

CENTERS FOR INTERNATIONAL BUSINESS EDUCATION * FISCAL YEARS 2006-2010 PROJECT ABSTRACTS

Brigham Young University

Globalization and advances in technology have increased our ability to communicate, interact, and engage in international business (IB). With this ever-widening capacity, however, the U.S. faces complex and shifting challenges. Never before has the United States had a greater need for international business education. Political and economic events of the past five years have intensified our need for individuals with a solid background in global economic and trade issues and experience in the lesser-understood parts of the globe. Our nation's future success is strongly connected to current training of capable and ethical business professionals, proficient in foreign languages and with expertise in area studies and national cultures. These current and future leaders must be able to make crucial global business decisions for our nation. The Brigham Young University (BYU) Center for International Business Education (CIBE), housed in the Marriott School of Management, proposes a project that addresses major challenges facing international business practitioners, educators, and students. The project builds upon the multilingual skills and international experience of Marriott School students and faculty, and takes advantage of the Marriott School's capacity for teaching and researching business ethics. The BYU CIBE will strengthen its local, regional, and international networks as it impacts international business training and practice at all three levels. This project will: (a) build international business leaders; (b) develop a national resource in global business ethics; (c) provide leadership in business language training; (d) impact international business education and research in the Rocky Mountain region; (e) extend outreach to the business and professional communities; and (f) expand the body of international business knowledge.

* More complete abstracts, program information, and publications of the CIBE program can be found at <http://ciberweb.msu.edu>.

Columbia University

The Columbia University Center for International Business Education and Research (CIBER) is a distinct organizational unit of the university managed jointly by the business school and the School of International and Public Affairs, which serve the university community along with educational institutions and businesses throughout the New York region and the nation. The overarching mission of the CIBER meets three interrelated strategic objectives: (1) to build interdisciplinary bridges across the university, strengthening international business education in research and teaching in the social sciences and in the professional schools; (2) to open and sustain dialogue between the nation's leading international business community and one of its foremost research universities; (3) to promote the creation of new knowledge on global business and its translation and dissemination to the American business sectors. The individual programs supporting these objectives are conceived to meet the goals of the Higher Education Act, namely: (1) to serve as a national resource for teaching of improved business techniques, for example with the development of an innovative, interdisciplinary, inter-school course on the Latin American Business & Economy; (2) to provide instruction in critical foreign languages, as is the case with high-level intensive intersession courses on Arabic and Chinese business language; (3) to provide research and training on international aspects of trade and commerce, exemplified by high-profile conferences and seminars on China and India, involving both the academic and business communities; (4) to provide training to students, demonstrated in the development of new and academically demanding study tours; (5) to serve as a resource to businesses, for example through the involvement of businesses in multiple lecture series and through the International Entrepreneurship Mentoring Board; and (6) to serve institutions of higher education within the region, as will be done in the Northeast International Community College Institutes, to be offered jointly with the University of Pennsylvania, and Temple University.

Duke University

Duke CIBER, in concert with Duke University itself, is poised to embark on a new stage of internationalization, one that will cause international awareness to become an integral part of the university's internal and external character. For the 2006-2010 grants, Duke CIBER has identified three overarching goals encompassing all educational and outreach purposes of the CIBER legislation. The first goal is to advance international business (IB) research at Duke and elsewhere; the second, to advance IB education at Duke and across the United States; and third, to increase the capacity of U.S. businesses to succeed in the global economy. To achieve these goals, Duke CIBER will continue a number of the more successful innovations of the past while following a radically new research strategy involving a set of initiatives resting on two major research projects undertaken and led by Duke CIBER. The first of these research-based initiatives, Inter-Cultural Edge (ICE), has the goal of offering a new methodology for exploring cross-cultural communication awareness and related tools for teaching business communication strategies. The second key initiative is the Off-shoring Research Initiative (ORI), a multi-year biannual research project focusing on American competitiveness and the off shoring of white collar work. Both ICE and ORI offer multiple and distinct outcomes that in total meet all stated purposes of the CIBER legislation *and* include every type of activity required by statute. Complementing these two all-encompassing initiatives, Duke CIBER will implement six new complementary initiatives promoting cross-disciplinary awareness of IB and the benefits of increasing international skills as a strategy for economic success in a globally interdependent world.

Florida International University

We are proud to present our application to the U. S. Department of Education for another four-year cycle, from 2006-2010. After careful and detailed planning with our Advisory Council, we have 51 activities that we believe meet the legislative mandates. These activities also include two invitational priorities on the teaching of foreign languages, and programs that focus on homeland security and U.S. international competitiveness. We have built upon the framework we established in our previous funding cycles, and believe we have exceeded what we committed to do four years ago. Our intent is to carry forward the activities that have been successful and add exciting new initiatives. Many of our activities have become self-supporting, now embedded in the CBA. Although you will see a wide range of activities in the narrative, they fall within two thematic categories: (1) *Improving U.S. International Competitiveness in Today's World of Heightened Security*; and (2) *Using Languages and Technology Wisely in International Business: Improving K-12, College and Organizational Absorption*. That includes our academic programs, language programs, K-12 activities, and collaborative activities including the Faculty Development in International Business Programs, research and developmental activities. We are strongly committed to deliver unique curricular, research and outreach programs that serve our students, faculty and university community, our local business and educational community within South Florida. Our goal is to make all our constituents more competitive in the global economy, and continue as a local and regional resource for promoting U.S. business' global reach. We have bold and exciting things planned for our region, as we strive to honor our commitment to deliver programs that have great impact.

The George Washington University

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

The GW-CIBER will be organized in five key, and mutually-reinforcing objectives, with twenty corresponding initiatives, under the unifying theme of *Institutions and Development in International Business* that substantively address all of the purposes, mandatory activities and permissible activities of the authorizing statute as summarized in Exhibit 3.1. Our proposed activities promote enhanced US. competitiveness and homeland security by addressing critical unmet needs through research, teaching and outreach to the business and policy community.

Objective 1: Develop and promote *integrated programs* of education, research, and outreach *around focal themes related to institutions and development* in international business for our stakeholders through *interdisciplinary programs* spanning the fields of business, foreign languages, international studies, and public policy in a broad range of disciplines, including those often ignored by existing programs in international business. These focal program areas are: *Global Governance; International Security and Crisis Management; Trade, Investment and Labor Issues; Diasporas in Development; and Business and Society in Critical Countries.*

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

Objective 3: Develop a distinctive *scholarly community* of high caliber doctoral students and faculty through a particularly *intensive, and interdisciplinary summer doctoral program* on institutions and development in International Business.

Georgia Institute Of Technology

This proposal extends the Georgia Tech Center for International Business Education and Research (GT CIBER), a national center located in the heart of Atlanta, for fiscal years 2006-2010. Georgia Tech proposes to use the GT CIBER as a catalyst to mobilize the university's resources to enhance international competitiveness research, training, and outreach, based on thirteen years of experience.

Georgia Tech CIBER' proposal focuses on four regions: *Northeast Asia; the European Union (with special emphasis on France and Germany, to capitalize on Georgia Tech's European Campus); the Southern Cone of Latin America; and India.* We build on Georgia Tech's strengths by emphasizing the following sectors, key to the state's economy: *information and communications technologies; life sciences; pharmaceuticals; and manufacturing.* Our program design is articulated around seven key elements and objectives:

(1) *Strengthening applied language and intercultural studies:* Georgia Tech's unique intensive Language for Business and Technology (LBAT) programs is one of our integrated language education's cornerstones. We also expand three dual-degree programs, the "Languages Across the Curriculum" program, and create on-line multi-language course offerings for executives, among fourteen language-related initiatives.

(2) *Broadening the scope and reach of international business-related academic offerings:* The most salient component, among ten initiatives, is the Georgia Tech International Plan (IP), a campus-wide initiative impacting up to 50 percent of all undergraduates, by 2010, and some 14 baccalaureate programs in achieving global competence, global disciplinary practice, and second language proficiency.

(3) *Strengthening the global competence of faculty and students:* This element is highlighted by international coop and internship opportunity creation, the MBA Global Business Practicum, partnerships with business schools in China, South Korea, and India, consortia to deepen faculty's mastery of international business techniques, pedagogy, and issues.

(4) *Researching globalization, innovation, and U.S. competitiveness:* Grounded in Georgia Tech's strengths, this element is built on a series on four thematic research axes, each led by a team of three to four faculty leaders: (a) global technology sourcing strategies; (b) global financial integration and corporate governance; (c) managing global research and development (R&D) and protecting intellectual property; and (d) globally-distributed work to support integrated value chains.

Indiana University

The global business environment has changed significantly in the four years since the last CIBER grant competition. Today, key forces impacting United States global competitiveness include:

Regional economic integration, fast growing, very large economies posing competitive challenges and opportunities, and security issues, which continue to be complex. The Indiana University (IU) CIBER is proposing an integrated set of programs for its constituencies – faculty, students, the business community, and educators – that address aspects of each of these major trends. It does so through constituency-appropriate programs that include study tour courses (North American Free Trade Agreement, European Union, and Comparative Emerging Economies: India and China), less commonly taught languages relevant to these economies (Portuguese and Chinese), faculty and doctoral student research on aspects of integration, emerging economies, and security, and outreach programs that inform the business community (a conference and/or workshop on Chinese capitalism, another on business continuity planning: Terrorism and Natural Disaster, etc.), and offer strategies for coping with these forces, effectively entering new markets, and finding a balance between business operations and security that is prudent, but not paralyzing.

Each of these efforts will contribute to the IU CIBER's growing body of knowledge and literature on the themes of integration, emerging economies, and security. These are resources (including four books) that will far outlive the activities themselves, reach a national, indeed international, audience, and educate the future workforce – managers, executives, other professionals – and the academic world, particularly through programs training the next generation of faculty.

Michigan State University

Michigan State University (MSU) is celebrating its sesquicentennial as the pioneer land-grant university. Since its founding, MSU has been a leader in international education, research, and outreach. With a focus on quality, inclusiveness, and connectivity, MSU President Lou Anna Simon stated in her presidential address on Founder's Day, 11 February 2005, that: "Our pursuit of our goals will always be guided by the academic heritage and values that tie the rich history of Michigan State University to our present and our future." Her vision for MSU is that "**land-grant has become global-grant...** and as in 1855, Michigan State University will lead the revolution."

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

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

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

Ohio State University

The Fisher College of Business at the Ohio State University (OSU) proposes to focus CIBER activities during the 2006-2010 grant period around a central theme: the international management of knowledge, or the art of creating value from intangible assets. A key challenge for Multi National Companies is how to manage international knowledge to create competitive advantage. Employees must acquire and create new knowledge, disseminate it throughout the firm, and interpret and integrate it with existing information.

Over the past decade of our activity, we have learned that good international knowledge management is key to the success of many mergers, acquisitions and alliances and, in fact, is critical to the success of United States businesses (large or small) as they internationalize. International knowledge management, as well as of the cultures and languages of remote areas of the world is also key to U.S. economic and national security.

OSU area studies and language centers will be strong CIBER partners. Together, we will focus on a different world region each year, offer one large conference and other smaller ones annually, to create and disseminate new knowledge for the business and academic communities.

In the past decade, the OSU CIBER has developed a valuable network to enhance this thematic interest. Collaborations will continue with the Ohio Department of Development's International Trade Division, the U.S. Department of Commerce's Export Assistance Center, the Ohio Governor's Office, and the Mayor's office of the City of Columbus. In addition, we have created two statewide international business (IB) networks, one business and one academic. The first is a rapidly growing network of small and medium sized businesses learning from each other, called TARGET. TARGET chapters now exist in three Ohio cities. The second, called MOFIN, is a network of Ohio colleges and universities receiving grants to implement new international curriculum. More nationally, the CIBER will collaborate actively with other national CIBERs.

A firm's management of global knowledge breaks down into several specific kinds of knowledge: the management of alliances, international supply chains, financial services, language and culture, security, and research and development. The OSU CIBER will support the creation and dissemination of new approaches to international knowledge management in all these areas. It will also serve as a catalyst for the practice of international knowledge management. Since the principles of international knowledge management apply equally well to both universities and business firms, the CIBER will support the College's further internationalization in several projects, including its plans to offer its executive MBA and undergraduate degrees outside the U.S. evaluation of activities conducted by and within the CIBER is a critical dimension of each CIBER program.

Purdue University

Purdue CIBER, collaborating with schools of management, liberal arts, agriculture, engineering, consumer and family sciences, and external partners propose a unique combination of teaching, research, and outreach designed to advance U.S. global competitiveness. The teaching programs promote curriculum development to ensure that all students are exposed to global materials, including cross-cultural skills. Four new master's classes in international accounting, global communications, and global security and risk planning will be developed. A specialization in global supply chain management, including global study tours to best practice sites throughout Asia and cross-cultural team projects with Chinese universities will be supported with engineering in cross-cultural/cross functional teamwork. Business language classes will be developed in less commonly taught languages, Arabic and Chinese.

Research will be driven by competitive faculty and Ph.D. research awards. Topical area research will be promoted by special research symposia on corporate public diplomacy, global supply chain management, regional branding strategies, and the annual Empirical Investigations in International Trade conference. Business language and cross-cultural pedagogy is supported by research in cross-cultural measurement instruments, Purdue's national conference on Chinese Business Language and Culture, and the annual *Global Business Languages*. Three doctoral consortia and a special executive program in business for foreign language doctorates sustain our program for increasing the supply of international faculty. Outreach services include the Indiana Global Trade Facilitators Network, workshops in global entrepreneurship, consulting services for new market entry and homeland security risk assessment, and regional symposium on border protection in the Great Lakes border protection. A comprehensive evaluation program will guide the project during the grant period.

San Diego State University

San Diego State University (SDSU) is a comprehensive regional university that serves 33,000 students, and hosts the largest undergraduate international business program in the United States. The SDSU CIBER was one of the original six centers that were established in 1989 as a National Resource Center. Since then SDSU CIBER has consistently achieved its objectives, and has indeed created a top 10 international business program according to *U.S. News & World Report*. Over the last sixteen years, the SDSU CIBER has developed an infrastructure and personnel with the experience to continuously set new and challenging goals. For 2006-2010, SDSU CIBER proposes an integrated program that includes: (I) foreign language assessment and education; (II) globalization of the business curriculum; (III) a multidisciplinary research agenda; and (IV) outreach within SDSU, California, and the United States. The initiatives within the program were designed through a strategic, consultative, and inclusive process, guided in part by the advisory council and the strategic vision of SDSU. The SDSU CIBER, with the proposed initiatives, seeks to achieve the statutory provisions by building on the strategic intent of SDSU to be one of the most international campuses in the United States. The SDSU CIBER has established ambitious goals and has proposed rigorous control mechanisms to align behaviors that are consistent with those goals. For example, timelines and measurable outcomes are clearly stated, and a comprehensive evaluation rubric is central to the design of the program. SDSU CIBER has accomplished its objectives in the past and is well poised to deliver its best program ever in 2006-2010.

Temple University

The Temple CIBER is committed to making a positive impact on the economic, educational, and international status of Philadelphia and the adjoining states. Our programs are aimed at internationalizing the perceptual and cognitive horizons of faculty and staff at Temple University, other educational institutions, and firms in the tri-state area. Wherever feasible, we have incorporated the latest information technology to expand the "reach" of our knowledge and connections to far away places. Temple University students come primarily from parochial backgrounds and moderate-income families. Our aim is to provide them with opportunities to study and work abroad, and to meet with their counterparts from nations with distinctly different cultures. As such, we have developed study abroad and internship programs in partnership with educational institutions in Australia, France, India, Ireland, Italy, Mexico, Morocco, and Japan. We will connect Temple students with their counterparts in Dubai and Mumbai through Internet 2 technology based joint projects. We believe that one can implant an international perspective in early childhood. K-12 teachers are our best vehicles to give an early start in internationalizing academic programs. To that end, we will implement the statewide delivery, via the Internet-2, of academic learning modules containing international content to K-12 school systems throughout Pennsylvania. There is a heightened concern among business and non-business institutions over threats coming from terrorism and natural disasters. Business firms are spending huge sums of money in securing their physical and intellectual assets for such risks. We will conduct eight research projects of which four are directly focused on risk management by firms that are adversely affected by the threats of terrorism and security concerns. In all, the Temple CIBER will implement 56 programs to fulfill all six mandates helping to make American businesses more competitive globally.

Texas A&M University

The 2006-2010 Texas A&M University (TAMU) CIBER will contribute to increasing American economic competitiveness by advancing the ability of American managers to understand foreign cultures and business practices, to perceive and grasp overseas marketing and investment opportunities, to overcome language barriers, and to deal effectively with foreign governments and international institutions from a secure homeland base. Since 1990 in capacity, vision, and accomplishment, the CIBER at Texas A&M University has been a leader in international business education. The TAMU CIBER is administratively housed in the Center for International Business Studies (CIBS) of the Mays Business School. The CIBER is headed by the executive director of international business programs, who reports directly to the dean and serves with the dean, associate deans, and department heads on the College Executive Committee, thus assuring that the international dimension of the college's programs is never subordinated to the traditional academic business disciplines. The strength of the TAMU CIBER stems from its integration into the structure of one of the nation's largest and paramount business schools (Mays) and the programmatic and financial synergies gained from partnerships with the Bush School of Government and Public Service and the Colleges of Liberal Arts, Agriculture, and Engineering. The TAMU CIBER program will also benefit from strategic partnerships and alliances with other CIBERs, foreign institutions, professional associations, and governmental agencies.

University of California, Los Angeles

The University Of California, Los Angeles (UCLA) CIBER will adopt an overarching model of the global economy as an *information economy*. We will focus on four aspects of America's unfolding encounter with this economic system: (1) intellectual property and innovation; (2) industrialization and competitiveness of services; (3) international entrepreneurship and microfinance; and (4) security of operations and assets. Distinguished scholars from the UCLA Anderson School will partner with colleagues in academic departments and area studies centers, both here and at other CIBER schools, to develop and lead programs for each of these themes. Programmatically, we will focus on applied research, then extend our findings into teaching and outreach. We will use research conferences to set the agenda and grants to create data sets and white papers; we also mobilize our doctoral and MBA students as co-producers of knowledge. We will extend our findings using all manner of formal and informal education including K-14 classrooms and public information forums to elevate public discourse about economic policy and to train practitioners in government, academia and business. UCLA CIBER will deploy a sophisticated program of training in foreign languages and cultural practices. Altogether, we will offer more than 30 program activities, some already operating successfully with independent funding. The program execution and evaluation, following the best practices of UCLA's research community, will use theme leaders to provide intellectual direction, a management committee to coordinate program activities and an advisory committee to provide overall mission direction and oversight. In addition, we will use an outside emeritus expert to evaluate programs for quality, mission relevance and effective use of resources.

University of Colorado at Denver and Health Sciences Center

The University of Colorado's Institute for International Business has been designated a CIBER since 1993. This proposal requests that the U.S. Department of Education continue the designation and funding for 2006-2010. The University of Colorado is a world-class research institution with four campuses, 52,000 students and over 3,600 faculty members. It ranks sixth among public universities in federal research dollars and 15th in overall research expenditures. For the 2006-2010 grant period, CIBER will offer initiatives that leverage Colorado's technology leadership and address the forces that are impacting international business in Colorado, the Rocky Mountain region, and the United States. Three overarching themes influence our proposed initiatives: (1) the globalization of knowledge work; (2) the rise of China and India; and (3) the globalization of entrepreneurial activities. Our proposal identifies 41 initiatives designed to achieve seven objectives that address the purposes of the authorizing statute.

1. We will broaden and deepen global competency across the 12 graduate business degree programs. CIBER will launch a Global Plus program for all MBA/IMS students, allowing access to international business (IB) content and world region expertise to students in any business major. CIBER will support a new international entrepreneurship track and a new May semester, the two-week period after spring semester, as a window for students to take intensive courses in IB, and introduce an undergraduate honors program in international business.
2. We will expand our business-liberal arts partnership, and establish a Business-Liberal Arts Colorado Consortium with regular seminars, roundtables and course exchanges, inviting seven Colorado universities to join the consortium. We will expand our BA-MSIB joint program that allows undergraduates in language a "fast track" access to our MSIB program, and fund faculty and curriculum development in the new Arabic and Middle East studies initiative.
3. We will address the globalization of knowledge work in the professions with new initiatives in engineering and architecture. The shift of knowledge work to developing countries is changing how these professionals are trained and how their careers develop. CIBER will sponsor several initiatives addressing these changes.
4. We will offer specialized Faculty Development Programs (FDIB) in areas where we have distinctive expertise. We will offer an FDIB in China each year, develop a new FDIB on international entrepreneurship, and continue our FDIB in international human resource management, and law and ethics. We will annually co-sponsor a conference with Stanford University on globalization of services.

University of Connecticut

America's future depends on its ability to reach out to new markets. This was known in 1988 when the legislation funding CIBERs was first written. Today, as the global marketplace continues to evolve, it is crucial that future generations have the skills, abilities, and knowledge to preserve this nation and its ideals, and compete aggressively in emerging global markets. According to a Goldman Sachs report, the Brazil, Russia, India, and China (BRICS), by 2050, will have a higher gross domestic product (GDP) than the current economic measure of 06. Providing students, faculty, and business people with a comprehensive, integrated education with a focus on BRIC will assist them in contributing to the achievements of this nation's success for generations to come. Therefore the focus of the University of Connecticut (UConn) CIBER is to serve as a national resource center to increase U.S. global competitiveness in the markets of BRICS. We have added South Africa to the mix for reasons explained elsewhere. We will refer to these countries as BRICS. During 2006-2010, the UConn CIBER proposes to undertake a variety of activities that will serve business students, non-business facilities, advanced students, members of the business community, and business faculty through development in international business, curriculum related activities, and research. The UConn CIBER proposal is unique because: it provides students interdisciplinary education on BRICS; provides professional development opportunity to faculty; encourages faculty to undertake research related to BRICS; offers opportunity for curriculum development; makes maximum use of technology; and employs large amounts of internal resources. The proposal duly emphasizes the learning of foreign languages and cultures, and includes activities that focus on national security. In addition, it has a clear-cut focus and is cost effective. Overall, this is an incredibly important project, and given the federal funds, we have the resources and the contacts with schools in our region, nationally and in the BRICS, to successfully achieve the goals that we have set.

University of Florida

The Warrington College of Business (WCB) at the University of Florida (UF) proposes a 2006-2010 CIBER program that is exceptional in: (a) meeting needs and purposes defined by Part B, Sections 611 and 612, Title VI of the Higher Education Act; and (b) in the number of significant outcomes expected given federal funds requested. Careful design, a quality management plan, and detailed, thoughtful evaluation strategies are essential for reaching exceptional status in both (a) and (b)—and WCB is providing all those components. But they are not sufficient. Key to the WCB proposal is that it does not try to do it alone. While technically offered by the college of business, it is in fact the concerted effort of faculty from nine colleges, 18 departments and eight centers at UF, plus seven other institutions of higher education in the state of Florida, plus 29 other CIBER schools. Partnerships that combine expertise, and that help WCB to reach out to more segments of the population, are what fundamentally allow the program to be exceptional. 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 five broad groupings:

- (1) Meeting Hemispheric IB Challenges: New and enhanced curriculum, research and outreach initiatives from the CIBER to our established, premier Latin American business program.
- (2) African IB in the 21st Century: A set of activities designed to develop a premier program of African business expertise from specialized university and regional resources with latent synergy that has not yet been fully exploited.
- (3) Language and Culture: Utilizing successful models pioneered at UF for integrating foreign language training with business content instruction and for enhancing delivery of business language instruction through interactive Web-based modules are revised and extended to new applications.
- (4) New Perspectives on the Global Competitive Environment: A program of academic research that encourages UF faculty from the colleges of business, journalism and communications, and agriculture to analyze current trends in the evolution of international markets and to begin developing business models that will be applicable to global competitive regimes of the future.

University of Hawaii

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

The Asia Pacific region is becoming evermore vital to the United States business success in the global economy. The University of Hawaii (UH) CIBER is strategically positioned to capitalize on a wealth of Asia Pacific resources and fulfill our goal of enhancing U.S. service industry competitiveness in the region. The UH CIBER plans to leverage its existing networks and collaborative programs with the headquarters of the Pacific Command, vast government, UH and private sector tourism related resources, the East West Center, UH School of Hawaiian, Asian and Pacific Studies, the UH College of Languages, Linguistics and Literature, the UH School of Ocean and Earth Science and Technology, and the UH College of Business. The foundation for executing and evaluating the six mandates are through four existing centers housed in the UH College of Business; the Pacific Asian Management Institute, the Asia Pacific Risk Institute, the Pacific Asian Center for Entrepreneurship, and the Asia Pacific Financial Markets Research Center. Through these centers, over seven language programs, eight research initiatives, seven curriculum development programs, seven industry outreach initiatives and six faculty development projects will be implemented. These programs provide a strong foundation to serve as a source of expertise on homeland security issues relating to Asia, provide meaningful business and language learning opportunities, especially in the less commonly taught languages of Asia, and provide training and support to increase the competitiveness of U.S. industries in Asia.

University of Illinois

The Center for International Business Education and Research at the University of Illinois, Urbana-Champaign (UIUC), proposes an ambitious and focused program of activities to build a national resource for international business and language on the campus at Urbana-Champaign. The primary objectives represent major investments in programs that differentiate UIUC in the international business field: (a) develop and deliver new courses in business languages for delivery to on-campus and off-campus audiences; (b) expand the opportunities for University of Illinois students to have a meaningful overseas experience through the International Business Immersion Programs; (c) develop new programs in research, education, and outreach on United States competitiveness in technology and the agricultural and food industries; and (d) contribute to campus-wide research efforts on a vital homeland security issue with important regional implications -- security of the food supply. Two significant themes tie these four major objectives together: (1) an emphasis on Asia and an emphasis on technology management; and (2) competition. Significant resources are directed toward new courses in strategically important languages from East and West Asia and to building faculty competence in East Asian business. This competence will be exploited in building a research portfolio and offering expanded international immersion programs for students in Asian markets important to American competitiveness in technology. New curriculum developments are proposed in the form of a multidisciplinary product development laboratory and a curriculum for international technology competition for scientists and engineers.

University of Kansas

The University of Kansas (KU) CIBER proposes projects for 2006-2010 that emphasize Emerging Markets; Competitiveness and Homeland Security; and Foreign Language and Culture for Business. Within this framework, our programs are designed to: (1) increase the capability of business graduates to work in international business (IB) contexts; (2) increase the knowledge of business by students in foreign language and area studies; (3) build IB knowledge and skills among businesses and educational institutions within our region; and (4) advance the knowledge and practice of IB nationally, through scholarly research, faculty development and other activities of strategic national importance.

Many of our initiatives focus on four powerful developing countries: Brazil, Russia, India and China (BRICS). Relevant to these countries, we will provide study abroad and language study, support faculty research, and deliver Thematic Learning Community programs for freshmen and sophomores that will include sets of courses on East Asia, Latin America, and Russia, Eastern Europe and Eurasia. We will deliver these in collaboration with our Area Studies centers, including Title VI centers in the three aforementioned world areas.

KU CIBER will address business security through executive education, development of course modules in IS security, and research on the implications of antiterrorism legislation. Other research will explore the financial effects of oil price changes and political uncertainty. The largest undertaking will be a four-year project on "Navigating Globalization in a Post-9/11 World," that will include an interdisciplinary faculty symposium, partly conducted with the Army Command and General Staff College at Fort Leavenworth, Kansas; a new course on post-conflict economic development; and a business forum about failing states and the terrorist threat. To provide insights into the Islamic world, we also plan a faculty development program in Turkey.

As leader of a new consortium to encourage the teaching of foreign languages in a business context, we will create research and best paper awards and help see that "applied" language topics are addressed at traditional foreign language venues. We will encourage Less Commonly Taught Languages throughout our programs.

University of Maryland

The Robert H. Smith School of Business and University of Maryland (UMD) at College Park are submitting this proposal to re-establish the CIBER project on the University of Maryland campus. In response to the rapidly changing business environment, the Smith School and UMD have undergone major changes since the last CIBER project ten years ago. The Smith School is now an internationally recognized leader in management education and research for the global digital economy. And the University of Maryland is the only highly ranked, comprehensive, and research-focused university in the National Capital area.

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

The proposed CIBER has *five objectives* relating to: (1) internationalization of the Smith School; (2) foreign language and area studies; (3) teaching; (4) research; and (5) outreach to both business and academic communities. The key purpose of the CIBER Program is to enhance the international competitiveness of American business. The following *seven themes* of the Smith School CIBER are intended to do just that: (1) competitiveness; (2) global e-business and technology; (3) entrepreneurship and innovation; (4) language education; (5) national and homeland security; (6) global services; and (7) emerging markets. These are the specific areas in which the Smith School and University of Maryland have particular strengths relevant to the CIBER mission. Accordingly, the *forty project activities* are largely built around these themes.

University of Memphis

The University of Memphis has been designated as a CIBER for fifteen years. During this time, the Memphis CIBER has developed one of the most comprehensive programs in the nation in faculty development in international business and business language training; international business education for students at all levels; thematic and other international business research for U.S. competitiveness; and other academic and business outreach. To accomplish this Memphis has taken a strategic focus of building institutional commitment, strong university linkages and relationships across the nation and internationally, and a spirit of collaboration within the international business and academic communities resulting in the integrated, synergistic, and exemplary programs highlighted in this proposal. Memphis CIBER is proposing during the next cycle to offer more than sixty programs that address all Title VI mandates and invitational criteria. Proposed activities include, but are not limited to the following: Student Programs—International MBA program; undergraduate international business degree; doctoral minor in international business; secondary, postsecondary and graduate programs in international business, business language, area studies; and the cultural implications of doing business in other countries.

- Student Study Abroad—Access and support to study in 165 institutions in 45 countries.
- Faculty Development—Faculty Development in International Business Series; Foreign Language Workshops, Support for faculty to attend other exemplary programs.
- Thematic Research—Seven areas of designated sponsorship and competitive awards for other international business research.
- Faculty Study Abroad—University of Memphis Antwerp Program and support for seven other programs that together provide faculty the opportunity to study and research throughout the world.
- Business Outreach—National Executive Training Programs, Annual Series of Business
- Conferences and Seminars, and Business Executive Study Abroad Programs.

University of Michigan

The overall theme of our proposal is "Challenges to International Competitiveness." These challenges address emerging issues in the international business environment that align particularly well with our institutional strengths in international business, foreign languages, and area studies. *The challenge of national security in a global economy.* Designed to address the invitational priority on homeland security and international competitiveness, these activities will focus on the languages of Islamic countries, develop an internship program using those languages, and address security issues along the Canadian border. *The challenge of creating new global consumers.* A major academic conference and a series of faculty-directed student projects will address issues of business development and economic growth in emerging markets. *The challenge of China as a competitor and customer.* A broad set of initiatives will promote business Chinese instruction, fund numerous research projects, facilitate language learning, and enrich the international business curriculum. *The challenge of broadening global awareness.* This effort will create learning opportunities for large numbers of students through study abroad, core courses in the business curriculum, and innovations in the liberal arts curriculum. *The challenge of global competition in biotechnology.* A major research conference and curriculum innovations will focus on this rapidly globalizing industry. *The challenge of the anti-globalization movement.* An academic conference, curriculum innovations, and student projects with multinational corporations will teach our students and general public about the realities of globalization. Other activities will include efforts in export development, executive education, faculty research, doctoral student training, and outreach to minority institutions.

University of North Carolina – Chapel Hill

The Center for International Business Education and Research at the University of North Carolina at Chapel Hill (UNC-CIBER) has selected "Shaping Global Business Leaders" as the overarching theme of our proposed program.

During the next four years, we will:

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

We have a proposal which outlines 30 initiatives with close to 100 research, teaching, and outreach projects designed to hone the skills of secondary, postsecondary, and community college students; faculty from a variety of disciplines and institutions; and business executives and governmental officials to create a national cadre of emerging leaders for today's global business environment. The impact of the UNC-CIBER effort is greatly enhanced by our exceptional network of institutional partnerships throughout the world. Here at UNC-Chapel Hill, departments in area studies, economics, education, and languages, as well as independent centers for rural economic development and global sustainability inform our program design and schedule of activities. Many of these units also co-direct planned initiatives. In a new effort, other CIBERs, along with the U. S. Chamber of Commerce, are joining us to explore ways to balance the increased demands for homeland security with the needs of international business and trade.

UNC-CIBER is administered by the Kenan-Flagler Business School's outreach arm, the Frank Hawkins Kenan Institute of Private Enterprise (Kenan Institute). The Kenan Institute's mission to "actively apply business research and knowledge to address challenges in society" fully complements the UNC-CIBER efforts to "build competency in global business through teaching, research, and outreach."

UNC-CIBER is led by a strong advisory council and a 16-member faculty Operations Committee and is managed under the capable leadership of Director John D. Kasarda, Kenan Distinguished Professor of Management, and Executive Director Lynne Gerber.

University Of Pennsylvania

Title: Meeting the Challenges of the 21st Century's Global World

The University of Pennsylvania established the Penn Center for International Business and Education Research (Penn CIBER) in 2002 to further the broad objectives of the Higher Education Act. All of the projects, programs, and activities proposed here contribute significantly to the ability of United States businesses to prosper in an interdependent global economy.

The mission for Penn CIBER is to provide the structure and opportunity to bring together elements of the Wharton School and the University; to unify resources and create synergies directed toward improving internationalized business education, training, and research for the benefit of students and faculty within and beyond Penn; and to seed new initiatives and innovative programs in areas critical to local businesses and the advancement of the United States' position in the global economy.

The programs, projects, and activities in this proposal will expand internationally focused interdisciplinary teaching and research that are conducted at Penn and, in some cases, take them in entirely new directions. Wharton educates the faculty whose teaching and research are transforming business around the world. Under Penn CIBER leadership, Wharton will develop innovative curriculum and teaching tools and methodologies to enhance its ability to educate and train future international business leaders, to improve the teaching of international business topics, and to serve as a catalyst for new synergistic efforts. Most importantly, Penn CIBER will help Wharton to bring its models and achievements in the area of international business education, training, and research to a much broader audience, locally as well as throughout the United States and the world.

Through several frontier research initiatives, the Wharton Global Family Alliance Project, the Insuring Against Terrorism: A Global Challenge project, and the Entrepreneurial Index Project, Penn CIBER will bring together domestic and international scholars and significantly influence international business teaching, policy making, and future research. Penn CIBER will also develop new tools and organize new opportunities to foster discussion, share results, and disseminate outcomes from research conducted under its auspices. Significant among these will be case studies, the entrepreneurial index, and the addition of area studies to the database of the business school.

University Of Pittsburgh

The International Business Center (IBC) at the University of Pittsburgh is a joint venture of the Katz Graduate School of Business and the University Center for International Studies intended to increase United States competitiveness by designing and supporting programs in international business and languages that affect the University of Pittsburgh, the tri-state region (western PA, eastern Ohio, and northern West Virginia), and the nation more broadly. The IBC draws on the multidisciplinary talents and the international expertise of the University of Pittsburgh'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 United States 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. In brief, these are to: (1) serve as national resources for the teaching of improved business techniques, strategies and methodologies; (2) provide instruction in critical foreign languages; (3) provide research and training in international business; (4) provide training to students enrolled in the University of Pittsburgh; (5) serve as regional resources to businesses proximately located by offering programs; and (6) serve other faculty, students and institutions of higher education located within the center's region. To fulfill these objectives, this document proposes programs to increase U.S. competitiveness grouped into five clusters of activities: faculty programs; masters student programs; undergraduate student programs; research programs; and outreach. Specific objectives are detailed for each of these clusters of programs. In addition to addressing the invitational priorities on language and homeland security, this proposal incorporates four themes in developing programs designed to improve U.S. competitiveness: industry-focused research and programs; programs focused on emerging markets; programs focused on small business; and joint programs with engineering.

University Of South Carolina

The Moore School of Business of the University of South Carolina seeks funding from the U.S. Department of Education for the Center for International Business Education and Research (CIBER) for the period October 1, 2006 - September 30, 2010. The Center was established January 1, 1990, to be a national and regional resource that met the objectives of Title VI of the Higher Education Act. Its substantial programs and activities continue to serve the nation and the Southeast region, materially enhancing the global competitive position of the United States. The funding requested from the Department of Education will enable the Moore School CIBER to engage in additional activities to enhance U.S. competitiveness. Among the major initiatives planned for the period is the creation of additional language tracks in the Less Commonly Taught Languages (LCTLs) within the International MBA (IMBA) program. Using a revised program structure that incorporates up to eighteen months of in-country language training and internships, the Moore School will initiate an Arabic language track in 2007.

The School has signed a Memorandum of Understanding with the United States Army to admit 12-15 active-duty officers to the IMBA program in the Arabic track. The new language structure will be used to implement in the existing programs Chinese and Japanese programs, and the School will implement additional tracks in Russian, Swahili, Thai, Turkish and Vietnamese. At the undergraduate level grant funds will be used to enhance the existing undergraduate International Business major and to initiate a collaborative program with the South Carolina Honors College, an honors research track in International Business, built on the principle of research based learning. This program will integrate courses in International Business Theory and International Business Research and an off-shore research project with the Honors College's requirement of a senior thesis. A major emphasis of the Moore School CIBER in the grant period will be an emphasis on United States-Africa business relations. The Moore School will initiate an Africa initiative, featuring new courses in African business, an invitational priority for research on African business and its relationship to the U.S., and the first structured Faculty Development Program in International Business, providing faculty members at U.S. institutions of higher education with the opportunity to learn first-hand of African business practices. Additional research priorities will be given to Homeland Security and the impact of global terrorism on U.S. business competitiveness, as well as a systematic look at the relationship between the institutional structure of emerging markets and the strategies used by U. S. firms to reach those markets. Major CIBER activities such as the summer faculty development program in the functional fields of International Business and the Workshop for Spanish faculty will be continued. In all, this proposal incorporates forty separate activities to enhance U.S. competitiveness, and some thirty-nine evaluation activities to measure their impact.

University of Southern California

Introduction: Forty-five projects for fiscal years 2006-2009 provide the CIBER with a unified menu of activities, which meet the purposes of the authorizing statute and the programmatic requirements of the Department of Education. The three unifying themes for our CIBER teaching, research, and outreach are: (1) Expanding Experiential, Cross-Cultural Learning Opportunities for University of Southern California (USC) students, faculty, and business practitioner clients; (2) Researching Strategic Pacific Rim Economic and Business Issues related to: (a) Post 9/11 Security Environments' Impact on Business; (b) Pacific Rim Economic Integration along with the Proliferation of Bilateral and Regional Preferential Trade Agreements; and (c) the Rise of China; and (3) Strengthening the Marshall School's Pacific Rim Alliances.

CIBER's Purpose: Improve the International Competitiveness of American Firms.

The purpose of CIBER-supported teaching, research and outreach activities is to help make American firms become more effective competitors in today's increasingly "global" 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." After 9/11, our CIBER advisory council decided that one way to attempt to overcome America's post-9/11 problems of visa restrictions and time delays is to make it much more difficult for potential international customers, partners, and investors to visit U.S.-based firms and universities and to substantially increase the opportunities for CIBER 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 proposal, CIBER plans to substantially expand international experiential learning opportunities for Marshall undergraduates, non-Marshall graduate students, and American business and government practitioners. CIBER will continue to invest over one-quarter of its federal funds (about \$125,000 in 2006) in 17 USC-wide projects (e.g., projects in languages, international relations, and with the schools of architecture, policy, planning and development and social work).

Client Investments Stimulated by Federal Funds in CIBER-Supported Activities.

From FY 2002-2005, CIBER clients invested \$4.00 for every \$1.00 of CIBER federal funds in order to participate in CIBER-supported activities. This investment provides a strong indicator of how strongly CIBER clients value CIBER-supported activities to make them more capable international competitors.

University of Texas – Austin

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 VI 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 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: Maintain a global focus, while leveraging UT's strengths in Latin America and Asia; Create programs addressing national security and language skills, including less commonly taught languages (Department of Education "Invitational Priorities"); Accelerate the transfer of knowledge between business and academia; and promote research to improve the teaching and practice of international business. Thousands of students, universities and businesses will benefit from the programs proposed by CIBER-U. Texas in 2006-2010.

University of Washington

Established in 1990, the mission of the University of Washington Center for International Business Education and Research (UW CIBER) is to *Build Global Business Expertise*. To address our mission, we have developed three specific objectives: (1) create and disseminate knowledge about international issues, regions, and practices; (2) teach international business and language skills; and (3) provide opportunities to gain meaningful global experiences.

Our twenty-six proposed programs are designed to carry out our mission, meet the three objectives, and provide three measurable outcomes: (1) a globally-capable workforce with the requisite skills and sensitivity to compete in the global marketplace; (2) a deep, yet practical, understanding of the forces that create global change; and (3) a dynamic business community with the capacity and readiness to both lead and respond to new global trends. The programs are grouped into seven initiatives (Global Competitions, Overseas Experiences, Student Enrichment, Business Languages, Faculty Research and Development, Outreach and Continuing Education, and Global Issues Rapid Response), each of which will be evaluated for outcome delivery.

Four aspects of our proposal are particularly innovative and significant:

- (1) A focus on intensive out-of-the-classroom experiences, which provide unparalleled opportunities to gain international business knowledge and skills.
- (2) Creative uses of technology to support and facilitate foreign business language instruction.
- (3) National-level conferences to address the overlap between security and business.
- (4) Deep integration of evaluation into all programs, including three longitudinal studies that have tremendous potential to impact and improve international business training.

In sum, UW CIBER is committed to delivering quality programming that will build global business expertise.

University of Wisconsin

The University of Wisconsin-Madison is a major research university and home to a distinctive combination of liberal arts studies and professional programs. In particular, the university is home to exceptional area studies and foreign language programs and houses leading technology transfer and biotechnology capabilities. This proposal outlines the Wisconsin CIBER's plan to leverage these resources in support of three major goals: (1) developing an internationally trained workforce; (2) generating knowledge through research on key global business issues, including homeland security, and making this research available to the regional and national business communities; and (3) increasing the level and competitiveness of exports by United States companies. Through an integrated set of activities designed to expand and enhance global instruction, research, international study and work opportunities, the Wisconsin CIBER will help develop a workforce prepared to contribute to the international competitiveness of United States businesses and to the security of U.S. interests at home and abroad. Each initiative highlighted in this proposal is aimed at one or more of our goals and will be evaluated for the contribution it makes toward achieving the relevant goal(s). Traditional evaluation tools and assessment mechanisms will be utilized in combination with a new, more comprehensive Performance Measurement System (described in detail in the evaluation section) to help ensure the University of Wisconsin-Madison CIBER delivers a comprehensive, well-integrated package of activities for students, faculty and the business community in pursuit of a more competitive and a more secure United States.