

U.S. Department of Education
Washington, D.C. 20202-5335



APPLICATION FOR GRANTS
UNDER THE

Centers for International Business Education

CFDA # 84.220A

PR/Award # P220A140012

Grants.gov Tracking#: GRANT11692991

OMB No. , Expiration Date:

Closing Date: Jul 03, 2014

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This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

Application for Federal Assistance SF-424

* 1. Type of Submission:

- Preapplication
 Application
 Changed/Corrected Application

* 2. Type of Application:

- New
 Continuation
 Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

07/01/2014

4. Applicant Identifier:

144543

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

University of Colorado Denver

* b. Employer/Taxpayer Identification Number (EIN/TIN):

846000555

* c. Organizational DUNS:

0410963140000

d. Address:

* Street1:

Mail Stop F428, Anschutz Medical Campus

Street2:

Building 500, 13001 East 17th Place, Room W1126

* City:

Aurora

County/Parish:

* State:

CO: Colorado

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

80045-2571

e. Organizational Unit:

Department Name:

International Business

Division Name:

Academic Student Affairs

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Dr.

* First Name:

Manuel

Middle Name:

* Last Name:

Serapio

Suffix:

Title:

Director, Associate Professor

Organizational Affiliation:

University of Colorado Denver

* Telephone Number:

3033158887

Fax Number:

3033158881

* Email:

Manuel.Serapio@ucdenver.edu

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

U.S. Department of Education

11. Catalog of Federal Domestic Assistance Number:

84.220

CFDA Title:

Centers for International Business Education

*** 12. Funding Opportunity Number:**

ED-GRANTS-060314-001

* Title:

Office of Postsecondary Education (OPE): Center for International Business Education Program CFDA Number 84.220A

13. Competition Identification Number:

84-220A2014-1

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

AreasAffectedbyProject.pdf

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

University of Colorado Denver Center for International Business Education Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="351,014.00"/>
* b. Applicant	<input type="text" value="351,557.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="702,571.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

a. This application was made available to the State under the Executive Order 12372 Process for review on

b. Program is subject to E.O. 12372 but has not been selected by the State for review.

c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

Yes No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number:

Fax Number:

* Email:

* Signature of Authorized Representative:

* Date Signed:

University of Colorado Denver CIBE Application

Areas Affected by Project: City of Denver and its Metropolitan Area, outreach to the State of Colorado, Member States of the Rocky Mountain CIBER Network (Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, North Dakota, South Dakota, Utah, Wyoming), States where Tribal Colleges and Universities are located (Alaska, Arizona, Kansas, Michigan, Minnesota, Montana, Nebraska, New Mexico, North Dakota, Oklahoma, South Dakota, Washington, Wisconsin, Wyoming), and the Nation.

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

<p>SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL</p> <p>Ryan Holland</p>	<p>TITLE</p> <p>PreAward Manager, Grants and Contracts</p>
<p>APPLICANT ORGANIZATION</p> <p>University of Colorado Denver</p>	<p>DATE SUBMITTED</p> <p>07/01/2014</p>

Standard Form 424B (Rev. 7-97) Back

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB
0348-0046

1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. * Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
--	--	--

4. Name and Address of Reporting Entity:
 Prime SubAwardee

* Name:

* Street 1: Street 2:

* City: State: Zip:

Congressional District, if known:

5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:

6. * Federal Department/Agency: <input type="text" value="N/A"/>	7. * Federal Program Name/Description: <input type="text" value="Centers for International Business Education"/> CFDA Number, if applicable: <input type="text" value="84.220"/>
--	---

8. Federal Action Number, if known: <input type="text"/>	9. Award Amount, if known: \$ <input type="text"/>
--	--

10. a. Name and Address of Lobbying Registrant:

Prefix * First Name Middle Name

* Last Name Suffix

* Street 1: Street 2:

* City: State: Zip:

b. Individual Performing Services (including address if different from No. 10a)

Prefix * First Name Middle Name

* Last Name Suffix

* Street 1: Street 2:

* City: State: Zip:

11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* Signature:

* Name: Prefix * First Name Middle Name
* Last Name Suffix

Title: Telephone No.: Date:

Federal Use Only:	Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)
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PR/Award # P220A140012

NOTICE TO ALL APPLICANTS

The purpose of this enclosure is to inform you about a new provision in the Department of Education's General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America's Schools Act of 1994 (Public Law (P.L.) 103-382).

To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. **ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.**

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

What Does This Provision Require?

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct

description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

(1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.

(2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.

(3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct "outreach" efforts to girls, to encourage their enrollment.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefit (Public Law 103-382). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Education, 400 Maryland Ave., SW, Washington, DC 20210-4537 or email ICDocketMgr@ed.gov and reference the OMB Control Number 1894-0005.

Optional - You may attach 1 file to this page.

EDGEPA427Description.pdf

Add Attachment

Delete Attachment

View Attachment

CU CIBER will ensure equitable access to, and participation in, federally assisted programs for students, teachers, and other program beneficiaries with special needs. No discrimination is acceptable on the basis of gender, race, national origin, color, disability, or age.

Access:

The Institute for International Business (IIB) and the University of Colorado Denver (CU Denver) ensure equal access and treatment for members of groups that have traditionally been underrepresented. CU CIBER is committed to providing a diverse environment to deepen everyone's educational experience and better prepare clients to meet the world's pressing challenges. We are in full compliance with all applicable laws and regulations including GEPA, as well as all relevant university policies and regulations regarding education, employment, and contracting. Barriers that could impede equitable access and participation follow, as well as accommodations to remove these barriers.

Campus buildings are accessible to those with disabilities. In addition, the Office of Disability Resources and Services provides a comprehensive range of support services, such as for blind students, individuals are provided with lecture tapes, note takers, and special test accommodations. A large endowment to our Coleman Institute is strengthening expertise in special education, cognitive science, mechanical engineering, and genetics. All CIBER programs, both on and off campus, are held in facilities accessible to those with disabilities. For participants needing special assistance, vans are supplied when walking is difficult, companion travelers facilitate those who can't accomplish tasks on their own, microphones are used when speaker volume is an issue, and dietary specifications are followed.

Diversity is sought. Minority high school students are targeted and recruited through programs such as CU Succeed (where professors teach college courses at over 90 low-income Colorado high schools, providing an academic head start and a pipeline to CU Denver at a substantially reduced cost). Last year's entering freshman class was comprised of 49% minority students. Students from 50 states and 67 countries attend CU Denver. To ensure participation in CU CIBER programs, minority institutions are targeted and grants provided. CU CIBER has also identified the Native American population as an underserved clientele where we can make a difference, and targeted several initiatives for development.

Diversity is nurtured. All undergraduate students must take a three hour class on cultural diversity. Equal opportunity and other specialized programs facilitate the retention of Native American, Hispanic, Asian American and African American students, including English-as-a-second-language classes. Native Americans can receive services through the Nighthorse Campbell Native Health Facility and Hispanics through the Latino/Latina Research Policy Center; Asian American students (and others) can study at the International College Beijing. Minority business students and alumni can participate in the Diverse Business Leaders Organization, Junior Black Chamber of Commerce, and the Denver Chapter of the National Society of Hispanic MBAs. Overall, 34% of CU Denver undergraduate students are minority;

GENERAL EDUCATION PROVISIONS ACT (GEPA) 427

University of Colorado Denver

30% of CU Denver undergraduate degrees are conferred to minority students; 30% of CU Denver undergraduate business degrees are awarded to minority students.

Work force diversity is encouraged. 14% of CU Denver regular faculty are minority; 24% of non-faculty CU Denver staff are minority. Minority members are encouraged to excel at CU Denver through diversity grants, best practices seminars on faculty recruitment and retention, and faculty mentorship opportunities. CIBER staff, advisory council members, and business associates are selected without regard to status or disability.

Gender diversity is sought. 53% of CU Denver students are female; 52% of regular CU Denver faculty are female.

Affordability:

The cost of undergraduate and graduate programs that culminate in international business expertise as well as the cost of faculty and business programs that provide international business expertise are continually evaluated for their value and cost effectiveness with reductions made where appropriate. Scholarships are considered to enhance accessibility and ensure a diverse population.

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION University of Colorado Denver	
* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix: <input type="text"/>	* First Name: <input type="text" value="Ryan"/> Middle Name: <input type="text"/>
* Last Name: <input type="text" value="Holland"/>	Suffix: <input type="text"/>
* Title: <input type="text" value="PreAward Manager, Grants and Contracts"/>	
* SIGNATURE: <input type="text" value="Ryan Holland"/>	* DATE: <input type="text" value="07/01/2014"/>

Abstract

The abstract narrative must not exceed one page and should use language that will be understood by a range of audiences. For all projects, include the project title (if applicable), goals, expected outcomes and contributions for research, policy, practice, etc. Include population to be served, as appropriate. For research applications, also include the following:

- Theoretical and conceptual background of the study (i.e., prior research that this investigation builds upon and that provides a compelling rationale for this study)
- Research issues, hypotheses and questions being addressed
- Study design including a brief description of the sample including sample size, methods, principals dependent, independent, and control variables, and the approach to data analysis.

[Note: For a non-electronic submission, include the name and address of your organization and the name, phone number and e-mail address of the contact person for this project.]

You may now Close the Form

You have attached 1 file to this page, no more files may be added. To add a different file, you must first delete the existing file.

* Attachment:

ABSTRACT

University of Colorado Denver Centers for International Business Education Program

Manuel Serapio, PhD, Faculty Director, Institute for International Business
Ph: 303-315-8887 Fax: 303-315-8881 Email: Manuel.Serapio@ucdenver.edu

CU CIBER is excited to share its new and dynamic 2014-2018 program of 45 Activities (17 Education, 13 Research, 15 Outreach), which will enhance international business education (curricula, language, internships, study abroad), increase student job placement, globalize Minority Serving Institutions and community colleges, deepen business professionals' international business competency, and increase America's global competitiveness. CU CIBER is uniquely positioned to strengthen and expand international business education in Colorado and nationally. Located in the Institute for International Business on the CU Denver campus, it serves as a university-wide international education resource for the CU System's 58,000 students (at CU Denver, CU Boulder, and CU Colorado Springs).

The proposed 45 Activities will allow CU CIBER to accomplish the goals and objectives of Title VIB and the Centers for International Business Education (CIBE) Program's two competitive priorities, "Competitive Preference Priority One: Business Collaboration" and "Competitive Preference Priority Two: Collaboration with Community Colleges and Minority Serving Institutions." It will also address CIBE's invitational priorities.

Among other contributions, CU CIBER will provide the following significant and high-impact value to the CIBE program over the next four years:

- **We will take on the CIBE Program's most urgent challenge of building a sustainable platform for international business education in U.S. community colleges.** To this end, we have designed a Global Badging program that CU CIBER will launch together with the Community College of Denver with a goal of rolling it out to other community colleges as a nationally branded CIBER signature program.
- **We will improve Colorado and U.S. students' career placement opportunities** with a number of degrees, certificates, and badging programs to broaden and deepen student credentials in international business, language, and culture. We will also develop Pathways to International Internships and Employment, a pragmatic and collaboration-based platform for students to gain jobs through international internships and work study programs.
- **We will leverage CU CIBER's distinctive strength in the field of international entrepreneurship** by offering programs designed to build capacity in this field, its teaching, research, and practice. Our overarching goal is to foster the internationalization of entrepreneurial firms to help build a vibrant U.S. economy and create new jobs.
- **We will serve constituents who have been underserved but stand to benefit the most** during this next phase of the CIBE program: U.S. Veterans and Minority Serving Institutions including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs). We are particularly honored that the American Indian Higher Education Consortium has selected CU CIBER to be its partner in internationalizing programs for all 37 U.S. TCUs.

The CU CIBER is proud to have built an exemplary record of national accomplishments as a CIBER. We are eager to focus on CIBE priorities head-on; continued long term-investment will be critical in helping us promote U.S. global competitiveness and advance international business education on behalf of Colorado, our Rocky Mountain region, and the entire nation.

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:**

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**University Of Colorado Denver
Center for International Business Education Application**

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1. MEETING THE PURPOSE OF THE AUTHORIZING STATUTE

A. INTRODUCTION

The University of Colorado Denver CIBER (CU CIBER) requests funding for the 2014-2018 grant cycle to have a significant, sustainable, and wide ranging impact on international business (IB) education, foreign language education, and US global competitiveness. CU CIBER proposes 45 dynamic activities designed to achieve the Purpose and Objectives of Sections 611(b) and 612(a, c) of Title VI, and to advance the U.S. Department of Education's (ED) 2014 Competitive Preference Priorities and Invitational Priorities.

B. CU CIBER'S ADVANTAGES

CU CIBER has the vision, commitment, and expertise to advance US global competitiveness and serve as a national resource for IB education. This proposal is built on CU CIBER's distinct advantages in the areas of Innovation, Implementation, and Impact.

INNOVATION: We propose 45 activities to enhance IB education, increase student IB job placement, globalize Minority Serving Institutions (MSIs) and community colleges (CCs), strengthen professionals' IB and cross-cultural competency, and improve US global competitiveness. We will take on the CIBE Program's most urgent challenges, including the need for a sustainable platform for IB education in many community colleges.

CU CIBER's proposed approach includes a comprehensive IB credential program, the Global Perspective Badge, to be launched with Community College of Denver (CCD) with a goal of rolling it out to other community colleges as a nationally branded CIBER signature program. This proposal presents a number of other programs that address important needs, including Boots to Suits International (Intl) Career Pathway for veterans, Global InternMatch, Global Research Collaboratories, and activities designed to foster international entrepreneurship

and help US companies expand their global presence.

IMPLEMENTATION: CU CIBER is well positioned to implement its proposed 45 activities. It has an exemplary record of national accomplishments. (See Attachment [Att] III-8 CU Capacity.) CU CIBER is a key part of the Institute for International Business (IIB), a university-wide international education resource for CU's 58,000 students at CU Denver, CU Boulder, and CU Colorado Springs. This unique structure has been instrumental to CU CIBER's success in promoting multidisciplinary programs and cross-campus collaboration.

CU CIBER will leverage the considerable resources of CU, one of the top public universities in the US and ranked 16th among public US universities in federally funded research with expenditures of \$823 million (National Science Foundation, 2012). (See Att III-8 CU Capacity.) CU CIBER is also strongly supported by CU Denver's Provost and Vice Chancellor.

CU CIBER's management has developed solid implementation and evaluation systems and strong partnerships to ensure the success of its proposed programs, for example, Pathways to Internships and Employment (PIE), a collection of activities and professional collaborations designed to assist students in gaining international internships and jobs. (See Att III-7 PIE.)

IMPACT: CU CIBER activities will have a significant, scalable, and sustainable impact, both nationally and locally. Its activities will benefit Minority Serving Institutions (MSIs): Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs). In the case of TCUs, the American Indian Higher Education Consortium selected CU CIBER to be its partner in internationalizing programs for all 37 US TCUs. CU CIBER's Boots to Suits Program will benefit veterans. Its Global Badge Programs will facilitate IB education at its partner school, Community College of Denver (CCD), at other US community colleges, and at the three campuses of the University of Colorado

(CU). Its Faculty Development Programs in IB (FDIBs) will build teaching and research capacity and benefit hundreds of faculty across the US.

The Denver location of CU CIBER is pivotal. Denver and Colorado have emerged as global hubs for business and are poised to record strong economic growth during the next four years. Colorado is the 2nd best state for entrepreneurship and innovation (*Inc. Magazine*, 2013), the 2nd best state to start a business (*CNBC*, 2013), and home to more than 550,000 small and medium sized enterprises (SMEs), many of which have significant opportunities to grow their global business and create new employment. The presence of a CIBER in Denver has been critical in impacting the region’s internationalization needs through the Rocky Mountain CIBER Network (RMCIBER), a collaboration organized and facilitated by CU CIBER.

C. CU CIBER ACTIVITIES MEET STATUTE OBJECTIVES

An exciting program of 45 new activities (noted by “A”) has been strategically planned to meet the education, research, and outreach needs of CU, Colorado, and the nation, and to achieve the Purpose and Objectives of the Title VIB Statutes as identified below.

ACTIVITIES MEET FEDERAL STATUTE OBJECTIVES	
OBJECTIVES OF FEDERAL STATUTES	CU CIBER ACTIVITIES
<i>Achieves the Broad Objectives of Section 611(b) by providing international education and training that will contribute to US competitiveness in an international economy</i>	Education: A1, A2, A3, A5, A6, A7, A10, A11, A12, A14, A16 Research: A18, A19, A20 Outreach: A31, A32, A33, A34, A35, A39
<i>Promotes the Purpose of Section 612(a) including serving as a national & regional teaching resource for IB, language, and culture, and providing international trade and training</i>	Education: A1, A2, A3, A4, A8, A9, A12, A13, A14, A15, A16, A17 Research: A21, A22, A23, A27, A28 Outreach: A31, A32, A33, A34, A35, A36, A37, A39, A42, A43, A44, A45
<i>Fulfills Mandatory Activities in Section 612(c)(1) including interdisciplinary programs for students, faculty, and businesses</i>	Education: A1, A2, A3, A4, A5, A6, A7, A9, A10, A14 Research: A18, A19, A20, A24, A25, A26 Outreach: A31, A32, A33, A34, A35, A38, A39, A41
<i>Fulfills Permissible Activities in Section 612(c)(2) including overseas programs, summer institutes, and outreach programs</i>	Education: A1, A2, A3, A4, A5, A6, A7, A8, A9, A10, A11, A16, A17 Research: A18, A19, A20 Outreach: A31, A32, A33, A34, A35, A38, A40, A41, A42
See Att III-2 Activities meet Statute Purpose and Programs, and Grant Priorities.	

D. CU CIBER ACTIVITIES MEET PRIORITIES

CU CIBER meets all Competitive and Invitational Priorities. Activities are described throughout the proposal and identified with “CP1” when an activity meets Competitive Preference Priority One, or “CP2” when it meets Competitive Preference Priority Two; “IP1” when it meets Invitational Priority One, or “IP2” when it meets Invitational Priority Two. The two Competitive Priorities are further reported in Narrative Sections 8 and 9 and in Atts III-9 and III-10. Additional information for the two Invitational Priorities is included in Atts III-11 and III-12. The following chart identifies which activities meet each of the Priorities.

ACTIVITIES MEET PRIORITIES	
COMPETITIVE PRIORITIES	CU CIBER ACTIVITIES
Competitive Priority One: <i>Collaboration to expand employment opportunities with internships and study abroad</i>	Education: A1, A2, A4, A5, A6, A7, A10, A12, A14 Research: A18, A19, A20, A23, A30 Outreach: A31, A40, A42
Competitive Priority Two: <i>Collaboration with Minority Serving Institutions and Community Colleges</i>	Education: A1, A4, A5, A7, A8, A9, A11 Research: A29, A30 Outreach: A31, A32, A33, A34, A35, A38, A40, A41
See Narrative Sections 8 and 9, Att III-9 Competitive Priority #1, Att III-10 Competitive Priority #2.	
INVITATIONAL PRIORITIES	CU CIBER ACTIVITIES
Invitational Priority One: <i>Collaborative activities focused on language instruction, or testing and assessment for IB professionals</i>	Education: A2, A8, A9, A12, A13, A15, A16 Research: A28 Outreach: A31, A37
Invitational Priority Two: <i>Collaborations with institutions in Sub-Saharan Africa, South Asia, and Southeast Asia</i>	Education: A14, A16, A17 Research: A21, A22, A23 Outreach: A35, A36
See Att III-11 Invitational Priority #1, Att III-12 Invitational Priority #2.	

E. CU CIBER ACTIVITIES MEET PROGRAM OBJECTIVES

CU CIBER objectives are organized in the fundamental program areas of education, research, and outreach. The CU CIBER’s Program Objectives for the 2014-2018 grant are:

Education Objective (Activities 1-17) Develop innovative academic activities that advance the international education of students, strengthen their ability to obtain globally focused jobs, and increase US global competitiveness.

Research Objective (Activities 18-30) Promote interdisciplinary and theory-based international

research alongside strategic practical applications to improve IB education and increase the global competitiveness of US entrepreneurs, SMEs, and major corporations.

Outreach Objective (Activities 30-45) Provide innovative IB, culture, and foreign language courses, conferences, workshops, and mentoring to meet the education and training needs of executives, trade practitioners, university and K-12 faculty, and other professionals.

F. PROPOSED PROGRAM FOR THE 2014-2018 PERIOD

CU CIBER is proposing 45 activities (17 education, 13 research, 15 outreach) to achieve the Purpose and Objectives of Title VIB, the Competitive and Invitational Priorities, and the Program Objectives. Each activity has a designated leader noted in parentheses. To extend the funds requested from ED, CU CIBER will utilize non-CIBER funding to conduct additional initiatives that enhance and expand the value of the 45 activities.

A1: CU CIBER Global Perspective Badges (CP2-Dr. Serapio) *Objective: To encourage more undergraduate students to obtain global knowledge through smaller focused modules leading to Badges.* CU CIBER will initiate innovative IB credentials, Global Perspective Badges, to encourage and facilitate students from community colleges to gain a global perspective and a competitive advantage when seeking internships and employment. The Global Perspective Badge represents a basic level of exposure to and understanding of global topics. To earn a Badge, students will complete three online modules and pass an assurance of learning test. Four Badges with 12 supporting modules will be developed for use in classes at Community College of Denver (Hispanic Serving): Yr1-Global Perspective Cross-Cultural Badge (Cultural Intelligence, Cross-Cultural Communication, Multicultural Teams); Yr2-Global Perspective International Trade Badge (Global Trade Environment, Exporting Basics-Logistics & Payments, International Trade & Finance Resources); Yr3-Global Perspective Marketing Badge (Global

Market Trends & Issues, Entry Mode Basics, Ethnic Marketing); Yr4-Global Perspective Finance Badge (Global Financial Trends & Issues, Currency Exchange Basics, Economics & Finance Resources). When successful, Badges will be extended to the Colorado CC System and to other US community colleges as a CIBER signature program. (See Att IV-2 Badges.)

A2: Military Veterans Boots to Suits International Career Pathway (CP1-Mr. Abbass)

Objective: To enhance undergraduate and graduate opportunities for US military veterans to obtain internships and jobs in IB and related fields. CU Denver ranks as Colorado's top veteran serving university; the majority of its veterans are majoring in business. CU CIBER will work with the Office of Veteran Student Services' highly successful Boots to Suits Program, piloting a Veterans International Career Pathway to strengthen veterans' global competency and enhance their employability in positions with international responsibilities. CU CIBER will counsel veterans on IB, culture, and language courses. Veterans will participate in IB consulting projects and internships with employer partners and seek IB career mentoring from CU CIBER Advisory Council members. A Veterans Global Career Pathway Resource Guide will be created on CU CIBER website and a Veterans Global Career Pathway LinkedIn Group will be formed to keep veterans abreast of IB education, career search tips, and job opportunities.

A3: Intl Entrepreneurship Graduate Certificate and New Courses (Dr. Parthasarathy)

Objective: To prepare students for internships and jobs, assisting SMEs expand globally or start new intl ventures. CU CIBER and the Jake Jobs Ctr for Entrepreneurship will create a graduate level Certificate in Intl Entrepreneurship (IE) to strengthen student global entrepreneurial knowledge. Students will take four IE courses and participate in IE activities (e.g., Business Plan Competition). An IE Leadership course will be developed in Yr1, and an IB module will be added to the High Tech Entrepreneurship course in Yr2. New global entrepreneurial hub

destinations (Singapore-Yr1, Chile-Yr2, Israel-Yr3) will be added to the IE Field Study.

A4: CU CIBER-NASBITE Global InternMatch and Mentoring Program (CP1, CP2-Dr. Murphrey) *Objective: To increase opportunities for IB students to obtain globally focused internships and jobs.* CU CIBER and NASBITE International will partner to develop a globally focused internship and career mentoring program supported by a national network of NASBITE Certified Global Business Professionals (NASBITE CGBPs). Students will be matched with NASBITE CGBP executives in their state. The program will be piloted in Yr1 at CU Denver and CC of Denver (HSI) and expanded to other IB programs and NASBITE CGBPs across the US.

A5: Internationalization of Tribal Colleges and Universities (CP1, CP2-Mr. Kuslikis) *Objective: To assist Tribal Colleges and Universities (TCUs) internationalize their faculty and students, and their business curricula.* In May 2014 the American Indian Higher Education Consortium (AIHEC) selected CU CIBER as its partner in developing internationalization activities for AIHEC's 37 US TCU members. AIHEC and CU CIBER will host faculty and administrators from six TCUs (Aaniiih Nakota College-MT, Diné College-AZ, Institute of American Indian Arts-NM, Salish Kootenai College-MT, Oglala Lakota College-SD, and SW Indian Polytechnic Institute-NM) in a three-day pilot symposium on Internationalizing Business Education in November 2014 in Denver. The symposium will focus on designing indigenous entrepreneurship, innovation, and internationalization curricula at TCUs. In fall of Yr2 and Yr4, AIHEC and CU CIBER (with possible additional support from the Kauffman Foundation requested by AIHEC), will offer the symposium to all 37 TCUs. TCU faculty and students focused on indigenous social entrepreneurship will participate in an intensive International Entrepreneurship Internship Program in Yr3 at the Posner Center for International Development, where 30+ organizations create collaborative global solutions. TCU students will also have the

opportunity to participate in the InternMatch Program (A4) and Study Abroad Now (A8).

A6: Honors Global Social Entrepreneurship Service Project (CP1-Dr. Martin)

Objective: To give students the opportunity to gain global social entrepreneurship knowledge and to apply that knowledge through action learning. Each Maymester, CU CIBER and the Posner Center for International Development will facilitate a distinctive Global Social Entrepreneurship Service Project for CU Denver Honors and Leadership students plus four minority students from Colorado HSI community colleges (A7). For two weeks, students will be immersed in the real life operations of an international social entrepreneurship venture. Each student team will be partnered with a Posner Center social entrepreneurial company and required to complete a designated service project, write a report, and present to executives and faculty.

A7: Internationalization of Hispanic Serving Institutions and Community Colleges

(CP1, CP2-Dr. Miller) *Objective: To assist Hispanic Serving Institutions (HSIs) and community colleges (CCs) internationalize their business and language programs, students, and faculty.* CU CIBER will mentor four HSI members of the Colorado Community College System (CCCS): Community College of Denver-10,482 students, Otero Junior College-1600, Pueblo CC-6000, and Trinidad Junior College-2000, to internationalize their faculty and students and to expand their IB, cultural, and language curricula offerings. In Yr2 and Yr4, CU CIBER will host an Internationalizing Education Symposium for business faculty from these four HSIs. CCs will receive training on how to implement the Global Perspective Badge Program (A1), and how to participate in the Global InternMatch Program (A4) and the Study Abroad Now Database (A8). The Hispanic Assn of Colleges and the Universities National Internship Program provides Hispanic students opportunities to intern with federal agencies and corporations in Washington, DC and throughout the US. CU CIBER will implement the Hispanic Student Global Perspective

Internship Prep Program to increase the number of CC Hispanic students selected for this prestigious program and to facilitate a pathway to international job opportunities.

A8: Study Abroad Now Database - Overseas IB, Culture, and Language Programs

(CP2, IP1-Dr. Thomas) *Objective: To create a tool to maximize study abroad opportunities and increase student awareness and understanding of culture, language, and IB.* CU CIBER will develop a web searchable database, Study Abroad Now (on CU CIBER website, linked to partner schools' study abroad websites) for educational institutions and others across the US to post study abroad, foreign language immersion, and internship opportunities when they have extra space for students from other institutions. Social media will be used to promote the database and keep students, faculty, and study abroad administrators updated on opportunities. The database will allow and encourage more students, including MSI and CC students, to find study abroad options that fit their interests and budgets so they can maximize their overseas cultural, business, and language immersion experience. CU CIBER will work with the Offices of International Affairs at CU's 3 campuses to plan and develop new study abroad programs and intl field studies to support educational initiatives in this proposal, including entrepreneurship programs to Singapore, Chile, and Israel (A3), and freshman Global Experience courses (A17).

A9: New Certificate Programs at China Agricultural University (CP2, IP1-Dr.

Hartnett) *Objective: To expand opportunities for students to earn a unique dual degree and specialized certificates in China-related studies from CU Denver's China campus.* CU Denver is one of a few US universities that has a China campus (International College Beijing [ICB] at China Agricultural University), providing a great opportunity for students to study about China and earn a joint degree. Leveraging this valuable resource, CU CIBER will work with CU's three campuses to expand opportunities for students to earn a dual degree with ICB. CU CIBER will

also help develop two ICB certificate programs for US students: Certificate in Strategic Communications (offered by CU Denver Department of Communications) and Certificate in Chinese Language and Culture (offered by CU Boulder Asian Studies Center).

A10: CU CIBER Global Business Competency Badge (CP1-Dr. Serapio) *Objective: To provide graduate students with an opportunity to earn global knowledge and competencies through a well-defined credentialing process.* The Global Business Competency Badge is designed to meet a growing demand from corporations and non-profit organizations for graduate students with very specific, highly specialized global competencies. Using input from CU CIBER's Advisory Council members and prospective employers, CU CIBER has identified four Badges that will be developed: Managing Global Talent (Yr1), Managing IB Transactions (Yr2), Global Supply Chain Management (Yr3), and Managing International Financial Transactions (Yr4). Students will earn Badges through intensive short courses, action learning projects, and training sessions; passing an assurance of learning test or evaluation; and other requirements determined by a curricular team. CU CIBER will work with LinkedIn and Mozilla Backpack for e-Badging verification. After successful implementation, CU CIBER will roll out this program to the business schools at CU Boulder and CU Colorado Springs. (See Att IV-2 Badges.)

A11: Internationalization of Historically Black Colleges and Universities (CP2-Dr. Ruhnka) *Objective: To assist Historically Black Colleges and Universities (HBCUs) internationalize their students and faculty and develop sustainable IB and cultural programs.* CU CIBER will co-sponsor the national CIBER Globalizing HBCU Business Schools Program, an international education initiative for HBCU and other Minority Serving Institution (MSI) faculty and programs. CU CIBER will be partnered with an HBCU, serving as a mentor to help develop and implement a strategy for strengthening their IB education and curricula. CU CIBER

will conduct a Faculty Development in International Entrepreneurship for MSI Faculty Program in Georgia (Yr 2 & Yr4). HBCU and other MSI students will have the opportunity to participate in the Global InternMatch Program (A4) and the Study Abroad Now Database (A8). Two faculty will be selected to participate in the annual China FDIB (A34).

A12: New and Enhanced Undergraduate IB Curricula, Programs, and Courses (CP1, IP1-Dr. Ramirez) *Objective: To provide undergraduate students with new and enhanced IB, language, and culture courses and certificate options.* New courses and certificates will be developed in the BS in IB, an undergraduate program with 80+ majors. A new senior capstone seminar, Dialogue on Globalization, will focus on current issues and trends in IB, international relations, and geopolitics. Other new courses include Marketing and Global Sustainability and Social Media in the Age of Globalization. Students will have expanded opportunities to add language and culture certificates to their IB program, including the IB Certificate in Asian Studies and the Certificate in Chinese Language and Culture. Building on CU Denver's strong international entrepreneurship academic foundation, CU CIBER and CU Denver's Jake Jobs Center for Entrepreneurship will create an undergraduate Global Entrepreneurship Certificate to increase entrepreneurial expertise. Undergraduates will complete a set of four intl business and entrepreneurial classes (aligned with the NASBITE CGBP competencies), plus write a global business plan and assist with a globally focused field project for a start-up company. CU CIBER will provide financial support for students in the Global Entrepreneurship Certificate Program to take the NASBITE Certified Global Business Professional credential exam.

A13: Foreign Language Classes, Technology-Based Training, and Overseas Immersion Programs (IP1-Dr. Bollard, Dr. Long) *Objective: To provide students the opportunity to gain cultural and language competency in common foreign languages as well as*

in Less Commonly Taught Languages (LCTLs). CU CIBER will offer language training in partnership with CU's foreign language programs and Community College of Denver (CCD). Training will be made available in three formats (teacher-led, technology-based, and immersion) to accommodate different learning styles, time and place limitations, and levels of desired achievement. Students can study Arabic, Chinese, French, German, or Spanish with business vocabulary. Given rising business interest in Brazil, CU CIBER will develop a Business Portuguese course at CU Boulder.

Students can study a LCTL (including Arabic, Chinese, Russian, Hindi, and Japanese). In collaboration with the Anderson Language and Technology Center, CU CIBER will implement a unique mentoring program with individualized LCTL learning plans. Working with the Department of Modern Languages, it will also offer student immersion programs in Germany, France, Spain, Argentina, Chile, and Costa Rica. Students can attend CU Denver's International College Beijing (Chinese), Universidad de las Americas, Mexico (Spanish), and Heredia Universidad Nacional Autonoma, Costa Rica (Spanish). CU CIBER will support CU Boulder in expanding the number of language for specific purposes courses in business (Spanish, Portuguese, German, and Chinese) and for professions (Spanish for healthcare, law, and engineering). With Community College of Denver, it will jointly develop and offer a Business Spanish for Heritage Speakers course to help highly proficient and fluent speakers professionalize their writing, reading, and speaking. Once successful, the program will be expanded to Chinese and made available to other in-region universities. CU CIBER will also co-sponsor the national CIBER Business Language Conference, International Symposium on Language for Specific Purposes, K-12 Business Language Conference, Colorado Congress of Foreign Language Conference, and Business Language Case Competitions (A37).

A14: New and Enhanced Graduate IB Curricula, Programs, and Courses (CP1, IP2-Dr. Cho) *Objective: To expand and deepen graduate student options to learn international business through specialized field studies; action learning projects; and IB courses at the Business School's MBA, Professional MBA, and Signature Programs (Global Energy Management, Global Health, Risk Management & Insurance).* CU CIBER will assist with the redesign of the MS in International Business program (MSIB). Students will complete their foundation and functional courses in IB in their 1st year; they will earn three of four Global Business Competency Badges (IB Transactions, Managing Global Talent, Managing Global Supply Chain, International Financial Transactions) and participate in an IB consulting project or an overseas internship in their 2nd year. CU Denver and Ateneo de Manila University graduate students will work on a live project for Nokero Intl, investigating how to expand its business in the Philippines. CU CIBER, in collaboration with the Risk Management and Insurance Program, will develop two new courses: Political Risk Management and Global Cybersecurity. CU CIBER will support CU Denver colleges in developing three new courses: Survey of IB for Engineering (Yr1), Survey of IB for Architecture (Yr2), and Survey of IB for Arts and Media (Yr3).

A15: Interdisciplinary and Multi-campus Programs in IB, Intl Studies, Languages, and Culture (IP1-Dr. Oakes-Boulder, Dr. Laguna-Boulder, Dr. Finnegan-Colorado Springs, Dr. Bollard-Denver) *Objective: To offer certificate programs spanning the three CU campuses that integrate IB with other professional disciplines, as well as with language and culture studies.* Interdisciplinary and multi-campus CU programs allow students to take advantage of the wide variety of IB, language, and cultural courses that they wouldn't have access to on their parent campus. CU CIBER and CU Boulder's Center for Asian Studies will create an Intl Business Certificate in Asian Studies consisting of 3 country options (China, India, Japan) focused on the

business and cultural environments of each country and including an Asian cultural and language overseas experience. A new study abroad program at CU Denver's International College Beijing will be offered as part of the CU Denver MSIB program; it will also be available to CU Boulder's IB Certificate in Asian Studies students. CU CIBER will provide new and enhanced course offerings (A12, A14), business leader speakers (A41), foreign language immersion (A13, A37), and study abroad opportunities (A3, A8, A9, A13, A17) to enrich the programs and expand students' global perspectives. CU CIBER will develop new 4+1 joint degree programs between CU Denver College of Liberal Arts and Sciences and CU Boulder College of Arts & Sciences with CU Denver Business School (MS Intl Business-MSIB), allowing students at the 3 campuses to earn an MSIB plus take a wide selection of IB, language, and cultural courses.

A16: Global Perspectives Course Requirement for all Undergraduates (Dr. Martin)

Objective: To ensure that all CU Denver undergraduate students have an appreciation and fundamental understanding of globalization and its sociocultural, political-institutional, economic, and environmental impacts. CU Denver's core curriculum now requires all undergraduate students (10,000+) to take a Global Perspectives course. CU CIBER will create a Global Plus Certificate, encouraging students to expand their global understanding beyond the required Global Perspectives course. In addition to the course, certificate students will take a regional focused course (Asia, Latin America, Africa, etc.), attend International Executive Roundtables (A41), and study abroad or write a research paper on US business opportunities for their selected region. CU CIBER, in collaboration with the Office of Intl Affairs, will also provide guidance and seed funding to create 4 Global Perspectives courses for specific colleges: School of Public Administration (Global Governance, Sustainability, & Development-Yr1), Architecture and Urban Planning (Sustainability in Global Communities-Yr2), Arts and Media

(Globalization and Social Media-Yr3), and Engineering (Global Considerations for R&D-Yr4).

A17: Global Experience for Freshman Business Students (Dr. Laguna) *Objective: To provide undergraduate business students at all three CU campuses the opportunity to obtain a Global Experience at the end of their freshman year through a business-focused international field study.* Early exposure to other cultures and ideologies is critical in developing a global mindset and fostering interest in intl careers. CU CIBER will work with CU Boulder to expand their intl field study 1st Year Global Experience courses to CU Denver and CU Colorado Springs, developing new faculty leaders through grants for overseas faculty development programs (A34, A35) and additional programs through course development grants. Emphasis will be given to courses focusing on emerging markets such as Indonesia, Vietnam, Philippines, Turkey, and Ghana. Each campus' Global Experience Programs will be listed on the Study Abroad Now Database to inform freshmen from the three CU business schools of available courses (A8).

ACTIVITIES THAT MEET THE RESEARCH OBJECTIVE

CU CIBER selected four research themes for the 2014-2018 grant period: Global Research Collaboratories, International Entrepreneurship, US Global Competitiveness and International Dimensions, and Internationalization Pedagogy.

A18-A20: GLOBAL RESEARCH COLLABORATORIES

CU CIBER will form Global Research Collaboratories (GRCs) to conduct interdisciplinary research to advance the practice of IB and promote US global competitiveness. GRCs are project based, focused partnerships between CU CIBER, select CU Centers of Excellence, companies, and industry clusters. A multidisciplinary team of faculty, PhD students, and other graduate students will work in a business laboratory, identifying, experimenting, and recommending solutions to key business challenges. CU CIBER will facilitate business experts' recruitment,

organize multidisciplinary teams, and disseminate project outputs through workshops and publications. CU CIBER has identified three initial GRCs.

A18: Social Entrepreneurship – CU CIBER-Posner Center GRC (CP1-Dr. Parthasarathy) *Objective: To conduct applied research on sustainable and profitable internationalization in social entrepreneurial ventures.* The Posner Ctr for Intl Development is a Denver hub of 30+ social enterprises and dozens of entrepreneurs conducting IB development work. These include Nokero Intl (solar lights), iDE (sustainable farming), Engineers Without Borders (engineering solutions), and Power Mundo (clean tech products). This GRC will work on cross-cutting issues facing social enterprises as they internationalize. Its broad issue for Yr1 is the Last Mile, focused on answering, “How social enterprises effectively and efficiently reach customers in remote locations not accessible via traditional supply chain channels”.

A19: Global Health Business – CU CIBER-Center for Global Health GRC (Dr. Gifford) *Objective: To conduct applied research on the innovative uses of mobile technologies and Big Data in the Global Health Business.* Faculty and students from the School of Public Health, Business (Analytics and Operations), IB, Computer Engineering, and Medicine, along with corporate healthcare researchers, will investigate partnership and distribution approaches that leverage Big Data and mobile technologies, and examine approaches US healthcare and biosciences companies can deploy to enhance their competitive advantage in intl markets.

A20: Intl Marketing/Exporting – CU CIBER-LOHAS Business Cluster GRC (Dr. Keaveney) *Objective: To conduct applied research on enhancing the international marketing and export capabilities of companies.* The Boulder-Denver corridor is home to many leading companies focused on products promoting “Lifestyle of Health and Sustainability (LOHAS)” (\$290 million for the US market and rapidly growing overseas, especially in China). This GRC

will explore business models that LOHAS companies can employ in their intl expansion.

A21-A25: INTERNATIONAL ENTREPRENEURSHIP RESEARCH

Objective: To implement a comprehensive research program to help advance the fields of International Business (IB) and International Entrepreneurship (IE). CU CIBER will lead nationally focused IB and IE research projects described in Activities A21-A25.

A21: Special Journal Issue on Emerging Research Topics in IE (Dr. McDougall-Covin, Dr. Serapio). Dr. Serapio and Dr. Patricia McDougall-Covin will edit a special journal issue in IE for the *Journal of International Entrepreneurship*. This issue will examine how IE research has advanced since McDougall-Covin's seminal article on international new ventures, and identify new research topics with important implications for global competition.

A22: Special Global Entrepreneurship Monitor (GEM) Report (Dr. Kelley) CU CIBER will co-sponsor research highlighting the Internationalization of SMEs in the US, focusing on an important global competitiveness issue, "Why is it that despite leading in the creation of entrepreneurial ventures, the US lags behind its competitors regarding the internationalization of entrepreneurial firms?" Findings will be published as a Special GEM Report.

A23: Casebook on International Social Entrepreneurship (CP1-Dr. Ruhnka) This project will develop cases and publish a casebook featuring 24 companies selected from the Posner Center for Intl Development. The casebook will help fill an important gap in the IE and IB fields for a collection of business cases focusing on international social entrepreneurship.

A24: Interdisciplinary Research in Intl Entrepreneurship CU CIBER will support research: Clusters and Networks in IE (Dr. Yao), IE and Development (Dr. Alvarez), SME Marketing (Dr. Cunningham, Dr. Finnegan), Women in IE (Dr. Forlani), Global Social Media and IE (Dr. Conejo), and Global Innovation Networks (Dr. Mudambi, Temple University).

A25: US Global Competitiveness and Intl Dimensions Research (Dr. Bosch, Dr. Cascio) CU CIBER will award competitive summer research grants to faculty working with the Business School's Centers of Excellence (Ctr for Global Health, Risk Management/Insurance, JP Morgan Ctr for Commodities, Jake Jabs Ctr for Entrepreneurship) to advance intl dimensions of their fields. For Yr1, Dr. Wayne Cascio will conduct research on global mobility and publish the results as an invited piece in the *Journal of World Business*' 50th Commemorative Issue.

A26: ASEAN Economic Integration Research (Dr. Cho) CU CIBER will support research that addresses market entry and ownership mode implications for US companies in the Association of Southeast Asian Nations (ASEAN), a region with 600 million people, a \$2.4 trillion GDP, and excellent growth prospects.

A27-A30: INTERNATIONALIZATION PEDAGOGY RESEARCH *Objective: To implement a comprehensive research program to help advance the pedagogy of IB, languages for specific purposes, and culture.* CU CIBER will lead research projects described in A27-A30.

A27: Dilemmas and Opportunities of US-China Communication in an Age of Globalization (Dr. Hartnett, Dr. Thomas) This research will examine examples and cases regarding how the US and China communicate about and with each other, and influence one another and global audiences in advancing strategic issues.

A28: Language for Specific Purposes (IP1-Dr. Long) This research will address theoretical and applied elements in the emerging field of Language for Specific Purposes, including linguistic and cultural analysis and domain content. A wide variety of specific purposes will be addressed including business, medicine, engineering, law, and social work.

A29: Internationalizing the Business Curricula at Tribal Colleges and Universities (TCUs) and at Minority Serving Institutions (MSIs) Research (CP2-Mr. Kuslikis) CU

CIBER will organize a symposium (A5) and invite faculty from TCUs and other MSIs to share research findings as well as challenges and opportunities faced in internationalizing their programs. AIHEC will produce a proceedings of articles that expand the presentations from the symposium.

A30: MSI and CCs Global Education-to Intern-to Job Benchmark Research (CP1, CP2-Dr. Murphrey) In October 2014, CU CIBER will disseminate a survey to members of AIHEC (37 TCUs), Hispanic Assn of Colleges & Universities (242 HSIs), HBCU Business Deans Roundtable (65 HBCUs), CCs for Intl Development (128 CCs), and Colorado CC System (13 CCs), to benchmark intl education practices at MSIs and CCs and their pathways to globally focused job placement. Results will be used for discussions at a Yr2 MSI and CC Global Education-to Intern-to Job Roundtable, and published and disseminated in a digital format.

ACTIVITIES THAT MEET THE OUTREACH OBJECTIVE

A31: CU CIBER-Community College of Denver (CCD) Partnership (CP1, CP2, IP1-Dr. Miller, Ms. Farb, Dr. Bollard) *Objective: To help develop IB awareness and opportunities for students and faculty at CCD, a Hispanic Serving Institution (HSI), and to develop a national partnership model for other HSI community colleges and other CIBER programs.* The Articulated Partnership with CCD is an important focus of CU CIBER's community college and HSI outreach initiatives. Activities include the development of Global Perspective Badges (A1), business internships (A4, A7, A40), Study Abroad Now Database (A8), and CCD faculty course development grants (A32, A33, A34, A35, A40, A41). Students will have access to language courses including less commonly taught languages (A13) and Business Language for Heritage Speakers (Spanish and Chinese). These activities will also facilitate CCD students' pathways to CU Denver's undergraduate programs in IB, international studies, and language.

A32: Rocky Mountain CIBER Network (CP2-Ms. Blakestad) *Objective: To build IB capacity and educational programs at participating institutions and the businesses they serve.*

The Rocky Mountain CIBER Network (RMCIBER) is a collaboration between 39 mostly small and rural institutions in 10 states, facilitated by CU CIBER and BYU. Of these 39 schools, 19 are Eligible Institutions for Title III and Title V Programs. CU CIBER will host a multi-state conference, Rocky Mountain Trends in IB, in Yr2 (Montana) and Yr4 (Wyoming), to update SMEs, executives, government officials, economic development officers, and faculty on IB in the Rocky Mountain region. Business, government, and academic experts will speak on global economic trends and the role business education can play in advancing the region's IB competitiveness. Other initiatives for RMCIBER include Global Perspective Badges (A1), FDIBs (A33, A34, A35), the IB Institutes for CC faculty, and course development grants.

A33: Faculty Development in International Entrepreneurship Programs (CP2-Dr. Serapio, Dr. McDougall-Covin, Dr. Kuemmerle) *Objective: To develop and increase faculty expertise in teaching and research in international entrepreneurship (IE).* CU CIBER has established a strong record in IE with its successful Faculty Development in International Entrepreneurship Program (FDIE). In the summers of Yr1 and Yr3, 30+ faculty from across the US will come to Denver to learn about important frameworks in teaching and developing an IE course or internationalizing an entrepreneurship course and researching IE. These FDIEs will focus on emerging IE topics such as low end globalization and indigenous entrepreneurship. In Yr2 and Yr4, CU CIBER will offer Research-focused FDIEs for Doctoral Students and Junior Faculty as pre-conference workshops at AIB annual or US regional meetings. CU CIBER will also offer specialized FDIEs for HBCUs in Georgia (Yr2 & Yr4, A11), MSIs and CCs in Denver (Yr3), and AIHEC for the 37 TCUs on indigenous entrepreneurship (Yr3, A5).

A34: China Faculty Development in International Business (FDIB) Program (CP2-Mr. Chen, Mr. Gash) *Objective: To provide US faculty and doctoral students an opportunity to learn firsthand about the significant changes taking place in China and how these will impact the global economic and geopolitical landscape and US competitiveness.* CU CIBER has offered a very successful FDIB China Program, the only one among the CIBERs, and is a national resource for training US faculty on China business. Since 2004, the China FDIB has trained 208 faculty from 102 universities in 35 states. Our proposed new China FDIB, *China's Changing Role in the Global Economy*, will examine opportunities and challenges facing China as it implements new economic reforms and asserts its leadership in global business and geopolitics. Participants will observe major developments in the economic and political environment in China, and how Chinese, US, and foreign companies are positioning themselves to take advantage of emerging opportunities. The China FDIB will expand access by providing scholarships to MSIs and CCs and will partner with the International Assembly for Collegiate Business Education to recruit faculty participants from its 170+ US member schools.

A35: Overseas Faculty Development in Intl Business Programs (CP2, IP2- Ms. Blakestad) *Objective: To provide US faculty and doctoral students an opportunity to learn firsthand about the business, cultural, economic, and political environments of a country.* CU CIBER will co-sponsor five overseas FDIB programs to enhance the knowledge and skills of professors and doctoral students with limited international experience: SE Asia (Yr1-Yr4), Sub-Saharan Africa (Yr1-Yr4), Middle East North Africa (Yr2-Yr4, with CU CIBER leading the UAE segments), Eastern Europe (Yr1-Yr4), and Mercosur (Yr1-Yr4). Particular emphasis will be given to emerging markets of growing importance to the US. For example, the SE Asia FDIB will focus on Indonesia (Yr1), Philippines (Yr2-to be led by CU CIBER), Vietnam (Yr3), and

Cambodia/Myanmar (Yr4). FDIB scholarships will be provided for MSI and CC faculty.

A36: Pacific Asia Consortium for International Business Education and Research (PACIBER) Conference on ASEAN (IP2-Dr. Serapio) *Objective: To enhance understanding of the ASEAN region as a major growth market for US companies.* PACIBER is a consortium of 27 leading schools in Asia-Pacific and North America dedicated to promoting education, research, and exchange, focusing on business in the Asia-Pacific region. As a member of PACIBER, CU CIBER will co-sponsor its annual meetings and co-host a conference session on “ASEAN as An Engine of Growth for the Global Economy” during Yr1. CU CIBER will invite ASEAN experts and scholars. Best papers will be selected for further development and publication in a special PACIBER sponsored issue of *Management International Review*.

A37: Foreign Language and Cultural Non-Credit Training (IP1-Dr. Long) *Objective: To increase the foreign language and cultural understanding of faculty and the professional community.* CU CIBER, in collaboration with CU’s foreign language programs, will offer non-credit language training as teacher-led courses, technology-based programs, and immersion programs. Through the Anderson Language and Technology Center, a broad range of self-directed technology-based language programs will be available. A teacher-led series of intensive language and culture courses in Chinese, Spanish, French, and Portuguese will be offered during evenings and in the summer. For less commonly taught languages, technology-based and native speaker-led small groups and private tutorials will be arranged. Participants will be enlisted to attend immersion programs at Intl College Beijing (Chinese), Universidad de las Americas, Mexico (Spanish), Heredia Universidad Nacional Autonoma, Costa Rica (Spanish), or at one of CU CIBER language immersion programs listed in the CU CIBER Study Abroad Now Database (A8). CU CIBER will co-sponsor the national CIBER Business Language Conf, International

Symposium on Language for Specific Purposes, K-12 Business Language Conference, Business Language Case Competitions, and the Colorado Congress of Foreign Language Teachers Conf. It will provide ten scholarships for K-12 Colorado foreign language teachers to attend the K-12 Foreign Language Technology Program, a series of workshops held at the Anderson Language and Technology Center focused on helping teachers integrate technology into foreign language teaching; faculty completing 8 workshops will receive a CU CIBER Certificate of Completion.

A38: Advisors - Global Vision Pathway Opportunities Workshop (CP2-Ms. Blakestad)

Objective: To inform advisors of the opportunities to study IB and foreign languages and to participate in internships and study abroad programs as well as pathways linking high schools with CCs and universities. CU CIBER will host annual Global Vision Pathway Opportunities Workshops for advisors from STEM programs, CCs, MSIs, and high schools (e.g., Denver Ctr for Intl Studies with foreign studies programs) to learn of student intl education opportunities.

A39: Technology Enhanced IB Education and Training (Dr. Karimi) *Objective: To use technology to enhance communication in the development and delivery of educational programs for students and business professionals. Building on the success of the Business School's Global Energy Management (GEM) Program's Massive Open Online Course (MOOC), CU CIBER will work with GEM to incorporate a module on Global Energy and US Competitiveness in future GEM MOOCs, and to disseminate to CCs, MSIs, and other CIBER schools to broaden the understanding of global energy and US competitiveness. The CU CIBER website will feature critical global issues with WorldDenver Talks interviews. CU CIBER will annually develop four half-hour webcasts on timely IE and IB topics. CU CIBER will also support CIBERweb.*

A40-A45: NATIONAL AND REGIONAL IB CONFERENCES, SEMINARS, WORKSHOPS, AND FORUMS *Objective: To provide US business professionals (SMEs and*

larger firms), faculty, and students access to current IB knowledge and skills. CU CIBER will provide IB and cultural education, regionally and nationally, through seminars, workshops, conferences, and live and archived webcasts. Activities are described in A40-A45.

A40: Biennial of the Americas (CP1, CP2-Dr. Conejo) The Biennial of the Americas is a unique gathering of US and international leaders in business, government, civil society, and the arts, assembled to discuss major issues impacting life in the Americas. The Yr1 program will include a four-day public symposium on broad topics such as Reinventing Communities and Reinventing Education; and 3 days of Clinicas, workshops that bring together experts to propose ideas for enhancing the quality of life in the Americas. CU CIBER will be involved in program planning, invite IB speakers, and participate in the sessions. Select CU Denver and Community College of Denver students will serve as Biennial Project Interns for the Organizing Committee.

A41: International Executive Roundtables (IERs) (CP2-Ms. Ellison) CU CIBER will host monthly IERs featuring experts from business, government, and academia speaking on IB topics. One IER per semester will feature a renowned global expert to give a Robert Reynolds Distinguished IB Lecture. Local university, community college, and MSI faculty and students will be invited. Select IERs will be recorded and archived for webcast viewing.

A42: CU CIBER – KPMG Global Enterprise Institute (CP1-Ms. Henritze) The Global Enterprise Institute (GLEI) is a semi-annual forum co-sponsored by CU CIBER and KPMG LLP Denver where business professionals share best practices and learn from thought leaders of the opportunities and challenges of international expansion. For Yr1-Yr4, eight GLEIs on timely topics are planned. Yr1 forums will highlight Funding International Expansion and Tax Morality Trends and Their Impacts on IB. Participating companies will be provided the opportunity to hire student interns and have student teams research their company or industry's globalization issues.

A43: Basics of Exporting and Importing Training for SMEs (Mr. Becker) Many Colorado SMEs that would like to join the ranks of US exporters report a lack of understanding and information as a major reason for their hesitance. CU CIBER, in collaboration with the US Export Assistance Ctr, Colorado Office of Economic Development Export Accelerator Program, and World Trade Center Denver's IB seminars, will offer export mentoring and a series of face-to-face and online educational programs designed to help SMEs expand abroad. Examples of programs are: Developing Your Export Strategy, Export Documentation, and INCOTERMS. Executives that complete a series of 48 hours of training can earn a Certificate in Intl Trade.

A44: Fast-Track Exporting - Actionable Ideas Symposium (Mr. Becker) CU CIBER will co-sponsor a Yr3 national symposium in Denver where international trade experts (industry, government, academia) will share new ideas and models for increasing US global entrepreneurship, including findings from the LOHAS Global Research Collaboratory (A20).

A45: National District Export Council Leadership Forum (Dr. Murphrey) CU CIBER will support the annual National District Export Council (DEC) Leadership Forum, made up of 16 DEC members from 58 regional chapters. The national DEC provides vision and leadership for the regional DEC's and international trade policy makers. CU CIBER will propose a prominent role in the Yr3 Forum, identifying major findings and including them in a Special *Global Entrepreneurship Monitor* Report (A22). Using the findings, CU CIBER and other university experts will propose policy recommendations to enhance SME intl expansion.

2. SIGNIFICANCE

A. NATIONAL SIGNIFICANCE OF THE PROPOSED PROJECT

SIGNIFICANT NEEDS

CU CIBER identified 10 significant needs to increase global competency, IB job

placements, and US competitiveness. This was accomplished using interview and survey input from leaders of companies, government organizations, NGOs, social enterprises, intl trade and export organizations, CCs, universities (including HBCUs, HSIs, and TCUs), and the American Indian Higher Education Consortium. Results were validated through a May 2014 IB Education Requirements Survey of Global Enterprise Institute participants conducted by KPMG LLP and CU CIBER, and through results from the 2014 Survey, US Business Needs for Employees with Intl Expertise, by S. Daniel, F. Xie, and B. Kedia. These are the 10 critical needs identified.

Need 1: Increase Student International Business and Cross-Cultural Competency. Achieve higher levels of global competency by engaging students in international business, cross-cultural and foreign language courses, internships, and study abroad.

Need 2: Increase Student Global Perspectives with Global Badge Credentials. Encourage more students to obtain global skills and knowledge by allowing them to take smaller, focused global modules leading to a Global Badge credential.

Need 3: Internationalize Curricula. Create new courses and infuse knowledge of foreign cultures and intl studies into business school courses, curricula, specialized certificates, and degree programs; and infuse IB content into professional school and intl studies curricula.

Need 4: Increase International Business-focused Internships, Study Abroad, and Job Pathway Opportunities. Provide students with more internship and work study abroad opportunities that lead to job placements in meaningful international business positions.

Need 5: Help Internationalize Minority Serving Institutions (MSIs) and Community Colleges (CCs). Provide strategic guidance and resources to internationalize the students, faculty, and business curricula of Hispanic Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs), Tribal Colleges and Universities (TCUs), and CCs.

Need 6: Increase Intl Entrepreneurship Skills and Knowledge. Increase the number of students and professionals that possess the knowledge and skills to assist SMEs with their exporting opportunities, engage in IB, conduct business overseas, or start export companies.

Need 7: Increase Foreign Language Skills and Knowledge of Students and Professionals. Increase the number of US students and professionals that possess the knowledge and skills to conduct business in a foreign language, with a special emphasis on increasing opportunities to learn less commonly taught languages.

Need 8: Internationalize Business Faculty and PhD Students. Increase the number of business faculty and PhD students that are globally competent to teach and conduct research in the international dimensions of their discipline.

Need 9: Internationalize Executives and Business Community. Increase the number of US business executives and professionals that possess international business, culture, and foreign language knowledge and skills to take advantage of global business opportunities.

Need 10: Conduct Research to Advance International Business and Language Education and Establish Academic-Business Partnerships to Advance US Competitiveness. Create new ideas and innovative solutions to increase US global competitiveness through interdisciplinary and academic-corporate Global Research Collaboratories, and through examining issues designed to improve IB and foreign language education and improve US global expertise.

Through meeting these 10 significant needs, CU CIBER will achieve national and local/regional impacts on international business education, research, and training; attain Title VIB Statutory objectives; and serve as a national and regional international business resource.

SIGNIFICANCE

Select activities are highlighted to showcase the rationale for developing particular

activities, to suggest their national and regional/local significance, and to identify the needs they fulfill. Att IV-1 identifies which of CU CIBER's 45 activities fulfill each of the identified ten needs with projects of national and regional/local significance.

Global Perspective Badges. Nationally, community colleges educate 44% of the nation's undergraduates (American Association of CCs, 2012), with 13 million taking classes annually (*Benchmark Study on IB Education at CCs*, 2012). The Colorado Community College System (CCCS) educates 38% of Colorado's undergraduates (students attending non-CCCS community colleges would significantly increase this percentage). With their huge aggregate student population, CCs deal with tremendous challenges in educating an internationally competent workforce in the face of rapid and continuous globalization. The key problem (and the converse opportunity) was emphasized repeatedly during our interviews with Colorado employers that hire from CCs; they increasingly need graduates with fundamental intl knowledge and skills.

Though examples of excellent IB programs are evident in numerous community college institutions (*Benchmark Study on IB Education at Community Colleges*, 2012), many others face deep and systemic obstacles. For instance, core requirements are approved by the Colorado Commission on Higher Education to facilitate articulation to four-year institutions; no IB courses are approved for these core classes and no IB courses are offered at Colorado community colleges. In order to address these obstacles head-on, CU CIBER will develop the Global Perspective Badge Program which will award four different IB badges/certifications to students and offer 12 original educational modules geared to specific IB competencies. The modules can be easily incorporated into business functional courses (marketing, finance, management); they can also be taken selectively online as part of earning CU CIBER Global Perspective Badges. This unique IB credentialing program, through its well defined curricula, student requirements,

and testing and conferral mechanisms, gives employers robust verification of a graduate's knowledge in particular global business and cultural competencies.

The Global Perspective Badge Program has been brainstormed in close collaboration with Community College of Denver (CCD), a major partner for this proposal. CCD President Everette Freeman believes that such Badges will grow in significance as higher education shifts to awarding students competency-based certification in response to employer demand. CU CIBER plans to launch the Global Perspective Badge Program in spring 2015 with CCD (10,482 students), extending it to the Colorado CC System (163,000 students) and then to other US community colleges and universities as a CIBER branded signature program. This activity meets Needs 1, 2, 3, and 5. (See Att II-2 Dr. Freeman's Letter of Support, Att IV-2 Badges.)

CU CIBER-Veterans Boots to Suits Intl Career Pathway Program. There are currently 2.2 million US active duty military (*Military Times*, 2013). Of those leaving the military (ages 18-30), only 34.1% feel well prepared to move from military to non-military employment; 10% are unemployed (PewResearchCenter, Nov 2013). There are 30,000+ veteran students enrolled in Colorado institutions, and that number is anticipated to double over the next five years due to scheduled military reductions (CU Denver Office of Veteran Student Services). Many veterans would like to leverage their overseas experiences to pursue international jobs; their chances of landing these jobs could be enhanced with more IB training and credentials.

CU Denver was named by *Military Times* as Colorado's 2014 top university for veterans due to its comprehensive services. Its Boots to Suits Program with the Denver Chamber of Commerce has been highly successful (95% of those enrolled complete the program; 94% are employed within three months of graduation), yet only 19% of the eligible students participate in this program. To date, Boots to Suits hasn't included a significant IB component. CU CIBER

worked with the Office of Veteran Student Services to plan a new International Career Pathway Program. This program will be launched for CU Denver veterans, then expanded to CCD and the CU System (Boulder and Colorado Springs). Nationally, it can be used as a model to open international job opportunities for veterans. This activity meets Needs 1, 2, 4, and 7.

HBCU, HSI, TCU, AIHEC, and RMCIBER Partnerships. Minority Serving Institutions (MSIs) enroll 2.3 million students, almost 14% of the US college population (*Chronicle of Higher Education*, 2012): Historically Black Colleges and Universities (HBCUs-109 institutions), Hispanic Serving Institutions (HSIs-240 institutions), and Tribal Colleges and Universities (TCUs-37 institutions). However, critical IB resources and programs at these institutions are often scarce. CU CIBER will play a significant national role in building IB capacity, foreign language, and culture education, benefitting all MSI categories through many of its activities. Select activities are targeted specifically to MSIs. CU CIBER is a member of the Globalizing HBCU Business Schools Programs and will mentor an HBCU and host two HBCU faculty development programs in intl entrepreneurship. CU CIBER is partnered with HSI Community College of Denver (CCD); together they will implement initiatives for CCD and the CC of Colorado System's 3 additional HSIs, then expand these to US HSI community colleges. CU CIBER will also be the partner of the American Indian Higher Education Consortium, helping develop curricula on internationalization, innovation, and indigenous entrepreneurship for 37 US TCUs in 14 states. Initiatives are also planned for Rocky Mountain CIBER Network schools; 19 of its 39 members are Eligible Institutions for Title III and Title V Programs. These partnerships meet Needs 1, 3, and 5. (See Att II-2 AIHEC and RMCIBER Letters of Support.)

Building IB Faculty Capacity in the US. CU CIBER has distinguished itself as one of four CIBERs (Colorado, Florida International, Memphis, South Carolina) that offers multiple

faculty development programs in IB (FDIBs). Over the years, CU CIBER has offered more than 30 sessions for five different FDIBs serving 900+ US faculty members. Its China FDIB is the only one in the US and is a resource for other CIBERs and US schools. CU CIBER's Faculty Development in International Entrepreneurship (FDIE) attracts 30+ faculty each year to learn about best approaches in teaching, research, and the practice of international entrepreneurship.

CU CIBER will build on its successful FDIBs, offering new learning themes and new locations in Western China for its China FDIB. Specialized FDIEs will be developed for community colleges and MSIs, doctoral students and junior faculty, and faculty from small and remote schools. CU CIBER will launch two overseas FDIBs (Philippines, United Arab Emirates) to explore important markets for the US. CU CIBER is expected to train 250+ faculty from across the US through its FDIBs plus hundreds more via co-sponsored FDIBs. These activities will build capacity among US faculty and have enormous multiplier impacts in educating US students in IB and intercultural studies. These activities meet Needs 1, 3, 5, 6, 7, and 8.

Global Research Collaboratories and IB Research. CU CIBER's research agenda is designed to have a significant and beneficial national scope and impact with both theoretical relevance and real world application. Research that benefits the global IB body of knowledge that can also be implemented by US businesses to increase their international competitiveness often requires a multidisciplinary approach. Global Research Collaboratories will facilitate the discovery of IB solutions and models impacting US social enterprises. Important IB and IE research will culminate in national publications: a Special Issue of the *Journal of International Entrepreneurship*, a casebook on International Social Entrepreneurship, and a *Global Entrepreneurship Monitor* Special Report. Important pedagogy research will include studies of Strategic Communication between the US and China, Foreign Language for Specific Purposes,

and Internationalizing Business Education at TCUs and MSIs. These research projects meet Needs 8, 9, and 10. (See Att IV-3 Faculty Research.)

Intl Entrepreneurship Activities. Colorado is the 2nd best state for entrepreneurship and innovation (*Inc. Magazine*, 2013) and the 2nd best state to start a business (*CNBC*, 2013). It is home to 550,000 entrepreneurs and small businesses, 90% with less than 20 employees (Denver Metro Small Business Development Center). In the US, small businesses employ about half of the private workforce, create 65% of new jobs (SBA Office of Advocacy), and account for 98% of all exporters (U.S. Department of Commerce). However, though the US leads the world in the creation of entrepreneurial companies, it lags behind its competitors in the internationalization of these ventures (*Global Entrepreneurship Monitor*, 2013). There is a significant need for US SMEs to develop their many attractive growth opportunities in global markets, thereby creating US jobs, building a vibrant US economy, and advancing US global competitiveness. Assisting these companies in gaining knowledge and expertise in international entrepreneurship through our education, research, and outreach activities will be one of CU CIBER's most significant national and regional/local contributions. These initiatives meet Needs 8, 9, and 10.

Increasing Colorado's Exports. In 2014, Colorado was recognized as one of 16 states that achieved record export levels (International Trade Administration, 2014). However, Colorado has extensive room for improvement with a share of only 0.6% of US trade (U.S. Census Bureau). Colorado's economy would be significantly strengthened through additional exports; for every \$1 billion in exports, 5000 US jobs are supported (U.S. Department of Commerce). CU CIBER's assessment and planning sessions with organizations (World Trade Center Denver, Colorado Office of Economic Development and International Trade, KPMG LLP, Posner Center for International Development) plus with individual businesses, highlight Colorado's export

needs and these organizations' willingness to contribute to collaborative solutions. CU CIBER's numerous partnerships with regional and national colleges and universities were the catalyst behind several activities that will increase the state's number of students and professionals possessing the skills to engage in exporting, including expertise in IB, international studies, world regions, and foreign languages. These initiatives meet Needs 6, 7, and 9.

B. IMPORTANCE AND MAGNITUDE OF ACTIVITIES OUTCOMES

CU CIBER strategically selected and developed the proposed 45 activities to meet the 10 significant needs, to increase US global competitiveness, and to produce maximum results and outcomes with immediate and long-term sustainable benefits for US students, faculty, and business professionals. CU CIBER serves as a strategic regional and national leader and resource to: (1) provide innovative IB, culture, and foreign language education, training, and research; (2) increase the number of undergraduate and graduate students with a solid foundation of IB, culture, and language knowledge and skills; (3) explore, develop, and implement internationalization strategies for MSIs and community colleges; (4) provide IB leadership and training for faculty to teach and conduct research on the international dimensions of their discipline; (5) increase language competency for a wide variety of common and less commonly taught foreign languages, educational options that include teacher-led, technology-based, and immersion programs; (6) increase student global perspectives and competency with Global Badge credentials; (7) enhance IB learning and expand audiences with creative applications of technology (webcasting, social networking); (8) increase the number of students that participate in internship and study abroad programs; (9) develop clear IB pathways to meaningful IB jobs for more students; (10) establish Global Research Collaboratories to conduct IB research that will increase US global competitiveness and improve IB education; (11) strategically lead

international entrepreneurial and China-focused FDIBs; (12) provide students and professionals with the knowledge and skills to earn the NASBITE CGBP credential; and (13) provide K-12 teachers with training and web-based global teaching materials.

To quantify national impact, CU CIBER developed specific outcome goals, evaluation criteria, and target standards for the activities. (See Att VIII Evaluation Plan.)

3. QUALITY OF THE PROJECT DESIGN

A. FULFILL TITLE VI PURPOSE AND GOALS AND SUPPORT 2014-2018 COMPETITIVE AND INVITATIONAL PRIORITIES

The CU CIBER project has been strategically designed to fulfill the Purpose and goals of the mandated and permissible activities set forth in the legislative sections 611 (b) and 612 (a, c) of Title VIB: (1) Serve as a national resource for the US in promoting significantly improved teaching of IB strategies, methods, and techniques - CU CIBER will advance IB education with new and innovative teaching methods (e.g., Global Badges, Action Learning, and Global Social Entrepreneurship Honors Projects) that will serve as national models for four-year institutions, CCs, and MSIs across the US. (2) Provide instruction in foreign languages and international studies necessary for businesses to have an effective working knowledge of the languages, cultures, and customs of foreign countries - CU CIBER will work closely with the CU System foreign language programs to provide extensive credit and non-credit business language classes. (3) Supply research support as well as training and education in significant aspects of trade, culture, and related international studies - CU CIBER will implement a new IB research model, Global Research Collaboratories, to promote interdisciplinary, theory-based research alongside practical applications to increase US global competitiveness; and will provide support for faculty development and training on topics related to trade, culture, and international studies. (4) Supply training and instruction to non-business as well as business students - CU CIBER will provide a

broad array of IB modules, Global Badges, courses, and seminars for non-business students and faculty to strengthen their global competency. (5) Create educational and research activities aimed at fulfilling the training and instructional needs of national and regional businesses to become successful competitors in foreign markets - CU CIBER has planned a broad array of outreach activities, focused on IB, foreign language, and culture, to help SMEs get involved in international trade. (6) Provide service to other colleges and universities within CU CIBER's region and to their faculties and students - CU CIBER will coordinate strong relationships with regional colleges and universities to help them internationalize their courses, curricula, and faculty, including those in the CU System and in the Rocky Mountain CIBER Network, as well as with CC of Denver (HSI) and 37 US TCUs. Other outreach activities (webinars, symposiums, conferences, FDIBs,) will target additional colleges and universities in the region and nation.

The CU CIBER project is designed to create sustainable outcomes that support the 2014-2018 Competitive and Invitational Priorities. Competitive Priority One: Collaborate to expand employment opportunities for IB students with internships and work study abroad - CU CIBER has established extensive relationships with local, national, and intl organizations under its Pathways to Intl Internships and Employment (PIE) Program to foster meaningful student internships and foreign work studies. (See Att III-7 PIE.) Competitive Priority Two: Collaborative intl education activities with MSIs or CCs - CU CIBER has planned a broad array of IB, culture, and language activities with targeted MSIs and CCs, including an Articulated Partnership with CCD. Invitational Priority One: Activities focused on language instruction, or testing and assessment for IB professionals - CU CIBER has designed opportunities for students, faculty, and professionals to conveniently study foreign languages and participate in language immersion programs. Invitational Priority Two: Collaborations with institutions in Sub-Saharan

Africa, South Asia, or SE Asia - CU CIBER has planned activities for students and faculty to travel, study, and participate in internships or work in SE Asia and Sub-Saharan Africa.

B. A COHERENT AND SUSTAINABLE INTERNATIONALIZATION LEARNER-CENTERED PROGRAM

The proposed activities have been planned and designed to provide a coherent, integrated, and sustainable internationalization learner-centered program of IB, foreign language, and culture education, outreach, and research, to help students and business professionals pursue meaningful IB employment and enhance US global competitiveness. To achieve this, CU CIBER conducted a comprehensive needs assessment involving key constituents (students, faculty, business professionals, community colleges, and Minority Serving Institutions including HSIs, TCUs, & HBCUs), developed strategic partnerships, designed and budgeted activities based on the needs assessment findings and potential for sustainability, selected activity leaders to oversee the implementation of each activity, and designed a comprehensive evaluation process with ongoing feedback and continuous improvement measures. This comprehensive internationalization learner-centered design process ensures that each of the 45 activities will be relevant to the constituents and have an immediate impact with long-term sustainability that will build capacity beyond the grant period. In addition, each of the activities is designed to increase the global competency of students and faculty specifically targeted, but also to be easily scalable for students and faculty at other institutions in Colorado and across the US.

C. ONGOING LINE OF RESEARCH AND INQUIRY

The CU CIBER selected four research themes for the 2014-2018 grant period: Global Research Collaboratories, International Entrepreneurship (IE), US Global Competitiveness, and Internationalization Pedagogy. CU CIBER will form Global Research Collaboratories to conduct interdisciplinary, theory-based IB research alongside strategic practical applications. Global

Research Collaboratories will allow interdisciplinary faculty and business practitioners to work together to generate new and innovative research-based IB solutions, models, and practices to benefit US businesses and competitiveness, today. CU CIBER will serve as a leader in IE Research, supporting research projects and research-based publications focused on advancing IE, topics such as Social International Entrepreneurship, Women in International Entrepreneurship, and Emerging Research Topics in IE. CU CIBER will support research on US Global Competitiveness and Global Dimensions at three of the Business School Centers of Excellence (Center for Global Health, Jake Jobs Center for Entrepreneurship, Risk Management & Insurance Program). To advance IB education, CU CIBER will support research on Internationalization Pedagogy in IB, culture, foreign languages, Minority Serving Institutions, and community colleges. This research agenda is designed to create practical and applied results and IB solutions for American businesses and entrepreneurs. (See Att IV-3 Faculty Research.)

D. PROJECT HAS SPECIFIED AND MEASURABLE GOALS AND OUTCOMES THAT WILL BUILD CAPACITY BEYOND THE GRANT PERIOD

CU CIBER has formulated specific program objectives and planned 45 education, research, and outreach activities to accomplish grant objectives; attain Title VIB goals; and yield measurable outputs, outcomes, and impacts. These outputs and outcomes will provide a means of monitoring progress as well as information to make appropriate adjustments as needed. This assessment process and continuous improvement model will allow CU CIBER activities to build capacity beyond the grant period: (1) students with IB competency will be better prepared to gain IB employment and be effective business professionals; (2) faculty at CU Denver, CU Boulder, CU Colorado Springs, MSIs, and CCs will be better trained to serve future students; (3) SMEs and entrepreneurs will be better trained to expand globally; (4) doctoral students will be better prepared to teach the international dimensions of their disciplines; and (5) practical research on

IB and US competitiveness will create long-term benefits for US businesses.

4. QUALITY OF THE MANAGEMENT PLAN

The plan is adequate to achieve objectives, including being on time, within budget, and with defined responsibilities.

A. HOW CIBER OPERATES AT CU DENVER

The Institute for International Business (IIB) is home to CU CIBER. At CU, institutes are university-wide resources that operate independently of academic units and are on one of the 3 campuses. The IIB is located on the CU Denver campus and reports to Roderick Nairn, PhD, Provost and Vice Chancellor for Academic and Student Affairs. The placement of CU CIBER at a university-wide institute has been instrumental in its success in promoting multi-campus and multidisciplinary collaboration, and in generating support from many academic units at CU.

B. CLEARLY DEFINED RESPONSIBILITIES

The IIB will administer CU CIBER activities for the 2014-2018 grant. Dr. Manuel Serapio, Faculty Director of the IIB and CU CIBER, will be responsible for the overall leadership and administration of CU CIBER. Ms. Jana Blakestad, IIB Assistant Director, will be responsible for CIBER program management. Each of the three campuses has a designated Business School faculty champion (Dr. Jean Claude Bosch-Denver, Dr. Manuel Laguna-Boulder, Dr. Carol Finnegan-Colorado Springs). CU CIBER has appointed a faculty lead for each of the education, research, and outreach activities. Leaders with key overall responsibilities include Dr. Kang Rae Cho (Education activities), Dr. Wayne Cascio (Research activities); and Ms. Merrily Kautt (Outreach activities). (See Att V-1 Org Chart.)

CU CIBER's management team and leaders of key initiatives are identified on the following page.

Management

- Dr. Manuel Serapio, IIB and CIBER Faculty Director: oversees strategy, overall management, overall evaluation, coordination with Campus leaders, and oversees key business and academic linkages
- Ms. Jana Blakestad, IIB and CIBER Assistant Director: oversees CIBER program administration, evaluation, reporting, and budgeting
- Dr. Kang Rae Cho, Associate Professor of IB (Faculty Lead-Education); Dr. Wayne Cascio, Reynolds Chair Professor of Global Leadership (Faculty Lead-Research); Ms. Merrily Kautt, Instructor of IB (Faculty Lead-Outreach)
- Ms. Melanie Ellison, IIB Program Assistant: manages day to day operations and student assistants
- Mr. Henry Tsuei, IIB Intl Executive in Residence, Chair of the Global Executive members of the CIBER Advisory Council: assists IIB and CIBER with business related special projects

Evaluation

- Ms. Bonnie Walters, Director, CU Denver Evaluation Center
- External – Dr. Anil Gupta, Dingman Chair Professor in Strategy, Globalization and Entrepreneurship, University of Maryland

Education Activities

- Global Badging, Boots to Suits, and Global Intern Match: Dr. Manuel Serapio; Mr. Izzy Abbass, Director, Veterans Boots to Suits Program; Dr. Kelly Murphrey, External Consultant-Special Projects; Ms. Merrily Kautt; Dr. Carol Miller, Chair, Business and Economics, CCD
- IB Graduate and Undergraduate Curricula: Dr. Kang Rae Cho; Dr. Jean Claude Bosch, Professor of Finance; Dr. Madhavan Parthasarathy, Director, Center for Entrepreneurship; Dr. Ronald Ramirez, Undergraduate Faculty Director; Dr. Ann Martin, Representative, Undergraduate Core Requirements Committee
- Intl Studies, Intl College Beijing, 4+1 Programs, Joint BA/MS Program, Certificate in Asian Studies: Dr. Timothy Oakes, Faculty Director, Center for Asian Studies, CU Boulder; Dr. Mary Long, Chair, Intl Spanish for the Professions Department, CU Boulder; Dr. Stephen Hartnett, Professor of Communications
- Foreign Languages, Business Language, Language Course Materials, Less Commonly Taught Critical Languages: Dr. Kathleen Bollard, Associate Professor of Spanish; Dr. Mary Long; Ms. Erin Farb, Chair, Modern Languages, Community College of Denver
- Overseas Study Programs (Intl College Beijing, Study Abroad Now, Intl Field Study Trips, Global Freshman Experience): Dr. Manuel Laguna, Director, Global Initiatives and Professor of Management Science, CU Boulder; Dr. John Sunnnygard, Executive Director, Office of Intl Affairs

Research Activities

- Global Research Collaboratories: Dr. Wayne Cascio; Dr. Madhavan Parthasarathy; Dr. Blair Gifford, Professor of Management and Health Administration; Dr. Susan Keaveney, Professor of Marketing
- Intl Entrepreneurship: Dr. Manuel Serapio; Dr. Patricia McDougall-Covin, Professor of Entrepreneurship and Strategic Management, Indiana University; Dr. John Ruhnka, Professor of IB & Entrepreneurship
- IB Research: Dr. Wayne Cascio; Dr. Kang Rae Cho; Dr. Lawrence Cunningham, Professor of Marketing; Dr. Carol Finnegan, Associate Professor of Marketing, CU Colorado Springs
- Language, Culture, and Pedagogy: Dr. Mary Long; Dr. Kelly Murphrey

Outreach Activities

- CCD Partnerships: Dr. Carol Miller; Ms. Erin Farb; Dr. Kathleen Bollard
- AIHEC and TCU Partnership: Mr. Al Kuslikis, Senior Associate, AIHEC; Dr. Manuel Serapio
- HBCU and HSI Partnerships: Dr. Carol Miller; Ms. Jana Blakestad; Dr. Kelly Murphrey
- Internships: Mr. Izzy Abbas; Ms. Merrily Kautt; Dr. Madhavan Parthasarathy; Dr. Kelly Murphrey
- FDIBs: Dr. Manuel Serapio; Ms. Jana Blakestad; Mr. Ji Chen, Faculty Director of China Initiatives; Mr. Dennis Gash, President, Intl Assembly for Collegiate Business Education; Ms. Melanie Ellison
- Rocky Mountain CIBER, Biennial of the Americas, and KPMG Partnerships: Ms. Jana Blakestad; Dr. Francisco Conejo, Instructor of IB; Ms. Darice Henritze, Lead Partner, KPMG LLP
- World Trade Center Denver, National District Export Council, Exporting Initiatives: Mr. Roy Becker, Adjunct Instructor of IB; Ms. Merrily Kautt; Dr. Kelly Murphrey

C. PROJECT BUDGET, TIMELINE AND MILESTONES

The CU CIBER budget is managed centrally at the IIB with Dr. Serapio responsible for decisions and Ms. Blakestad responsible for management and reporting. Ms. Ellison provides assistance with budget tracking and reporting. As required by CU Denver, the IIB works closely with the Provost Office and Sponsored Programs Accounting on budgetary issues. IIB operates through university resources, grants, and private funding. Detailed budget information is included in the Budget Narrative Attachment and Att VII Budget Notes, reflecting that the project will be accomplished within budget. Att V-2 Management Plan identifies a four-year timeline for planning, implementation, and milestones.

5. QUALITY OF PROJECT PERSONNEL

A. QUALIFICATIONS OF THE PROJECT DIRECTOR AND PI MEET THE NEEDS OF THE PROJECT

Dr. Manuel G. Serapio (PhD IB, University of Illinois at Urbana Champaign), Faculty Director of the Institute for Intl Business, will be the project director and principal investigator (PI) for CU CIBER. Dr. Serapio served as President (2011) and executive committee member of the Assn of Intl Business Education and Research (2010-2012), the association of 33 CIBER Schools; Chair for the SME and Born Global Track of the Academy of Intl Business (AIB) Annual Meeting (2013); officer of the Assn of Japanese Business Studies; and an AIB member.

Dr. Serapio brings extensive experience in IB program leadership and grant administration. He has designed and developed over 60 programs for CU, the University of Illinois, and the University of Hawaii (Pacific Asian Management Institute), as well as for over 20 companies including IBM, Starbucks, Molson Coors, Cisco Systems, and Arrow Electronics. Dr. Serapio has served as PI for several grants, including ones from the U.S. Department of Commerce, Japan-U.S. Friendship Commission, Asia-Pacific Economic Cooperation, U.S. Office of Naval

Research, and Canadian International Trade Office.

Professor Serapio serves as IB Program Director in CU Denver's Business School where he has won three Outstanding Teacher Awards. His research is published in *Entrepreneurship Theory and Practice*, *Management International Review*, *Research Policy*, and *Organizational Dynamics*. He serves on the editorial board of the *Journal of Teaching in International Business*.

B. QUALIFICATIONS OF KEY PROJECT PERSONNEL MEET PROJECT NEEDS

CU CIBER relies on a highly regarded team of 20+ international educators and researchers with significant educational, research, and outreach experience; and administrators with decades of experience in managing successful IB projects. (See Att V-1 Org Chart, Att VI Resumes.)

Ms. Jana Blakestad (MPA Management and Environmental Policy, CU Denver), IIB Assistant Director, has over 20 years of experience in grant oversight including leading the preparation of the 20-year report for the overall CIBER program and the U.S. Department of Education. She will be responsible for CIBER program management, take the lead in overseas FDIBs and RMCIBER, and help facilitate the Boots to Suits Program.

Dr. Kathleen Bollard (PhD Comparative Literature, University of California-Berkeley) is Associate Professor of Spanish, CU Denver, and former VP Academic Affairs, CU System. Dr. Bollard will lead multi-campus and interdisciplinary programs in IB, intl studies, languages, and culture; the CU Denver-CCD Partnership; and programs at International College Beijing.

Dr. Jean Claude Bosch (PhD Finance, University of Washington) is Professor of Finance and former Executive Dean, CU Denver's Business School. He will coordinate the activities of CU Denver business faculty involved with CU CIBER and CIBER's partnerships with the Risk Management and Insurance and Global Energy Management Programs.

Dr. Wayne Cascio (PhD Industrial and Organization Psychology, University of

Rochester), Professor of Management and Reynolds Chair in Global Leadership, has written 27 books and over 70 articles and was named one of the most influential management scholars over the past 25 years in the 2008 *Journal of Management*. Dr. Cascio will serve as lead faculty overseeing CU CIBER research activities and conduct research on global mobility.

Dr. Kang Rae Cho (PhD IB, University of Washington), Associate Professor of IB, Business School, CU Denver, was recognized by *Management Intl Review* as one of its most prolific contributors. As overall faculty lead for education activities, Dr. Cho will facilitate new IB curriculum, programs, and courses. He will also conduct research on ASEAN integration.

Dr. Carol Finnegan (PhD Retailing, Michigan State University) is Associate Professor of Marketing and IB, CU Colorado Springs. She will facilitate interdisciplinary and multi-campus programs in IB, international studies, language, and culture from CU Colorado Springs; and will conduct research on SME marketing and entrepreneurship.

Ms. Merrily Kautt (MPA Public Affairs, CU Denver) is Instructor of International Business, Business School, CU Denver, and former Senior Trade Representative for Colorado's Office of Economic Development and Intl Trade (OEDIT). Ms. Kautt will oversee CU CIBER's outreach initiatives and professional collaborations (e.g., World Trade Center, Posner Center, Colorado OEDIT) and assist in the development of intl consulting projects and IB internships.

Dr. Manuel Laguna (PhD Operations Research and Industrial Engineering, University of Texas Austin) is Media One Professor of Management Science and Director of Global Initiatives, Leeds School of Business, CU Boulder. Dr. Laguna will coordinate CU CIBER partnerships at CU Boulder and oversee the freshman Global Experience.

Dr. Mary Long (PhD Romance Languages and Literatures, Princeton University) is Director, International Spanish for the Professions, CU Boulder. Dr. Long will lead language for

specific purposes research, foreign language and culture non-credit training, and 4+1 programs.

Dr. Carol Miller (PhD Marketing, Colorado State University) is Program Chair, Business Department, Community College of Denver (CCD). Dr. Miller will facilitate international initiatives for CCD, other community colleges, and other community college Hispanic Serving Institutions; and will assist in the development of Global Badges.

Dr. Kelly Jett Murphrey (PhD International Human Resources, Texas A&M University) is on the executive board of NASBITE Intl, and previously served as NASBITE's President and as the Outreach Director at Texas A&M CIBER. Dr. Murphrey will facilitate special projects for CU CIBER, including the CU CIBER-NASBITE Global InternMatch and Mentoring Programs, HBCU partnerships, and the MSI and CC Global Education- to Intern- to Job survey.

Dr. Madhavan Parthasarathy (PhD University of Nebraska at Lincoln) is the Jake Jobs Associate Professor of Marketing and Director of the Jake Jobs Center for Entrepreneurship. He will facilitate the Certificate in Intl Entrepreneurship, the CU CIBER-Posner Global Research Collaboratory, collaboration with the Posner Center, and international field studies in IE.

Mr. Henry Tsuei (President of North Asia/China, First Data Corporation-retired) serves as the Chair of the Executive Board of CU CIBER's Advisory Council. Mr. Tsuei will facilitate major business outreach activities and assist with the China FDIB design.

Ms. Bonnie Walters (MA Psychology, Adams State College), Executive Director, Evaluation Center, CU Denver, brings over 35 years of experience in public education to CU CIBER, focusing primarily on evaluation methodologies and measurements. Ms. Walters will serve as the principal evaluator of CU CIBER initiatives.

C. UNDERREPRESENTED APPLICANTS ENCOURAGED TO APPLY FOR EMPLOYMENT

CU Denver is committed to including underserved populations in its work force and

community, ensuring that a broad array of experiences and world views inform and shape teaching, mentoring, research, service, decision-making, learning, and student networks. CU Denver has a strong record of encouraging diversity and inclusiveness; its staff is 24% minority, its faculty 14%. It constantly improves diversity and inclusiveness through its employment, retention, and advancement actions as well as through training facilitated by the Associate Vice Chancellor for Diversity and Inclusion, annual best practices seminars, and diversity grants. The majority of CU Denver faculty working on CU CIBER initiatives are minorities; faculty outside CU Denver who will teach and participate in CU CIBER activities are also highly representative of minorities, including those from HBCUs, TCUs, HSIs, and community colleges.

6. ADEQUACY OF RESOURCES

A. THE PROPOSED PROJECT COSTS ARE REASONABLE IN RELATION TO THE OBJECTIVES, DESIGN, AND SIGNIFICANCE OF THE PROJECT

Previous sections identify 45 activities to be carried out by CU CIBER. These initiatives will be cost-effective and efficient, incorporating the proven designs and expertise of the CU CIBER management team as well as its resource base from many years of successful program delivery. Many activities complement previously developed initiatives; many will be scaled to partner schools; many are focused on multiple audiences, facilitating diverse points of view; many are targeted to faculty who in turn impact a large number of students. The activities will also be expanded through numerous collaborations with other educational institutions and organizations as well as with businesses and government bodies.

The budget is delineated on Form ED 524 Standard, the Budget Narrative Attachment, and Att VII Budget Notes. CU is requesting \$1,413,122 from the U.S. Department of Education for the four-year grant period, \$351,014 in Year One. ED funding will be matched by CU Denver at a rate of 100% or \$1,417,138 for the proposed four-year grant total, \$351,557 in Year One

(\$202,421 in administrative salaries, benefits, and rent match from CU Denver's Provost; \$89,845 in Business School faculty salary and benefits match; \$19,050 in Jake Jabs Center for Entrepreneurship faculty salary and benefits match; \$14,200 in Institute for International Business match for evaluations, faculty stipends, and program sponsorships; and \$26,041 or 8% in overhead match).

Resources critical to the success of CU CIBER programs but not identified as official match in the proposal's budget documents include extensive CU faculty and administrator time and expertise; significant time, expertise, travel, and meeting space from partner institutions; program revenues; and business executive and professionals' time and travel to participate in outreach activities. Select organizations have agreed to collaborate with CU CIBER during the grant cycle. (See Att VII Budget Notes, Att III-6 CU Collaborations Expand Capacity, Att III-5 CU Collaborations, Att III-4 Colorado Collaborations, Att III-3 National Collaborations.)

B. CU WILL PROVIDE ADEQUATE PROGRAM SUPPORT THROUGH FACILITIES, EQUIPMENT, SUPPLIES, RESOURCES

CU CIBER is well positioned to implement its 45 activities through the University of Colorado's world class resources.

University of Colorado (CU): CU is a premiere educational system comprised of three universities: CU Denver, CU Boulder, and CU Colorado Springs. It has 4500 faculty, 58,000+ students, awards 14,000+ degrees each year, has an annual operating budget of \$3.04 billion, and receives \$800+ million in grants each year. Its community includes five Nobel Laureates, nine MacArthur Foundation Genius Fellows, 19 Rhodes Scholars, and 18 alumni astronauts.

CU is an internationally and nationally recognized research institution, ranked 16th in federally funded research (National Science Foundation, 2012), and 13th in the world for cited faculty research (*Times Higher Education World University Ranking*). It has close access to four

renowned national laboratories: the National Renewable Energy Laboratory, the National Institute of Standards and Technology, the National Center for Atmospheric Research, and the National Oceanic Atmospheric Administration. CU is one of the 35 public members of the Association of American Universities (Boulder).

CU's 231 institutes and centers, including global studies and foreign language hubs such as the Center for Asian Studies and the Colorado European Union Center of Excellence, offer a wealth of resources and expertise to faculty, students, and the business community. Modern language courses are offered in Arabic, Catalan, Chinese, Farsi, French, German, Hebrew, Hindi/Urdu, Indonesian, Italian, Japanese, Korean, Norwegian, Portuguese, Russian, Sanskrit, Spanish, Swahili, Swedish, and Tibetan. In any given year, about 1300 students participate in over 200 study abroad programs and hundreds more take intl field study courses. CU is one of a few US universities with a China campus, International College Beijing at China Agricultural University, where students from CU and other US universities can earn a dual degree.

University of Colorado Denver: CU Denver is a dynamic urban university with 2860 faculty and over 17,000 degree seeking students from 50 states and 67 countries. Minority students constitute a large part of the student body, including 49% of the freshman class and 36% of total undergraduates. CU Denver offers 136 degree programs through its 13 schools/colleges: Architecture and Planning, Arts and Media, Business School, Dental Medicine, Education and Human Development, Engineering and Applied Science, Graduate Studies, Liberal Arts and Sciences, Medicine, Nursing, Pharmacy, Public Affairs, and Public Health. It awards close to 5000 degrees annually. The University Health System Consortium recently ranked the University of Colorado Hospital as the nation's best performing academic hospital in terms of quality.

CU CIBER is housed at the Institute for Intl Business (IIB) at CU Denver. Established by

the CU Regents in 1988, the IIB is a university-wide international education resource for CU faculty, students, and the business community. The IIB provides CU CIBER with administrative and academic offices, meeting rooms, and other facilities (equipment, supplies, technology resources, etc.) within CU Denver's new 120,000 square foot Business School building. Members of the IIB's Global Advisory Board, made up of 20 CEOs, Chief Intl Officers, and founder/entrepreneurs of intl ventures, concurrently serve on CU CIBER's Advisory Council and lend the IIB and CU CIBER their firsthand intl expertise and critical professional connections.

Business School: CU Denver Business School, the largest graduate business school in the region, has 1000+ graduate and 1400+ undergraduate students. Its AACSB International accredited programs include the BS in Business Administration in 13 functional areas (including International Business), five MBA programs, nine MS degrees (including International Business), and a PhD in Computer Science/Information Systems. Many programs and courses are offered online. Of its 112 faculty, 15 teach more than 20 courses in International Business.

What sets CU Denver Business School apart are its nationally recognized Centers of Excellence: the Jake Jabs Center for Entrepreneurship, the Risk Management and Insurance Program, the Global Energy Management Program, and the JP Morgan Center for Commodities. These centers allocate critical resources for students and faculty. The Jake Jabs Center, for instance, will use funding from its latest \$10 million endowment to support joint international entrepreneurship (IE) initiatives with CU CIBER, including the development of two certificate programs and three IE field study courses (Singapore, Israel, Chile). It will provide facilities for Global Research Collaboratories and training facilities for IE certificate courses. The JP Morgan Center's trading room, equipped with the latest software, will host courses in the Global Business Competency (Managing International Financial Transactions) Badge Program.

Other Resources (Technology and Libraries): CU students and faculty have access to state-of-the-art wireless and wired computer resources as well as numerous accredited online courses and degrees. The Education Support Services team manages CU web conferencing solutions and provides at-the-ready support for live webinars and virtual discussions. CU Online, a system-wide resource that simplifies concurrent enrollments between CU's campuses, is being developed into a shared course and program search website.

The CU System has an agreement with Coursera for all CU campuses to offer Massive Open Online Courses (MOOCs). CU Denver's first MOOC, Fundamentals of the Global Energy Business, was offered in fall 2013 (32,000 enrollees from 189 countries). These modern platforms, tools, and services will be vital to the execution of CU CIBER's technology programs, including Global Perspective Badges, intl lecture webcasts, and MOOC-driven IB modules.

The Auraria Library, administered by CU Denver, is the only tri-institutional academic library in the nation and serves 45,000 students at CU Denver, Community College of Denver, and Metropolitan State University of Denver. Its collections include 650,000 print books, 140,000 e-books, 60,000 journals, 22,000 video tapes, and 280 million electronic records through Summon Discovery; 30 million more resources are available through interlibrary loan. In addition, CU Denver's Health Sciences Library is a key physical and digital hub serving Colorado's burgeoning healthcare community citizens and its biotechnology industry.

7. QUALITY OF PROJECT EVALUATION

CU CIBER has developed a comprehensive evaluation plan to track and evaluate its programs and how they meet grant goals. This includes formative and summative evaluation methods and findings plus reporting of required GPRA performance measures. Strategies for evaluating CU CIBER are presented in this narrative; the Performance Measure Forms (PMFs)

and Evaluation Matrix (to be updated annually) are included in Att VIII Evaluation Plan.

A. REPORTING GPRA MEASURES

CU CIBER will facilitate the reporting of the mandatory GPRA measures. The table below lists each of the GPRA measures and the associated CU CIBER activities that contribute to advancing each GPRA measure.

GPRA MEASURES

Measure #	Measure	CU CIBER Related Activities
Measure 1:	% of CIBE program participants who advanced in their professional field 2 years after their participation, measured by IFLE Tracking Survey	A1, A2, A3, A4, A6, A9, A10, A12, A14, A15, A17
Measure 2:	% of CIBE projects that established or internationalized a concentration, degree, or professional program with a focus on or connection to IB over the course of the CIBE grant period	A1, A2, A3, A5, A7, A9, A10, A11, A12, A14, A15, A16
Measure 3:	% of CIBE projects whose business participants increased export activities	A2, A4, A10, A14, A18, A19, A20, A23, A42, A43, A44
Efficiency Measure:	Cost per CIBE Doctoral or Master's graduate employed in IB-related fields within 8 years after graduation, measured by IFLE Tracking Survey	A2, A3, A4, A10, A14

Measure 1: To facilitate IFLE Tracking Survey’s measurement of CIBE participants who advance in their professional fields, CU CIBER will capture program participant contact information when they enroll in a program (email addresses, LinkedIn account information) and create a LinkedIn group. This group will allow consolidated access to participants, provide a secondary data source for tracking, and provide an ongoing alumni network. CU CIBER will also survey graduation year cohorts (those who received a Doctorate or Master’s degree with IB expertise as defined by ED) to update graduation contact information.

Measure 2: To track the percentage of CIBE projects that establish or internationalize a concentration, degree, or professional program with a focus on or connection to IB over the course of the CIBE grant period, information will be identified in the annual AIBER Report as well as in the Annual IRIS Data Report.

Measure 3: To assess the percentage of CIBE projects whose business industry participants increased export business activities, during Yr4 CU CIBER will survey participants, particularly those from SMEs that attend Global Research Collaboratories, export training programs, and international entrepreneurship educational activities, to determine if their companies have increased exports.

Efficiency Measure: To facilitate IFLE Tracking Survey's measurement of the cost per CIBE Doctoral/Master's graduate employed in IB-related fields within 8 years after graduation, CU CIBER will survey graduation grant year cohorts (those who received a Doctorate/Master's level degree with IB expertise as defined by ED) to update graduation contact information.

B. EVALUATION TEAM

CU CIBER has contracted with The Evaluation Center (TEC) in CU Denver's School of Education and Human Development, led by Executive Director Bonnie Walters, to provide an independent evaluation. (See Att VI Resumes.) TEC is a separate CU Denver entity whose mission is to "...Collaborate with clients to support evidence informed programs, practices, and policies in schools, institutions of higher education, governmental agencies, and nonprofit organizations". TEC's clients include the National Science Foundation, National Institutes of Health, the U.S. Department of Education, and the Colorado Department of Education.

This TEC partnership assures a rigorous and credible independent evaluation. TEC's technical support as well as its quantitative and qualitative methodology expertise will effectively assess progress toward project goals and objectives. TEC's affiliation with the School of Education and Human Development provides access to additional curriculum, leadership, educational psychology, and measurement experts. TEC will also use IB expert, Dr. Anil Gupta, Michael Dingman Chair in Strategy and Entrepreneurship, University of Maryland, to provide specialized content evaluation, particularly on the design of Global Badges. (See Att VI Resumes.)

C. EVALUATION DESIGN 2014- 2018

Comprehensive formative and summative evaluation findings will be created. Data collection and analysis methods and reporting are described below. The complete evaluation matrix, including methods and indicators of success within each of the fundamental program areas (education, research, outreach), is included in Att VIII Evaluation Plan.

FORMATIVE ASSESSMENT

Evaluators will provide timely, informative, and actionable findings to inform ongoing program improvement. These will be based on multiple data collection and analysis methods, including exit surveys of CU CIBER program participants (Global Perspective and Business Competency Badges, Veterans Intl Career Pathways, China FDIB, Intl Entrepreneurship FDIB); interviews with stakeholders, leaders, and participants; and review of documents related to enrollment, program completion, and employment. Content experts will facilitate formative assessments, reviewing course syllabi, conference/workshop agendas, and resulting reports.

Evaluators will create and update program dashboards to facilitate the reporting of findings, monitor the progress of CU CIBER activities, and provide a high level overview of the status of CU CIBER activities related to their intended outcomes and objectives. Evaluators will also provide digestible and actionable data collection and analysis summaries.

SUMMATIVE ASSESSMENT

Evaluators will provide summative assessment by examining three questions across all initiatives and over time, questions designed to answer the extent to which CU CIBER is fulfilling the Statutory Purpose and achieving the intended outcomes of the grant award.

Question 1: What evidence exists that CU CIBER’s work influences student global competence? To qualitatively and quantitatively evaluate the degree to which participation in key CU CIBER activities influences the global competence of students, evaluators will use

surveys and interviews with CU students from its three campuses, veteran students, and MSI and CC students. Qualitative data will also come from interviews/surveys of key stakeholders (CU CIBER faculty and staff; CCD faculty, staff, students, and employers). Quantitative data will come from information related to graduate employment (LinkedIn, IFLE data, follow up surveys) and students participating in CU CIBER programs (Global Perspective Badges, Veteran Intl Career Pathway, InternMatch). Evaluators will follow the first student cohorts for Global Perspective Badges and Veteran Intl Career Pathways plus leaders from the six TCUs in the pilot Internationalizing Business Education Symposium, to longitudinally track outcomes and impacts CU CIBER activities have on participants, their professional careers, and their institutions.

To facilitate objective evaluation of student participants in the Global Perspective and Global Business Competency Badges, evaluators will work with subject experts to develop assurances of learning that each student must successfully complete to receive the related Badge. These assessments will increase the rigor of the program, build employer confidence that students possess identified skills and expertise, and help refine Badge content.

Question 2: What evidence exists that CU CIBER’s work impacts research related to IB and US competitiveness? To evaluate the impact of CU CIBER research activities, the evaluation will assess the outcomes of the Global Research Collaboratories (Activities A18–A20). Summative outcomes will be addressed through recommendations from the research; the dissemination of findings through workshops, conferences, and publications; impacts of research on business, academic, and student participants; and interviews with research teams and project sponsors. Outputs focused on advancing the field of IB and related fields will also be measured in terms of quality (journal placement), quantity, and impact (citations, audiences reached).

Question 3: To what extent do CU CIBER’s outreach and collaboration initiatives

meet the IB education and training needs of internal and external partners? To assess the impact of CU CIBER's outreach activities, evaluators will use post-program participant surveys (Intl Executive Roundtables, China FDIB, Intl Entrepreneurship FDIB, TCU Symposium on Internationalizing Business Education) to learn the benefit participants report and how new information will be incorporated into professional practices. Evaluators will review institutional data to determine numbers of CC students who later enroll at CU Denver in IB fields.

Evaluators will longitudinally track participants from TCUs to assess the degree to which their participation in CU CIBER activities has increased the internationalization of courses and student opportunities at their institutions. Evaluators will work directly with TCU stakeholders to build their internal evaluation capacity and expertise. Quantitative and qualitative findings will be supplemented through surveys and interviews with key internal and external partners.

D. REPORTING OUTCOMES AND RESEARCH

To enhance accountability, disseminate research, and transfer knowledge, formal reports will be generated. CU CIBER will annually submit an IRIS Data Report as required by the U.S. Department of Education; summary data will be provided on IB and language courses, students, faculty, existing and new programs, degrees awarded, graduate placements, collaborations, events, research, travel, and expenditures. Twice annually, CU CIBER will provide IRIS Narrative Reports to summarize accomplishments. CU CIBER will annually report data for the AIBER Report to track IB activities over the program's 25-year history and showcase strengths and opportunities. The CU CIBER Director will present an Annual Report to the CU CIBER Advisory Council on program initiatives; program revisions will be made based on member recommendations. The IIB/CU CIBER will prepare an Annual Report to the Provost identifying how the IIB/CU CIBER advances CU Denver's master plan, what is accomplished during the

year, and its future plans. Special Reports on the two Competitive Priorities will be prepared in Yr2 and Yr4 and provided to ED and key CC, TCU, and MSI partners.

8. COMPETITIVE PREFERENCE PRIORITY 1: BUSINESS COLLABORATION

Collaborations with businesses and professional associations are key CU CIBER activities; they allow CU CIBER to expand IB students' employment opportunities through work study and internships. These 17 activities are discussed throughout the proposal and identified with "CP1" for Competitive Priority One. (See Narrative page 4.) Att III-9 provides a description of these collaborations and activities.

CU CIBER has organized its industry collaborations into an integrated framework called Pathways to International Internships and Employment (PIE). (See Att III-7 PIE.) The program will equip students from CU, Community College of Denver, and selected MSIs with diverse professional development opportunities; more than 100 companies from various associations (30+ companies from Posner Center for International Development, 50+ from KPMG's Global Enterprise Institute, 20+ from World Trade Center Denver, plus CU CIBER Advisory Council members) are expected to participate in PIE (through Boots to Suits, World Trade Center Denver work study, Posner Center internships, IB consulting projects) that could lead to jobs with international responsibilities or prospects. (See Att II-2 Collaborators' Letter of Support.)

To ensure PIE's success, CU CIBER has designated Merrily Kautt, Instructor of IB at CU Denver, to oversee its implementation. Ms. Kautt served as a senior official at Colorado's Office of Economic Development and International Trade and is well connected with the business and intl trade community. She will be assisted by Henry Tsuei, Executive Member Co-Chair of CU CIBER's Advisory Council. CU CIBER will also engage internship and placement offices at the three CU campuses and at Community College of Denver to help administer the program.

9. COMPETITIVE PREFERENCE PRIORITY 2: CC/MSI COLLABORATION

Significant and sustainable collaborative initiatives with Minority Serving Institutions (MSIs) and community colleges (CCs) are central to CU CIBER's activities and are designed to advance education in these institutions by incorporating international, intercultural, and global dimensions in their business curricula. These 17 activities are interwoven throughout the proposal and identified with "CP2" for Competitive Priority Two. (See Narrative page 4.) Comprehensive information about the collaborations is included as Att III-10.

CU CIBER has established the CU CIBER-Community College of Denver (CCD) Partnership. Of CCD's 10,482 students, 26% are Hispanic, 50% are minority, and 45% are first generation citizens. CCD President Everette Freeman endorsed CCD's collaboration with CU CIBER. (See Att II-2 Dr. Freeman's Letter of Support.) CCD's Business and Foreign Languages departments have played a key role in crafting CU CIBER-CCD's proposed initiatives. The Global Perspective Badges, the partnership's centerpiece, will be co-designed and co-administered by both institutions. After successful implementation, this program will be rolled out to other community colleges in Colorado (serving 163,000 students) and the US.

Several CU CIBER activities will benefit all MSI groups: Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs). Faculty from all three MSI constituencies will be enlisted and sponsored to participate in faculty development programs, workshops, and research conferences led by CU CIBER. Several CU CIBER initiatives will also be implemented within selected MSIs, including CU Denver mentoring one HBCU. One distinctive MSI-focused priority is CU CIBER's collaboration with the American Indian Higher Education Consortium, developing global activities to enhance international business education at 37 TCUs across 14 states.

Other Attachment File(s)

* Mandatory Other Attachment Filename:

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CIBER Advisory Council Members

The members of the CU CIBER Advisory Council provide a diverse, cross-disciplinary body to shape the programs and outcomes of the CU CIBER. Their divergent experiences and considerable expertise collectively serve as a crucial asset to the CIBER. Many individual members serve as classroom speakers, student mentors, project sponsors, and financial supporters for the Center's programs. Membership on the CU CIBER Advisory Council includes all required representatives per the authorizing legislation:

One representative appointed by the Governor of Colorado

Ms. Sandi Moilanen, Director, International Trade
Colorado Office of Economic Development and International Trade

One representative of an administrative department or office of CU Denver

Dr. Sueann Ambron, Dean, Business School

One faculty representative of the Business School

Dr. Wayne Cascio, Robert Reynolds Chair in Global Leadership

One faculty representative of international studies or foreign language school

Dr. Stephen Thomas, Program Director, Chinese Studies, and Associate Professor,
Political Science, College of Liberal Arts and Sciences

One faculty representative of another professional school or department of the institution

Dr. Arlen Myers, Professor of Otolaryngology, Medical School

One or more representatives of local or regional businesses or firms

Mr. Krishnan Anand, President, Molson Coors International
Mr. Stephen Barnett, Partner, Arrow Partnership
Mr. Michael Bearup, Managing Partner, KPMG LLP Denver
Mr. Ian Bird, Senior Vice President & General Counsel, Norican Group ApS
Mr. Burton Boothby, Chairman, Cumberland Companies
Mr. Richard Connor, Managing Partner, Retired, KPMG LLP Denver
Mr. Stephen Katsaros, Founder and President, Nokero
Mr. Dennis Leonard, Vice President, Human Resources, Arrow Electronics
Mr. Robert Joyce, President and CEO, Norican Group ApS
Mr. Stephen Maguire, President, St. Charles Investment Company
Mr. Michael Marranzino, Chief International Officer, Retired, Coors Brewing Company
Mr. Bryan Sorge, Founder, GlobalKidz Lab
Mr. William Soteroff, Vice President, Keller Williams Worldwide
Mr. Peter Swinburn, President and CEO, Molson Coors Brewing Company
Mr. Henry Tsuei, Senior Advisor, Moneygram International
Mr. Brandon Wilcox, Audit Partner, KPMG LLP Denver

ADVISORY COUNCIL AND DATES

University of Colorado Denver

The authorizing legislation also allows CU Denver to appoint other CIBER Advisory Council members as it deems appropriate.

Community College representative

Dr. Carol Miller, Program Chair, Business Department, Community College of Denver

Foreign government representative

Mr. Stephen Davis, Trade Commissioner, Consulate General of Canada in Denver

Representatives of national/international businesses

Mr. Sai Gundavelli, CEO, Solix Technologies, Inc.

Mr. Domingo Penaloza, Chairman and Founder, UBS Precision Bearing Manufacturing

Mr. Chris Thompson, Chairman, Retired, Gold Fields, Ltd.

Other higher education institutions

Dr. Clayton Daughtrey, Associate Dean, School of Business, Metropolitan State University of Denver

Mr. Eric Drummond, Executive Director, Hult International Business School

Dr. Carol Finnegan, Associate Professor of Marketing, College of Business and Administration, CU Colorado Springs

Dr. Manuel Laguna, Media One Professor of Management Science, Leeds School of Business, CU Boulder

Dr. Mary Long, Program Director, International Spanish for the Professions, CU Boulder

Dr. Timothy Oakes, Director, Center for Asian Studies, CU Boulder

Additional CU Denver Business School representatives

Dr. Jean-Claude Bosch, Associate Dean of Operations

Dr. Lawrence Cunningham, Accenture Term Professor of Marketing

Dr. Dawn Gregg, Associate Dean of Programs

Dr. Madhavan Parthasarathy, Director, Jake Jobs Center for Entrepreneurship

Dr. Clifford Young, Associate Dean of Faculty

Individuals from other CU Denver departments

Mr. Izzy Abbass, Director, Boots to Suits Program, Office of Veteran Affairs

Dr. Fernie Baca, Former Director, International Training

Dr. Kathleen Bollard, Associate Professor of Spanish, College of Liberal Arts and Sciences

CU CIBER staff members

Dr. William Murray, Senior Advisor

Dr. Manuel Serapio, Faculty Director

ADVISORY COUNCIL AND DATES

University of Colorado Denver

Establishment Date for the Center Advisory Council

The Center Advisory Council was officially established on October 30, 1992, prior to its first successful application for a CIBER grant, submitted on October 1, 1993.

Extensive Planning Prior to CIBER Designation

The Institute for International Business (IIB) conducted extensive planning concerning the scope of the center's activities and design of its programs, beginning in 1988. In fall 1989, a CIBER planning group was appointed that worked on an unsuccessful 1990 CIBER proposal. In 1990, a task force on internationalization was established that met regularly. October 30, 1992 a newly formed Center Advisory Council had its first of several meetings to review initiatives for a 1993 CIBER proposal; this proposal culminated in a CIBER award.

Annual CIBER Advisory Council Meetings

The CU CIBER Advisory Council meets annually to plan, provide advice, and evaluate CIBER activities. Past meeting dates follow. In addition, the CU CIBER staff meets frequently with individual members and groups of members to solicit direction and advice for CIBER initiatives.

September 30, 2013	April 20, 2005	April 1, 1998
September 5, 2012	May 12, 2004	March 10, 1997
September 6, 2011	May 2, 2003	June 12, 1996
May 5, 2010	April 30, 2002	September 5, 1995
May 29, 2009	April 3, 2001	February 13, 1995
May 7, 2008	April 26, 2000	July 21, 1994
May 9, 2007	April 30, 1999	November 29, 1993
May 10, 2006		

Dates of Comprehensive Planning Meetings for the 2014-2018 CIBER Grant Proposal with CU CIBER Advisory Council Members and others

May 22, 2014	March 28, 2014	December 20, 2013
May 19, 2014	March 24, 2014	December 12, 2013
May 15, 2014	March 19, 2014	October 18, 2013
May 13, 2014	March 11, 2014	October 17, 2013
May 5, 2014	March 6, 2014	October 8, 2013
April 28, 2014	March 5, 2014	September 22, 2013
April 21, 2014	February 27, 2014	August 5, 2013
April 18, 2014	February 25, 2014	July 16, 2013
April 3, 2014	February 20, 2014	June 17, 2013
April 2, 2014	February 18, 2014	

CIBE Assurance Form

INSTRUCTIONS: Applicants are required to provide the following assurance. This assurance form must be signed by the authorized representatives of the applicant. Upload this form as item #2 in the Other Narrative Attachment Form section of the e-application.

The applicant hereby assures and certifies that:

1. In addition to conducting the extensive planning activities required under the eligibility section of the statute, the Center Advisory Council shall meet not less than once a year after the establishment of the Center to assess and advise on the programs and activities conducted by the Center;
2. There shall be ongoing collaboration in the establishment and operation of the Center by faculty of the business, management, foreign language, international studies and other professional schools or departments, as appropriate;
3. The education and training programs of the Center will be open to students concentrating in each of these respective areas, as appropriate, and that diverse perspectives will be made available to students in these programs.
4. The applicant will use the assistance provided under this program to supplement and not to supplant activities already being conducted by the applicant.

Ryan Holland, PreAward Manager, Grants and Contracts

Name and Title of Authorized Representative



Signature

6/30/14

Date

LETTERS OF SUPPORT

University of Colorado Denver

STATE OF COLORADO

OFFICE OF THE GOVERNOR

136 State Capitol
Denver, Colorado 80203
Phone (303) 866-2471
Fax (303) 866-2003



John W. Hickenlooper
Governor

May 22, 2014

The Honorable Arne Duncan
Secretary of Education
U.S. Department of Education
LBJ Education Building, 7W311
400 Maryland Avenue, SW
Washington, DC 20202

Dear Secretary Duncan:

We are writing to request your support of the University of Colorado Denver's grant proposal for redesignation as the Center for International Business Education and Research (CIBER).

As the only CIBER in Colorado, CU Denver serves as a critical resource for increasing U.S. global competitiveness through development and implementation of international business programs for students, faculty, and the business community. CIBER funding has been instrumental in designing international business education programs and research agendas for the University of Colorado's three campuses, as well as for other universities and two year colleges in Colorado and the Rocky Mountain region. It also educates and assists regional companies, particularly small and medium sized ones as they consider and expand into international markets.

In line with grant requirements, we would like to name as the Governor's Representative to the CIBER Advisory Council, Sandi Moilanen, the International Trade Director at the Colorado Office of Economic Development and International Trade. Ms. Moilanen's experience with and understanding of Colorado's trade would be a significant asset for CU Denver and would provide a beneficial link between CU Denver CIBER and Colorado's government.

CIBER funding is an important catalyst for Colorado's international business development. Thank you for your support of this important program.

Sincerely,

A handwritten signature in black ink that reads "John W. Hickenlooper".

John W. Hickenlooper
Governor

LETTERS OF SUPPORT

University of Colorado Denver



University of Colorado
Denver | Anschutz Medical Campus

May 19, 2014

Dr. Timothy Duvall
International Foreign Language Education (IFLE)
U.S. Department of Education
1990 K Street, NW
6th Floor, Room 6069
Washington, DC 20006-8521

Dear Dr. Duvall:

It is a pleasure to enthusiastically support the proposal from the Institute for International Business for re-designation as a Center for International Business Education and Research (CIBER).

The University of Colorado Denver is strongly committed to meeting: the educational, research, and outreach mandates behind CIBER's authorizing Title VI legislation; the needs identified in CU's grant proposal for international business, cross-cultural, and foreign language competency and capacity; and the slate of activities that are incorporated in our proposal including emphasis on minority serving institutions and community colleges. The grant's competitive priorities fit well within CU Denver's internationalization objectives; we are keenly interested in fostering relationships that will lead to international business internships then employment for our students and our graduates, and on developing the international capabilities of minority students and institutions to significantly enhance their opportunities and career paths. We are also focused on initiatives to increase foreign language competencies and developing expertise in emerging markets.

CU Denver is well positioned to lead these innovative, sustainable, and scalable initiatives in business and cross-disciplinary education, to increase student and faculty cultural awareness and global business acumen which will lead to heightened employment opportunities for students and potentially enhance global competitiveness for U.S. businesses. Past CIBER grants have been a major asset for our institution, our faculty, and our students. Receiving a 2014-2018 CIBER grant would have a substantial academic impact on the programmatic and global business activities of CU Denver, of our CU system, of Colorado, and of our nation.

The university and my office are committed to supporting the work of our CIBER. We are very proud of our involvement with CIBER and ask that you favorably consider this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Nairn'.

Roderick Nairn, PhD
Provost and Vice Chancellor for Academic and Student Affairs

cc: Dr. Manuel Serapio

Campus Box 137 | P.O. Box 173364 | Denver, CO 80217-3364
Phone 303 315 2100 | fax 303 315 2087 | www.ucdenver.edu

LETTERS OF SUPPORT

University of Colorado Denver



Office of the President

Campus Box 250 | P.O. Box 173363 | Denver CO 80217-3363
P 303.556.3786 F 303.556.4602 www.ccd.edu

May 28, 2014

Dr. Timothy Duvall
International Foreign Language Education (IFLE)
U.S. Department of Education
1990 K Street, NW
6th Floor, Room 6069
Washington, DC 20006-8521

Dear Dr. Duvall:

We are writing this letter in support of the University of Colorado Denver's (UCD) proposal for redesignation as a Center for Business Education and Research (CIBER) for the grant cycle 2014 through 2018.

The Community College of Denver's (CCD) core business curriculum is approved by the Colorado Commission on Higher Education, standardizing it across community colleges for articulation reasons. These agreements do not allow separate courses in international business to be articulated. The proposed collaborations with UCD CIBER are significant and sustainable, and would provide CCD's business department with critical international content through course modules, Global Perspective Badges (gBadges), other student-based activities, and faculty development

Each course modules will be designed by UCD with input from CCD to ensure seamless integration into existing CCD courses ultimately leading to gBadges in Business, Cross-Culture, Career Pathways, Border Trade, and International Business Resources. Some of the modules will be designed specifically for CCD's Introduction to Business and marketing related courses. All will be available to multi-disciplinary CCD students to earn competencies and gBadges to highlight on their resumes and to facilitate placement in international careers. In addition, international business expert speakers will be provided for student snapshots into academic paths to global jobs. Regarding CCD business faculty, CCD and the UCD CIBER will work together to identify a set of activities that can lead to professional development, such as participating in an identified number of UCD CIBER International Executive Roundtables as well as domestic and foreign faculty development programs, and developing specific student action-learning projects addressing international business and international entrepreneurship.

The Community College of Denver is a Hispanic Serving Institution and the University of Colorado Denver has a large Hispanic population. The proposal incorporates a Business Spanish for Heritage

Community College of Denver
Downtown Aurora Campus | Center for Health Sciences at Lowry | CCD North
CCD is an Equal Opportunity Employer | Member of Colorado Community College System

LETTERS OF SUPPORT

University of Colorado Denver

Dr. Timothy Duvall

May 28, 2014

Page 2

Speakers course that would be co-taught by faculty members from CCD and UCD and co-offered by both institutions. This course would provide the opportunity for Heritage speakers to develop the vocabulary and business confidence to maximize their dual language advantage and for students from both institutions to work with and learn from each other.

We sincerely appreciate the U.S. Department of Education's recognition of the immense need for international business education and opportunities, and for helping meet this need through Centers for International Business Education and Research. We ask that you fund the University of Colorado Denver CIBER.

Respectfully,



Everette J. Freeman
President

Community College of Denver

Downtown Aurora Campus | Center for Health Sciences at Lowry | CCD North

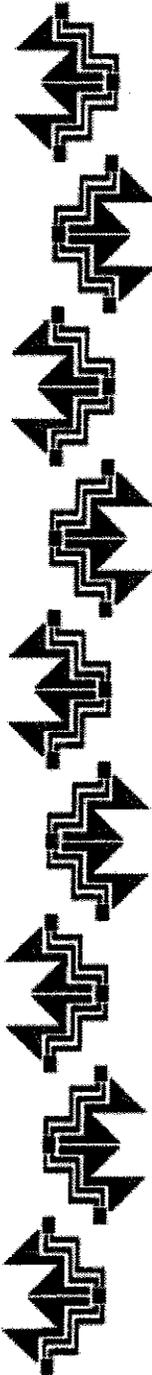
CCD is an Equal Opportunity Employer | Member of Colorado Community College System

LETTERS OF SUPPORT

University of Colorado Denver



121 Oronoco Street, Alexandria, Virginia 22314



May 13, 2014

Dr. Timothy Duvall
International Foreign Language Education (IFLE)
U.S. Department of Education
1990 K Street, NW
Washington, DC 20006-8521

Dear Dr. Duvall:

I am pleased to endorse the University of Colorado Denver's application for re-designation as a Center for International Business Education and Research (CIBER) for the 2014 through 2018 funding cycle.

AIHEC works with our 37 Tribal Colleges and University membership to influence policy and establish programs in all facets of higher education. We provide our colleges technical assistance in key areas, and facilitate network with one another, federal agencies, other institutions, and potential partners, and establish new initiatives to address evolving areas of need.

We have been conducting strategic discussions with the CIBER at the University of Colorado to address an important need for our colleges to incorporate entrepreneurship, innovation, and international business in our curricula and train faculty in these areas. Knowledge in these three areas is critical to our American Indian population as we address the economic health of our Nations and prepare our citizens to contribute to a globalizing economy.

In Fall 2014, AIHEC and CU CIBER will invite faculty and administrators from 6 TCUs to a design workshop to be held in Denver. This meeting will serve as a pilot to discuss best approaches and frameworks for developing curricula specifically designed for American Indian college students and community members, courses and content that incorporate entrepreneurship, innovation, and international business. Building on this initial workshop, we plan to roll-out an annual faculty development and program/curricula design workshop for all 37 TCUs in the US.

We are excited to be working with the University of Colorado Denver's CIBER on this important new initiative. We feel that it exemplifies their role as an important resource for creating economic opportunity, particularly in Indian Country, where economic distress is endemic. We are therefore pleased to support the University of Colorado Denver in its efforts to be awarded a CIBER grant and look forward to working with them to enhance the global business opportunities for our member institutions and American Indian students and communities they serve.

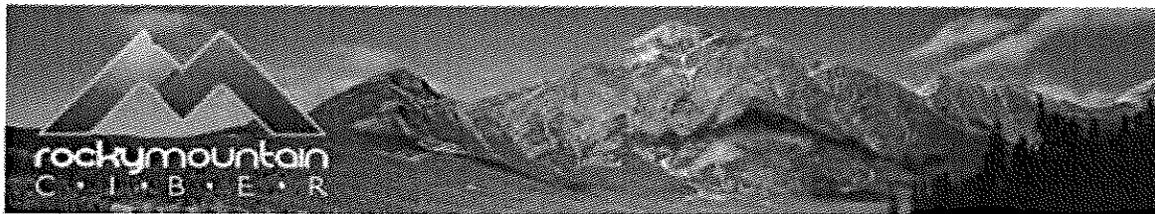
Sincerely,

Al Kuslikis
Sr. Associate, Strategic Initiatives

AIHEC is the collective spirit and unifying voice of our nation's Tribal Colleges and Universities.

LETTERS OF SUPPORT

University of Colorado Denver



May 27, 2014

The Honorable Arne Duncan
Secretary of Education
U.S. Department of Education
LBJ Education Building, 7W311
400 Maryland Avenue, SW
Washington, DC 20202

Dear Secretary Duncan:

As members of the Rocky Mountain CIBER Network (RMCIBER), we strongly support the grant proposals of the University of Colorado Denver (UCD) and Brigham Young University (BYU) to be re-designated as Centers for International Business Education and Research (CIBERs).

The RMCIBER is a network of 39 educational institutions located in ten western states in the Rocky Mountain region; nine of these are community colleges and five are Hispanic Serving Institutions. In addition, we have had faculty from six Tribal Colleges and Universities participate in our programs. The University of Colorado Denver and Brigham Young University CIBERs lead this initiative.

Most of the schools we represent are small and remote, with limited access to international business resources. Our stretched budgets make it difficult to individually incorporate significant international business components at a time when our regional businesses look to our institutions for the expertise to increase their global competitiveness.

By banding together in the RMCIBER Network, we are able to share resources and develop global expertise through professional faculty development programs and foreign study tours, extensive CIBER international business education resources, and networking opportunities with other faculty and institutions facing similar opportunities and challenges. UCD and BYU CIBERs have also hosted numerous regional conferences addressing pivotal global business issues, state-of-the-art business education topics and techniques, and new IB knowledge and its applications.

The University of Colorado Denver and Brigham Young University CIBERs are critical resources for our institutions and for the Rocky Mountain region. We ask for your favorable consideration of their re-designations as Centers for International Business Education and Research.

Sincerely,

LETTERS OF SUPPORT

University of Colorado Denver



Richard Adkisson
Department Head
Department of Economics, Applied
Statistics, and International Business
Carruthers Endowed Chair in Economic
Development
New Mexico State University



Debbie Gilliard, PhD
Professor
Chair of the Management Department
Metropolitan State University of Denver



Angelica Bahl, PhD
Professor of Marketing
Department of Marketing
Metropolitan State University of Denver



Tracy Gonzalez-Padron, PhD
Director, Ethics Initiative
Associate Professor, Marketing &
International Business
College of Business and Administration
University of Colorado at Colorado Springs



Virginia Bratton, PhD
Assistant Professor of Management
Jake Jabs College of Business and
Entrepreneurship
Montana State University- Bozeman



Mel Jameson, PhD
Professor of Finance and
Director of International Initiatives
Lee Business School
University of Nevada Las Vegas



Diana N. Bullen, NA
Director Business Programs
Mesa Community College



Tracy Jennings, PhD
Senior Instructor
Leeds School of Business
University of Colorado Boulder



Cynthia S. Cycyota, PhD
Professor of Management
United States Air Force Academy



Ronald D. Johnson, D.BA
Dean
College of Business
North Dakota State University

LETTERS OF SUPPORT

University of Colorado Denver



Vijay R. Kannan, PhD
Executive Director of International
Programs
Jon M. Huntsman School of Business
Utah State University



Emmanuel Nkwenti-Zamcho, DBA
Associate Professor of International
Business
New Mexico Highlands University



Martyn Kingston, PhD, MBA
Business Faculty & Business Discipline
Coordinator
Colorado Mountain College



José Antonio Rosa, PhD
Professor of Marketing and Sustainable
Business Practices
College of Business
University of Wyoming



John A. Martin, PhD
Professor of Management
United State Air Force Academy



Kevin P. Shiley
Professor of International Business
Brigham Young University, Idaho



David N. McArthur, Ph.D.
Associate Professor of Strategic
Management & International Business
Chair, Department of Management
Woodbury School of Business
Utah Valley University



Joseph A. Simon
General Business Instructor
Casper College



Mary McNally, PhD
Professor
College of Business
Montana State University, Billings



Jon Wilkerson
Assistant Dean of Business Programs
Colorado Heights University



Lynn Wilson
Assistant Professor of Business &
Entrepreneurship
Community College of Denver



Yusri Zaro
Assistant Professor in Banking & Finance
Adams State University

LETTERS OF SUPPORT

University of Colorado Denver

June 1, 2014

Dr. Timothy Duvall
International Foreign Language Education (IFLE)
U.S. Department of Education
1990 K Street, NW
6th Floor, Room 6069
Washington, DC 20006-8521

Dear Dr. Duvall:

As collaborators in grant activities, we submit this letter in strong support of the University of Colorado Denver's proposal for re-designation as a Center for International Business Education and Research (CIBER) for the 2014-2018 funding cycle.

We believe that CU Denver's continuation as a CIBER will greatly enhance educational, research, and outreach initiatives that will meet the international needs of the University of Colorado, the State of Colorado, and the Nation. We fully support CU Denver CIBER's slate of proposed activities and will work to jointly ensure that substantial and sustainable progress will be made towards increasing international business education and increasing US global competitiveness.

Our collective joint activities meet all CIBER program mandates in cross-disciplinary and international business education, research, and outreach. Our partnerships under the grant highlight

- increasing international business related curricula, internships, and action learning projects that lead to meaningful jobs with appropriate salaries;
- ensuring students at all institutions, particularly Minority Serving Institutions and community colleges, follow academic paths that facilitate their participation in the global economy;
- preparing students with cultural and foreign language skills to heighten global business awareness and competence;
- developing knowledge and expertise in the world's emerging markets to position future US global competitiveness; and
- creating knowledge in social entrepreneurship through the Posner Center for International Development.

We firmly believe that the University of Colorado Denver CIBER has the international business expertise, the necessary multi-disciplinary perspective, a strong commitment to facilitate learning and opportunities, and the support of numerous stake holders that will allow our organizations and our nation to better meet the global business opportunities and challenges of the next four years. We respectfully request the US Department of Education's positive consideration of this proposal.

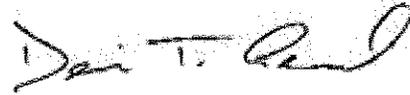
Sincerely,

LETTERS OF SUPPORT

University of Colorado Denver



Stephen Katsaros
Founder and CEO
Nokero International
and CU CIBER Lead Partner, Posner Center
for International Development



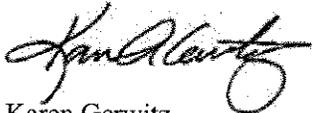
Dennis Leonard
Vice President of Human Resources
Arrow Electronics



Kelly Jett Murphrey, PhD, RPh
Executive Board Member
NASBITE International



William Soteroff
Vice President
Keller Williams Worldwide



Karen Gerwitz
President
World Trade Center Denver



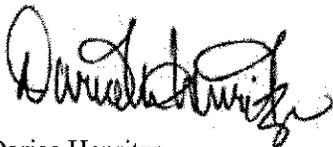
Kandy Anand
President and CEO
Molson Coors International



Dennis Gash
President and CEO
International Assembly for
Collegiate Business Education



Henry Tsuei
Senior Advisor
MoneyGram International



Darice Henritze
Lead Partner, International Corporate
Tax Specialties Group
KPMG LLP



Robert E. Joyce, Jr.
President and CEO
Norican Group

LETTERS OF SUPPORT

University of Colorado Denver



Stephen A. Maguire
President
St. Charles Investment Company



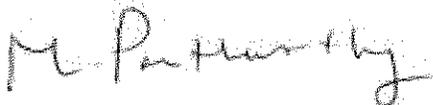
Manuel Laguna
Media One Professor of Management
Science
Director, Global Initiatives
University of Colorado Boulder



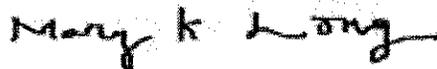
Kathleen Bollard
Vice President for Academic Affairs
University of Colorado
Associate Professor of Spanish
University of Colorado Denver



Timothy Oakes
Director, Center of Asian Studies
University of Colorado Boulder



Madhavan Parthasarathy
Director, Jake Jabs Center for Entrepreneurship
University of Colorado Denver
Lead Faculty Partner, Posner Center for
International Development



Mary Long
Director of International Spanish for the
Professions Major
Department of Spanish and Portuguese
University of Colorado Boulder



Izzy Abbas
Director, Boots to Suits Program
Office of Veteran Student Affairs
University of Colorado Denver



Carol Finnegan
Associate Professor, Marketing
College of Business and Administration
University of Colorado, Colorado Springs

LETTERS OF SUPPORT

University of Colorado Denver



University of Colorado
Denver

Business School
Office of the Dean
Campus Box 155
P.O. Box 173384
Denver, CO 80217-3384
e 303 315 6000
f 303 315 6040
business.ucdenver.edu

June 18, 2014

Dr. Timothy Duvall
International Foreign Language Education (IFLE)
US Department of Education
1990 K. Street, NW
6th Floor, Room 6069
Washington, DC 20006-8521

Dear Dr. Duvall:

The Business School at the University of Colorado Denver strongly supports the application by the Institute for International Business (IIB) for re-designation as a Center for International Business Education and Research (CIBER).

CU Denver CIBER has been an important partner in the development and implementation of our global programs and curricula at the Business School, particularly with the Master of Science in International Business, the undergraduate program, Global Perspectives courses, and international field studies. In addition, it has provided faculty support for international business research and funding for them to participate in development programs and workshops.

During the next four years, CIBER will play an important role in positioning CU Denver as one of the top U.S. urban Business Schools. We will work with CIBER in implementing several internationalization priorities and initiatives. These include developing new international entrepreneurship courses and a Certificate in International Entrepreneurship at the Jake Jobs Center for Entrepreneurship, designing and offering courses on Cybersecurity and Political Risk Management at the Risk Management and Insurance (RMI) Program, developing international modules in the Massive Open Online Course (MOOC) offerings at the Global Energy Management Program, and creating IB credentials (Global Executive Badges) in the Master of Science in International Business Program.

All of these initiatives are designed to provide our graduates with the IB expertise and credentials that will help them find good jobs in international business and related fields. They are also targeted to help U.S. businesses and organizations compete effectively in the international arena through a globally competent workforce.

Thank you for your support of international business education through the Centers for International Business Education and Research. We ask that you continue this important resource at the University of Colorado Denver.

Sincerely,


Sueann Ambron
Dean

A	Activity or Activities
AIHEC	American Indian Higher Education Consortium
ALTEC	Anderson Language and Technology Center
ATT	Attachment
ASEAN	Association of Southeast Asian Nations
Assn	Association
CC	Community College
CCCS	Colorado Community College System
CCD	Community College of Denver
CGBP	Certified Global Business Professional
CP1	Competitive Priority One
CP2	Competitive Priority Two
CIBER	Center for International Business Education and Research
CO	Colorado
Conf	Conference
Ctr	Center
CU	University of Colorado
CU CIBER	University of Colorado Denver CIBER
CU Denver	University of Colorado Denver
DECs	District Export Councils
ED	U.S. Department of Education
FDIBs	Faculty Development in International Business Programs
FDIEs	Faculty Development in International Entrepreneurship Programs
GRCs	Global Research Collaboratories
HBCUs	Historically Black Colleges and Universities
HSIs	Hispanic Serving Institutions
IB	International Business
IE	International Entrepreneurship
IERs	International Executive Roundtables
Intl	International
IIB	Institute for International Business
IP1	Invitational Priority One
IP2	Invitational Priority Two
LCTL	Less Commonly Taught Languages
LOHAS	Lifestyle of Health and Sustainability
MENA	Middle East North Africa
MSIs	Minority Serving Institutions
PACIBER	Pacific Asia Consortium for International Business Education and Research
RMCIBER	Rocky Mountain CIBER Network
SMEs	Small and Medium Enterprises
TCUs	Tribal Colleges and Universities
Yr1	Year One (October 1, 2014-September 30, 2015)
Yr2	Year Two (October 1, 2015-September 30, 2016)
Yr3	Year Three (October 1, 2016-September 30, 2017)
Yr4	Year Four (October 1, 2017-September 30, 2018)

ACTIVITIES MEET PURPOSES OF FEDERAL STATUTES, MANDATORY PROGRAMS, PERMISSIBLE PROGRAMS, COMPETITIVE PRIORITIES, INVITATIONAL PRIORITIES

Attachment III-2

University of Colorado Denver

Proposal Activities	Purposes					Mandatory Programs					Permissible Activities					Competitive Priorities		Invitational Priorities					
	National Resource for Teaching IB	Instruction in Languages/Intl. Fields	Research & Training in IB	Training to CU Students	Regional & US Business Resources	Regional & US Academic Outreach	Interdisciplinary Business Programs	Language & Intl. Studies Business Programs	Programs for Business	Collaborative Programs	Curricular Research	Competitiveness Research	Overseas Training Programs	Overseas Linkages	Summer Institutes	Student Study Abroad Programs	Outreach Activities/Consortia	Technology-related	Other Eligible Activities	#1 - Business Collaborations to Jobs	#2 - CC and MSI Collaborations	#1 - Language Instruction & Testing	#2 - Sub-Saharan Africa, S & SE Asia
Education	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A1: Global Perspective Badges	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A2: Veteran Boots to Suits	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A3: IE Graduate Education	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A4: Global InternMatch	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A5: Tribal Colleges & Universities (TCUs)	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A6: Honors Global Social Entrepreneurship	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A7: Hispanic Serving Com Colleges (HSIs)	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A8: Study Abroad Now Database	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A9: International College Beijing	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A10: Global Business Competency Badges	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A11: Historically Black Col & Univ (HBCUs)	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A12: Undergraduate IB Curriculum	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A13: Foreign Languages	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A14: Graduate IB Curriculum	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A15: Interdisciplinary and Multi-Campus	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A16: Global Perspectives Courses	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A17: Freshman Global Experience	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<

ACTIVITIES MEET PURPOSES OF FEDERAL STATUTES, MANDATORY PROGRAMS, PERMISSIBLE PROGRAMS, COMPETITIVE PRIORITIES, INVITATIONAL PRIORITIES

University of Colorado Denver

Proposal Activities	Purposes						Mandatory Programs						Permissible Activities						Competitive Priorities		Invitational Priorities		
	National Resource for Teaching IB	Instruction in Languages/Intl. Fields	Research & Training in IB	Training to CU Students	Regional & US Business Resources	Regional & US Academic Outreach	Interdisciplinary Business Programs	Language & Intl. Studies Business Programs	Programs for Business	Collaborative Programs	Curricular Research	Competitiveness Research	Overseas Training Programs	Overseas Linkages	Summer Institutes	Student Study Abroad Programs	Outreach Activities/Consortia	Technology-related	Other Eligible Activities	#1 - Business Collaborations to Jobs	#2 - CC and MSI Collaborations	#1 - Language Instruction & Testing	#2 - Sub-Saharan Africa, S & SE Asia
Research	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A18: CIBER-Posner Center Collaboratory	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A19: CIBER-Global Health Collaboratory	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A20: CIBER-LOHAS Business Collaboratory	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A21: Journal Issue on IE Research Topics	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A22: Global Entrepreneurship Monitor Report	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A23: Casebook on Social IE	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A24: Interdisciplinary IE Research	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A25: Global Dimensions Research	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A26: ASEAN Economic Integration Research	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A27: US-China Communications Research	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A28: Languages for Specific Purposes Research	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A29: TCU & MSI Internationalization Research	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A30: Global Education-to Intern-to Job Survey	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<

ACTIVITIES MEET PURPOSES OF FEDERAL STATUTES, MANDATORY PROGRAMS, PERMISSIBLE PROGRAMS, COMPETITIVE PRIORITIES, INVITATIONAL PRIORITIES

University of Colorado Denver

Proposal Activities	Purposes						Mandatory Programs						Permissible Activities						Competitive Priorities		Invitational Priorities		
	National Resource for Teaching IB	Instruction in Languages/Intl. Fields	Research & Training in IB	Training to CU Students	Regional & US Business Resources	Regional & US Academic Outreach	Interdisciplinary Business Programs	Language & Intl. Studies Business Training	Programs for Business	Collaborative Programs	Curricular Research	Competitiveness Research	Overseas Training Programs	Overseas Linkages	Summer Institutes	Student Study Abroad Programs	Outreach Activities/Consortia	Technology-related	Other Eligible Activities	#1 - Business Collaborations to Jobs	#2 - CC and MSI Collaborations	#1 - Language Instruction & Testing	#2 - Sub-Saharan Africa, S & SE Asia
Outreach																							
A31: CIBER-Community College of Denver	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A32: Rocky Mountain CIBER Network	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A33: Faculty Development in IE Program	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A34: China FDIB	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A35: Overseas FDIBs	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A36: PACIBER Conferences	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A37: Language & Culture Non-Credit	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A38: Global Vision Pathway Workshop	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A39: Technology Enhanced IB Education	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A40: Biennial of the Americas	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A41: International Executive Roundtables	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A42: CIBER-KPMG Global Enterprise Institute	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A43: Basics of Exporting and Importing	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A44: Fast-Track Exporting	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<
A45: Natl District Export Council (DEC) Forum	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<	<

University of Colorado Denver

- American Indian Higher Education Consortium
- Aaniiih Nakota College (MT)
- Dine College (AZ)
- Institute of American Indian Arts (NM)
- Salish Kootenai College (MT)
- Oglala Lakota College (SD)
- Southwestern Indian Polytechnic Institute (NM)
- Additional 31 Tribal Colleges and Universities

Rocky Mountain CIBER Network

International Assembly for Collegiate Business School Education

Globalizing HBCU Business School Program

National District Export Council

NASBITE International

National Centers for International Business Education and Research

Pacific Asian Consortium for International Business Education

International Symposium for Languages for Specific Purposes

- Arizona State University Phoenix
- University of North Carolina Charlotte

Hispanic Association of Colleges and Universities



Center for International Business Education and Research (CIBER)

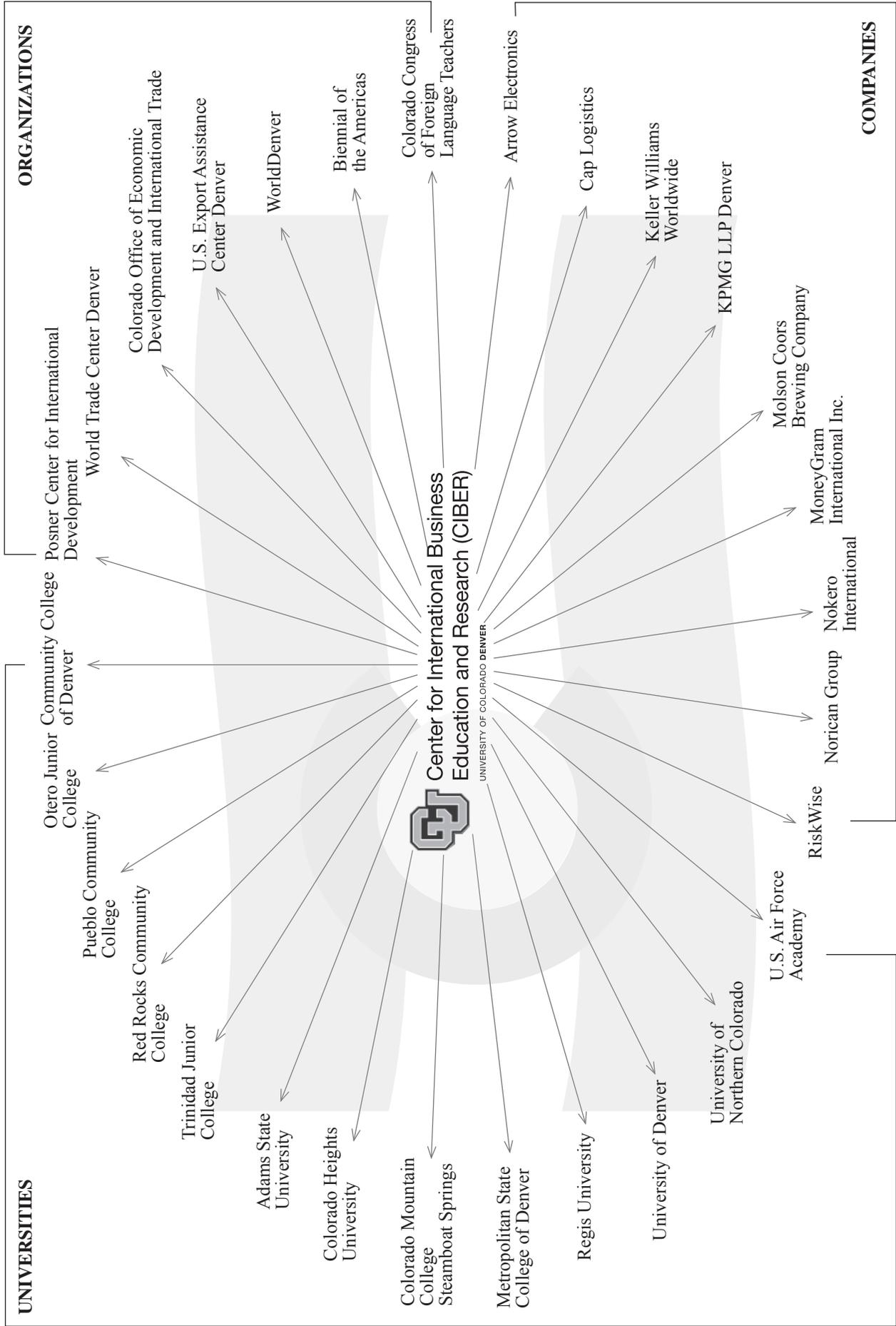
UNIVERSITY OF COLORADO DENVER

CU CIBER NATIONAL COLLABORATIONS AND IMPACTS

University of Colorado Denver

Rocky Mountain CIBER Network	US Tribal Colleges and Universities
AZ Mesa Community College	AK Ilisagvik College
University of Arizona	AZ Diné College
CO Adams State University	Tohono O'odham Community College
Colorado Mountain College, Steamboat	KS Haskell Indian Nations University
Colorado Heights University	MI Bay Mills Community College
Community College of Denver	Keweenaw Bay Ojibwa Community College
Metropolitan State University of Denver	Saginaw Chippewa Tribal College
Red Rocks Community College	MN Fond du Lac Tribal and Community College
Regis University	Leech Lake Tribal College
United States Air Force Academy	Red Lake Nation College
University of Colorado Boulder	White Earth Tribal and Community College
University of Colorado Colorado Springs	MT Aaniiih Nakoda College (Fort Belknap College)
University of Colorado Denver	Blackfeet Community College
University of Northern Colorado	Chief Dull Knife College
ID Brigham Young University Idaho	Fort Peck Community College
Idaho State University	Little Big Horn College
MT Fort Peck Community College	Salish Kootenai College
Little Big Horn College	Stone Child College
Montana State University Billings	ND Cankdeska Cikana Community College
Montana State University Bozeman	Fort Berthold Community College
Montana State University Northern	Sitting Bull College
Salish Kootenai College	Turtle Mountain Community College
University of Montana	United Tribes Technical College
NV University of Nevada Las Vegas	NE Little Priest Tribal College
NM New Mexico Highlands University	Nebraska Indian Community College
Institute of American Indian Arts	NM Institute of American Indian Arts
University of New Mexico	Navajo Technical University
New Mexico State University	Southwestern Indian Polytechnic Institute
ND Jamestown College	OK College of the Muscogee Nation
North Dakota State University	Comanche Nation College
SD Oglala Lakota College	SD Oglala Lakota College
Sinte Gleska University	Sinte Gleska University
UT Brigham Young University	Sisseton Wahpeton College
Salt Lake Community College	WA Northwest Indian College
Utah State University	WI College of Menominee Nation
Utah Valley University	Lac Courte Oreilles Ojibwa Community College
WY Casper College	WY Wind River Tribal College
Northwest College	
University of Wyoming	

University of Colorado Denver



CU CIBER is positioned to successfully accomplish its 45 proposed *Activities* with the assistance of its numerous partners throughout the University of Colorado who have agreed to provide their special knowledge and considerable expertise. Select collaborations follow.

Anderson Language and Technology Center (ALTEC) at CU Boulder, facilitates the study of foreign languages and cultures through interactive resources. It offers credit and non-credit language classes to faculty, staff, and graduate students and provides its resources to Colorado's K-12 teachers. CU CIBER in collaboration with ALTEC, will implement a mentoring program utilizing individual less commonly taught languages learning plans for specific student requests.

Center for Asian Studies (CAS) at CU Boulder, supports Asian Scholarship across disciplines and college boundaries. It organizes events, supports research and teaching, and is a key resource for students and scholars with an interest in Asia, from China and Japan to the countries of the Middle East. Languages taught through the center are Arabic, Chinese, Farsi, Hindi, Japanese, and Korean. Sanskrit and Tibetan are offered in collaboration with Naropa University. Meetings have been held with Tim Oakes, faculty director, and Danielle Rocheleau Salaz, assistant director, to frame the study abroad opportunities as well as the offering of a Certificate in Chinese Language and Culture at all CU campuses as well as at CU Denver's International College Beijing, located on China Agricultural University campus in Beijing. Dr. Oakes serves on the CU CIBER Advisory Council.

Center for Global Health at CU Denver's Business School, improves health and healthcare in communities around the world, through interdisciplinary collaborations and exchanges with partners in research, education, and health services. The Center also provides consultation services to corporations and organizations delivering education to health professions in the developing world. CU Denver offers MS, MBA, and Executive MBA programs in Health Administration; these programs recently joined the prestigious Business School Alliance for Healthcare Management. Meetings have been held with Stephen Berman, program director, and Blair Gifford, associate director and professor of health to develop the CU CIBER-Center for Global Health Global Research Collaboratory and enhanced curricula for global health courses.

Global Energy Management Program (GEM) at CU Denver Business School, is a 36 semester hour hybrid-online MS designed to develop future leaders in the energy industry through business courses focused entirely on energy. Students enroll for a cohort degree, part-time degree, or as a non-degree seeker. GEM holds an annual forum on energy with the City of Denver Office of Economic Development. Meetings have been held with Jim Marchiori, program director, to consider new and enhanced international courses in GEM as well as a module on global energy and US competitiveness to be used in future GEM Massive Open Online Courses or MOOCs, technology enhanced international business education and training, and global dimensions research on energy.

COLLABORATIONS EXPAND CAPACITY

University of Colorado Denver

Honors and Leadership (UHL) is a CU Denver-wide undergraduate honors program offering both a traditional academic honors curriculum and an honors program in leadership studies. Highly motivated students receive the interdisciplinary benefits of a small liberal arts program along with the opportunities of a major research university. UHL provides opportunities to engage in research projects with faculty, study abroad with other UHL students, and participate in leadership-development activities with students from other universities. Meetings have been held with Ann Martin, program faculty member, to develop a Maymester global social entrepreneurship service project at the Posner Center for International Development.

International College Beijing (ICB) is a joint education program between CU Denver and China Agricultural University (CAU) in Beijing with its campus within CAU. This partnership, formed in 1994 and accredited by the North Central Association of Colleges and Schools, was one of the first approved by the Chinese Ministry of Education. ICB students can earn a BA from CU Denver in economics or communications. Beijing students can study on the Denver campus. CU Denver students can study on the Beijing campus. Communications have transpired with Patrick Dodge, associate chair of ICB, and meetings have been held with Stephen Hartnett, ICB professor, to frame new certificate programs in strategic communications and Chinese language and culture to be offered at IBC. Students from CU Denver, Boulder, and Colorado Springs and Community College of Denver can participate in these programs or participate in other study abroad options including Chinese immersion, held on the IBC campus.

International Spanish for the Professions Program offers a joint degree program designed for exceptional students who wish to combine their BA in International Spanish for the Professions from CU Boulder with a Master of Science in International Business from CU Denver. Students are able to complete both degrees in five years including two summer sessions; 15 credit hours of the undergraduate major can be used to waive common body of knowledge requirements for the MSIB program. Meetings have taken place with Mary Long, program director, to develop joint foreign language courses (online and face-to-face) and language programs, to redesign the 4+1 joint program with CU Boulder's College of Arts and Sciences (BA in International Studies and Business Language for the Professions) and CU Denver Business School (MS International Business). Dr. Long serves on the CU CIBER Advisory Council.

Leeds School of Business at CU Boulder, offers its business students the First-Year Global Experience (class trip to Chile, Costa Rica, Cuba, France, Germany, Italy, Spain, or UK), Semester Study Abroad (Americas, Asia, Europe, or Oceania), and Global Seminars (South Africa, China, UK, Netherlands, or Spain). Meetings have taken place with Manuel Laguna, director of Global Initiatives, on initiating Global Perspective Badges, online courses accessible to all CU students, cross-disciplinary and cross-campus programs, and expanding the Freshman Global Experience to undergraduate business students at all three CU campuses. Dr. Laguna serves on the CU CIBER Advisory Council.

COLLABORATIONS EXPAND CAPACITY

University of Colorado Denver

Jake Jabs Center for Entrepreneurship at CU Denver Business School, prepares future leaders for success in business ventures and fosters economic development in Denver and the Rocky Mountain region. It offers non-degree certificates, a Certificate in Entrepreneurship at the undergraduate level, and three specializations and 18 courses in entrepreneurship at the graduate level. It also offers a speakers series on entrepreneurship and an incubator open to early-stage Colorado companies. Each year in June, it hosts the annual Business Plan Competition. Meetings have taken place with Madhavan Parthasarathy, program director, regarding international entrepreneurship certificates at the undergraduate and graduate levels, new courses, global dimensions research in entrepreneurship, and the CU CIBER-Posner Center Global Research Collaboratory. Dr. Parthasarathy serves on the CU CIBER Advisory Council.

JP Morgan Center for Commodities is a partnership between JP Morgan and CU Denver Business School that offers programs and academic work in commodity finance, economics, and policy. Undergraduate and graduate classes leverage the Center's unique technology infrastructure to ideally prepare students for a rewarding career in financial engineering, proprietary trading, and investing. Meetings have been held with Ajeyo Banerjee, program director, regarding new and enhanced international courses as well as global dimensions research in commodities.

Office of Grants and Contracts at CU Denver, provides services to assist in obtaining and administering extramural funds in compliance with CU Denver and sponsor guidelines. The office has assisted CU CIBER in developing its proposal, its budget, and its application. After a proposal is awarded, Grants and Contracts assists with financial review, financial reporting, match reporting, invoicing, and advice on U.S. Department of Education requirements.

Office of International Affairs (OIA) at CU Denver, provides services and programs supporting the international mission of CU Denver as a global research university. OIA oversees study abroad programs, International College Beijing, global administrative services, international admissions, international student and scholar services, and the English as a Second Language Academy. Meetings have been held with Regina Kilkenny, Interim Director of OIA and Associate Vice Chancellor for Academic Resources and Services, discussing developing additional Global Perspectives courses, study abroad options, and joint initiatives with International College Beijing.

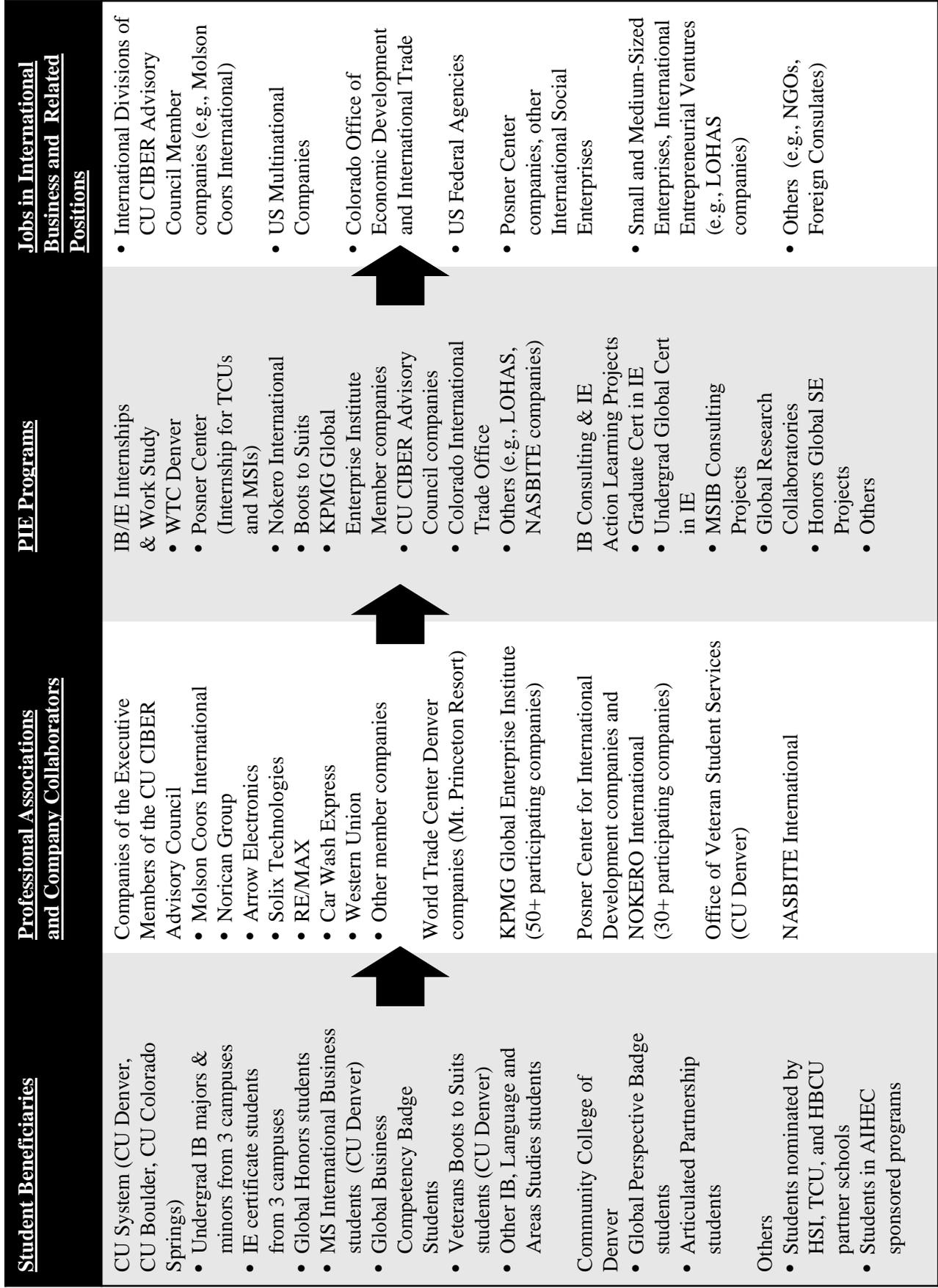
Office of the Vice Chancellor and Provost for Academic and Student Affairs oversees the academic, faculty, and student programs at CU Denver. His management team includes the deans of CU Denver's 13 schools and colleges, plus the heads of the departments of Faculty Affairs, Diversity and Inclusion, and Academic Resources and Services. The CU CIBER reports directly to the Provost. Roderick Nairn, Vice Chancellor and Provost, has been instrumental in developing the CU CIBER grant proposal and in supporting its diverse initiatives.

COLLABORATIONS EXPAND CAPACITY

University of Colorado Denver

Risk Management and Insurance Program (RMIP) at CU Denver, offers a Risk Management and Insurance specialization in the finance option of the BS in Business Administration program as well as an MS in Finance and Risk Management with a specialization and a minor in Risk Management and Insurance. RMIS focuses on minimizing and preventing loss as well as on managing risk across a variety of industries. It also speaks to providing graduates in a field that has more job openings than qualified people to fill them and a retirement rate that can't keep up with future demand. Meetings have taken place with Ajeyo Banerjee, also director of this program, to consider new and enhanced international courses as well as global dimensions research in risk management and insurance.

Veteran Boots to Suits Program in the Office of Veteran Student Services is co-sponsored by CU Denver and the Denver Chamber of Commerce. It identifies an employed mentor for each participating student veteran in his/her area of study; the mentor meets with his/her student a minimum of six times, providing a head start on a civilian career path in the form of resume preparation, translating military skills into business ones, preparing a LinkedIn profile, providing interview techniques, networking, and a glimpse into the occupation of choice including a meeting with the company's HR department. Following the sessions, the vet is provided a custom-tailored suit. Since its beginning in 2012, the program has matched 160 students with mentors, 19% of veteran juniors and seniors. The program retention rate is 100%; 94% have been employed within three months of graduation. Meetings have been held with Izzy Abbass, program director, to frame a Veterans International Career Pathway Program including mentorships, internships, projects, and participation in International Executive Roundtables. Mr. Abbass serves on the CU CIBER Advisory Council.



HIGHLIGHTS

- Comprised of three universities located in Denver, Boulder and Colorado Springs
- 4,500 faculty: 3,000 tenured/tenure track faculty and 1,500 full-time, non-tenure track faculty (2013)
- Serves over 58,000 students (2013)
- Operating budget of \$3.04 billion (2013-2014)
- Ranked among top US research universities in sponsored funding: total funding of \$823 million (FY 2012-2013) and NIH funding of \$226 million (2013)
- Ranked 16th in federally funded public university funding (2012)
- One of 35 public university members of the Association of American Universities (CU Boulder)
- Five faculty members named Nobel Laureates
- Cited faculty research ranked 13th in the world (Times Higher Education World University Ranking)
- Ranked #34 among Public Colleges (Forbes Magazine)
- University of Colorado endowment exceeds \$1 billion
- Contributed more than \$5.4 billion to the Colorado economy (2012)

UNIVERSITY OF COLORADO SYSTEM

- Accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools
- 4,500 faculty: 3,000 tenured/tenure track faculty and 1,500 full-time, non-tenure track faculty (2013)
- Nine faculty received John D. and Catherine MacArthur Genius Awards
- One faculty received the Carnegie Foundation's Professor of the Year Award, and one faculty received the National Medal of Science Award
- 18 Alumni Astronauts
- CU students have been the recipients of five Marshall Scholarships; 79 Fulbright Fellowships; 19 Rhodes Scholars; eight Truman Scholarships; seven Goldwater Scholarships; and three Udall Scholarships
- Awarded 14,306 degrees in 2012-13: 9,248 bachelor's; 3,781 master's; 25 specialist; and 1,252 doctoral
- Bachelor's degrees awarded to minority students increased 49% since 2002
- Offers Massive Open Online Courses (MOOCs) through Coursera
- CU Technology Transfer registered 238 invention disclosures, 115 new patent filings, 242 follow-on filings, and \$16.5 million in license revenue (2012-13)
- 213 Institutes and Centers

UNIVERSITY OF COLORADO DENVER

Dynamic urban university located on two campuses in Downtown Denver and at the Anschutz Medical Campus in Aurora

- CU Denver employs 9,257 persons making it one of the largest employers in the Denver metro area
- Of the 4,333 faculty, 2,941 are full-time faculty (1,856 are full-time tenured/tenure eligible regular faculty and 1,085 non-tenure eligible regular faculty)
- Over \$400 million in sponsored research awards (FY2012-13)
- CU Denver hosts more than 500 international faculty and scholars
- Offers 136 degree programs in its 13 schools and colleges
- Offers more than 450 online and hybrid courses

UNIVERSITY OF COLORADO CAPACITY

University of Colorado Denver

- Graduate School oversees training in over 69 masters and doctoral programs on the Downtown and Anschutz campuses, and oversees all postdocs
- Awarded 4,888 degrees: 2,184 undergraduate; 2,155 graduate; and 549 first professional (2012-13)
- Awards more graduate degrees than any other Colorado institution
- Serves 19,518 students: 10,169 undergraduate; 7,560 graduate; 1,789 first professional (2013)
- 76% of enrolled students are full-time; 16% are out-of-state; and 7% are international (2013)
- 49% of its freshman class and 36% of its undergraduates are minority students (2013)
- CU Denver has over 1,400 international students from 67 countries
- CU Denver hosts over 35 Study Abroad programs to 24 countries
- Over 400 students participated in Study Abroad programs in 2012-13
- CU Denver and China Agricultural University celebrates its 20-year partnership of International College Beijing offering dual degrees to American and Chinese students
- Joint program partnership between CU Denver and China Agricultural University was the first of its kind to be approved by the Chinese Ministry of Education
- College of Architecture and Planning offers a dual Masters of Landscape Architecture degree with Tongji University in Shanghai
- Through a major endowment gift from alumnus Zuhari Fayez, the College of Architecture and Planning and Dar Al-Hekma College, a college for women in the Kingdom of Saudi Arabia, entered into a collaborative exchange to enhance global initiatives in sustainable urban design
- Joint Urban Design Studio collaboration between CU Denver's College of Architecture and Planning and Southeast University of Architecture in Nanjing, PRC
- College of Architecture and Planning designed and built environmentally sustainable homes in the Navajo Nation
- School of Education and Human Development ranks #29 in best graduate schools (2013 US News and World Report)
- Named Colorado's top university for veterans (2014 Military Times)
- Veteran Student Organization is the largest in Colorado
- CU Denver's Boots to Suits program helps student veterans transition from military service to college to the workforce
- CU Denver's Anschutz Medical Campus ranked #1 as best performing academic hospital in the nation in quality (University Health System Consortium)
- CU Denver's Anschutz Medical Campus ranked #1 as best hospital in Colorado (2013 US News & World Report)
- First liver transplant in the world took place at the University of Colorado School of Medicine

INSTITUTE FOR INTERNATIONAL BUSINESS (IIB)

CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH (CIBER)

- Established in 1988 as a center for the advancement of teaching, research, and outreach in international business and related fields
- Global Advisory Board consists of 20 CEOs and Chief International Officers of multinational companies and founders/leaders of entrepreneurial ventures
- Recipient of various sponsored research grants and designations (IIB)
 - US Department of Education, Center for International Business Education (CIBE)
 - Foreign Affairs and International Trade Canada
 - Asia Pacific Economic Cooperation (APEC)
 - US Department of Commerce
 - State Administration of Foreign Experts Affairs (SAFEA), Peoples Republic of China

UNIVERSITY OF COLORADO CAPACITY

University of Colorado Denver

- Colorado Institute of Technology
- Recipient of various program sponsorships (IIB)
 - IBM Corporation
 - Molson Coors Brewing Company
 - KMPG LLP
 - Gates Rubber Company
 - US West/Media One
 - Jinling Petrochemical Group, Peoples Republic of China
 - Mitsui & Company, Japan
 - Ssangyong Corporation, South Korea
- Developed, led and hosted over 30 Faculty Development Programs
 - Faculty Development in International Entrepreneurship
 - China FDIB (Pearl River Delta Region)
 - Faculty Development in International Human Resource Management
 - Faculty Development in International Business Law and Ethics
 - Faculty Development in International Business
- IIB and CU CIBER host 8-9 International Executive Roundtable lectures per year featuring top executives, ambassadors, government leaders, and renowned academics. Recent speakers include: Jim Sinegal, Co-Founder, CostCo Wholesale Corporation; Rick Alden, Founder and Executive Director, Skullcandy; Kandy Anand, President, Molson Coors International; Dr. Rafiq Dossani, Stanford University; Dr. Blu Putnam, Chief Economist, CME Group; and 4 ambassadors (Canada, Vietnam, Philippines, EU)
- CU CIBER awarded 135 international related course development and research grants to faculty since 2006
- CU CIBER hosted 3 major meetings in Denver of the Western Region CIBER
- CU CIBER hosted 3 major meetings in Denver of the Rocky Mountain CIBER
- CU CIBER led the preparation and publication of the 2009 CIBER 20 Year Report for the US Department of Education
- CU established joint degree: MS in International Business (CU Denver) and BA in International Studies (CU Boulder)

UNIVERSITY OF COLORADO DENVER BUSINESS SCHOOL

- Fully accredited by the Association to Advance Collegiate Schools of Business International
- Largest graduate business school in Colorado
- State-of-the-art 120,000 square foot building in downtown Denver opened in 2012
- Latest integrated technology in all classrooms that can accommodate over 5,000 students daily
- Wireless and wired internet access throughout the building
- Building design received LEED Gold certification
- Serves 2,523 students: 1,427 undergraduate and 1,096 graduate students (Fall 2013)
- Offers 13 majors in BS in Business Administration
- Student to faculty ratio is 15:1 and the average class size is 29
- Offers five MBA programs: Executive; 11-month (accelerated full-time program); Health Administration; Executive Health Administration; and Professional
- Offers ten MS programs (including International Business), and one PhD program
- Professional MBA Online program was ranked #35 in the nation (US News & World Report)
- Health Administration program ranked in the Top 35 Health Care Management programs in the nation (US News & World Report)

UNIVERSITY OF COLORADO CAPACITY

University of Colorado Denver

- Centers of Excellence
 - Jake Jobs Center for Entrepreneurship (\$10 million endowment from Mr. Jobs)
 - J.P. Morgan Center for Commodities (\$6 million endowment from JP Morgan Chase)
 - Global Energy Management Program (multimillion endowment from Encana Corporation and various sponsors)
 - Risk Management and Insurance Program (multimillion endowment from Pinnacle Insurance and various sponsors)
 - Managing for Sustainability Program (support from ProLogis and other sponsors)

FOREIGN LANGUAGES

Modern language courses are offered in:

Arabic	Hebrew	Russian
Catalan	Indonesian	Sanskrit
Chinese	Italian	Spanish
Farsi	Japanese	Swahili
French	Korean	Swedish
German	Norwegian	Tibetan
Hindi/Urdu	Portuguese	

UNIVERSITY OF COLORADO POST-GRADUATE CERTIFICATE PROGRAMS

- Bioinnovation and Entrepreneurship
- Business Intelligence
- Business Strategy
- Commodities
- eHealth and Healthcare Service Entrepreneurship
- Enterprise Risk Management
- Health Information Technology
- Human Resources Management
- Information Systems
- International Business
- International Healthcare Management
- Managing for Sustainability
- Risk Management and Insurance
- Sports and Entertainment Management
- Technology Innovation and Entrepreneurship

UNIVERSITY OF COLORADO CAPACITY

University of Colorado Denver

UNIVERSITY OF COLORADO INTERNATIONAL INSTITUTES, CENTERS, AND PROGRAMS

CU Denver has over 90 centers and institutes extending the reach of teaching and research into the community, covering subjects from entrepreneurship and education policy to medical and health concerns. The Institutes, Centers, and programs supporting proposed initiatives are listed below:

- 11-Month MBA Program (Denver)
- Anderson Language and Technology Center (Boulder)
- Business Spanish for the Professions Program (Boulder)
- Carl McGuire Center for International Studies (Boulder)
- Center for American Indian and Alaskan Native Health (Anschutz)
- Center for Asian Studies (Boulder)
- Center for British and Irish Studies (Boulder)
- Center for Energy and Environmental Security (Boulder)
- Center for Global Health (Denver)
- Center for Health Administration (Denver)
- Center for International Business, Education and Research (Denver)
- Center for the Study of Indigenous Languages of the West (Denver)
- Colorado Center for Sustainable Urbanism (Denver)
- Colorado European Union Center of Excellence (Boulder)
- English as a Second Language Academy (Denver)
- Executive MBA in Health Administration Program (Denver)
- Executive MBA Program (Denver)
- Experiential Learning Center (Denver)
- Fourth World Center for the Study of Indigenous Law and Politics (Denver)
- Global Energy Management Program (Denver)
- Institute for International Business (Denver)
- International Research for Energy and Economic Development (Boulder)
- J.P. Morgan Center for Commodities (Denver)
- Jake Jabs Center for Entrepreneurship (Denver)
- Latino/a Research and Policy Center (Denver)
- Office of International Affairs (Denver)
- National Veterans Training Institute (Denver)
- Risk Management and Insurance Program (Denver)
- Sports and Entertainment Management Program (Denver)
- Managing for Sustainability Program (Denver)
- Veterans Boots to Suits Program (Denver)

UNIVERSITY OF COLORADO LIBRARIES

- Auraria Library is the only tri-institutional academic library in the nation
- Auraria Library serves over 45,000 students, faculty and staff of CU Denver, Community College of Denver, and Metropolitan State University
- Colorado Interlibrary Loan, aka, Prospector
- Interlibrary Loan (ILLiad)
- Health Sciences Library

**COMPETITIVE PRIORITY 1:
BUSINESS COLLABORATIONS**

University of Colorado Denver

Competitive Priority One: Applications that propose to collaborate with one or more professional associations and/or businesses on activities designed to expand employment opportunities for international business students, such as internships and work-study opportunities.

I. CU CIBER PROPOSAL MEETS COMPETITIVE PRIORITY ONE THROUGH MULTIPLE INITIATIVES:

#	Activity
A1	Global Perspective Badges
A2	Veteran Boots to Suits
A4	Global <i>InternMatch</i> and Mentoring Program
A5	Tribal Colleges and Universities Internationalization
A6	Honors Global Social Entrepreneurship
A7	HSI & CC Internationalization: Hispanic Student Global Perspective Intern Prep
A10	Global Business Competency Badges
A12	Undergraduate Curriculum: Globally Focused Field Project for Start-up
A14	Graduate Curriculum: IB Consulting Project
A18	CIBER – Posner Center Collaboratory
A19	CIBER – Global Health Collaboratory
A20	CIBER – LOHAS Business Collaboratory
A23	Casebook on International Social Entrepreneurship
A30	Global Education-to Intern-to Job Survey
A31	CU CIBER – Community College of Denver Partnership
A40	Biennial of the Americas: Project Interns
A42	CU CIBER – KPMG LLP Denver Global Enterprise Institute: Internships and Student Teams

CU CIBER has plans to collaborate with several organizations and businesses to expand employment opportunities for international business students, such as internships and work-study opportunities.

COMPETITIVE PRIORITY 1:
BUSINESS COLLABORATIONS

University of Colorado Denver

II. CU CIBER COLLABORATIONS WITH ORGANIZATIONS TOWARDS EMPLOYMENT OPPORTUNITIES:

Biennial of the Americas, a forum held in Denver every other year, is an international celebration of ideas, the arts, and the culture of the 35 nations that make up the Western Hemisphere, and a facilitation toward a unified vision for the region. An example of the 2013 Biennial's Panel on MOOCs included Reed Hastings, CEO/Founder of Netflix; John Hendricks, Executive Chairman/Founder of Discover Channel; Daphne Koller, Co-Founder of Coursera; and Education Secretary Arne Duncan. Prior to the 2015 festival, other Biennial events will be sponsored, which could include speakers, projects, field study, and services. The next festival is in 2015. Meetings have taken place with Nick Sweet, vice president of operations and finance/executive producer for the 2015 festival, and Mark Coburn, deputy director of the Thought Platform, to facilitate planning of the event, provide speakers, and develop project internships through an MOA recently signed between Biennial and CU Denver's International Business Student Network.

Colorado Office of Economic Development and International Trade (COEDIT) is a division of the Governor's Office. It creates and retains jobs by helping Colorado companies expand and diversify their markets, and by helping foreign companies learn the value of doing business in Colorado. Services include exporting from Colorado, Foreign Direct Investment, trade resources, international events, Advanced Industries Export Accelerator Program (helps businesses develop new exports), and the ITO Internship Program. Colorado Small Business Development Center Network (CSBDC) is a division COEDIT. CU CIBER will partner with COEDIT and other Denver-based trade organizations to offer export mentoring and a series of face-to-face online educational programs designed to help SMEs expand into the global business arena. Meetings have been held with Sandi Moilanen, director of the International Division, to explore student internship opportunities. Ms. Moilanen serves as the governor's representative on the CU CIBER Advisory Council.

NASBITE International is an educational and professional association that promotes international business practice, education, and training through its annual conferences, newsletters, and the Certified Global Business Professional (CGBP) exam (recognized internationally as a professional credential for people who work in all fields related to international trade). NASBITE International has members in the US, Mexico, and Canada. It is the US institutional member of the International Association of Trade Training Organizations. Meetings have been held with Kelly Murphrey, executive committee member, regarding developing a globally-focused internship and career mentoring program supported by a national network of NASBITE Certified Global Business Professionals.

US Export Assistance Center Denver (USEAC), operated by the US Commercial Service, offers specialization by industry and assistance to Colorado and Wyoming companies, with their worldwide export issues. Its services include identifying and evaluating international partners,

COMPETITIVE PRIORITY 1:
BUSINESS COLLABORATIONS

University of Colorado Denver

navigating international documentation challenges, creating market entry strategies, and other export related guidance. The Denver office ties into the global network of 165 offices in 82 countries. CU CIBER will partner with this and other Denver-based trade organizations to offer export mentoring and a series of face-to-face online educational programs designed to help SMEs expand into the global business arena.

World Trade Center Denver is a nonprofit, membership organization that provides international programs and services for those in the Rocky Mountain Region. It is part of a worldwide network of nearly 330 World Trade Centers in 100 countries. Its mission is education, connecting members with one another, information, and advocacy. It houses the Rocky Mountain World Trade Center Institute that provides real-world international business skills courses and programs as well as a certificate in international trade. Meetings have taken place with Karen Gerwitz, president, and Missy Kautt, member of the board of directors, to explore student internship opportunities. CU CIBER will partner with World Trade Center Denver and other Denver-based trade organizations to offer export mentoring and a series of face-to-face online educational programs designed to help SMEs expand into the global business arena.

III. COLLABORATIONS WITH BUSINESSES TOWARDS EMPLOYMENT OPPORTUNITIES:

Arrow Electronics is a provider of products, services, and solutions to industrial and commercial users of electronic components and enterprise computing solutions. It serves as a supply channel partner for over 100,000 original equipment manufacturers, contract manufacturers, and commercial customers through a global network of more than 460 locations in 58 countries. It is a Fortune 150 company with 16,500 employees worldwide and headquartered in Englewood, Colorado. Meetings have taken place with Dennis Leonard, vice president of Global Total Rewards and Human Resources Services, to discuss internships and class projects. Mr. Leonard serves on the CU CIBER Advisory Council.

Cap Logistics is a transportation logistics provider serving the heavy industries for over 30 years. It is made up of expert route seekers, business trailblazers, and delegates committed to building creative solutions. The company is headquartered in Denver. Meetings have taken place with Gayle Dendinger, founder and CEO, and John Boner, vice president of sales and marketing, to discuss internships and student projects.

Keller Williams Worldwide is the largest real estate franchise company by agent count in North America, with about 700 offices and 91,000 associates in more than a dozen countries around the world, including Austria, Germany, Indonesia, Turkey, South Africa, Switzerland, the UK, and Vietnam. The company cultivates an agent-centric, education-based, technology-driven culture for its associates. Meetings have been held with Bill Soteroff, vice president of the global division, to discuss internships and student projects.

COMPETITIVE PRIORITY 1:
BUSINESS COLLABORATIONS

University of Colorado Denver

KPMG LLP Denver's joint Global Enterprise Institute (GLEI) is a joint initiative between CU CIBER and the global accounting firm, KPMG LLP. Its purpose is to increase participation in international markets by Colorado entrepreneurs and small and mid-market companies. Business executives learn from thought leaders about key issues and trends in international business and share best practices in dealing with the opportunities and challenges of global expansion. GLEI forums are targeted to 800 of Colorado's mid-market and entrepreneurial firms; 117 companies have participated. Meetings have been held with Darice Henritze, lead for the Global Enterprise Institute and lead partner of international corporate tax specialties, to plan eight GLEIs during the new grant, focused on internationalization topics. The first year topics will focus on funding international expansion and tax morality trends and their impact on international business. Year two through four topics will be identified by participating companies from a June 2014 survey. Participating companies will be provided the opportunity to hire student interns and to have student teams research their company's or industry's globalization issues.

Molson Coors Brewing Company is a North American brewing company formed in 2005 by the merger of Molson of Canada and Coors of the United States. It is the world's seventh largest brewer by volume and with over 100 beer brands. Its headquarters is split between Denver and Montreal. Meetings have been held with Peter Swinburn, president and CEO of Molson Coors Brewing Company, and Krishnan Anand, president of Molson Coors International, to discuss student internships and class projects. Both Mr. Swinburn and Mr. Anand serve on the CU CIBER Advisory Council.

MoneyGram International Inc. is a money transfer company with two divisions: Global Funds Transfers and Financial Paper Products. It services individuals and businesses through a network of regional and worldwide agents in over 200 countries, and financial institution customers. Originally formed from a merger of Denver-based Integrated Payment Systems Inc. and Minneapolis-based Travelers Express Company Inc., MoneyGram International's headquarters is now in Dallas. Meetings have taken place with Henry Tsuei, senior advisor, to discuss student internships and projects. Mr. Tsuei serves on the CU CIBER Advisory Council.

Nokero International (short for No Kerosene), founded in 2010, designs, manufactures, and distributes safe, affordable, and environmentally-friendly solar based technologies. Its products include high-quality and low-cost solar powered light bulbs as well as chargers for mobile cell phones (over half the world's people without access to electricity have cell phone accounts). A Nokero N200 lasts up to 8 hours a night on a full day's charge and one bulb can save 0.77 tons of C2 during its anticipated five year life. Products are distributed to a mix of commercial distributors, non-profits, NGOs, and governments rather than to direct users. Meetings have been held with Stephen Katsaros, founder and president, regarding student projects and internships, and regarding a case study on Nokero.

Norican Group is the parent company of DISA (moulding technology), Wheelabrator (surface preparation technology), and Wheelabrator Plus (surface preparation after-market services). It is

COMPETITIVE PRIORITY 1:
BUSINESS COLLABORATIONS

University of Colorado Denver

the world's leading provider of technology and services to improve its customers' metallic parts. It employs 2000 people in 5 continents with major operations in Canada, China, Czech Republic, Denmark, France, Germany, Indian, Poland, Switzerland, UK, and US. It is headquartered in Denver. Meetings have been held with Robert Joyce, president and CEO, and Ian Bird, senior vice president and general counsel, to discuss research projects, case studies, and student internships. Both Mr. Joyce and Mr. Bird serve on the CU CIBER Advisory Council.

Posner Center for International Development, opened in July 2013, is the nation's first collaborative center to build a community of innovators focused on the advancement of sustainable solutions to global poverty; its areas of specialty include agriculture, education, energy, health, infrastructure, and microfinance. This concept encourages the exchange of ideas and creates an environment that facilitates innovation, product improvements, new ventures, increased distribution channels, scales of operation, and cost cutting. The 30+ tenants include AfriAid, Bridges to Prosperity, Catholic Medical Mission Board, Center for Teaching International Relations, Denver Urban Gardens, Edge of Seven, Elephant Energy, Engineers Without Borders, Global Girlfriend, Global Health Connections, iDE, Nokero, PowerMundo, and Ten Thousand Villages. Meetings have been held with Joan Posner Mayer, founder; Doug Vilsack, executive director; and Steve Katsaros, member, to discuss projects to be held at the Posner Center: for TCUs, CU Denver Undergraduate Honors and Leadership Program, the CU CIBER-Posner Center Global Research Collaboratory, and the development of a casebook on international social entrepreneurship featuring companies operating from the Posner Center.

RiskWise is a strategic, technical, and project risk management company that specializes in the planning, financing, and delivery of business and project solutions, a service provider with global resources, know how, and industry-specialization. By scientifically analyzing risks and applying an entrepreneurial perspective, its clients can realize unique value propositions that translate into a range of successes including financial returns and other direct and indirect benefits. The company is headquartered in Denver. Meetings have taken place with Luke Stahmer, team member, to discuss student internships.

Solix Technologies is a leading provider of information lifecycle management and application testing solutions to help customers meet vital business challenges. Its worldwide support center provides 24/7 services and is dedicated to achieving customer success. Headquartered in Santa Clara, California, it has a global presence with offices in North American and Asia and local resellers and system integrators around the world. Meetings have taken place with Sai Gundavelli, chief executive officer, to discuss student internships and class projects. Mr. Gundavelli serves on the CU CIBER Advisory Council.

**COMPETITIVE PRIORITY 2: MINORITY SERVING
INSTITUTION & COMMUNITY COLLEGE COLLABORATIONS**

Attachment III-10

University of Colorado Denver

Competitive Priority Two: Applications that propose significant and sustained collaborative activities with one or more Minority Serving Institutions (as defined in the Federal Register notice) and/or with one or more community colleges (as defined in the Federal Register notice). These activities must be designed to incorporate international, intercultural, or global dimensions into the business curriculum of the MSI(s) and/or community college(s).

COLLABORATIONS/ACTIVITIES

Community College of Denver (CCD) is a major partner for the CU CIBER proposal. The CCD campus and its 10,482 students (fall 2013) are adjacent to CU Denver. CCD is a Hispanic Serving Institution (HSI) with 26% Hispanic students; over 50% of the student body is minority; nearly 45% of its students are first generation college students. CCD's business curriculum is determined with approval from the Colorado Commission on Higher Education to easily articulate to four year institutions. This curriculum doesn't offer much flexibility and no international business courses are transferable as core courses. CCD has a strong language department with seven languages offered: Arabic, Chinese, French, German, Italian, Japanese, and Spanish. Meetings have been held with Carol Miller, director of business programs, and Erin Farb, program chair, Modern Languages. (Dr. Miller serves on the CU CIBER Advisory Council.) CCD's president, Everette Freeman, provided a letter of support for the CU CIBER-CCD proposal collaborations. (See ATT II-2, Page II-4.)

At the heart of these collaborations is the CU CIBER-Community College of Denver Partnership (A31). CCD will be instrumental in establishing the Global Perspective Badges and certificates (A1), particularly in identifying valuable module content for CCD and other community colleges; CCD students will have the first access to these badges. CCD students will pilot the CIBER-NASBITE Global *InternMatch* Program (A4), participate in other internships including Biennial of the Americas (A40), have access to classes at CU Denver's International College Beijing on the China Agricultural University campus in Beijing (A9), and participate in joint business language classes for Heritage speakers in Spanish and Chinese (A31). CU CIBER and the Business Department chair will consider activities that could lead to professional development for its faculty, including participating in Rocky Mountain CIBER Network activities (A32), attending faculty development programs (A32, A33, A34, A35), and participating in International Executive Roundtables (A41). CCD will also take the lead in the initiatives for the Colorado Community College System and its four Hispanic Serving Institutions. These initiatives are identified immediately below.

Colorado Community College System (CCCS) comprises the state's largest system of higher education, with 13 colleges on 35 campuses across Colorado, serving more than 163,000 students annually in over 800 academic programs. Global Perspectives Badges will be offered to CCCS schools (A1). CCCS faculty will be invited to Rocky Mountain CIBER Network events (A32) and to International Executive Roundtables (A41); their advisors will be invited to the Global Vision Pathway Opportunities Workshop (A38). Four of the CCCS colleges are

COMPETITIVE PRIORITY 2: MINORITY SERVING INSTITUTION & COMMUNITY COLLEGE COLLABORATIONS

University of Colorado Denver

Hispanic Serving Institutions: Community College of Denver, Otero Junior College, Pueblo Community College, and Trinidad Junior College. CU CIBER will mentor these four HSI CCCS schools (A7), train them in the Global *InternMatch* Program (A4) and Study Abroad Now Database (A8), invite them to the 2015 Internationalizing Education Symposium and the 2017 Advanced Internationalizing Education Workshop (A7), and assist their students in the Hispanic Student Global Perspective Internship Prep Program towards a Hispanic Association of Colleges and Universities National Internship (A7).

American Indian Higher Education Consortium (AIHEC) was established in 1972. Its members are the presidents of the Tribal Colleges and Universities (TCUs); there are now 37 US-based TCU members and one in Canada. TCUs were created and chartered primarily by the tribal governments they serve, ensuring that they are integral and essential to their communities. Many are land grant institutions. TCUs are generally located on or near reservations, many in some of the US' poorest rural areas. They offer two year associate degrees and some offer bachelors and masters degrees. Curriculum focuses on educational and employment opportunities as well as on cultural relevance; crucial community services are also provided through TCUs. Most TCUs allow non-Natives to attend. AIHEC's purposes are to champion commonly held TCU standards, promote indigenous languages and cultures, assist in legislation supporting TCUs, assist in developing new TCUs, and assist with tribal self-determination. AIHEC's executive committee is elected from the membership and determines the annual agenda.

Meetings on internationalizing TCU students, faculty, and clients have occurred with representatives from six TCUs and with Al Kuslikis, AIHEC senior program associate for strategic initiatives. In May 2014, CU CIBER was selected to be AIHEC's partner in developing internationalization activities to enhance the global business opportunities for the 37 member TCU institutions, their American Indian students, and the communities they serve. Mr. Kuslikis provided a letter of support for this collaboration. (See ATT II-2, Page II-6.)

In fall 2014, a three day pilot symposium will be held in Denver co-sponsored by AIHEC and CU CIBER. The chief academic officers and business program faculty of six TCUs will participate: Aaniiih Nakota College (MT), Dine College (AZ), Institute of American Indian Arts (NM), Salish Kootenai College (MT), Oglala Lakota College (SD), and Southwestern Indian Polytechnic Institute (NM) (A5). The group will explore social entrepreneurship as a tool for addressing tribal economic, social, health, and community development issues; other themes will be course development and curriculum models, student outreach, and faculty development. Beginning in fall 2015, AIHEC and CU CIBER will cosponsor a symposium, internationalizing the Business Curricula at TCUs and other MSIs, inviting all TCUs (A5, A29). Opportunities, challenges, and best practices will be discussed and proceedings developed that expands on the symposium presentations (A29). In 2015 and 2017, TCU faculty and students interested in indigenous social entrepreneurship will attend an Externship Program at the Posner Center for International Development (A5). Other CU CIBER initiatives that TCU students and/or faculty will be invited to participate in include Global Perspective Badges (A1), Global *InternMatch*

COMPETITIVE PRIORITY 2: MINORITY SERVING INSTITUTION & COMMUNITY COLLEGE COLLABORATIONS

University of Colorado Denver

Program (A4), Study Abroad Now Database (A8), the Global Education – to Intern – to Jobs survey (A30), Rocky Mountain CIBER Network events (A32), International Business Institute for Community College Faculty (A32), and the China FDIB (A34).

Globalizing HBCU Business Schools Program is a collaboration between participating HBCUs and several sponsoring institutions, led by Georgia State University. CU CIBER is a co-sponsor. There are 106 HBCUs in the United States, all established prior to 1964.

Many HBCUs lack international pedagogical tools, knowledge, and experiences. This collaboration provides one-on-one mentoring services, training, international business curricula materials, and teaching assistance to participating HBCU schools, to help their faculty incorporate international content into their curricula (A11). Under this, CU CIBER will co-sponsor the annual Globalizing Business Faculty Workshop, to be held in Georgia, a development program with international training in major functional courses (accounting, finance, marketing, management, supply chain management, and introduction to IB) (A11); an anticipated 60+ faculty will participate each year. CU CIBER will also conduct a faculty development program in international entrepreneurship in Georgia in 2016 and 2018 (A11), and provide opportunities for two faculty to participate in CU CIBER's annual China faculty development program (A34). Research on internationalizing the business curricula at TCUs and MSIs will include HBCUs (A29). HBCU students will be invited to participate in the Global *InternMatch* Program (with Alabama State University students facilitating the pilot program) (A4) and the Study Abroad Now Database (A8). HBCU schools will be included in the Global Education – to Intern – to Job survey (A30).

Rocky Mountain CIBER Network (RMCIBER) links faculty and students from 39 colleges and universities (two and four year institutions) in the Rocky Mountain region, with CIBER international expertise at CU Denver and BYU. Of these schools, 19 are Eligible Institutions for Title III and Title V Programs. These institutions are located in 10 Rocky Mountain States: 12 in Colorado, 2 in Arizona, 2 in Idaho, 7 in Montana, 1 in Nevada, 4 in New Mexico, 2 in North Dakota, 2 in South Dakota, 4 in Utah, and 3 in Wyoming. These are primarily underserved small schools with little or no access to international business resources, in need of international business courses, faculty expertise, study abroad programs, research opportunities, and foreign language curricula. Faculty participate from 9 community colleges (Community College of Denver, Red Rocks Community College, and Colorado Mountain College Steamboat from Colorado; Mesa Community College from Arizona; Casper College and Northwest College from Wyoming; Little Big Horn College and Fort Peck Community College from Montana; and Salt Lake Community College from Utah), 5 Hispanic Serving Institutions (Adams State University and Community College of Denver in Colorado; and New Mexico Highlands University, New Mexico State University, and University of New Mexico in New Mexico), and 6 Tribal Colleges and Universities (Little Big Horn College, Fort Peck Community College, and Salish Kootenai College in Montana; Institute of American Indian Arts in New Mexico; and Oglala Lakota College and Sinte Gleska University in South Dakota). Priorities and activities are determined by the 10 member Steering Committee and by the 5 member Subcommittee on Community

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Colleges. A letter of support for the CU CIBER proposal, signed by 22 faculty from 20 RMCIBER institutions, is included in App II-2, Page II-7.

Initiatives for the new grant include CU CIBER Global Perspective Badges (A1), Rocky Mountain CIBER Network conferences to be held in 2016 and 2018 (A32), and participation in other CU CIBER sponsored Faculty Development in International Business Programs (FDIBs), to China (A34), in other overseas FDIBs (A35), international entrepreneurship (A33), and participation in the International Business Institutes for Community College Faculty (A32).

International Business Institute (IBI) for Community College Faculty, hosted by Michigan State University, will be co-sponsored by several institutions. CU CIBER is a co-sponsor. IBI will be held in June 2015 and 2017 (A32). It provides community college faculty with entry-level basic international business knowledge, experiences, and resources to internationalize general business courses and/or develop specialized international business programs and courses (e.g., marketing, trade, finance, economics, supply chain management, accounting, strategy, human resources). Open to faculty from all community colleges, some scholarships are reserved for faculty from Tribal and Minority Serving community colleges to facilitate their participation.

**INVITATIONAL PRIORITY 1: LANGUAGE INSTRUCTION
AND PERFORMANCE TESTING/ASSESSMENT**

Attachment III-11

University of Colorado Denver

Invitational Priority One: Applications that propose programs or activities focused on language instruction and/or performance testing and assessment to strengthen the preparation of international business professions.

I. CU CIBER PROPOSAL MEETS INVITATIONAL PRIORITY ONE THROUGH MULTIPLE ACTIVITIES:

#	Activity
A2	Veteran Boots to Suits
A8	Study Abroad Now Database: Foreign Language Immersion
A9	International College Beijing: Certificate in Chinese Language and Culture
A12	Undergraduate Curricula: Certificate in Chinese Language and Culture
A13	Foreign Languages Individual Less Commonly Taught Learning Plans Business Portuguese Overseas Immersion Programs Language Courses for Specific Purposes Business Spanish for Heritage Speakers Course Business Chinese for Heritage Speakers Course Case Studies for Lower Division Foreign Language Courses CIBER Business Language Conference International Symposium on Language for Specific Purposes K-12 Business Language Conference Colorado Congress of Foreign Language Teachers Conference
A15	Interdisciplinary and Multi-Campus Language Overseas Experience Foreign Language Immersion
A16	Global Perspectives Courses – Global Plus Certificate
A28	Languages for Specific Purposes Research (Business, Medicine, Engineering, Legal, Social Work)
A31	CIBER-Community College of Denver Partnership Broad Language Courses Less Commonly Taught Languages Business Spanish for Heritage Speakers Business Chinese for Heritage Speakers
A37	Language & Culture Non-Credit Teacher-led Courses Technology-based Programs Immersion Programs Courses in Chinese, Spanish, French, and Portuguese Native Speaker-led Small Groups Private Tutorials CIBER Business Language Conference International Symposium on Language for Specific Purposes K-12 Business Language Conference Business Language Case Competition Colorado Congress of Foreign Language Teachers Conference K-12 Foreign Language Technology Program

INVITATIONAL PRIORITY 1: LANGUAGE INSTRUCTION AND PERFORMANCE TESTING/ASSESSMENT

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II. CU CIBER COLLABORATIONS TOWARDS FOREIGN LANGUAGE EXPERTISE:

Anderson Language and Technology Center (ALTEC) at CU Boulder, facilitates the study of foreign languages and cultures through interactive resources. It offers credit and non-credit language classes to faculty, staff, and graduate students and provides its resources to Colorado's K-12 teachers. CU CIBER in collaboration with ALTEC, will implement a mentoring program utilizing individual less commonly taught languages learning plans for specific student requests.

Brigham Young University hosts an annual Business Language Case Competition that CU CIBER will co-sponsor.

Center for Asian Studies (CAS) at CU Boulder, supports Asian Scholarship across disciplines and college boundaries. It organizes events, supports research and teaching, and is a key resource for students and scholars with an interest in Asia, from China and Japan to the countries of the Middle East. Languages taught through the center are Arabic, Chinese, Farsi, Hindi, Japanese, and Korean. Sanskrit and Tibetan are offered in collaboration with Naropa University. Meetings have been held with Tim Oakes, faculty director, and Danielle Rocheleau Salaz, assistant director, to frame the study abroad opportunities as well as the offering of a Certificate in Chinese Language and Culture at all CU campuses as well as at CU Denver's International College Beijing, located on China Agricultural University campus in Beijing. Dr. Oakes serves on the CU CIBER Advisory Council.

CIBER Business Language Conference sponsored by all CIBERs, is held annually and attracts faculty from more than 20 countries. CU CIBER will co-sponsor this event and will send multiple language participants from CU and other Rocky Mountain schools.

Colorado Congress of Foreign Language Teachers (CCFLT) is a Colorado organization with about 600 members to advance the study and teaching of foreign languages in its schools, colleges, and universities. A constituent of the American Council on the Teaching of Foreign Languages, CCFLT holds a spring conference with sessions that focus the language needs employers have for their future employees, how teachers can prepare students to fill these needs, and how to assist students in using their language skills in situations outside the classroom. Meetings have been held with Cristin Bleess, outgoing CCFLT president, on hosting sessions on international business resources at future conferences.

Community College of Denver (CCD) is a major partner for this CIBER proposal. It is a community college that shares the same campus with UCD, a Hispanic Serving Institution (HSI) with 26% Hispanic and over 50% of its student body minority (10,482 total students in fall 2013). Seven languages are offered at CCD, courses available for CU Denver students to also take: Arabic, Chinese, French, German, Italian, Japanese, and Spanish. Meetings have been held with Carol Miller, director of business programs, and Erin Farb, program chair, Modern Languages. Co-developed initiatives are the CU CIBER Community College Partnership with joint language classes, classes at CU Denver's International College Beijing on the China Agricultural University campus in Beijing, and joint courses between the two institutions in Business Spanish for Heritage Speakers and Business Chinese for Heritage Speakers. Dr. Miller serves on the CU CIBER Advisory Council.

INVITATIONAL PRIORITY 1: LANGUAGE INSTRUCTION AND PERFORMANCE TESTING/ASSESSMENT

University of Colorado Denver

Florida International University's (FIU) K-12 Business Language Conference offers an annual conference that will be co-sponsored by CU Denver. The conference is designed to instruct high school teachers and community college professors on the importance and necessity of incorporating aspects of language for business into the standard curricula. It is anticipated to draw over 100 faculty each year.

International College Beijing (ICB) is a joint education program between CU Denver and China Agricultural University (CAU) in Beijing with its campus within CAU. This partnership, formed in 1994 and accredited by the North Central Association of Colleges and Schools, was one of the first approved by the Chinese Ministry of Education. ICB students can earn a BA from CU Denver in economics or communications. Beijing students can study on the Denver campus. CU Denver students can study on the Beijing campus. Communications have transpired with Patrick Dodge, associate chair of ICB, and meetings have been held with Stephen Hartnett, ICB professor, to frame new certificate programs in strategic communications and Chinese language and culture to be offered at IBC. Students from CU Denver, Boulder, and Colorado Springs and Community College of Denver can participate in these programs or participate in other study abroad options including Chinese immersion, held on the IBC campus.

International Spanish for the Professions offers a joint degree program designed for exceptional students who wish to combine their BA in International Spanish for the Professions from CU Boulder with a Master of Science in International Business from CU Denver. Students are able to complete both degrees in five years including two summer sessions; 15 credit hours of the undergraduate major can be used to waive common body of knowledge requirements for the MSIB program. Meetings have taken place with Mary Long, program director, to develop joint foreign language courses (online and face-to-face) and language programs, to redesign the 4+1 joint program with CU Boulder's College of Arts and Sciences (BA in International Studies and Business Language for the Professions) and CU Denver Business School (MS International Business). Dr. Long serves on the CU CIBER Advisory Council.

International Symposium for Languages for Special Purposes (LSP) conference, held every other year, covers LSP theory, methodology, content, and institutional structures. Worldwide educators and scholars provide individual papers, panels, roundtable discussions, interactive workshops, posters, and technological tools. The 2016 conference will be at Arizona State Phoenix, the 2018 conference at University of North Carolina Charlotte. Meetings have been held with Mary Long who facilitated the second conference and serves on the executive conference team, to develop CU CIBER's co-sponsorship of both of these conferences.

Veteran Boots to Suits at CU Denver's Office of Veteran Student Services identifies an employed mentor for each participating student veteran in his/her area of study. They work together towards the goal of civilian employment in rewarding careers. The CU CIBER proposed addition of an International Career Pathway Program is designed to enhance veteran employability in positions with international responsibilities. It has a component to counsel veterans on their selection of IB, culture, and language courses; this includes considering a veteran's language competency from foreign assignments to suggest courses that could lead to business language proficiency. Meetings have been held with Izzy Abbass, director of the Veteran Boots to Suits program, to frame this international program component. Mr. Abbass serves on the CU CIBER Advisory Council.

**INVITATIONAL PRIORITY 2: SUB-SAHARAN AFRICA,
SOUTH ASIA, OR SOUTHEAST ASIA COLLABORATIONS**

Attachment III-12

University of Colorado Denver

Invitational Priority Two: Applications that propose collaborative activities and partnerships with institutions in Sub-Saharan Africa, South Asia, or Southeast Asia.

I. CU CIBER Proposal meets Invitational Priority Two through the following initiatives:

#	Activity
A14	Graduate Curriculum: Action Learning Project - Philippines/Nokero International
A16	Global Perspectives Courses – Global Plus Certificate
A17	Freshman Global Experience – SE Asia Field Studies
A21	Journal Issue on IE Research Topics
A22	Global Entrepreneurship Monitor Report
A23	Casebook on Social IE
A35	Overseas Faculty Development Programs Sub-Saharan Africa Southeast Asia Philippines
A36	Pacific Asia Consortium for International Business Education and Research Conferences Annual Conferences Co-host Understanding ASEAN as an Engine of Growth Conference Special issue of Management International Review

II. CU CIBER COLLABORATIONS TO UNDERSTAND SUB-SAHARAN AFRICA, SOUTH ASIA, OR SOUTHEAST ASIA

Philippines/Nokero International Action Learning Project: CU Denver students and their counterparts from Ateneo de Manila University will work on a focused live project for Nokero International, investigating best approaches for Nokero to grow its business in the Philippine market and use it as a production base from which to export to the Association of Southeast Asian Nations (ASEAN) Free Trade Area.

Sub-Saharan Africa Faculty Development Program, hosted by University of South Carolina, will be co-sponsored by CU CIBER. It is an annual program for faculty to develop an understanding of the nature of business in Sub-Saharan Africa and the opportunities for US businesses to increase involvement in that region. Numerous business and academic visits will be scheduled to provide an overview of conducting business in and from Sub-Saharan Africa and to understand Sub-Saharan international business education. Each year, three or four countries will be visited from a list of South Africa, Mozambique, Swaziland, Ghana, Lesotho, Kenya, Tanzania, Namibia, Botswana, Uganda, Rwanda, Ethiopia, Zambia, and Zimbabwe.

INVITATIONAL PRIORITY 2: SUB-SAHARAN AFRICA, SOUTH ASIA, OR SOUTHEAST ASIA COLLABORATIONS

University of Colorado Denver

Southeast Asia Faculty Development Program, hosted by the University of Hawaii, will be co-sponsored by CU CIBER. The countries comprising the Association of Southeast Asian Nations (ASEAN) are the seventh-largest economy in the world, projected to be the fourth-largest economy in 2050 (McKinsey&Company, Understanding ASEAN, 2014), the fastest growing economic region during the past decade, home to the largest Muslim population, and countries who are key US trading and diplomatic partners. Faculty and professionals will be exposed to this often forgotten yet increasingly important region of the world through comprehensive ten-day in-country programs focusing on the critical industries and issues. The typical program travels to two to three cities consisting of three days in each city visiting businesses, governmental agencies, and NGOs; one day visiting cultural sites; and one day for a self-directed program meeting the objectives of each individual. Timeline:

2014-15 Indonesia (Jakarta and Surabaya)

2015-16 Philippines (Manila and Cebu) led by CU CIBER

2016-17 Vietnam (Ho Chi Minh City and Hanoi)

2017-18 Singapore & Malaysia (Kuala Lumpur), or Myanmar (Yangon) and Cambodia (Phnom Penh).

Philippines Faculty Development Program, to be held in 2016, will be led by CU CIBER. The program focuses on Southeast Asia's fastest growing economy (7.2% GDP growth in 2013), its opportunities and its challenges. Particular emphasis will be given to sectors and industries that present the best opportunities for US companies to exploit, including infrastructure development, environmental management, business process outsourcing, consumer products, and other products and services that take advantage of the country's demographic "sweet spot", a young, educated, and growing population. CU CIBER will work with and invite business partners in the Philippines to host program site visits, and to provide student internships or short term projects. These partners include the Ayala and Aboitiz groups of companies, LT Group, San Miguel Corporation, and members of the country's Business Process Association of the Philippines (BPA/P).

Pacific Asian Consortium for International Business Education and Research (PACIBER), a consortium of 27 leading universities (including CU Denver) who are interested in the Pacific region, links international business education, research, and exchange of information among faculty and students. Members from Southeast Asia are: Asian Institute of Management, Ateneo de Manila University, and De La Salle University in the Philippines; Singapore Management University; Universiti Kebangsaan Malaysia; and University of Indonesia. Undergraduate and graduate PACIBER diplomas can be earned through a combination of courses, study abroad, and internship experiences. PACIBER collaborations provide a platform for CU CIBER to work with Southeast Asia institutions to offer regional student experiences to tie with the proposed Global Plus Certificate and the Freshman Global Experience, and joint faculty research to include in the Journal Issue on International Entrepreneurship, the Global Entrepreneurship Monitor Report, and the Casebook on Social International Entrepreneurship. PACIBER's annual meeting is a forum for the exchange of ideas, for networking, for joint research, for faculty and student exchanges, and for other mutually beneficial alliances. CU CIBER will co-host a PACIBER conference on Understanding ASEAN as an engine for growth for the global economy in 2016. Leading scholars and experts (including faculty from PACIBER schools) will present papers; best papers will be selected for further development and submitted for publication in a special PACIBER-sponsored issue of Management International Review. Additional forum topics will be featured for the other three conferences during the grant.

University of Colorado Denver

Proposed Activities

	Student IB and Cultural Competency	Student Global Competency with Global Badge	Internationalize Curricula	IB Internships/Job Pathways/Opportunities	Community Colleges and Entrepreneurial MSIs and Increase International Language Foreign and PhD Students	Internationalize Faculty	Advanced Research in IB and International Studies	1	2	3	4	5	6	7	8	9	10
Education																	
A1: Global Perspective Badges	✓	✓	✓	✓	✓	✓											
A2: Veteran Boots to Suits	✓	✓	✓	✓	✓	✓	✓										
A3: IE Graduate Education	✓		✓	✓		✓										✓	
A4: Global InternMatch		✓		✓	✓	✓											
A5: Tribal Colleges & Universities (TCUs)	✓	✓	✓	✓	✓	✓								✓			
A6: Honors Global Social Entrepreneurship	✓		✓	✓	✓	✓											
A7: Hispanic Serving Com Colleges (HSIs)	✓	✓	✓	✓	✓								✓				
A8: Study Abroad Now Database	✓		✓										✓	✓	✓		
A9: International College Beijing	✓		✓										✓	✓	✓		
A10: Global Business Competency Badges	✓	✓	✓	✓		✓							✓	✓			
A11: Historically Black Col & Univ (HBCUs)	✓	✓	✓	✓	✓	✓	✓	✓					✓	✓			
A12: Undergraduate IB Curriculum	✓	✓	✓	✓		✓	✓										
A13: Foreign Languages	✓		✓				✓	✓	✓								
A14: Graduate IB Curriculum	✓	✓	✓	✓		✓	✓									✓	
A15: Interdisciplinary and Multi-Campus	✓	✓	✓	✓		✓	✓										
A16: Global Perspectives Courses	✓		✓				✓	✓									
A17: Freshman Global Experience	✓		✓	✓			✓										
Research																	
A18: CIBER-Posner Center Collaboratory	✓		✓			✓							✓	✓	✓	✓	
A19: CIBER-Global Health Collaboratory	✓		✓			✓							✓	✓	✓	✓	
A20: CIBER-LOHAS Business Collaboratory	✓		✓			✓							✓	✓	✓	✓	
A21: Journal Issue on IE Research Topics						✓							✓	✓	✓	✓	
A22: Global Entrepreneurship Monitor Report						✓							✓	✓	✓	✓	
A23: Casebook on Social IE	✓		✓	✓	✓	✓							✓	✓	✓	✓	
A24: Interdisciplinary IE Research						✓							✓	✓	✓	✓	
A25: Global Dimensions Research													✓	✓	✓	✓	
A26: ASEAN Economic Integration Research													✓			✓	
A27: US-China Communications Research	✓		✓										✓	✓	✓	✓	
A28: Languages for Specific Purposes Researc	✓		✓										✓	✓	✓	✓	
A29: TCU & MSI Internationalization Research	✓		✓	✓	✓								✓			✓	
A30: Global Education-to Intern-to Job Survey	✓		✓	✓	✓								✓			✓	
Outreach																	
A31: CIBER-Community College of Denver	✓	✓	✓	✓	✓	✓	✓	✓					✓	✓			
A32: Rocky Mountain CIBER Network	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	
A33: Faculty Development in IE Program	✓		✓		✓	✓							✓			✓	
A34: China FDIB	✓		✓		✓								✓	✓	✓	✓	
A35: Overseas FDIBs	✓		✓		✓								✓	✓	✓	✓	
A36: PACIBER Conferences	✓		✓			✓	✓	✓					✓	✓	✓	✓	
A37: Language & Culture Non-Credit	✓		✓										✓	✓			
A38: Global Vision Pathway Workshop	✓		✓	✓									✓				
A39: Technology Enhanced IB Education	✓	✓	✓										✓	✓			
A40: Biennial of the Americas	✓			✓									✓	✓			
A41: International Executive Roundtables	✓		✓		✓	✓							✓	✓			
A42: CIBER-KPMG Global Enterprise Institute				✓		✓							✓	✓	✓		✓
A43: Basics of Exporting and Importing				✓		✓							✓	✓	✓		
A44: Fast-Track Exporting				✓		✓							✓	✓	✓		
A45: Natl District Export Council (DEC) Forum				✓		✓							✓	✓	✓		

PR/Award # P220A140012

CU CIBER Global Perspective Badge

What is the CU CIBER Global Perspective Badge?

- ✓ A credential signifying that a student has earned a basic level of exposure to and understanding of specific global business and cross-cultural topics.
- ✓ **Awarded by CU CIBER and endorsed by the Community College of Denver (CCD), and officially denoted in the student's transcript as a special credential.**
- ✓ A clear certification standard for employers and hiring managers.

What Benefits Does It Provide?

- ✓ For students: Bolt on specific international business (IB) credentials to their degrees, making them more marketable to employers that desire or require such credentials (e.g., cross-cultural competency).
- ✓ For employers: Offers a reliable, quality indicator of a potential recruit's basic exposure to and knowledge of IB.
- ✓ For CCD: Fills a major gap in its curriculum, resulting from its inability to offer specialized courses in IB. Instead, students earn focused credentials in IB.

What Are Its Key Features? How Do Students Earn a Badge/Badges?

- ✓ Offered as focused online modules and incorporated in business functional courses such as Management, Finance, and Marketing.
- ✓ Instructors work with the CU CIBER design team in determining how best to incorporate the modules into new and existing courses.
- ✓ Students take required modules to earn a badge. For example, students earn the *Global Perspective Cross-Cultural Badge* by taking 3 modules in their Management courses: Cultural Intelligence, Cross-Cultural Communication, and Multicultural Teams.
- ✓ Students earn a Badge by passing an Assurance of Learning test.
- ✓ Four Badges with 12 supporting modules are preliminarily planned: Global Perspective Cross-Cultural Badge, Global Perspective International Trade Badge, Global Perspective Marketing Badge, and Global Perspective Finance Badge.

How Will It Work? What Are the Next Steps?

- ✓ CU CIBER and CCD will form a collaborative team to define the project requirements for and implement the overall Global Perspective Badge program.
- ✓ Company launch sponsors will be invited to become first-tier partners: about a dozen companies will be recruited to adopt the badge as a key credential in their hiring programs.
- ✓ The first badge, the Global Perspective Cross-Cultural Badge, will be launched as a pilot in Year 1 of the grant; new badges will be added in subsequent years.
- ✓ After successful implementation at CCD, the program will be extended to other community colleges in Colorado and the U.S.
- ✓ Other CIBERs will be enlisted to participate, with a goal of making Global Perspective Badges a nationally branded CIBER signature program.

CU CIBER GLOBAL BADGES

University of Colorado Denver

CU CIBER Global Business Competency Badge

What Is a CU CIBER Global Business Competency Badge?

- ✓ An advanced credential in a well-defined area of skill in international business (IB).
- ✓ Examples: CU CIBER Global Competency Badge: Managing Global Talent; CU CIBER Global Competency Badge: Global Executive Compensation
- ✓ **Awarded by CU CIBER to graduate students pursuing or who have earned graduate degrees in Business (e.g., MBA, M.S. in International Business, M.S. in Management, etc.).**
- ✓ Officially denoted in the student's records, with e-badging verification from online platforms such as LinkedIn and Mozilla Backpack.
- ✓ Recognized by employers as a certification standard for defined business skills, competencies, accomplishments, and quality of learning.

What Benefits Does It Provide?

- ✓ Current Students: Ability to incorporate targeted competencies into their academic programs and records.
- ✓ Alumni: Opportunity to upgrade and update IB competencies and skills.
- ✓ Employers: Offers a reliable, verifiable, and quality indicator of a potential recruit's knowledge and competency in a specialized area of IB.

What Are Its Key Features? How Do Students Earn a Badge?

- ✓ Each Badge earning process may differ in terms of duration, content, teaching, and learning style methodology.
- ✓ Each Badge will have the following key components: Practice Knowledge, Learning through Experience, and Assurance of Learning.
- ✓ Each Badge will share the following characteristics: focus on a key competency; applications-based; short and targeted delivery (typically no more than 32 hours of classroom time and four weeks of action learning requirements).
- ✓ Each badge will be co-facilitated by a faculty member and a business expert with proven practical experience in the subject matter.
- ✓ Each Badge earning process will include an assessment component.
- ✓ The following subject areas for Global Business Competency Badges have been preliminarily planned: Managing Global Talent; Managing International Business Transactions; Global Supply Chain Management; and Managing International Financial Transactions.

How Will it Work? What Are the Next steps?

- ✓ CU CIBER will work with the International Business curriculum committee at CU Denver Business School to plan the phased revision of the M.S. in International Business program to allow for the offering of Global Business Competency Badges.
- ✓ Engage executive members of CU CIBER's Advisory Council to help with project design. Enlist 15-20 companies as first-tier sponsors for the program launch.
- ✓ Design process will include a test launch of one badge, Global Business Competency Badge: Designing Global Executive Compensation, to be facilitated by two experts in the field: Dr. Wayne Cascio (Chair Professor of Global Leadership, CU Denver) and Mr. Dennis Leonard (VP Human Resources and global executive compensation expert, Arrow Electronics. Mr. Leonard is a CU CIBER Executive Member of CIBER Advisory Council)
- ✓ Work with LinkedIn, Mozilla Backpack, and other social media partners on the electronic verification program component.
- ✓ To be piloted at CU Denver Business School. After successful implementation, the program will be extended to Business Schools at CU Boulder and CU Colorado Springs.

Wayne Cascio, Robert H. Reynolds Chair in Global Leadership, Professor of Management, Business School; Senior Editor, Journal of World Business

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- Methodological Issues in International HR Management Research, *International Journal of Human Resource Management*, 2012
- Reflections on the Metamorphosis at Robben Island: The Role of Institutional Work and Positive Psychological Capital, *Journal of Management Inquiry*, in press
- The Puzzle of Performance Management in Multinational Enterprises, *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2011
- Work-related employee attitudes and organizational performance, *Management Today* (South Africa), 2012

Manuel Serapio, Associate Professor and Program Director of International Business, Business School; Member of Editorial Board, Journal of Teaching in International Business

- High Potential Concepts, Phenomena and Theories for the Advancement of International Entrepreneurship Research (with Patricia McDougall-Covin and Marian Jones), *Entrepreneurship Theory and Practice*, January 2014
- Special Issue: International Entrepreneurship, *Entrepreneurship Theory and Practice*, January 2014
- Special Issue: Innovation in Teaching International Business, *Journal of Teaching in International Business*, forthcoming
- Cases in international business and international entrepreneurship; *PACIBER Casebook: Dynamics of Asian Business*, Cambridge University Press, 2013
- Social Entrepreneurship Research case on Nokero, Lighting the World, *International Business, 15th Edition*, by Daniels, Radebaugh and Sullivan, 2014
- King King – Entrepreneurship in China (with Henry Tsuei), *PACIBER Casebook: Dynamics of Asian Business*, 2013

SELECT CU DENVER FACULTY RESEARCH

University of Colorado Denver

Madhavan Parthasarathy, Associate Professor of Marketing, Business School

- Service Switching in the Indian Market
- A Longitudinal Exploratory Study of Changing Perceptions Toward an Iconic Brand in a Developing Country, *Journal of Indian Business Research*, forthcoming (with MaryLee Stansifer and Rajeev Kumra)

Lawrence Cunningham, Accenture Professor of Marketing, Business School and Editor, *Journal of International Marketing Strategy*

- Special Issue of Marketing and Entrepreneurship, *International Marketing Journal*, forthcoming
- Chinese Consumers and Services in a Chinese Environment
- Perception of Services in International Environments
- Role of Apology in International Consumer Environments

Jian Yang, Associate Professor of Finance, Business School

- Conditional Co-skewness in Stock and Bond Markets – Time Series Evidence; *Management Science*, 2010
- Linear and Nonlinear Predictability of International Securitized Real Estate Returns: A Reality Check, *Journal of Real Estate Research*, 2011
- Intraday Price Discovery and Volatility Transmission in Stock Index and Stock Index Futures Markets: Evidence from China, *Journal of Futures Markets*, 2012
- Credit Risk Spillovers among Financial Institutions around the Global Credit Crisis: Firm-Level Evidence, *Management Science*, 2013
- Fiscal Deficits and Mean Reversion in Real Exchange Rates, *Economics Letters*, 2013
- Extreme Correlation of Stock and Bond Futures Markets: International Evidence, *Financial Review*, 2012

Mary Long, Director of the Spanish for the Professions Program, CU Boulder

- Cultural Details in Chile and Argentina
- State of Languages for Special Purposes, *The Modern Language Journal*, forthcoming
- Evolution of Job Announcements for Language for Special Purposes
- National Survey of Languages for Special Purposes offerings in Universities and Colleges Nationwide, presented research at CIBER Business Language Conference
- Language for Specific Purposes Job Announcements from the Modern Language Association Job List: A Multiyear Analysis
- International Spanish for the Professions Degree Programs in the US: History and Current Practice, *Languages Mean Business: Integrating Languages and Cultures in/for the Professions*, forthcoming
- International Opportunities for Business in Latin America (with Karen Malcolm)

David Chandler, Assistant Professor of Management, Business School

- Strategic Corporate Social Responsibility: Stakeholders, Globalization, and Sustainable Value Creation, *Sage Publications, Inc.*, 3rd edition, forthcoming

SELECT CU DENVER FACULTY RESEARCH

University of Colorado Denver

Ji Chen, Senior Instructor of Finance, Business School

- The Role of China's Sovereign Wealth Funds in the World Economic Crisis: The Case of Europe
- China's Sovereign Wealth Funds

Stephen Thomas, Associate Professor of Political Science, College of Liberal Arts and Science

- China's Sovereign Wealth Funds and the European Financial Crises: What Assistance has China Provided and Why?

Kang Rae Cho, Associate Professor of International Business, Business School

- Foreign Ownership Mode, Executive Compensation Structure, and Corporate Governance: A Stewardship and Social Capital Theoretic Approach

Francisco Conejo, Instructor of Marketing, Business School

- Marketing Corona in Japan; *Global Marketing: Contemporary Theory, Practical and Cases*, 2013
- Brands Defined as Semiotic Systems, *Journal of Macromarketing*, April 2014.

Brian DeLevie, Associate Professor of Digital Design, College of Arts and Media

- Design as Systemic Change

Michelle Carpenter, Assistant Professor of Digital Design, College of Arts and Media

- Collaborative Practice and Design that Improves Life

Jana Everett, Professor of Political Science, College of Liberal Arts and Sciences

- Religion, Human Trafficking and Modern Slavery

David Forlani, Associate Professor of Marketing, Business School

- Multinational Exploration of the Effects of Economic and Culturally Relevant Factors on the Entrepreneurial Intentions of Men and Women

Karimi Jahangir, Professor of Information Systems, Business School

- Enabling Digital Options via ERP Implementation – A Theoretical and Empirical Analysis

Merrily Kautt, Senior Instructor of International Business, Business School

- A Case Study of How Negotiations Unfold between Transpetro and Severstal of Russia
- A Case Study of Nigeria Petroleum Corporation (Africa)
- A Case Study of Pertamina Ship Building (Indonesia)
- Competitive Opportunities for Small to Medium-Sized US Businesses in Canada

Susan Keaveney, Professor of Marketing, Business School

- A Study of Sustainability Projects of The Nature Conservancy, Pathfinders International, Tusk Trust, and other NGOs in Kenya and Tanzania

SELECT CU DENVER FACULTY RESEARCH

University of Colorado Denver

Sarah Kovoov-Misra, Associate Professor of Management, Business School

- Managing Individuals and Teams: A Research of Japanese, Indian and Chinese Organizations and Leaders

Jiban Khuntia, Assistant Professor of Information Systems, Business School

- Service Augmentation and Customer Satisfaction: An Analysis of Cell Phone Services in Base-of-the-Pyramid Markets

Yuk Lee, Associate Dean for International Studies, College of Architecture and Planning

- Centripetal and Centrifugal Movement: Shopping Centers in Denver, USA, and Brisbane, Australia, *Urban Studies*, 2012
- Impact of Hypermarkets on Commercial Land Value in Select Thai Cities

Laurence Keith Loftin III, Associate Professor of Architecture, College of Architecture and Planning

- Vernacular Passive Cooling Systems for Middle Eastern Littoral Cities

Arlen Meyers, MD, MBA, Professor, School of Medicine

- Academic Entrepreneurship, Entrepreneurial Universities and Biotechnology
- Are We There Yet? In Building the Case for Biotech – A Bioentrepreneurship Case Book, 2010

Jeremy Nemeth, Chair and Associate Professor of the Department of Planning and Design and Director of the Master of Urban Design program, College of Architecture and Planning

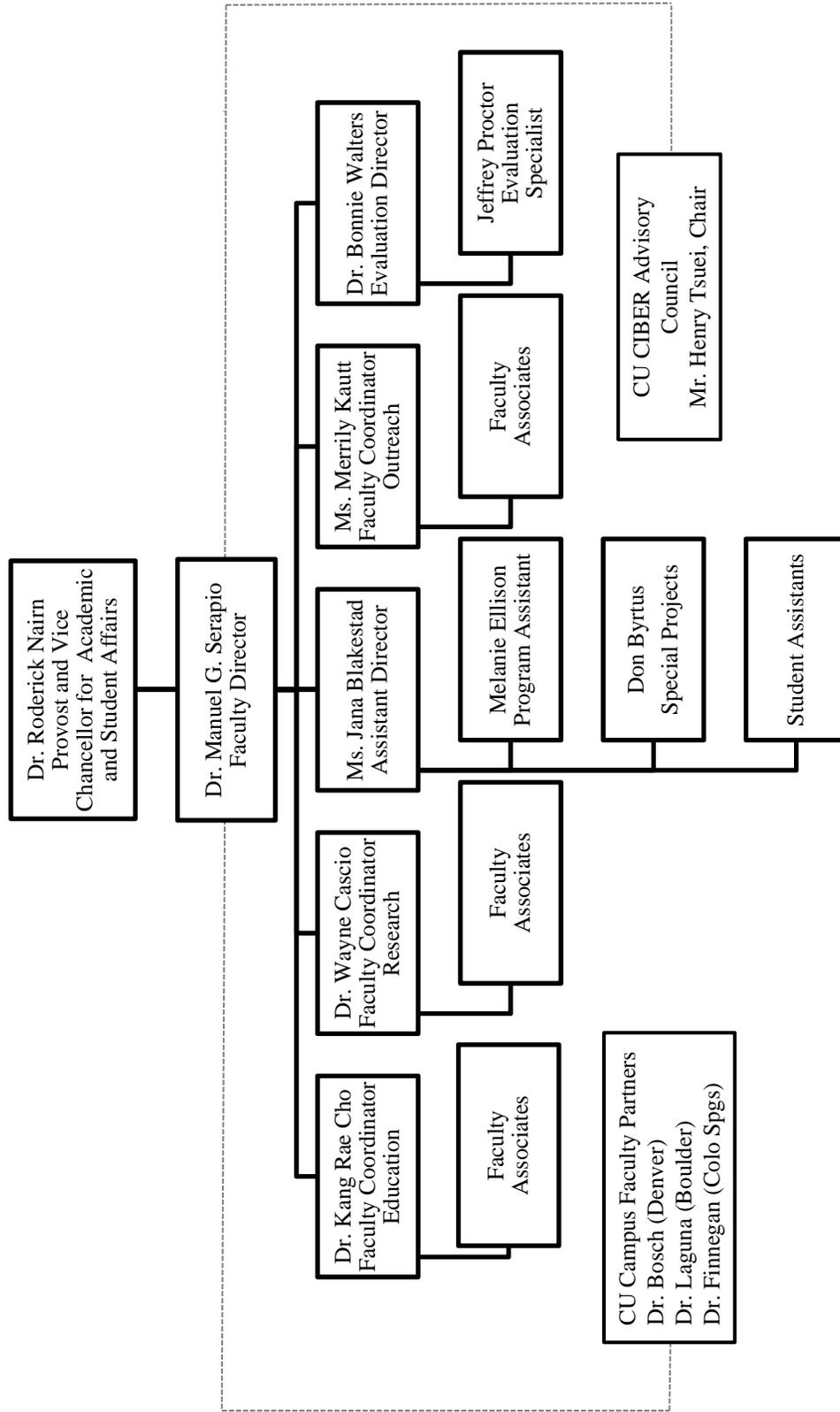
- Housing Policy Debate
- The Evolution of Private Owned Public Spaces, *Urban Design International*, 2011
- Rethinking urban transformation: Vacant land and the temporary use model, *Cities: The International Journal of Urban Policy and Planning*, Forthcoming
- Control in the commons: How public is public space? *Urban Affairs Review*, 2012
- Space, place and the city: Emerging research on public space design and planning, *Journal of Urban Design*, 2010

John Ruhnka, Professor of International Business, Business School

- Estimating Venture Capital Project Risks and Rates of Return
- Business E-Mails and Potential Liability, *CPA Journal*, 2012 (with Windham Loopesko)
- Automating Risk Management of Email and Internet Use in the Workplace, *Journal of Digital Forensics, Security and Law*, 2013 (with Windham Loopesko)

Craig Sisneros, Assistant Professor of Accounting, Business School

- Perceptions of Positive Politics and Their Impact on organizational Outcomes, *Journal of Applied Social Psychology*, in press

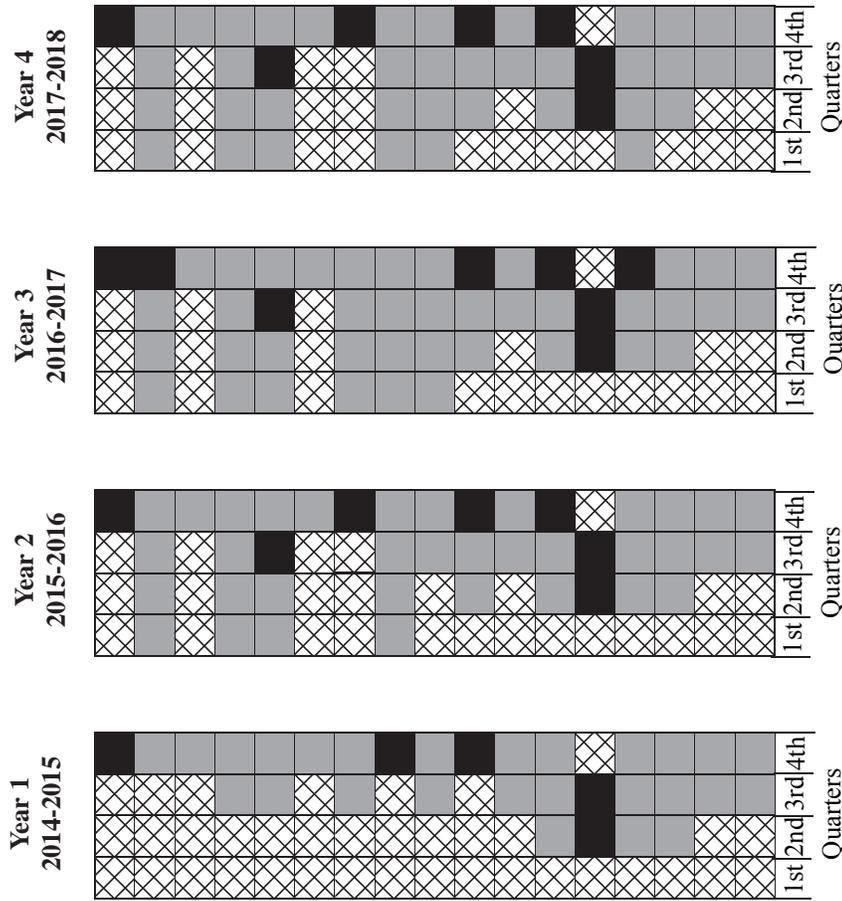


University of Colorado Denver

Proposed Activities

Education

A1: Global Perspective Badges
A2: Veteran Boots to Suits
A3: IE Graduate Education
A4: Global InternMatch
A5: Tribal Colleges & Universities (TCUs)
A6: Honors Global Social Entrepreneurship
A7: Hispanic Serving Com Colleges (HSIs)
A8: Study Abroad Now Database
A9: International College Beijing
A10: Global Business Competency Badges
A11: Historically Black Col & Univ (HBCUs)
A12: Undergraduate IB Curriculum
A13: Foreign Languages
A14: Graduate IB Curriculum
A15: Interdisciplinary and Multi-Campus
A16: Global Perspectives Courses
A17: Freshman Global Experience



Planning



Implementation and Evaluation



Milestone and Evaluation

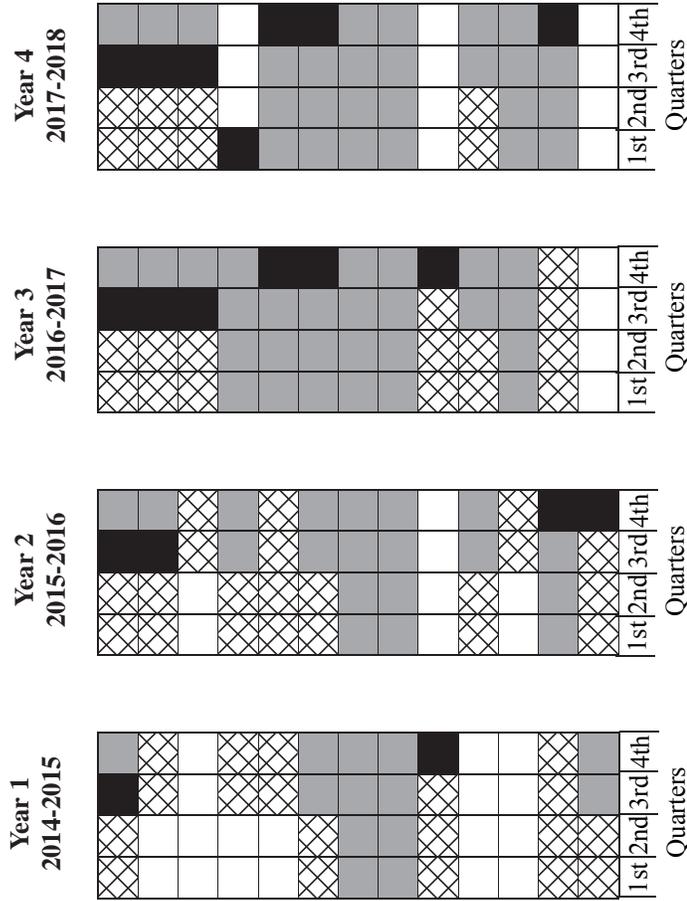
MANAGEMENT PLAN: PLANNING, IMPLEMENTATION, MILESTONES

University of Colorado Denver

Proposed Activities

Research

A18: CIBER-Posner Center Collaboratory
A19: CIBER-Global Health Collaboratory
A20: CIBER-LOHAS Business Collaboratory
A21: Journal Issue on IE Research Topics
A22: Global Entrepreneurship Monitor Report
A23: Casebook on Social IE
A24: Interdisciplinary IE Research
A25: Global Dimensions Research
A26: ASEAN Economic Integration Research
A27: US-China Communications Research
A28: Languages for Specific Purposes Research
A29: TCU & MSI Internationalization Research
A30: Global Education-to Intern-to Job Survey



Planning



Implementation and Evaluation



Milestone and Evaluation

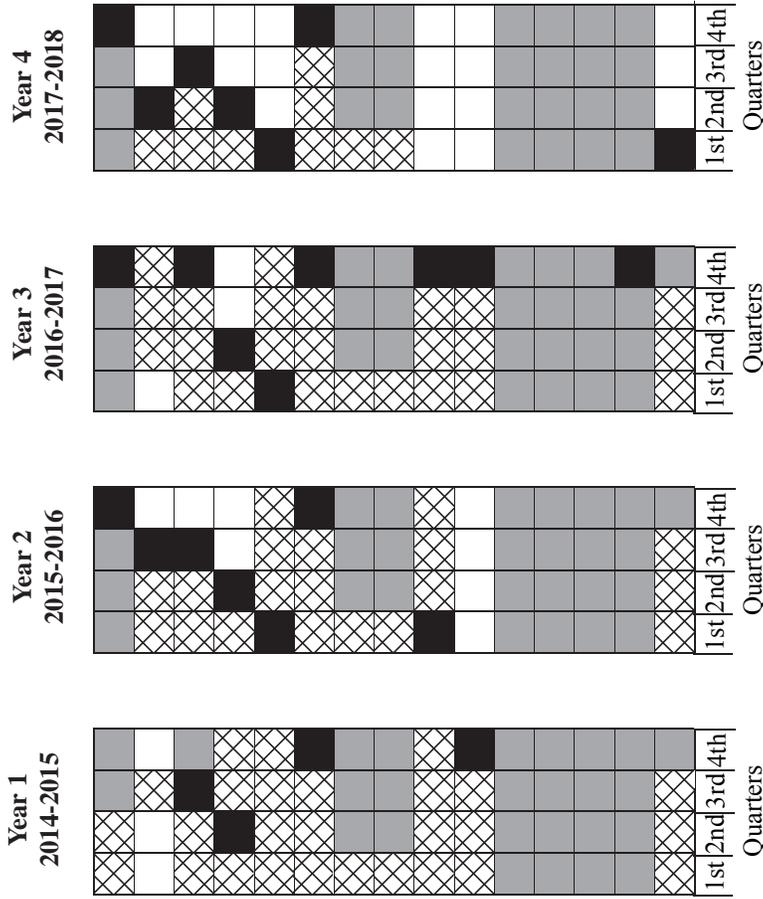
MANAGEMENT PLAN: PLANNING, IMPLEMENTATION, MILESTONES

University of Colorado Denver

Proposed Activities

Outreach

A31: CIBER-Community College of Denver
A32: Rocky Mountain CIBER Network
A33: Faculty Development in IE Program
A34: China FDIB
A35: Overseas FDIBs
A36: PACIBER Conferences
A37: Language & Culture Non-Credit
A38: Global Vision Pathway Workshop
A39: Technology Enhanced IB Education
A40: Biennial of the Americas
A41: International Executive Roundtables
A42: CIBER-KPMG Global Enterprise Institute
A43: Basics of Exporting and Importing
A44: Fast-Track Exporting
A45: Natl District Export Council (DEC) Forum



Planning



Implementation and Evaluation



Milestone and Evaluation

IZZY ABBASS

Director, Boots to Suits Program, Veterans Student Services, University of Colorado Denver

Education

BA History, Colorado State University; Warrior Leader Course, U.S. Army

Professional Experience

Mr. Abbass is Director of the Boots to Suits Program in the Veterans Affairs Office at CU Denver, a pivotal mentorship program that matches student veterans with professionals and executives to develop a better understanding of a civilian work environment, a translation of their military skills to civilian work, and a gateway to potential employment. He also is Commander of Post One of the Veterans of Foreign Wars, the oldest post in the country, and was Vice Commander and Training Officer for Gilpin County Search and Rescue for 16 years. Mr. Abbass served the United States Army as an infantry Staff Sergeant deployed overseas during Operation Desert Storm, in Panama, in Germany (he is fluent in German), and in counter-narcotic missions. After completing his military tours, he worked in the international media and broadcasting industry, as President of North American Operations of U-turn, Senior VP and CEO of TV3 in Prague, General Manager of Pay TV Movies Australia, General Manager for MGM Gold Asia, and he launched the Kermit Channel in Asia and Latin America. Mr. Abbass will facilitate all CIBER related Veteran initiatives, including Boots to Suits, Career Pathways, and international entrepreneurship projects. He will serve on the CU CIBER Advisory Council.

SHARON ALVAREZ

Koch Chair of Entrepreneurship, Department of Management, University of Denver

Education

PhD Entrepreneurship, University of Colorado Boulder; MBA International Business, University of Denver; BS Business Administration, University of Colorado Denver

Professional Experience

Dr. Alvarez is Koch Chair of Entrepreneurship and Associate Professor of Management at the University of Denver. She teaches undergraduate and graduate courses in entrepreneurship. Her current research focuses on the formation and exploitation of different types of entrepreneurial business opportunities and their impacts on effective entrepreneurial action, and on entrepreneurship as a process of creation through investigation, experimentation, and teamwork. Her research is published in *Academy of Management Review*, *Organization Science*, *Academy of Management Executive*, *Academy of Management Annals*, and *Strategic Entrepreneurship Journal*. She won the Academy of Management's Best Paper Award for her article, "How do entrepreneurs organize firms under conditions of uncertainty?". Dr. Alvarez is Associate Editor of the *Strategic Entrepreneurship Journal* and Chair-Elect for the Academy of Management Entrepreneurship Division. She previously served on the editorial boards of the *Journal of Business Venturing*, *Strategic Entrepreneurship Journal*, *Journal of Management*, *Journal of Small Business Economics*, and *Entrepreneurship Theory and Practice*. She was a founding member of the Society of Entrepreneurship Scholars, an intensive camp designed to enhance the quality of entrepreneurship research; and was chair of the Babson Doctoral Consortium. Dr. Alvarez will conduct research on global entrepreneurship and development.

CU CIBER RESUMES

University of Colorado Denver

SUEANN AMBRON

Dean, Business School, University of Colorado Denver

Education

EdD Teachers College, Columbia University; MA Michigan State University; BS University of Maryland

Professional Experience

Dr. Ambron is Dean of the Business School at CU Denver, overseeing education and research activities and bringing a focus on globalization as one of the Business School's key strategic priorities. With over 1400 undergraduate and 1000 graduate students, this is the largest graduate school of business in the Rocky Mountain region. Dr. Ambron has worked with industry executives to develop innovative programs for health, global energy, entrepreneurship, sports management, and sustainability. In addition to academia, 14 years at CU Denver and a faculty appointment at Stanford, she has broad experience in industry. Dr. Ambron was Founder and CEO of Avulet, a network software company; Founder of Apple Multimedia Lab that developed the first sound, motion picture and music prototypes integrating digital media; General Manager of the multimedia division of Motorola; and Developer for Paramount and Viacom where she was involved in pioneering multimedia work with giants such as Star Trek and MTV. Dr. Ambron serves on the board of advisors for the Downtown Denver Partnership and the CU CIBER Advisory Council.

AJEYO BANERJEE

Associate Professor, Finance; Director, MS Finance Program; Director, Risk Management & Insurance Program; Director, JP Morgan Center for Commodities, University of Colorado Denver

Education

PhD Finance and Economics, University of Massachusetts Amherst; MBA Finance, University of Massachusetts Amherst; MSc and BSc Physics, University of Delhi

Professional Experience

Dr. Banerjee is Associate Professor of Finance and director of three programs at CU Denver, the Finance MS Program, the Risk Management and Insurance Program, and the JP Morgan Center for Commodities. He teaches management of business capital, corporate financial decisions, financial decisions and policies, mergers and acquisitions, and financial management. His research focuses on financing patterns of corporations in China and India, voluntary public financial disclosure in an unregulated environment, private equity, and bank mergers. This research has been published in the *American Economic Review*, *RAND Journal of Economics*, *Journal of Corporate Finance*, *Journal of Accounting, Auditing, and Finance*, *Managerial and Decision Economics*, and *Financial Management*. Dr. Banerjee previously served as a faculty member at EDHEC School of Management in Lille, France; and Indian Institute of Management in Calcutta, India; and as a content expert at the American Council on Education, the National Stock Exchange of India, and Managerial and Decision Economics. Dr. Banerjee will facilitate new/updated international courses in the risk management and insurance and commodities programs and facilitate global dimensions research.

CU CIBER RESUMES

University of Colorado Denver

ROY BECKER

Adjunct Faculty Member, International Business, University of Colorado Denver

Education

Completed programs at Livingston International, South Dakota Intl Trade Center, US Council on Intl Banking, American Law Institute, etc., on international business, trade, banking, exports, and law

Professional Experience

Mr. Becker, a leading expert in international trade and banking and a nationally recognized speaker, is an adjunct faculty member at CU Denver. He teaches international business and international business consulting and serves on the MS International Business Advisory Board. He also conducts seminars at the World Trade Center Denver and the Center for Financial Training Western States. He is author of *A Banker's Insight on International Trade: Tips, Techniques, and Tales from Practical Experience*, and several e-books on the same topic. Mr. Becker is President of Roy Becker Seminars, a company specializing in educating companies on how to mitigate the financial risks of importing and exporting, particularly in the mining industry. Prior to starting the training company, Mr. Becker had over 30 years of experience working in international departments of several major banks, facilitating intricate banking transactions associated with international trade. He serves as treasurer of the Rocky Mountain District Export Council. Mr. Becker will lead the basics of exporting and importing training for SMEs and the fast-track exporting: creative ideas and actions symposium proposal initiatives.

STEPHEN BERMAN

Professor, Pediatrics; Director, Center for Global Health, University of Colorado Denver

Education

MD, Temple University Medical School; Residency, University of Colorado

Professional Experience

Dr. Berman is Professor of Pediatrics, Chair of General Pediatrics, and Director of the Center for Global Health at CU Denver. He is particularly focused on developing collaborations between CU units and other Colorado institutions to establish a broad multi-disciplinary approach to global health and sustainable economic development. His research interests include otitis media, access to health care, and immunization services delivery. Over 100 of his research articles have been published and he has authored four editions of the pediatric textbook, *Pediatric Decision Making*. He is editor of *Global Child Health Advocacy: On the Front Lines*, and is frequently a peer reviewer for well-known scientific journals including the *New England Journal of Medicine* and the *Journal of the American Medical Association*. Dr. Berman has held visiting professorships at institutions such as the Universidad del Valle in Columbia and research and consulting positions for institutions such as the World Health Organization and Pan American Health Organization on Control of Acute Respiratory Infections. He is a frequent speaker for national and international organizations and has received numerous honors in the world of Pediatrics including the Kempe Foundation Award for lifetime contributions to children and the Career Teaching Scholar Award. Dr. Berman will facilitate studies conducted through the CU CIBER-Center for Global Health Global Research Collaboratory.

CU CIBER RESUMES

University of Colorado Denver

JANA BLAKESTAD

Assistant Director, Institute for International Business and Center for International Business Education and Research, University of Colorado Denver

Education

MPA Management and Environmental Policy, University of Colorado Denver; BA Sociology, DePauw University

Professional Experience

Ms. Blakestad is Assistant Director of the Institute for International Business and Center for International Business Education and Research, CU Denver. She has 20 years of experience administering federally funded grants and has organized numerous programs including international forums, major conferences, foreign study tours, and academic initiatives. Prior to her current position, she was in higher education administration at the University of Alaska where she served as the assistant to the Board of Regents, Executive Director of the University of Alaska Alumni Association, Director of the annual fund, and administrator for the six year system master plan. Ms. Blakestad served on the State of Colorado Department of Education's Committee for Gifted Education, and on the Douglas County Board of Education's gifted education program design teams and long range planning committee. She taught high school English in Dimona, Israel and conducted research on Colorado's homeless population and coal mining industry. Ms. Blakestad will oversee CU CIBER budgets, and facilitate overseas faculty development programs, the Global Vision Pathway Opportunities Workshop, and Rocky Mountain CIBER Network activities.

JEAN-CLAUDE BOSCH

Associate Dean of Operations; Professor, Finance, University of Colorado Denver

Education

PhD Finance and MBA, University of Washington; Aeronautics Engineer, ESTACA, France

Professional Experience

Dr. Bosch is Associate Dean of Operations and Professor of Finance at the Business School, CU Denver. He teaches international financial management, financial management, and investments. His research focuses on the economic effects of regulations, competitive impact of air crashes, option valuations, and the profitability of price fixing. His articles have appeared in the *Journal of Law and Economics*, the *Review of Economics and Statistics*, *Financial Management*, *Journal of Financial Research*, *Journal of Business Finance and Accounting*, *Managerial and Decision Economics*, and the *Southern Business Review*. He previously served as Assistant Professor of Finance at the University of Houston. Prior to joining academia, Dr. Bosch, a native of France, worked as an engineer for Dassault Aircraft in France and for the Boeing Company in Seattle. He is a member of the American Finance Association and the Financial Management Association. Dr. Bosch will facilitate Global Dimensions Research as well as overseas faculty development in international business programs. He serves on the CU CIBER Advisory Council.

CU CIBER RESUMES

University of Colorado Denver

KATHLEEN BOLLARD

Associate Professor, Spanish, University of Colorado Denver

Education

PhD and MA Comparative Literature, University of California-Berkeley; MBA University of Colorado; BA English, Santa Clara University

Professional Experience

Dr. Bollard is Associate Professor of Spanish in the Department of Modern Languages at CU Denver. She teaches second year Spanish, culture and civilization of Spain, Medieval Spanish literature, golden age drama, and Don Quijote. Her research interests include cross-disciplinary signature programs as well as early modern European literature, in particular 16th Century Spanish prose. She recently received the prestigious Leadership in Public Higher Education Award for her work with stakeholders in developing policies that benefit the State of Colorado and the University of Colorado. Dr. Bollard will be the co-lead on foreign language classes, technology-based training; overseas immersion programs and the interdisciplinary and multi-campus programs in IB, international studies, languages, and culture; and the CU Denver-Community College of Denver Partnership. She will lead the Business Language Case Studies project and serve on the CU CIBER Advisory Council.

WAYNE CASCIO

Distinguished Professor; Robert H. Reynolds Chair in Global Leadership; Professor, Management and International Business, University of Colorado Denver

Education

PhD Industrial and Organizational Psychology, University of Rochester; MA Experimental Psychology, Emory University; BA Psychology, Holy Cross College

Professional Experience

Dr. Cascio is the Robert Reynolds Distinguished Chair in Global Leadership and Professor of Management in the Business School, CU Denver. His award winning courses include managing people in global markets, managing global talent, and human resource management. His research focuses on domestic and international human resource management issues and global performance management systems. He has published articles in leading journals and 27 books that include *Managing Human Resources: Productivity, Quality of Work, Life, Profits* (10th Edition) and *Investing in People: Financial Impact of Human Resource Initiatives* (with John Boudreau). He is senior editor of *Journal of World Business*; he previously served on multiple editorial boards including *Academy of Management Review* and *Journal of Management*. In 2013 he received the Distinguished Scientific Contributions Award-Society for Industrial and Organizational Psychology, in 2011 the Losey Award-Society for Human Resource Management, and in 2008 was named one of the most influential scholars in the field of management over the past 25 years-*Journal of Management*. Dr. Cascio consults for multinational organizations in North America, Europe, and Asia. He will conduct research on global dimensions, oversee CU CIBER research activities, and serve as the business faculty representative on the CU CIBER Advisory Council.

CU CIBER RESUMES

University of Colorado Denver

JI CHEN

Director of China Initiatives; Senior Instructor, Finance, University of Colorado Denver

Education

PhD Candidate, Financial Management and MS Finance, University of Colorado Boulder; MBA Finance, University of Denver; MA Economics, Liaoning University, PRC; BS Engineering, Dalian Institute of Technology

Professional Experience

Mr. Chen is Director of China Initiatives for CU Denver's Institute for International Business and Senior Instructor of Finance at the Business School, CU Denver. He teaches international financial management, principles of finance, financial institutions and markets, investment and portfolio management, and international business management. He also annually leads a student study abroad course, Window on China. His research relates to China's financial markets. For the past 15 years he has conducted cross-disciplinary research with a faculty member from political science on reforms in China's financial sector; their articles have been published in *Current History*, *China Business Review*, *Journal of Contemporary China*, and *Financial History*. Mr. Chen has led several business delegations to China and assisted Colorado and US companies in conducting business in the PRC. A native of China, he will direct CU CIBER's China-focused initiatives including the annual China faculty development program.

KANG RAE CHO

Associate Professor, International Business, University of Colorado Denver

Education

PhD International Business, University of Washington; MBA Utah State University; BA Business Administration, Korea University, South Korea

Professional Experience

Dr. Cho is Associate Professor of International Business at the Business School, CU Denver. He teaches international business policy, cross-cultural management, and international business. His research focuses on firm characteristics and MNC's intra-network knowledge sharing, revealed foreign divestment behavior of MNCs, and revising the role of cultural distance in MNC's foreign ownership mode choice. He is the author of the book, *Multinational Banks: Their Identities and Determinants*, and has published numerous articles in *Journal of International Business Studies*, *Management International Review*, *International Business Review*, *Journal of International Management*, *Journal of Development Studies*, and *International Trade Journal*. Dr. Cho previously taught at Pennsylvania State University, was a Senior Fellow at the National University of Singapore, and held a staff economist position at the Bank of Korea (the central bank of Korea). Dr. Cho will oversee CU CIBER education activities; facilitate new and enhanced graduate IB curriculum, programs, and courses; and conduct research on ASEAN economic integration.

CU CIBER RESUMES

University of Colorado Denver

LAWRENCE CUNNINGHAM

Accenture Term Professor; Professor, Marketing and International Business, University of Colorado Denver

Education

DBA in Logistics, Transportation and Marketing and MBA Marketing, University of Tennessee; MS Transportation Planning, Northwestern University; BS Transportation and Tourism, Niagara University

Professional Experience

Dr. Cunningham is the Accenture Term Professor and Professor of Marketing and IB at the Business School, CU Denver. He teaches marketing management, international marketing, marketing in emerging markets, and marketing issues in the Chinese environment. His research focuses on the managerial implications of how consumers perceive and evaluate services in different cultures. He has published over 50 articles in journals such as the *Services Industries Journal*, *Journal of Services Marketing*, *International Journal of Service Industry Management*, *International Marketing Review*, and *Advances in Services Marketing and Management*. He is a member of numerous editorial boards and editor and founder of the *Journal of International Marketing Strategy* (JIMS). Dr. Cunningham is a distinguished research professor at EDHEC Business School (France) and has served as a visiting faculty member at the Helsinki School of Economics, Bond University in Australia, and Tianjin Normal University. He worked at the U.S. Department of Transportation, at Eastern Airlines, and with Chase Manhattan Bank in London, South Africa, and New York. He will conduct research on SME marketing and entrepreneurship and serve on the CU CIBER Advisory Council.

CAROL FINNEGAN

Associate Professor, Marketing, University of Colorado Colorado Springs

Education

PhD Retailing, Michigan State University; MBA Agribusiness Management and Finance, Santa Clara University; Diploma Polish Language and Culture, Katolicki Uniwersytet Lubelski

Professional Experience

Dr. Finnegan is Associate Professor of Marketing in the College of Business and Administration, CU Colorado Springs. She teaches international business, global business, marketing research, and retailing. Her research focuses on international marketing and retailing, channel relationships, and marketing strategy. It has been published in *International Journal of Retailing and Distribution Management*, *Marketing Education Review*, *European Journal of Marketing*, *Marketing Management*, *Journal of International Business Studies*, and *Journal of Asian Business Studies*. She has taught at the National Taiwan University of Science and Technology in Taipei. Prior to focusing on academia and over a ten year period, Dr. Finnegan lived in seven countries and worked in an additional four, consulting for international business development and privatization projects in multiple service sectors. She will facilitate interdisciplinary and multi-campus programs in international business, international studies, language, and culture from CU Colorado Springs; and conduct research on SME marketing and entrepreneurship. Dr. Finnegan serves on the CU CIBER Advisory Council.

CU CIBER RESUMES

University of Colorado Denver

DENNIS GASH

President, International Assembly for Collegiate Business Education

Education

PhD Candidate and MS Managerial Economics and Decision Sciences, Kellogg Graduate School of Management, Northwestern University; MA Economics and BS Business and Economics, University of Kentucky

Professional Experience

Mr. Gash is President and CEO of the International Assembly for Collegiate Business Education (IACBE), an accrediting body for business and management education that has accredited over 1000 business and business-related academic programs in the United States, Europe, Asia, Middle East, Central and South America. He also serves as the IACBE's Chief Accreditation Officer. Prior to joining IACBE, he was Dean of the Meidinger Center for Excellence in Business at the University of Jamestown in North Dakota and on faculty at the University of Jamestown, University of Illinois at Chicago, Loyola University of Chicago, Lake Forest College, and Aurora University. He has taught international economics, global competition and strategy, global financial markets, and Chinese economics. His research focuses on international economics. The International Assembly for Collegiate Business Education will co-host the China faculty development study tours; Mr. Gash will serve as the international business faculty lead.

MARK GELERNTER

Dean, College of Architecture and Planning; Professor, Architecture, University of Colorado Denver

Education

PhD Architecture, University of London; Bachelor in Architecture, Montana State University

Professional Experience

Dr. Gelernter is Dean of the College of Architecture and Planning and Professor of Architecture at CU Denver. Underlying his deanship is his interest in globalization because, "Graduates working in architecture planning and landscape architecture will either be working internationally or be working in firms that are doing work internationally". He teaches a course on regional and sustainable design for the graduate architecture and landscape architecture students, and received three awards from the Colorado Chapter of the American Institute of Architects for improving the quality of design education. His research, published in numerous journals in the UK and US, focuses on architectural history and theory; he has published two books, *Sources of Architectural Form: A Critical History of Western Design Theory* and *A History of American Architecture: Buildings in their Cultural and Technological Context*. Dean Gelernter will facilitate the survey of international business in architecture course.

CU CIBER RESUMES

University of Colorado Denver

BLAIR GIFFORD

Associate Professor, Management and Health Administration; Associate Director, Center for Global Health; Director, Management Area, University of Colorado Denver

Education

PhD, MA Sociology, University of Chicago; BA Economics, University of California Santa Cruz

Professional Experience

Dr. Gifford is Associate Professor of Management and Health Administration, Associate Director of the Center for Global Health, and Director of the Management Area in the Business School, CU Denver. He teaches international health policy and management, managing individuals and teams, managing people for competitive advantage, and conducts international health travel student study programs to Vietnam, Thailand, and China. His research focuses on access to healthcare, health services delivery, social responsibility for multinational corporations, strategic human resources management, and international health reform policy. It has appeared in the *Journal of Healthcare Management, Advances in Healthcare Management, Public Health Nursing, and Research in the Sociology of Health Care*. Dr. Gifford founded CU Denver's Center for Global Health, a center involved in numerous teaching, research, and service activities around the world that uses interdisciplinary faculty from business, engineering, social sciences, and health sciences. He founded Global Health Connections, a not-for-profit organization that provides global health educational opportunities for students in Colorado and developing nations. He is involved in the development of Yale University's Health Program in Ethiopia. Dr. Gifford will facilitate international health administration courses, global dimensions health research, and lead the CU CIBER-Center for Global Health Research Collaboratory.

ANIL GUPTA

Michael D. Dingman Chair in Strategy and Entrepreneurship, University of Maryland

Education

PhD Business, Harvard Business School; MBA Indian Institute of Management at Ahmedabad; BTech, Indian Institute of Technology at Kanpur

Professional Experience

Dr. Gupta is the Michael Dingman Chair in Strategy and Entrepreneurship at the Smith School of Business, University of Maryland, and a Visiting Chaired Professor of Strategy at INSEAD. He also serves as Chief Advisor to the China India Institute in Washington, DC. He is widely regarded as one of the world's leading experts on strategy, globalization, and entrepreneurship; he is ranked by Thinkers50 as one of the world's most influential living management thinkers; and is one of three professors worldwide to be elected as a Lifetime Fellow in the three most prestigious academic bodies in his field: Academy of Management, Strategic Management Society, and Academy of International Business. Dr. Gupta has written and published numerous award-winning papers and books. The latest book is, *The Silk Road Rediscovered: How Indian and Chinese Companies Become Globally Stronger by Competing in Each Other's Markets* (2014). Dr. Gupta serves as a columnist for *Bloomberg BusinessWeek*, is a contributing editor for *Chief Executive Magazine*, and serves on the boards of directors of several companies. He will serve as the External Evaluator for CU CIBER's academic initiatives.

CU CIBER RESUMES

University of Colorado Denver

STEPHEN HARTNETT

Chair, Department of Communication; Professor, Communication, University of Colorado Denver

Education

PhD and MA, Literature, University of California San Diego; BA English and Political Science, Rutgers College

Professional Experience

Dr. Hartnett is Chair of the Department of Communication and Professor of Communication in the College of Liberal Arts and Sciences, CU Denver. He teaches courses in communication and citizenship, communications: China and the US, communications in democracy and civic engagement, communication in globalization and social justice, and communications in prisons and social justice. In 2012 he won the Western States Communication Association's Distinguished Teacher Award. His research is on democracy, social justice, prisons, globalization, and the death penalty. His publications appear in the *Quarterly Journal of Speech, Rhetoric, and Public Affairs, Journal of Applied Communication Research, Argumentation, and Advocacy, and the Western Journal of Communication*. He is the author/editor of eight books, including *Executing Democracy, Volume 2, Capital Punishment and the Making of America*, for which he won the Karlyn Kohrs Campbell Prize in rhetorical criticism. Since 2009, Dr. Hartnett has taught each summer at the International College Beijing and conducted research from Tibet, Nepal, China, and India on "Modes of Artful Dissent on the Roof of the World". Dr. Hartnett will lead the development of certificate programs at International College Beijing and conduct research on the dilemmas and opportunities of US-China communication in an age of globalization

DARICE HENRITZE

Lead Partner, International Corporate Tax Specialties Group, KPMG LLP Denver

Education

BBA, Colorado State University; CPA

Professional Experience

Ms. Henritze is Lead Partner of the International Corporate Tax Specialties Group at KPMG LLP Denver. She has over 20 years of experience advising mining, data/telecommunications, media, high technology, and manufacturing clients on all aspects of domestic and international taxation, mergers and acquisitions, and financial management. She advises numerous multinational clients on all aspects of income tax provision accounting. She is the national Industry Tax Sector Leader for KPMG LLP's national mining practice as well as a member of the national Sustainable Energy Practice. She is a member of American Institute of Certified Public Accountants, the Colorado Society of Certified Public Accountants, the International Fiscal Association, and the national Sustainable Energy Practice. Ms. Henritze will serve as the KPMG lead for the Global Enterprise Institute, a collaboration between KPMG LLP Denver and CU CIBER to provide small and mid-sized businesses with the knowledge and information they need to be competitive in a global market.

CU CIBER RESUMES

University of Colorado Denver

MERRILY KAUTT

Instructor, International Business, University of Colorado Denver

Education

PhD Candidate and MPA, Public Affairs, University of Colorado Denver; BA Political Science and Communication, University of Denver

Professional Experience

Ms. Kautt is Instructor of International Business in the Business School, CU Denver. She teaches undergraduate and graduate courses in international business, international negotiations, cross-cultural management, international business consulting, global competition, and entry strategies in international markets. She develops research and case studies on companies and markets under investigation for joint consulting projects. Prior to joining CU Denver faculty, she served as President and Managing Director of Transnational Business Specialists; Senior Trade Representative for the State of Colorado's Office of Economic Development; and Senior Manager of Public, Government Relations, Strategic Management, and Public Affairs for Mobil Oil Company. Ms. Kautt will facilitate new and enhanced undergraduate IB curriculum, programs, and courses; oversee Pathways for International Internship and Employment; and develop outreach programs.

SUSAN KEAVENEY

Professor, Marketing, University of Colorado Denver

Education

PhD Business, University of Colorado Boulder; MBA Business, University of Rhode Island; BS Textiles, Framingham State College

Professional Experience

Dr. Keaveney is Professor of Marketing in the Business School, CU Denver. She teaches marketing management, marketing and sustainability, customer satisfaction/retention/service quality, and services marketing. Dr. Keaveney is an internationally recognized expert in services marketing and buyer behavior, with research emphases in customer service switching, customer retention, and customer satisfaction. Her research has been published in *International Marketing Review*, *Journal of Marketing*, *Journal of Academy of Marketing Science*, *Journal of Retailing*, *Journal of Business Research*, *Psychology and Marketing*, *Journal of Business and Psychology*, and *Journal of Promotion Management*. Dr. Keaveney sits on the editorial review boards of the *Journal of the Academy of Marketing Science* and the *Journal of Business Research*. She is active in the American Marketing Association, the American Marketing Association's Services Marketing Special Interest Group, and in Academy of Marketing Science conferences. Dr. Keaveney will lead the CU CIBER-LOHAS Business Cluster Global Research Collaboratory (lifestyle of health and sustainability).

CU CIBER RESUMES

University of Colorado Denver

REGINA KILKENNY

Associate Vice Chancellor, University of Colorado Denver

Education

PhD and MA Public Administration, University of Colorado Denver; BA CU Boulder

Professional Experience

Dr. Kilkenny is Associate Vice Chancellor for CU Denver, overseeing the campus libraries and the Office of International Affairs. Previously she served in several other CU positions, including Associate Dean for the School of Medicine and Assistant Professor Attendant in the Department of Preventive Medicine and Biometrics where she taught graduate courses on governance, service orientation, and legislative policy making. She also served as Senior Medical Education Officer for the Colorado Health Foundation, one of the nation's largest philanthropic health foundations, where she led the graduate medical education programs to increase the primary care workforce and those served with integrated health care. Dr. Kilkenny served on the Mayor's ad hoc panel to review Denver's personnel system and chaired the Denver Health and Hospitals Authority Personnel Committee. She will oversee CU CIBER activities related to study abroad, foreign field studies, and programs/courses at International College Beijing, a joint campus between CU Denver and China Agricultural University.

WALTER KUEMMERLE

President, Kuemmerle Research Group, Ltd.

Education

PhD Business Administration, Harvard Business School; MS Industrial Economics, Koblenz School of Corporate Management in Germany; Commerce, Ecole Supérieure de Commerce, France

Professional Experience

Dr. Kuemmerle, President of Kuemmerle Research Group, Ltd., is one of the world's leading experts on international entrepreneurship and private equity. He serves as a researcher, lecturer, and consultant for companies, leading institutions of higher learning, and non-governmental organizations around the world. Prior to beginning his research company, he was Professor at Harvard Business School for over ten years, with joint appointments in the Entrepreneurial Management and Technology and Operations Management departments, and teaching in the MBA, doctoral, and executive education programs. His current research focuses on how large firms manage to stay entrepreneurial and how they successfully pursue new business opportunities as well as an examination of success factors in private equity. His award-winning research has appeared in *Strategic Management Journal*, *Journal of International Business Studies*, *Research Policy*, *Journal of Business Venturing*, *Harvard Business Review*, and *Sloan Management Review*. He has written a book on entrepreneurial finance and over 40 Harvard Business School case studies. Prior to joining Harvard, Dr. Kuemmerle worked at the Deutsche Bank AG, Goldman Sachs; McKinsey & Company; Hoechst Group; and Eisai Co, Ltd. He is one of the co-leads in the annual faculty development program in international entrepreneurship.

CU CIBER RESUMES

University of Colorado Denver

AL KUSLIKIS

Senior Associate for Strategic Initiatives; STEM Program Manager, American Indian Higher Education Consortium

Education

PhD Candidate, MA, Anthropology, University of Wisconsin Madison; BS Botany and Zoology, University of Michigan

Professional Experience

Al Kuslikis is Senior Associate for Strategic Initiatives and STEM Program Manager, American Indian Higher Education Consortium, a collaboration of the nation's Tribal Colleges and Universities (TCUs) in support of the work of the TCUs and the movement for tribal self-determination. He has also served as AIHEC STEM program manager, collaborative projects coordinator of the Advanced Networking with Minority Serving Institutions, expert consultant for technology applications for the White House Initiative on Tribal Colleges and Universities, project team member of Growing Tribal Climate Change Education Leaders, project director of the American Indian Research and Education Initiative for energy science research involving TCUs, and special projects coordinator for Dine College. Mr. Kuslikis will facilitate the internationalization of Tribal Colleges and Universities initiatives, developing international business expertise, faculty development, international social entrepreneurship student projects, online courses, and a peer-reviewed volume of articles.

MANUEL LAGUNA

Director, Global Initiatives; Media One Professor of Management Science, University of Colorado Boulder

Education

PhD and MS, Operations Research and Industrial Engineering, University of Texas Austin; BS Industrial and Systems Engineering, Monterrey Tech, Queretaro, Mexico

Professional Experience

Dr. Laguna serves as Director of Global Initiatives and the Media One Professor of Management Science at the Leeds School of Business, CU Boulder. He has developed and manages the first-year global experience, and teaches in that program as well as teaches the graduate course metaheuristic optimization. He has done extensive research in the interface between computer science, artificial intelligence, and operations, resulting in over 100 publications and four books. Journals that have published his research include *Journal of the Operational Research Society*, *Transportation Science*, *INFORMS Journal on Computing*, and *European Journal of Operational Research*. He has received research funding from multiple private industry and government agencies such as the National Science Foundation, the Office of Naval Research, and the Environmental Protection Agency. Dr. Laguna is editor-in-chief of the *Journal of Heuristics* and co-founder of OptTek Systems, a Boulder-based software and consulting company that provides optimization solutions. He will facilitate interdisciplinary and multi-campus programs in international business, international studies, language, and culture from CU Boulder's Leeds School of Business; and will lead the Global Experience initiative for freshman business students. He serves on the CU CIBER Advisory Council.

CU CIBER RESUMES

University of Colorado Denver

MARY LONG

Director, International Spanish for the Professions Major; Faculty Coordinator, Joint BA Spanish for the Professions-MSIB Program; Senior Instructor, University of Colorado Boulder

Education

PhD and MA, Romance Languages and Literatures (Spanish), Princeton University; BA Spanish and English, Colorado State University

Professional Experience

Dr. Long is Director of the International Spanish for the Professions Major and Senior Instructor in the Department of Spanish and Portuguese, CU Boulder. She teaches Spanish for business I and II, business translation, and cultural differences. Her research focuses on cross-cultural communication and exchange between Latin America and the United States, globalization and cultural identity, ethics in relation to international business, and 20-21st Century Mexican literature and culture. Her articles have appeared in the *Journal of Language for International Business* and in volumes published by AATSP/Thomson, the Edwin Mellon Press and Vanderbilt University Press. She presents at business language conferences and leads workshops on writing business cases. She is on the education task force of the Chamber of the Americas international business organization and is a member of the Modern Language Association of America, Association of Departments of Foreign Languages, and the American Association of Teachers of Spanish and Portuguese. Dr. Long will co-lead foreign language classes, technology-based training, and overseas immersion programs, will oversee foreign language and cultural non-credit training, and conduct language for specific purposes research. She serves on the CU CIBER Advisory Council.

ANN MARTIN

Chair, Committee for Undergraduate Core Requirements; Associate Professor, Accounting, University of Colorado Denver

Education

PhD Accounting, University of Minnesota; MBA University of Wyoming; BA History, University of Arkansas

Professional Experience

Dr. Martin is Chair of the Committee for Undergraduate Core Requirements and Associate Professor of Accounting in the Business School, CU Denver. She teaches Introduction to University Honors and Leadership, international accounting, intermediate accounting, oil and gas accounting, and financial statement analysis. Her research focuses on convertible bonds, accounting for debt and equity, insurance agency rate changes, and a comparison of requirements for accounting certification across countries. Her articles have been published in *International Managerial Finance*, *Financial Analysts Journal*, *Accounting Horizons*, and *Economic Journal*; her instructional cases appear in *Issues in Accounting Education* and *American Institute of Certified Public Accountants Cases*. She is a member of the American Accounting Association and American Institute of Certified Public Accountants. Dr. Martin will facilitate the Honors Global Social Entrepreneurship Service Project and the development of international perspectives courses for all CU Denver undergraduates.

CU CIBER RESUMES

University of Colorado Denver

PATRICIA MCDOUGALL-COVIN

William Haerberle Professor of Entrepreneurship; Professor, Strategic Management, Indiana University

Education

PhD Strategy, MEd, and BS, University of South Carolina

Professional Experience

Dr. McDougall-Covin, a pioneer in the field of international entrepreneurship, is the William L. Haerberle Professor of Entrepreneurship at the Johnson Center for Entrepreneurship and Innovation, Professor of Strategic Management at the Kelley School of Business, and Director of the Institute for International Business, Indiana University. She is a 21st Century Entrepreneurship Research Fellow and has co-edited four books and multiple special publications on international entrepreneurship. Her research interests include accelerated internationalization and new venture strategies. Her many research articles appear in *Academy of Management Journal*, *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, *Strategic Management Journal*, *Journal of Management*, *Journal of International Business Studies*, *Journal of Business Ethics*, and *Academy of Management Executive*; her case studies appear in more than 25 leading textbooks. Dr. McDougall-Covin is an active developer and presenter for executive programs and consults for numerous domestic and international companies and not-for-profits. She will be a co-lead in the annual faculty development programs in international entrepreneurship and in the shorter spin-off programs, and a co-lead in the publication of a special journal issue on emerging research topics in international entrepreneurship.

CAROL MILLER

Program Chair, Center for Career and Technology, Community College of Denver

Education

PhD Education and Human Resource Studies: Organizational Performance and Change, Colorado State University; MA, University of Colorado Denver; BS and BA Marketing, University of Denver

Professional Experience

Dr. Miller is Program Chair in the Center for Career and Technology, Community College of Denver, and teaches marketing courses. She has received several teaching awards including teacher of the year and faculty of the year. She has been a member of Faculty Council for six years and represents CCD on the State Curriculum Committee and Content Team. She is also discipline chair for MAN and MAR for the State of Colorado and is actively involved in diversity issues. Dr. Miller will co-lead the CU CIBER-Community College of Denver Partnership that will include Global Perspectives Badges and certificates, internships, classes at CU Denver's International College Beijing, student articulation to CU Denver, and faculty development. As an HSI, she will also be the lead for initiatives aimed at other Colorado HSI community colleges, an international education symposium, an advanced IB workshop, and training in CU CIBER's global programs. Dr. Miller serves on the CU CIBER Advisory Council.

CU CIBER RESUMES

University of Colorado Denver

KELLY JETT MURPHREY

President, Global Dimensions Corporation, a firm dedicated to increasing U.S. global competitiveness through education and sustainable endeavors

Education

PhD International Human Resources, Texas A&M University; MBA International Management, Thunderbird School of Global Management; BS Clinical Pharmacy, University of Texas at Austin; Licensed Clinical Pharmacist, states of Colorado and Texas

Professional Experience

During his 20+ years with Mays Business School, Texas A&M University, Dr. Murphrey served as Director, Center for the Study of Western Hemispheric Trade, and Outreach Director, Center for International Business Education and Research (CIBER). He taught global entrepreneurship and cross-cultural management, face-to-face and online. He frequently speaks and consults, nationally and internationally, on global trade, entrepreneurship, economic development, and IB education. He recently authored a business book, *The eGlobal Executive*. Dr. Murphrey is on the executive board of NASBITE International and has served as its President; he was strategically involved in the development of the NASBITE Certified Global Business Professional credential. He has been involved in projects funded by the Canadian Government, US Customs, US Agency for International Development, and Inter-American Institute for Cooperation on Agriculture. He was a reviewer and evaluator for the US Department of State Fulbright Scholar-in-Residence program and US Department of Education international education programs. Dr. Murphrey will facilitate the CIBER-NASBITE Global *InternMatch* program, the MSI and CC Global Education-to-Intern-to-Job survey, the Special Global Entrepreneurship Monitor Report, and the National District Export Council Leadership Forum.

TIMOTHY OAKES

Faculty Director, Center for Asian Studies, University of Colorado Boulder

Education

PhD and MA Geography, University of Washington; BA Chinese Literature, Colby College

Professional Experience

Dr. Oakes serves as Professor of Geography and Director of the CU Boulder Center for Asian Studies, a bridge connecting studies of Asia's dynamic environment with the study of its cultures, histories, languages, societies, and changing physical characteristics. He teaches courses on the geography of China, cultural geography, development geography, qualitative field methods, and world regional geography. His research lies at the juncture of human geography, contemporary China studies, and critical tourism studies. His articles appear in *Journal of Asian Studies*, *China Quarterly*, *Modern China*, *Eurasian Geography and Economics*, and *Harvard Asia Quarterly*. Dr. Oakes also holds positions as Visiting Professor at Guizhou Minzu University in China and Wageningen University in the Netherlands. He will facilitate interdisciplinary and multi-campus programs in international business, international studies, language, and culture from CU Boulder's Center for Asian Studies, including an International Business Certificate in Asian Studies. He serves on the CU CIBER Advisory Council.

CU CIBER RESUMES

University of Colorado Denver

MADHAVAN PARTHASARATHY

Director of the Jake Jabs Center for Entrepreneurship; Jake Jabs Associate Professor of Marketing and Entrepreneurship, University of Colorado Denver

Education

PhD Marketing, University of Nebraska-Lincoln

Professional Experience

Dr. Parthasarathy is the Jake Jabs Associate Professor of Marketing and Entrepreneurship and Director of the Jake Jabs Center for Entrepreneurship in the Business School, CU Denver. He teaches international marketing, fundamentals of entrepreneurship, marketing a new business, new product development, internet marketing, marketing research, and marketing management. His research interests are diffusion of products, international market entry strategies, service switching, and macromarketing issues. This research has been published in *Journal of Biomedical Engineering and Technology*, *Journal of Indian Business Research*, *Psychology and Marketing*, *Online Journal of Distance Learning Administration*, *International Marketing Review*, *Information Systems and e-Business Management*, and *Journal of Academy of Marketing Science*. Dr. Parthasarathy has international entrepreneurship experience including co-founding two businesses in India and one multinational venture. He will facilitate certificates in international entrepreneurship, new courses, and global dimensions research in entrepreneurship, and lead the CU CIBER-Posner Center Global Research Collaboratory. He serves on the CU CIBER Advisory Council.

RONALD RAMIREZ

Director, Undergraduate Programs; Associate Professor, Information Systems, University of Colorado Denver

Education

PhD Management and Information Systems, University of California Irvine; MBA Finance and Marketing, University of Southern California; BS Electrical Engineering, California State University Fresno

Professional Experience

Dr. Ramirez is Director of Undergraduate Programs and Associate Professor of Information Systems in the Business School, CU Denver. He teaches economics of information technology, IT and management, IT and organizations, and IT and strategy. His research focuses on information technology and intangible outputs, e-Business adoptions in manufacturing, IT and process redesign, and the role of IT in the late 1990s. His articles have been published in *Information Systems Research*, *Decision Support Systems*, and *Information Systems Journal*. Dr. Ramirez has consulted for numerous multinational corporations. Prior to academia, he held senior financial positions in the telecommunications industry. Dr. Ramirez will facilitate the development of new and enhanced undergraduate international business curriculum, programs, and courses.

CU CIBER RESUMES

University of Colorado Denver

JOHN RUHNKA

Professor, International Business and Management, University of Colorado Denver

Education

LLM International Law, Cambridge University; JD Securities Regulation, Yale University; MBA Finance, University of Pennsylvania; BA Political Science, Swarthmore College

Professional Experience

Dr. Ruhnka is Professor at the Jake Jabs Center for Entrepreneurship in the Business School, CU Denver. He teaches introduction to international business, the legal aspects of international business, legal and ethical environments of business, and business plans. He has led student study tours to the European Union, Hong Kong, and China. His research focuses on global codes of conduct, cross-cultural ethical differences in the United States and European Union, securities law, and venture capital investing. Over 35 of his articles have appeared in *Harvard Business Review*, *Journal of Business Venturing*, *Journal of Business Ethics*, *Journal of Health Policy*, *Politics and Law*, *CPA Journal*, and the *Securities Regulation Law Journal*. He has consulted for multiple business and government clients. Dr. Ruhnka will facilitate the internationalization of Historically Black Colleges and Universities initiatives and the Casebook on International Social Entrepreneurship.

MANUEL SERAPIO

Director, Institute for International Business and CIBER; Director, MS in International Business Program; Associate Professor, Management and IB, University of Colorado Denver

Education

PhD International Business, University of Illinois at Urbana Champaign; MBA International Business, University of Hawaii; BA Economics, Ateneo University, Philippines

Professional Experience

Dr. Serapio is Director of the Institute for International Business and Center for International Business Education and Research (CIBER), Director of the MS in International Business (IB) Program, and Associate Professor of Management and IB in the Business School, CU Denver. He teaches undergraduate and graduate courses in IB, international entrepreneurship, IB policy, and IB consulting. His research focuses on international entrepreneurship, foreign direct investment, international outsourcing, international human resource management, internationalization of research and development, international alliances, and global leadership development. His articles appear in *Management International Review*, *Research Policy*, *IEEE Spectrum*, *Asian Business Management*, *Research Technology Management*, and *Academy of Management Executive*. He is guest co-editor (with P. McDougall-Coven and M. Jones) of a special issue of *Entrepreneurship Theory and Practice*. He has consulted for multinational companies and international organizations. Dr. Serapio develops academic initiatives, manages faculty development programs, supports leading international business research, and produces business outreach programs. He will be the grant Primary Investigator and responsible for the overall planning, design, operations and evaluation of the CIBER, including additional responsibilities in Global Badges, international entrepreneurship (IE) faculty development programs, PACIBER conferences, and a Special Journal Issue on Emerging IE Research.

CU CIBER RESUMES

University of Colorado Denver

STEPHEN THOMAS

Director, Chinese Studies Program; Associate Professor, Political Science, University of Colorado Denver

Education

PhD Political Science and MA East Asian Studies, Stanford University; BA San Jose State University

Professional Experience

Dr. Thomas is Director of the Chinese Studies Program and Associate Professor of Political Science in the College of Liberal Arts and Sciences, CU Denver. He teaches courses on international relations, human rights, Chinese politics, Chinese development, and comparative politics, and co-leads a student field study to China. His research focuses on post-Mao Chinese financial sector reforms, Chinese human rights, and Chinese historical and current political development. His research has appeared in *China Business Review*, *Financial History*, *Financial Sector Reform in China*, *China Online*, *Current History*, and *Justice without Violence*. He has been a Visiting Professor at John Hopkins-Nanjing University program and Earlham College. He is fluent in Mandarin. Dr. Thomas will facilitate the Study Abroad Now Database and conduct research on the dilemmas and opportunities of US-China communication in an age of globalization. He will serve as the faculty area specialist representative on the CU CIBER Advisory Council.

HENRY TSUEI

Senior Advisor, MoneyGram International

Education

MBA, University of North Carolina at Greensboro; BS Electrical Engineering, University of Arizona

Professional Experience

Mr. Tsuei is Senior Advisor of MoneyGram International, a leading provider of global remittances, where he works with senior management on growing remittances businesses, particularly in China. Prior to this assignment, he was Senior Vice President at Western Union Company, responsible for 40 Asian countries; under his leadership, revenues and profits increased over 40% each year. He was also the inaugural President for North Asia and Chairman of First Data China Company, Ltd; in this position he established a first of its kind payment processing operations center in Shanghai with China's first payments processing services contract. He holds five US patents in statistical process control and e-business applications. Mr. Tsuei has also served as CU Denver's Executive in Residence. He will facilitate major business outreach activities and assist with the China faculty program design and site visits. Mr. Tsuei serves as a member of the CU CIBER Advisory Council and co-chairs its global business executives' initiatives.

CU CIBER RESUMES

University of Colorado Denver

BONNIE WALTERS

Executive Director, Evaluation Center, University of Colorado Denver

Education

MA and BA, Psychology, Adams State College; Principals Licensure, University of Denver

Professional Experience

Ms. Walters is Executive Director of the Evaluation Center at CU Denver's School of Education and Human Development and Senior Instructor in administrative leadership and policy studies. She teaches democratic schooling and school law, and oversees the graduate student internship program. Her research focuses on structural violence, evaluation, methods of evaluating program effectiveness, and fidelity of evaluation implementation. Ms. Walters has 35 years of experience in public education and is responsible for the leadership and management of multiple evaluation projects funded by the National Education Association, the National Science Foundation, the National Institutes of Health, and the National Network for Educational Review. She will oversee the CU CIBER external evaluation process, lead the program and annual reviews, and ensure that evaluation methodologies and plans are appropriate and implemented.

XIN (EVA) YAO

Assistant Professor, Management and Entrepreneurship, University of Colorado Boulder

Education

PhD Business Administration, University of Washington; BS Economics and Accounting, Renmin University, China

Professional Experience

Dr. Yao is Assistant Professor of Management and Entrepreneurship in the Leeds School of Business, CU Boulder. She teaches entrepreneurship, management, and research methods courses. Her research examines the psychological and sociological aspects of the startup process, venture capital investment in the cleantech sector, venture capitalists' background and IPO performance, entrepreneurs' networking cognition and strategies in different cultures, and entrepreneur motivation. Her research has been published in the *Academy of Management Journal*, *Organization Science*, *Group Processes and Intergroup Relations*, *Journal of Applied Psychology*, *Entrepreneurship Theory and Practice*, *New England Journal of Entrepreneurship*, and *Journal of the American Medical Association*. She has been working with the House of Genius in its effort to build a targeted support and feedback system for entrepreneurs. Dr. Yao will conduct research on clusters and networks in international entrepreneurship.

In order to successfully accomplish the identified proposal Activities, CU CIBER is submitting a cost effective and responsive budget that is included in the Budget Narrative Attachment. This Budget Narrative reflects a one to one match between funds requested from the U.S. Department of Education and funds to be provided by CU Denver through State of Colorado funds, program revenues, and private sources. Program Activities were designed to facilitate scale and expand audiences through numerous collaborations and partnerships.

These accompanying Budget Notes document CU CIBER's 2014-2018 budget request, the identified CU Denver match, plus additional resources that will support the CU CIBER and its 45 Activities that aren't identified in the Budget Narrative Request. Costs are broken out by the Overall CIBER Program, Education Activities, Research Activities, and Outreach Activities.

Overall CIBER Program

The Overall CIBER Program costs include anticipated expenditures for CU CIBER staff, transportation costs for annual CIBER meetings, general supplies, phone/fax dedicated to the CIBER project, office rent of actual dollars spent for CIBER initiatives, and overall program evaluation. Though most CU CIBER staff costs are identified in the Budget Narrative Attachment under the category of Development/Administration, the CU CIBER staff members facilitate and oversee all CU CIBER programs and will spend considerable time advancing each of the 45 Activities.

	ED Request	Identified Match Funding
Year One	120,039	309,436
Year Two	118,598	312,934
Year Three	121,745	322,324
Year Four	125,007	331,992

Additional resources not identified as match will be provided by CU CIBER for general office supplies (pen, pencils, binders, staples, folders, labels, clips, subscriptions, periodicals, and reference books), additional funding for evaluation activities, additional funding for student and temporary employees, and the difference between the 8% allowable indirect costs and CU Denver's approved indirect cost rate (55% from 10/1/2014 until 6/30/2015; 55.5% from 7/1/2015-9/30/2015; will be renegotiated for after 9/30/2015.)

CU CIBER BUDGET NOTES

University of Colorado Denver

Education Activities

The Education Activities costs include those specific to Activities 1-17.

	ED Request	Identified Match Funding
Year One	126,274	32,401
Year Two	113,818	33,374
Year Three	110,850	34,375
Year Four	103,058	22,482

In addition to the budget request to ED and the funding identified as a match by CU CIBER, considerable in-kind support will be provided for Education Activities. CU resources will include some additional monetary support plus the time and expertise of faculty and staff in CU Denver's Office of Vice Chancellor and Provost, Office of Grants and Contracts, Office of International Affairs, International College Beijing, Office of Veteran Student Affairs, Business School, Jake Jabs Center for Entrepreneurship, Center for Global Health, Global Energy Management Program, JP Morgan Center for Commodities, Risk Management and Insurance Program, College of Liberal Arts and Sciences, Modern Languages Department, Honors and Leadership Program, School of Public Affairs, College of Arts and Media, College of Architecture and Planning, and College of Engineering and Applied Science; in CU Boulder's Leeds School of Business, Center for Asian Studies, International Spanish for the Professions Department, and Anderson Language and Technology Center; and in CU Colorado Springs' College of Business and Administration.

Extensive resources of faculty and staff time and expertise from other educational institutions and organizations will be essential to the success of the grant: our partner Historically Black College or University, Community College of Denver and the other Colorado Hispanic Serving community colleges, American Indian Higher Education Consortium and its 37 Tribal Colleges and Universities, NASBITE International, International Symposium for Languages for Specific Purposes, and Colorado Congress of Foreign Language Teachers.

Monetary and in-kind business support will also be critical to the Education Activities. These include executive and professionals' time and expertise in mentoring, action learning projects, internships, speaking engagements, advisory board assistance, program design and development, and student employment. The Posner Center for International Development will be important in developing international entrepreneurship experiences for students and faculty. Member companies of the CIBER Advisory Council will be at the center of this business support.

CU CIBER BUDGET NOTES

University of Colorado Denver

Research Activities

The Research Activities costs include those specific to Activities 18-30.

	ED Request	Identified Match Funding
Year One	36,936	0
Year Two	58,181	8,100
Year Three	70,130	0
Year Four	70,474	0

In addition to the budget request to ED and the funding identified as a match by CU CIBER, considerable in-kind support will be provided for Research Activities. CU resources will include some monetary assistance and the time and expertise of faculty and staff in CU Denver's Business School, Jake Jobs Center for Entrepreneurship, Center for Global Health, College of Liberal Arts and Sciences, Department of Communications, and Department of Political Science; in CU Boulder's Leeds School of Business and the International Spanish for the Professions Department; and in CU Colorado Springs' College of Business and Administration.

In-kind resources from educational institutions outside CU will include faculty and staff time and expertise plus survey assistance from the University of Denver, Babson College, Indiana University, Temple University, and the American Indian Higher Education Consortium and several of its Tribal Colleges and Universities.

Monetary and in-kind business resources including time, expertise, and meeting space, will be provided through the Posner Center for International Development and 24 of its client companies.

Outreach Activities

The Outreach Activities costs include those specific to Activities 31-45.

	ED Funding	Identified Match Funding
Year One	67,765	9,720
Year Two	61,577	0
Year Three	53,446	0
Year Four	55,224	0

In addition to the budget request to ED and the funding identified as a match by CU CIBER, considerable financial and in-kind support will be provided for Outreach Activities. Important in-kind resources will be provided by CU towards its goal of facilitating education nationally and regionally. Additional revenues and expenditures are expected through CU CIBER programs: the

CU CIBER BUDGET NOTES

University of Colorado Denver

faculty development programs in international entrepreneurship, the faculty development China program, the faculty development Philippines program, the faculty development Middle East North Africa program, the Rocky Mountain CIBER Network conferences, the Internationalizing Education Symposia, and the National Symposium on Fast-Track Exporting.

Significant resources will be provided by educational institutions other than CU. Community College of Denver will provide administration and project implementation, marketing of badges and courses, development and implementation of faculty career paths, and teaching. Our Historically Black College or University partner will provide faculty and staff time and expertise, and teaching. The American Indian Higher Education Consortium will provide program development and travel funds for Tribal Colleges and Universities' program participants. Select Tribal Colleges and Universities will provide faculty and staff expertise and costs related to course development and implementation. Faculty and staff in the 39 Rocky Mountain CIBER Network schools will provide their time and expertise as well as transportation costs for mentoring, networking, developing courses, and participating in development programs. Universities and community colleges across the nation will provide transportation and program costs and their faculty's time and expertise while attending domestic and foreign faculty development programs. Other US-based universities have agreed to co-sponsor and provide additional resources towards several of the faculty development programs hosted by CU CIBER. The International Assembly for Collegiate Business Education will provide an international business expert to facilitate the China faculty development program and several scholarships for member school faculty to attend. Other universities will provide extensive program resources towards hosting faculty development programs that the CU CIBER is co-sponsoring, for example, Arizona State University Phoenix and University of North Carolina Charlotte who are hosting two International Symposia for Languages for Specific Purposes. The Pacific Asian Consortium for International Business Education and Research will provide administration and joint conference costs.

Businesses are also providing essential support. KPMG LLP will host the Global Enterprise Institute, providing space, refreshments, and administration and marketing support. Cap Logistics and other company partners will support technology and provide technical facilities. The World Trade Center Denver will host the business exporting and importing workshops and seminars, providing administration, marketing, and space. Biennial of the Americas' resources will be leveraged in terms of the conference site, program administration, and marketing.

CU Denver Approved Benefits Rates

The following page provides the approved rates for University of Colorado Denver employee benefits.

CU CIBER BUDGET NOTES

University of Colorado Denver



University of Colorado
Denver

Fringe Benefit Rates

Regular, Clinical, or Research Faculty (including PRAs); Professional Exempt

0.50 FTE or Greater

Part-Time 28%

< 0.50 FTE (PRA only) 9%

< 0.50 FTE (all others)

Contract Appointment 8%

0.50 FTE or Greater

Part-Time 27%

< 0.50 FTE (PRA only) 9%

< 0.50 FTE (all others) 8%

Classified Staff 39%

Postdoctoral Fellows, Other Faculty without regular appoi 19%

Medical Residents TBD

Hourly Employees, Classified Temporary (non-student) 18%

Students

Enrolled - Academic Year

Undergraduate - 6 or more credit hours 1%

Graduate - 5 or more credit hours 1%

Enrolled - Summer Semester

Undergraduate - 3 or more credit hours 1%

Graduate - 3 or more credit hours 1%

Not Enrolled - Academic Year

Undergraduate - < 6 credit hours 2%

Graduate - < 5 credit hours 2%

Not Enrolled - Summer Semester

Undergraduate - < 3 credit hours 2%

Graduate - < 3 credit hours 2%

CU CIBER EVALUATION PLAN

University of Colorado Denver

Attachment VIII

1. Project Goal 1: Increase the number of community college students with international business credentials earned through CU CIBER's Global Perspectives Badging Program							
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline		
					T1	T2	T3 T4
1A. Create and offer Global Perspective Badges (GPB) to Community College of Denver (CCD)	1A1. Recruit and hire faculty/subject matter experts to design and develop modules for GPB, including assurance of learning assessments						
	1A2. Work with Community College of Denver faculty to incorporate modules in their Business courses						
	1A3. Enlist up to 12 companies as first-tier partners/sponsors who will assist in developing modules for GPB						
1B. Award 20 badges during the initial launch year for each badge. Increase no. of badges awarded by 20% per year until Yr. 4	1B1. Conduct orientation and advising sessions for faculty, students, and course counselors to familiarize them with the badging program and CU CIBER						
	1B2. Enlist CCD in publicizing GPB program with target employers who recruit graduates from CCD						
1C. Enlist 5 other community colleges in Colorado to adopt CU CIBER's GBP program. Enlist 2 other CIBERs to pilot GPB program with their community college partners	1C1. Disseminate information about GPB to other community colleges						
	1C2. Disseminate information about GPB to the CIBER community						

CU CIBER EVALUATION PLAN

University of Colorado Denver

1. Project Goal 2: Increase by 15% the number of CU Denver Business School graduate students with specialized training in international business and international entrepreneurship							
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline		
					T1	T2	T3 T4
2A. Increase by 25% the number of graduate students with specialized certificates in International Entrepreneurship	2A1. Develop 2 new courses for Certificate in International Entrepreneurship						
	2A2. Develop 3 new field study courses to global entrepreneurial hubs						
2B. Increase by 15% the number of graduate students earning the Global Business Competency Badge (GBCB)	2B1. Recruit faculty and subject matter experts to develop GBCB						
	2B2. Phased in GBCB in the Master of Science in International Business program at CU Denver's Business School						
	2B3. Extend GBCB to Business Schools at CU Denver and CU Colorado Springs						

CU CIBER EVALUATION PLAN

University of Colorado Denver

1. Project Goal 3: Increase by 15% the number of Veterans in the Boots to Suits Program who avail of the Veterans International Career Pathway Program							
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline		
					T1	T2	T3 T4
3A. Create Veterans International Career Pathway Program (VICPP)	3A1. Recruit international business mentors to match the number of veterans participating in VICPP						
	3A2. Provide grants for the development of various VICPP materials (e.g., Global Career Pathway Resource Guide and Veterans Global Career Pathways page on LinkedIn)						
3B. Increase by 15% the number of veterans participating in various programs of VICPP	3B1. Disseminate information on VICPP to all members of the Boots to Suits Program						
	3B2. Conduct information session on VICPP with Office of Veteran Student Services for new recruits						

CU CIBER EVALUATION PLAN

University of Colorado Denver

1. Project Goal 4: Increase by 50% the number of Tribal Colleges and Universities (TCUs) with curricula and programs in international business and indigenous innovation and entrepreneurship						
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline	
					T1	T2 T3 T4
4A. Engage 15% of TCUs in a pilot symposium focusing on designing internationalization and indigenous innovation and entrepreneurship	4A1. Work with American Indian Higher Education Center (AIHEC) in program planning and recruiting TCU participants for pilot symposium					
	4A2. Conduct pre-symposium needs assessment of pilot participants					
4B. Enlist at least 50% of all TCUs to participate in a full symposium on designing internationalization and indigenous innovation and entrepreneurship	4B1. Design and develop program for full symposium					
	4B2. Disseminate information on pilot symposium to Presidents and Chief Academic Officers of all TCUs and invite them to nominate faculty to the full symposium					

CU CIBER EVALUATION PLAN

University of Colorado Denver

1. Project Goal 5: Increase by 20% the number of international internships, work study, and IB consulting projects available to students from the 3 campuses of the University of Colorado and offered through CU CIBER's Pathways to International Internship and Employment (PIE)									
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source			7. Baseline		
							T1	T2	T3
5A. Increase by 20% the number of companies participating in PIE	5A1. Establish internship partnership agreements with member companies of the Posner Center, World Trade Center Denver, KPMG Global Enterprise Institute, and other CU CIBER company partners								
	5A2. Secure international consulting projects from sponsoring companies								
5B. Increase by 20% the number of students completing internships, work study, and IB consulting projects available through PIE	5B1. Match students with IB internships and projects								
	5B2. Disseminate information on PIE to students								

CU CIBER EVALUATION PLAN

University of Colorado Denver

1. Project Goal 6: Build teaching and research capacity through CU CIBER-led Faculty Development in International Business (FDIBs) programs and other CU CIBER co-sponsored FDIBs							
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline		
					T1	T2	T3 T4
6A. Increase by 25% participation by faculty from Minority Serving Institutions (MSIs) in CU CIBER Overseas FDIBs (China, Southeast Asia, Middle East and North Africa, Mercosur)	6A1. Increase by 25% participation grants to overseas FDIBs for HBCU, TCU, and HSI faculty awarded by CU CIBER and other CIBER co-sponsors						
6B. Increase by 25% participation by doctoral students and junior faculty in CU CIBER's Faculty Development program in International Entrepreneurship	6B1. Coordinate with Academy of International Business in offering FDIE as pre-conference workshops for doctoral students and junior faculty 6B2. Increase by 25% development grants to the FDIE for HBCU, TCU, and HSI faculty 6B3. Increase by 30% number of faculty participants from community colleges and small schools						

CU CIBER EVALUATION PLAN

University of Colorado Denver

1. Project Goal 7: Increase by 10% the number of CU undergraduate and graduate students with proficiency in language and cultural studies							
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline		
					T1	T2	T3 T4
7A. Increase by 10% the number of students enrolled in Less Commonly Taught Languages	7A1. Develop partnership with Anderson Language and Technology Center at CU Boulder for the offering of Less Commonly Taught Languages						
7B. Increase by 10% the number of students pursuing specialized Chinese Language and Area Studies certificate	7B1. Disseminate information to students about specialized certificates offered at International College Beijing and CU Boulder's Center for Asian Studies						
7C. Increase by 15% the number of students participating in international field study and study abroad	7C1. Provide grants for faculty to develop new study abroad courses for the Global Freshman Experience 7C2. Expand access for CU students to study at International College Beijing						
7D. Increase by 15% the number of students in Foreign Languages for Special Purposes (FSLP)	7D1. Recruit faculty to teach (FLSP) courses in healthcare, legal and engineering 7D2. Provide grants for faculty to develop FLSP courses						

CU CIBER EVALUATION PLAN

University of Colorado Denver

CU CIBER Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
<p>What evidence exists that CU CIBER's work influences the global competence of students?</p> <p>PMFs: I, II, IV, V, VI</p> <p>GPRA Measures: 1 and 2</p>	<p>Education: Develop innovative academic activities that further the international education of students, strengthen their ability to obtain globally-focused jobs, and increase US global competitiveness</p>	<p>A1: Global Perspective Badges (GPBs)</p>	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> Develop 12 modules for 4 badges Implement online modules for badges Develop "assurance of learning" assessments Establish relationships with CCD stakeholders <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> Students enroll in badge programs Students report high levels of satisfaction with GPB Students earn badges <p><i>Long-term:</i></p> <ul style="list-style-type: none"> Increased enrollment in badge programs annually Students report increased job prospects from GPB Employers report increased competencies in students who have obtained badges Expand to other community colleges 	<ul style="list-style-type: none"> Expert review of GPB requirements and modules Course enrollment data Assurances of learning assessments Longitudinal follow up survey Employer feedback survey Review data on participation of other community colleges
		<p>A2: Military Veterans Boots to Suits International Career Pathway</p>	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> International Career Pathway Program implemented Global Career Pathway Resource Guide created Global Career Pathway LinkedIn page created <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> Veterans are enrolled in IB, culture and language courses Veterans participate in International Executive Roundtables Veterans seek IB mentoring Veterans participate in consulting projects and/or internships <p><i>Long-term:</i></p> <ul style="list-style-type: none"> Veterans report increased knowledge of IB Veterans pursue IB related careers Veterans are employed in IB related fields Employers report satisfactory levels of IB concepts in hired veterans 	<ul style="list-style-type: none"> Document review Course enrollment data Attendance data from IER # participating, # seeking mentoring Placement data Longitudinal follow-up survey Employer feedback survey

CU CIBER EVALUATION PLAN

University of Colorado Denver

CU CIBER Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
<p>What evidence exists that CU CIBER's work influences the global competence of students?</p> <p>PMFs: I, II, IV, V, VI</p> <p>GPRA Measures: 1 and 2</p>	<p>Education: Develop innovative academic activities that further the international education of students, strengthen their ability to obtain globally-focused jobs, and increase US global competitiveness</p>	<p>A5: Internationalization of Tribal Colleges and Universities</p>	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> • Hold 3-day pilot symposium on Internationalizing Business Education • Revise symposium based on feedback to pilot <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> • Hold symposium for all 37 TCUs • TCU faculty and students participate in intensive international entrepreneurship externship program • TCU students participate in <i>InternMatch</i> • TCU students access Study Abroad Now database <p><i>Long-term:</i></p> <ul style="list-style-type: none"> • TCU faculty participants report gaining knowledge related to designing indigenous entrepreneurship, innovation, and internationalization curricula and programs at TCUs • TCU students report satisfaction with <i>InternMatch</i> and Study Abroad Now databases • TCU stakeholders report increased knowledge of IB topics and concepts • TCU stakeholders report increased capacity for evaluation 	<ul style="list-style-type: none"> • Pilot symposium • Program surveys • Stakeholder interviews • Student survey • Document review • Attendance & enrollment data review • Post-program surveys: symposium for 37 TCUs • Program surveys: pilot symposium • Stakeholder interviews • Student survey • Document review • Attendance & enrollment data review

CU CIBER EVALUATION PLAN

University of Colorado Denver

CU CIBER Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
<p>What evidence exists that CU CIBER's work influences the global competence of students?</p> <p>PMFs: I, II, IV, V, VI</p> <p>GPRA Measures: 1 and 2</p>	<p>Education: Develop innovative academic activities that further the international education of students, strengthen their ability to obtain globally-focused jobs, and increase US global competitiveness</p>	<p>A10: CU CIBER Global Business Competency Badges (GBCBs)</p>	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> • Development of 4 badges & associated curricula modules • Implementation of online modules for badges • Development of "assurance of learning" assessments <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> • Students enroll in badge programs • Students report high levels of satisfaction with GBCBs • Students earn badges • Badges are able to be displayed on LinkedIn and Mozilla Backpack pages <p><i>Long-term:</i></p> <ul style="list-style-type: none"> • Additional badges developed • Increased participation by business and industry • Increased enrollment in badge programs annually • Students report increased job prospects from GBCBs • Employers report increased competencies in students who have obtained badges • Expand to other community colleges 	<ul style="list-style-type: none"> • Expert review of GBCBs requirements and modules • Course enrollment data • Assurances of learning assessments • Longitudinal follow up survey • Employer feedback survey

CU CIBER EVALUATION PLAN

University of Colorado Denver

CU CIBER Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
<p>What evidence exists that CU CIBER's work impacts research related to IB and US competitiveness?</p> <p>PMFs: III</p> <p>GPRA Measures: 1 and 3</p>	<p>Research: Promote interdisciplinary theory-based international research with strategic practical applications (Global Research Laboratories) to increase competitiveness of US entrepreneurs, SMEs, and major corporations, and to improve IB education</p>	<p>Global Research Laboratories: - A18: Social Entrepreneurship- CU CIBER- Posner Center GRC - A19: Global Health Business – CU CIBER – Center for Global Health GRC - A20: Intl. Marketing/ Exporting- CU CIBER- LOHAS Business Cluster GRC</p>	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> • 3 specific GRCs are formed • Research projects are identified • Research teams are formed • Business partners are recruited <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> • Research is conducted on various IB topics • Preliminary findings lead to recommendations • Business participants report positive impact on their businesses activities including exporting <p><i>Long-term:</i></p> <ul style="list-style-type: none"> • Project outputs are disseminated through workshops • Project outputs are disseminated through conferences • Project outputs are disseminated through publications • Exports increase for business participants, e.g.: LOHAS companies • Survey conducted to determine participant company export activities 	<ul style="list-style-type: none"> • Document review • Stakeholder interviews • Research team surveys • Business participant surveys • Review of outputs (workshops, conferences, publications)
<p>Program objectives, additional research to advance IE, IB, Pedagogy, language and culture</p>	<p>IE research (A21-A24) IB research (A25-A26) Pedagogy (A27-A30)</p>	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> • Research grants awarded • Working papers provided • Conference presentations made <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> • Articles published • Cases and casebook published • Special reports published • Special journal issue published • Research disseminated and cited 	<ul style="list-style-type: none"> • Research grant award report • Review of faculty annual reports • Publication count, conference presentation count 	

CU CIBER EVALUATION PLAN

University of Colorado Denver

CU CIBER Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
To what extent do CU CIBER's outreach and collaboration initiatives meet the IB education and training needs of internal and external partners? PMFs: I, II, III, IV, V, VI	Outreach: Provide innovative IB, culture, and foreign language courses, conferences, workshops, and mentoring to meet the education and training needs of executives, trade practitioners, faculty, institutions of higher education, K-12 teachers, and other professionals	A31: CU CIBER – Community College of Denver Partnership (CCD)	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> • CCD students aware of Global Perspective Badges • CCD student have access to language courses and programs <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> • CCD students complete GPBs • CCD students complete language courses • CCD students pursue business internships • CCD faculty participate in IB faculty development <p><i>Long-term:</i></p> <ul style="list-style-type: none"> • CCD students enroll in IB, International Studies, and/or Foreign Language degree programs at CU Denver 	<ul style="list-style-type: none"> • Document review • Enrollment/ registrar data review • Interview with key stakeholders (CCD, CU Business School, CU CIBER)
		A33: Faculty Development in International Entrepreneurship Program (FDIE)	<ul style="list-style-type: none"> • Participants report high levels of satisfaction with FDIE program • Participants report high levels of applicability of knowledge gained to professional careers • Participants report FDIE was useful to them 	<ul style="list-style-type: none"> • Post-program survey
GPRA Measures: 1, 2, 3		A34: China Faculty Development in International Business program (FDIB)	<ul style="list-style-type: none"> • Participants report high levels of satisfaction with FDIB • Participants report high levels of applicability of knowledge gained to professional careers • Participants report FDIB was useful to them 	<ul style="list-style-type: none"> • Post-program survey
		A41: International Executive Roundtables (IERS)	<ul style="list-style-type: none"> • Participants report high levels of satisfaction with IERS • Participants report high levels of applicability of knowledge gained to professional careers • Participants report IER was useful to them • Increased participation by Veterans and students pursuing badges 	<ul style="list-style-type: none"> • Post-program survey

Budget Narrative File(s)

* **Mandatory Budget Narrative Filename:**

To add more Budget Narrative attachments, please use the attachment buttons below.

CU CIBER PROPOSAL BUDGET YEAR 1

University of Colorado Denver

	ED	CU Match
Year 1 Project Period: 10/01/2014 - 09/30/2015		
1. Personnel		
Program Personnel		
CIBER Project Director: Manuel Serapio 100% time, 2 mos. Summer	28,343	
50% time, 9 mos AY		62,121
36.2% time, 9 mos. AY effort equivalent (IIB Director's Salary)		45,000
Assistant Director: Jana Blakestad		
25% time, 12 mos.	22,624	
75% time, 12 mos.		67,873
Program Assistant: Melanie Ellison		
38% time, 12 mos.	20,778	
62% time, 12 mos.		33,901
Undergraduate Student Hourly Assistants		
180 hours @ \$9.75/hr	1,755	
Subtotal Program Personnel	73,500	208,895
Activities Personnel		
A2 Vereran Boots to Suits: I. Abbass manage program (44% time, 1 mo.)	2,000	
A2 Vereran Boots to Suits: M. Kautt develop internships (22.4% time, 1 mo. Summer)	1,500	
A3 IE Graduate Education: M. Serapio teach international entrepreneurship (12% time, 9 mos. AY. overload course buyout)		15,000
A6 Honors Global Social Entrepreneurship: A. Martin develop service project (11.2%, 1 mo. AY)	1,500	
A8 Study Abroad Now Database: S. Thomas oversee development of database (16.9% time, 1 mo. Summer)	1,500	
A9 International College Beijing: S. Hartnett develop articulation for Intl College Beijing programs (12.4% time, 1 mo. Summer)	1,500	
A11 Historically Black Col & Univ (HBCUs): J. Ruhnka mentor HBCU (12.6% time, 1 mo. Summer)	2,000	
A12 Undergraduate IB Curriculum: R. Ramirez manage new courses (8.3% time, 1 mo. Summer)	1,250	
A13 Foreign Languages: K. Bollard oversee development of case studies; develop criteria (19% time, 1 mo. Summer)	1,500	
A14 Graduate IB Curriculum Match - M. Serapio oversee MSIB (MSIB Director salary @ \$958.13/month for 9 months)		8,623
A18 CIBER-Posner Center Collaboratory: M. Parthasarathy lead collaboratory (18.8% time, 1 mo. Summer)	2,500	
A23 Casebook on Social IE: J. Ruhnka oversee case development (12.6% time, 1 mo. Summer)	2,000	
A24 Interdisciplinary IE Research: L. Cunningham conduct SME marketing research (11.7% time, 1 mo. Summer)	2,000	
A25 Global Dimensions Research: W. Cascio conduct HR research and oversee dimensions research (7% time, 1 mo. Summer)	1,500	
A26 ASEAN Economic Integration Research: K. Cho conduct ASEAN research (15.2% time, 1 mo. Summer)	2,000	
A31 CIBER-Community College of Denver: K. Bollard develop Business Spanish for native speakers course (25.4% time, 1 mo. Summer)	2,000	
A34 China FDIB: J. Chen oversee China initiatives (4.6% time, 9 mos. AY, 3 mos. Summer)	4,500	

CU CIBER PROPOSAL BUDGET YEAR 1

University of Colorado Denver

	ED	CU Match
Year 1 Project Period: 10/01/2014 - 09/30/2015		
A39 Technology Enhanced IB Education: J. Karimi oversee technology requirements (7.8% time, 1 mo. Summer)	1,500	
A40 Biennial of the Americas: F. Conejo manage student interns (18.7% time, 1 mo. Summer)	1,500	
A44 Fast-Track Exporting: R. Becker develop workshop (11.4% time, 1 mo. Summer)	1,500	
Subtotal Activities Personnel	33,750	23,623
Total Personnel	107,250	232,518
2. Fringe Benefits		
AY Contract Appointment, 1.00 FTE: 27% (Serapio, Kautt, Martin, Thomas, Hartnett, Ruhnka, Ramirez, Bollard, Parthasarathy, Cunningham, Cascio, Cho, Chen, Karimi, Conejo)	15,820	35,301
AY Contract Appointment, < 0.50 FTE: 8% (Becker)	120	
Professional Exempt Appointment, 1.00 FTE: 28% (Blakestad, Ellison, Abbass)	12,713	28,497
Undergraduate Enrolled, AY: 1% (to be named hourly undergraduates)	18	
Total Fringe Benefits	28,671	63,798
3. Travel		
<i>Domestic</i>		
Directors' Meeting: (M. Serapio, J. Blakestad) in Washington DC - airfare (550), ground transportation (160), 3 nights lodging @ 220 (660), 4 days meals 71/day - 20 for provided meals = 51/day (204), program cost (200) = 1774 x 2	3,548	
Associate Directors' meeting: (J. Blakestad) in Washington DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem \$71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
A11 Historically Black Col & Univ (HBCUs): (J. Ruhnka) HBCU mentoring in Atlanta, GA - airfare (350), ground transportation (120), 3 days meals @ 56 (168), 2 nights lodging @ 160 (320)	958	
A13 Foreign Languages: (K. Bollard) CCFLT meeting in Loveland, CO - 100 miles roundtrip @ .50 (50), 2 days dinner @ 29 (58), 1 lunch (13), 2 nights lodging @ 145 (290), program cost (75)	486	
A45 Natl District Export Council (DEC) Forum: (M. Serapio) National DEC meeting in DC - airfare (550), ground transportation (160), 3 nights lodging @ 220 (660), 4 days meals \$71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
<i>Foreign</i>		
A34 China FDIB: (Ji Chen) in Shanghai, China - roundtrip airfare to Shanghai (2200), ground transportation (130), 4 days meals @ 93 (372), 4 nights lodging @ 285 (1140)	3,842	
A36 PACIBER Conferences: (M. Serapio) - PACIBER meeting in Asia based on Bangalore - roundtrip airfare (2200), ground transportation (200), 4 days meals @ 110 (440), 4 lodging @ 275 (1100), program cost (350)	4,290	
Total Travel	16,672	0
4. Equipment	n/a	n/a
5. Supplies (15 cases paper @ 36 ea., 3 toner cartridges @ 122 ea., 4 binders @ 23 ea.)	998	
6. Contractual	n/a	n/a
7. Construction	n/a	n/a
8. Other: Program Development /Administration		

CU CIBER PROPOSAL BUDGET YEAR 1

University of Colorado Denver

	ED	CU Match
Year 1 Project Period: 10/01/2014 - 09/30/2015		
CU Denver Center for International Business Education and Research Facilities Rental (1250/month x 12 months)		15,000
Project dedicated phone/fax: 142 x 12 mos	1,704	
Evaluation		
CU Denver Evaluation Center, annual reviews (Service Center rate)	6,500	3,500
External Evaluator Anil Gupta (Stipend)	3,300	1,700
Other: Activities		
A1 Global Perspective Badges: 3 content specialists to research, design, develop content & exams @ 7500 (22,500), audio/video recording and delivery (7500), system development for online and badging (7000)	37,000	
A3 IE Graduate Education: Develop international entrepreneurial leadership course (1500), develop Singapore field study (2000)	3,500	
A4 Global <i>InternMatch</i> : K. Murphrey develop <i>InternMatch</i> program and collaborations (3000), NASBITE co-sponsorship (500)	3,500	
A5 Tribal Colleges & Universities (TCUs): Pilot symposium - program materials for 18 participants at 85(1530), 3 days conference room/av rental @ 285 (855), 3 scholarships @ 1000 (3000), participant for SE Asia FDIB (3200)	8,585	
A6 Honors Global Social Entrepreneurship: 4 HSI community college scholarships @ 250	1,000	
A7 Hispanic-Serving Com Colleges (HSIs): C. Miller program coordination (1000), develop and offer intern prep program: (1000), room rental/av (285)	2,285	
A8 Study Abroad Now Database: Develop data base (3500), incorporate online with training materials (2000)	5,500	
A9 International College Beijing: Set up certificate infrastructure	1,500	
A10 Global Business Competency Badges: 2 content specialists to research, design, develop content & exams @ 2000 (4000), 2 assurances of learning @ 1500 (3000)	7,000	
A11 Historically Black Col & Univ (HBCUs): HBCU co-sponsorship	5,000	
A12 Undergraduate IB Curriculum: Faculty course development grant for Dialogue on Globalization	2,000	
A13 Foreign Languages: Faculty course development grant for Business Portuguese (2000), Co-sponsor CIBER Business Language Conference (2000), K-12 Business Language Conference (500), Business Language Case Competition (500), M. Long attendance at CIBER Business Language Conference in DC: airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem \$71/day - 20 for provided meals = 51/day (204), program cost (200)	6,774	
A14 Graduate IB Curriculum: Course development grants for Political Risk Management (2000) and Survey of IB for Engineering (2000)	4,000	
A15 Interdisciplinary and Multi-Campus: Regional course development grant (2000), course development grant for IB (2000)	4,000	
A16 Global Perspectives Courses: Develop regional course (2000) and Governance and Sustainability (2000)	4,000	
A17 Freshman Global Experience: Course development grant for foreign study	2,000	
A18 CIBER-Posner Center Collaboratory: 3 research grants @ 2000 each	6,000	
A24 Interdisciplinary IE Research: Research grant for X. Yao	2,000	
A25 Global Dimensions Research: Research grant for health (2000); 5 competitive research grants @ 2000 (10,000)	12,000	
A30 Global Education-to Intern-to Job Survey: K. Murphrey survey administration	1,500	

CU CIBER PROPOSAL BUDGET YEAR 1

University of Colorado Denver

	ED	CU Match
Year 1 Project Period: 10/01/2014 - 09/30/2015		
A31 CIBER-Community College of Denver: C. Miller develop faculty career paths and IB curriculum (3000), E. Farb develop Business Spanish for Heritage speakers (2000), Mercosur FDIB faculty program cost scholarship (4500)	9,500	
A32 Rocky Mountain CIBER Network: 1 FDIE program scholarship (1000), 1 Eastern Europe FDIB faculty program cost scholarship (4500), 1 course enhancement grant (1500)	7,000	
A33 Faculty Development in IE Program: 2 MSI scholarships @ 1000 (2000), 2 faculty stipends @ 5000 (10000)	5,000	7,000
A34 China FDIB: 4 IACBE program cost scholarships @ 500 (2000), marketing and program binder postage (230), brochure (255), copyright (39)	2,524	
A35 Overseas FDIBs: Program co-sponsorships - Sub Saharan Africa	4,000	
A36 PACIBER Conferences: Co-sponsor PACIBER conference (1000), speaker stipend (2000)	2,000	1,000
A37 Language & Culture Non-Credit: 10 K-12 foreign language technology program scholarships @ 250	2,500	
A38 Global Vision Pathway Workshop: Room/av rental (285), 20 materials @ 15 (300)	585	
A39 Technology Enhanced IB Education: Technology for incorporating WorldDenver Talks on website (500), webcasting (1000), CIBERweb co-sponsorship (500)	2,000	
A40 Biennial of the Americas: 4 student grants @ 400	1,600	
A41 International Executive Roundtables: 9 room/av rentals @ 285: speaker stipend (1000)	2,565	1,000
A43 Basics of Exporting and Importing: Seminar co-sponsorship	1,000	
A45 National District Export Council (DEC) Forum: National DEC co-sponsorship	500	
Total Other	171,422	29,200
9. Total Direct Costs	325,013	325,516
10. Total Indirect Costs (8% MTDC per CIBE Program Requirements)	26,001	26,041
11. Training Stipends	n/a	n/a
12. Total Costs	351,014	351,557

CU CIBER PROPOSAL BUDGET YEAR 2

University of Colorado Denver

	ED	CU Match
Year 2 Project Period: 10/01/2015 - 09/30/2016		
1. Personnel		
Program Personnel		
CIBER Project Director: Manuel Serapio		
100% time, 2 mos. Summer	29,193	
50% time, 9 mos AY		63,985
36.2% time, 9 mos. AY effort equivalent (IIB Director's Salary)		46,350
Assistant Director: Jana Blakestad		
25% time, 12 mos.	23,303	
75% time, 12 mos.		69,909
Program Assistant: Melanie Ellison		
38% time, 12 mos.	21,401	
62% time, 12 mos.		34,918
Undergraduate Student Hourly Assistants		
100 hours @ \$9.75/hr	975	
Subtotal Program Personnel	74,872	215,162
Activities Personnel		
A2 Vereran Boots to Suits: I. Abbass manage program (44% time, 1 mo.)	2,060	
A2 Vereran Boots to Suits: M. Kautt develop internships (22.4% time, 1 mo. Summer)	1,545	
A3 IE Graduate Education: M. Serapio teach international entrepreneurship (12% time, 9 mos. AY. overload course buyout)		15,450
A13 Foreign Languages: K. Bollard oversee development of case studies (19% time, 1 mo. Summer)	1,545	
A14 Graduate IB Curriculum Match - M. Serapio oversee MSIB (MSIB Director salary @ \$986.89/month for 9 months)		8,882
A18 CIBER-Posner Center Collaboratory: M. Parthasarathy lead collaboratory (18.8% time, 1 mo. Summer)	2,575	
A19 CIBER-Global Health Collaboratory: B. Gifford lead collaboratory (15% time, 1 mo. Summer)	2,000	
A20 CIBER-LOHAS Business Collaboratory: S. Keaveney lead collaboratory (16% time, 1 mo. Summer)	2,000	
A23 Casebook on Social IE: J. Ruhnka oversee case development (12.6% time, 1 mo. Summer)	2,060	
A24 Interdisciplinary IE Research: L. Cunningham conduct SME marketing research (11.7% time, 1 mo. Summer)	2,060	
A27 US-China Communications Research: S. Hartnett communications research (16% time, 1 mo. Summer)	2,000	
A43 Basics of Exporting and Importing: R. Becker develop Basics of Export/Import Course (11.1% time, 1 mo. Summer)	1,500	
Subtotal Activities Personnel	19,345	24,332
Total Personnel	94,217	239,494
2. Fringe Benefits		

CU CIBER PROPOSAL BUDGET YEAR 2

University of Colorado Denver

	ED	CU Match
Year 2 Project Period: 10/01/2015 - 09/30/2016		
AY Contract Appointment, 1.00 FTE: 27% (Serapio, Kautt, Bollard, Parthasarathy, Gifford, Keaveney, Ruhnka, Cunningham, Hartnett, Becker)	12,144	36,360
AY Contract Appointment, < 0.50 FTE: 8% (Becker)	120	
Professional Exempt Appointment, 1.00 FTE: 28% (Blakestad, Ellison, Abbass)	13,094	29,352
Undergraduate Enrolled, AY: 1% (to be named hourly undergraduates)	10	
Total Fringe Benefits	25,368	65,712
3. Travel		
<i>Domestic</i>		
Directors' Meetings (M. Serapio, J. Blakestad) in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem 71/day - 20 for provided meals = 51/day (204), program cost (200) = 1774 x 2	3,548	
Associate Directors' Meeting: (J. Blakestad) in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem 71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
A13 Foreign Languages: (K. Bollard) ISLSC conference in Phoenix - airfare (300), ground transportation (120), 3 days per diem @ 71 - 20 for provided meals = 51 (153), 2 nights hotel @ 160 (320); program fee (75)	968	
A32 Rocky Mountain CIBER Network: (M. Serapio, J. Blakestad) meeting in Billings - airfare (500), ground transportation (85), 3 days per diem @ 46 (138), 2 nights hotel @ 100 (200) = 923 x 2	1,846	
A33 Faculty Development in IE Program: (M.Serapio) meeting in Atlanta - airfare (320), ground transportation (160), 3 days per diem @ 56 (168), 2 nights hotel @ 160 (320) = 968; Faculty Development in IE Program (M.Serapio, M. Ellison) meeting in San Diego - airfare (275), ground transportation (130), 3 days per diem @ 71 (213), 2 nights hotel @ 170 (340) = 958 x 2	2,884	
A36 PACIBER Conferences: (M. Serapio) in San Diego - airfare (275), ground transportation (130), 3 days per diem @ 71 (213), 2 nights hotel @ 170 (340)	958	
A45 Natl District Export Council (DEC) Forum: (M. Serapio) in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem 71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
<i>Foreign</i>		
A35 Overseas FDIBs: (M. Serapio) lead FDIB in Manila - airfare (1420), ground transportation (85), 4 days per diem @ 46 (184), 3 nights hotel @ 185 (555) = 2244	2,244	
A35 Overseas FDIBs: (J. Blakestad) lead FDIB in Dubai - airfare (1700), ground transportation (250), 2 days per diem @ 183 (366), 2 nights hotel @ 440 (880) = 3196	3,196	
Total Travel	19,192	0
4. Equipment	n/a	n/a
5. Supplies (project dedicated 14 cases paper @ 36 ea.)	504	0
6. Contractual	n/a	n/a
7. Construction	n/a	n/a
8. Other		
Program Development / Administration Other		

CU CIBER PROPOSAL BUDGET YEAR 2

University of Colorado Denver

	ED	CU Match
Year 2 Project Period: 10/01/2015 - 09/30/2016		
CU Denver Center for International Business Education and Research Facilities Rental (1287.50/month x 12 months)		15,450
Project dedicated phone/fax: 142 x 12 months	1,704	
Evaluation		
CU Denver Evaluation Center, annual reviews (Service Center rate)	7,000	
Activities Other		
A1 Global Perspective Badges: 3 content specialists to research, design, develop content & exams @ 7500 (22,500), audio/video recording and delivery (5500), system maintenance (2000)	30,000	
A2 Veteran Boots to Suits: develop global resource guide	1,500	
A3 IE Graduate Education: develop certificate in international education (1500), develop high tech entrepreneurship course module (1500), develop Singapore field study (2000)	5,000	
A4 Global <i>InternMatch</i> : K. Murphrey expand <i>InternMatch</i> program and collaborations (3000), NASBITE co-sponsorship (500)	3,500	
A5 Tribal Colleges & Universities (TCUs) Symposium: program materials for 50 participants at 85 (4250), 3 days conference room/av rentals @ 285 (855), 4 conference scholarships @ 1250 (5000), 1 Sub-Saharan FDIB scholarship @ 4000	14,105	
A6 Honors Global Social Entrepreneurship: Four HSI community college scholarships @ 250	1,000	
A7 Hispanic-Serving Com Colleges (HSIs): C. Miller program coordination (1000); offer intern prep program (500), room rental/av (285); hold internationalizing education symposium: 1 day room/av rental (285), program materials for 30 @ 30 (900), speaker materials (815)	3,785	
A8 Study Abroad Now Database: update database (2000)	2,000	
A9 International College Beijing: develop China Studies certificate	2,000	
A10 Global Business Competency Badges: 2 content specialists to research, design, develop content & exams @ 3000 (6000), technical assistance for audio/video recording, delivery, assurance of learning, incorporating into CU Denver system (2000)	8,000	
A11 Historically Black Col & Univ (HBCUs): co-sponsorship	5,000	
A12 Undergraduate IB Curriculum: faculty course development grant for global sustainability (2000), develop global entrepreneurship certificate (2000)	4,000	
A13 Foreign Languages: co-sponsor CIBER Business Language Conference (2000), ISLSC conference (2000), K-12 Business Language Conference (500), Business Language Competition (500); M. Long attendance at ISLSC conference in Phoenix: airfare (300), ground transportation (120), 3 days per diem @ 71 - 20 for provided meals = 51 (153), 2 night hotel @ 160 (320), program fee (75) = 968	5,968	
A14 Graduate IB Curriculum: develop global cybersecurity course (2000) and Survey of IB for Architecture (2000)	4,000	
A15 Interdisciplinary and Multi-Campus: Regional course development grant (2000) and IB course in Colorado Springs (2000)	4,000	
A16 Global Perspectives Courses: Develop regional course	2,000	
A17 Freshman Global Experience: course development grant for foreign study	2,000	
A18 CIBER-Posner Center Collaboratory: 3 research grants @ 2000	6,000	
A19 CIBER-Global Health Collaboratory: 2 research grants @ 2000	4,000	
A20 CIBER-LOHAS Business Collaboratory: 2 research grants @ 2000	4,000	

CU CIBER PROPOSAL BUDGET YEAR 2

University of Colorado Denver

		ED	CU Match
Year 2 Project Period: 10/01/2015 - 09/30/2016			
A22	Global Entrepreneurship Monitor Report: D. Kelley research	2,000	
A23	Casebook on Social IE: 15 research grants at 750	3,750	7,500
A24	Interdisciplinary IE Research: S. Alvarez research grant	2,000	
A25	Global Dimensions Research: research grant for entrepreneurship (2000), 5 competitive research grants @ 2000 (10,000)	12,000	
A29	TCU & MSI Internationalization Research: development of proceedings	1,000	
A30	Global Education-to Intern-to Job Survey: K. Murphrey survey workshop	3,000	
A31	CIBER-Community College of Denver: C. Miller develop faculty career paths and IB curriculum (2000), E. Farb offer Spanish for Heritage speakers (1500), MENA FDIB faculty program cost scholarship (3750)	7,250	
A32	Rocky Mountain CIBER Network: 1 Eastern Europe FDIB faculty program cost scholarship (4500), 1 course enhancement grant (1500), 3 grants for RMCIBER conference @ 700 (2100), International Business Institute for CC Faculty co-sponsorship (3000)	11,100	
A33	Faculty Development in IE Program: 2 speaker stipends @ 2000	4,000	
A34	China FDIB: 2 IACBE program cost scholarships @ 500 (1000), marketing postage (155), brochure (210), and copyright (129)	1,494	
A35	Overseas FDIBs: program co-sponsorships - Mercosur	4,500	
A36	PACIBER Conferences: co-sponsor PACIBER conference (1000), special issue Management International Review editorial costs (1000)	2,000	
A37	Language & Culture Non-Credit: 10 K-12 foreign language technology program scholarships @ 250	2,500	
A38	Global Vision Pathway Workshop: room/av rental (285), 20 materials @ 15 (300)	585	
A39	Technology Enhanced IB Education: MOOC (3000), Technology for Incorporating WorldDenver Talks on website (500), update website (1000), CIBERweb co-sponsorship (500)	5,000	
A41	International Executive Roundtables: 9 room/av rentals @ 285	2,565	
A43	Basics of Exporting and Importing: Seminar co-sponsorship	1,000	
A45	Natl District Export Council (DEC) Forum: co-sponsorship	500	
Total Other		186,806	22,950
9. Total Direct Costs		326,087	328,156
10. Total Indirect Costs		26,087	26,252
11. Training Stipends		n/a	n/a
12. Total Costs		352,174	354,408

CU CIBER PROPOSAL BUDGET YEAR 3

University of Colorado Denver

	ED	CU Match
Year 3 Project Period: 10/01/2016 - 09/30/2017		
1. Personnel		
Program Personnel		
CIBER Project Director: Manuel Serapio		
100% time, 2 mos. Summer	30,069	
50% time, 9 mos AY		65,905
36.2% time, 9 mos. AY effort equivalent (IIB Director's Salary)		47,741
Assistant Director: Jana Blakestad		
25% time, 12 mos.	24,002	
75% time, 12 mos.		72,006
Program Assistant: Melanie Ellison		
38% time, 12 mos.	22,043	
62% time, 12 mos.		35,966
Undergraduate Student Hourly Assistants		
100 hours @ \$9.75/hr	975	
Subtotal Program Personnel	77,089	221,618
Activities Personnel		
A2 Vereran Boots to Suits: I. Abbass manage program (44% time, 1 mo.)	2,122	
A2 Vereran Boots to Suits: M. Kautt develop internships (22.4% time, 1 mo. Summer)	1,591	
A3 IE Graduate Education: M. Serapio teach international entrepreneurship (12% time, 9 mos. AY. overload course buyout)		15,914
A11 Historically Black Col & Univ (HBCUs): J. Ruhnka mentor HBCU (12.6% time, 1 mo. Summer)	2,122	
A12 Undergraduate IB Curriculum: R. Ramirez manage new courses (8.3% time, 1 mo. Summer)	1,326	
A13 Foreign Languages: K. Bollard oversee development of case studies; develop criteria (19% time, 1 mo. Summer)	1,591	
A14 Graduate IB Curriculum Match - M. Serapio oversee MSIB (MSIB Director salary @ \$1016.44/month for 9 months)		9,148
A18 CIBER-Posner Center Collaboratory: M. Parthasarathy lead collaboratory (18.8% time, 1 mo. Summer)	2,652	
A19 CIBER-Global Health Collaboratory: B. Gifford lead collaboratory (15% time, 1 mo. Summer)	2,060	
A20 CIBER-LOHAS Business Collaboratory: S. Keaveney lead collaboratory (16% time, 1 mo. Summer)	2,060	
A23 Casebook on Social IE: J. Ruhnka oversee case development (12.6% time, 1 mo. Summer)	2,122	
A24 Interdisciplinary IE Research: L. Cunningham conduct SME marketing research (11.7% time, 1 mo. Summer)	2,122	
A26 ASEAN Economic Integration Research: K. Cho conduct ASEAN research (15.2% time, 1 mo. Summer)	2,122	
A31 CIBER-Community College of Denver: K. Bollard develop Business Spanish for native speakers course (25.4% time, 1 mo. Summer)	2,122	
A40 Biennial of the Americas: F. Conejo manage student interns (18.7% time, 1 mo. Summer)	1,591	
Subtotal Activities Personnel	25,603	25,062
Total Personnel	102,692	246,680
2. Fringe Benefits		

CU CIBER PROPOSAL BUDGET YEAR 3

University of Colorado Denver

	ED	CU Match
Year 3 Project Period: 10/01/2016 - 09/30/2017		
AY Contract Appointment, 1.00 FTE: 27% (Serapio, Kautt, Ruhnka, Ramirez, Bollard, Parthasarathy, Gifford, Keaveney, Cunningham, Cho, Conejo)	14,459	37,451
Professional Exempt Appointment, 1.00 FTE: 28% (Blakestad, Ellison, Abbass)	13,487	30,232
Undergraduate Enrolled, AY: 1% (to be named hourly undergraduates)	10	
Total Fringe Benefits	27,956	67,683
3. Travel		
<i>Domestic</i>		
Directors' Meeting: (M. Serapio, J. Blakestad) in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem 71/day - 20 for provided meals = 51/day (204), program cost (200) = 1774 x 2	3,548	
Associate Directors' meeting: (J. Blakestad) in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem \$71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
A11 Historically Black Col & Univ (HBCUs): (J. Ruhnka) HBCU mentoring in Atlanta - airfare (350), ground transportation (120), 3 days per diem @ 56 (168), 2 nights hotel @ 160 (320)	958	
A13 Foreign Languages: (K. Bollard) CCFLT meeting in Loveland - 100 miles roundtrip @ .50 (50), 2 days per diem dinner @ 29 (58), 1 per diem lunch (13), 2 nights hotel @ 145 (290), program cost (75)	486	
A27 US-China Communications Research: (S. Hartnett) present in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem \$71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
A45 National District Export Council (DEC) Forum: (M. Serapio) National DEC meeting in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem \$71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
<i>Foreign</i>		
A35 Overseas FDIBs: (J. Blakestad) lead FDIB in Dubai - roundtrip airfare (1700), ground transportation (250), 2 days per diem @ 183 (366), 2 nights hotel @ 440 (880)	3,196	
A36 PACIBER Conferences: (M. Serapio) PACIBER meeting in Seoul (estimate of foreign location) - roundtrip airfare (1400), ground transportation (160), 3 days per diem @ 120 - 40 for provided meals = 80 (240), 3 nights hotel @ 275 (825), program fee (350)	2,975	
Total Travel	16,485	0
4. Equipment	n/a	n/a
5. Supplies (project dedicated 13 cases paper @ 36 ea, 1 toner cartridge @ 122)	590	
6. Contractual	n/a	n/a
7. Construction	n/a	n/a
8. Other		
Program Development /Administration Other		
CU Denver Center for International Business Education and Research Facilities Rental (1326.16/month x 12 months)		15,914
Project dedicated phone/fax: 142 x 12 mos = 1704	1,704	
Evaluation		
CU Denver Evaluation Center, annual reviews (Service Center rate)	7,000	
Activities Other		

CU CIBER PROPOSAL BUDGET YEAR 3

University of Colorado Denver

	ED	CU Match
Year 3 Project Period: 10/01/2016 - 09/30/2017		
A1 Global Perspective Badges: 3 content specialists to research, design, develop content & exams @ 7500 (22,500), audio/video recording and delivery (5500), system development for expanding nationally (2000)	30,000	
A2 Veteran Boots to Suits: Update Pathways website page	1,500	
A3 IE Graduate Education: Develop Israel field study	2,000	
A4 Global <i>InternMatch</i> : K. Murphrey develop <i>InternMatch</i> program and collaborations (2000), NASBITE co-sponsorship (500)	2,500	
A5 Tribal Colleges & Universities (TCUs): Fall special workshop on indigenous and social entrepreneurship - 4 scholarships @ 2000 (8000), Eastern Europe FDIB scholarship (4500)	12,500	
A6 Honors Global Social Entrepreneurship: 4 HSI community college scholarships @ 250	1,000	
A7 Hispanic-Serving Com Colleges (HSIs): C. Miller program coordination (1000), offer intern prep program: (500), room rental/av (285)	1,785	
A8 Study Abroad Now Database: Update database (procured service)	2,000	
A10 Global Business Competency Badges: 2 content specialists to research, design, develop content & exams @ 2000 (4000), assurance of learning (3000)	7,000	
A11 Historically Black Col & Univ (HBCUs): HBCU co-sponsorship	5,000	
A12 Undergraduate IB Curriculum: Faculty course development grant for business and natural environment (2000), develop cross cultural communications course (2000), K. Murphrey develop program to assist with NASBITE CGBP exam (2000)	6,000	
A13 Foreign Languages: Co-sponsor CIBER Business Language Conference (2000), K-12 Business Language Conference (500), Business Language Case Competition (500)	3,000	
A14 Graduate IB Curriculum: Develop Survey of IB for Arts and Media course	2,000	
A15 Interdisciplinary and Multi-Campus: Regional course development grant (2000) and IB course in Colorado Springs (2000)	4,000	
A16 Global Perspectives Courses: Develop regional course (2000), develop CAP course: sustainability in global communications (2000), develop Global Plus Certificate (2000)	6,000	
A17 Freshman Global Experience: Course development grant for foreign study	2,000	
A18 CIBER-Posner Center Collaboratory: 3 research grants @ 2000 each	6,000	
A19 CIBER-Global Health Collaboratory: 3 research grants @ 2000 each	6,000	
A20 CIBER-LOHAS Business Collaboratory: 2 research grants @ 2500 each	5,000	
A21 Journal Issue on IE Research Topics: P. McDougall research grant	4,000	
A22 Global Entrepreneurship Monitor Report: D. Kelley research (2000)	2,000	
A23 Casebook on Social IE: 9 research grants @ 750 each	6,750	
A24 Interdisciplinary IE Research: Global mapping project (2500)	2,500	
A25 Global Dimensions Research: Research grant for commodities (2000); 6 competitive research grants @ 2000 (12,000)	14,000	
A28 Languages for Specific Purposes Research: M. Long research on languages for specific purposes	2,000	
A31 CIBER-Community College of Denver: C. Miller develop faculty career paths and IB curriculum (2000), SE Asia FDIB scholarship (3200)	5,200	
A32 Rocky Mountain CIBER Network: 1 MENA FDIB faculty program cost scholarship (3750), 1 course enhancement grant (1500)	5,250	
A33 Faculty Development in IE Program: 4 grants for MSIs for Special MSI FDIE @ 1000	4,000	
A34 China FDIB: Marketing postage (250), brochure (230), and copyright (146)	626	
A35 Overseas FDIBs: Program co-sponsorships - Sub Saharan Africa (4000), Mercosur (1000)	5,000	

CU CIBER PROPOSAL BUDGET YEAR 3

University of Colorado Denver

	ED	CU Match
Year 3 Project Period: 10/01/2016 - 09/30/2017		
A36 PACIBER Conferences: Co-sponsor PACIBER conference	1,000	
A37 Language & Culture Non-Credit: 10 K-12 foreign language technology program scholarships @ 250	2,500	
A38 Global Vision Pathway Workshop: Room/av rental (285), 20 materials @ 15 (300)	585	
A39 Technology Enhanced IB Education: Technology for incorporating WorldDenver Talks on website (500), webcast (1000), update website (1000), CIBERweb co-sponsorship (500)	3,000	
A40 Biennial of the Americas: 4 student grants @ 400	1,600	
A41 International Executive Roundtables: 9 room/av rentals @ 285	2,565	
A43 Basics of Exporting and Importing: Seminar co-sponsorship	1,000	
A44 Fast-Track Exporting: National Symposium on Fast-Track Exporting - 4 MSI scholarships @ 1000	4,000	
A45 National District Export Council (DEC) Forum: National DEC co-sponsorship	500	
Total Other	182,065	15,914
9. Total Direct Costs	329,788	330,277
10. Total Indirect Costs	26,383	26,422
11. Training Stipends	n/a	n/a
12. Total Costs	356,171	356,699

CU CIBER PROPOSAL BUDGET YEAR 4

University of Colorado Denver

		ED	CU Match
Year 4 Project Period: 10/01/2017 - 09/30/2018			
1. Personnel			
Program Personnel			
CIBER Project Director: Manuel Serapio			
100% time, 2 mos. Summer		30,971	
50% time, 9 mos AY			67,882
36.2% time, 9 mos. AY effort equivalent (IIB Director's Salary)			49,173
Assistant Director: Jana Blakestad			
25% time, 12 mos.		24,722	
75% time, 12 mos.			74,166
Program Assistant: Melanie Ellison			
38% time, 12 mos.		22,704	
62% time, 12 mos.			37,045
Undergraduate Student Hourly Assistants			
100 hours @ \$9.75/hr		975	
Subtotal Program Personnel		79,372	228,266
Activites Personnel			
A2	Vereran Boots to Suits: I. Abbass manage program (44% time, 1 mo.)	2,186	
A2	Vereran Boots to Suits: M. Kautt develop internships (22.4% time, 1 mo. Summer)	1,639	
A3	IE Graduate Education: M. Serapio teach international entrepreneurship (12% time, 9 mos. AY. overload course buyout)		16,391
A12	Undergraduate IB Curriculum: R. Ramirez manage new courses (8.3% time, 1 mo. Summer)	1,366	
A13	Foreign Languages: K. Bollard oversee development of case studies; develop criteria (19% time, 1 mo. Summer)	1,639	
A14	Graduate IB Curriculum: K. Cho revise MSIB program (8.7% time, 1 mo. Summer)	1,250	
A18	CIBER-Posner Center Collaboratory: M. Parthasarathy lead collaboratory (18.8% time, 1 mo. Summer)	2,732	
A19	CIBER-Global Health Collaboratory: B. Gifford lead collaboratory (15% time, 1 mo. Summer)	2,122	
A20	CIBER-LOHAS Business Collaboratory: S. Keaveney lead collaboratory (16% time, 1 mo. Summer)	2,122	
A23	Casebook on Social IE: J. Ruhnka oversee case development (12.6% time, 1 mo. Summer)	2,186	
A24	Interdisciplinary IE Research: F. Conejo conduct global social media research (22.8% time, 1 mo. Summer)	2,000	
A24	Interdisciplinary IE Research: D. Forlani conduct Women in IE research (13.7% time, 1 mo. Summer)	2,000	
A27	US-China Communications Research: S. Thomas research on US-China communications (20.6% time, 1 mo. Summer)	2,000	
Subtotal Activites Personnel		23,242	16,391
Total Personnel		102,614	244,657
2. Fringe Benefits			
AY Contract Appointment, 1.00 FTE: 27% (Serapio, Kautt, Ramirez, Bollard, Cho. Parthasarathy, Gifford, Keaveney, Ruhnka, Conejo, Forlani, Thomas)		14,047	36,030
Professional Exempt Appointment, 1.00 FTE: 28% (Blakestad, Ellison, Abbass)		13,891	31,139
Undergraduate Enrolled, AY: 1% (to be named hourly undergraduates)		10	
Total Fringe Benefits		27,948	67,169

CU CIBER PROPOSAL BUDGET YEAR 4

University of Colorado Denver

	ED	CU Match
Year 4 Project Period: 10/01/2017 - 09/30/2018		
3. Travel		
<i>Domestic</i>		
Directors' Meeting: (M. Serapio, J. Blakestad) in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem 71/day - 20 for provided meals = 51/day (204), program cost (200) = 1774 x 2	3,548	
Associate Directors' meeting: (J. Blakestad) in DC - airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem \$71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
A13 Foreign Languages: (K. Bollard) CCFLT meeting in Loveland - 100 miles roundtrip @ .50 (50), 2 days per diem dinner @ 29 (58), 1 per diem lunch (13), 2 nights hotel @ 145 (290), program cost (75) = 486; ISLSC meeting in Montgomery: airfare (525), ground transportation (120), 3 days per diem @ 46 (138), 2 nights hotel @ 100 (200) = 983	1,469	
A32 Rocky Mountain CIBER Network: (M. Serapio, J. Blakestad) RMCIBER meeting in Casper, WY: 554 miles roundtrip @ .50 (277), 4 days per diem @ 46 (184), 3 nights hotel @ 100 (300) = 761 x 2	1,522	
A33 Faculty Development in IE Program: (M. Serapio) meeting in Atlanta - roundtrip airfare (320), ground transportation (160), 3 days per diem @ 56 (168), 2 nights hotel @ 160 (320) = 968; (M. Serapio, M. Ellison) meeting in San Diego: roundtrip airfare (275), ground transportation (130), 3 days per diem @ 71 (213), 2 nights hotel @ 170 (340) = 958 x 2 = 1916	2,884	
A35 PACIBER Conferences: (M. Serapio) PACIBER meeting in Honolulu (estimate of location) - roundtrip airfare (850), ground transportation (160), 4 days per diem @ 89 - 30 for provided meals = 59 (236), 3 nights hotel @ 215 (645), program fee (350)	2,241	
A45 National District Export Council (DEC) Forum: (M. Serapio) National DEC meeting in DC: airfare (550), ground transportation (160), 3 nights hotel @ 220 (660), 4 days per diem \$71/day - 20 for provided meals = 51/day (204), program cost (200)	1,774	
<i>Foreign</i>		
A34 Overseas FDIBs: Program co-sponsorships: (J. Blakestad) lead FDIB in Dubai - roundtrip airfare (1700), ground transportation (250), 2 days per diem @ 183 (366), 2 nights hotel @ 440 (880)	3,196	
Total Travel	18,408	0
4. Equipment	n/a	n/a
5. Supplies (14 cases paper @ 36 ea., 1 toner cartridge @ 122, 3 Binders @ 23 ea.)	695	
6. Contractual	n/a	n/a
7. Construction	n/a	n/a
8. Other		
Program Development /Administration Other		
CU Denver Center for International Business Education and Research Facilities Rental (1365.92/month x 12 months)		16,391
Project dedicated phone/fax: 142 x 12 mos	1,704	
Evaluation		
CU Denver Evaluation Center, annual reviews (Service Center rate)	7,000	
Activities Other		
A1 Global Perspective Badges: 3 content specialists to research, design, develop content & exams @ 7500 (22,500), audio/video recording and delivery (5000)	27,500	
A2 Veteran Boots to Suits: Update Pathways website page	1,500	

CU CIBER PROPOSAL BUDGET YEAR 4

University of Colorado Denver

		ED	CU Match
Year 4 Project Period: 10/01/2017 - 09/30/2018			
A4	Global <i>InternMatch</i> : K. Murphrey update <i>InternMatch</i> program and collaborations (2000), NASBITE co-sponsorship (500)	2,500	
A5	Tribal Colleges & Universities (TCUs) Symposium: program materials for 50 participants at 85 (4250), 3 days conference room/av rental @ 285 (855), 4 scholarships @ 875 (3500), MENA FDIB scholarship (3750)	12,355	
A6	Honors Global Social Entrepreneurship: 4 HSI community college scholarships @ 250	1,000	
A7	Hispanic-Serving Com Colleges (HSIs): C. Miller program coordination (1000); offer intern prep program: (500), room rental/av (285); offer internationalizing education symposium: 1 day conference room/av rental (285), program materials for 30 @ 30 (900), speaker materials (815)	3,785	
A8	Study Abroad Now Database: Update database (2000)	2,000	
A10	Global Business Competency Badges: 2 content specialists to research, design, develop content & exams @ 4000	8,000	
A11	Historically Black Col & Univ (HBCUs): HBCU co-sponsorship	5,000	
A12	Undergraduate IB Curriculum: Faculty course development grant for global social media	2,000	
A13	Foreign Languages: Co-sponsor CIBER Business Language Conference (2000), ISLSC conference (2000), K-12 Business Language Conference (500), Business Language Case Competition (500); M. Long attendance at ISLSC conference in Charlotte: airfare (520), ground transportation (150), 3 days per diem @ 51 - 20 for covered meals = 31 (93), 2 night hotel @ 135 (270)	6,033	
A14	Graduate IB Curriculum: Develop Survey of IB for Arts and Media course	2,000	
A15	Interdisciplinary and Multi-Campus: Regional course development grant (2000) and IB course in Colorado Springs (2000)	4,000	
A16	Global Perspectives Courses: Develop regional course (2000), develop engineering course global considerations for R&D (2000)	4,000	
A17	Freshman Global Experience: Course development grant for foreign study	2,000	
A18	CIBER-Posner Center Collaboratory: 2 research grants @ 2500 each	5,000	
A19	CIBER-Global Health Collaboratory: 2 research grants @ 2500 each	5,000	
A20	CIBER-LOHAS Business Collaboratory: 2 research grants @ 2500 each	5,000	
A21	Journal Issue on IE Research Topics: P. McDougall research grant	4,500	
A22	Global Entrepreneurship Monitor Report: D. Kelley research	3,000	
A23	Casebook on Social IEJ: 14 research grants at 750	10,500	
A25	Global Dimensions Research: Research grant for risk management/insurance (2000), 4 competitive research grants @ 2000 (8000)	10,000	
A28	Languages for Specific Purposes Research: M. Long research on languages for specific purposes	2,000	
A29	TCU & MSI Internationalization Research: development of proceedings	1,000	
A31	CIBER-Community College of Denver: C. Miller develop faculty career paths and IB curriculum (2000), Sub Saharan FDIB faculty program cost scholarship (4000)	6,000	
A32	Rocky Mountain CIBER Network: 1 Mercosur FDIB faculty program cost scholarship (4500), 1 course enhancement grant (1500), International Institute for CC faculty co-sponsorship (3000)	9,000	
A34	China FDIB: Marketing postage (250), brochure (230), and copyright (213)	693	
A35	Overseas FDIBs: Program co-sponsorships: SE Asia (3200), Eastern Europe (4000)	7,200	
A36	PACIBER Conferences: Co-sponsor PACIBER conference	1,000	
A37	Language & Culture Non-Credit: 10 K-12 foreign language technology program scholarships @ 250	2,500	

CU CIBER PROPOSAL BUDGET YEAR 4

University of Colorado Denver

		ED	CU Match
Year 4 Project Period: 10/01/2017 - 09/30/2018			
A38	Global Vision Pathway Workshop: Room/av rental (285), 20 materials @ 15 (300)	585	
A39	Technology Enhanced IB Education: Technology for incorporating WorldDenver Talks on website (500), 1 webcast (1000), update website (1000); CIBERweb co-sponsorship (500)	3,000	
A41	International Executive Roundtables: 9 room/av rentals @ 285	2,565	
A43	Basics of Exporting and Importing: Seminar co-sponsorship	1,000	
A44	Fast-Track Exporting: National Symposium on Fast-Track Exporting: 4 MSI scholarships @ 1000	4,000	
A45	National District Export Council (DEC) Forum: National DEC co-sponsorship (500), D. Kelley travel to DC for DEC Forum and Special research report: roundtrip airfare from Boston (520), ground transportation (160), 2 nights hotel @ 220 (440), 3 days per diem 71/day - 20 for provided meals = 51/day (153), program cost (200)	1,973	
Total Other		177,893	16,391
9. Total Direct Costs		327,558	328,217
10. Total Indirect Costs		26,205	26,257
11. Training Stipends		n/a	n/a
12. Total Costs		353,763	354,474

Budget Justification 2014-2018

FUNDS REQUESTED FROM U.S. DEPARTMENT OF EDUCATION

Personnel: is comprised of identified CU Denver staff, faculty, and students working to benefit the grant activities. (See Narrative Section 5 and Attachment VI-Resumes). CU CIBER Program Development/Administration Staff are: M. Serapio, PI and CU Denver IIB/CIBER Director, faculty, J. Blakestad, Assistant Director, and M. Ellison, Program Assistant. Activities Personnel are identified by the Activity they support; these are generally faculty summer salary effort grants. The University of Colorado Denver institutionally approved 3% annual inflation factor for salaries was applied every July 1st. Specific salary information is provided in the spreadsheet for each budget year.

Yr1	107,250
Yr2	94,217
Yr3	102,692
Yr4	102,614

Fringe Benefits: University of Colorado Denver's institutionally approved fringe benefit rates by employment type were applied, including 27% for full time faculty with academic appointments, 8% for faculty employed less than 50% time on academic year appointments, 28% for professional exempt appointments, and 1% for enrolled undergraduate students. (See Budget Notes Attachment for copy of approved fringe benefit rates.). A benefit rate breakdown supplied by University of Colorado Denver sponsored accounting is as follows:

University Supported Benefits

Health Insurance	7.70%		7.70%	
Dental Insurance	0.27%		0.27%	
Life Insurance	0.12%		0.12%	
Retirement (TIAA or PERA)	10.00%		10.00%	
Social Security	6.20%	6.20%	6.20%	
Meditax	1.45%	1.45%	1.45%	
TIAA Long Term Disability	0.26%		0.26%	
Workers Compensation 4	0.18%	0.18%	0.18%	
Unemployment Compensation 4	0.13%	0.13%	0.13%	0.18%
Retiree Health/Life/Dent Ins 4	0.75%		0.75%	
Termination Pay			1.02%	
Benefit Rate:	27.00%	8.00%	28.00%	1.00%

Yr1	28,671
Yr2	25,368
Yr3	27,956
Yr4	27,948

Travel: is comprised of trips for CU CIBER staff and faculty including the annual directors' and associate directors' CIBER meetings, and other programs to fulfill the program Activities, broken out by domestic and foreign travel. Estimated airfare was determined using budget travel Internet sites; ground transportation was established based on an average of past costs; per diem costs (lodging and meals) were identified from the US General Services Administration website; program costs were identified from past or upcoming program hosts.

Yr1	16,672
Yr2	19,192

Yr3 16,485
Yr4 18,408

Equipment: none requested.

Supplies: are identified at AY 2013-2014 costs: 1 case paper @ 36; 1 toner cartridge @ 122; 1 binder @ 23.

Yr1 998
Yr2 504
Yr3 590
Yr4 695

Contractual: none requested.

Construction: none requested.

Other: includes Program Development/Administration costs of project dedicated phone/fax and evaluation costs based on fiscal year 2013-2014 actual costs. Included under Other Direct Costs are program costs broken out by Activity. Grant, stipend and program scholarships amounts per Activity were based on past program grant/stipend/scholarship amounts; program co-sponsorship costs were identified by the host organizations.

Yr1 171,422
Yr2 186,806
Yr3 182,065
Yr4 177,893

Total Direct Costs

Yr1 325,013
Yr2 326,087
Yr3 329,788
Yr4 327,558

Total Indirect Costs: are calculated at the Program required 8% MTDC (no costs were modified out of the base).

Yr1 26,001
Yr2 26,087
Yr3 26,383
Yr4 26,205

Training Stipends: none requested.

Total Costs

Yr1 351,014
Yr2 352,174
Yr3 356,171
Yr4 353,763

MATCH TO BE PROVIDED BY CU DENVER

Match: the budget includes a required match of 1 to 1 between monies requested from ED and monies provided by CU Denver and from CU CIBER (from program revenue and private sources).

Personnel: is comprised of identified CU Denver staff, faculty, and students working to benefit the grant activities. CU CIBER Program Development/Administration Staff are: M. Serapio, PI and CU Denver IIB/CIBER Director, faculty, J. Blakestad, Assistant Director, and M. Ellison, Program Assistant. Activities Personnel are identified by the Activity they support; these are generally faculty summer salary grants. Per CU Denver directions, a salary increase of 3% per year (based on CU Denver's fiscal year of July 1-June 30) is added each year. Specific salary information is provided in the spreadsheet for each budget year.

Yr1	232,518
Yr2	239,494
Yr3	246,680
Yr4	244,657

Fringe Benefits: are calculated at 27% for full time faculty with academic appointments, 8% for faculty employed less than 50% time on academic year appointments, 28% for professional exempt appointments, and 1% for enrolled undergraduate students. These are CU Denver's institutionally approved fringe benefits rates. (See Budget Notes Attachment.)

Yr1	63,798
Yr2	65,712
Yr3	67,683
Yr4	67,169

Travel: is not identified as a match though faculty and business travel will be conducted to benefit the activities.

Equipment: none requested.

Supplies: are not identified as a match, though additional supplies will be provided by CU Denver with non-match funds, to include general office, conference, and workshop supplies: pens, pencils, binders, staples, folders, labels, nametags, clips, subscriptions, periodicals, and reference books.

Contractual: none requested.

Construction: none requested.

Other: includes under Program Development/Administration: Rent (actual dollars currently paid by CU Denver with a 3% annual increase) and evaluation costs. The rest of the budget included in Other is broken out under the appropriate activity. Grant, stipend and program scholarships amounts per Activity were based on past program grant/stipend/scholarship amounts; program co-sponsorship costs were identified by the host organizations

Yr1	29,200
Yr2	22,950
Yr3	15,914
Yr4	16,391

Total Direct Match Costs

Yr1	325,516
Yr2	328,156
Yr3	330,277
Yr4	328,217

Total Indirect Match Costs: are calculated at the Program required maximum 8% MTDC (no costs were modified out of the base).

Yr1	26,041
Yr2	26,252
Yr3	26,422
Yr4	26,257

Training Stipends: none requested.

Total Match Costs

Yr1	351,557
Yr2	354,408
Yr3	356,699
Yr4	354,474

ADDITIONAL RESOURCES NOT IDENTIFIED AS BUDGET MATCH

Additional resources will be used to support the Activities but are not identified in the budget match. These unidentified costs to be paid (from program revenues and private sources) will include: additional funds for faculty summer research grants, additional student assistants, and additional dollars for temporary employees; costs for faculty, student, and business programs including food; additional costs for program evaluations; and costs for technology-based instruction (for Massive Open Online Courses, digital interviews, webcasts). Additional non recorded match includes extensive in kind gifts of time spent on the Activities: by business executives, professionals, and faculty, staff, and students (at CU and other institutions); additional travel and hotel costs for business people, faculty, and staff for the Activities; materials provided by other institutions; and the unrecovered indirect costs between the 8% allowable by ED and CU Denver's indirect cost rate (55% from 10/1/2014-6/30/2015 and 55.5% from 7/1/2015-9/30/2015). Additional information on unidentified support that will be provided is included in the Budget Notes Attachment.

**U.S. DEPARTMENT OF EDUCATION
BUDGET INFORMATION
NON-CONSTRUCTION PROGRAMS**

OMB Number: 1894-0008
Expiration Date: 04/30/2014

Name of Institution/Organization

University of Colorado Denver

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION A - BUDGET SUMMARY
U.S. DEPARTMENT OF EDUCATION FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	107,250.00	94,217.00	102,692.00	102,614.00		406,773.00
2. Fringe Benefits	28,671.00	25,368.00	27,956.00	27,948.00		109,943.00
3. Travel	16,672.00	19,192.00	16,485.00	18,408.00		70,757.00
4. Equipment	0.00	0.00	0.00	0.00		0.00
5. Supplies	998.00	504.00	590.00	695.00		2,787.00
6. Contractual	0.00	0.00	0.00	0.00		0.00
7. Construction	0.00	0.00	0.00	0.00		0.00
8. Other	171,422.00	186,806.00	182,065.00	177,893.00		718,186.00
9. Total Direct Costs (lines 1-8)	325,013.00	326,087.00	329,788.00	327,558.00		1,308,446.00
10. Indirect Costs*	26,001.00	26,087.00	26,383.00	26,205.00		104,676.00
11. Training Stipends	0.00	0.00	0.00	0.00		0.00
12. Total Costs (lines 9-11)	351,014.00	352,174.00	356,171.00	353,763.00		1,413,122.00

***Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? Yes No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 07/01/2011 To: 06/30/2016 (mm/dd/yyyy)

Approving Federal agency: ED Other (please specify): DHHS

The Indirect Cost Rate is 55.00 %.

(3) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

Is included in your approved Indirect Cost Rate Agreement? or, Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is 8.00 %.

Name of Institution/Organization University of Colorado Denver	Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.	
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**SECTION B - BUDGET SUMMARY
NON-FEDERAL FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	232,518.00	239,494.00	246,680.00	244,657.00		963,349.00
2. Fringe Benefits	63,798.00	65,712.00	67,683.00	67,169.00		264,362.00
3. Travel	0.00	0.00	0.00	0.00		0.00
4. Equipment	0.00	0.00	0.00	0.00		0.00
5. Supplies	0.00	0.00	0.00	0.00		0.00
6. Contractual	0.00	0.00	0.00	0.00		0.00
7. Construction	0.00	0.00	0.00	0.00		0.00
8. Other	29,200.00	22,950.00	15,914.00	16,391.00		84,455.00
9. Total Direct Costs (lines 1-8)	325,516.00	328,156.00	330,277.00	328,217.00		1,312,166.00
10. Indirect Costs	26,041.00	26,252.00	26,422.00	26,257.00		104,972.00
11. Training Stipends	0.00	0.00	0.00	0.00		0.00
12. Total Costs (lines 9-11)	351,557.00	354,408.00	356,699.00	354,474.00		1,417,138.00

SECTION C - BUDGET NARRATIVE (see instructions)

U.S. DEPARTMENT OF EDUCATION
SUPPLEMENTAL INFORMATION
FOR THE SF-424

OMB Number: 1894-0007
Expiration Date: 07/31/2014

1. Project Director:

Prefix:	First Name:	Middle Name:	Last Name:	Suffix:
Dr.	Manuel		Serapio	

Address:

Street1:	1475 Lawrence Street
Street2:	Suite 300
City:	Denver
County:	
State:	CO: Colorado
Zip Code:	80202
Country:	USA: UNITED STATES

Phone Number (give area code)	Fax Number (give area code)
3033158888	3033158881

Email Address:

Manuel.Serapio@ucdenver.edu

2. Novice Applicant:

Are you a novice applicant as defined in the regulations in 34 CFR 75.225 (and included in the definitions page in the attached instructions)?

Yes No Not applicable to this program

3. Human Subjects Research:

a. Are any research activities involving human subjects planned at any time during the proposed project Period?

Yes No

b. Are ALL the research activities proposed designated to be exempt from the regulations?

Yes Provide Exemption(s) #:

No Provide Assurance #, if available:

c. If applicable, please attach your "Exempt Research" or "Nonexempt Research" narrative to this form as indicated in the definitions page in the attached instructions.