

**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 # P220A140020**

**Grants.gov Tracking#: GRANT11693940**

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: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
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* 3. Date Received: <input type="text" value="07/02/2014"/>	4. Applicant Identifier: <input type="text"/>
--	--

5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
--	---

**State Use Only:**

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
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**8. APPLICANT INFORMATION:**

* a. Legal Name: <input type="text" value="The George Washington University"/>	
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="530196584"/>	* c. Organizational DUNS: <input type="text" value="0439904980003"/>

**d. Address:**

* Street1:	<input type="text" value="2121 I Street NW"/>
Street2:	<input type="text" value="Rice Hall Suite 601"/>
* City:	<input type="text" value="Washington"/>
County/Parish:	<input type="text"/>
* State:	<input type="text" value="DC: District of Columbia"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="20052-0086"/>

**e. Organizational Unit:**

Department Name: <input type="text" value="School of Business"/>	Division Name: <input type="text"/>
---	--

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

Prefix: <input type="text"/>	* First Name: <input type="text" value="Reid"/>
Middle Name: <input type="text" value="W."/>	
* Last Name: <input type="text" value="Click"/>	
Suffix: <input type="text"/>	

Title: <input type="text" value="Associate Professor of International Business"/>
---

Organizational Affiliation: <input type="text" value="The George Washington University"/>
--

* Telephone Number: <input type="text" value="202-994-0656"/>	Fax Number: <input type="text" value="202-994-7422"/>
---	---

* Email: <input type="text" value="rclick@gwu.edu"/>
--

**Application for Federal Assistance SF-424**

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

O: Private 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:**

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.):**

Add Attachment

Delete Attachment

View Attachment

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

George Washington Center for International Business Education and Research

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.

**17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="1,456,239.00"/>
* b. Applicant	<input type="text" value="2,989,152.00"/>
* 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="4,445,391.00"/>

**\* 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

**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:

## 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>Jackie Bendall</p>	<p>TITLE</p> <p>Director, Sponsored Projects Admin</p>
<p>APPLICANT ORGANIZATION</p> <p>The George Washington University</p>	<p>DATE SUBMITTED</p> <p>07/02/2014</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

<b>1. * Type of Federal Action:</b> <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	<b>2. * Status of Federal Action:</b> <input checked="" type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. * Report Type:</b> <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
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**4. Name and Address of Reporting Entity:**  
 Prime  SubAwardee

\* Name: The George Washington University  
\* Street 1: 2121 I St, NW, Ste. 601 Street 2:  
\* City: Washington State: DC: District of Columbia Zip: 20052  
Congressional District, if known:

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

<b>6. * Federal Department/Agency:</b> Department of Education	<b>7. * Federal Program Name/Description:</b> Centers for International Business Education CFDA Number, if applicable: 84.220
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<b>8. Federal Action Number, if known:</b>	<b>9. Award Amount, if known:</b> \$
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**10. a. Name and Address of Lobbying Registrant:**

Prefix \* First Name N/A Middle Name  
\* Last Name N/A Suffix  
\* Street 1 N/A Street 2  
\* City N/A State Zip

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

Prefix \* First Name N/A Middle Name  
\* Last Name N/A 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: Jackie Bendall  
\* Name: Prefix \* First Name Jackie Middle Name  
\* Last Name Bendall Suffix  
Title: Director, Sponsored Projects Admin Telephone No.: 202-994-6255 Date: 07/02/2014

## 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](mailto:ICDocketMgr@ed.gov) and reference the OMB Control Number 1894-0005.

## Optional - You may attach 1 file to this page.

GW\_CIBER\_GEPA\_statement1013884353.pdf

Add Attachment

Delete Attachment

View Attachment

## **GENERAL EDUCATION PROVISION ACT (GEPA)**

### **Section 427**

#### **STATEMENT**

GW-CIBER is committed to ensuring equality of access to and participation in all activities and programs put forward in this proposal. The Center will comply with all federal non-discrimination laws and will apply strategies to promote full inclusion.

The George Washington University (GW) has a long history of equal opportunity. It is committed to reflecting the nation's diversity by building an inclusive culture accommodating an increasingly broad range of teachers and learners. Diversity is crucial to GW, and any educational institution, in that it promotes excellence in learning, research, and service.

In 2010, GW President Steven Knapp announced a new initiative to promote diversity and inclusion within and beyond the university community. This initiative resulted in the creation of the *Office of Diversity and Inclusion (ODI)*, which now encompasses the *Multicultural Student Services Center, Office of Disability Support Services, Center for Civic Engagement and Public Service, Title IX Coordination*, and the *Campus Inclusion Initiatives*. Close collaborations with many different members of the GW community (faculty, staff, students, councils and committees) enables the ODI to advance the GW's commitment to all aspects of diversity that are essential to academic excellence. The ODI hosts and supports many ongoing diversity projects, such as the "Innovation in Diversity and Inclusion Grants Program" (an opportunity for students, faculty, staff, and units to apply for funding to support innovative ideas that advance GW's commitment to diversity and inclusion), the "GW Tutoring Initiative" (ten hours of free tutoring each academic year for offered courses), and the "GW Project SEARCH" (an employment preparation program for DC residents, ages 18-29, offered through a

university-led partnership between GW, DC's Rehabilitation Services Administration, and Goodwill of Greater Washington), among others. GW is also known for a commitment to educating and supporting veterans and active-duty military personnel.

All members and units of the GW community must advance the institution's commitment to diversity and inclusion as a strategic priority. Starting with admission, all exceptionally qualified students are considered for various scholarships, some of which are specifically designed to promote diversity. For example, outstanding graduates of the DC public high schools who have been nominated by their school counselors are considered for the GW Trachtenberg Scholarship (covering full tuition and fees, room and board, and a book allowance). GW also participates in the Post-9/11 GI Bill's Yellow Ribbon Program, which allows academically-qualified undergraduate veterans who are eligible for the program to attend GW for free. Additionally, qualified ROTC scholars may be eligible for awards toward the cost of GW campus housing and meals.

In the same spirit, most of GW-CIBER's programming described in this proposal is provided free of charge, not only to GW students, but to the students attending the schools that are members of the DC Area Consortium of Universities. Some of these universities serve minority (Howard University, Trinity University, University of the District of Columbia) groups. The few GW-CIBER activities that require a registration fee (usually these are extensive professional development programs with various components) are also heavily subsidized for participants from Minority-Serving Institutions, community colleges, and other underfunded schools.

In response to Competitive Preference Priority 2 of the CIBER Program, GW-CIBER has designed collaborative activities with MSIs and community colleges. For example, GW-CIBER

will collaborate with Howard University School of Business on globalizing business curricula through initiatives involving mentorship programs, development of new study-abroad courses, classroom shadowing, complimentary registration for GW-CIBER's domestic professional development workshops, workshop series for MSI's and community colleges, and co-sponsorship of international business institutes for community-college faculty.

Furthermore, GW-CIBER's Business Language programming is intended to promote language learning and to disseminate teaching materials and best practices for business language instruction. The GW-CIBER Business Language Network (BLN) initiative, for example, includes language immersion, thematic, and teaching methodology workshops (free of charge) – both at GW and on-site – some of which with a special emphasis on MSIs and community colleges. The BLN offers opportunities for materials exchange, networking, support, and guidance.

GW-CIBER will also support events organized by student groups such as the GW Women MBA Association, the GW Hispanic MBA Association, the GW Black MBA Association, and the GW African Business Association, to name a few. This will further extend our outreach efforts.

Finally, all GW-CIBER activities will be announced through various communication methods in order to attract as diverse audience as possible, and will be held in facilities that provide easy access for people with disabilities.

## 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.

<b>* APPLICANT'S ORGANIZATION</b> The George Washington University	
<b>* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE</b>	
Prefix: <input type="text"/>	* First Name: Jackie Middle Name: <input type="text"/>
* Last Name: Bendall	Suffix: <input type="text"/>
* Title: Director, Sponsored Projects Admin	
* SIGNATURE: Jackie Bendall	* DATE: 07/02/2014

## 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.]

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## GEORGE WASHINGTON UNIVERSITY CIBER (GW-CIBER)

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**ABSTRACT:** George Washington University proposes to build from strong foundations laid in two previous grant awards to advance knowledge in international business (IB), increase the global effectiveness of current and future managers, promote instruction in languages deemed to be in areas of national need, and serve as a local, regional, and national resource.

GW-CIBER's programming will be organized around a unifying theme: *Institutions, Policies, and Development in International Business*. This theme addresses a set of issues of fundamental importance to US competitiveness, prosperity, and security. It also reflects the strengths of GW's faculty and the university's central location in Washington, DC, among key multilateral organizations, government agencies, non-governmental agencies, and embassies. The theme is supported by five key focal areas: (1) Trade, Investment, and Employment Issues; (2) Leveraging Diaspora Populations; (3) Energy, Land Management, and Environmental Sustainability; (4) The Intersection of Business, Government, and Civil Society; and (5) Innovation and Property Rights. Building on the theme, programming will be organized in 7 overlapping objectives identified by needs-based consultations with critical stakeholders:

- OBJECTIVE 1: Develop global leaders by furthering students' understanding of the international context of business through innovative degree offerings, curriculum enhancement, and co-curricular activities.
- OBJECTIVE 2: Collaborate with businesses and professional associations to create experiential learning and training opportunities for international business students.
- OBJECTIVE 3: Develop multi-disciplinary research programs spanning the fields of business, international studies, and public policy, with an emphasis on interdisciplinary projects, to expand the body of knowledge in international business.
- OBJECTIVE 4: Provide professional development opportunities for faculty and doctoral students in diverse fields from across the United States, with a special emphasis on collaborative programming for scholars from Minority-Serving Institutions and community colleges in the Mid-Atlantic region with the goal of internationalizing their curricula.
- OBJECTIVE 5: Engage the business and policy communities in the Mid-Atlantic region to develop their global business competency through training opportunities and outreach.
- OBJECTIVE 6: Promote "business language" education by offering programs that expand the proficiency of current and future international business professionals and strengthen the business literacy of language instructors in the Mid-Atlantic region.
- OBJECTIVE 7: Enhance student and professional understanding of the business environment in Sub-Saharan Africa and its relevance for US competitiveness.

Important parts of the programming specifically address both **Competitive Preference Priority 1: Business Collaboration** and **Competitive Preference Priority 2: Community College/MSI Collaboration**. In addition, the proposal specifically addresses both Invitational Priority 1, with proposed collaborations with institutions in Sub-Saharan Africa, and Invitational Priority 2, with language programming for future and current business professionals.

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## **LIST OF ACRONYMS**

AD	Administrative Director
ADM	African Diaspora Marketplace
ADYN	African Diaspora Youth Network
BL	Business Language
DEC	District Export Council
ED	Department of Education
CC	Community College
CCAS	Columbian College of Arts and Sciences
CIBE	Centers for International Business Education
CIBER	Center for International Business Education and Research
EEO/AA	Equal Employment Opportunity / Affirmative Action
ESIA	Elliott School of International Affairs
FCB	Faculty Coordinating Board
FDIB	Faculty Development in International Business
GEE	Global and Experiential Education
GMSI	Globalizing Minority Serving Institutions
GPRA	Government Performance and Results Act
GW	George Washington
GW-CIBER	GW Center for International Business Education and Research
GWSB	George Washington School of Business
HBCU	Historically Black Colleges and Universities
IB	International Business
ID	International Development
IIEP	Institute for International Economic Policy
IFLE	International and Foreign Language Education (an office of ED)
IMF	International Monetary Fund
JIBS	Journal of International Business Studies
MSI	Minority-Serving Institution
NCLRC	National Capital Language Resource Center
NGO	Non-Governmental Organization
NSF	National Science Foundation
OVPR	Office of the Vice President for Research
PDW	Professional Development Workshop
PMF	Performance Measure Form
RFP	Request for Proposals
SDI	Summer Doctoral Institute
SMPP	Strategic Management and Public Policy
TBA	To Be Arranged
UM	University of Miami
US	United States
USAID	United States Agency for International Development
USEAC	US Export Assistance Center
UTDT	Universidad Torcuato di Tella
WTO	World Trade Organization

## **CRITERION 1: MEETING THE PURPOSE OF THE AUTHORIZING STATUE**

### **Thematic Approach to Meet the Purpose of the Authorizing Statute**

The George Washington University Center for International Business Education and Research (GW-CIBER) contributes to the nation's capacity for international understanding and competitiveness through a distinctive set of activities in education, research, and outreach. Programming for 2014-2018 is designed to expand student learning opportunities in international business (IB), international studies, and foreign languages; foster new research in a broad range of fields related to IB; and build bridges among the academic, business, and policy communities in areas related to US competitiveness. The George Washington University's (GW) strategic commitment to IB, international studies, and foreign languages – along with its central location in Washington, DC (DC) surrounded by prominent US policymaking institutions, international organizations, foreign embassies, industry organizations, and non-governmental organizations (NGOs) – provides the bedrock necessary to meet the purpose of the authorizing statute.

Founded in 1821, GW is a private research university committed to the creation, dissemination, and application of knowledge. GW's strategic plan, *Vision 2021*, developed in 2012-13, identifies four pillars central to the university's investments over the next decade: innovation through *cross-disciplinary collaboration*; *globalization* of educational and research programs; expansion of programs that focus on *governance and policy* in the public and private sectors; and infusion of the ideas of *citizenship and leadership* into student learning and other university activities. GW-CIBER sits atop all four pillars and this proposal uses *Vision 2021* as a compass. (See Exhibit 3.1.) Thus, GW-wide investments in the new strategic plan will provide the infrastructure for GW-CIBER success, and its ambitious agenda should also serve as a catalyst for implementing GW's strategic plan. (See Exhibit 2 for the Provost's statement of

support.) In particular, GW-CIBER will play a prominent role in GW's globalization initiatives.

Many areas of strength at GW already support internationalization. The nucleus of GW-CIBER is the IB department, one of eight departments in GW's School of Business (GWSB). With 19 full-time faculty members with PhDs in economics, history, IB, finance, management, marketing, sociology and political science, GW has one of the nation's largest and most discipline-diverse free-standing IB departments. It has earned national recognition for its programs. In 2014, *U.S. News & World Report* ranked GWSB's undergraduate and graduate IB programs 11<sup>th</sup> and 19<sup>th</sup>, respectively. The IB department retains an interdisciplinary flavor through linkages with the Elliott School of International Affairs (ESIA) and the Columbian College of Arts and Sciences (CCAS), and CIBER serves as a bridge linking all GWSB professors with faculty in these other schools. Some have achieved international reputations; e.g., in 2012 *Foreign Policy* ranked ESIA's graduate and undergraduate programs in international affairs 7<sup>th</sup> and 9<sup>th</sup> worldwide, respectively. (See Exhibit 3.2 for a list of all GW's degrees, majors and courses with an international focus. See Exhibit 3.3 for study abroad programs and overseas academic partnerships.)

The GW-CIBER will meet the authorizing statute's purpose through activities organized around the theme of *Institutions, Policies, and Development in International Business*.

*Institutions* are the rules and norms that govern and shape the interactions of individuals around the globe. They can be informal, as customs and behavior patterns, or formal, such as laws and regulations. Key economic and political organizations, both domestic and multilateral, take on vital roles constructing and supporting rule-making and enforcement.

*Policies* are principles that guide decisions to achieve desired outcomes, and thus differ from rules or laws. While the latter can prohibit or compel certain behaviors, policies indicate a course

of action for individuals toward identified goals and consistent with institutional norms.

*Development* is the broad concept encompassing growth and progress in both economic and human dimensions. Sustainable development, of particular interest in the GW-CIBER theme, is the framework for managing living conditions and resource use to meet human needs without undermining the longevity of natural systems and the environment. International development depends on both institutions (North, 1990)<sup>1</sup> and policies (Henry & Miller, 2009)<sup>2</sup>, and forms the basis for global business competitiveness.

Together, the topics of institutions, policies, and development provide a coherent theme for GW-CIBER programming which has direct relevance to US business competitiveness. World growth is shifting toward emerging and developing economies, and US businesses are largely unequipped to do business in them because institutions are often informal, in transition, and sometimes nonexistent, while policies are imperfectly formulated and often erratic. In order to be able to compete in the rapidly-expanding foreign markets, US businesses will need to fully understand institutions, policies, and development. The significance of this theme, and GW-CIBER programming under it, are more fully developed in Criterion 2.

This theme leverages GW's campus-wide faculty expertise in these topics (see Exhibit 3.4 for GW's international research centers) and its location in DC, situated near the World Bank, International Monetary Fund (IMF), and US Department of State (see Exhibit 3.5 for a map locating GW and examples of external organizations and speakers that serve as resources for GW-CIBER programming). (See Exhibit 3.6 for established collaboration with other CIBERS.)

GW faculty have been prominent in researching the role of institutions, policies, and

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<sup>1</sup> Douglass C. North, *Institutions, Institutional Change, and Economic Performance*, Cambridge University Press, 1990.

<sup>2</sup> Peter Blair Henry and Conrad Miller, "Institutions versus Policies: A Tale of Two Islands," *American Economic Review*, 2009, pp. 261-267.

development. Many have been successful in policy-relevant research and regularly serve the US policy community through Congressional testimony and other advisory services. Several have deep ties to the international development community, including the US Agency for International Development (USAID), the World Bank, the IMF, and leading development consultancies. Faculty relationships with these organizations are leveraged in several GW degree programs.

The GW-CIBER theme will be addressed through five overlapping focal areas that leverage specific faculty expertise. Each one of these focal areas is important for IB and has critical implications for US competitiveness. Select faculty members from various departments across GW will champion these areas and will serve on a Faculty Coordinating Board (FCB) for GW-CIBER. (See Exhibit 3.7.) In order to foster cross-disciplinary approaches to the central theme, each focal area will be led by a pairing of faculty members from two different GW departments. The Focal Area Coordinators will be responsible for building their areas by working with numerous other faculty members with significant expertise. See Exhibit 6 for biographical data for key faculty and their focal areas.

***Focal Area 1: Trade, Investment, and Employment Issues***

International trade, international investment, and cross-border capital flows are at the heart of US competitiveness and IB. Free flows of goods, services, capital, and labor have the ability to enhance world welfare by putting resources where they are most productive, but are often impeded by policies that make crossing national borders difficult or impossible. US competitiveness is often embodied in its ability to export manufactured goods, but in reality encompasses many other elements including trade in services (including financial services); attracting capital from abroad that, in turn, improves employment opportunities in the US; and performance of US investment abroad in generating income and employment back in the US.

Under the GW-CIBER theme, patterns of flows between the US and the emerging and developing markets are of prime interest in this focal area.

Focal Area 1 will be led by Professors Michael Moore (Economics) and Susan Sell (Political Science), each of whom have specialized knowledge of theoretical and practical aspects of these issues, with particular emphasis on international trade. Moore's main area of research is the economics of trade policy, especially WTO-related issues, with recent work focusing on antidumping policy in developing countries, whether carbon tariffs are consistent with WTO rules, and whether trade liberalization has affected the patterns of government spending in developing countries. He served as Senior Economist for International Trade on the White House Council of Economic Advisers. Sell examines international trade and WTO issues through the lens of political science. Her research shows how power in international politics is increasingly wielded by private interests rather than governments. Together, these coordinators will build out their focal areas by encouraging scholarship and the development of teaching materials related to Trade, Investment, and Employment, as well as by enabling outreach to the business and policy communities related to this focal area.

These Focal Area Coordinators will be supported by a bench of GW faculty who will offer programs for students, academics, and the business and policy communities. Supporting faculty are Maggie Chen, who studies the formation of free trade agreements and performance of direct investment abroad; Jay Shambaugh, who examines exchange rates and foreign currency exposures of balance sheets; and Emmanuel Teitelbaum, who focuses on labor in development.

### ***Focal Area 2: Leveraging Diaspora Populations***

Diasporans – migrants and their descendants living outside their countries of origin – are prevalent throughout the US, and today these groups are able to connect with their home

countries in ways not achievable in the past. As a result, diasporans have emerged as important changemakers, influencing both institutions and policies, in both their home and host countries, and improving both civil society and the commercial environment. Diaspora communities facilitate commerce by encouraging US exports and investment through improved information flows and contract enforcement in international transactions with their home countries, and diaspora entrepreneurs often enjoy preferential access to their country-of-origin markets. Thus, they can play a key role in opening and expanding US business opportunities in those countries through entrepreneurship and playing leading roles in US multinational operations there.

Professors Liesl Riddle (IB) and Jennifer Brinkerhoff (Public Administration) will co-lead this focal area. Riddle has examined diaspora investment and entrepreneurship for over 20 years and has conducted numerous research studies among 16 different diaspora communities from Africa, Asia, the Caribbean, Latin America, and the Middle East. Brinkerhoff has authored six books and is currently working on another about diaspora entrepreneurs and institutional reform. Both professors are members of the GW Diaspora Program, founded under a previous GW-CIBER grant, which brings together faculty from six different GW schools who are engaged in research on the role of diasporas in development.

As these coordinators build out academic, teaching, and outreach activities in their focal area, they will be supported by other faculty members, such as Stephen Lubkemann, who works with Liberians and Liberian diasporans and on the topics of migration and remittances; Anu Phene, who is examining diaspora investment in Silicon Valley; and Elizabeth Chaco, who studies immigrant entrepreneurs from Ethiopia, Bolivia, and India.

### ***Focal Area 3: Energy, Land Management, and Environmental Sustainability***

Oil continues to be the global economy's most highly traded commodity, and concerns

about its extraction and environmental sustainability are escalating. Land-management controversies have also expanded beyond energy and other extractive industries to include agricultural land uses and impacts on the environment; real property (and improvements) and sustainability; and ownership (including foreign ownership) and resource rights. US competitiveness in the global economy will depend on deep understanding of this focal area.

Focal Area 3 will be co-led by Professors Robert Weiner (IB) and Michael Moore (Economics), who bring the tools of business and economics, respectively. Weiner has done research on the petroleum industry from a variety of perspectives, including bribery in the UN oil-for-food program, information transparency in petroleum-reserve acquisitions, and the effect of political risk on the value of reserves. A prolific scholar, he has published more than 50 articles on environmental and natural resource economics focusing on petroleum. Moore, whose work is described above for Focal Area 1, has also researched carbon border taxation in the context of climate change.

As they build out their focal area, creating programming for students, faculty, and the business and policy communities, the coordinators will be supported by many other GW faculty holding expertise in this area. They include Jorge Rivera, who researches environmental protection, the role of environmental regulations and foreign market entry, and eco-tourism; Sanjay Patnaik, who works on the European Union's emissions trading scheme; and Stephen Suranovic, who examines fossil fuels and climate change, and the intersection of environmental standards and international trade.

#### ***Focal Area 4: The Intersection of Business, Government, and Civil Society***

Corporate pursuit of profits increasingly gives rise to issues involving government and the public, and US competitiveness depends on a thorough understanding of these issues around the

world. Relationships between business and government have become complicated as they have become deeper, and simultaneously more contentious, in the aftermath of the global financial crisis. Businesses and their industry associations now recognize that presence in the world's capitals is a requirement. In development, more public infrastructure projects are being financed and managed by the private sector, and more government functions are being privatized. Thus, the intersection of business and government is continuously being reconstructed. Similarly, the intersection of business and civil society has changed throughout the world, and businesses feel more pressure to develop programs on corporate social responsibility. GWSB has long been recognized as an innovative business school that provides students with a deep understanding of how the private, public, and NGO sectors interact.

Professors Robert Weiner (IB) and Jennifer Brinkerhoff (Public Administration), who will serve as faculty coordinators for this focal area, bring complementary perspectives of business economics and public policy. Weiner, whose research has been described in Focal Area 3 regarding energy, primarily examines issues at the intersection of business and government, such as the effect of political risk on petroleum value and the effects of corruption in government programs. Brinkerhoff, in addition to conducting research on diaspora issues (Focal Area 2), also conducts research on public-private partnerships (PPPs), governance, development management, and multi-party partnerships among government, civil society, and business (mainly through corporate social responsibility) in the pursuit of development.

GW-CIBER will leverage its broad faculty strengths in this focal area to create academic, teaching, and outreach programs enhancing US competitiveness. The faculty coordinators will be assisted by Stephen Smith, an expert in development economics, who studies solutions to poverty utilizing participation from business, government, and NGOs; Nathan Jensen, who

researches international investment and bribery, taxation of multinational firms, and political risk; Noel Maurer, whose recent book investigates the history of the US government in protecting US property overseas; and Senay Agca, who studies government reforms in emerging markets and their effects on corporate finance.

***Focal Area 5: Innovation and Property Rights***

Innovation is perhaps the single greatest determinant of the competitiveness of a firm, as well as the driving force behind national economic growth. Institutions and policies related to innovation and property rights affect US firms' incentives to make investments in training, develop new knowledge, and invent new technologies. They also help determine firms' best strategies for competing internationally, gaining access to resources while managing institutional weaknesses. Globally, more needs to be done to protect intellectual property, especially insofar as it affects inventiveness and human progress (e.g., in the pharmaceutical industry).

Professors Anupama Phene (IB) and Susan Sell (Political Science) have expertise in innovation and property rights and will lead this focal area. Phene's research, published in top business journals, focuses on multinational firm and subsidiary innovation, and mechanisms to transfer knowledge. Recent papers have investigated these issues in the semiconductor and biotechnology industries. Sell's work (see Focal Area 1) includes numerous articles in this area.

As the faculty coordinators develop programs for students, academics, and practitioners that build out this area, they will be supported by additional faculty, including Meghana Ayyagari, who studies bribe payments, innovation in developing countries, and determinants of property rights protection; Heather Berry, who investigates the global integration of firms and its effect on innovation; and Wenjie Chen, who examines knowledge sourcing through domestic and foreign acquisitions. These scholars also have policy connections: Ayyagari works closely with research

economists at the World Bank; Berry has a seat at the Bureau of Economic Analysis granting access to foreign investment data; and Chen is on leave for a year at the IMF's Africa Bureau.

### ***Summary***

The five focal areas overlap and reinforce each other, and together provide the structural foundation for the GW-CIBER theme, ***Institutions, Policies, and Development in International Business***. This foundation is strong because of the GW faculty expertise committed to the project, but is further fortified by opportunities presented due to GW's central DC location. The theme and the focal areas guide GW-CIBER programming in specific objectives addressing student learning, faculty development, and outreach, as developed in the next section.

### **GW-CIBER Objectives and Initiatives to Meet the Purpose of the Authorizing Statute**

Seven overlapping objectives structure GWSB's activities in pursuit of its mission under the theme of ***Institutions, Policies, and Development in International Business***. The objectives and associated activities were identified based on discussions with members of GW-CIBER's Advisory Council (see Exhibit 1), the FCB, and other stakeholders, and are listed below. Exhibit 3.8 illustrates how activities proposed under each objective meet the purpose of the authorizing statute. Each activity description below lists the corresponding letter (A-F) of the authorizing statute (612c1: "Mandatory Activities") that is addressed, along with any Priorities that are addressed (*CP* is Competitive Priority and *IP* is Invitational Priority).

**OBJECTIVE 1:** Develop global leaders by furthering students' understanding of the international context of business through innovative degree offerings, curriculum enhancement, and co-curricular activities.

GW-CIBER will develop programs at the undergraduate and graduate levels, develop new courses and teaching materials for use by the broader community, and enhance learning with

activities outside the classroom.

**1a. Develop a BS in IB for Non-Business School Students.** Undergraduate students in ESIA and CCAS often understand foreign policy, international economics, languages, and cultures, but lack business skills that help them secure employment. Likewise, business students develop a deep understanding of the mechanisms of business, but often lack a strong understanding of political, economic, and cultural realities overseas. GW-CIBER will serve as a central player in launching the new BS degree specifically tailored as a double major for ESIA and CCAS students, tentatively with two tracks: global strategy and global finance/banking. Both tracks will incorporate GW-CIBER's theme through the coursework because the economic base in our DC location, the expressed interest of our student populations, and the employers who do campus recruiting show need for such focus. (*Activity B*)

**1b. Enhance GWSB's Undergraduate IB Program in Argentina.** GW-CIBER will enhance a novel program that allows BBA students to take coursework at Universidad Torcuato di Tella (UTDT) from GWSB and UTDT faculty, alongside Argentine students. The program currently includes a language learning requirement but currently lacks a component for student immersion in the business and policy environment because limited connections in Buenos Aires have precluded the development of such activities. GW-CIBER will design a program of site visits to businesses and government offices, with emphasis on the Center's theme. (*Activities A,D*)

**1c. Support a Globalization Course in the BBA Curriculum.** GWSB will launch a new curriculum for the BBA program this fall. Central to that curriculum is a new course that focuses on globalization and aligns with GW's strategic plan to incorporate real-world learning into the classroom. A novel structure allows for students to attend a large forum one day of the week, featuring a high-profile speaker from the business or policy community, in addition to having

regular-sized classes with a traditional focus another day of the week putting the address into context. GW-CIBER will serve as a liaison to the course instructors and will build relationships with these speakers, particularly experts on the GW-CIBER theme. (*Activity A*)

**1d. Complement the New MBA Tracks in IB with Career-Development Forums.** GW's recently redesigned MBA program created two new IB concentrations in International Development and Global Management (see Figure 3.9 for curricula). GW-CIBER will support these by offering relevant career development programming for these specific areas. For the International Development program, GW-CIBER will organize a Career Trek in DC to visit prominent institutions in the development community, including companies within the ever-growing private sector development sphere. For the Global Management track, two events per year will feature speakers from corporations engaged in international activities. These will be recorded and made available on GW-CIBER's website for a much broader audience of students and practitioners throughout the country. Both of these programs will be open and advertised to MBA students at other schools in the region, thus expanding the impact. (*Activity A*)

**1e. Develop GW-CIBER Theme and Focal Area Courses and Curriculum Materials.** The field of IB is rapidly changing, and new teaching materials need to be created and old ones updated to reflect new events and research findings. GW-CIBER will support development of new courses and multi-media curriculum materials related to its theme through an annual Request for Proposals (RFP) competition open to GW faculty members across campus. The RFP process will allow GW-CIBER to support teaching needs that develop as the global environment changes over the next four years, and will promote interdisciplinary projects. (*Activities A,B,E,CP2,IP2*)

**1f. Develop IB Understanding Through Co-Curricular Activities.** GW-CIBER will sponsor co-curricular learning activities by internationalizing current activities and assisting student

organizations with their programming. These activities will be positioned to promote the GW-CIBER theme. For example, the highly-acclaimed MBA-in-Action Roundtables, which give MBA students the opportunity to network and learn from professionals, will include more IB topics and speakers. GW-CIBER will also assist student clubs, such as the IB Society, by arranging speakers for more vibrant events. *(Activities A,B,C,D)*

**OBJECTIVE 2:** Collaborate with businesses and professional associations to create experiential learning and training opportunities for international business students.

Modern education recognizes that experiential learning – such as work on actual consulting projects – acts as an important mechanism for business training and has an immense impact on students when business partners and their professional associations are fully engaged in the process. GW-CIBER will collaborate with business and professional associations through a variety of initiatives to offer experiential and training opportunities in initiatives that respond to **Competitive Preference Priority 1.**

**2a. Coordinate an Export Training Internship Program.** DC-area firms pursue ambitious agendas on limited budgets, as students seek opportunities to gain real world IB experience. To address both needs, GW-CIBER will collaborate with three major associations serving the IB community: DC Chamber of Commerce, which has recently formed an International Business Development Committee; Virginia/DC District Export Council (DEC), which works closely with the US Export Assistance Center (USEAC) in Northern Virginia/DC; and ExportDC. (See support letters in Exhibit 2.) These associations work directly with businesses currently engaged in IB activities, as well as firms interested in internalizing, and GW-CIBER will work with the associations and the businesses to place students in meaningful internships. One internship at the DC Chamber or Mayor’s office (which works closely with all three partners) will support

research in areas related to exports and US competitiveness. *(Activities A,B,C,D,CPI)*

**2b. Develop an IB Internship Program with GW Alumni Associations Abroad.** GW is fortunate to have a large alumni population abroad and active alumni associations in cities throughout the world. Students not from these countries look to gain international experience related to IB during their summers through foreign internships. GW-CIBER will collaborate with GW Alumni Associations to secure internship opportunities and help match students with the appropriate positions abroad. The program will be piloted in China, where GW has a particularly large and interested alumni group, and then be rolled out to other countries with strong Alumni Associations. (See Exhibit 3.10.) A pre-departure session will bring interns together in DC to receive a country briefing and hear about GW-CIBER's theme. *(Activities A,B,C,D,CPI)*

**2c. Enhance the MBA Consulting Abroad Practicum (CAP).** Since 2009, GW's MBA program has required a Consulting Abroad Practicum (CAP). This course offers students experience working directly with an overseas client on a consulting project, including a component in DC and two weeks in the client's home country where students finalize their project and present recommendations. Through the CAP program, GW students have garnered hands-on experience working with clients in 15 countries around the world. GW-CIBER will support the CAP by running a "Consulting 101" boot camp to prepare students for a successful experience. GW-CIBER will also continue to actively assist in obtaining client projects for the program. (See Exhibit 3.11.) *(Activities A,,C,D,CPI,IP1)*

**2d. Lead the Global Business Consulting (GBC) Program.** GW-CIBER and the University of Miami (UM) CIBER will provide leadership for a Global Business Consulting program consisting of a network of schools. It will secure consulting projects in emerging markets (principally Latin America, Asia, and Sub-Saharan Africa) and offer experiential learning

opportunities to the program's students. GW-CIBER and UM-CIBER will initiate partnerships with other CIBER schools to form the GBC network and subsequently open it to non-CIBER schools in the US. Multi-school teams of students will develop and utilize their virtual-teaming skills by working remotely on their consulting project during the spring semester, and then travel abroad to work together with the client to complete the project. *(Activities A,B,C,D,CPI,IP1)*

**2e. Internationalize the GWSB Consulting Club.** The GWSB Consulting Club works *pro bono* on consulting projects for businesses and organizations DC. To date, most projects have been domestically oriented. GW-CIBER will internationalize the Consulting Club by assisting in obtaining IB client projects and integrating the GW-CIBER theme. *(Activities A,C,D,CPI)*

**2f. Internationalize Corporate Collaborative Council and Executive-in-Residence**

**Activities.** GWSB's Career Center assists students in finding employment through a variety of programs. Its Corporate Collaborative Council, comprised of 16 business leaders, fosters partnerships between employers and university populations. IB representation is currently low, so GW-CIBER will help internationalize this group by identifying and recruiting suitable members. GW-CIBER will also present a session on its theme to make all Council members aware of the importance of IB in student recruiting. The Executive-in-Residence program during Career Week brings 10-12 executives to campus for one-on-one career counseling and mock interviews. As with the Council, IB representation in the Executive-in-Residence program is low, so GW-CIBER will help internationalize the program by identifying and recruiting international business executives to participate. *(Activities A,C,D,CPI)*

OBJECTIVE 3: Develop multi-disciplinary research programs spanning the fields of business, international studies, and public policy, with an emphasis on interdisciplinary projects, to expand the body of knowledge in international business.

GW has a strong reputation for IB-related research and a stimulating environment in which to conduct this research. By supporting data acquisition, research assistants, fieldwork, faculty time, and academic workshops, GW-CIBER will elevate research on the Center's theme.

**3a. Expand Our Community of Scholars Through the Summer Doctoral Institute.** GW-CIBER hosts an annual Summer Doctoral Institute (SDI) for PhD students. The students, from a range of disciplines and universities across the US, come together for two months to investigate elements of the GW-CIBER theme and conduct research with a GW faculty mentor. The students live together in GW housing and interact with each other as a community of scholars, forming relationships that will last beyond the summer. The GW faculty mentor is chosen from the top GW researchers and is paired with the SDI student to collaborate on a topic of mutual interest. Participants attend a weekly seminar, with GW faculty experts leading discussion of topics under the GW-CIBER theme, to encourage debate across disciplinary boundaries. Launched in 2008, SDI has welcomed 40 students from US institutions and diverse disciplines (see Exhibit 3.12) and achieved great success – some SDI research papers have received awards and been published in prestigious journals. *(Activities A,B,C,D,E,F)*

**3b. Support GW-CIBER Theme and Focal Area Research Projects.** GW-CIBER will promote scholarly research in areas related to its theme and five underlying focal areas through the annual RFP competition described in teaching initiative 1e. Principal investigators (PIs) whose research projects are selected for support will be designated GW-CIBER Fellows. With the RFP process, GW-CIBER can support cutting-edge research of scholarly interest and at the frontier of theory and practice, suitable for publication in elite outlets. The RFP will give priority to interdisciplinary research that involves researchers from two different departments. *(Activities E,F,CP2,IP2)*

**3c. Host Symposium Showcasing GW-CIBER Research Projects.** After four years of project support through the RFP process (initiative 3b), GW-CIBER will convene its Fellows to present and discuss their work. This will showcase the results of the supported projects and will be fashioned for an interdisciplinary DC-area audience of academics and practitioners.

Presentations will be crafted so that audiences outside the Fellow's discipline will understand the results and their significance. Upon completion of the symposium, a summary briefing paper will be distributed to GW-CIBER stakeholders that presents the findings of the research in a condensed and user-friendly format. *(Activities C,D,E,F,CP2)*

**3d. Convene an Academic Conference on Innovation and Property Rights.** In 2015, GW-CIBER will organize a small 2-day academic conference featuring prominent researchers in IB and younger scholars conducting innovative research. It will build on the GW-CIBER's theme, and Focal Area 5 in particular, but also focus on a well-defined issue of critical importance to US competitiveness, such as innovation in multinational corporations. *(Activities C,D,F,CP2)*

**3e. Support IB Research Seminars.** GW-CIBER will invite researchers from the US and abroad with specialized expertise in one or more focal areas to present papers as part of the Seminars in IB. Scholars will also have opportunities at the seminars to discuss their research interests and agenda with DC-area faculty and students at GW. *(Activities A,C,D,F)*

OBJECTIVE 4: Provide professional development opportunities for faculty and doctoral students in diverse fields from across the United States, with a special emphasis on collaborative programming for scholars from Minority-Serving Institutions and community colleges in the Mid-Atlantic region with the goal of internationalizing their curricula.

GW-CIBER will plan, organize, and sponsor extensive faculty IB-related development opportunities for audiences across the country, including faculty from area MSIs and community

colleges (CCs). In particular, we will serve as a national hub for faculty learning and training on the theme of *Institutions, Policies, and Development in International Business*. Many initiatives in this objective respond to **Competitive Preference Priority 2**.

**4a. Offer the Faculty Development in International Business (FDIB) Program on**

**“Succeeding in Emerging and Developing Markets: Understanding How Institutions**

**Impact Firms and Managers.”** Because traditional IB theories were developed in countries

with strong, formal institutions, teaching based on these perspectives may not generalize to

developing country contexts. Conversely, teaching and research in many other social science

disciplines build from perspectives that reflect a rich understanding of institutions, but suffer

from limited knowledge of business. This biannual, week-long FDIB workshop in DC will serve

faculty members from multiple disciplines by introducing them to cutting-edge thinking on

issues related to business in developing countries. With a focus on the GW-CIBER theme, the

FDIB will present pedagogical techniques, course materials, and research highlights. It will draw

on GW’s location to bring experts from multilateral institutions and US government agencies;

ambassadors and other officials from embassies of developing countries; and commercial firms.

(See Exhibit 3.13 for a sample schedule.) (*Activities A,B,C,D,E,F,CP2*)

**4b. Organize a Professional Development Workshop (PDW) on Diaspora Entrepreneurship**

**and Investment.** Partnering with the University of Minnesota CIBER, GW-CIBER will host a

two-day professional development workshop on diaspora entrepreneurship and investment.

Designed to attract business, policy, and other social science scholars and teaching faculty to

DC, this event will explore how multilateral and US institutions, NGOs, and diaspora

entrepreneurs are working together (and sometimes at odds) to promote and facilitate diaspora

resource flows to countries of origin for business development. The workshop’s goal is to arm

faculty with content to enrich their teaching as well as provide experiential learning and networking opportunities to spur additional research. The first day will consist of keynote lectures, a panel of research presentations, and site visits that leverage our location to players such as the World Bank, USAID, US Department of State, the Small Enterprise Assistance Fund, and Western Union. On the second day, thematic roundtables will bring together scholars with common research interests into small groups for discussion. (*Activities A,B,C,D,E,F*)

**4c. Collaborate with Howard University on Globalizing Business Curricula.** GW-CIBER will collaborate with Howard University School of Business on globalizing business curricula through five mutually-reinforcing components. (See letter in Exhibit 2.) (*Activities A,C,D,CP2*)

- **Joint Participation in the Globalizing Minority-Serving Institutions Program at Georgia State.** The Georgia State University CIBER is offering the acclaimed Globalizing Minority-Serving Institutions program (GMSI) that had previously been housed at the University of Memphis. Participating MSIs will be matched with a participating CIBER school for one-on-one mentoring. Both Howard University and GW-CIBER have indicated that they will continue participation in the program, and Howard University has tentatively been matched with GW-CIBER. Mentees in the program will receive curriculum materials and training with our faculty to help them incorporate international content into existing business courses and/or develop new courses. As part of its participation in the program, GW-CIBER also serves as a co-sponsor *Globalizing Business Faculty*, the annual faculty development workshop in Atlanta which considers internationalization of five major functional areas as well as introductory courses in IB.
- **Development of New Study Abroad Courses.** Through the GMSI program, Howard faculty members will be funded to participate in overseas FDIB programs offered by the CIBER network. The extended partnership between Howard and GW-CIBER will build on this

component of the Georgia State program by supporting development of short-term study abroad courses in Year 3 (2016-2017) and Year 4 (2017-2018) by the faculty members who participated in the overseas FDIBs. The faculty members will have guidance from other GW and Howard faculty members and staff who have designed and lead similar study abroad courses.

- **Faculty Mentoring and Classroom Shadowing.** Throughout the four-year grant period, GW-CIBER will facilitate one-on-one interaction between GW and Howard faculty and offer the opportunity for Howard faculty to shadow GW faculty as they teach their courses.

- **Complimentary Registration at GW-CIBER's FDIB on Emerging and Developing Markets.** GW-CIBER will offer complimentary full registration for up to three faculty members from Howard in its FDIB on emerging and developing markets (described as initiative 4a).

- **Support for Innovative IB Research, Teaching, and Outreach Projects.** In the 2014-2018 grant cycle, Howard faculty will be eligible for funding through GW-CIBER's RFP competition to support development of course materials, research projects, and outreach programs (described in initiatives 1e, 3b, and 5e). The FCB will review the research and provide ongoing guidance to Howard recipients throughout the project period as it does for GW faculty.

**4d. Partner with Howard University to Develop an IB Workshop Series for MSIs and CCs in the Mid-Atlantic Region.** GW-CIBER and Howard University will partner to develop a cohort-based workshop series on international business topics for faculty from the large number of MSIs and CCs in the Mid-Atlantic region. The partnership will run an annual program to bring 15 faculty members in specific disciplines together to hear from experts and discuss methods for successfully globalizing curricula in the functional fields. To create a modern, innovative program, internationalizing these fields will be discussed through the lens of the GW-CIBER's theme. During Year 1 (2014-15), the program will center around international finance,

economics, and accounting (including taxation). During Year 2 (2015-16), the program will examine international marketing, production, and strategy. The topics will then be repeated in years 3 and 4 of the grant with new cohorts. Alumni of the program will remain involved as mentees to the latter cohorts. *(Activities A,C,D,CP2)*

**4e. Organize a “Globalizing Business School Curriculum” Session at the Annual National HBCU Business Deans Roundtable.** GW-CIBER and Howard will organize a session at the annual HBCU Business Deans Roundtable for sharing and discussing best practices for globalizing business curricula, with a special emphasis on how to best address faculty development needs. Through Howard’s leadership in this organization – the Dean of the School of Business is a Charter Member of the Roundtable – the results of the partnership between GW-CIBER and Howard will be widely disseminated. *(Activities A,C,D,E,CP2)*

**4f. Co-Sponsor the IB Institute (IBI) for Community Colleges.** Michigan State University has organized the International Business Institute (IBI) for CCs since 1995. The entry-level IBI, which provides participants with knowledge, experiences, and resources to internationalize general business courses and/or develop specialized IB programs and courses (e.g., marketing, finance, supply chain management, accounting, strategy, human resources), will again be offered in June 2015 and 2017 to faculty from all CCs. Scholarships will be reserved for faculty from tribal and minority-serving CCs to ensure their participation. *(Activities A,B,C,D,CP2)*

**4g. Inaugurate a Faculty Shadowing Program for the MBA Consulting Abroad Practicum.** To deepen GW’s capacity to offer specialized study abroad programs with experiential learning components, GW-CIBER will support faculty development for the MBA CAP (described in 2c) by allowing novice faculty to shadow the seasoned faculty leading the program. In exchange, the novice faculty member will be required to subsequently develop and offer a Consulting Abroad

Practicum or short-term study abroad course within two years. *(Activities A,C,D,E)*

**4h. Offer Professional Development Funding.** GW-CIBER will cosponsor various FDIB programs offered abroad through the CIBER network, allowing GW faculty and professional staff to explore business in countries where they have limited knowledge. In the first year, GW-CIBER will cosponsor the University of Colorado at Denver FDIB program in China; sponsorship for other FDIBs will then rotate annually based on faculty and staff interest. In addition, small grants will support faculty and PhD student attendance at academic conferences and other professional development workshops. *(Activity A,B,C,E,F,IP2)*

**OBJECTIVE 5:** Engage the business and policy communities in the Mid-Atlantic region to develop their global business competency through training opportunities and outreach.

GW-CIBER will serve as a leader in the DC area by offering a variety of workshops, seminars, and symposia strategically designed to promote US competitiveness by addressing the training needs of regional businesses and by leading discussion of the issues with policymakers. These programs, many of which are designed with our partners, leverage our location in DC by providing a hybrid approach that combines a policy discussion with practical training.

**5a. Expand Coverage of International Trade Issues Through Trainings and Conferences.**

GW-CIBER will offer and engage in a series of outreach programs designed to increase US trade competitiveness. The programs will not only provide training and information to the US business community, but also build capacity within government trade agencies, the entities often directly involved in advising the US business community.

**5a(i). Host a New Washington Trade Symposium.** With the DC Chamber of Commerce, the VA/DC DEC, ExportDC, and Northern VA/DC USEAC, GW-CIBER will host an annual one-day high-impact trade conference on exporting and doing business abroad. The forum will

provide an opportunity for different players in the trade space (such as exporters, logistics companies, banks, and trade officials) to network and develop partnerships. Topics for the conference, selected by a committee of representatives of the five organizers, will be timely and respond to the changing landscape of trade policy and practice. *(Activities C,D)*

**5a(ii). Develop Online Materials and Convene a Training Seminar for State Trade**

**Officials.** Building on successful delivery of teaching content in international trade through online mechanisms, GW-CIBER will customize them for other audiences, including officials of state trade development agencies. Online classroom material is often not pedagogically structured for practitioner audiences, but the ideas and analysis are important to them. Building on work in Focal Area 1, GW-CIBER will create new online materials offering training in international trade related to trade institutions and policies and “hot topics” that arise over the four years. In the fourth year of the grant, GW-CIBER will convene a meeting of the state trade officials to be held on the GW campus. *(Activities C,D)*

**5a(iii). Provide Experts for International Speaker Series.** We will compile a roster of speakers from GW faculty and partners to serve as content specialists for public forums aimed at practitioners. Speaking venues will include the International Speaker Series of the DC Chamber of Commerce and ExportDC, along with other occasional events. *(Activities C,D)*

**5a(iv). Sponsor the National DEC Leadership Forum.** GW-CIBER will sponsor, along with other network CIBERs, the National DEC Leadership Forum, bringing leaders from 1,500 DEC members from across the US to the DC forum. *(Activities C,D)*

**5b. Host the George Washington – Oliver Wyman Global Competitiveness Forum.** GW-CIBER is currently in discussions with Oliver Wyman, a leading global management consulting firm, to collaborate on a forum bringing government and business leaders together to address

policy and business issues that impact US competitiveness. GW-CIBER plans to host two to four sessions per year, commencing in fall 2014, combining interviews, talks, and panel discussions, and featuring public and private sector experts. The Forum will provide a bipartisan venue to convene thought leadership – connecting research, practice, policy, and business – and will be open to the public. *(Activities C,D,E,F)*

**5c. Disseminate Academic Knowledge to the Business and Policy Communities.** GW-CIBER will disseminate academic knowledge and research findings. Objectives under this are:

**5c(i). Convene a Conference on “Business Responses to Enforcement.”** Building on Focal Area 5, GW-CIBER will host a one-day conference on Business Responses to Enforcement targeted to both policy and practitioner audiences. Geared largely around intellectual property rights, it will investigate businesses’ behavior in countries with weak institutional enforcement and offer viable business strategies for firms operating in these locations. *(Activities C,D,E,F)*

**5c(ii). Convene a Conference on “Political Risk in IB.”** Building on work in Focal Areas 3 and 4, GW-CIBER will host a one-day practitioner conference on political risk in IB. The issue will be framed in terms of the GW-CIBER theme and linked to the fundamental issues of resource and property ownership and use in developing countries. *(Activities C,D,E,F)*

**5c(iii). Sponsor “G2@GW.”** Trade and commercial relations between the US and China (the “G2”) are extensive yet plagued by tension. GW-CIBER, partnering with ESIA, will hold an annual conference to address the state of US-China economic relations and implications for US businesses, employment, and consumption. *(Activities C,D,E,F)*

**5c(iv). Co-Sponsor the Emerging Markets Forum.** GW-CIBER will co-sponsor the annual DC conference of the University of Maryland CIBER at the International Trade Center, with rotating topics offering in-depth insights into doing business in emerging markets. *(Activities C,D,E,F)*

**5d. Convene an Institutional Entrepreneur Series.** Institutional reformers, in both government and NGOs, are being praised for inventiveness in transforming their organizations and policies. Building on work in Focal Area 4, GW-CIBER will convene events examining and featuring these Institutional Entrepreneurs. The cases will explore the concerns of “bewildering bureaucrats” who, against the odds, choose to pursue public service reforms with a public-private partnership component. The series should inspire reformation in institutions, as well as convey to business audiences opportunities for partnering with the public sector. *(Activities C,D,E,F)*

**5e. Support GW-CIBER Theme and Focal Area Outreach Projects.** GW-CIBER will promote outreach in areas related to its theme and five underlying focal areas, primarily through the annual RFP competition referenced in 1e and 3b. With the RFP process, GW-CIBER can support outreach activities on timely topics. *(Activities C,D,E,F,CP2,IP2)*

**5f. Augment the IB Video Library.** We will expand our IB Video Library, which will benefit from the event programming described throughout this proposal. The videos are professionally recorded interviews and presentations related to the GW-CIBER theme. Access to prominent individuals in the local policy, multilateral, and business communities can be leveraged to augment the Library accessible via the GW-CIBER website. To ensure quality, we will take advantage of GW’s state-of-the-art recording/broadcasting studios. *(Activities A,B,C,D,E,F)*

OBJECTIVE 6: Promote “business language” education by offering programs that expand the proficiency of current and future international business professionals and strengthen the business literacy of language instructors in the Mid-Atlantic region.

During the past eight years, GW-CIBER has addressed the pressing need for high-quality materials and foreign language for IB professionals by encouraging GW language faculty members to include business content and vocabulary in their curricula. These efforts have

resulted in full-fledged courses in Business Arabic, Chinese, Korean, and Russian, as well as stand-alone business modules for French, German, Hebrew, Italian, and Japanese. (See Exhibit 3.14 for GW's foreign language offerings.) GW-CIBER has also established itself as a center of excellence for business language (BL) teacher education through professional development workshops that attract a diverse audience including secondary and postsecondary language teachers, doctoral students, and language professionals. In the 2014-2018 grant cycle, these successful endeavors will serve as a foundation for a new comprehensive BL platform that not only supports GW-CIBER programming, but also reflects GW's strategic goals and aspirations for the next decade. This Objective responds to **Invitational Priority 2**.

**6a. Launch Cross-Disciplinary BL Minors.** It has been increasingly demonstrated that crossing the boundaries of academic disciplines by bringing together scholars from different fields to develop courses and programs leads to augmented capacities for addressing the complex problems that today's graduates face. With this in mind, and using its previous achievements in BL curriculum development as a stepping stone, GW-CIBER will design and launch five cross-disciplinary BL Minors – Arabic, Chinese, German, Korean, and Russian. These minors will deepen student understanding of the total business environments in selected countries by combining language and culture with IB courses. To integrate classroom learning with experiential learning we will require students to complete an internship in companies that engage both language and international business skills. A tentative BL Minor curriculum is presented in Exhibit 3.15. (*Activities A,B,C,IP2*)

**6b. Support New BL Short-Term Study Abroad Courses.** To expand experiential learning opportunities for language students, GW-CIBER will support the development of new short-term study abroad programs incorporating a business project component for the Arabic, Chinese,

German, Japanese, Korean, and Russian languages. These programs would represent a next logical step for students who have taken a BL course mentioned above. In these creative and practice-oriented programs, students will interact with real clients and work on real problems that companies face. Students will be expected to collect and analyze information and to demonstrate entrepreneurial spirit in addressing the issues presented by the clients. *(Activities B,C,CP1,IP2)*

**6c. Expand the “Study Abroad @ Home” Initiative.** The “Study Abroad @ Home” program is another initiative that leverages the rich international resources available in the DC area. This internship program places BL students at diverse internationally oriented institutions located in the nation’s Capital. Interns can thus use and improve their language and business skills in a real-world context. The initiative offers students a viable and affordable alternative or a precursor to a study or work abroad experience. *(Activities A,B,C,D,CP1,IP2)*

**6d. Expand the BL Case Clearinghouse.** Teaching methods that encourage hands-on, interactive learning (e.g., business cases) are essential because they encourage students to apply the language in diverse communication contexts. Building on previous success, GW-CIBER will expand its BL Case Clearinghouse, currently featuring multimedia cases for Arabic, Chinese, German, Japanese, Korean, and Russian. We will increase our case collection by supporting GW language faculty to research and write more business cases and by recruiting potential case authors from our BL Network activities (see below). *(Activities B,C,D,E,IP2)*

**6e. Produce BL-Focused Webcasts.** GW-CIBER will partner with the National Capital Language Resource Center (NCLRC) to produce two BL webcasts per year as part of a regular language webcast series in Arabic, Russian, and Chinese. The webcasts deliver an overview of news broadcasted/published over a specific amount of time and provide a natural transition from classroom talk to the spoken language heard in the media and professional situations. GW-

CIBER will fill a gap in content by offering the first business-focused webcasts in each respective language. *(Activities B,C,D,E,IP2)*

**6f. Grow the GW-CIBER BL Network.** This Network was launched during the previous grant cycle and is fast becoming the DC-area hub area for instructors who want support, guidance, and networking in the area of BL pedagogy. Over the next four years, we will offer new and enhanced activities to strengthen the Network. *(Activities B,C,D,E,CP2,IP2)*

**6f(i). Organize Thematic Professional Development Workshops and Targeted Trainings for BL Instructors.** Delivered by the GW-CIBER BL coordinators, these workshops will be offered annually and will address a current topic of interest to BL instructors in the Mid-Atlantic region. Such topics could include: using technology effectively in the BL classroom, designing assignments related to specific business issues, implementing business-focused simulation exercises, and developing and adapting teaching materials to certain populations. GW-CIBER will also take its BL teaching workshops on the road to offer on-site training at regional schools – particularly MSIs and CCs – interested in starting or enhancing their BL programs. This will again allow for broader participation, since our BL coordinators will work face-to-face with instructors at their schools. *(Activities B,C,E,IP2)*

**6f(ii). Inaugurate a Series of Webinars Offering Business Content and Skills Training to Language Instructors.** Developed and presented by the GW-CIBER BL faculty coordinators, this twice-yearly online series for language teachers will offer instruction in subjects such as international marketing, finance, and management. The goal is to equip them with appropriate knowledge and skills to integrate business topics into their BL courses. The webinar format will make this training available to teachers nationally. *(Activities B,C,D,E,IP2)*

**6f(iii). Develop BL Immersion Workshops.** Each year GW-CIBER’s program will feature at

least one immersion workshop in the less-commonly taught languages of Arabic, Chinese, Japanese, Korean, and Russian. These workshops will give participants in the region an opportunity to learn about methods for teaching the business context of their respective language, exchange ideas and materials, and observe demonstrations and hear presentations from GW professors, students, and guest speakers. Workshops will transpire in the selected language(s) and will include visits to an embassy, cultural institution, or other relevant organization. Located within easy reach of numerous such institutions, GW-CIBER is uniquely suited to deliver these immersion workshops and has successfully held eight of them since their launch. Given the workshops' popularity, GW-CIBER will continue and enhance this initiative by incorporating new topics, speakers, and networking opportunities. (*Activities B,C,D,E,IP2*)

**6f(iv). Contribute a “Business Language in Focus” Column to *The Language Resource*.** The BL coordinators will contribute a regular feature column, “Business Language in Focus,” to *The Language Resource*, the bi-monthly online newsletter of the NCLRC which reaches a readership of over 20,000 language professionals nationwide. (*Activities B,C,D,E,IP2*)

**6g. Support the National CIBER BL Conference.** GW-CIBER will co-sponsor and contribute programming for the annual CIBER BL Conference. The conference, sponsored by all CIBERs, has proven to be an outstanding venue for interdisciplinary collaboration, curriculum enhancement, and support for the growing community of BL specialists. (*Activities B,C,D,E,IP2*)

**OBJECTIVE 7: Enhance student and professional understanding of the business environment in Sub-Saharan Africa and its relevance for US competitiveness.**

Sub-Saharan Africa has emerged as a rising power with vast opportunities. GW-CIBER will develop programs that enhance understanding of the Sub-Saharan business environment by building on successful GWSB programming in Ethiopia, Ghana, and Rwanda. GW faculty

members, including members of the FCB, have extensive research and consulting expertise in the Sub-Saharan, and GWSB has run seven successful short-term study abroad programs there, half of which were in the MBA CAP. This objective responds to **Invitational Priority 1**.

**7a. Develop a Partnership with the Ethiopian Chamber of Commerce.** Through connections in the Ethiopian diaspora, we will collaborate with the Ethiopian Chamber of Commerce to enhance student programming. GW-CIBER will deepen this partnership to offer its successful Executive Roundtables for more and growing audiences. Business executives who are members of the Ethiopian Chamber will come together with US GW audiences to exchange perspectives on doing business in the two countries. The GW audiences learn about the opportunities and challenges in Ethiopia, while the Ethiopians learn about opportunities and challenges in the US. An initial program was very successful with participants in the GW Executive MBA program and there are opportunities to develop it for other student audiences. *(Activities A,B,C,D,IP1)*

**7b. Deepen our Partnership with the Rwanda Development Board.** GW-CIBER collaborates with the Rwanda Development Board, the agency responsible for the entire investor experience in Rwanda, to select Rwandan businesses to use as clients for the CAP. GW-CIBER will strengthen this partnership in order to develop programming for new audiences, including MBA students not eligible for the CAP, graduate students in ESIA and other GW schools, and undergraduate populations in GWSB and other GW schools. *(Activities A,B,C,D,CP1,IP1)*

**7c. Establish a Partnership with Bridge2Rwanda.** GW-CIBER will develop a new partnership with Bridge2Rwanda to offer an innovative learning experience for undergraduates. An NGO with roots in Arkansas and based in Kigali, Bridge2Rwanda was formed in 2007 to encourage direct foreign investment and create opportunities for Rwandans to study abroad. Its most prominent program is its Scholars program, an intensive university prep program for students

seeking a college education in the US who have agreed to return to Rwanda after graduation. The Class of 2013 has 35 students selected from 1200 applications. Our partnership will bring together GWSB undergraduates and Bridge2Rwanda Scholars to discuss global issues, work on projects together (including service-learning projects), and interact culturally. GW undergraduates will enroll in a short-term study abroad program with a schedule of site visits and capstone assignments, but their learning experience will be enhanced by having significant time with the Scholars and immersed in Rwandan norms and culture. *(Activities A,B,C,D,IP1)*

**7d. Expand Short-Term Study Abroad in Ethiopia, Ghana, and Rwanda.** To expand experiential learning opportunities for graduate students, GW-CIBER will support the development of new short-term study abroad programs in each of these three countries. These will help fulfill the demand for additional study-abroad and experiential learning courses created by the two new IB tracks in the MBA, in which study abroad is required or strongly advised (see Exhibit 3.9 which was referenced above). *(Activities A,B,C,D,IP1)*

**7e. Create and Offer FDIB Programs in Ethiopia, Ghana, and Rwanda.** Building on our student programming in Ethiopia, Ghana, and Rwanda, GW-CIBER will create and offer a new, biannual FDIB program in Sub-Saharan Africa based on the GW-CIBER theme. A pair of countries (e.g., Ethiopia and Rwanda Year 2 and Ethiopia and Ghana in Year 4) will be selected as destinations in order to highlight the GW-CIBER theme and how national institutional differences affect development. The program will start in DC before travel to Africa, which will allow for in-depth briefings on the countries and issues by officials of embassies, multilateral institutions, US government agencies, and members of the diaspora. The CIBER network will market this new FDIB and open it to faculty from across the country. *(Activities A,B,C,D,IP1)*

**7f. Hold an Annual Conference on “Doing Business in Africa.”** GW-CIBER will collaborate

with the University of Minnesota CIBER to organize an annual one-day conference bringing together researchers and practitioners from many disciplines to advance the understanding of “Doing Business in Africa.” The conferences will feature noted practitioners from DC and Minneapolis who have done business in, or study policy on, Africa. In years 1 and 3, the conference will be held in DC, with a slant toward policy. In years 2 and 4, it will be in Minneapolis with a business orientation. Each conference will have a topical theme (e.g., “China’s Involvement in Africa and Its Impact on US Competitiveness”; “The Role of the Diaspora in Strengthening US Ties to Africa”). *(Activities C,D,E,F)*

**7g. Enter a Partnership with the African Diaspora Youth Network (ADYN).** GW-CIBER will partner with ADYN to provide content for its post-secondary program that develops critical thinking skills, strengthens problem-solving and decision-making, and builds effective writing and communication competencies among African diaspora youth. GW-CIBER will enhance ADYN’s curriculum by introducing theme-related issues and facilitating programming for experiential learning on and in Africa. *(Activity D)*

**7h. Host the Ethiopian Diaspora Business Forum.** GW-CIBER will host this annual event that brings Ethiopian-Americans together to discuss investments in the country of origin, with opportunities to pitch investment possibilities to US private equity firms. *(Activities C,D,IP1)*

**7i. Support and Host the African Diaspora Marketplace III.** Building on the successful African Diaspora Marketplace I and II programs, GW-CIBER will continue partnering with Western Union and USAID to support the African Diaspora Marketplace III (ADM) program. This is a business plan competition that supports US-based African diaspora and other US entrepreneurs planning investment in Africa. The ADM is a mechanism to provide grant funding and technical assistance facilities to US investors who have innovative and high-impact start-ups

and established businesses. GW-CIBER will play a key role in evaluating over 1,000 business plans submitted to the ADM. Faculty and students will be trained to score the plans and advise on selecting the winning proposals. The best proposals will subsequently be given awards, sponsored by Western Union, at the end of a one-day forum of international business training workshops. GW-CIBER will host both the proposal-reading sessions and the final forum on the GW campus. (*Activities C,D,F,CPI,IP1*)

## **CRITERION 2: SIGNIFICANCE**

The activities proposed in Criterion 1 are significant for the nation and the Mid-Atlantic area because they promote IB understanding among managers, students, and faculty in a way that enhances US competitiveness. The significance is based on the theme that differentiates GW-CIBER's proposal from others: *Institutions, Policies, and Development in International Business*, a powerful lens for analyzing important and timely issues.

Most IB research and education focuses on theory and applications generated in a developed-country context, where formal institutions are strong, regulations are stable and enforced, and property rights are clearly defined. US businesses are often run by managers trained in this context and comfortable in developed markets. This is a problem for US competitiveness because growth is increasingly shifting to emerging and developing economies, where institutions are often informal, weakly formalized, or in transition.

The composition of world economic output has changed dramatically during the past decade and will continue to change in the next. In 2000, the US economy was the world's largest, representing 23% of world GDP. By 2012, it shrank to 19%, and The Conference Board<sup>3</sup> projects that by 2025 it will be 18%. In 2000, China's output was 7% of world GDP, but by 2012

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<sup>3</sup> The Conference Board, *Global Economic Outlook*, 2014.

it represented 16%, and by 2025 is projected to be the world's largest economy with 23% of world output. These data underscore the monumental shift of economic output from developed to developing markets. The story is not just about the shift from the US to China. In 2000, 40 mature economies studied accounted for 65% of world output.<sup>4</sup> By 2012, that share dropped to 52% as output in developing economies rose. The tipping point is imminent: in 2015 the share of mature economies will be less than half of global output.

US businesses looking for expansion opportunities are impressed with the growth forecast for developing and emerging economies – at rates more than double those in mature markets. Unfortunately, the countries where growth will take place are precisely where institutions and policies are weak. Using *Worldwide Governance Indicators*<sup>5</sup> as quantitative measures of institutional and policy quality, the 40 mature economies are rated stronger on every dimension than developing economies. Future US competitiveness thus depends on understanding and navigating the gulf between the quality of institutions and policies in the mature markets and those in the rapidly-growing developing economies.

A greater understanding of institutional, policy, and development roles is also crucial for US national security. Persistent trade imbalances and income inequalities pose a threat, adding to civil unrest, terrorism, and violent opposition to globalization. Increased understanding of these roles will help the US respond to threats and prevent them from thwarting US competitiveness.

The GW-CIBER proposal addresses the need to understand developing markets by designing programming under an umbrella theme that not only educates current and future managers about the unique institutional landscape of emerging and developing countries, but

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<sup>4</sup> The Conference Board, *Global Economic Outlook*, 2014.

<sup>5</sup> World Bank Group, *Worldwide Governance Indicators*, 2013. The six dimensions are Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption.

also trains them how to specifically operate in such environments. See Exhibit 4.1 for an outline of how GW-CIBER programming meets the needs of various stakeholders.

### **Providing a Competitive Advantage for Managers**

GW-CIBER activities are significant first because they serve as regional and national resources for managers to expand their expertise related to IB and developing countries. Through partnerships with the DC Chamber, ExportDC, the VA/DC DEC, and the USEAC in Northern VA/DC, multi-format programs promoting trade will touch more than a thousand participants. High-impact training workshops and student internships in area companies will augment the capacity of US firms to engage in international business. All activities provide a competitive advantage for managers in or entering the global marketplace, especially those operating or wanting to operate in developing countries.

Of particular importance is the array of outreach events disseminating cutting-edge knowledge and research to business and policy practitioner audiences, a requisite for new ideas to be applied, tested, and refined in the real world. The resources put into conferences, workshop series, and forums will have a high impact because they are focused on the issues most germane for business, such as international and US trade policy, innovation and property rights, political risk in IB, and institutional entrepreneurship.

### **Providing a Competitive Advantage for Students**

GW-CIBER activities are significant second because they offer a rich array of opportunities for students – not just in GWSB, but also in ESIA, CCAS departments (e.g., languages, economics, anthropology, and sociology), and other schools on campus – to prepare for IB careers. While continuing to offer meaningful international learning opportunities through the full-time MBA CAP, GW-CIBER will extend opportunities to undergraduates, part-time

graduate students, and other business school audiences by offering new programs, such as short-term study abroad programs and experiential learning opportunities (e.g., in the Argentina program, in Sub-Saharan Africa, and in conjunction with the business languages). Through the Washington Area Consortium of Universities (see exhibit 4.2), the new courses will be available to students from all over the metropolitan area, expanding the impact of the programs. GW-CIBER will execute transformational change that enables students to gain both a deep education in the social sciences and a strong education in business topics through the new BS in IB and interdisciplinary minors in BLs. Internships through our partnerships will provide students with valuable individual training and workforce experience that will make them more effective managers in their first post-graduate position. These signature programs will give GW students a competitive advantage in the employment market and throughout their careers.

Many programs will also be regionally and nationally significant. The Global Business Consulting partnership with the UM CIBER will create an association of IB professionals across the country, a network that participating students will carry forward with them as they grow in their professional careers. The SDI will draw PhD students from around the country to study the GW-CIBER theme in the nation's Capital while fostering a community of scholars.

Other programs support curriculum development through new pedagogies (the globalization course in the new BBA curriculum) and provide faculty with resources to create new courses and innovative materials for existing courses. Exposure to cutting-edge intellectual leadership and high-quality, up-to-date materials will further enhance learning. Other programs engage students in career planning and co-curricular activities.

### **Providing a Competitive Advantage for Business Schools by Building Faculty Capabilities**

GW-CIBER programming is significant third because it develops business school IB

competencies through investments in faculty throughout the country. The DC FDIB, “Succeeding in Emerging and Developing Markets,” reaches substantial nationwide audiences of faculty and PhD students and countless more as workshop materials are disseminated throughout academia. The new FDIB in Sub-Saharan Africa will fill a void by training US faculty in an important area of the world currently neglected in business school curricula. To encourage participation from faculty at MSIs and CCs, both of these GW-CIBER programs will offer them scholarships. Faculty can further extend their competencies by acquiring in-depth knowledge of other countries through CIBER network FDIBs.

Through our collaboration with Howard University, faculty from Howard, other MSIs, and CCs will have significant professional development opportunities, enhancing understanding of IB at institutions often in need of globalizing their curricula yet strapped for resources. The innovative cohort-based IB workshops for Mid-Atlantic MSIs and CCs, along with the proximity of the participating schools, will enable faculty members to be part of a sustained network in which they can collaborate with one another for years to come. GW-CIBER’s participation in the GMSI Program and the IB Institute for CCs will further strengthen these populations and expand capacity to meet the needs of students and business professionals.

### **Providing Competitive Advantages by Bringing Different Audiences Together**

This project is also significant because it provides competitive advantages to managers, students, and business school faculty by bringing these three main audiences together. Internship programs and experiential learning opportunities, for example, create competitive advantages for both the client company and the working student through collaboration on a specific task. Novice faculty shadowing a short-term study abroad program are not only learning from the experienced instructors, but are also embedded in activities with students and are both mentoring

and learning from them. Greater faculty understanding made possible by FDIBs leads to greater student understanding – and this leads to greater managerial understanding once the students become managers. Trade events for practitioners that include faculty speakers and student audiences bring advantages for all three parties as they jointly learn about the trade terrain from different perspectives. These are just some examples of how GW-CIBER programming brings audiences together to increase the significance of outcomes. One implication of this is that the programs are cost-effective in achieving results by touching many different participants simultaneously; this is developed further in Criterion 6.

### **CRITERION 3: QUALITY OF THE PROJECT DESIGN**

The project is designed around the theme *Institutions, Policies, and Development in International Business* and the five focal areas that define core competencies. By focusing on this single unifying theme, GW-CIBER will offer a coherent program advancing IB education and augmenting ongoing lines of inquiry and activity. See Exhibit 4.3 for the relationship between the proposed project activities and the focal areas.

#### **Leveraging GW's Strengths to Advance Research and Development in the Field**

GW has unique capacity to contribute to research, teaching, and outreach to business by virtue of its faculty expertise, location, and external relationships. Many faculty experts instrumental to the success of GW-CIBER and its programs are in the IB department, but there are faculty experts throughout GW working in core disciplines that provide the building blocks for understanding IB – e.g., economics, political science, and geography. Activities described in Criterion 1's **Thematic Approach** are associated with the named Focal Area Coordinators and selected faculty close to GW-CIBER. However, faculty expertise in these areas is much broader and deeper, involving more than a hundred GW faculty working in areas related to the GW-

CIBER theme who will be included in the work of the Center.

The research, teaching, and outreach agenda will be sustained using an RFP mechanism (activities 1e, 3b, and 5e) which allows faculty and PhD students from all over GW (and Howard) to propose projects in line with the GW-CIBER focal areas. This process allows participants not already identified to make contributions in the area, and allows timely topics not yet defined to be investigated as they develop. Both aspects result in substantial build-out of the focal areas, thus making research and activity development in the field sustained in a variety of ways. This mechanism will draw proposals from many departments throughout GW; see Exhibit 4.4 for departmental affiliations of likely RFP recipients.

Advancing research and activity development in the field will leverage not only faculty expertise, but location as well. GW's central location in DC is one of its greatest assets. The campus in Foggy Bottom is within walking distance of the IMF, World Bank, US Department of State. It's also a short subway ride from the Office of the Mayor, the US Department of Commerce, and USAID (see map in Exhibit 3.5a). These institutions participate in GW-CIBER programming as speakers and as hosts for events, but also strengthen research and programs by offering practitioner perspectives.

Advancing the field will also leverage external relationships. Although these are most evident with partners in close proximity to the campus, in fact they stretch around the globe. In other countries, GW-CIBER has relationships with several parties in Rwanda, including the Development Board and Bridge2Rwanda. In Ghana, the relationship is with the Ghana Institute of Management and Public Administration (GIMPA), among others. In many locations, we also leverage our DC relationships with the World Bank, the State Department, and USAID to obtain local insights from global players.

A key quality of the project design is the extensive use of synergies among programs resulting from the strengths related to faculty expertise, location, and external relationships. See Exhibit 4.5 for examples, and further discussion in Criterion 6.

### **Contributing to Ongoing Lines of Inquiry and Activity**

The design of this project builds on faculty expertise and collaborative relationships to substantially augment ongoing lines of inquiry and activity. The GW-CIBER theme and focal areas are selected to reflect faculty expertise, which will continue to be developed during the grant period through both research activities and development of student programming and outreach to the business and policy communities. In particular, the project builds on the capabilities GW-CIBER has developed to date.

Programs are continued based on their previous success, and the launch of new programs is carefully tied to the foundations in place. The FDIB on “Succeeding in Emerging and Developing Markets” and the SDI were launched in 2008 and are achieving their objectives of enhancing faculty and PhD student understanding, scholarship, and teaching in the area of institutions, policies, and development. Both have gone through continuous improvement based on participant evaluations. For example, to offer multiple perspectives, the 2013 FDIB was led by two experts with differing backgrounds (one an academic with training in sociology, the other a practitioner with training in law). The proposed FDIB in Sub-Saharan Africa is a natural extension to this domestic one, because it’s a deeper case analysis of the framework. In the SDI, a feedback session was added to the SDI so that students could discuss research challenges with each other and a faculty member who is not their mentor. The program will be refined further for delivery during the next grant cycle.

The most ambitious projects to expand an ongoing activity are at the intersection of BLs and

business skills. The proposed new interdisciplinary minors in BLs for Arabic, Chinese, Russian, and Korean build on previous development of BL courses, but now combine the language skills with more business skills. The new short-term study abroad programs in the languages build on the competencies developed through experiential learning in the MBA CAP residencies and other global business consulting programs. New collaboration with the NCLRC leverages competencies in BLs by providing business content for their language programs in Arabic, Chinese, and Russian.

Outreach to the business and policy communities also builds on GW-CIBER competencies. Our partnership with the DC Chamber of Commerce is growing; the Director has joined its new International Business Development Committee, enabling GW-CIBER to be involved planning all future DC Chamber international activities. Collaboration with Office of the Mayor has introduced us to new partners, including ExportDC. Our co-sponsorship of the National DEC Leadership Forum has reinvigorated our activity with the Virginia/DC DEC and the USEAC of Northern Virginia/DC. Many of the outreach programs proposed here leverage one or more of these partners, and GW-CIBER will serve as the coordinating hub for many of the activities (see Exhibit 4.6 for activities taking place among these parties).

#### **CRITERION 4: QUALITY OF THE MANAGEMENT PLAN**

GW-CIBER has carefully constructed a robust management plan for achieving the objectives of the proposed project, on time and within budget.

##### **Organizational Structure, Staffing Plan, and Responsibilities**

The GW-CIBER Faculty Director will devote 50% effort to the activities and management of GW-CIBER. Assuring accountability, GW-CIBER will report to four critical parties through the Director: the GW Office of the Vice President for Research (OVPR), which oversees the

grant; the GW-CIBER Advisory Council, which governs the activities of the Center; the GWSB Vice Dean of Faculty and Research, who monitors the faculty activities undertaken; and the Department of Education CIBER Program Officer, who monitors the grant for the federal government. See the GW-CIBER Organization Chart in Exhibit 5.1.

The Director will be advised by the FCB and assisted by GW-CIBER and GWSB staff. The flow of work will begin with the proposal of a project or activity, subsequently establish a plan to execute the project, then implement the project, and finally evaluate the project and revise it before a subsequent offering (see Figure 5.2). The structure of the organization is described below, and background on the personnel is provided in Criterion 5.

The FCB consists of 9 dedicated faculty who will oversee activities, including the six Focal Area Coordinators, two BL coordinators, and one faculty lead for the RFP competition. Each of the five focal areas is championed by two faculty from different departments, ensuring a multi-disciplinary programming approach. Some coordinators whose work overlaps two focal areas will serve in both. Each coordinator will be responsible for building out the focal areas through both regular events throughout the grant period and selected additional events during one high-activity year. Members of the FCB will also be actively involved in other core activities. Several coordinators from IB will serve on committees that design and plan the SDI, as well as the collaborative activities with Howard. Individual coordinators are also taking the lead on specific additional activities. (See Exhibit 5.4.)

The Director and the FCB will coordinate proposed activities and augment them with activities identified through the RFP competition in order to ensure integrated programming that fulfills the six mandatory activities enumerated in the authorizing statute. An annual competition will be held, and proposals will be read by appropriate members of the FCB. The Board, chaired

by an RFP Coordinator, will make awards for approximately 12 meritorious proposals. This management plan has a built-in mechanism for new and creative ideas to come to fruition, while preserving program quality, integration, and continuity.

The GW-CIBER staff will support the Director and the FCB. An Administrative Director (AD) will help integrate program areas, disseminate materials to a broad audience, and oversee the day-to-day administration and budget of GW-CIBER. A Program Manager will organize the planning, marketing, logistics, and implementation of the proposed activities. Approximately four student assistants will provide support in areas such as website development, graphic design and marketing, communications, conference and meeting logistics, and similar support activities.

GW-CIBER is also supported by effective internal service partners (see Exhibit 5.3). GWSB's Office of Special Events serves as a key resource for conference and workshop organization. The GWSB Office of Global and Experiential Education is a valuable partner in administering the CAP, short-term study abroad programs for graduate students, and the CIBER GBC program. The GW Office for Study Abroad is a valuable partner in designing and executing short-term study abroad programs for undergraduate students.

### **Timelines and Accountability**

GW-CIBER has established a rigorous management plan that identifies a project lead for each activity, along with the relevant partners and the timing of the activity (see Exhibit 5.4 again). The FCB is the heart of management. The main duties of faculty coordinators are identified in the discussion of Criterion 1's **Thematic Approach** and are not discussed further here. Specific large-scale activities have been identified with each focal area coordinator and are slated to occur during a special activity year in which the coordinator vigorously builds out programming. These programs are marked with an asterisk in Exhibit 5.4. Members of the FCB

will also be involved in several core initiatives: e.g., Weiner is leading the BS in IB and Riddle is leading the DC FDIB. Many of the initiatives in Objective 7 – including the study abroad courses and the FDIB – will be jointly undertaken (on a rotating basis) by the team of Africa experts (Click, Riddle, and Spencer).

GW-CIBER has also designed oversight and reporting systems to ensure that activities are carried out on time and within budget. Conferences, workshops, and FDIBs require up to a year of advance planning to ensure success. The Director will hold regular meetings with faculty coordinators and GW-CIBER staff responsible for implementation of these activities to ensure appropriate progress and quality standards for each activity. All budgeting will be closely administered by the GW-CIBER AD, and full reporting on all financial matters will occur directly through the GW accounting systems. The GW OVPR will monitor grant activities and funds by designating a Sponsored Projects Manager.

### **Internal Operating Procedures and Controls**

Much of the programming in the proposal will be identified through the RFP competitions, which will involve a vigorous review and selection process. Reviewers will focus on several factors, including: a) the activity's link to GW-CIBER's theme, focal areas, and objective of advancing US competitiveness; b) the activity's academic rigor and probability of success based on established metrics; and c) the activity's ability to contribute to an integrated program that advances teaching, business training, and scholarship in a combined fashion. The RFP Coordinator, as well as at least four other members of the FCB, will review each submission. In an extended meeting, the full FCB will discuss each proposal and select the highest quality projects that address GW-CIBER's teaching, business training and/or research priorities to receive funding. Materials developed in the RFP projects – both teaching and

research – will be peer-reviewed and classroom-tested for appropriate content and coverage of learning objectives before being accepted into the Center’s portfolio of resources. Funding recipients will be given deadlines to submit promised deliverables, and continued eligibility for GW-CIBER resources will depend on successfully completing projects on time and with high quality standards.

In long-term academic and co-curricular programs such as SDI and the Export Training and GW Alumni Association Internship Programs, in-depth selection and matching procedures will be used to ensure that admitted students will benefit from the experience. For the SDI, the admissions process will consist of three steps, including an initial screening based on academic qualifications and fit with program theme, an intense screening by faculty to ensure that the prospective mentor’s research focus is an appropriate fit with the student’s needs and interests, and an assessment of the project proposal, which is submitted by the final student/faculty pair. For the Internship Programs, the GW-CIBER will serve as the coordinating body for the programs and will work directly with both the clients and the student participants. Prior to the admissions process, the Center will work with participating companies to create a scope of work and draft job descriptions for the internships. The Center will then open an application period in which students can apply for one or more positions. Together with the clients, the GW-CIBER will select students based on academic and professional qualifications. All students participating in the program will be members of a cohort program, which allows them to receive joint training on related issues and share insights throughout the duration of the program.

## **CRITERION 5: QUALITY OF PROJECT PERSONNEL**

### **Qualifications of Project’s Faculty Director**

The training and experience of the Director match the needs of the project. Reid W. Click is

Associate Professor of IB and International Affairs. He has been a member of the IB Department since 1996, and the GW-CIBER Director since 2011. Before becoming Director, he served as chairman of the IB department from 2005 to 2009. His academic research has been published in leading journals, including the *Journal of International Business Studies (JIBS)*, *Journal of Asian Economics*, and *Development Policy Review*. Additionally, he has been a consultant for several international organizations, including the Association of Southeast Asian Nations, the United Nations Development Programme, and the World Bank. Since 2002, he has served as a consultant for USAID in the area of development finance. He has worked on USAID projects in 20 diverse countries, which helped develop skills required to offer experiential learning opportunities to students. A USAID assignment in Rwanda in 2011 was the foundation for three years of consulting residencies for MBA students subsequently.

### **Qualifications of GW-CIBER Staff**

The activities in this proposal will be carried out with the support of GW-CIBER's two experienced full-time staff members and affiliated GW partner offices, service centers, and student workers. GW-CIBER's two full-time staff members have been with the Center for several years and offer expertise in program management and understanding of the field of IB.

Alexis Gaul, the Administrative Director, is a graduate (M.A. in International Development) of the GW ESIA. Her long-term ties with the university have equipped her with detailed knowledge of GW's policies and procedures, facilitating her work managing GW-CIBER's operations and budget and disseminating program outputs. Her background in international development contributes to the content development in GW-CIBER's programs.

Nevena Yakova, the Program Manager, has a PhD in IB and a master's degree in economics. She is responsible for the marketing and implementation of programs, and has run

numerous seminars, workshops, conferences and other initiatives. Her Ph.D. in IB contributes to the content development of GW-CIBER's programs, including the SDI.

### **Qualifications of the Faculty Coordinating Board (FCB)**

The members of the FCB have excellent research and teaching track records, as well as experience in developing, launching, and managing academic programs, research and policy centers, and other large-scale initiatives. They also bring a wealth of internal and external relationships that they have cultivated through their work and that GW-CIBER can draw upon for its programs. (Biographies are included in Exhibit 6.) The qualifications of the seven Focal Area Coordinators have been described at the beginning of this proposal in Criterion 1, so are not described further here.

Two members of the FCB, Margaret Gonglewski (German) and Anna Helm (IB), lead GW-CIBER's programming in BLs. Together, they have been working on developing and applying business case methodology to language instruction, and they produced a video-based *e-Handbook on Teaching with Business Cases*. Gonglewski is co-author of one of the top introductory-level German textbooks. Helm's PhD is in Germanic Studies, and she has completed an AACSB Post Doctoral Bridge to Business Program with a specialization in marketing and management. She currently teaches courses on international marketing management, green business, and introduction to IB – many with client projects. Gonglewski and Helm will guide the work of talented faculty in the targeted languages: Professors Esseesy in Arabic, Zhang in Chinese, Hamano in Japanese, Pak in Korean, and Robin in Russian.

The interdisciplinary GW-CIBER RFP competition (for teaching, research, and outreach projects in 1e, 3b, and 5e) will be organized by Jennifer Spencer (IB), who will also serve on the FCB. She is the George Coelho Professorial Fellow and Professor of IB and International

Affairs. She is the immediate past Director of GW-CIBER, and currently serves as the Vice Dean for Faculty and Research at GWSB. She has engaged in extensive service to GW and the academic community related to international programs, research, and doctoral programs, and has an established research record with publications in top journals such as the *Academy of Management Journal*, *Strategic Management Journal*, and *JIBS*.

GW-CIBER also enlists the support of its Advisory Council and other key GW faculty members and service partners, ensuring that our initiatives draw on the expertise of people with various backgrounds and worldviews, but with similar interests in promoting global awareness.

### **Representation by Underrepresented Groups**

GW is an EEO/AA employer committed to maintaining a non-discriminatory, diverse work environment and does not unlawfully discriminate on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity or expression, or on any other basis prohibited by applicable law in any of its programs or activities. The Vice Provost for Diversity and Inclusion administers stated a clear policy on equal opportunity. In accordance with the General Education Provisions Act (GEPA), and consistent with the Assurance that accommodates this proposal, GW-CIBER will seek to identify and eliminate any existing or potential barriers to full access, fair treatment and participation in all programming for people of all genders, races, national origins, colors, disabilities, or ages. A very diverse GW faculty and student population ensures a robust and deep pool of talent that we will draw upon and serve across our programs.

## **CRITERION 6: ADEQUACY OF RESOURCES**

### **Budgeted Costs**

Budgeted costs presented in this proposal are based on recent experience and have been

determined in coordination with the GW OVPR, which provides guidance and administration for sponsored projects. The budget items, shown in Exhibit 7, are consistent with the costs in, and are appropriate for, the DC area. Working with the principal investigator and project staff, OVPR ensures compliance throughout the life of the grant. Additionally, it should be noted that several proposed activities will feature registration fees, bringing in moderate additional income. To be conservative, the enclosed budget does not include fee income.

### **Cost-Effectiveness of Programming and Operations**

GW-CIBER uses several mechanisms to ensure that its financial resources are used cost-effectively while taking into account unique programming needs. These mechanisms include:

- (a) Creating and exploiting program synergies – by using the outputs from one initiative as inputs for another. Some examples include leveraging the BL courses for launching the BL minors or the short-term study abroad programs for language students; supporting a faculty member to attend an FDIB or shadow a CAP and then engaging him to create a new study abroad course; using relationships established with companies through experiential-learning initiatives to secure internships for students; and hosting a research symposium to disseminate results from research initiatives (RFP, SDI).
- (b) Partnering with other CIBERs to serve as a national resource – by offering joint initiatives, such as the GBC program with the University of Miami and other schools; the “PDW on Diaspora Entrepreneurship and Investment” and the annual “Doing Business in Africa” conference with the University of Minnesota; the CIBER BL Conference co-sponsored by all CIBERs; and Georgia State’s Globalizing MSIs Program.
- (c) Collaborating with GW and external centers and organizations – avoiding duplication of efforts and competition for audiences and leveraging a wider network of contacts, such as the

export training internship program with the DC Chamber of Commerce, the Virginia/DC DEC, and ExportDC; the partnership with Howard University to develop an IB workshop series for regional MSIs and CCs; and the NCLRC language webcasts series, with GW-CIBER contributing business content.

(d) Disseminating GW-CIBERs research, teaching, and outreach resources via low-cost but effective digital channels, such as the Video Library featured on GW-CIBER's website that showcases recorded invited-speaker talks, panel discussions, professional development lectures, and career development presentations. The videos are downloadable and can be used in classes.

(e) Employing highly-skilled student workers instead of professional contractors for website maintenance and graphic design. GW offers a large pool of talented students with skills in website design and maintenance, as well as marketing and graphic design, who are eager to put their knowledge into practice and work on real projects.

### **Organizational Support**

GW University enthusiastically supports GW-CIBER's efforts and provides abundant cost-share, along with the equipment, supplies, and services that GW-CIBER needs for its smooth operation and growth. GW-CIBER is housed in GWSB, in a space specifically dedicated to centers and institutes, on the same floor as the IB Department. The space dedicated to GW-CIBER includes private offices for the AD and the Program Manager, and a large room adjacent to these offices with several workstations for the student assistants.

Direct access is provided to all GWSB and GW service units, such as the Office of Information Technology, the Office of Special Events Planning, the GWSB Office of Communications, the GW Procurement and Travel office, GW libraries, and the Media and Recording Studio, among others. The GW-CIBER staff receives periodic guidance and training

in financial management and compliance, personnel management, and program administration.

## **CRITERION 7: QUALITY OF THE PROJECT EVALUATION**

GW-CIBER has engaged an independent evaluator, Dr. Kathryn Newcomer, to lead evaluation activities during the grant period. Dr. Newcomer will facilitate continuous formative evaluation throughout the four-year grant – including providing capacity-building, coaching, and technical assistance to GW-CIBER staff as they collect and interpret data and complete grant reporting requirements – and conduct a final, independent, summative evaluation of overall project impact during the grant’s last year.

Dr. Newcomer is Director of GW’s Trachtenberg School of Public Policy and Public Administration, where she teaches public and nonprofit administration, program evaluation, research design, and applied statistics. She is a non-residential Fellow in Governance Studies at the Brookings Institution and an elected member of the Board of Directors of the American Evaluation Association. She is a nationally recognized expert in program evaluation and routinely conducts research and training for federal and local government agencies and NGOs on performance measurement and program evaluation, including an external evaluation for American University’s Graduate School of Education Lab2Class teacher training program, funded through an NSF grant. Dr. Newcomer has published five books, including *The Handbook of Practical Program Evaluation* (1994, 2nd edition 2004, 3rd edition 2010).

### **Evaluation Plan**

In consultation with GW-CIBER and in accordance with the evaluation advice from the Department of Education (ED), Dr. Newcomer created an independent evaluation plan for the grant project, and she will work with GW-CIBER staff throughout the grant period to implement it. (See Exhibit 8.1 for the evaluation framework.) The plan adapts the performance measurement

forms (PMFs) provided by ED to GW-CIBER's seven objectives, listed previously in this proposal. These objectives comprehensively cover the full range of proposed grant activities. See Exhibit 8.4 for complete PMFs for each objective.

The PMFs display quantitative and qualitative performance measures for each objective, along with preliminary indicators and data sources to be tracked over the course of the four-year grant period and compared with pre-determined annual targets. In selecting performance measures for the PMFs, we aimed to address both the quantity and quality of our efforts (e.g., we are interested not only in the growth of program offerings and participation, but also in quality measures – survey participant satisfaction, intent to apply new information). Several measures tied to individual projects are constructed to match the GPRA measures selected by ED to evaluate the CIBE program, thus contributing to the overall outcomes established under GPRA.

In addition to these outputs and short-term outcomes, the evaluation will also include an assessment of longer-term outcomes via tailored data-collection instruments developed by the evaluator and implemented by GW-CIBER staff. The logic model, full set of data-collection instruments, hypothesized relationships in activities, and questions for the summative evaluation are described in Exhibit 8 and were created by the evaluator in consultation with GW-CIBER.

The logic model (Exhibit 8.2) shows the hypothesized relationship between activities, short-term outcomes, and long-term outcomes, all of which will fall under the purview of the evaluation. The full set of data collection instruments is summarized in Exhibit 8.3 and applied to GW-CIBER programs in Exhibit 8.5. A sample program survey is provided in Exhibit 8.6.

Program participants will be tracked at least 8 years beyond graduation so that IFLE may administer its tracking survey designed to solicit information for the GPRA measures. These instruments will gather qualitative and quantitative data to assess longer-term outcomes such as

career advancement (GPRA Measure 1) and cost per graduate employed in IB (GPRA Efficiency Measure). Other instruments will gather data to assess increases in local business performance and internationalization of MSI and CC curricula, thus tracking progress toward GW-CIBER's broad goals. The questions establishing the framework for evaluation are listed in Exhibit 8.1.

### **Formative Evaluation**

The evaluator will provide coaching and technical assistance to GW-CIBER during the first quarter of the grant period to refine the preliminary indicators and data sources listed in the PMFs, populate PMFs with baseline data and annual targets, identify staff members responsible for routine data collection, develop and refine data-collection tools, and embed data-management systems into GW-CIBER operations. The evaluator will then provide ongoing technical assistance as needed, especially during the first project year, to ensure that data are collected consistently and with maximum quality and accuracy.

At the end of each program year and prior to staff completion of annual grant reports, the evaluator will work with GW-CIBER leadership and staff to compile and interpret trends in the quantitative indicators, including a facilitated process of collective sensemaking to identify implications of evaluation results for project implementation going forward. Special attention will be given to the extent to which GW-CIBER achieves its initial performance targets, contextual reasons and mediating factors influencing results, and suggested adjustments to targets for the next year of grant activities. Evaluation will thus be used by GW-CIBER staff for ongoing learning and course correction, allowing us to enhance its impact over time and document lessons learned for sharing internally and with external stakeholders, including ED.

### **Summative and External Evaluation**

During the fourth year of the grant project, the evaluator will conduct an independent

summative evaluation of grant implementation and outcomes. This final evaluation will analyze trends in performance measures against projected targets throughout the grant period and will include additional external data-collection activities such as surveys and interviews with project partners and other stakeholders. The evaluator will independently prepare a comprehensive summative evaluation report responding to the evaluation questions.

Annual evaluations and the final summative report will be presented to a three-member external evaluation team (TBA post award) to be comprised of CIBER experts including former directors, associate directors, and business outreach directors. The evaluations will also be presented annually to the GW-CIBER Advisory Council, which will provide further evaluative feedback and guidance for any proposed modifications in the management plan. The use of external evaluators and the diverse representation on our Advisory Council will ensure that the GW-CIBER's activities serve the needs of our various stakeholders.

#### **CRITERION 8: COMPETITIVE PREFERENCE PRIORITY 1**

This proposal addresses Priority 1 by integrating activities into the seven objectives. Specifically, **Objective 2** is designed to meet this priority by collaborating with businesses and professional associations to expand employment opportunities for IB students through internships and experiential learning. GW-CIBER will partner with three professional associations that work with businesses to develop a vibrant internship program: the DC Chamber of Commerce, the Virginia/DC District Export Council, and ExportDC. These associations will jointly house an Export Training Internship Program at GW-CIBER and serve as bridges to businesses in the DC area by offering IB students as interns. Another core activity is the IB Internship Program with GW Alumni Associations abroad to offer foreign business internships. The CAP and the GBC program offer structured experiential learning by partnering

with companies that serve as clients for projects; and partnerships for the consulting club offer co-curricular experiences. These ideas are leveraged in BL programming, **Objective 6**, as experiential learning is developed for BL short-term study abroad courses, and the “Study Abroad @ Home” initiative develops internships in DC with a language component. Other partnerships through the Corporate Collaborative Council and the Executive-in-Residence program offer guidance in career development.

### **CRITERION 9: COMPETITIVE PREFERENCE PRIORITY 2**

This proposal addresses Priority 2 by integrating activities into the seven objectives. Specifically, **Objective 4** contains activities designed to meet this priority by forging a partnership with Howard University, an HBCU that is the largest MSI in DC. Together, GW-CIBER and Howard will design, develop, and offer a cohort program, the IB Workshop Series, for faculty from MSIs and CCs in the Mid-Atlantic area. It will internationalize business school curricula by looking at IB through the lens of the GW-CIBER theme. GW-CIBER and Howard will both participate in the Globalizing MSIs Program at Georgia State and will extend their partnership by developing short-term study abroad programs at Howard using GW-CIBER competencies. The bond will be strengthened by Howard faculty’s participation in the GW-CIBER RFP competition and activities to foster faculty interaction, and by organizing a session for GW-CIBER to present at the annual National HBCU Business Deans Roundtable through collaboration with Howard. Under **Objective 6**, BL programming is available through the GW-CIBER BL Network. All these activities are designed to incorporate international, intercultural, and global dimensions into Howard’s business curriculum. This variety of activities and the commitment of resources demonstrate that collaboration is significant, and provides the foundation for sustained long-term collaboration.

## Other Attachment File(s)

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\* Mandatory Other Attachment Filename:

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To add more "Other Attachment" attachments, please use the attachment buttons below.

## EXHIBIT 1.1a GW-CIBER ADVISORY COUNCIL

Member	Title and Affiliation
Shmuel Ben-Gad	GW Gelman Library System <i>Business Specialist</i>
Wade Channell	US Agency for International Development (USAID) <i>Senior Legal Advisor</i>
Bernard Demczuk	GW Office of Government, International, and Community Relations <i>Assistant Vice President for District of Columbia Relations</i>
Mihir Desai*	Dexis Consulting <i>President</i>
Bill Gottfried	Gottfried International, Inc. <i>CEO</i>
Shoko Hamano*	GW Language Center / School of Arts & Sciences <i>Director / Professor of Japanese &amp; International Affairs</i>
Corinna Lathan	AnthroTronix Inc. <i>Board Chair and CEO</i>
Danny Leipziger*	GW School of Business; The World Bank <i>Professor of Practice of International Business; VP for Poverty Reduction (Retired)</i>
Robin Liebowitz*	rkl3D LLC <i>Principal</i>
Taj Meah	Independent Information Technology and Services Professional; IBM, <i>Business Development Executive (Retired)</i>
Elizabeth Mitchell	GWSB Development and Alumni Relations Office <i>Assistant Vice President</i>
Rex Pingle	PMD International <i>President and CEO</i>
Pradeep Rau	GW School of Business <i>Professor of Marketing</i>
John Saylor*	Virginia-Washington, DC District Export Council (DEC) <i>Chairman</i>
Donna Scarboro	GW Office of International Programs <i>Associate Vice President</i>
Margaret Singleton	DC Chamber of Commerce <i>Vice President, Contracts and Programs</i>
Jennifer Spencer*	GW School of Business <i>Vice Dean for Faculty and Research; Professor of Int'l Business &amp; Int'l Affairs</i>
Murat Tarimcilar	GW School of Business <i>Professor of Decision Sciences</i>
Christopher Vizas	Smart Wave Inc. <i>Director</i>
Barbara Weisel*	Office of the US Trade Representative <i>Assistant U.S. Trade Representative for Southeast Asia and the Pacific</i>
Robert Weiner*	GW School of Business <i>Chair, Dept. of Int'l Business; Professor of Int'l Business &amp; International Affairs</i>
Karima Woods	DC Gov – Office of the Deputy Mayor for Planning & Economic Development <i>Acting Deputy Director of Business Development &amp; Strategy</i>
Gilbert Yancey	F. David Fowler Career Center, GWSB <i>Executive Director</i>

(\* ) Full biographical information can be found in Exhibit 6

**EXHIBIT 1.1b STATUTORY REQUIREMENTS FOR ADVISORY COUNCIL**

Member	612(d)A GW Administrator	612(d)B GW Business School Faculty	612(d)C GW Languages / Area Studies Faculty	612(d)D GW Professional School Faculty	612(d)E Regional Business Representative	612(d)F DC Mayoral Appointment	612(d)G Other Representatives
Shmuel Ben-Gad	✓						✓
Wade Channell							✓
Bernard Demczuk	✓						
Mihir Desai					✓		
Bill Gottfried					✓		
Shoko Hamano	✓		✓	✓			
Corinna Lathan					✓		
Danny Leipziger		✓		✓			✓
Robin Liebowitz					✓		
Taj Meah					✓		
Elizabeth Mitchell	✓						
Rex Pingle					✓		
Pradeep Rau		✓					
John Saylor					✓		✓
Donna Scarboro	✓						
Margaret Singleton							✓
Jennifer Spencer	✓	✓		✓			
Murat Tarimcilar		✓					
Christopher Vizas					✓		
Barbara Weisel							✓
Robert Weiner	✓	✓		✓			
Karima Woods						✓	
Gilbert Yancey	✓						✓

## EXHIBIT 1.2 ADVISORY COUNCIL ESTABLISHMENT/PLANNING MEETINGS

The GW-CIBER Advisory Council was established in September 2004 with the mandate of investigating the feasibility of launching a national-caliber Center for International Business Education and Research in Washington, DC.

The support of the Advisory Council members was crucial to project formulation and success in the first two grant cycles, and members have again been instrumental in the formulation of the third proposal. In November 2013, the Advisory Council met to discuss program evaluation to date and to work on planning the theme and initiatives for the new proposal. GW-CIBER Director and staff subsequently met with individual Advisory Council members to discuss programming needs and opportunities for collaboration with various organizations.

### Proposal Planning Meetings:

#### *Full Advisory Council meeting*

- November 22, 2013

#### *Meetings with Individual Advisory Council Members*

- November 20, 2013
- November 21, 2013
- November 26, 2013
- December 9, 2013
- February 26, 2014

The GW-CIBER Advisory Council will meet annually according to the following schedule, and at other times as needed, for guidance and planning purposes (precise dates to be determined to accommodate schedules):

- October 2014: Project III Implementation Meeting
- October 2015: Project Year I Evaluation Meeting / Planning for Year II
- October 2016: Project Year II Evaluation Meeting / Planning for Year III
- October 2017: Project Year III Evaluation Meeting / Planning for Year IV
- October 2018: Project Year IV Evaluation Meeting / Planning for Renewal

## EXHIBIT 2 LETTERS OF SUPPORT

THE GEORGE  
WASHINGTON  
UNIVERSITY

WASHINGTON, DC

Office of the Provost

June 30, 2014

Dr. Timothy Duvall  
Program Officer, IFLE  
U.S. Department of Education  
1990 K Street, NW, 6<sup>th</sup> Floor  
Washington, DC 20006-8521

Dear Dr. Duvall,

Please accept this letter in support of the GW Center for International Business Education and Research (GW-CIBER), which is applying for a four-year grant renewal.

Since its launch in 2006, GW-CIBER has played an important role in advancing scholarship in the areas of international business, international development, and foreign languages. The Center is serving as a resource not only for the GW School of Business but the whole University and the local business and policy communities.

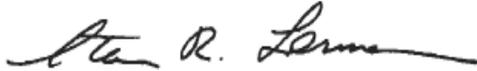
GW has embarked on an ambitious path for the next decade, with the objective of becoming an elite institution by embracing and fostering cross-disciplinarity, increasing the global aspects of our curricula, expanding the programs that focus on governance and policy in the public and private sectors, and infusing the ideas of citizenship and leadership in everything we do. Additionally, the GW faculty and students have always been passionate about applying the knowledge gained in the classroom to real-world problems. This is achieved through state-of-the-art experiential and service-learning programs and sustained partnerships with leading public and private institutions. Our location in the heart of Washington, DC is certainly one of our greatest assets, allowing us access to experts and decision makers from think tanks, government and multilateral organizations, and the diplomatic community.

The activities proposed in GW-CIBER's new application are directly aligned with the University's strategic plan and the objectives outlined above. The Center is planning to enhance some of its successful programs from the previous cycle – the interdisciplinary Summer Doctoral Institute, the flagship faculty development workshop on the role of institutions in succeeding in emerging and developing markets, the Request for Proposals competition, and the comprehensive programming in business languages. However, I am delighted to also put forward its many new innovative activities, including the undergraduate minor in Business Languages (spanning the areas of foreign languages and international business), the deeper collaboration with local trade and export organizations and companies (which will offer excellent training opportunities for our students), and the activities designed to enhance students' and faculty's understanding about the business environment in Sub-Saharan Africa. All these initiatives will

strengthen professionals' knowledge about the world beyond GW and the United States, and about regions that will play an increasingly important role in the global economy and politics.

I look forward to seeing GW-CIBER continue its mission of promoting international business education, research, and outreach, and I can assure you of the University's enthusiastic support and commitment to provide the necessary resources and guidance.

Sincerely,

A handwritten signature in black ink, appearing to read "Steven R. Lerman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Steven R. Lerman  
Provost



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Executive Office of the Mayor  
Office of the Deputy Mayor for Planning and Economic Development



June 24, 2014

Dr. Timothy Duvall  
Program Officer, IFLE  
U.S. Department of Education  
1990 K Street, NW, 6<sup>th</sup> Floor  
Washington, DC 20006-8521

Dear Dr. Duvall,

The Office of the Deputy Mayor for Planning and Economic Development is pleased to support the proposal being submitted to the U.S. Department of Education for a four-year grant to the GW Center for International Business Education and Research (GW-CIBER). Our office has been involved in the GW-CIBER since its inception in 2006 and I am delighted to re-appoint Karima M. Woods, the Acting Deputy Director of Business Development & Strategy, to the Advisory Council of the GW-CIBER. Ms. Woods' position in my office allows her to be involved with numerous business and development projects in the District, including our growing international business development efforts, and she is an ideal choice for the Advisory Council.

There are many opportunities for interaction between the Office of the Deputy Mayor for Planning and Economic Development and the GW-CIBER. We have already introduced GW-CIBER to several of our important partners, including ExportDC and the DC Chamber of Commerce. We currently have an intern from George Washington University in our office who is sponsored by GW-CIBER, and we hope to continue this type of relationship throughout the period of the grant, so we have assistance conducting research on our ongoing international business needs and activities.

I know that Ms. Woods has worked with the GW-CIBER to assess the needs of the business community in Washington and has suggested ways in which it can help fill voids. We view GW-CIBER as an important resource for the District of Columbia supporting and promoting understanding of international business.

Sincerely,

M. Jeff Miller

Interim Deputy Mayor for Planning & Economic Development

# HOWARD UNIVERSITY

School of Business  
Office of the Dean

June 23, 2014

Dr. Timothy Duvall  
Program Officer, IFLE  
U.S. Department of Education  
1990 K Street, NW, 6<sup>th</sup> Floor  
Washington, DC 20006-8521

Dear Dr. Duvall,

Howard University is pleased to support the grant-renewal proposal of the GW Center for International Business Education and Research (GW-CIBER). In particular, we believe that Howard University's School of Business will benefit greatly from the significant collaborative activities being proposed. GW-CIBER has sponsored Howard University faculty members for individual professional development opportunities in recent years, and in the last grant period worked closely with one faculty member from Howard University who was designated as a GW-CIBER Fellow. The new programming will build on these foundations, but expand the opportunities to more faculty also involve collaboration on joint programming.

Both Howard University and GW-CIBER have indicated a commitment to participate in the program being proposed by the Georgia State University CIBER, "Globalizing Minority-Serving Institutions." GW-CIBER will be leveraging our dual participation in the program by providing additional support to develop joint events for faculty and students in Washington, DC. GW-CIBER will also provide additional support to develop study-abroad courses at Howard University as a follow-up to faculty participation in overseas Faculty Development in International Business study tours. GW-CIBER is also opening its Request for Proposals (RFP) competition to faculty from Howard University seeking to undertake research, teaching, or outreach projects in related to the GW-CIBER theme of Institutions, Policies, and Development in International Business.

A key element of the new partnership between GW-CIBER and Howard University is an innovative program on Globalizing Business Curricula for faculty from Minority-Serving Institutions in the Mid-Atlantic region. This program will consist of six day-long sessions each year of the grant with content developed jointly, and the sessions will alternate between the campuses of George Washington and Howard. We think this will have a high impact because it will be able to touch a considerable number of people and institutions.

We look forward to working with GW-CIBER in the next four years and anticipate a productive collaboration. Additionally, the activities carried out under the grant will provide a foundation for sustained collaboration after the grant period.

Sincerely,



Barron H. Harvey, Ph.D.  
Dean



June 27, 2014

Dr. Timothy Duvall  
Program Officer, IFLE  
U.S. Department of Education  
1990 K Street, NW, 6<sup>th</sup> Floor  
Washington, D.C. 20006-8521

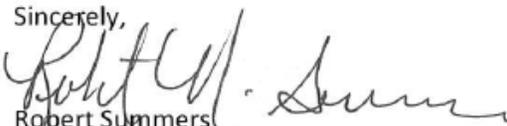
Dear Dr. Duvall,

ExportDC, a division of the District of Columbia's Department of Small and Local Business Development, endorses the proposal by the George Washington Center for International Business Education and Research for renewal of the grant from the U.S. Department of Education. ExportDC works closely with businesses that are new to exporting, as well as seasoned exporters looking for assistance in accessing new markets. In partnership with the US Small Business Administration, ExportDC offers small DC-based businesses a range of value-added benefits to enhance their overseas marketing efforts.

ExportDC and GW-CIBER have discussed collaborative activities that we would like to undertake during the four years of the new grant cycle. ExportDC would welcome expert speakers from GW-CIBER to our International Speaker Series, either as individual speakers or as part of a panel discussing one or more international business topics. ExportDC is also interested in participating in a conference for businesses in the District of Columbia oriented around a trade theme by providing speakers and in-kind support to promoting the event. We would also be able to provide similar support for their proposed conference on "Doing Business in Africa," especially because Sub-Saharan Africa is a focus region for ExportDC. Finally, we see opportunities to have international business students work with our client companies through both semester-long internship programs and short-term or consulting or project-based activities.

We are excited to be a new partner for GW-CIBER, and are eager to work together during the grant. We see the partnership as a valuable vehicle to providing support to small export business in the District of Columbia.

Sincerely,

  
Robert Summers  
Director



**GOVERNMENT OF THE DISTRICT OF COLUMBIA**

441 4<sup>th</sup> Street, NW, Suite 850N ■ Washington, DC 20001 ■ Ph: 202.727.3900 ■ Fax: 202.724.3786  
[www.dslbd.dc.gov](http://www.dslbd.dc.gov)

PR/Award # P220A140020

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June 23, 2014

Dr. Timothy Duvall  
Program Officer, IFLE  
U.S. Department of Education  
1990 K Street, NW, 6<sup>th</sup> Floor  
Washington, DC 20006-8521

Dear Dr. Duvall,

The DC Chamber of Commerce is pleased to support the grant-renewal proposal of the GW Center for International Business Education and Research.

The DC Chamber is the largest and number one rated Chamber in the Washington, DC area. For 75 years we have been the voice of small, medium, and large companies in the city, providing advocacy, networking and educational opportunities, and relevant tools to our stakeholders to develop their businesses.

We partner with the District of Columbia Government and other organizations to implement strategies and set goals that will benefit our city and our members. One of these goals is to increase our international engagement through export readiness and small business export of goods and services. As our resources and capacities are limited, we welcome the opportunity to collaborate with GW-CIBER in addressing the above-mentioned objective, and we believe joint programming will contribute greatly to our mission. Professor Click, the Director of GW-CIBER, has joined our International Business Development Committee, and will partner with us on events aimed at expanding the involvement of the international communities in Washington, DC. Some of these will be training and networking events for local businesses, including partnerships with ExportDC, the Virginia/DC District Export Council, and the Northern Virginia/DC U.S. Export Assistance Center.

There are also rich opportunities for new collaboration related to student internships and research. Members of the DC Chamber of Commerce will benefit from access to international business students at George Washington University through internships and work-study, as the students develop business skills. The DC Chamber of Commerce is researching the international business climate in the District of Columbia through surveys of the members, and the GW-CIBER is able to provide research support from faculty and students in compiling and analyzing the results.

We look forward to working with GW-CIBER in the next four years and anticipate a productive collaboration.

Sincerely,

Harry Wingo  
President & CEO



June 20, 2014

Dr. Timothy Duvall  
Program Officer  
International and Foreign Language Education  
U.S. Department of Education  
1990 K Street, NW, 6th Floor  
Washington, DC 20006-8521

Dear Dr. Duvall:

I am pleased to submit this letter in support of GW-CIBER's proposal for funding for the 2014-2018 grant cycle. As Associate Provost for Academic Planning and Assessment, I am responsible for supporting faculty and departments as they design and implement programs that are both challenging and engaging to students in the twenty-first century. I have been impressed with GW-CIBER's efforts to develop and enhance innovative curricular offerings within the university on the whole; however, in this letter, I focus on my strong support for the Center's plans for business languages.

With GW-CIBER support, our language faculty have successfully crossed traditional disciplinary divides to make business content and practices an integral part of their programs. Throughout the past two grant cycles (2006-2010 and 2010-2014), GW-CIBER funded the creation of entire business language courses, modules, and even business cases. Our students benefit from working with these new business language materials and from the knowledge and skills acquired by language faculty through GW-CIBER's numerous faculty development workshops and immersion seminars.

The proposed curricular innovations for the coming grant cycle capitalize on this newly gained expertise and comprise the natural next step to expanding business language teaching and learning at GW. By developing short-term study abroad courses with a business language focus, GW-CIBER will provide students with business experience in the culture of the language they are studying. Because such an opportunity is not available at most postsecondary institutions, GW will be well positioned to help additional students beyond GW interested in linking business and language studies, including students from our consortium member schools and from community colleges in the area.

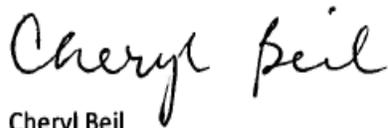
The GW-CIBER's proposed business language activities are directly in line with two major themes outlined in the University's strategic plan (*Vision 2021*): *cross-disciplinary collaboration* and *globalization*. GW is committed to expanding its program offerings to cut across traditional disciplinary, department, and school boundaries, and I have worked with faculty to develop cross-disciplinary programs that capitalize on expertise across several departments. One recent example is the development of GW's new sustainability minor, which requires students to take

at least two courses outside their home school or department, and links otherwise disparate fields like geology, economics, and art therapy, in order to fill a true gap in the curriculum.

Through the creation of a *Business Language Minor*, GW-CIBER is proposing a similar innovative cross-disciplinary approach. Should the grant funding come through, I would be delighted to work with them to bring this proposal to fruition.

Considering all the points noted above, I wholeheartedly support GW-CIBER's grant application and am eager to have the chance to work with GW-CIBER and the language faculty on the proposed curricular innovations for business languages.

Sincerely,

A handwritten signature in black ink that reads "Cheryl Beil". The signature is written in a cursive, flowing style.

Cheryl Beil  
Associate Provost for Academic Planning and Assessment  
Assistant Research Professor of Psychology

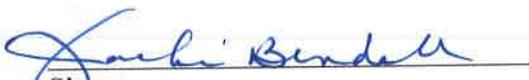
## CIBE Assurance Form

**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.

Jackie Bendall, Director, Sponsored Projects Administration, GWU  
Name and Title of Authorized Representative

  
Signature

7/2/14  
Date

**EXHIBIT 3.1 GW-CIBER'S INITIATIVES RELATIVE TO GW'S VISION 2021 STRATEGIC PLAN**



*In May 2013, the GW Board of Trustees unanimously approved a new strategic plan for the university which provides a framework for transformational progress over the next decade. Vision 2021 centers on four themes: innovation through cross-disciplinary collaboration, globalization, governance and policy, and citizenship and leadership. Actions and initiatives in the plan link to one or more of these themes. GW-CIBER's proposed programming is directly in line with GW's strategic plan. Below is a sample of Vision 2021 objectives and actions, mapped against GW-CIBER's initiatives.*

**RESEARCH GOALS**

- Promote cross-disciplinary research that brings together faculty and students from multiple disciplines to address complex questions and problems.
  - 3a. Summer Doctoral Institute
  - 3b. GW-CIBER Theme Research Projects
  - 3c. Research Symposium
  - 3d. *Innovation and Property Rights* Conference
  - 3e. IB Research Seminars
  - 4b. Faculty PDW on Diaspora Entrepreneurship and Investment
- Encourage applied, translational, and policy research and scholarship that provide perspectives on and solutions to significant societal problems.
  - 3b. GW-CIBER Theme Research Projects
  - 3c. Research Symposium
  - 3e. IB Research Seminars
  - 4b. Faculty PDW on Diaspora Entrepreneurship and Investment
  - 5c(i). *Business Responses to Enforcement* Conference
  - 5c(ii). *Political Risk in IB* Conference
  - 5c(iii). *G2 @ GW*

## EDUCATIONAL GOALS

- Create a more unified and intellectually coherent undergraduate education experience that fosters a range of core competencies, including creativity, critical thinking, quantitative reasoning, an appreciation, an appreciation for diverse cultural perspectives, and the strong communication skills necessary to translate learning into effective action. (e.g. *Create minors that address issues that cut across traditional disciplines and schools; encourage the development of courses and academic programs that appeal to students broadly*)

- 1a. B.S. in International Business
- 1b. IB Program in Argentina
- 1c. Globalization Course in BBA Curriculum
- 1e. GW-CIBER Theme Courses and Materials
- 6a. Business Language Minors
- 6b. BL Short-Term Study Abroad Courses
- 7c. Partnership with Bridge2Rwanda
- 7d. Study Abroad – Ethiopia, Ghana, Rwanda

- Inculcate leadership ability and reflective practice by creating undergraduate experiences that clearly integrate what students are doing learning in the classroom with their co-curricular activities, internships, jobs and service-learning opportunities (e.g. *Increase number of undergraduates involved in research, particularly with a faculty member; enhance our students' internship experiences to clearly link them to relevant portions of the academic curriculum*)

- 2a. Export Training Internships
- 2b. GW Alumni Association IB Internships
- 2c. MBA Consulting Abroad Practicum (CAP)
- 2d. Global Business Consulting
- 6c. Study Abroad @ Home

- Design graduate and undergraduate academic programs and student experiences that provide a global education and promote the development of intercultural competence. (e.g. *Develop study-abroad programs; increase course offerings and secure support for faculty in the history, culture, literature, and language of selected geographic areas*).

- 1b. IB Program in Argentina
- 2c. MBA Consulting Abroad Practicum (CAP)
- 2d. Global Business Consulting
- 6b. BL Short-Term Study Abroad Courses
- 6c. Study Abroad @ Home
- 7a. Partnership with the Ethiopian Chamber of Commerce
- 7b. Partnership with Rwanda Development Board
- 7c. Partnership with Bridge2Rwanda
- 7d. Study Abroad – Ethiopia, Ghana, Rwanda

## SERVICE GOALS

- Develop mechanisms to disseminate the results of GW research beyond the boundaries of the academic community to aid in problem-solving and effect positive change in the world.

- 3b. GW-CIBER Theme Research Projects
- 3c. Research Symposium
- 3d. *Innovation and Property Rights* Conference
- 3e. IB Research Seminars
- 4d. Faculty PDW on Diaspora Entrepreneurship and Investment
- 5c(i). *Business Responses to Enforcement* Conference
- 5c(ii). *Political Risk in IB* Conference
- 5c(iii). *G2 @ GW*
- 5f. IB Video library

- Make GW a leader in shaping the national dialogue in areas of our academic strength (e.g. Post lectures and symposia online).

- 3d. *Innovation and Property Rights* Conference
- 4a. FDIB on Emerging Markets
- 4d. Faculty PDW on Diaspora Entrepreneurship and Investment
- 5a(ii). State Trade Officials Training
- 5b. GW / Oliver Wyman Global Competitiveness Forum
- 5c(i). *Business Responses to Enforcement* Conference
- 5c(ii). *Political Risk in IB* Conference
- 5c(iii). *G2 @ GW*
- 5f. IB Video library
- 6f. Business Language Network
- 7e. FDIBs in Ethiopia, Ghana, Rwanda
- 7f. *Doing Business in Africa* Conference
- 7i. African Diaspora Marketplace III

- Expand GW's role as a model institutional citizen for the greater Washington, DC area. (e.g. Encourage faculty and students to engage in research and activities that contribute to the local community; Develop reciprocal partnerships with D.C. businesses, governmental agencies, schools, and nonprofit organizations)

- 2a. Export Training Internships
- 2d. Global Business Consulting
- 2f. Corporative Collaborative Council & Executive-in-Residence
- 4c. Collaboration with Howard University
- 4d. MSIs and Community Colleges IB Workshops
- 5a(i). Trade Symposium
- 5a(ii). State Trade Officials Training
- 5a(iii). International Speaker Series
- 5b. GW / Oliver Wyman Global Competitiveness Forum
- 5c(i). *Business Responses to Enforcement* Conference
- 5c(ii). *Political Risk in IB* Conference
- 5c(iii). *G2@GW*
- 5c(iv). Emerging Markets Forum
- 6c. Study Abroad @ Home
- 6f. BL Network (professional development workshops and trainings)
- 7f. *Doing Business in Africa* Conference
- 7g. Partnership with ADYN
- 7i. African Diaspora Marketplace III

## EXHIBIT 3.2a DEGREES OFFERED AT GW

### BUSINESS SCHOOL

Bachelor of Accountancy (BAccy)  
Bachelor of Business Administration (BBA)  
Bachelor of Science in Business Admin. (BS)  
Master of Accountancy (MAccy)  
International Master of Accountancy  
Master of Business Administration (MBA)  
Master of Science in Business Analytics  
Master of Science in Finance (MSF)  
Master of Science in Finance-China Program  
Master of Science in Inf. Systems Technology  
Master of Science in Information Systems, Exec  
Master of Science, Project Management (MSPM)  
Master of Tourism Administration (MTA)  
Master of Science in Government Contracts  
Doctor of Philosophy (PhD)  
MBA-MA in International Affairs  
MBA-MSF Joint Degree (with Elliott School)  
MBA-JD Joint Degree (with GW Law School)

### COLUMBIAN COLLEGE OF ARTS & SCIENCES

Bachelor of Arts (BA)  
Bachelor of Fine Arts (BFA)  
Bachelor of Science (BS)  
Bachelors of Arts/Doctor of Medicine  
Master of Arts (MA)  
Master of Fine Arts (MFA)  
Master of Forensic Sciences (MFS)  
Master of Public Administration (MPA)  
Master of Public Policy (MPP)  
Master of Science (MS)  
Master of Philosophy and Public Policy  
Doctor of Philosophy (PhD)  
Doctor of Psychology (PsyD)  
Doctor of Medicine/PhD Dual Degree

### ELLIOTT SCHOOL OF INT'L AFFAIRS

Bachelor of Arts (BA)  
Master of Arts (MA)  
Master of International Policy and Practice (MIPP)  
Master of International Studies (MIS)  
MA/JD Joint Degree (with GW Law School)  
MA/MPH Dual Degree (with GW School of Public Health and Health Services)  
MA/MBA (with GW School of Business)

### SCHOOL OF ENGINEERING & APPLIED SCIENCE

Bachelor of Science (BS)  
Bachelor of Arts (BA)  
Master of Science (MS)  
Engineer (Engr)  
Applied Scientist (AppSc)  
Doctor of Philosophy

### THE LAW SCHOOL

Master of Laws (LLM)  
Juris Doctor (JD)  
Doctor of Juridical Science (SJD)

### SCHOOL OF EDUCATION & HUMAN DEVELOPMENT

Master of Arts in Education and Human Development (M.A. in Ed&HD)  
Master of Arts in Teaching (MAT)  
Master of Education (MEd)  
Education Specialist (EdS)  
Doctor of Education (EdD)  
Ph.D. in Counseling (with CCAS)

### SCHOOL OF MEDICINE & HEALTH SCIENCES

Bachelor of Science in Health Sciences (BSHS)  
Master of Science in Health Sciences (MSHS)  
Master of Science in Nursing (MSN)  
Doctor of Medicine (MD)  
Doctor of Nursing Practice (DNP)  
Doctor of Physical Therapy (DPT)

### SCHOOL OF PUBLIC HEALTH & HEALTH SERVICES

Bachelor of Science (BS)  
Master of Science (MS)  
Master of Public Health (MPH)  
Master of Health Services Adm. (MHSA)  
Specialist in Health Services Adm. (Spec.HSA)  
Doctor of Public Health (DrPH)

### COLLEGE OF PROFESSIONAL STUDIES

Associate in Professional Studies (APS.)  
Bachelor of Professional Studies (BPS)  
Master of Professional Studies (MPS)

## EXHIBIT 3.2b INTERNATIONALLY-ORIENTED MAJORS AND CONCENTRATIONS AT GW

### SCHOOL OF BUSINESS

Business Administration (BS & MBA - Accelerated, Executive, Global, World)  
International Business (BBA & PhD)  
Tourism Administration (MA)

### COLUMBIAN COLLEGE OF ARTS AND SCIENCES

Africana Studies BA  
Anthropology (minor, MA & PhD)  
Arabic (BA & minor)  
Archaeology (BA)  
Chinese Language and Literature (BA & minor)  
Communication (BA)  
Economics (BA BS, MA, & PhD)  
Environmental Resource Policy (MA)  
Environmental Studies (BA)  
Fine Arts (BA, MA, & MFA)  
French Language and Literature (BA & minor)  
Geography (BA & MA)  
German Language and Literature (BA & minor)  
Global Communications (MA)  
Islamic Studies (MA)  
Japanese Language and Literature (BA & minor)  
Jewish Cultural Studies (M.A.)  
Journalism and Mass Communication (BA)  
Judaic Studies (BA)  
Media and Public Affairs (MA)  
Nonprofit Management (Graduate Certificate)  
Organizational Sciences (BA & MA)  
Peace Studies (BA)  
Political Communication (BA)  
Political Science (BA, MA & PhD)  
Public Policy & Public Administration (BA, MPA, MPP, PhD)  
Religion (BA)  
Russian Language and Literature (BA)  
Sociology (BA)  
Spanish & Latin American Languages and Cultures (BA)

### ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS

Asian Studies (BA & MA)  
European and Eurasian Studies (MA)  
Global Communication (MA)  
International Affairs (BA & MA)  
International Development Studies (MA)  
International Policy and Practice (MIPP)  
International Science and Technology Policy (MA)  
International Studies (MIS)  
International Trade and Investment Policy (MA)  
Latin American and Hemispheric Studies (BA & MA)  
Middle East Studies (BA & MA)  
Security Policy Studies (MA)

### LAW SCHOOL

Intellectual Property Law (LLM)  
International and Comparative Law (LLM)  
International Environmental Law (LLM)  
National Security & U.S. Foreign Relations Law (LLM)

### SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES

Environmental and Occupational Health (DrPH)  
Environmental Health Science and Policy (MPH)  
Epidemiology (MS, MPH, and PhD)  
Global Environmental Health (MPH)  
Global Health (M.P.H and DrPH)  
Global Health Epidemiology (MPH)  
Public Health (BS)  
Public Health Communication and Marketing (MPH)

### GRADUATE SCHOOL OF EDUCATION AND HUMAN DEVELOPMENT

Counseling Culturally and Linguistically Diverse Persons (Graduate Certificate)  
Global Leadership in Teams and Organizations (Graduate Certificate)  
Higher Education Administration (Ed.D)  
Human Resource Development (MA)  
Incorporating International Perspectives in Education (Graduate Certificate)  
International Education (MA)

**EXHIBIT 3.2c SELECTED GW COURSES WITH INTERNATIONAL THEME**

<b>COLUMBIAN COLLEGE OF ARTS AND SCIENCES</b>		
Advanced Theories of Foreign Policy Decisions (G)	Government and Politics of Africa (G)	Politics and Foreign Policy of Japan (UG)
Advanced Theories of Int'l Political Economy (G)	Government and Politics of Russia (UG, G)	Politics and Practice of Int'l Institutions (G)
African Int'l Politics (UG)	History of: Modern China (UG); Central Asia (UG); England (UG); France (UG); Iraq (UG); Israel (UG); Korea (UG); Latin America I & II (UG); Middle East to 1800 (UG); Modern Korea (UG); Modern Russia (G)	Politics of China I & II (G)
Africans in the Making of the Atlantic World (UG)	History of Chinese Communism (UG)	Politics of European Integration (G)
Asia Security (G)	History of Int'l Economic Systems (G)	Politics of Int'l Law (G)
British Imperialism (G)	History of Southeast Asia (UG)	Politics, Ethnicity and Nationalism (UG)
China to 1800 (UG)	Imperialism in the Middle East (G)	Post-Soviet Foreign Policy (UG)
Cities in the Developing World (UG)	Int'l Communication (UG)	Public Int'l Law (UG)
Comparative Foreign Policy (G)	Int'l Economics (UG)	Russia since 1801 (UG)
Comparative Governments and Politics of Central and Eastern Europe (UG, G)	Int'l Finance & Open-Econ. Macroeconomics (G)	Russia to 1801 (UG)
Comparative Politics of: Middle & Southern Africa (UG); South Asia (UG); Southeast Asia (UG); Western Europe (UG); China and Northeast Asia (UG); Latin America (UG, G); Russia and Eurasia (G); Middle East (UG, G)	Int'l Financial Markets (G)	Russian and Soviet Thought (G)
Cultural Geography (UG)	Int'l History of the Cold War (UG)	Selected Topics in Int'l Politics (G)
Cultures of: Africa (UG); East Asia (UG); Latin America (UG); Middle East (UG); Pacific (UG); Southeast Asia (UG)	Int'l Organizations (UG)	Soviet Foreign Policy, 1917-1991 (G)
Early Modern Britain (G)	Int'l Political Economy (UG, G)	Spain and Its Empire, 1482-1700 (UG)
Early Modern European History (G)	Int'l Politics (G)	Survey of Economic Development (G)
Eastern European History I & II (G)	Int'l Relations of East Asia (UG, G)	Survey of Int'l Economics (UG, G)
Economic Development of Latin America (G)	Int'l Relations of Latin America (UG, G)	Survey of Int'l Macroecon. & Finance Theory (G)
Economic History of Latin America (UG)	Int'l Relations of the Middle East (UG, G)	Survey of Int'l Trade Theory and Policy (G)
Economics of the Former Soviet Union and Eastern Europe (UG)	Int'l Security Politics (UG, G)	The Arab-Israeli Conflict (UG, G)
Economy of China I & II (G)	Intercultural Communication (UG)	The British Empire (UG)
Economy of Japan (G)	Intro to Africana Studies (UG)	The Cold War in the Third World (UG)
English People and Institutions (G)	Intro to American Politics & Government (UG)	The Middle East in the 20th Century (UG)
Europe and the World, 1500-Present (G)	Intro to the Economy of China (UG)	The Modern Middle East (G)
Europe in the 20th Century (UG)	Intro to the Economy of Japan (UG)	The Political Economy of Developing Areas (G)
European Integration: A History (UG)	Islam and Social Movements (G)	The Two Germanys and the Cold War (UG)
European Intellectual History (UG, G)	Japanese Empire and Its Legacies (G)	Theories of Int'l Politics (UG)
European-Atlantic Relations (UG)	Japanese Politics and Foreign Policy (G)	Theories of Int'l Security (G)
Foreign Policy Analysis-Selected Topics (G)	Korean Politics (G)	Topics in African History (UG, G)
	Language in Culture and Society (UG)	Topics in Asian History (UG, G)
	Modern European History (G)	Topics in Economic Development (G)
	Modern Iran (UG)	Topics in European History (UG, G)
	Modern Japanese History (G)	Topics in Int'l Finance (G)
		Topics in Int'l Trade (G)
		Topics in Korean History (G)
		Topics in Latin American History (UG, G)
		Topics in Middle Eastern History (UG, G)

### COLUMBIAN COLLEGE OF ARTS AND SCIENCES

Foreign Policy of China (G)	Modern South Asia, 1750-Present (UG)	U.S. Foreign Economic Policy (G)
Geographical Perspectives on Development (G)	Modern Southeast Asia (G)	U.S. Foreign Policy (UG)
Geographical Perspectives on Latin America (G)	Modern U.S. Foreign Policy	U.S. Foreign Policy Traditions (G)
Geographical Perspectives on Middle East (G)	Modernization, Imperialism, Globalization (G)	Uses of History in Int'l Affairs (G)
Geography of Africa (UG)	Nationalism in the Middle East (G)	West Africa to Independence (UG)
Geography of Latin America (UG)	Political Economy of Industrializing Asia (G)	Western European Politics (G)
Geography of Middle East and North Africa (UG)	Political Geography (G)	Western Representations of Africa (G)
Geography of South Asia (UG)	Political Geography (UG)	Women in Africa (UG)
Geography of the Former Soviet Union (G)	Politics and Foreign Policy of China (UG)	World History, 1500-Present (UG)
Global Perspectives on Democracy (UG)	Politics and Foreign Policy of Israel (UG)	World Regional Geography (UG)

### ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS

Africa: Problems and Prospects (UG)	Human Trafficking (UG)	Politics and Conflict South Asia (UG)
Arab Politics (UG)	Indigenous People & Development (G)	Research Methods in Int'l Development (G)
Asian Studies Capstone (G)	Indo-Pacific Security Challenges (UG)	Rising Africa and the World (UG)
Assessing Aid Effectiveness (G)	Int'l Affairs Capstone (G)	Rising China & Africa (G)
Basic Topics in Int'l Affairs (UG)	Int'l Affairs Cornerstone (G)	Russia and Eastern Europe: An Introduction (UG)
Brazil in the Global Arena (G)	Int'l Climate Change Policy (G)	Security in Russia/Eurasia (G)
Brazil Rising: Opportunities and Challenges (UG)	Int'l Development Studies (G)	Space in Int'l Affairs (UG)
Civil Society and Development	Int'l Issues in Energy (G)	Special Topics: African Studies (UG); European & Eurasian Studies (UG, G); Global
Corruption, Development & Governance (G)	Int'l Organized Crime (G)	Communication (G); Int'l Affairs (UG, G); Int'l
Cross Cultural Communications (G)	Int'l Relations of South Asia (G)	Development Studies (G); Int'l Trade &
Democracy & Governance Development (G)	Int'l Science & Technology Policy (G)	Investment Policy (G); Latin American &
Development Issues in SE Asia (UG)	Int'l Trade and Investment Policy (G)	Hemispheric Studies (UG, G); Middle East
Development Policy & Practice (G)	Iraq & Iran (G)	Studies (UG, G);
Development Studies Workshop (G)	Islam: Culture and Society (UG)	Strategy and Int'l Political Economy (G)
East Asia: Past and Present (UG)	Latin America: Problems and Promise (UG)	Taiwan: Challenges & Future Direction (UG)
Ethics in Int'l Affairs (G)	Latin American & Hemispheric Studies (G)	Taiwan: Development & Foreign Policy (G)
EU Foreign Relations (G)	Latino Migration (UG)	The Chinese Military (G)
Europe: Int'l and Domestic Interactions (UG)	Lebanon & Syria (G)	The U.N. & Security Crises (UG)
European and Eurasian Studies (G)	Mexico in the Global Arena (G)	Turkey and Its Neighbors (UG)
Gender & Women in the Middle East (G)	Middle East Studies Capstone (G)	Turkish Politics and Society (G)
Gender, Disaster, and Policy (G)	Middle East Studies Cornerstone (G)	U.S. Foreign Policy & Int'l Organization (UG)
Global Communication Capstone (G)	Middle East: An Int'l Affairs Survey (UG)	U.S. Foreign Policy in the Middle East (G)
Global Gender Policy (G)	Migration, Gender and Int'l Development (UG)	U.S.-China Relations (UG)
Globalization and National Security (UG)	Oil: Industry, Economy, Society (UG, G)	

**LAW SCHOOL**

Advanced Int'l Trade Law  
 Art, Culture Heritage, and the Law Seminar  
 Chinese Business Law  
 Enforcement of Intellectual Property Rights in the U.S. Int'l Trade Commission  
 Foreign Direct Investment  
 GW-Oxford Program: Int'l Human Rights and Refugee Law; Int'l Rights of Women; Human Rights and Environmental Protection;  
 Immigration Clinic  
 Immigration Law I & II  
 Int'l and Comparative Patent Law  
 Int'l Arbitration  
 Int'l Banking and Investment Law  
 Int'l Business Transaction  
 Int'l Business Transactions Seminar  
 Int'l Climate Change Law  
 Int'l Commercial Law  
 Int'l Copyright Law  
 Int'l Criminal Law  
 Int'l Dispute Resolution  
 Int'l Environmental Law  
 Int'l Family Law  
 Int'l Human Rights Clinic  
 Int'l Human Rights of Women  
 Int'l Intellectual Property  
 Int'l Law  
 Int'l Law in Domestic Courts Journal  
 Int'l Law of Human Rights  
 Int'l Law Review

Int'l Litigation  
 Int'l Money Laundering, Corruption, and Terrorism  
 Int'l Negotiations  
 Int'l Organizations  
 Int'l Project Finance  
 Int'l Taxation  
 Int'l Trade Law  
 Introduction to Transactional Islamic Law  
 Islamic Law  
 Law of Japan  
 Law of the European Union  
 Law of the People's Republic of China  
 Law of the Sea  
 Law of War  
 Munich Intellectual Property Summer Program: Cross-Border Trade in Intellectual Property; Int'l Patent Law; Intellectual Property and Indigenous Heritage; Technology Licensing in the European Community; Trademarks and Geographical Indications; European Intellectual Property Law; Chinese Intellectual Property Law  
 Nation Building and the Rule of Law  
 Public Int'l Law Seminar  
 Refugee and Asylum Law  
 Regional Protection of Human Rights  
 The Int'l Competition Law Regime  
 Trade and Sustainable Development  
 Trade Remedy Law  
 U.S. Export Control Law and Regulation  
 U.S. Foreign Relations Law

**GRADUATE SCHOOL OF EDUCATION & HUMAN DEVELOPMENT**

International and Comparative Education; International and Multicultural Issues in Organizations; International Experience; Internationalizing U.S. Schools; Introduction to International Curricula; Programs and Policies in International Education; Regional Studies in International Education; Research in International Education; Strategies and Analysis in International Education; The Immigrant Experience: Diversity, Advocacy, and Education

**TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION**

Int'l Development Administration (G)  
 Int'l Development NGO Management (G)  
 Int'l Development Management and Tools (G)

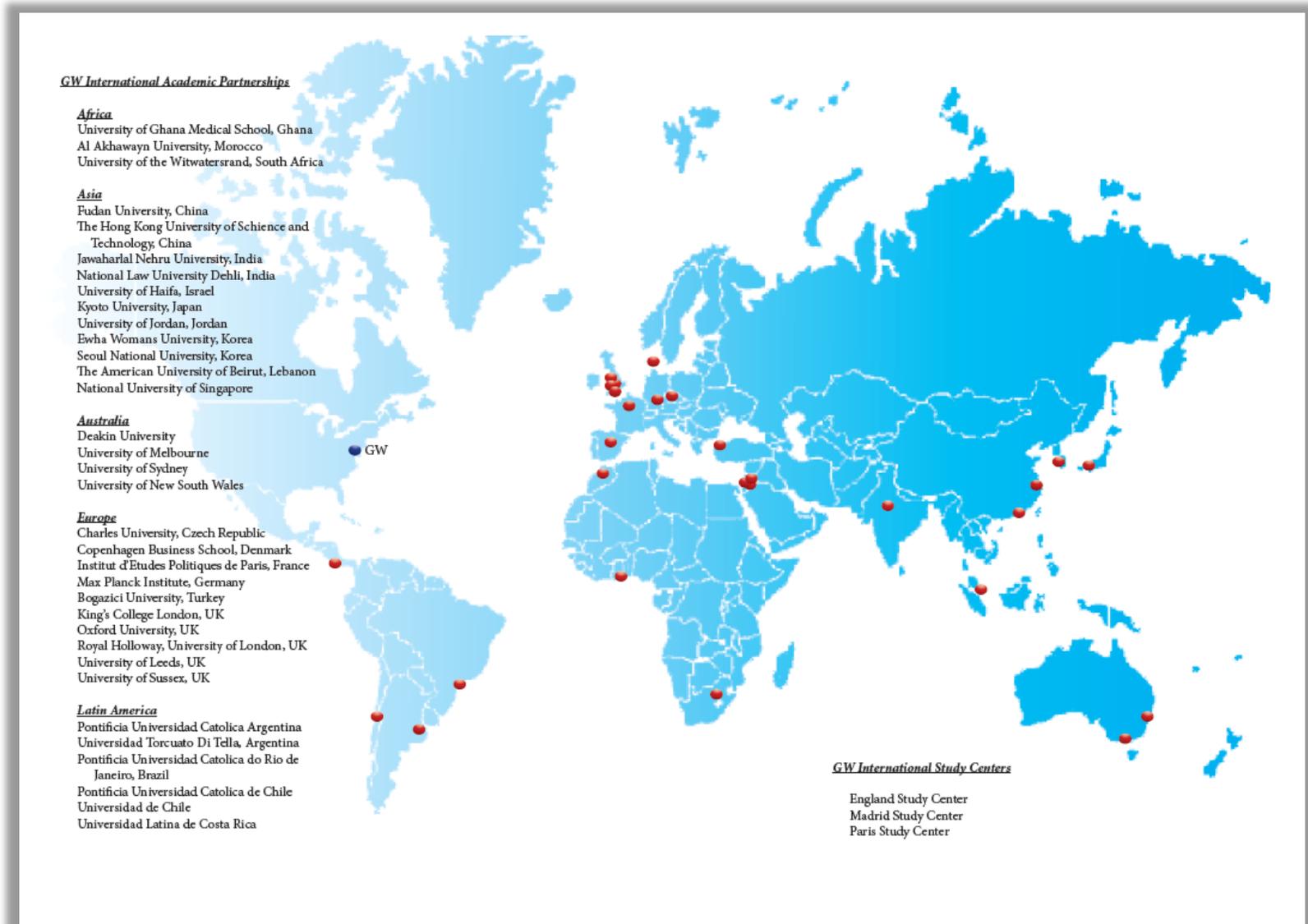
SCHOOL OF BUSINESS	SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES
<p>Colloquium on International Business (G)            Cross-Cultural Management (G)            Currency &amp; Banking Crises in Emerging Markets (G)            Directed Readings and Research (G)            External Development Financing (G)            Foreign Market Analysis (UG)            Global Competitive Frameworks (G)            Global Financial Markets (G)            Global Human Resource Management (G)            Global Investment Banking (G)            Global Leadership of Business Enterprise (G)            Global Perspectives (G)            International Accounting (G)            International Banking (UG; G)            International Business Finance (UG, G)            International Business Negotiations (G)            International Business Strategy (G)            International Experiences (UG, G)            International Financial Environment (UG)            International Financial Reporting Standards (G)            International Management (G)            International Marketing (G)            International Marketing Management (UG)            International Marketing Practicum (G)            International Monetary and Financial Issues (UG)            International Portfolio Management (G)            International Reporting and Control (G)            International Residency Practicum (G)            Introduction to International Business (UG)            Legal Aspects of International Business (G)            Macroeconomics for the World Economy (G)            Managing in Developing Countries (UG, G)            Managing the Multinational Enterprise (UG)            Microeconomics for the World Economy (G)            Regional International Marketing Systems (G)            Regional Strategy for Multinationals (UG)            Seminar: International Financial Markets (G)</p>	<p>Advanced Global Health Policy Applications (G)            Advanced Topics-Health Leadership in International Settings (G)            Advanced Topics-Health Research in the Global Arena (G)            Comparative Determinants of Health: South Asia; Sub-Saharan African            Comparative Health Systems (G)            Comparative Regional Determinants            Global Environmental and Occupational Health (G)            Global Health Advocacy and Activism (G)            Global Health Agreements (G)            Global Health and Development (UG)            Global Health Communication Interventions: Social Marketing (G)            Global Health Communication Strategies and Skills (G)            Global Health Economics and Finance (G)            Global Health Frameworks (G)            Global Health Policy and Analysis (G)            Global Health Policy Methods Applications (G)            Global Health Program Development and Implementation (G)            Global Health Program Evaluation (G)            Global Health Qualitative Research Methods (G)            Global Health Quantitative Research Methods (G)            Global Health Study Design and Ethics (G)            Global Mental Health (G)            Humanitarian Operations (G)            International Food and Nutrition Programs and Policy (G)            International Health Organizations (G)            International Public Health Practice (UG)            Organizational Responses to the Local, National &amp; Global Aids/HIV Epidemics (G)            Prevention and Control of Vector Borne Disease (G)            Prevention and Control of Water and Sanitation Diseases (G)            Regional Case Studies in Global Health (G)            Reproductive Health: U.S. and Global Perspective (G)            Scientific Basis of Global Health Interventions (G)            Theories for Global Health Communication Interventions (G)            Topics in Global Health (G)            Washington Seminar (G)            Water, Sanitation and Hygiene (WASH) in Disaster Relief Management and Development (G)            Women, Gender and Health: A Global Perspective (G)</p>

(UG) – Undergraduate course; (G) – Graduate course

**EXHIBIT 3.3a GW STUDY ABROAD PROGRAMS**



## EXHIBIT 3.3b GW OVERSEAS ACADEMIC PARTNERSHIPS



## EXHIBIT 3.4 GW INTERNATIONAL RESEARCH CENTERS

### BUSINESS SCHOOL

Center for Entrepreneurial Excellence  
Center for Family and Entrepreneurial Enterprises  
Center for International Business Education & Research (GW-CIBER)  
Center for Latin American Issues  
Center for Real Estate and Urban Analysis  
European Union Research Center  
Global Financial Literacy Excellence Center  
GW Women's Leadership Institute  
Institute for Brazilian Issues  
Institute for Corporate Responsibility  
Institute for Sustainability Research, Education, and Policy  
International Council for Small Business  
International Institute of Tourism Studies  
The Growth Dialogue

### COLUMBIAN COLLEGE OF ARTS & SCIENCES

Center for Economic Research: Program in Poverty, Development, & Globalization  
Center for Urban and Environmental Research  
GW Solar Institute  
Institute for Communitarian Policy Studies  
Institute for Ethnographic Research  
Language Center  
Latino Health Research Center  
The Confucius Institute  
The Documentary Center

### ELLIOTT SCHOOL OF INT'L AFFAIRS

Center for International Science and Technology Policy  
GW Diaspora Program  
European Union Research Center  
Institute for European, Russian, & Eurasian Studies  
Institute for Global & International Studies  
Institute for International Economic Policy  
Institute for Middle East Studies  
Institute for Public Diplomacy & Global Communications  
Institute for Security and Conflict Studies  
Sigur Center for Asian Studies  
Space Policy Institute

### SCHOOL OF MEDICINE & HEALTH SCIENCES

GW HIV/AIDS Institute

### OFFICE OF THE VICE PRESIDENT FOR RESEARCH

Center for Preparedness & Resilience  
Cyber Center for National & Economic Security  
Global Media Institute  
Global Women's Institute  
The George Washington Institute of Public Policy

### THE LAW SCHOOL

Center for Law, Economics, and Finance  
Competition Law Center  
Dean Dinwoodey Center for Intellectual Property Studies

### SCHOOL OF ENGINEERING & APPLIED SCIENCE

Cyber Security Policy and Research Institute  
Institute for Crisis Disaster and Risk Management

### TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

Midge Smith Center for Evaluation Effectiveness

### SCHOOL OF PUBLIC HEALTH & HEALTH SERVICES

Center for Health Policy Research  
Center for Risk Science and Public Health  
Center on Social Well-Being in the Latin-American-Caribbean Region

### SCHOOL OF EDUCATION & HUMAN DEVELOPMENT

National Capital Language Resource Center (NCLRC)

### COLLEGE OF PROFESSIONAL STUDIES

American & Saudi-Arabian Dialogue Education Center  
Center for Excellence for Public Leadership  
Global Center for Political Engagement

**EXHIBIT 3.5a GW IN THE CENTER OF WASHINGTON, DC**

***KEY ORGANIZATIONS AND INSTITUTIONS FOR INTERNATIONAL BUSINESS***



## EXHIBIT 3.5b SELECTED MULTILATERAL ORGANIZATIONS, NGOs, AND POLICY INSTITUTIONS

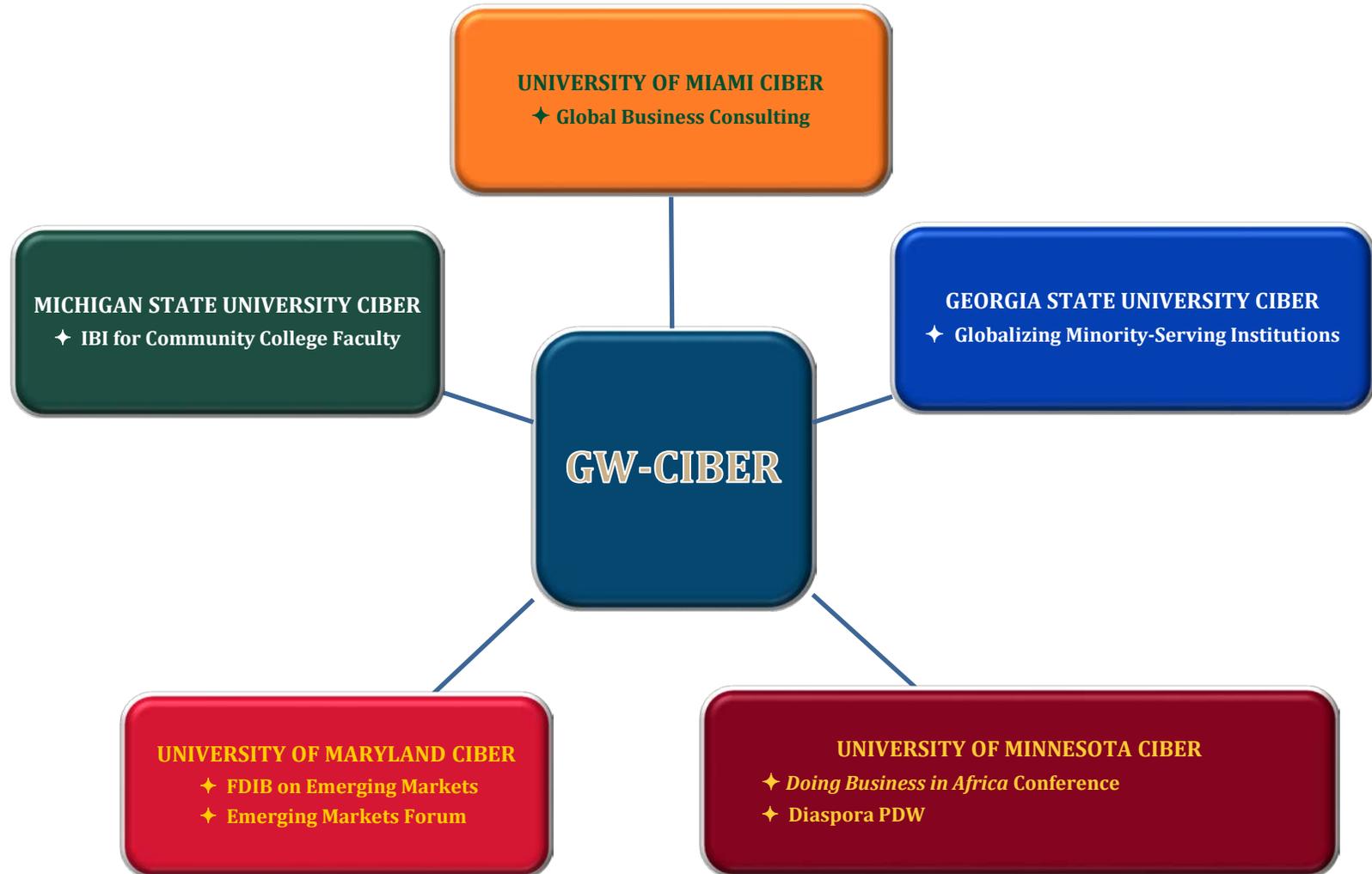
Academy of Educational Development	Greenpeace International
Accordia Global Health Foundation	Health Volunteers Overseas
African Diaspora Policy Center	Heritage Foundation
Africare	Humanity First USA
AIESEC International	Inter-American Development Bank
American Institutes for Research	International Bank for Reconstruction and Development
American International Health Alliance	International Center for Research on Women
Ashoka International	International Communication Association
Asia Foundation	International Development Association
Aspen Institute	International Finance Corporation
Brookings Institution	International Food Policy Research Institute
CARE USA	International Foundation for Electoral Systems
Carnegie Endowment for International Peace	International Monetary Fund
Cato Institute	International Relief and Development
Center for Development and Population Activities	International Research & Exchanges Board
Center for Economic and Policy Research	Making Cents International
Center for Global Development	Management Systems International
Center for Strategic and International Studies	Migration Policy Institute
Climate Institute	Multilateral Investment Guarantee Agency
Congressional Hunger Center	National Democratic Institute
Conservation International	National Endowment for Democracy
Coptic Charities	Overseas Private Investment Corporation
Council on Hemispheric Affairs	Oxfam America
Danish Institute for International Studies	Pan American Development Foundation
DC Chamber of Commerce	Pan American Health Organization
DC Sustainable Business Network	Peace Corps
Development Group for Alternative Policies	Population Services International
Development Management Network	Resources for the Future
Devex	RTI International (Research Triangle Institute)
East-West Management Institute	Transparency International
Education Development Center	Tufts University Feinstein International Center
Engineering World Health	U.S. Agency for International Development
Eurasia Center	U.S. Global Leadership Coalition
Export-Import Bank of the United States	United Nations Foundation
FINCA International	United States Institute of Peace
Freedom House	United Way Worldwide
Friends of the Earth	Urban Institute
German Marshall Fund	Vital Voices Global Partnership
Global Communities Partners for Good	Washington International Trade Association
Global Health Council	Woodrow Wilson International Center for Scholars
Global Impact	World Bank
Global Giving Foundation	World Bank Institute
Grameen Foundation	World Relief
Greater Washington Board of Trade	
Greater Washington Initiative	

## EXHIBIT 3.5c PROSPECTIVE SPEAKERS FOR GW-CIBER'S PROGRAMS AND EVENTS

*This list represents a sample of speakers (affiliations and titles) GW-CIBER has drawn upon in previous grant cycles*

American Development Bank (Lead Economist)	U.S. Department of Commerce (Recent Assistant Secretary of Commerce)
American University in Moscow (President)	U.S. Department of Energy (Deputy Secretary)
Bering Strait Tunnel Project (President)	U.S. Department of State (Special Representative)
Bertelsmann Foundation (Senior Project Manager)	U.S. International Trade Commission (International Economist)
Brookings Institute, Global Economy and Development (Senior Fellow)	U.S. Small Business Administration (Representative, Chief Economist)
Business-Community Synergies (CEO)	Embassy of South Korea (Minister of Economic Affairs)
Calvert Investments, Sustainability Research (Senior Vice President)	Export-Import Bank of the United States (Chairman)
Campbell Applied Physics (Vice President)	Federal Aviation Administration, NE Region, Airports (Division Manager)
Cardno Emerging Markets USA (President)	FSG Social Impact Advisors (Managing Director)
Center for Global Development (Senior Fellow)	Global Giving (Co-Founder)
Center for Russian & Eurasian Development (President)	Global Integrity Index (Managing Director)
Center for U.S.-Russia Rapprochement (Executive Vice President)	Growth Dialogue (Managing Director)
Connecting Cultures, Inc. (Founder and President)	Heritage Foundation (Senior Research Fellow)
Constituency for Africa (President and CEO)	Homestrings (Founder and CEO)
Corporate Responsibility Officers Association (Executive Director)	Institute for Public Diplomacy (President)
Embassy of Chile, Economic Department, Trade Policy (Senior Officer)	Institute of Democracy and Cooperation (President)
Embassy of Mexico, Trade and NAFTA Office (Director)	International Finance Corporation (several speakers)
International Finance Corporation (Global Product Leader)	Overseas Private Investment Corporation (several speakers)
International Monetary Fund, Research Department (Assistant Director)	Panel Study of Entrepreneurial Dynamics (Co-Principal)
International Trade Administration (International Trade Specialist)	Physicians for Human Rights (Senior Policy Officer)
Johnson & Johnson (Former Corporate Executive)	PMD International (President & CEO)
Kissinger & Associates (Partner)	Proctor & Gamble, Global Trade Policy Unit (Director)
Korea Economic Institute (Senior Director of Trade)	Shell Oil Company, International Operations (Senior Manager)
Kraft Foods Foundation (President)	Siguler Guff & Company (Senior VP)
Kraft Foods Inc., Corporate Affairs (Senior Vice President)	Small Enterprise Assistance Funds (Executive Vice President)
Levick Strategic Communications, LLC (Senior Vice President)	Sub-Saharan Africa Chamber of Commerce (Co-Founder, President)
Meru Capital Group, LP (CEO and Chief Investment Officer)	Swissport (Vice President of Operations)
Microsoft, Global Community Affairs (Senior Director)	Tata Steel (Senior Corporate Ethics Manager)
OECD Working Party, SME and Entrepreneurship (Chairman)	The World Bank Group (several speakers)
The Whittle Group (President)	U.S.-Russia Business Council (President)
Total Impact Advisors (Founding Partner)	UNDP Human Development Report Office (Director and Lead Author)
Transparency International (Former Senior Policy Director)	USAID (several speakers)
U.S. & Foreign Commercial Service (Director General)	Vital Voices Global Partnership (Senior Director)
U.S. Chamber Business Civic Leadership Center (Board Chair)	Walmart, Federal Government Relations (Senior Director)
U.S. Chamber of Commerce (Vice President for Asia)	Western Union, Public Affairs (Vice President)

**EXHIBIT 3.6 ESTABLISHED COLLABORATION WITH OTHER CIBERS**



## EXHIBIT 3.7 GW-CIBER FACULTY COORDINATORS BOARD

### I. FCB ROLES & RESPONSIBILITIES:

- Overseeing workshops and conferences within focal area for the business, policy, and academic communities.
- Working with the Director and GW-CIBER staff to identify topics and speakers for GW-CIBER programs.
- Nurturing, guiding, and offering expertise to faculty members interested in developing teaching materials, business training programs, conferences and workshops, or research projects in the focal area.
- Serving as reviewer for the internal RFP process to select the highest quality proposals for funding.
- Building and maintaining relationships with Washington, DC organizations working in the focal area.
- Working with the Director and the GW-CIBER staff to identify synergies among programs and mechanisms to ensure broad dissemination of materials created through GW-CIBER activities.

### II. FCB MEMBERS & QUALIFICATIONS:

Member	Qualifications
<b>Jennifer Brinkerhoff</b>	<ul style="list-style-type: none"> <li>▪ Professor of Public Admin., Int'l Affairs &amp; Int'l Business; Co-Director of the GW Diaspora Program</li> <li>▪ Author of teaching cases</li> <li>▪ Consults for multilateral development banks, bilateral assistance agencies, and NGOs</li> <li>▪ Has expertise in the areas of diaspora development, NGO management, Public-private partnerships</li> </ul>
<b>Margaret Gonglewski</b>	<ul style="list-style-type: none"> <li>▪ Associate Professor of German; Former Director of the Language Center</li> <li>▪ Author of a leading textbook &amp; multimedia language learning materials in German</li> <li>▪ Has overseen efforts to develop business language courses and modules in critical languages</li> <li>▪ Recipient of awards in teaching and academic advising</li> </ul>
<b>Anna Helm</b>	<ul style="list-style-type: none"> <li>▪ Assistant Teaching Professor of International Business</li> <li>▪ Co-author of an e-Handbook on Teaching Business Cases for Business Languages</li> <li>▪ Has overseen efforts to develop business language courses and modules in critical languages</li> <li>▪ Has led study-abroad courses to Argentina, Brazil, and Sweden</li> </ul>
<b>Michael Moore</b>	<ul style="list-style-type: none"> <li>▪ Professor of Economics and Int'l Affairs; Former Director, Institute for Int'l Economic Policy</li> <li>▪ Former Associate Dean of Elliott School of International Affairs</li> <li>▪ Has published in numerous academic journals and contributed to five books</li> <li>▪ Served as a Senior Economist for Int'l Trade on the President's Council of Economic Advisors</li> </ul>
<b>Anupama Phene</b>	<ul style="list-style-type: none"> <li>▪ Professor of International Business, Phillip Grub Distinguished Scholar</li> <li>▪ Received 2014 GW Trachtenberg Prize for Teaching Excellence</li> <li>▪ Received the 2010 GWSB Teaching Excellence Award</li> <li>▪ Has led study-abroad courses to India</li> </ul>
<b>Liesl Riddle</b>	<ul style="list-style-type: none"> <li>▪ Associate Professor of IB and Int'l Affairs; Co-Director of the GW Diaspora Program</li> <li>▪ Former Associate Dean for Graduate Programs, GWSB</li> <li>▪ Has received several GW teaching awards; Author of teaching cases</li> <li>▪ Has led study-abroad courses to Turkey, Ethiopia, and other countries.</li> </ul>
<b>Susan Sell</b>	<ul style="list-style-type: none"> <li>▪ Professor of Political Science and Int'l Affairs; Director of the Institute for Global and Int'l Studies</li> <li>▪ Has written extensively in the area of international political economy (focus on property rights)</li> <li>▪ Recipient of research and course development grants</li> <li>▪ Teaches courses in International Politics and Globalization of Intellectual Property Rights</li> </ul>
<b>Jennifer Spencer</b>	<ul style="list-style-type: none"> <li>▪ Professor of International Business; GWSB Vice Dean for Research</li> <li>▪ Former Faculty Director of GW-CIBER; Former Chair of International Business Department</li> <li>▪ Author of numerous academic articles published in top journals</li> <li>▪ Has developed teaching cases and has led study-abroad courses to Ghana</li> </ul>
<b>Robert Weiner</b>	<ul style="list-style-type: none"> <li>▪ Professor of IB, Public Administration, and Int'l Affairs; Chair of the IB Department</li> <li>▪ Has led study-abroad courses to the United Kingdom</li> <li>▪ Has served as Eminent Person at the United Nations as an expert on energy issues</li> <li>▪ Author of books and articles on energy economics and finance, printed by top journals &amp; publishers</li> </ul>



GW CIBER Objectives / Initiatives		Purpose of CIBER Program						Mandatory Activities						Permissible Activities						Comp. Priorities		Invitat'l Priorities		
		1. National Resource for Teaching	2. Instruction in Languages and Int'l Fields	3. Research/Training on Int'l Aspects of Other Fields	4. Training of GW Students	5. Regional Resource for Businesses	6. Service to Regional Educ. Institutions	612(c)(1A) Language/Int'l Studies into Business & Professional Curricula	612(c)(1B) Business/Prof. Training for Language/Int'l Studies Faculty/Students	612(c)(1C) Enhanced Int'l Expertise of Professionals	612(c)(1D) Collaborative Programs	612(c)(1E) Int'l & Integrated Curricula	612(c)(1F) Research Promoting US Competitiveness	612(c)(2A) Overseas Internships	612(c)(2B) Links with Overseas Entities	612(c)(2C) Summer Institutes	612(c)(2D) Study Abroad Opportunities	612(c)(2E) Internationalization of Other Institutions	612(c)(2F) Technology-related Programs	1. Collaboration with Assoc/Businesses	2. Collaboration with MSI/Com. Colleges	1. Partnerships - Sub-Saharan Africa, South Asia, Southeast Asia	2. Language Instruction & Assessment	
Multidisciplinary Research Programs	3a. Summer Doctoral Institute	X	X	X			X	X	X	X	X	X	X			X								
	3b. GW-CIBER Theme Research Projects	X		X		X	X						X	X					X	X		X		X
	3c. Research Symposium	X	X	X	X	X	X				X	X	X	X					X	X		X		
	3d. Innovation & Property Rights Conference	X	X	X	X	X	X				X	X		X					X	X		X		
	3e. IB Research Seminars	X	X	X	X	X	X	X		X	X		X					X						
Faculty Development	4a. FDIB on Emerging Markets	X	X	X	X	X	X	X	X	X	X	X	X					X			X			
	4b. Diaspora PDW	X	X	X	X	X	X	X	X	X	X	X	X					X						
	4c. Collaboration with Howard U.		X	X			X	X		X	X					X	X	X		X				
	4d. MSIs & Community Colleges IB Workshops	X	X	X			X	X		X	X							X			X			
	4e. HBCU Business Deans Roundtable	X	X	X			X	X		X	X	X						X			X			
	4f. IB Institute for Community College Faculty	X	X	X			X	X	X	X	X							X			X			
	4g. CAP Faculty Shadow Program		X	X				X		X	X	X			X		X							
	4h. Prof. Development Funding	X	X	X	X		X	X	X	X		X	X					X					X	



GW CIBER Objectives / Initiatives		Purpose of CIBER Program						Mandatory Activities						Permissible Activities						Comp. Priorities		Invitat'l Priorities	
		1. National Resource for Teaching	2. Instruction in Languages and Int'l Fields	3. Research/Training on Int'l Aspects of Other Fields	4. Training of GW Students	5. Regional Resource for Businesses	6. Service to Regional Educ. Institutions	612(c)(1A) Language/Int'l Studies into Business & Professional Curricula	612(c)(1B) Business/Prof. Training for Language/Int'l Studies Faculty/Students	612(c)(1C) Enhanced Int'l Expertise of Professionals	612(c)(1D) Collaborative Programs	612(c)(1E) Int'l & Integrated Curricula	612(c)(1F) Research Promoting US Competitiveness	612(c)(2A) Overseas Internships	612(c)(2B) Links with Overseas Entities	612(c)(2C) Summer Institutes	612(c)(2D) Study Abroad Opportunities	612(c)(2E) Internationalization of Other Institutions	612(c)(2F) Technology-related Programs	1. Collaboration with Assoc/Businesses	2. Collaboration with MSI/Com. Colleges	1. Partnerships - Sub-Saharan Africa, South Asia, Southeast Asia	2. Language Instruction & Assessment
Business Languages	6a. BL Minors	X	X	X	X			X	X	X				X	X		X						X
	6b. BL ST Study Abroad Courses	X	X	X	X		X		X	X				X		X	X		X				X
	6c. Study Abroad @ Home		X	X	X	X	X	X	X	X									X				X
	6d. BL Case Clearinghouse	X	X		X		X		X	X	X	X		X			X						X
	6e. BL-Focused Webcasts	X	X		X		X		X	X	X	X					X						X
	6f(i). BL PDW & Trainings	X	X			X	X		X	X	X	X					X			X			X
	6f(ii). BL Webinars on Business	X	X	X	X		X		X	X		X					X						X
	6f(iii). BL Immersion Workshops	X	X			X	X		X	X	X	X					X						X
	6f(iv). BL in Focus Column	X	X				X		X	X	X	X					X						X
6g. CIBER BL Conference	X	X						X	X	X	X					X						X	
Sub-Saharan Africa Initiative	7a. Partnership-Ethiopian Chamber		X	X	X			X	X	X	X				X	X	X					X	
	7b. Partnership-Rwanda Dev Board		X	X	X			X	X	X	X				X	X	X		X			X	
	7c. Partnership-Bridge2Rwanda	X	X	X	X			X	X	X	X				X	X	X					X	
	7d. Study Abr.-Ethiopia/ Ghana/ Rwanda	X	X	X	X			X	X	X	X				X	X	X					X	
	7e. FDIBs - Ethiopia/ Ghana/ Rwanda	X	X	X			X		X	X	X				X	X	X					X	
	7f. Doing Business in Africa Conference	X	X	X	X	X	X			X	X	X	X										
	7g. Partnership with ADYN	X	X	X			X				X						X						
	7h. Ethiopian Diaspora Bus. Forum	X	X	X	X	X	X			X	X				X								X
	7i. African Diaspora Marketplace III	X	X	X	X	X				X	X				X				X				X

**EXHIBIT 3.9 GW GLOBAL MBA CORE CURRICULUM**

<b>YEAR 1</b>		
<b>Institute: Platform Knowledge, Skills &amp; Abilities</b>		
<ul style="list-style-type: none"> <li>Quantitative Boot camp, Career Planning, and Business Communication Workshops</li> <li>Strategy Fundamentals (concludes with case competition)</li> </ul>		
<b>FALL</b> Functional Areas	<b>MODULE I</b>	<b>MODULE II</b>
	Micro for the Global Economy	Financial Markets
	Financial Accounting	
	Organizations & Human Capital	
	Marketing	
	Decision Making and Data Analysis	
<b>SPRING</b> Cross-Functional & Interdisciplinary	<b>MODULE III</b>	<b>MODULE IV</b>
	Managerial Accounting	Operations Management
	Financial Management	Consulting Abroad Project (CAP)*
	Global Perspectives	
	Business Ethics & Public Policy	
	Elective 1	Elective 2
<b>Summer: Internships</b>		
<b>YEAR 2</b>		
<b>FALL</b> Individual Degree Signatures	<b>MODULE I</b>	<b>MODULE II</b>
	Strategic Formulation & Implementation	Elective 6
	Elective 3	Elective 7
	Elective 4	Elective 8
	Elective 5	Elective 9
<b>SPRING</b> Individual Degree Signatures	<b>MODULE III</b>	<b>MODULE IV</b>
	Elective 10	Elective 14
	Elective 11	Elective 15
	Elective 12	Elective 16
	Elective 13	

The GW Global MBA is comprised of 55.5 credit hours delivered in a modular format.

*\*Students must complete both the on-campus and study-abroad components of the Consulting Abroad Project (CAP)*

## CONCENTRATION REQUIREMENTS AND AREAS

MBA students can use their elective credits to earn a concentration. All concentrations require the successful completion of twelve credits (of which 3-6 credits are required coursework). Courses cannot be shared between concentrations.

\* Required coursework    \*\* Any experiential-learning course with an IB component    # Strongly advised

### Accounting & Advisory Services

Financial Statement Analysis\*  
 Business Law  
 Intermediate Acct I & II  
 Int'l Reporting & Control  
 Int'l Accounting  
 Int'l Financial Reporting Standards  
 Managerial Accounting II  
 Contemporary Auditing Theory  
 Fraud Examination & Forensic Acct  
 Federal Income Taxation  
 Accounting Systems & ADP  
 Contracts, Torts, & Property  
 Enterprise Organization  
 Government/Nonprofit Acct & Audit  
 Corporate Governance & Ethics

### Finance: Corporate Finance

Financial Decision Making\*  
 Financial Management\*  
 Financial Statement Analysis  
 Investment Analysis  
 New Venture Initiation  
 Financial Engineering  
 Financing Real Estate Dev't

### Finance: Public Policy

Financial Decision Making\*  
 Financial Management\*  
 Securities Regulation & Fin. Crisis  
 Emerging Mkts: Capital Flows  
 Real Estate Valuation  
 Walkable Urban Real Estate Dev't  
 Economics of the Environment  
 Int'l Reporting & Control  
 Int'l Financial Reporting Standards  
 Corporate Governance & Ethics

### Finance: Investment Analysis

Financial Decision Making\*  
 Investment Analysis\*  
 Capital Formation  
 Financial Management  
 Futures Markets: Trading & Hedging  
 Options  
 Personal Financial Advising  
 Real Estate Valuation  
 Applied Portfolio Mgmt  
 Securities Regulation & Fin. Crisis

### Consulting

Consultative Processes I & II\*  
 Managing Change  
 Applied Org. Leadership  
 Negotiations  
 Performance Mgmt &  
 Development  
 Individual & Group Dynamics

### Entrepreneurship

Entrepreneurship\*  
 New Venture Creation\*  
 Small Business Management  
 Strategic Entrepreneurship  
 Innovation & Creativity  
 Social Entrepreneurship  
 Entrepreneurship Planning  
 Corporate Entrepreneurship

### Global Management

Macro for the World Economy\*  
 IB experiential-learning course\*\*  
 Any IB electives  
 International Reporting & Control  
 Int'l Accounting  
 Int'l Financial Reporting Standards  
 Int'l Political Economy  
 Global Health Reg., Trade, Human Rights  
 Global Corporate Responsibility  
 Topics in Int'l Economics & Finance

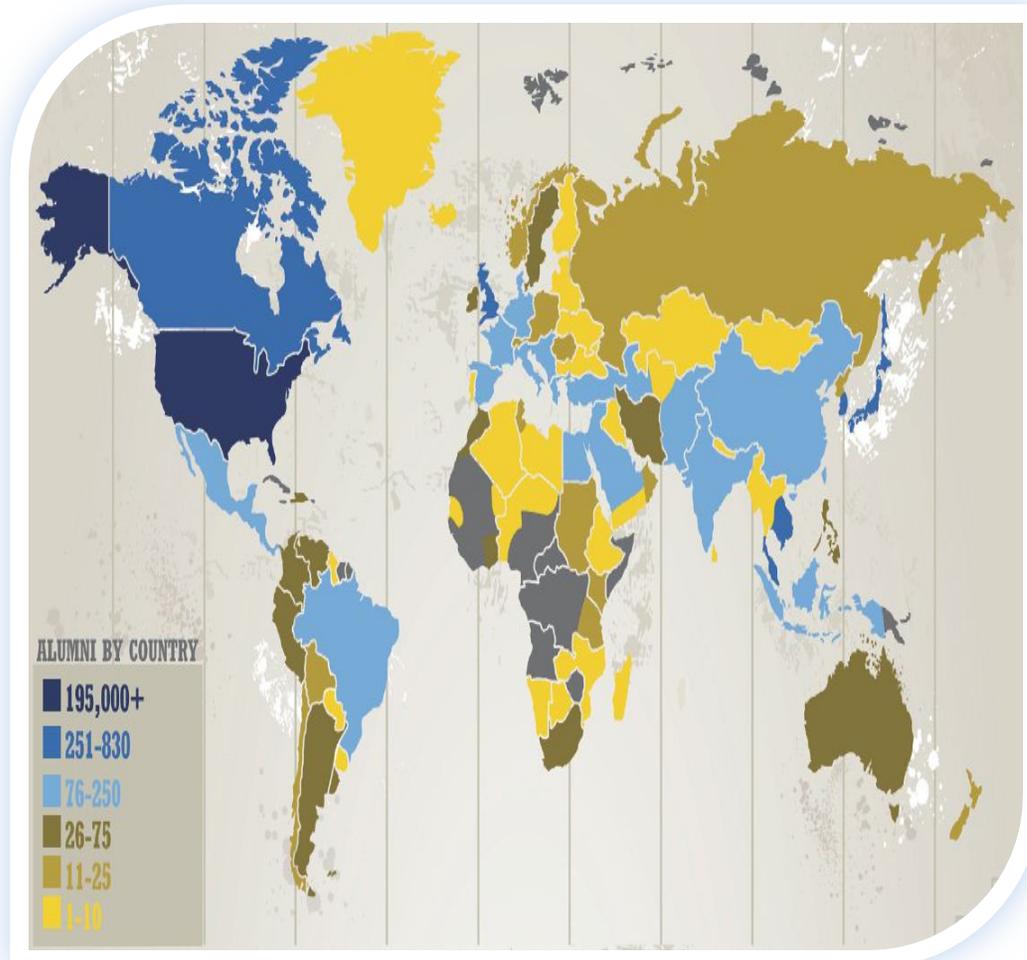
### Global Management: International Development

Macro for the World Economy\*  
 Managing in Developing Countries\*  
 Any study abroad to developing countries#  
 Regional Marketing Systems  
 Oil: Industry, Economy, Society  
 External Development Financing  
 Currency Crisis in Emerging Markets  
 Survey of Development Economics  
 Topics in Int'l Development  
 Int'l Development Policy & Administration

## EXHIBIT 3.10 GW ALUMNI CHAPTERS AROUND THE WORLD – INTERNSHIP OPPORTUNITIES

**250,000 +** GW Alumni live in **166** countries around the world

**33** Chapters across **4** Continents



### MOST ACTIVE GWSB ALUMNI CHAPTERS

- ✦ China - 122 alumni
- ✦ India - 65 alumni
- ✦ South Korea - 467 alumni
- ✦ Turkey - 103 alumni

### POSSIBLE INTERNSHIP EMPLOYERS IN CHINA

- ✦ Marriott
- ✦ Microsoft
- ✦ Deloitte
- ✦ Ernst & Young
- ✦ KPMG

### EXHIBIT 3.11 GLOBAL MBA CONSULTING ABROAD PROJECTS - PAST DESTINATIONS, PROJECTS, AND CLIENTS

As part of the Global MBA curriculum, all first-year students participate in one of several Consulting Abroad Projects (CAPs). A three-course sequence is taken during the spring semester, and it is designed to assist students in preparing and implementing their projects. Although locations vary depending on the area of faculty expertise, when evaluating project proposals priority is given to diversity in geographic regions and business sectors. Below is information about past CAPs.

Countries & Cities	Years	Clients	Project Topics
<b>Argentina</b> Buenos Aires Mendoza	2014	BioGas Argentina; IMPSA; ALP Group S.A.	CleanTech
<b>Brazil</b> Rio de Janeiro Santarem	2012	Projeto Saude e Alegria (PSA)	Micro-enterprise dev't; Tourism Management
<b>China</b> Shanghai	2014	Marriott International; Jin Jiang Metropolo; Hotel Management Co	Hospitality
<b>Ghana</b> Accra	2011	CraftPro; Pineapple company	Import-Export Strategy
<b>India</b> Delhi Mumbai	2014 2013 2012 2010	Maruti; Lumax; Minda Industries Ltd; Samvardhana Motherson Group; Subros; Crisil; Mahindra Automotive North America	Supply Chain Management Market Entry Finance; Int'l Marketing & Strategy
<b>Mexico</b> Mexico City Monterrey	2010 2009	Caja San Nicolas; Credituyo	Micro-finance; Foreign Market Assessment & Entry
<b>Peru</b> Lima	2013 2012	Universal McCann; Sodexo Peru; Belcorp	Media ; Sales Strategy Non-Market Strategy
<b>Rwanda</b> Kigali	2014 2013 2012	Rwanda Development Board; Ikirezi Natural Products; Norelga Macadamia Rwanda; Shenga Coffee; Coproviba; Agasaro Organic; BN Producers; Urwego Opportunity Bank (UOB)	SMEs Agribusiness Micro-finance
<b>Serbia</b> Belgrade	2011 2010	5 companies	Agri-Food Marketing
<b>South Korea</b> Seoul	2010	SK Energy; Hyosung	Business & Public Policy
<b>Spain</b> Barcelona	2009	Derbi	Strategy Recommendation
<b>Sweden</b> Gothenburg Malmö; Mälardalen Stockholm Västerås	2013 2012 2011	CELLFAB; DISWIC; Firefly; Hexicon; WFS; Cortus; ClimaCheck; Heliospectra; Vida International; Zpecta; Secoil; Taurus Energy; ClimateWell; IB Cleaning; I-Tech; Swebo Bioenergy	SMEs; Marketing Green Technology
<b>Turkey</b> Bursa Istanbul	2014 2013 2012 2011	Beyman, Sutas; Ford Otosan; Acibade; Istanbul Stock Exchange; ITKIB; Pantera; Sunteks	Luxury Marketing; Market-Entry; Finance; Textile Manufacturing
<b>Vietnam</b> Ho Chi Minh City	2011 2009	Morgan Stanley; Saigon Securities; Ho Chi Minh Stock Exchange; Intel; Nga; Deutsche Bank AG; IndoChina	Financial Service; Finance & Marketing

**EXHIBIT 3.12 SUMMER DOCTORAL INSTITUTE ALUMNI BACKGROUND**

- HOME INSTITUTIONS**
- Auburn University
  - Boston University
  - Case Western Reserve
  - Cornell University
  - Duke University
  - Florida International University
  - Florida State University
  - Georgia Institute of Technology
  - Harvard University
  - Michigan State University
  - MIT
  - Northern Arizona University
  - Old Dominion University
  - Southern New Hampshire University
  - Syracuse University
  - Texas A&M
  - Tulane University
  - University of Illinois at Chicago
  - University of California, Berkeley
  - University of California, San Diego
  - University of Chicago
  - University of Colorado
  - University of Delaware
  - University of Georgia
  - University of Houston
  - University of Maryland
  - University of Miami
  - University of Oklahoma
  - University of Pennsylvania
  - University of Pittsburgh
  - University of Rochester
  - University of South Carolina
  - University of Texas at Austin
  - University of Wisconsin, Madison
  - Virginia Tech
  - Western Michigan University

- MAJORS**
- Building Construction
  - Business
  - Comparative Politics
  - Economics
  - Finance and Econometrics
  - Government
  - Health Economics
  - Human Resources
  - Industrial Engineering
  - Int'l Economic Development
  - International Affairs
  - International Business
  - Management
  - Marketing
  - Organizational Behavior
  - Political Science
  - Public Administration
  - Public Affairs
  - Public Policy
  - Retailing
  - Sociology
  - Strategic Management
  - Strategy and Innovation
  - Urban and Public Policy

*"The SDI offers a unique and rewarding experience for doctoral students in a variety of majors. Participating with peers outside of my field of study allowed me to gain new perspectives on where international business literature stands in the various fields, which I was then able to incorporate into my current project. The CIBER faculty and staff truly engage in everyone's projects giving a sense of community and support throughout the program. The collaboration in the SDI has provided me a network of scholars with invaluable worth going forward in my career."*

*"GW-CIBER SDI program was a great experience for me. The weekly seminar on various topics considerably expanded my perspective on international business, and needless to say doing a research with my mentor professor was invaluable and helpful."*

*"It was a pleasure to participate in the SDI. The program provided an opportunity to work closely with a serious graduate student on a project of common interest. Together, my graduate student collaborator and I made a great deal of progress on our research over the summer, and our coauthored paper was recently accepted for presentation at a major conference in our field. GW-CIBER has been enormously supportive of our project from start to finish. I look forward to participating again next year."*

**EXHIBIT 3.13 SAMPLE AGENDA FOR DOMESTIC FDIB WORKSHOP**

**SUCCEEDING IN EMERGING AND DEVELOPING MARKETS:  
UNDERSTANDING HOW INSTITUTIONS IMPACT FIRMS AND MANAGERS**

*Held in June 2013*

**Testimonials**

*"The workshop was great the way it was conceived and organized. Thanks for a great week of learning and fun!"*

*"I was fascinated and really inspired by all of the sessions, REALLY! Hard to choose the 'best' one."*

*"I was impressed with all of the sessions. All were interesting and provocative. Kudos on lining up such a thoughtful group of speakers."*

*"Great job! This is one of the best-organized workshops that I have been to."*

<b>DAY 1</b>		Duquès Hall, Rooms: 451 & 651
12:30pm-2:00pm	<p><b>WELCOME LUNCH AND PROGRAM OVERVIEW</b></p> <p><b><u>Presenters:</u></b>                      Dr. Reid W. Click, <i>Director, GW-CIBER and Associate Professor of International Business &amp; of International Affairs, GWSB</i>                      Dr. Philip Wirtz, <i>Vice Dean of Programs and Education and Professor of Decision Sciences and of Psychology, GW School of Business</i>                      Dr. Liesl Riddle, <i>Associate Dean for Graduate Programs and Associate Professor of International Business &amp; of International Affairs, GWSB</i>                      Yohannes Assefa, Esq., <i>Director, Stalwart Management Consulting PL</i></p>	
2:00pm-3:30pm	<p><b>FRAMEWORK LECTURE: <i>What are Institutions? Why Are They Important for Development?</i></b></p> <p><b><u>Presenters:</u></b>                      Dr. Liesl Riddle, <i>Associate Dean for Graduate Programs and Associate Professor of International Business &amp; of International Affairs, GWSB</i>                      Yohannes Assefa, Esq., <i>Director, Stalwart Management Consulting PL</i></p>	
3:30pm-4:00pm	<b>BREAK</b>	
4:00pm-5:30pm	<p><b>CASE DISCUSSION: <i>Institutional Change? Challenges for Business – The Case of the Untouchable Watercarrier</i></b></p> <p><b>CASE DEBRIEF WITH PRACTITIONER’S PERSPECTIVE:</b>                      Monika Kalra Varma, J.D., <i>Executive Director, D.C. Bar Pro Bono Program; Former Director of RFK Center’s Center for Human Rights</i></p>	
5:30pm-7:00pm	<p><b>ROOM CHECK-IN</b>                      Logistical remarks by Alexis Gaul, Administrative Director, GW CIBER</p>	
7:00pm-10:00pm	<p><b>DINNER, INFORMAL INSIGHTS FROM BUSINESS/POLICY PROFESSIONALS &amp; KEYNOTE ADDRESS</b></p> <p><b><u>Introduction:</u></b>                      Dr. Doug Guthrie, <i>Dean and Professor of International Business and of Management, GWSB</i></p> <p><b><u>Keynote Address:</u></b>                      Dr. Jianhai Lin, <i>Secretary of the Fund and the International Monetary and Financial Committee, IMF</i></p>	

<b>DAY 2</b>		Duquès Hall, Rooms: 451 & 651
9:00am-9:30am	<b>CONTINENTAL BREAKFAST</b>	
9:30am-10:45am	<p><b>PRACTITIONER'S PERSPECTIVE:</b> <i>Navigating Institutions in Emerging Markets &amp; Developing Countries</i></p> <p><b>Presenters:</b> S. Qaisar Shareef, <i>Former Country Manager, Procter &amp; Gamble, Pakistan &amp; Ukraine</i> Rex Pingle, <i>President &amp; CEO, PMD International and GW-CIBER Advisory Board Member</i></p> <p><b>Moderator:</b> Dr. Liesl Riddle, <i>Associate Dean for Graduate Programs and Associate Professor of International Business &amp; of International Affairs, GWSB</i></p>	
10:45am-11:15am	<b>BREAK</b>	
11:15am-12:30pm	<p><b>RESEARCHER'S PERSPECTIVE:</b> <i>Political Risk in International Business: Teaching &amp; Research</i></p> <p><b>Presenters:</b> Dr. Reid W. Click, <i>Director, GW-CIBER and Associate Professor of International Business &amp; of International Affairs, GWSB</i> Dr. Robert Weiner, <i>Professor of International Business of Public Policy and Public Administration, &amp; of International Affairs, GWSB</i></p>	
12:30pm-2:00pm	<p><b>LUNCH:</b> <i>Corruption and the U.S. Foreign Corrupt Practices Act</i></p> <p><b>Presenter:</b> Yohannes Assefa, Esq., <i>Director, Stalwart Management Consulting PL</i></p>	
2:00pm-5:00pm	<p><b>CASE DISCUSSION:</b> <i>Mobil in Aceh, Indonesia</i></p> <p><i>Participants' Individual Review of Case (2:00-2:30pm)</i> <i>Small Group Case Discussion/Activity (2:30-4:00pm)</i> <i>Case Debrief with Legal Perspective (4:00-5:00pm)</i></p>	
5:00pm-9:00pm	<p><b>GROUP DINNER:</b> <i>Dinner &amp; Cultural Night: Meaza Ethiopian Restaurant</i></p>	
<b>DAY 3</b>		Duquès Hall, Rooms: 451 & 651
9:00am-9:30am	<b>CONTINENTAL BREAKFAST</b>	
9:30am-11:00am	<p><b>PRACTITIONER'S PERSPECTIVE:</b> <i>The World Bank's Doing Business Index: Potential for Research &amp; Classroom Use</i></p> <p><b>Presenter:</b> Dr. Rita Ramalho, <i>Program Manager, Doing Business Unit and Women, Business and the Law Project, The World Bank</i></p>	
11:00am-11:15am	<b>BREAK</b>	
11:15am-12:45pm	<p><b>VIDEO &amp; LUNCH:</b> <i>Life &amp; Debt</i></p> <p>A documentary addressing the impact of the International Monetary Fund, the World Bank, the Inter-American Development Bank and globalization policies on a developing country, such as Jamaica</p>	
12:45pm-3:00pm	<p><b>VISIT TO THE INTERNATIONAL MONETARY FUND:</b> <i>Institutional Challenges in Emerging &amp; Developing Markets: The IMF Perspective</i></p> <p><b>Presenter:</b> Patrick Cirillo, <i>Principal Assistant to The Secretary of the International Monetary Fund and the IMF's International Monetary and Financial Committee, IMF</i></p>	

3:00pm-5:00pm	<b>SMALL GROUP DISCUSSION</b> <b>Leader:</b> Dr. Jennifer Spencer, <i>Chair, Dept. of International Business and Assoc. Professor of International Business and of International Affairs, GWSB</i>
5:00pm-5:30pm	<b>BREAK</b>
5:30pm-7:00pm	<b>AN AMBASSADOR'S PERSPECTIVE: China's Involvement in Africa: The Role of Institutions</b> Ambassador David H. Shinn, <i>Former U.S. Ambassador of Ethiopia</i> Interviewed by Yohannes Assefa, Esq.
<b>DAY 4</b> <span style="float: right;">Duquès Hall, Rooms: 451 &amp; 651</span>	
9:00am-9:30am	<b>CONTINENTAL BREAKFAST</b>
9:30am-10:30am	<b>RESEARCHER'S PERSPECTIVE: The Role of Institutions in Providing Access to Credit</b> <b>Presenter:</b> Dr. Meghana Ayyagari, <i>Associate Professor of International Business, GWSB</i>
10:30am-11:00am	<b>BREAK</b>
11:00am-12:30pm	<b>PRACTITIONER'S PERSPECTIVES:</b> <i>Impacting Investing: Building Institutions Through Investment</i> <b>Presenters:</b> Ambassador John Simon, <i>Founding Partner, Total Impact Advisors</i> Randall T. Kempner, <i>Executive Director, Aspen Network of Develop Entrepreneurs (ANDE)</i> Tom Scriven, J.D., <i>Consultant and Legal Advisor, Renew Strategies</i> <b>Moderator:</b> Dr. Reid W. Click, <i>Director, GW-CIBER and Associate Professor of International Business &amp; of International Affairs, GWSB</i>
12:30pm-2:00pm	<b>LUNCH: China's Economy in an Era of New Leadership</b> <b>Presenter:</b> Dr. Doug Guthrie, <i>Dean and Professor of International Business and of Management, GWSB</i>
2:00pm-3:30pm	<b>RESEARCHER'S &amp; PRACTITIONER'S PERSPECTIVE:</b> <i>Bridging Institutional Divides: Diaspora Entrepreneurship &amp; Investment</i> <b>Presenters:</b> Dr. Liesl Riddle, <i>Associate Dean for Graduate Programs and Associate Professor of International Business &amp; of International Affairs, GWSB</i> Romi Bhatia, <i>Senior Advisor for Diaspora Partnerships, Global Partnerships Division, U.S. Agency for International Development</i>
3:30pm-4:00pm	<b>BREAK</b>
4:00pm-4:30pm	<b>CONCLUDING REMARKS</b> <b>Presenter:</b> Dr. Liesl Riddle, <i>Associate Dean for Graduate Programs and Associate Professor of International Business &amp; of International Affairs, GWSB</i>
4:30pm-5:00pm	<b>FREE TIME</b>
5:00pm-8:30pm	<b>DINNER &amp; WORKSHOP DEBRIEF</b> <i>Casual Dining Cruise: See the Monuments from the Potomac River!</i>

## EXHIBIT 3.14 FOREIGN LANGUAGE OFFERINGS AT GW

<b>ARABIC</b>	
Advanced Arabic	Fundamentals of Arabic Linguistics
Arabic and Arab Identity	Genres in Modern Arabic Literature
Arabic-English Advanced Translation and Editing	Intensive Elementary Arabic I & II
Arabic Narratives Through the Ages	Intensive Intermediate Arabic I & II
Arabic-English Translation	Intermediate Arabic I & II: Second Year
Beginning Arabic I & II: First Year	Media Arabic
<b>Business Arabic*</b>	Modern Arabic Literature
<b>CHINESE</b>	
20th Century Chinese Literature	E-Learning Tools for Chinese
Advanced Conversation & Composition I-II	Intensive Beginning Chinese
Beginning Chinese I & II	Intermediate Chinese I-IV
<b>Business Chinese*</b>	Introduction to Chinese Linguistics
Chinese Culture Through Films	Introduction to Classical Chinese
Chinese Drama and Theatre	Poetry of the Tang and Song Periods
Chinese Literature in Translation	Language and Literature
Chinese Women in Myth, Literature, & Film	Readings in Modern Chinese
<b>FRENCH</b>	
19th-Century French Literature & Culture	Modern French Literature in Context Special Topics
Advanced French Grammar and Style	in French Literature I & II
Basic French I & II; Intermediate French I & II	Studies in 20th-Century French Literature
Business and Commercial French	Studies in Genre
<b>Business French Module*</b>	Studies in Medieval French Literature
Contemporary France	Textual Analysis
French for Graduate Students	The Age of Classicism
French Literature of the Renaissance	The Age of Enlightenment
Introduction to French Literature	Topics in 20th-Century Francophone Literature
Language, Culture, and Society I & II	Topics in Francophone Literature and
Medieval and Early Modern French Literature in Context	Topics in the History of French Cinema
<b>GERMAN</b>	
Business German	Intermediate German I & II
<b>Business German Module*</b>	Introduction to German Studies
Contemporary German Literature	Literature of Two Germanies
First Year Basic German I & II	Readings in Contemporary German
German Cinema After 1945	Second Year Basic German I & II
German Women Writers of the 19th and 20th Centuries	The Age of Goethe
Inside and Outside the Third Reich	The Lives of East Germans
Intensive Basic German I & II	
<b>GREEK</b> Beginning Greek: Classical I & II Intermediate Greek: Classical I & II Major Greek Authors I & II	
<b>HEBREW</b>	
Advanced Hebrew Literature	Intermediate Hebrew I & II
Beginning Hebrew I & II	Modern Hebrew Fiction
<b>Business Hebrew Module*</b>	Modern Hebrew Literary Classics
Conversation and Writing	The Israeli Cinema
<b>ITALIAN</b>	
Advanced Italian Grammar & Style	Introduction to Italian Literature Italian Journeys
Basic Italian I & II: First Year	Medieval to Postmodern
<b>Business Italian Module*</b>	Language, Culture & Society I & II
History of Italian Literature (Middle Ages - 17th-Century)	Studies in Medieval & Early Renaissance Literature
History of Italian Literature (18th-20th-Centuries)	Textual Analysis
Intermediate Italian I & II: Second Year	The Modern Italian Novel

<b><u>JAPANESE</u></b>	
Advanced Conversation & Composition I & II	Intermediate Japanese I-IV
Beginning Japanese I & II	Introduction to Bungo, Literary Japanese
<b>Business Japanese Module*</b>	Japanese Culture Through Film
Directed Reading	Japanese Literature in Translation
Intensive Intermediate Japanese	Readings in Classical Japanese
Intensive Japanese	Readings in Modern Japanese
<b><u>KOREAN</u></b>	
Beginning Korean I & II	Korean Culture Through Film
Intermediate Korean I-IV ( <b>III &amp; IV are business focused</b> )*	Korean Literature in Translation
Introduction to Korean Linguistics	Readings in Modern Korean
<b>PERSIAN</b>	Advanced Persian    Beginning Persian I & II    Intermediate Persian I & II    Media Persian
<b><u>PORTUGUESE</u></b>	
Applied Portuguese Grammar	Intensive Basic Portuguese
Basic Portuguese I & II	Intermediate Portuguese I & II
Composition and Conversation	The Lusophone Atlantic World
Culture & Civilization of the Sephardim	Topics in Lusophone Literature & Culture
<b><u>RUSSIAN</u></b>	
19th-Century Russian Poetry; 19th-Century Russian Prose	Russia Today: Topics in Advanced
20th-Century Russian Poetry; 20th-Century Russian Prose	Russian Culture since 1825
20th-Century Russian Literature from WWII to Present	Russian Culture to 1825
<b>Business Russian*</b>	Russian Heritage Speakers I & II
First Year Russian I & II	Russian I & II
Intermediate Basic Russian I & II	Second Year Russian I & II
Introduction to Russian Cinema I & II	Senior Thesis I & II
Readings in the Russian Press I & II	
<b><u>SPANISH</u></b>	
Advanced Spanish for Oral Communication-Latin America	Latin America Women Writers
Advanced Spanish I & II	Latin American Colonial Literature
Advanced Spanish Writing	Latin American Romanticism & Modernism
Afro-Latin American in the Diaspora	Literate and Dictatorship
Business & Commercial Spanish	Major Authors of Spain & Latin America
Caribbean Literature & Culture	Medieval Spanish Literature
Cervantes' Don Quijote	Mexican Literature & Culture
Cinema of Spain & Latin America	Modern Poetry of Spain & Latin America
Contemporary Narrative in Latin America	Readings in Spanish & Latin American Literature
Early Modern Poetry of Spain & Latin America	Southern Cone Literature & Culture
Elementary Spanish I & II	Spain's First Century Without Empire
Enlightenment in Spain	Spanish & Latin American Civilization I & II
Exploration and Travel Writing in Latin America	Spanish & Latin American Literature in Translation
Film as Text in Latin America	Spanish for Graduate Students
Golden Age Literature	Spanish for Heritage Speakers
Intensive Advanced Spanish	Spanish Oral Communication
Intensive Elementary Spanish	The Essayist Tradition in Latin America
Intensive Intermediate Spanish	The Myth of the Two Spains
Intermediate Spanish I & II	Theatre of Spain and Latin America
Latin America Short Fiction	
<b>TURKISH</b>	Beginning Turkish I & II    Intermediate Turkish I & II
<b>VIETNAMESE</b>	Beginning Vietnamese I & II    Intermediate Vietnamese I & II
<b>YIDDISH</b>	Yiddish for Reading and Conversation I & II

\*Course/module designed with GW-CIBER support and currently offered at GW

## EXHIBIT 3.15 BUSINESS LANGUAGE MINOR PROPOSED CURRICULUM

**Program Purpose:** The cross-disciplinary undergraduate minor in Business Language is aimed at providing students with advanced understanding of the language, culture, and business environments of selected countries by combining language, culture, and international business courses. GW-CIBER will launch five Business Language Minors - in Arabic, Chinese, German, Korean, and Russian.

**Structure:** The minor will consist of 12 courses (36 credits, including prerequisites) earned through completing interdisciplinary coursework. Students accepted into the minor need to demonstrate two years of language or equivalent-level proficiency (as indicated through the program's language placement test). They must then complete three courses in their language (including the *Business Language* course), one relevant *culture-oriented course*, as well as the *Introduction to International Business* course. Two additional courses are then chosen from the list of options within a variety of related fields, including Economics, Geography, and International Affairs. The Business Language Minor culminates with an experiential component, which students can fulfill through an approved option, such as an internship or faculty-mentored research.

**Learning Outcomes:** **1.** Acquire basic understanding of international business, economics, and international affairs, and the ability to communicate about them in the chosen language in a professional context; **2.** Improve listening and reading comprehension, as well as speaking and writing by incorporating business vocabulary; **3.** Learn about the national and business culture of relevant countries; **4.** Learn about the business and economic environment of relevant countries, and about their role in the global economy.

### Sample Proposed Coursework - Business German Minor

**Prerequisites:** These classes provide the necessary foundational knowledge and skills in the language and culture as well as in international business:

- First-year German (Ger 1001-1002) – 8 credits
- Second-year German (Ger 1003-1004) – 8 credits
- Introduction to International Business (IBUS 3001) – 3 credits

#### **Required Coursework:**

- Intermediate (3rd year) German (Ger 2009-2010) – 6 credits
- Business German (Ger 2111) – 3 credits
- German Culture I or II (Ger 2161 or 2162) – 6 credits
- Two courses selected from the list below (must be selected from different categories)

International Business <ul style="list-style-type: none"> <li>• International Marketing Management</li> <li>• International Business Finance</li> <li>• Regional Strategy for Multinationals</li> </ul>	Economics <ul style="list-style-type: none"> <li>• Principles of Economics I or II</li> <li>• Survey of International Economics</li> <li>• International Trade: Theory and Policy</li> </ul>
Geography <ul style="list-style-type: none"> <li>• Cultural Geography</li> <li>• Political Geography</li> </ul>	Political Science <ul style="list-style-type: none"> <li>• Comparative Politics of Western Europe</li> <li>• International Organizations</li> </ul>
International Affairs <ul style="list-style-type: none"> <li>• Europe: International and Domestic Interactions</li> </ul>	German <ul style="list-style-type: none"> <li>• German Thought (in English)</li> <li>• Introduction to German Literature (I or II)</li> </ul>

**Experiential Learning Component:** This requirement gives students the opportunity to apply their language and business skills in real business settings. Options include:

- Short-term Study Abroad course (developed with GW-CIBER support)
- Internship abroad or Study Abroad @ Home (GW-CIBER program that matches student with appropriate international company or organization in Washington, DC, where students use their language skills daily)
- Service-learning opportunities
- Faculty-mentored research

**EXHIBIT 4.1 GW-CIBER PROGRAM STAKEHOLDERS**

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K-12	MSIs & CCs	NGOs	INT'L ORGs	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Student's Understanding of IB	1a. B.S. in International Business	◆																	
	1b. IB Program in Argentina	◆																	
	1c. Globalization Course in BBA Curriculum	◆					◆				◆	◆	◆	◆	◆	◆	◆	◆	◆
	1d. New MBA tracks in IB		◆					◆			◆	◆	◆	◆	◆	◆	◆	◆	◆
	1e. GW-CIBER Theme Courses & Materials			◆	◆						◆								
	1f. IB Co-curricular Activities	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Collaborations with Business for Student Training	2a. Export Training Internships	◆	◆									◆	◆	◆				◆	◆
	2b. GW Alumni Assn. IB Internships	◆	◆			◆						◆	◆						◆
	2c. MBA Consulting Abroad Practicum (CAP)		◆															◆	◆
	2d. Global Business Consulting		◆					◆										◆	◆
	2e. GWSB Consulting Club	◆	◆									◆	◆	◆	◆	◆	◆	◆	◆
	2f. Corp Collaborative Council & Executives-in-Residence Activities	◆	◆															◆	◆

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K-12	MSIs & CCs	NGOs	INT'L ORGS	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Multidisciplinary Research Programs	3a. Summer Doctoral Institute			◆	◆				◆			◆							
	3b. GW-CIBER Theme Research Projects			◆	◆							◆	◆	◆	◆	◆	◆	◆	◆
	3c. Research Symposium			◆	◆				◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	3d. Innovation & Property Rights Conference			◆	◆				◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	3e. IB Research Seminars			◆	◆				◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
Faculty Development	4a. FDIB on Emerging Markets			◆	◆				◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	4b. Diaspora PDW			◆	◆				◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	4c. Collaboration with Howard U.				◆		◆	◆	◆	◆		◆							
	4d. MSIs & Community Colleges IB Workshops						◆	◆	◆	◆		◆							
	4e. HBCU Business Deans Roundtable									◆		◆							
	4f. IB Institute for Community College Faculty										◆								
	4g. CAP Faculty Shadow Program		◆		◆														
	4h. Prof. Development Funding			◆	◆				◆	◆		◆							

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K-12	MSIs & CCs	NGOs	INT'L ORGS	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Business & Policy Outreach	5a.(i). Trade Symposium	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	5a(ii). State Trade Officials Training												◆	◆	◆	◆			
	5a(iii). International Speaker Series											◆		◆	◆	◆	◆	◆	
	5a(iv). DEC Leadership Forum													◆	◆	◆	◆	◆	
	5b. GW/Oliver Wyman Global Competitiveness Forum	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	5c(i). <i>Business Responses to Enforcement</i> Conference	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	5c(ii). <i>Political Risk in IB</i> Conference	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	5c(iii). G2@GW	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	5c(iv). Emerging Markets Forum	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	5d. Institutional Entrepreneur Series	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	5e. GW-CIBER Theme Outreach Projects	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆		◆	◆	◆
	5f. IB Video Library	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆

GW CIBER Objectives / Initiatives	GW					CIBERS / OTHER COLLEGES / UNIV.				K-12	MSIs & CCs	NGOs	INT'L ORGS	POLICY			BUSINESS	
	Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Business Languages	6a. BL Minors	◆																
	6b. BL ST Study Abroad Courses	◆				◆					◆	◆	◆					◆
	6c. Study Abroad @ Home	◆										◆	◆	◆	◆	◆	◆	◆
	6d. BL Case Clearinghouse	◆	◆		◆	◆	◆	◆	◆	◆	◆							
	6e. BL-Focused Webcasts	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
	6f(i). BL PDW & Trainings				◆			◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
	6f(ii). BL Webinars on Business				◆			◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
	6f(iii). BL Immersion Workshops				◆			◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
	6f(iv). BL in Focus Column				◆			◆	◆	◆	◆	◆	◆					
	6g. CIBER BL Conference				◆			◆	◆	◆	◆							

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K-12	MSIs & CCs	NGOs	INT'L ORGS	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Sub-Saharan Africa Initiative	7a. Partnership-Ethiopian Chamber Com	◆	◆		◆	◆	◆	◆				◆	◆	◆			◆	◆	◆
	7b. Partnership-Rwanda Dev Board	◆	◆				◆	◆				◆	◆						
	7c. Partnership-Bridge2Rwanda	◆					◆					◆	◆						
	7d. Study Abr.-Ethiopia/ Ghana/ Rwanda		◆			◆		◆				◆	◆	◆					◆
	7e. FDIBs - Ethiopia/Ghana/Rwanda			◆	◆	◆			◆	◆		◆	◆	◆			◆	◆	◆
	7f. <i>Doing Business in Africa</i> Conference	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	7g. Partnership with ADYN	◆			◆		◆				◆	◆	◆		◆				
	7h. Ethiopian Diaspora Bus. Forum	◆	◆	◆	◆		◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	7i. African Diaspora Marketplace III	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆

## EXHIBIT 4.2 THE WASHINGTON, DC AREA CONSORTIUM OF UNIVERSITIES

*Comprised of twelve universities and two colleges, the Consortium provides 155,000 students with opportunities to benefit from the combined resources of its members. Through cross-registration arrangements, students are allowed to register for courses offered at other member institutions. Therefore, non-GW students who register for courses at GW will directly benefit from GW-CIBER's programming.*

 <p><u>American University</u> Enrollment Statistics: 7,212 Undergraduates 5,230 Graduates 12,442 Total</p>	 <p><u>Catholic University of America</u> Enrollment Statistics: 3,694 Undergraduates 3,144 Graduates 6,838 Total</p>
 <p><u>Corcoran College of Art &amp; Design</u> Enrollment Statistics: 350 Undergraduates 240 Graduates 590 Total</p>	 <p><u>Gallaudet University</u> Enrollment Statistics: 1,874 Undergraduates 466 Graduates 2,340 Total</p>
 <p><u>George Mason University</u> Enrollment Statistics: 20,782 Undergraduates 12,405 Graduates 33,187 Total</p>	 <p><u>George Washington University</u> Enrollment Statistics: 10,464 Undergraduates 15,189 Graduates 26,653 Total</p>
 <p><u>Georgetown University</u> Enrollment Statistics: 7,590 Undergraduates 9,540 Graduates 17,130 Total</p>	 <p><u>Howard University</u> Enrollment Statistics: 6,688 Undergraduates 1,837 Graduates 10,002 Total</p>
 <p><u>Marymount University</u> Enrollment Statistics: 2,373 Undergraduates 1,260 Graduates 3,633 Total</p>	 <p><u>National Defense Intelligence College</u> Enrollment Statistics: 700 Total Enrollment</p>
 <p><u>National Defense University</u> Enrollment Statistics: 6,375 Total Enrollment</p>	 <p><u>Trinity Washington University</u> Enrollment Statistics: 2,100 Total Enrollment</p>
 <p><u>University of Maryland-- College Park</u> Enrollment Statistics: 26,826 Undergraduates 10,805 Graduates 37,631 Total</p>	 <p><u>University of the DC District of Columbia</u> Enrollment Statistics: 5,137 Undergraduates 234 Graduates 6,000 Total</p>

www.consortium.org

**EXHIBIT 4.3 GW-CIBER’S ACTIVITIES BY FOCAL AREA**



## **EXHIBIT 4.4 GW DEPARTMENT AFFILIATIONS OF LIKELY RFP RECIPIENTS**

**Anthropology**  
**Center for Latin American Issues**  
**Decision Sciences**  
**Economics**  
**Education & Human Development**  
**Elliott School of International Affairs**  
**Emergency Medicine**  
**Engineering Management & Systems Engineering**  
**Finance**  
**Geography**  
**Information Systems & Technology Management**  
**International Business**  
**Management**  
**Political Science**  
**Public Health**  
**Romance, German, and Slavic Languages & Literatures**  
**Public Policy & Public Administration**  
**Strategic Management & Public Policy**

*Note: Faculty and/or Doctoral students from each of the above departments have received funding in past RFP cycles*

## EXHIBIT 4.5 SAMPLE OF SYNERGIES AMONG GW-CIBER'S INITIATIVES

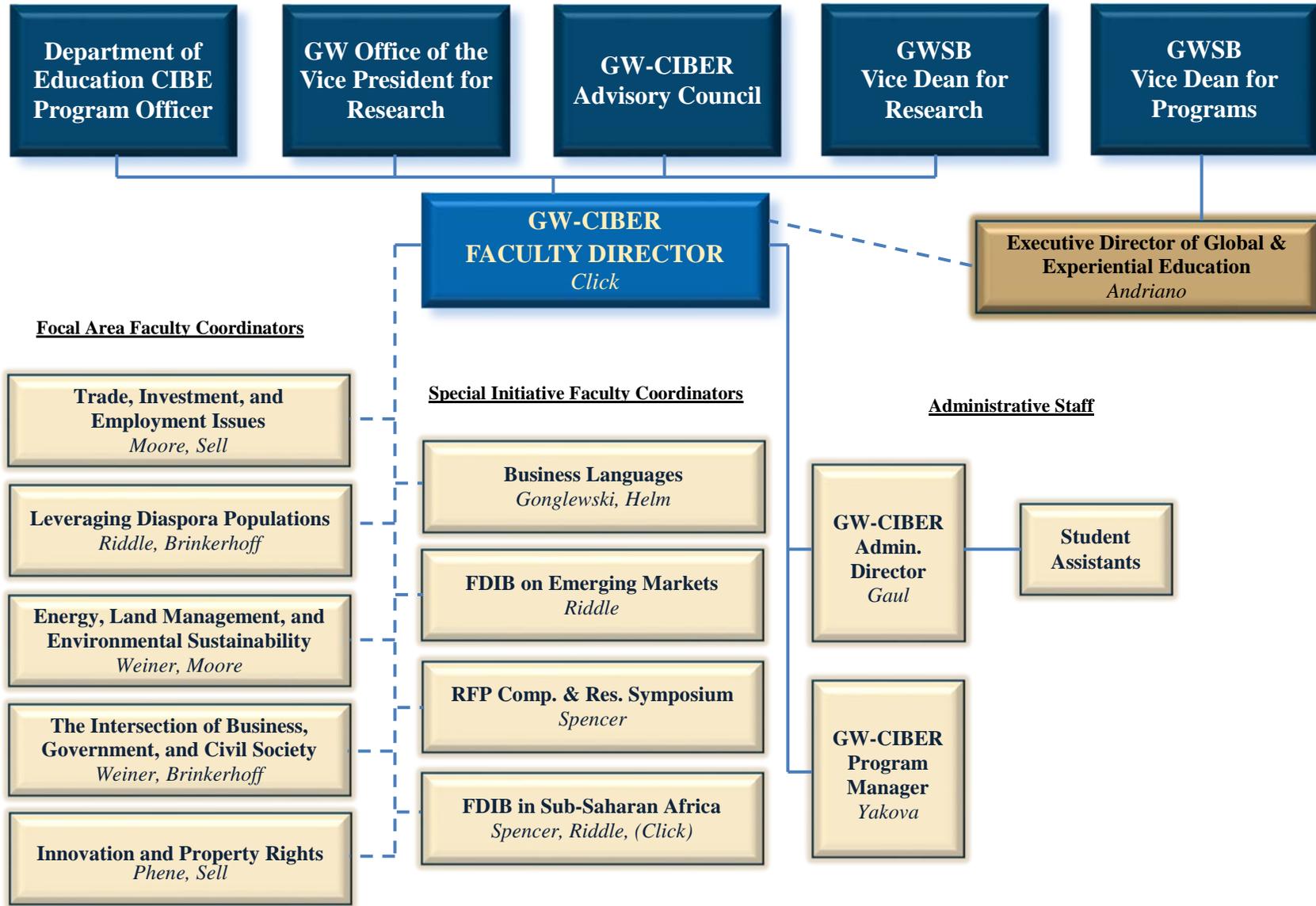


**EXHIBIT 4.6 GW-CIBER INTERNATIONAL TRADE OUTREACH PARTNERS AND ACTIVITIES**

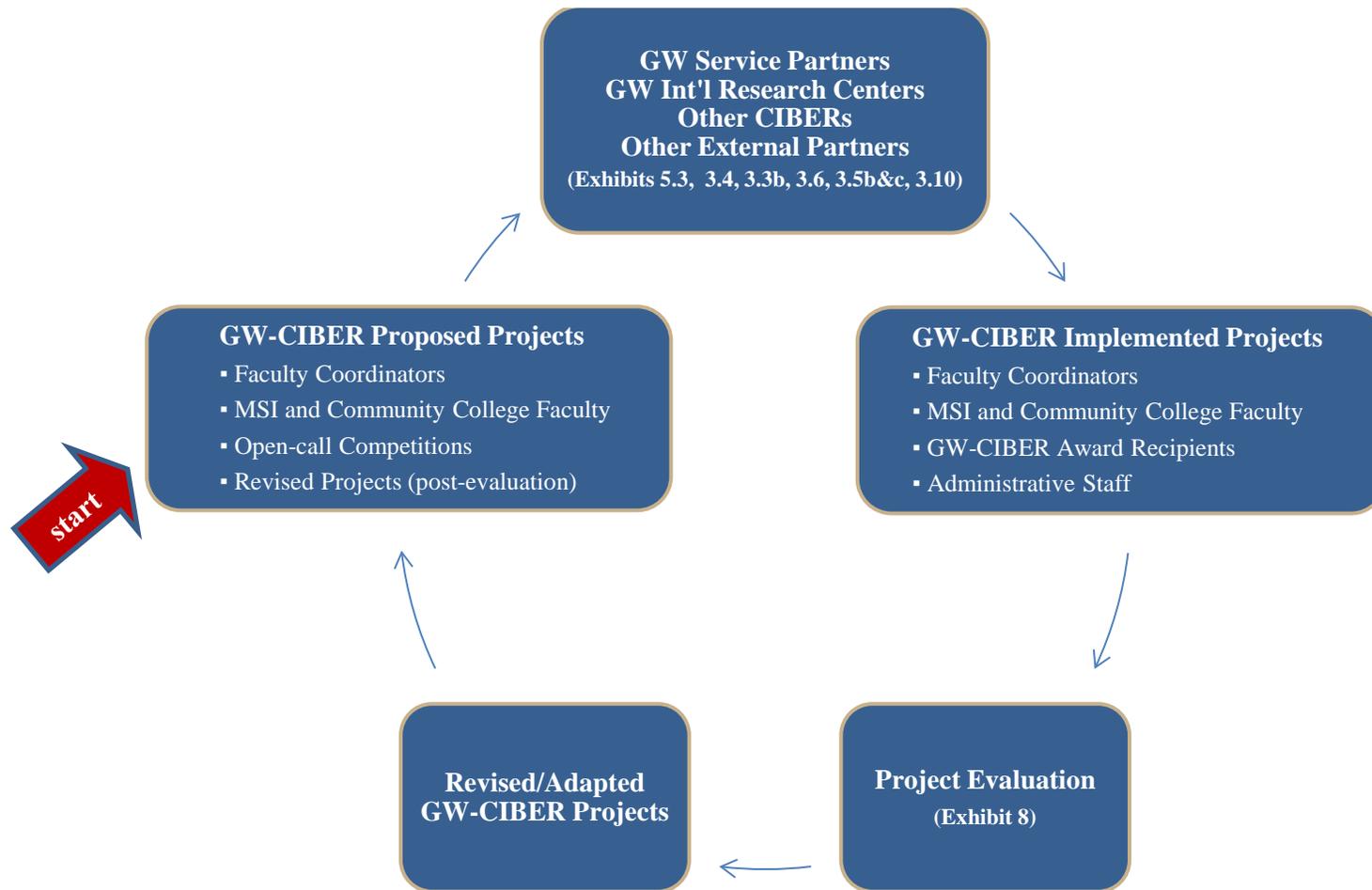


\* Margaret Singleton, Vice President of Contracts and Programs, serves on the GW-CIBER Advisory Council; GW-CIBER Faculty Director Reid Click serves on the DC Chamber of Commerce's International Business Development Committee. \*\*John Saylor, President of DC/VA DEC, is a member of GW-CIBER Advisory Council

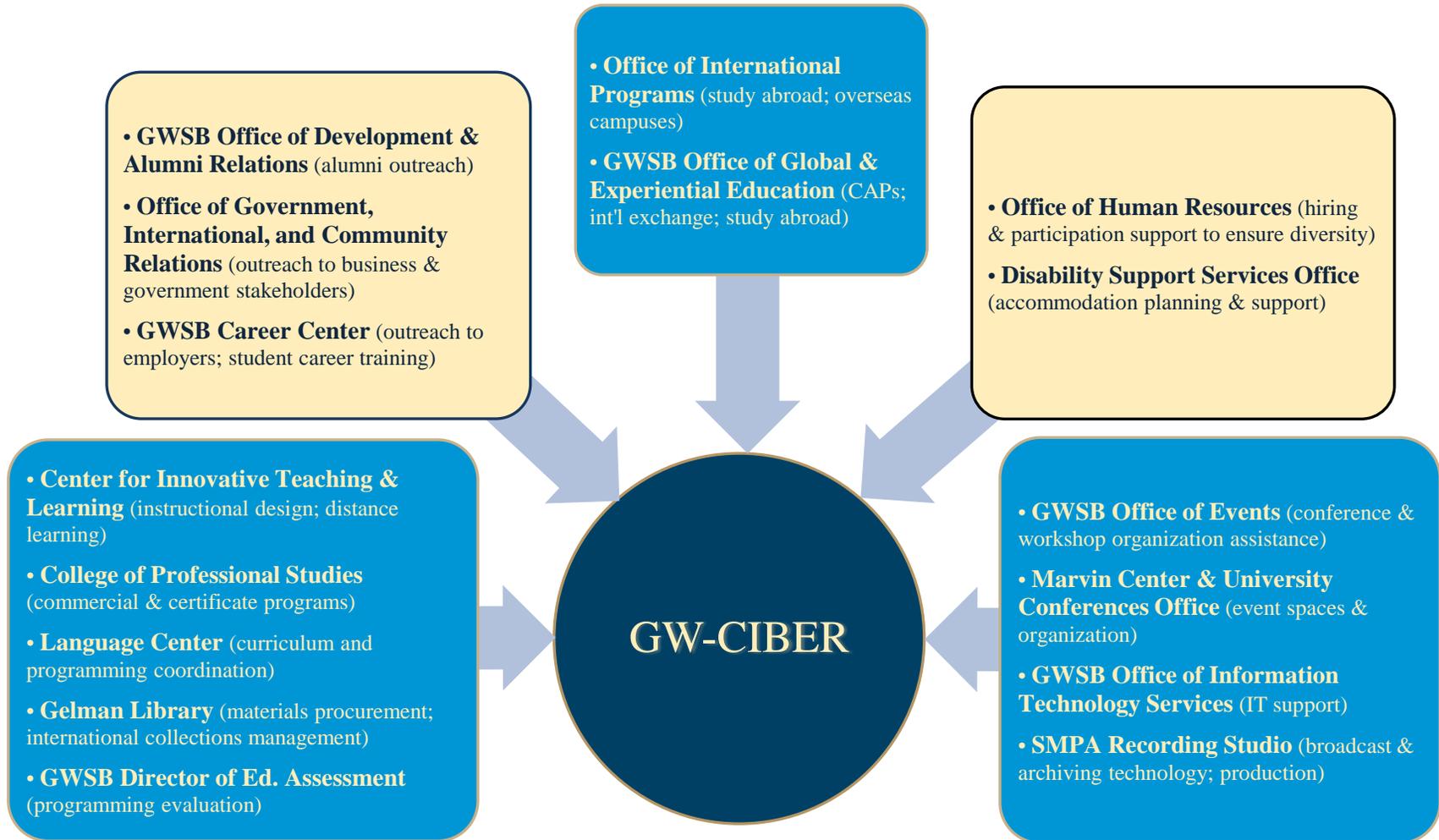
**EXHIBIT 5.1 GW-CIBER ORGANIZATIONAL CHART**



## EXHIBIT 5.2 GW-CIBER PROGRAM DESIGN & WORKFLOW



**EXHIBIT 5.3 GW SERVICE PARTNERS FOR GW-CIBER**



**EXHIBIT 5.4 GW-CIBER MANAGEMENT PLAN: ACTIVITY LEAD, PARTNERS, TIMELINE**

	<b>GW CIBER Objectives / Initiatives</b>	<b>GW-CIBER LEAD</b>	<b>PARTNERS</b>	<b>ACTIVITY YEAR</b>
<b>Student's Understanding of IB</b>	<b>1a. B.S. in International Business</b>	Robert Weiner	IB Department	Years 1&2
	<b>1b. IB Program in Argentina</b>	Reid Click	Universidad Torcuato Di Tella; Office of Study Abroad; GWSB Office of Undergraduate Programs	Years 2,3,4
	<b>1c. Globalization Course in BBA Curriculum</b>	GW-CIBER Staff	GWSB Office of Undergraduate Programs	Years 1,2,3,4
	<b>1d. New MBA tracks in IB</b>	GW-CIBER Staff	GWSB Office of Graduate Programs; GWSB Career Center	Years 1,2,3,4
	<b>1e. GW-CIBER Theme Courses &amp; Materials</b>	Jennifer Spencer; Faculty Coordinating Board; RFP Award Recipients	n/a	Years 1,2,3,4
	<b>1f. IB Co-curricular Activities</b>	GW-CIBER Staff	GWSB Offices of Undergraduate & Graduate Programs; Student Clubs at GWSB	Years 1,2,3,4
<b>Collaborations with Business for Student Training</b>	<b>2a. Export Training Internships</b>	GW-CIBER Staff	DC Chamber of Commerce; Virginia/DC District Export Council & USEAC; Export DC	Years 1,2,3,4
	<b>2b. GW Alumni Assn. IB Internships</b>	GW-CIBER Staff	GWSB Development & Alumni Office; GW Alumni Associations Abroad	Years 1,2,3,4
	<b>2c. MBA Consulting Abroad Practicum (CAP)</b>	GW-CIBER Staff	Corporate Clients	Years 1,2,3,4
	<b>2d. Global Business Consulting</b>	GW-CIBER Staff	University of Miami; Other MBA Schools TBA; Corporate Clients	Years 2,3,4
	<b>2e. GWSB Consulting Club</b>	GW-CIBER Staff	GWSB Consulting Club; Corporate Clients	Years 1,2,3,4
	<b>2f. Corp Collaborative Council &amp; Executives-in-Residence Activities</b>	GW-CIBER Staff	GWSB Career Center	Years 1,2,3,4

	<b>GW CIBER Objectives / Initiatives</b>	<b>GW-CIBER LEAD</b>	<b>PARTNERS</b>	<b>ACTIVITY YEAR</b>
<b>Multidisciplinary Research Programs</b>	<b>3a. Summer Doctoral Institute</b>	Reid Click	n/a	Years 1,2,3,4
	<b>3b. GW-CIBER Theme Research Projects</b>	Jennifer Spencer; Faculty Coordinating Board; RFP Award Recipients	n/a	Years 1,2,3,4
	<b>3c. Research Symposium*</b>	Jennifer Spencer	n/a	Year 4
	<b>3d. Innovation &amp; Property Rights Conference*</b>	Anupama Phene	n/a	Year 1
	<b>3e. IB Research Seminars</b>	GW-CIBER Staff	IB Department; Other GW Academic Departments	Years 1,2,3,4
<b>Faculty Development</b>	<b>4a. FDIB on Emerging Markets</b>	Liesl Riddle	University of Maryland	Years 1,3
	<b>4b. Diaspora PDW*</b>	Liesl Riddle	University of Minnesota	Year 2
	<b>4c. Collaboration with Howard U.</b>	Reid Click	Howard University; Georgia State University	Years 1,2,3,4
	<b>4d. MSIs &amp; Community Colleges IB Workshops</b>	Reid Click	Howard University; Mid-Atlantic Region MSIs and CCs	Years 1,2,3,4
	<b>4e. HBCU Business Deans Roundtable</b>	Reid Click	Howard University; National HBCU Business Deans Roundtable	Year 3
	<b>4f. IB Institute for Community College Faculty</b>	GW-CIBER Staff	Michigan State University	Years 1&3
	<b>4g. CAP Faculty Shadow Program</b>	GW-CIBER Staff	Corporate Clients	Years 1,2,3,4
	<b>4h. Prof. Development Funding</b>	GW-CIBER Staff	n/a	Years 1,2,3,4

GW CIBER Objectives / Initiatives	GW-CIBER LEAD	PARTNERS	ACTIVITY YEAR	
<b>Business &amp; Policy Outreach</b>	5a.(i). Trade Symposium	GW-CIBER Staff	DC Chamber of Commerce; Virginia/DC District Export Council & USEAC; Export DC	Years 1,2,3,4
	5a(ii). State Trade Officials Training*	Michael Moore	State Trade Offices	Year 4
	5a(iii). International Speaker Series	GW-CIBER Staff	DC Chamber of Commerce; Export DC	Years 1,2,3,4
	5a(iv). DEC Leadership Forum	GW-CIBER Staff	The National District Export Council	Years 1,2,3,4
	5b. GW/Oliver Wyman Global Competitiveness Forum	Reid Click; Robin Liebowitz (Advisory Council)	GWSB Development and Alumni Office; Oliver Wyman	Years 1,2,3,4
	5c(i). <i>Business Responses to Enforcement Conference*</i>	Susan Sell	n/a	Year 3
	5c(ii). <i>Political Risk in IB Conference*</i>	Robert Weiner	n/a	Year 1
	5c(iii). G2@GW	GW-CIBER Staff	GW Institute for International Economic Policy (IIEP)	Years 1,2,3,4
	5c(iv). Emerging Markets Forum	GW-CIBER Staff	University of Maryland	Years 1,2,3,4
	5d. Institutional Entrepreneur Series*	Jennifer Brinkerhoff	n/a	Year 3
	5e. GW-CIBER Theme Outreach Projects	Jennifer Spencer; Faculty Coordinating Board; RFP Award Recipients	n/a	Years 1,2,3,4
	5f. IB Video Library	GW-CIBER Staff	GW Media and Public Affairs - Video and Recording Studios	Years 1,2,3,4

GW CIBER Objectives / Initiatives	GW-CIBER LEAD	PARTNERS	ACTIVITY YEAR
<b>Business Languages</b>	<b>6a. BL Minors</b>	Margaret Gonglewski; Anna Helm	GW Office of the Provost; GW Office of Academic Planning and Assessment; GW Language Depts.
	<b>6b. BL ST Study Abroad Courses</b>	GW-CIBER Language Faculty; Margaret Gonglewski; Anna Helm	GW Office of Study Abroad; GW Language Depts.
	<b>6c. Study Abroad @ Home</b>	Margaret Gonglewski; Anna Helm	GW Language Depts.
	<b>6d. BL Case Clearinghouse</b>	GW-CIBER Language Faculty; Margaret Gonglewski; Anna Helm	n/a
	<b>6e. BL-Focused Webcasts</b>	GW-CIBER Language Faculty; Margaret Gonglewski; Anna Helm	NCLRC
	<b>6f(i). BL PDW &amp; Trainings</b>	Margaret Gonglewski; Anna Helm	n/a
	<b>6f(ii). BL Webinars on Business</b>	Margaret Gonglewski; Anna Helm	n/a
	<b>6f(iii). BL Immersion Workshops</b>	GW-CIBER Language Faculty; Margaret Gonglewski; Anna Helm	NCLRC
	<b>6f(iv). BL in Focus Column</b>	Margaret Gonglewski	NCLRC
	<b>6g. CIBER BL Conference</b>	GW-CIBER Staff	All CIBERs

GW CIBER Objectives / Initiatives	GW-CIBER LEAD	PARTNERS	ACTIVITY YEAR
<b>7a. Partnership - Ethiopian Chamber of Commerce</b>	GW-CIBER Africa Team (Reid Click; Jennifer Spencer; Liesl Riddle)	Ethiopian Chamber of Commerce	Years 2,3,4
<b>7b. Partnership - Rwanda Dev Board</b>	GW-CIBER Africa Team (Reid Click; Jennifer Spencer; Liesl Riddle)	Rwanda Development Board	Years 1,2,3,4
<b>7c. Partnership - Bridge2Rwanda</b>	GW-CIBER Africa Team (Reid Click; Jennifer Spencer; Liesl Riddle)	Bridge2Rwanda	Year 1
<b>7d. Study Abr. - Ethiopia / Ghana / Rwanda</b>	GW-CIBER Africa Team (Reid Click; Jennifer Spencer; Liesl Riddle)	Ghana Institute for Management and Public Administration (GIMPA); Ethiopian Chamber of Commerce; Rwanda Dev. Board	Years 2,3,4
<b>7e. FDIBs – Ethiopia / Ghana / Rwanda</b>	GW-CIBER Africa Team (Reid Click; Jennifer Spencer; Liesl Riddle)	Ghana Institute for Management and Public Administration (GIMPA); Ethiopian Chamber of Commerce; Rwanda Dev. Board	Years 2,4
<b>7f. Doing Business in Africa Conference</b>	GW-CIBER Staff	University of Minnesota; DC Chamber of Commerce; Virginia/DC District Export Council & USEAC; Export DC	Years 1,2,3,4
<b>7g. Partnership with ADYN</b>	GW-CIBER Staff	African Diaspora Youth Network (ADYN)	Years 1,2,3,4
<b>7h. Ethiopian Diaspora Bus. Forum</b>	GW-CIBER Africa Team (Reid Click; Jennifer Spencer; Liesl Riddle)	The Ethiopian American; Ethiopian Airlines, USAID, and others	Years 1,2,3,4
<b>7i. African Diaspora Marketplace III</b>	GW-CIBER Africa Team (Reid Click; Jennifer Spencer; Liesl Riddle)	USAID; Western Union; SEAF	Year 1

Sub-Saharan Africa Initiative

*\*These activities represent the initiatives that each focal area coordinator is responsible for during their “high-activity” year*

## EXHIBIT 6 BIOGRAPHICAL INFORMATION FOR KEY FACULTY, PERSONNEL, AND ADVISORY COUNCIL MEMBERS

**Şenay Ağca:** Associate Professor of Finance, Department of Finance, GWSB

**CIBER:** *The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D. Finance, Virginia Tech

**Research Experience:** Credit Risk, Derivatives, Corporate Finance, International Financial Markets

**Teaching Experience:** Fixed Income Security Valuation; Financial Management; Topics in Empirical Finance

**Selected Publications:**

“Banking Sector Reforms and Corporate Leverage in Emerging Markets”, 2013, with G. De Nicolo and E. Detragiache, *Emerging Markets Review*, Vol. 17: 125-149

“Sovereign Debt and Corporate Borrowing Costs in Emerging Markets”, 2012, with O. Celasun, *Journal of International Economics*, Vol. 88: 198-208 (Nominated for the Best Paper Award, 2012 FMA Conference and 2011 European FMA Conference)

“Banking Sector Reforms and Corporate Borrowing Costs in Emerging Markets”, 2012, with O. Celasun, *Emerging Markets Finance and Trade*, Vol. 48: 71-95

“Can CDO Equity Be Short on Correlation?”, 2010, with S. Islam, *Journal of Alternative Investments*, Spring: 85-96.

“The Impact of Capital Market Imperfections on the Investment-Cash Flow Sensitivity”, 2008, with A. Mozumdar, *Journal of Banking and Finance*, Vol. 32: 207-216

**Awards:** American Consortium on European Union Studies Grant (2012-2013), GW MSF Teaching Award (2010-2011, 2012-2013); GW-CIBER Research Grant (2008-2009, 2010-2011); GWSB Dean’s Scholar (2008-2010)

**Other:** Member of the editorial board of the *International Journal of Revenue Management*

**Meghana Ayyagari:** Associate Professor of International Business, Department of Int’l Business, GWSB

**CIBER:** *Innovation and Property Rights*

**Education:** Ph.D., Finance, University of Maryland, College Park

**Research Experience:** Law and Finance; Corporate Governance; Theory of the Firm; Development Economics

**Teaching Experience:** International Finance, International Business

**Selected Publications:**

“Bribe Payments and Innovation in Developing Countries: Are Innovating Firms Disproportionately Affected”, 2013 Forthcoming, with Asli Demirgüç-Kunt and Vojislav Maksimovic, *Journal of Financial and Quantitative Analysis*

“What Determines Protection of Property Rights? An Analysis of Direct and Indirect Effects”, 2013 Forthcoming, with Asli Demirgüç-Kunt and Vojislav Maksimovic, *Journal of Financial Econometrics*

“Formal versus Informal Finance: A Case Study of China”, 2010, with Asli Demirgüç-Kunt and Vojislav Maksimovic, *Review of Financial Studies*, Vol. 23(8), 3048-3097

“Does Cross-listing Facilitate Changes in Corporate Ownership and Control?”, 2010, with Craig Doidge, *Journal of Banking and Finance*, Vol. 34(1), 208-223

“Does FDI Facilitate Domestic Entrepreneurship? Evidence from the Czech Republic”, 2010, with Renáta Kosová, *Review of International Economics*, Vol. 18(1), 14-29

**Awards:** National Science Foundation Research Grant (2006-2009; 2009-2012); Dean’s Research Scholar (2008-2010); CIBER Research Grant (2007/2008, 2008/2009); University Facilitating Fund Research Grant (2007); George Washington Institute of Public Policy (GWIPP) –CIBER Policy Research Scholar (2006-2007)

**Heather Berry:** Associate Professor of International Business, Department of International Business, GWSB

**CIBER:** *Innovation and Property Rights*

**Education:** Ph.D., International Business & Strategy and Organization, University of California, Los Angeles

**Research Experience:** International Corporate Strategy, Multinational Corporations, Foreign Direct Investment, Divestment, Global Innovation

**Teaching Experience:** International Business; Multinational Management; Global Strategy

**Selected Publications:**

“Is there Convergence across Countries? A Spatial Approach”, Forthcoming, with M. Guillen and A. Hendi, *Journal of International Business Studies*

“Global Integration and Innovation: Multi-Country Knowledge Generation within MNCs”, Forthcoming, *Strategic Management Journal*

“When Do Firms Divest Foreign Operations”, 2013, *Organization Science*, Vol. 24: 2462-2479

“An Institutional Approach to Cross-National Distance”, 2010, with M. Guillen and N. Zhou, *Journal of International Business Studies*, Vol. 41(9): 1460-1480

“Why Do Firms Divest?”, 2010, *Organization Science*, Vol. 21(2): 380-398

**Awards:** Mack Institute for Innovation Management Research Grant, The Wharton School (2013); Winner, Dom Cabral Best Paper in Strategy/IB Theory, International Management Division, Academy of Management Annual Meeting (2013); ASA/NSF/BEA Fellowship (AY 2010-2011 and summer 2012); Best Reviewer Award, Journal of International Business Studies (2011); CIBER Research Grants (2008, 2009, 2010)

**Jennifer Brinkerhoff:** Professor of Public Admin., Int'l Affairs & Int'l Business, TSPPPA & ESIA

**CIBER:** *Faculty Coordinator – Leveraging Diaspora Populations; Faculty Coordinator -The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., Public Administration, University of Southern California

**Research Experience:** Inter-organizational relations; International development; Diasporas and development; Nongovernmental organizations; Governance; Public-Private Partnerships

**Teaching Experience:** Public Service and Administration; International Development Administration; International NGO Management; International Development Management Processes and Tools

**Selected Publications:**

“Diaspora Philanthropy: Lessons from a Demographic Analysis of the Coptic Diaspora”, 2013, *Nonprofit and Voluntary Sector Quarterly*, Vol. 20 (10): 1-24

“Digital Diasporas’ Challenge to Traditional Power: The Case of Tibetboard”, 2012, *Review of International Studies*, Vol. 38(1): 77-95

“Creating an Enabling Environment for Diasporas’ Participation in Homeland Development”, 2012, *International Migration*, Vol. 50(1): 75-95

“Diasporas and Conflict Societies: Conflict Entrepreneurs, Competing Interests or Contributors to Stability and Development?”, 2011, *Conflict, Security, and Development*, Vol. 11(2): 115-143

“International Development Management: A Northern Perspective”, 2010, with Derick W. Brinkerhoff, *Public Administration and Development*, Vol. 30(2): 102-115

**Teaching cases:** Coptic Orphans (2007)

**Awards:** ForeWord Magazine Book of the Year Award Finalist, nonfiction category (2005); Independent Sector’s 1<sup>st</sup> Place Virginia A. Hodgkinson Research Prize (2002)

**Xiaoyang Chen:** Associate Professor of Economics & Int'l Affairs, Dept. of Economics, CCAS & ESIA

**CIBER:** *Trade, Investment, and Employment Issues*

**Education:** Ph.D. in Economics, University of Colorado at Boulder

**Research Experience:** International trade; Multinational production

**Teaching Experience:** Advanced Topics in International Trade; International Trade Theory and Policy; Intermediate Microeconomics; Intermediate Macroeconomics; Math Tools for Economists

**Selected Publications:**

“The Matching of Heterogeneous Firms and Politicians“, 2013, *Economic Inquiry*, Vol. 51(2): 1502-1522

“Surviving the Global Financial Crisis: Foreign Direct Investment Performance“, 2012, with Laura Alfaro, *American Economic Journal: Economic Policy*, Vol. 4(3): 30-55

“Interdependence in Multinational Production Networks“, 2011, *Canadian Journal of Economics*, Vol. 44(3): 930-956

“Third-Country Effects on the Formation of Free Trade Agreements“, 2010, with Sumit Joshi, *Journal of International Economics*, Vol. 82(2): 238-248

“Regional Economic Integration and Geographic Concentration of Multinational Firms“, 2009, *European Economic Review*, Vol. 53(3): 355-375

**Awards:** World Bank Structural Transformation and Industrial Policy Project Research Grant (2010-2011); CIBER Research Grants (2006-2007; 2007-2008; 2008-2009; 2009-2010; 2010-2011); University Facilitating Fund Research Grant, GWU (2008-2009); American Consortium on European Union Studies (ACES) Research Grant (2007-2008); GWU Institute of Public Policy Research Grant (2007-2008)

**Wenjie Chen:** Assistant Professor of International Business, Department of International Business, GWSB

**CIBER:** *Trade, Investment, and Employment Issues*

**Education:** Ph.D. Economics, University of Michigan

**Research Experience:** Cross-border mergers and acquisitions; Emerging markets; Exchange rates

**Teaching Experience:** Macroeconomics for the Global Economy; International Business Finance; Introduction to Econometrics; Introductory Microeconomics

**Selected Publications:**

“Foreign Ownership and Firm Performance: Emerging-Market Acquisitions in the United States“, 2012, with A. Chari and K. Dominguez, *IMF Economic Review*, Vol. 60(1): 1-42

“The Effect of Investor Origin on Firm Performance: Domestic and Foreign Direct Investment in the United States“, 2011, *Journal of International Economics*, Vol. 83(2): 219 – 228

“Cross-Border Valuation: Acquisitions in Developed and Emerging Markets“, 2011, in H. Baker, K. and Kiyamaz, H., (Eds.), *The Art of Capital Restructuring: Creating Shareholder Value Through Mergers and Acquisitions*, Hoboken, NJ: John Wiley & Sons

**Awards:** Nominee, Strategic Management Society Best Paper Award (2011); Outstanding Reviewer, Academy of International Business (2011); GW-CIBER Research Grants (2009, 2010, 2011, 2012)

**Reid Click:** Associate Professor of Int'l Business & Int'l Affairs, Dept. of Int'l Business, GWSB & ESIA

**CIBER:** *GW-CIBER Faculty Director*

**Education:** Ph.D., Economics and International Business, University of Chicago

**Research Experience:** Int'l corporate finance; Int'l business strategy; Macroeconomics; Int'l investments

**Teaching Experience:** International Business Finance; Macroeconomics for the Global Economy; International Business Strategy; International Financial Environment

**Selected Publications:**

“Why Does Multinationality Matter? Explaining Value Destruction in Multinational Corporations,” 2013, with Paul Harrison, Chapter 5 of Multinational Enterprises and the Changing World Economy, edited by John D. Daniels, Ray Loveridge, Tsai-Mei Lin, and Alan M. Rugman, Academy of Performance Measurement, pp. 99-125

“Resource Nationalism Meets the Market: Political Risk and the Value of Petroleum Reserves”, 2010, with Robert J. Weiner, *Journal of International Business Studies*, Vol. 41: 783-803

“The ASEAN Dollar Standard in the Post-Crisis Era: A Reconsideration”, 2009, *Journal of Asian Economics*, Vol. 20: 269-279

“On the Composition of Asian Central Bank Reserves: Will the Euro Replace the Dollar?”, 2006, *Journal of Asian Economics*, Vol. 17(3): 279-302

“Financial and Political Risks in U.S. Direct Foreign Investment”, 2005, *Journal of International Business Studies*, Vol. 36: 559-575

**Awards:** Fulbright Scholar, Asian Institute of Management, Manila (2009-2010)

**Other:** Former Chair, Department of International Business; Served as a consultant for several international organizations, including the Association of Southeast Asian Nations, the United Nations Development Programme, the World Bank, as well as for Goldman Sachs Asset Management; Since 2002, has served as a consultant for the U.S. Agency for International Development (USAID)

**Mihir Desai:** President & CEO, Dexis Consulting Group

**CIBER:** *Advisory Council Member*

**Education:** MBA, The George Washington University

**Experience:** Mr. Desai leads growth strategy for Dexis Consulting Group's core services of local capacity building, partnerships and outreach, and monitoring and evaluation (M&E) applied in the areas of trade & investment, food security, and governance. Prior to forming Dexis in 2001, Mr. Desai served as a development economist at the World Bank's Multilateral Investment Guarantee Agency (MIGA) and as economist at leading development organizations including Chemonics International and TSG/AECOM. He has served as technical lead and manager with experience in over 40 countries globally. Currently leads 50 full time staff from headquarters in downtown Washington, DC and project offices in Afghanistan, Bangladesh, Pakistan and Kenya. He is a member of the Board of Governors of Coalition of International Companies (CIDC) and a co-chair of the Small Business Association of International Contractors (SBAIC). Mr. Desai holds an MBA from The George Washington University and a BA in Economics from Macalester College in St. Paul, Minnesota.

**Mohssen Esseesy:** Associate Professor of Arabic and Int'l Affairs, Department of Classical and Near Eastern Languages & Civilizations, CCAS & ESIA

**CIBER:** *Business Language*

**Education:** Ph.D., Arabic Language, Literature & Linguistics, Georgetown University

**Research Experience:** Historical linguistics and language change; Curriculum development and teacher training

**Teaching Experience:** Beginning Arabic; Modern Arabic Literature – Fiction; Advanced Readings in Arabic; Genres in Modern Arabic Literature; Business Arabic

**Selected Publications:**

“*Business Arabic*” a textbook for advanced learners in Arabic. Manuscript to be submitted to Georgetown University Press in August 2014

“*Grammaticalization of Arabic Preposition and Subordinators: A Corpus-Based Study*”, 2010

“Reanalysis”, 2009, in Kees Versteegh (Ed. in Chief), *Encyclopedia of Arabic and Linguistics (EALL)*, Brill Academic Publishers, Leiden, the Netherlands, Vol. IV: 37-43

“Semantic Bleaching”, 2009, in Kees Versteegh (Ed. in Chief), *Encyclopedia of Arabic and Linguistics (EALL)*, Brill Academic Publishers, Leiden, the Netherlands, Vol. IV: 160-164.

“Semantic Extension”, in Kees Versteegh (Ed. in Chief), *Encyclopedia of Arabic and Linguistics (EALL)*, Brill Academic Publishers, Leiden, the Netherlands, Vol. IV: 164-169.

**Awards:** Research and Travel grant from the Institute for Middle Eastern Studies at the Elliott School for International Affairs (2010); GW-CIBER grant to develop Business Arabic course materials and teaching modules (2008-2014); Curriculum Development grant, Elliott School for International Affairs (2007)

**Other:** Director, GW Persian and Turkish Programs; Chair, Department of Classical and Near Eastern Languages and Civilizations

**Henry Farrell:** Associate Professor of Political Science & Int'l Affairs, CCAS & ESIA

**CIBER:** *The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., Department of Government, Georgetown University

**Research Experience:** Trust; The Politics of the Internet; International and Comparative Political Economy; European Union and European integration; E-commerce politics

**Teaching Experience:** International Relations Theory; International Science and Technology Policy; The Internet and International Relations; Advanced Theories of International Politics; Empirical and Formal Political Analysis: Introduction to Game Theory; The Comparative Political Economy of Europe

**Selected Publications:**

“Domestic Institutions Beyond the Nation State: Charting the New Interdependence Approach”, 2014 Forthcoming, with Abraham Newman, *World Politics*

“Watching from Afar: Media Consumption Patterns Around the Arab Spring”, 2013, with Sean Aday, Deen Freelon, Marc Lynch, John Sides and Michael Dewar, *American Behavioral Scientist*, Vol. 57: 899-919

“Making Global Markets: Historical Institutionalism in International Political Economy”, 2010, with Abraham Newman, introduction to Special Issue on Historical Institutionalism and International Market Regulation, *Review of International Political Economy*, Vol.17(4): 609-638.

“Ontology, Methodology and Causation in the American School of International Political Economy”, 2009, with Martha Finnemore, *Review of International Political Economy*, Vol. 16(1): 58-71

*The Political Economy of Trust: Institutions, Interests and Inter-Firm Cooperation in Italy and Germany*, 2009, Comparative Politics Series, Cambridge University Press

**Awards:** Research Fellow, The Woodrow Wilson Center (2010-2011); Affiliated Researcher, Max-Planck Institute for Research on Collective Goods, 2002- ; Visiting Scholar, Minda de Gunzburg Center for European Studies, Harvard University, (2002)

**James Foster:** Professor of Economics and Int'l Affairs, Department of Economics, CCAS & ESIA

**CIBER:** *The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., Economics, Cornell University

**Research Experience:** Development economics Inequality and poverty; Economic theory and policy

**Teaching Experience:** Economic Development; Welfare Economics

**Selected Publications:**

“Inequality of Happiness in the U.S.: 1972-2010”, 2013, with I. Dutta, *Review of Income and Wealth*, Vol. 59(3): 393-415

*A Unified Approach to Measuring Poverty and Inequality: Theory and Practice*, 2013, with S. Seth, M. Lokshin, and Z. Sajaia, World Bank Press

“An Axiomatic Approach to the Measurement of Corruption: Theory and Applications”, 2012, with A. W. Horowitz and F. Méndez, *World Bank Economic Review*, Vol. 26(2): 217-235

“Counting and Multidimensional Poverty Measurement”, 2011, with S. Alkire, *Journal of Public Economics*, Vol. 95(7-8): 476-487

“Understandings and Misunderstandings of Multidimensional Poverty Measurement”, 2011, with S. Alkire, *Journal of Economic Inequality*, Vol. 9(2): 289-314

**Awards:** Asian Development Bank Research Grant (2013-2014); the William and Flora Hewlett Foundation Research Grant (2013-2015); United Nations Development Programme Research Grant (2008-2009); Doctorate Honoris Causa, Universidad Autónoma del Estado de Hidalgo, Mexico (2007)

**Other:** His joint 1984 *Econometrica* paper is one of the most cited papers on poverty; it introduced the FGT Index, which has been used in thousands of studies and was the basis for targeting the Progres/Oportunidades program in Mexico

**Alexis Gaul:** Administrative Director, GW-CIBER

**CIBER:** *Administrative Staff*

**Education:** MA in International Development Studies, The George Washington University

**Experience:** Alexis Gaul is the Administrative Director of the Center for International Business Education & Research (CIBER) at The George Washington University. In this role, Ms. Gaul marries her background in program management with her academic interest in developing countries to deliver high quality programs for students, faculty and business professionals that are researching or working, or training to work, in the area of international business in emerging and developing countries. In her time as the Administrative Director, she has organized numerous overseas short-term experiential learning courses to countries such as Rwanda, India, Thailand and Turkey. Ms. Gaul also oversees all areas of the Center and is responsible for designing and delivering innovative programs and activities and for managing the ongoing operations of the Center, including all financial, reporting and other administrative aspects of the Center. Prior to her current role at the GW-CIBER, Ms. Gaul served as a research assistant for the Center in the area of ‘Diasporas and Development’ and a teaching assistant for classes with a focus on management in developing countries. Prior graduate school, Ms. Gaul worked for a local educational organization that provided leadership conferences to high achieving students in the United States. Ms. Gaul holds a B.A in Program of Liberal Studies (Great Books Program) from the University of Notre Dame and a M.A. in International Development Studies from the George Washington University’s Elliott School for International Affairs.

**Margaret Gonglewski:** Associate Professor of German and International Affairs, Department of Romance, German and Slavic Languages; Director of the German Language Program, CCAS & ESIA

**CIBER:** *Faculty Coordinator - Business Languages*

**Education:** Ph.D., German Linguistics, Georgetown University

**Research Experience:** Foreign language pedagogy; Use of technology in language teaching and learning; Critical issues in material selection; Paradigm shift from language labs to language centers

**Teaching Experience:** First/Second/Third-year German; Intensive Basic German; Direction of German honor theses and independent study courses in Business German; Faculty development workshops on using and creating business cases and negotiation simulation exercises in the business language classroom

**Selected Publications:**

“LaissezFair: A Case for Greening the Business German Curriculum”, 2013, with Anna Helm, *Unterrichtspraxis*, Vol. 46(2): 200-214.

*Treffpunkt Deutsch*, 6th edition, 2013, with Beverly Moser & Cornelius Partsch, Upper Saddle River, NJ: Pearson Education

*e-Handbook on Teaching Business Cases for Business Languages*, with Anna Helm:  
<http://business.gwu.edu/CIBER/businesslanguage/blcd/BLBusinessCasesHandbook.cfm>

“An Examination of Business Case Methodology: Pedagogical Synergies from Two Disciplines”, 2010, with Anna Helm, *Global Business Languages*, Vol. 15(1): 17-31

“Thinking Globally, Acting Locally: Selecting Textbooks for College-level Language Programs,” 2008, with John Angell and Stayc DuBravac, *Foreign Language Annals*, Vol. 41(3): 562-573

**Awards:** CIBER Curriculum Materials Development Grants, with Margaret Gonglewski (2011-2012; 2010-2011; 2009-2010); TraiNDaF Leadership Program Selectee (2003); CCAS Award for Excellence in Undergraduate Academic Advising (2002); Bender Teaching Award (1998).

**Other:** Former Director of the GW Language Center; Co-author of *Treffpunkt Deutsch* (one of the top introductory-level German textbook programs in North America)

**Shoko Hamano:** Professor of Japanese and International Affairs, Director of Language Center, Department of East Asian Languages & Literatures, CCAS & ESIA

**CIBER:** *Advisory Council Member; Business Languages*

**Education:** Ph.D., Anthropological Linguistics, University of Florida

**Research Experience:** Sound symbolism; Japanese linguistics; Historical phonology; Japanese pedagogy

**Teaching Experience:** Basic, Intermediate & Advanced Japanese; Readings in Modern Japanese; Advanced Conversation and Composition; Japanese Culture Through Film

**Selected Publications:**

*Nihongo no Onomatope: Onsyootyoo to Koozoo [Mimetic Words in Japanese: Sound Symbolism and Structure]*, In Press, Tokyo: Kuroshio Publisher

*Intermediate Japanese: Grammar and Workbook*, 2012, with Takae Tsujioka, London and New York: Routledge

*Basic Japanese: Grammar and Workbook*, 2010, with Takae Tsujioka, London and New York: Routledge

“A window into the syntax of Control: Event opacity in Japanese and English”, 2006, with Stanley Dubinsky, *University of Maryland Working Papers in Linguistics*, Vol. 15: 74-99

*Making Sense of Japanese Grammar*, 2002, with Zeljko Cipris. Honolulu: University of Hawai‘i Press

“Voicing of Obstruents in Old Japanese: Evidence from the Sound-symbolic Stratum”, 2000, *Journal of East Asian Linguistics*, Vol. 9: 207-225

**Awards:** The Japan Foundation Japanese Language Education Mini Grant (2013, 2007); MERLOT Classics Award, with W. K. Cavanaugh (2011); Language Center Award for Innovations in Language Teaching, with W. K. Cavanaugh (2008); Trachtenberg Teaching Award (2004)

**Anna Helm:** Assistant Teaching Professor of International Business, Department of Int'l Business, GWSB

**CIBER:** *Faculty Coordinator - Business Languages; GMBA Consulting Abroad Projects*

**Education:** Ph.D., German Studies, Georgetown University; AACSB Post-Doctoral Bridge to Business Program, University of Florida - Gainesville

**Research Experience:** Business language pedagogy; Cultural applications in international business; Sustainable business strategy; International marketing; Cross-cultural differences in consumer perceptions of green products

**Teaching Experience:** International Marketing Management; International Business; Cross-cultural Communication and Business; Consulting Abroad courses for MBA students; International Perspectives on Green Business; Faculty development workshops on using and creating business cases and negotiation simulation exercises in the business language classroom

**Selected Publications:**

*e-Handbook on Teaching Business Cases for Business Languages*, with Anna Helm:

<http://business.gwu.edu/CIBER/businesslanguage/blcd/BLBusinessCasesHandbook.cfm>

“An Examination of Business Case Methodology: Pedagogical Synergies from Two Disciplines”, 2010, with Margaret Gonglewski, *Global Business Languages*, Vol. 15(1): 17-31

*The Intersection of Material and Poetic Economy: Gustav Freytag's Soll und Haben and Adalbert Stifter's Der Nachsommer*, 2009, Oxford, UK: Peter Lang Ltd.

“Global Marketing Classroom: Green Marketing”, 2009, American Marketing Association Global SIG Newsletter, *Global Interests*

**Awards:** GreenLeaf Course Development Grant from the GW Institute for Sustainability (2012); SWEA (Swedish Women's Educational Association) Washington, DC Scholarship (2012); Online Learning Initiative (OLI) Course Development Grant (2011-2012); CIBER Curriculum Materials Development Grants, with Margaret Gonglewski (2011-2012; 2010-2011; 2009-2010)

**Nathan Jensen:** Associate Professor of Int'l Business & Political Science, Dept. of Int'l Business, GWSB

**CIBER:** *The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., Political Science, Yale University

**Research Experience:** International financial markets; Multinational corporations and development; Politics of oil and natural resources; Political risk in emerging markets; Trade policy; International institutions and civil conflict

**Teaching Experience:** World Politics; Introduction to International Politics; Politics of International Trade; Global Political Economy; Politics of Multinational Enterprises; Public Policy Responses to Global Poverty

**Selected Publications:**

“Monopoly Money: Foreign Investment and Bribery in Vietnam, a Survey Experiment”, Forthcoming, with E. Maleksy and D. Gueorguiev, *American Journal of Political Science*

“Pass the Bucks: Investment Incentives as Political Credit-Claiming Devices”, Forthcoming, with E. Malesky, M. Medina, and U. Ozdemir, *International Studies Quarterly*

“Unbundling the Relationship between Authoritarian Legislatures and Political Risk”, 2014, with E. Malesky and S. Weymouth, *British Journal of Political Science*

“Domestic Institutions and the Taxing of Multinational Corporations”, 2013, *International Studies Quarterly*, Vol. 57(3): 440-448

“Leaning Right and Learning from the Left: Diffusion of Corporate Tax Policy across Borders”, 2012, with R. Lindstädt, *Comparative Political Studies*, Vol. 45: 283-311

**Awards:** Washington University Graduate Mentoring Award (2013); Ewing Marion Kauffman Foundation Research Grant (2013); Weidenbaum Center Faculty Grant (2012); Ford Foundation Research Grant, Supporting Investigator (2011)

**Danny Leipziger:** Professor of Practice of International Business, Dept. of International Business, GWSB

**CIBER:** *Advisory Council Member*

**Education:** Ph. D. in Economics, Brown University

**Research Experience:** Development economics; International economic policy; Macroeconomics; Growth and poverty reduction; Finance

**Teaching Experience:** International Monetary and Financial Issues; Managing in Developing Countries; Macroeconomics for the Global Economy; Industrial Policy

**Selected Publications:**

*Ascent After Decline: Regrowing Global Economies After the Great Recession*, 2012, edited with O. Canuto, The World Bank and the Growth Dialogue, Washington, D.C.

*Globalization and Growth: Implications for a Post-Crisis World*, 2009, edited with Michael Spence, Commission on Growth and Development, Washington, D.C.

*Stuck in the Middle: Is Fiscal Policy Failing the Middle Class?*, 2009, edited with A. Estache, The Brookings Institution, Washington, D.C.

*The Growth Report: Strategies for Sustained Growth and Inclusive Development*, 2008, Commission on Growth and Development, Washington, D.C.

“How can Korea Raise its Future Potential Growth Rate?”, 2008, with Elena Ianchovichina, *World Economics*, Vol. 9(4)

**Other:** Managing Director, Growth Dialogue; Former head of the World Bank's Poverty Reduction and Economic Management (PREM) Vice Presidency, a network of more than 700 economists and other professionals working on economic policy, lending, and analytic work for the World Bank's client countries.

**Robin Liebowitz:** Founder and Principal, rj13D, LLC

**CIBER:** *Advisory Council Member*

**Education:** MBA in International Business, The George Washington University

**Experience:** With more than 25 years working with global corporations, foreign governments, and entrepreneurial ventures, Robin Liebowitz brings a highly strategic perspective and creative, hands-on approach to delivering international business, marketing, and communications solutions. She has held positions within corporate and agency environments covering the U.S., Europe, Asia, and Middle East spanning a range of sectors including financial and professional services, energy, technology, consumer, government and non-profit. Her global experience includes developing global brand strategies for international corporations, building distribution strategies for entrepreneurial organizations and working on economic development issues for the governments of Russia, Romania, Philippines and Israel. She has helped companies enter emerging and developed markets, find funding and partners. Some of the global organizations she has worked with include Deloitte & Touche, IBM, Marsh & McLennan, Procter & Gamble, and Zurich Financial Services. In addition to her many years on the corporate side, Robin's background includes previous consulting experience on behalf of APCO Worldwide and the Grey Group.

**Other:** Board Director with the Hudson River Museum

**Stephen Lubkemann:** Associate Professor of Anthropology & International Affairs, Department of Anthropology, CCAS & ESIA

**CIBER:** *Leveraging Diaspora Populations*

**Education:** Ph.D., Anthropology, Brown University

**Research Experience:** Political conflict; Migration; Transnationalism and diasporas; Development; Lusophone Africa, Liberia; African diasporas

**Teaching Experience:** Anthropology of Violence and Political Conflict; Anthropology of Development; Cultures of Africa; Displacement and Diasporas; Post-conflict Transitions and Societies

**Selected Publications:**

"Neither State nor Custom - Just Naked Power: The Consequences of Ideals-oriented Rule of Law Policy Making in Liberia", 2011, with D. Isser and P. Chapman, *Journal of Legal Pluralism*, Vol. 63: 73-110

*Looking for Justice: Liberian Experiences with and Perceptions of Local Justice Options, 2010, with D. Isser and S. N'Tow, Washington, DC: U.S. Institute of Peace Press*

"Involuntary Immobility: On a Theoretical Invisibility of Forced Migration Studies," 2008, *Journal of Refugee Studies*, Vol. 21(4): 454-475

"Liberian Remittance Relief and Not-only-for-profit Entrepreneurship — Exploring the Economic Relevance of Diasporas in Post-conflict Transitions", 2008, In J. Brinkerhoff (ed) *Diasporas and International Development: Exploring the Potential*. Boulder, CO: Lynne Rienner Press

"Kinship and globalization", 2007, *Special issue of Anthropological Quarterly*, Vol. 80(2)

**Awards:** African Studies Association Herskovits Book Finalist Award (2009); U.S. Institute for Peace Policy Research Award (2009-2010); Ford Foundation Grant (2009-2010)

**Noel Maurer:** Associate Professor of International Business, Department of International Business, GWSB

**CIBER:** *Energy, Land Management, and Environmental Sustainability; The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., History, Stanford University

**Experience:** Property rights protection; Capital markets; Infrastructure; Economic Development

**Teaching Experience:** Politics and economics of the energy business; Political economy

**Selected Publications:**

*The Empire Trap: The Rise and Fall of U.S. Intervention to Protect American Property Overseas, 1893 - 2012* 2013, New York, NY: Princeton University Press

"The Empire Struck Back: Sanctions and Compensation in the Mexican Oil Expropriation of 1938", 2011, *Journal of Economic History*, Vol. 71(3): 590-615

*The Big Ditch: How America Took, Built, Ran, and Ultimately Gave Away the Panama Canal*, 2010, with C. Yu, Princeton University Press

"Lawsuits and Empire: On the Enforcement of Sovereign Debt in Latin America", 2010, with L. Alfaro and F. Ahmed, *Law and Contemporary Problems*, Vol. 73(4): 39 -46

*Mexico Since 1980*, 2008, with S. Haber, H. Klein, and K. Middlebrook, Cambridge University Press

**Selected Cases:**

"Electricity Transmission and Clean Line Energy", *HBS case N9* -714- 028 (2013)

"YPF - The Argentine Oil Nationalization of 2012", with G. Herrero, *HBS case 713* -029 (2012)

"In the Wake of Fukushima: Japanese Energy Policy", with N. Sato, *HBS case 713* 2013(

**Michael Moore:** Professor of Economics and International Affairs, Department of Economics, ESIA

**CIBER:** *Faculty Coordinator - Trade, Investment, and Employment Issues; Faculty Coordinator - Energy, Land Management, and Environmental Sustainability*

**Education:** Ph.D., Economics, University of Wisconsin-Madison

**Research Experience:** International trade and finance; Economic effects of trade barriers; Political economy

**Teaching Experience:** International Economics; International Trade Theory and Policy; International Macroeconomic theory and Policy

**Selected Publications:**

"Implementing Carbon Tariffs: A Fool's Errand?", 2011, *The World Economy*, Vol. 34(10): 1679-1702

"Trade Liberalization and Antidumping: Is There a Substitution Effect?", 2011, with M. Zanardi, *Review of Development Economics*, Vol. 15(4): 601-619

"Argentina: There and Back Again?", 2011, in Chad P. Bown (ed.), *The Great Recession and Import Protection: The Role of Temporary Trade Barriers*, London, UK: CEPR and the World Bank (chapter 9)

"Location Decision of Heterogeneous Multinational Firms", 2010, with X. Chen, *Journal of International Economics*, Elsevier, Vol. 80(2): 188-199

"Does Antidumping Use Contribute to Trade Liberalization in Developing Countries?", 2009, with M. Zanardi, *Canadian Journal of Economics*, Vol. 42(2): 469-495

**Other:** Recent Senior Economist for International Trade on the President's Council of Economic Advisors; Former Director, GW Institute for International Economic Policy; Former Associate Dean, ESIA

**Kathryn Newcomer:** Director of the Trachtenberg School of Public Policy and Public Administration; Professor of Public Policy and Public Administration

**CIBER:** *Evaluator*

**Education:** Ph.D. in Political Science, University of Iowa

**Research Experience:** Applied statistics; Public and non-profit performance measurement and evaluation; Research methods; Public policy analysis

**Teaching Experience:** Public Policy; Program Evaluation; Applied Statistics and Performance Measurement

**Selected Publications:**

"Public Performance Management Systems: Embedding Practices for Improved Success", 2011, with S. Caudle, *Public Performance and Management Review*, Vol. 35(1)

"Strategic Transformation Process: Toward Purpose, People, Process and Power", 2010, with E. Davis and J. Kee, *Organization Management Journal*

"Public-Private Partnership and the Public Accountability Question", 2010, with J. Kee, J. Forrer, and E. Boyer, *Public Administration Review*, Vol. 70(3)

"A Human Capital Management Assessment Tool for Identifying Training and Development Needs: Application to Egyptian Public Organizations", 2008, with L. El Baradei, *International Journal of Public Sector Performance Management*, Vol. 1(2)

"Measuring Government Performance", *International Journal of Public Administration*, Volume 30(3): 307-329

**Awards:** National Academy of Public Administration Fellow; Member of the Board for the American Evaluation Association (2011-2013); The Elmert Staats Award for Achievements in Government Accountability, awarded by the National Capital Area Chapter of the American Society for Public Administration (2008); President of the National Association of Schools of Public Affairs and Administration (NASPAA) (2006-2007)

**Other:** Non-residential Fellow in Governance Studies at the Brookings Institution; An elected member of the Board of Directors of the American Evaluation Association; Former Co-director, GW Midge Smith Center for Evaluation Effectiveness

**Miok Pak:** Assistant Teaching Professor of Korean, Dept, of East Asian Languages and Literatures, CCAS

**CIBER:** *Business Languages*

**Education:** Ph.D. Linguistics, Georgetown University

**Research Experience:** Business Korean Textbook development (with Prof. Kim-Renaud), Lexical ambiguity, Lexical integrity, Syntax and semantics interface, Syntax and morphology interface, Honorifics, Clause types, Sentence final particles, Syntactic agreement

**Teaching Experience:** Introduction to Korean Linguistics; Beginning, Intermediate, and Advanced Korean; Business Korean; Readings in Modern Korean

**Selected Publications:**

“A Syntactic Analysis of Interpretive Restrictions on Imperative, Promissive, and Exhortative Subjects”, 2012, with R. Zanuttini and P. Portner, *Natural Language & Linguistic Theory*, Vol. 30(4): 1231-1274

2011.” Agreement in Korean Revisited”, 2011, with Y.K. Kim-Renaud, in Yoon, James H.-S. et al (eds.) *Inquiries into Korean Linguistics IV: 209-222*, Thaeaksa. Seoul

“Agreement and the Subjects of Jussive Clauses in Korean”, 2008, with P. Portner and R. Zanuttini, in Elfner, Emily and Martin Walkow (eds.), *Proceedings of 37th North East Linguistic Society*, Vol. 2: 127-138

**Awards:** Grant from the Academy of Korean Studies (with Young-Key Kim-Renaud) [for a research project to prepare a Business Korean book for publication]; 2010 Summer research grant (with Young-Key Kim-Renaud), GW Sigur Center for Asian Studies; Nominated for Bender Teaching Award (2012)

**Anupama Phene:** Associate Professor of Int’l Business, Department of International Business, GWSB

**CIBER:** *Faculty Coordinator – Innovation and Property Rights*

**Education:** Ph.D., International Management, University of Texas at Dallas

**Research Experience:** Innovation, knowledge creation and transfer; Multinational firm and subsidiary strategy; Localization of knowledge; High technology industries; Strategic alliances

**Teaching Experience:** Global Perspectives; Business Policy and Strategy; Consulting Abroad Practicum for MBA students; Knowledge, Innovation in the International Economy; International Business Strategy

**Selected Publications:**

“Knowledge Spillovers and Alliances”, Forthcoming, with S. Tallman, *Journal of Management Studies*

“Sourcing External Knowledge: Clusters, Alliances and Acquisitions”, Forthcoming, with S. Tallman, *Oxford Research Reviews*

“Complexity, Context and Governance in Biotechnology Alliances”, 2012, with S. Tallman, *Journal of International Business Studies*, Vol. 43(1): 61-83

“When Do Acquisitions Facilitate Technological Exploration and Exploitation”, 2012, with S. Tallman and P. Almeida, *Journal of Management*, Vol. 38(3): 753-783

“Innovation in Multinational Subsidiaries: The Role of Knowledge Assimilation and Subsidiary Capabilities”, 2008, with P. Almeida, *Journal of International Business Studies*, Vol. 39(5): 901-919

**Awards:** GW Trachtenberg Prize for Teaching Excellence (2014); Grub Distinguished Scholar (2012-2014); CIBER Research Grant (2011); GW School of Business Teaching Excellence Award (2010); Academy of International Business Best Reviewer Award (2010)

**Other:** Phillip Grub Distinguished Scholar

**Liesl Riddle:** Associate Professor of Int'l Business and Int'l Affairs, Dept. of Int'l Business, GWSB & ESIA

**CIBER:** *Faculty Coordinator – Leveraging Diaspora Populations*

**Education:** Ph.D., Sociology, University of Texas - Austin

**Research Experience:** International entrepreneurship; Diaspora homeland investment; International business in the Middle East and North Africa; Research methods

**Teaching Experience:** International Business; International Marketing; Managing in Developing Countries

**Selected Publications:**

“Managerial Values in the Greater Middle East: Similarities and Differences Across Seven Countries”, 2012, with Ralston et al., *International Business Review*, Vol. 21(3):480-492

“Diaspora Entrepreneurs as Institutional Change Agents: The Case of Thamel.com”, 2011, with J. Brinkerhoff, *International Business Review*, Vol. 20(6): 670-680

“Contemporary Cleopatras: The Business Ethics of Female Egyptian Managers”, 2011, with M. Ayyagari, *Education, Business and Society: Contemporary Middle Eastern Issues*, Vol. 4(3): 167 - 192

“Multinationals in the Middle East: Challenges and Opportunities”, 2011, with K. Mellahi and M. Demirbag, *Journal of World Business*, Vol. 46(4): 406-410 (Middle East Special Issue Section)

“Transnational Diaspora Entrepreneurship in Emerging Markets: Bridging Institutional Divides”, 2010, with G. Hrivnak and T. Nielsen, *Journal of International Management*, Vol. 16(4):398-411

**Teaching cases:** Diaspora Marketing (2009, in *Global Marketing*, with Kate Gillespie, Jean-Pierre Jeannot, and H. David Hennessey, Boston: Houghton-Mifflin); IntEnt: Bridging the Divide between Diaspora Investment Interest and Action (2008, with Tjai M. Nielsen and George A. Hrivnak); Investors Without Borders: An On-line Lending Platform for Ghanaian Small and Medium Enterprises (2007, with Valentina Marano)

**Awards:** Academy of Management Best Reviewer Award (2007); GWSB Teaching Excellence Award (2006);

**Other:** Former Associate Dean for Graduate Programs, GWSB; Co-director, GW Diaspora Program; co-director of GWSB's OntheBoard program (a fellowship program designed to promote women on corporate boards)

**Jorge Rivera:** Associate Professor of Strategic Management and Public Policy, Dept. of SMPP, GWSB

**CIBER:** *Energy, Land Management, & Environmental Sustainability; The Intersection of Business, Government & Civil Society*

**Education:** Joint Ph.D. in Environmental Policy and Business Strategy, Duke University

**Research Experience:** Business and public policy; Corporate environmental management and policy

**Teaching Experience:** Business and Public Policy; Business and Government; Corporate Environmental Management in Developing Countries

**Selected Publications:**

“Does Tourism Eco-Certification Pay? Costa Rica's Blue Flag Program”, 2014, with A. Blackman, M. Naranjo, J. Robalino, and F. Alpizar, *World Development*, Vol. 58: 41–52

“Environmental Regulations and MNC Foreign Market Entry”, 2013, with C. Oh, *Policy Studies Journal*, Vol. 41(2): 243-72

“Peace through Commerce: Sketching the Terrain”, 2010, with J. Oetzel, M. Westermann-Behaylo, C. Koerber, and T. Fort, *Journal of Business Ethics*, Vol. 89 (supplement 4): 351-373

“Governance Choice for Strategic Corporate Social Responsibility: Evidence from Central America”, 2010, with B. Husted and D. Allen, *Business and Society*, Vol. 49: 201-215

*Business and Public Policy: Responses to Environmental & Social Protection Processes*, 2010, Cambridge, UK: Cambridge University Press

**Awards:** Distinguished Service Award, Organizations and the Natural Environment Division of the Academy of Management (2012); GWU Institute of Public Policy Research Scholar (2012-13); Outstanding Book Award 2011, Academy of Management

**Richard Robin:** Associate Professor of Slavic Languages and Literatures and International Affairs, Department of Romance, German and Slavic Languages, CCAS &ESIA

**CIBER:** *Business Language*

**Education:** Ph.D., Slavic Linguistics, University of Michigan

**Research Experience:** Russian language, linguistics, and methodology; Russian media

**Teaching Experience:** Russian: first-year intensive, second-year intensive, fourth-year, methodology of teaching Russian; Russian Syntax; Russian Phonetics and Phonology; Russian Historical Grammar; Business Russian

**Selected Publications:**

*Golosa: A Basic Course in Russian, Book 1 & 2 5<sup>th</sup> ed., 2011 & 2013, with K. Evans-Romaine and G. Shatalina*

“Lexicalized Aspect in Russian Oral Proficiency Interviews”, 2012, *Modern Language Journal*, Vol. 96(1): 34-50

“Political Russian”, 2009, Editions 1-6, with Natasha Simes, Washington, D.C.: ACTR-Kendall/Hunt

*Golosa: A Basic Course in Russian”, Book 1 and 2, 2007, editions 1-4, with K. Evans-Romaine, G. Shatalina, and J. Robin, Saddle River, N.J.: Prentice Hall*

“Computers and Pedagogy in Russian: Where Have We Been? Where Are We Going?”, 2006, *Slavic and East European Journal*, Vol. 50(1): 65-82

**Teaching cases:** Nashestvie - Multimedia Business Russian project (2013); The Russianization of Psybiznes (2007)

**Awards:** CIBER Grants for Curriculum Materials Development (2011-2013; 2009-2011; 2006-2009); GW Language Center Innovative Teaching Award (2009); AATSEEL Slavic College Teacher of the Year Award (2006); Department of Education Title IV Grants, with Anna Chamot (2005-2008; 2002-2013)

**Other:** Director, Russian Language Program; Former Chair, Department of Romance, German, & Slavic Languages

**John Saylor:** Chairman, Virginia-Washington, DC District Export Council; Director of Government Relations and Senior Project Manager, Los Alamos Technical Associates

**CIBER:** *Advisory Council Member*

**Education:** University of North Carolina Greensboro

**Experience:** John Saylor has over 40 years of diversified transportation, logistical and trade development experience. His introduction into the world of international trade and transportation began in 1968 after serving four years in the U.S. Marine Corps., whereupon he worked for a Miami based freight forwarder with extensive operations throughout Central and South America. During this time period he was based in Guatemala City overseeing the company’s Central American operations. Upon his return to the US in 1973 Mr. Saylor joined P. Lorillard Tobacco Corp., manufacturer of Kent and Newport cigarettes as their International Traffic Manager. In 1976 British American Tobacco acquired Lorillard’s international business and merged it into their U.S. operating arm, Brown and Williamson Tobacco where Mr. Saylor took over as Director of International Operations for B&W overseeing export manufacturing, order processing and distribution worldwide. In 1982 he also assumed control as Director of the newly formed B&W Trading Company, an international trading company established by B&W to offset tobacco and cigarette sales through counter-trade and bartering. Subsequently Mr. Saylor later partnered in trade consulting and freight forwarding and Customs brokerage firms as President of American Overseas Transport. Most recently Mr. Saylor was Director of Maritime Services for Halcrow, Inc. a global consulting firm specializing in infrastructure planning, engineering and finance. In 1984 Mr. Saylor was appointed Commissioner of the Virginia Port Authority by Virginia Governor Charles Robb to a term of 5 years. Prior to this appointment, Mr. Saylor served as Chairman of the National Maritime Council’s Shipper Advisory Board in Washington, DC. Mr. Saylor is also President of the U.S.-Serbia Business Council. Considered a Balkan expert Mr. Saylor is on call to the State Department concerning trade and political issues in this region. Working with the U.S. Chamber of Commerce Mr. Saylor actively participated in various Chamber business coalitions for a number of Free Trade Agreements including Singapore, DR-CAFTA and the most recent FTA’s for Panama, Colombia and Korea.

**Susan Sell:** Professor of Political Science and International Affairs, GWU

**CIBER:** *Faculty Coordinator - Trade, Investment, and Employment Issues; Faculty Coordinator - Innovation and Property Rights*

**Education:** Ph.D., Political Science, University of California, Berkeley

**Research Experience:** International relations theory; International political economy; International trade and development; Politics of intellectual property

**Teaching Experience:** International Political Economy; Theories of International Politics; The Globalization of Intellectual Property Rights; International Political Economy; Theories of International Politics; Theories of International Politics

**Selected Publications:**

“Revenge of the ‘Nerds’: Collective Action against Intellectual Property Maximalism in the Global Information Age”, 2013, *International Studies Review*, Vol. 15 (1): 67-85

“TRIPs was Never Enough: Vertical Forum Shifting, FTAs, ACTA, and TPP”, 2011, *Journal of Intellectual Property Law*, Vol. 18(2): 447-478

“The Rise and Rule of a Trade-Based Strategy: Historical Institutionalism and Intellectual Property”, 2010, *Review of International Political Economy*, Vol. 17(4) : 762-790

*Who Governs the Globe?*, 2010, with D. Avant and M. Finnemore, Cambridge University Press

“Trips-Plus Free Trade Agreements & Access to Medicines”, 2007, *Liverpool Law Journal*, Vol. 28: 41-75

**Awards:** Woodrow Wilson International Center for Scholars, Residential Fellowship (2012-2013); CIBER Research Grant (2012); International Studies Association Venture Workshop Grant (2007-2008); GWU Facilitating Fund Research Grant (Summer 2007)

**Other:** Director, Institute for Global and International Studies

**Jay Shambaugh:** Associate Professor of Economics and International Affairs, GWU

**CIBER:** *Trade, Investment, and Employment Issues*

**Education:** Ph.D., Economics, University of California, Berkeley

**Research Experience:** International economics; Macroeconomics; Exchange rate regimes; Monetary policy

**Teaching Experience:** International Financial Markets; Finance theory and Policy; International Macroeconomics

**Selected Publications:**

“Global Savings and Global Investment: The Transmission of Identified Fiscal Shocks”, 2012, with J. Feyer, *American Economic Association Journal – Economic Policy*, Vol. 4(2): 95-114

“The Long or Short of it: Determinants of Foreign Currency Exposure in External Balance Sheets”, 2010, with P. Lane, *Journal of International Economics*, Vol. 80(1): 33-44

“Financial Stability, the Trilemma, and International Reserves”, 2010, with A. Taylor and M. Obstfeld, *American Economic Association Journal – Macroeconomics*, Vol. 2(2): 57-94

“Financial Exchange Rates and International Currency Exposures”, 2010, with P. Lane, *American Economic Review*, Vol. 100(1): 518-540

“The Dynamics of Exchange Rate Regimes: Fixes, Floats, and Flips”, 2008, with M. Klein, *Journal of International Economics*, Vol. 75(1): 70-92

**Awards:** Rockefeller Center Faculty Research Grant (2006-2007); Foundation Banque de France Research Grant (2006-2007); Dartmouth Junior Faculty Fellowship (2006)

**David Shinn:** Adjunct Professor of International Affairs, ESIA

**CIBER:** *The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., Political Science, The George Washington University

**Professional Experience:**

Ambassador David Shinn has been teaching as an adjunct professor in the Elliott School of International Affairs at George Washington University since 2001. He previously served for 37 years in the U.S. Foreign Service with assignments at embassies in Lebanon, Kenya, Tanzania, Mauritania, Cameroon, Sudan and as ambassador to Burkina Faso (1987-1990) and Ethiopia (1996-1999). He is the co-author of *China and Africa: A Century of Engagement* (2012) and *An Historical Dictionary of Ethiopia* (2013). He serves on the board of a number of non-governmental organizations and lectures around the world. He blogs at <http://davidshinn.blogspot.com>

**Teaching Experience:** African affairs; China-Africa relations; U.S. Policy towards Africa

**Selected Publications:**

*China and Africa: A Century of Engagement*, 2014, with J. Eisenman, University of Pennsylvania Press  
*Historical Dictionary of Ethiopia*, 2004 (2<sup>nd</sup> - 2013), with T. Ofcansky, Rowman & Littlefield: Washington, DC

**Tara Sinclair:** Associate Professor of Economics and International Affairs, GWU

**CIBER:** *Trade, Investment, and Employment Issues*

**Education:** Ph.D., Economics, Washington University, St. Louis, Missouri

**Research Experience:** Macroeconomics; Labor economics; Time series econometrics

**Teaching Experience:** Introductory and Intermediate Macroeconomic Theory; Introduction to Econometrics; Qualitative Methods and Modeling; Economics of the European Union

**Selected Publications:**

“How Well Does “Core” Inflation Capture Permanent Price Changes?”, Forthcoming, with M. Bradley and D. Jansen, *Macroeconomic Dynamics*

“Examining the Quality of Early GDP Component Estimates”, 2013, with H. O. Stekler, *International Journal of Forecasting*, Vol. 29(4): 736-750

“A New Approach for Evaluating Economic Forecasts”, 2012, with H. O. Stekler and Warren Carnow, *Economics Bulletin*, Vol. 32(3): 2332-2342

“Output Fluctuations in the G-7: An Unobserved Components Approach”, 2012, with S. Mitra, *Macroeconomic Dynamics*, Vol. 16(03): 396-422

“Asymmetry in the Business Cycle: Friedman's Plucking Model with Correlated Innovations”, 2010, *Studies in Nonlinear Dynamics & Econometrics*, Vol. 14(1): Article 3

**Awards:** CIBER Research Grants (2008-2009; 2011-2012); GW Columbian College Facilitating Fund Research Grant (Summers 2008, 2009, 2011); GW Bender Teaching Award Nominee (2010); Student Choice Nominee for GWU Service Excellence Award (2008)

**Stephen Smith:** Professor of Economics and International Affairs; Director, Research Program in Poverty, Development, and Globalization

**CIBER:** *The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., Economics, Cornell University

**Research Experience:** Development economics; Economics of participation; Economics of Organization

**Teaching Experience:** Development Economics; Economics of Poverty Alleviation; International Economics

**Selected Publications:**

“Assessing the Frontiers of Ultra-Poverty Reduction: Evidence from CFPR/TUP, an Innovative Program in Bangladesh”, 2014, with M. S. Emran and V. Robano, *Economic Development and Cultural Change*, Vol. 62(2): 339-380

“Education and Freedom of Choice: Evidence from Arranged Marriages in Vietnam”, 2014, with M. S. Emran and F. Maret-Rakotondrazaka, *Journal of Development Studies*, Vol. 50(4): 481-501

“Regional Agricultural Endowments and Shifts of Poverty Trap Equilibria: Evidence from Ethiopian Panel Data”, 2013, with S. Kwak, *Journal of Development Studies*, Vol. 49(7): 955-975

“The Scope of Nongovernmental Organizations and Development Program Design: Application to Problems of Multidimensional Poverty”, 2012, *Public Administration and Development*, Vol. 32(4-5): 357-370

“Endogenous Formation of Coops and Cooperative Leagues”, 2008, with Sumit Joshi, *Journal of Economic Behavior and Organization*, Vol. 68: 217-233

**Awards:** BASIS Grant (2013-2017); Fulbright Senior Specialist Grant, India (2012); GW Research Enhancement Fund Grant, with M. Moore (2012-2014); GW Research Enhancement Fund Grant, with N. Vonortas (2010-2012);

**Other:** Faculty Affiliate and Former Director, Institute for International Economic Policy, Elliott School; Non-resident Senior Fellow, The Brookings Institution; Research Fellow, Institute for the Study of Labor

**Jennifer Spencer:** Professor of Int'l Business and Int'l Affairs; Coelho Distinguished Scholar, GWU

**CIBER:** *Advisory Council Member; Focal Area Coordinator – Request-for-Proposals Competition*

**Education:** Ph.D., Business Administration, University of Minnesota

**Research Experience:** Knowledge spillovers from multinational enterprises; Knowledge diffusion and knowledge sharing; International entrepreneurship; Emergence of high-technology industries

**Teaching Experience:** Introduction to IB; IB Strategy; Managing the MNE; The World Economy

**Selected Publications:**

“Bringing the Institutional Context Back In: A Cross-National Comparison of Alliance Partner Selection and Knowledge Acquisition”, 2013, with G. Vasudeva and H. Teege, *Organization Science*, Vol. 24(2): 319-338

“MNEs and Corruption: The Impact of National Institutions and Subsidiary Strategy”, 2011, with C. Gomez, *Strategic Management Journal*, Vol. 32(3): 280-300

“The Impact of Multinational Enterprise Strategy on Indigenous Enterprises: Horizontal Spillovers and Crowding out in Developing Countries”, 2008, *Academy of Management Review*, Vol. 33(2): 341-361

“How Governments Matter to New Industry Creation”, 2005, with T. P. Murtha and S. A. Lenway, *Academy of Management Review*, Vol. 30(2): 321

“Firms' Knowledge-Sharing Strategies in the Global Innovation System: Empirical Evidence from the Global Flat Panel Display Industry”, 2003, *Strategic Management Journal*, Vol. 24(3): 217-233

**Teaching Cases:** Blue Skies Fruit Company (2007); Ghana's Pineapple Industry: Strategies for the Future (2007); Nicholas Stevenson in Ghana (2007); Women in Progress (2007)

**Awards:** Principal Investigator, CIBER Grant (2010-2014); National Science Foundation Grant (2005-2007)

**Other:** Interim Vice Dean, GWSB (2013-2014); Former Department Chair, International Business (2011-2013); Former Director of GW-CIBER (2006-2013)

**Stephen Suranovic:** Professor of Economics and International Affairs, GWU

**CIBER:** *Trade, Investment, and Employment Issues; Energy, Land Management, and Environmental Sustainability*

**Education:** Ph.D., Economics, Cornell University

**Research Experience:** International trade theory and policy; Fairness and trade; Theory of addiction

**Teaching Experience:** International trade; Microeconomics; International economics; International Finance

**Selected Publications:**

“Trade Liberalization and Culture”, Forthcoming, with Robert Winthrop, *Global Economy Journal*

“Fossil Fuel Addiction and the Implications for Climate Change Policy”, 2013, *Global Environmental Change*, Vol. 23(3): 598-608

*A Moderate Compromise: Economic Policy Choice in an Era of Globalization*, 2010, Palgrave-Macmillan

*International Economics: Theory and Policy*, 2010, Nyack, NY: Flat World Knowledge

“International Labour and Environmental Standards Agreements: Is this Fair Trade?”, 2002, *The World Economy*, Vol. 25 (2): 231-245.

**Awards:** Fulbright Lecturer Award, Sichuan University, Chengdu China (2002);

**Other:** Former Director, International Trade and Investment Policy Program at the Elliott School of International Affairs

**Emmanuel Teitelbaum:** Associate Professor of Political Science and International Affairs, GWU

**CIBER:** *Trade, Investment, and Employment Issues; The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., Political Science, Cornell University

**Research Experience:** Comparative politics; Political economy of development; Political economy of labor

**Teaching Experience:** Comparative Political Economy; Stability and Conflict in South Asia; Introduction to Comparative Politics; Labor and Globalization; Contemporary Politics of South Asia

**Selected Publications:**

“Regime Type, Investment, and Economic Protest in Low- and Middle- Income Countries”, 2011, with Graeme Robertson, *American Journal of Political Science*, Vol. 55(3)

“Mobilizing Restraint: Economic Reform and the Politics of Industrial Protest in South Asia”, 2010, *World Politics*, Vol. 62(4)

“Measuring Trade Union Rights Through Violations Recorded in Textual Sources: An Assessment”, 2010, *Political Research Quarterly*, Vol. 63(2)

“In the Grip of a Green Giant: How the Rural Sector Tamed Organized Labor in India”, 2007, *Comparative Political Studies*, Vol. 40(6): 638-664

“Does a Developing Democracy Benefit from Labor Repression? Evidence from Sri Lanka”, 2007, *Journal of Development Studies*, Vol. 43(5): 830-855

**Awards:** GW University Facilitating Fund Research Grants (2008-2009; 2006-2007); CIBER Research Grants (2008-2009; 2006-2007); Sigur Center for Asian Studies Research Grant (2008-2009); US Institute of Peace Senior Fellowship (2009-10); American Political Science Association Gabriel Almod Award for Best Doctoral Dissertation (2007); Andrew Mellon Foundation Dissertation Completion Fellowship (2004)

**Robert Weiner:** Professor of International Business, Public Policy & Administration, and International Affairs; Chair, Department of International Business, GWU

**CIBER:** *Advisory Council Member; Faculty Coordinator - Energy, Land Management, and Environmental Sustainability; Faculty Coordinator - The Intersection of Business, Government, and Civil Society*

**Education:** Ph.D., Business Economics, Harvard University

**Research Experience:** Futures markets; International petroleum market; Public and private enterprise; Multinational corporations; Transfer prices; Taxes

**Teaching Experience:** Global Perspectives; International Financial Management; International Financial Markets; International Portfolio Management; Oil: Industry, Economy, Society; Public-Private Partnerships

**Selected Publications:**

“Institutions sans Frontières: International Agreements and Foreign Investment”, Forthcoming, with S. Jandhyala, *Journal of International Business Studies*

“Who Bribes? Evidence from the UN Oil-for-Food Program”, 2012, with Y. Jeong, *Strategic Management Journal*, Vol. 33(12): 1363–1383

“Resource Nationalism Meets the Market: Political Risk and the Value of Petroleum Reserves”, 2010, with R. Click, *Journal of International Business Studies*, Vol. 41(5): 783-803

“How do International Crises Affect Trade in Oil?”, 2006, *Resources*, Vol. 162(4)

“Speculation in International Crises: Report from the Gulf”, 2005, *Journal of International Business Studies*, Vol. 36(5): 576-587

**Awards:** CIBER Research Grants (2011-2012; 2007-2008; 2006-2007); Resources for the Future, Gilbert White Fellowship (2005-2006)

**Other:** Member of the Editorial Board, *Journal of International Business Studies*

**Barbara Weisel:** Assistant U.S. Trade Representative for Southeast Asia and the Pacific, Office of the United States Trade Representative

**CIBER:** *Advisory Council Member*

**Education:** Masters Degrees in Economic Development and in Islamic Civilization, Harvard University

**Experience:** Barbara Weisel joined the Office of the U.S. Trade Representative in 1994 and was appointed to the position of Assistant U.S. Trade Representative for Southeast Asia and the Pacific in 2004. She is the U.S. chief negotiator for the Trans-Pacific Partnership and also is responsible for developing and implementing U.S. trade policy relating to countries in Southeast Asia and the Pacific, including work under our Trade and Investment Framework Agreements and other initiatives with the region. Ms. Weisel led the U.S. Free Trade Agreement negotiations with Malaysia and Thailand. Prior to this, she served as Deputy Assistant U.S. Trade Representative for Bilateral Asian Affairs, where she was the deputy lead negotiator on the U.S.-Australia FTA and worked on the Singapore FTA as well as other Southeast Asian and Korean issues. Ms. Weisel previously served as Director for Japan Affairs. Before joining USTR, she worked at the State Department from 1984-1994. During this time, she served in a variety of positions, including as international economist on Japan, the Persian Gulf, and North Africa. Ms. Weisel has two Masters Degrees from Harvard University and a Bachelor's degree from Connecticut College.

**Nevena Yakova:** Program Manager, GW-CIBER

**CIBER:** *Administrative Staff*

**Education:** Ph.D., International Business, Rutgers University

**Research Experience:** Foreign direct investment; Transition economies of Central and Eastern Europe; globalization of management practices; cross-functional and cross-cultural knowledge sharing

**Teaching Experience:** Introduction to International Business; International Business Environment

**Selected Publications:**

“Some Macro-Data on the Regionalization/Globalization Debate: A Comment on the Rugman/Verbeke Analysis”, 2007, with J. H. Dunning & M. Fujita, *Journal of International Business Studies*, Vol. 38(1): 177-199

“Standardization Preferences: A Function of National Culture, Work Interdependence, and Local Embeddedness”, 2006, with W. Newburry, *Journal of International Business Studies*, Vol. 37(1): 44-60

“On Characterizing the 4 C’s in Supply Chain Management”, 2005, with M. Lejeune, *Journal of Operations Management*, Vol. 23(1): 81-100

**Phyllis Zhang:** Assistant Professor of Chinese and International Affairs, GWU

**CIBER:** *Business Languages*

**Education:** Ed.D, Applied Linguistics, Columbia University

**Research Experience:** Technology enhanced pedagogy; Second language acquisition; Chinese linguistics

**Teaching Experience:** Beginning through advanced levels; Intermediate and Advanced Chinese (Conversational); Advanced Conversation & Composition; Business Chinese; Legal Chinese

**Selected Publications:**

*Ni-Wo-Ta: An Introductory Course in Modern Chinese*, Forthcoming, Cengage Learning

“Using video to promote the acquisition of advanced proficiency”, 2013, *Journal of Technology and Chinese Language Teaching*, Vol. 4(2): 69-85

“Using Voice Thread to Boost Proficiency Development: Performance-based Activity Design”, 2011, *Journal of Technology and Chinese Language Teaching*, Vol. 2(1): 63-80

“Developing Chinese Fluency - The Textbook and The Workbook”, 2009, Cengage Learning, U.S.& Asia

*David and Helen in China: An Intermediate Course in Modern Chinese*, 2009, Audio Program (two CDs); principal author. Yale University Press

**Awards:** *Innovative Multimedia Material Award*, the 9th International Conference on Chinese Language Teaching(2008); *Bender Outstanding Teaching Award*, George Washington University (2007)

**Other:** Director, GW Chinese Language Program

## EXHIBIT 7 BUDGET NOTES

### PERSONNEL (NON-ACTIVITY BASED)

The primary input into all of the proposed activities will be the time and talents of an experienced staff, and dedicated Faculty Coordinating Board members. Together, these groups of individuals will coordinate the activities of the Center, develop programs and activities, design curricula, organize workshops and conferences, and disseminate outputs via the internet, conferences, and articles. These salary and administrative costs, broken down as follows, will contribute to all programming.

#### Cost Breakdown for Administrative Staff and RAs (details for each line item below table)

Personnel: CIBER Administrative Staff & RAs	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
CIBER Director (Click)	\$20,048	\$111,233	\$20,048	\$115,231	\$20,048	\$119,390	\$20,048	\$123,714
CIBER Admin Staff (Gaul, Yakova)	\$48,668	\$126,538	\$50,615	\$131,599	\$52,640	\$136,863	\$54,745	\$142,338
CIBER RAs (TBD)	\$0	\$13,263	\$0	\$13,263	\$0	\$13,263	\$0	\$13,263
<b>Total Cost</b>	<b>\$68,716</b>	<b>\$251,034</b>	<b>\$70,663</b>	<b>\$260,093</b>	<b>\$72,688</b>	<b>\$269,516</b>	<b>\$74,793</b>	<b>\$279,315</b>

- **CIBER Director (Years 1-4)**

GW-CIBER Director, Reid Click, will oversee all aspects of the Center in coordination with the Administrative Staff and Faculty Coordinating Board, and is accountable to a) Vice Dean for Faculty and Research (direct report); the GW-CIBER Advisory Council, the Office of the Vice President for Research; and the Department of Education Program Officer.

-*Academic Year Effort*: The Director will devote 50% time during each academic year for four years. See budget spreadsheets for base salary and project salary projections.

-*Summer Compensation*: Based on other CIBER Directors' summer salaries - \$25,000 plus 25.3% fringe = \$31,325 (Split between sponsored funds @ \$20,048 and matching funds @ \$11,227).

**Total: \$20,048 per year (Sponsor Funds)**

**\$111,233 for Year 1; \$115,231 for Year 2; \$119,390 for Year 3; \$123,714 for Year 4 (Matching Funds)**

- **CIBER Administrative Staff (Years 1-4)**

Two full-time staff members, Alexis Gaul and Nevena Yakova, will oversee the administration of GW-CIBER activities. The daily work activities of these full-time staff members will include marketing and organizing GW-CIBER conferences, workshops, institutes, and presentations; ensuring effective implementation of all GW-CIBER programming; disseminating the outputs of GW-CIBER programming via websites, reports, and other media; communicating with GW-CIBER's internal and external stakeholders; negotiating and monitoring cooperative agreements between GW-CIBER and other GW units and outside organizations including universities, research institutes, multilateral organizations, private sector firms, non-profit organizations and government agencies.

-*Compensation:* These two individuals will dedicate 90% effort to this position, and thus the contribution is specifically identifiable with this particular sponsored project relatively easily and with a high degree of accuracy. See budget spreadsheets for base salary and project salary projections

**Total:** \$48,668 for Year 1; \$50,615 for Year 2; \$52,640 for Year 3; \$54,745 for Year 4 (Sponsor Funds)  
 \$126,538 for Year 1; \$131,599 for Year 2; \$136,863 for Year 3; \$142,338 for Year 4 (Matching Funds)

• **CIBER RAs (Years 1-4)**

GW-CIBER will hire a mix of undergraduate and graduate RAs to serve several functions within the CIBER office. Work-study students<sup>1</sup> (both graduate and undergraduate) will be employed wherever possible, though at times the skillset required and/or the timing of employment necessitates hiring graduate or non-work study RAs.

- Technology/website RAs will work on technology issues including materials archiving and dissemination, website maintenance and technology issues associated with conferences, webcasts, and other events.
- Programs and events RAs will work with GW-CIBER staff in organizing and hosting conferences, workshops, summer institutes, and other events.
- Program development RAs will work on program development and general CIBER support, including record-keeping
- Business Language RA will support pedagogy and outreach initiatives within the BL program, reporting directly to the BL Faculty Coordinator

-*Compensation:* Budgets for \$12,500 annually for RA help. Work-study rate range is \$4.24 to \$5.31 per hour (range includes fringe); Non-work-study rate range is \$12.73 to \$15.92 per hour (range includes fringe).

**Total:** \$13,263 in Years 1-4 (Matching Funds)

**Cost Breakdown for Personnel: Faculty Coordinating Board** (details for each line item below table)

Personnel: Faculty Coordinating Board	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
CIBER Faculty Coordinating Board*	\$28,193	\$93,872	\$25,060	\$83,785	\$28,193	\$90,739	\$28,193	\$102,419
CIBER Faculty BL Coordinators	\$8,771	\$24,792	\$8,771	\$25,784	\$8,771	\$26,815	\$8,771	\$27,888
<b>Total Cost</b>	<b>\$36,964</b>	<b>\$118,664</b>	<b>\$33,831</b>	<b>\$109,569</b>	<b>\$36,964</b>	<b>\$117,554</b>	<b>\$36,964</b>	<b>\$130,307</b>

<sup>1</sup> Under the federal work-study program, GW-CIBER will pay only 1/3 of the wage, and 100% of the fringe rate, of work-study students. The work-study program is not available in the summer.

- **Faculty Coordinating Board Members (Brinkerhoff, Moore, Phene, Sell, Weiner, Riddle and Spencer) (Years 1 – 4)**

FCB members will work year-round and will be responsible for nurturing, guiding, and offering expertise to faculty members interested in developing teaching materials, business training programs, conferences and workshops, or research projects in their focal areas, and serving as reviewer for the internal RFP process to select the highest quality proposals for funding. FCB members will also oversee conference and other activities within their focal area (though organization of those conferences may be done by other GW faculty members). FCB members will also work with the Director and the GW-CIBER staff to identify synergies among programs, and mechanisms to ensure broad dissemination of materials created through GW-CIBER activities.

*-Academic Year Effort:* The Faculty Coordinators will devote a minimum of 5% time during the academic year for four years. Additionally, each faculty coordinator will contribute an additional 5% during one of the four years of the grant to oversee activities highlighting his/her focal area. See budget spreadsheets for base salary and project salary projections.

*-Summer Compensation:* Each faculty coordinator is compensated \$2,500 plus 25.3% fringe (\$3,133) in the summer for their work as faculty coordinators. Additionally, each faculty coordinator will receive an additional \$2,500 in the summer during one of the years of the grant for the high-activity year, described above (2 faculty coordinators each year in Years 1, 3 and 4; 1 faculty coordinator in Year 2). \$3,132.50 per year per Faculty Coordinator @ 7 Faculty Coordinators = \$21,928. Two focal area build outs in Years 1, 3 and 4 = \$6,265; one focal area build out in Year 2 = 3,133

**Total:**     **\$28,193 in Years 1, 3 & 4; \$25,060 in Year 2 (Sponsor Funds)**  
                  **\$93,872 for Year 1; \$83,785 for Year 2; \$90,739 for Year 3; \$102,419 for Year 4 (Matching Funds)**

- **Faculty Business Language (BL) Coordinators (Gonglewski and Helm) (Years 1 – 4)**

The BL Coordinators will serve on the FCB and hold the responsibilities noted above, and also: 1) coordinate with language faculty and department chairs regarding BL program implementation, specifically the development of the business language study abroad courses and business language minors; 2) identify and develop professional development opportunities to ensure faculty have the skills necessary to successfully complete proposed programming, including supplementing the case workshop for needs of BL faculty; arranging for faculty training on study abroad development, etc. 3) create other types of professional development workshops and trainings for language instructors from the region and 4) oversee all elements of the BL network.

*-Academic Year Effort:* These Faculty Business Language Coordinators will devote a minimum of 10% time during the academic year for four years. See budget spreadsheets for base salary and project salary projections.

*-Summer Compensation:* This faculty coordinator is compensated \$3,500 plus 25.3% fringe (\$4,385.50) in the summer for their work.

**Total:**     **\$8,771 per year (Sponsor Funds)**  
                  **\$24,792 for Year 1; \$25,784 for Year 2; \$26,815 for Year 3; \$27,888 for Year 4 (Matching Funds)**

**GENERAL ADMINISTRATIVE COSTS**

General Administrative Costs	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
CIBERWeb	\$500	\$0	\$500	\$0	\$500	\$0	\$500	\$0
CIBER Director's Conference	\$3,200	\$0	\$3,200	\$0	\$3,200	\$0	\$3,200	\$0
CIBER Assoc. Director's Conference	\$1,600	\$0	\$1,600	\$0	\$1,600	\$0	\$1,600	\$0
Assessment and Evaluation	\$10,971	\$6,322	\$10,971	\$6,575	\$10,971	\$6,838	\$14,971	\$7,112
<b>Total Cost</b>	<b>\$16,271</b>	<b>\$6,322</b>	<b>\$16,271</b>	<b>\$6,575</b>	<b>\$16,271</b>	<b>\$6,838</b>	<b>\$20,271</b>	<b>\$7,112</b>

- **CIBERWeb (Years 1-4)**

-*Annual Fee:* Fee for the website that disseminates information about programming at all of the nation’s CIBERs = \$500

**Total: \$500 per year (Sponsor Funds)**

- **CIBER Director’s Conference (Years 1-4)**

-*Registration Fee:* Assumes registration fees for the director and associate director. Cost is based on registration fees of previous Director Meetings = \$800

-*Travel:* Hotel, airfare and other travel expense for Director’s Meeting – assumes 2 travelers @ \$450 for airfare, and 3 nights of hotel, meals and incidentals @ \$250/night = \$2,400

**Total: \$3,200 per year (Sponsor Funds)**

- **CIBER Associate Director’s Conference (Years 1-4)**

-*Registration Fee:* Assumes registration fee for the 1 staff member. Cost is based on registration fees of previous Assoc. Director Meetings = \$400

-*Travel:* Hotel, airfare and other travel expense for Director’s Meeting – assumes 1 traveler @ \$450 for airfare, and 3 nights of hotel, meals and incidentals @ \$250/night = \$1,200

**Total: \$1,600 per year (Sponsor Funds)**

- **Assessment and Evaluation (Years 1-4)**

Kathryn Newcomer will serve as our independent evaluator and will work year-round on evaluation for the Center. We will also be utilizing the services of three external evaluators to do more summative evaluation at the end of each year.

-*Peer Evaluators from other universities:* compensation for one external evaluation each year = \$2,000; three evaluations in final year = \$6,000

-*Independent Evaluator Academic Year Effort:* The independent evaluator, Kathryn Newcomer, will devote a minimum of 2.5% time during academic year for four years. See budget spreadsheets for base salary and project salary projections.

-*Independent Evaluator Summer Compensation:* Compensation of \$7,000 plus 25.3% fringe (\$8,771) in the summer for her work.

-*Evaluation Software:* Annual subscription to SurveyMonkey: \$200

**Total: \$10,971 for Years 1-3; \$14,971 for Year 4 (Sponsor Funds)**

**\$6,322 for Year 1; \$6,575 for Year 2; \$6,838 for Year 3; and \$7,112 for Year 4 (Matching Funds)**

**OBJECTIVE 1: FURTHERING STUDENTS' UNDERSTANDING OF THE INTERNATIONAL CONTEXT OF BUSINESS**

**Cost Breakdown for Objective 1** (details for each line item below table)

Objective 1: Students' Understanding of IB	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
1a. B.S. in International Business	\$0	\$5,651	\$0	\$5,877	\$0	\$0	\$0	\$0
1b. IB Program in Argentina	\$0	\$0	\$4,000	\$0	\$4,000	\$0	\$4,000	\$0
1c. Globalization Course in BBA Curriculum	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0
1d. New MBA Tracks in IB	\$2,250	\$0	\$2,250	\$0	\$2,250	\$0	\$2,250	\$0
1e. GW-CIBER Theme Courses & Materials	\$16,409	\$63,714	\$16,409	\$63,714	\$9,018	\$62,653	\$9,018	\$62,653
1f. IB Co-Curricular Activities	\$6,000	\$0	\$8,000	\$0	\$8,000	\$0	\$8,000	\$0
<b>Total</b>	<b>\$26,659</b>	<b>\$69,365</b>	<b>\$32,659</b>	<b>\$69,591</b>	<b>\$25,268</b>	<b>\$62,653</b>	<b>\$25,268</b>	<b>\$62,653</b>

\*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- **B.S. in International Business (IB) (Years 1-2)**

*-Academic Year Effort:* IB Department Chair and GW-CIBER Faculty Coordinator Robert Weiner will be devoting 2.5% of his time during the academic year for Years 1 and 2 to assist with the design and implementation of the B.S. in International Business program. Dr. Weiner will be working closely with the Office of Undergraduate Programs and the International Business Department on this program. See budget spreadsheets for base salary and project salary projections.

**Total: \$5,651 in Year 1; \$5,877 in Year 2 (Matching Funds)**

- **IB Program in Argentina (Years 2-4)**

*-Coordination Fee for In-Country Travel Agent Vendor:* GW-CIBER will work with an educational study tour company to set-up bi-weekly business site visits as part of the enhanced IB curriculum.

**Total: \$4,000 for Years 2-4 (Sponsor Funds)**

- **Globalization Course in BBA Curriculum (Years 1-4)**

*-Travel:* Assumes travel (transportation, hotel, and meals) to Washington, DC, for two to four guest speakers @ \$500 - \$1,000 each

**Total: \$2,000 per year (Sponsor Funds)**

- **New MBA Tracks in IB (Years 1- 4)**

*-Staff Time:* Staff members Gaul and Yakova will devote significant staff time to organizing International Development Career Trek and Global Management Career Forums

*-Travel:* One bus for local day-long trek @ \$750 and travel for guest speakers to come to Washington, DC @ \$1,000 (assumes \$500 per guest speaker).

*-Materials:* \$500 for materials, such as event poster, program materials.

**Total: \$2,250 per year (Sponsor Funds)**

- **GW-CIBER Theme and Focal Area Course & Materials (Years 1-4)**

Assumes four faculty members are selected each year through the RFP competition to carry out major curriculum projects in the focal areas. Further breakdown is as follows:

-*Faculty Salary (Academic Year Effort and Summer Compensation)*: Assumes three of the four faculty members selected each year will devote 10% of their academic year time to the project (estimates salary of \$100,000). Two of the four will also receive summer salary of \$5,500 (plus 25.3% fringe) in Years 1 & 2 (one from University matching funds and one from sponsor funds) and one of the four will receive summer salary in Years 3 & 4 (University matching funds).

-*Faculty Salary – Course Buyout (Academic Year Effort and Compensation)*: Assumes one of the four faculty members' projects each year is significant enough to warrant course buy-out

-*Comment*: Effort for these projects is budgeted at 16.67% for the academic year assuming a \$100,000 salary (including 4% increase on Jan 1) plus fringe. Approximately 5.8% of this effort is budgeted to the grant and the remaining 10.8% will be covered by matching funds.

-*Research Assistants Wages*: Assumes support of \$5,000 (plus 6.1% fringe) in Years 1 & 2 and \$4,000 plus fringe in Years 3 & 4 – spread across the various projects.

-*Travel*: Assumes travel for fieldwork at \$2,000 Years 1 & 2 and \$1,500 in Years 3 & 4 – spread across the various projects.

**Total:** *\$16,409 for Years 1 and 2 across the various projects; \$9,018 for Years 3 and 4 across the various projects; (Sponsor Funds)*

*\$63,714 for Years 1 and 2 across the various projects; \$62,653 for Years 3 and 4 across the various projects; (Matching Funds)*

- **IB Co-Curricular Activities (Years 1-4)**

-*Honoraria / Lecture Fees for events*: Assumes 1-3 lecture fees @ \$1,000 each – 1 in Year 1 and 3 in Years 2-4

-*Room Rental & Tech/AV Costs*: Assumes one on campus room rental and associated tech costs @ \$1,500 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).

-*Reception/meals*: Food and non-alcoholic beverages (lunch and reception) for 60 participants for one event X \$25/participant = \$1,500

-*Travel*: Assumes 2-3 guest speakers @ \$500-750 each = \$1,500

-*Materials*: Assumes \$500 spread across a number of events

**Total:** *\$6,000 in Year 1 and \$8,000 in Years 2-4 (Sponsor Funds)*

**OBJECTIVE 2: COLLABORATING WITH BUSINESSES TO CREATE EXPERIENTIAL LEARNING AND TRAINING**

**Cost Breakdown for Objective 2** (details for each line item below table)

Objective 2: Collaborations with Businesses for Student Training	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
2a. Export Training Internship Program	\$0	\$11,141	\$0	\$11,141	\$0	\$11,141	\$	\$11,141
2b. GW Alumni Assn IB Internship Program	\$4,000	\$0	\$4,000	\$0	\$4,000	\$0	\$4,000	\$0
2c. MBA Consulting Abroad Practicum (CAP)	\$7,000	\$35,491	\$7,000	\$36,911	\$7,000	\$38,387	\$7,000	\$39,923
2d. Global Business Consulting	\$0	\$0	\$7,805	\$0	\$7,805	\$0	\$7,805	\$0
2e. GWSB Consulting Club	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2f. Corp Collaborative Council & Exec-in-Res	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0
<b>Total</b>	<b>\$12,500</b>	<b>\$46,632</b>	<b>\$20,305</b>	<b>\$48,052</b>	<b>\$20,305</b>	<b>\$49,528</b>	<b>\$20,305</b>	<b>\$51,064</b>

\*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- **Export Training Internship Program (Years 1-4)**

- Staff Time:* Staff members Gaul and Yakova will devote significant staff time to developing Export Training Internship Program. That is included in Administrative/Staff costs section.

- Internship Salary:* Assumes 4 internships at \$2,000 each (estimate of \$15 an hour for 133 hours across 14 week semester) (plus 6.1% fringe) = \$8,488; and one research internship at Mayor’s Office at \$2,500 (estimate of \$15 an hour for 167 hours across 17 weeks) (plus 6.1% fringe) = \$2,652.50

- Total: \$11,141 (Matching Funds)**

- **GW Alumni Associations IB Internship Program (Years 1-4)**

- Staff Time:* Staff members Gaul and Yakova will devote significant staff time to working with alumni office to developing IB Internship Program. That is included in Administrative/Staff costs section.

- International Travel Support:* Assumes 4 travel grants for international airfare at \$1,000 each = \$4,000

- Total: \$4,000 (Sponsor Funds)**

- **GMBA Consulting Abroad Practicum (Years 1-4)**

- Staff Effort:* Executive Director of GWSB Global and Experiential Education, Adriano, will contribute 25% of his time on this project. See budget spreadsheets for base salary and project salary projections

- Consulting Training Instructor Fee:* Instructor fee for consulting training at \$6,000 (based on payment for similar workshop in spring '13)

- Travel for Consulting Trainer:* Domestic travel costs for the instructor travel to GW at \$1,000

- Total: \$7,000 (Sponsored Funds)**

- \$35,491 for Year 1; \$36,911 for Year 2; \$38,387 for Year 3; \$39, 923 for Year 4 (Matching Funds)**

- **Global Business Consulting (Years 2-4)**

*Faculty Advisor Fee (Supplemental Compensation):* Fee covers faculty instruction for one project at \$5,000 (plus 6.1% fringe) = \$5,305

*International Travel:* Covers international travel costs for the faculty advisor at \$2,500

*Comment:* Most of the cost of the program will be covered by collected client and student fees.

**Total: \$7,805 in Years 2-4 (Sponsor Funds)**

- **GWSB Consulting Club (Years 1-4)**

*-Staff Time:* Staff members Gaul and Yakova will devote significant staff time to working with consulting club to find IB projects for their pro bono consulting projects. That is included in Administrative/Staff costs section.

- **Corporative Collaborative Council and Executive-in-Residence (Years 1-4)**

*-Travel:* Assumes domestic travel expenses for 2-3 speakers at \$500-\$750 each = \$1,500 total

**Total: \$1,500 (Sponsor Funds)**

**OBJECTIVE 3: MULTI-DISCIPLINARY RESEARCH PROGRAMS**

Cost Breakdown for Objective 3 (details for each line item below table)

Objective 3: Multi-disciplinary Research Programs	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
3a. Summer Doctoral Institute	\$18,680	\$24,960	\$18,680	\$24,960	\$18,680	\$24,960	\$18,680	\$24,960
3b. GW-CIBER Theme Research Projects	\$38,305	\$93,337	\$32,124	\$99,517	\$19,724	\$92,020	\$12,032	\$99,712
3c. Research Symposium	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000	\$0
3d. Innovation & Property Rights Conference	\$8,725	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3e. IB Research Seminars	\$750	\$0	\$1,500	\$0	\$750	\$0	\$3,000	\$0
<b>Total</b>	<b>\$66,460</b>	<b>\$118,297</b>	<b>\$52,304</b>	<b>\$124,477</b>	<b>\$39,154</b>	<b>\$116,980</b>	<b>\$37,712</b>	<b>\$124,672</b>

\*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- **Summer Doctoral Institute (Years 1-4)**

*-Student Living Allowance:* Living allowance covers transportation costs to and from Washington, DC, meal expenses and other incidentals. Costs assumes 8 students @ \$2,000 = \$16,000 total.

*-Student On-Campus Housing:* Assumes 8 single rooms @ \$52/night for 60 nights = \$24,960 (Matching Funds)

*-Reception/Meals:* Includes welcome reception, lunches during day-long workshops and weekly seminars, and end-of-program event. Costs are based on previous years' total meals expenses. Costs assume \$500 for welcome reception, \$500 for end of program event, and \$1,200 for ten lunches = \$2,200

*-Materials:* Includes program binder materials, etc. Also, GW Housing does not provide sheets, towels, kitchen items etc. This cost assumes \$60/student for these requisite items = \$480

**Total:**     **\$18,680 (Sponsor Funds)**  
                  **\$24,960 (Matching Funds)**

- **GW-CIBER Theme and Focal Area Research Projects (Years 1-4)**

Assumes six faculty members are selected each year through the RFP competition to carry out major research projects in the focal areas. Further breakdown is as follows:

*-Faculty Salary (Academic Year Effort and Summer Compensation):* Assumes four of the six faculty members selected each year will devote 10% of their academic year time to the project (estimates salary of \$100,000). Three of the six will also receive summer salary of \$5,500 (plus 25.3% fringe) in Years 1 & 2 and two of the six will receive summer salary in Years 3 & 4. Some of summer compensation will come from University matching funds and some from sponsor funds.

*-Faculty Salary – Course Buyout (Academic Year Effort and Compensation):* Assumes two of the six faculty members' projects each year are significant enough to warrant course buy-out

*-Comment:* Effort for these projects is budgeted at 16.67% for the academic year assuming a \$100,000 salary (including 4% increase on Jan 1) plus fringe. Approximately 5.8% of this effort is budgeted to the grant and the remaining 10.8% will be covered by matching funds.

*-Research Assistants Wages:* Assumes support of \$7,500 (plus 6.1% fringe) in Years 1 & 2 and \$6,000 plus fringe in Years 3 & 4 –spread across the various projects.

*-Travel:* Assumes domestic and international travel for fieldwork at \$6,000 (total) in Years 1 & 2 and \$4,500 in Years 3 & 4 – spread across the various projects.

*-Databases:* databases for projects at \$4,000 in Years 1 & 2 and \$3,000 in Years 3 & 4.

**Total:**     **\$38,305 for Year 1; \$32,124 in Year 2; \$19,724 in Year 3; \$12,032 in Year 4 (across all projects) (Sponsor Funds)**  
                  **\$93,337 for Year 1; \$99,517 in Year 2; \$92,020 in Year 3; \$99,712 in Year 4 (across all projects) (Matching Funds)**

- **Research Symposium featuring GW-CIBER Research on Theme/Focal Areas (Year 4)**

*--Room Rental & Tech/AV Costs:* Assumes one on campus room rental and associated tech costs at \$2,000 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).

*-Reception/meals:* Food and non-alcoholic beverages (lunch and reception) for 80 participants for one event X \$25/participant = \$2,000

**Total:**     **\$4,000 in Year 4 (Sponsor Funds)**

- **Innovation and Property Rights Conference (Year 1)**

*-Room Rental & Tech/AV Costs:* No cost. Event will be in GWSB and is provided free of charge by business school.

*-Reception/meals:* Food and non-alcoholic beverages - opening dinner for 25 people at \$50 a person = \$1,250; breakfast, breaks and lunch for 35 participants at \$35 per person= \$1,225; closing dinner for 25 at \$50 a person = \$1,250

*-Travel:* Assumes three guest keynote speakers at \$1,000 each = \$3,000; Travel subsidy of \$250 for 8 conference speakers = \$2,000

**Total:**     **\$8,725 in Year 1(Sponsor Funds)**

- **IB Research Seminars (Years 1-4)**

-*Travel:* Hotel, airfare and other travel expenses for 1-4 scholars to present papers in GW-CIBER Seminar Series at \$750 each

**Total:** \$750 per year in Years 1 & 3; \$1,500 in Year 2 and \$3,000 in Year 4 (Sponsor Funds)

**OBJECTIVE 4: FACULTY PROFESSIONAL DEVELOPMENT OPPORTUNITIES**

Cost Breakdown for Objective 4 (details for each line item below table)

Objective 4: Faculty Development	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
4a. FDIB on Emerging Markets	\$11,948	\$5,040	\$0	\$0	\$11,948	\$5,040	\$0	\$0
4b. Diaspora PDW	\$0	\$0	\$2,325	\$0	\$0	\$0	\$0	\$0
4c. Collaboration with Howard University	\$5,000	\$0	\$5,000	\$0	\$10,000	\$0	\$10,000	\$0
4d. MSIs & CCs IB Workshops	\$9,450	\$0	\$9,450	\$0	\$9,450	\$0	\$9,450	\$0
4e. HBCU Business Deans Roundtable	\$0	\$0	\$0	\$0	\$3,000	\$0	\$0	\$0
4f. IBI for Community Colleges	\$4,500	\$0	\$0	\$0	\$4,500	\$0	\$0	\$0
4g. CAP Faculty Shadow Program	\$4,000	\$0	\$4,000	\$0	\$4,000	\$0	\$4,000	\$0
4h. Professional Development Funding	\$10,750	\$0	\$10,000	\$0	\$10,750	\$0	\$10,750	\$0
<b>Total:</b>	<b>\$45,648</b>	<b>\$5,040</b>	<b>\$30,775</b>	<b>\$0</b>	<b>\$53,648</b>	<b>\$5,040</b>	<b>\$34,200</b>	<b>\$0</b>

\*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- **FDIB on Succeeding in Emerging and Developing Markets (Years 1 & 3)**

-*Marketing Materials:* Brochure printing and mailing \$2,500 to recruit participants to FDIB.

-*Organizer's Fee (Supplemental Compensation):* Based on prevailing market rates for similar FDIBs - \$8,000 (plus 6.1% fringe for summer faculty part-time) = \$8,488

-*Housing:* Assumes 20 participants needing housing @ \$60 a night x 5 nights = \$6000 (\$5,040 from matching and \$960 from grant)

-*Comments:* A registration fee of \$1,500/person will be charged to offset the majority of the costs related to this workshop, such as meals and workshop materials. The registration fee will be waived or reduced for participants from financially-disadvantaged universities and free registrations will be offered to Howard University faculty.

**Total:** \$11,948 in Years 1 & 3 (Sponsored Funds)

\$5,040 in Years 1 & 3 (Matching Funds)

- **Diaspora PDW (Year 2)**  
 --*Reception/meals*: Food and non-alcoholic beverages - breakfast, breaks and lunch for 35 participants at \$35 per person= \$1,225.  
 -*Travel*: Bus for site visits at \$600.  
 -*Materials*: \$500 for workshop binders, and other materials.  
 -*Comments*: A registration fee of \$50/person will be charged to offset many of the costs related to this workshop, such as other meals and workshop materials, as well as registration fees for faculty from MSIs, community colleges and other underfunded schools. The University of Minnesota CIBER is co-hosting the event and will be contributing the travel expenses of the co workshop leader and other workshop expenses.  
**Total: \$2,325 in Year 2 (Sponsor Funds)**
- **Collaboration with Howard University (Years 1-4)**  
 -*Co-Sponsor Fee for Georgia State 'Globalizing Minority Serving Institutions' Program*: \$5,000  
 -*Travel for new Study Abroad Courses*: Airfare, local transportation and other travel expenses will be reimbursed up to \$2,500 for the faculty leading the study-abroad development (2 faculty members in years 3 & 4)  
 -*Faculty Interaction & Mentorship /Classroom Shadowing*: Initiative requires only staff time (included in administrative/staffing costs, above).  
 -*Registration at GW-CIBER FDIB on Emerging Markets*: complimentary  
 -*Funding for IB research, curriculum development and outreach*: budgeted under activities 1e and 3b.  
**Total: \$5,000 in Years 1 & 2 and \$10,000 in Years 3 & 4 (Sponsor Funds)**
- **Mid-Atlantic MSI & Community College IB Workshops for Faculty (Year 1-4)**  
 -*Room Rental & Tech/AV Costs*: No cost. Program will take place in GWSB and Howard University School of Business and is provided free of charge by both schools.  
 -*Workshop Instruction (Supplemental Compensation)*: Assumes instructor fee of \$1,000 for 6 days a year = \$6,000 (plus 6.1% fringe) = \$6,366)  
 -*Reception/meals*: Food and non-alcoholic beverages – breakfast, breaks and lunch for 15 participants at \$30 a person x 6 times = \$2,700  
 -*Materials*: \$750  
**Total: \$9,450 per year (Sponsor Funds)**
- **HBCU Business Deans Roundtable (Year 3)**  
 -*Travel*: Airfare, local transportation and other travel expenses for 2-4 guests at \$500-\$1000 each = \$3,000  
**Total: \$3,000 in Year 3 (Sponsor Funds)**
- **International Business Institute for Community College Faculty (Year 1 & 3)**  
 -*Co-sponsorship Fee*: \$3,000 (fee includes 2 complimentary registrations per year)  
 -*Travel*: Airfare, local transportation and other travel expenses will be reimbursed up to \$750 for each participant  
**Total: \$4,500 in Years 1& 3 (Sponsor Funds)**
- **Faculty Shadow Program for CAPs (Years 1-4)**  
 -*Travel*: International travel expenses (Airfare, local transportation and other travel expenses) will be reimbursed up to \$4,000 for one participant each year  
**Total: \$4,000 per year (Sponsor Funds)**

- **Professional Development Funding (Years 1-4)**

- FDIB Registration Fee*: Based on average fee for most overseas FDIB: \$4,500

- FDIB Travel*: Airfare, local transportation and other travel expenses will be reimbursed up to \$2,500 for the participant

- Registration Fees*: Conference/workshop registration fees for 4-5 individuals from departments across the university @ \$250 per individual (5 in Years 1, 3 & 4; 4 in Year 2)

- Travel*: Hotel, airfare, and other travel expenses for 4-5 individuals from departments across the university @ \$500 per individual (5 in Years 1, 3 & 4; 4 in Year 2)

**Total: \$10,750 in Years 1, 3 & 4 and \$10,000 in Year 2 (Sponsor Funds)**

**OBJECTIVE 5: OUTREACH TO BUSINESS AND POLICY COMMUNITIES**

Cost Breakdown for Objective 5 (details for each line item below table)

Objective 5: Business and Policy Outreach	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
5a(i). Trade Symposium	\$5,500	\$0	\$5,500	\$0	\$5,500	\$0	\$5,500	\$0
5a(ii). State Trade Officials Training	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500	\$0
5a(iii). International Speaker Series	\$1,592	\$0	\$1,592	\$0	\$1,592	\$0	\$1,592	\$0
5a(iv). DEC Leadership Forum	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0
5b. GW / OW Global Competitiveness Forum	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5c(i). Bus Responses to Enforcement Conf	\$0	\$0	\$0	\$0	\$6,500	\$0	\$0	\$0
5c(ii). Political Risk in IB Conference	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5c(iii). G2@ GW	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0
5c(iv). Emerging Markets Forum	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0
5d. Institutional Entrepreneur Series	\$0	\$0	\$0	\$0	\$3,750	\$0	\$0	\$0
5e. GW-CIBER Theme Outreach Projects	\$11,392	\$27,713	\$11,392	\$27,713	\$11,392	\$27,182	\$11,392	\$27,182
5f. IB Video Library	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0
<b>Total</b>	<b>\$27,984</b>	<b>\$27,713</b>	<b>\$23,484</b>	<b>\$27,713</b>	<b>\$33,734</b>	<b>\$27,182</b>	<b>\$27,984</b>	<b>\$27,182</b>

\*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- **Trade Trainings and Conferences (Years 1-4)**

This initiative has four sub-initiatives that are detailed in the boxes below.

<p><b>Trade Symposium (Years 1-4)</b>  <i>-Room Rental &amp; Tech/AV Costs:</i> Assumes one on campus room rental and associated tech costs at \$3,000 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).  <i>-Reception/meals:</i> Food and non-alcoholic beverages (lunch and reception) for 80 participants for one event X \$25/participant = \$2,000  <i>-Materials:</i> workshop poster and program materials = \$500  <b>Total: \$5,500 per year (Sponsor Funds)</b></p>	<p><b>State Trade Officials Training (Year 4)</b>  <i>-Faculty Coordinator Effort and compensation:</i> included in faculty coordinator effort and summer compensation in faculty coordinator table  <i>-Room Rental &amp; Tech/AV Costs:</i> Assumes one on campus room rental and associated tech costs at \$2,000 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).  <i>-Reception/meals:</i> Food and non-alcoholic beverages (lunch and reception) for 80 participants for one event X \$25/participant = \$2,000  <i>-Travel:</i> Assumes 2 to 4 speakers at \$500-\$1000 each = \$2,000  <i>-Materials:</i> workshop poster and program materials = \$500  <b>Total: \$4,500 in Year 4 (Sponsor Funds)</b></p>
<p><b>International Speaker Series (Years 1-4)</b>  <i>-Faculty lecture fee (Supplemental Compensation):</i> \$500 for three sessions = \$1500 (plus 6.1% fringe)= \$1,592  <b>Total: \$1,592 (Sponsor Funds)</b></p>	<p><b>National DEC Leadership Forum (Years 1-4)</b>  <i>-Co-Sponsorship Fee:</i> \$500  <i>-Travel to Conference:</i> \$500  <b>Total: \$1,000 (Sponsor Funds)</b></p>

- **GW – Oliver Wyman Global Competitiveness Forum (Years 1-4)**

*-Staff Time:* CIBER Director, Reid Click, and Staff members Gaul and Yakova will devote significant staff time to working with partners at Oliver Wyman to organize and host a series of events during the course of each AY on US global competitiveness. GW-CIBER faculty director and staff time is included in Administrative/Staff costs section.

- **Academic Knowledge Dissemination to Business and Policy Communities (Years 1-4)**

This initiative has four sub-initiatives that are detailed in the boxes below.

<p><b>Business Response to Enforcement Conference (Year 3)</b>  <i>-Faculty Coordinator Effort and Compensation:</i> Faculty Coordinator Sell’s effort is included in faculty coordinator effort and summer compensation in faculty coordinator table  <i>-Room Rental &amp; Tech/AV Costs:</i> Assumes one on campus room rental and associated tech costs at \$2,000 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).  <i>-Reception/meals:</i> Food and non-alcoholic beverages (lunch and break food) for 80 participants for one event X \$25/participant = \$2,000  <i>-Travel:</i> Assumes 2 to 4 speakers at \$500-\$1000 each = \$2,000  <i>-Materials:</i> workshop poster and program materials = \$500  <b>Total: \$6,500 in Year 3 (Sponsor Funds)</b></p>	<p><b>Political Risk Conference (Year 1)</b>  <i>-Faculty Coordinator Effort and Compensation:</i> Faculty Coordinator Weiner’s effort is included in faculty coordinator effort and summer compensation in faculty coordinator table  <i>-Room Rental &amp; Tech/AV Costs:</i> Assumes one on campus room rental and associated tech costs at \$2,000 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).  <i>-Reception/meals:</i> Food and non-alcoholic beverages (lunch and break food) for 80 participants for one event X \$25/participant = \$2,000  <i>-Materials:</i> workshop poster and program materials = \$500  <b>Total: \$4,500 in Year 1 (Sponsor Funds)</b></p>
<p><b>G2 @ GW (Years 1-4)</b>  <i>-Reception/meals:</i> Food and non-alcoholic beverages (lunch and reception) for 40 participants for one event X \$25/participant = \$1,000  <b>Total: \$1,000 (Sponsor Funds)</b></p>	<p><b>Emerging Market Forum (Years 1-4)</b>  <i>-Co-Sponsorship Fee:</i> \$1,500  <b>Total: \$1,500 (Sponsor Funds)</b></p>

- **Institutional Entrepreneur Series (Year 3)**

*-Faculty Coordinator Effort and Compensation:* Faculty Coordinator Brinkerhoff’s effort is included in faculty coordinator effort and summer compensation in faculty coordinator table

*-Travel:* Assumes 4-6 guest speakers @ \$500-750 each during the year = \$3,000

*-Materials:* seminar posters and other materials = \$750

**Total: \$3,750 in Year 3 (Sponsor Funds)**

- **GW-CIBER Theme and Focal Area Outreach Projects**

Assumes two faculty members are selected each year through the RFP competition to carry out major outreach projects in the focal areas. Further breakdown is as follows:

-*Faculty Salary (Academic Year Effort and Summer Compensation)*: Assumes the two faculty members selected each year will devote 10% of their academic year time to the project (estimates salary of \$100,000). One of the two will also receive summer salary of \$5,500 (plus 25.3% fringe) each year.

-*Research Assistants Wages*: Assumes support of \$2,500 (plus 6.1% fringe) in Years 1 & 2 and \$2,000 plus fringe in Years 3 & 4 – spread across the projects.

-*Workshop Support (i.e. catering, materials)*: \$2,000 for on campus room rental; \$2,000 for catering and \$500 for program materials= \$4,500

**Total: \$11,392 for Years 1-4 across the projects (Sponsor Funds)**

**\$27,713 for Years 1 and 2 across the projects; \$27,182 for Years 3 and 4 across the projects; (Matching Funds)**

- **Video Library (Years 1-4)**

-*Videographer Fee*: \$500 for three event tapings per year.

**Total: \$1,500 per year (Sponsor Funds)**

## OBJECTIVE 6: BUSINESS LANGUAGES

Cost Breakdown for Objective 6 (details for each line item below table)

Objective 6: Business Languages	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
6a. BL Minors	\$0	\$0	\$6,265	\$13,346	\$3,133	\$6,291	\$6,265	\$12,193
6b. BL Short-Term Study Abroad Courses	\$14,265	\$30,971	\$7,133	\$14,751	\$14,265	\$28,754	\$7,133	\$17,965
6c. Study Abroad @ Home	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6d. BL Case Clearinghouse	\$2,122	\$0	\$2,122	\$0	\$2,122	\$0	\$2,122	\$0
6e. BL Focused Webcasts	\$1,592	\$0	\$1,592	\$0	\$1,592	\$0	\$1,592	\$0
6f(i). BL PDWs and Trainings	\$3,523	\$0	\$3,523	\$0	\$3,523	\$0	\$3,523	\$0
6f(ii). BL Webinars on Business Content	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6f(iii). BL Immersion Workshops	\$0	\$0	\$3,300	\$0	\$1,650	\$0	\$3,300	\$0
6f(iv). “BL in Focus” Column	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6g. CIBER BL Conference	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0
<b>Total</b>	<b>\$23,502</b>	<b>\$30,971</b>	<b>\$25,935</b>	<b>\$28,097</b>	<b>\$28,285</b>	<b>\$35,045</b>	<b>\$25,935</b>	<b>\$30,158</b>

\*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- **Business Language Minors (Years 2-4)**

*-Faculty Salary (Academic Year Effort and Summer Compensation):* Language faculty will devote 5% of their time on this project, which also includes their work on initiatives 6d. and 6f(iv). See budget spreadsheets for base salary and project salary projections. The faculty will also receive \$2,500 in summer salary (plus 25.3% fringe) = \$3,133 The activities will be spread across languages across the four years (Russian & German in Year 2, Chinese in Year 3, and Arabic & Korean in Year 4).

**Total:** \$6,265 in Years 2 & 4; \$3,133 in Year 3 (Sponsor Funds)  
\$13,346 in Year 2; \$6,291 in Years 3; \$12,193 in Year 4 (Matching Funds)

- **Business Language Short-Term Study Abroad Courses (Years 1-4)**

Over the course of the four years of the grant, six new business language short-term study abroad courses will be created. The activities will be spread across languages across the four years (Russian & German in Year 1, Chinese in Year 2, and Arabic & Korean in Year 3, and Japanese in Year 4).

*-Faculty Salary (Academic Year Effort and Summer Compensation):* Faculty will work on the project the entire grant year and will therefore dedicate a minimum of 10% of their Academic Year time and receive \$2,500 in summer salary (plus 25.3% fringe) = \$3,133. See budget spreadsheets for base salary and project salary projects.

*-Travel:* Based on \$1,400 for airfare; 10 days lodging @ \$200/day and meals @\$60/day) = \$4,000 per country

*-RA Wages:* Assumes \$2,500 (plus 6.1% fringe) for student RA to help with development of each new course = \$2,653

**Total:** \$14,265 in Year 1; \$7,133 in Year 2; \$14,265 in Year 3; \$7,133 in Year 4 (Sponsor Funds)  
\$30,971 in Year 1; \$14,751 in Year 2; \$28,754 in Year 3; \$17,965 in Year 4 (Matching Funds)

- **Study Abroad @ Home Internships (Years 1-4)**

*-Staff Time:* included in administrative/staffing costs, above.

**Total:** \$0

- **Business Language Case Clearing House (Years 1-4)**

*-Faculty Author Compensation (Supplemental Compensation):* based on prevailing rates for short-style cases and comparable curriculum materials development, each author will earn \$1,000 (plus 6.1% fringe) = \$1,061 per case x2 = \$2,122

*-Comments:* The compensation listed above is for 2 cases a year developed by language instructors at GW, in addition the cases that the GW-CIBER language partner faculty are developing (that compensation is included in the BL minor section above). The schedule for the cases developed by the GW language faculty is the same schedule as the development of the BL minor: (Russian & German in Year 2, Chinese in Year 3 and Arabic and Korean in year 4).

**Total:** \$2,122 in Years 1-4 (Sponsored Funds)

- **Business Language Business Focused Webcasts (Years 1-4)**

*-Faculty Compensation (Supplemental Compensation):* Assumes \$250 for each webcast (plus 6.1% fringe) = \$265; x 2 webcasts per language = \$1,592

*-Comments:* The target languages for the webcasts are Chinese, Russian and Arabic

**Total:** \$1,592 per year (Sponsor Funds)

- **GW-CIBER BL Network (Years 1-4)**

GW-CIBER BL Network incorporates four sub-initiatives that are detailed in the boxes below.

BL Network	
<p><b>Business Language Professional Development Workshops and Trainings (Years 1-4)</b>  <i>-BL Faculty Coordinator Effort - workshops:</i> included in faculty coordinator academic year effort and summer compensation costs, above.  <i>-Reception/meals - Workshops:</i> Food and non-alcoholic beverages breakfast, break and lunch for 30 participants X \$35= \$1,050  <i>-Instructor Compensation for Off-Site trainings (Supplemental Compensation):</i> Assumes three trainings at \$400 each (plus 6.1% fringe) = \$1,273  <i>-Travel:</i> Assumes regional travel at \$400 for each training = \$1,200  <b>Total: \$3,523 per year (Sponsor Funds)</b></p>	<p><b>Business Languages Immersion Workshops (Years 2-4)</b>  <i>-Language Faculty Effort and compensation:</i> included in language faculty effort and summer compensation costs above (see 6a).  <i>-Reception/meals:</i> Food and non-alcoholic beverages breakfast, break and lunch for 30 participants X \$35= \$1,050  <i>-Transportation Fee:</i> \$600 (bus to embassy)  <i>-Comments:</i> The activities are on the same schedule as the BL minors and teaching case development will be spread across languages across the four years (Russian &amp; German in Year 2, Chinese in Year 3 and Arabic and Korean in year 4).  <b>Total: \$3,300 in Year 2 &amp; 4; \$1,650 in Year 3 (Sponsor Funds)</b></p>
<p><b>Business Language Webinars on Business Training and Skills (Years 1-4)</b>  <i>-BL Faculty Coordinator Effort:</i> included in faculty coordinator academic year effort and summer compensation costs, above.  <b>Total: \$0</b></p>	<p><b>Business Language in Focus Column (Years 1-4)</b>  <i>-BL Faculty Coordinator Effort:</i> included in faculty coordinator academic year effort and summer compensation costs, above.  <b>Total: \$0</b></p>

- **CIBER Rotating BL Business Language Conference (Years 1-4)**

*-Co-sponsorship Fee:* Sponsorship of the annual business language conference (includes one complimentary registration) = \$2,000

**Total: \$2,000 (Sponsor Funds)**

**OBJECTIVE 7: SUB-SAHARAN AFRICAN PARTNERSHIPS & INITIATIVES**

**Cost Breakdown for Objective 7** (details for each line item below table)

Objective 7: Sub-Saharan African Initiatives	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
7a. Partnership with Ethiopian	\$0	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0
7b. Partnership with Rwanda Dev Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7c. Partnership with Bridge2Rwanda	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7d. Study Abroad - Ethiopia, Ghana & Rwanda	\$0	\$0	\$0	\$1,592	\$0	\$1,592	\$0	\$1,592
7e. FDIBs in Ethiopia, Ghana & Rwanda	\$0	\$0	\$22,536	\$0	\$0	\$0	\$22,536	\$0
7f. 'Doing Business in Africa' Conference	\$6,000	\$0	\$3,500	\$0	\$6,000	\$0	\$3,500	\$0
7g. Partnership with ADYN	\$1,062	\$0	\$1,062	\$0	\$1,062	\$0	\$1,062	\$0
7h. Ethiopian Diaspora Business Forum	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0
7i. African Diaspora Marketplace III	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$12,562</b>	<b>\$0</b>	<b>\$30,598</b>	<b>\$1,592</b>	<b>\$10,562</b>	<b>\$1,592</b>	<b>\$30,598</b>	<b>\$1,592</b>

\*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- Partnership with Ethiopian Chamber of Commerce (Years 2-4)**  
*Coordinator fee to In-Country Travel Agent Vendor:* Assumes help with managing logistics and set-up for executive roundtable sessions  
**Total: \$2,000 (Sponsored Funds)**
- Partnership with Rwanda Development Board (Years 1-4)**  
*-Staff Time:* CIBER Director Click and Staff member Gaul will devote significant staff time to working with Rwanda Development Board to select and partner with companies for the GMBA Consulting Abroad Program, and other Rwandan based activities. That is included in Administrative/Staff costs section.  
**Total: \$0**
- Partnership with Bridge2Rwanda (Year 1)**  
*Coordinator fee to In-Country Travel Agent Vendor: Travel Provider Fee:* Assumes help with managing logistics and set-up GW student/Bridge2Rwanda group programming sessions  
**Total: \$2,000 in Year 1(Sponsored Funds)**
- Short –Term Study Abroad Courses – Ethiopia, Ghana and Rwanda (Years 2-4)**  
*-Research Assistants Wages:* Assumes support of \$1,500 (plus 6.1% fringe) for development of the new courses = \$1,592  
**Total: \$1,592 in Years 2-4 (Matching Funds)**

- FDIB - Ethiopia, Ghana and Rwanda (Years 2 & 4)**  
*-Marketing Materials:* Brochure printing and mailing \$2,500  
*-Organizer's Fee:* Assumes each FDIB will have a set of co-instructors. Summer salary is \$6,000 per person (plus 25.3%) x 2 = \$15,036  
*-Travel:* Assumes \$2,500 for each co-instructor to cover international flight and subsidize the in-country travel expenses = \$5,000  
*-Comments:* A registration fee of \$4,500/person will be charged to offset all of the associated travel costs related to this workshop, such as lodging, bus, some meals, etc.  
**Total: \$22,536 in Years 1 & 3 (Sponsored Funds)**
- 'Doing Business in Africa' Annual Conference (Years 1-4)**  
*--Room Rental & Tech/AV Costs:* Assumes one on campus room rental and associated tech costs at \$4,000 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school). This cost is only in Years 1 & 3 when GW is hosting conference  
*-Travel:* Assumes travel for two to four conference speakers at \$500-\$1000 = \$2000; Also, in Years 2 & 4, when the conference is in Minnesota, an extra \$1,500 is budgeted for GW-CIBER staff to travel to conference. Total travel in Years 2 & 4 \$2000 + \$1500 = \$3500  
*-Comments:* A registration fee of \$100/person will be charged to offset many of the costs related to this workshop, such as meals and workshop materials, as well as registration fees for faculty from MSIs, community colleges and other underfunded schools. University of Minnesota CIBER will also be contributing funds for speaker travel.  
**Total: \$6,000 in Years 1& 3; \$3,500 in Years 2 & 4 (Sponsor Funds)**
- Partnership with African Diaspora Youth Network (ADYN) (Years 1-4)**  
*-Faculty lecture fee (Supplemental Compensation):* \$500 for faculty instruction at two of the ADYN class sessions two sessions throughout the year = \$1,000 (plus 6.1% fringe) = \$1,061  
**Total: \$1,061 per year (Sponsor Funds)**
- Ethiopian Diaspora Business Forum (Years 1-4)**  
*--Room Rental & Tech/AV Costs:* Assumes one room rental and associated tech costs at \$1,500 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).  
**Total: \$1,500 per year (Sponsor Funds)**
- African Diaspora Marketplace (ADM III) (Year 1)**  
*-Reception/meals:* Food and non-alcoholic beverages (lunch and breaks) for 80 participants for one event X \$25/participant = \$2,000  
**Total: \$2,000 in Year 1 (Sponsor Funds)**

**Explanation on Fringe Rates and Indirect Costs:**

Fringe benefits are 25.3% of regular full- or part-time salaries and 6.1% of wages and temporary personnel predetermined from July 1, 2013 through June 30, 2014, provisional thereafter. Fringe benefits for faculty supplemental compensation are 6.1%. All rates are predetermined by DHHS agreement dated May 30, 2014.

Indirect costs are calculated at 8% MTDC per Department of Education limitations for the CIBE program.

## **EXHIBIT 8.1 EVALUATION FRAMEWORK - INCORPORATING DEPARTMENT OF EDUCATION PMFS AND GPRA MEASURES**

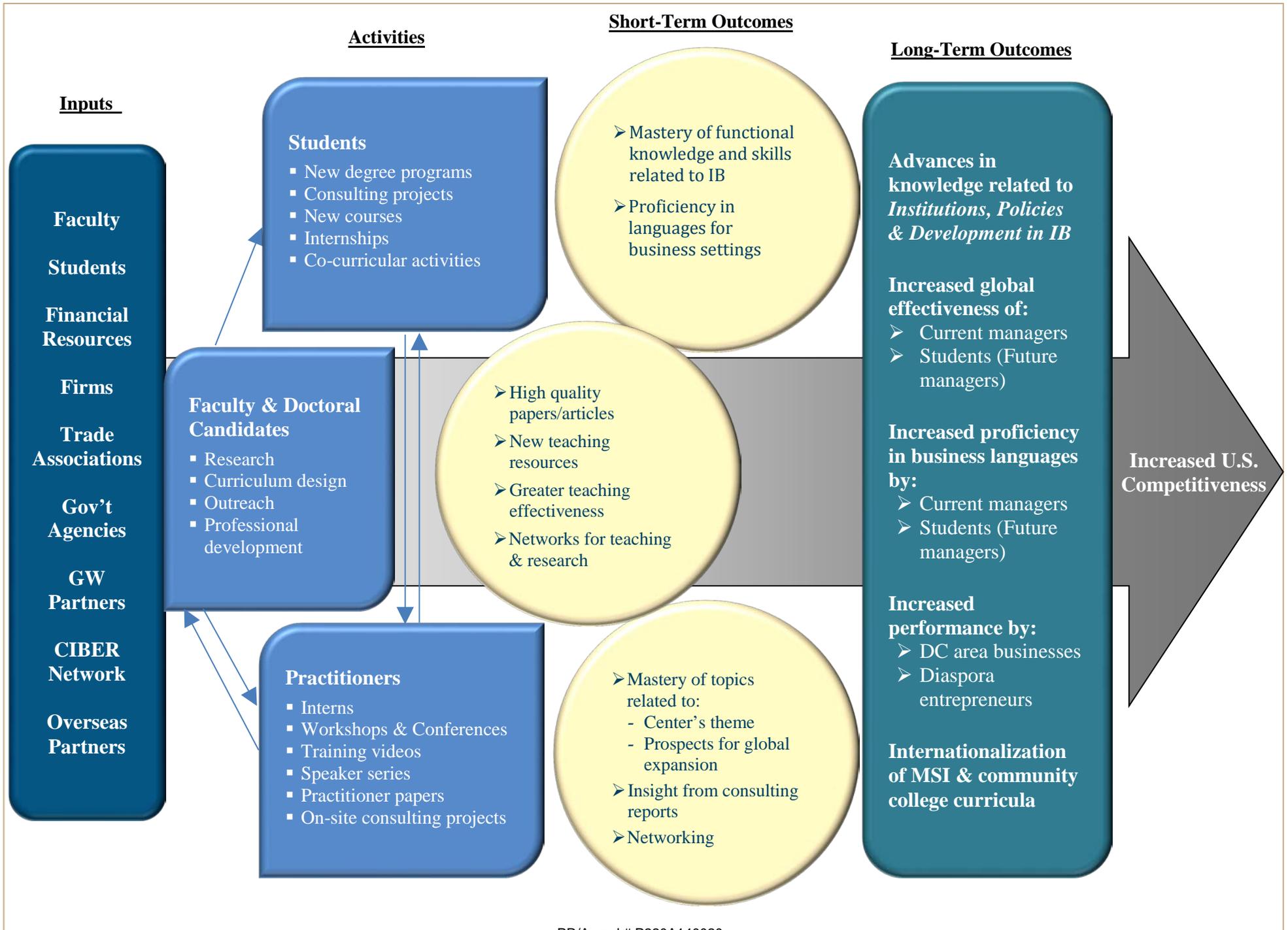
Evaluation of GW-CIBER will specifically respond to four questions, which will be examined and answered in a final summative evaluation. The evaluation framework identifies performance measures tied to the GW-CIBER Objectives and activities, as indicated in the Performance Measure Forms (PMFs) in Exhibit 8c. Several performance measures are constructed to match the Government Performance and Results Act (GPRA) measures selected by the Department of Education (DoE) to evaluate the CIBE program. The evaluation questions are:

1. To what extent does GW-CIBER contribute to the achievement of its seven objectives over the course of the grant period?
2. To what extent do grant-supported activities incorporate GW-CIBER's unifying theme of *Institutions, Policies, and Development in International Business*?
3. To what extent does GW-CIBER collaborate with professional associations and businesses to expand employment opportunities for international business students, including internships?
4. To what extent does GW-CIBER develop significant and sustained collaborative activities with minority-serving institutions and community colleges to incorporate international, intercultural, or global dimensions into partners' business curriculum?

The latter three evaluation questions cut across several of the seven objectives and will be addressed through an analysis of relevant indicators from the PMFs as well as through additional data collection activities, such as surveys and interviews with project partners and other stakeholders, during the fourth year of the grant period. The final two evaluation questions reflect the DoE's competitive preference priorities and are therefore emphasized in multiple grant activities.

To address these questions, the evaluation plan includes routine collection of administrative data compiled by GW-CIBER and other university offices, as well as development of a number of tailored survey instruments to gather stakeholder feedback and assess project impact. Both strategies are discussed in CRITERION 7 of the proposal narrative. For instance, a survey-based evaluation of each program and workshop will be undertaken immediately following the delivery of each iteration to provide data concerning how well the program delivery matched plans and how effective the participants viewed the program to be. For student and business training programming, both closed-ended and open-ended questions will be asked of participants and of the instructional faculty. These quantitative and qualitative data will focus on the perceived value of the content, materials, delivery modes, and teaching quality so as to identify ways to improve future iterations. To comply with GPRA measures requiring administration of the IFLE Tracking Survey, GW-CIBER will work with the GWSB F. David Fowler Career Center and the GW Office of Alumni Relations to maintain current addresses (including e-mail addresses) so that the survey may be administered.

**EXHIBIT 8.2 LOGIC MODEL FLOW CHART OF GW-CIBER PROGRAMMING**



### EXHIBIT 8.3 CHART OF GW-CIBER EVALUATION TOOLS

<p>GW-CIBER’s evaluator will collect, analyze, and issue reports using several different sources of data to provide formative and summative evaluations of the programs described here. An evaluation of each program and workshop will be undertaken immediately following delivery to provide data concerning how well the program delivery matched plans and how useful the participants found the information provided. In many cases, a follow-up evaluation will take place 18 months after program completion/student graduation to obtain data on long-term outcomes.</p>	
Data Collection Method	Description
Pre- and post- testing	Students’ knowledge and skills will be assessed prior to the GW-CIBER program and again after program completion to assess learning that is directly attributable to the GW-CIBER activity (e.g., FDIB in Emerging Markets).
End-of-workshop / program survey	Surveys will be administered on the final day of workshops, conferences, and programs to collect data on: <ul style="list-style-type: none"> <li>Increases in understanding by participants (e.g., Business Language Network activities)</li> <li>Increases in participants’ skills (e.g. Language Immersion workshops)</li> <li>Intentions to apply learning in their professional positions (e.g., Trade Training Workshops / programs)</li> </ul>
Post-workshop / program survey	Post-workshop and program surveys will generally be administered 3 and 18 months after the end of a workshop (though may vary slightly depending on the nature of the program) to collect data on: <ul style="list-style-type: none"> <li>Application of learning from the GW-CIBER program into their professional lives (e.g., asking FDIB participants whether and how they revised their course based on FDIB content)</li> <li>Continued interactions with those met in the GW-CIBER program (e.g., Trade Training Workshops)</li> </ul>
Internet Archival data storage/collection	Data will be collected through internet searches and other electronic means (e.g., Number of articles published in top journals; Forward citations to articles).  Data on downloads of cases and videos from the GW-CIBER website will be tracked electronically, with identification of the location (e.g., university name or city) of recipient recorded.  A feedback form will be posted next to each download button to request quantitative (rating scores) and qualitative (open ended) feedback on item.
Course- and degree program assessment	For all curricular programs and all courses, GWSB requires rigorous assessment of learning whereby a team of faculty members identifies desired student competencies, learning goals, and objectives, and outlines methods and procedures for assessing student mastery. These procedures are then reviewed for approval by the GWSB Curriculum committee. All new GWSB courses receiving GW-CIBER support will go through this process.  An on-staff GWSB Director of Assessment will oversee implementation and ensure that procedures “close the loop” so that one year’s assessment evidence and suggestions for learning improvement are acted upon by the appropriate faculty member, degree program office, and curriculum program committee.
Alumni survey	Alumni surveys will be administered approximately 18 months after graduation to collect data on: <ul style="list-style-type: none"> <li>The degree to which graduates use learning from particular GW-CIBER programs (e.g., international consultancy projects) in their professional work lives.</li> <li>Continued interactions with those met in a GW-CIBER program (e.g., Summer Doctoral Institute)</li> </ul>
Peer review	Written and filmed material, including the cases, videos, and working papers will be peer reviewed before posting to the GW-CIBER website, with substantive comments for improvement offered to the authors.

**EXHIBIT 8.4 GW-CIBER PERFORMANCE MEASURE FORMS (PMFs)**

<b>OBJECTIVE 1: Develop global leaders by furthering students' understanding of the international context of business through innovative degree offerings, curriculum enhancement, and co-curricular activities.</b>									
Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
A) Increase the number of graduates who have taken more than 4 courses with international business content by their graduation date.	A1. Develop a B.S. in International Business for non-Business School Students (1a)	#students enrolled in IB-related degree programs	Annual	Institutional Research Office					
		#students enrolled in courses with international content	Annual	Institutional Research Office					
B) Increase the international content of the business curriculum and the business content of the international studies curriculum over the course of the grant period.  <b>GPRA Measure 2</b>	B1. Enhance GWSB's Undergrad IB Program in Argentina (1b)  B2. Support a Globalization Course in the BBA Curriculum (1c)  B3. Develop GW-CIBER theme and focal area courses and curriculum materials (1e)	#business courses/programs enhanced with international content	Annual	Faculty/Dept. records					
		#international studies courses/programs enhanced with business content	Annual	Faculty/Dept. records					
C) Increase the number of students who have enhanced their professional network and access to employment opportunities related to IB each year.	C1. Complement New MBA Tracks in IB with Career-Development Forums (1d)  C2. Develop IB understanding through co-curricular activities (1f)	#students participating in co-curricular events/programs	After each event /program	Event survey					
		#students reporting satisfaction with co-curricular events; reporting that their network had expanded	After each event/ program	Event Survey					
		#graduates working in IB-related positions two years after graduation	Annual	Career Center/Alumni Relations Office					
		<b>GPRA Measure 1</b>							

**OBJECTIVE 2: Collaborate with businesses and professional associations to create experiential learning and training opportunities for international business students.**

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
<b>A)</b> Increase the number of students acquiring practical IB-related skills each year.	<b>A1.</b> Coordinate an export training internship program with several trade organizations in the DC-area (2a)	#students participating in experiential-learning courses/programs  #projects offered to participants in experiential-learning courses/programs	Annual  Annual	Institutional Research Office  GW-CIBER records					
	<b>A2.</b> Develop an IB internship program with GW Alumni Association Abroad (2b)	#client-companies participating in experiential-learning courses/programs	Annual	GW-CIBER records					
	<b>A3.</b> Enhance GMBA Consulting Abroad Practicum (2c)	#destination countries associated with experiential-learning projects	Annual	GW-CIBER records					
	<b>A4.</b> Lead Global Business Consulting Program (2d)	#students satisfied with their experiential-learning projects	Annual	Surveys					
	<b>A5.</b> Internationalize GWSB Consulting Club (2e)								
<b>B)</b> Increase the number of GWSB partnerships and collaborations with potential employers offering IB-related internships and full-time positions, over the grant period.	<b>A1 – A5 (see above)</b>	# executives from IB-related fields who have joined the CC Council	Annual	Career Center records					
	<b>B1.</b> Internationalize Corporate Collaborative Council and Executive-in-Residence activities (2f)	#internships/full-time positions provided by our partners	Annual	GW-CIBER records					
		#partnerships and collaborations developed	Annual	GW-CIBER records					

**OBJECTIVE 3: Develop multi-disciplinary research programs spanning the fields of business, international studies, and public policy, with an emphasis on interdisciplinary projects, to expand the body of knowledge in international business.**

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
<b>A)</b> Increase the perceived quality of GW-CIBER's interdisciplinary research programs over the grant period	<b>A1.</b> Expand GW-CIBER community of scholars through Summer Doctoral Institute (3a)  <b>A2.</b> Support GW-CIBER theme and focal area research projects (3b)  <b>A3.</b> Host symposium on showcasing GW-CIBER research projects (3c)	#SDI and RFP applicants	Annual	GW-CIBER records					
		#submitted papers resulting from SDI and RFP projects	Annual	Deliverables survey					
		#SDI alumni satisfied with their program experience	After each SDI (annual)	Survey					
		#symposium attendees satisfied with the event and presented research projects	Once after event	Survey					
<b>B)</b> Increase the number of scholars working on topics related to GW-CIBER's theme and focal areas	<b>B1.</b> Convene an academic conference on innovation and property rights (3d)  <b>B2.</b> Support IB research seminars (3e)	#participants attending conference and seminars	Once after event	Survey					
		#research projects presented at conference and seminars	Once after event	Survey					
		#attendees indicating increased interest in the discussed topic	Once after event	Survey					

**OBJECTIVE 4: Provide professional development opportunities for faculty and doctoral students in diverse fields from across the United States, with a special emphasis on programming for scholars from Minority-Serving Institutions and community colleges in the Mid-Atlantic region, with the goal of internationalizing their curricula.**

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
<b>A)</b> Increase the number of faculty and doctoral students who have enhanced their professional portfolios and knowledge about IB-related issues, over the grant period	<b>A1.</b> Offer the domestic FDIB on Emerging Markets program (4a)	#participants in FDIB and Diaspora workshops	After each event	GW-CIBER records					
	<b>A2.</b> Organize a Professional Development Workshop on Diaspora Entrepreneurship (4b)	#shadowing program participants who have led their own CAP project	Two years after shadowing	Faculty records					
	<b>A3.</b> Inaugurate a faculty shadowing program for the MBA Consulting Abroad Practicum (4g)	#conference presentations with GW-CIBER prof. dev. funding	Annually	GW-CIBER records					
	<b>A4.</b> Offer professional development funding (4h)	#participants/funding recipients satisfied with the attended event/program	After each event	Survey					
<b>B)</b> Increase the number of MSI and Community College faculty who have enhanced their professional portfolios and knowledge about IB-related issues, over the grant period	<b>B1.</b> Collaborate with Howard University on Globalizing Business Curricula (4c)	#faculty, who, as a result of their participation in GW-CIBER's programming within this objective, have: (i) created new IB courses (enhanced existing courses with IB content); and (ii) led study-abroad courses or consulting practicum projects at their home institution	Within 2 years of participation	Survey					
	<b>B2.</b> Partner with Howard University to develop and IB workshop series for MSIs and community colleges in the Mid-Atlantic region (4d)	# faculty, who, as a result of their participation in GW-CIBER's programming within this objective, have undertaken a new IB-related research project	Within 2 years of participation	Survey					
	<b>B3.</b> Organize "Globalizing Business School Curriculum" session at the Annual National HBCU Business Deans Roundtable (4e)	#participants reporting expanding their network	After each event	Survey					
	<b>B4.</b> Co-sponsor the MSU IB Institute for Community College Faculty (4f)								

**OBJECTIVE 5: Engage the business and policy communities in the Mid-Atlantic region to develop their global business competency through training opportunities and outreach.**

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
<b>A) Increase the perceived effectiveness of GW-CIBER's work and resources for the enhancement of practitioners' international business knowledge and skills and entrepreneurial success</b>	<b>A1.</b> Expand Coverage of international trade issues (5a; includes multiple initiatives)	#industry participants attending GW-CIBER's training/outreach events	After each event	GW-CIBER record					
	<b>A2.</b> Host the GW – Oliver Wyman Global Competitiveness Forum (5b)	#business associations/businesses partnering with GW-CIBER to offer training/outreach events	After each event	GW-CIBER record					
		#industry participants satisfied with the attended events	After each event	Survey					
	<b>A3.</b> Disseminate academic knowledge to the business and policy communities (5c; includes multiple initiatives)	#industry participants who report export activity initiation/growth	Once every 2 years	Survey					
		<b>GPRA Measure 3</b>							
	<b>A4.</b> Convene an Institutional Entrepreneur series (5d)	#participants reporting expanding their network	After each event	Survey					
<b>A5.</b> Support GW-CIBER Theme & Focal Area Outreach Projects (5e)									
<b>A6.</b> Augment the IB Video Library (5f)									

**OBJECTIVE 6: Promote “business language” education by offering programs that expand the proficiency of current and future international business professionals and strengthen the business literacy of language instructors in the Mid-Atlantic region.**

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
<b>A)</b> Increase the number of students graduating with both IB and foreign language and culture expertise every year	<b>A1.</b> Launch cross-disciplinary Business Language minors (6a)  <b>GPRA Measure 2</b>  <b>A2.</b> Support new short-term Study Abroad courses (6b)  <b>A3.</b> Expand the GW-CIBER “Study Abroad @ Home” Initiative (6c)	#business school students who have taken more than one language courses	Annual	Inst. Research Office					
		#language and area students who have taken more than one IB-related courses	Annual	Inst. Research Office					
		#students enrolled in BL study-abroad courses/programs	Annual	Inst. Research Office; Study Abroad Office					
		#students enrolled in BL Minors	Annual	Inst. Research Office					
		# Study Abroad @ Home participants reporting satisfaction with their internship	Annual	Survey					
<b>B)</b> Increase the number of language faculty who develop and offer business language courses/programs, over the grant period	<b>B1.</b> Expand BL Case Clearinghouse (6d)  <b>B2.</b> Produce BL-focused webcasts (6e)  <b>B3.</b> Grow the GW-CIBER Business Language Network (6f; includes multiple initiatives)  <b>B4.</b> Support the national CIBER Business Language Conference (6g)	#faculty accessing/downloading Case Clearinghouse materials	Annual	GW-CIBER website records					
		#faculty using BL webcasts and webinars produced by GW-CIBER	Annual	GW-CIBER website records					
		#faculty attending GW-CIBER’s professional development and language immersion workshops	After each event	GW-CIBER website records					
		#language faculty reporting satisfaction with GW-CIBER BL professional development events	After each event	Survey					
		#language faculty presenting papers at the CIBER BL Conference	Annual	Conference proceedings					

<b>OBJECTIVE 7: Enhance students' and professionals' understanding of the business environment in Sub-Saharan Africa and its relevance for U.S. competitiveness.</b>									
Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					B L	T1	T2	T3	T4
<b>A)</b> Increase student understanding Sub-Saharan Africa over the grant period	<b>A1.</b> Develop a partnership with Ethiopian Chamber of Commerce (7a)	#experiential-learning projects acquired through partnerships with Sub-Saharan Africa organizations	Annual	GW-CIBER records					
	<b>A2.</b> Deepen the partnership with the Rwanda Development Board (7b)								
	<b>A3.</b> Establish a partnership with Bridge2Rwanda (7c)	#students participating in the short-term study abroad courses in Sub-Saharan Africa	After the course	Course records					
	<b>A4.</b> Expand short-term study abroad in Ethiopia, Ghana, Rwanda (7d)	#participants reporting increased knowledge of the region.	After the course	Survey; course Eval					
<b>B)</b> Increase the number of professionals (including faculty) with expertise in Sub-Saharan Africa over the grant period	<b>B1.</b> Create and offer FDIB programs in Ethiopia, Ghana, Rwanda (7e)	#faculty participating in FDIB programs	Once every 2 years	GW-CIBER records					
	<b>B2.</b> Hold an Annual conference on "Doing Business in Africa" (7f)	#faculty reporting satisfaction with GW-CIBER's FDIBs in Sub-Saharan Africa	After completion of each FDIB	Survey					
		#participants attending the "Doing Business in Africa" conference	#After the event	GW-CIBER records					
		#participants satisfied with the event	After the event	Survey					
<b>C)</b> Increase the perceived effectiveness of GW-CIBER in educating US practitioners about opportunities for investment in Sub-Saharan Africa over the grant period	<b>C1.</b> Host Ethiopian Diaspora Business Forum (7h)	#forum participants satisfied with the event	After the event	Survey					
	<b>C2.</b> Support and host the African Diaspora Marketplace (ADM) III in Partnership with USAID and Western Union (7i)	#applicants to the ADM	After the event	ADM applic. records					
		#Diaspora Forum and ADM participants reporting initiation/increase in export activity <b>GPRA Measure 3</b>							

**EXHIBIT 8.5 GW-CIBER EVALUATION CHART – ACTIVITIES, OUTPUTS, OUTCOMES, AND SAMPLE OUTCOME MEASURES**

**Objective 1: Develop global leaders by furthering students’ understanding of the international context of business through innovative degree offerings, curriculum enhancement, and co-curricular activities.**

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<p><b>1a.-1d. Degree Enhancement</b></p> <ul style="list-style-type: none"> <li>• B.S. in International Business</li> <li>• IB Program in Argentina</li> <li>• Globalization Course in BBA Curriculum</li> <li>• New MBA Tracks in IB</li> </ul>	# Students enrolled	<p>General and functional knowledge and skills related to core business subjects</p> <p>Ability to synthesize knowledge to assess the challenges of operating in the international environment</p> <p>Ability to summarize the major economic, financial, political, social and cultural factors facing a multinational corporation</p> <p>Ability to formulate appropriate responses to cultural differences in a global context</p> <p>Positive feedback on course evaluations</p>	<p>Individual courses:</p> <p>% Students with satisfactory score on assessment metric approved by school-wide curriculum committee</p> <p>% Students giving score of 4 out of 5 on course evaluations</p> <p>Full degree program:</p> <p>% Students earning “B” or higher on exam essay questions regarding program objectives</p> <p>% Students earning “B” or higher on case analysis regarding program objectives</p>	<p>Increased ability of participants to manage effectively in the global environment</p>	<p># Participating executives who obtain increased responsibility pertaining to international operations within two years of program completion</p> <p>% Individuals reporting use of learning from degree program in their career (Alumni survey)</p> <p>% Graduates continuing to interact with fellow graduates on work-related issues</p>
<p><b>1e. GW-CIBER Theme Courses &amp; Materials</b></p>	<p># Courses created by:</p> <ul style="list-style-type: none"> <li>▪ GW Faculty &amp; Doctoral Students</li> <li>▪ Howard U Faculty</li> </ul>	<p>Improved student understanding of topics related to the theme of <i>Institutions, Policies, and Development in IB</i></p>	<p>Assessment metric approved by curriculum committee</p> <p>Positive feedback on course evaluations</p>	<p>Increased ability of students to manage effectively in the global environment</p>	<p># Graduates reporting that they apply lessons from course/materials in their job (Alumni survey)</p>
<p><b>1f. IB Co-curricular Activities</b></p>	<p>#Co-curricular events</p> <p>#Students participating in co-curricular events/programs</p>	<p>Ability to link theoretical aspects of GW-CIBER’s theme to current economic environment and IB issues</p>	<p>#Students reporting satisfaction with co-curricular events</p>	<p>Creation of a network of high-caliber IB professionals</p>	<p>#Graduates working in IB-related positions two years after graduation (Alumni Survey)</p>

**Objective 2: Collaborate with businesses and professional associations to create experiential learning and training opportunities for international business students.**

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>2a. Export Training Internships (in DC)</b>	# Students placed in internships # Different organizations	Increased understanding of the international environment of business Increased skills for addressing real business problems related to IB	% Participants earning positive evaluation from faculty advisor (for-credit internships) % Participants indicating that internship led to greater understanding/skills	Increased ability to manage effectively in the global environment Heightened interest in global issues	# Participating students landing IB-related jobs within two years of graduation % Program alumni reporting use of knowledge/skills from internship in their careers
<b>2b. GW Alumni Association IB Internships (Abroad)</b>	# Students placed in overseas internships # Different countries # Different languages	Increased understanding of the international environment of business Increased skills for interacting in foreign cultures	% Participants indicating on survey that internship led to greater understanding/skills	Increased ability to manage effectively in the global environment Heightened interest in global issues	# Participating students landing IB-related job within two years of graduation % Program alumni reporting use of knowledge/skills from internship in their careers
<b>2c. MBA Consulting Abroad Practicum (CAP)</b>	# Students participating # Projects completed # Different countries represented	Increased understanding of the international environment of business among MBA students Increased skills for addressing real business problems related to IB Increased understanding of non-US institutional environments Increased skills interacting with non-US managers	% Students who demonstrate increased global understanding between pre-and post-test % Participants indicating on survey that course led to greater understanding/ skills % Students giving score of 4 out of 5 on course evaluations	Increased ability to manage effectively in the global environment	# Graduating students landing IB-related positions within two years after end of program % Individuals reporting use of learning from CAP in their career (Alumni survey)

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>2d. Global Business Consulting</b>	# Students participating # Projects completed # Different countries represented # Languages represented # Different participating schools	Increased understanding of the international environment of business among MBA students  Increased skills for addressing real business problems related to IB  Increased language proficiency, especially in language skills related to working in a professional setting  Increased proficiency at virtual teaming  Valuable assistance for companies in their global operations	% Students who demonstrate increased global understanding between pre-and post-test  % Participants indicating on survey that course led to greater understanding/ skills  % Students who demonstrated improved language skills between pre- and post- tests  % Students giving score of 4 out of 5 on course evaluations	Increased ability to manage effectively in the global environment	# Graduating students landing IB-related positions within two years after end of program  % Alumni reporting use of knowledge/skills from GBP in their careers  % Companies that indicated their project goals were met (Company survey)
<b>2e. GWSB Consulting Club</b>	#IB-related projects #Students participating	Increased understanding of the international environment of business  Increased skills for addressing real business problems related to IB	% Students who demonstrate increased global understanding between pre-and post-test	Increased ability to manage effectively in the global environment	% Companies/organizations that indicated their project goals were met (Company survey)
<b>2f. Corporate Collaborative Council &amp; Executives-in-Residence</b>	# New Council member companies with IB operations #students receiving mentorship from Council members	Increased understanding of career paths  Increased understanding of business sectors and industries, and management roles	% Students who have received internship leads	Increased ability to network effectively	% Students reporting career boost as a result of the mentorship  % Ongoing mentorship relationships two years after student has graduated

**Objective 3: Develop multi-disciplinary research programs spanning the fields of business, international studies, and public policy, with an emphasis on interdisciplinary projects, to expand the body of knowledge in international business.**

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>3a. Summer Doctoral Institute</b>	# Student/mentor teams #Different disciplines represented #Different home institutions	Increased student understanding of the research process in IB Improved research paper Expanded understanding of Center's theme from different disciplines Inclusion in a network of faculty/ doctoral students with interests in the Center's theme	# Presentations at major disciplinary conferences % Students reporting that feedback sessions led to improvements in paper % Students indicating an increased understanding of scholarship in other disciplines (End-of-program survey) # Students reporting increased understanding of current thought related to GW-CIBER's theme (End-of-program survey)	High quality article that influence the direction of the field Increased utilization of literature outside home discipline Continued high-quality research on theme Development of a scholarly community on CIBER theme Increased cross-disciplinary perspective	# Articles from institute published in journals with high citation impact factor # Forward citations to articles # Articles in high quality outlets over the next ten years related to theme # and quality of ongoing interactions among participants (Alumni survey) # Participants interacting with other attendees after institute (Alumni survey) # Coauthored working papers among SDI participants
<b>3b. GW-CIBER Theme Research Project</b>	# Projects by: <ul style="list-style-type: none"> <li>▪ GW Faculty &amp; Doctoral Students</li> <li>▪ Howard U Faculty</li> </ul>	High-quality research	# working papers receiving positive peer review # papers presented at major disciplinary conferences	High quality research that influences the direction of the field	# Articles published in top journals # Forward citations to articles
<b>3c. Research Symposium</b>	# Faculty # Doctoral students # Papers presented	Increased understanding of presented topics by participants Works-in-progress strengthened through feedback Networking at event	# Participants indicating on survey that symposium led to greater understanding (End-of-event survey) Participants' assessments of quality of feedback (End-of-event survey)	Development of high quality research papers that influence the direction of the field Knowledge advances in the related to <i>Center's Theme</i> Development of a scholarly community around the symposium's theme	# Presented papers accepted in high-quality research outlets (high citation factors) # Articles in next five years citing papers presented at conference # Times symposium participants received feedback from one another (Post-event survey) # New coauthored papers resulting from conference (Post-event survey)

<b>Initiatives</b>	<b>Outputs</b>	<b>Short-Term Outcome</b>	<b>Short-term Outcome Measure</b>	<b>Long-Term Outcome</b>	<b>Long-Term Outcome Measure</b>
<b>3d. Innovation &amp; Property Rights Conference</b>	#Participants attending conference  #Projects presented	Increased understanding of presented topics by participants  Works-in-progress strengthened through feedback  Networking at event	# Participants indicating on survey that conference led to greater understanding and interest (End-of-event survey)	Incorporation of understanding from conference to classroom and/or professional settings  Generation of new research and/or policy ideas	#Participants reporting intention to use insights from conference in job  # Papers presented at conference resulting in publications in next five years
<b>3e. IB Research Seminars</b>	# Visiting scholars  # Disciplines represented  # Audience members  # Disciplines represented in audience	Stronger research paper from conference feedback  Increased exposure of experts on various topics related to GW-CIBER's theme and focal areas	Presenter's assessment of quality of feedback (Post-conference survey)  Audience feedback on usefulness of seminars for own research	Development of a network of scholars around the Center's theme and focal areas	# and quality of interactions between visiting scholar and audience members after visit (Post seminar survey)

**Objective 4: Provide professional development opportunities for faculty and doctoral students in diverse fields from across the United States, with a special emphasis on collaborative programming for scholars from Minority-Serving Institutions (MSI) and community colleges in the Mid-Atlantic region with the goal of internationalizing their curricula.**

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>4a. FDIB on Emerging Markets</b>	<ul style="list-style-type: none"> <li># Faculty participants</li> <li># Doctoral participants</li> <li># Schools represented</li> <li># Disciplines represented</li> </ul>	<p>Increased understanding of the state of knowledge regarding <i>Institutions, Policies, and Development in IB</i></p> <p>Increased understanding of curricular and pedagogical issues related to GW-CIBER's theme</p> <p>Development of a network of faculty and doctoral students with interests in GW-CIBER's theme</p> <p>Increased access to curricular materials related to the FDIB theme</p>	<ul style="list-style-type: none"> <li># Faculty reporting increased understanding of current thought, as well as curricular and pedagogical issues (End-of-workshop survey)</li> <li># Faculty reporting increased access to teaching materials (End-of-workshop survey)</li> <li># and quality of ongoing interactions among participants on curricular, pedagogical, and research issues related to theme (Post-workshop survey)</li> </ul>	<p>Expanded teaching related to GW-CIBER's theme across the country</p> <p>Integration of program content into courses</p> <ul style="list-style-type: none"> <li>▪ Business programs</li> <li>▪ Other social sciences</li> </ul> <p>Increased student understanding of issues related to Business and Developing Countries</p> <p>Incorporation of new knowledge from FDIB into research</p>	<ul style="list-style-type: none"> <li># Courses integrating program content (Post-workshop survey) <ul style="list-style-type: none"> <li>▪ New courses</li> <li>▪ Revised courses</li> </ul> </li> <li># Students affected nationwide <ul style="list-style-type: none"> <li>▪ Business programs</li> <li>▪ Other social sciences</li> </ul> </li> <li># Faculty reporting increased student learning (Post-workshop survey)</li> <li># Research projects incorporating insights from FDIB (Post-workshop survey)</li> </ul>
<b>4b. Diaspora PDW</b>	<ul style="list-style-type: none"> <li># Participants: <ul style="list-style-type: none"> <li>▪ Members of a diaspora</li> <li>▪ Not members of a diaspora</li> </ul> </li> </ul>	<p>Increased understanding of the challenges, opportunities, and strategies for diaspora homeland investment</p> <p>Increased understanding of resources available for diaspora entrepreneurs</p>	<ul style="list-style-type: none"> <li># Participants indicating on survey that workshop led to greater understanding of the challenges, opportunities and strategies</li> </ul>	<p>Launch of a new business by a diaspora investors</p> <p>Application of learning from training program in business activities</p>	<ul style="list-style-type: none"> <li># Businesses launched</li> <li># Individuals reporting use of learning from training program in their new business (Post-program survey)</li> </ul>

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>4c. Collaboration with Howard University</b>	<p>#Howard university faculty receiving mentorship and training</p> <p>#Howard students participating in the new study-abroad courses led by Howard faculty</p>	<p>Increased linkages between GW and local minority serving institutions</p> <p>Increased understanding of the state of knowledge regarding the role of <i>Institutions, Policies, and Development in IB</i></p> <p>Increased understanding of curricular and pedagogical issues related to GW-CIBER's theme</p> <p>Increased access to curricular materials related to GW-CIBER's theme</p>	<p># Faculty reporting increased understanding of current thought, as well as curricular and pedagogical issues (End-of-workshop survey)</p> <p># Faculty reporting increased access to teaching materials (End-of-workshop survey)</p> <p># and quality of ongoing interactions between faculty from Howard and GW</p>	<p>Increased ability for Howard students to manage in the global business environment</p> <p>Increased internationalization of Howard's business curriculum</p> <p>Increased opportunities for Howard students to participate in study-abroad courses</p>	<p># Courses (new &amp; revised) integrating program content (Post-workshop survey)New courses</p> <p># Students impacted at Howard</p> <p># Faculty reporting increased student learning (Post-workshop survey)</p> <p># Courses in Howard's Business Curriculum that have increased international content (Post-workshop survey)</p>
<b>4d. MSIs &amp; Community Colleges IB Workshops</b>	<p># Faculty supported</p> <p># MSIs and Community colleges represented</p>	<p>Increased understanding of the state of knowledge regarding IB</p> <p>Increased understanding of curricular and pedagogical issues related IB</p> <p>Increased access to IB curricular materials</p> <p>Integration of DC-area MSI faculty into national community</p>	<p># Faculty reporting increased understanding of current thought, curricular, and pedagogical issues (End-of-workshop survey)</p> <p># Faculty reporting increased access to teaching materials (End-of-workshop survey)</p> <p># and quality of ongoing interactions with other participants (Post-workshop survey)</p>	<p>Expanded teaching of IB in predominantly minority community colleges</p> <p>Integration of program content into courses</p> <p>Increased student understanding of IB issues</p>	<p># Courses integrating program content (Post-workshop survey)</p> <ul style="list-style-type: none"> <li>▪ New courses</li> <li>▪ Revised courses</li> </ul> <p># Students impacted at predominantly minority community colleges</p> <p># Faculty reporting increased student learning (Post-workshop survey)</p>
<b>4e. HBCU Business Deans Roundtable</b>	<p>#participants attending the session</p>	<p>Increased access to best practices for globalizing business school curricula</p>	<p>#Participants reporting increased access to best practices and resources for business school curriculum internationalization</p>	<p>Increased quality of instruction on international business issues</p> <p>Increased student understanding of the global environment</p>	<p>#new IB-related degrees launched at HBCU business schools</p> <p>#graduates having taken two or more courses related to IB</p>

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>4f. IB Institute for Community Colleges</b>	#participants applying to attend the Institute  #Community colleges represented	Increased access to knowledge, experience, and resources for internationalization of general business courses and/or development of specialized international business courses at the two-year college level	# Participants reporting increased access to best practices and resources for business school curriculum internationalization	Increased quality of instruction on international business issues  Increased student understanding of the global environment	#new IB-related courses and programs incorporated in community colleges curricula  #graduates having taken two or more courses related to IB
<b>4g. CAP Faculty Shadow Program</b>	#Destination countries  #Applicants interested in participating	Increased understanding of the cultural and business environment of the destination countries  Increased understanding of the mechanisms for organizing a CAP course	#Participating faculty reporting increased understanding of the visited countries  #Participating faculty reporting increased understanding of the logistics related to organizing a CAP program (Survey)	Increase in the number of countries and quality CAP projects  Increase in the quality of offered CAPs	#New CAP courses led by faculty who have participated in the CAP Shadow program  #Repeat CAP client companies offering projects to student teams
<b>4h. Professional Development Funding</b>	# Faculty  # Doctoral students  # Disciplines represented	Stronger research paper from conference feedback  Increased skills from professional development workshop	Awardee's assessment of quality of feedback (Post-conference survey)  Awardee's assessment of increase in skills (Post-conference survey)	Development of high quality research that influences the direction of the field  Inclusion of awardee in national network of scholars	Impact score of publication outlet of presented paper  # Forward citations to presented paper  # and quality of ongoing interactions between awardee and contacts from conference (Post conference survey)

**Objective 5: Engage the business and policy communities in the Mid-Atlantic region to develop their global business competency through training opportunities and outreach.**

<b>Initiatives</b>	<b>Outputs</b>	<b>Short-Term Outcome</b>	<b>Short-term Outcome Measure</b>	<b>Long-Term Outcome</b>	<b>Long-Term Outcome Measure</b>
<b>5a(i-iv). Training Activities Related to Trade Issues</b> <ul style="list-style-type: none"> <li>Trade Symposium</li> <li>State Trade Officials Training</li> <li>International Speaker Series</li> <li>DEC Leadership Forum</li> </ul>	#Participants from: <ul style="list-style-type: none"> <li>Small US firms</li> <li>Large US firms</li> <li>Gov't agencies</li> <li>NGOs</li> <li>Academia</li> </ul> #Online trade-related materials #Presentations given by GW faculty experts	Increased understanding of topic/issues by participants Networking and interaction opportunities for participants Increased variety of trade-related topics discussed at events	#Participants reporting activity led to greater understanding (end-of event survey) #Participants reporting satisfaction with GW faculty experts knowledge and background #Participants reporting use of online trade-related materials (Post-activity survey)	Incorporation of understanding from trade-related program in professional setting Utilization of new interpersonal ties in professional settings	# Individuals reporting intention to use insights from trade-related program in professional setting (end-of event survey) # Individuals reporting use of learning from the activities in their professional positions (Post-activity survey) # and quality of ongoing interactions among participants (Post-activity survey)
<b>5b. GW / Oliver Wyman Global Competitiveness Forum</b>	#Participants from: <ul style="list-style-type: none"> <li>Small US firms</li> <li>Large US firms</li> <li>Gov't agencies</li> <li>NGOs</li> <li>Academia</li> </ul>	Increased understanding of Forum topics by participants Participants interacting with other attendees during and after Forum	#Participants reporting activity led to greater understanding (end-of event survey)	Incorporation of understanding from Forum discussions into professional settings	# Individuals reporting intention to use insights from Forum program in professional setting (end-of event survey)
<b>5c(i-iv). Academic Knowledge Dissemination</b> <ul style="list-style-type: none"> <li>Business Responses to Enforcement Conf.</li> <li>Political Risk in IB Conference</li> <li>G2@GW</li> <li>Emerging Markets Forum</li> </ul>	#Participants from: <ul style="list-style-type: none"> <li>Small US firms</li> <li>Large US firms</li> <li>Gov't agencies</li> <li>NGOs</li> <li>Academia</li> </ul> #GW faculty serving as paper presenters and/or panelists at the conferences	Increased understanding of conference topics by participants Participants interacting with other attendees during and after conferences Increased recognition of GW faculty expertise	#Participants reporting activity led to greater understanding (end-of event survey) #Participants reporting satisfaction with GW faculty experts knowledge and background (end-of event survey)	Incorporation of understanding from conference presentations and discussions into professional settings	# Individuals reporting intention to use insights from Forum program in professional setting (end-of event survey) # Individuals reporting use of learning from workshop / conference (Post-program survey)

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>5d. Institutional Entrepreneur Series</b>	<p>#Offered events within the series</p> <p>#Different topics related to institutional entrepreneurship discussed at events</p> <p>#Participants from:</p> <ul style="list-style-type: none"> <li>• Small US firms</li> <li>• Large US firms</li> <li>• Gov't agencies</li> <li>• NGOs</li> <li>• Academia</li> </ul>	<p>Increased understanding of series topics by participants</p> <p>Participants interacting with other attendees during and after events</p>	<p>#Participants reporting activity led to greater understanding (end-of event survey)</p> <p>#Participants reporting satisfaction with expert speakers' knowledge and background (end-of event survey)</p>	<p>Incorporation of understanding from conference presentations and discussions into professional settings</p>	<p># Individuals reporting intention to use insights from Forum program in professional setting (end-of event survey)</p> <p># Individuals reporting use of learning from workshop / conference (Post-program survey)</p>
<b>5e.GW-CIBER Theme Outreach Projects</b>	<p># Projects</p> <p># Practitioner-targeted papers</p> <p># Other outreach activities</p> <p># Beneficiaries from</p> <ul style="list-style-type: none"> <li>▪ Small US firms</li> <li>▪ Large US firms</li> <li>▪ Gov't agencies</li> <li>▪ NGOs</li> <li>▪ Students</li> <li>▪ Faculty</li> </ul> <p># Projects carried out by:</p> <ul style="list-style-type: none"> <li>▪ GW Faculty &amp; Doctoral Students</li> <li>▪ Howard U. Faculty &amp; Doctoral students</li> </ul>	<p>Increased understanding of topic by participants/ beneficiaries</p> <p>Networking and interaction among participants after end of event</p>	<p># Participants indicating activity led to greater understanding (End-of-workshop survey)</p> <p># Participants indicating practitioner paper led to greater understanding (Feedback survey on website)</p>	<p>Incorporation of understanding from outreach program in professional settings</p> <p>Utilization of new interpersonal ties in professional settings</p>	<p># Individuals reporting intention to use insights from outreach program in job Post-workshop)</p> <p># Individuals reporting use of learning from program in their professional positions (Post-program survey)</p> <p># and quality of ongoing interactions among participants (Post-conference survey)</p>
<b>5f. IB Video Library</b>	<p># Videos</p>	<p>Increased access to DC-based expertise and perspectives by individuals nationwide</p> <p>Positive feedback by viewers</p>	<p># Individuals viewing video (in DC and nationally)</p> <p># Videos with average rating above 4.0 on web-based evaluation form accompanying video download</p>	<p>Expanded viewership over time</p>	<p>% Increase in viewership rates over time (in DC and nationally)</p>

**Objective 6: Promote “business language” education by offering programs that expand the proficiency of current and future international business professionals and strengthen the business literacy of language instructors in the Mid-Atlantic region.**

<b>Initiatives</b>	<b>Outputs</b>	<b>Short-Term Outcome</b>	<b>Short-term Outcome Measure</b>	<b>Long-Term Outcome</b>	<b>Long-Term Outcome Measure</b>
<b>6a. Business Language Minors</b>	# Students enrolled	General and functional knowledge and skills related to core business subjects  General and functional knowledge and skills related to a foreign language	Individual courses:  % Students with satisfactory score on assessment metric approved by school-wide curriculum committee  % Students giving score of 4 out of 5 on course evaluations  Full degree program:  % Students earning “B” or higher on exam essay questions regarding program objectives  % Students earning “B” or higher on case analysis regarding program objectives	Improved listening and reading comprehension, as well as speaking and writing by incorporating business vocabulary  Improved understanding of the business and economic environment of relevant countries, and about their role in the global economy.  Increased marketability of graduates for IB-related jobs	% Students/graduates reporting improved flow of communication in the foreign language and in professional context.  % Graduates reporting beneficial effect from completing the BL minor on their job-search outcomes.
<b>6b. Business Language Short-term Study Abroad Courses</b>	# Students participating  # Projects completed	Increased skills for addressing real business problems related to IB  Increased understanding of non-US institutional environments	% Students who demonstrate increased global understanding between pre-and post- test  % Participants indicating on survey that course led to greater understanding/ skills  % Students giving score of 4 out of 5 on course evaluations	Increased ability to communicate effectively in the global business environment	# Graduating students landing IB-related positions within two years after end of program  % Individuals reporting use of learning from course in their career (Alumni survey)

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>6c. Study Abroad @ Home</b>	# Students placed in internships  # Languages	Increased student proficiency  Increased understanding of vocabulary and usage in business settings	Extent of increase in student's proficiency level (tested by faculty member)  % Interns reporting greater proficiency in business settings	Increased ability to use language skills in business settings	% Graduates reporting use of language skills in their work (Alumni survey)
<b>6d. Business Language Case Clearinghouse</b>	# BL cases written  # Languages represented in case series	Increased understanding of vocabulary and usage in business settings	# Students improving skills <ul style="list-style-type: none"> <li>▪ Vocabulary</li> <li>▪ Usage and grammar in business settings</li> </ul>	Increased ability to use language skills in business settings	% Graduates reporting use of language skills in their work (Alumni survey)
<b>6e. Business Language Focused Webcasts</b>	#Webcast listeners	Increased understanding of the vocabulary and nuances of inflection, tone, and nonverbal behavior in business settings	# Students improving skills <ul style="list-style-type: none"> <li>▪ Vocabulary</li> <li>▪ Inflection and tone</li> <li>▪ Appropriate behavior in business settings</li> </ul>	Increased ability to use language skills in business settings  Increased use of media resources for the teaching of business languages	% Graduates reporting use of language skills in their work (Alumni survey)  % Business language instructors reporting increased use of media resources in the classroom

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>6f(i). Business Language PDW &amp; Trainings</b>	# Participants <ul style="list-style-type: none"> <li>▪ GW</li> <li>▪ Non-GW</li> <li>▪ Faculty</li> <li>▪ Doctoral students</li> </ul> # Universities represented # Workshops	Increased understanding of BL curricular and pedagogical issues  Greater access to BL curricular materials for language instructors  Increased communication among faculty in DC area on BL curricular and pedagogical issues	# Faculty reporting increased understanding of BL pedagogy and curricular issues (End-of-workshop survey)  # Faculty reporting increased access to BL teaching materials (End-of-workshop survey)	Expanded teaching of BL among schools and universities in DC region  Integration of program content into BL courses  Development of a regional community of language instructors  Increased quality of instruction in language courses  Increased student understanding of language vocabulary and usage in business settings	# New courses/ modules attributed to BLN membership (BLN membership survey)  # Courses integrating program content (BLN membership survey)  # and quality of ongoing interactions among participants  # Faculty reporting improvements in course evaluations (Post-workshop survey)  # Faculty reporting student learning (Post-workshop survey)
<b>6f(ii). Business Language Webinars on Business Content</b>	# Video chapters produced  # Languages represented in video series	Increased understanding of the vocabulary and nuances of inflection, tone, and nonverbal behavior in business settings	# Students improving skills <ul style="list-style-type: none"> <li>▪ Vocabulary</li> <li>▪ Inflection and tone</li> <li>▪ Appropriate behavior in business settings</li> </ul>	Increased ability to use language skills in business settings	% Graduates reporting use of language skills in their work (Alumni survey)
<b>6f(iii) Business Language Immersion Workshops</b>	# Workshops # Languages # Participants <ul style="list-style-type: none"> <li>▪ Faculty (GW/Non-GW)</li> <li>▪ Students (GW/Non-GW)</li> <li>▪ K-12 Teachers</li> <li>▪ Managers</li> </ul>	Maintenance/ improvement of proficiency in language  Increased understanding of language usage in business settings	# Participants in each category reporting maintained/ improved skills (End-of-workshop survey)	Increased quality of instruction in language courses  Increased understanding (by participants) of language vocabulary and usage in business settings  Increased understanding (by participants' students) of language vocabulary and usage in business settings	# Faculty reporting improvements in course evaluations (Post-workshop survey)  # Faculty reporting student learning (Post-workshop survey)  # Professional participants reporting increased comprehension and use of language in business context (Post-workshop survey)

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>6f(iv). Business Language in Focus Column</b>	#Faculty using tips from the column in their business language teaching	Increased access to potential participants in GW-CIBER's BL programming  Increased access to expertise in business language teaching for newsletter readers	#Faculty reading the column	Expanded GW-CIBER Business Language Network	% Increase in newsletter readership over time  % Increase of GW-CIBER BL programming participants as a result of the column
<b>6g. CIBER Business Language Conference</b>	# Faculty attending  # Doctoral students attending	Increased understanding of BL curricular and pedagogical issues  Greater access to BL curricular materials for language instructors  Increased communication among faculty nationwide on BL curricular and pedagogical issues	# Faculty reporting increased understanding of BL pedagogy and curricular issues (End-of-workshop survey)  # Faculty reporting increased access to BL teaching materials (End-of-workshop survey)	Expanded teaching of BL among participants  Integration of program content into BL courses  Increased quality of instruction in language courses  Increased student understanding of language vocabulary and usage in business settings	# New courses/ modules attributed to conference membership (Post-conference survey)  # Courses integrating program content (Post-conf. survey)  # and quality of ongoing interactions among participants (Post-conference survey)  # Faculty reporting improvements in course evaluations (Post-conference survey)  # Faculty reporting student learning (Post-conf. survey)

**Objective 7: Enhance student and professional understanding of the business environment in Sub-Saharan Africa and its relevance for US competitiveness.**

<b>Initiatives</b>	<b>Outputs</b>	<b>Short-Term Outcome</b>	<b>Short-term Outcome Measure</b>	<b>Long-Term Outcome</b>	<b>Long-Term Outcome Measure</b>
<b>7a.-c.Partnerships with Organizations in Sub-Saharan Africa</b> <ul style="list-style-type: none"> <li>• Partnership with Ethiopian Chamber of Commerce</li> <li>• Partnership with Rwanda Development Board</li> <li>• Partnership with Bridge2Rwanda</li> </ul>	#Students participation in study-abroad in Sub-Saharan Africa  #Faculty participating in FDIBs in Sub-Saharan Africa	Increased opportunities for experiential learning in Sub-Saharan Africa  Increased pool of qualified faculty to lead experiential-learning courses to Sub-Saharan Africa	#Experiential-learning projects acquired through partnerships with Sub-Saharan Africa organizations  #FDIBs in Sub-Saharan Africa secured through partnership with related organizations	Creation of a network of high-caliber professionals with expertise in Sub-Saharan Africa  Increased ability of graduates to manage effectively in the region.	Participating students who obtain increased responsibility pertaining to international operations in the region, within two years of program completion  % Individuals reporting use of learning from the programs related to Sub-Saharan Africa in their career (Alumni survey)
<b>7d. Study Abroad in Ethiopia, Ghana, Rwanda</b>	# Students participating	Increased understanding of non-US institutional and cultural environments	% Students who demonstrate increased global understanding between pre-and post-test  % Participants indicating on survey that course led to greater understanding/ skills  % Students giving score of 4 out of 5 on course evaluations	Increased ability to communicate and interact effectively in the global environment	% Program alumni reporting use of knowledge/skills from course in their careers (Alumni survey)

Initiatives	Outputs	Short-Term Outcome	Short-term Outcome Measure	Long-Term Outcome	Long-Term Outcome Measure
<b>7e. FDIB in Ethiopia, Ghana, Rwanda</b>	# Faculty attending FDIBs # Destination countries	Increased understanding of IB and developing country issues among participating faculty  Development of a network of faculty with interests in Business and Developing Country issues	# Faculty reporting increased understanding developing country issues (End-of-workshop survey)  # and quality of ongoing interactions among participants on curricular, pedagogical, and research issues related to theme (Post-workshop survey)	Expanded teaching of Business and Developing Country issues across the country  Increased student understanding of issues related to Business and Developing Countries  Incorporation of new knowledge from FDIB into research	# Courses integrating program content (Post-workshop survey)  # Students impacted nationwide  # Faculty reporting increased student learning (Post-workshop survey)  # Research projects incorporating insights from FDIB (Post-event survey)
<b>7f.&amp;7h Africa-Related Conferences</b>  • <i>Doing Business in Africa</i> • Ethiopian Diaspora Business Forum	#Participants from: • Small US firms • Large US firms • Gov't agencies • NGOs • Academia  #GW serving as paper presenters and/or panelists at the events	Increased understanding of conference topics by participants  Participants interacting with other attendees during and after conferences  Increased recognition of GW faculty expertise	#Participants reporting activity led to greater understanding (end-of event survey)  #Participants reporting satisfaction with GW faculty experts knowledge and background (end-of event survey)	Incorporation of understanding from conference presentations and discussions into professional settings	# Individuals reporting intention to use insights from Forum program in professional setting (end-of event survey)  # Individuals reporting use of learning from workshop / conference (Post-program survey)
<b>7g. Partnership with ADYN</b>	#Collaborative events #Participant	Increased understanding of IB issues	#Participants reporting activity led to greater understanding (end-of event survey)	Heightened interest in global and IB issues among the ADYN students	%Participants reporting intent to learn more about IB (post-event survey)
<b>7i. African Diaspora Marketplace III</b>	#Submitted business plans #GW students and faculty evaluating business plans	Increased understanding of the challenges, opportunities, and strategies for diaspora homeland investment  Increased understanding of resources available for diaspora entrepreneurs	# Participants indicating on survey that event led to greater understanding of the challenges, opportunities and strategies for diaspora entrepreneurship	Launch of a new business by a diaspora investor/ADM awardee  Application of learning from training program in business activities	# Businesses launched  # Individuals reporting use of learning from training program in their new business (Post-program survey)

## EXHIBIT 8.6 SAMPLE PROGRAM SURVEY - SUMMER DOCTORAL INSTITUTE

### Summer Doctoral Institute Program Evaluation - Students

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#### General Program Questions:

- 1) How did you learn about the GW-CIBER Summer Doctoral Institute?
- 2) How did the program compare to your expectations?
  - a. Exceeded expectations
  - b. Met my expectations
  - c. Somewhat met my expectations
  - d. Did not meet my expectations

*Please explain your answer*
- 3) What element of the program did you find most useful to you?
- 4) What element of the program did you find least useful to you?

#### Research Component of Program:

- 1) Over the last eight weeks, have you strengthened your ability to undertake research in the area of the SDI's "Institution, the State & Development" theme?
  - a. A great deal
  - b. A good deal
  - c. Somewhat
  - d. Not at all

*Please explain your answer*
- 2) What were your expectations for how you and your mentor would divide responsibilities and work together?
- 3) How did the working relationship with your faculty mentor compare to your expectations?
  - a. Exceeded expectations
  - b. Met my expectations
  - c. Somewhat met my expectations
  - d. Did not meet my expectations

*Please explain your answer*
- 4) On average, how frequently did you and your faculty mentor meet?
  - a. More than twice a week
  - b. Twice a week
  - c. Once a week
  - d. Once every other week
  - e. Other (please specify)
- 5) Did you find the research feedback session useful for strengthening your research? What would you change about the research feedback session (e.g. format, etc.), if anything?
- 6) Did the Washington, DC program location have any bearing on, or make any contribution to, your research project?

**Seminar Component of Program:**

- 1) How did the weekly “Institutions, the State & Development” seminar compare to your expectations?
  - a. Exceeded expectations
  - b. Met my expectations
  - c. Somewhat met my expectations
  - d. Did not meet my expectations

*Please explain your answer*

- 2) What seminar session did you find most useful and why?
- 3) What seminar session did you find least useful and why?
- 4) How could the seminar be strengthened?

**Community Component of Program:**

- 1) What was your expectation for your level of involvement with the other SDI participants?
- 2) One of the goals of the program was to create a community of scholars through communal living quarters and shared social and professional experiences. How did the community living component of the program compare to your expectations?
  - a. Exceeded expectations
  - b. Met my expectations
  - c. Somewhat met my expectations
  - d. Did not meet my expectations

*Please explain your answer*

- 3) On average, how frequently did you discuss your research with one of your peers outside of your research feedback group?
  - a. Everyday
  - b. A few times a week
  - c. Once a week
  - d. Once every other week
  - e. Never
  - f. Other (please specify)
- 4) On average, how frequently did you engage in social activities with one or more of your peers?
  - a. Everyday
  - b. A few times a week
  - c. Once a week
  - d. Once every other week
  - e. Never
  - f. Other (please specify)

- 5) Do you anticipate staying in contact with other members of the program?
- 6) Did you like the lodging situation you were provided? If given an option, would you prefer a) a single dorm room, b) a two-bedroom apartment, or c) an apartment with three or more bedrooms?

**Other:**

- 1) Please comment on the timing and length of the Institute. What changes, if any, would you suggest?
- 2) How could we better promote (e.g. advertise) the program?
- 3) How could we strengthen the program?
- 4) Would you recommend the Institute to others? Please explain.

## Budget Narrative File(s)

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\* **Mandatory Budget Narrative Filename:**

[Add Mandatory Budget Narrative](#)

[Delete Mandatory Budget Narrative](#)

[View Mandatory Budget Narrative](#)

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

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BUDGET NARRATIVE SUPPLEMENTAL INFORMATION

P.I: Reid Click  
 PROJECT: CIBER Year 1  
 SPONSOR: Department of Education  
 PROJECT DATES: 10/01/14-09/30/15

\*Expected salary increases of 4% are calculated into base salary and project salary costs.  
 \*\*Fringe for full-time staff is 25.3%; supplemental faculty and temporary staff (e.g. hourly wage) compensation is 6.1%

PERSONNEL	EFFORT	BASE	PROJECT	FRINGE	SPONSOR	MATCHING	TOTAL
Line Item	(%)	SALARY	SALARY*	BENEFITS**	FUNDS	FUNDS	FUNDS
<b>Core CIBER Staff</b>							
<b>Reid Click</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	50.00%	\$155,403	\$79,773	\$20,183	\$99,956	\$99,956
Summer Salary - Matching & Sponsored	6/1/15 - 8/31/15		\$161,619	\$25,000	\$6,325	\$11,277	\$31,325
<b>Alexis Gaul</b>							
Matching Funds	10/1/14 - 9/30/15	65.00%	\$76,327	\$51,101	\$12,928	\$64,029	\$64,029
Sponsor Funds	10/1/14 - 9/30/15	25.00%	\$76,327	\$19,654	\$4,972	\$24,627	\$24,627
<b>Nevena Yakova</b>							
Matching Funds	10/1/14 - 9/30/15	65.00%	\$74,514	\$49,887	\$12,621	\$62,508	\$62,508
Sponsor Funds	10/1/14 - 9/30/15	25.00%	\$74,514	\$19,187	\$4,854	\$24,042	\$24,042
<b>Faculty Coordinators</b>							
<b>Susan Sell</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	5.00%	\$102,026	\$5,237	\$1,325	\$6,562	\$6,562
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$106,107	\$2,500	\$633	\$3,133	\$3,133
<b>Robert Weiner</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	12.50%	\$175,718	\$22,551	\$5,705	\$28,256	\$28,256
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$182,747	\$5,000	\$1,265	\$6,265	\$6,265
<b>Michael Moore</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	5.00%	\$135,041	\$6,932	\$1,754	\$8,686	\$8,686
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$140,443	\$2,500	\$633	\$3,133	\$3,133
<b>Anupama Phene</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	10.00%	\$197,352	\$20,261	\$5,126	\$25,388	\$25,388
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$205,246	\$5,000	\$1,265	\$6,265	\$6,265
<b>Jennifer Brinkerhoff</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	5.00%	\$115,913	\$5,950	\$1,505	\$7,456	\$7,456
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$120,550	\$2,500	\$633	\$3,133	\$3,133
<b>Liesl Riddle</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	5.00%	\$166,153	\$8,529	\$2,158	\$10,687	\$10,687
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$172,799	\$2,500	\$633	\$3,133	\$3,133
<b>Jennifer Spencer</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	5.00%	\$194,163	\$9,967	\$2,522	\$12,489	\$12,489
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$201,930	\$2,500	\$633	\$3,133	\$3,133
<b>Anna Helm</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	10.00%	\$104,500	\$10,729	\$2,714	\$13,443	\$13,443
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$108,680	\$3,500	\$886	\$4,386	\$4,386
<b>Margaret Gonglewski</b>							
Academic Year - Matching Funds	10/1/14 - 5/31/15 & 9/1/15-9/30/15	10.00%	\$88,224	\$9,058	\$2,292	\$11,349	\$11,349
Summer Salary - Sponsored Funds	6/1/15 - 8/31/15		\$91,753	\$3,500	\$886	\$4,386	\$4,386

Staff Supporting MBA Offerings									
<b>Bryan Adriano</b>	Executive Director, Global and Experiential Education								
<i>Matching Funds</i>	10/1/14 - 9/30/15	25.00%	\$110,000	\$28,325	\$7,166		\$35,491	\$35,491	
Language Partner Faculty (Business Language Curriculum Development - 6a and 6b)									
<b>Margaret Goglewski</b>	(6b: German Business Language Study Abroad)								
<i>Academic Year - Matching Funds</i>	10/1/14 - 5/31/15 & 9/1/15-9/30/15	5.00%	\$88,224	\$4,529	\$1,146		\$5,675	\$5,675	
<i>Summer Salary - Sponsored Funds</i>	6/1/15 - 8/31/15		\$91,753	\$1,250	\$316	\$1,566		\$1,566	
<b>Anna Helm</b>	(6b: German Business Language Study Abroad)								
<i>Academic Year - Matching Funds</i>	10/1/14 - 5/31/15 & 9/1/15-9/30/15	5.00%	\$104,500	\$5,364	\$1,357		\$6,722	\$6,722	
<i>Summer Salary - Sponsored Funds</i>	6/1/15 - 8/31/15		\$108,680	\$1,250	\$316	\$1,566		\$1,566	
<b>Richard Robin</b>	(6b: Russian Business Language Study Abroad)								
<i>Academic Year - Matching Funds</i>	10/1/14 - 5/31/15 & 9/1/15-9/30/15	10.00%	\$101,774	\$10,449	\$2,644		\$13,092	\$13,092	
<i>Summer Salary - Sponsored Funds</i>	6/1/15 - 8/31/15		\$105,845	\$2,500	\$633	\$3,133		\$3,133	
Center Evaluation									
<b>Kathryn Newcomer</b>	(Evaluation Specialist)								
<i>Academic Year - Matching Funds</i>	10/1/14 - 5/31/15 & 9/1/15-9/30/15	2.50%	\$193,950	\$4,978	\$1,259		\$6,237	\$6,237	
<i>Summer Salary - Sponsored Funds</i>	6/1/15 - 8/31/15		\$201,708	\$7,000	\$1,771	\$8,771		\$8,771	
CIBER Fellows (Awarded through RFP for research, curriculum development and outreach projects -1e; 3b; and 5e)									
Academic Year & Summer Salary Faculty Fellows (6 awards- \$5,500 summer salary spread over matching funds & grant funds; 10% AY effort) (TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
<i>Academic Year - Matching Funds</i>	10/1/14 - 5/31/15 & 9/1/15-9/30/15	10.00%	\$100,000	\$10,267	\$2,597		\$77,185	\$77,185	
<i>Summer Salary - Sponsored Funds</i>	6/1/15 - 8/31/15		\$104,000	\$5,500	\$1,392	\$30,972		\$30,972	
<i>Summer Salary - Matching Funds</i>	6/1/15 - 8/31/15		\$104,000	\$5,500	\$1,392		\$10,377	\$10,377	
Course Release Faculty Fellows (3 awards - \$6,000 contributed from grant and rest of the effort from cost-share) (TBD) Assumes \$100,000 salary and 16.67% effort during Academic Year.									
<i>Course Relief (AY) - Matching Funds</i>	10/1/14 - 5/31/15 & 9/1/15-9/30/15	10.826%	\$100,000	\$11,115	\$2,812		\$41,780	\$41,780	
<i>Course Relief (AY) - Sponsor Funds</i>	10/1/14 - 5/31/15 & 9/1/15-9/30/15	5.844%	\$100,000	\$6,000	\$1,518	\$22,553		\$22,553	
Other Academic Year Faculty Fellows (3 awards) (TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
<i>Academic Year - Matching Funds</i>	10/1/14 - 5/31/15 & 9/1/15-9/30/15	10.000%	\$100,000	\$10,267	\$2,597		\$38,592	\$38,592	
Supplemental Faculty Compensation for Materials & Workshop Development							Sponsor	Fringe	
(4a): Faculty Compensation for Organizing FDIB (Riddle)			\$8,000	\$488		\$8,488		\$8,488	
(4d): Faculty Compensation for MSI and Community College IB Workshops (6 days @ \$1000 a day)			\$6,000	\$366		\$6,366		\$6,366	
(5a(iii)): Faculty Compensation for Export DC & DC Chamber International Speaker Series			\$1,500	\$92		\$1,592		\$1,592	
(6d): Faculty Compensation for Business Language Cases (\$1,000 X 2)			\$2,000	\$122		\$2,122		\$2,122	
(6e): Faculty Compensation for Business Language Webcasts (\$250 X 2 webcasts for 3 languages)			\$1,500	\$92		\$1,592		\$1,592	
(6f): Faculty Compensation for BL Training Outreach to MSIs/CCs (3 trainings a year @ \$400 each)			\$1,200	\$73		\$1,273		\$1,273	
(7g): Faculty Compensation for ADYN Program (2 sessions @ \$500 each)			\$1,000	\$61		\$1,061		\$1,061	
Research Assistants & Other Hourly Work							Match	Fringe	
General CIBER RAs			\$12,500	\$763			\$13,263	\$13,263	
(2a): Export Training Internships			\$8,000	\$488			\$8,488	\$8,488	
(2a): Intern for Mayor's office			\$2,500	\$153			\$2,653	\$2,653	
(1e; 3b; and 5e): RAs for Faculty Fellow (RFP)			\$15,000	\$915			\$15,915	\$15,915	
(6b): Business Language BL Curriculum Dev Study Abroad RAs (2)			\$5,000	\$305			\$5,305	\$5,305	
<b>Total Salaries/Wages/Fringe Benefits:</b>							<b>\$196,734</b>	<b>\$642,860</b>	<b>\$839,595</b>

<b>Consultants and Vendors</b>			\$11,000	\$0	\$11,000
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Evaluation (Business School Academic)	\$2,000	\$0			
(1f): Student Co-Curricular Learning Activities - Lecture Fee	\$1,000	\$0			
(2c): Student Consulting Training	\$6,000	\$0			
(7c): Travel Provider Fee - Bridge2Rwanda Short Term Study Abroad	\$2,000	\$0			
<b>Total</b>	<b>\$11,000</b>	<b>\$0</b>			
<b>Professional Development</b> (includes registration fees for professional development sessions)			\$2,450	\$0	\$2,450
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Director's Conference	\$800	\$0			
CIBER Assoc Director's Conf	\$400	\$0			
(4h): Academic Conference Registration Fees	\$1,250	\$0			
<b>Total</b>	<b>\$2,450</b>	<b>\$0</b>			
<b>CIBER Co-Sponsorships</b> (includes co-sponsorship fees and may allow for GW-CIBER registrations)			\$16,500	\$0	\$16,500
	<b>Sponsor</b>	<b>Matching</b>			
(4c): Globalizing Minority-Serving Institutions Program - Georgia State	\$5,000	\$0			
(4f): IB Institute - Michigan State	\$3,000	\$0			
(4h): Overseas FDIB in China - University of Colorado @ Denver	\$4,500	\$0			
(5a(iv)): National DEC Leadership Forum	\$500	\$0			
(5c(iv)): UMD Emerging Markets Forum	\$1,500	\$0			
(6g): CIBER Business Language Conference - location TBD	\$2,000	\$0			
<b>Total</b>	<b>\$16,500</b>	<b>\$0</b>			
<b>Meeting/Seminar/Conference Expenses (Room Rental / Tech AV and Food/Beverage Costs)</b>			\$34,175	\$0	\$34,175
<b>Room Rental and Tech/Audio Visual Costs</b>					
	<b>Sponsor</b>	<b>Matching</b>			
(1f): IB Co-Curricular Activities	\$1,500	\$0			
(5a(i)): Annual Trade Symposium	\$3,000	\$0			
(5c(ii)): 'Political Risk in IB' Conference	\$2,000	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
(7f): GW / Minnesota Annual Conference on "Doing Business in Africa"	\$4,000	\$0			
(7h): Ethiopian Business Diaspora Forum	\$1,500	\$0			
<b>Total</b>	<b>\$14,000</b>	<b>\$0</b>			
<b>Food &amp; Beverage</b>					
	<b>Sponsor</b>	<b>Matching</b>			
(1f): IB Co-Curricular Activities	\$1,500	\$0			
(3a): Summer Doctoral Institute	\$2,200	\$0			
(3d): Innovation and Property Rights Research Conference	\$3,725	\$0			
(4d): MSIs and Community Colleges IB Workshops	\$2,700	\$0			
(5a(i)): Annual Trade Symposium	\$2,000	\$0			
(5c(ii)): 'Political Risk in IB' Conference	\$2,000	\$0			
(5c(iii)): G2 @ GW	\$1,000	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
(6f(i)): Annual BL Professional Development Workshop	\$1,050	\$0			
(7i): African Diaspora Marketplace III Review Event	\$2,000	\$0			
<b>Total</b>	<b>\$20,175</b>	<b>\$0</b>			
<b>Domestic Travel</b> (includes travel, meal and lodging expenses)			\$44,760	\$30,000	\$74,760
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Director's Conference	\$2,400	\$0			
CIBER Assoc. Director's Conference	\$1,200	\$0			
(1c): Globalization Course - Speaker Travel	\$2,000	\$0			
(1d): MBA Tracks in IB - Career Trek and Forums (bus and speaker travel)	\$1,750	\$0			
(1f): IB Co-Curricular Activities - Speaker Travel	\$1,500	\$0			
(2c): Consulting Training - Instructor Travel	\$1,000	\$0			
(2f): Internationalizing Corporate Collaborative Council & Exec in Residence	\$1,500	\$0			

(3a): Summer Doctoral Inst. (GW lodging)	\$0	\$24,960			
(3a): Summer Doctoral Institute (living allowance)	\$16,000	0			
(3d): Innovation and Property Rights Research Conference - speaker travel	\$5,000	\$0			
(1e & 3b): Faculty / Doctoral Travel (RFP)	\$3,000	\$0			
(4f): MSU CIBER IB Institute - Participant Travel @ \$750 each	\$1,500	\$0			
(4h): Academic Conference Travel	\$2,500	\$0			
(3e): Seminar Series	\$750	\$0			
(4a): FDIB on Emerging Markets - On campus housing	\$960	\$5,040			
(5a(iv)): National DEC Leadership Forum - Participant Travel	\$500	\$0			
(6f(i)): BL Training Outreach to other Universities - Instructor Travel	\$1,200	\$0			
(7f): GW / Minnesota "Doing Business in Africa" conference - Speaker Travel	\$2,000	\$0			
<b>Total</b>	<b>\$44,760</b>	<b>\$30,000</b>			
<b>International Travel</b> (includes travel, meal and lodging expenses)			\$23,500	\$0	\$23,500
	<b>Sponsor</b>	<b>Matching</b>			
(2b): Alumni Association IB Internships	\$4,000	\$0			
(1e & 3b) Faculty / Doctoral Travel (RFP)	\$5,000	\$0			
(4g): CAP Shadow Program (1 Participant)	\$4,000	\$0			
(4h): Faculty travel to overseas FDIB	\$2,500	\$0			
(6b): BL Study Abroad (2)	\$8,000	\$0			
<b>Total</b>	<b>\$23,500</b>	<b>\$0</b>			
<b>Research &amp; Program Support</b> (includes publications, data, software, subscriptions and other resources)			\$200	\$4,000	\$4,200
	<b>Sponsor</b>	<b>Matching</b>			
Survey Monkey Evaluation Software	\$200	\$0			
(3b): Databases	\$0	\$4,000			
<b>Total</b>	<b>\$200</b>	<b>\$4,000</b>			
<b>Center &amp; Program Materials</b> (includes conference/program promotion & conference/workshop materials)			\$6,230	\$0	\$6,230
	<b>Sponsor</b>	<b>Matching</b>			
(1d): New MBA Tracks in IB - Career Trek and Forums	\$500	\$0			
(1f): IB Co-Curricular Learning Activities	\$500	\$0			
(3a): Summer Doctoral Institute	\$480	\$0			
(4a): FDIB on Emerging Markets (Marketing Costs)	\$2,500	\$0			
(4d): MSIs and CCs IB Workshops	\$750	\$0			
(5a(i)): Annual Trade Symposium	\$500	\$0			
(5c(i)): 'Political Risk in IB' Conference	\$500	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$500	\$0			
<b>Total</b>	<b>\$6,230</b>	<b>\$0</b>			
<b>Archiving &amp; Broadcasting</b> (includes CIBER outputs archiving/dissemination; media & equipment fees)			\$2,000	\$0	\$2,000
	<b>Sponsor</b>	<b>Matching</b>			
(5f): Events Videographer for posting to Video Library	\$1,500	\$0			
CIBERWEB	\$500	\$0			
<b>Total</b>	<b>\$2,000</b>	<b>\$0</b>			
<b>Total Other Costs</b>			<b>\$140,815</b>	<b>\$34,000</b>	<b>\$174,815</b>
<b>Total Direct Project Costs</b>			<b>\$337,549</b>	<b>\$676,860</b>	<b>\$1,014,410</b>
<b>GWU MODIFIED TOTAL DIRECT COSTS</b>			<b>\$337,549</b>	<b>\$676,860</b>	<b>\$1,014,410</b>
<b>Sponsor Indirect @ 8%TDC</b>			<b>\$27,004</b>	<b>\$54,149</b>	<b>\$81,153</b>
<b>TOTAL</b>			<b>\$364,553</b>	<b>\$731,009</b>	<b>\$1,095,562</b>

BUDGET NARRATIVE SUPPLEMENTAL INFORMATION

P.I: Reid Click  
 PROJECT: CIBER Year 2  
 SPONSOR: Department of Education  
 PROJECT DATES: 10/01/15-09/30/16

\*Expected salary increases of 4% are calculated into base salary and project salary costs.  
 \*\*Fringe for full-time staff is 25.3%; supplemental faculty and temporary staff (e.g. hourly wage) compensation is 6.1%

PERSONNEL		EFFORT	BASE	PROJECT	FRINGE	SPONSOR	MATCHING	TOTAL
Line Item	Descr <sup>y</sup> Time Period	(%)	SALARY	SALARY*	BENEFITS**	FUNDS	FUNDS	FUNDS
<b>Core CIBER Staff</b>								
<b>Reid Click</b>								
	Faculty Director							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	50.00%	\$161,619	\$82,964	\$20,990		\$103,954
	Summer Salary - Matching & Sponsored	6/1/16 - 8/31/16		\$168,084	\$25,000	\$6,325	\$20,048	\$31,325
<b>Alexis Gaul</b>								
	Administrative Director							
	Matching Funds	10/1/15 - 9/30/16	65.00%	\$79,380	\$53,145	\$13,446		\$66,590
	Sponsor Funds	10/1/15 - 9/30/16	25.00%	\$79,380	\$20,440	\$5,171	\$25,612	\$25,612
<b>Nevena Yakova</b>								
	Program Manager							
	Matching Funds	10/1/15 - 9/30/16	65.00%	\$77,494	\$51,882	\$13,126		\$65,009
	Sponsor Funds	10/1/15 - 9/30/16	25.00%	\$77,494	\$19,955	\$5,049	\$25,003	\$25,003
<b>Faculty Coordinators</b>								
<b>Susan Sell</b>								
	Faculty Coordinator - Focal Areas							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	5.00%	\$106,107	\$5,447	\$1,378		\$6,825
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$110,351	\$2,500	\$633	\$3,133	\$3,133
<b>Robert Weiner</b>								
	Faculty Coordinator - Focal Areas & BS in IB							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	7.50%	\$182,747	\$14,072	\$3,560		\$17,632
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$190,057	\$2,500	\$633	\$3,133	\$3,133
<b>Michael Moore</b>								
	Faculty Coordinator - Focal Areas							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	5.00%	\$140,443	\$7,209	\$1,824		\$9,033
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$146,060	\$2,500	\$633	\$3,133	\$3,133
<b>Anupama Phene</b>								
	Faculty Coordinator - Focal Areas							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	5.00%	\$205,246	\$10,536	\$2,666		\$13,202
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$213,456	\$2,500	\$633	\$3,133	\$3,133
<b>Jennifer Brinkerhoff</b>								
	Faculty Coordinator - Focal Areas							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	5.00%	\$120,550	\$6,188	\$1,566		\$7,754
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$125,372	\$2,500	\$633	\$3,133	\$3,133
<b>Liesl Riddle</b>								
	Faculty Coordinator -Focal Areas and FDIBs							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	10.00%	\$172,799	\$17,741	\$4,488		\$22,229
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$179,711	\$5,000	\$1,265	\$6,265	\$6,265
<b>Jennifer Spencer</b>								
	Faculty Coordinator - RFP and FDIBs							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	5.00%	\$201,930	\$10,366	\$2,623		\$12,988
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$210,007	\$2,500	\$633	\$3,133	\$3,133
<b>Anna Helm</b>								
	Business Languages Faculty Co-Coordinator							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	10.00%	\$108,680	\$11,158	\$2,823		\$13,981
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$113,027	\$3,500	\$886	\$4,386	\$4,386
<b>Margaret Gonglewski</b>								
	Business Languages Faculty Co-Coordinator							
	Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	10.00%	\$91,753	\$9,420	\$2,383		\$11,803
	Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$95,423	\$3,500	\$886	\$4,386	\$4,386

Staff Supporting MBA Offerings									
<b>Bryan Adriano</b>	Executive Director, Global and Experiential Education								
<i>Matching Funds</i>	10/1/15 - 9/30/16	25.00%	\$114,400	\$29,458	\$7,453		\$36,911	\$36,911	
Language Partner Faculty (Business Language Curriculum Development - 6a and 6b)									
<b>Phyllis Zhang</b>	(6b: Business Chinese Language Study Abroad)								
Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	10.00%	\$94,050	\$9,656	\$2,443		\$12,099	\$12,099	
Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$97,812	\$2,500	\$633	\$3,133		\$3,133	
<b>Margaret Gonglewski</b>	(6a: Business German Language Minor, Teaching Case and Immersion)								
Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	2.50%	\$91,753	\$2,355	\$596		\$2,951	\$2,951	
Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$95,423	\$1,250	\$316	\$1,566		\$1,566	
<b>Anna Helm</b>	(6a: Business German Language Minor, Teaching Case and Immersion)								
Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	2.50%	\$108,680	\$2,789	\$706		\$3,495	\$3,495	
Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$113,027	\$1,250	\$316	\$1,566		\$1,566	
<b>Richard Robin</b>	(6a: Business Russian Language Minor, Teaching Case and Immersion)								
Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	5.00%	\$105,845	\$5,433	\$1,375		\$6,808	\$6,808	
Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$110,079	\$2,500	\$633	\$3,133		\$3,133	
Center Evaluation									
<b>Kathryn Newcomer</b>	(Evaluation Specialist)								
Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	2.50%	\$201,708	\$5,177	\$1,310		\$6,487	\$6,487	
Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$209,776	\$7,000	\$1,771	\$8,771		\$8,771	
CIBER Fellows (Awarded through RFP for research, curriculum development and outreach projects - 1e; 3b; and 5e)									
Academic Year & Summer Salary Faculty Fellows (6 awards- \$5,500 summer salary spread over matching funds & grant funds; 10% AY effort)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	10.00%	\$100,000	\$10,267	\$2,597		\$77,185	\$77,185	
Summer Salary - Sponsored Funds	6/1/16 - 8/31/16		\$104,000	\$5,500	\$1,392	\$24,871		\$24,871	
Summer Salary - Matching Funds	6/1/16 - 8/31/16		\$104,000	\$5,500	\$1,392		\$16,478	\$16,478	
Course Release Faculty Fellows (3 awards - \$6,000 contributed from grant and rest of the effort from cost-share)									
(TBD) Assumes \$100,000 salary and 16.67% effort during Academic Year.									
Course Relief (AY) - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	10.826%	\$100,000	\$11,115	\$2,812		\$41,780	\$41,780	
Course Relief (AY) - Sponsor Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	5.844%	\$100,000	\$6,000	\$1,518	\$22,553		\$22,553	
Other Academic Year Faculty Fellows (3 awards)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/15 - 5/31/16 & 9/1/16-9/30/16	10.000%	\$100,000	\$10,267	\$2,597		\$38,592	\$38,592	
Supplemental Faculty Compensation for Materials & Workshop Development							Sponsor	Fringe	
(2d) Faculty Compensation for Global Business Consulting (GBC) Program team advisor				\$5,000	\$305	\$5,305		\$5,305	
(4d): Faculty Compensation for MSI and Community College IB Workshops (6 days @ \$1000 a day)				\$6,000	\$366	\$6,366		\$6,366	
(5a(iii)): Faculty Compensation for Export DC & DC Chamber International Speaker Series				\$1,500	\$92	\$1,592		\$1,592	
(6d): Faculty Compensation for Business Language Cases (\$1,000 X 2)				\$2,000	\$122	\$2,122		\$2,122	
(6e): Faculty Compensation for Business Language Webcasts (\$250 X 2 webcasts for 3 languages)				\$1,500	\$92	\$1,592		\$1,592	
(6f): Faculty Compensation for BL Training Outreach to MSIs/CCs (3 trainings a year @ \$400 each)				\$1,200	\$73	\$1,273		\$1,273	
(7e): Faculty Compensation for Organizing FIDB to Africa (Riddle and Click)				\$12,000	\$3,036	\$15,036		\$15,036	
(7g): Faculty Compensation for ADYN Program (2 sessions @\$500 each)				\$1,000	\$61	\$1,061		\$1,061	
Research Assistants & Other Hourly Work							Match	Fringe	
General CIBER RAs				\$12,500	\$763	\$13,263		\$13,263	
(2a): Export Training Internships				\$8,000	\$488	\$8,488		\$8,488	
(2a): Intern for Mayor's office				\$2,500	\$153	\$2,653		\$2,653	
(1e; 3b; and 5e): RAs for Faculty Fellow (RFP)				\$15,000	\$915	\$15,915		\$15,915	
(6b): Business Language BL Curriculum Dev Study Abroad RAs (2)				\$2,500	\$153	\$2,653		\$2,653	
(7d): Africa Short-term study Abroad RA				\$1,500	\$92	\$1,592		\$1,592	
<b>Total Salaries/Wages/Fringe Benefits:</b>							<b>\$204,433</b>	<b>\$649,625</b>	<b>\$854,058</b>

<b>Consultants and Vendors</b>			\$17,000	\$0	\$17,000
	<b>Sponsor</b>	<b>Matching</b>			\$0
CIBER Evaluation (Business School Intl Ed Administrator)	\$2,000	\$0			
(1b): Argentina Business Site Visits - Local Tour Operator Coordination Fee	\$4,000	\$0			
(1f): Student Co-Curricular Learning Activities - Lecture Fee	\$3,000	\$0			
(2c): Student Consulting Training	\$6,000	\$0			
(7a): Travel Provider Fee - Ethiopian Executive Roundtables	\$2,000	\$0			
<b>Total</b>	<b>\$17,000</b>	<b>\$0</b>			
<b>Professional Development</b> (includes registration fees for professional development sessions)			\$2,200	\$0	\$2,200
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Director's Conference	\$800	\$0			
CIBER Assoc Director's Conf	\$400	\$0			
(4h): Academic Conference Registration Fees	\$1,000	\$0			
<b>Total</b>	<b>\$2,200</b>	<b>\$0</b>			
<b>CIBER Co-Sponsorships</b> (includes co-sponsorship fees and may allow for GW-CIBER registrations)			\$13,500	\$0	\$13,500
	<b>Sponsor</b>	<b>Matching</b>			
(4c): Globalizing Minority-Serving Institutions Program - Georgia State	\$5,000	\$0			
(4h): Overseas FDIB - CIBER School TBD	\$4,500	\$0			
(5a(iv)): National DEC Leadership Forum	\$500	\$0			
(5c(iv)): UMD Emerging Markets Forum	\$1,500	\$0			
(6g): CIBER Business Language Conference - location TBD	\$2,000	\$0			
<b>Total</b>	<b>\$13,500</b>	<b>\$0</b>			
<b>Meeting/Seminar/Conference Expenses (Room Rental / Tech AV and Food/Beverage Costs)</b>			\$23,775	\$0	\$23,775
<b>Room Rental and Tech/Audio Visual Costs</b>					
	<b>Sponsor</b>	<b>Matching</b>			
(1f): IB Co-Curricular Activities	\$1,500	\$0			
(5a(i)): Annual Trade Symposium	\$3,000	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
(7h): Ethiopian Business Diaspora Forum	\$1,500	\$0			
<b>Total</b>	<b>\$8,000</b>	<b>\$0</b>			
<b>Food &amp; Beverage</b>					
	<b>Sponsor</b>	<b>Matching</b>			
(1f): IB Co-Curricular Activities	\$1,500	\$0			
(3a): Summer Doctoral Institute	\$2,200	\$0			
(4b): Diaspora PDW	\$1,225	\$0			
(4d): MSIs and Community Colleges IB Workshops	\$2,700	\$0			
(5a(i)): Annual Trade Symposium	\$2,000	\$0			
(5c(iii)): G2 @ GW	\$1,000	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
(6f(i)): Annual BL Professional Development Workshop	\$1,050	\$0			
(6f(iii)): BL Immersion Workshops (German and Russian)	\$2,100	\$0			
<b>Total</b>	<b>\$15,775</b>	<b>\$0</b>			
<b>Domestic Travel</b> (includes travel, meal and lodging expenses)			\$40,850	\$24,960	\$65,810
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Director's Conference	\$2,400	\$0			
CIBER Assoc. Director's Conference	\$1,200	\$0			
(1c): Globalization Course - Speaker Travel	\$2,000	\$0			
(1d): MBA Tracks in IB - Career Trek and Forums (bus and speaker travel)	\$1,750	\$0			
(1f): IB Co-Curricular Activities - Speaker Travel	\$1,500	\$0			
(2c): Consulting Training - Instructor Travel	\$1,000	\$0			
(2f): Internationalizing Corporate Collaborative Council & Exec in Residence	\$1,500	\$0			

(3a): Summer Doctoral Inst. (GW lodging)	\$0	\$24,960			
(3a): Summer Doctoral Institute (living allowance)	\$16,000	\$0			
(4b): Diaspora PDW (bus transportation)	\$600	\$0			
(1e & 3b): Faculty / Doctoral Travel (RFP)	\$3,000	\$0			
(4h): Academic Conference Travel	\$2,000	\$0			
(3e): Seminar Series	\$1,500	\$0			
(5a(iv)): National DEC Leadership Forum - Participant Travel	\$500	\$0			
(6f(i)): BL Training Outreach to other Universities - Instructor Travel	\$1,200	\$0			
(6f(iii)): BL Immersion Workshops (German and Russian) (Bus Transportation)	\$1,200	\$0			
(7f): GW / Minnesota "Doing Business in Africa" Conf - Speaker & Staff Travel	\$3,500	\$0			
<b>Total</b>	<b>\$40,850</b>	<b>\$24,960</b>			
<b>International Travel</b> (includes travel, meal and lodging expenses)			\$27,000	\$0	\$27,000
	<b>Sponsor</b>	<b>Matching</b>			
(2b): Alumni Association IB Internships	\$4,000	\$0			
(2d): GBC Faculty Advisor Travel	\$2,500	\$0			
(1e & 3b) Faculty / Doctoral Travel (RFP)	\$5,000	\$0			
(4g): CAP Shadow Program (1 Participant)	\$4,000	\$0			
(4h): Faculty travel to overseas FDIB	\$2,500	\$0			
(6b): BL Study Abroad (1)	\$4,000	\$0			
(7e): FDIB in Africa - Faculty Instructor Travel (2)	\$5,000	\$0			
<b>Total</b>	<b>\$27,000</b>	<b>\$0</b>			
<b>Research &amp; Program Support</b> (includes publications, data, software, subscriptions and other resources)			\$200	\$4,000	\$4,200
	<b>Sponsor</b>	<b>Matching</b>			
Survey Monkey Evaluation Software	\$200	\$0			
(3b): Databases	\$0	\$4,000			
<b>Total</b>	<b>\$200</b>	<b>\$4,000</b>			
<b>Center &amp; Program Materials</b> (includes conference/program promotion & conference/workshop materials)			\$6,230	\$0	\$6,230
	<b>Sponsor</b>	<b>Matching</b>			
(1d): New MBA Tracks in IB - Career Trek and Forums	\$500	\$0			
(1f): IB Co-Curricular Learning Activities	\$500	\$0			
(3a): Summer Doctoral Institute	\$480	\$0			
(4b): Diaspora PDW	\$500	\$0			
(4d): MSIs and CCs IB Workshops	\$750	\$0			
(5a(i)): Annual Trade Symposium	\$500	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$500	\$0			
(7e): FDIB in Africa (Marketing Costs)	\$2,500	\$0			
<b>Total</b>	<b>\$6,230</b>	<b>\$0</b>			
<b>Archiving &amp; Broadcasting</b> (includes CIBER outputs archiving/dissemination; media & equipment fees)			\$2,000	\$0	\$2,000
	<b>Sponsor</b>	<b>Matching</b>			
(5f): Events Videographer for posting to Video Library	\$1,500	\$0			
CIBERWEB	\$500	\$0			
<b>Total</b>	<b>\$2,000</b>	<b>\$0</b>			
<b>Total Other Costs</b>			<b>\$132,755</b>	<b>\$28,960</b>	<b>\$161,715</b>
<b>Total Direct Project Costs</b>			<b>\$337,188</b>	<b>\$678,585</b>	<b>\$1,015,773</b>
<b>GWU MODIFIED TOTAL DIRECT COSTS</b>			<b>\$337,188</b>	<b>\$678,585</b>	<b>\$1,015,773</b>
<b>Sponsor Indirect @ 8%TDC</b>			<b>\$26,975</b>	<b>\$54,287</b>	<b>\$81,262</b>
<b>TOTAL</b>			<b>\$364,163</b>	<b>\$732,872</b>	<b>\$1,097,035</b>

BUDGET NARRATIVE SUPPLEMENTAL INFORMATION

P.I: Reid Click  
 PROJECT: CIBER Year 3  
 SPONSOR: Department of Education  
 PROJECT DATES: 10/01/16-09/30/17

\*Expected salary increases of 4% are calculated into base salary and project salary costs.  
 \*\*Fringe for full-time staff is 25.3%; supplemental faculty and temporary staff (e.g. hourly wage) compensation is 6.1%

PERSONNEL	EFFORT	BASE	PROJECT	FRINGE	SPONSOR	MATCHING	TOTAL
Line Item	(%)	SALARY	SALARY*	BENEFITS**	FUNDS	FUNDS	FUNDS
<b>Core CIBER Staff</b>							
<b>Reid Click</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	50.00%	168,084	\$86,283	\$21,830	\$108,113	\$108,113
Summer Salary - Matching & Sponsored	6/1/17 - 8/31/17		174,807	\$25,000	\$6,325	\$20,048	\$31,325
<b>Alexis Gaul</b>							
Matching Funds	10/1/16 - 9/30/17	65.00%	82,555	\$55,270	\$13,983	\$69,254	\$69,254
Sponsor Funds	10/1/16 - 9/30/17	25.00%	82,555	\$21,258	\$5,378	\$26,636	\$26,636
<b>Nevena Yakova</b>							
Matching Funds	10/1/16 - 9/30/17	65.00%	80,594	\$53,958	\$13,651	\$67,609	\$67,609
Sponsor Funds	10/1/16 - 9/30/17	25.00%	80,594	\$20,753	\$5,251	\$26,003	\$26,003
<b>Faculty Coordinators</b>							
<b>Susan Sell</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.00%	110,351	\$11,329	\$2,866	\$14,196	\$14,196
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		114,765	\$5,000	\$1,265	\$6,265	\$6,265
<b>Robert Weiner</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	5.00%	190,057	\$9,756	\$2,468	\$12,225	\$12,225
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		197,659	\$2,500	\$633	\$3,133	\$3,133
<b>Michael Moore</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	5.00%	146,060	\$7,498	\$1,897	\$9,395	\$9,395
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		151,903	\$2,500	\$633	\$3,133	\$3,133
<b>Anupama Phene</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	5.00%	213,456	\$10,957	\$2,772	\$13,730	\$13,730
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		221,994	\$2,500	\$633	\$3,133	\$3,133
<b>Jennifer Brinkerhoff</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.00%	125,372	\$12,871	\$3,256	\$16,128	\$16,128
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		130,386	\$5,000	\$1,265	\$6,265	\$6,265
<b>Liesl Riddle</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	5.00%	\$179,711	\$9,225	\$2,334	\$11,559	\$11,559
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		186,899	\$2,500	\$633	\$3,133	\$3,133
<b>Jennifer Spencer</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	5.00%	210,007	\$10,780	\$2,727	\$13,508	\$13,508
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		218,407	\$2,500	\$633	\$3,133	\$3,133
<b>Anna Helm</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.00%	113,027	\$11,604	\$2,936	\$14,540	\$14,540
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		117,548	\$3,500	\$886	\$4,386	\$4,386
<b>Margaret Gonglewski</b>							
Academic Year - Matching Funds	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.00%	95,423	\$9,797	\$2,479	\$12,275	\$12,275
Summer Salary - Sponsored Funds	6/1/17 - 8/31/17		99,240	\$3,500	\$886	\$4,386	\$4,386

<b>Staff Supporting MBA Offerings</b>									
<b>Bryan Adriano</b>	Executive Director, Global and Experiential Education								
<i>Matching Funds</i>	10/1/16 - 9/30/17	25.00%	118,976	\$30,636	\$7,751		\$38,387	\$38,387	
<b>Language Partner Faculty (Business Language Curriculum Development - 6a and 6b)</b>									
<b>Mohssen Esseesy</b>	(6b: Business Arabic Language Study Abroad)								
<i>Academic Year - Matching Funds</i>	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.00%	111,046	\$11,401	\$2,884		\$14,285	\$14,285	
<i>Summer Salary - Sponsored Funds</i>	6/1/17 - 8/31/17		115,488	\$2,500	\$633	\$3,133		\$3,133	
<b>Miok Pak</b>	(6a: Business Korean Language Study Abroad)								
<i>Academic Year - Matching Funds</i>	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.00%	70,279	\$7,215	\$1,825		\$9,041	\$9,041	
<i>Summer Salary - Sponsored Funds</i>	6/1/17 - 8/31/17		73,090	\$2,500	\$633	\$3,133		\$3,133	
<b>Phyllis Zhang</b>	(6a: Business Chinese Language Minor, Teaching Case and Immersion)								
<i>Academic Year - Matching Funds</i>	10/1/16 - 5/31/17 & 9/1/17-9/30/17	5.00%	97,812	\$5,021	\$1,270		\$6,291	\$6,291	
<i>Summer Salary - Sponsored Funds</i>	6/1/17 - 8/31/17		101,725	\$2,500	\$633	\$3,133		\$3,133	
<b>Center Evaluation</b>									
<b>Kathryn Newcomer</b>	(Evaluation Specialist)								
<i>Academic Year - Matching Funds</i>	10/1/16 - 5/31/17 & 9/1/17-9/30/17	2.50%	209,776	\$5,384	\$1,362		\$6,746	\$6,746	
<i>Summer Salary - Sponsored Funds</i>	6/1/17 - 8/31/17		218,167	\$7,000	\$1,771	\$8,771		\$8,771	
<b>CIBER Fellows (Awarded through RFP for research, curriculum development and outreach projects - 1e; 3b; and 5e)</b>									
Academic Year & Summer Salary Faculty Fellows (4 awards- \$5,500 summer salary spread over matching funds & grant funds; 10% AY effort) (TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
<i>Academic Year - Matching Funds</i>	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.00%	100,000	\$10,267	\$2,597		\$51,457	\$51,457	
<i>Summer Salary - Sponsored Funds</i>	6/1/17 - 8/31/17		104,000	\$5,500	\$1,392	\$14,598		\$14,598	
<i>Summer Salary - Matching Funds</i>	6/1/17 - 8/31/17		104,000	\$5,500	\$1,392		\$12,969	\$12,969	
Course Release Faculty Fellows (2 awards - \$6,000 contributed from grant and rest of the effort from cost-share) (TBD) Assumes \$100,000 salary and 16.67% effort during Academic Year.									
<i>Course Relief (AY) - Matching Funds</i>	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.826%	100,000	\$11,115	\$2,812		\$27,853	\$27,853	
<i>Course Relief (AY) - Sponsor Funds</i>	10/1/16 - 5/31/17 & 9/1/17-9/30/17	5.844%	100,000	\$6,000	\$1,518	\$15,036		\$15,036	
Other Academic Year Faculty Fellows (6 awards) (TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
<i>Academic Year - Matching Funds</i>	10/1/16 - 5/31/17 & 9/1/17-9/30/17	10.000%	100,000	\$10,267	\$2,597		\$77,185	\$77,185	
<b>Supplemental Faculty Compensation for Materials &amp; Workshop Development</b>									
				<b>Sponsor</b>	<b>Fringe</b>				
(2d) Faculty Compensation for Global Business Consulting (GBC) Program team advisor				\$5,000	\$305	\$5,305		\$5,305	
(4a): Faculty Compensation for Organizing FDIB (Riddle)				\$8,000	\$488	\$8,488		\$8,488	
(4d): Faculty Compensation for MSI and Community College IB Workshops (6 days @ \$1000 a day)				\$6,000	\$366	\$6,366		\$6,366	
(5a(iii)): Faculty Compensation for Export DC & DC Chamber International Speaker Series				\$1,500	\$92	\$1,592		\$1,592	
(6d): Faculty Compensation for Business Language Cases (\$1,000 X 2)				\$2,000	\$122	\$2,122		\$2,122	
(6e): Faculty Compensation for Business Language Webcasts (\$250 X 2 webcasts for 3 languages)				\$1,500	\$92	\$1,592		\$1,592	
(6f): Faculty Compensation for BL Training Outreach to MSIs/CCs (3 trainings a year @ \$400 each)				\$1,200	\$73	\$1,273		\$1,273	
(7g): Faculty Compensation for ADYN Program (2 sessions @\$500 each)				\$1,000	\$61	\$1,061		\$1,061	
<b>Research Assistants &amp; Other Hourly Work</b>									
				<b>Match</b>	<b>Fringe</b>				
General CIBER RAs				\$12,500	\$763		\$13,263	\$13,263	
(2a): Export Training Internships				\$8,000	\$488		\$8,488	\$8,488	
(2a): Intern for Mayor's office				\$2,500	\$153		\$2,653	\$2,653	
(1e; 3b; and 5e): RAs for Faculty Fellow (RFP)				\$12,000	\$732		\$12,732	\$12,732	
(6b): Business Language BL Curriculum Dev Study Abroad RAs (2)				\$5,000	\$305		\$5,305	\$5,305	
(7d): Africa Short-term study Abroad RA				\$1,500	\$92		\$1,592	\$1,592	
<b>Total Salaries/Wages/Fringe Benefits:</b>							<b>\$185,251</b>	<b>\$662,053</b>	<b>\$847,304</b>

<b>Consultants and Vendors</b>			<b>\$17,000</b>	<b>\$0</b>	<b>\$17,000</b>
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Evaluation (Business School Biz Outreach)	\$2,000	\$0			
(1b): Argentina Business Site Visits - Local Tour Operator Coordination Fee	\$4,000	\$0			
(1f): Student Co-Curricular Learning Activities - Lecture Fee	\$3,000	\$0			
(2c): Student Consulting Training	\$6,000	\$0			
(7a): Travel Provider Fee - Ethiopian Executive Roundtables	\$2,000	\$0			
<b>Total</b>	<b>\$17,000</b>	<b>\$0</b>			
<b>Professional Development</b> includes registration fees for professional development sessions			<b>\$2,450</b>	<b>\$0</b>	<b>\$2,450</b>
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Director's Conference	\$800	\$0			
CIBER Assoc Director's Conf	\$400	\$0			
(4h): Academic Conference Registration Fees	\$1,250	\$0			
<b>Total</b>	<b>\$2,450</b>	<b>\$0</b>			
<b>CIBER Co-Sponsorships</b> includes co-sponsorship fees and may allow for GW-CIBER registrations			<b>\$16,500</b>	<b>\$0</b>	<b>\$16,500</b>
	<b>Sponsor</b>	<b>Matching</b>			
(4c): Globalizing Minority-Serving Institutions Program - Georgia State	\$5,000	\$0			
(4f): IB Institute - Michigan State	\$3,000	\$0			
(4h): Overseas FDIB - CIBER School TBD	\$4,500	\$0			
(5a(iv)): National DEC Leadership Forum	\$500	\$0			
(5c(iv)): UMD Emerging Markets Forum	\$1,500	\$0			
(6g): CIBER Business Language Conference - location TBD	\$2,000	\$0			
<b>Total</b>	<b>\$16,500</b>	<b>\$0</b>			
<b>Meeting/Seminar/Conference Expenses (Room Rental / Tech AV and Food/Beverage Costs)</b>			<b>\$29,500</b>	<b>\$0</b>	<b>\$29,500</b>
<b>Room Rental and Tech/Audio Visual Costs</b>					
	<b>Sponsor</b>	<b>Matching</b>			
(1f): IB Co-Curricular Activities	\$1,500	\$0			
(5a(i)): Annual Trade Symposium	\$3,000	\$0			
(5c(i)): 'Business Responses to Enforcement' Conference	\$2,000	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
(7f): GW / Minnesota Annual Conference on "Doing Business in Africa"	\$4,000	\$0			
(7h): Ethiopian Business Diaspora Forum	\$1,500	\$0			
<b>Total</b>	<b>\$14,000</b>	<b>\$0</b>			
<b>Food &amp; Beverage</b>					
	<b>Sponsor</b>	<b>Matching</b>			
(1f): IB Co-Curricular Activities	\$1,500	\$0			
(3a): Summer Doctoral Institute	\$2,200	\$0			
(4d): MSIs and Community Colleges IB Workshops	\$2,700	\$0			
(5a(i)): Annual Trade Symposium	\$2,000	\$0			
(5c(i)): 'Business Responses to Enforcement' Conference	\$2,000	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
(5c(iii)): G2 @ GW	\$1,000	\$0			
(6f(i)): Annual BL Professional Development Workshop	\$1,050	\$0			
(6f(iii)): BL Immersion Workshops (Chinese)	\$1,050	\$0			
<b>Total</b>	<b>\$15,500</b>	<b>\$0</b>			
<b>Domestic Travel</b> (includes travel, meal and lodging expenses)			<b>\$47,360</b>	<b>\$30,000</b>	<b>\$77,360</b>
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Director's Conference	\$2,400	\$0			
CIBER Assoc. Director's Conference	\$1,200	\$0			
(1c): Globalization Course - Speaker Travel	\$2,000	\$0			
(1d): MBA Tracks in IB - Career Trek and Forums (bus and speaker travel)	\$1,750	\$0			
(1f): IB Co-Curricular Activities - Speaker Travel	\$1,500	\$0			
(2c): Consulting Training - Instructor Travel	\$1,000	\$0			
(2f): Internationalizing Corporate Collaborative Council & Exec in Residence	\$1,500	\$0			
(3a): Summer Doctoral Inst. (GW lodging)	\$0	\$24,960			

(3a): Summer Doctoral Institute (living allowance)	\$16,000	\$0			
(1e & 3b): Faculty / Doctoral Travel (RFP)	\$2,000	\$0			
(4e): HBCU Business Deans Roundtable Internationalization Session	\$3,000	\$0			
(4f): MSU CIBER IB Institute - Participant Travel @ \$750 each	\$1,500	\$0			
(4h): Academic Conference Travel	\$2,500	\$0			
(3e): Seminar Series	\$750	\$0			
(4a): FDIB on Emerging Markets - On campus housing	\$960	\$5,040			
(5a(iv)): National DEC Leadership Forum - Participant Travel	\$500	\$0			
(5c(i)): 'Business Responses to Enforcement' Conference - Speaker Travel	\$2,000	\$0			
(5d): Institutional Entrepreneur Speaker Series -Speaker travel	\$3,000	\$0			
(6f(ii)): BL Training Outreach to other Universities - Instructor Travel	\$1,200	\$0			
(6f(iii)): BL Immersion Workshops (Chinese) (Bus Transportation)	\$600	\$0			
(7f): GW / Minnesota "Doing Business in Africa" conference - Speaker Travel	\$2,000	\$0			
<b>Total</b>	<b>\$47,360</b>	<b>\$30,000</b>			
<b>International Travel</b> (includes travel, meal and lodging expenses)			\$30,000	\$0	\$30,000
	<b>Sponsor</b>	<b>Matching</b>			
(2b): Alumni Association IB Internships	\$4,000	\$0			
(2d): GBC Faculty Advisor Travel	\$2,500	\$0			
(1e & 3b) Faculty / Doctoral Travel (RFP)	\$4,000	\$0			
(4c): Howard University Faculty Study Abroad	\$5,000	\$0			
(4g): CAP Shadow Program (1 Participant)	\$4,000	\$0			
(4h): Faculty travel to overseas FDIB	\$2,500	\$0			
(6b): BL Study Abroad (2)	\$8,000	\$0			
<b>Total</b>	<b>\$30,000</b>	<b>\$0</b>			
<b>Research &amp; Program Support</b> (includes publications, data, software, subscriptions and other resources)			\$200	\$3,000	\$3,200
	<b>Sponsor</b>	<b>Matching</b>			
Survey Monkey Evaluation Software	\$200	\$0			
(3b): Databases	\$0	\$3,000			
<b>Total</b>	<b>\$200</b>	<b>\$3,000</b>			
<b>Center &amp; Program Materials</b> (includes conference/program promotion & conference/workshop materials)			\$6,980	\$0	\$6,980
	<b>Sponsor</b>	<b>Matching</b>			
(1d): New MBA Tracks in IB - Career Trek and Forums	\$500	\$0			
(1f): IB Co-Curricular Learning Activities	\$500	\$0			
(3a): Summer Doctoral Institute	\$480	\$0			
(4a): FDIB on Emerging Markets (Marketing Costs)	\$2,500	\$0			
(4d): MSIs and CCs IB Workshops	\$750	\$0			
(5a(i)): Annual Trade Symposium	\$500	\$0			
(5c(i)): 'Business Responses to Enforcement' Conference	\$500	\$0			
(5d): Institutional Entrepreneur Speaker Series	\$750	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$500	\$0			
<b>Total</b>	<b>\$6,980</b>	<b>\$0</b>			
<b>Archiving &amp; Broadcasting</b> (includes CIBER outputs archiving/dissemination; media & equipment fees)			\$2,000	\$0	\$2,000
	<b>Sponsor</b>	<b>Matching</b>			
(5f): Events Videographer for posting to Video Library	\$1,500	\$0			
CIBERWEB	\$500	\$0			
<b>Total</b>	<b>\$2,000</b>	<b>\$0</b>			
<b>Total Other Costs</b>			<b>\$151,990</b>	<b>\$33,000</b>	<b>\$184,990</b>
<b>Total Direct Project Costs</b>			<b>\$337,241</b>	<b>\$695,053</b>	<b>\$1,032,294</b>
<b>GWU MODIFIED TOTAL DIRECT COSTS</b>			<b>\$337,241</b>	<b>\$695,053</b>	<b>\$1,032,294</b>
<b>Sponsor Indirect @ 8%TDC</b>			<b>\$26,979</b>	<b>\$55,604</b>	<b>\$82,583</b>
<b>TOTAL</b>			<b>\$364,220</b>	<b>\$750,657</b>	<b>\$1,114,877</b>

BUDGET NARRATIVE SUPPLEMENTAL INFORMATION

P.I: Reid Click  
 PROJECT: CIBER Year 4  
 SPONSOR: Department of Education  
 PROJECT DATES: 10/01/17-09/30/18

\*Expected salary increases of 4% are calculated into base salary and project salary costs.  
 \*\*Fringe for full-time staff is 25.3%; supplemental faculty and temporary staff (e.g. hourly wage) compensation is 6.1%

PERSONNEL	EFFORT	BASE	PROJECT	FRINGE	SPONSOR	MATCHING	TOTAL
Line Item	(%)	SALARY	SALARY*	BENEFITS**	FUNDS	FUNDS	FUNDS
<b>Core CIBER Staff</b>							
<b>Reid Click</b>							
Faculty Director							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	50.00%	174,807	\$89,734	\$22,703	\$112,437	\$112,437
Summer Salary - Matching & Sponsored	6/1/18 - 8/31/18		181,799	\$25,000	\$6,325	\$20,048	\$31,325
<b>Alexis Gaul</b>							
Administrative Director							
Matching Funds	10/1/17 - 9/30/18	65.00%	85,857	\$57,481	\$14,543	\$72,024	\$72,024
Sponsor Funds	10/1/17- 9/30/18	25.00%	85,857	\$22,108	\$5,593	\$27,702	\$27,702
<b>Nevena Yakova</b>							
Program Manager							
Matching Funds	10/1/17- 9/30/18	65.00%	83,818	\$56,116	\$14,197	\$70,313	\$70,313
Sponsor Funds	10/1/17- 9/30/18	25.00%	83,818	\$21,583	\$5,461	\$27,044	\$27,044
<b>Faculty Coordinators</b>							
<b>Susan Sell</b>							
Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	5.00%	114,765	\$5,891	\$1,490	\$7,382	\$7,382
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		119,356	\$2,500	\$633	\$3,133	\$3,133
<b>Robert Weiner</b>							
Faculty Coordinator - Focal Areas & BS in IB							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	5.00%	197,659	\$10,147	\$2,567	\$12,714	\$12,714
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		205,566	\$2,500	\$633	\$3,133	\$3,133
<b>Michael Moore</b>							
Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	10.00%	151,903	\$15,595	\$3,946	\$19,541	\$19,541
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		157,979	\$5,000	\$1,265	\$6,265	\$6,265
<b>Anupama Phene</b>							
Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	5.00%	221,994	\$11,396	\$2,883	\$14,279	\$14,279
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		230,874	\$2,500	\$633	\$3,133	\$3,133
<b>Jennifer Brinkerhoff</b>							
Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	5.00%	130,386	\$6,693	\$1,693	\$8,387	\$8,387
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		135,602	\$2,500	\$633	\$3,133	\$3,133
<b>Liesl Riddle</b>							
Faculty Coordinator -Focal Areas and FDIBs							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	5.00%	186,899	\$9,594	\$2,427	\$12,021	\$12,021
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		194,375	\$2,500	\$633	\$3,133	\$3,133
<b>Jennifer Spencer</b>							
Faculty Coordinator - RFP and FDIBs							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	10.00%	218,407	\$22,423	\$5,673	\$28,096	\$28,096
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		227,144	\$5,000	\$1,265	\$6,265	\$6,265
<b>Anna Helm</b>							
Business Languages Faculty Co-Coordinator							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	10.00%	117,548	\$12,068	\$3,053	\$15,122	\$15,122
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		122,250	\$3,500	\$886	\$4,386	\$4,386
<b>Margaret Gonglewski</b>							
Business Languages Faculty Co-Coordinator							
Academic Year - Matching Funds	10/1/17 - 5/31/18 & 9/1/18-9/30/18	10.00%	99,240	\$10,189	\$2,578	\$12,766	\$12,766
Summer Salary - Sponsored Funds	6/1/18 - 8/31/18		103,210	\$3,500	\$886	\$4,386	\$4,386

<b>Staff Supporting MBA Offerings</b>									
<b>Bryan Adriano</b>	Executive Director, Global and Experiential Education								
<i>Matching Funds</i>	10/1/17- 9/30/18	25.00%	123,735	\$31,862	\$8,061		\$39,923	\$39,923	
<b>Language Partner Faculty (Business Language Curriculum Development - 6a and 6b)</b>									
<b>Shoko Hamano</b>	(6b: Business Japanese Language Study Abroad)								
<i>Academic Year - Matching Funds</i>	10/1/17 - 5/31/18 & 9/1/18-9/30/18	10.00%	119,031	\$12,221	\$3,092		\$15,312	\$15,312	
<i>Summer Salary - Sponsored Funds</i>	6/1/18 - 8/31/18		123,792	\$2,500	\$633	\$3,133		\$3,133	
<b>Mohssen Esseesy</b>	(6a: Business Arabic Language Minor, Teaching Case and Immersion)								
<i>Academic Year - Matching Funds</i>	10/1/17 - 5/31/18 & 9/1/18-9/30/18	5.00%	115,488	\$5,928	\$1,500		\$7,428	\$7,428	
<i>Summer Salary - Sponsored Funds</i>	6/1/18 - 8/31/18		120,107	\$2,500	\$633	\$3,133		\$3,133	
<b>Miok Pak</b>	(6a: Business Korean Language Minor, Teaching Case and Immersion)								
<i>Academic Year - Matching Funds</i>	10/1/17 - 5/31/18 & 9/1/18-9/30/18	5.00%	73,090	\$3,752	\$949		\$4,701	\$4,701	
<i>Summer Salary - Sponsored Funds</i>	6/1/18 - 8/31/18		76,014	\$2,500	\$633	\$3,133		\$3,133	
<b>Center Evaluation</b>									
<b>Kathryn Newcomer</b>	(Evaluation Specialist)								
<i>Academic Year - Matching Funds</i>	10/1/17 - 5/31/18 & 9/1/18-9/30/18	2.50%	218,167	\$5,600	\$1,417		\$7,016	\$7,016	
<i>Summer Salary - Sponsored Funds</i>	6/1/18 - 8/31/18		226,894	\$7,000	\$1,771	\$8,771		\$8,771	
<b>CIBER Fellows (Awarded through RFP for research, curriculum development and outreach projects -1e; 3b; and 5e)</b>									
Academic Year & Summer Salary Faculty Fellows (4 awards- \$5,500 summer salary spread over matching funds & grant funds; 10% AY effort) (TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
<i>Academic Year - Matching Funds</i>	10/1/17 - 5/31/18 & 9/1/18-9/30/18	10.00%	100,000	\$10,267	\$2,597		\$51,457	\$51,457	
<i>Summer Salary - Sponsored Funds</i>	6/1/18 - 8/31/18		104,000	\$5,500	\$1,392	\$6,905		\$6,905	
<i>Summer Salary - Matching Funds</i>	6/1/18 - 8/31/18		104,000	\$5,500	\$1,392		\$20,661	\$20,661	
Course Release Faculty Fellows (2 awards - \$6,000 contributed from grant and rest of the effort from cost-share) (TBD) Assumes \$100,000 salary and 16.67% effort during Academic Year.									
<i>Course Relief (AY) - Matching Funds</i>	10/1/17 - 5/31/18 & 9/1/18-9/30/18	10.826%	100,000	\$11,115	\$2,812		\$27,853	\$27,853	
<i>Course Relief (AY) - Sponsor Funds</i>	10/1/17 - 5/31/18 & 9/1/18-9/30/18	5.844%	100,000	\$6,000	\$1,518	\$15,036		\$15,036	
Other Academic Year Faculty Fellows (6 awards) (TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
<i>Academic Year - Matching Funds</i>	10/1/17 - 5/31/18 & 9/1/18-9/30/18	10.000%	100,000	\$10,267	\$2,597		\$77,185	\$77,185	
<b>Supplemental Faculty Compensation for Materials &amp; Workshop Development</b>									
				<b>Sponsor</b>	<b>Fringe</b>				
(2d) Faculty Compensation for Global Business Consulting (GBC) Program team advisor				\$5,000	\$305	\$5,305		\$5,305	
(4d): Faculty Compensation for MSI and Community College IB Workshops (6 days @ \$1000 a day)				\$6,000	\$366	\$6,366		\$6,366	
(5a(iii)): Faculty Compensation for Export DC & DC Chamber International Speaker Series				\$1,500	\$92	\$1,592		\$1,592	
(6d): Faculty Compensation for Business Language Cases (\$1,000 X 2)				\$2,000	\$122	\$2,122		\$2,122	
(6e): Faculty Compensation for Business Language Webcasts (\$250 X 2 webcasts for 3 languages)				\$1,500	\$92	\$1,592		\$1,592	
(6f): Faculty Compensation for BL Training Outreach to MSIs/CCs (3 trainings a year @ \$400 each)				\$1,200	\$73	\$1,273		\$1,273	
(7e): Faculty Compensation for Organizing FIDB to Africa (Riddle and Click)				\$12,000	\$3,036	\$15,036		\$15,036	
(7g): Faculty Compensation for ADYN Program (2 sessions @\$500 each)				\$1,000	\$61	\$1,061		\$1,061	
<b>Research Assistants &amp; Other Hourly Work</b>									
				<b>Match</b>	<b>Fringe</b>				
General CIBER RAs				\$12,500	\$763		\$13,263	\$13,263	
(2a): Export Training Internships				\$8,000	\$488		\$8,488	\$8,488	
(2a): Intern for Mayor's office				\$2,500	\$153		\$2,653	\$2,653	
(1e; 3b; and 5e): RAs for Faculty Fellow (RFP)				\$12,000	\$732		\$12,732	\$12,732	
(6b): Business Language BL Curriculum Dev Study Abroad RAs (1)				\$2,500	\$153		\$2,653	\$2,653	
(7d): Africa Short-term study Abroad RA				\$1,500	\$92		\$1,592	\$1,592	
<b>Total Salaries/Wages/Fringe Benefits:</b>							<b>\$186,212</b>	<b>\$689,214</b>	<b>\$875,486</b>

					\$0
<b>Consultants and Vendors</b>			\$21,000	\$0	\$21,000
	<b>Sponsor</b>	<b>Matching</b>			
Final CIBER Evaluation (Business School Academic)	\$2,000	\$0			
Final CIBER Evaluation (Business School Intl Ed Administrator)	\$2,000	\$0			
Final CIBER Evaluation (Business School Biz Outreach)	\$2,000	\$0			
(1b): Argentina Business Site Visits - Local Tour Operator Coordination Fee	\$4,000	\$0			
(1f): Student Co-Curricular Learning Activities - Lecture Fee	\$3,000	\$0			
(2c): Student Consulting Training	\$6,000	\$0			
(7a): Travel Provider Fee - Ethiopian Executive Roundtables	\$2,000	\$0			
<b>Total</b>	<b>\$21,000</b>	<b>\$0</b>			
<b>Professional Development</b> (includes registration fees for professional development sessions)			\$2,450	\$0	\$2,450
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Director's Conference	\$800	\$0			
CIBER Assoc Director's Conf	\$400	\$0			
(4h): Academic Conference Registration Fees	\$1,250	\$0			
<b>Total</b>	<b>\$2,450</b>	<b>\$0</b>			
<b>CIBER Co-Sponsorships</b> (includes co-sponsorship fees and may allow for GW-CIBER registrations)			\$13,500	\$0	\$13,500
	<b>Sponsor</b>	<b>Matching</b>			
(4c): Globalizing Minority-Serving Institutions Program - Georgia State	\$5,000	\$0			
(4h): Overseas FDIB - CIBER School TBD	\$4,500	\$0			
(5a(iv)): National DEC Leadership Forum	\$500	\$0			
(5c(iv)): UMD Emerging Markets Forum	\$1,500	\$0			
(6g): CIBER Business Language Conference - location TBD	\$2,000	\$0			
<b>Total</b>	<b>\$13,500</b>	<b>\$0</b>			
<b>Meeting/Seminar/Conference Expenses (Room Rental / Tech AV and Food/Beverage Costs)</b>			\$30,550	\$0	\$30,550
<b>Room Rental and Tech/Audio Visual Costs</b>					
	<b>Sponsor</b>	<b>Matching</b>			
(1f): IB Co-Curricular Activities	\$1,500	\$0			
(3c) Research Symposium on Center's Funded Research Projects	\$2,000	\$0			
(5a(i)): Annual Trade Symposium	\$3,000	\$0			
(5a(ii)): State Trade Officials Training	\$2,000	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
(7h): Ethiopian Business Diaspora Forum	\$1,500	\$0			
<b>Total</b>	<b>\$12,000</b>	<b>\$0</b>			
<b>Food &amp; Beverage</b>					
	<b>Sponsor</b>	<b>Matching</b>			
(1f): IB Co-Curricular Activities	\$1,500	\$0			
(3a): Summer Doctoral Institute	\$2,200	\$0			
(3c) Research Symposium on Center's Funded Research Projects	\$2,000	\$0			
(4d): MSIs and Community Colleges IB Workshops	\$2,700	\$0			
(5a(i)): Annual Trade Symposium	\$2,000	\$0			
(5a(ii)): State Trade Officials Training	\$2,000	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
(5c(iii)): G2 @ GW	\$1,000	\$0			
(6f(i)): Annual BL Professional Development Workshop	\$1,050	\$0			
(6f(iii)): BL Immersion Workshops (Arabic and Korean)	\$2,100	\$0			
<b>Total</b>	<b>\$18,550</b>	<b>\$0</b>			
<b>Domestic Travel</b> (includes travel, meal and lodging expenses)			\$43,250	\$24,960	\$68,210
	<b>Sponsor</b>	<b>Matching</b>			
CIBER Director's Conference	\$2,400	\$0			
CIBER Assoc. Director's Conference	\$1,200	\$0			
(1c): Globalization Course - Speaker Travel	\$2,000	\$0			
(1d): MBA Tracks in IB - Career Trek and Forums (bus and speaker travel)	\$1,750	\$0			
(1f): IB Co-Curricular Activities - Speaker Travel	\$1,500	\$0			

(2c): Consulting Training - Instructor Travel	\$1,000	\$0			
(2f): Internationalizing Corporate Collaborative Council & Exec in Residence	\$1,500	\$0			
(3a): Summer Doctoral Inst. (GW lodging)	\$0	\$24,960			
(3a): Summer Doctoral Institute (living allowance)	\$16,000	\$0			
(1e & 3b): Faculty / Doctoral Travel (RFP)	\$2,000	\$0			
(4h): Academic Conference Travel	\$2,500	\$0			
(3e): Seminar Series	\$3,000	\$0			
(5a(iv)): National DEC Leadership Forum - Participant Travel	\$500	\$0			
(5a(ii)): State Trade Officials Training - Speaker Travel	\$2,000	\$0			
(6f(i)): BL Training Outreach to other Universities - Instructor Travel	\$1,200	\$0			
(6f(ii)): BL Immersion Workshops (Arabic and Korean) (Bus Transportation)	\$1,200	\$0			
(7f): GW / Minnesota "Doing Business in Africa" Conf - Speaker & Staff Travel	\$3,500	\$0			
<b>Total</b>	<b>\$43,250</b>	<b>\$24,960</b>			
<b>International Travel</b> (includes travel, meal and lodging expenses)			\$31,000	\$0	\$31,000
	<b>Sponsor</b>	<b>Matching</b>			
(2b): Alumni Association IB Internships	\$4,000	\$0			
(2d): GBC Faculty Advisor Travel	\$2,500	\$0			
(1e & 3b) Faculty / Doctoral Travel (RFP)	\$4,000	\$0			
(4c): Howard University Faculty Study Abroad	\$5,000	\$0			
(4g): CAP Shadow Program (1 Participant)	\$4,000	\$0			
(4h): Faculty travel to overseas FDIB	\$2,500	\$0			
(6b): BL Study Abroad (2)	\$4,000	\$0			
(7e): FDIB in Africa - Faculty Instructor Travel (2)	\$5,000	\$0			
<b>Total</b>	<b>\$31,000</b>	<b>\$0</b>			
<b>Research &amp; Program Support</b> (includes publications, data, software, subscriptions and other resources)			\$200	\$3,000	\$3,200
	<b>Sponsor</b>	<b>Matching</b>			
Survey Monkey Evaluation Software	\$200	\$0			
(3b): Databases	\$0	\$3,000			
<b>Total</b>	<b>\$200</b>	<b>\$3,000</b>			
<b>Center &amp; Program Materials</b> (includes conference/program promotion & conference/workshop materials)			\$6,230	\$0	\$6,230
	<b>Sponsor</b>	<b>Matching</b>			
(1d): New MBA Tracks in IB - Career Trek and Forums	\$500	\$0			
(1f): IB Co-Curricular Learning Activities	\$500	\$0			
(3a): Summer Doctoral Institute	\$480	\$0			
(4d): MSIs and CCs IB Workshops	\$750	\$0			
(5a(i)): Annual Trade Symposium	\$500	\$0			
(5a(ii)): State Trade Officials Training	\$500	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$500	\$0			
(7e): FDIB in Africa (Marketing Costs)	\$2,500	\$0			
<b>Total</b>	<b>\$6,230</b>	<b>\$0</b>			
<b>Archiving &amp; Broadcasting</b> (includes CIBER outputs archiving/dissemination; media & equipment fees)			\$2,000	\$0	\$2,000
	<b>Sponsor</b>	<b>Matching</b>			
(5f): Events Videographer for posting to Video Library	\$1,500	\$0			
CIBERWEB	\$500	\$0			
<b>Total</b>	<b>\$2,000</b>	<b>\$0</b>			
<b>Total Other Costs</b>			<b>\$150,180</b>	<b>\$27,960</b>	<b>\$178,140</b>
<b>Total Direct Project Costs</b>			<b>\$336,392</b>	<b>\$717,234</b>	<b>\$1,053,626</b>
<b>GWU MODIFIED TOTAL DIRECT COSTS</b>			<b>\$336,392</b>	<b>\$717,234</b>	<b>\$1,053,626</b>
<b>Sponsor Indirect @ 8%TDC</b>			<b>\$26,911</b>	<b>\$57,379</b>	<b>\$84,290</b>
<b>TOTAL</b>			<b>\$363,303</b>	<b>\$774,613</b>	<b>\$1,137,916</b>

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

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

Name of Institution/Organization

The George Washington University

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	160,259.00	165,944.00	151,861.00	151,402.00		629,466.00
2. Fringe Benefits	36,475.00	38,489.00	33,390.00	34,810.00		143,164.00
3. Travel	68,260.00	67,850.00	77,360.00	74,250.00		287,720.00
4. Equipment						
5. Supplies	6,230.00	6,230.00	6,980.00	6,230.00		25,670.00
6. Contractual						
7. Construction						
8. Other	66,325.00	58,675.00	67,650.00	69,700.00		262,350.00
9. Total Direct Costs (lines 1-8)	337,549.00	337,188.00	337,241.00	336,392.00		1,348,370.00
10. Indirect Costs*	27,004.00	26,975.00	26,979.00	26,911.00		107,869.00
11. Training Stipends						
12. Total Costs (lines 9-11)	364,553.00	364,163.00	364,220.00	363,303.00		1,456,239.00

**\*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: 2011-07-01-07 To: 2015-06-30-07 (mm/dd/yyyy)

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

The Indirect Cost Rate is 52.50 %.

(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 <div style="background-color: yellow; height: 20px; border: 2px solid red;"></div>	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	519,646.00	524,891.00	534,734.00	556,075.00		2,135,346.00
2. Fringe Benefits	123,214.00	124,734.00	127,320.00	133,199.00		508,467.00
3. Travel	30,000.00	24,960.00	30,000.00	24,960.00		109,920.00
4. Equipment						
5. Supplies						
6. Contractual						
7. Construction						
8. Other	4,000.00	4,000.00	3,000.00	3,000.00		14,000.00
9. Total Direct Costs (lines 1-8)	676,860.00	678,585.00	695,054.00	717,234.00		2,767,733.00
10. Indirect Costs	54,149.00	54,287.00	55,604.00	57,379.00		221,419.00
11. Training Stipends						
12. Total Costs (lines 9-11)	731,009.00	732,872.00	750,658.00	774,613.00		2,989,152.00

**SECTION C - BUDGET NARRATIVE (see instructions)**

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

**1. Project Director:**

Prefix:	First Name:	Middle Name:	Last Name:	Suffix:
	Reid	W.	Click	

Address:

Street1:	2201 G Street, NW, Duques Hall, Suite 450
Street2:	
City:	Washington
County:	
State:	DC: District of Columbia
Zip Code:	20052-0086
Country:	USA: UNITED STATES

Phone Number (give area code)	Fax Number (give area code)
202-994-0656	202-994-7422

Email Address:

rclick@gwu.edu
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**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) #: 

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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.

	Add Attachment	Delete Attachment	View Attachment
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