

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 # P220A180004

Grants.gov Tracking#: GRANT12645295

OMB No. , Expiration Date:

Closing Date: Jun 13, 2018

PR/Award # P220A180004

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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 type="checkbox"/> New <input checked="" 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="06/07/2018"/>	4. Applicant Identifier: <input type="text"/>
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5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text" value="P220A140016"/>
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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="Georgia State University"/>	
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="586002050"/>	* c. Organizational DUNS: <input type="text" value="073425951"/>

d. Address:

* Street1: <input type="text" value="PO Box 3999"/>
Street2: <input type="text"/>
* City: <input type="text" value="Atlanta"/>
County/Parish: <input type="text" value="Fulton"/>
* State: <input type="text" value="GA: Georgia"/>
Province: <input type="text"/>
* Country: <input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code: <input type="text" value="30302-3999"/>

e. Organizational Unit:

Department Name: <input type="text" value="Research Vice President Office"/>	Division Name: <input type="text" value="Research & Sponsored Programs"/>
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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="Michael"/>
Middle Name: <input type="text" value="A."/>	
* Last Name: <input type="text" value="Mathisen"/>	
Suffix: <input type="text"/>	

Title: <input type="text" value="Assoc Dir, Grants & Contracts"/>

Organizational Affiliation: <input type="text" value="Georgia State University"/>

* Telephone Number: <input type="text" value="404-413-3502"/>	Fax Number: <input type="text"/>
---	----------------------------------

* Email: <input type="text" value="gsurfawards@gsu.edu"/>

Application for Federal Assistance SF-424

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

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

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

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-051418-001

* Title:

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

13. Competition Identification Number:

84-220A2018-1

Title:

Centers for International Business Education 84.220A

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

Add Attachment

Delete Attachment

View Attachment

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

Georgia State University 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.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="360,057.00"/>
* b. Applicant	<input type="text" value="525,933.00"/>
* 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="885,990.00"/>

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

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

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

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

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

Yes No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

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

** I AGREE

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

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

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

OMB Number: 1894-0008
Expiration Date: 08/31/2020

Name of Institution/Organization

Georgia State 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	120,544.00	120,696.00	123,413.00	126,211.00		490,864.00
2. Fringe Benefits	34,617.00	35,627.00	36,713.00	37,277.00		144,234.00
3. Travel	51,030.00	51,830.00	51,030.00	51,030.00		204,920.00
4. Equipment	0.00	0.00	0.00	0.00		0.00
5. Supplies	56,575.00	55,175.00	56,975.00	56,675.00		225,400.00
6. Contractual	0.00	0.00	0.00	0.00		0.00
7. Construction	0.00	0.00	0.00	0.00		0.00
8. Other	70,620.00	72,120.00	67,620.00	64,970.00		275,330.00
9. Total Direct Costs (lines 1-8)	333,386.00	335,448.00	335,751.00	336,163.00		1,340,748.00
10. Indirect Costs*	26,671.00	26,836.00	26,860.00	26,893.00		107,260.00
11. Training Stipends						
12. Total Costs (lines 9-11)	360,057.00	362,284.00	362,611.00	363,056.00		1,448,008.00

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

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

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

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

Period Covered by the Indirect Cost Rate Agreement: From: 07/01/2017 To: 06/30/2022 (mm/dd/yyyy)

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

The Indirect Cost Rate is 53.50%.

(3) If this is your first Federal grant, and you do not have an approved indirect cost rate agreement, are not a State, Local government or Indian Tribe, and are not funded under a training rate program or a restricted rate program, do you want to use the de minimis rate of 10% of MTDC? Yes No If yes, you must comply with the requirements of 2 CFR § 200.414(f).

(4) If you do not have an approved indirect cost rate agreement, do you want to use the temporary rate of 10% of budgeted salaries and wages?
 Yes No If yes, you must submit a proposed indirect cost rate agreement within 90 days after the date your grant is awarded, as required by 34 CFR § 75.560.

(5) 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%.

PR/Award # P220A180004

Name of Institution/Organization Georgia State 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.	
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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	320,742.00	330,186.00	339,909.00	349,925.00		1,340,762.00
2. Fringe Benefits	102,033.00	102,535.00	105,610.00	108,778.00		418,956.00
3. Travel	64,200.00	64,200.00	64,200.00	65,000.00		257,600.00
4. Equipment	0.00	0.00	0.00	0.00		0.00
5. Supplies	0.00	0.00	0.00	0.00		0.00
6. Contractual	0.00	0.00	0.00	0.00		0.00
7. Construction	0.00	0.00	0.00	0.00		0.00
8. Other	0.00	0.00	0.00	0.00		0.00
9. Total Direct Costs (lines 1-8)	486,975.00	496,921.00	509,719.00	523,703.00		2,017,318.00
10. Indirect Costs	38,958.00	39,754.00	40,778.00	41,896.00		161,386.00
11. Training Stipends						
12. Total Costs (lines 9-11)	525,933.00	536,675.00	550,497.00	565,599.00		2,178,704.00

SECTION C - BUDGET NARRATIVE (see instructions)

ED 524

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>Michael A. Mathisen</p>	<p>TITLE</p> <p>Assoc Dir, Grants & Contracts</p>
<p>APPLICANT ORGANIZATION</p> <p>Georgia State University</p>	<p>DATE SUBMITTED</p> <p>06/07/2018</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
4040-0013

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

* Name: Georgia State University

* Street 1: 58 Edgewood Ave NE * Street 2: 3rd Floor

* City: Atlanta * State: GA: Georgia * Zip: 30303

Congressional District, if known: GA-005

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

6. * Federal Department/Agency: Department of Education	7. * Federal Program Name/Description: Centers for International Business Education
	CFDA Number, if applicable: 84.220

8. Federal Action Number, if known: 	9. Award Amount, if known: \$
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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: Michael A. Mathisen

* Name: Prefix: * First Name: Michael Middle Name: A. * Last Name: Mathisen Suffix:

Title: Assoc Dir, Grants & Contracts Telephone No.: 404-413-3502 Date: 06/07/2018

Federal Use Only: Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

NOTICE TO ALL APPLICANTS

OMB Number: 1894-0005
Expiration Date: 04/30/2020

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.

(4) An applicant that proposes a project to increase school safety might describe the special efforts it will take to address concern of lesbian, gay, bisexual, and transgender students, and efforts to reach out to and involve the families of LGBT students.

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

Estimated Burden Statement for GEPA Requirements

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

Optional - You may attach 1 file to this page.

GEPA_Statement1010266903.pdf

Add Attachment

Delete Attachment

View Attachment

Georgia State University
Center for International Business Education and Research
General Education Provisions Act (GEPA) Statement

Georgia State University does not discriminate on the basis of race, religion, color, sex, age, handicap, or ethnic origin. Georgia State University's comprehensive Diversity Strategic Plan, which represents the blueprint of commitment within the GSU community to be an inclusive environment, can be found here. <http://odaa.gsu.edu/diversity/2011-2016-diversity-strategic-plan/>. The Georgia State University Opportunity Development & Diversity Education office, one tasked with monitoring all matters within the University that pertain to affirmative action, equal opportunity and diversity, is available to provide University guidance and assist when questions arise. Consistent with GSU's Diversity Plan, the GSU CIBER program will make every effort to overcome any barriers that could impede equitable access and participation, including socioeconomic barriers, gender, race, national origin, color, disability, or age and will apply strategies to promote full inclusion. Outlined below are several strategies the Center will apply to overcome such barriers.

To safeguard against socioeconomic barriers, many of our programs are free of charge or highly subsidized. This is particularly the case for our programs related to the CIBER Minority Serving Institution Consortium. We invite students and faculty to our case challenges free of charge, and we offer faculty fellowships that greatly subsidize the cost to attend our International Business Pedagogy Workshops. This ensures faculty from institutions with fewer resources may attend. Student scholarships for study abroad programs and other opportunities are offered to help support students from diverse backgrounds.

In an effort to ensure that individuals with physical impairments encounter as little difficulty as possible in gaining physical access to the buildings, offices, and rooms located on campus, the University has instituted a long-range plan to ensure that all buildings have ramps, elevators, and toilets that are accessible to individuals with impairments. This helps GSU CIBER ensure all participants have access to our events and programs. All workshops and other events will be held in ADA accessible facilities. CIBER staff will reach out to GSU's Office of Disability Services if participants need any additional accommodations with physical access to buildings, assistive technology, or similar support services. We will also utilize the Event Accommodation Request process as needed.

All programs are designed and offered without consideration to age. This allows individuals of all ages to participate in our programs. In developing our programs, planning meetings include thoughtful reflection on the representation of gender and race among speakers. Our website, flyers, emails, and other avenues of promotion are designed in an effort to attract a diverse group of interested participants in our programs. Curriculum, as well as information materials, is reviewed to make sure it is culturally sensitive. Our location in downtown Atlanta is also ideal for reaching diverse audiences, including faculty and students from historically black colleges and universities.

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

Statement for Loan Guarantees and Loan Insurance

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

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

* APPLICANT'S ORGANIZATION Georgia State University	
* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix: <input type="text"/>	* First Name: <input type="text" value="Michael"/> Middle Name: <input type="text" value="A."/>
* Last Name: <input type="text" value="Mathisen"/>	Suffix: <input type="text"/>
* Title: <input type="text" value="Assoc Dir, Grants & Contracts"/>	
* SIGNATURE: <input type="text" value="Michael A. Mathisen"/>	* DATE: <input type="text" value="06/07/2018"/>

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

1. Project Director:

Prefix: Dr	First Name: Salih	Middle Name: Tamer	Last Name: Cavusgil	Suffix:
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Street1:	35 Broad Street
Street2:	Suite 1420
City:	Atlanta
County:	Fulton
State:	GA: Georgia
Zip Code:	30303
Country:	USA: UNITED STATES

Phone Number (give area code)	Fax Number (give area code)
404-413-7431	

Email Address:
stcavusgil@gsu.edu

2. Novice Applicant:

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

Yes No Not applicable to this program

3. Human Subjects Research:

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

Yes No

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

Yes Provide Exemption(s) #: 1 2 3 4 5 6

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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Abstract

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

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

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

You may now Close the Form

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

* Attachment:

Georgia State University Robinson College of Business is applying for a renewal grant to continue operating its Center for International Business Education and Research (GSU-CIBER). For the past eight years, the Center has pursued a prolific and impactful work agenda, managed by a talented team and led by Professor S. Tamer Cavusgil (cavusgil@gsu.edu; 404-413-7284). Tamer is an experienced international business educator and scholar (who previously founded and managed Michigan State University's CIBER for four grant cycles). Georgia State and its corporate partners have committed more than \$1 million in matching funds over the 2018-22 grant cycle.

Directed by an experienced team and supported by the largest business school in the Southeast and the 4th largest (by business faculty) in the nation, GSU-CIBER will implement an ambitious work agenda for the 2018-22 grant cycle. Its prolific agenda is facilitated by its close relationships with *Minority Serving Institutions*, as well as its understanding to make access a priority, designated as a Title III institution itself. It is also driven by its partnerships with Atlanta-based world-class companies as Coca-Cola, CNN, Delta, and UPS.

During the new grant cycle, GSU-CIBER proposes 63 projects across eight objectives mandated by the authorizing legislation. A sampling of these projects includes: dissemination of teaching materials and new pedagogy for teaching the introductory course in International Business; enhancements to the business, languages, and area studies curriculum; integrating a *Global Competency Certificate* into undergraduate business curriculum; and interdisciplinary research projects to enhance global competitiveness of U.S. business.

Competitive Preference Priority 1 – Collaboration with a Professional Association or Business. Georgia State CIBER will continue its long-established partnership with the *Metro Atlanta Chamber of Commerce* on the *Global Cities Initiative*. Specifically, we will: (a) implement an internship program to support the company recipients of the biannual *Atlanta Metro Export Challenge*; and (b) develop an internship program to support the implementation of Metro Atlanta's Strategy 5 - *Next-Generation Workforce of The Metro Atlanta Foreign Direct Investment Plan*. This project aims to create a robust talent pipeline of tech savvy and globally minded individuals. It will also allow for our students to gain valuable practical experience.

Competitive Preference Priority 2 – Collaboration with Minority Serving Institutions. Georgia State CIBER has been the lead center for the *CIBER Minority Serving Institutions Consortium*, which currently includes 11 CIBERs as mentor institutions and more than a dozen MSI's as beneficiaries. In this leadership capacity, GSU-CIBER has been organizing and hosting the annual faculty development program, *IB Pedagogy Workshops*, and the annual *IB Case Competition* for MSI business students, both held in Atlanta.

Invitational Priority – Expanding its close working relationship with GSU's Title VI Language Resource Center, *GSU Center for Urban Language Teaching and Research (CULTR)*, Georgia State CIBER will plan and support the implementation of eight specific projects (2a to 2h), in addition to supporting the teaching of Spanish Language section of our introductory International Business course.

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:**

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

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1. MEETING THE PURPOSE OF THE AUTHORIZING STATUTE

1 (a) Objectives of the project and the extent to which they further the statutory provisions.

Georgia State University -- the premier urban research university located in Atlanta, a thriving regional hub for business, technology, transportation, and culture, and 10th largest metro economy in the nation -- seeks to continue its national center of excellence in international business (<https://www.gsu.edu/>). Having implemented a prolific and impactful work agenda over the past eight years, Georgia State University Center for International Business Education and Research (GSU-CIBER; <https://ciber.robinson.gsu.edu/>) is committed to meet and exceed the requirements of Title VI, Part B of the Higher Education Act of 1965 with renewed energy, goals, and an experienced team.

A designated Title III institution, Georgia State University graduates more African American students than any other university in the nation (*Diverse: Issues in Higher Education*, 2017). GSU is not only one of the largest institutions of higher education in the nation (some 53,000 enrolled), but also one of the most diverse. African American and Hispanic students constitute slightly more than half of its student body. GSU ranked 1st in Georgia and 25th in the nation in a *Brookings Institution* study of social mobility – a benchmark of how to effectively enroll students from low-income backgrounds, graduate them, and place them at gainful jobs.

Georgia State University's work in transforming the lives of underprivileged students has been receiving national attention. Recently, *The New York Times* reported: "By focusing on retaining low-income students, rather than just enrolling them, [GSU] raised its graduation rate to 54 percent in 2017 from 32 percent in 2003. And for the last five years, it has awarded more bachelor's degrees to African-Americans ... than any other nonprofit college or university in the country... It has also changed the educational landscape in Atlanta, home to some of the nation's

most renowned historically black colleges” *The New York Times*, May 15, 2018;

<https://www.nytimes.com/2018/05/15/us/georgia-state-african-americans.html>

Georgia State University also ranks 4th most innovative university in the nation, after Arizona State, MIT, and Stanford (*U.S. News & World Report*, 2017). Clearly, Georgia State transforms the lives of thousands of students, and helps create a skilled workforce. President Mark Becker and Dean Richard Phillips are committed to fully deploy the University’s rich assets of faculty talent, programs and educational offerings, as well as its vast network of national and international partnerships to serve the stakeholder groups designated by the authorizing legislation.

With approximately 200 faculty, over 7,000 students and 70,000 alumni, the J. Mack Robinson College of Business at Georgia State University (<https://robinson.gsu.edu/>) is the largest business school in the South and the 4th largest (by business faculty) in the United States. In terms of thought leadership, Robinson College of Business ranks 3rd in the Southeast for five-year research productivity (*U. of Texas at Dallas Business School Research Rankings*). A recognized leader in international business education, Robinson College has programs on four continents and students from 160 countries. Its academic units include the *Institute of International Business (IIB)*, a department with 17 faculty members (<https://robinson.gsu.edu/academic-departments/international-business/>).

Since its beginnings in the 1970s, the IIB served as a model international business program. The flagship publication of the *Academy of International Business*, ***Journal of International Business Studies***, was first inaugurated at the Institute in 1970; Professor Ernest Ogram served as its first Editor-in-Chief. Over the years, the Institute awarded dozens of doctoral degrees in international business and several thousand graduate degrees. In 1977,

Georgia Governor George Busbee designated the IIB to serve as the state-sponsored organization to help internationalize Georgia's business community and assist higher education institutions in Georgia.

Today, the IIB represents one of the largest talent pools of international business faculty in the U.S. It offers such well recognized programs as the *Master of International Business*, the undergraduate minor, and a doctoral program in international business. The Institute is also one of a handful of similar departments in the U.S. where Spanish-proficient students can enroll in an international business course taught entirely in Spanish. (Please see Exhibits 4 to 7).

The spirit of Section 611 and 612 of the authorizing legislation, urging business schools to develop globally-competent business leaders, public policy makers, educators and students, is even more pertinent today. The financial crisis of 2008-09 and the ensuing worldwide recession reminded us, once again, that national economies are intricately interconnected. It took about a decade for the U.S. economy to bounce back and register a modest rate of growth. Yet, the nation's share of world trade and investment has declined over the same period. At the same time, the United States remained among the top five most connected economies in the world (*McKinsey's Connectedness Index*) over the past decade.

These facts demonstrate how critical it is for the United States economy to strive to preserve its global competitiveness. Indeed, business schools can serve as agents of change by adequately preparing new generations of cosmopolitan and globally-minded students and managers. In this regard, Georgia State CIBER serves as a catalyst organization mobilizing a resourceful university's human and financial endowments in realizing the intended objectives of the authorizing legislation.

Georgia State University and the Robinson College of Business recognize the critical

importance for the United States to sustain its leadership as a globally competitive economy. Through its CIBER center of excellence, Georgia State is prepared to continue: (a) serving as a national resource for the teaching of business in the international context; (b) providing instruction and training in international business and critical foreign languages; (c) pursuing research and training to enhance the preparedness of U.S. businesses to compete globally; (d) strengthening knowledge, skills, and preparedness of regional businesses to successfully conduct international business; and (e) continuing as **the lead institution** in the CIBER network's *Minority Serving Institutions (MSI) Consortium*.

In collaboration with 10 other CIBER's, Georgia State CIBER has been hosting two signature programs for the *CIBER MSI Consortium*: the annual faculty development event, *International Business Pedagogy Workshop* (<https://ciber.robinson.gsu.edu/msi-consortium/fdib/>), and the annual undergraduate *International Business Case Competition* (<https://ciber.robinson.gsu.edu/outreach/students/ciber-case-competition/>), both held in Atlanta, Georgia. The CIBER MSI Consortium also engages in a variety of mentoring, study abroad, and teaching resources dissemination activities. To date, the *International Business Pedagogy Workshops* have trained more than 1,500 business faculty nationally.

It should be noted that, while serving a national audience of educators and businesses across the U.S. with many of its initiatives, GSU-CIBER also serves the Metro Atlanta and the Southeast U.S. Metro Atlanta is the fastest growing and 10th largest economy in the nation, as measured by gross metro product -GMP). The Southeast, with a population of 83.2 million, is also the largest economy among all U.S. regions. This region is also home to several dozen two-year, four-year, and historically black colleges teaching over 180,000 students with business majors. Yet, the higher education community in this region has not fully reflected the

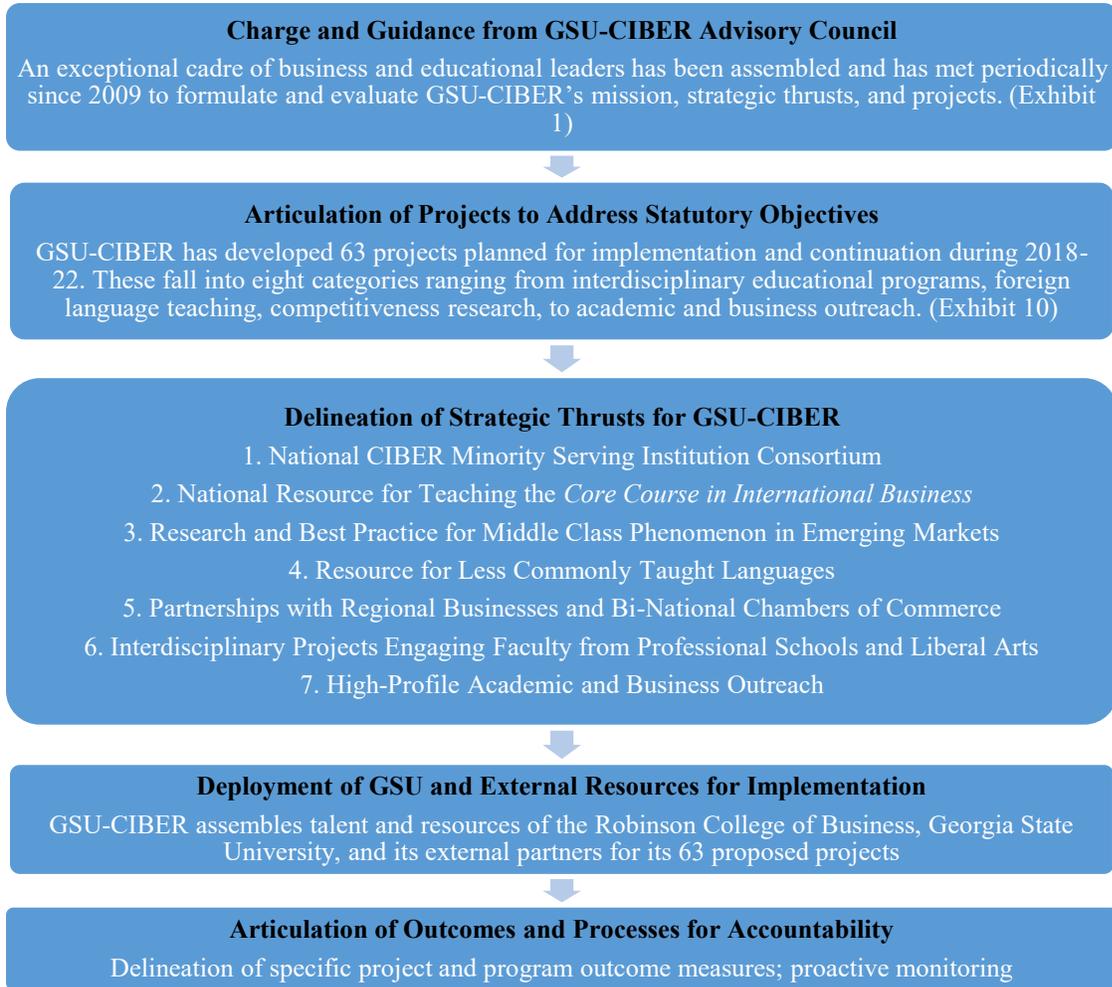
implications of globalization in its curriculum, programs of study, and faculty preparedness. With an ambitious and comprehensive agenda, GSU-CIBER intends to make a significant impact on the internationalization of business curriculum and faculty through the Southeast.

GSU-CIBER is uniquely qualified to continue serving the nation and the Southeast region to further the objectives of the authorizing legislation. The Advisory Council, and the faculty and staff of GSU-CIBER have carefully considered the unique contributions the center can make to internationalize business education and business practice. Over the past eight years, the Center has assembled an impressive array of faculty talent, institutional resources, and external linkages. In addition, GSU-CIBER is led by a highly qualified administrative team for effective project development and implementation. The Advisory Council was formed early in 2009 and held regular meetings, conferring at least twice a year since then (please see Exhibit 1). In the last grant period, the full Advisory Council met on the following dates: March 27 and October 16 (2014), March 25 and December 10 (2015), February 25 and December 2 (2016), March 2 and October 19 (2017).

The chart below illustrates how GSU-CIBER is organized to operate as a national and regional center of excellence. The Center strives to serve as an exemplary and high-impact center of excellence, with new initiatives and further development of current projects. Its new work agenda includes 63 specific projects across eight categories mandated by the authorizing legislation. Exhibit 10, a key supplement to this application narrative, provides a summary of each proposed project, a project code (ranging from 1a to 8c), and an implementation timeline. These projects represent a prolific, far-reaching, and high-impact agenda for 2018-22. Each project responds to pressing needs of multiple stakeholder groups identified by the Center. In

addition, proposed projects respond to the most relevant and acute needs of the Metro Atlanta, the Southeast, and the nation. Finally, they are very much congruent with the strengths and assets of Georgia State University and its external partners.

HOW GSU-CIBER IS ORGANIZED TO FURTHER THE OBJECTIVES OF THE AUTHORIZING LEGISLATION



With its 2018-22 work agenda, GSU-CIBER is responding to the two Competitive Preference and the Invitational priorities identified by the U.S. Department of Education:

Competitive Preference Priority 1 – Collaboration with a Professional Association or Business (Project 3c). Georgia State CIBER will continue its partnership with the ***Metro Atlanta Chamber of Commerce*** on the ***Global Cities Initiative***. Specifically, we will: (a)

implement an internship program to support the recipients of the biannual *Atlanta Metro Export Challenge*; and (b) develop an internship program to support the implementation of Metro Atlanta's Strategy 5 - *Next-Generation Workforce of The Metro Atlanta Foreign Direct Investment Plan*. This project aims to create a robust talent pipeline of tech savvy and globally minded individuals.

Competitive Preference Priority 2 – Collaboration with Minority Serving Institutions (Project 3b). Georgia State CIBER has been the lead center for the *CIBER Minority Serving Institutions Consortium*, which currently includes 11 CIBERs as mentor institutions and more than a dozen MSI's as beneficiaries. In this leadership capacity, GSU-CIBER has been organizing and hosting the annual faculty development program, *IB Pedagogy Workshops*, and the annual *IB Case Competition* for MSI business students, both held in Atlanta.

Invitational Priority (Projects 2a-2h) – Expanding its close working relationship with GSU's Title VI Language Resource Center, *GSU Center for Urban Language Teaching and Research (CULTR)*, Georgia State CIBER will plan and support the implementation of eight specific projects (2a to 2h), in addition to supporting the teaching of Spanish Language section of our introductory International Business course.

The discussion below briefly describes the nature of the proposed activities, organized within each of the eight objectives. Please refer to Exhibit 10 while reading the Application Narrative for more detailed description of the 63 proposed projects.

Objective # 1. Interdisciplinary Programs in Business, Foreign Language, International Studies, and Professional Curricula

1a. National Project for Articulating the Core Body of Knowledge for International

Business for the Next Decade: As the environment of international business (IB) continues to

transform with dual forces of globalization and technological advances, it is essential to re-define the core body of knowledge for the millennial generation and beyond. Exactly what should be taught in a two- or four-year institution, or in semesters of varying lengths, remains to be articulated. Pedagogical approaches need also gain rigor and consistency. This project aims to articulate the core body of knowledge for teaching of the introductory course in international business, to reflect new realities. It also aims to develop and widely disseminate pedagogical resources to faculty nationally. These include teaching materials for the Spanish- language section of the introductory course, which has been taught at Georgia State for about 15 years, and the newer French, Chinese and Arabic sections. Teaching resources will be disseminated via a dedicated online portal, <http://www.ibknowledge.com/>, and the MSI Consortium's *IB Pedagogy Workshop*, held each June in Atlanta. We will also work with the AACSB, integrating insights from their surveys.

1b. Global Competency Certificate (GCC) for Business Undergraduates: Today's business managers ought to be knowledgeable about global issues and mindful of navigating cultural complexity and building meaningful cross-cultural relationships. The GCC training aims to develop undergraduates as globally competent leaders. GSU-CIBER has already piloted the GCC with several classes of students in the Spring 2017 and Fall 2018 semesters. The implementation included a portfolio of online modules designed to impart knowledge, mindset, and skills required for today's talent base. We employed the online modules offered by *Aperian Global* via their *GlobeSmart* platform and the *Intercultural Effectiveness Scale (IES)* designed by The Kozai Group. For 2018-22, GSU CIBER is committed to expand the depth and scope of GCC and make the modules available nationally, to instructors, programs, and groups of students as part of its effort to scale-up the project.

1c. Undergraduate Curriculum Internationalization and Enrichment: Several enhancements are proposed to the undergraduate business curriculum including the development of a freshman-level, interdisciplinary *Global Business Perspectives* course. This course provides early exposure to the global economy, competitiveness and internationalization of firms. In addition, two new courses are to be developed for the new undergraduate core curriculum. *BUSA 4001 Global Business* applies concepts, issues, and techniques needed for efficient and effective global business in the 21st Century. *BUSA 4900 Global Business Experience* is a one-credit course designed to provide the students with the opportunity to engage actively in a learning experience, while developing critical cross-cultural skills required for the 21st Century.

1d. Business Language Curriculum Enrichment: Georgia State University is one of a handful of schools in the United States that teaches an all-Spanish language section of the core course in international business, enrolling about 25 students each semester.

Contemporary pedagogical materials for teaching international business in Spanish are limited. Accordingly, this project involves developing new Spanish-language international business content for use in this section.

In collaboration with GSU's Title VI language center, CULTR, <http://cultr.gsu.edu/>, our new initiatives for 2018-22 include: Business Mandarin, a new course offering; and program enrichment of *Spanish for International Business I & II*, *German for International Business I & II*, and *French for International Business I & II*. Georgia State University is one of a handful of schools in the nation that can offer such specialized language course designed for international business students.

1e. Graduate Curriculum Internationalization and Enrichment: Several enhancements are planned for Robinson College's signature offering, *Master of International Business* (MIB).

These include new teaching materials, projects, and overseas student experiences. As an example, MIB student teams will be conducting studies for Georgia Port Authority / Port of Savannah (fourth busiest seaport in the U.S.) regarding their economic impact. A new cohort of the MIB degree will be offered – the *Global MIB* -- in partnership with Leeds University in the U.K. Students will complete approximately half of their program at each university. Finally, a new concentration in *International Entrepreneurship* will be added to Robinson MBA program.

1f. Executive Doctorate in Business: This unique offering is now a decade in running and will see new content and student experiences. Designed for senior business executives, The Executive Doctorate in Business aims to advance the development and practice of effective organizational leadership in global organizations. A specialized course of study imparts knowledge and expertise required to identify, understand, and successfully address interdisciplinary, big-picture issues that characterize global business management today.

1g. Revision of Doctoral Seminars in International Business: GSU- CIBER spearheaded a major overhaul of the Doctoral Program in International Business eight years ago. Three new doctoral seminars were inaugurated at the time: *International Business Literature and Theory*; *Cross Cultural Frameworks*; and *Interfirm Relationships in International Business*. Over the 2018-22 grant cycle, we will revise these seminars and expand this portfolio to include additional seminars. Graduates of this program now serve at such institutions as SUNY, University of Colorado, and the University of Tennessee.

1h. Interdisciplinary Study Abroad Courses: A series of continued initiatives are planned to support and expand the portfolio of more than 15 interdisciplinary study abroad programs, both semester-long and summer. Our Study Abroad Programs Director, Ms. Paula Huntley, has made a big difference in stepping up student participation. A special effort will be made to

expand the *Study Abroad with Peers* program, which enhances the experience of our students by having local university students shadow our own students during the study abroad period. Our ability to make study abroad experiences more affordable for our students were greatly facilitated by the recent grant of \$500,000 from *The Coca-Cola Foundation*. This endowment enables dozens of first-generation students from GSU and partner MSI institutions to study abroad, through *Coca-Cola Global Ambassador Scholarships* (<https://mystudyabroad.gsu.edu/>)

1i. Development of International Projects and Internships: With increasing enrollment in signature programs such as the MIB, there is a need to cultivate a larger number of internship opportunities for our students. Thus, we will be expanding our relationships with over 40 Atlanta-based bi-national chambers of commerce for internships. In addition, the PACE (<https://robinson.gsu.edu/immersive-experiential-learning/pace/>) program, initiated and developed with GSU-CIBER's leadership, will be expanded with additional student consulting teams and new client firms. The PACE experience matches undergraduate students with Atlanta-based international firms for semester-long consulting projects. (*Please note: Project 3c, responding to Competitive Preference Priority 1, also aims to develop globally competent talent through applied internships with companies*).

1j. Co-Curricular Activities to Enrich Student Experiences: Several innovative initiatives will be continued and are planned. The annual, *International Business Case Competition*, organized and offered on behalf of the *CIBER MSI Consortium* for undergraduate students from MSI schools will be continued. This is a unique opportunity for students from the MSI schools to gain insights into business issues and develop teaming and presentation skills. The *International Teaching Assistant Orientation Program* is proposed to respond to a growing need

to better prepare international graduate assistants who are assigned teaching responsibilities. This University-wide initiative will equip international teaching assistants with the necessary knowledge and training to perform well in their new environment. GSU-CIBER also will facilitate the *Annual Student Business Plan Competition for New International Ventures*. This business plan competition enables students to sharpen their problem solving and entrepreneurial skills. Finally, **Women Lead Program** is a new initiative which has been developed with GSU-CIBER support. This undergraduate leadership program begins in sophomore year and follows the students through graduation, engaging women through active learning in the classroom, developing mentoring relationships, and organizing and leading programs on campus. Learning objectives center around: self-awareness, critical analysis of the economic and social effects of women in the workforce, and leadership development.

1k. Technology Enhancement Across the Curriculum: GSU-CIBER proposes to initiate the *Global Learning & Course Internationalization (GLCI) Project* in the new funding cycle. This project aims to increase collaborative online international learning (COIL) throughout the University, and in turn, expand global student experiences and faculty internationalization. GSU-CIBER will support the project's numerous initiatives, by supporting professional development for faculty engaged in enhancing their current curricula with online technologies, providing assistance for a speaker series, collaboration on study abroad, supporting joint research projects for online learning, providing travel funds for related conferences, and further developing the International Business Minor with COIL experiential activities.

1l. Advancing Interdisciplinary Grounding in the IB Field

GSU-CIBER will partner with George Washington CIBER to organize a biennial conference series on "*Advancing Interdisciplinary Research in IB: Integrative Knowledge and*

Transformative Theories for Greater Impact.” The first conference, to be held in Fall 2019 will focus on mapping the territory of inquiry, with the objective of identifying promising topics and research agendas that would most benefit from adopting an interdisciplinary mode of inquiry. Emphasis will be on identifying research topics that have both theoretical and practical significance in IB. Leading scholars from multiple disciplines will be invited. The two CIBERS will then organize workshops to examine the pedagogical implications of the ideas presented at the conference, including developing new or revising existing courses to provide an integrated view of international business. Proceedings of the workshop will be published in monograph form and distributed among all CIBER schools.

Objective # 2. Less Commonly Taught Languages and Interdisciplinary Programs for Foreign Language and International Studies Faculty and Advanced Students

Projects 2a through 2p speak to the commitment of Georgia State University to languages for business professionals and less commonly taught languages. Indeed, GSU is one of a handful of universities in the nation that offer many critical languages that include Arabic, Mandarin, Portuguese, Korean, Japanese, Hebrew (Modern), and Turkish. In all, nine languages deemed critical by the U.S. Department of Education, are taught regularly at GSU.

Projects 2a through 2h, collectively, are designed to respond to the Invitational Priority – the need to strengthen foreign language instruction in order to train a talent base equipped with language and cultural proficiency.

**2a. Collaborative Projects with Georgia State’s Title VI Language Resource Center --
Center for Urban Language Teaching and Research (CULTR) <http://cultr.gsu.edu/wld/>.**

GSU-CIBER is pleased to collaborate with GSU’s Title VI language center of excellence to plan and implement activities to benefit language and international studies students and faculty. An example is the annual *Global Languages Leadership Meeting*. This event

assembles participants and stakeholders from a variety of disciplines and professions to discuss, advocate, and promote language learning. Attendees include representatives from legislative committees, government agencies, NGOs, businesses with international activity, and school leaders.

2b. Resource Center for Less Commonly Taught Languages: This project aims to substantially expand the number and depth of offerings in less commonly taught languages (LCTLs). Specific objectives include: (a) enhancing professional development opportunities for LCTL instructors; (b) developing and disseminating pedagogical materials, including a dedicated online portal; (c) facilitating collaboration among geographic area and language specialists about LCTLs; and (d) enabling partner school students to enroll in LCTLs offered by Georgia State. GSU-CIBER will specifically assist with conferences to introduce languages to high school students in the Southeast U.S. region.

2c. Expansion of Intermediate and Advanced Sections for Select LCTLs: Currently, advanced section offerings are available for Arabic and Hebrew. This project will expand advanced section offerings of LCTLs to include: Chinese (Mandarin), Japanese, Korean, Portuguese, Russian, Swahili, and Turkish. These additional sections are made possible by recruiting new instructors – a significant commitment by Georgia State.

2d. Language Learning Technologies for LCTLs: Georgia State language faculty has been implementing cutting-edge pedagogical tools in teaching Spanish. Extensive use is being made of *U-Learn*, *Quia*, computer-assisted instruction programs, and other online components. These innovative tools will greatly aid teaching of LCTLs. Language faculty will adopt these innovations and tools for teaching LCTLs, based on the experience gained with teaching Spanish. Faculty experienced in these instructional technologies will train LCTL

instructors.

2e. Supplementing LCTLs with Study Abroad and Work Abroad Components:

Opportunities for study abroad in China, Korea, Japan, South Africa, and Turkey are already in place. However, these are semester or year-long programs that tend to attract fewer students because of the time and expense involved. Georgia State will supplement the existing semester-long opportunities with shorter-term study tours. Summer programs typically have 15-20 participants which, in turn, would help increase enrollments in LCTLs. A well-tested model is one that allows students to take the equivalent of 2001 and 2002 in the target language overseas, upon completion of the first-year modules on campus.

2f. Enrichment of the Turkish Language Program: Georgia State will continue offering first and second year Turkish for a growing number of students. This program will be enriched in the following ways: First, a summer intensive Turkish course will be offered to meet student demand to acquire language skills over a concentrated period, and to respond to the recent rise in enrollments. Second, Georgia State will enter into a formal relationship with the *Turkish Learning Research and Application Centre (TÖMER)* of Gazi University (a partner university in Ankara, Turkey) to arrange for advanced learners of Turkish to pursue intensive language and cultural studies there. In addition, short-term study tours and semester-long opportunities will be developed to allow GSU students acquire language skills through immersion training.

2g. Business Language Conference: GSU-CIBER will continue to co-sponsor several annual conferences hosted by different CIBERs. Through these workshops, Georgia State and its partner school faculty will acquire content, resources, and pedagogical tools for teaching a foreign language in the context of culture and international business. These workshops offer insights into the relationships among language, culture, and international business. In addition

to sponsoring the conference, GSU-CIBER will cover the travel costs for two foreign language faculty members to attend the annual *CIBER Business Language Conference*.

2h. Business is Global Program: GSU-CIBER will continue to provide an annual scholarship for a Georgia high school to participate in the program, led by *Indiana University CIBER*. This two-week summer program introduces students to either Arabic, Mandarin, or Chinese while learning about business in these world regions.

2i. Global Studies Institute: This new unit serves as an umbrella organization bringing together GSU's numerous internationally-focused centers (<http://gsi.gsu.edu/>). GSU-CIBER has developed a strong relationship collaborating with the Institute and its centers on various projects, including the *Global Competency Certificate* (<https://ciber.robinson.gsu.edu/2017-global-competency-certificate/>) These focused groups include the *Asian Studies Center* and the *Middle East Studies Center*. GSU-CIBER will continue to further their objective of coordinating cultural, artistic and scholarly activities related to Asia and the Middle East.

2j. Collaboration with the Office of International Initiatives (OII): GSU-CIBER will continue its close collaboration with the university-wide OII on joint panel discussions on topics of global current events, as well as student activities in celebration of annual *International Education Week*. The Center will partner with the Georgia Department of Education, GSU's *CULTR Title VI Language Resource Center*, as well as the CIBERs at both GSU and Georgia Institute of Technology to host the annual *International Skills Diploma Seal* recognition ceremony. The event, bringing together high school seniors and their parents from across the state, will feature information about international studies pathways in higher education as well as career opportunities requiring international and language competencies.

2k. Undergraduate Dual Degree Program in International Economics & Management and

Modern Languages, in collaboration with the University of Venice (Italy) and University of Versailles (France): In this program, students not only complete the requirements for economics and business, but they also integrate language mastery in Italian and English, with proficiency in French. This offering provides the students with a comprehensive exposure language, culture, economics, and business.

2l. B.A. Degree in European Business Studies and Modern Languages, with concentrations in French, German, Italian, and Spanish: Modeled after the *International Economics & Management and Modern Languages* degree, language faculty proposes to create a new B.A. degree in European Studies and Modern Languages with concentrations in French, German, Italian, or Spanish for business students.

2m. Joint Five-Year International Business and International Studies / Foreign Language Degree Programs: Two interdisciplinary five-year degree programs that have been popular among students since their introduction. Both will be enhanced and made available to students from a variety of disciplines. These are: *Master of International Business* and *Master of International Affairs* (offered in collaboration with the Department of Political Science) and *Master of International Business and B.S. in French/German/Spanish*.

2n. Faculty and Doctoral Student Professional Development Grants Program: GSU-CIBER provides grants to faculty and doctoral candidates on a competitive basis in order to facilitate interdisciplinary research and teaching. Foreign language, international, and area studies faculty are also eligible to apply. This initiative will be continued.

2o. Orientation Program for First-time Study Abroad Faculty Leaders: GSU-CIBER will continue its formal seminar series to familiarize faculty with the tasks and responsibilities associated with leading study abroad programs. These are also open to faculty from our MSI

Consortium schools. Held annually, past events focused on making study abroad affordable, innovation in study abroad programs, student recruitment, and risk management.

2p. International Centers of Excellence Initiatives: Georgia State is home to more than a dozen interdisciplinary centers or institutes with an international agenda and reach. We will continue to partner with these centers of excellence to implement projects of mutual interest.

The Americas Program at the Carter Center sponsors projects to strengthen regional capacities to promote democracy, transform and prevent conflicts, and improve democratic governance. The **Center for International Media Education** partners with GSU-CIBER to organize such events as the *World Media Forum* and projects such as *Journalism Education in China*, and publications (e.g., *Journal of Middle East Media*). We will continue our collaboration with GSU's **Atlanta Center for International Arbitration and Mediation**, as well as its affiliated organizations, such as the *Atlanta International Arbitration Society*.

Potential projects relate to enhancing cultural sensitivity and competence among international arbitrators and advocates, most of whom are international business legal professionals. **China Research Center** disseminates research findings and insights about contemporary China to enhance greater understanding. **Center for the Comparative Study of Metropolitan Growth** addresses the challenge of green space preservation and community health in the face of development pressures and build sustainable water infrastructure and coping with population increase and development pressures. **International Law Enforcement Enterprise and Exchange** partners with GSU-CIBER to intensify its research and outreach activities devoted to terrorism, homeland security, and cybercrime.

Objective # 3. Collaboration with Educational Institutions, Associations, and Businesses

GSU-CIBER has a deep commitment to outreach activities directed at the academic and

business communities. As an example, GSU-CIBER has built strong relationships with the three *Historically Black Colleges and Universities* (HBCUs) located just a few miles from our downtown Atlanta location. These are: *Morehouse College*, *Clark Atlanta University*, and *Spelman College*. Students from these schools can access courses not available at their own institutions, including study abroad programs. As an urban research university located in the 10th largest and fastest growing metropolitan area in the nation, Georgia State's reach includes the Southeast. In this spirit, several proposed projects respond to the needs of academic institutions in the Southeast with respect to faculty development, curriculum internationalization, and outreach.

3a. Atlanta Consular Corps and Bi-National Chambers of Commerce Alliance for

International Business: There are 42 bi-national chambers of commerce in Atlanta, with more than 60 foreign governments having their consular and/or trade representation offices located in Atlanta. GSU-CIBER partners with this network to implement joint programs designed to facilitate cross-border trade, investment, and educational exchanges. Joint activities include: technical assistance to individual firms, seminars and workshops, research and intern support, and partner identification. Our key partners include: Brazilian-American, American-Israel, and Korean-American chambers of commerce.

PROJECT 3B RESPONDS TO COMPETITIVE PREFERENCE PRIORITY 2 – COLLABORATION WITH MINORITY SERVING INSTITUTIONS

3b. Minority Serving Institution (MSI) Consortium: GSU-CIBER has been serving as the lead institution for the **CIBER MSI Consortium**, a highly visible and successful academic outreach program designed to assist nation's MSIs. For over two decades, some dozen CIBERs served as mentors and provided faculty development to dozens of HBCUs. Expanded

and enriched with GSU-CIBER's efforts, MSI Consortium now includes the Hispanic Serving Institutions (HSIs). Over the years, we have served business faculty across dozens of MSIs nationwide. Signature activities of the MSI Consortium include the annual events, ***International Business Pedagogy Workshops*** and the **International Business Case Competition**. Participating CIBERs also provide faculty mentoring, resource sharing, study abroad participation, and similar assistance to MSIs. To date, over 1,500 business faculty have participated in the annual *International Business Pedagogy Workshops* since their inception in 1992 (<http://ciber.robinson.gsu.edu/msi-consortium/fdib/>). Since 2014, more than 150 students have participated in the *IB Case Competition* (<http://ciber.robinson.gsu.edu/outreach/students/ciber-case-competition/>). These offerings will expand, based on MSI partners' input. New initiatives include partnership with ***Diversity Abroad***, a deeper partnership with the national ***HBCU Business Dean's Roundtable***, and an **MSI Consortium Webinar Series**.

PROJECT 3C BELOW RESPONDS TO COMPETITIVE PREFERENCE PRIORITY 1 - COLLABORATION WITH A PROFESSIONAL ASSOCIATION OR BUSINESS

3c. Metro Atlanta Chamber of Commerce Partnership: For the past eight years, GSU-CIBER has been working very closely with the Metro Atlanta Chamber, providing technical assistance to the Global Commerce team of the Metro Chamber (<https://www.metroatlantachamber.com/>). A current project is the **Global Cities Initiative (GCI)** (<https://www.brookings.edu/global-cities-initiative-the-exchange/>). Most recently, we launched the ***Atlanta Metro Export Challenge (Atlanta MEC)***, a dynamic grant program designed to engage and challenge metro Atlanta companies to step up their export efforts. This program: (a) challenges companies to develop a proactive export plan; (b) drives companies to act on those export plans; and (c)

increases exposure and awareness for impact of exports in Metro Atlanta.

Going forward, over the next four years, GSU-CIBER will continue to strengthen its partnership with the Metro Atlanta Chamber of Commerce on the *Global Cities Initiative*.

More specifically, we will: (a) implement an internship program to support the recipients of the *Atlanta Metro Export Challenge* in implementing and leveraging their export growth; some 28 firms are awarded monetary grants to upgrade their export capacity and activity; (b) initiate an internship program to implement *Strategy 5: Next-Generation Workforce of The Metro Atlanta Foreign Direct Investment Plan*; and (c) work with our Career Advancement Center <https://robinson.gsu.edu/cac/>, to create a training workshop for students studying international business to qualify as interns for the companies selected in the *Atlanta Metro Export Challenge*.

3d. National CIBER Export and Workforce Development brings together the export promotion and job creation activities of the CIBER network with the goal of amplifying and maximizing national impact. Combining our efforts create synergies through shared best practices and partnerships with larger organizations such as the U.S. Department of Commerce. As part of this mission, GSU-CIBER will continue its value-added collaboration with key partners in the region which include the *State of Georgia International Investment and Global Commerce* group, *Metro Atlanta Chamber of Commerce*, *Port of Savannah*, and the *World Trade Center Atlanta*.

3e. Collaboration with Major Businesses in the Region: GSU-CIBER will continue to pursue training, research, outreach, and intern development activities with the regional business community that includes such world-class companies as the Coca-Cola Co., CNN, Delta Airlines, Equifax, AJC International, Kimberly Clark, Lockheed Martin Aero, and UPS. A specific new initiative will be *The Coca-Cola Corporation CEO Leadership Forum*, featuring

senior executives as speakers.

3f. Collaboration with NGOs, Public and Community Organizations: Joint educational and outreach projects will continue with such locally headquartered nonprofit organizations as CARE, Center for Disease Control, Federal Reserve Bank of Atlanta, and the Carter Center.

3g. Global Atlanta Collaboration: A major news portal, *Global Atlanta* has been a strategic partner for GSU-CIBER. This news organization serves the Southeast region, to inform managers, policy makers, and students on international business issues as they relate to the region (content includes *Calendar of International Events*, cultural and country specific information). It also features our research insights such as the *Emerging Market Country Briefings*, and the *Middle-Class Scorecard for Emerging Markets*. We will continue to use this critical medium for dissemination and placement of student interns.

3h. Georgia & National District Export Council Partnership: GSU-CIBER is an active partner in the CIBERs' collective effort to collaborate with the *National District Export Council* (NDEC), as well as *Georgia District Export Council*. This collaboration will continue.

3i. GSU's World Affairs Council: A Robinson College unit, *World Affairs Council* (<https://wacatl.robinson.gsu.edu/>) is a premiere organization which provides a forum for discussion and understanding of international affairs and the complex global issues that impact Atlanta. We will continue to collaborate with the WAC in organizing and promoting educational opportunities and assist with identifying local area experts as speakers.

3j. NASBITE – GSU-CIBER Collaboration: We will continue to co-sponsor the annual NASBITE conference, small business exporters summit, student case competition, and the *Certified Global Business Professional* accreditation project. This collaboration will enhance

our mutual goal of promoting small business international trade best practices. 2019 meeting of NASBITE will be held in Savannah, GA, and planning is underway for GSU-CIBER to help lead efforts in identifying local area speakers.

3k. Diversity Abroad Partnership With our common goal of developing global career-ready students, this partnership will include collaborations on the *Global Student Leadership Summit*, for which student scholarships will be provided and speakers will be jointly sought, and the *Diversity Abroad MSI Global Education Summit* (an annual summit for MSI institutions for both administrators and faculty charged with coordinating international education on their campuses).

Objective # 4. Research on International Competitiveness

GSU-CIBER has already established a track record for producing leading edge research on international business – especially with a bias for practical implementation. For example, in rankings of publications in such leading journals as *JIBS*, *IBR*, and *MIR*, Georgia State faculty are among the top 20 most productive schools. As an example, Google Scholar shows some 34,000 citations of Professor Cavusgil’s work (h-index of 82) and is often ranked among the top 10 most published authors worldwide (see, e.g., *Journal of International Business Studies*, 2017, Vol. 48, pp. 1037-1044). He currently serves as the Editor-in-Chief of *Rutgers Business Review* (<https://www.rbusinessreview.org/>).

4a. Middle Class Scorecard for Emerging Markets: While scholars have investigated many aspects of rapidly transforming economies over the past three decades, the rise of the middle class in such dynamic markets, and its consequences, have not been explored. Responding to a demand from the business community, GSU-CIBER has developed a quantitative measure of the pace with which various emerging markets are building their middle-class households.

Middle Class Scorecard for Emerging Markets (<http://www.ibknowledge.com/home/middle-class-scorecard>) is updated periodically, and executive reports are issued for the business community. Over the next four years, we will organize special workshops and plan other dissemination opportunities to share insights gained from the *Middle Class Scorecard* with the business and academic community.

4b. Robinson Country Intelligence Index (RCII): Established by GSU-CIBER in 2011, the *RCII* is designed as a comprehensive measure of business risk in emerging economies (<http://rcii.gsu.edu/>). By incorporating extensive operations and societal data with political and macroeconomic indicators, the *RCII* allows for a richer assessment of risk associated with doing business in emerging markets. Efforts to disseminate and carry out customized analysis for individual firms will continue over the next grant cycle.

4c. Co-Sponsorship of Competitiveness Conferences: Two landmark conference series on global competitiveness with national impact will continue to be organized. These are: *Atlanta Competitive Advantage Conference*, an annual scholarly gathering of academics and business leaders, co-sponsored by the Herman J. Russell Sr. International Center for Entrepreneurship; and the *Americas Competitiveness Forum*, a gathering of practitioners and policy makers.

4d. Faculty and Doctoral Student Research Fund: Research grants are awarded to faculty on a competitive basis. Proposals received address such issues as performance of specific industries, democratic instability, and political risk in Latin America, cultural influences on trust, deception in cross- cultural negotiations, and middle-class consumption patterns in emerging markets.

4e. Consortium for International Marketing Research (CIMaR): For 27 years, CIMaR has brought together a worldwide network of international marketing scholars to facilitate cross-

national collaborative research. Co-founded by Professor Cavusgil, CIMaR members convene once a year to plan joint research. GSU-CIBER will host the 2018 conference in Atlanta.

Objective # 5. Programs to Develop International Expertise of Business Executives and Other Professionals

5a. Periodic workshops and seminars to disseminate GSU-CIBER *Emerging Market Risk*

Index (EMRI) and the Middle-Class Scorecard: Discussed above in Projects 4a and 4b, this activity involves disseminating these managerial tools through our websites, *Global Atlanta*, academic journals, workshops, and seminars. Target audiences include global company risk managers, business executives, public policy makers, and academics. Articles have already appeared in *International Business Review* and the *Journal of International Marketing*.

5b. U.S. - Latin America Trade (USLAT) Project: IIB faculty members are sought out regularly by internationalizing firms from Latin America. This project provides technical assistance to Latin American firms initiating or expanding trade and investment activities outside the southern hemisphere. It also provides real-world case studies of firm internationalization for classroom use. These cases will be disseminated widely.

5c. Global Public Health Education and Research: GSU-CIBER will partner with the *Institute of Health Administration* to conduct research and education on such global healthcare management issues as: predictive impact of natural disasters and infectious disease outbreaks on business; healthcare informatics; medical tourism; and offshoring drug trials.

5d. Foreign Scholars and Executives in Residence: GSU-CIBER maintains an active program designed to host visiting scholars and executives at Georgia State University to collaborate on research and outreach projects. Over the past eight years, GSU-CIBER has hosted scholars from Brazil, China, South Korea, Turkey, the U.K. Italy, Norway, and Spain.

Objective # 6. Academic Outreach

All the projects described in this section, 6a to 6g, address the ***Competitive Preference***

Priority # 2 – Collaboration with MSIs.

6a. Minority Serving Institution Consortium: GSU-CIBER has been leading the MSI Consortium which combines the efforts and resources of 11 CIBERs in serving the nation's MSIs. Expanded and enriched, the new CIBER MSI Consortium now serves this community through two key activities, an annual faculty development program, *IB Pedagogy Workshops*, and the annual *IB Case Competition*. Other assistance includes faculty mentoring, teaching resource dissemination, and enabling business students from MSI's to participate in CIBER study abroad programs and receive credit. At GSU-CIBER, we have also made available *Coca-Cola Global Ambassador Study Abroad Scholarships* to the students of MSIs.

6b. GSU-CIBER's Research on Middle Class in Emerging Markets: Numerous white papers, academic articles, and executive insight pieces have been released discussing the findings of this applied research project. In addition, several major international conferences were organized by GSU-CIBER to serve as a forum for sharing the work of other scholars from around the world. These conferences resulted in a book and numerous journal articles. We intend to continue to author and disseminate white papers and executive insight pieces for the benefit of U.S. executives contemplating doing business in Emerging Markets.

6c. Faculty Development Program Collaboration with other CIBERs, Community Colleges, and Professional Associations. We plan on continuing our partnerships with such organizations as the Academy of International Business, Academy of Management, American Marketing Association, AACSB, NASBITE, and others. We will also partner with other CIBERs in the offering of various professional development opportunities.

6d. Travel Grants to faculty from MSIs for Participation in Faculty Development

Programs: Competitive awards will be made by GSU-CIBER to enable our MSI Consortium faculty to take advantage of professional development programs offered by GSU-CIBER and other institutions.

6e. Outreach to K-12 and College Faculty on Globalization of Markets and Contemporary

International Trade Issues: Modeled after GSU's successful *Teaching the Middle East* workshops, which bring together faculty from smaller Georgia schools several times a year in the Atlanta area for a one-day workshops, this workshop series will provide briefings and teaching materials for teachers. Some of these activities and the pedagogical resources will be shared with regional and national audience through the GeorgiaONmyLINE portal of the University System: <http://www.georgiaonmyline.org>.

6f. Webcasts of Major International Business and International Studies Conferences

and Seminars. GSU-CIBER will continue to routinely make key national and international conferences accessible to local and regional academic and business audiences through contemporary video conferencing technologies.

6g. Faculty Virtual Communities of Practice: The annual IB Pedagogy Workshops organized and hosted by GSU-CIBER represent unique professional development opportunity for business faculty. As a new initiative, we will explore how the attendees use the workshop content and materials upon returning to their home institutions. Thus, we will survey workshop attendees before and after and, then again, in six months and one year following the workshop. The survey responses will be used to develop two to three *Virtual Communities of Practice* (VCoPs) designed to support the continuing teaching needs of the participants. Participants will be able to sign-up to participate in the VCoP that most addresses their teaching needs. The VCoPs will meet online via WebEx periodically, and

facilitated by the faculty of GSU's *Center for Excellence in Teaching & Learning*.

Objective # 7. Development and Dissemination of Teaching and Resource Materials in International Business and Languages

7a. Dissemination of Pedagogical Resources for Teaching the Introductory Course in

International Business. GSU-CIBER pursues a prolific portfolio of outreach activities that target institutions of higher education and consortia in the region as well as nationally. Project outputs will be widely disseminated to the higher education community through our IB Knowledge portal, Global Atlanta, and social media.

7b. Further development of GSU-CIBER's IB Knowledge portal to disseminate ongoing findings of GSU-CIBER *Middle Class Scorecard*: <http://www.ibknowledge.com/>

Findings of Project 4a will be made available on a dedicated web portal in order to inform managers on doing business in Emerging Markets, as well as researchers and educators.

7c. Dissemination of faculty research, pedagogical content, and student projects through the leading news portal, *Global Atlanta* <http://globalatlanta.com>. This news portal is one of the oldest and widely-used online communities with a regional reach. Through a strategic partnership with *Global Atlanta*, GSU-CIBER places white papers, research reports, event announcements, and resources on the portal for a wide readership.

7d. Dissemination of an international outreach event in partnership with Leeds University Business School, U.K. In April 2018, GSU-CIBER implemented an international outreach event with its strategic partner, *Leeds University Business School*, U.K. A one-day workshop on teaching international business was offered for an audience of more than 100 business faculty from the U.K. and Europe. Based on positive experience and faculty participation, we intend to implement this activity annually.

<https://business.leeds.ac.uk/about-us/article/international-business-pedagogy-workshop/>

7e. GSU-CIBER Publications Programs: GSU-CIBER maintains an active publications portfolio targeting academic and business readers. Periodic publications include the following: *Emerging Market Country Briefs, Middle Class Scorecard updates, Occasional Reports and Commentaries, and GSU-CIBER Newsletter*. Some of these resources are also available digitally: <https://ciber.robinson.gsu.edu/events-2/>

7f. International Business Media Library: GSU-CIBER acquires as well as produces multimedia teaching materials (videos, Power Point presentations, multimedia teaching resources, etc.), and are made available to faculty for classroom and research use.

Objective # 8. Development of Overseas Linkages

8a. Collaboration with International Partners: GSU-CIBER has been instrumental in facilitating value-added partnerships with prestigious business schools abroad, including Leeds University, U. of South Australia, Sabanci University, Sorbonne, Xi'an Jiaotong University, City University of Hong Kong, and University of Florence. Collaboration is typically in the form of student exchange and joint degree programs. These efforts will continue.

8b. Technical Assistance to Overseas Institutions: GSU-CIBER has been assisting Robinson College faculty with the implementation of various technical assistance programs, some of which has been funded in part by U.S. Agency for International Development. Typically, these projects involved: (a) reviewing, streamlining, and rationalizing the curriculum; (b) faculty training; and (c) new degree program development. Partner institutions which received such technical assistance included: Alexandria University, Cairo University, International University of Grand Bassam, Ivory Coast, and The Caucasus School of Business, Tbilisi, Georgia. GSU-CIBER will continue to provide similar assistance in facilitating such partnerships.

8c. Development of Overseas Linkages with Foreign Universities: Robinson College of Business has a large portfolio of overseas academic linkages that spread over five continents. These linkages allow GSU faculty to pursue research collaboration and students to pursue study abroad and work abroad opportunities. These relationships will be facilitated by GSU-CIBER and deployed to benefit faculty and student internationalization. Collectively, these 63 projects represent need-based and high-impact activities deemed critically important by the GSU-CIBER Advisory Council, faculty, and partners.

2. SIGNIFICANCE

2 (a) National significance of the proposed project.

Some four decades after the passage of the *Omnibus Trade and Competitiveness Act of 1988*, many individual business and industry sectors in the U.S. remain vulnerable to global competition. The U.S. manufacturing industry has experienced substantial challenges from the effects of offshoring activity in addition to displacement of jobs caused by automation. The consensus arrived by the business community is that the nation's firms and industries need a talent base fully equipped with global competence and mastery of culture and languages. As Ahmet Bozer, senior Coca-Cola executive, and a member of GSU-CIBER's Advisory Board, commented: "It is...time to re-imagine international business education to cultivate talent who can not only deal with our current problems such as inequality and sustainability, but also understand how technology can help create more shared value. This calls for global wisdom, global experiences, and innovative thinking. First and foremost, it requires talent who embraces change." <https://www.globalatlanta.com/commentary-vital-importance-growing-talent-global-wisdom/>

Many challenges remain for leaders of international business education. **First**, business

schools still need to make further progress to fully internationalize the core business curriculum and provide students with adequate language, culture, and international studies training. With an ever-changing macro environment, we are having to constantly re-define and update the core body of knowledge in international business. In addition, access by most business faculty to classroom skills training and contemporary teaching resources is limited.

Second, a vast majority of the faculty in two-year, four-year, and minority serving colleges lack proper training in international business. The need is greater especially among the adjunct faculty and business practitioners who teach international business. Business faculty members especially in the smaller, rural institutions have not yet had the opportunity to acquire a deep knowledge of international business. The need is greatest in such states as Mississippi and Alabama where resource limitations have constrained faculty development opportunities.

Third, while the *Omnibus Trade and Competitiveness Act of 1988* and other federal legislation mandated business schools to function as change agents for campus internationalization, ‘silos’ on university campuses still persist. We have a long way to go in terms of providing the business student with interdisciplinary knowledge and skills that incorporate proficiency in foreign languages, world regions, and cultures. Foreign language enrollment is acutely low for languages other than Spanish. Instruction in such critical languages as Mandarin, Arabic, and Portuguese is not widely available.

Fourth, the disconnect between business education and business practice persists. Meaningful avenues for education-industry collaboration have only been pursued by a small number of business schools and faculty. The relevance of what we address in business curriculum is constantly challenged by business practitioners who turn elsewhere for insightful, practical advice on acquiring global competitiveness. Many business schools have not yet fully utilized

collaborative opportunities with the business community. Yet unique partnership opportunities abound, exemplified by GSU-CIBER’s initiatives. Examples include our collaboration with the Metro Atlanta Chamber, bi-national chambers of commerce, and consular corps located in the greater Atlanta area. In most communities, scores of individual companies, trade and industry associations, state and federal agencies, logistics and international trade service firms provide additional opportunities for collaboration.

Fifth, the intellectual pursuits of most business faculty should be channeled towards projects that have more direct relevance for firm competitiveness in the global marketplace. Much research published in refereed journals in business continues to be highly academic, catering to a small readership of scholars. Creative capabilities of business faculty and doctoral students must focus on solid managerial challenges and be designed to shed light on how firms can gain and sustain global competitive advantage.

These national challenges require serious and urgent attention by leading business schools. To this end, GSU-CIBER has developed 63 projects addressing areas of national need. The chart below illustrates how each strategic thrust responds to a legislative need, and highlights projects that address these national priorities.

National Significance (Legislative Mandate)	Corresponding Strategic Thrust of Georgia State CIBER	Sample Projects
Be national resources for the teaching of improved business techniques, strategies, and methodologies	National Resource for the Teaching of the Core Course in International Business (Strategic Thrust #1)	1a, 1b, 1i, 2a, 3a, 3b, 6a, 6b, 7a-7e
Provide instruction in critical foreign languages and international fields	National Resource for Less Commonly Taught Languages (Arabic, Portuguese, etc.) (Strategic Thrust # 3)	2a, 2b, 2c, 2d, 2e, 2f, 2g, 2h, 2i, 2m, 2o, 2n, 6d, 6e, 8b
Provide research and training in the international aspects of trade, commerce, and other fields of study	Emerging Market Expertise Globally Competitive Southeast U.S.; Atlanta Consular Corps and Bi-National Chambers of Commerce (Strategic Thrusts # 4, 5 and 7)	3c, 3d, 3e, 3f, 3g, 5a-5j, 6c, 6h, 8c, 8d

Provide training to students enrolled at the Institution	Internationalize Student Experiences National Resource for Teaching the Core Course in International Business National resource for LCTLs Minority Serving Institutions (MSI) Consortium (Strategic Thrusts # 1, 2, 3, and 6)	1a – 1i, 2a – 2l, 2p, 8a, 8d
Serve as regional resources to businesses by offering programs and providing research designed to meet the international training needs	Atlanta Consular Core and Bi-National Chambers of Commerce Collaboration Emerging Market Expertise Globally Competitive Southeast U.S. (Strategic Thrusts # 4, 5 and 7)	3c -3h, 4a -4e, 5b, 6c
Serve other faculty, students and institutions of higher education located within the region	Minority Serving Institutions (MSI) National Resource for Teaching Core Course in International Business Resource Center (Strategic Thrusts # 2, 3 and 7)	2a, 3a, 3b, 6a -6h

Through this proposal, GSU-CIBER also responds to the two Competitive Preference Priorities and the Invitational Priority. **Project 3c** responds *Competitive Preference Priority*

1: Collaboration with a Professional Association by strengthening our ongoing partnership with the Metro Atlanta Chamber of Commerce. This activity will train and place dozens of business students at firms that are selected as winners of *Atlanta Metro Export Challenge*.

Project 3c is designed in response to *Competitive Preference Priority 2: Collaboration with Minority Serving Institutions*. GSU-CIBER will continue as the lead center in marshalling the resources and capabilities of 10 other participating CIBERs in the *MSI Consortium* to serve the faculty and students at dozens of MSIs. Two signature activities of the *MSI Consortium* – *IB Pedagogy Workshops* and the *IB Case Competition* – will continue. In addition, mentoring and study abroad assistance will be provided.

Projects 2a – 2h collectively respond to the *Invitational Priority: Activities focused on language instruction to train international business professionals*. By expanding our collaboration with GSU’s Title VI Language Resource Center, *GSU Center for Urban Language Teaching and Research (CULTR)*, we will be implementing a series of activities to

prepare a new generation of graduates equipped with language and cultural proficiency.

Training in business languages, e.g., Business Mandarin, as well as less commonly taught languages, e.g., Portuguese and Korean, will be provided.

Many other projects are of national significance. These include: integrating the *Global Competency Certificate* into undergraduate business curriculum (Project 1b); measuring and disseminating the potential of emerging market middle-class for business (Projects 4a, 5a, and 7b); pursuing interdisciplinary partnerships on campus (Project 2p); and creating synergistic programs with various NGSs, government, and community organizations in the Southeast (Projects 3d – 3k) are just some of the illustrative initiatives with national impact.

2 (b) Importance or magnitude of the results or outcomes likely to be attained.

As the 63 projects spread across eight objectives detailed in Exhibit 10 suggest, the proposed activities impact target audiences in a meaningful and substantial way. These activities are designed to generate significant quantitative and qualitative impact. In terms of quantitative outcomes, the proposed projects will touch thousands of students, academics, managers, companies, and public policy makers. For example, across the Southeast U.S., over 400 institutions of higher education (two-year, four-year colleges and minority serving institutions) will potentially benefit. In Georgia alone, the University System of Georgia annually enrolls over 325,000 students. Georgia State accounts for some 52,000 of those students, representing every county in Georgia, every state in the nation, and some 145 countries. More importantly, GSU has distinguished itself through its commitment to serve underprivileged urban students and gaining national distinction by graduating more students of African American background than any other U.S. institution.

Location matters, and Georgia State University's location at the heart of a thriving international city dramatically enhances the projects' impact. Our campus is located within blocks of four HBCUs, Georgia State Capitol, Atlanta City Hall, Coca-Cola world headquarters, CNN, and the Federal Reserve Bank of Atlanta. While GSU-CIBER will continue to meet and exceed the objectives sought by the authorizing legislation, it occupies a unique position among all CIBERs as the lead center in the MSI Consortium, and as one that operates in 10th largest metropolitan area, and fastest growing region in the U.S. Atlanta's pivotal location as the international business hub in the southeast, implies that the city is a center of activity for international trade, investment, transportation, health care, banking, technology, tourism and conventions, and culture. Atlanta also has a very culturally diverse population with large concentrations of foreign nationals and ethnic groups.

The role of Atlanta and Georgia at the **crossroads of international trade** requires further elaboration. Georgia is accessible to the world by air, land and sea. It is home to the world's busiest (passenger) airport, fourth largest seaport (Savannah) in the U.S., and the most extensive surface transportation network in the country. In 2017, Georgia ranked 12th in the nation in exports, and 8th in total trade. Total trade between Georgia and the world reached 225 unique countries and territories, exceeding a record breaking \$128 billion.

Atlanta is a **commercial, logistics, health care and banking hub** with a large cluster of world-class companies headquartered there. These include: Coca-Cola, Delta Airlines, Equifax, Home Depot, Kimberly-Clark, Lockheed Martin Aero, NCR, UPS, Scientific Atlanta, Aflac, Newell Rubbermaid, Southern Company, and SunTrust Bank. Finally, Atlanta is **one of the nation's premier public health clusters**. Headquartered in Atlanta are such organizations as the Federal Centers for Disease Control (CDC), the American Cancer Society, Carter Center for Global

Health initiatives, and numerous hospitals and research clinics.

Many of the proposed and continuing projects described in Exhibit 10 leverage these local and regional resources and University-community partnerships. Collaborative projects have been developed with the regional chambers of commerce, small and large companies, and an array of NGOs. In formulating the proposed projects, GSU-CIBER Advisory Council identified activities that match the strengths of the University while addressing areas of national and regional need. For example, instructional capabilities in LCTLs amount to a strategic thrust for the GSU-CIBER. Excellent partnerships already in place meant that the Center can maintain a high profile academic and business outreach portfolio. Similarly, having a critical mass of faculty talent and a prolific work agenda implies that we can continue to implement significant curricular, research, and outreach initiatives.

In summary, these 63 projects will produce exceptional local, regional, and national impact. They are innovative, interdisciplinary, and far-reaching. In addition, many of the projects are designed to produce tangible outcomes, products, and best practices that can be replicated in other settings. Contemporary information technology and digital tools will be utilized to disseminate the knowledge, insights, and products to business and academic audiences.

3. QUALITY OF THE PROJECT DESIGN

3 (a) Extent to which the proposed activities include a coherent, sustained program of research and development in the field; a substantial addition to a line of inquiry.

To ensure that the proposed activities are well thought out, coherent, and high-impact, a set of 10 guiding principles heralded the design of these projects as detailed below. Exhibit 18 provides a project implementation plan for project groups. Exhibit 17 demonstrates all the steps to implement a sample activity – the *International Business Pedagogy Workshops*

conference. Finally, Exhibit 21 identifies performance goals, target audiences, and anticipated outcomes for each project. The 10 guiding principles are detailed next.

First, the GSU-CIBER team and the Advisory Council deem it important to *fully deploy the intellectual assets of Georgia State University and build on the vast resources* of the regional business, government, and educational institutions. As a comprehensive research university, GSU benefits from impressive faculty talent and programmatic resources that are critical to implementing the proposed projects. An example is the investment the University has made over the years to teaching such LCTLs as Mandarin and Portuguese. Long-running degree offerings such as the *MIB* are identified as exemplary programs by external evaluators. The proposed projects in Exhibit 10 engage numerous faculty and diverse disciplines.

Second, those programs that have *a lasting impact and engage critical audiences* are given high priority. The work agenda of GSU-CIBER, detailed in Exhibit 10, has been designed to ensure sustained activities for key constituents. For example, the national project for articulating the core body of knowledge for teaching the introductory international business course, and dissemination of pedagogical resources, will benefit countless business educators across the nation. Many interdisciplinary faculty research projects are designed to provide analytical tools for practitioners – e.g., *Middle-Class Scorecard for Emerging Markets*.

Third, GSU-CIBER is keen to *pursue innovative initiatives in internationalization*. Projects detailed in Exhibit 10 reflect novel approaches to advance the internationalization agenda. For example, by teaming with the Atlanta-based Consular Corps and Bi-National Chambers of Commerce, the Center creates unique business-government-higher education alliances. Since these groups share common goals in facilitating cross-border trade and investment, such an alliance generates synergy and maximum impact.

Fourth, many projects are designed to *build meaningful interdisciplinary linkages*.

Initiatives such as the joint five-year degree programs in International Business, International Studies, and Foreign Languages, are designed to integrate curricula in these disciplines. Thus, students can gain holistic and complementary perspectives and an appreciation of global affairs. They can emerge as more cosmopolitan and globally competent future business leaders. Similarly, many of the proposed faculty research projects are designed to integrate such disciplines as law, criminal justice, health, journalism, history, and political science.

Fifth, as an important constituent group, GSU-CIBER aims at fully *exposing students to international, competitive, and cross-cultural knowledge, skills, experiences*. Students are exposed to an enriched curriculum, new pedagogical materials, and experiential opportunities through internships, study abroad, and consulting projects for regional businesses. The *Study Abroad with Peers* initiative is designed to facilitate cross-cultural learning for GSU students while they are in the foreign country. Through CULTR, our Title VI Language Resource Center, students will also have an expanded curriculum in languages. With GSU-CIBER support, CULTR also focuses on K-12 outreach, high school faculty and students.

Sixth, numerous projects are designed to *engage and empower faculty to internationalize* their research and teaching agendas. GSU's Robinson College of Business features one of the largest concentrations of business faculty with expertise in such diverse fields as risk management, information systems, entrepreneurship, business analytics, innovation, and hospitality, in addition to international business. More than 80 Georgia State faculty from multiple disciplines are to be engaged in 63 projects. Biographies of key faculty members are provided in Exhibit 22. Projects address such research themes as global business ethics, family conglomerates in emerging markets, and globalization of music and film industries (growing

activity in Atlanta). Also addressed are curricular initiatives such as the introductory IB course taught in Spanish, and new doctoral seminars in international business.

Seventh, GSU-CIBER intends to fully *deploy social media and digital communication technologies to disseminate* knowledge, pedagogical resources, and practical business tools. As a national resource center, every CIBER needs to place a heavy emphasis on developing best practice tools and models that can be shared with other business and educational partners. GSU-CIBER considers dissemination a high priority activity. Individual projects, such as the *MSI Consortium*, are themselves vehicles for widespread dissemination.

Eighth, we deem it essential to supplement the federal investment with *generous Georgia State University and private sector resources and cash commitments* for project implementation. The ambitious work agenda presented in Exhibit 10 requires commitment of substantial human and financial resources, beyond the federal investment. In developing the proposed projects, GSU- CIBER Advisory Council worked diligently to fund this ambitious work agenda with sufficient resource commitments from the University and private-sector partners. Consequently, the budget incorporates substantial investment from the businesses and the University.

Ninth, GSU-CIBER intends to sustain its reputation as an exemplary national resource center by *producing best practices and demonstration projects* for advancing internationalization. Special effort will be made to pursue initiatives that can be adopted and replicated elsewhere. Many business and educational partners will benefit by adopting the tools and models generated. These include: teaching resources for two-year college and MSI faculty, pedagogy resources for teaching, materials for teaching IB in Spanish, course syllabi, tools for training managers, emerging market briefings, monographs, and research reports.

Tenth, GSU-CIBER deems it appropriate to *collaborate with other CIBERs and institutes* for maximum impact and cost-efficiency. Thus, sharing special expertise and scarce resources, and widespread dissemination of outcomes, become a priority. For this reason, GSU- CIBER has assumed the role of the coordinating institution in the CIBER MSI Consortium – longest running collaboration among CIBERs. By leading this partnership of 11 CIBERs, we have been able to achieve much synergy, cost efficiency, and maximum impact.

In summary, the projects described in Exhibit 10 represent novel, need-based, and high-impact activities targeting key stakeholder groups -- students, faculty, business leaders, regional partner schools, and public policy makers. They are also congruent with the mission, resource base, and unique faculty talent available at Georgia State University. Finally, they represent bold and substantial initiatives made possible by a significant institutional investment on the part of Georgia State University.

4. QUALITY OF THE MANAGEMENT PLAN

4 (a) Extent to which the management plan is adequate to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestone for accomplishing project tasks.

The following discussion details the structure, process, and time commitment elements of GSU-CIBER proposal designed to ensure effective, cost-efficient, and timely project completion.

Exhibit 21 delineates the responsible individuals for each project category, performance goal, target audience, and expected outcomes.

Structure for Effective and Efficient Management: Overall responsibility for managing the GSU-CIBER is assumed by Professor Cavusgil, an experienced educator, researcher, and administrator in international business. Prior to launching the GSU-CIBER, Cavusgil founded and led the Michigan State University CIBER for two decades. He reports directly to the Dean

of the Robinson College of Business. The Center is housed within the *Institute of International Business* (IIB), an academic unit with a budget of over \$8 million in state funding, 17 full-time faculty, degree programs, and curriculum. The “Institute” designation specifically connotes its charge to serve the entire Robinson College as a cross-functional, collaborative unit. The Institute has the visibility and legitimacy in the College and the University to shepherd internationalization efforts. An organizational chart is presented in Exhibit 20. Qualifications and responsibilities of key personnel are provided in Section 5.

In addition to offering degree and certificate programs at the undergraduate, masters, and doctoral levels, the Institute coordinates study abroad and internship programs, curricular initiatives, international exchange partnerships, student advising, contracts and grants, and executives-in-residence and visiting scholar programs for the Robinson College of Business. GSU-CIBER and the IIB are well integrated with other international units on campus and maintain an active portfolio of working relationships with the business, government, and non-profit organizations throughout Atlanta, Georgia, and the region. Exhibit 7 provides a sampling of IIB’s external partners.

Having built and refined a stable organizational structure and experienced staff over the past eight years, GSU-CIBER has the capacity to manage a complex set of activities within budget, and in a timely manner. The staff can: handle multiple projects simultaneously; successfully collaborate with various internal and external partners; and fulfill multiple roles in program leadership, complex administrative routines, supervision, and assessment. GSU-CIBER’s past success has been greatly facilitated by this substantial administrative experience, talented staff, unwavering institutional support for international activities, modern facilities, and very high visibility on campus. In addition to faculty and staff, the GSU-CIBER team is enhanced by

several executives-in-residence, graduate student assistants, and the Advisory Council members many of whom maintain weekly contact with the Center staff.

Processes for Effective and Efficient Management. In implementing the proposed work agenda summarized in Exhibit 10, GSU-CIBER faculty and staff undoubtedly will benefit greatly from established policies, procedures, and relationships. Indeed, the Institute has well-developed internal operating systems, reporting procedures, and monitoring mechanisms to ensure a high-quality management plan. Established systems include: (1) an accounting system designed to track current and future expenditures for each project; (2) activity and budget approval processes that includes administrative reviews at the College and University level; and (3) faculty committees that evaluate and act on funding requests. Process elements of the management plan also include: detailed documents that outline step-by-step implementation of a project (see Exhibits 16, 17 and 18 as examples), input and guidance from the Advisory Council, and formal evaluations completed by event participants. In summary, the process elements contribute to an efficient, responsive, and rational management plan for GSU-CIBER, ensuring the greatest rate of return for the Federal investment.

Time Commitments to Ensure Effective and Efficient Management. The existence of an exceptionally large and experienced cadre of international business faculty at Georgia State renders GSU-CIBER to be one of the best staffed centers of excellence in the nation. Their time commitments to project management and center administration are also non-trivial. Clear designation of responsibilities (e.g., curriculum, research, business outreach, academic outreach, study abroad, and instructional technology) also ensures successful outcomes. We are committed to manage an exemplary national resource center through GSU-CIBER, one that meets and exceeds the purposes of the authorizing legislation.

5. QUALITY OF THE PROJECT PERSONNEL

5 (a) Extent to which the qualifications, including relevant training and experience, of the project director meet the needs of the project.

Professor **S. Tamer Cavusgil** will continue to serve as Executive Director of GSU- CIBER and Principal Investigator. He holds the *Fuller B. Callaway Professorial Chair* in the Robinson College of Business. Tamer is a world renown educator, scholar, mentor, journal editor, institution builder, leader of professional societies, and an advisor to senior executives and international agencies. He served as principal investigator on numerous federal projects, including Title VI grants (CIBER, BIE, UIS&FL). Tamer was the founding executive director of the Michigan State University CIBER and served as its leader from 1990 until 2008. He pioneered the leading knowledge portal, *globalEDGE*, (<https://globaledge.msu.edu/>) which now has become the most frequently consulted online resource in international business. He also developed the *Market Potential Index for Emerging Markets* (<https://globaledge.msu.edu/mpi>) and various diagnostic tools for practitioners, including CORE, *COmpany Readiness to Export* (adopted by the U.S. Department of Commerce since the early 1980s).

Tamer's career spans three decades of teaching, mentoring, research, and administrative leadership. His scholarship on exporting, born global companies, global strategy, and emerging markets, has placed him among the top five most prolific international business authors (*MIR*, *JIBS*, *APJIB*; *Google Scholar*). He is one of a handful of scholars who have authored more than a dozen articles in the *Journal of International Business Studies*. In 2014, he was honored with *JIBS' Decade Award*. Tamer is an elected *Fellow*, and a past Vice President of the *Academy of International Business*. In 1995, *NASBITE* named him as the inaugural

International Trade Educator of the Year. Tamer served twice as President of *AIBER* - the association of CIBER directors. He was Gianni & Joan Montezemolo Visiting Chair at the University of Cambridge, and currently serves as a visiting professor at Leeds University Business School, and the University of South Australia. He has been recognized by three universities with an *Honorary Doctorate*: The University of Hasselt, Belgium, University of Southern Denmark, and Atilim University, Turkey. Author or co-author of more than 200 refereed journal articles, Tamer is also the senior author of the leading text, *International Business: The New Realities*, 5th Ed. (2019), published by Pearson.

5 (b) Extent to which the qualifications, including relevant training and experience, of key project personnel meet the needs of the project.

The organizational chart of GSU-CIBER is provided in Exhibit 20. Biographical sketches of key personnel can be found in Exhibit 22. (<https://ciber.robinson.gsu.edu/about/people/>).

Farrah Bernardino serves as the Managing Director. In this role, she is responsible for managing the ongoing operations of the Center, including overseeing financial management of budgets, managing Center staff, students, and visiting scholars, and reporting to stakeholders and the U.S. Department of Education. She also leads the planning and execution of our signature activities, the *International Business Pedagogy Workshops* and the *International Business Case Competition*, as well as other projects, such as the *Global Competency Certificate*. She serves as liaison to the Center's Advisory Council, providing updates and engaging members in projects, and she manages partnerships with Minority Serving Institutions and CIBERs participating in the *Minority Serving Institution Consortium*.

In implementing a prolific agenda, GSU-CIBER relies upon a talented team of faculty and staff beyond the core, full-time team. These colleagues are introduced briefly below.

Serving as Co-Coordinator for Instructional Technologies are Jacobus Boers and Mourad Dakhli. In this capacity, they assist with all types of instructional technology, help disseminate pedagogical resources for teaching international business through an online portal, and share their teaching expertise by speaking in workshops, conferences and events. **Daniel Bello** serves as Director, *Research Initiatives* for GSU-CIBER. He also serves as the Director of the Institute of International Business. Previously, he held management positions in the Product Development Group at Ford Motor Company. His research interests focus on inter-organizational relationships in contexts such as alliances, business-to-business, and distribution channels in domestic and international settings.

William Nichols, Professor of Spanish and Chair, World Languages and Cultures, serves as *Director, Business Languages*. Professor Nichols creates and enriches intermediate and advanced sections for select less commonly taught languages. For example, the department presently offers a five-year joint degree program in *International Business and Modern Languages* with the Institute of International Business. **German Torres**, Professor of Spanish, serves as *Coordinator, Less Commonly Taught Languages*. German is co-editor of two volumes on business and economics issues. Leigh Anne Liu serves as *Coordinator of International Business Pedagogy*.

Ed Baker serves as *Coordinator for Business Outreach*, interfacing regularly with the business community in the Atlanta and representing the Center in various forums. **Marta White** has been serving as *Coordinator for Student Activities and Competitions*. **Laura Carruth**, Associate Professor in the Neuroscience Institute and Director of the Center for Excellence in Teaching serves as *Coordinator, Teaching Effectiveness and Assessment*. **Penelope Prime** has been directing the China Research Center in the IIB and serves as advisor to our visiting scholars.

GSU-CIBER is also fortunate to have an experienced professional, **Paula Huntley** as its *Study Abroad Director*. Paula manages over a dozen study abroad programs. Her responsibilities include: recruiting and preparing students for international experiences, assisting faculty with program development and administration, liaising with the university-wide Study Abroad office, and overseeing such scholarship funds as the Coca-Cola Global Ambassadors, CNN, The Agio Press, and Nita Robinson programs. Finally, **Jamaica Villegas** serves as the Center's *Event Coordinator*. Jamaica possesses a wealth of knowledge about the intricacies of delivering high-level customer service, for which she was awarded employee of the year.

In addition to these core faculty and staff serving the GSU-CIBER, the Center has access to about a dozen research associates, more than 200 faculty members, and numerous institutes and centers across the University in performing curriculum, research, and outreach activities.

5 (c) Extent to which Georgia State encourages applications for employment from persons who are members of groups that have traditionally been underrepresented base on race, color, national origin, gender, age, or disability.

It continues to be the policy of Georgia State University to implement affirmative action and equal opportunity for all employees, students and applicants for employment or admission without regard to race, color, religion, national origin, sex, age, sexual orientation, veteran status or disability. In accordance with section 427 of the General Education Provisions Act (GEPA), the University makes a special effort to ensure equal access to all program beneficiaries. The programs, activities, and facilities of the University are available to all without regard to race, gender, religion, creed, national origin, political persuasion, sexual preference, marital status, disability, or age.

All units of the University strive to employ and advance qualified women and minorities in areas

where they are especially underrepresented. Affirmative action also extends to persons with disabilities and veterans. Georgia State also ranks as one of the most diverse universities in the nation, ranking 14th nationally (*U.S. News & World Report*). The rich demographic tapestry that makes up the campus includes African, Asian, European, Hispanic, Middle Eastern, Indian, and Native American students, faculty and staff. Students from over 140 different countries study at Georgia State University. These outcomes are the result of deliberate planning and actions on the part of the University.

In 2000, Georgia State administrators developed strategic and action plans that clearly express the University's commitment to diversity among faculty and staff. An example is *The Minority Hiring Incentive* program which provides salary-matching funds of \$25,000 to a department that hires a minority faculty member into a faculty vacancy. The Office for Underrepresented Faculty was established in December 1999 to further assist university academic departments to recruit and retain minority faculty. Another example of how Georgia State provides resources to enhance faculty diversity is the *Mentoring Program for Minority Faculty*. Through these and other efforts, Georgia State has shown a significant increase in hiring racial and minority staff and tenure-track faculty over the past decade.

6. ADEQUACY OF RESOURCES

6 (a) Extent to which the costs are reasonable in relation to the objectives, design, and potential significance of the proposed project.

Cost-effectiveness of projects proposed by Georgia State University CIBER is greatly enhanced by the following factors. **First, GSU-CIBER will incur no 'startup costs.'** The Center has been functioning as a leading regional and national resource center since 2010. It is a well-established organization with a recognized mission, structure, processes, budget, and controls. It is well networked throughout the campus, business community, and external publics. The IIB is one of

the oldest international business academic departments in any major business school in the U.S. Over the past four decades, the IIB contributed to the internationalization of business education and research through an impressive array of accomplishments. Examples are: initiating one of the earliest doctoral programs in international business; offering innovative degrees such as the *Master of International Business*; requiring the introductory course in IB as part of the core undergraduate business curriculum; teaching this course in Spanish every semester; working with Atlanta-based minority serving institutions such as *Morehouse College* and *Clark Atlanta University*; and carrying out a prolific business outreach agenda.

Second, GSU-CIBER's proposed work agenda **responds to the needs of diverse and considerably large audiences through high-impact and sustained activities**. These audiences include: students of less commonly-taught languages such as Mandarin and Arabic; scholars of emerging market economies; faculty at minority serving and two-year institutions who have not had formal training in IB; practitioners in search of managerial tools and knowledge to compete effectively in global markets; and policymakers looking for evidence-based guidance for regulating international trade and investment. With more than 7,000 business students studying at GSU, and a large concentration of businesses in Atlanta and the region, GSU-CIBER is poised to serve its target constituencies well.

Third, GSU-CIBER is **generously supported by institutional funds and the business community in Georgia**. The University's investment in GSU-CIBER exceeds the 50 percent mandated by the authorizing legislation. It should be noted that the cash commitment and in-kind contributions from GSU and the business community will exceed \$500,000 annually.

Fourth, **some of the programs and activities proposed by GSU-CIBER are intended to become self-supporting**. These include executive training; dissemination of emerging market

middle class scorecard and risk measurement tools; and technical assistance to internationalizing firms. Needless to say, user groups such as students and faculty from the MSI Consortium will benefit from gratis use of products and services.

Fifth, GSU-CIBER will pursue a proactive approach to **disseminating its resources and project outcomes to a national audience**. In doing so, it will rely upon digital and social media (e.g., website, *IBKnowledge.com*, blogs, online communities, and *Global Atlanta*) as well as traditional channels such as publications and workshops. The project on pedagogical resources for teaching IB, for example, will have a major focus on dissemination.

In conclusion, GSU-CIBER already possesses the requisite administrative talent and structure. The staff is highly experienced in managing large grants and contracts. The Center also has the capacity to implement multiple projects concurrently.

6 (b) Adequacy of support, including, facilities, equipment, supplies, and other resources from the applicant organization.

As evidenced by the detailed budget, Georgia State University has made a substantial investment in its CIBER through cash match, personnel commitments, facilities, equipment, supplies, and other resources. Georgia State is a resourceful institution that already has made a substantial investment in international activities and programs. Its international infrastructure includes several dozen centers of excellence. Exhibit 9 provides a list of foreign language courses and Exhibit 8 details courses with international content. Also, part of the international infrastructure is a library system with extensive international holdings.

GSU-CIBER will continue to be housed in its own suite of offices on the 14th floor of the Robinson College located in the heart of downtown Atlanta. Facilities include conference rooms, doctoral and graduate assistant offices, and offices for visiting scholars. Executive training and conference

facilities are located at the College’s modern facility at the Buckhead business district.

7. QUALITY OF PROJECT EVALUATION

7 (a) Extent to which the methods of evaluation include the use of objective performance measures clearly related to the intended outcomes of the project and will produce quantitative and qualitative data to the extent possible.

Performance and impact of GSU-CIBER’s work agenda are to be assessed at five different levels. These assessment levels range from macro to micro in scope: the U.S. Department of Education, external reviewers, Georgia State University, Robinson College of Business, and the Center level. This multi-layered approach to assessment blends quantitative and qualitative input and constitutes a comprehensive and rigorous program evaluation system. The chart below provides an overview of this system.

To provide additional support and explanation to our evaluation system, we also prepared Exhibit 24 (Strategic Focus of Goals and Outcomes), Exhibit 25 U.S. Department of Education Performance Measures, and Exhibit 26 (Project-Specific Measure Forms).

MULTI-LAYERED NATURE OF EVALUATION OF GSU-CIBER

LEVEL OF ASSESSMENT	EVALUATING PARTY	NATURE OF EVALUATION
GRANTING AGENCY EVALUATION	U.S. Department of Education; through Government Performance and Results Act (GPRA) process and U.S. Department of Education reporting system	Comprehensive, formative and summative evaluation of program outcomes with the objective of
EXTERNAL EVALUATION OF GSU-CIBER	John R. Nevin, University of Wisconsin (2019); Ben Kedia, U. of Memphis, (2020); Dr. Elizabeth Briody, General Motors, ret., (2021); and Stephen Hanson, College of William & Mary, (2022)	Summative evaluation of performance and impact across all dimensions of work agenda, including foreign
GEORGIA STATE EVALUATION OF THE INSTITUTE OF INTERNATIONAL BUSINESS	<ul style="list-style-type: none"> ❖ Office of Institutional Effectiveness ❖ (Provost’s Office) ❖ Associate Provost for International ❖ Affairs ❖ University System of Georgia 	As an interdisciplinary center of excellence, CIBER is subject to a formal, periodic by the <i>Office of</i>

<p>J. MACK ROBINSON COLLEGE OF BUSINESS</p>	<ul style="list-style-type: none"> ❖ Dean’s Office 	<p>Progress reports are submitted to the Dean, and periodic evaluation is completed. All Robinson College units use WEAVEonline -- a</p>
<p>GSU-CIBER</p>	<ul style="list-style-type: none"> ❖ Georgia State faculty team of assessment experts not associated with GSU-CIBER and the Robinson College ❖ GSU-CIBER Advisory Council 	<p>Formative and summative evaluation by: (1) An evaluation professional; (2) CIBER own periodic assessment of progress; and (3) the</p>

U.S. Department of Education Project Evaluation of GSU-CIBER. Georgia State CIBER is fully committed to employ the diverse set of macro-level performance indicators identified by the U.S. Department of Education in 34 CFR 75.118, and the framework of the Government Performance and Results Act of 1993 (GPRA) to guide its operations. In concert with the spirit of GPRA, GSU-CIBER fully endorses accountability for the expenditures of public funds, and provision of objective information on the effectiveness of federal programs. In addition, it is committed to a focus on results, service delivery, and customer satisfaction. The Center is prepared to submit annually its performance through the U.S. Department of Education reporting system. Exhibit 26 provides project-specific performance measures. Exhibit 25 delineates U.S. Department of Education performance measures. It also should be noted that the GPRA evaluation framework closely corresponds to the basic values and guidelines of Georgia State University accountability principles.

External Evaluation of GSU-CIBER. In each year of the grant cycle, GSU-CIBER will invite a nationally recognized leader in international business for a two-day, on-site evaluation. The purpose of this on-site assessment is to engage in a summative evaluation of the Center, based on independent interviews with the Advisory Council, the Center staff, and a sample of intended beneficiaries. External reviewers are selected so that they can address all aspects of the GSU-

CIBER work agenda, including international business, foreign language training, interdisciplinary projects, business outreach, and study abroad. Their reports will be submitted to the U.S. Department of Education along with other assessment documents. Four highly respected international educators, and a cultural anthropologist with industry experience, will be invited to serve as external reviewers: Professors John Nevin, University of Wisconsin (2019); Ben Kedia, University of Memphis, (2020); Dr. Elizabeth Briody, General Motors, ret., (2021); and Stephen Hanson, College of William & Mary, (2022).

University-Level Evaluation. In a recent presentation, GSU President Mark Becker remarked: "We must be locally connected, but we also must be globally oriented, and that's particularly true in an international city like Atlanta." Indeed, "international" permeates Georgia State's values in all dimensions of its agenda. The University has always pursued a two-pronged strategy of thematic initiatives and regional initiatives. The importance of remaining globally connected is reflected in the strategic plans of both the University System of Georgia and Georgia State. The University's commitment to remain a leader in international education is also evident in the fact that senior administrators (President, Provost, and Associate Provost for International Initiatives) are all shepherding the internationalization agenda. The University's commitment to international education is best evidenced by investment of considerable funds for international strategic initiatives annually.

Tactically oriented reviews of international activities of each unit at Georgia State are conducted annually, while in-depth **strategic** assessments are carried out in seven-year intervals. Periodic assessment of each unit is known as the 'Academic Program Review' which is linked directly to strategic planning and budget allocation. The review process includes a self-study and visits by external evaluators. Faculty, alumni, current students, and administrative bodies of Georgia State

all have the opportunity to provide input into the review and assessment. The process is coordinated by the *Senate's Committee on Academic Programs (CAP)* and its *Academic Program Review Subcommittee (APRC)*. Administrative review is coordinated by the *Provost Office of Institutional Effectiveness*. The APRC subcommittee evaluates all materials related to the self-study for conformance to institutional policies, and provides key observations related to program strengths, weaknesses, and resource needs.

College-Level Evaluation of GSU-CIBER. As an AACSB-accredited, leading business school, Robinson College of Business relies on a comprehensive set of metrics designed to capture progress on the internationalization goals of the College. Faculty must indicate international accomplishments in their annual activity reports and are rewarded for such contributions. These accomplishments are measured both quantitatively and qualitatively. The importance of international contributions is frequently accentuated in the policies, program offerings, and funding priorities of the Robinson College. Senior leaders, including Dean Richard Phillips, are highly committed to rewarding international contributions. Each has served as principal investigators on major international grants and contracts.

At the student level, Robinson College is organized to annually evaluate each degree program's impact through a range of learning metrics. As an example, The *Master of International Business* program is evaluated using such specific assessment criteria as country market analysis, second language proficiency, and problem-solving skills.

Center-Level Evaluation of GSU-CIBER. GSU-CIBER is committed to an *outcome-oriented evaluation system* designed to monitor changes in knowledge, skills, behavior, and attitudes. Its evaluation system incorporates timelines, milestones, intended target audiences (please see Exhibit 21), performance metrics for each project (Exhibits 24, 25 and 26), and responsible

individuals (Exhibit 10). Some performance metrics overlap effectively the U.S. Department of Education indicators while others are specific to GSU-CIBER. In addition, GSU *Office of Institutional Effectiveness* provides expertise in developing a comprehensive set of project evaluation systems and processes.

Effectiveness of project activities is ensured in the following ways. First, the effectiveness is based on an ***outcome or impact-oriented philosophy*** of continuous improvement. For example, the effectiveness of course offerings is not captured in what is taught and how, but rather in what students have learned. Research effectiveness is not captured in how much time and money is spent in doing research, but in how much new knowledge is generated through research. Similarly, outreach effectiveness is not captured in the number of hours we spend in business and academic outreach, but in the impact of these activities on the target audiences. Ultimately, *we determine effectiveness by assessing outcomes.*

Second, measurement of effectiveness considers both ***formative and summative*** types of evaluations. *Formative evaluations* are conducted on an ongoing basis, while summative evaluations are carried out at the completion of a project, or at least on an annual basis.

Formative evaluation incorporates qualitative (e.g., open-ended remarks in invalidation instruments, feedback through online tools) and quantitative (e.g., responses on a seven-point scale) data. Each major project offering of GSU-CIBER will seek feedback from user groups through formal evaluations, and the results will be disseminated widely. *Summative evaluations* are conducted to scrutinize the overall effectiveness and impact of projects at their conclusion.

Examples of summative evaluations include: external reviews by leading educators on an annual basis; the deliberations of the GSU-CIBER Advisory Council; and completion of a major research project carried out by a faculty team. Summative evaluations will be especially critical

in setting priorities for each year of the grant cycle.

Third, each proposed project is scrutinized internally **based on its own merits**. A faculty team, led by a professional assessment coordinator, evaluates each proposed project using multiple criteria, including: (a) utility or value of the project for key stakeholder groups; (b) uniqueness or novelty of proposed activities; (c) clarity of specific performance outcomes; (d) financial sustainability of activities through revenue generation, and (e) access by traditionally underrepresented groups. The Advisory Council also serves both as a source of ideas as well as a consultative group for project prioritization and evaluation. While the entire Advisory Council meets formally twice a year, individual members are consulted far more frequently for discussion of specific topics.

Complementary Nature of Five-Level Project Evaluation. The five levels of project evaluation described above provide for a comprehensive, systematic, and rigorous means of assessing effectiveness. It allows for multiple constituents to engage in separate and synergistic assessments. It also produces information that will shed light on how well GSU-CIBER's goals are met and to what extent intended effects are achieved.

In summary, GSU-CIBER takes accountability seriously and endorses most effective use of federal and matching funds. This multi-level evaluation system also subscribes to a philosophy of continuous learning and improvement. As projects and outcomes are monitored on a continuous basis, changes to structural, strategic, or project-based activities are designed and implemented. Weekly staff meetings of the GSU-CIBER administrative team provide a forum for constructive discussion of current projects, actual results versus intended outcomes, and action items as a response.

Other Attachment File(s)

* Mandatory Other Attachment Filename:

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

The Georgia State University CIBER Advisory Council incorporates a highly distinguished group of business leaders, professionals associated with chambers or government organizations, faculty, administrators, and representatives from regional higher education institutions. Originally formed in May 2009, the Council meets formally at least twice a year. In addition, we hold additional brainstorming sessions or informational events with subgroups of the Advisory Council. In the last grant period, the full Advisory Council met on the following dates: March 27 and October 16 (2014), March 25 and December 10 (2015), February 25 and December 2 (2016), March 2 and October 19 (2017).

Our advisors are critical to us in helping formulate the strategic thrusts, project objectives, and ongoing activities of the Center. They are also instrumental in connecting the Center and its staff with key collaborators in the business and public policy communities. Individual members of the Advisory Council often serve as speakers at our public events and functions, in addition to guest lecturing in classes.

Periodic meetings of the Advisory Council provide us with the opportunity to seek feedback and guidance from the Council members. Some meetings have a special focus and assemble a different sub-group. As an example a specific meeting may be convened to discuss: courses for LCTLs, collaboration with HBCUs, bi-national chambers of commerce in Atlanta, international trade promotion agencies, or to plan specific events such as the annual *IB Case Competition*.

The following individuals constitute the current the GSU-CIBER Advisory Council:

Representatives of Georgia State University Administration

Mark P. Becker, President, Georgia State University

Richard Phillips, Dean, J. Mack Robinson College of Business

Mary Beth Walker, Associate Provost for Strategic Initiatives and Innovation

Heather Housley, Director, International Student & Scholar Services

Sara Rosen, Dean, College of Arts and Sciences

Gwen Benson, Associate Dean for School, Community and International
Partnerships, College of Education & Human Development

Wolfgang Schlör, Associate Provost for International Initiatives

Stephen Murray, Director, Study Abroad Programs

Faculty Representatives of the J. Mack Robinson College of Business

Jacobus Boers, Assistant Dean for International Engagement

Dan Bello, Director, Institute of International Business and CIBER Director of
Research Initiatives

V. Kumar, Richard and Susan Lenny Distinguished Chair, Director, Center for Ethics
and Corporate Responsibility

Leigh Anne Liu, Professor, Institute of International Business and GSU-CIBER
Coordinator of International Business Pedagogy

Marta White, GSU-CIBER Coordinator for Student Activities and Competitions

Mourad Dakhli, Associate Professor, Institute of International Business and GSU-
CIBER Coordinator of Curriculum & Instructional Technology

Pedro E. Carrillo, Senior Lecturer, Institute of International Business

Fernando Doria, Senior Lecturer, Institute of International Business

Ed Baker, Executive in Residence, Robinson College of Business; former
Publisher, Atlanta Business Chronicle

Faculty Representatives from Foreign Language, International Studies, and Professional Schools

Donald Reitzes, Associate Dean for Social and Behavioral Sciences

Michael P. Eriksen, Dean and Professor, School of Public Health

Eric Friginal, Professor and Director, International Programs, College of Arts and
Sciences

Sally Wallace, Dean and Professor, Andrew Young School of Policy Studies

William Nichols, Associate Professor and Chairperson, World Languages & Cultures,
and Center for Urban Language Teaching and Research and GSU-CIBER
Director for Business Languages

German Torres, Professor, World Languages & Cultures and GSU-CIBER
Coordinator for Less Commonly Taught Languages

Representatives of Local and Regional Businesses

Frank Blount, Chairman and CEO, JI Ventures; former CEO of Cypress
Communications and Telstra Corp. Ltd. (Australia); Director at: Adtran,
Caterpillar Inc., Energy Corp., KBR, Hanson PLC.

David Boehming, President, Atlanta Fine Homes Sotheby's International Realty

Phil Bolton, Founder and President, Agio Press and *Global Atlanta*

Ahmet Bozer, The Coca-Cola Company (*Retired*), Executive Vice President

Rahim Charania, CEO, American Fueling Systems

Rene M. Diaz, President and CEO, Diaz Foods, Atlanta, Georgia

Bradford W. Ferrer, Executive VP Finance and Administration, CNN Worldwide,
Turner Broadcasting Co.

Tony G. Holcombe, Vice Chairman, Board of Directors, Syniverse Technologies

Eric Joiner, Vice Chairman and Co-Founder, AJC International. Inc.

Stephen J. Kay, Americas Center Coordinator, Federal Reserve Bank of Atlanta

Karen Loch, President, World Trade Center – Atlanta

Seda Palaz Pazarbasi, Managing Director, Strategic Marketing Insights, Analytics
and Digital Optimization, American Cancer Society

William Pate, CEO, Atlanta Convention and Visitors Bureau

William M. Poole, Partner, Epstein Becker & Green, P.C.

Deepak Raghavan, Co-Founder, Manhattan Associates, Inc

Michael S. Shannon, Principal, Liquid Strategies LLC

Nick Shreiber, CEO and Principal Partner, Nick Shreiber & Associates, LLC S.

Juanita Velez, International Social Media Strategist, Delta Airlines

Bi-National Chambers of Commerce and Atlanta Consular Corps

Jorge Fernandez, Vice President for Global Commerce, Metro Atlanta
Chamber of Commerce

Luis Izaguirre, Executive Director, Hispanic American Center for Economic
Development (HACED), Atlanta, Georgia

Lucia Jennings, President, Brazilian-American Chamber of Commerce

Tisha Tallman, President and CEO, Georgia Hispanic Chamber of
Commerce, Atlanta, Georgia

Representative Appointed by the Governor of the State of Georgia

Mary Waters, Special Advisor to Governor Nathan Deal, GA Department of
Economic Development Deputy Commissioner for International Trade

**Faculty Representatives of Community Colleges and Historically Black
Colleges and Universities**

Edward L. Davis, Interim Dean, Clark Atlanta University, Atlanta, Georgia

Barron Harvey, Dean, School of Business Administration, Howard University,
Washington, DC

Yvette Hall, Marketing Professor, Johnson C. Smith University

Rubina Malik, Assistant Professor of Business, Morehouse College

Larry McDaniel, Chair, Department of Management, Marketing, and Logistics,
Alabama A&M University

GSU-CIBER Administrative Leadership

S. Tamer Cavusgil, GSU-CIBER Executive Director, Fuller E. Callaway
Professorial Chair and Professor, the Institute of International Business

Farrah Bernardino, GSU-CIBER Managing Director

Paula Huntley, GSU-CIBER Study Abroad Director

Jamaica Villegas, Event Coordinator



STATE OF GEORGIA
OFFICE OF THE GOVERNOR
ATLANTA 30334-0900

Nathan Deal
GOVERNOR

April 26, 2018

Ms. Mary Waters
Deputy Commissioner, International Trade
Georgia Department of Economic Development
75 Fifth Street
Atlanta, GA 30308

Dear Ms. Waters,

This letter is to confirm your continued appointment (for years 2018-2022) as my representative to the Georgia State University Center for International Business Education (CIBE) Advisory Council.

Centers for International Business Education are important in helping to keep Georgia globally competitive. They help the business and academic communities develop networks and programs to accelerate their success in the global marketplace.

I support Georgia State University in its renewal application for federal support to be designated as a national resource center in international business. The state of Georgia has truly benefitted from the presence of the Georgia State University CIBE, and this is an exciting opportunity to continue supporting its initiatives and outreach programs.

Your credentials in international trade and investment are ideal for this appointment, and I am confident that your knowledge and experience in these areas will prove invaluable.

I appreciate you volunteering your time and look forward to the opportunities that lay ahead.

Sincerely,

A handwritten signature in black ink that reads "Nathan Deal".

Nathan Deal

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.

Michael Mathisen, Associate Director, Office of Sponsored Proposals and Awards
Name and Title of Authorized Representative



Signature

5/30/2018

Date

JOHNNY ISAKSON
GEORGIA

<http://isakson.senate.gov>

131 RUSSELL SENATE OFFICE BUILDING
WASHINGTON, DC 20510
(202) 224-3643

ONE OVERTON PARK
3625 CUMBERLAND BOULEVARD, SUITE 970
ATLANTA, GA 30339
(770) 661-0999

United States Senate

WASHINGTON, DC 20510

May 17, 2018

VETERANS' AFFAIRS
CHAIRMAN

SELECT COMMITTEE ON ETHICS
CHAIRMAN

FINANCE

HEALTH, EDUCATION,
LABOR, AND PENSIONS

SUBCOMMITTEE ON
EMPLOYMENT AND WORKPLACE
SAFETY, CHAIRMAN

FOREIGN RELATIONS

SUBCOMMITTEE ON
STATE DEPARTMENT AND USAID
MANAGEMENT, INTERNATIONAL OPERATIONS,
AND BILATERAL INTERNATIONAL
DEVELOPMENT, CHAIRMAN

Dr. Timothy Duvall
Senior Program Officer
International and Foreign Language Education
Centers for International Business Education
U.S. Department of Education
1990 K Street, N.W., 6th Floor
Washington, D.C. 20006-8521

RE: CFDA 84.220

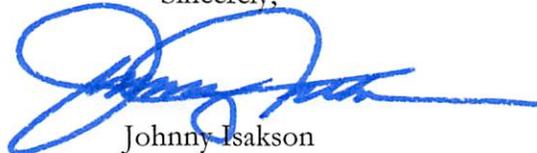
Dear Dr. Duvall:

I am writing regarding Georgia State University and its application for the Centers for International Business Education grant program administered by the U.S. Department of Education.

Georgia State University is applying for a renewal grant to continue operating a Center for International Business Education spearheaded by the Robinson College of Business. Using this funding, Georgia State University proposes over 50 projects across eight objectives mandated by the authorizing legislation and seeks to help ensure Georgia's long-term economic competitiveness.

In respect for your established policies and procedures, I request that you give Georgia State University your consideration for this grant. I would appreciate you keeping my office informed of the progress of this application and any grants awarded under this funding title. If you have any questions, please do not hesitate to contact my Grants Director Maureen Rhodes at (770) 661-0999.

Sincerely,



Johnny Isakson

JHI/mar

United States Senate

May 10, 2018

The Honorable Betsy DeVos
Secretary of Education
United States Department of Education
400 Maryland Avenue, SW
Washington, D.C. 20202

Dear Secretary DeVos:

I write to you in support of Georgia State University (GSU) and their application for continued funding through the Center for International Business Education grant program. This grant is administered through the Office of International and Foreign Language Education underneath the United States Department of Education and listed as CFDA 84.220

Georgia State University is home to the sixth largest business school in the nation. To continue with the success of their Center for International Business Education, through the Robinson College of Business (CIBER), GSU is seeking renewal of this grant for the years 2018-2022. With additional funding, CIBER will implement an ambitious work agenda that proposes over 50 projects for their students and partners. These projects include objectives such as cultivating international student internship opportunities, expanding their study abroad programs, and enhancing their international business and foreign language courses. Continued funding for CIBER will work towards ensuring Georgia's economic competitiveness on a global level.

In respect for your established policies and procedures, I ask that you give your full consideration to Georgia State University for this grant. I would appreciate you keeping my office informed of the progress of their application and any grants awarded under this funding title. If my office can be of further assistance please do not hesitate to contact my Grants Director, Sarah Baska, at sarah_baska@perdue.senate.gov.

Kindest regards,



David Perdue
United States Senator

DP:sb

EARL L. "BUDDY" CARTER
FIRST DISTRICT OF GEORGIA

ENERGY AND COMMERCE COMMITTEE
SUBCOMMITTEE ON HEALTH
SUBCOMMITTEE ON ENVIRONMENT
SUBCOMMITTEE ON
OVERSIGHT AND INVESTIGATIONS

Congress of the United States
House of Representatives
Washington, DC 20515-1001

WASHINGTON OFFICE
432 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-5831

SAVANNAH OFFICE
6602 ABERCORN STREET
SAVANNAH, GA 31405
(912) 352-0101

BRUNSWICK OFFICE
1510 NEWCASTLE STREET
BRUNSWICK, GA 31520
(912) 265-9010

<http://BuddyCarter.House.gov>

May 11, 2018

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

Dear Dr. Duvall,

I write to express my strong support of Georgia State University's 2018-2022 application of its Center for International Business Education program (CIBE) grant under the Higher Education Act of 1965, Title VI, Section 612.

In recent years, our state's population has grown from six to over ten million residents. As a result, Georgia's economy has more than doubled. As a Member of Congress, I am fully committed to ensuring that Georgians are competitive job-creators and players in the international business marketplace. Georgia State University's (Georgia State) innovative CIBER Center is an exceptional model to support federal priorities to maintain and secure our nation's global business and trade leadership.

The CIBER Center helps ensure Georgia's and the nation's long-term economic competitiveness. It enables a broad coalition of Georgia colleges and universities, including community colleges, Historically Black Colleges and Universities, and minority serving institutions, to offer key business education programs, which feature a global focus. These programs prepare future leaders so they can competently understand and compete in the global marketplace. The Center supports cutting-edge research in international business, and encourages faculty to develop new schools of thought and be leaders in the global economy.

The CIBER Center fosters productive relationships with local businesses, trade and business associations, and state and federal trade and economic development agencies. Advice and experiences shared via these networks encourage and guide Georgia's small and medium-sized businesses so they can increase exports and improve their agility, better meeting the demands of the global economy.

In conclusion, Georgia State's CIBER Center provides vital services and programs, which benefit Georgia, the southeast region, and the nation. Under Georgia State's tutelage, the Center

has yielded tremendous advances that should not only continue, but also be upheld as a national model of connectivity and innovation for our shared, economic future.

As always, I greatly appreciate your consideration of this important request.

Sincerely,

A handwritten signature in blue ink that reads "Earl L. 'Buddy' Carter". The signature is written in a cursive, flowing style.

Earl L. "Buddy" Carter
Member of Congress

Congress of the United States
House of Representatives
Washington, DC 20515-1013

May 9, 2018

Ms. Betsy DeVos, Secretary
Department of Education
400 Maryland Avenue, SW
Washington, D.C. 20202

Dear Secretary DeVos:

As the United States Congressman for the Thirteenth District of Georgia, I am very pleased to support Georgia State University in their application to the U.S. Department of Education for the renewal of the Center for International Business Education Program (CIBE) grant. As the employer and academic home to hundreds of Thirteenth District residents, Georgia State University is an unparalleled community leader in academic leadership and engagement in the metropolitan Atlanta area.

The CIBER Center serves as a valuable asset for Georgia's job creators that are looking to be competitive in a challenging international business marketplace. It enables a broad coalition of Georgia colleges and universities, including community colleges, Historically Black Colleges and Universities, and minority serving institutions, to offer key business education programs, which feature a global focus. These programs prepare future leaders so they can competently understand and compete in the global marketplace. The Center supports cutting-edge research in international business, and encourages faculty to develop new schools of thought and be leaders in the global economy.

I believe it is remarkably important that Georgia State University be able to continue advancing their forward looking, innovative program to better guide Georgia's small and medium-sized businesses so they can increase exports and improve their agility to better meet the demands of the global economy. I unreservedly support Georgia State University in its proposal for funds and urge the utmost consideration of their request.

Sincerely,



David Scott
Member of Congress

DS:dn

A. DREW FERGUSON IV
THIRD DISTRICT OF GEORGIA

1032 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225- 5901

1601 E HWY 34, SUITE B
NEWNAN, GA 30265

Congress of the United States
House of Representatives
Washington, DC 20515

COMMITTEE ON THE BUDGET
COMMITTEE ON TRANSPORTATION
AND INFRASTRUCTURE
COMMITTEE ON EDUCATION
AND THE WORKFORCE

May 14, 2018

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

Dear Dr. Duvall:

I write to express my support of the 2018-2022 Georgia State University application for the Center for International Business Education and Research (CIBER) grant under the Higher Education Act of 1965, Title VI, Section 612.

Located in the center of Georgia's growing global economy, Georgia State University's CIBER Center has taken a key role in bringing together the education and business communities in one of the largest metropolitan areas in the country. The Center itself is supported by the nation's sixth largest business school, but also enables a coalition of Georgia colleges and universities, including community colleges, Historically Black Colleges and Universities, and minority serving institutions to join in the efforts to prepare future leaders to competently understand and compete in the global marketplace. The CIBER Center also maintains productive relationships with state and local government and the business community to create programming that meets the needs of the international business community.

Under this model, Georgia State's CIBER Center can continue to provide vital services and programs, which benefit Georgia, the southeast region, and the nation.

I respectfully request your consideration of this application.

Sincerely,



A. Drew Ferguson IV, D.M.D

JODY B. HICE
10TH DISTRICT, GEORGIA
HICE.HOUSE.GOV

1516 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-4101 PHONE
(202) 226-0776 FAX

100 COURT STREET
MONROE, GA 30655
(770) 207-1776

3015 HERITAGE ROAD, SUITE 6
MILLEDGEVILLE, GA 31061
(478) 457-0007

210 RAILROAD STREET, ROOM 2401
THOMSON, GA 30824
(706) 969-1461

Congress of the United States
House of Representatives
Washington, DC 20515-1010

COMMITTEE ON OVERSIGHT
AND GOVERNMENT REFORM
SUBCOMMITTEES:
HEALTH CARE, BENEFITS, AND
ADMINISTRATIVE RULES
NATIONAL SECURITY
COMMITTEE ON NATURAL RESOURCES
SUBCOMMITTEES:
ENERGY AND MINERAL RESOURCES
FEDERAL LANDS
OVERSIGHT AND INVESTIGATIONS
POLICY COMMITTEE

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

Dear Dr. Duvall:

I write to express my strong support of Georgia State University's 2018-2022 application of its Center for International Business Education program (CIBE) grant under the Higher Education Act of 1965, Title VI, Section 612.

In recent years, our state's population has grown from six to over ten million residents. As a result, Georgia's economy has more than doubled. We are fully committed to ensuring that our constituents are competitive job-creators and players in the international business marketplace. Georgia State University's (Georgia State) innovative CIBER Center is an exceptional model to support federal priorities to maintain and secure our nation's global business and trade leadership.

The CIBER Center helps ensure Georgia's and the nation's long-term economic competitiveness. It enables a broad coalition of Georgia colleges and universities, including community colleges, Historically Black Colleges and Universities, and minority serving institutions, to offer key business education programs, which feature a global focus. These programs prepare future leaders so they can competently understand and compete in the global marketplace. The Center supports cutting-edge research in international business, and encourages faculty to develop new schools of thought and be leaders in the global economy.

The CIBER Center fosters productive relationships with local businesses, trade and business associations, and state and federal trade and economic development agencies. Advice and experiences shared via these networks encourage and guide Georgia's small and medium-sized businesses so they can increase exports and improve their agility, better meeting the demands of the global economy.

In conclusion, Georgia State's CIBER Center provides vital services and programs, which benefit Georgia, the southeast region, and the nation. Under Georgia State's tutelage, the Center

has yielded tremendous advances that should not only continue, but also be upheld as a national model of connectivity and innovation for our shared, economic future.

As always, I greatly appreciate your consideration of this important request.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jody Hice", with a long, sweeping underline that extends to the left.

Jody Hice
Member of Congress

JOHN LEWIS
5TH DISTRICT, GEORGIA

SENIOR CHIEF DEPUTY
DEMOCRATIC WHIP

COMMITTEE ON
WAYS AND MEANS

CHAIRMAN,
OVERSIGHT SUBCOMMITTEE

INCOME SECURITY
AND FAMILY SUPPORT



Congress of the United States
House of Representatives
Washington, DC 20515-1005

May 11, 2018

WASHINGTON OFFICE:
343 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-1005
(202) 225-3801
FAX: (202) 225-0351

DISTRICT OFFICE:
THE EQUITABLE BUILDING
100 PEACHTREE STREET, N.W.
SUITE # 1920
ATLANTA, GA 30303
(404) 659-0116
FAX: (404) 331-0947

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

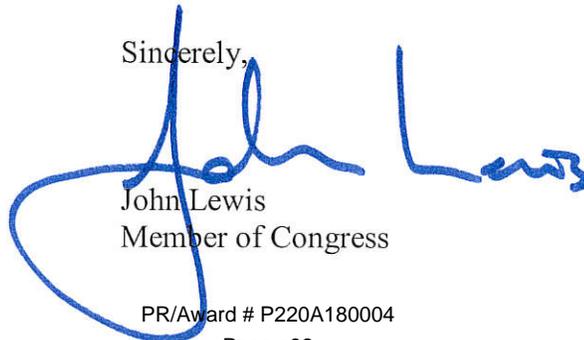
Dear Dr. Duvall:

As Georgia's Fifth Congressional District's Representative, I am pleased to extend my strong support for Georgia State University's (Georgia State) 2018-2022 application of its Center for International Business Education program (CIBE) grant under the Higher Education Act of 1965, Title VI, Section 612.

Georgia State is one of our leading educational partners in my district. I appreciate their outstanding focus on ensuring that Georgia's residents are competitive, job-creators, and players in the international business marketplace. Georgia State has informed our office that they intend to use the funds from the CIBE to offer key business education programs which will include a strong global focus. These programs will be offered via Georgia State's Center for International Business Education & Research (CIBER). The Center helps enable a broad coalition of Georgia colleges and universities, including community colleges, Historically Black Colleges and Universities, and minority serving institutions, to prepare future leaders so they can competently understand and compete in global arenas. I truly feel the CIBER is the perfect model to support federal priorities to maintain and secure our nation's global business and trade leadership.

I believe that Georgia State's CIBER provides vital services and programs, which benefit Georgia, the southeast region, and the nation. Under Georgia State's tutelage, the Center has yielded tremendous advances that should not only continue, but also be upheld as a national model of connectivity and innovation for our shared, economic future. I ask that you give the proposal submitted by Georgia State all possible consideration. If you have any questions, please contact my staff member, Jared McKinley at 404-659-0116.

Sincerely,



John Lewis
Member of Congress

JL:jhm

PR/Award # P220A180004

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70



CITY OF ATLANTA

55 TRINITY AVE, S.W.
ATLANTA, GEORGIA 30335-0300

TEL (404) 330-6100

KEISHA LANCE BOTTOMS
MAYOR

April 19, 2018

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

Greetings:

As the 60th Mayor of the City of Atlanta, it is my pleasure to support the Center for International Business Education & Research (CIBER) at Georgia State University and its application for the renewal of the *Title VI Center for International Business Education Grant*.

The City of Atlanta is proud of the Center for International Business Education & Research for serving as a national resource for the teaching of business and international context. Through its exceptional efforts, CIBER has enhanced our nation's global competitiveness by providing innovative international business education, research and faculty development programs.

The Mayor's Office of International Affairs has supported several annual CIBER International Business Competitions, which provides students from various universities and minority-serving institutions with the opportunity to compete in teams, solve real-world business problems and gain invaluable workforce training. CIBER'S exceptional endeavors continue to strengthen Georgia State University's reputation as the Southeast's leading urban state university.

The City of Atlanta fully supports CIBER at Georgia State University and their efforts to receive additional funding through the *Title VI Center for International Business Education Grant*. If you have any questions regarding my recommendation, please feel free to contact Ms. Vanessa Ibarra, Deputy Director, at vibarra@atlantaga.gov or 404-546-1977.

Sincerely,

Keisha Lance Bottoms



May 3, 2018

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

Dear Dr. Duvall:

The Georgia Department of Economic Development (GDEcD) has worked effectively with the Georgia State University Center for International Business Education and Research for several years. The Center provides significant outreach programs that benefit Georgia's business and academic communities throughout the state. The work of the Center complements the thriving global business ecosystem which exists in Georgia, providing companies with pertinent knowledge and skills to enhance their international competitiveness, while preparing students for the rigors of global business.

GDEcD is pleased to continue this collaboration and I am honored to serve on the Center's Advisory Council. The department strongly supports the 2018—2022 application for continued funding of this important program and we look forward to many more years of cooperative endeavors.

We appreciate your consideration of this grant proposal.

Sincerely,

Mary Waters
Deputy Commissioner, International Trade
Georgia Department of Economic Development
75 5th Street NW, Suite 1200
Atlanta, GA 30308
404-962-4120
mwaters@georgia.org

P.O. Box 3999
Atlanta, GA 30302-3999

Phone 404-413-1300
Fax 404-413-1301



April 27, 2018

Dr. Timothy Duvall
Senior Program Officer
U.S. Department of Education
International and Foreign Language Education
1990 K Street NW, Room 6069
Washington, DC 20006

Dear Dr. Duvall and CIBER Review Panel:

As president of Georgia State University, I enthusiastically endorse our Title VI CIBER grant renewal application seeking the continuation of Georgia State University as a center of excellence in international business. The faculty, students, and administrators have all benefitted from GSU-CIBER's programs and initiative the past grant cycles, and the center has helped us achieve our goal of further internationalizing the University. Our stakeholders in the business and public policy communities have been equally energized by GSU-CIBER's endeavors, and look forward to continuing to support its initiatives.

Georgia State University continues to make great progress towards being recognized as one of the world's preeminent urban universities. We achieved national prominence in recent years for dramatically increasing student retention, educational excellence, and community outreach. We still confer more undergraduate degrees to African-American students than any other school in the nation. Georgia State University is also one of the Top 100 Hispanic-serving universities, and these students are graduating into a globally competitive environment. Our faculty members compete in, and collaborate on, research globally. Consequently, GSU continues to be globally engaged, and strives to achieve the highest levels of education and research and to serve Atlanta, Georgia and the nation.

The 2018 CIBER proposal for renewal goes a long way towards continuing to transform Georgia State University into a globally engaged urban university. The proposal advances over fifty specific projects designed to enhance international and interdisciplinary education, research, and outreach. Shepherded by the J. Mack Robinson College of Business, the renewal proposal represents the continued efforts of numerous faculty drawn from such disciplines as international business, foreign languages, area studies and policy studies. I am pleased that it continues to highlight many of the already existing

Dr. Timothy Duvall
Page 2
April 27, 2018

international strengths of the University. I also know that the CIBER Advisory Council composed of GSU faculty, administrators, and an impressive group of business leaders, put considerable work into the project ideas and initiatives included in the proposal.

Finally, please rest assured that GSU is prepared to continue dedicating all the necessary resources to ensure that GSU-CIBER continues to be recognized as an exemplary national resource center in the nation. We very much appreciate the careful review given to our proposal by your office and the panelists.

Sincerely,



Mark P. Becker, Ph.D.
President

RICHARD D. PHILLIPS, PH.D.
Dean and C.V. Starr Professor of Risk Management and Insurance

Mailing Address:
P.O. Box 3989
Atlanta, GA 30302-3989

In Person:
35 Broad Street, Suite 718
Atlanta, GA 30303

Atlanta, GA 30303

Phone 404-413-7009
Fax 404-413-7036
Web robinson.gsu.edu
Email rphillips@gsu.edu



May 1, 2018

Dr. Timothy Duvall
Senior Program Officer
U.S. Department of Education
International and Foreign Language Education
1990 K Street NW, Room 6069
Washington, DC 20006

Dear Dr. Duvall and CIBER Review Panel:

We are delighted to submit our 2018 renewal proposal to continue funding our Center for International Business, Education, and Research here in the J. Mack Robinson College of Business at Georgia State University (GSU).

Endorsed by college faculty members, University leadership, and a very strong business Advisory Council, this renewal application represents a continuation of the innovative, comprehensive and meaningful operations that GSU-CIBER currently provides. Over fifty projects are proposed for the next four years with the continued intent of enhancing U.S. competitiveness; bridging the disciplines of business, foreign languages, and area studies; and further internationalizing our curriculum, faculty members, and students.

I am particularly excited about the way the Atlanta business community has been energized around this renewal. We have seen a most enthusiastic vote of confidence and participation in our renewal preparations. We have received strong commitments of participation, time, expertise, and monetary resources from a very diverse and international business community that includes such iconic companies as The Coca Cola Company, CNN, Turner Broadcasting System, UPS, Lockheed Martin, Diaz Foods, and Global Atlanta, among others. In addition, organizations such as the Federal Reserve Bank of Atlanta, the Centers for Disease Control and Prevention, CARE, the Georgia Ports Authority, and Hartsfield-Jackson Atlanta International Airport have lent their support. Finally, the Consular Corps of Atlanta, which represents over 70 foreign consulates, bi-national chambers of commerce, and trade offices, will continue its partnership with GSU-CIBER.

Georgia State University and its faculty members have long been a national resource in international business. GSU was one of the first universities to establish a stand-alone academic unit with faculty members dedicated to conduct research and develop academic programs focused on international business. Beginning in the 1970's, GSU's doctoral program in international business has produced some

of the leading educators and administrators in this field. A GSU faculty member was the inaugural editor of the *Journal of International Business Studies*, the leading refereed journal published by the Academy of International Business, and the college hosted the very first editorial office for the journal. We are proud of this heritage, and we are excited this legacy continues to be as relevant today as ever.

We trust that the GSU-CIBER renewal proposal meets and exceeds the goals and priorities set by the authorizing legislation. The current CIBER designation has elevated GSU's presence in the Southeast for the last eight years, and has positioned itself as a truly exemplary national resource in international business education, research, and outreach. We appreciate your consideration and look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard D. Phillips', with a large, stylized loop at the top.

Richard D. Phillips

Center for Urban Language Teaching and Research

Mailing Address:
P.O. Box 3974
Atlanta, GA 30302-3974

In person:
18th Floor, 25 Park Place
Georgia State University
Atlanta, GA 30303

Phone: 404/413-5683



May 31, 2018

Dr. Timothy Duvall
Senior Program Officer
U.S. Department of Education
International and Foreign Language Education
1990 K Street NW, Room 6069
Washington, DC 20006

Dear Dr. Duvall and CIBER Review Panel:

As Director of CULTR, a Title VI National Foreign Language Resource Center, I enthusiastically endorse Georgia State University's Title VI CIBER grant renewal application seeking the continuation of Georgia State University as a center of excellence in international business. CULTR has worked effectively with the Center for International Business Education and Research for the last four years. The Center provides significant outreach programs that benefit Georgia's business and academic communities.

CULTR and CIBER have forged a productive collaboration that we believe is unique among Title VI centers. By emphasizing the linkages between international business, global skills, and language education, we have worked together to advocate a global mindset among students in the k-16 continuum, especially underrepresented students, those from a low socioeconomic background, and first-generation students. Through such events as World Languages Day and the Global Languages Leadership Meeting, we have created spaces of convergence that bring together the interests of business and private industry and language education to communicate the value of global skills for competitiveness in a world economy. In the next cycle of funding, CULTR and CIBER will continue their close ties by connecting the Global Skills Competence Certificate with a repository of profiles of businesses that advocate those skills and seek them overtly in their employees.

The 2018 CIBER proposal advances over fifty specific projects designed to enhance international and interdisciplinary education, research, and outreach. The proposal represents the continued efforts of numerous faculty drawn from disciplines across campus working together with the common goal to advance the global competitiveness of our students, faculty, and local community.

Please rest assured that GSU's CIBER and CULTR are committed to further collaborations to benefit the goals of our mutual Centers. We very much appreciate the careful review given to our proposal by your office and the panelists. Thank you.

Sincerely,

A handwritten signature in blue ink that reads "William J. Nichols".

William J. Nichols, Ph.D
Director, CULTR
wnichols@gsu.edu
404.413.6390



MOREHOUSE COLLEGE

Division of Business Administration and Economics

May 10, 2018

Dear Representative:

I am penning this letter in support of the Center for International Business Education and Research at Georgia State University. For the last year and half that I have been introduced to the center, I am very grateful. My time with the staff and the programs have supported me in my professional growth as well as it has helped me to expand and develop my students further.

First, the center has a dedicated and committed staff. In discovering the center, the staff immediately supported in an urgent need, to develop a study abroad program to Dubai. I had asked others and to no avail, I did not receive any assistance. After speaking with the center, the program happened and was a huge success (such a success we are going there again this year). This would not have nor could not have happened without the help of the information I received from the staff and faculty from the center.

Secondly, the opportunity to attend the 2017 International Business Pedagogy Workshop was very much a professional development experience that took me from being a good junior professor to being a great junior professor, as indicated by my evaluations after Fall 2017 semester, where I had implemented the strategies I learned. I was able to gain knowledge on how to manage my classroom, to rewrite my syllabus so that it was outcome focused as well as it was written in a manner that is positive and engaging the students from day one of the class experience. These items alone were worth going to the workshop, but I got so much more than knowledge – I found a community. I was able to meet like-minded colleagues from different states, countries and schools, who are now my friends as well as colleagues who I share research interests with. For example, I met two colleagues at the conference, we submitted an abstract for AIB-SE in Fall 2017, which was accepted and we presented together at the conference. We are now planning on writing a paper to submit for publication.

Lastly and importantly, CIBER's programs assist student development – we entered a team for the 2018 International Case Competition, where we had 2 out of the 4 students be on winning teams. The students loved the experience, from start to finish. They loved the training, meeting peers from other schools - friendships were developed as well as learning happened. One of the students, went on to win another competition and contributes it to the CIBER competition where he felt he got skills to be successful and win.

Again, I am grateful for the center. It has given me a new view on my teaching and has helped to develop my students further. Please feel free to contact me if you have any questions at 404-227-8991.

Sincerely,

RFMalik

Rubina F. Malik, Ph.D., PCC

Assistant Professor, Business Administration



**U.S. Department of Education
Office of Postsecondary Education**

OPEID: 00157400

Georgia State University

Atlanta, GA

FY: 2018

Print Date: 02/20/2018

We are pleased to inform you that your recent request for designation as an eligible institution under Titles III and V of the Higher Education Act of 1965, as amended by the Higher Education Opportunity Act of 2008 (HEA), is approved. Subject to the specific program requirements, your institution may apply for a new grant under any of the Titles III and V programs.

As a result of receiving this designation, your institution is also eligible for a waiver of the non-Federal share matching requirements under the Federal Work Study Program (FWS), the Federal Supplemental Educational Opportunity Grant Program (FSEOG), and the TRIO Student Support Services Program under Title IV of the HEA, as well as the Undergraduate International Studies and Foreign Language Program authorized by Title VI of the HEA.*

The eligibility for a waiver of the non-Federal share matching requirements applies for a one-year period beginning July 1, 2018. The offices within the Department of Education that administer those specific programs will handle the waiver of the cost sharing. You must apply for eligibility designation annually.

*NOTE: Branch campuses are not eligible for the waiver of the non-Federal share matching requirements.

Please retain this letter as evidence of your eligibility and for an adequate audit trail.

If you have questions concerning this designation, please contact Christopher Smith at Christopher.Smith@ed.gov or (202) 453-7946 or Jason Cottrell, Ph.D. at Jason.Cottrell@ed.gov or (202) 453-7530. If you have questions concerning the waiver of the non-Federal share matching requirements for FWS or FSEOG, please contact the Campus-Based Call Center at CBFOB@ed.gov or (877) 801-7168.

Sincerely,

James E. Laws, Jr., Ed.D.
Director, Strengthening Institutions Program

Georgia State University is changing the face of higher education, the student experience, and the city of Atlanta. Lauded for its use of big data and innovative techniques, in 2015 *The Washington Post* called GSU a “hotbed of growth and innovation.”

Georgia State University is the Southeast's leading urban research institution. In 2013, it celebrated 100 years of its establishment. GSU is among the top 100 public universities for doctoral degrees awarded. More than 250 degree programs are offered in over 100 fields of study. The degrees offered range from associate, bachelors, masters, specialist and doctoral levels. Over 50,000 students enrolled at GSU this past fall semester, which makes GSU the largest university in the state of Georgia, and one of the largest in the nation.

Founded in 1913 and located in Atlanta, Georgia, GSU is the only urban research university in Georgia. Georgia State University offers educational opportunities for traditional and nontraditional students at both the graduate and undergraduate levels by blending the best of theoretical or applied inquiry. There's also a plethora of scholarly, professional, scientific and artistic pursuits available through the university.

As an urban research university with strong disciplinary-based departments and a wide array of problem-oriented interdisciplinary programs, the goal of the university is to develop, transmit, and utilize knowledge in order to provide access to quality education for diverse groups of students. GSU's goal is to educate leaders for the State of Georgia and the nation, while also preparing them for a lifetime of learning in a global society.

Some facts about Georgia State University

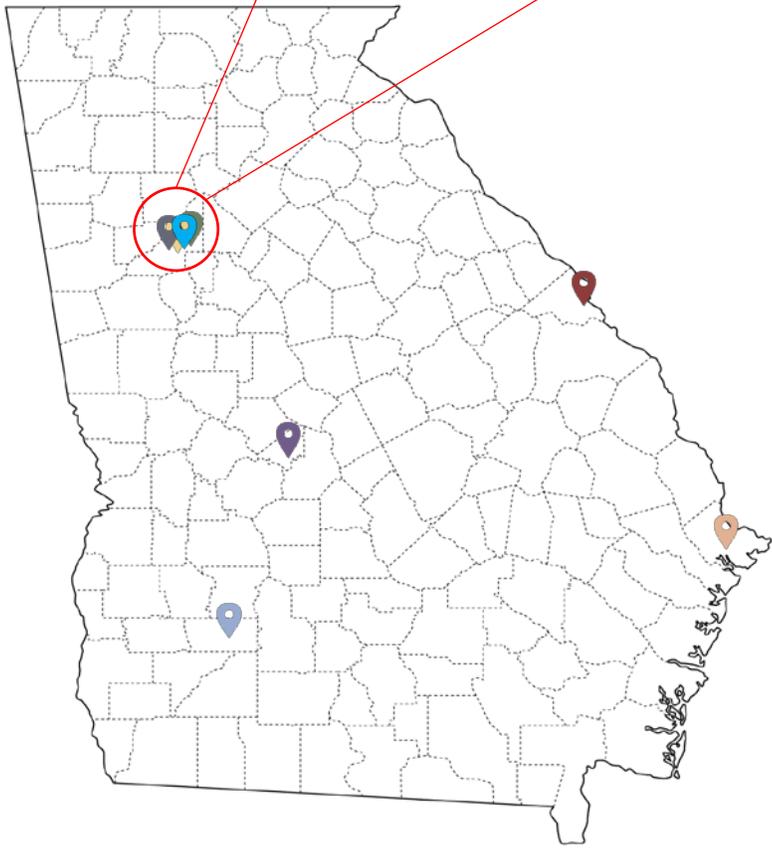
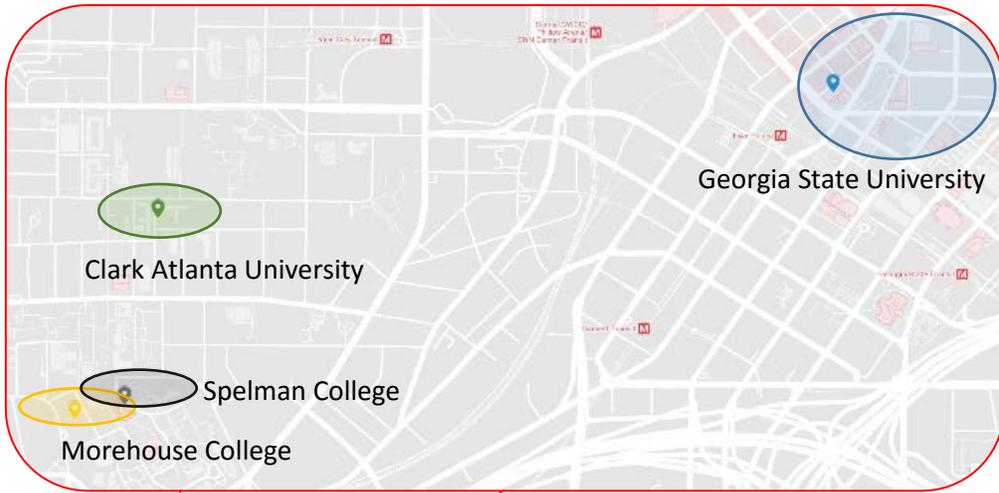
- Georgia State University graduates more African-American students than any other university in the nation
- GSU is the 14th most diverse university in the nation

- Georgia State is a designated ***Predominantly Black Institution*** (PBI) and federally designated as an eligible institution under **Title III & Title V Programs of the Higher Education Act of 1965** (See Ex. 3)
- Home to another **Title VI grant, a Language Resource Center**, called ***The Center for Urban Language Teaching and Research (CULTR)***
- Our strong relationship with CULTR helps us maximize the potential of our common goals
- Georgia State University received national accolades for increasing its graduation rate 22 points between 2003 and 2014
- Georgia State University **ranked 4th place among most innovative universities in the U.S.** (according to *U.S. News & World Report, 2017*)
- GSU ranked 14th for **best undergraduate teaching in the U.S.** (tied with *Duke University*)
- Georgia State University has a \$2.45 billion economic impact on Metro Atlanta (according to *the University System of Georgia*).

Collaboration with HBCUs

Georgia State University, a **Title III eligible institution** (Ex 3), maintains close relationships with three HBCUs (Historically Black Colleges and Universities) located practically in our backyard, as well as four other HBCUs in the state. These relationships aid in our ***MSI Consortium*** outreach efforts.

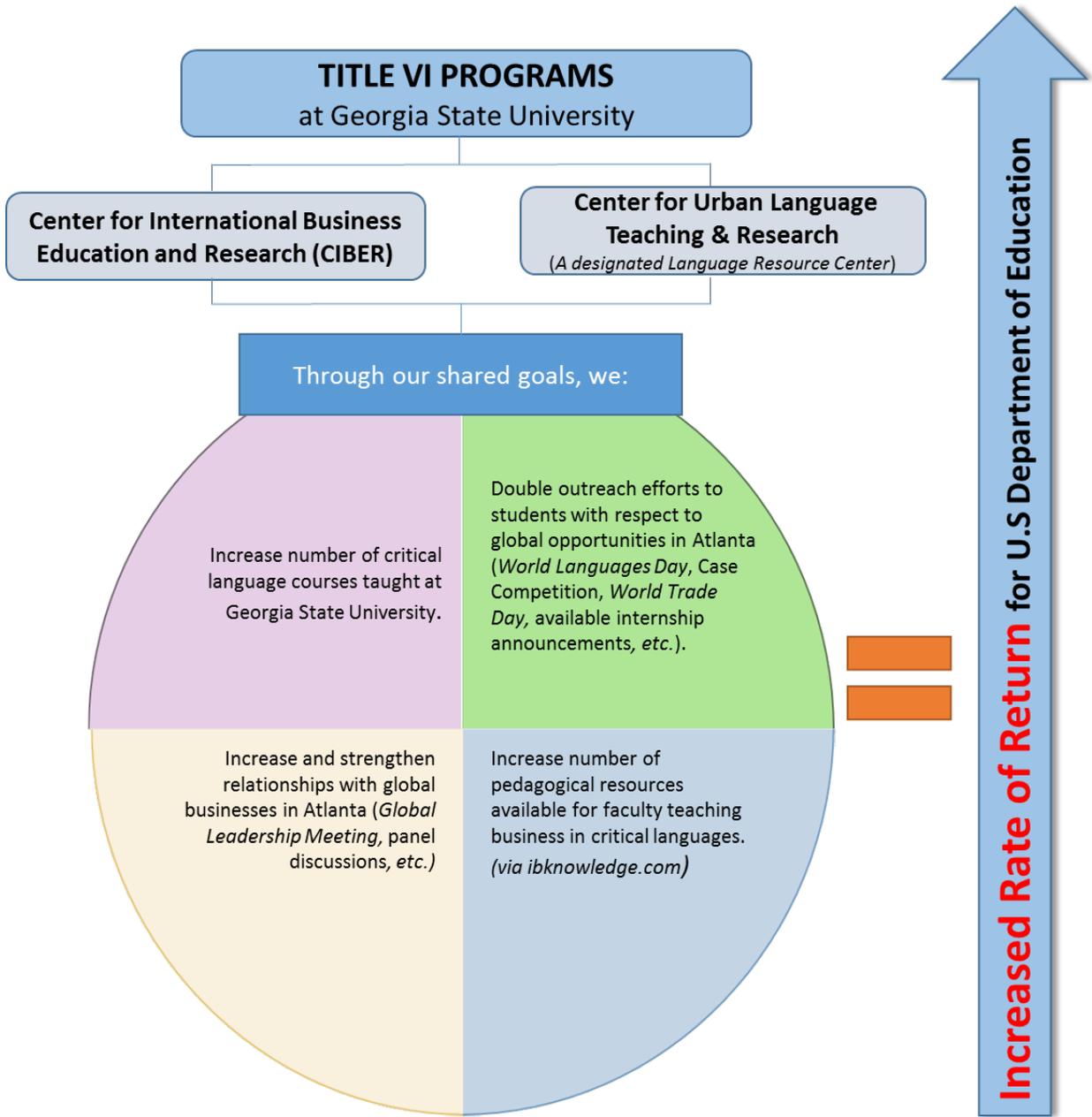
The following map illustrates the geographic proximity of Georgia State University campus to three leading HBCUs. Morehouse College, Spelman College, and Clark Atlanta University are all located within a mile of GSU.



-  Georgia State University
-  Albany State University
-  Clark Atlanta University
-  Fort Valley State
-  Morehouse College
-  Paine College
-  Savannah State University
-  Spelman College

DID YOU KNOW?
In 2016, Georgia State University merged with Georgia Perimeter College, a **two-year associate degree granting division**, to create one of the largest universities in the United States.

US States Outline with County Lines Maps, eConsultant
Map Market, Wikimedia Commons



What Others Are Saying About Georgia State University

“...No other university has accomplished what GSU has in a decade!” Bill Gates, Founder of Microsoft, shared this insight after visiting the University in 2017 and meeting with students, staff, and faculty. Mr. Gates continues to write in his blog:

“ ... An urban university serving low-income and minority students, GSU struggled with dismal graduation rates. ... Today, the university’s graduation rate tops 54 percent, a 22-point improvement, among the highest increases in the nation during this period. What’s more, there is no achievement gap at GSU. African-American, Hispanic, and low-income students all graduate at rates at or above those of the student body overall. GSU is one of the only public universities in the country to achieve this goal. And over the last four years, GSU has conferred more degrees to African Americans than any other college or university in the U.S.”
(<https://www.gatesnotes.com/Education/Georgia-State-University>)

“Georgia State U. – a hotbed of growth and innovation” (The Washington Post,
https://www.washingtonpost.com/news/grade-point/wp/2015/10/01/georgia-state-u-a-hotbed-of-growth-and-innovation/?utm_term=.84fcefb61ef)

"...It has also changed the educational landscape in Atlanta, home to some of the nation's most renowned historically black colleges. They came into being because the State of Georgia used to reject or neglect black students seeking a college degree. But now a state-funded college is serving as an inspiration for them."
<https://www.nytimes.com/2018/05/15/us/georgia-state-african-americans.html>

“GSU among top 100 universities in the world to study business & economics”
(The World University Rankings,
https://www.timeshighereducation.com/world-university-rankings/2018/subject-ranking/business-and-economics#!/page/3/length/25/sort_by/rank/sort_order/asc/cols/stats

“3 RCB undergrad programs among nation’s best” (U.S. News rankings,
<http://robinson.gsu.edu/2017/09/three-robinson-undergraduate-programs-among-nations-best-latest-u-s-news-rankings/>

“4th most innovative university in the nation & 8th among national universities cited for “an unusually strong commitment to undergrad teaching” (U.S. News & World Report magazine,

http://news.gsu.edu/2017/09/12/georgia-state-fourth-innovative-university-u-s-news-worldreport/?utm_source=press_release&utm_medium=social&utm_campaign=ranks&utm_content=&hootPostID=c8a45a5fbc90c9a174e4c3ec4785860a

“President Becker named one of Atlanta’s top CEOs” (Atlanta Business Chronicle,

<https://www.bizjournals.com/atlanta/news/2017/08/28/q-a-with-georgia-state-universitys-mark-becker.html?hootPostID=f0bf0e003349a6436c8471a0d23a0d69>

“RCB faculty among most productive researchers, according to new rankings from the Naveen Jindal School of Management at the University of Texas at Dallas”

http://news.gsu.edu/2017/03/02/robinson-college-faculty-among-productive-researchers-university-texas-dallas-survey/?utm_source=press_release&utm_medium=content_library&utm_campaign=robinson_rankings&hootPostID=c0451064b9655177182a2cda68cb4b8b

“GSU recognized by the APLU & IHEP as 1 of 14 public higher education institutions leading student success through the effective use of student data”

http://news.gsu.edu/2017/03/16/georgia-state-student-success-data/?utm_source=press_release&utm_medium=content_library&utm_campaign=iplu_ihep&hootPostID=a09de33c9a234ef3520e33c348f8ead9

International Engagement

- GSU maintains International Cooperation Agreements with some 80 different universities throughout the world.
- GSU hosts international students from more than 150 countries
- International Strategic Initiatives provide seed funding to support collaborative interdisciplinary research and economic development programs with partner institutions abroad.
- International Program Development provides assistance to faculty in proposal development and the identification of external funding.
- Study Abroad Programs provide opportunities for hundreds of GSU students to study abroad each year in five continents.

- In his investiture address on October 19, 2009, Georgia State's new president, Mark P. Becker noted the importance of preparing the university's students "to thrive in a multi-cultural society, locally and globally."
- President Becker describes his vision for Georgia State University in its second century as follows: "GSU will be recognized as one of the world's preeminent urban research universities. GSU will be a destination of choice for students choosing to study at a globally engaged urban university. GSU will be known for the quality and impact of its scholarship and research. Our faculty members will be recognized nationally and internationally as leaders in their fields."

Notable Facts about Atlanta

Metro Atlanta is home to more than 5.4 million people, and more than 145,000 private-sector firms. Atlanta has a diverse and substantial economy. Its top industry sectors are trade, transportation and utilities, professional and business services and government. The businesses that reside in Atlanta consist of over 2,100 international companies, **13 Fortune 500 headquarters**, and **24 Fortune 1000 companies**. Young, educated professionals make up a significant portion of the workforce and, as such, Metro Atlanta is one of the fastest growing areas in the United States.

Atlanta in the Rankings

- The Atlanta metropolitan area is the **8th largest economy in the country** and **17th largest in the world**.
- **Hartsfield-Jackson Atlanta International Airport is the world's most-traveled airport serving over 90 million passengers annually**. Some 80 percent of the U.S. can be reached within a two-hour flight. Some 90 international destinations in 55 countries can be reached nonstop.
- According to a 2012 *HIS Global Insight* report, Atlanta is included in the top 12 cities that rank among the biggest economies in the world.
- According to the U.S Bureau of Labor Statistics, Atlanta also ranked 1st in the rate of job growth, and 3rd in the number of jobs added.
- If it were a sovereign country, **Atlanta would rank 43rd on the Central**

Intelligence Agency list of global economies. Metro Atlanta would finish ahead of Chile, Peru and the Czech Republic and just behind Hong Kong, Norway and Romania.

- Home to 24 Fortune 1,000 company headquarters and 13 Fortune 500 company headquarters.
- Atlanta ranks 3rd in the nation among cities with the most Fortune 500 headquarters, behind New York and Houston.

About the State of Georgia

Centrally located in the Southeastern United States, the fastest growing region of the country, Georgia attracts more than 100 million visitors annually. The state is the world leader in the production of carpet, kaolin, and various farm produce. Top industries include automotive, agriculture, food processing, tourism, life sciences, high technology, metal fabrication and plastics. Exports from Georgia industries totaled \$38.5 billion in 2016, supporting 200,000 jobs.

Georgia Fact Sheet

- Georgia was ranked the No. 2 state for infrastructure and global access by *Area Development magazine* in 2015
- The state ranks tenth in Growth Entrepreneurship (*Kauffman Foundation, 2015*). It is home to the world's most traveled airport, Hartsfield-Jackson Atlanta International Airport.
- The percentage of minority-owned firms (40%) exceeds the national percentage (www.georgia.org).
- The Georgia Ports Authority supports more than 352,000 jobs throughout the state, contributing \$18.5 billion in income, \$66.9 million in revenue and \$2.5 billion in state and local taxes to Georgia's economy. The Savannah, Georgia seaport is the 4th busiest in the nation.
- Eighteen Fortune 500 companies have their global headquarters in Georgia, including Home Depot, UPS, The Coca-Cola Co, Delta Air Lines, Aflac, Southern Company, Newell Brands Inc., Mohawk Industries Inc. NCR Corp., and SunTrust Bank.

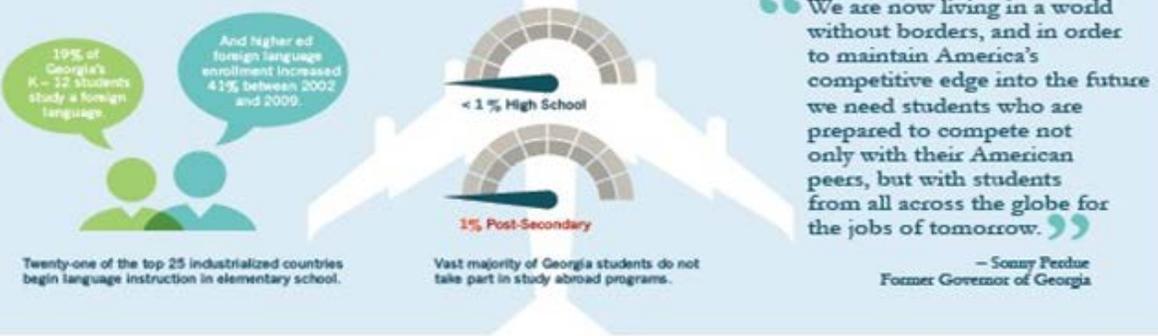
- Atlanta is now home to a international commercial arbitration center, which is located in Georgia State's Law library
- 76 governments from throughout the world have consular offices and/or trade representation in Atlanta and 28 bi-national chambers of commerce call the city home.
- 80 percent of U.S. consumers can be reached in two hours air travel or less from Georgia. Similarly, more than 80 percent of the U.S. industrial market is within two days journey by truck from Georgia.
- Georgia has three general-purpose Foreign Trade Zones, which are in Atlanta, Brunswick and Savannah. In these areas firms can delay, reduce and, in certain cases, eliminate U.S. customs duties on imported items.
- Georgia boasts almost 30 public colleges, universities, and technical colleges around the state in addition to over 31 private institutes of higher learning.
- The Jimmy Carter Library and Museum is one of 13 national presidential libraries across the country and the only one in the Southeastern United States. It includes archived materials from the period when Jimmy Carter served as President of the United States (1977– 81).
- In addition to President Jimmy Carter, some additional famous Georgians include Ted Turner, Martin Luther King Jr., Ambassador Andrew Young, Margaret Mitchell, Bobby Jones, Juliette Gordon Low, Ty Cobb, Ray Charles, Bill Elliot, Julia Roberts and Travis Tritt.

Global Georgia

How global is Georgia? Changing demographics and economic opportunities show we're more global than ever.



How are we preparing students? Schools can not yet meet community needs and workforce demands.



How do we plan for the future?



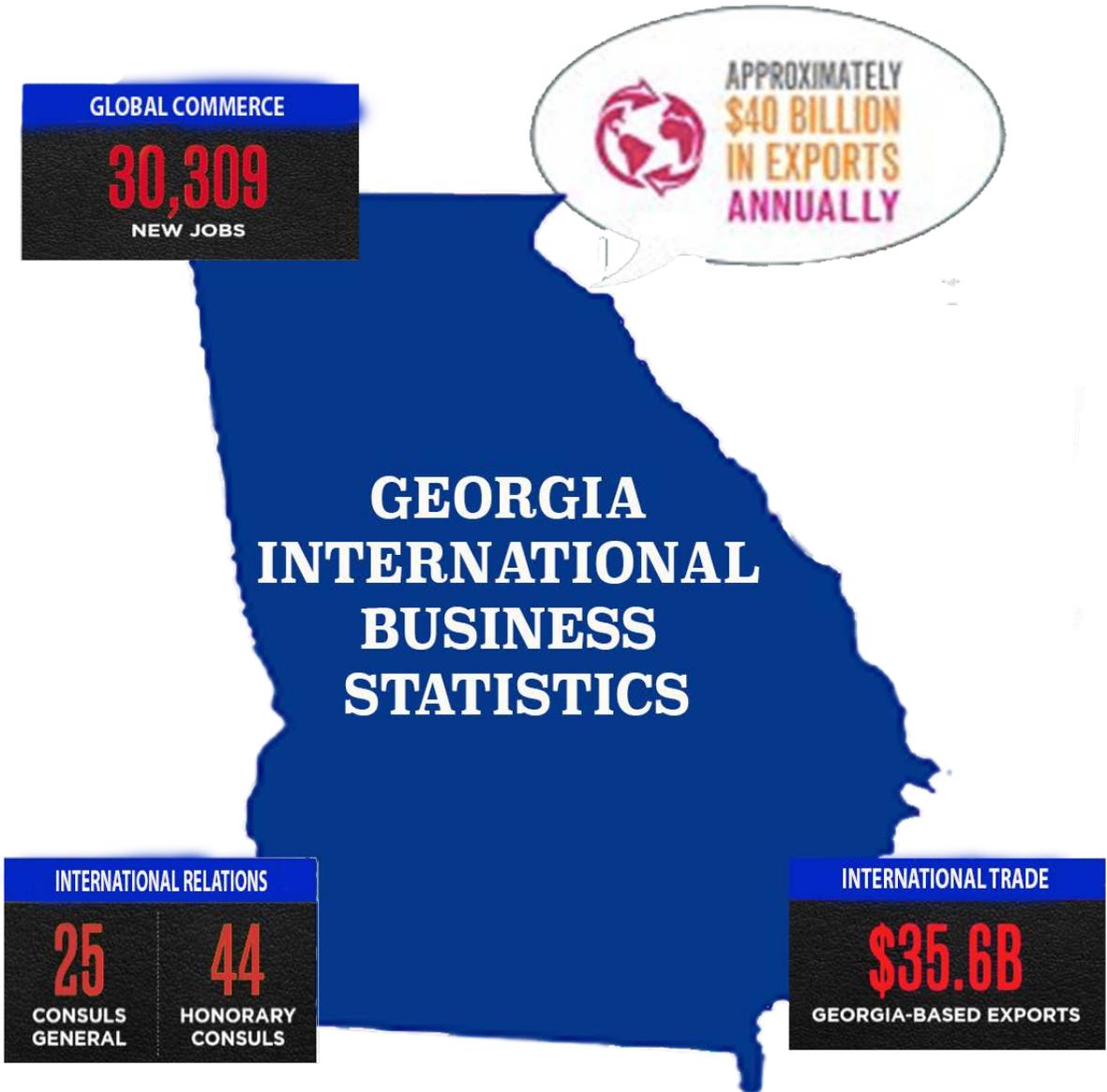
MAPPING THE NATION: LINKING LOCAL TO GLOBAL a project by

Asia Society Partnership for Global Learning

LONGVIEW FOUNDATION

ssas

Sources: American Community Survey 2007 - 2011; The American Council on the Teaching of Foreign Languages; Bureau of Economic Analysis; U.S. Bureau of Economic Analysis; U.S. Trade Partnership; Center for Economic Development; California World Language Association; NAFSA Association of International Educators; U.S. Bureau of Economic Analysis.



<http://www.georgia.org/about-us/>

<https://mailchi.mp/georgia/what-real-success-looks-like>

J. Mack Robinson College of Business (RCB)

The 6th largest business school in the United States and largest business school in the Southeast, the Robinson College of Business at Georgia State University has more than 7,000 students, approximately 200 faculty, and over 70,000 alumni. Noted for an emphasis on educating leaders, the Robinson College and Georgia State have produced more of Georgia's top executives with graduate degrees than any other school in the nation. Over the past ten years, Robinson College has increased the number of endowed professorships and chairs from nine to 32 (See Exhibit 6).

J. Mack Robinson College of Business and CIBER faculty continue to achieve international recognitions in scholarship, teaching, and service. Below is a sample of accomplishments over the past year:

Year	Organization/ Institution	Classification	Ranking of Faculty/ RCB
2017	<i>Journal of International Business Studies</i> (v48)	Publications in International Business	Professor Cavusgil is ranked among the top 10 most published authors worldwide in the <i>Journal of International Business Studies</i>
2017	University of Texas at Dallas	Top 100 Business School (Research productivity between 2012 and 2016)	24 th among North American business schools, 27 th worldwide
2017	CEO Magazine	Executive MBA Part-Time MBA	17 th in the U.S., 22 nd worldwide Tier One
2017	U.S. News & World Report	Computer Information Systems	11 th among U.S. graduate programs
2017	Modern Healthcare	Health Administration	11 th in the U.S.
2016	Eduniversal	Regynald G. Washington Master of Global Hospitality Management	5 th in the U.S., 16 th worldwide

Master of International Business

Master of International Business (MIB) degree program is one of the most popular offerings of the Robinson College of Business. This academically rigorous, practice-

oriented program is taught by Institute of International Business faculty who are renowned for their excellence as educators, researchers, and advisors to businesses. The MIB meets the needs of aspiring professionals who wish to build a solid background in international business, preparing them for careers in an increasingly globally interconnected and interdependent business environment. Our graduates typically pursue careers with for-profit (multinationals or smaller companies), non-profit organizations (international agencies), or family businesses.

The MIB offers an integrative learning experience based on real cases, applications, and experience. It blends a range of strategic, legal, and technical knowledge necessary to conduct business in different world regions. International students will focus primarily on doing business in the U.S. Outside the classroom; participants complete a field study focused on a particular industry, working in teams. MIB students also learn from the program's advisory board – a group of senior business leaders, sharing their real- world insights, guidance and mentoring.

The MIB is a year-long cohort program. Participants proceed as a group through a sequenced curriculum of modules beginning each January. Classes meet in the evenings at Georgia State University's modern facilities at Buckhead Center. The rigorous 10-course curriculum provides graduates with in-depth knowledge of international business practice. Courses include: International Business Environment, Commercial Diplomacy, International Entrepreneurship, Legal Aspects of International Business, International Business Negotiation, International Business Field Study, Doing Business in Emerging Markets, and Policy & Strategy in the International Marketplace.

Graduates of Robinson's MIB possess: functional skills to deal with managerial issues in the global marketplace, Intercultural awareness and sensitivity, the ability to analyze the political, legal, economic, and cultural environment of different countries, in-depth functional knowledge, of trade, regulation, and foreign investment worldwide

policies, practical skills necessary for doing business in various markets, exposure to the diverse business community of Atlanta and the Southeast U.S., and are able to network with international business executives and join a community of 900 globally minded Atlantans through a free membership to the **World Affairs Council**.

<http://robinson.gsu.edu/master-of-international-business/>

Minor in International Business

The minor in international business is designed to increase undergrad students' international knowledge, and develop their skills in order to function effectively in today's dynamic global environment.

Objectives of the program are to:

- Complement functional area knowledge with internationally-oriented skills that will give a competitive edge in the highly competitive job market.
- Obtain an understanding of the international political, economic, and sociocultural environment that affects local and global businesses.
- Gain knowledge in the relevance and use of specific tools used by experts in assessing the various types of risk in international business.
- Examine worldwide integration of different institutional systems, and assess how this integration affect countries, organizational strategy and individual behavior.
- Enhance intercultural awareness and sensitivity, and further develop cultural intelligence.
- Develop thought processes and analytical skills essential to a global mindset.

<http://iib.robinson.gsu.edu/academic-programs/minor/>

Robinson

Georgia State University

Ranked alongside MIT and Stanford as one of the most innovative institutions in the country, Georgia State University is on the rise.

At Georgia State, we are changing the way our students are learning and have become a national model for student success. Over the past decade, the university has increased our graduation rate by 22 points. We're graduating 1,700 more students a year than just five years ago, and we've reduced the time to degree by half a semester, saving students \$15 million a year.

We've proven that students from all backgrounds can succeed at the same level, eliminating achievement gaps based on race, ethnicity or income. In 2016, Georgia State became the only national university at which black, Hispanic, first-generation and low-income students graduated at rates at or above the rate of the student body overall.

It's no wonder *The Washington Post* called Georgia State a "hotbed of growth and innovation."



#1 in Georgia
degrees conferred to minorities
(*Diverse: Issues in Higher Education, 2017*)



#4 most innovative university
in the nation after Arizona State University, Massachusetts Institute of Technology (MIT), and Stanford University
(*U.S. News & World Report, 2017*)



#8 best undergraduate teaching in the U.S.
(*U.S. News & World Report, 2017*)



#11 most diverse university in the U.S.
(*U.S. News & World Report, 2017*)



\$2.5 billion
annual economic impact on metro Atlanta
(*University System of Georgia*)



75% increase in research funding
over the last five years



500,000 people
will pass the GSU stadium every weekday increasing visibility across the state and around the country

Robinson College of Business

The Robinson College of Business is a community of students, educators and professionals who specialize in discovering insights that drive smarter business decisions. Our programs are designed to push beyond the classroom and offer experiences that bridge the gap between business education and the business world. Our internationally recognized faculty are not only experts in their fields, but also prolific authors, distinguished researchers, and award-winning leaders.

With a rich history in Atlanta, the Robinson College is a leader with local and global business partners and supports one of the largest US alumni networks that reaches far and wide – from startups to global companies. In fact, according to Standard's & Poors, more Georgia executives hold advanced degrees from Robinson and Georgia State University than from any other school in the nation.

No one gets closer to business than Robinson.



Our Strategic Initiatives

We are actively seeking support for achieving our vision, *No one gets closer to business than Robinson*, and the initiatives set forth in our strategic plan (sites.gsu.edu/rcbvision2020).

Transformative student experience

Robinson is transforming the business school experience to prepare students to bring value to their employers and their communities.

We have infused analytics, experiential learning, innovation and business communication into every one of our programs.

Our faculty and staff bring it all together with expertise as scientists, professionals and researchers.

Immersive and Experiential learning

Robinson students get closer to business serving as consultants for local and international organizations by providing business plans, market research and business valuations. They work side-by-side with business partners to develop big data solutions, and they compete for top rankings in case competitions and business school challenges.

Now offering more than 100 immersive and experiential learning opportunities, Robinson is demonstrating its graduates are ready to impact the future of business. Here are a few examples.

- **Institute for Insight** – Housing our big data lab, students who participate in the Institute for Insight have the opportunity to solve big data challenges facing real companies and organizations.
- **Entrepreneurship & Innovation Institute** – Through courses, programs and events, students sharpen their entrepreneurial skills and solve problems in unique ways, bringing innovative ideas and concepts to life.
- **Signature Programs** – Students gain unique hands-on experiences participating in programs such as Panthers on Wall Street, Panthers in the Valley, WomenLead, and the Panthers Accelerated Career Experience.

Home for Robinson

While Robinson is part of the fabric of Atlanta, the college has lacked a home that can combine student services, career advancement, and learning and collaborating environments into one location.

Robinson's future home at 55 Park Place will change that. With nine floors dedicated to providing learning spaces for students, connecting students and employers, and housing faculty and staff, our new home will become a space for all of the Robinson community to come together.

To learn more about our Burning Bright Campaign, visit: giving.gsu.edu/j-mack-robinson-college-of-business

**Exhibit
6**

**Endowed Chairs at
The Robinson College of Business**

Fuller E. Callaway
Professorial Chair
Institute of International Business
S. Tamer Cavusgil

Board of Advisors Professorship in
International Business
Institute of International Business
Daniel C. Bello

Distinguished
University Professor
Marketing
Naveen Donthu

Tull Professor of
Computer Information
Systems
Veda Storey

Regents Professor and
Richard & Susan Lenny
Distinguished Chair
V. Kumar

CBIM RoundTable
Professor
Of Marketing
Wesley Johnston

CBIM
Roundtable
Professor of
Marketing
Naveen Donthu

Carl R. Zwerner
Chair of
Economic
Forecasting
Rajeev Dhawan

Bradford &
Patricia Ferrer
Professorship in
Analytics
Yusen Xia

John B. Zellars
Professor of Computer
Information Systems
Mark Keil

James E. & Patricia W.
Copeland/Deloitte Chair
in Accountancy
Douglas Stevens

KPMG/E. Harold
Stokes
Professorship in
Accounting
Ivo Tafkov

Joe Taylor Chair
In Health
Administration
Andrew Summer

Aziz Hashim
Professor of
Franchise
Entrepreneurship
Benjamin Lawrence

Richard E. Bowers
Professorship
in Real Estate
Jon Wiley

Barbara & Elmer
Sunday
Professor of Marketing
Denish Shah

Association for
Real Estate
Alumni
Professorship
Vincent Yao

Bruce A. Palmer
Professor of Risk
Management &
Insurance
Ajay Subramanian

C.V. Starr Chair of
International
Insurance
Glenn W. Harrison

C.V. Starr
Professorship in Risk
Management &
Insurance
Richard Phillips

R. Means Davis Jr.,
CPCU Endowed
Professorship
Stephen Shore

J. Mack Robinson Chair
of IT-Enabled Supply
Chains & Process
Innovation
Arun Rai

Distinguished
University
Professor
Omesh Kini

SunTrust
Professor of
Capital Markets
Harley E. Ryan

George E. Smith Eminent
Scholar Chair in
Computer Information
Systems
Ephraim McLean

Regents' Professor and
James A. Harkins III
Professor in Information
Systems
Arun Rai

H. Talmage
Dobbs, Jr. Chair
of Finance
Vikas Agarwal

Georgia Research
Alliance Eminent
Scholar
Lars Mathiassen

Board of Advisors
Professorship in
Computer Information
Systems
Richard L. Baskerville

Regents' Professor of
Computer
Information Systems
Ephraim McLean

Board of Advisors
Professorship in
Computer Information
Systems
Balasubramaniam

Thomas P.
Bowles Jr. Chair
of Actuarial
Science
Liang Peng

Partners on GSU Campus	Business Community Partners
<ul style="list-style-type: none"> • Asian Studies Center • Center for Business Development in Transitional Economies • Center for International Media Education • Center for Latin American and Latino/a Studies • Center for the Comparative Study of Metropolitan Growth • Center for Law, Health, and Society • Center for Research on Atypical Development & Learning • Center for Urban Language Learning and Teaching (CULTR) – Title VI Center • China Research Center • Consortium on Negotiation and Conflict Resolution • Department of Communication • Department of Marketing • Department for PR and Marketing Communications • Department for Study Abroad Programs • Global Language Network • Herman J. Russell Sr. International Center for Entrepreneurship • Institute of International Business • Intercultural Relations • International Center for Public Policy • International Law Enforcement Exchange • International Student Associations Council (ISAC) • International Student and Scholar Services • Language Research Center • Middle East Institute • Office of International Initiatives • Turkish Cultural and Student Association 	<ul style="list-style-type: none"> • Agio Press • AJC International • Atlanta Business Chronicle • Atlanta Consular Corps • Atlanta Convention & Visitors Bureau • Atlanta Bi-National Chambers of Commerce • Brazilian-American Chamber of Commerce • CARE • Carter Center • Centers for Disease Control • Central Educational Center • City of Atlanta • The Coca-Cola Company • CNN/Turner • Delta Airlines • Diversity Abroad • Equifax • Federal Reserve Bank of Atlanta • Georgia Department of Economic Development, International Investment and Global Commerce • Georgia Hispanic Chamber of Commerce • Georgia Indo-American Chamber of Commerce • Global Atlanta • Global Affairs Council of Atlanta • Global EXEC Women • Hartsfield-Jackson Atlanta International Airport • Home Depot • Japan-American Society of Georgia • KIA Motors • Kimberly Clark • Lockheed Martin Aero • Metro Atlanta Chamber of Commerce • Newell Rubbermaid • Ports of Savannah • Scientific Atlanta • Southern Center for International Studies • Spelman College • State of Georgia • UPS • World Trade Center of Atlanta

International Collaborations		MSI Schools
<p>Europe</p> <ul style="list-style-type: none"> • Copenhagen Business School, Denmark • Erasmus University, Netherlands • European Business School, Germany • Gazi University, Turkey • Jonkoping Intl.' Business School, Sweden • Lausanne University, Switzerland • Leeds University Business School, U.K. • Ludwig-Maximilians University, Germany • Manchester Business School, U.K. • Marmara University, Turkey • Poznan University of Economics, Poland • Sabanci University, Turkey • Sorbonne Graduate Business School, France • Toulouse University, France • Turgut Ozal University, Turkey • University of Florence, Italy • Universite de Savoie, France • University of Liechtenstein, Liechtenstein • University Paris Dauphine, France <p>Australia</p> <ul style="list-style-type: none"> • Monash University, 	<p>Asia</p> <ul style="list-style-type: none"> • Azerbaijan University, Azerbaijan • Caucasus University, Republic of Georgia • Hong Kong Polytechnic University • Institute for Tourism Studies, China • Intl.' U. of Business and Economics, China • Jawaharlal Nehru University, India • Konkuk University, South Korea • Korea University, South Korea • National Management School, Chennai, India • Peking Business School, China • SolBridge Intl.' Business School, South Korea • Soongsil University, South Korea • Southwest Jiaotong University, China <p>Americas</p> <ul style="list-style-type: none"> • Bermuda College, Bermuda • COPPEAD, Federal U. of Rio de Janeiro, Brazil • Federal University of Pernambuco, Brazil • UNIFACS- Bahia, Brazil • Universidad del Salvador, Argentina 	<ul style="list-style-type: none"> • Alabama A&M University • Alcorn State University • Bowie State University • Claflin University • Clark Atlanta University • Chicago State University • Delaware State University • Fort Valley State University • Harris-Stowe State University • Howard University • Johnson C. Smith University • Langston University • Morehouse College • North Carolina A&T State University • Oakwood University • Paine College • Prairie View A&M University • Southern University and A&M College • University of Arkansas at Pine Bluff • Virginia State University • Xavier University of Louisiana

**Other CIBERs with which GSU-
CIBER Collaborates:**

- Brigham Young University
- University of Colorado Denver
- Florida International University (*newly proposing CIBER*)
- George Washington University
- Georgia Tech University
- Indiana University
- Maryland
- Miami
- Michigan State University
- Ohio
- South Carolina
- Temple
- Texas A&M University
- University of Texas at Austin
- Washington University

Undergraduate Courses with International Contents

College: Arts & Sciences			
Course Name	Course No	Course Name	Course No
Intro To African & African-American History	AAS 1140	GSU Exchange/Non-GSU Study Abroad	ANTH 4850
African-American Family	AAS 3000	Critical Issues in Contemporary Art	ART 3910
African Diaspora	AAS 3120	Modern China Through Film	CHIN 3083
Issues in African-American Community	AAS 4000	Diversity and Human Relations	CPS 3200
African-American Male/Female Relations	AAS 4030	World Literature	ENGL 2110
African Art	AH 4000	British Literature	ENGL 2120
Survey Of Art I	AH 1700	Intro To Rhetorical & Advanced Composition	ENGL 3050
Survey Of Art II	AH 1750	British-American Culture Seminar II	ENGL3266
Survey Of Art III	AH 1850	Restor/Early 18 th Century English Lit	ENGL 3500
Art & Architecture Of Ancient Rome	AH 4120	African-American Lit	ENGL 3950
Art Of Northern Europe: Renaissance Era	AH 4310	International Cinemas	FILM 4180
Ital Renaissance: Age of Humanism	AH 4320	Society in World Lit & Culture	FORL 3300
Baroque Art	AH 4400	Environmental Conservation	GEOG 4644
20th Century Art Of Europe & US	AH 4610	Psychology of Terrorism	GLOS 4211
Intro To English Linguistics	AL 2021	Special Topics Global Studies	GLOS 4650
Language in Society	AL 3031	Directed Study Global Studies	GLOS 4761
Teaching English As A Foreign Language I	AL 3051	Internship Global Studies	GLOS 4910
Communication Across Cultures	AL 4151	Survey Of World History To 1500	HIST 1111
Teaching English As A Foreign Language II	AL 4161	Intro African & African-American History	HIST 1140
Race/Class/Gender in Global Pers	ANTH 4040	Europe Since 1789	HIST 3530
Anthropology of Globalization	ANTH 4490	War in Europe & American Since 1500	HIST 3625
Intro To Cultural Anthropology	ANTH 2020	China and Japan To 1600	HIST 3700
Archaeology and Prehistory	ANTH 2030	Colonial Latin America	HIST 3720
Brit, Ire, & Empire Since 1689	HIST 4550	Model United Nations	POLS 4951
The Holocaust	HIST 4640	Model Arab League	POLS 4952
Jewish Studies Internship	JST 3500	Intro To African-American Psychology	PSYC 3520
Middle East Studies Internship	MES 4580	Intro To World Religions	RELS 2001
Perspective: Comparative	PERS 2001	Survey of World Religions	RELS 3270

Exhibit 8 Courses with International Content at Georgia State University

Culture			
Science Perspective On Global Problems	PERS 2002	Introduction to Islam	RELS 3500
History-Western Phil I Ancient	PHIL 3010	Intro to Daoism & Confucianism	RELS 4620
Global Issues	POLS 2401	Race & Ethnic Relations	SOCI 3212
International Politics	POLS 3400	African-Am Male/Female Relationships	SOCI 4311
Latin American Politics	POLS 4250	Western Theatre	THEA 4070
Political Economy Of East Asia	POLS 4255	African-American Theatre	THEA 4090
Chinese Politics	POLS 4257	Queer Identities	WGSS 3356
Middle East in World Affairs	POLS 4423	Sexuality and Gender in Asia	WGSS 4240

College: Business			
Course Name	Course No	Course Name	Course No
Global and Business Practice	BUSA 3000	International Business Legal Issues	IB 4080
Foundations in International Finance	FI 4040	Dir Read in International Bus	IB 4389
Global Portfolio Management	FI 4240	Managing Risk in Global Business Transactions	LGLS 4080
Aviation Management	HADM 4300	International Marketing	MK 4600
International Business Operations	IB 3090	Marketing Strategy	MK 4900
International Trade Management	IB 4020		

College: Education		College: Nursing & Health Professions	
Course Name	Course No	Course Name	Course No
Issues in International Education	ECE 4700	Global Health	NURS 4000
Reading World 21st Century Texts	EDRD 3400	International Nutrition	NUTR 3800
Int'l Experience in Sport and Exercise Science	KH 3680		

College: Policy Studies			
Course Name	Course No	Course Name	Course No
The Global Economy	ECON 2100	International Finance	ECON 4810
The Global Economy	ECON 2105	Money and Credit	ECON 4500

Exhibit 8 Courses with International Content at Georgia State University

Principles Of Macroeconomics	ECON 2106	Economic Development	ECON 4600
Principles Of Microeconomics	ECON 3900	Health Economics	ECON 4610
Macroeconomics	ECON 3910	International Trade	ECON 4800
Microeconomics	ECON 4210	Global Social Work Practice, Policy and Research	SW 4440

Graduate Courses with International Contents

Graduate Courses (2015-16)			
Source: http://catalog.gsu.edu/graduate20152016/			
Course Name	Course No	Course Name	Course No
International Aspects of Taxation	TX 8300	Seminar in International Business Theory	IB 9910
Spanish for International Business II	SPAN 6607	Policy and Strategy in the Int'l Marketplace	IB 8990
Spanish for International Business I	SPAN 6605	Int'l Information Technology Issues & Policy	IB 8710
Studies in International Relations	POLS 8490	International Business Negotiation	IB 8630
Ethics of International Relations	POLS 8485	International Management	IB 8600
Military Conflict and International Security	POLS 8470	Special Topics in Int'l Business	IB 8550
International Relations of East Asia	POLS 8465	International Business Field Study	IB 8510
Studies in International Political Economy	POLS 8435	International Business Internship	IB 8500
International Political Economy	POLS 8430	Study Abroad: Analysis of Regional International Business Practices	IB 8410
International Organizations and Institutions	POLS 8421	Int'l Exchange Program Credit	IB 8400
International Politics	POLS 8400	Directed Readings in International Business	IB 8389
Politics of International Criminal Justice	POLS 6425	International Entrepreneurship	IB 8100
International Law	POLS 6420	Analyzing International Business Problems	IB 8092
International Nongovernmental Organizations	PMAP 8201	Int'l Business Environment	IB 8090
International Nutrition	NUTR 6800	Legal Aspects of International Business	IB 8080

Exhibit 8 Courses with International Content at Georgia State University

International Marketing	MK 8600	Case Study in International Preservation	HIST 8660
Int'l and Comparative Equality Law Seminar	LAW 7664	Seminar in the International/Transnational History of the United States	HIST 8080
International & Comparative Health Law	LAW 7658	International Special Event Management	HADM 8750
Int'l Transactions: Drafting Considerations	LAW 7621	International Marketing	GMBA 8605
Dispute Resolution for Int'l Transactions	LAW 7619	International Business Internship	GMBA 8500
Safety, Health, and Environmental Considerations in International Trade	LAW 7616	International Finance II	GMBA 8270
Environmental Diplomacy and International Business Transactions	LAW 7613	International Affairs and Economic Integration	GMBA 8190
United States Taxation of Int'l Transactions	LAW 7496	International Finance I	GMBA 8170
Public International Law	LAW 7425	International Business Environment	GMBA 8090
Int'l Perspectives on Urban Law and Policy	LAW 7397	French for International Business II	FREN 6109
International Law and U.S. Foreign Relations	LAW 7289	French for International Business I	FREN 6108
International and Foreign Legal Research	LAW 7288	Survey of International Finance	FI 8040
International Trade Seminar	LAW 7285	Teaching at the University for International Teaching Assistants	ESL 7500
International Human Rights Seminar: Self-Determination of Indigenous Peoples	LAW 7283	International Management Practices	EMBA 8650
International Human Rights: Practical Applications Seminar	LAW 7282, LAW 7281	Field Experiences in International Education	EDUC 7777
International Moot Court	LAW 7280	International Monetary Economics	ECON 9880
Int'l Human Rights Seminar - Immigration	LAW 7278	International Trade Theory	ECON 9800
International Human Rights	LAW 7277	International Trade	ECON 8850
Seminar in European Int'l Commercial Arbitration	LAW 7276	International Public Economics	ECON 8470
International Business Transactions	LAW 7275	Issues in International Education	ECE 8000
International Criminal Law	LAW 7274	International Political Economy of the Media	COMM 8740

Exhibit 8 Courses with International Content at Georgia State University

International Law	LAW 7273	Seminar in International Media and Culture	COMM 8730
International Intellectual Property	LAW 7268	International Communication	COMM 6650
International and Comparative Health Law	LAW 7255	International Cinemas	COMM 6180
Cross-Cultural Communication in International Dispute Resolution	LAW 7208	Int'l Information Technology Issues and Policy	CIS 8220
International Environmental Law	LAW 7201	International Internship	AL 8410
Int'l Experience in Sport and Exercise Science	KH 8680	Study Abroad: International Accounting	ACCT 8660
		International Accounting Practices	ACCT 8090

Course No	Course Title	Course No	Course Title
ARBC 1001	Elementary Arabic I	FREN 3013	Intensive Grammar Review
ARBC 1002	Elementary Arabic II	FREN 3023	Advanced Conversation & Composition
ARBC 2001	Intermediate Arabic I	FREN 3033	Intro to the Analysis of Literary Texts (CTW)
ARBC 2002	Intermediate Arabic II	FREN 4033	French for International Business I
ARBC 3001	Advanced Arabic I	FREN 4043	French for International Business II
ARBC 3002	Advanced Arabic II	FREN 4063	Practicum in French
ARBC 3100	Spoken Arabic Dialect	FREN 4103	History of French Civilization (CTW)
ARBC 4501	Classical Arabic Literature and Culture – CTW	FREN 4123	Contemporary France (CTW)
ARBC 4502	Modern Arabic Literature and Culture – CTW	FREN 4303	French Lit Classical Period
ARBC 4890	Independent Study	FREN 4414	Topics in French and Francophone Culture and Society
ARBC 2002	Elementary Arabic I	FREN 4503	French Romanticism, Realism, and Symbolism
CHIN 1001	Elementary Chinese I	FREN 4623	French Literature of the 20th Century
CHIN 1002	Elementary Chinese II	FREN 4633	Francophone Literature
CHIN 2001	Intermediate Chinese I	FREN 4990	Independent Study
CHIN 2002	Intermediate Chinese II	GRMN 1001	Elementary German I
CHIN 3001	Advanced Chinese I	GRMN 1002	Elementary German II
CHIN 3002	Advanced Chinese II	GRMN 2001	Intermediate German I
CHIN 3080	Cultural Dimensions of Language Learning (CTW)	GRMN 2002	Intermediate German II
CHIN 3081	Cultural Dimensions of Language Learning (CTW)	GRMN 3301	Advanced German I (CTW)
CHIN 3083	Modern China Through Film	GRMN 3302	Advanced German II
CHIN 4995	Directed Readings B.I.S. (CTW)	GRMN 3311	Stories and Histories
CHIN 1001	Elementary Chinese I	GRMN 3313	Intro to German Cultural Studies
CHIN 1002	Elementary Chinese II	GRMN 4401	History of the German Language
FORL 3022	Foundations of Second Language Teaching	GRMN 4402	Advanced Grammar: Morphology & Syntax (CTW)
FORL 4021	Foreign Language Educators and Technology	GRMN 4411	Survey of German Literature
FORL 4025	Methods & Materials for Teaching Foreign Languages, P-8	GRMN 4413	Introduction to German Film
FORL 4026	Methods & Materials for Teaching Foreign Languages, 9-12	GRMN 4414	Seminar in German Literature
FORL 4030	Practicum in Foreign Language Education	GRMN 4421	Intro to German Civilization

FORL 4060	Internship in Foreign Language Education	GRMN 4422	Contemporary Germany
FORL 4061	Student Teaching in Foreign Languages	GRMN 4431	German for International Business I
FORL 4062	Student Teaching in Foreign Languages	GRMN 4432	German for International Business II
FORL 4063	Student Teaching in Foreign Languages	GRMN 4435	Techniques of Translation
FORL 4650	Opening School Experience	GRMN 4465	Practicum in German
FORL 6128	Teaching Foreign Languages at the College Level	GRMN 4990	Independent Study
FREN 1001	Elementary French I	JAPN 1001	Elementary Japanese I
FREN 1002	Elementary French II	JAPN 1002	Elementary Japanese II
FREN 2001	Intermediate French I	JAPN 2001	Intermediate Japanese I
FREN 2002	Intermediate French II	JAPN 2002	Intermediate Japanese II
JAPN 3001	Advanced Japanese I	SPAN 2203	Intermediate Spanish III
JAPN 3002	Advanced Japanese II	SPAN 3301	Advanced Conversation & Reading
JAPN 3010	Listening / Pronunciation Clinic	SPAN 3302	Written Communication in Spanish
JAPN 3081	Japanese Language & Society	SPAN 3303	Advanced Grammar I
JAPN 3082	Reading and Writing in Japanese	SPAN 3308	Intro to Spanish Linguistics
JAPN 4990	Independent Study	SPAN 3310	Hispanic Culture (CTW)
KORE 1001	Elementary Korean I	SPAN 3314	Survey of Hispanic Literature
KORE 1002	Elementary Korean II	SPAN 4403	Advanced Grammar II
KORE 2001	Intermediate Korean I	SPAN 4405	Spanish for International Business I
KORE 2002	Intermediate Korean II	SPAN 4407	Spanish for International Business II
KORE 3001	Advanced Korean I	SPAN 4409	Techniques of Translation
KORE 3002	Advanced Korean II	SPAN 4421	Early Modern Literature & Culture
KORE 3011	Korean Proficiency Through Korean Drama	SPAN 4450	Special Topics in Linguistics
LATN 1001	Elementary Latin I	SPAN 4454	Latin American Novel
LATN 1002	Elementary Latin II	SPAN 4456	Tales of Love, Madness and Death
SPAN 1001	Elementary Spanish I	SPAN 4462	Spanish in the US
SPAN 1002	Elementary Spanish II	SPAN 4465	Practicum
SPAN 1101	Intensive Elementary Spanish	SPAN 4467	Latin American Film & Video
SPAN 2001	Intermediate Spanish I	SPAN 4470	Special Topics in Latin American Literature
SPAN 2002	Intermediate Spanish II		

Legend:

Objectives are represented with numeric numbering.

Project categories under each objective are represented with numeric and alpha numbering such as:

1c. Undergraduate Curriculum Internationalization and Enrichment (S.T. Cavusgil, ...). The names in parentheses display the individual(s) responsible for implementation of each project. Year column is the years that the projects will be implemented. For example, 2018-20 indicates that the project will be implemented in academic years 2018-19 and 2019-20.

Projects are represented with bullet-points. The names in parentheses indicate the responsible party for implementation for each project. The Type / Initiative column displays the scope of each project.

GSU-CIBER: Georgia State University CIBER

IIB: The Institute of International Business

RCB: J. Mack Robinson College of Business

GSU: Georgia State University

1. Interdisciplinary Programs in Business, Foreign Language, International Studies, and Professional Curricula

OBJECTIVES, PROJECTS, AND RESPONSIBLE PARTIES	TYPE / INITIATIVE	YEAR
<p>1a. National Project for Articulating the Core Body of Knowledge in International Business for the Next Decade:</p> <p>As the environment of international business (IB) continues to transform with dual forces of globalization and retreat from globalization, it is essential to re-define the core body of knowledge for the millennial generation and beyond. This project aims at articulation of the core body of knowledge for teaching of the first course in International Business. The project produces and disseminates pedagogical resources to faculty nationally. These include teaching materials for the Spanish-language section of the introductory course, which has been taught at Georgia State for some 15 years. Teaching resources will be disseminated via a dedicated online portal and through workshops and seminars. This is a collaborative effort with the CIBERs in the CIBER MSI Consortium. (S. T. Cavusgil)</p>	<p>Continuing initiative designed to serve business faculty nationally who are teaching IB at various levels</p>	<p>2018-22</p>
<p>1b. Global Competency Certificate (GCC) for Business Undergraduates</p> <p>Today's business managers are required to be knowledgeable about global issues and mindful of navigating cultural complexity, building meaningful relationships, and cultivating sustainable resilience. The GCC training aims to make an impact on the professional development of undergraduates as globally competent leaders.</p> <p>GSU-CIBER has already piloted the GCC with several classes of students in the Spring 2017 and Fall 2018 with primary focus on cross-cultural elements. The implementation included a portfolio of online modules designed to impart knowledge, mindset, and skills required for today's talent base – global competence. For this purpose, the GSU CIBER team used the online modules offered by <i>Aperian Global via their GlobeSmart platform</i> and the</p>	<p>Scaling up of the pilot project</p>	<p>2018-22</p>

<p><i>Intercultural Effectiveness Scale</i> (IES) designed by The Kozai Group. The online Globe Smart platform, was used for sharing course content.</p> <p>All students enrolled in the course completed a variety of assignments during the semester. These included quizzes, in-class exercises, take-home assignments, the online pre-test & post-test, and a personal development report. Several business executives were invited to share their insights on global competency with the students.</p> <p>For 2018-22, GSU CIBER is committed to expand the depth and scope of GCC and make the modules available to instructors, programs, and groups of students, as part of its effort to scale-up the project. (S. T. Cavusgil; F. Bernardino, Leigh Anne Liu, M. Dakhli, and J. Boers)</p> <p>http://ciber.robinson.gsu.edu/april-2017-global-competency-certificate/</p>		
<p>1c. Undergraduate Curriculum Internationalization and Enrichment</p>		
<p>Development of new Freshmen-level, interdisciplinary Global Business Perspectives course as part of the GSU/Robinson BBA Project Catalyst. This course provides early exposure to the global economy, competitiveness and internationalization of firms (J. Boers)</p>	<p>Development and implementation of new courses for undergraduate students</p>	<p>2018-22</p>
<p>New courses in the new RCB undergraduate core curriculum:</p> <ul style="list-style-type: none"> <p>BUSA 4001 Global Business. This course applies concepts, issues, and techniques needed for efficient and effective global business in the 21st Century. Integrating lower division and junior level course work, students apply learnings in context of global trade and investment, global capital markets, national policies and transnational agreements. The impact of political and cultural considerations, global risk analysis on the firm are explored, as well as personal and professional implications for foreign assignments, negotiation skills and other considerations when doing business globally.</p> <p>BUSA 4900 Global Business Experience. This course allows student the opportunity to engage actively in a learning experience where they can further explore concepts and issues in global business while developing some skills needed for efficient and effective participation in global business in the 21st Century. Integrating lower division and junior level course work, students actively apply what they learned about global trade and investment, global capital markets, national policies and transnational agreements. Students also get the opportunity to observe the impact of political and cultural influences, global risk, as well as personal and professional implications for foreign assignments. This course in part of a required two course sequence that includes a 2-credit hour Global Business course and a 1 credit hour Global Experience course. Includes internships, individual and team projects with foreign consulates, trade missions, export-import companies</p> 	<p>Development and implementation of new foundational courses for undergraduate students</p>	<p>2018-22</p>

and multinational enterprises, as well as enriching experiences such a field visits to explore airport operations, Savannah and Brunswick ports, intermodal logistics and distribution centers. (J. Boers, S.T. Cavusgil)		
1d. Business Language Curriculum Enrichment		
<ul style="list-style-type: none"> Spanish section of <i>BUSA 3000</i> Introductory <i>International Business</i> course: This all Spanish-language section of the core IB course, taught at GSU for about two decades, will be strengthened with new pedagogical materials. (F. Doria) 	Existing course will be refined and new teaching materials will be developed	2018-22
<ul style="list-style-type: none"> Business Mandarin: Georgia State already has an extensive language offering in Chinese, ranging from 1000 to 4000 levels. In collaboration with the Confucius Institute at Georgia State, we will be initiating Business Mandarin course at 3000 level. (W. Nichols) 	New course offering	2020-22
<ul style="list-style-type: none"> <i>Spanish for International Business I & II</i>- SPAN 4405 & 4407: Developed with the support of GSU-CIBER, this course will continue strengthening of the Language and International Business Concentration with internship requirement in a Spanish-speaking country. (W. Nichols) 	Program enrichment	2018-22
<ul style="list-style-type: none"> <i>German for International Business I & II</i> – GRMN 4431 & 4432: Developed with the support of GSU-CIBER, this course will continue strengthening of the Language and International Business Concentration with internship requirement in a German-speaking country. (R. Huff) 	Program enrichment	2018-22
<ul style="list-style-type: none"> <i>French for International Business I & II</i> – FREN 4042 & 4043: Developed with the support of GSU-CIBER, this course will continue strengthening of the Language and International Business Concentration with internship requirement in a French-speaking country. (W. Nichols) 	Program enrichment	2018-22
<ul style="list-style-type: none"> <i>Literature for Students of International Business</i> -- SPAN 4445: Developed with the support of GSU-CIBER, this course will continue strengthening of the Language and International Business Concentration with internship requirement in a Spanish-speaking country. (W. Nichols) 	Program enrichment	2019-22
1e. Graduate Curriculum Internationalization and Enrichment		
<ul style="list-style-type: none"> Master of International Business - MIB degree program continuously updated with courses covering new topics, speakers, projects and student experiences. (J. Boers) https://robinson.gsu.edu/masters-programs/master-of-international-business/ <ul style="list-style-type: none"> Improved Courses: <i>Analyzing International Business Problems, Accounting and Finance Tools for International Business.</i> 	New cohort of existing master’s program; Existing program will be refined and new teaching materials will be developed	2018-22

<ul style="list-style-type: none"> o Student teams work on projects for startup and growth firms in collaboration with the GTEC incubator at the <i>European School of Mathematics and Science in Berlin</i> (Germany) and <i>Regents University</i> (London, UK). o Enrichment Experience exploring the role of the <i>Georgia Port Authority</i> and the deepening of the <i>Port of Savannah, GA</i> in further enhancing the global competitive position of the southeastern US supply chain infrastructure, including visits to the port as well as distribution operations of private sector firms. 		
<ul style="list-style-type: none"> • Global MIB – This dual degree program will be launched in 2020 in collaboration with Leeds University Business School (LUBS), in the U.K. This will be a variation of our Master of International Business degree program. The Global MIB will provide exposure to two complementary curricula taught by both GSU and LUBS faculty, and commercial environments of two countries – the U.S and the U.K. (J. Boers) 	New Program	2020-22
<ul style="list-style-type: none"> • <i>Master of Business Administration (MBA) with Concentration in International Entrepreneurship</i>: This program of study will provide MBA students with the knowledge and practical skills in global entrepreneurship. It will be developed and launched in collaboration with Robinson College’s new department, The Institute of Entrepreneurship and Innovation. (J. Boers, B. Matherne) http://robinson.gsu.edu/academic-departments/entrepreneurship-and-innovation/ 	New program offering	2020-22
<p>1f. Executive Doctorate in Business:</p> <ul style="list-style-type: none"> • Designed for senior business executives, this Robinson College offering aims to advance the development and practice of effective organizational leadership in global organizations. A specialized course of study imparts knowledge and expertise required to identify, understand, and successfully address interdisciplinary, big-picture issues that characterize global business management today. (K. Loch) https://robinson.gsu.edu/executive-doctorate-in-business/ 	Continuing program	2018-22
<p>1g. Revision of Doctoral Seminars in International Business</p>		
<ul style="list-style-type: none"> • <i>Cross-Cultural Frameworks</i>: Conceptual foundations of culture and how culture affects organizational behavior in comparative and multicultural contexts. Also addressed are critical methodological issues in implementing a cross cultural study, with a particular focus on psychometric considerations, as well as recent research on how cultures vary. (L. A. Liu) 	Curriculum revision and expansion	2018-22
<ul style="list-style-type: none"> • <i>Interfirm Relationships in International Business</i>: Examination of business-to-business relationships in international business. Governance, disputes, conflict resolution, and channel cooperation issues. (D. Bello) 	Curriculum revision and expansion	2018-22

<ul style="list-style-type: none"> • <i>IB 9910 - Doctoral Seminar in International Business Literature and Theory</i> -- Critical reading and evaluation of seminal works and literature streams in international business. Synthesis of multiple schools of thought and on how these core disciplines influence IB. Preparation of a publishable article (S.T. Cavusgil) 	Curriculum revision and expansion	2018-22
<p>1h. Interdisciplinary Study Abroad Courses</p>		
<ul style="list-style-type: none"> • Development of additional study abroad courses and refinement of existing programs for RCB students. Currently we offer more than a dozen RCB programs and more than 50 GSU study abroad programs, including those developed by GSU-CIBER. Some of these courses are designed to pair GSU students with local peers in the country of study. These are known as Study Abroad with Peers Program. Over the next grant cycle more courses will be transformed into this format. (P. Huntley, F. Bernardino, M. Dakhli) https://robinson.gsu.edu/international-programs/study-abroad/ 	Enrichment of existing and new study abroad programs as <i>Study Abroad with Peers</i> format	2018-22
<ul style="list-style-type: none"> • Study Abroad tours for PMBA (Professional MBA) students (J. Boers) 	Program refinement with new destinations	2018-22
<ul style="list-style-type: none"> • Study Abroad tours for EMBA (Executive MBA) students (J. Boers) 	Program refinement with new destinations	2018-22
<ul style="list-style-type: none"> • Study Abroad Scholarships: Currently, the Institute of International Business makes awards in excess of \$150,000 annually, made possible from donations received from the corporate community and alumni, including scholarships from The Coca-Cola Foundation, Global Atlanta, and numerous other organizations and alumni. Scholarships help defray cost of participating in study abroad programs. New donations will be sought from GSU alumni and friends in order to award a larger number of scholarships. (P. Huntley, F. Bernardino, S. T. Cavusgil) 	Continued activity to make study abroad more affordable for our students	2018-22
<p>1i. Development of International Projects and Internships</p>		
<ul style="list-style-type: none"> • Cultivating internships, individual and team projects with foreign consulates, trade missions, export-import companies and multinational enterprises as part of the new BBA program. (J Boers) 	Program expansion	2018-22
<ul style="list-style-type: none"> • <i>Student Success Program:</i> An experimental pilot project designed to identify, develop, and track high-potential students who join the university with academic and financial disadvantages. (E. Joiner) 	New Initiative	2020-22
<ul style="list-style-type: none"> • World Trade Center –Atlanta (WTC-A) Internship: In partnership with the WTC-A, GSU-CIBER seeks and places student to support WTC-A events/projects each semester. (K. Loch, F. Bernardino) 	New Initiative	2018-22
<ul style="list-style-type: none"> • Expansion of PACE (Panthers Accelerated Career Experiences). Team-based action-oriented learning experiences for business and non-profit organizations in 	Expansion of current project	2018-22

<p>the Atlanta metropolitan area. These consulting projects are designed to immerse graduate and undergraduate students of all majors and disciplines with our business partners. Past clients included such organizations as the <i>Atlanta Food Bank</i> and <i>Global Atlanta</i>.</p> <ul style="list-style-type: none"> o Addition of graduate PACE consulting projects o Inclusion of international companies with multinational footprints in the project portfolio o Collaboration with international university partner institutions to include multi-country student groups in project teams (J. Boers). <p>https://robinson.gsu.edu/immersive-experiential-learning/pace/</p>		
<p>1j. Co-Curricular Activities to Enrich Student Experiences</p>		
<ul style="list-style-type: none"> • Annual International Business Case Competition. This is a signature event of the CIBER MSI Consortium. It is an annual event in which students from MSI (Minority Serving Institutions) are placed in groups to solve a real-world business problem. The challenge provides students with the opportunity to meet students from other universities as well as gain insight on real-world business issues. Students are assigned to teams of four -- with the requirement that every student from the team is from a different university and majoring in a distinct field area. This allows them to work through multiple cross-cultural obstacles, including different study habits, learning methods, and even diverse university cultures. Students' majors include: Finance, Accounting, Marketing, Management, and Operations. Please see Exhibit 15 for a list of MSIs that have participated. New to the program is the development of an alumni group associated with the program fostered initially using Facebook and then cultivated through efforts of staff. Alumni will advise current year participants and group will serve as a networking vehicle. Students will be tracked to show impact of program on future job placements. (F. Bernardino, J. Villegas) http://ciber.robinson.gsu.edu/outreach/students/ciber-case-competition/ 	<p>Continuing initiative and program expansion</p>	<p>2018-22</p>
<ul style="list-style-type: none"> • International Teaching Assistant Orientation Program: Design and implement week-long orientation and training program for non-U.S. teaching and research assistants, prior to Fall semester. Objectives include familiarizing international teaching assistants with the University, community, and various resources for coping with their new environment. Program will also create cross-cultural experiences, mixing U.S. students with new international students. (F. Bernardino, H. Housley) 	<p>New initiative among several units of GSU (Office of Int'l Initiatives, Office of Int'l Students & Scholars, and Applied Linguistics & ESL, Arts & Sciences)</p>	<p>2020-22</p>
<ul style="list-style-type: none"> • Annual Student Business Plan Competition for New International Ventures. Student teams assist regional entrepreneurs in the development of international market expansion plans. Executives from Atlanta business community judge best business plans. (S. T. Cavusgil, <i>The Institute for Entrepreneurship and Innovation</i>) 	<p>Expansion of existing student plan competition to international market expansion projects.</p>	<p>2018-22</p>

<ul style="list-style-type: none"> • Atlanta Consular Corps and Bi-National Chambers of Commerce Alliance. Internships with Global Atlanta and Bi-National Chambers in Atlanta (S. T. Cavusgil, J. Boers, F. Bernardino) 	<p>Continued program to provide professional growth opportunities for Robinson students through specific project-based assignments.</p>	<p>2018-22</p>
<ul style="list-style-type: none"> • Robinson's Women Lead Program This undergraduate leadership program begins in sophomore year and follows them through graduation, engaging women through active learning in the classroom, developing mentoring relationships, and organizing and leading programs on campus. Learning objectives center around: self-awareness, critical analysis of the economic and social effects of women in the workforce, and leadership development. (N. Mansfield, K. Loch) https://robinson.gsu.edu/immersive-experiential-learning/womenlead/ 	<p>Continuation of existing program</p>	<p>2018-22</p>
<p>1k. Technology Enhancement Across the Curriculum</p>		
<ul style="list-style-type: none"> • Global Learning & Course Internationalization (GLCI) Project This proposed project aims to increase collaborative online international learning (COIL) throughout the University, and in turn, expand global student experiences and faculty internationalization. GSU-CIBER will support the project's numerous initiatives, by supporting professional development for faculty on their path to enhancing their current curricula with online technologies, providing assistance for a speaker series, collaboration on study abroad planning and implementations, supporting joint research projects for online learning, providing travel funds for related conferences, and further developing the Robinson College of Business International Business Minor with COIL experiential activities. Strategic efforts will be made to make project offerings available to Minority Serving Institutions using contacts of the MSI Consortium, which is led by GSU-CIBER leads (See Project 3b). Further, with a faculty member on the project's steering committee from Perimeter College, a two-year institution that has merged with Georgia State University, faculty and students from Perimeter College will be engaged in all activities. (M. Dakhli) 	<p>New Initiative</p>	<p>2018-22</p>
<p>1l. Advancing Interdisciplinary Grounding in the IB Field</p>		

<ul style="list-style-type: none"> Biennial Interdisciplinary Research Conference. GSU-CIBER will partner with George Washington CIBER to organize a biennial conference series on “<i>Advancing interdisciplinary research in IB: Integrative Knowledge and Transformative Theories for Greater Impact.</i>” The first conference, to be held in Fall 2019 will focus on mapping the territory of inquiry, with the objective of identifying promising topics and research agendas that would most benefit from adopting an interdisciplinary mode of inquiry. Emphasis will be on identifying research topics that have both theoretical and practical significance in IB. Leading scholars from multiple disciplines will be invited to prepare joint presentation papers that combine ideas from their respective areas of specialization. Executives and policymakers will also be invited to serve as presenters and discussants. Conference proceedings will be published for national distribution, with free copies provided for all CIBER schools. (S. T. Cavusgil) 	<p>New Initiative</p>	<p>2019, 2021</p>
<ul style="list-style-type: none"> Research Workshop on Developing Integrated IB Curricula. This is another program to be held in partnership with George Washington-CIBER. In addition to promoting interdisciplinary research in the field, the ideas developed at the biennial conference can be used for curriculum innovation and enhancement. This is particularly relevant to schools that wish to include interdisciplinary learning in the internationalization of their business curriculum. To further this effort, CIBERs at Georgia State and George Washington University plan to organize research workshops to examine the pedagogical implications of the ideas presented at the conferences, including developing new or revising existing courses to provide an integrated view of international business. These workshops will be held 6-9 months following the completion of the conferences, to allow time for the publication and dissemination of the conference presentations. Faculty from partner schools that co-sponsored the conferences will be invited to attend the research workshops. Proceedings of the workshop will be published in monograph form and distributed among all CIBER schools. (S. T. Cavusgil) 	<p>New Initiative</p>	<p>2020</p>

2. Less Commonly Taught Languages and Interdisciplinary Programs for Foreign Language and International Studies Faculty & Advanced Students

Objectives, Projects, and Responsible Parties	Type/Initiative	Year
<p><i>RESPONDING TO INVITATIONAL PRIORITY – PROGRAMS OR ACTIVITIES FOCUSED ON LANGUAGE INSTRUCTION AND/OR PERFORMANCE TESTING AND ASSESSMENT TO STRENGTHEN THE PREPARATION OF INTERNATIONAL BUSINESS PROFESSIONALS</i></p>		

<p>Projects 2a through 2h, along with 1d: Business Language Curriculum Enrichment, are designed to respond to the Invitational Priority.</p> <p>In addition to supporting the teaching of such courses as Spanish Language section of our introductory International Business course, BUSA 3000 (Project 1d), the following projects respond to the need to strengthen foreign language instruction in order to train a talent base equipped with language and cultural proficiency.</p> <p>2a. Collaborative Projects with Georgia State’s newest Title VI Language Resource Center -- Center for Urban Language Teaching and Research (CULTR), such as the annual Global Languages Leadership Meeting. This event assembles participants and stakeholders from a variety of spheres in order to discuss, advocate, and promote language learning. Attendees include representatives from legislative committees, government agencies, NGOs, businesses with international initiatives, and school leaders. (W. Nichols) http://cultr.gsu.edu/wld/</p> <p>World Languages Day: This is another event held in collaboration with Georgia State University’s other Title VI Center (CULTR). This language resource fair highlights the central role that global skills, particularly language proficiency, play in the growing opportunities for globally minded careers and services. The event connects high school and college students with leaders in global commerce. Plans are underway to expand the current program. (W. Nichols) http://cultr.gsu.edu/wld/</p>	<p>Expansion of partnership with GSU’s Title VI Language Resource Center - Center for Urban Language Teaching and Research (CULTR),</p>	<p>2018-22</p>
<p>2b. Language Resource Center for Less Commonly Taught Languages: Georgia State University already offers courses in nine less commonly taught languages (LCTLs), some at intermediate and advanced levels. CIBER partners with the LRC, uCentral, to facilitate teaching resources and faculty development as well as dissemination of pedagogical materials for instructors. This center brings focus on LCTLs and provide coordination to various units across GSU that shepherd instruction in these languages. GSU-CIBER will specifically assist with initiatives and planned conferences to emphasize Global Languages to high school students here in the Southeast U.S. region. (W. Nichols)</p>	<p>Course refinement; new pedagogical material development; faculty development; linkage agreements with universities in respective countries.</p>	<p>2018-22</p>
<p>2c. Expansion of Intermediate and Advanced Sections for Select LCTLs: Courses already offered at the Elementary and Intermediate levels are indicated below. Arabic and Hebrew are also taught at the Advanced level. Advanced sections are needed for the following languages:</p> <ul style="list-style-type: none"> • Chinese (Mandarin) • Japanese • Korean • Portuguese • Russian • Swahili • Turkish 	<p>Expand advanced section offerings to: Mandarin, Japanese, Korean, Portuguese, Russian, Swahili, and Turkish.</p>	<p>2018-22</p>

(W. Nichols)		
2d. Language Learning Technologies for LCTLs: GSU language faculty have been implementing cutting-edge pedagogical tools in teaching Spanish. Extensive use is being made of Desire2Learn, Quia, computer-assisted instruction programs, and other online components. Language faculty will adopt these innovations and tools for teaching LCTLs, based on the experience gained with teaching Spanish. Faculty with expertise and experience with these instructional technologies will train and supervise instructors of LCT languages. (G. Torres)	Continue of application of state-of-the-art instructional technologies to teaching of LCTLs	2018-22
2e. Supplementing LCTLs with Study Abroad and Work Abroad Components. Opportunities for study abroad in China, Korea, Japan, the UAE, and Turkey are already in place, with the support of CIBER, and students were recently sent to study at our partner school, Gazi University in Turkey, in a summer program. Faculty wish to supplement the existing semester-long opportunities with shorter-term study tours, matching the destination country with the language of studied. Summer programs are expected to attract about 80-100 participants which, in turn, will help increase enrollments in LCT language programs. (W. Schloer, S. Murray, W. Nichols)	Integrating study abroad and internships with LCTL studies	2018-22
2f. Enrichment of the Turkish Language Program: First, a summer intensive Turkish course will be offered to meet the demands of students who wish to acquire language skills in a concentrated period, and to respond to the recent rise in enrollments. Second, GSU will enter into a formal relationship with the Turkish Learning Research and Application Centre (TÖMER) of Gazi University (Ankara, Turkey) to arrange for advanced level learners of Turkish to pursue intensive language and cultural studies in Turkey. With the support of GSU-CIBER, study abroad opportunities to Turkey have been created; expansion of these programs into semester or year-long opportunities will be created to allow GSU students acquire language skills through immersion training in Turkey. (S. Eroglu, S. T. Cavusgil)	Enrichment of existing program	2018-22
2g. Business Language Conference: GSU-CIBER will co-sponsor the conferences hosted by different CIBER's each year. Through the workshop, GSU and partner school faculty will acquire content, resources and pedagogical tools for teaching a foreign language in the context of culture and international business. In addition to sponsoring the conference, GSU-CIBER covered the travel costs for two foreign language faculty members to attend the annual CIBER Business Language Conference. (F. Bernardino)	Continuation of existing program	2018-22
2h. Business is Global Program: GSU-CIBER will continue to provide an annual scholarship for a Georgia high school to participate in the program, led by <i>Indiana University CIBER</i> . This two-week summer program introduces students to either Arabic, Mandarin, or Chinese while learning about business in these world regions.	Continuation of existing program	2018-22
2i. Global Studies Institute: This new university-wide unit serves as the helm to several Centers listed below and aims to become a national leader of interdisciplinary research on global issues. GSU-CIBER has developed a strong relationship collaborating with the Institute	Expanded interdisciplinary collaboration in research, outreach and joint event development	2018-22

<p>and its Centers on various projects, such as the Global Competency Certificate (F. Bernardino) http://gsi.gsu.edu/</p> <p>Asian Studies Center: GSU-CIBER will partner with the center to further the missions of coordinating cultural, artistic and scholarly activities related to Asia and Asian Americans through travel, teaching and research, promoting undergraduate education on Asia via an Asian Studies major and curriculum, and coordinating and supporting research and teaching among the various faculty and programs at GSU which have an Asian component. (K. Reimann)</p> <p>Middle East Studies Center: GSU CIBER will continue collaboration with the Center to promote greater understanding of the Middle East across the campus, as well as in the Southeast area. This includes collaboration on study abroad programs and working together to increase language offerings at the University.</p>		
<p>2j. Office of International Initiatives (OII): GSU-CIBER will continue to work in collaboration with OII on joint panel discussions on topics of global current events, as well as student activities in celebration of annual International Education Week.</p> <p>The Center will partner with the Georgia Department of Education, GSU's CULTR Title VI Language Resource Center as well as the CIBERs at both GSU and Georgia Institute of Technology to host the annual International Skills Diploma Seal recognition ceremony. The event, bringing together high school seniors and their parents from across the state, will feature information about international studies pathways in higher education as well as career opportunities requiring international and language competencies. (W. Schlor, S. T. Cavusgil)</p>	Continuation and expansion	2018-22
<p>2k. Undergraduate Dual Degree Program in International Economics & Modern Languages; in collaboration with the University of Venice, Italy, and University of Versailles, France. Students complete the requirements for the Economics and Management degree plus integrate language mastery in Italian and English, and intermediate proficiency in French. (W. Nichols)</p>	Enrichment of existing program that allows for curriculum sharing and language mastery	2018-22
<p>2l. B.A. Degree in European Business Studies and Modern Languages; with concentrations in French, German, Italian, and Spanish. Modeled after the <i>International Economics & Management and Modern Languages</i> degree, language faculty proposes to create a new B.A. degree in European Studies and Modern Languages with concentrations in French, German, Italian, or Spanish. (W. Nichols, G. Torres)</p>	New degree program	2019-22
<p>2m. Joint Five Year International Business and International Studies / Foreign Language Degree Programs</p>		
<ul style="list-style-type: none"> Master of International Business (MIB) and Master of International Affairs (M.A.) Program: Building on the revamped, one-year MIB program, this interdisciplinary program leads to a Master of International Business (MIB) degree and a Master of Arts (International Affairs) degree following 48 	Curriculum revision and expanded recruitment	2018-22

semester hours of study, in collaboration with the Department of Political Science. (D. Bello, J. Boers)		
<ul style="list-style-type: none"> Master of International Business (MIB) and B.S. in French/German/Spanish: Building on the revamped, one-year MIB program, high-achieving undergraduate students of French, German, or Spanish, earn a Masters of International Business by completing a rigorous international business curriculum and study/work abroad program (C. Manning) 	Curriculum revision and expansion of work and study abroad programs	2018-22
2n. Faculty and Doctoral Student Professional Development Grants Program: Continuing the program developed and implemented in 2011, grants will be provided to faculty on a competitive basis in order to facilitate interdisciplinary research and teaching. Eligible to apply are: Foreign language faculty, international and area studies faculty, and business faculty. (F. Bernardino)	Continuation & expansion	2018-22
2o. Orientation Program for First-Time Study Abroad Faculty Leaders: Formal seminar series to familiarize faculty with the tasks and responsibilities associated with leading study abroad programs. These are also open to faculty from our MSI Consortium schools. Held annually, past events focused on making study abroad affordable, innovation in study abroad programs, student recruitment, and risk management. (F. Bernardino, P. Huntley)	Continuing initiative	2018-22
2p. International Centers of Excellence Initiatives		
The Americas Program at the Carter Center: The Americas Program works to enhance the quality of democracy and make it more accountable to citizens in the region. Projects aim to strengthen regional capacities to promote democracy, transform and prevent conflicts, and improve democratic governance. (J. McCoy) https://www.cartercenter.org/index.html	New initiatives exploring the intersection of democracy and growing economies	2018-22
Center for Latin American and Latino/a Studies (CLALS): Collaborative projects with CLALS include: (a) <i>Lecture Series</i> on the increasing internationalization of Latin American cultural industries (film, music, television, etc) and its impact on the development of new varieties of Latin American national identities; (b) Research grants for faculty and graduate students focused on the development of Latin American national identity through cultural products; and (c) Annual symposium dedicated to the issue of free trade and its impact on the adoption of cultural products throughout the Americas, leading to an edited scholarly book. (L. Marsh) http://clals.gsu.edu/	New initiatives that explore international business phenomena within the Latin American context	2018-22
Center for International Media Education (CIME): CIME is an internationally renowned center of excellence devoted to facilitation of teaching, research, and service dedicated to journalism practices around the world. GSU-CIBER will collaborate with the CIME to facilitate such events as the <i>World Media Forum</i> and projects <i>Journalism Education in China</i> , and publications <i>Journal of Middle East Media</i> . (S. Powers) http://cime.gsu.edu/	New interdisciplinary collaboration to infuse international business themes	2018-22
China Research Center: a non-profit organization dedicated to research and education about contemporary China. A long-established educational and research institute, China Research Center is now housed at Georgia State University's IIB. Lead by Dr. Penny Prime, the Center serves as a vehicle to collaborate	New interdisciplinary collaboration to infuse international business themes	2018-22

<p>with the business and academic community via educational outreach, key events, and a host organization for visiting Chinese scholars. (P. Prime) http://chinesestudies.gsu.edu/china-research-center/</p>		
<p>Center for the Comparative Study of Metropolitan Growth: New research projects proposed for implementation under the auspices of GSU-CIBER include: (a) Environmental Law Capacity-Building in the CAFTA-DR Countries; (b) Trade and keeping dynamic urban areas: The challenge of green space preservation and community health in the face of development pressures; and (c) Building sustainable water infrastructure and coping with population increase and development pressures. (J. Juergensmeyer) http://law.gsu.edu/centers/metro-growth/</p>	<p>New interdisciplinary research exploring the intersection of trade, urban growth, and environmental law.</p>	<p>2018-22</p>
<p>Atlanta Center for International Arbitration and Mediation: GSU CIBER will continue its collaboration with GSU's <i>Atlanta Center for International Arbitration and Mediation</i>, as well as its affiliated organizations, such as the <i>Atlanta International Arbitration Society</i>, on potential projects related to enhancing cultural sensitivity and competence among international arbitrators and advocates, most of whom are international business legal professionals. Despite the multicultural nature of international arbitration, most arbitrators deal with cultural diversity based on personal experience or differences in legal systems. There has been an emerging awareness and need among arbitrators and advocates to have systematic training and coaching on cultural sensitivity and competence. On the research front, the GSU-CIBER team, including both faculty members and doctoral students, are seeking opportunities to collaborate with the Atlanta Center for International Arbitration and Mediation, as well as the Atlanta International Arbitration Society, to potentially conduct case studies and content analysis to investigate research questions on how cultural composition of the arbitrator panel and cognition influence arbitration decisions. (L. Liu) http://law.gsu.edu/centers/international-arbitration-center/</p>	<p>Continued collaboration</p>	<p>2018-22</p>
<p>Georgia International Law Enforcement and Exchange: GSU-CIBER will partner with this GSU center of excellence to support research, training, and outreach activities devoted to terrorism, counterterrorism, homeland security, cyber-crime, and best practice development. (R. Friedmann) http://qilee.gsu.edu/</p>	<p>Continued collaboration to infuse international business themes</p>	<p>2018-22</p>

3. Collaboration with Educational Institutions, Associations and Businesses

OBJECTIVES, PROJECTS, AND RESPONSIBLE PARTIES	TYPE / INITIATIVE	YEAR
<p>3a. Atlanta Consular Corps and Bi-National Chambers of Commerce Alliance for International Business: There are 42 bi-national chambers of commerce in Atlanta, with more than 60 foreign governments having their consular and/or trade</p>	<p>Significantly expanded initiative</p>	<p>2018-22</p>

<p>representation offices located in Atlanta. GSU-CIBER partners with this network to implement joint programs designed to facilitate cross-border trade, investment, and educational exchanges. Joint activities will include: technical assistance to individual firms, seminars and workshops, research and intern support, and partner identification. Key partners include Brazilian-American Chamber of Commerce, American-Israel Chamber of Commerce, Georgia Hispanic Chamber of Commerce, and Georgia Indo-American Chamber of Commerce (J. Boers, S. T. Cavusgil) http://www.georgia.org/business-resources/international-relations/consular-offices/</p>		
<p>RESPONDING TO COMPETITIVE PREFERENCE PRIORITY 2 –</p> <p>COLLABORATION WITH MINORITY SERVING INSTITUTIONS OR COMMUNITY COLLEGES</p> <p>3b. Minority Serving Institution (MSI) Consortium:</p> <p>GSU-CIBER has been serving as the lead institution for the CIBER MSI Consortium – a highly visible and successful academic outreach program designed to assist MSIs for the past two decades. Together with 10 other CIBERs, GSU-CIBER has been engaged with numerous MSIs in implementing a comprehensive program of mentoring, faculty training, study abroad opportunities, and resource sharing. CIBER MSI Consortium includes HBCU’s (Historically Black Colleges and Universities) as well as Hispanic Serving Institutions (HSIs).</p> <p>Key activities of the MSI Consortium include: International Business Pedagogy Workshop, an International Business Case Competition, an Institutional Partnership Program between a CIBER and an MSI, and the dissemination of pedagogical resources for the teaching of International Business.</p> <p>To date, over 1,500 faculty have participated in the annual <i>International Business Pedagogy Workshops</i> (previously called <i>Globalization Seminars</i>) since their inception in 1992. These faculty represent over 479 institutions, 90 states, and 52 countries. IB Pedagogy Workshops Video: http://ciber.robinson.gsu.edu/msi-consortium/fdib/</p> <p>Since 2014, more than 150 students have participated in the IB Case Competition. Please see the video: http://ciber.robinson.gsu.edu/outreach/students/ciber-case-competition/</p> <p>Over the next four years, these successful efforts will reach even a larger number of MSIs and their students. In addition, led by GSU-CIBER, the MSI Consortium will expand these activities, in response to periodic input sought from the MSI partners. These efforts will include: a new partnership with Diversity Abroad (see Project 3k), a deeper partnership with the national HBCU Dean’s Roundtable, and an MSI</p>	<p>Academic outreach and faculty development assistance to Minority Serving Institutions, led by GSU-CIBER and involving 10 other CIBERs and dozens of MSIs</p>	<p>2018-22</p>

<p>Consortium Webinar Series. The Webinar Series will be coordinated by GSU-CIBER and led by faculty at alternating CIBERs every other month on a topic of their choice related to international business. An activity of this nature would allow more MSI faculty/staff to participate in CIBER resources, given there would be no cost associated with travel. Other initiatives will include additional hosted workshops and seminars on teaching international business, research, and hosting study abroad programs. (S. T. Cavusgil; F. Bernardino)</p>		
<p>RESPONDING TO COMPETITIVE PRIORITY 1 – COLLABORATION WITH A PROFESSIONAL ASSOCIATION OR BUSINESS</p> <p>3c. Metro Atlanta Chamber of Commerce Partnership: For the past eight years, GSU-CIBER has been working very closely with the Metro Atlanta Chamber and providing technical assistance to the Global Commerce team of the Metro Chamber (https://www.metroatlantachamber.com/). Metro Atlanta is one of the fastest growing metropolitan areas in the U.S. and has the 10th largest economy in the U.S. as measured by Gross Metro Product (GMP).</p> <p>Current collaboration includes the Global Cities Initiative (GCI). We have been working on this project with the Metro Atlanta Chamber. Other partners included: Georgia Department of Economic Development, the Office of the Mayor of Atlanta, the U.S. Export Assistance Center, JPMorgan Chase, UPS, and the Brookings Institute. https://www.brookings.edu/global-cities-initiative-the-exchange/</p> <p>Past collaborative projects included: GSU-CIBER’s US Latin America Trade (USLAT) facilitation project, trade missions to foreign commercial centers, GO Global executive coaching project, and the SEUS-CP Alliance Conference (South Eastern United States - Canadian Provinces Alliance).</p> <p>Most recently, in 2014, GSU-CIBER partnered with the Metro Atlanta Chamber on launching the Atlanta Metro Export Challenge (Atlanta MEC), a dynamic grant program designed to engage and challenge metro Atlanta companies to step up their export engagement. This program pursues three objectives:</p> <ul style="list-style-type: none"> o Challenge companies to develop proactive export plans o Drive companies to action on those export plans o Increase exposure and awareness for impact of exports in metro Atlanta <p>Atlanta MEC is a part of the Atlanta Metro Export Plan (Atlanta MEP), which we launched in 2015, with the intent to: (a) increase the number of metro Atlanta companies that export and; (b) increase the value of goods and services exported from metro Atlanta. This initiative receives partial support from the</p>	<p>Significant expansion of the Atlanta Metro Export Challenge collaboration with the Metro Atlanta Chamber of Commerce</p>	<p>2018-22</p>

<p>JPMorgan Chase Foundation, United Parcel Service (UPS), and Partnership Gwinnett. http://www2.atlanta.net/MEP/</p> <p>Going forward, over the next four years, GSU-CIBER will continue to strengthen its partnership with the Metro Atlanta Chamber of Commerce on the Global Cities Initiative. More specifically, we will:</p> <ul style="list-style-type: none"> ○ Develop and implement an internship program to support the recipients of the biannual Atlanta Metro Export Challenge (Atlanta MEC) in implementing and leveraging their export growth. Not all firms have the capacity to take advantage of the grants awarded under the MEC. The top three MEC challenge winners each year receive \$35,000. An additional 25 winning companies each receive reimbursement grants of up to \$5,000 to apply toward expenses related to building export capacity and activities. In 2016, 38 metro Atlanta companies received more than \$225,000 in grants; and in 2017, 28 companies received \$200,000 in reimbursable grants. ○ Initiate an internship program to support the implementation of Strategy 5: Next-Generation Workforce of The Metro Atlanta Foreign Direct Investment Plan. So that we can harness the resources, expertise and talent needs of foreign owned enterprises in the metro Atlanta area, we wish to create a robust talent pipeline of tech savvy and globally minded individuals. The internship program will emphasize the importance of having a global mindset in today's global economy that strongly complements technical skills and knowledge. ○ To achieve the above objectives, GSU-CIBER will work with the Robinson College of Business' Career Advancement Center https://robinson.gsu.edu/cac/, to develop an international internship program for business students studying international business, and: (a) develop a workshop to prepare them for a successful international internship; (b) actively identify international internship opportunities with the extensive Robinson alumni and business network around the world; and (c) utilize the AIESEC network to place students on international internships. <p>(J. Boers, S.T.Cavusgil, P. Carrillo, F. Doria)</p>		
<p>3d. National CIBER Export and Workforce Development Initiative which brings together the export promotion and job creation activities of the CIBER network, currently numbering 17 Centers, with the goal of amplifying and maximizing national impact. Combining our efforts will create synergies through shared best practices and partnerships with larger organizations such as the U.S. Department of Commerce.</p>		2018-22
<ul style="list-style-type: none"> ● State of Georgia, Department of Economic Development, International Investment and Global Commerce (S.T. Cavusgil; F. Bernardino) http://www.georgia.org/business-resources/international-trade/ 	Significant expansion	2018-22

<ul style="list-style-type: none"> • Metro Atlanta Chamber of Commerce (J. Boers) https://www.metroatlantachamber.com/ 	Continued partnership	2018-22
<ul style="list-style-type: none"> • Hartsfield-Jackson Atlanta International Airport (world's busiest passenger airport; more than 500 direct flights daily to cities throughout the U.S., Canada, Latin American, the Caribbean, Europe and Asia) and The Port of Savannah (Savannah, Georgia, seaport is the 4th busiest in the nation. On a given day, about 3,500 trucks roll in and out of the Savannah terminal, bringing cargo to and from some 50 ships that dock at Savannah's Garden City terminal.) (P. Sherman) http://www.seda.org/Business-Attraction/Port 	Continued initiative	2018-22
<p>World Trade Center – Atlanta (WTC-A): GSU-CIBER will continue its strategic partnership with WTC-A, collaborating on GSU-CIBER will co-sponsor annual World Trade Day, hosted by WTC-A. This event convenes CEOs, policy-makers, scholars and thought leaders to discuss pressing trade issues. GSU-CIBER will annually sponsor 5 students to participate, will assist with publicity and outreach for the business networking fair portion of the event. GSU-CIBER will also help find and place one intern/ semester to assist WTC-A. (K. Loch) https://www.wtcatlanta.com/</p>	Expansion of existing partnership	2018-22
<p>3e. Collaboration with Major Businesses in the Region (S. T. Cavusgil, J. Boers)</p>		
<ul style="list-style-type: none"> • The Coca-Cola Corp CEO Leadership Forum, semi-annual event featuring top CEOs reflecting on such management issues as sustainability, corporate social responsibility, and risk mitigation. Under the auspices of Ahmet Bozer, President International and Executive VP, (ret.) The Coca-Cola Co., and other major multinational corporations in Atlanta. • Other Corporate Organizations: CNN/Turner Enterprises, Delta, Federal Reserve Bank of Atlanta, Home Depot, UPS, Scientific Atlanta, KIA Motors, Newell Rubbermaid, NCR 	New initiative	2018-22
<p>3f. Collaboration with NGOs, Government, and Community Organizations: Collaborative educational and outreach projects aimed at an improved understanding of global competitiveness. (J. Boers, S. T. Cavusgil, M. Dakhli)</p> <ul style="list-style-type: none"> • The Carter Center (Peace and human rights NGO founded by former U.S. President Jimmy Carter and first lady Rosalynn Carter and based in Atlanta) • CARE (Leading humanitarian organization fighting global poverty and headquartered in Atlanta) • Centers for Disease Control (Federal health organization headquartered in Atlanta) • Federal Reserve Bank of Atlanta • Central Educational Center. A national model school for seamless education and workforce development, based in Newnan, Georgia. • G3ict (Global Initiative for Inclusive Information and Communication Technologies) G3ict is a public-private partnership (United Nations) dedicated to 	Significantly expanded initiatives with new collaborative projects	2018-22

<p>facilitating the implementation around the world of the Digital Accessibility Agenda defined by the Convention on the Rights of Persons with Disabilities.</p> <ul style="list-style-type: none"> • Global EXEC Women • Japan America Society of Georgia • Consortium on Negotiation and Conflict Resolution (CNCR) An inter-institutional, interdisciplinary program supporting theory building and practice in collaborative problem solving in the face of complexity and change. 		
<p>3g. Global Atlanta Collaboration: <i>Global Atlanta</i> is the leading web portal for international business news, insights, and commentaries related to the Southeast U.S. region. It informs business professionals, policy makers, and students on international business issues (content includes <i>Calendar of International Events</i>, culture, country specific information, research reports, etc.). Over 3,000 readers regularly consult this knowledge portal. GSU-CIBER intends to continue its strategic partnership with <i>Global Atlanta</i> for 2018-22. <i>Global Atlanta</i> will continue to serve as a dissemination vehicle for GSU-CIBER's Middle Class Scorecard for Emerging Markets updates, and other products. (S.T. Cavusgil; F. Bernardino) https://www.globalatlanta.com/</p>	<p>Continued partnership with new initiatives</p>	<p>2018-22</p>
<p>3h. Georgia & National District Export Council: District Export Councils (DECs) are organizations of leaders from the local business community, appointed by the Secretary of Commerce, whose knowledge of international business provides a source of professional advice for local firms. For some 30 years, DECs have served the United States by assisting companies in their export ventures, thus promoting our country's economic growth and creating new and higher-paying jobs for their communities.</p> <p>Closely affiliated with the Commerce Department's U.S. Export Assistance Centers, the 58 DECs combine the energies of nearly 1,500 exporters and export service providers who support the U.S. Government's export promotion efforts throughout the country. DEC leaders and members volunteer their time to participate in numerous trade promotion activities. They also supply specialized expertise to small and medium sized businesses that are interested in exporting.</p> <p>GSU-CIBER is an active partner in the CIBER-wide collective effort to collaborate with the National District Export Council (NDEC) and Georgia District Export Council. This initiative partners all CIBERs with NDEC and their Annual DEC Leadership Conference held each fall in Washington, DC. and enables CIBERs to engage with 1500+ policy makers, business people, trade organizations and educators from across the U.S. (S.T. Cavusgil; J. Boers) http://www.georgiadec.com/</p>	<p>Continued partnership with new initiatives</p>	<p>2018-22</p>
<p>3i. GSU's World Affairs Council: As part of the Robinson College of Business, <i>World Affairs Council</i> is a premiere organization whose mission is to provide a forum for discussion and understanding of international affairs and the complex global issues that impact Atlanta's corporate community, governmental and non-governmental organizations, and the general public. GSU-CIBER will continue to collaborate with the WAC in organizing and promoting educational</p>		

<p>opportunities, and assist with identifying local area experts for speaking engagements on emerging global issues. (F. Bernardino) https://wacatl.robinson.gsu.edu/</p>		
<p>3j. NASBITE – GSU-CIBER Collaboration GSU-CIBER will co- sponsor the annual conference and annual small business exporters summit, student case competition, and the Certified Global Business Professional credential. This project will support our mutual goals of promoting small business international trade best practices. This is a multi-CIBER sponsorship project. The 2019 NASBITE will be held in Savannah, GA, and planning is underway for GSU-CIBER to help lead efforts in identifying local area speakers. (J. Boers) https://nasbite.org/</p>	<p>New partnership</p>	<p>2018-22</p>
<p>3k. Diversity Abroad Partnership With our common goal of developing global career readiness in students, this partnership will include collaborations on the Global Student Leadership Summit, for which student scholarships will be provided and speakers will be jointly sought, and the Diversity Abroad MSI Global Education Summit (an annual summit for MSI institutions for both administrators and faculty charged with coordinating international education on their campuses). In addition, Diversity Abroad and GSU CIBER will work together to share knowledge of and resources for the national CIBER MSI Consortium. (F. Bernardino) https://www.diversityabroad.com/</p>	<p>New partnership</p>	<p>2018-22</p>

4. Research on International Competitiveness

OBJECTIVES, PROJECTS, AND RESPONSIBLE PARTIES	TYPE / INITIATIVE	YEAR
<p>4a. Middle Class Scorecard for Emerging Markets: For the past six years, GSU-CIBER researchers have developed a unique methodology for quantifying the pace with which each Emerging Market has added to its middle class. Middle class households typically serve as the best indicator of the economic and social progress a country is making. It is of keen interest to business executives as it implies rising disposable income which makes discretionary consumption possible. GSU-CIBER’s Middle Class Scorecard for Emerging Markets already been featured in several business publications, and customized reports have been prepared for individual firms. Over the next four years, we will organize special workshops and other dissemination opportunities for sharing insights gained from the Middle Class Scorecard with the business and academic community. Refinements to the database of countries will also be made. (S.T. Cavusgil) https://ciber.robinson.gsu.edu/research/gsu-ciber-middle-class-scorecard/</p>	<p>Significantly expanded Initiative.</p>	<p>2018-22</p>
<p>4b. Robinson Country Intelligence Index (RCII): Established by CIBER in 2011, the <i>RCII</i> is designed as a comprehensive measure of business risk in emerging economies. By incorporating extensive operations and societal data with political and macroeconomic indicators, the RCII allows for a richer assessment of risk associated with doing business in Emerging markets. It incorporates more than 150 risk elements.</p>	<p>Continuing initiative carried out by a team of GSU-CIBER researchers in collaboration with the World Affairs Council of Atlanta, and various members of the Atlanta business community.</p>	<p>2018-22</p>

<p>These are considered in four broad categories: Governance, Operations, Economics, and Society. New initiatives for the RCI include marketing of the findings to businesses and institutions. (C. Brown, S.T.Cavusgil, J. Boers) http://rcii.gsu.edu/</p>		
<p>4c. Co-Sponsorship of Competitiveness Conferences (W. Bogner)</p> <ul style="list-style-type: none"> • Atlanta Competitive Advantage Conference: An annual scholarly gathering of academics and business leaders for the purpose of investigating sources of sustained competitive advantage. Co-sponsored by Robinson College of Business and the Herman J. Russell Sr. International Center for Entrepreneurship. • Americas Competitiveness Forum: A gathering of businesspeople and policy makers from 34 countries in the western hemisphere, organized by the U.S. Department of Commerce. 	Continuing initiative	2018-22
<p>4d. Faculty and Doctoral Student Research Fund: Research grants to be awarded to faculty and doctoral students on a competitive basis. (S. T. Cavusgil, F. Bernardino)</p>	Continuing initiative	2018-22
<p>4e. Consortium for International Marketing Research (CIMaR): For two decades, <i>The Consortium for International Marketing Research (CIMaR)</i> has brought together a worldwide network of international marketing scholars for the purpose of collaborative research. In addition to implementing joint investigations, CIMaR members meet annually hosted by one of the members. Recent conferences have been held in Taipei, Adelaide, Xi'an, Victoria (CA), Vienna, and Florence. 2018 conference will be hosted in Atlanta by GSU-CIBER. Co-founded by Prof. Cavusgil, this activity is now a collaborative effort of GSU-CIBER. (S. T. Cavusgil, F. Bernardino, J. Villegas) https://ciber.robinson.gsu.edu/research/cimar/</p>	Continued initiative involving annual meetings and edited book series published under the title, <i>Advances in International Marketing</i>	2018-22
<p>5. Programs to Develop International Expertise of Business Executives and Other Professionals</p>		
<p>OBJECTIVES, PROJECTS, AND RESPONSIBLE PARTIES</p>	<p>TYPE / INITIATIVE</p>	<p>YEAR</p>
<p>5a. Periodic workshops and seminars to disseminate findings of GSU-CIBER <i>Emerging Market Risk Index (EMRI)</i> and <i>Middle Class Scorecard for Emerging Markets</i>: Discussed above in Projects 4a and 4b, this activity involves disseminating these managerial tools through our websites, Global Atlanta, academic journals, workshops, and seminars. Target audiences include global company risk managers, business executives, public policy makers, and academics. Articles have already appeared in <i>International Business Review</i>, <i>Research World (ESOMAR)</i>, and the <i>Journal of International Marketing</i>. (F. Bernardino)</p>	Continuing initiative	2018-22
<p>5b. U.S. - Latin America Trade (USLAT) Internationalization</p>	Continued activity	2018-22

<p>Assistance Project: Several IIB faculty, along with partners from the business community, provide technical assistance to Latin American firms initiating or expanding trade and investment activities outside of the southern hemisphere. (F. Doria)</p>		
<p>5c. Global Public Health Education and Research: GSU-CIBER partners with the Institute of Health Administration to conduct research and education on such global healthcare management issues as: predictive impact of natural disasters and infectious disease outbreaks on businesses; health informatics (e.g., electronic medical records, health information exchanges); medical tourism; and offshoring of drug trials. (A. Sumner)</p>	<p>New initiative</p>	<p>2018-22</p>
<p>5d. Foreign Scholars and Executives in Residence: Ongoing program designed to host visiting scholars and executives at Georgia State University to collaborate on research and outreach projects. In the past eight years, GSU-CIBER has hosted numerous scholars from China, Turkey, the United Kingdom, Italy, and Spain. (F. Bernardino)</p>	<p>Continuing initiative</p>	<p>2018-22</p>
<p>6. Academic Outreach</p>		
<p>OBJECTIVES, PROJECTS, AND RESPONSIBLE PARTIES</p>	<p>TYPE / INITIATIVE</p>	<p>YEAR</p>
<p>6a. Minority Serving Institution Consortium under the Leadership of GSU-CIBER: As the lead institution of the CIBER MSI Consortium, GSU-CIBER also engages in fundraising efforts in order to enable MSI students to study abroad. Students in MSI Consortium have been eligible to apply for and receive a Coca-Cola Global Ambassador Scholarship made possible by a generous grant made to GSU-CIBER from The Coca-Cola Foundation. (S.T. Cavusgil; F. Bernardino, P. Huntley)</p>	<p>Continued initiative of academic outreach to Minority Serving Institutions, under the leadership of GSU-CIBER</p>	<p>2018-22</p>
<p>6b. GSU-CIBER's Research on Middle Class in Emerging Markets: Since 2013, GSU-CIBER has pursued a major investigation of the rise of middle class households in rapidly transforming economies. The intent has been to measure the size and the pace of growth of middle class consumers and delineate market opportunities for U.S. firms. Several major international conferences were organized by GSU-CIBER to serve as a forum for sharing the work of other scholars from around the world. These conferences resulted in a book and numerous journal articles. Numerous white papers and executive insight pieces were also disseminated for the benefit of U.S. executives contemplating doing business in Emerging Markets. This project will be continued as it has been embraced by the business community. (S.T. Cavusgil; F. Bernardino, L. Marsh)</p> <p>https://ciber.robinson.gsu.edu/research/gsu-ciber-middle-class-scorecard/</p>	<p>Continuing and expanded initiative</p>	<p>2018-22</p>
<p>6c. Faculty Development Program Collaboration with other</p>		

<p>CIBERs, Community Colleges, and Professional Associations (including the Academy of International Business, Academy of Management, American Marketing Association, AACSB, NASBITE, and others. GSU-CIBER will partner with other CIBERs in the offering of numerous professional development opportunities. (F. Bernardino)</p>	<p>Continuing and expanded initiative</p>	<p>2018-22</p>
<p>6d. Travel Grants to faculty from the MSI Consortium to Participate in Faculty Development Programs Competitive awards will be made by GSU-CIBER to enable our MSI Consortium faculty to take advantage of professional development programs offered by GSU-CIBER and other institutions. (F. Bernardino)</p>	<p>Continuing initiative</p>	<p>2018-22</p>
<p>6e. Outreach to K-12 and College Faculty on Globalization and Contemporary International Trade Issues: Modeled after GSU's successful <i>Teaching the Middle East</i> workshops, which bring together faculty from smaller Georgia schools several times a year in the Atlanta area for a one-day workshops, this workshop series will provide briefings and teaching materials for teachers. (Note: Some of these activities and the pedagogical resources they generate will be shared with a larger regional and national audience through the GeorgiaONmyLINE http://www.georgiaonmyline.org portal of the University System of Georgia.) (G. Benson)</p>	<p>New initiative</p>	<p>2018-22</p>
<p>6f. Webcasts of Major International Business and International Studies Conferences and Seminars. In an effort to actively engage a larger audience of faculty from institutions with scarce resources, GSU-CIBER will create and offer a series of webcasts that will be attainable via the ibknowledge.com website on a variety of topics, such as how to use instructional technology in the classroom. (F. Bernardino)</p>	<p>New initiative</p>	<p>2018-22</p>
<p>6g. Faculty Virtual Communities of Practice: One of the objectives of CIBER, to serve as a national resource for the teaching of business and international context, is partially facilitated by the International Business Pedagogy workshop that GSU-CIBER hosts every year. This face-to-face workshop brings together IB faculty from a variety of institutions. An important next step for GSU-CIBER is to explore how the attendees use the workshop content and materials when they return to their home institutions.</p> <p>To accomplish this, we will survey workshop attendees immediately before and after and then again in six months and one year following the workshop. Surveys will consist of qualitative and quantitative questions and be administered via Qualtrics. The survey responses will also be used to develop two to three Virtual Communities of Practice (VCoPs) designed to support the continuing teaching needs of the participants.</p> <p>An excellent model for developing and facilitating VCoPs is described by Peter Felton and colleagues (2013) in <i>Transformative Conversations: A Guide to Mentoring Communities Among Colleagues in Higher Education</i>. Interested attendees will be encouraged to sign-up to participate in the VCoP that most addresses their teaching needs. The VCoPs will meet online (via an online meeting tool such as WebEx) once every four to eight weeks and be facilitated by the Master Teachers and trained GSU CETL</p>	<p>New initiative</p>	<p>2018-22</p>

(Center for Excellence in Teaching & Learning) faculty.
(L. Carruth)

7. Development and Dissemination of Teaching and Resource Materials in International Business and Languages

OBJECTIVES, PROJECTS, AND RESPONSIBLE PARTIES	TYPE / INITIATIVE	YEAR
<p>7a. Dissemination of Pedagogical Resources for Teaching the Introductory Course in International Business. Outputs of Projects 1a, 1b, 1c, 1g, 3a, 4a, 4b, 4e, 6a, 6b, 6e, 7d, and 7e will be widely disseminated to the higher education community through a dedicated web portal, online community and blogs, mail, and other channels. In addition, the portal of the University System of Georgia, http://www.georgiaonline.org will be utilized in this context. (F. Bernardino)</p>	New initiative	2018-22
<p>7b. Further development of GSU-CIBER's IB Knowledge portal to disseminate ongoing findings of GSU-CIBER Middle Class Scorecard: http://www.ibknowledge.com/ Findings of Project 4a will be made available on a dedicated web portal in order to inform managers on doing business in Emerging Markets, as well as researchers and educators. (F. Bernardino)</p>	Continued content development and refinement	2018-22
<p>7c. Dissemination of faculty research, pedagogical content, and student projects through the leading knowledge and news portal <i>Global Atlanta</i> http://globalatlanta.com. This news portal is one of the oldest and largest online communities with a regional reach. The IIB has a strategic partnership with <i>Global Atlanta</i>, allowing GSU-CIBER to place white papers, research reports, event announcements, and resources for a large readership. (S.T. Cavusgil, F. Bernardino)</p>	Continuing initiative	2018-22
<p>7d. Dissemination of an international outreach event in partnership with Leeds University Business School, United Kingdom. In April 2018, GSU-CIBER implemented an international outreach event with its strategic partner, Leeds University Business School, Leeds, U.K. A one-day workshop on teaching international business was offered for an audience of more than 100 business faculty from the U.K. and Europe. Based on GSU-CIBER's experience and faculty participation, this event received excellent feedback. This successful collaboration will be repeated annually.</p> <p>https://business.leeds.ac.uk/about-us/article/international-business-pedagogy-workshop/</p>	New initiative	2018-22
<p>7e. GSU-CIBER Publications Programs: GSU-CIBER will maintain an active publications portfolio targeting academic and business readers. Periodic publications will include the following.</p> <ul style="list-style-type: none"> • Business Expert Book Series (S.T. Cavusgil, Series Editor, in collaboration with Business Expert Press) • GSU-CIBER Newsletter • GSU-CIBER Annual Report 	Continuing initiative	2018-22

<p>7f. International Business Media Library: GSU-CIBER will acquire as well as produce multimedia teaching materials (video, CD, DVD, simulations, etc.) in order to make them available to faculty and doctoral students for classroom and other use.</p>	<p>Continuing initiative</p>	<p>2018-22</p>
<p>8. Development of Overseas Linkages</p>		
<p>OBJECTIVES, PROJECTS, AND RESPONSIBLE PARTIES</p>	<p>TYPE / INITIATIVE</p>	<p>YEAR</p>
<p>8a. Collaboration with International Partners: GSU-CIBER has been instrumental in facilitating value-added partnerships with prestigious business schools abroad, including Leeds University, University of South Australia, Sabanci University, Sorbonne, Xi'an Jiaotong University, City University of Hong Kong, and University of Florence. Collaboration is typically in the form of student exchange and joint degree programs. These efforts will continue and include other value-added educational partners. (S.T. Cavusgil, J. Boers)</p>	<p>New or continued initiatives</p>	<p>2018-22</p>
<p>8b. Technical Assistance to Overseas Institutions: GSU-CIBER has been assisting Robinson College faculty with the implementation of various technical assistance programs, some of which has been funded in part by U.S. Agency for International Development. Typically, these projects involved: (a) reviewing, streamlining, and rationalizing the curriculum; (b) faculty training; and (c) new degree program development.</p> <p>Partner institutions which received such technical assistance included: Alexandria University, Egypt, Cairo University, International University of Grand Bassam (IUGB), Ivory Coast, and The Caucasus School of Business (CSB), Tbilisi, Georgia. The last two business schools were established entirely by Georgia State University collaboration. GSU-CIBER will continue to provide similar assistance in facilitating such partnerships. (S.T. Cavusgil, J. Boers)</p>	<p>Continued initiatives</p>	<p>2018-22</p>
<p>8c. Development of Overseas Linkages with Foreign Universities: Robinson College of Business has a large portfolio of overseas academic linkages that spread over five continents. These linkages allow GSU faculty to pursue research collaboration and students to pursue study abroad and work abroad opportunities. The following is a partial list of international partner school linkages. These relationships will be facilitated by GSU-CIBER and deployed to benefit faculty and student internationalization. (S.T. Cavusgil, R. Phillips, J Boers)</p> <ul style="list-style-type: none"> • Atilim University, Turkey • Cairo University, Egypt • Caucasus University, Republic of Georgia • City University of Hong Kong • Erasmus University, Netherlands • European Business School, Germany • Federal University of Pernambuco, Brazil • Gazi University, Turkey • Hong Kong Polytechnic University, Hong Kong • Institute for Tourism Studies, China • International U. of Business and Economics, China 	<p>Continued activity</p>	<p>2018-22</p>

<ul style="list-style-type: none"> • Jawaharlal Nehru University, India • Jonkoping International Business School, Sweden • Koc University, Turkey • Konkuk University, South Korea • Korea University, South Korea • Lausanne University, Switzerland • Leeds University, U. K. • Ludwig-Maximilians University, Germany • Manchester Business School, U.K. • Monash University, Australia • National Management School, Chennai, India • Peking Business School, China • Poznan University of Economics, Poland • Sabanci University, Turkey • SolBridge International Business School, South Korea • Soongsil University, South Korea • Sorbonne Graduate Business School, France • Southwest Jiaotong University, China • Toulouse University, France • UNIFACS- Bahia, Brazil • Universidad del Salvador, Argentina • Universite de Savoie, France • University of Liechtenstein, Liechtenstein • University of Pretoria, South Africa • University Paris Dauphine, France • University of South Australia, Australia • Xi'an Jiatong University, China 		
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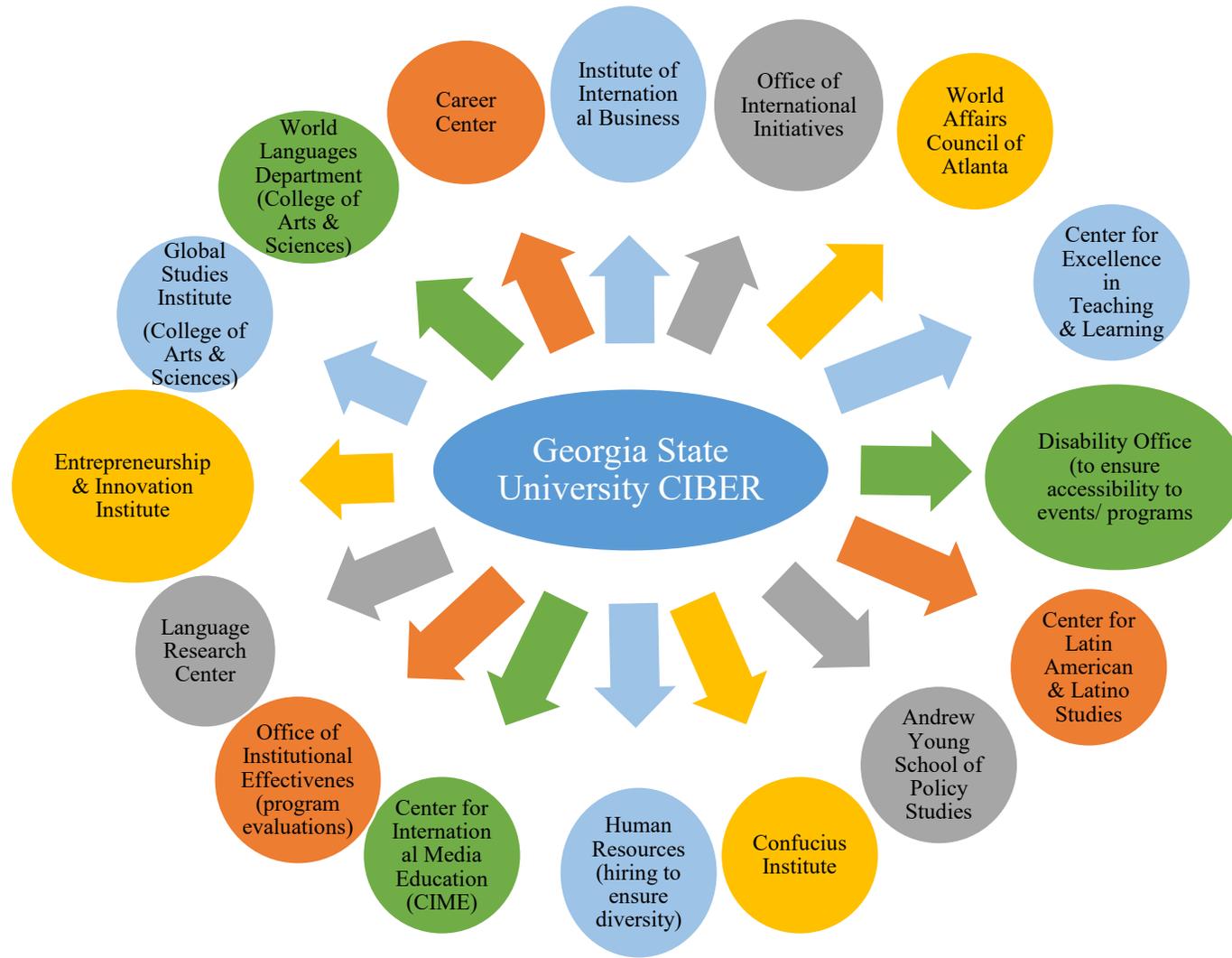


Exhibit 12 Project Objectives Addressing the Six Proposals of the Statute and the Two Competitive Priorities

P: Purpose CPP: Competitive Preference Priority Project Objectives	P1: National resource for teaching	P2: Instruction in critical foreign languages & int'l. fields	P3: Research & training in int'l. commerce	P4: Provide training to students	P5: Regional resource to business	P6: Resource to regional faculty, students, and institutions	CPP1: Collaboration with a professional association or business	CPP2: Collaboration with Minority Serving Institutions (MSIs): <i>Lead Center in MSI Consortium</i>
1. Interdisciplinary Programs in Business, Foreign Languages, Int'l Studies & Professional Curricula								
2. Less Commonly Taught Languages and Interdisciplinary Programs for Foreign Language & Int'l Studies Faculty & Advanced Students								
3. Collaboration with Educational Institutions, Associations & Businesses								
4. Research on Int'l Competitiveness								
5. Programs to Develop Int'l Expertise of Business Executives & Other Professionals								
6. Academic Outreach								
7. Development & Dissemination of Teaching & Resource Materials in International Business & Languages								
8. Development of Overseas Linkages								

Competitive Preference
Priority 1: Collaboration w/ a
Professional Association or
Business

- Metro Atlanta Chamber of Commerce Partnership
 - Global Cities Initiative
 - *Atlanta Metro Export Challenge*
- Internship to Support recipients of Atlanta Metro Export Challenge
- Internship program to implement *Next-Generation Workforce of The Metro Atlanta Foreign Direct Investment Plan*
- Training workshop for students placed with companies selected from *Atlanta Metro Export Challenge*
- National CIBER Export & Workforce Development
- NASBITE Partnership
- Diversity Abroad Partnership
- National District Export Council partnership

Competitive Preference
Priority 2: Collaboration w/
Minority Serving Institutions

- Minority Serving Institution Consortium activities:
 - International Business Pedagogy Workshops
 - International Business Case Competition
 - Institutional Partnership (CIBER & an MSI)
 - Dissemination of Pedagogical Resources
 - MSI Consortium Webinar Series
- Diversity Abroad Partnership
 - *Global Student Leadership Summit*
 - *Diversity Abroad MSI Global Education Summit*
- Collaboration with HBCU Dean's Roundtable

Purpose 1: National Resource
for Teaching Purpose

- Articulating the Core Body of Knowledge in IB
- Global Competency Certificate for Business Undergraduates
- Faculty Development in the Emerging Markets
- Global Learning & Course Internationalization Project
- Faculty Development Grants
- Teaching IB in Spanish

Purpose 2: Instruction in
Languages & Int'l Studies

- Interdisciplinary study abroad programs
- Co-curricular activities to enrich student experiences
- Language and culture for IB
- Language Resource Center-uCentral
- World Languages Day
- Global Languages Leadership Meeting
- Language Learning Technologies for LCTLs
- Enrichment of the Turkish Language Program
- Business Language Conference
- Business is Global Program

**Purpose 3: Reserach and
Training in IB**

- Middle Class Scorecard for EMs
- Emerging Markets Risk Measurement
- Consortium for International Marketing Research (CIMaR)
- Biennial Interdisciplinary Research Conference
- Research Workshop on Developing Integrated IB
- Visiting Scholar Program
- Ibknowledge.com resources

**Purpose 4:
Training of Students**

- Master of International Business
- Global Competency Certificate
- Joint 5-year degree programs
- New doctoral courses in IB
- Expanded study abroad programs
- World Languages Day
- PACE (Panthers Accelerated Career Experiences Program)
- World Trade Day Scholarships

**5: Regional Resource to
Businesses**

- Metro Atlanta Chamber of Commerce Partnership
- Global Cities Initiative
- U.S. -Latin America Trade Facilitation
- Georgia & National District Export Council
- National CIBER Export and Workforce Development Initiative
- Global Atlanta Partnership
- Atlanta Bi-National chambers Alliance
- Diversity Abroad Partnership

**Purpose 6: Resource to
Faculty, Students, and
Organizations**

- Faculty development for teaching of IB
- Clearinghouse for teaching resources
- Collaboration with Carter Center, CARE, CDC, Federal Reserve Bank
- NASBITE collaborations

National Significance	Importance/Magnitude of Outcomes	Product Quality & Portability
<p>Enhance capabilities of U.S. businesses to compete in the global marketplace</p>	<p>GSU-CIBER's research funding will continue to be managed in a way to produce practical advice for companies interested in acquiring global competence.</p> <p>Georgia State faculty members have submitted numerous research projects which investigate business practices that contribute to competitiveness in the global context. These address such issues economic performance, democratic instability, and political risk in Latin America; middle class in emerging markets; and the effect of culture and institution on national innovation.</p>	<p>GSU-CIBER maintains a high visibility and is proactive with dissemination of research findings and outputs. In addition to briefings, white papers, workshops and seminars, GSU-CIBER disseminates knowledge and insights to dedicated online portals. For example, a key research project is the interdisciplinary effort to conceptualize and addressing the development, needs, and future of emerging markets in several regions. The Middle-Class Scorecard is be made available to executives through an online portal.</p>
<p>Train and prepare U.S. managers on cross- cultural, foreign market, and international business transaction issues</p>	<p>GSU CIBER is an active partner with the Metro Atlanta Chamber of Commerce working with them on the activities and progress of the <i>Global Cities Initiative</i>. GSU- CIBER's outreach portfolio includes key partnerships with the leading organizations engaged in facilitating and supporting international trade. Atlanta and the greater region incorporate a rich array of such organizations. GSU-CIBER leads or participates in joint activities with such organizations as the <i>Metro Atlanta Chamber of Commerce</i>, <i>State of Georgia Global Commerce Division</i>, <i>World Trade Center of Atlanta</i>, <i>Hartsfield Jackson Atlanta International Airport</i> and the <i>Port of Savannah</i>. (Projects 3a – 3k; 5a – 5d)</p>	<p>Substantial complementarity exists between Georgia State's research and intellectual assets and the reach of its business, industry, and public-sector partners. GSU-CIBER leverages its research and intellectual capabilities in serving the business community. Its partners contribute through organizational and administrative services. Such academic-industry collaboration will continue to produce a more credible and impactful portfolio of business outreach activities.</p>

**Exhibit
14**

**Exemplary Projects with National
Significance**



<p>Prepare students with interdisciplinary perspectives that incorporate business, area studies, and culture & languages</p>	<p>Georgia State University has been a leader in promoting cross-disciplinary studies. GSU-CIBER continues this tradition by enhancing programs created in recent years, and adding more opportunities for students to acquire competence, in not only business functions, but also international studies and languages. An example is the <i>Master of International Business</i> degree program which enables students from such fields as political science and foreign languages to earn a master’s degree in an 11-month, intensive program.</p>	<p>Having established rigorous admission and graduation requirements, the quality of unique programs such as the Master of International Business or the Global Partners MBA continues to be enhanced. Students in the Global Partners MBA demonstrate proficiency in a second language in addition to completing a challenging internship with a corporate sponsor in a foreign country.</p>
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<p>Development of programs and activities focused on language instruction for less commonly taught languages</p>	<p>GSU-CIBER will continue to further enhance the investment the University has made in less commonly taught languages. Georgia State is one of the few academic institutions where students can study such critical languages as Arabic, Chinese, Modern Hebrew, Japanese, Korean, Portuguese, Russian, Swahili, and Turkish. Advanced sections of these courses will be offered where not available. Study abroad and work abroad opportunities will be sought in order to supplement classroom education.</p> <p>Georgia State University is proud to have a Title VI Language Resource Center -- the Center for Urban Language Teaching and Research (CULTR). We will continue to partner with the LRC on <i>World Languages Day</i> and the <i>Global Languages Leadership Meeting</i> to engage students in foreign languages. These programs will not only showcase the continuing learning opportunities for these languages at Georgia State University, but also demonstrate how Less Commonly Taught Languages can play a role with undergraduate business degrees and internships. The LRC will also assist instructors with pedagogical needs. Contemporary learning technologies will be acquired and applied and the teaching of these critical languages.</p>	<p>Teaching resources developed in conjunction with the proposed activities will be disseminated to instructors elsewhere. These courses are also made available to students of numerous other educational institutions in the region. The feasibility of attracting non-Georgia State students to these classes is real and proven since, within 5 miles of Georgia State's downtown Atlanta campus, are numerous other higher education institutions. These include: Georgia Perimeter College, Atlanta Technical College, Atlanta Metropolitan College, and four HBCUs (Morehouse College, Clark Atlanta University, Spelman College, and Morehouse School of Medicine).</p>
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<p>Programs and activities directed at students and faculty at other educational institutions</p>	<p>GSU-CIBER responds to the mandated activity of serving regional and national academic audiences in many meaningful ways. One such example is through the activities carried out on behalf of the Minority Serving Consortium, such as the International Business Case Competition and the International Business Pedagogy Workshops. Newly proposed activities, such as the Faculty Virtual Communities of Practice, and a new partnership with <i>Diversity Abroad</i> aim at increasing access to involve more students and faculty at MSI institutions.</p>	<p>Having access to a critical mass of international business faculty in the Robinson College of Business enables GSU-CIBER to implement a prolific academic outreach profile through the <i>Minority Serving Institution Consortium</i>. The Institute of International Business features 15 full-time faculty members. In addition, there are at least 30 other faculty in the Robinson College of Business with expertise in the functional areas of international business. This talent pool and previous experience in creating and administering the Consortium consortia have been critical in development of pedagogical materials and the offering of faculty development workshops.</p>
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CIBER MINORITY SERVING INSTITUTION CONSORTIUM WITH GSU-CIBER LEADERSHIP

GSU-CIBER has been serving as the lead CIBER in this collaborative effort among 11 CIBERs. This Consortium has been in existence for over two decades. Given GSU's standing as a Predominantly Black Institution (PBI), this role is appropriate and helps our CIBER build strong partnerships with other MSIs. Additionally, given our proximity to many Minority Serving Institutions (MSIs) in the Southeast, Atlanta serves as a central and easily accessible location for many of the activities of the MSI Consortium. Three MSIs -- Morehouse College, Spelman College, and Clark Atlanta University -- are all located within a mile of Georgia State University campus.

Twelve MSIs have submitted Letters of Commitment signed by the HBCU President, Business Dean, or Business Chair (depending on the institution's organizational structure) indicating their sincere interest in actively participating in the four-year MSI Consortium. **Eleven CIBERs**, including Georgia State University, are expected to continue their partnership, and one newly proposing CIBER is expecting to join the Minority Serving Institution Consortium. Over the past four years, the outreach from participating CIBERs has grown beyond the one-to-one partnerships. Most of these CIBERs are working closely with additional MSIs.

For over two decades, this consortium of CIBERs has been assisting Minority Serving Institutions with faculty training, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. The Consortium has been the largest platform for CIBER collaboration and has created much goodwill among the MSIs. It also led to other benefits, including recruiting of candidates into doctoral programs in international business at the partnered CIBERs.

The annual *International Business Pedagogy Workshops* (formerly "Globalization Seminars"), a signature offering of the Consortium, has trained over 1,500 faculty in such functional areas as Introduction to International Business, International Entrepreneurship, International Marketing, and International Financial Management, since its inception in 1992.

Key Joint Activities

- **Institutional Mentoring Program:** Sponsoring CIBERs partner with an HBCU/HSI as a sponsor of the Minority Serving Institution Mentor Program and provide faculty development support and technical assistance with program planning, implementation, and grant writing and assistance with the internationalization of its business programs.
- **International Business Pedagogy Workshops (held in Atlanta first week of June, annually):** The annual faculty development workshops have trained over 1,500 faculty around the country over the past two decades. Previously held in

Memphis previously and in Atlanta the last four years, these workshops also helped build networks of faculty with interests in teaching international business. Each participating MSI is strongly encouraged to request a faculty fellowship, and to date, no faculty from an MSI has been turned down from receiving a fellowship to attend. Over the past four years, GSU-CIBER has awarded 77 fellowships. A video of the event is available at:

<http://ciber.robinson.gsu.edu/msi-consortium/fdib/>.

- **Student IB Case Challenge Competition (held in Atlanta early March annually), Atlanta, GA:** Open to students from the MSI Consortium, this two-day event brings together as many as eight teams from the MSI Consortium, with four undergraduate students per team. The teams receive an internationally focused business case, and present their solutions to a panel of judges, consisting of executive leaders from the Atlanta business community. A video of the event is available at:
<http://ciber.robinson.gsu.edu/outreach/students/ciber-case-competition/>.
- **Dissemination of pedagogical resources for the teaching of International Business:** Resource materials and information from sponsoring CIBERs will be made available to the MSI Consortium.
- **Annual Participation in the National HBCU Dean's Meeting:** The GSU-CIBER coordinates with the leaders of the National HBCU Dean's Meeting each year to make a presentation to annual participants of this meeting, helping disseminate the offerings of the CIBER MSI Consortium.

Program Expansion:

In the new grant cycle, these offerings will expand, based on MSI partner input. Expansion includes partnership with *Diversity Abroad* (Project 3k) and an MSI Consortium Webinar Series. The partnership with *Diversity Abroad* will allow GSU CIBER to combine our networks with this well-connected organization to share resources and offerings with a broader group of faculty and students from Minority Serving Institutions. The webinar series is an effort coordinated by GSU-CIBER and led by faculty at alternating CIBERs every other month on a topic of their choice related to international business. An activity of this nature would allow more MSI faculty/staff to participate in CIBER resources, given there would be no cost associated with travel. Other ideas include more hosted workshops and seminars on teaching international business, research, and hosting study abroad programs.

**CIBER MSI Consortium has worked with the following MSIs
over the past four years:**

Alabama A&M University

Albany State University

Alcorn State University

Bowie State University

Clafin University

Clark Atlanta University

Chicago State University

Delaware State University

Elizabeth City State University

Fort Valley State University

Framingham State University

Harris-Stowe State University

Howard University

Johnson C Smith University

Langston University

Morehouse College

North Carolina A&T State University

Oakwood University

Paine College

Prairie View A&M University

Savannah State University

Southern University and A&M University

Saint Augustine's University

University of Arkansas at Pine Bluff

University of North Carolina at
Pembroke

Virginia State University

Xavier University of Louisiana

CIBER Minority Serving Institution Consortium Partners

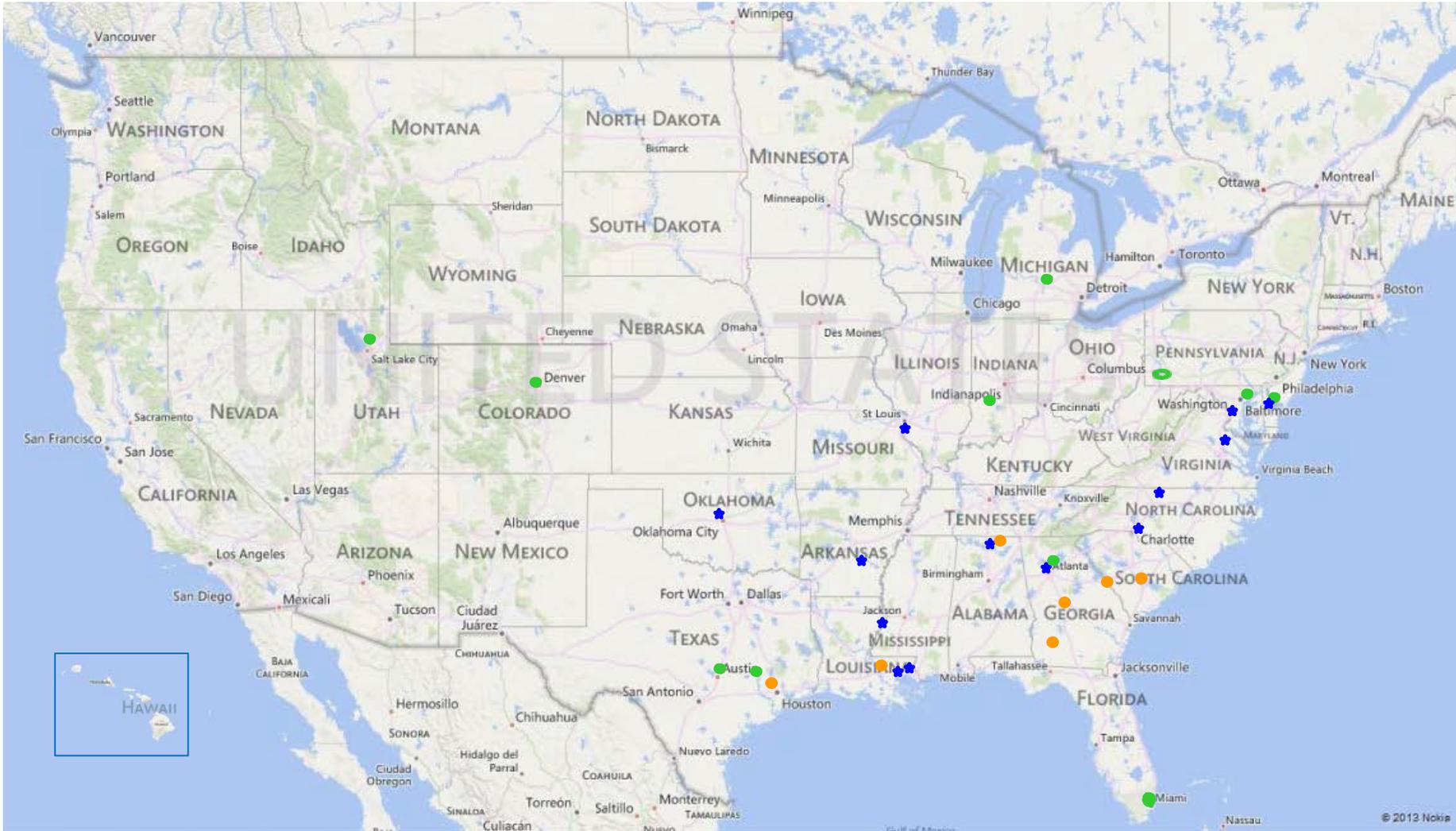


** In addition, a newly proposing CIBER, Florida International University, communicated their interest in joining the MSI Consortium for 2018-2022.

INSTITUTIONAL MENTORING PROGRAM

 CIBER Sponsors of the MSI Consortium

 Newly Joined MSI Institutions
 MSI Participant Institutions





CIBER Minority Serving Institution Consortium

Dear Dean Jackson,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among participating MSIs. We are aware your faculty and/or students have participated in CIBER programs in the recent past, and we hope you have found them valuable and worthwhile. As CIBERs prepare to re-apply for grant funding from the Department of Education, we would like to seek your interest in being a part of the national Minority Serving Institution Consortium.

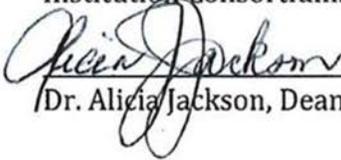
Some of the benefits of being a member of the CIBER MSI Consortium are listed below.

- Discounted registration rate at the **International Business Pedagogy Workshops** in Atlanta, GA;
- Student team participation in the **International Business Case Competition** in Atlanta, GA; (*Please note, we try to rotate schools each year and cannot accommodate all institutions every year.*)
- Access to various workshops on **research, study abroad, and pedagogy**;
- Program development support, including undergraduate certificate programs
- Shared teaching resources;
- Travel support for CIBER FDIB programs;
- Funding research, presentations, and publications for faculty from partner institution;
- Support for attendance at the annual **Business Language Workshops**;
- Encouraging students from MSI institutions to participate in study abroad programs hosted by CIBER institutions;
- Assist with the development of new student study abroad programs and faculty exchange programs;
- Sponsoring international awareness campus activities;
- Funding travel grants for attendance to conferences and workshops not already mentioned;
- Benefit from a possible partnership with a specific CIBER institution

Please note, this is not a comprehensive list of activities.

Please confirm your commitment to the Consortium and email this document to Ms. Farrah Bernardino at farrabh@gsu.edu. We appreciate your continued participation and look forward to working with you further in the coming years!

Yes, our institution would like to be a member of the national CIBER Minority Serving Institution Consortium.



Dr. Alicia Jackson, Dean, Albany State University

9/10/2/17
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dean McDaniel,

For over two decades, a consortium of CIBERs have partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among participating MSIs. We are aware your faculty and/or students have participated in CIBER programs in the recent past, and we hope you have found them valuable and worthwhile. As CIBERs prepare to re-apply for grant funding from the Department of Education, we would like to seek your interest in being a part of the national Minority Serving Institution Consortium.

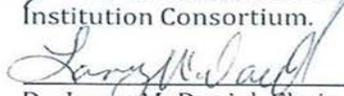
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- Benefit from a possible partnership with a specific CIBER institution

Please note, this is not a comprehensive list of activities.

Please confirm your commitment to the Consortium and email this document to Ms. Farrah Bernardino at farrabh@gsu.edu. We appreciate your continued participation and look forward to working with you further in the coming years!

Yes, our institution would like to be a member of the national CIBER Minority Serving Institution Consortium.



Dr. Larry McDaniel, Chair,
Department of Management, Marketing, and Logistics
College of Business and Public Affairs
Alabama A&M University

8/31/17
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dean Davis,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among participating MSIs. We are aware your faculty and/or students have participated in CIBER programs in the recent past, and we hope you have found them valuable and worthwhile. As CIBERs prepare to re-apply for grant funding from the Department of Education, we would like to seek your interest in being a part of the national Minority Serving Institution Consortium.

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- Assist with the development of new student study abroad programs and faculty exchange programs;
- Sponsoring international awareness campus activities;
- Funding travel grants for attendance to conferences and workshops not already mentioned;
- Benefit from a possible partnership with a specific CIBER institution

Please note, this is not a comprehensive list of activities.

Please confirm your commitment to the Consortium and email this document to Ms. Farrah Bernardino at farrabh@gsu.edu. We appreciate your continued participation and look forward to working with you further in the coming years!

Yes, our institution would like to be a member of the national CIBER Minority Serving Institution Consortium.

Josephine Davis

Dr. Josephine Davis, Interim, Dean
College of Arts & Sciences,
Fort Valley State University

10/16/2017

Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER J. Mack Robinson
College of Business Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dean Richardson,

For over two decades, a consortium of CIBERs have partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among participating MSIs. We are aware your faculty and/or students have participated in CIBER programs in the recent past, and we hope you have found them valuable and worthwhile. As CIBERs prepare to re-apply for grant funding from the Department of Education, we would like to seek your interest in being a part of the national Minority Serving Institution Consortium.

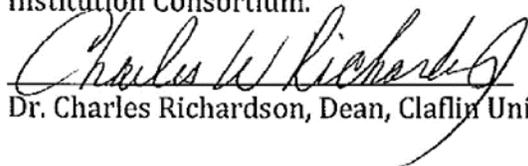
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- Student team participation in the **International Business Case Competition** in Atlanta, GA; (*Please note, we try to rotate schools each year and cannot accommodate all institutions every year.*)
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- Assist with the development of new student study abroad programs and faculty exchange programs;
- Sponsoring international awareness campus activities;
- Funding travel grants for attendance to conferences and workshops not already mentioned;
- Benefit from a possible partnership with a specific CIBER institution

Please note, this is not a comprehensive list of activities.

Please confirm your commitment to the Consortium and email this document to Ms. Farrah Bernardino at farrabb@gsu.edu. We appreciate your continued participation and look forward to working with you further in the coming years!

Yes, our institution would like to be a member of the national CIBER Minority Serving Institution Consortium.


Dr. Charles Richardson, Dean, Claflin University

9/6/17
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dean Harvey,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among the participating MSIs. Thank you for being a part of the national CIBER Minority Serving Institution Consortium from 2014-2018. We hope you have found it to be a valuable and worthwhile relationship. As CIBERs prepare to re-apply for grant funding from the United States Department of Education, we would like to reach out and confirm your continued commitment to the program.

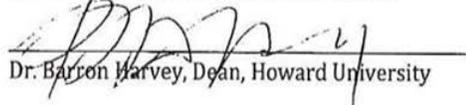
As a reminder, some of the benefits of being a member of the CIBER MSI Consortium are listed below.

- Discounted registration rate at the **International Business Pedagogy Workshops** in Atlanta, GA;
- Student team participation in the **International Business Case Competition** in Atlanta, GA; (*Please note, we try to rotate schools each year and cannot accommodate all institutions every year.*)
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- Assist with the development of new student study abroad programs and faculty exchange programs;
- Sponsoring international awareness campus activities;
- Funding travel grants for attendance to conferences and workshops not already mentioned;
- Benefit from a possible partnership with a specific CIBER institution

Please note, this is not a comprehensive list of activities. We encourage you to explore and create programs with your partner CIBER institution that would be beneficial to both institutions.

Please confirm your commitment to the Consortium and email this document to Ms. Farrah Bernardino at farrahb@gsu.edu. We appreciate your continued participation and look forward to working with you further in the coming years!

Yes, our institution would like to continue its membership in the national CIBER Minority Serving Institution Consortium.


Dr. Barron Harvey, Dean, Howard University

9/6/2017
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dr. Laura McLean,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among the participating MSIs. Thank you for being a part of the national CIBER Minority Serving Institution Consortium from 2014-2018. We hope you have found it to be a valuable and worthwhile relationship. As CIBERs prepare to re-apply for grant funding from the United States Department of Education, we would like to reach out and confirm your continued commitment to the program.

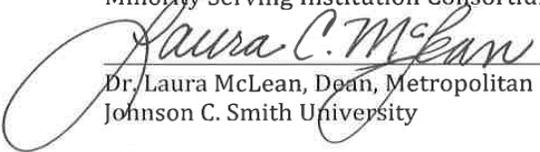
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- Sponsoring international awareness campus activities;
- Funding travel grants for attendance to conferences and workshops not already mentioned;
- Benefit from a possible partnership with a specific CIBER institution

Please note, this is not a comprehensive list of activities. We encourage you to explore and create programs with your partner CIBER institution that would be beneficial to both institutions.

Please confirm your commitment to the Consortium and email this document to Ms. Farrah Bernardino at farrabh@gsu.edu. We appreciate your continued participation and look forward to working with you further in the coming years!

Yes, our institution would like to continue its membership in the national CIBER Minority Serving Institution Consortium.


Dr. Laura McLean, Dean, Metropolitan College of Professional Studies,
Johnson C. Smith University

9-26-17
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dean James,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among the participating MSIs. Thank you for being a part of the national CIBER Minority Serving Institution Consortium from 2014-2018. We hope you have found it to be a valuable and worthwhile relationship. As CIBERs prepare to re-apply for grant funding from the Department of Education, we would like to reach out and confirm your continued commitment to the program.

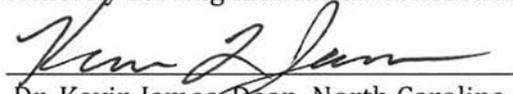
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Yes, our institution would like to continue its membership in the national CIBER Minority Serving Institution Consortium.



Dr. Kevin James, Dean, North Carolina A&T State University

10/2/17
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dr. Nzeh,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among participating MSIs. We are aware your faculty and/or students have participated in CIBER programs in the recent past, and we hope you have found them valuable and worthwhile. As CIBERs prepare to re-apply for grant funding from the Department of Education, we would like to seek your interest in being a part of the national Minority Serving Institution Consortium.

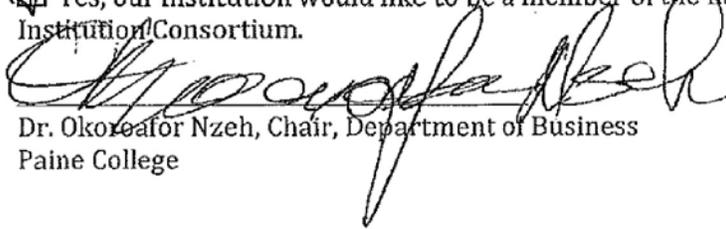
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Yes, our institution would like to be a member of the national CIBER Minority Serving Institution Consortium.



Dr. Okoroafor Nzeh, Chair, Department of Business
Paine College

10/24/2017
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dean Quddus,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among participating MSIs. We are aware your faculty and/or students have participated in CIBER programs in the recent past, and we hope you have found them valuable and worthwhile. As CIBERs prepare to re-apply for grant funding from the Department of Education, we would like to seek your interest in being a part of the national Minority Serving Institution Consortium.

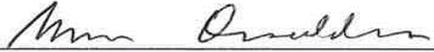
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Please confirm your commitment to the Consortium and email this document to Ms. Farrah Bernardino at farrahb@gsu.edu. We appreciate your continued participation and look forward to working with you further in the coming years!

Yes, our institution would like to be a member of the national CIBER Minority Serving Institution Consortium.


Dr. Munir Quddus, Dean, College of Business,
Prairie View A&M University

10-6-17
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dean Andrews,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among participating MSIs. We are aware your faculty and/or students have participated in CIBER programs in the recent past, and we hope you have found them valuable and worthwhile. As CIBERs prepare to re-apply for grant funding from the Department of Education, we would like to seek your interest in being a part of the national Minority Serving Institution Consortium.

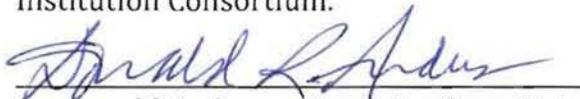
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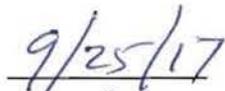
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Yes, our institution would like to be a member of the national CIBER Minority Serving Institution Consortium.


Dr. Donald Andrews, Dean, Southern University


Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dr. Ricks,

For over two decades, a consortium of CIBERs has partnered with Minority Serving Institutions to enhance faculty development, study abroad, faculty development abroad, grant writing, and pedagogical resource sharing activities. This partnership has created much goodwill among the participating MSIs. Thank you for being a part of the national CIBER Minority Serving Institution Consortium from 2014-2018. We hope you have found it to be a valuable and worthwhile relationship. As CIBERs prepare to re-apply for grant funding from the United States Department of Education, we would like to reach out and confirm your continued commitment to the program.

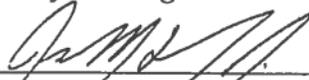
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Yes, our institution would like to continue its membership in the national CIBER Minority Serving Institution Consortium.



Dr. Joe Ricks, Chair, Division of Business
Xavier University of Louisiana

9/11/17
Date

Sincerely,

S. Tamer Cavusgil
Fuller E. Callaway Professorial Chair and Executive Director, CIBER
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA. 30302



CIBER Minority Serving Institution Consortium

Dear Dean Zakery,

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Yes, our institution would like to continue its membership in the national CIBER Minority Serving Institution Consortium.

Fara Zakery

Dr. Fara Zakery, Dean, Harris-Stowe State University

____10-11-2017_____
Date

Sincerely,

S. Tamer Cavusgil

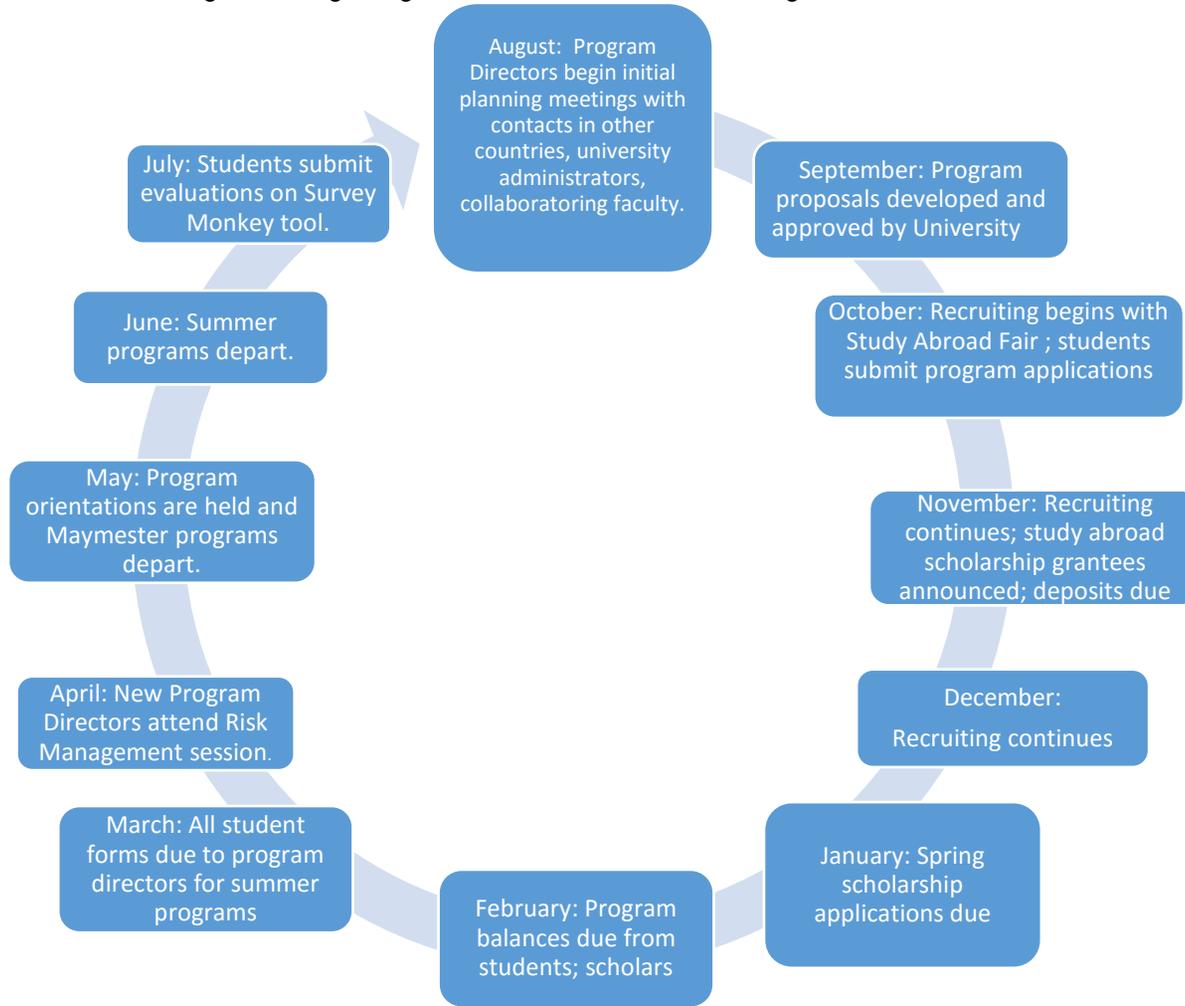
Fuller E. Callaway Professorial Chair and Executive Director, CIBER

J. Mack Robinson College of Business

Georgia State University

Atlanta, GA. 30302

The following diagram illustrates an annual calendar, identifying the steps taken to effectively recruit for study abroad programs and develop well-planned, academically challenging programs. GSU students study abroad during the maymester or summer, and this calendar follows the planning cycle for these students starting at the beginning of the academic calendar in August.



This exhibit is provided as a sample tactical approach taken by GSU-CIBER staff in organizing conferences and other key events. It provides a systematic approach to planning and implementing events, such as the annual ***International Business Pedagogy Workshops***.

1 year out

- o Reserve hotel accommodations and conference rooms (four plenaries, five breakouts, one office)
- o Make sure that we are scheduled in the SAME room for the main session for the duration of conference
- o Make sure that the office is CLOSE to the main session room
- o Ask for sufficient number of traveling mic, standing podium, tables with two chairs (or enough chairs for all panelists) and two mics (for panels), one flip chart for each room including the breakout rooms
- o Ask for 4 tables in the back of the main session room, 3 for resource materials, 1 for computers (2) with Wireless connection
- o Get log-in information for presentation computer
- o Get Wireless connection sign-in information for the presentation computer
- o Get an overhead projector and a spare AV cart for the presentation computer and computer projector
- o Setup area for hard and electronic files
- o Review checklist and modify
- o Develop conference web pages on CIBER website
- o Identify potential co-sponsors of event (other than the participating CIBERs) and invite them to participate
- o Design conference brochure, mailings, web postings

8-6 months out

- o Send out announcements to promote the event
- o Potential speakers. Send out letters inviting them to participate.
- o Confirm hotel accommodations, conference rooms, tentative menus (stick to buffets with only opening night reception to be plated, or hors d'oeuvres to be passed), confirm and refine AV requirements as above
- o Reserve photographer for duration of conference: conference photo of group, opening reception, and guest speakers
- o Develop tentative program
- o Revise conference web pages on CIBER website
- o Invoice co-sponsors

4 months out

- o Send follow-up letters to co-sponsors who have not responded

- o Take inventory of gifts and other supplies (binders, name tags, name lanyards, etc.)
- o Order gifts for participants and speakers as needed
- o Order binders and tabs
- o Order name tags, name tents
- o Order address labels, pads of paper, for binders, if necessary
- o Design cover and spine graphics and order paper for cover and spine
- o Revise conference web pages on CIBER website
- o Start contacting publishers for getting books & videos & CDs for the resource room
- o Deposit co-sponsorship checks

3 months out

- o Review poster session applications
- o Create invoices for remaining balance, general information letter, confirmation agreement and travel information form, and small group sessions forms for the participants
- o Review meal menus and confirm them with hotel
- o Review speaker packet content
- o Prepare: (a) personal services contracts, (b) invoices, (c) independent contractor form, (d) travel information, and (e) audio-visual forms for speakers
- o Send out speaker packets to speakers. Include: (a) personal services contracts, (b) invoices, (c) independent contractor form, (d) program draft, (e) general information, (f) travel information, and (g) release for (for us to post their presentations on the website)
- o Send tentative program, menu, audio-visual needs, and room details for set-up to conference venue (room request form)
- o Email all participants who have not confirmed participation in the conference.
- o Identify resource coordinator and start collecting books/videos from publishers
- o Develop certificate layout and have printing typeset
- o Send an update letter to all co-sponsors with the participant statistics and thanking for their support
- o Revise conference web pages on CIBER website
- o Deposit co-sponsorship checks

1 month out

- o Have resource room coordinator (or student assistant) put together a sample binder for review
- o Develop general information section of binder
- o Prepare travel authorization forms for speakers
- o Meet with co-leaders of conference to review status

- o Send follow-up email/faxes to all participants notifying them of registration status
(paid/not paid)
- o Send follow up email/faxes to all participants who have not sent in their travel plans yet
- o Meet with resource coordinator and review plan of action
- o Revise conference web pages on CIBER website, put presentations online, etc.
- o Deposit co-sponsorship and registration checks
- o Have bios and materials for notebooks copied and put in binder
- o Finalize participant list and have copies made for binder
- o Finalize speaker list and have copies made for binder
- o Work on finalizing agenda. Recommendation from conference is to end the last session altogether – as a plenary session
- o Have general information material copied and put in binder, include GSU maps, Atlanta area info, CIBER brochure, etc.
- o Meet with co-leaders of conference to review status
- o Meet with volunteers and review status and job responsibilities
- o Develop shuttle schedules
- o Finalize number of rooms needed for participants and speakers – release those not needed
- o Finalize “VIP” room list and send to conference venue
- o Double check room request form and program
- o Send notice to those participants who have not paid
- o Get the list of participants to printing to finalize certificates with names on them
- o Revise conference web pages on CIBER website

2 weeks out

- o Get signatures of names on certificates
- o Finalize audio-video needs and coordinate what equipment from office is going to conference venue
- o Create descriptions of restaurants for sign up
- o Double check room request form and program and distribute to key personnel
- o Finalize program/agenda and make copies for binder
- o Have last minute copies made and put in binder
- o Finalize list of names of participants and speakers for nametags
- o Have nametags made
- o Have table tents made
- o Have address labels made (to be put on each binder during registration)
- o Prepare room signs (for breakout rooms and main session rooms, 2x each)
- o Send follow up email to speakers reminding them of materials for binders, travel arrangements, etc.

- o Review with volunteers what they are doing – finalize list and responsibilities
- o Review with co-hosts what is still pending – get them to help out in any way possible
- o Revise conference web pages on CIBER website
- o Request parking passes and generic and/or individual temporary wireless internet log-in information for conference guests

Week of conference

- o Review hotel accommodations, conference rooms, meals, etc., with conference site
- o Give arrival and departure information to reception area of hotel

During conference

- o Have speakers sign off on personal service contract, invoices, and internet release forms
- o Post restaurant signs up at back of conference room for participants
- o Make announcements at last break of each day of activities for the day (dinner if out of hotel, tours, sign ups, etc.)
- o Last day of conference, collect nametag plastics and lanyards for reuse
- o Hand out & collect evaluations (if using hard copies)

After the conference (summer)

- o Process evaluations
- o Post evaluation on website
- o Send resource room videos and books back to publishers
- o Process payment and travel vouchers for non-GSU speakers
- o Process payment for GSU speakers
- o Archive hard and soft files
- o Revise program web pages, add pictures, statistics, etc.
- o Send thank you letters to speakers and participants with picture and website URL
- o Send an email to co-sponsors thanking them with statistics & evaluations regarding conference

Sample Program-at-a-glance

Thursday, June 1	
12:00- 7:30 pm	Conference Check-In outside of Room 1203
1:30-3:00 pm	Plenary I: Teaching Effectiveness: What Does Research Show? Room 1203 <i>Presenter: Laura Carruth, Director, Center for Excellence in Teaching & Learning, Associate Professor, Neuroscience Institute, Georgia State University</i> <i>Commentator: John Riesenberger</i>
3:00-3:15 pm	Refreshment Break – Room 1203
3:15-5:00 pm	Plenary II: Insights from Master Teachers Room 1203 <i>Panelists: Evaristo Doria, Linda Gerber, Piet Pauwels, Liesl Riddle, Hakan Saraoglu, Attila Yaprak</i>
5:00-5:15 pm	Refreshment Break – Room 1203
5:15-6:15 pm	Opening Keynote Remarks Room 1203 <i>Timothy Duwall, Senior Program Officer, Int'l and Foreign Language Education, U.S. Dept. of Education</i>
6:30-7:30 pm	Welcome Reception Room 802-803 <i>Tamer Cavusgil, Fuller E. Callaway Professorial Chair & GSU-CIBER Executive Director</i>
Friday, June 2	
8:00-9:30 am	Plenary III: Designing the Introductory International Business Course Room 1203 <i>Panelists: Tamer Cavusgil, Pedro Carrillo, Roberto Garcia, Linda Gerber, Ilke Kardes, Ben Kedia, Michael Pustay. Commentator: John Riesenberger</i>
9:30-9:45 am	Refreshment Break – Room 1203
9:45-11:00 am	Plenary IV: Instructional Technology and Resources for Teaching IB Room 1203 <i>Panelists: Tamer Cavusgil, Jacobus Boers, Roberto Garcia, Ilke Kardes, Erkan Kocas</i>
11:00- 11:15 am	Refreshment Break – Room 1203
11:15 am 12:30 pm	Keynote Remarks Room 1203 <i>Ahmet Bozer, President International & Executive Vice President Coca-Cola Co. (Ret.)</i>
12:45-1:45 pm	Lunch (Room 802-803) & Group Photo (Room 802-803)

Saturday, June 3					
8:30-10:15 am	IB Room 601 <i>Pustay, Yaprak</i>	FIN Room 627 <i>Saraoglu</i>	MGT Room 620 <i>Liu, Riddle</i>	MKTG Room 619 <i>E. Cavusgil, Civi, Ozkaya</i>	ENT Room 610 <i>McDougall, Serapio</i>
10:15-10:45 am	Refreshment Break - 6 th floor lounge				
10:45 am-12:30 pm	IB Room 601 <i>Pustay, Yaprak</i>	FIN Room 627 <i>Saraoglu</i>	MGT Room 620 <i>Liu, Riddle</i>	MKTG Room 619 <i>E. Cavusgil, Civi, Ozkaya</i>	ENT Room 610 <i>McDougall, Serapio</i>
12:30-1:30 pm	Lunch - Room 802-803				
1:00-2:00 pm	Poster Session - Room 802-803				
2:00-3:15 pm	IB Room 601 <i>Pustay, Yaprak</i>	FIN Room 627 <i>Saraoglu</i>	MGT Room 620 <i>Liu, Riddle</i>	MKTG Room 619 <i>E. Cavusgil, Civi, Ozkaya</i>	ENT Room 610 <i>McDougall, Serapio</i>
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IB: International Business; FIN: Essentials of International Finance for IB; MGT: International Management; MKTG: International Marketing; ENT: International Entrepreneurship					
Sunday, June 4					
1:45-3:15 pm	IB Room 601 <i>Pustay, Yaprak</i>	FIN Room 627 <i>Saraoglu</i>	MGT Room 620 <i>Liu, Riddle</i>	MKTG Room 619 <i>E. Cavusgil, Civi, Ozkaya</i>	ENT Room 610 <i>McDougall, Serapio</i>
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Testimonials from Past Participants

“For someone like me returning to teaching later in my career, the workshops provided an excellent framework to refresh and develop my skills and to learn about the latest methods that can enhance the student experience.”

Giles Blackburne, University of Leeds

“The workshop gathered outstanding and academically sophisticated scholars and industry leaders to share state of the art knowledge for 21st-century teaching and learning environment. I am glad that I attended.”

Ephraim Okoro, Howard University

“This is my third CIBER workshop in two years and the information presented is invaluable to my teaching and learning of IB content.”

Clovis C. Perry, Jr., Bluegrass Community & Technical College

“The opportunity to the network provides an incredible amount of being able to share and learn new things. I will be able to bring to my class many of the exercises, ideas, and content shared to my students. What an awesome experience.”

Michelle Drew, Fort Valley State University

Wonderful opportunity for professional development and intellectual stimulation in all areas of international business!

Ayse Ozturk, University of Tennessee Chattanooga

Quotes from Faculty Fellowship Recipients

“The Pedagogy Faculty Development Workshop was very useful for the courses I teach here at XULA. I started using the resources provided by the workshop leaders in my current summer classes. I plan to continue using them in the Fall Semester. The portal, ibknowledge.com, is another place for useful teaching resources. It was a great opportunity for me to network and exchange ideas with colleagues from different institutions.”

Syed Ahmed, Xavier University of Louisiana

“I consider the pedagogy workshop including the plenary sessions highly valuable and informative. Very soon I will start preparing the course outline of one of my courses that I’ll teach during the Autumn 2017 semester. I’ll design the course outline based on the ‘takeaways’, notes, presentations, and other resources I received during the workshops. I have shared those resources with my colleagues at the University of Jyväskylä as well. For a junior teacher and the researcher like me, this workshop was also very beneficial from the networking point of view. During the workshop sessions, I managed to develop my own collaborative network with some senior faculty and research fellows in my field with whom I am now in contact through email and skype, which means that I have already started reaping the benefits of this workshop sooner than my expectations. I’d love to recommend this workshop to others using social media as well as WhatsApp messenger application.”

Aijaz A. Shaikh, University of Jyväskylä

“I found the event to be inspiring and informative. I will make tremendous use out of the documents and pedagogy techniques shared throughout the program with my students at Lander. For example, I am teaching an Honors course in IB in the Fall Semester and I now feel much more confident about how I will approach this daunting task. In summary, I am very grateful for the chance to attend the event and the fellowship provided. It was an amazing experience that I will treasure for years to come as I implement the useful tactics, technology and wisdom shared.”

Jennifer B. Barhorst, Lander University

“As the only IB faculty at a small college (Saint Anselm College), the CIBER workshops have been the best source of best practices in teaching and research. I also find the networking opportunities invaluable. This is a program that should never stop.”

Dina Frutos-Bencze, Saint Anselm College

“I found the FDIB Globalization Workshops to be an enriching experience. The workshop facilitators share an invaluable amount of knowledge, skills and experiences that take teaching IB to a whole new level. As a second year attendee, I'm still amazed by the breadth of knowledge and experience shared. I look forward to forging new relationships and broadening the scope of my IB courses. Thank you for the opportunity to further develop my IB knowledge.”

Regina C. Ivory Butts, Fort Valley State University

“I learned a lot from the experts leading the workshop. On the teaching side, one of the most important insights is how to motivate students and engage them, since not all my students are in the IB major but international proficiency is crucial for their personal and professional development. On the research side, I learned about new research opportunities and publication strategies from experts in the field. Lastly, I am very inspired by the dedication of the leaders in these workshops and in your CIBER. I am so touched by you all! Thank you very much!”

Feng Helen Liang, Western Kentucky University

“One of the best professional development and learning opportunity that I have had. I am taking away a wealth of knowledge.”

Rubina Malik, Morehouse College

“The International Business Pedagogy Workshops were an amazing opportunity to connect with experts and practitioners across the spectrum, share ideas and best practices and identify gaps in my personal teaching methodologies and subject matter mastery. It was an enlightening experience and I am exceedingly grateful to have had an opportunity to participate. Anyone who is serious about growing their skills and expertise in IB should be in attendance.”

Kanton T. Reynolds, Saint Augustine's University

“Having the great opportunity of participating in this workshop has allowed me to re-think our courses, envisioning more alternatives to enhance the teaching and learning process of our students, our faculty and our program. In addition, thanks to the sharing of experiences, it is possible to further develop projects among diverse institutions, increasing multicultural exchanges and understanding. Thank you very much for this remarkable opportunity.”

Sandra Milena Santamaría-Alvarez, Universidad EAFIT

“This is a wonderful meeting. It is well organized and is the same as expected. There are two parts I love most. One is the shared experience with technology and cases about teaching. The other is research skills shared by Tamer and his colleague. I have learned a lot from them. Looking forward to meeting you again.”

Randy Wanglei, Xian Jiotong University

“Although it was my second time in IB Pedagogy Workshops in Atlanta, I never felt it was a repetition. I have learned a lot from teaching efficiency to classroom technologies, and inspirational teaching and many more pedagogic practices. I certainly feel I am more ready for the coming semester and I am looking forward the next year's workshop. I cannot thank enough to the master teachers and the program faculty for donating me with so many updated knowledge.”

Meral Yaliniz, Northwood University

Quotes from Award Winners

I can't thank you, Dr. Cavusgil, and your team enough for organizing this extremely beneficial conference. I am infinitely more prepared to teach global marketing this Fall, and I look forward to

trying out many of the resources and ideas I've received.
Brady Hodges, Texas A&M University



From left to right: Danny Overstreet, Emerald Publishing; Mina Logemann, Aalto University; S. Tamer Cavusgil, Georgia State University

I would absolutely recommend to colleagues in international business, management, and cross-cultural communication to attend this very well structured and organized workshop which not only fills you with tons of new ideas for your teaching but also gives you a network of wonderful globally-minded colleagues to share further teaching and research ideas also in future.

Minna Logemann, Aalto University

"I believe that attending the pedagogy workshop is an integral part of my personal development as an educator. These workshops, specifically the individual sessions, allow me to find new and innovative approaches to teaching concepts that can become stale and repetitive semester after semester. I found four or five examples of actual lesson plans that I can tailor and adapt to fit my audience that will help to further "flip" the international business class that I teach. Those were the most informative parts of the workshop and I look forward to attending again next year."

Cary A. Caro, Xavier University of Louisiana

Project Type	Milestones	Project List
Course Development	Meetings with designated faculty; curriculum development grants; submit course proposal for University approval; periodic meetings to evaluate progress; assessment of international content and student learning	1b, 1c, 1d, 1e, 1f, 1g, 2c, 2k, 2l, 2m
Degree Programs	Update degree program with student and faculty input; annual review of program by review committee; submission for University approval; promotion of the programs with students; academic orientation	1c, 1d, 1e, 1f, 1g, 2f, 2k, 2l, 2m, 8a, 8c, 8d
Business and Academic Outreach Programs	Conversations with businesses for needs assessment; identification of academic and business speakers to build the program; arrangements for logistics and facilities planning; marketing the program	3a, 3b, 3c, 3d, 3e, 3f, 3g, 3i, 3j, 3j, 5b, 6a, 6c, 6e, 8a, 8b, 8c, 8d
Study Abroad and Internship Programs	Annual review of existing programs; establishing linkages with new partners in strategically important locations; identification of faculty leaders; design of the program; course development and approval; promotion of the program with students (Please see Exhibit 16 for an illustration of the tactical plan for Study Abroad Programs)	1h, 1i, 1j, 2e, 2o, 8c, 8d
Resource & Publication Dissemination	Identification of needs; commissioning of authors/organizers; development of content; production and dissemination through conventional channels and online content	1a, 2b, 3a, 3b, 3c, 1k, 3g, 4a, 4b, 6b, 6f, 6g
Workshops, Conferences, and Seminars	Event planning; identification of speakers; design of the event; promotion of the event; implementation and assessment of impact (Please see Exhibit 17 as an example of the tactical approach taken by GSU-CIBER staff in organizing IB Pedagogy Workshops)	2a, 2j, 2g, 2o, 2p, 4c, 4e, 5a, 6a, 6b, 6g

**Exhibit
18**

Project Implementation Plan



<p>Research and Resource Development Projects</p>	<p>Announcement and promotion of research grant program; discussions with interested faculty; award of research grants; assistance with methodology and content; periodic meetings to evaluate progress; publication and dissemination</p>	
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Objectives	Business Faculty	Foreign Language, International Studies, Other Faculty	Students	Business Community	Local, State, Federal Agencies
1. Interdisciplinary programs in business, foreign language, international studies, and professional curricula	1a, 1b, 1d, 1e, 1f, 1g, 1j, 1k	1d, 1h	1a, 1b, 1c, 1d, 1e, 1g, 1h, 1i, 1j	1i, 1f, 1j	1i
2. Less commonly taught languages and interdisciplinary programs for language and international studies faculty and advanced students	2a, 2g, 2i, 2k, 2o, 2p	2a, 2b, 2c, 2d, 2e, 2f, 2g, 2h, 2k, 2m, 2n, 2l, 2o, 2p	2a, 2b, 2c, 2d, 2e, 2f, 2h, 2j, 2m, 2l	2a, 2j, 2p	2a, 2i, 2p
3. Collaboration with education institutions, associations, businesses	3b, 3e, 3f, 3j, 3l	3b, 3i, 3k	3b, 3g, 3i	3c, 3d, 3e, 3f, 3g, 3h, 3i, 3l	3a, 3c, 3d, 3e, 3f, 3h, 3l
4. Research on international competitiveness	4a, 4b, 4c, 4d, 4e, 5d, 7b	4d	4d	4a, 4b, 4c	4a, 4b
5. Programs to develop international expertise of business executives & other professionals	5a, 5d,	5c	5d	5a, 5b	5a
6. Academic Outreach	6c, 6d, 6e, 6f, 6g	6c, 6d	6a, 6e, 6f	6c, 6f	
7. Development and Dissemination of Teaching and Resource Materials in Int'l Business & Languages	7a, 7d, 7e, 7f	7c	7a, 7f	7c, 7e	7b, 7c, 7d
8. Development of Overseas Linkages	8a, 8b, 8d	8d	8a, 8c, 8d	8c	8c

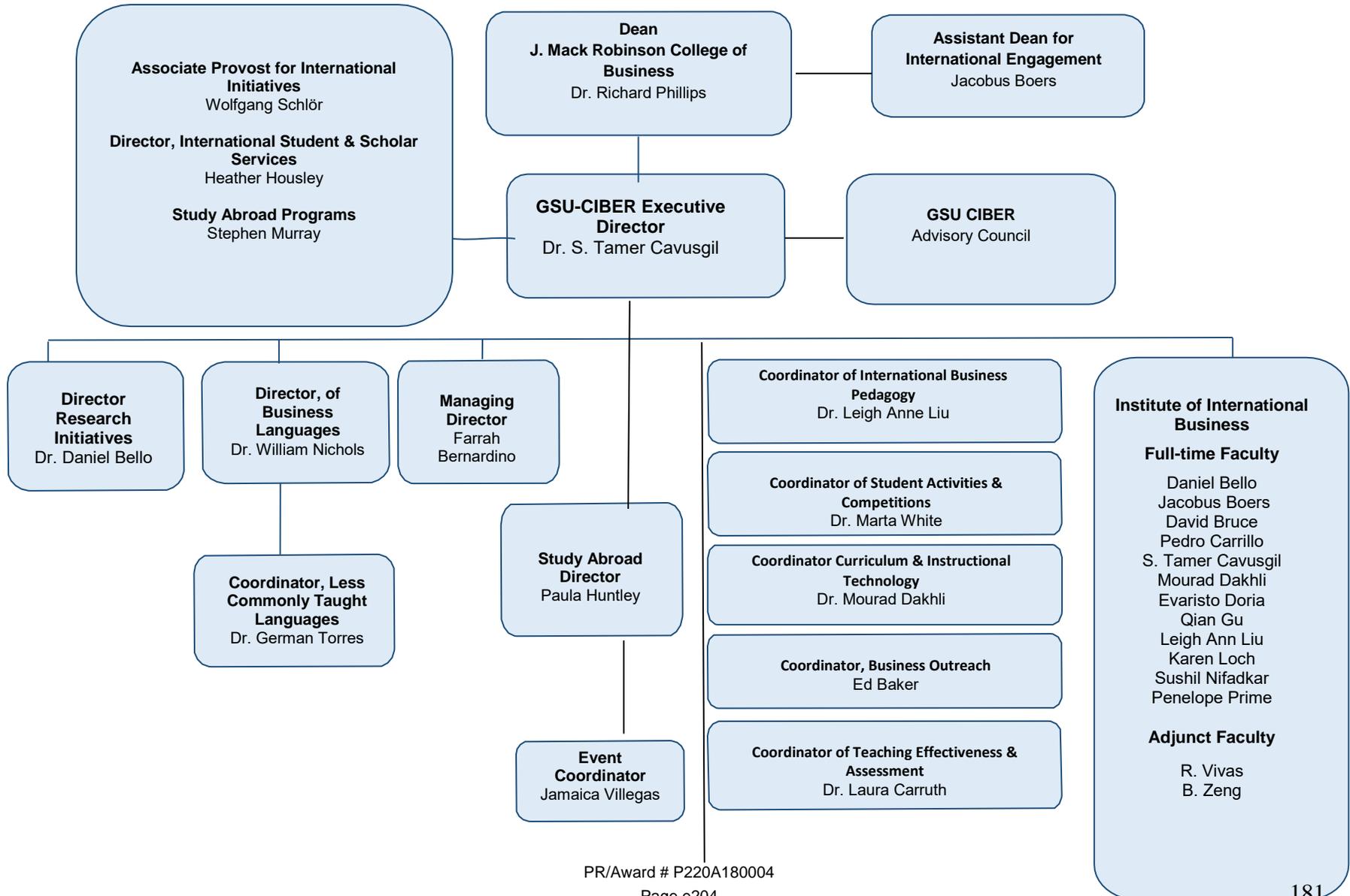


Exhibit 21

Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
1a. National Project for Articulating the Core Body of Knowledge for the Introductory course in International Business and Resource Dissemination	S.T. Cavusgil	Continue articulation of the core body of knowledge in international business. Produce and widely disseminate pedagogical resources to faculty nationally, including teaching materials for the Spanish-language section of the introductory course, and the newer French, Chinese and Arabic sections. This is a collaborative effort with the participating institutions and CIBERs in the MSI Consortium .	Business faculty and students nationally	Dissemination of course content, syllabi, teaching resources, classroom exercises, videos, and other pedagogical materials for instructors of international business via a dedicated online portal and through workshops and seminars.
1b. Global Competency Certificate (GCC) for Business Undergraduates	S. T. Cavusgil F. Bernardino L.A. Liu M. Dakhli	Build on pilot program and continue to develop curriculum for Certificate program.	Business faculty and students at Georgia State	Offer Certificate program to demonstrate global competencies for undergraduates in business.
1c. Undergraduate Curriculum Internationalization and Enrichment	J. Boers S.T. Cavusgil	Refine courses, honors section, and the Certificate in International Business. Develop new teaching material.	Business faculty and students at Georgia State.	Continue offering a course module of international business for freshmen. Refinement and further development of Certificate in International Business program.
1d. Business Language Curriculum Enrichment	F. Doria W. Nichols R.Huff M. D'Arienzo	Develop new teaching materials for existing courses and development of new courses	Business and business language faculty nationally	Continue offering Spanish and French language sections of the introductory course in international business and enhanced courses in Spanish, German, Italian, and French for International Business.

Exhibit 21

Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
1e. Graduate Curriculum Internationalization and Enrichment	J. Boers K. Loch	Refine and update new cohort of Masters of International Business program and revise curriculum of Global Partners MBA, the MIB & IT program, and the MBA w/ Intl Entrepreneurship. Develop new course offering. Development of new Global MIB program.	Business students at Georgia State	New cohort of Master of International Business degree program. New course offering in Commercial Diplomacy. Curriculum revision of the Global Partners MBA, the MIB & IT program, and the MBA w/Intl Entrepreneurship. New internships for graduate students.
1f. Executive Doctorate in Business	K. Loch	Revision and expansion of the continuing degree program for senior business executives. One of the few such programs available in the United States.	Senior business executives nationally	Development of new, and revision of existing course modules, learning materials, and graduation requirements for a new degree program.
1g. Revision of Doctoral Seminars in International Business	L.A. Liu	Revision of doctoral seminars that make up the International Business Minor.	Doctoral students in business at Georgia State.	Coursework revised and expanded to include cross-cultural frameworks and interfirm relationships in international business.
1h. Interdisciplinary Study Abroad Courses	S. T. Cavusgil P. Huntley F. Bernardino M.Dakhli J. Boers	Development of additional study abroad opportunities in nontraditional destinations including emerging markets of Latin America, East Asia, and Africa. Fundraising to increase the scholarship pool for students.	Undergraduate and graduate students at Georgia State and partner institutions	A deeper availability of study abroad programs, including those in new destinations. Availability of a larger number of study abroad scholarships to help defray the cost of participation.

Exhibit 21

Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
1i. Development of International Projects and Internships for Students	J. Boers E. Joiner F. Bernardino	New intensive program designed to match select undergraduate students with internationally-focused companies in Atlanta to address and complete real and specific projects, under the guidance of faculty and a corporate mentor. Develop a larger number of internships for students enrolled in Master of International Business and Global Partners MBA programs.	Undergraduate and graduate students at Georgia State; businesses and NGOs	Availability of a larger number of corporate or NGO internships for students. Establishment of new linkages with bi-national chambers of commerce and NGOs.
1j. Co-Curricular Activities to Enrich Student Experiences	F. Bernardino J. Villegas	Continue and enhance co-curricular activities to further internationalize student life.	Students enrolled at Georgia State	Continue biannual student Case Competition. Introduction of an annual International Teaching Assistant Orientation program. Development of linkages with business through the Annual Student Business Plan Competition for New International Ventures.
1k. Technology Enhancement Across Curriculum	M. Dahkli	Increase collaborative online international learning (COIL) throughout Georgia State University, expand global experiences and faculty internationalization.	Georgia State faculty and students	COIL speaker series created and COIL professional development opportunities available with financial support.
1.l. Advancing Interdisciplinary Grounding in the IIB Field	S.T Cavusgil	Expand interdisciplinary research in International business	Faculty across the United States	Develop biennial interdisciplinary research conference and research workshop on developing integrated IB Curricula.

Exhibit 21

Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
2a. Collaborative Projects with Georgia State's Title VI Language Resource Center, the <i>Center for Urban Language Teaching & Research (CULTR)</i>	W. Nichols	Expand World Languages Day to allow access to greater number of students, invite more globally focused businesses to talk with students and collaborate of business contacts for Global Languages Leadership meeting	Georgia high school students, globally focused businesses in Georgia	Increased awareness about foreign language study pathways in higher education as well as career opportunities requiring international and language competencies.
2b. Language Resource Center for Less Commonly Taught Languages	W. Nichols	Establish a focused center for teaching of less commonly taught languages. Recruit a coordinator. Engage Georgia State faculty to develop instructional materials and approaches appropriate for LCTLs.	Students enrolled at Georgia State and partner institutions.	Inauguration of a focused resource center for LCTLs. Availability of teaching resources to instructors. Acquisition of new technologies and pedagogical materials. Benchmarking made similar centers the country.
2c. Expansion of Intermediate and Advanced Sections for Select LCTLs	W. Nichols	Develop advanced sections for the following LCTLs: Mandarin, Japanese, Korean, Swahili, Turkish.	Students enrolled at Georgia State and partner institutions.	Availability of advanced sections for the following LCTLs: Mandarin, Japanese, Korean, Swahili, and Turkish.
2d. Language Learning Technologies for LCTLs	G. Torres	Adoption and implementation of cutting edge pedagogical tools for use in teaching LCTLs. Extensive use is being made of U-Learn, Quia, computer-assisted instruction programs, and other online components.	Faculty teaching LCTLs	LCTLs with contemporary learning tools for language faculty. Faculty with expertise and experience with these instructional technologies will train and supervise instructors of LCTLs.
2e. Supplemental LCTLs with Study Abroad and Work Abroad Components	W. Schloer S. Murray W. Nichols	Development of study tours for students of LCTLs in order to supplement classroom education read in-country language studies.	Georgia State students enrolled in LCTLs	Integration of LCTLs with studies in the destination country matching the student's language needs. Summer programs are expected to attract about 80-100 participants, which, in turn, will help increase enrollments in LCTLs.

Exhibit 21

Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
2f. Enrichment of the Turkish Language Program	W. Nichols S. Eroglu S.T. Cavusgil	Development of the new teaching materials and options for students specializing in Turkish studies.	Students enrolled in Turkish studies.	Enriched Turkish studies program. Partnership with Turkish Learning Research and Application Centre (TOMER) of Gazi University (Ankara, Turkey) to arrange for advanced level learners of Turkish to pursue intensive language and cultural studies there.
2g. Business Language Conference	F. Bernardino	Faculty development through participation in periodic workshops.	Language instructors at Georgia State and partner institutions	Faculty better equipped and motivated to teach business language courses.
2h. Business is Global Program	F. Bernardino	Continuation of student scholarships for Georgia students to participate in program led by Indiana University CIBER.	Georgia Students	Globally prepared high school graduates
2i. Global Studies Institute	T. Lemeux K. Reimann	Continuation of collaboration on scholarly activities, including teaching and research related to Asia and the Middle East.	Georgia State faculty and students.	Enriched offerings from the Asian Studies Center and Middle East Studies Center.
2j. Office of International Initiatives	W. Schlor S.T. Cavusgil	Continue to assist with finding local area experts for globally focused panel discussions and continue sponsorship of International Education Week activities; collaboration on annual International Skills Diploma Seal recognition ceremony.	Georgia State faculty and students	Increased awareness for students about international study pathways in higher education as well as career opportunities requiring international and language competencies.

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Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
2k. Undergraduate Dual Degree program in International Economics & Modern Languages in Collaboration w/ U. of Venice and U. of Versailles	W. Nichols	Enrichment of recently launched dual degree program that allows for curriculum sharing and language mastery.	Georgia State students interested in combining business, area and language studies.	Offering of a dual degree undergraduate program that leverages instruction of three international partner institutions.
2l. <i>B.A. degree in European Business Studies and Modern Languages</i>	W. Nichols G. Torres	Development of a process and criteria for awarding grants to administrative staff	Georgia State students interested in combining business, area and language studies.	New degree program that allows undergraduate students to specialize in European business studies and modern languages.
2m. Joint Five Year International Business and International Studies/ Foreign Language Degree Programs	D. Bello J. Boers C. Manning	Curriculum revision and expansion of work and study abroad components of existing five-year interdisciplinary degree program.	Georgia State students	Enhanced offering of the popular joint Five Year International Business/ International Studies/Foreign Language degree program.
2n. Faculty Development Grant Program	F. Bernardino	Continuation of a process and criteria for awarding grants to faculty.	Georgia State faculty	Faculty with professional development opportunities.
2o. Orientation Program for First-Time Study Abroad Faculty Leaders	F. Bernardino P. Huntley	Provision of technical assistance to the global commerce team of the Metro Atlanta Chamber of Commerce	Firms and managers engaged in international trade and investment	Businesses better equipped to compete globally.
2p. International Centers of Excellent Initiatives	J. McCoy L. Marsh P. Prime S. Boers	Training and advisory support on exporting to individual firms and multiplier organizations.	Firms and managers engaged in international trade and investment	Businesses better equipped to compete globally. Multiplier organizations the knowledge and skills in preparing firms for international expansion.

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Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
3a. Atlanta Consular Corps and Bi-National Chambers of Commerce Alliance for International Business	J. Boers S.T. Cavusgil	Continued partnerships with bi-national Chambers of commerce in the region.	Firms and managers engaged in international trade and investment. Georgia State students.	Mutually beneficial joint research projects, events, and internship programs.
3b. Minority Serving Institution Consortium	S.T. Cavusgil F. Bernardino	Technical assistance to managers and firms on international business, cross-cultural competence, and geographic area knowledge.	Firms and managers engaged in international trade and investment.	Businesses better prepared to participate in international trade and investment.
3c. Metro Atlanta Chamber of Commerce Partnership	P. Carrillo J. Boers F. Doria	Implementation of internship programs and international internship workshop; continue to support Global Cities Initiative	Nonprofit organizations in the region	Provide support for recipients of Atlanta Metro Export Challenge to implement and leverage their export growth; Provide student opportunities linking them with area businesses; prepare students for international internships; provide support for Atlanta businesses in export strategies.
3d. Training and Advisory Support on Exporting and International Trade through Regional Partners	S.T. Cavusgil F. Bernardino J. Boers K. Loch	Training and advisory support on exporting to individual firms and multiplier organizations.	Firms and managers engaged in international trade and investment	Businesses better equipped to compete globally. Multiplier organizations the knowledge and skills in preparing firms for international expansion.

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Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
3e. Collaboration with Major Businesses in the Region	S. T. Cavusgil	Technical assistance to managers and firms on international business, cross- cultural competence, and geographic area knowledge.	Firms and managers engaged in international trade and investment.	Businesses better prepared to participate in international trade and investment.
3.f. Collaboration with NGOs, Government, and Community Organizations	J. Boers S.T. Cavusgil M. Dakhli	Implementation of joint research, training, and outreach programs.	Nonprofit organizations in the region	Knowledge, insights, and best practice on global competitiveness issues.
3g. Global Atlanta Collaboration	S.T. Cavusgil F. Bernardino	Collaboration with Global Atlanta to extend the news/information/event coverage to the Southeast.	Managers, businesses, policymakers, and faculty and students.	Business professionals, policymakers, and students better informed in international business issues.
3h. Georgia & National District Export Council	S.T. Cavusgil J. Boers	Continued participation in the CIBER- wide collective effort to collaborate with the National District Export Council (NDEC), which enables CIBERs to engage with 1500+ policy makers, business people, trade organizations and educators from across the U.S.	Managers, businesses, and policymakers	Participation in the Annual DEC Leadership Conference held each fall in Washington, DC.
3i. World Affairs Council	F. Bernardino	Co-sponsorship of workshop series on the special challenges facing professional service firms expanding internationally.	Managers of professional service organizations	Insights into special challenges and opportunities facing professional service firms such as architects and lawyers.
3j. NASBITE – GSU CIBER Collaboration	J. Boers	Co-sponsorship of annual conference and annual small business exporters summit, student case competition and the Certified Global Business Professional credential.	Small business exporters, students	Promoting small business international trade best practices.

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Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
3k. Diversity Abroad Partnership	F. Bernardino	Expansion of the Global Student Leadership Summit and the MSI Global Education Summit	Students	Global career readiness in students; expansion of resources and knowledge for MSI administrators and faculty charged with coordinating international education on their campuses.
4a. Middle Class Scorecard for Emerging Markets	S.T. Cavusgil	GSU-CIBER's Middle Class Scorecard for Emerging Markets has already been featured in several business publications, and customized reports have been prepared for individual firms.	Managers and firms doing business in emerging markets.	Special workshops and dissemination vehicles for sharing insights gained from the Middle Class Scorecard with the business and academic community.
4b. Robinson Country Intelligence Index	C. Brown S.T. Cavusgil J Boers	Continue research project and market findings more broadly.	Business community and higher education institutions	Provide richer assessment of risk associated with doing business in emerging markets.
4c. Co-Sponsorship of Competitiveness Conferences	W. Bogner	Continuation of jointly sponsored conferences.	Managers and firms interested in global competence. Academic researchers.	Managers and academics who are better informed about the underlying causes of competitiveness in the global context.
4d. Faculty and Doctoral Student Research Fund	S.T. Cavusgil F. Bernardino	Continuation of a process and selection criteria for making competitive awards to faculty and doctoral students.	Georgia State faculty and doctoral students.	Facilitation of research on international competitiveness, cross-cultural effectiveness, and comparative business topics.
4e. Consortium for International Marketing Research (CIMaR)	S.T. Cavusgil F. Bernardino J. Villegas	Continued participation in the CIMaR consortia which has some 60 active members across 15 countries. Plan and implement annual meetings to facilitate collaborative research.	Faculty at Georgia State and many other partner universities	New knowledge, insights, and best practice for international marketing.

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Projects, Performance Goals, Targets, and Outcomes

GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
5a. Periodic workshops and seminars to disseminate findings of GSU-CIBER Emerging Market Risk Index (EMRI)	F. Bernardino	Continuing initiative of a comprehensive measure of business risk in emerging economies. Collection of data on some 200 indicators of political, economic, operational, and societal risk. Modified methodology for quantifying risk.	Managers and firms doing business in emerging markets.	Better awareness of business vulnerabilities associated with emerging market economies. Understanding of risk mitigation strategies.
5b. U.S. –Latin America Trade (USLAT) Internationalization Assistance Project	F. Doria	Technical assistance to Latin American firms initiating or expanding their trade and investment activities.	Business owners and leaders; academics	Companies that adopt strategic perspectives in international expansion
5c. Global Public Health Education and Research	Sumner	Performance of research and education on contemporary global healthcare management issues.	Managers; public policy makers; academics	Executives and public policy makers large informed on such issues as the impact of natural disasters and infectious diseases on global business.
5d. Foreign Scholars and Executives in Residence	F. Bernardino	Accommodation of a group of foreign scholars and executives at the Robinson College of Business	Business faculty and students	Potential partnerships and research, event planning, instruction, and exchange programs.
6a. Minority Serving Institution Consortium under the Leadership of GSU-CIBER	S. T. Cavusgil F. Bernardino	Formation of the collaborative higher education community composed of minority-serving institutions in the U.S.	Faculty and students in the Consortium schools	The clearinghouse for faculty development, teaching material preparation, and resource sharing. Consortium members receive technical assistance in grant writing. Students benefit from sponsored study abroad programs and scholarships.

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Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
6b GSU-CIBER's Research on Middle Class in Emerging Markets	S.T. Cavusgil F. Bernardino L. Marsh	Continue research on measuring size and pace of growth of middle class consumers and delineate market opportunities for US firms.	Business faculty; business community	Share findings with business community; pursue more publications
6c. Faculty Development Program Collaboration with other CIBERs, Community Colleges, and Professional Associations.	F. Bernardino	Active participation in international education activities organized by CIBERs, Community Colleges, AACSB, NASBITE, and others.	Business faculty nationally	Faculty who acquire knowledge, insights, and pedagogical tools.
6d. Travel Grants to Faculty from the MSI Consortium to Participate in Faculty Development Programs	F. Bernardino	Continuation of a professional development Grant program complete with a process and selection criteria.	Business faculty from the MSI Consortium	Business faculty with professional development opportunities.
6e. Outreach to K-12 and College Faculty on Globalization and Contemporary International Trade Issues	G. Benson	Organization of occasional one-day workshops to provide briefings and teaching materials on globalization and contemporary international trade issues.	Teachers in the K-12 system and college faculty	K-12 teachers and college faculty who knowledgeable about contemporary issues affecting our global economy.
6f. Webcasts of Major International Business and International Studies Conferences and Seminars	F. Bernardino	Dissemination of webcasts addressing major international business, international studies, and foreign- language issues.	Faculty from business, area studies, and languages	Faculty who are better informed about current international business issues.
6g. Faculty Virtual Communities of Practice	L. Carruth	Survey of International Business Pedagogy Workshop faculty and designed pedagogy training to meet their needs.	Business faculty	Business faculty with improved teaching
7a. Dissemination of Pedagogical Resources for Teaching the Introductory Course in International Business	F. Bernardino	Wide dissemination research and development project outcomes through a dedicated web portal, online community and blogs, mailed, and other channels	Business faculty	Faculty who equipped with the latest pedagogical tools and techniques.
7b. Development of online portal to disseminate ongoing findings of GSU-CIBER Middle Class Scorecard	F. Bernardino	Development and maintenance of an online portal	Managers, academics	Business executives and faculty who are well informed about business risks that should be anticipated in emerging markets.

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Projects, Performance Goals, Targets, and Outcomes



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
7c. Dissemination of faculty research, pedagogical content and student projects through the leading knowledge and news portal <i>Global Atlanta</i>	S.T. Cavusgil F. Bernardino	Placement of GSU-CIBER white papers, research reports, event announcements, and resources on the <i>Global Atlanta</i> online community.	Managers, students, academics	General public and the academic community that is well-informed about current international business issues.
7d. Dissemination of an international outreach event in partnership with Leeds University Business School	F. Bernardino	Providing publicity among GSU-CIBER contacts, the MSI Consortium, and Leeds University	Business faculty	CIBER community and MSI Consortium members well-informed about events held with partner institutions
7e. GSU-CIBER Publications Programs	S.T. Cavusgil	Dissemination of GSU-CIBER occasional reports, Newsletter, Annual Report, monographs and books.	Managers, public policy makers, students and faculty	General public and the academic community that is well-informed about current international business issues.
7f. International Business Media Library	F. Bernardino	Production and acquisition of multimedia resources in international business.	Business faculty	Instruction enriched with multimedia resources.
8a. Degree Collaboration with International Partners	S.T. Cavusgil R. Phillips D. Bello	Management of ongoing collaborative relationships with key partner institutions abroad.	Business faculty and administrators, students	Availability of multi-country educational opportunities
8b. Technical Assistance to Overseas Institutions	S.T. Cavusgil B. Bogner D. Bello	Provision of institution building, faculty development, curriculum development, and other assistance to partner schools abroad.	Business schools and universities abroad; Georgia State faculty	Availability of committed partner schools abroad enabling faculty development and degree collaboration.
8c. Emerging Market Task Forces	W. Schlor S.T. Cavusgil	Partnership with the International Strategic Planning and Development unit within the Office of International Initiatives to serve on the emerging market task force committees.	Students and faculty at GSU and abroad, and business executives	Research and other linkages; Georgia State faculty good exposure to an emerging market

**Exhibit
21**

**Projects, Performance Goals,
Targets, and Outcomes**



GSU-CIBER Projects as Described in Exhibit 10	Responsibility	Performance Goal	Target Audience	Outcome
8d. Development of Overseas Linkages with Foreign Universities	S.T. Cavusgil B. Bogner R. Phillips J. Boers D. Bello	Maintenance of collaborative relationships with select foreign educational partners.	Students and faculty at Georgia State	Availability of committed partner schools abroad enabling faculty development, research, and degree collaboration.

NAME/TITLE: Mark P. Becker, President, Georgia State University

EDUCATION: Ph.D. Statistics, The Pennsylvania State University
B.S. Mathematics (Magna Cum Laude), Towson State University

PROFESSIONAL EXPERIENCE: Mark P. Becker, the seventh president of Georgia State University, began his tenure on Jan. 1, 2009. A biostatistician, public health researcher and academic leader, Becker, had served as executive vice president for academic affairs and provost at the University of South Carolina before assuming Georgia State's presidency. Prior to that appointment, Becker spent three years at the University of Minnesota as a biostatistics professor, dean of the School of Public Health and assistant vice president of Public Health, Preparedness and Emergency Response. From 1989 to 2000, Becker was a professor and associate dean for academic affairs at University of Michigan's School of Public Health. He also has held academic posts at the University of Washington, the University of Florida and Cornell University. Internationally recognized as a researcher in biostatistics and public health sciences, Becker has published more than 40 articles and has been principal investigator on research grants from the National Institutes of Health and the National Science Foundation and co-investigator on numerous research grants from the Centers for Disease Control, Agency for Healthcare Research and Quality, and other granting agencies. During his career, Becker has been involved in several professional associations, including the American Association for the Advancement of Science, the International Biometric Society and the American Statistical Association, where he is a fellow.

NAME/TITLE: Daniel Bello, Board of Advisors Professor and Director, Institute of International Business

EDUCATION: Ph D, Michigan State University
MBA, University of Wisconsin
BBA, University of Wisconsin

PROFESSIONAL EXPERIENCE: Daniel C. Bello (Ph.D., Michigan State University) holds a joint appointment with the Institute of International Business and the Department of Marketing in the Robinson College of Business at Georgia State University. Previously, he was on the faculty at the University of Notre Dame and held management positions in the Product Development Group at Ford Motor Company. His research interests focus on inter-organizational relationships in contexts such as alliances, business-to-business, and distribution channels in domestic and international settings. Currently, he is engaged in a multi-year project investigating complexity and collaboration in globally-distributed supply networks. Dan has mentored numerous doctoral students in international marketing. He has published widely in professional journals such as *Journal of Marketing*, *Journal of the Academy of Marketing Science*, *Journal of International Business Studies*, *Journal of Business Research*, among others. Currently, he serves as Marketing Editor (2007-2016) of the *Journal of International Business Studies*, a scholarly journal published by the Academy of International Business.

NAME/TITLE: Gwendolyn Benson, Associate Dean for School, Community and International Partnerships, College of Education

EDUCATION: Ph.D., University of Kansas
M.Ed, Auburn University at Montgomery
B.S., Alabama State

PROFESSIONAL EXPERIENCE: Dr. Gwen Benson serves as Associate Dean of School and Community Partnership in the College of education. She joined Georgia State University from the Georgia Department of Education where she served as Coordinator of the Low Incidence Disabilities Unit, Division for Exceptional Students. Previously she served as Director of Educator Preparation for the Georgia Professional Standards Commission and Director of the Program for Exceptional Children with the Atlanta Georgia Public Schools. She was an associate professor at Southern University at Baton Rouge, Louisiana, assistant professor at Louisiana State University and has taught graduate courses at Clark-Atlanta University as an adjunct professor. Dr. Benson holds a doctorate from the University of Kansas. Dr. Benson is the Director of the Alonzo A. Crim Center for Urban Educational Excellence.

NAME/TITLE: Farrah Bernardino, Managing Director, GSU CIBER

EDUCATION: MA, University of Virginia
BA, Emory University

PROFESSIONAL EXPERIENCE: Ms. Bernardino serves as the Managing Director at the Center for International Business Education and Research (CIBER), Robinson College of Business. In this role, she directs the Center's numerous initiatives, tracks progress towards goals, maintains Center budgets, and liaisons with key partners including the Minority Serving Institutions (MSIs) Consortium which includes 10 sponsoring CIBERs and the U.S Department of Education.

Farrah held the same position at GSU-CIBER during 2011-2012, prior to moving with her family and taking up positions at Colorado College in Colorado Springs, CO and NAFSA in Washington, D.C. At Georgia State, Farrah also served as the Director of Study Abroad Programs before joining GSU-CIBER. In this role, Farrah made valuable advancements to study abroad at Georgia State, including securing and implementing the StudioAbroad software application system, significantly increasing the funding available for study abroad scholarships, increasing the number of study abroad programs, and study abroad staff.

Farrah is a strong proponent of global education. She co-authored a book chapter on increasing minority participation in study abroad and has presented at numerous conferences. In 2014 she worked with senior international officers across the country to advance best practices in campus internationalization strategies while working at NAFSA: Association of International Educators in Washington, D.C.

NAME/TITLE: Frank Blount, Chairman and CEO, JI Ventures; former CEO of Cypress Communications and Telstra Corp. Ltd. (Australia); Director at: Adtran, Caterpillar Inc., Energy Corp., KBR, Hanson PLC.

EDUCATION: MS, Massachusetts Institute of Technology
MBA, Georgia State University
BS, Georgia Institute of Technology

PROFESSIONAL EXPERIENCE: Mr. W. Frank Blount is the Chief Executive Officer and Chairman at JI Ventures Inc. He has been serving in this capacity since May 2000. Mr. Blount was employed at The Jordan Company, L.P. and served as a Secretary at Adtran Inc., from December 2002 to September 2005. He served as the Chief Executive Officer and Chairman at Cypress Communications Inc. from June 2000 to February 2002. Mr. Blount also served as the Chief Executive Officer at Telstra Corporation Ltd. from January 1992 to March 1999. Prior to joining Telstra, he served in various Executive positions for AT&T Corp., including Group President from 1988 to 1991. Mr. Blount served in various executive positions with American Telephone and Telegraph Co., including the Group President, Communications Products Group from 1989 to 1991 and during 1991 was appointed the President and Chief Executive Officer of the New American School Development Corporation. He has been a Director of Adtran Inc., since April 1999 and Caterpillar Inc., since 1995. Mr. Blount has been a Director of Entergy Corp., since 1987. He has been a Director of Alcatel S.A. since 1999. Mr. Blount has been a Non-Executive Director of Hanson PLC since 2000 and serves as a Member of Remuneration Committee.

NAME/TITLE: Jacobus Boers, Lecturer, Institute of International Business

EDUCATION: MTS, Emory University
MBA, Georgia State University
BA, University of Pretoria

PROFESSIONAL EXPERIENCE: Jacobus Boers currently serves as the Coordinator for Instructional Technologies for GSU's Center for International Business, Education, and Research. He brings the practical experience of a successful international business career to the classroom, where he combines the lessons of research, theory, and practice. His interest is in helping students learn about the opportunities offered by international business. He offers guidance on how to assess the potential for success and how to develop and implement approaches that will increase profitability and reduce the risk. Students consistently express their appreciation for the practical insights Jacobus brings to the classroom. At GSU, his service activities include leading a study abroad program to South Africa for the PMBA students, with a focus on the international elements of business while addressing multiple disciplines, including marketing, finance, logistics, business administration and entrepreneurship. Jacobus is active in the Georgia Council for International Visitors where he as past Chairman supports the International Visitor Leadership Program of the U.S. Department of State as well as the Great Decisions discussion program on U.S. foreign policy options. He frequently speaks to young

professional organizations and students about international career opportunities. He has served as Chairman of the Brazilian American Chamber of Commerce in Georgia, and is past President of the World Trade Center Education Foundation.

NAME/TITLE: Philip Bolton, President, *Global Atlanta* and Agio Press

EDUCATION: BBA, Williams College
Graduate Studies, John Hopkins School of Advanced International Studies

PROFESSIONAL EXPERIENCE: Philip Bolton is the founder and president of the Agio Press inc., which has been reporting on international business affecting the Southeast region of the United States since 1991. The web site www.globalatlanta.com and the electronic newsletter, GlobalAtlanta, date back to 1995. The company is developing globalsavannah.com and globalgeorgia.com to expand its coverage of international events around the state. The GlobalAtlanta readership is drawn from the business, local government and academic communities in the region, although international readership through the internet now accounts for more than 15 percent of visitors to the web site. Philip is a former president of the Korea- Southeast U.S. Chamber of Commerce in Atlanta and is a member of the board of directors of the French-American Chamber of Commerce in Atlanta as well as other internationally focused organizations. Prior to founding the Agio Press, he was based in Paris from 1989-90 as correspondent for Lafferty Publications, an international provider of financial information via newsletters, magazines, management reports, research training and conferences with offices in Atlanta; Dublin, Ireland; London and Sydney, Australia.

NAME/TITLE: Ahmet Bozer, President, Coca-Cola International (*Ret.*)

EDUCATION: MS, Georgia State University
BS, Middle East Technical University

PROFESSIONAL EXPERIENCE: Mr. Bozer, recently retired as EVP with Coca-Cola, is a business leader with a strong track record of performance, value creation & excellence in working across many cultures around the world. Throughout his career, he has served on a number of privately held boards of joint ventures and bottling companies.

He currently serves as a non-executive board member at for-profit and not-for-profit organizations around the globe.

He joined Coca-Cola in 1990 and served in financial roles. Four years later, he took a leadership role at Coca-Cola Bottlers of Turkey (now Coca-Cola Icecek) and became its Managing Director, reporting to a Board of JV partners. Returning to Coca-Cola in 2000 as Division President, Eurasia, he soon assumed Middle East responsibilities, and in 2007 became Group President, Eurasia. Named Group President & COO, Eurasia & Africa, he led business activities in 90 countries & later, as President of Coca-Cola Internat'l, in 200+

countries/territories.

Mr. Bozer drove top/bottom line growth by improving margins, operating expense & marketing efficiency. As Group/Divisional President, he sustained high levels of top/bottom line growth for 11 years. As President, Coca-Cola Internat'l, he drove growth during deteriorating macro conditions & gained value share. Transforming the Company's business in China, Indonesia, Russia, Turkey, Pakistan, & the Middle East, he achieved higher quality growth & positively impacted sustainable results in the rest of the territories. He played a critical role in transformational M&A transactions, developed people/capability, fostered inclusiveness in leadership roles & contributed to/led global strategy development work.

Mr. Bozer has a BS in Management from the Middle East Technical University, Ankara, and a Master in Business IS from Georgia State.

NAME/TITLE: David Bruce, Clinical Professor, Institute of International Business

EDUCATION: Ph.D., University of Michigan
 M.A., University of Michigan
 B.A., University of Minnesota
 Fulbright Scholar, University of the Republic, Uruguay

PROFESSIONAL EXPERIENCE: David Bruce specializes in executive education, trade policy, trade development, and emerging markets. He has conducted executive programs, workshops, and seminars in Atlanta for 25 years and he teaches a study-abroad course on Management in South America. Previously he served as director of International Program Development for the Ivan Allen College and the DuPree College of Management at Georgia Tech, as the academic director of the Regents' Global Center, and as director of the International Business Council of the University System of Georgia. Dr. Bruce is an active member of the Global Commerce Council of the Metro Atlanta Chamber and the U.S. Department of Commerce District Export Council. Previously he was the chairman of the Brazilian-American Chamber of Commerce of Georgia and president of the Georgia-Pernambuco (Brazil) Partners of the Americas. David has been a Fulbright Scholar and a lecturer for the U.S. Information Agency. He taught at the Monterey Institute of International Studies, the U.S. Naval Postgraduate School, and the University of San Francisco. He was honored as a Knight of the Order of May by the Argentine Government and served on the Governor's Advisory Council of Hemisphere, Inc. which coordinated the Atlanta campaign to secure the permanent headquarters of the Free Trade Area of the Americas. David is fluent in Portuguese and Spanish.

NAME/TITLE: Pedro Carrillo, Senior Lecturer, Institute of International Business

EDUCATION: Master of International Public Policy, The Paul Nitze School of Advance International Studies (SAIS), The Johns Hopkins University
 BA, Faculty of Economics, School of Int'l Studies, Central U. of Venezuela

PROFESSIONAL EXPERIENCE: Pedro teaches International Business, International Business Management, and Global Issues at GSU. He serves as Co-Director of two Study Abroad Programs; one to South Africa for the PMBA Program and another to South America (Argentina, Brazil, and Chile). He is also Co-Director of the U.S. Latin America Trade Office (USLAT) at the IIB. At GSU, he serves on the Study Abroad Advisory Committee for the RCB. He also participated in the planning and execution of three BIE Grants. Professor Carrillo has been featured in several Latin American newspapers and magazines in reference with his activities in teaching and advising businesses on International Trade. Prior to joining GSU, Professor Carrillo served in the Venezuelan Foreign Service as a Diplomat and also worked as a Program Coordinator for the Inter-American Development Bank.

NAME/TITLE: S. Tamer Cavusgil, Fuller E. Callaway Chair and Executive Director, Center for International Business, Education, and Research

EDUCATION: Ph.D., University of Wisconsin-Madison
 MBA, University of Wisconsin-Madison
 BS, Middle East Technical University
 Honorary Doctorates: The University of Hasselt, Belgium; University of Southern Denmark, and Atilim University, Turkey

PROFESSIONAL EXPERIENCE: Tamer serves as Executive Director, Center for International Business Education and Research (CIBER), and Fuller E. Callaway Professorial Chair at Georgia State University.

Tamer also serves as a visiting professor at Leeds University Business School and the University of South Australia Business School. Previously, he was the inaugural holder of John W. Byington Endowed Chair in Global Marketing at Michigan State University. He also held the Gianni and Joan Montezemolo Visiting Chair at the University of Cambridge, the U.K., where he is also an Honorary Fellow of the Sidney Sussex College.

Tamer is the recipient of an honorary doctorate from the University of Hasselt (Belgium); the University of Southern Denmark; and Atilim University in Turkey. He is also a Trustee of Sabanci University in Istanbul, Turkey.

Tamer specializes in the internationalization of the firm, global strategy, emerging markets, and buyer-seller relationships in cross-border business. Most recently, he has been researching the evolution of middle-class in rapidly transforming economies.

Tamer has authored more than two dozen books and some 200 refereed journal articles. His work is among the most cited contributions in international business. Various reviews have listed him as one of the most influential and prolific authors in international management. Google citations indicate over 35,000 citations as of early 2018.

Tamer is the senior author of the leading textbook, *International Business: The New Realities*, with G. Knight and J. Riesenberger (5th ed., 2018, Pearson).

Tamer founded the *Journal of International Marketing* in 1993 and served as its Editor-in-Chief for the first seven years. The American Marketing Association adopted the journal which is now in its 27th volume.

Tamer introduced the annual book series, *Advances in International Marketing* in 1986 and served as Editor-in-Chief for the first 20 volumes. Most recently, Tamer has helped launch a new business journal, Rutgers Business Review, to feature managerially relevant research for business executives. Tamer served as Associate Editor for the Journal of International Business Studies, and is on the editorial review boards of a dozen professional journals.

Throughout 25+ years of leading CIBER centers of excellence in international business at Michigan State and Georgia State, Tamer has created opportunities for advancing research and scholarship in international business. CIBER funding has made it possible to initiate landmark research projects, roundtables on internationalization of business education, and offer professional development opportunities for faculty and doctoral students.

Tamer was the co-founder of the annual faculty development in international business (FDIB) workshops sponsored by a group of CIBERs for almost three decades. Known as the *International Business Pedagogy Workshops*, these events have trained more than 1,500 faculty over the years. The annual event is organized and hosted by GSU-CIBER in Atlanta.

Tamer is an elected Fellow of the Academy of International Business (AIB) and served on its Board of Directors. He was program chair for the 2000 annual meeting held in Phoenix, AR. He also served as Chairperson of the Board of Trustees, International University, Geneva, Switzerland from 1997 to 2007, assisting a start-up business school gain accreditation and recognition.

While leading the CIBER at Michigan State University, Tamer spearheaded the development of now leading international business knowledge portal, *globalEDGE*, and a host of decision support tools for international managers. Most well-known among these is *CORE – Company Readiness to Export*. CORE is a tutorial and decision support tool for managers considering going international. It was then adopted by the U.S. Department of Commerce, and is being used nationally in its Export Assistance Centers.

In 2014, Tamer and his doctoral student, Prof. Gary Knight, were awarded the prestigious JIBS Decade Award, for their article, “Innovation, Organizational Capabilities and the Born-Global Firm.” Tamer is also the recipient of: The American Marketing Association’s Excellence in Global Marketing Research Award (2002 and 2012); Distinguished Faculty, and Ralph H. Smuckler Award for Advancing International Studies and Programs (Michigan State University).

NAME/TITLE: Rahim Charania, Chief Executive Officer, American Fueling Systems

EDUCATION: EMBA, Georgia State University
BBA, Georgia State University

PROFESSIONAL EXPERIENCE: Mr. Rahim Charania is the Chief Executive Officer of American Fueling Systems (AFS). AFS provides compressed natural gas that is cost-effective and domestically sourced to many Fortune 1000 companies, municipalities, and individual consumers. In 2014, He was honored AFS with E3 award, an award that recognizes companies that seek to improve the environment, by the Metro Atlanta Chamber of Commerce. Mr.

Charania also serves as a preferred speaker and author for industry topics relating to global energy consumption and innovative clean technologies.

In 2011, Mr. Charania was named one of Atlanta Business Chronicle's Top 40 executives under 40. In 2012, he was also honored with the Outstanding Young Alumnus Award by Georgia State University. In 2015, the Metro Atlanta Chamber named Mr. Charania the Business Person of the Year. Mr. Charania is the current Chair of the Clean Air Campaign for J. Mack Robinson College of Business Board of Directors.

NAME/TITLE: Mourad Dakhli, Associate Professor, Institute of International Business

EDUCATION: Ph.D., University of South Carolina
M.B.A., Wright State University
B.E., Youngstown State University

PROFESSIONAL EXPERIENCE: Dr. Dakhli is associate professor of International Business and holds a Ph.D. from the Moore School of Business at the University of South Carolina. His research centers on the value-generating processes of human and social capital across different cultural and institutional settings and the implications on learning and innovation. Prior to joining GSU, he served as a faculty member at the American University of Kuwait, and taught at various places including the University of South Carolina, Azerbaijan State Oil Academy (Azerbaijan), the Caucasus School of Business (Republic of Georgia), and others.

His prior work experience includes developing and marketing industry training programs, managing capacity development projects at a number of academic institutions, and directing the activities of a bi-national chamber of commerce responsible for the promotion and implementation of a wide array of international trade and investment initiatives.

NAME/TITLE: Rene Diaz, President and CEO, Diaz Foods; Chair, CIBER Advisory Council

EDUCATION: BBA, Georgia State University

PROFESSIONAL EXPERIENCE: Rene M. Diaz has been at the helm of Diaz Foods since 1980. As a founder of the company, Rene is intimately familiar with every aspect of the business. Under his guidance and direction, he has overseen the growth of the company from \$100,000 in sales the first year to consistent annual growth of 20-30% in current years, making Diaz Foods one of the largest and most prominent Hispanic food distributors in the country. In addition to his role in the company, Rene is very involved in the community at both the local and national level. He has served on the Board of Directors of numerous companies and non-profits, including Children's Healthcare of Atlanta (Egleston/Scottish Rite Hospitals), FinanzaDirecto, Inc., United Americas Bank, N.A., Atlanta Symphony Orchestra, Atlanta Community Food Bank, The Carter Center, CDC Foundation Board of Visitors, The Community Foundation, Marist School, The Mexican

Center of Atlanta and the Latin American Association. Rene's leadership at Diaz Foods has brought recognition to himself and the company in many ways. He is continuously listed by the Atlanta Business Chronicle in its "Top 100 Most Influential Atlantans" feature and was recently recognized as one of the most influential Hispanics in the country. Rene was also featured as one of Georgia Trends "40 Under 40."

NAME/TITLE: Evaristo F. Doria, Lecturer, Institute of International Business

EDUCATION: Doctor of Education (Ed.D.), University of St. Thomas, MN
MiM, University of St. Thomas, MN
BBA, Catholic University of Uruguay

PROFESSIONAL EXPERIENCE: Evaristo F. Doria co-leads the US – Latin America Program (USLAT) at the Institute of International Business. USLAT, an initiative of the IIB, connects U.S. businesses and entrepreneurs to their counterparts in Latin America. IIB faculty provides a range of technical assistance for market entry and expansion and facilitates successful global business.

Doria has worked as a corporate executive in strategic marketing and sales in Latin America and Asia for Fortune 100 companies for more than two decades. Most recently, he served Johnson & Johnson as an international executive in charge of International Marketing. Doria has authored several articles and books in his field targeted to the Spanish speaking business community.

NAME/TITLE: Jorge Fernandez, Vice President for Global Commerce, Metro Atlanta Chamber of Commerce

EDUCATION: MBA, Texas Christian University
BBA, University of Puerto Rico
National Defense Fellow in Brazilian Studies, University of Miami
Thunderbird's Executive Education Program for International Business, University of Miami

PROFESSIONAL EXPERIENCE: Named the vice president of global commerce for the Metro Atlanta Chamber on May 15, 2006, Jorge L. Fernandez leads the international investment recruiting arm of the Chamber's economic development division. Fernandez finds innovative ways to connect Atlanta area companies to international business growth opportunities, furthering Atlanta's reputation as a top competitor in the global marketplace. Prior to joining the Chamber, Fernandez was the international and alliance vice president for Delta Air Lines at its world headquarters in Atlanta. His responsibilities encompassed all Caribbean, Latin American, Pacific and transatlantic operations, including airport customer service, finance, human resources, reservations and sales activities outside of the United States. In addition, he was charged with developing Delta's alliance strategy, managing the Sky Team global alliance and overseeing code share relationships with 16 partner airlines

around the globe. Earlier in his career, Fernandez served 24 years in the U.S. Air Force as command pilot, strategic planner and international affairs advisor. He held various diplomatic posts, leading air base access rights negotiations for a U.S. Air Force aviation hub and directing mediation between states.

Fernandez was named by *Hispanic Business* magazine as one of the “100 Most Influential Hispanics in the United States” for 2003 and is the recipient of Panama’s 2002 “Friendship Award.”

NAME/TITLE: Louis J. Grabowski, Director of the Executive Doctorate Program, Robinson College of Business, Georgia State University

EDUCATION: Executive Doctorate in Business, Georgia State University
MBA, University of California-Berkely
BA in International Relations, Stanford University

PROFESSIONAL EXPERIENCE: Louis was a partner and executive in a commercial real estate firm in the Southeast for over 25 years. Since receiving his Executive Doctorate from Georgia State, he continued to be active in the program, including being one of two world-wide alumni representatives in the Executive Doctorate in Business Administration Council and has co-taught in the program for the last couple of years. He has also published articles in peer-reviewed journals and is on the Program Steering Committee for the World Affairs Council at the Robinson College of Business.

NAME/TITLE: Qian (Cecilia) Gu, Assistant Professor, Institute of International Business

EDUCATION: Ph.D., National University of Singapore
B.A., Wuhan University, China

PROFESSIONAL EXPERIENCE: Qian Gu is an assistant professor in the J. Mack Robinson College of Business at Georgia State University. Her research interests lie at the intersection of strategic management and international business. In particular, Dr. Gu is interested in understanding how various institutional contexts can influence firm’s strategic decisions and the consequent performance implication. Her works have been published in the Strategic Management Journal, Journal of International Business Studies and Academy of Management Best Paper Proceedings. Dr. Gu was a recipient of the IACMR Li Ning Dissertation Proposal Award and China’s National Scholarship for Excellent International Student. She was a runner-up for the AOM Douglas Nigh Award, the AIB Best Doctoral Dissertation Proposal Award, and the IACMR Best Conference Macro Paper Award.

NAME/TITLE: Heather Housley, Director, International Student & Scholar Services, Georgia State University

EDUCATION: M.A., Ohio State University, Columbus

B.A., University of Tennessee, Knoxville

PROFESSIONAL EXPERIENCE: Heather is the Director of International Student & Scholar Services, where she has worked since 1998 in various roles. She received her bachelor's degree from the University of Tennessee at Knoxville, and her master's degree in higher education and student affairs from the Ohio State University in Columbus. Heather served two years in Senegal as a Peace Corps Volunteer, studied abroad in Chennai, India, and participated in Fulbright programs to Germany and India. She enjoys learning about the world not only by traveling, but by getting to know the unique and wonderful international students here at Georgia State.

NAME/TITLE: Paula Huntley, GSU-CIBER Study Abroad Director

EDUCATION: BA, Colgate University

PROFESSIONAL EXPERIENCE: Paula serves as Coordinator of Study Abroad Programs for GSU-CIBER. An able and tireless administrative leader, Paula has been instrumental in significantly expanding Robinson College's study abroad options. She is active in recruiting, and preparing students for cross-cultural experiences. She is the principal resource person to faculty directors of study abroad programs. She is also an active fundraiser for scholarships.

Paula liaisons with both internal and external stakeholders of the Institute, and plans major events. She manages more than dozen study abroad programs lead by Robinson faculty. She heads up the committee that makes scholarship awards to students participating in these programs. Paula was instrumental in the start up of the joint degree program with Cairo University in Egypt. Her responsibilities also include advising students on the study abroad programs in the Robinson College of Business, external grant (NIH and USAID funded) and departmental budget administration. Paula has managed several BIE grants from the U.S. Department of Education.

NAME/TITLE: Eric Joiner, Vice Chairman and Co-Founder, AJC International Inc.

EDUCATION: MBA, Georgia State University
BBA, Georgia State University

PROFESSIONAL EXPERIENCE: Eric has been instrumental in forming a very impressive Advisory Council for GSU-CIBER, and chairs the current Board for the J. Mack Robinson College of Business. He is a highly respected international business leader. Eric founded AJC International in 1972, and developed into a billion-dollar international trading company. AJC International, based in Atlanta, Georgia, is a world leader in marketing frozen and refrigerated food products, as well as in logistics and logistics services. Its suppliers and customers are located in more than 140 countries on six continents. AJC's multicultural workforce represents over 20 nationalities, speaking more than 25 languages. Prior to founding AJC International, Eric worked in aircraft sales with Lockheed Aircraft Corporation and in sales management.

Joiner is a past Chairman and member of the Board of Directors of the *United States Poultry and Egg Export Council*. He is also a member of the Board of Directors of the *National Chicken Council* and *Frosty Acres Brands, Inc.* Joiner serves on the Board of Advisors for *The Carter Center Atlanta* and is a member of the *USDA Trade Advisory Committee*. He is a Founder & Trustee of the *Lee Campbell Education Foundation*, and past Chairman of the Board of *Senior Citizens of Metro Atlanta*.

NAME/TITLE: Stephen J. Kay, Americas Coordinator, Federal Reserve Bank of Atlanta

EDUCATION: Ph. D, University of California
BA, University of California, Berkeley

PROFESSIONAL EXPERIENCE: Stephen Kay is the coordinator of Latin America analysis at the Federal Reserve Bank of Atlanta and coordinator of the Bank's Americas Center. His research focuses on political economy and public policy in Latin America. His articles on pension reform in Latin America have appeared in *Comparative Politics*, *Foreign Policy*, the *Journal of Aging and Social Policy*, the *Journal of European Social Policy*, the *Journal of Inter- American Studies* and *World Affairs*, *International Social Security Review*, and the Atlanta Fed's *Economic Review*. He is the editor of *Lessons from Pension Reform in the Americas* (with Tapen Sinha, Oxford University Press 2008). He has testified twice before committees of the United States Congress on pension reform in Latin America. He holds a doctorate in political science from the University of California, Los Angeles. Steven also serves on the business advisory board for GSU's AIESEC student organization.

NAME/TITLE: Leigh Anne Liu, Associate Professor, Institute of International Business

EDUCATION: Ph.D., Vanderbilt University
M.A., Western Kentucky University
LL.B., Foreign Affairs College

PROFESSIONAL EXPERIENCE: Professor Liu's research centers on individual and group behavior in cross-cultural settings. She studies culture, cross-cultural cognition, negotiation and conflict resolution, and global leadership. Her research activities have involved investigating individual difference in negotiation, international conflict management, diversity and justice, global leadership mental models, global virtual teams, and shared mental models in international negotiation and emotional influence. Dr. Liu currently teaches *Global Business*, a foundation course of the *Global Partners MBA (GPMB)* program and *International Business Negotiation*.

NAME/TITLE: Karen D. Loch, Professor, Georgia State University Institute

of International Business and President, World Trade Center
of Atlanta

EDUCATION: Ph.D., MIS, University of Nebraska
Diplome, Supérieur de Français Commercial, Chambre de Commerce et
d'Industrie de Paris; Certificat Pratique de Français Commercial
M.A., French Literature and Language, University of Nebraska
B.A., French, English, and Comparative Literature, University of
Nebraska

PROFESSIONAL EXPERIENCE: Dr. Karen Loch will assume the position of Associate Director for GSU-CIBER. She brings a breadth and depth of experience in administering grants to this position. A recipient of two NSF grants, she was the principal investigator and led a five- member multi-national research team. She also secured and administered two BIE grants to advance the internationalization of RCB students, faculty, and staff. The conceptualization and delivery of a four-session series, *How to Go International* and Global start-up business plan competition are two examples of program initiatives. Loch is recognized for her outreach efforts and strong relationships in the international business community. She is a Board Member for the Japan American Society of Georgia, the president of the World Trade Center of Atlanta, and an active member of the Global Commerce Council for the Metro Atlanta Chamber of Commerce. She launched two significant outreach initiatives for RCB – the Center for Global Business Leadership and the Global Business Leaders Roundtable during her seven-year tenure as Director of the Institute of International Business. She continues to serve as the faculty director for the International Business Alliance (IBA) which she founded in collaboration with the Society of International Business Fellows in 1992.

NAME/TITLE: Stephen Murray, Director, Study Abroad Programs

EDUCATION: M.A., Georgia State University
B.A., Georgia Southern University

PROFESSIONAL EXPERIENCE: Stephen was appointed the Director of Study Abroad Programs in February 2017. He began his career with Georgia State University in April 2013. Stephen is a graduate of Georgia State University. He participated in Georgia State's Tsinghua University Exchange program in addition to having studied abroad in Erlangen, Germany as an undergraduate.

NAME/TITLE: William Nichols, Chair, Modern and Classical Languages,

EDUCATION: Ph.D., Michigan State University

PROFESSIONAL EXPERIENCE: William Nichols is an Associate Professor of Spanish

Literature and Culture at Georgia State University and Chair of the Department of World Languages and Cultures. He is the Director of the Center for Urban Language Teaching and Research (CULTR) a Title VI National Foreign Language Resource Center funded through the U.S. Department of Education. Dr. Nichols served as the President of the Association of Departments of Foreign Languages in 2017 and was also a member of that association's Executive Committee from 2015-18. He published *Transatlantic Mysteries: Culture, Capital, and Crime in the 'Noir' Novels of Paco Ignacio Taibo II and Manuel Vázquez Montalbán* (Bucknell University Press, 2011) and co-edited *Toward a Cultural Archive of La Movida* (Farleigh Dickinson University Press, 2014). His essays have appeared in such journals as the *Arizona Journal of Hispanic Cultural Studies*, *Revista Iberoamericana*, and *Tabla Redonda*. His current research focuses on urban space, tourism, and globalization as it is represented and explored in 20th and 21st century Spanish culture. Dr. Nichols is currently working on a book tentatively titled *Construction and Consumption in Spain: Culture and Tourbanism from Torremolinos to Benidorm*.

NAME/TITLE: Sushil Nifadkar, Assistant Professor, Institute of International Business

EDUCATION: Ph.D., Arizona State University
M.B.A., Lucknow University, Lucknow, India
B.A., University of Delhi, Delhi, India

PROFESSIONAL EXPERIENCE: Sushil Nifadkar is an assistant professor at the Institute of International Business, J. Mack Robinson College of Business, Georgia State University. He completed his Ph.D. in Business Administration from Arizona State University in 2009. His current research focuses on affective processes in newcomer adjustment and international management issues, especially as they relate to Indian organizations and business context. His research has been cited more than 300 times in more than 50 countries spread across six continents. One of his papers was recently published in *Academy of Management Journal* (globally ranked #3 in management research) and his work has also appeared in *Journal of Management* (globally ranked #2 in management research). In addition, he has published a book chapter on international organizational behavior research and presented his work at major international conferences. He received *Journal of Management's* 2012 Best Paper Award for a paper published in 2007 based on scholarly impact and contribution to literature over the past five years. Also, *Academy of Management's* OB Division adjudged him an outstanding reviewer in 2006. He has been a reviewer for *Academy of Management Review* (globally ranked #1 in management research), *Journal of International Business* and *Academy of Management* conferences. He teaches graduate and undergraduate courses on international management, emerging economies and international entrepreneurship. Prior to joining Georgia State University, Professor Nifadkar was a faculty member at University of Calgary, Calgary, Canada. In a previous life, Professor Nifadkar was a business executive in India.

NAME/TITLE: Seda Palaz Pazarbasi, Managing Director of Strategic Marketing, Insights, Analytics and Digital Optimization, American Cancer Society

EDUCATION: MBA, Georgia State University
BS, Istanbul Technical University

PROFESSIONAL EXPERIENCE: Ms. Seda Palaz Pazarbasi is the managing director of the American Cancer Society. She has in-depth knowledge in global consumer insight studies, strategic marketing, and advertising in the U.S and globally. Ms. Pazarbasi has experience in CPG, Telecom, B2B, financial services, and non-profits. Prior to working at American Cancer Society, she was the Director of Global Marketing Strategy & Insights at the Coca-Cola Company

NAME/TITLE: Richard D. Phillips, Dean, Robinson College of Business

EDUCATION: Ph.D., University of Pennsylvania
M.A., University of Pennsylvania
B.S., University of Minnesota

PROFESSIONAL EXPERIENCE: Richard D. Phillips was appointed the seventh Dean of the J. Mack Robinson College of Business at Georgia State University in July 2014. He is also the C.V. Starr Professor of Risk Management and Insurance.

An expert on risk management, Dean Phillips has produced more than 50 scholarly publications. He has received several research awards, including twice receiving the Robert I. Mehr Award given to an article judged to have had the greatest impact on insurance economics 10 years after publication.

Beyond the university, Phillips is a corporate director at Munich American Reassurance Corporation and a senior consultant with Charles River Associates. He is president of the American Risk and Insurance Association, past-president of the Risk Theory Society, and he serves as a trustee for the S.S. Huebner Foundation for Insurance Education. Phillips serves on non-profit boards for the World Affairs Council of Atlanta, and he chairs the board of trustees for The Swift School – Georgia’s largest private school serving dyslexic children.

Phillips’ doctoral and master’s degrees in managerial economics are from the Wharton School. He graduated with honors from the University of Minnesota with a B.S. in Mathematics.

NAME/TITLE: Shawn Powers, Assistant Professor, College of Arts and Sciences

EDUCATION: Ph.D., University of Southern California

PROFESSIONAL EXPERIENCE: Shawn Powers specializes in international political communication, with particular attention to the geopolitics of information and information technologies. His current book project focuses on how nation-states adjust to an international system increasingly governed by information-driven financial, political and media networks rather than the geographic and temporal networks of old. His previous research essays have appeared in Media War & Conflict, Global Media &

Communication, Ethnopolitics, Argumentation & Advocacy, Orbis and the Journal of Middle East Media and in edited volumes published by Oxford University Press, Palgrave Macmillan, Peter Lang Publishing, the New Press and Routledge.

Dr. Powers co-directs the annual Annenberg-Oxford Summer Institute on Media, Policy and Law at Oxford University (UK) and the GSU study abroad program to Istanbul, Turkey titled, "Media, Journalism and Business in a Global Context." Powers is also an occasional commentator for CNN International, The Guardian, Russia Today and National Public Radio. Previously, Powers was appointed to a visiting assistant professorship overseeing USC Annenberg's London Program in conjunction with a research fellowship at the London School of Economics and Political Science for the 2009-2010 academic year. He has traveled widely in the Middle East connecting to his own ethnographic and social scientific research as well as to the study of public diplomacy, and has received funding from the John S. and James L. Knight Foundation, the Department of State, Deutsche Welle and the USC Center for Public Diplomacy.

NAME/TITLE: Wolfgang F. Schlör

EDUCATION: Ph.D. Freie Universitat Berlin

PROFESSIONAL EXPERIENCE: Dr. Wolfgang Schlör joined Georgia State University as Associate Provost for International Initiatives in 2017. Previously he served as the Associate Provost for the Diether H. Haenicke Institute for Global Education at Western Michigan University (WMU) in Kalamazoo, Michigan. He also served as Interim Associate Provost for International Affairs and Interim Director of International Programs and Studies (IPS) as well as Associate Director of IPS at the University of Illinois at Urbana-Champaign, and held similar positions at the University of Pittsburgh.

Dr. Schlör has held research and postdoctoral appointments at the Center for Science and International Affairs at the John F. Kennedy School of Government, Harvard University; the International Institute for Strategic Studies in London; and the Matthew B. Ridgway Center for International Security Studies at the University of Pittsburgh. From 1994 to 1996, he served as the US Director of the International Affairs Network, a major project to develop international affairs training capacity in Central and Eastern Europe, based in the Graduate School of Public and International Affairs at the University of Pittsburgh. Dr. Schlör holds Ph.D (Dr.Phil.) and M.A. (Dipl.Pol.) degrees in Political Science from the Freie Universität Berlin.

Dr. Schlör also serves as the Executive Director of the Georgia State University Confucius Institute.

NAME/TITLE: Nick Shreiber, Chief Executive Officer & Principal Partner, Nick Shreiber & Associates, LLC

EDUCATION: MBA, IMD International

BE, ITBA

PROFESSIONAL EXPERIENCE: Mr. Nick Shreiber is the Chief Executive Officer of Nick Shreiber & Associates, LLC, where he consults on issues of organization, operations, and strategy to business leaders. With a passion to develop future leaders, he work with Merryck & Company to mentor Fortune 50 executives in industries ranging from pharmaceutical to industrial products. He also serves as an international speaker on several leadership topics. Mr. Shreiber spent 18 years with the Tetra Pak Group, where he served as the group president and CEO from 2000 to 2005 and was responsible for North, Central, and South Americas.

He was as an advisory board member for Georgia State University—Robinson College of Business, Emory University—Goizueta Business School, the Harvard Kennedy School, and the IESE Business School. He is currently on the Campbell Board for the Campbell Soup Company.

NAME/TITLE: Michael Shannon, Principal, Liquid Strategies

EDUCATION: MBA, Georgia State University
 BS, University of Central Florida

PROFESSIONAL EXPERIENCE: Michael Shannon leads the new North America Commercial Solutions, which includes US Strategic Sales, Canada Commercial, Business Development, Commercial Predictive Sciences and Data Management Services (Austin-Tetra). He assumed this role in January 2007. Previously, he was based in London and managed all Equifax businesses throughout Europe which included operations in the UK and Ireland, Spain, and Portugal. Mr. Shannon began his European assignment in July 2001 as UK managing director and later expanded his scope to cover operations, technology, market development and new initiatives across Europe before becoming managing director of Europe. Just prior to his UK assignment, he managed Equifax's Asia Pacific Region. Mr. Shannon also has served as Senior Vice President-Group Controller, North American Information Services, and Senior Vice President, international business development and head of mergers & acquisitions. Mr. Shannon joined Equifax in 1992 as Vice President and Assistant Treasurer. Prior to joining Equifax, Mr. Shannon spent 15 years in the commercial banking industry, working for several regional and money center banks, the most recent being Citicorp North America where he was a Vice President in the structured finance and leasing division.

NAME/TITLE: Tisha Tallman, President and CEO, Georgia Hispanic Chamber of Commerce

EDUCATION: J.D. University of Iowa
 Dual degree in Political Science and Journalism & Mass Communication,
 University of Iowa

PROFESSIONAL EXPERIENCE: Ms. Tallman is the President and CEO of the Georgia

Hispanic Chamber of Commerce (GHCC) where she leads the GHCC, the GHCC Foundation, and the GHCC educational arm, Hispanic American Center for Economic Development (HACED). Formed in 1984, GHCC is the Hispanic leader in economic development. GHCC delivers programs and services, offers networking and advertising opportunities, hosts an annual awards gala and an annual business and career expo, conducts trade missions in Latin America countries, and is a legislative voice for its membership in the Georgia General Assembly. Through HACED, the Chamber delivers over 85 seminars and workshops and offers a small business incubator. She is the former Southeast Regional Counsel of MALDEF, the Mexican American Legal Defense and Educational Fund, a national Latino non-profit organization. She opened the southeast regional office in 2002 – the first regional office to be opened in over 20 years. While at MALDEF, Ms. Tallman was also the Interim D.C. Regional Counsel where she worked on national public policy issues affecting the Latino community.

NAME/TITLE: Germán Torres, Associate Chair, Modern and Classical Languages

EDUCATION: Ph.D., University of Georgia

PROFESSIONAL EXPERIENCE: Dr. Germán Torres serves as CIBER's co-coordinator for business languages. In this capacity, he implements additional business language sections and refines teaching materials for existing courses. He also creates and enriches intermediate and advanced sections for select less commonly taught languages. Germán is an associate professor of Spanish and coordinator of the 5-Year Joint Degree in Spanish and International Business, and International Economics and Modern Languages.

Germán's main research interest is in the area of curriculum for language for business programs, particularly the cultural component. In *Visiones* (Yale University Press, 2002), an anthology of Hispanic literature, he proposes the use of the literary text as the vehicle to discuss cultural and business-related issues pertinent to the Spanish-speaking world. The incorporation of literature as a cultural component in language for business programs is taken one step further in *Temas del comercio y la economía en la narrativa hispana* (Yale University Press, 2007), an edited collection of critical essays that explores business and economic issues as they are presented in Hispanic literature. Both books have been adopted as supplementary material in commercial Spanish programs. Articles by Germán on these and other topics related to language for business curriculum have appeared in *Foreign Language Annals* and *Global Business Languages*. He has been a frequent participant and presenter at the annual Language for Business Conference sponsored by CIBER.

NAME/TITLE: Juanita Velez, International Social Media Strategist, Delta Air Lines

EDUCATION: MS, International Business, Georgia State University
B.S, Armstrong Atlantic State University

PROFESSIONAL EXPERIENCE: Ms. Juanita Velez is an international social media strategists for Delta Air Lines. She started her career as one of few bilingual psychologists in Georgia. In

2012, she enrolled in Georgia State University's Master's degree program with a concentration in International Business. Before she worked at Delta Air Lines, she served as the International Digital Lead and Integrated Communications Supervisor for UPS. Ms. Velez founded Hispanic Young Professionals & Entrepreneurs, a branch of the Georgia Hispanic Chamber that she chairs. She was part of the Goizueta Foundation Gift Advisory Board, the Founding Member of Mentoring Program at Georgia State University, the Latin American Association, and the Georgia Diversity Council. In 2016, she received the Young Professional of the Year Award from the Georgia Hispanic Chamber of Commerce.

NAME/TITLE: Jamaica Villegas, CIBER Event Coordinator, Institute for International Business Administrative Coordinator

EDUCATION: BA, University of the East in the Philippines

PROFESSIONAL EXPERIENCE: Jamaica has been with Georgia State University for three years and is a successful event planner for GSU-CIBER. She assists with the CIBER case competition and International Business Pedagogy Workshops. She has in-depth knowledge of Tagalog and American Sign Language, and was recognized as a UNESCO Artist for Peace in 2003 and Employee of the Year while working at Mayfair Hotel. She holds a bachelor's degree in communication arts from the University of the East in the Philippines.

NAME/TITLE: Mary Waters, Deputy Commissioner, International Trade, Georgia Department of Economic Development

EDUCATION: MA, University of Florida
BA, Willamette University

PROFESSIONAL EXPERIENCE: Mary Waters serves as Deputy Commissioner, International Trade for the Georgia Department of Economic Development. In this role she oversees the state's International Trade program which provides services that contribute to the expansion of Georgia's exports, the creation and retention of jobs attributable to exports and the continued internationalization of Georgia's economy. The state's international trade program assists companies with exporting and matches Georgia suppliers with international buyers.

From 2008 to 2013, Mrs. Waters served as Senior International Trade Manager with the Department's Global Commerce Division, managing medical and biotech exports statewide, and helping small and medium-sized healthcare companies successfully export to international markets.

Most recently, Mrs. Waters worked as an International Account Manager with Guided Therapeutics, Inc. a medical device manufacturer and exporter located in Norcross, Georgia. Mary was responsible for the Company's business development initiatives in Latin America and Africa.

NAME/TITLE: Marta S. White, Clinical Associate Professor, Robinson College of Business

EDUCATION: Ph.D. and MBA, Florida State University
B.A., Oneonta State College, SUNY

PROFESSIONAL EXPERIENCE: Marta White currently serves as the Coordinator for Student Activities and Competitions for GSU's Center for International Business, Education, and Research. Internationally, Marta has lectured at The RONALD H. BROWN INSTITUTE for SUB- SAHARAN AFRICA and the UNIVERSITÉ PANTHÉON-SORBONNE. She is the recipient of several teaching awards, including the 2004 Outstanding Teacher at Georgia State University, the 1999 and 2003 Robinson College of Business Faculty Recognition Award for Outstanding Teaching, the 2002 Board of Advisors Teaching Excellence Award, the 2002 International Education Excellence Award, the 2005 Master Teacher Certificate Award and the nomination for the 2008 J. Mack Robinson College of Business Faculty Recognition Award for Outstanding Teaching.

In addition to striving for excellence and innovation in the practice of teaching, many of Marta's contributions to the scholarship of teaching stem from her collaborations with the Duke CIBER, which have resulted in the publication of several Cross-Cultural Negotiation Simulations; the implementation of the ALBION in China simulation in Singapore, detailed in a 2004 Special Issue of *Global Business Languages*; and more recently, her role as ICE Teaching Consortium Advisor, the dissemination of CultureActive (pioneered by Richard Lewis) and ICE -- both cross-cultural assessment tools grounded in the LMR (Linear-active, Multi-active, and Reactive) framework. Marta is the Program Director for both the Study Abroad in Transition Economies [China/Russia/South Africa] and for the Business Mediterranean Style: Study Abroad in Greece & Turkey Program.

NAME/TITLE: Trevor Williams, Managing Editor, Global Atlanta

EDUCATION: BA, Journalism, Religion,
Chinese (Minor) University of Georgia

PROFESSIONAL EXPERIENCE: Mr. Trevor Williams is the managing editor of Global Atlanta, a news service dedicated to covering how Atlanta connects with the global economy. Prior to his role at Global Atlanta, he worked with Focus on Family and InSight Magazine and served as an editor for the book *Making Men*. He volunteered as a marketing coordinator for the Association of Christians Ministering Among International and served as a Global Advisory Board Member for Atlanta Regional Commission. In 2014, U.S Commerce Secretary Penny Pretizker presented Editor Trevor Williams with

the President's "E" Award for Export Service, the highest recognition an individual or entity may obtain for positively influencing the expansion of U.S Exports.

NAME/TITLE: Anthony "Tony" Lemieux, Associate Director, Associated Professor, Communication, Global Studies Institute, Georgia State University

EDUCATION: Ph.D., Social Psychology, University of Connecticut
 M.A., Social Psychology, University of Connecticut
 B.A, Psychology & Sociology, Boston College

PROFESSIONAL EXPERIENCE: Anthony (Tony) F. Lemieux is an Associate Professor of Communication at Georgia State University, where he is a lead researcher in a recently established interdisciplinary Second Century Initiative on trans-cultural conflict and violence. He is also an investigator with the National Consortium for the Study of Terrorism and Responses to Terrorism (START), a U.S. Department of Homeland Security Center of Excellence based at the University of Maryland. Lemieux maintains an affiliation with the School of Medicine in the Department of Pediatrics (Emory University) and is Adjunct Associate Professor in the Rollins School of Public Health (Emory) and an affiliate of the Emory Neuropolicy Center.

Lemieux has an active record of research relating to public health (with a focus on adolescent health behavior, including HIV prevention and intervention). His current experimental research is supported by START, the National Science Foundation, and the U.S. Department of Homeland Security. Previous research has been supported by the National Institute of Mental Health, and Concerned Citizens for Humanity.

Dr. Lemieux has lectured at a wide range of academic institutions, as well as the United Nations headquarters in New York, the headquarters of the U.S. Central Intelligence Agency, the U.S. Department of Homeland Security, and the U.S. Transportation Security Administration, and the National Counterterrorism Center / Office of the Director of National Intelligence. Lemieux's extensive record of peer reviewed publications include articles in *Critical Terrorism Studies*, *AIDS & Behavior*, the *Journal of Personality & Social Psychology*, the *Dynamics of Asymmetric Conflict*, and *Health Psychology*. Dr. Lemieux has taught extensively on terrorism and has served as a subject matter expert on radicalization, behavioral screening technologies, and innovative survey methods.

Prior to moving to Atlanta, Dr. Lemieux was an Associate Professor of Psychology at Purchase College, State University of New York where he chaired the University's Strategic Planning Committee. He earned his Ph.D. and M.A. in Social Psychology at the University of Connecticut, and his B.A. in Psychology and Sociology at Boston College.

NAME/TITLE: William C. Bogner, Assistant Dean for Undergraduate Programs and Associate Professor, Georgia State University

EDUCATION: Ph.D., University of Illinois, Urbana-Champaign
 J.D., University of Illinois, Urbana-Champaign
 MBA, University of Illinois, Urbana-Champaign
 B.S., Indiana University

PROFESSIONAL EXPERIENCE: Dr. Bogner's current research interests include organizations learning, knowledge management, technology strategy and cross-cultural management. This research focuses on how firms set and execute new-knowledge search and exploitation strategies. Dr. Bogner also serves as the treasurer of the Business Policy and Strategy Division of the Academy of Management and as a co-chair of the Atlanta Competitive Advantage Conference.

NAME/TITLE: Mary Helen O'Connor, Senior Faculty Associate, Perimeter College

EDUCATION: Ph.D. in Rhetoric and Composition, Georgia State University
MAT., English and English Education, Agnes Scott College
BS, Journalism & Public Relations, University of Florida

PROFESSIONAL EXPERIENCE: Dr. Mary Helen O'Connor serves as the Senior Faculty Associate for Perimeter College in the Office of International Initiatives. In this role, she is responsible for managing the international initiatives portfolio for Perimeter College campuses. This position provides Perimeter College faculty, staff, and students further access to the programs, partnerships, events, and activities supported by the Office of International Initiatives. In this role, Dr. O'Connor has dual reporting to the dean and vice provost of Perimeter College and the associate provost for International Initiatives.

In 2016, Dr. O'Connor and Dr. Heval Kelli co-founded MINA, a student mentoring organization supporting refugee and immigrant students pursuing college admission and graduation.

Since 2010, Dr. O'Connor has served as an Assistant Professor with Perimeter College's Department of English. She holds a Ph.D. in Rhetoric and Composition from Georgia State University. Dr. O'Connor's teaching and scholarship explores the global migration crisis, refugee education, identity, and agency.

NAME/TITLE: Laura Carruth, Associate Professor, Biology, Neuroscience, Georgia State University

EDUCATION: Ph.D, University of Colorado
MA, University of Colorado
BA, University of Colorado

PROFESSIONAL EXPERIENCE: Dr. Carruth is an Associate Professor in the Neuroscience Institute at Georgia State University, where she is also the Director of the Neuroscience Dual Degree BS-MS program. She received her Ph.D. from the University of Colorado, Boulder and did her post-doctoral training at the University of California, Los Angeles. Her laboratory research examines the role early developmental stress has on adult brain and behavior, and the hormonal factors that lead to sex differences in brain development in different vertebrate species. Dr. Carruth is also a science educator and works with local middle and high school teachers on science lesson plan development.

Budget Justification for Proposed Projects and Administration
Years 2018-2022

**KEY MANAGEMENT, CIBER ADMINISTRATION
AND PROJECT PERSONNEL**

I. Key Project Management Personnel

The personnel listed in this section will provide management oversight, plan and implement project activities, report on project activities and finances and serve as liaison between GSU and the Department of Education. S. Tamer Cavusgil will continue to serve as Executive Director of the GSU CIBER and will lead management and administration efforts. He will be supported by Farrah Bernardino who will continue to serve as Managing Director of the GSU CIBER to assist the Executive Director. Jacobus Boers, Assistant Dean for International Engagement in the Robinson College of Business will provide assistance on all projects on behalf of the College and the university and will also serve as Co-Coordinator for Curriculum and Instructional Technology. Daniel Bello will continue to serve as Director of Research Initiatives, William Nichols will continue to serve as Director for Business Languages; German Torres will continue to serve as Coordinator for Less Commonly Taught Languages; Paula Huntley will serve as Study Abroad Director; and Jamaica Villegas will serve as Event Coordinator for the GSU CIBER. The levels of effort (LOE) for each of these individuals are indicated in the line item budget.

II. GSU-CIBER Administration

The personnel listed in this section are, and will continue to be, directly responsible for administering the GSU-CIBER which will include coordinating their respective activities, deploying personnel, and reporting to the Executive Director, Dr. Cavusgil, who will assume overall administrative responsibility. Mourad Dakhli will serve as Coordinator of Curriculum and Instructional Technology; Ed Baker will serve as Coordinator of Business Outreach; Leigh Anne Liu will serve as Coordinator of International Business Pedagogy; Laura Carruth will serve as Coordinator of Teaching Effectiveness and Assessment; and Marta White will serve as Coordinator for Student Activities and Competitions.

The GSU-CIBER administration will include the services of a Graduate Assistant @ 50% LOE and a Graduate Assistant @ 100% LOE per academic year, respectively. Academic Year compensation for full time GRAs is \$12,000. The GSU-CIBER also will make use of Student Assistants amounting to 1,500 hours annually at a rate of \$10.25 per hour.

III. GSU-CIBER Project Personnel

The personnel who will be directly involved in implementing project activities are listed in this section. The specific activities they will discharge are identified and they are listed by their respective project numbers. The compensation for each individual is identified either as a percentage of their

Annual Salary (AN) or a percentage of their Academic Year (AY) salary or as Summer Salary (SUM).

FRINGE BENEFITS

I. Administrative Staff

The Fringe Benefit rate for Management and Administrative Staff is 33%; for Graduate Students, the rate is 2.6%.

II. Project Personnel

Project Level of Effort as % Annual Compensation (Identified by Project #)

Georgia State's fringe benefit rate is 33% for project personnel who receive a percentage of their Annual Salaries as compensation for project work and for Academic Year personnel for Summer compensation. Those personnel are identified in the budget by project number, their salary basis and their level of effort in percentage terms.

Project Level of Effort as a % of Academic Year Salary

Georgia State's fringe benefit rate is 33% for project personnel who receive a percentage of their compensation for project work during the summer (SUM). Those personnel are identified in the budget by project number, their salary basis and their levels of effort as represented in percentage terms.

DIRECT COSTS TRAVEL

I. Administrative Travel

All travel in this budget category will in support of project management and administration and will include domestic and foreign travel, occasional trips by CIBER personnel to conduct conferences and workshops, and to participate in CIBER Directors meetings. Travel will be completed in accordance with USG and Georgia State University regulations.

II. Project Travel

All travel in this budget category will be to implement project activities and will include domestic and foreign travel, occasional trips by CIBER personnel, consortium personnel and students to participate in conferences, seminars, workshops and professional meetings; to develop study abroad activities; and to provide technical assistance. Travel will be completed in accordance with USG and Georgia State University regulations.

EQUIPMENT

No equipment will be procured as part of this project.

SUPPLIES

I. Administrative Supplies

Standard administrative supplies such as copying paper and office supplies, telephone, room rental and motor pool services will be procured for the normal operation of the GSU-CIBER.

II. Project Supplies

Various supplies will be required to implement project activities. They

include library and learning materials; teaching materials; specialized software, simulations; resource subscription; AV rentals; disposable project supplies used in workshops, seminars and conferences; copying supplies; long distance telephone services; subscriptions to secondary data bases; multimedia resources; subscriptions to key international business and foreign language periodicals and web resources; printer, scanner, audio visual and other equipment to be used in support of center activities and information services; and computers and peripherals for GSU-CIBER servers and other applications.

OTHER DIRECT COSTS

I. Personnel

As per requirements, the project will procure the professional services of external evaluators at \$1,000/day, including travel at \$400, lodging at \$120/day, and per diem at \$40/day for three days each year.

II. Project Related

Other project related costs will be incurred to facilitate collaborative activities with partner institutions and professional associations; to provide program assistance with co-sponsored projects (planning, publicity, registration assistance); to disseminate online course modules, teaching resources, and facilitate interactive learning Modules and web-interactive foreign language instruction; to acquire specialized

application software; to partially support visiting lecturers with travel lodging, per diem, and professional service fees; to provide grants to non-GSU faculty from consortium institutions to fund internationalization initiatives; to pay subscription rental fees to support webcasts of conferences and seminars; to pay personal services fees for copy editing; to purchase new media; to procure contractual services for publications, events, including editing, printing, typesetting and graphic design; and to support semi-annual meetings of the GSU-CIBER advisory council.

TOTAL OF ALL PROJECTS AND CIBER ADMINISTRATION:

This section summarizes the broad budget categories summarized above.

INDIRECT COSTS

The indirect cost rate used for this project is 8% consistent with Department of Education Guidelines.

Program Objectives	General Goals	General Outcomes
1. Interdisciplinary Programs in Business, Foreign Languages, International Studies & Professional Curricula	Enrich educational experiences of students via exposure to business languages, area studies, and study abroad opportunities.	Graduates with broad perspectives and better qualifications in international business and languages.
2. Less Commonly Taught Languages and Interdisciplinary Programs for Foreign Language & International Studies Faculty & Advanced Students	Enable Foreign language faculty to develop expertise in business languages, and through collaboration with the Center for Urban Language Teaching and Research (CULTR) , provide opportunities for students to learn about need for foreign language skills.	Foreign language and international studies faculty with core knowledge of and engagement in business language development. Increased awareness about foreign language study pathways in higher education as well as career opportunities requiring international and language competencies.
3. Collaboration with Educational Institutions, Associations & Businesses	Through the Minority Serving Institution Consortium , collaborations with other CIBERs, and businesses, foster an environment for cross-fertilization of ideas for	Meaningful collaborative projects with CIBERs, MSIs and others; larger number of participants benefiting from joint efforts.
4. Research on International Competitiveness	Generate knowledge of the total global value chain of U.S. organizations engaged in international business; expose non-traditional emerging markets to U.S. managers.	Globally competitive business enterprise; faculty conducting applied research on international competitiveness of U.S. businesses; resulting in practical research finding, reports, and publications.
5. Programs to Develop International Expertise of Business Executives & Other Professionals	Through the Global Cities Initiative project and proposed collaborations with the Metro Atlanta Chamber of Commerce , develop greater potential for exporting among Atlanta companies; enhance IB and business capabilities of U.S. managers.	Globally competent managers with IB and business language proficiency; enterprises better prepared to succeed; ready-to-use practical tools and methodologies.
6. Academic Outreach	Using the GSU-CIBER led Minority Serving Consortium and other platforms, foster professional development opportunities for business and foreign language faculty to develop and/or maintain their leading –edge international knowledge. Facilitate professional development of business faculty in acquiring international business knowledge; provide mechanisms for integration of the “international dimension” into teaching, research, and service.	Qualified faculty who are better prepared to engage in international business education and research, and business language instruction. Business faculty with first-hand knowledge of foreign environments, business practices, and cultures. Ample opportunities for direct exposure to events, pedagogical materials, cases, and media to be used in instruction.
7. Development & Dissemination of Teaching & Resource Materials in International Business & Languages	Share pedagogical materials and innovative approaches to teaching international business, area studies, and business languages with educators, students, and businesses. Development of new pedagogical approaches and teaching materials, including interactive learning modules.	Educators and business people equipped with instructional and research materials designed to diffuse international, comparative, and cross-cultural knowledge; interactive web resources. Learning resources and more effective approaches to teaching IB, business languages, and interdisciplinary courses.
8. Development of Overseas Linkages	Establish meaningful working relationships with select educational institutions, organizations, and businesses internationally.	Greater exchange and cross-fertilization of knowledge and practices in international business education and research; greater number of students and faculty benefiting from direct overseas experience.

Objective	U.S. Department of Education Performance Measures
<p>Objective 1: Interdisciplinary Programs in Business, Foreign Languages, International Studies & Professional Curricula</p>	<ul style="list-style-type: none"> • Number of International business courses taught (interdisciplinary incl.); • Number of faculty teaching international business, business language, and interdisciplinary courses; • Number of functional area courses with international emphasis created or revised; • Number of students participation in short-term and semester-long study abroad programs; • Number of internships with international experience; • Number of master's and doctorate graduates with international business degree; • Placement record of master's and doctorate graduates; • Languages taught. • Number of students enrolled in language courses.
<p>Objective 2: Less Commonly Taught Languages and Interdisciplinary Programs for Foreign Language & International Studies Faculty & Advanced Students</p>	<ul style="list-style-type: none"> • Number of international business programs created or revised (interdisciplinary incl.); • Number of students enrolled in international business programs created or revised; • Number of business language courses offered; • Number of students enrolled in business language courses. • Business research activities listed by discipline(s), language(s), world area(s) addressed; • Number of new international business courses, course modules and degree programs offered (interdisciplinary incl.); • Number of outreach activities including resource materials and books for faculty development; • Number of educators, and students utilizing these activities measured by number of publications distributed and number of institutions receiving resources
<p>Objective 3: Collaboration with Educational Institutions, Associations, and Businesses</p>	<ul style="list-style-type: none"> • Conference offered, audience(s), discipline(s), world area(s) addressed; • Number of attendees in conferences; • Number of outreach activities including resource materials, books, journals, online resources; • Number of educators, and students utilizing these activities measured by number of publications distributed and number of institutions receiving resources; • Number of study abroad initiatives created and supported; • Number of students and faculty participating in study abroad initiatives • Faculty development programs offered, audience(s), discipline(s), language(s), world area(s) addressed; • Number of attendees in faculty development programs offered; • Number of attendees in doctoral student development programs offered; • Number of attendees in doctoral student development programs; • Business outreach programs offered; • Number of attendees in business outreach programs.
<p>Objective 4: Research on International Competitiveness</p>	<ul style="list-style-type: none"> • Business research activities listed by title, discipline(s), languages(s), world area(s) addressed; • Conferences organized, audience(s), discipline(s), language(s), world area(s) addressed; • Number of presenters in conference; • Number of publications and research presentations for each category; • Number of presenters in publications and research presentations.

<p>Objective 5: Programs to Develop International Expertise of Business Executives & Other Professionals</p>	<ul style="list-style-type: none"> • Conferences, workshops, and seminars held for regional or national international business community listed by title, audience(s), discipline(s), language(s), world area(s) addressed; • Total number of people attending these events; • Disciplines and languages addressed at these events; • Number of businesses involved in the Global Cities Initiative programs • Number of companies and executives requesting Emerging Markets Middle Class Scorecard Index • Number of Emerging Market Risk Index workshops and seminars • Number of business persons attending Emerging Market Risk Index workshops and seminars • Number of executive education programs with international content; • Number of business persons attending executive education programs; • Number of executive education courses with international content; • Number of business persons taking these courses.
<p>Objective 6: Academic Outreach</p>	<p>Faculty Development events:</p> <ul style="list-style-type: none"> • Number of business, language, and K-12 faculty development events organized and cosponsored; • Number of faculty participating in these workshops or institutes; • World areas, disciplines, and languages addressed in these programs; Doctoral Student Development events • Number of business, language, and K-12 doctoral student development events organized and cosponsored; • Number of doctoral students participating in these workshops or institutes; • World areas, disciplines, and languages addressed in these programs; Faculty Development programs • Number of business, languages, and K-12 faculty development programs held in the U.S. or abroad; • Number of business, language, and K-12 faculty participants in these programs; • World areas, disciplines, and languages addressed in these programs; Doctoral Student Development programs • Number of business, language, and K-12 doctoral student development programs held in the U.S. or abroad; • Number of business and language doctoral student participants in these programs; • World areas, disciplines, and languages addressed in these programs;
<p>Objective 7: Development & Dissemination of Teaching & Resource Materials in International Business & Languages</p>	<ul style="list-style-type: none"> • Number of outreach activities including resource materials, books, journals, online resources; • Number of educators, and students utilizing these activities measured by number of publications distributed, number of institutions receiving resources, number of Academy of International Business participants.
<p>Objective 8: Development of Overseas Linkages</p>	<ul style="list-style-type: none"> • Number of active linkages with foreign educational institutions and businesses; • Number of scholars and students traveling to and from these partners; • Number of joint programs, including internships and study tours, carried out with these foreign partner institutions; • Number of students enrolled in these programs; • Number of courses offered through these foreign partner institutions; • Number of students enrolled in these courses.

1. Project Goal Statement: Provide access to professional development to Minority Serving Institution business faculty via the International Business Pedagogy Workshops (Note: GSU-CIBER is the lead center of the CIBER MSI Consortium, and hosts the annual training event).

2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. BL	T1	T2	T3	T4
A) Train at least 50 faculty through the International Business Pedagogy Workshops organized and hosted each year by GSU-CIBER in Atlanta.	A1. Organize the 4-day intensive training event each year for business faculty at Minority Serving Institutions A2. Promote, recruit, host, provide, and assess the impact of training A3. Provide faculty fellowships to increase access by lowering registration cost to attend	<ul style="list-style-type: none"> Number of faculty registered to attend each year Number of new teaching materials shared for teaching of international business, including syllabi, cases, power points, exercises Number of faculty fellowships awarded annually 	Annually	Event registration records	50	55	60	65	70
			Annually	Number of materials shared via ibknowledge.com from Workshops	15	17	18	20	22
			Annually	Fellowship registration records	20	25	28	30	32
B) Provide “next step” to International Business Pedagogy Workshops and continue to train at least 10 faculty throughout the year.	B1. Conduct survey of workshop attendees and use survey results to create 2-3 virtual communities of practice designed to support the continuing teaching needs of participants.	<ul style="list-style-type: none"> Number of individuals registered for virtual communities of practice 	Annually	Registration records	10	15	20	25	30

**Exhibit
26**

**Project Specific Performance
Measure Forms**

C. Increase outreach and support to MSI institutions	C1. Coordinate with Annual HBCU Dean's Meeting to attend and share updates at meeting	<ul style="list-style-type: none"> Number of attendees met at annual HBCU Business School Deans' Meeting and follow-ups made 	Annually	Email follow-up documentation	8	9	10	12	15
	C2. Schedule visits to MSI campuses and calls	<ul style="list-style-type: none"> Number of campus visits made and calls made 	Annually	Meetings scheduled via email and calls documented	3	4	5	6	7
	C3. Attend Diversity Abroad events and collaborate on MSI Outreach events	<ul style="list-style-type: none"> Number of collaborative activities made with Diversity Abroad 	Annually	Activities coordinated with Diversity Abroad	1	2	3	4	5

2. Project Goal Statement: Provide meaningful, educational and professional development to undergraduate business students at Minority Serving Institutions through the annual student International Business Case Competition. (Note: GSU-CIBER is the lead center of the CIBER MSI Consortium, and hosts the annual event).

2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. BL	T1	T2	T3	T4
A) Host at least 25 undergraduate business students from MSIs through an annual international business case competition	1. Contact MSI Business School deans and faculty advisors to elicit their interest in participating in the case competition.	<ul style="list-style-type: none"> Number of students who participate in the case competition 	Annually	Event registrations	28	28	28	28	28
	2. Recruit at least 25 undergraduate business students from MSIs and other institutions to participate in the IB Case Competition held annually. 3. Provide housing, travel expenses, and a two-day professional development opportunity for students, and their faculty advisors.	<ul style="list-style-type: none"> Number of MSIs that are offered the opportunity to participate (given the high demand on the part of MSIs to send their student, we tend to rotate the schools each year; 7 MSI's participate each year, sending 4 students each, for a total of 28 students competing each year.) 	Annually	Event registrations	7	7	7	7	7

3. Project Goal Statement: Working closely with the Metro Atlanta Chamber of Commerce, implement and provide strategies enabling more Atlanta companies to engage in export activities and increase talent pool of individuals with global skillsets and competency to work with internationally focused companies.

2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. BL	T1	T2	T3	T4
A) Provide student interns to company recipients of <i>Atlanta Metro Export Challenge</i> to implement and leverage export growth.	A1. Recruit, train, place, and monitor student interns placed with participating companies; assess progress, and provide incentives for the student interns.	Change in export activity subsequent to participating in the Atlanta Metro Export Challenge: <ul style="list-style-type: none"> • Number of new export markets entered; and • Growth in export revenues (percent growth) 	Annually	Company records and surveys	3	3	4	5	5
			Annually	Company records and surveys	5	10	15	20	25
B) Create talent pipeline of tech savvy and globally minded experts to harness talent needs of foreign owned enterprises.	B1. Develop and implement internship program to support implementation of <i>Next Generation Workforce of The Metro Atlanta Foreign Direct Investment Plan</i> B2. Plan and organize a workshop for students interested in international business to prepare them for a successful international internship	<ul style="list-style-type: none"> • Number of interns actively involved in internship program • Number of students attending workshop 	Annually	Internship activity database	None (new initiative)	10	15	20	20
			Annually	Registration records	None (new initiative)	20	25	30	30

4. Project Goal Statement: Educate pipeline of students (from high school to upper level college students) about the importance of foreign language acquisition as career skill set.

2. Performance Measures Source	3. Activities	4. Data/ Indicators	5. Frequency	6. Data	7. BL	T1	T2	T3	T4
A1. Reach over 700 GA high school students through <i>World Languages Day</i> in collaboration with <i>Georgia State's Title VI Language Resource Center</i>	A.1. Co-host <i>World Languages Day</i> , an annual resource fair connecting with representatives from different companies, non-profits, and government organizations about career opportunities in their fields that come with language study and cultural competency	<ul style="list-style-type: none"> Number of students attending each year 	Annually	Event registrations and check-in records	700	725	730	735	750
B1. Increase number of students enrolled in language courses for international business	B1. Promote business language courses on campus	<ul style="list-style-type: none"> Number of students enrolled in foreign language courses for international business 	Annually	Course enrollment records	50	55	60	65	75

Budget Narrative File(s)

* **Mandatory Budget Narrative Filename:**

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GEORGIA STATE UNIVERSITY CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH
Detailed Budget

	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Part A: Personnel								
<u>Key Project Management Personnel</u>								
S. Tamer Cavusgil, Executive Director, 45%, AN		151,163		155,698		160,369		165,180
Farrah Bernardino, Managing Director, 100%, AN	38,250	38,250	39,398	39,398	40,580	40,580	41,797	41,797
Jamaica Villegas, Event Coordinator, 10% AN	4,148		4,272		4,400		4,532	
Jacobus Boers, Co-Coordinator, Curriculum & Instructional Technologies, 5%, AN		6,418		6,611		6,809		7,013
Daniel Bello, Director, Research Initiatives, 15% AN		37,418		38,541		39,697		40,888
William Nichols, Director, Business Languages, 15% AN		14,271		14,699		15,140		15,594
German Torres, Coordinator, Less Commonly Taught Languages, 15% AY		10,271		10,579		10,896		11,223
Paula Huntley, Study Abroad Director 25%, AN		15,450		15,914		16,391		16,883
Sub-total	42,398	273,241	43,670	281,440	44,980	289,882	46,329	298,578
<u>GSU-CIBER Administration</u>								
Leigh Anne Liu, Coordinator, IB Pedagogy, 10% AY		14,214		14,640		15,079		15,531
Ed Baker, Coordinator, Business Outreach, 3%, AN	4,865		5,011		5,161		5,316	
Mourad Dakhli, Co-Coordinator, Curriculum & Instructional Technology, 5% AY	6,305		6,494		6,689		6,890	
Laura Carruth, Coordinator, Teaching Effectiveness & Assessment 2% AY	2,486							

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	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Marta White, Coordinator for Student Activities and Competitions, 2%, AY	1,965		2,024		2,085		2,148	
Graduate Assistant @ 100%, AY	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Graduate Assistant @ 50%, AY	6,000		6,000		6,000		6,000	
Student Assistants: 1,500 hours @ \$10.25/hour	15,375		15,375		15,375		15,375	
Sub-total	42,996	20,214	40,904	20,640	41,310	21,079	41,729	21,531

GSU-CIBER Project Personnel

1a. National Project for Articulating Core Body of Knowledge for Introductory course in IB and Resource Dissem								
Professor M. White, curriculum development @ 2% AY	1966		2025		2086		2149	
1.b. Global Competency Certificate for Business Undergraduates								
J. Boers, curriculum development @ 2% AN		2,492		2567		2644		2723
L.A. Liu, curriculum development @ 2% AY	2,760		2,843		2,928		3,016	
1c. Undergraduate Curriculum Internationalization and Enrichment								
Professor M. Dakhli, curriculum development @ 2% AY	2522		2598		2676		2756	
Professor M. White, curriculum development @ 2%AY	1966		2025		2086		2149	
1.d. Business Language Curriculum Enrichment								
Professor F. Doria, curriculum development @ 2% AY	1240		1277		1315		1354	
Professor W. Nichols, curriculum development @ 2% AN	1847		1902		1959		2018	
Professor R. Huff, curriculum development @ 2% AY	1197		1233		1270		1308	
1e. Graduate Currciulum Internationalization and Enrichment								
J. Boers, curriculum development @ 2% AN		2,492		2,567		2,644		2,723
1f Executive Doctorate in Business								
L. Mathiassen, Director, curriculum development @ 2% AN	4,365		4,496		4,631		4,770	
J. Vallejos, Curriculum development @ 2% AY		1501		1546		1592		1640

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	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
1g. Revision of Doctoral Seminars in International Business								
L.A. Liu, curriculum development @ 2% AY	2760		2760		2760		2760	
1h. Interdisciplinary Study Abroad Courses								
P. Carrillo, program development @2% AN		1,501		1546		1592		1640
S. Eroglu, curriculum development @ 2% AY	2333		2403		2475		2549	
1i. Development of International Projects and Internships for Students								
J. Aldrich, curriculum development @2%AN	3,277		3,375		3,476		3,580	
1j. Co-Curricular Activities to Enrich Student Experiences								
H. Housley, program development @ 2% AN		1,800		1,854		1,910		1,967
1k. Technology Enhancement Across the Curriculum - Global Learning & Course Internationalization Project								
M.H. O'Connor, program development @ 2% AY		1,134		1,168		1,203		1,239
2. LCTL and Interdisc Programs for Foreign Langand Intl Studies Faculty & Advanced Students								
2c. Expansion of Intermediate and Advanced Sections for Select LCTLs								
W. Nichols, curriculum development @ 2% AN		1,903		1,960		2,019		2,080
2f Enrichment of the Turkish Language Program								
S. Eroglu, curriculum development @ 2% AY	2,333		2,403		2,475		2,549	
3. Collaboration with Educational Institutions, Associations, and Businesses								
3a. Atlanta Consular Corps and Bi-National Chambers of Commerce Alliance for International Business								
F. Doria, program deveopment @ 2% AY	1,240		1,277		1,315		1,354	
3e. Collaboration with Major Businesses in the Region								
D. Bello program development @ 2% AN		4,989		5,139		5,293		5,452

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	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Ed Baker, program development @2% AN		3,149		3,243		3,340		3,440
4. Research on International Competitiveness								
4a. Middle Class Scorecard for Emerging Markets								
4c. Co-sponsorship of Competitiveness Conferences								
W. Bogner, research activity @ 2% AN		3,369		3,470		3,574		3,681
5. Programs to Develop International Expertise of Business Executives and Other Professionals								
5b. U.S.-Latin America Trade (USLAT) Internationalization Assistance Project								
F. Doria, program development @ 2% AY	1,926		1,984		2,044		2,105	
5c. Global Public Health Education and Research								
A. Sumner, program development @ 2% AN		2,957		3,046		3,137		3,231
6. Academic Outreach								
6e Outreach to K-12 and College Faculty on Globalization and Contemporary International Trade Issues								
G. Benson program development @ 2% AN	3,418		3,521		3,627		3,736	
Sub-total	35,150	27,287	36,122	28,106	37,123	28,948	38,153	29,816
Personnel Sub-total	120,544	320,742	120,696	330,186	123,413	339,909	126,211	349,925

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	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Part B. Fringe Benefits								
I. Administrative Staff								
S. Tamer Cavusgil, Executive Director @ 45% AN		49,884		51,380		52,922		54,509
Farrah Bernardino, Managing Director @ 100% AN	12,623	12,623	13,001	13,001	13,391	13,391	13,793	13,793
Jamaica Villegas, Administrative Assistant, 10% AN	1,369		1,410		1,452		1,496	
Jacobus Boers, Co-Coordinator, Curriculum & Instructional Technologies, 5%, AN		2,118		2,182		2,247		2,314
Daniel Bello, Director, Research Initiatives, 15% AN		12,348		12,719		13,100		13,493
William Nichols, Director, Business Languages, 15% AN		4,709		4,851		4,996		5,146
German Torres, Coordinator, Less Commonly Taught Languages, 15% AY		3,389		3,491		3,596		3,704
Paula Huntley, Study Abroad Director 25%, AN		5,099		5,252		5,409		5,571
Leigh Anne Liu, Coordinator, IB Pedagogy, 10% AY	4,691		4,831		4,976		5,125	
Ed Baker, Coordinator, Business Outreach, 3%, AN	1,605		1,654		1,703		1,754	
Mourad Dakhli, Co-Coordinator, Curriculum & Instructional Technology, 5% AY	2,081		2,143		2,207		2,274	
Laura Carruth, Coordinator, Teaching Effectiveness & Assessment 2% AY		2,486						
Marta White, Coordinator for Student Activities and Competitions, 2%, AY	648		668		688		709	
II. Project Level of Effort as % Annual Compensation (Identified by Project #)								
1b. J. Boers, program development @ 2% AN		822		847		873		899
1d. W. Nichols, Curriculum Development @ 2%AN	610		628		646		666	
1e. J. Boers, program development @ 2% AN		822		847		873		899
1h. P. Carrillo program development @ 2% AN		495		510		525		541

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	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
H. Housley program development @ 3% AN		594		612		630		649
1i. J. Aldrich, curriculum development @2% AN	1,081		1,114		1,147		1,181	
1k. M.H. O'Connor, program development @ 2% AN		374		385		397		409
2c. W. Nichols, curriculum development @2% AN		628		647		666		686
3e. D. Bello, program development @2% AN		1,646		1,696		1,747		1,799
E. Baker, program development @ 2% AN		1,039		1,070		1,102		1,135
4c. W. Bogner, program development @ 2% AN		1,112		1,145		1,179		1,215
5c. A. Sumner, program development @ 3% AN		976		1,005		1,035		1,066
6e. G. Benson, program development @ 2% AN	1,128		1,162		1,197		1,233	
III. Project Level of Effort as a % of Academic Year Salary								
1a. Professor M. White, Curriculum Development @ 2% AY	649		668		688		709	
1b. L.A. Liu, Curriculum Development @ 2% AY	911		938		966		995	
1c. M. White, Curriculum Development @2% AY	649		668		688		709	
1c. M. Dakhli, Curriculum Deveopment @ 2% AY	832		857		883		909	
1d. F. Doria, Curriculum Development @ 2% AY	409		421		434		447	
1d. R. Huff, Curriculum Development @ 2% AY	395		407		419		432	
1f. L. Mathiessen, Curriculum development@ 2% AY	1,440		1,484		1,574		1,574	
1f. J. Vallejos, Curriculum Development @ 2% AY		495		510		525		541
1g. LA. Liu, Curriculum Development @ 2% AY	911		911		911		447	
1h. S. Eroglu, Curriculum development @ 2% AY	770		793		817		841	
1k. M.H. O'Connor, Program Development @2% AY		374		385		397		409
2f. S. Eroglu, curriculum development @ 2% AY	770		793		817		841	
3a. F. Doria, Curriculum development @ 2% AY	409		421		434		447	
5b. F. Doria, Program Development @ 2% AY	636		655		675		695	
Sub-total	34,617	102,033	35,627	102,535	36,713	105,610	37,277	108,778
Personnel and Fringe Sub-total	155,161	422,775	156,323	432,721	160,126	445,519	163,488	458,703

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	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Part C. Travel								
<u>Administrative Travel</u>								
Domestic or Foreign Travel: Occasional trips by CIBER personnel to conduct conferences, workshops, and to participate in CIBER Directors meetings	4,500	17,000	4,500	17,000	4,500	17,000	4,500	17,000
<u>Project Travel</u>								
Project 1a. Articulation of Core Body of Knowledge for IB Course								
Travel support for regional travel, travel grants 5 @ \$350 each	1,750		1,750		1,750		1,750	
Project 1i. Development of International Internships for Students								
Travel support for faculty; program development grants 3 @ \$1,500 each	4,500		4,500		4,500		4,500	
Project 1j. Co-Curricular Activities to Enrich Student Experiences								
Travel grants to members of student groups to attend conferences/leadership workshops, etc., 8 @ \$300	2,400		2,400		2,400		2,400	
Project 1k. Technology Enhancement across the Curriculum								
Domestic travel grants for faculty to attend conferences on collaborative online international learning (COIL)	2,500		2,500		2,500		2,500	
Project 2b. Resource Center for LCTLs								
Domestic travel grants for language faculty to attend Business Language Conferences programs, 4 @ \$400	1,600		1,600		1,600		1,600	
Project 2g. CIBER Language & Languages for Specific Purposes Conference								
Domestic travel grants for language faculty to attend conference, 2/ each conference @ \$400			800				800	

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	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Project 2n. Language Faculty Development/Travel Grant Fund/Grad. Assistantship								
Domestic and foreign travel; varying amounts to attend professional meetings	2,500		2,500		2,500		2,500	
Project 3b. Minority Serving Institution Consortium								
Faculty and staff grants (recipients TBD), 15/year, \$2000 each	5,000	25,000	5,000	25,000	5,000	25,000	5,000	25,000
Scholarships for students at MSI institutions to cover airfare for study abroad	8,000		8,000		8,000		8,000	
Project 3d. Training and advisory support on exporting and Int'l Trade								
Domestic travel; varying amounts to provide training	1,800		1,800		1,800		1,800	
Project 3e. Collaboration with Major Businesses in the Region								
Domestic travel grants, 8 @ \$60	480		480		480		480	
Project 3h. NDEC								
Domestic travel to participate in annual NDEC Meeting in D.C. (1 @ \$250)	250		250		250		250	
Project 3j. NASBITE Conference								
Domestic travel to participate in annual conference 1 @ \$400	400		400		400		400	
Project 3k. Diversity Abroad -Global Student Leadership Summit								
Domestic travel to support MSI students to participate in Summit (3@ \$250)	750		750		750		750	
Project 4d. Faculty/Doctoral Student Research Fund								
Domestic and foreign travel support; 7 awards @ \$400	2,800		2,800		2,800		2,800	
Project 4e. Consortium for International Marketing Research (CIMaR)								
Domestic and foreign travel support; 2 faculty @ \$800	1,600		1,600		1,600		800	800
Project 5a. Periodic workshops and seminars to disseminate Emerging Market Risk Index (EMRI) findings								
Domestic travel support, 3 faculty @ \$400	1,200		1,200		1,200		1,200	

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	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Project 5b. U.S.-Latin America Trade (USLAT) Technical Assistance								
Foreign travel support; 4 trips @ \$1,200		4,800		4,800		4,800		4,800
Project 6b. GSU-CIBER's Landmark Conference on the Middle Class Phenomenon in Emerging Markets								
Travel support for key conference participants; 5 trips @ \$400	2,000		2,000		2,000		2,000	
Project 6c. Collaboration with other CIBERs, Comm.Colleges, Prof. Associations								
Domestic travel by GSU faculty to attend/conduct seminars/workshops, 6 faculty @ \$400	2,400		2,400		2,400		2,400	
Project 6d. Travel Grants to faculty from MSI Consortium to participate in Faculty Development Programs								
Travel grants to MSI faculty, 4 grants @ 400	1,600		1,600		1,600		1,600	
Project 8a. Degree Collaboration with International Partners								
International travel to partner schools, 6 trips @ \$1,200 each		7,200		7,200		7,200		7,200
Project 8b. Technical Assistance to Overseas Institutions								
International travel to overseas insitutions, 6 trips @ \$1,200 each		7,200		7,200		7,200		7,200
Project 8d. Development of Overseas Linkages								
Foreign travel support; for GSU faculty to initiate new collaborative partnerships with business and educational institutions; 3 awards @ \$2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Travel Sub-total	51,030	64,200	51,830	64,200	51,030	64,200	51,030	65,000

GEORGIA STATE UNIVERSITY CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH
Detailed Budget

	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Part D. Equipment								
	0	0	0	0	0	0	0	0
Part E. Supplies								
Administrative Supplies								
Project supplies, copying, long distance telephone, rooms, and rental, and motor pool, etc., for general administration	6,000		6,000		6,000		6,000	
Project Supplies								
Project 1a. National Project for Articulating the Core Body of Knowledge for the Introductory Course in International Business and Resource Dissemination - library and learning materials acquisition	4,000		3,000		3,000		3,000	
Project 1b. Global Competency Certificate (GCC) for Business Undergraduates	3,000		3,000		4,000		4,000	
Project 1j. Co-Curricular Activities to Enrich Student Experiences								
Support for student sponsored events for AV rental, project supplies, copying, long distance telephone, etc.	1,400		1,100		1,100		1,100	
Project 1k. Technology Enhancement Across Curriculum - securing online tech registrations	3,000		3,000		3,000		3,000	
Project 2a. Collaborative projects with CULTR, Georgia State's Title VI Language Resource Center								
Facilities rental charges for Global Languages Leadership Meeting	500		500		500		500	
Facilities rental charges for annual World Languages Day	500		500		500		500	
Project 2d. Language Learning technologies for LCTLs								
Acquisition of contemporaray teaching materials, software, simulations, resource subscriptions, etc.	3,200		3,300		3,400		3,500	

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	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Grants awarded on competitive basis to bus, lang, area studies faculty; awards vary in size, paid as summer salary	4,500		4,500		4,500		4,500	
Project 3b. Minority Serving Institution Consortium								
Acquisition of contemporaray teaching materials, software, simulations, resource subscriptions, etc.	2,300		2,300		2,500		2,700	
Hotel accomodations for annual IB Case Competition (28 students + 7 faculty from MSI institutions) 1 night@\$125	4,375		4,375		4,375		4,375	
Project 3c. Metro Atlanta Chamber of Commerce Partnership								
Internship program costs to support recipients of the biannual <i>Atlanta Metro Export Challenge</i>	2,000		2,000		2,000		2,000	
Internship program costs related to Strategy 5: Next Generation Workforce of The Metro Atlanta Foreign Direct Investment Plan	2,000		2,000		2,000		2,000	
Costs associated with workshop for students to prepare them for international experiences	250		250		250		250	
Project 4a. Middle Class Scorecard								
Acquisition and subscriptions to secondary databases	1,600		1,600		1,800		1,900	
Project 4c. Co-sponsorship of Competitiveness Conferences								
Conference related expenses for Annual Atl Competitiveness Advantage Conference	250		250		250		250	
Project 4d. Faculty & Doctoral Student Research Fund								
10 grants/yr, \$2,000 research grant fixed amount	5,000		5,000		5,000		5,000	
Project 5a. Periodic workshops and seminars to disseminate finds of GSU-CIBER Emerging Market Risk Index (EMRI)	2,200		2,200		2,200		2,200	
Project 6b. GSU-CIBER's Landmark Conference on the Middle Class Phenomenon in Emerging Markets								
Materials for Conference: facilities, supplies, transportation	1,500		1,500		1,500		1,500	
Project 7f. International Business Media Library	4,000		4,000		4,200		4,200	

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	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Acquisition of multimedia resources for teaching international business	500		500		0		0	
Specialized software	500		500		500		200	
Project supplies, photocopying, long distance telephone, postage, and related expenses to support all GSU-CIBER projects	1,800		1,600		2,200		1,800	
Subscriptions to key international business and foreign language periodicals and web resources including Global Atlanta and STATUSA	2,200		2,200		2,200		2,200	
Sub-total	56,575		55,175		56,975		56,675	
Part F. Contractual								
	0		0		0		0	
Part G. Construction								
	0		0		0		0	
Part H. Other								
Personnel								
External Evaluations: Professional service fee for one external evaluator each year @ \$1,000/day, including travel @ \$400, lodging \$120/day, per diem @ \$40/day, for 3 days	3,000		3,000		3,000		3,000	
Project Related: (Various Projects) Collaboration with other CIBERs, Community Colleges, and Professional Associations								
Program assistance with co-sponsored projects (for example registration fees, planning, publicity); average of 4 programs @ \$2,000	8,000		8,000		8,000		8,000	
Project 1L. Advancing Interdisciplinary Grounding in the IB Field Project GW CIBER leads								
Conference related expenses	500				500			

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	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Project 2g. CIBER Language & Language for Specific Purposes Confernece								
Conference related expenses 2020, 2022; BLRT Awards @500/ CIBER 2019, 2021	500		500		500		500	
Project 3b. Minority Serving Institution Consortium								
Expert speaker fees to speak at annual International Business Pedagogy Workshops 20@\$2,000	40,000		40,000		40,000		40,000	
Project 3d. World Trade Center Partnership								
Scholarships for students to attend annual World Trade Day (5 students @\$100 each)	500		500		500		500	
Project 3j. CIBER-wide NASBITE Co-sponsorship								
Co-sponsorship to support annual conference, small business exporters summit, student case competition and Certified Global Business Professional credential	500		500		500		500	
Project 3k. Diversity Abroad Partnership								
Network Membership Fee	1,970		1,970		1,970		1,970	
Projects 7a through 7e. Development and dissemination of online course modules, teaching resources, Interactive Learning Modules; Web-Interactive Foreign Language Instruction								
Acquisition of specialized application software and other materials	3,000		3,000		3,000		1,000	
Academic Outreach Events								
Visiting lecturers: partial support for lodging, per diem, travel, and professional service fees; 6 @ 1,200			2,000				2,000	
Project 6d. Co-sponsorship/Collaboration of Faculty Development Program	2,000		2,000		2,000		2,000	

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	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
Project 6f. Webcasts of Major International Business and International Georgia and Major International Business and international Studies Conferences and Seminars								
Subscription and rental fees	2,100		2,100		500		500	
Project 7e. GSU-CIBER Publications Program: Dissemination of International Business Publications and CIBER Publications Program								
Copy Editor, personal services fee	1,650		1,650		1,650		500	
Project 7f. International Business Media Library								
Purchase of new media for teaching international and cross-cultural business; \$600/each	2,400		2,400		1,000		0	
All Projects								
Contractual services for GSU-CIBER publications and events, including editing, printing, typesetting, and graphic design	4,500		4,500		4,500		4,500	
Advisory Council semi-annual meetings; 2 @ \$2,000	4000		4000		4000		4000	
"Other" Sub-total	70,620	0	72,120	0	67,620	0	64,970	0
Part B. Cost Total	178,225	64,200	179,125	64,200	175,625	64,200	172,675	65,000

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	2018-19		2019-20		2020-21		2021-22	
	Federal	GSU	Federal	GSU	Federal	GSU	Federal	GSU
<u>Total of All Projects and CIBER Administration</u>								
a. Personnel	120,544	320,742	120,696	330,186	123,413	339,909	126,211	349,925
b. Fringe Benefits	34,617	102,033	35,627	102,535	36,713	105,610	37,277	108,778
c. Travel	51,030	64,200	51,830	64,200	51,030	64,200	51,030	65,000
d. Equipment								
e. Supplies	56,575		55,175		56,975		56,675	
f. Contractual								
g. Construction								
h. Other	70,620	0	72,120	0	67,620	0	64,970	0
Total, Direct Costs	333,386	486,975	335,448	496,921	335,751	509,719	336,163	523,703
Total, Indirect Costs @ 8%	26,671	38,958	26,836	39,754	26,860	40,778	26,893	41,896
TOTALS	360,057	525,933	362,284	536,675	362,611	550,497	363,056	565,599
TOTAL GSU-CIBER NATIONAL RESOURCE CENTER		885,990		898,959		913,108		928,655
Percent of Federal Contribution to Total Project		41%		40%		40%		39%