

**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 # P220A180019**

**Grants.gov Tracking#: GRANT12650700**

OMB No. , Expiration Date:

Closing Date: Jun 13, 2018

PR/Award # P220A180019

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

Application for Federal Assistance SF-424		
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
* 3. Date Received: <input type="text" value="06/13/2018"/>	4. Applicant Identifier: <input type="text"/>	
5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>	
<b>State Use Only:</b>		
6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>	
<b>8. APPLICANT INFORMATION:</b>		
* a. Legal Name: <input type="text" value="San Diego State University Foundation"/>		
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="1956042721A1"/>	* c. Organizational DUNS: <input type="text" value="0733713460000"/>	
<b>d. Address:</b>		
* Street1:	<input type="text" value="5250 Campanile Drive"/>	
Street2:	<input type="text"/>	
* City:	<input type="text" value="San Diego"/>	
County/Parish:	<input type="text"/>	
* State:	<input type="text" value="CA: California"/>	
Province:	<input type="text"/>	
* Country:	<input type="text" value="USA: UNITED STATES"/>	
* Zip / Postal Code:	<input type="text" value="92182-1931"/>	
<b>e. Organizational Unit:</b>		
Department Name: <input type="text" value="Management"/>	Division Name: <input type="text"/>	
<b>f. Name and contact information of person to be contacted on matters involving this application:</b>		
Prefix: <input type="text" value="Miss"/>	* First Name:	<input type="text" value="Jennie"/>
Middle Name:	<input type="text"/>	
* Last Name:	<input type="text" value="Amison"/>	
Suffix:	<input type="text"/>	
Title:	<input type="text"/>	
Organizational Affiliation: <input type="text"/>		
* Telephone Number: <input type="text" value="619-594-5731"/>	Fax Number: <input type="text"/>	
* Email: <input type="text" value="awards@foundation.sdsu.edu"/>		

**Application for Federal Assistance SF-424**

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

M: Nonprofit with 501C3 IRS Status (Other than 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:**

Center for International Business Education and Research (SDSU CIBER)

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="1,405,696.00"/>
* b. Applicant	<input type="text" value="1,406,224.00"/>
* 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="2,811,920.00"/>

**\* 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

San Diego State University Foundation

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	149,818.00	161,137.00	156,181.00	149,310.00	0.00	616,446.00
2. Fringe Benefits	57,229.00	58,946.00	60,713.00	62,535.00	0.00	239,423.00
3. Travel	24,150.00	25,050.00	45,400.00	24,950.00	0.00	119,550.00
4. Equipment	0.00	0.00	0.00	0.00	0.00	0.00
5. Supplies	2,500.00	500.00	500.00	500.00	0.00	4,000.00
6. Contractual	12,500.00	12,500.00	7,000.00	12,000.00	0.00	44,000.00
7. Construction	0.00	0.00	0.00	0.00	0.00	0.00
8. Other	73,950.00	70,650.00	60,150.00	73,400.00		278,150.00
9. Total Direct Costs (lines 1-8)	320,147.00	328,783.00	329,944.00	322,695.00	0.00	1,301,569.00
10. Indirect Costs*	25,612.00	26,303.00	26,396.00	25,816.00	0.00	104,127.00
11. Training Stipends	0.00	0.00	0.00	0.00	0.00	0.00
12. Total Costs (lines 9-11)	345,759.00	355,086.00	356,340.00	348,511.00	0.00	1,405,696.00

**\*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: 06/13/2018 To: 06/13/2018 (mm/dd/yyyy)

Approving Federal agency:  ED  Other (please specify): Health and Human Services

The Indirect Cost Rate is 50.50%.

(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 # P220A180019

Name of Institution/Organization San Diego State University Foundation	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	187,550.00	214,312.00	198,769.00	204,336.00	0.00	804,967.00
2. Fringe Benefits	83,363.00	91,488.00	88,441.00	92,109.00	0.00	355,401.00
3. Travel	21,400.00	9,000.00	27,450.00	14,750.00	0.00	72,600.00
4. Equipment	0.00	0.00	0.00	0.00	0.00	0.00
5. Supplies	2,000.00	0.00	0.00	0.00	0.00	2,000.00
6. Contractual	7,800.00	2,500.00	1,500.00	2,500.00	0.00	14,300.00
7. Construction	0.00	0.00	0.00	0.00	0.00	0.00
8. Other	18,165.00	11,726.00	13,900.00	9,000.00	0.00	52,791.00
9. Total Direct Costs (lines 1-8)	320,278.00	329,026.00	330,060.00	322,695.00	0.00	1,302,059.00
10. Indirect Costs	25,622.00	26,322.00	26,405.00	25,816.00	0.00	104,165.00
11. Training Stipends	0.00	0.00	0.00	0.00	0.00	0.00
12. Total Costs (lines 9-11)	345,900.00	355,348.00	356,465.00	348,511.00	0.00	1,406,224.00

**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>Rick Gulizia</p>	<p>TITLE</p> <p>Director of Research Affairs</p>
<p>APPLICANT ORGANIZATION</p> <p>San Diego State University Foundation</p>	<p>DATE SUBMITTED</p> <p>06/13/2018</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

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

**4. Name and Address of Reporting Entity:**

Prime     SubAwardee

\* Name: San Diego State University Research Foundation

\* Street 1: 5250 Campanile Drive    Street 2: \_\_\_\_\_

\* City: San Diego    State: CA: California    Zip: 92182-1931

Congressional District, if known: CA-053

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

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

<b>8. Federal Action Number, if known:</b> _____	<b>9. Award Amount, if known:</b> \$ _____
---	---

**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 N/A Street 2 \_\_\_\_\_

\* City N/A 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: Rick Gulizia

\* Name: Prefix \_\_\_\_\_ \* First Name Rick Middle Name \_\_\_\_\_  
\* Last Name Gulizia Suffix \_\_\_\_\_

Title: Director, Division of Research Affairs    Telephone No.: 619-594-5938    Date: 06/13/2018

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

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

1236-GEPA Statement 2018.pdf

Add Attachment

Delete Attachment

View Attachment



## SAN DIEGO STATE UNIVERSITY

### GEPA Statement

#### Equal Access and Treatment for Eligible Project Participants

San Diego State University maintains and promotes a policy of non-discrimination and non-harassment on the basis of race, religion, color, age, gender, disability, marital status, sexual orientation, and national origin. SDSU has many programs in place to overcome barriers and ensure equitable access for all eligible project participants. An assurance of compliance with all federal statutes relating to nondiscrimination is filed with this application.

SDSU's policy incorporates the requirements of: Federal Executive Orders 11246 and 11375; Title VI, VII, and IX of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act; as well as pertinent laws and regulations in Title V of the *California Code of Regulations*. This policy stands as a statement of SDSU's moral commitment to the right of all persons to equal opportunity in a non-discriminating, harassment-free atmosphere. SDSU's Office of Diversity and Equity oversees this commitment to equal opportunity.

SDSU's reputation for ensuring equal access and treatment is reflected by its national recognition. Currently, *U.S. News & World Report* ranks SDSU at #7 in the nation for racial diversity. SDSU ranks in the top 200 Colleges for Native Americans, according to *Winds of Change* magazine. SDSU is recognized as one of the nation's top employers for women by *Professional Women's Magazine*. SDSU is ranked #9 in the nation and #2 in California for bachelor's degrees awarded to Hispanics, according to the 2017 edition of *Hispanic Outlook in Higher Education*, which lists the top 100 colleges and universities for Hispanics. In fact, Adalyn Hixson, the magazine's editor wrote: "*San Diego State should stand up and take a bow. The university is doing a great job of recruiting, retaining and graduating Hispanics. It is clearly a vital part of the education pipeline.*"

San Diego State University is ranked among the top 10 full-time MBA programs with the highest proportion of women enrolled in fall 2016, according to a ranking released in May 2017, by *U.S. News & World Report*.

San Diego State University is among the best universities in the nation for supporting LGBTQ students. The Campus Pride Index recently ranked SDSU on its 2017 "Best of the Best" Top 30 list of LGBTQ-friendly colleges and universities. SDSU has been included in this ranking for the past seven years along with institutions like Princeton University and Cornell University.

Serving San Diego County's diverse community is a principal mission of SDSU. As such, the university and the Fowler College of Business have identified potential barriers relating to **gender, race, national origin, color, disability, sexuality, and age** that can impede equitable access or participation and has taken steps to overcome these barriers. SDSU and our College have implemented several steps to ensure equity of access and participation in our programs.



One particular example is: In order to create a pipeline of qualified students of color, SDSU and the Sweetwater Union High School District partnered together to create the **Compact for Success** program. This pioneering effort in educational civil rights is designed to help the district's highly diverse student body better prepare for higher education. This program guarantees a place at SDSU for every student from the district's classes who meet certain academic standards.

Illustration of SDSU's ongoing commitment to ensure equitable access and participation:

At SDSU, several student groups, scholarships and departmental programs have been created to support students from diverse backgrounds and help them succeed. The university's course offerings also reflect the diversity of its student body, faculty and staff.

- SDSU has created one of the first academic departments in California dedicated to the study of Mexican culture in America—**Chicano/Chicana Studies**. The department offers courses such as “U.S.-Mexico Border History,” “Mexican Immigration History and Policy,” and “Mexican Images in Film.”
- The **Department of Women's Studies** grew out of the feminist activism of the 1960s and was the first of its kind in the United States. For three decades it has continued as a leader in the field of Women's Studies. The program offers a bachelor's and a master's degree and is home to the SDSU Women's Resource Center which provides free, accessible information, resources, and referrals regarding women's health, body image, eating disorders, sexuality, and other gender-related issues faced by students, faculty, and staff at SDSU.
- The **Educational Opportunity Program** is designed to assist economically or otherwise challenged students and has since played a key role in diversifying the SDSU student body, helping up to 3,800+ students a year.
- The **Africana Studies** Department offers a broad, interdisciplinary program covering a variety of subjects pertaining to Africa and the African Diaspora.
- The **Asian Studies** program's resources include the Japan Studies Institute, the China Studies Institute and the Asian/Pacific American Archives.
- The **Pride Center**, opened in 2014, creates, sustains, and strengthens an open and inclusive, safe, and affirming gathering space and campus environment for persons of all sexual and gender identities and their allies.

In addition to the initiatives mentioned above, SDSU has created dozens of programs to help students from area educational institutions to thrive academically and prepare for higher education.



- SDSU plays a key role in California's **Mathematics, Engineering, Science Achievement (MESA)** program, which helps educationally disadvantaged students enter and excel in technical professions.
- The **McNair Scholars** program identifies students from low-income backgrounds with potential to become university professors, provides them with mentors and supplies them with a \$2,800 stipend to conduct research.
- Students at SDSU have organized **more than 25 clubs to support diversity** on campus, including Movimiento Estudiantil Chicano de Aztlan (MEChA), the Association of Chicana Activists, the National Society of Black Engineers and the Native American Student Alliance.
- The **City Heights Educational Collaborative** involves more than 100 faculty members from 40 departments in supporting families and educating children in one of San Diego's most diverse neighborhoods. SDSU has also opened a **Literacy Center** in City Heights and played a leading role in the **Digital Bridge** project to improve computer literacy in the neighborhood.
- SDSU is the **first university in California to make vital admissions, financial aid and other programmatic information available online in Spanish** on the university's website at [www.sdsu.edu/espanol](http://www.sdsu.edu/espanol). Education advocacy groups say this website helps address an online information gap between the university and Spanish-speaking prospective students and program participants.



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## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

### Statement for Loan Guarantees and Loan Insurance

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

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

<b>* APPLICANT'S ORGANIZATION</b>	
<input style="width: 100%;" type="text" value="San Diego State University Foundation"/>	
<b>* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE</b>	
Prefix: <input style="width: 100px;" type="text"/>	* First Name: <input style="width: 200px;" type="text" value="Rick"/> Middle Name: <input style="width: 150px;" type="text"/>
* Last Name: <input style="width: 300px;" type="text" value="Gulizia"/>	Suffix: <input style="width: 80px;" type="text"/>
* Title: <input style="width: 250px;" type="text" value="Director of Research Affairs"/>	
<b>* SIGNATURE:</b> <input style="width: 300px;" type="text" value="Rick Gulizia"/>	<b>* DATE:</b> <input style="width: 150px;" type="text" value="06/13/2018"/>

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

OMB Number: 1894-0007  
Expiration Date: 09/30/2020

**1. Project Director:**

Prefix:	First Name:	Middle Name:	Last Name:	Suffix:
Dr.	Martina		Musteen	

Address:

Street1:	5500 Campanile Drive
Street2:	
City:	San Diego
County:	
State:	CA: California
Zip Code:	92182-8220
Country:	USA: UNITED STATES

Phone Number (give area code)	Fax Number (give area code)
(619) 594-8346	(619) 594-3272

Email Address:

mmusteen@sdsu.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.]

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## You may now Close the Form

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

\* Attachment:

## ABSTRACT

### San Diego State University

#### Center for International Business Education and Research (SDSU CIBER)

*Project Director:* Dr. Martina Musteen, Department of Management, Fowler College of Business

Embracing its role as a national resource center and a regional catalyst, SDSU CIBER seeks grant funding to develop and implement innovative programs that meet the objectives of the Federal Statute and Program Priorities as specified in the **Sections 611 (b) and 612 (a, c) of Title VI of the Higher Education Act**. Guided by a strategic framework that takes into account SDSU institutional regional strengths and a rapidly changing global business environment, the SDSU CIBER project will create significant value by delivering 45 initiatives in four *Program Elements*: (A) Curriculum Development and Integration, (B) High Impact Interdisciplinary Research, (C) Foreign Language Assessment and Education, and (D) Academic and Business Community Outreach.

*Program Element A* expands and enriches curriculum (across disciplines) to create awareness about international business in a highly-diverse student body and provides students with knowledge and skills that meet the changing needs of U.S. businesses. Initiatives in *Program Element B* stimulate, support and disseminate high-impact IB research that is interdisciplinary and relevant to both educators and practitioners. Building on SDSU's leadership in foreign language education and assessment, the initiatives in *Program Element C* will significantly enhance the skill sets of the U.S. workforce and therefore contribute to greater competitiveness of U.S. businesses. Finally, by implementing initiatives in *Program Element D*, SDSU CIBER will engage and assist academic and business stakeholders (regionally, as well as nationally) to enhance teaching of international business and improve U.S. businesses' ability to compete.

The SDSU CIBER project meets **Competitive Priority 1** by proposing 14 collaborative activities with professional associations and businesses designed to expand employment opportunities for IB students. To meet **Competitive Priority 2**, five collaborative activities are proposed to build significant and sustainable collaboration with *Minority Serving Institutions* (MSIs) and *Community Colleges* (CCs) and, as an HSI campus, we also propose 16 intra-campus collaborative activities. Six initiatives meet the **Invitational Priority** focused on language instruction, performance testing and assessment that strengthen the preparation of IB professionals.

Drawing on significant existing resources and a strong network of valuable partnerships, the SDSU CIBER project is coherent, sustainable and supportive of an ongoing line of research inquiry and development. It is a needs-based, synergistic program designed with clear objectives, specific milestones, measurable outcomes, and a thorough evaluation plan. A cohesive and experienced management team will ensure that the objectives of the project are achieved effectively, on time and within budget.



## Project Narrative File(s)

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\* **Mandatory Project Narrative File Filename:**

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## INTRODUCTION

The world has entered an era of a “*new normal*,” an era characterized by profound uncertainty. After decades of rising global integration and economic liberalization, the impact of globalization is being intensely debated. Once seen as marginal voices, globalization skeptics are now at the forefront of major changes such as Brexit and the United States’ decision to abandon the *Trans-Pacific Partnership*. Increasing tensions between nationalism and globalism highlight the costs that accompany the benefits of our increasingly interconnected, “flat” world (Friedman, 2005). In addition, rapid advances in technology are revolutionizing global business, fusing the physical, digital and biological worlds. The challenges in this new age of uncertainty are to (1) embrace new technological advances and (2) create a more economically inclusive global economy. Businesses, in order to stay competitive, need to recognize, understand and take an active role in meeting this challenge (Reeves & Harnoss, 2017).

*San Diego State University Center for International Business Education and Research* (SDSU CIBER) is cognizant of the challenges that businesses face in this new economic environment. Through its mission to “conceive, design, implement and evaluate programs that enhance U.S. competitiveness in the international economy through innovative and improved education, research and outreach initiatives,” SDSU CIBER seeks grant funding under the **Title VI CIBE** program to continue to develop new programs that provide a diverse student body with skill sets needed in this era of uncertainty, and to support language training, research and collaborative initiatives that enhance understanding and practice of international business. As in previous years, SDSU CIBER will continue to embrace its role as a regional catalyst and significant national resource that businesses and educational institutions can rely on as they grapple with the changing global economic paradigm.

## CHAPTER I: MEETING THE PURPOSES OF THE AUTHORIZING STATUTE

**Objective:** Execute a strategically coherent and sustainable program that aligns with *institutional and regional* strengths, responds to the rapidly changing *global business environment* and achieves the objectives of Sections 611(b) and 612 (a, c) of Title VI of the Higher Education Act (HEA) through four *Program Elements*.

A. Curriculum Development and Integration  
B. High Impact Interdisciplinary Research

C. Foreign Language Assessment and Education  
D. Academic and Business Community Outreach

The Federal statute broadly defines the purpose of the *Centers for International Business Education* (CIBEs) as serving as a national and regional resources for the teaching of international business, foreign languages and international fields, providing research on international commerce and serving as a resource for businesses to meet international training needs. In order to achieve the objectives of **Sections 611(b) and 612 (a, c) of Title VI of the Higher Education Act (HEA)**, SDSU CIBER proposes a strategically coherent program that draws on significant *institutional and regional* strengths while responding to the powerful *macro-environmental changes* characterizing the uncertain era of a “new normal.”

### 1. SDSU Institutional and Regional Strengths in the Changing Global Context

Founded in 1897, SDSU is one of the oldest and largest universities in Southern California. Designated a *Hispanic Serving Institution* (HSI) in 2012, it is nationally recognized as a top public research-intensive university. The *University* is a powerful economic engine with an estimated impact of \$2.4B on the San Diego regional economy. With an enrollment near 35,000 students, SDSU produces roughly 8,000 highly-skilled graduates each year. For SDSU CIBER, the following institutional strengths of SDSU are particularly relevant for international business teaching, research and practice: (1) *internationalization*, (2) *entrepreneurship*, and (3) *diversity*.

With respect to ***internationalization***, SDSU ranks 8th in the nation for the number of students studying abroad, and its prestigious *International Business (IB) Program* is ranked 12th

in the nation. Internationalization of research has also been at the forefront of SDSU priorities; promoting a research agenda specifically aimed at addressing international challenges is one of SDSU's strategic initiatives. In the area of **entrepreneurship**, SDSU boasts strong programs such as the *Zahn Innovation Platform* (ZIP) and the nationally acclaimed undergraduate *Entrepreneurship Program*, named the "National Model Program" by the *United Association for Small Business Business and Entrepreneurship* (USASBE) in 2017. SDSU embraces **diversity** as one of its primary strengths. SDSU is an HSI; over half of SDSU students are under-represented minorities and more than a third of SDSU's student are Pell grant eligible. Indeed, SDSU has been the recipient of the *Higher Education Excellence in Diversity* (HEED) Award by *INSIGHT Into Diversity* for the past five years, recognizing SDSU's outstanding commitment to diversity and inclusion. SDSU is also nationally recognized for veterans' programs, serving more than 2,600 military-affiliated students and their families. SDSU's commitment to "inclusive excellence" is manifested in students who make up one of the most ethnically, economically and academically diverse student bodies in the nation.

SDSU's institutional strengths are consistent with the unique characteristics and regional strengths of the broader San Diego area. Located near the busiest border crossing in the world, San Diego is a leader in the emerging ***Cali-Baja Bi-National Mega Region***. With a combined 6.6 million population, this "mega-region" positions itself as one of the most dynamic economies in the world, well poised to take advantage of opportunities in Latin America, Pacific Rim and other markets worldwide. The U.S. side of the region serves as an entrepreneurial hub for globally renowned ***knowledge-intensive clusters*** such as life sciences, cybersecurity, cleantech and aerospace. Across the border, Tijuana and its environs offer complementary advantages of an established manufacturing base and a steady supply of competitively priced highly-skilled labor. As one of the largest public universities in the region, SDSU is the educational backbone of this

integrated regional economy characterized by a strong entrepreneurial character and powerful global reach.

Housed in the *Fowler College of Business* (FCB), SDSU CIBER has played a critical role in contributing to SDSU's strengths, which fuel the strengths of the broader region. SDSU CIBER has been at the forefront of internationalizing education at SDSU by developing new programs and supporting the enrichment of existing curricula. For example, in 1989 SDSU CIBER launched the now nationally-ranked *undergraduate IB Program*. SDSU CIBER has also collaborated with SDSU's *Language Acquisition Resource Center* (LARC) to greatly expand the instruction of less commonly taught languages (LCTL) including Arabic, Georgian, Pashto, Indonesian and Korean. (See full list of Languages Offered in Suppl 4).

## **2. SDSU CIBER Objectives and Initiatives for 2018-2022**

Building on its extensive record of accomplishments and leveraging its established capabilities and strong partnerships, SDSU CIBER seeks to continue to serve as a regional and national center of excellence. In doing so, we recognize that the new economic reality demands new and improved initiatives that are not only consistent with our *institutional and regional strengths* but also account for the rapidly changing *global business environment*. Specifically, the rapidly changing nature of *globalization* and increased *technological integration* create new uncertainties that require changes in business strategies as well as changes in educational programs. In addition, the ongoing *labor market shifts* have increased the urgency for training a diverse workforce.

Working at the interface between higher education and international business practice, the overarching goal of the 2018-2022 SDSU CIBER project is to create significant value by developing and implementing 45 initiatives that respond to these changes in the global business environment while also meeting the objectives of the federally mandated statutes and program

priorities. SDSU CIBER initiatives are categorized in four broad *Program Elements*: (A) **curriculum development and integration**, (B) **high impact interdisciplinary research**, (C) **foreign language assessment and education** and (D) **academic and business community outreach**.

### Program Element A. Curriculum Development and Integration

**Objective:** Develop and implement programs that expand and enrich curriculum (across disciplines) with the aim to create awareness about international business in a highly-diverse student body and provide students knowledge and skills (hard and soft) that meet the needs of U.S. businesses in the rapidly changing international economy.

<ul style="list-style-type: none"> <li>A.1. Regionally Focused Undergraduate IB Courses</li> <li>A.2. Foundations of Global Business Course Redesign</li> <li>A.3. Foundations of Global Business Development and Training</li> <li>A.4. IB Content in Entrepreneurship Courses</li> <li>A.5. Faculty-Led Study Abroad Training</li> <li>A.6. Study Abroad Enrichment Program</li> <li>A.7. Export Internship Program</li> <li>A.8. MS in Global Business Development</li> <li>A.9. Cross-Border Business Consulting</li> <li>A.10. Courses with Embedded International Experience Module</li> </ul>	<ul style="list-style-type: none"> <li>A.11. International Business Opportunity Development</li> <li>A.12. IB Case Competitions</li> <li>A.13. Certified Global Business Professional Bootcamp</li> <li>A.14. Stackable Nanodegree Programs</li> <li>A.15. IB, Entrepreneurship and Inclusion Nexus</li> <li>A.16. SDSU CIBER Student Internships</li> <li>A.17. Fowler Scholars Going Global Session</li> <li>A.18. IB Career Workshops</li> </ul>
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#### Undergraduate Curriculum Initiatives

**A.1. Regionally Focused Undergraduate IB Courses.** SDSU CIBER will leverage SDSU’s regional strengths and proximity to the Latin America and Pacific Rim regions to develop three new courses that address the need to provide IB majors with more specialized regional business knowledge. ***Business in Latin America*** (A.1.a) course will be developed for IB students in the Portuguese and Spanish language track. This will be followed by the development of ***Business in China*** (A.1.b.) and ***Business in Southeast Asia*** (A.1.c) courses for IB students in the Chinese, Japanese, and Korean track.

**A.2. Foundations of Global Business Course Redesign.** In 2015, SDSU CIBER and FCB introduced the *Foundations of Global Business*, a required course for all business majors. SDSU CIBER will redesign the course to include an experiential learning component. This redesign will involve updating the class content, creating a database of speakers and adding a new experiential module for students to simulate managers' experiences dealing with international business issues.

**A.3. Foundations of Global Business Faculty Development and Training.** *Foundations of Global Business* is taken by over 1800 students annually and is taught by a number of instructors. To ensure effective and consistent delivery of course material and proper implementation of the new experiential module across many sections, SDSU CIBER will develop and deliver a training workshop to be administered twice a year to *Foundations of Global Business* instructors. This training will enhance instructors' ability to guide students in understanding the many implications of a rapidly changing global environment for U.S. businesses.

**A.4. IB Content in Entrepreneurship Courses.** Entrepreneurship is vital to remaining competitive in an era of uncertainty. To enhance students' entrepreneurialism, SDSU CIBER will work with the *Lavin Entrepreneurship Center* (LEC) to expand international content in SDSU entrepreneurship major and minor. This will begin with a redesign of the *Fundamentals in Entrepreneurship* course (A.4.a), a required course with an annual enrollment of approximately 430 students. The objective is to ensure that early in their program, entrepreneurship students receive an overview of the opportunities in global markets as a target for products and services of both startups and small firms. To further this objective, SDSU CIBER will incorporate the *Global Business Game* (GBG) (A.4.b) into the *International Entrepreneurship* course curriculum. GBG simulates the experience of a born global venture, requiring students to ideate, design and develop a minimum viable product (a board game) for a specific foreign market. The project will involve

collaboration and virtual teaming with partner universities in UK (*Abertay University*), Spain (*Universidad Jaume I*) and México (*CETYS Universidad*).

**A.5. Faculty-Led Study Abroad Training.** SDSU CIBER will create and administer an annual workshop on “*How to Develop A Short-Term Study Abroad*” for faculty across business disciplines. Increasing the number of business disciplines offering study abroad classes and making short-term study abroad more affordable will provide global perspective and experience to a larger and more diverse pool of students.

**A.6. Study Abroad Enrichment Program.** SDSU CIBER will expand the *Global Business Project* (GBP) to encourage and assist more students to focus on gaining business-related knowledge during their study abroad. The objective is also to increase the ability of students to articulate such knowledge to potential employers. GBP requires students to engage in a series of activities during their study abroad program including: (1) researching the economy of their host country, (2) blogging about their host country’s business activities, and (3) writing a reflection piece on the benefits of the international experience for their cultural understanding and insights into the differences in business environment. In this grant cycle, SDSU CIBER will work with the *IB Program* to make the GBP an ***IB Study Abroad Requirement*** (A.6.a). Next, we will work with FCB to institutionalize GBP as a ***FCB Study Abroad Requirement*** (A.6.b). Working with the *Office of International Programs* (OIP) and *International Student Center* (ISC), SDSU CIBER will then promote and offer ***GBP Cross-Campus Expansion*** to other majors (A.6.c).

**A.7. Export Internship Program.** To better prepare both SDSU students and local businesses to flexibly respond to a changing global business environment, SDSU CIBER will create an innovative ***Export Internship Program***. SDSU CIBER will first develop and record online modules that provide an understanding of exporting, and then match students completing the coursework with local companies in need of export assistance.

## Graduate Curriculum Initiatives

**A.8. Master of Science in Global Business Development.** SDSU CIBER will design and implement a new *Master of Science in Global Business Development* (MSGBD) (A.8.a), producing graduates specialized in identifying and pursuing international business opportunities. Offering students a solid understanding of the changing global business environment, strong analytical skills and the ability to deliver data-driven solutions, the MSGBD program will also teach students valuable “soft skills” through a new capstone course called the *International Business Development Practicum* (A.8.b). In this course, developed by SDSU CIBER, students will travel internationally to work on a business development consulting project. In collaboration with faculty and business partners, SDSU CIBER will work to further strengthen the MSGBD curriculum by developing several industry-integrated workshops which reflect regional business focus and employment growth. These will include workshops on *Life Sciences* (A.8.c), *Aerospace* (A.8.d) and *Cybersecurity* (A.8.e).

**A.9. Cross-Border Business Consulting.** SDSU’s location on the U.S.-Mexico border provides opportunities for international collaboration and hands-on training for students. SDSU CIBER will design and launch the *Cross-Border Business Consulting* (CBC) initiative. This team-based consulting course, for both MBA and other graduate students, tasks teams with solving international business challenges for client companies. The objectives of this initiative are twofold: (1) to give FCB and regional university graduate students the opportunity to work together and hone practical skills related to IB issues and (2) assist regional businesses with international opportunities and challenges. SDSU CIBER piloted a similar project in 2017 in partnership with *CETYS Universidad* (Tijuana, Mexicali and Ensenada campuses), the *University of California-San Diego* (UCSD) and the *University of San Diego* (USD). During the four-year grant cycle, SDSU

CIBER will expand CBC to include consulting projects in other Latin America and Pacific Rim regions.

**A.10. Courses with Embedded International Experience Module.** The *Embedded International Experience Module* is a high-impact, short-term international travel experience embedded in existing graduate business courses. Students spend seven days at international partner universities attending lectures, interviewing corporate managers, and collaborating on business projects with their local counterparts. Initially, SDSU CIBER will embed this module in the MBA *Marketing Management* course in collaboration with *Sophia University* in Tokyo. Over the grant cycle, SDSU CIBER will expand and partner with other top international business schools.

**A.11. International Business Opportunity Development.** An increasingly technologically integrated economy requires individuals who can collaborate across disciplines. To meet this need, SDSU CIBER will expand the *International Business Opportunity Development (IBOD)* project embedded in the *Seminar in International Entrepreneurship* to include graduate students from the Science, Technology, Engineering and Math (STEM) disciplines. In this project, students develop an implementable market-entry strategy for high-potential startup companies seeking to grow business internationally.

#### Integrated Curriculum and Extended Education Initiatives

**A.12. IB Case Competitions.** To prepare undergraduate students with skills applicable to an uncertain global economy, SDSU CIBER will continue to train and send SDSU students to IB case competitions – including the *CIBER IB Case Competition* (A.12.a) hosted by the *University of Connecticut*, and the *Consortium for Undergraduate International Business Education (CUIBE) IB Case Competition* (A.12.b) hosted annually by *Northeastern University*. In addition, SDSU CIBER will continue to play a leadership role in hosting the *SDSU IB Case Competition*

(A.12.c). Launched in 2017, the inaugural event attracted eight university teams and recruited expert judges from local businesses. In this grant cycle, SDSU CIBER will collaborate with the *World Trade Center San Diego* (WTCSD) and the *San Diego Regional Economic Development Corporation* (SDREDC) to create two new experimental contests to provide students with high-impact learning experiences while assisting smaller San Diego companies develop new markets abroad. The first competition, a sprint-like **48 Hour IB-a-thon** (A.12.d) (modeled on the successful “hack-a-thons”), will task cross-disciplinary teams of students with meeting a local company, analyzing their international expansion issues, and presenting an implementable solution, all within 48 hours. The objective is to expose students to a real-world IB challenge and engage in creative, cross-disciplinary problem solving, within a limited period of time. For the second new experimental IB contest, SDSU CIBER will partner with WTCSD and their *MetroConnect Program* to develop a **Living Case IB Contest** (A.12.e). Embedded in the *Seminar on Global Business Environment* course, this program will match graduate students consulting teams with a firm in the *WTCSD MetroConnect* program and work with the firm over the course of the semester to assist it in expanding its export capabilities.

**A.13. Certified Global Business Professional Bootcamp.** SDSU CIBER will host two annual training bootcamps at SDSU to prepare students, faculty and business professionals to achieve the *Certified Global Business Professional* (CGBP) designation offered by *NASBITE International*. These bootcamps will also be available to faculty and students at other CSU campuses and community colleges. The CGBP certification has significant value and provides a clear path to employment opportunities through the *NASBITE-CGBP Career Directory*.

**A.14. Stackable Nanodegree Programs.** As the business and technological environment evolves, businesses must ensure that employees’ skill sets evolve as well. Pioneered by Udacity in 2006, nanodegree programs are online educational offerings, developed jointly with industry leaders,

that allow workers to earn credentials in a given specialized area while receiving online career advancement support. SDSU CIBER will adapt the nanodegree model and, in collaboration with local partners such as the *Tijuana Economic Development Corporation* (DEITAC) and the *Council of Supply Chain Management Professionals* (CSCMP), will develop two online certificate courses on locally relevant topics: ***Business Development in Mexico*** (A.14.a) and ***Cross-Border Supply Chain Management*** (A.14.b).

**A.15. IB Entrepreneurship and Inclusion Nexus.** In light of the powerful labor market shifts and SDSU's focus on diversity, SDSU CIBER will embark on three new initiatives designed to promote global economic inclusion while providing transformative learning experiences for students. Specifically, SDSU CIBER will create two new tracks within the *Aztec Consulting Program* that assists small- and medium-sized enterprises (SMEs) in our region. Working with the *National Association of Women Business Owners* (NAWBO) to create the ***SME Women-Owned Export Consulting*** track (A.15.a) and with the *Central San Diego Black Chamber of Commerce* to create the ***SME Black-Owned Export Consulting*** (A.15.b) track, SDSU CIBER will train students to identify specific challenges facing these SMEs and to assist them with exporting. In addition, SDSU CIBER will work with *BrightSide*, a student managed organization that seeks to eliminate food insecurity in the San Diego region. SDSU CIBER will assist in creating the ***BrightSide Cross-Border*** (A.15.c) program, which will bring the existing food distribution service into poor neighborhoods in Tijuana and Mexicali, Mexico. The initiative is designed to promote inclusion while providing students with the opportunity to enhance employment opportunities through acquiring practical skills and experiences in cross-border trade and logistics.

**A.16. SDSU CIBER Student Internships.** SDSU CIBER will hire ***CIBER Graduate Research Interns - RAIN*** (A.16.a), drawing graduate students from *Computer Science*, *Geography* and *Management Information Systems* (MIS) to work on the *RAIN Platform* (see B.1 in the next

section). Students recruited for the position of ***CIBER Marketing Intern*** (A.16.b) will be involved in developing and implementing several SDSU CIBER-related initiatives including the *IB Case Competitions* (A.12) and *CGBP Bootcamp* (A.13). In an effort to expose students to new technologies in the international context while working across disciplines, SDSU CIBER will recruit a cadre of students from business, foreign language, engineering and science, to serve as ***CIBER Graduate Technology Interns*** (A.16.c) with the AVATAR project led by Professor of Management Information Systems, Dr. Elkins. Sponsored in part by the *U.S. Department of Homeland Security*, the AVATAR project is developing a kiosk-based deception detection device and implementing a trial phase for airports in Singapore and Madrid. Interns will assist in customization and localization of the project's software and hardware, including adding Chinese and Spanish language capabilities to the device.

**A.17. Fowler Scholars Going Global Session.** The *Fowler Scholars Program* is designed to educate and prepare a select group of students from diverse backgrounds for accelerated and lasting leadership roles in business and society. SDSU CIBER will institute a required study abroad experience and provide a pre-departure training session for students in this program.

**A.18. IB Career Workshops.** To better prepare IB students to take advantage of employment opportunities, SDSU CIBER will create ***IB Career Workshops*** to assist undergraduate IB students with building their resumes and aligning their career goals earlier in their academic career. As part of these workshops, SDSU CIBER will host industry guest speakers so that students will gain an understanding of the breadth of international business careers.

## Program Element B. High Impact Interdisciplinary Research

**Objective:** Stimulate, support and disseminate high-impact IB research, conducted by faculty and students, that is interdisciplinary and relevant to educators and U.S. businesses.

B.1. Relational Analysis of International Nexus  
B.2. Targeted IB Research  
B.3. IB Research Grant Program  
B.4. New Frontiers in IB Research Forums

B.5. IB Faculty-Student Mentoring Program  
B.6. IE-Scholars Community  
B.7. Cross-Disciplinary and Practitioner Events  
B.8. IB Academic Conferences

### Faculty-Centered Research

**B.1. Relational Analysis of International Nexus Platform (RAIN).** RAIN is a large-scale research project undertaken in collaboration with SDSU *Center for Information for Information Convergence and Strategy* (CICS). The goals of the RAIN project are four-fold:

(1) Creation of a comprehensive longitudinal database of international expansion moves of firms (both public and private) with relevant firm-, country- and macro-level data. Achieving this goal will involve leveraging CICS' expertise in visualization technology and working with a cross-disciplinary team of students from the *IB Program*, *Management Information Systems* (MIS), *Computer Science* (CS) and *Geography* to secure and integrate data.

(2) Development of a proprietary interactive visualization ***RAIN Dashboard*** (B.1.a) to serve as platform for researchers from various disciplines and facilitate interdisciplinary research by providing a 'common' language for diverse interpretation of the data (Schotter, Buchel, & Vaschchilko, 2018). To achieve this goal, the following specific research projects to be carried out in the next cycle: ***Cross-Border Expansion Patterns*** (B.1.b) of San Diego region firms in knowledge-intensive industry clusters (project lead: Dr. Musteen/*Management* and Mr. Pottathil/*Geography*); ***Internationalization of Fast Food and Food Manufacturing Industry and Related Health Outcomes*** (B.1.c) (project lead: Dr. Musteen/*Management* and Dr. Madanat/*School of Public Health*); ***Impact of New Technologies on International Strategies of***

*Emerging Market Multinationals* (B.1.d) (project lead: Dr. Chakravarty/*Management* and Dr. Shin/*Management Information Systems*); *Foreign Direct Investment and Border Security* (B.1.e) (project lead: Mr. Potthathil/*Geography*); *Foreign Direct Investment and Cross-Border Land Use Activity Mapping and Market Analysis* (B.1.f) (project lead: Dr. Appleyard/*School of Public Affairs*)

(3) Incorporating the RAIN database and dashboard in IB and IB-related classes to enable better contextualization and visualization of the IB phenomena. To achieve this goal, the RAIN Dashboard will be initially used to enrich the *Seminar in World Business Environment* (B.1.g), a required class for the new MSGBD program. Once piloted, it will be rolled out for use in other classes.

(4) Developing a novel practical tool for businesses to assess international business opportunities by interactively examining more than one dimension of the global environment and analyzing international moves of competitors from other countries. Achieving this goal will involve developing the *Predictive Analytics Module* (B.1.h) designed to anticipate key events and testing the module with business executives.

**B.2. Targeted IB Research.** SDSU CIBER will build on SDSU institutional and regional strengths to support six key research initiatives which have the potential to advance knowledge and understanding of the “new normal” era of business uncertainty.

*International Entrepreneurship* (B.2.a) (project lead: Dr. Ahsan and Dr. Zheng). This stream of research will focus on the capabilities of small and new firms, including competencies related to crowdfunding and the use of new technologies, and their impact on international performance. A special focus will be on born global firms in four regional industry clusters – life sciences, aerospace, cleantech and cybersecurity.

***Language and Business Opportunity Identification*** (B.2.b) (project lead: Dr. Musteen).

This stream of research will leverage SDSU CIBER's partnership with SDSU LARC to acquire data to examine the role of foreign language skills in entrepreneurs' ability to identify and pursue international business opportunities.

***Cross-Border Business Development*** (B.2.c) (project lead: Dr. Musteen). The aim of this research will be to identify factors that lead entrepreneurs in cross-border regions to harness the unique regional qualities and bicultural identity to generate businesses with the potential to create jobs on both sides of the border. To obtain data for the project, SDSU CIBER will work with San Diego-based *Fronteras Founders*, a non-profit organization aimed at creation of binational entrepreneurial ecosystem.

***Software Piracy and Cybersecurity in Latin America*** (B.2.d) (project lead: Dr. Shin). SDSU CIBER will cooperate with the *Institute of the Americas* to develop a stream of research aimed at understanding how cybersecurity and software issues in Latin American countries impact U.S. multinational companies and the implications of these issues for national policy and multilateral trade agreements.

***Inclusion and Globally Distributed Workforce*** (B.2.e) (project lead: Dr. Randel). In collaboration with the SDSU *Institute for Inclusion and Diversity in Organizations* (IIDO), SDSU CIBER will initiate a stream of research to examine issues related tapping and coordinating talent across borders. This research will respond to global labor market shifts by creating business models that are both more globally competitive and inclusive.

***IB Curriculum and Student Outcomes*** (B.2.f) (project lead: Dr. Alexandra) SDSU CIBER embraces its roles as a national resource and center of excellence in international business education. In this regard, SDSU CIBER will support a research program involving a series of studies to examine the outcomes of international education programs for U.S. postsecondary

education students in the areas of academic achievement, development of global competencies, and career outcomes.

**B.3. IB Research Grant Program.** To expand opportunities for high-impact, interdisciplinary research, SDSU CIBER will implement a *Faculty Research Grant Program* competition available to faculty across disciplines in the SDSU community and members of the *CSU IB Consortium*. As part of the review process and selection, the grant proposals will be screened initially to ensure they meet the requirements of the authorizing statute, are interdisciplinary in nature and have a high-impact potential. Each proposal will then undergo double-blind review process by two subject experts. Successful applicants will receive funds at three intervals: upon initiating the project; upon submitting a working paper; and upon publication in a journal or scholarly book.

**B.4. New Frontiers in IB Research Forums.** Consistent with the SDSU strategic goal of conducting research addressing international challenges, as well as the *University's* aim of promoting high-impact, interdisciplinary and collaborative research, SDSU CIBER will host a series of research seminars, panels and follow-up workshops. These events will expose FCB faculty to the most pressing issues in international business such as trade policy changes, growth of sharing economies, impact of big data and distributed ledger technologies on IB practice, and global demographic shifts. The panels will consist of local and national domain experts (from academia, industry and government) and will endeavor to stimulate collaborative research projects with high external relevance. Taking into account SDSU's regional strength and utilizing its partnership with *CETYS University* in Baja, Mexico, at least one of the *Forums* will focus on *cross-border business and entrepreneurship*.

### Student-Centered Research

**B.5. IB Faculty-Student Mentoring Program.** A key tool in making globalization more inclusive involves high-impact practices that engage SDSU's diverse student body. SDSU CIBER will work

with the *SDSU Faculty-Student Mentoring Program* (FSMP) to engage IB students with faculty mentors to attain understanding of research methodology, carry out independent research project and present findings in a professional setting such as SDSU's *Student Research Symposium*. SDSU CIBER will support students and faculty involved in the ***IB Faculty-Student Mentoring Program*** (IB FSMP) (B.5.a) to achieve these goals by facilitating access to facilities, data and partner organizations and providing mini-grants to the most promising protégés. SDSU CIBER will also organize an ***IB FSMP Workshop*** (B.5.b), bringing together mentors, their protégés and representatives of businesses to exchange feedback on their projects and practice presentations prior to participating in the *Student Research Symposium*.

### Research Dissemination

**B.6. IE-Scholars Community.** To help researchers better understand the rapidly changing face of international entrepreneurship, SDSU CIBER will host *ie-scholars.net*. This virtual community of 600+ subscribers from around the world consists primarily of faculty and doctoral students interested in research and teaching international entrepreneurship (IE). With the aim of sharing and disseminating information, resources and IE expertise on a global scale, this initiative includes regular newsletters and the compilation and publication of an annual bibliography of IE articles. *IE-scholars.net* will also be a resource for engaging partners at both U.S. and international universities on topics relevant to IE research and teaching.

**B.7 Cross-Disciplinary and Practitioner Events.** To support and develop interdisciplinary research relevant to both academics and practitioners, SDSU CIBER will disseminate its research findings and create linkages across disciplines by participating in, as well as hosting, conferences and symposia, including the ***Left of Boom*** (LOB) ***Conference*** (B.7.a) and the ***Smart Border Coalition Symposium*** (B.7.b). LOB is an invitation-only, annual event designed to catalyze strategic discussion of threat mitigation in domains including healthcare, international trade,

border issues and national security. The latter is an event bringing together regional business leaders to discuss and develop innovative solutions to achieve seamless, efficient and secure cross-border trade.

**B.8. IB Academic Conferences.** To advance its research dissemination goal and add to ongoing inquiry in international business, SDSU CIBER will participate in several traditional IB-related academic conferences during the 2018-2022 grant cycle using non-federal funds. These include the *Academy of International Business (AIB) Conference* (B.8.a), an annual event that hosts the leading scholars of international business to continuously advance the profession, and the *Academy of Management (AOM) Conference* (B.8.b), an annual meeting organized by the preeminent professional association for management and organization scholars dedicated advancing knowledge in this area. The AOM *International Management Division* focuses on content pertaining to the theory, research, and practice of management with a cross-border or cross-cultural dimension. (FCB will provide financial support to cover all expenses related to conference participation.)

**Program Element C. Foreign Language Assessment and Education**

<b>Objective:</b> Build on SDSU leadership in foreign language education and assessment to enhance skill set of U.S. workforce and increase global competitiveness.	
C.1. New Business Language Courses C.2. CAST for Business Languages C.3. Business Language Assessment for Veterans	C.4. Language for the Professions C.5. Pre-Departure Training for Sport MBA C.6. Forums: French as a Professional Language

In an uncertain global business environment, foreign language proficiency is an increasingly important skill for businesses seeking to compete internationally. The initiatives in this *Program Element* are designed with this in mind and will be accomplished by leveraging SDSU CIBER’s

work with SDSU LARC and the language departments housed in SDSU's *College and Arts and Letter (CAL)*.

**C.1. New Business Language Courses.** To broaden and deepen the business foreign language skills of SDSU students, SDSU CIBER will develop new courses primarily aimed at *IB Program* students but also open to students majoring in foreign languages. *Introduction to Portuguese for Business* (C.1.a), will cover business vocabulary, basic business and cultural concepts, and situational practice to conduct business in Portuguese; and *Advanced Business Korean* (C.1.b), will cover vocabulary and discourse related to business topics and functional areas, goods and services, marketing, finance, foreign market entry, and import-export. In addition to supporting the development of these courses, SDSU CIBER will draw on its role as a liaison to the business community to develop a *Native Language Guest Lecturer Program* (C.1.c). This initiative will connect foreign language instructors with suitable guest lecturers (native speakers with significant business experience in the countries of focus) who will share their insights on local business culture and customs with students.

**C.2. CAST for Business Language.** Developed by SDSU LARC, the *Computer Assisted Screening Tool* (CAST) is diagnostic software used to elicit an adequate speech sample from examinees to assure a reliable rating and provide feedback on how proficiency can be improved. CAST has been effectively used by instructors to rate their students' oral production and to increase their understanding of the criteria by which the *American Council on the Teaching of Foreign Languages* (ACTFL) ratings are given. CAST currently tests advanced-level speaking proficiency in fifteen foreign languages. SDSU CIBER will create a *CAST for Business Language* by working with LARC to expand the capability of the screening tool to test students' proficiency in business vocabulary for the following languages: (1) Spanish, (2) French, (3) Portuguese, and (4) Russian. Upon developing and validating the testing tool, *CAST for Business Language* will be

shared as an open education resource tool with CSU campuses, Community Colleges (CCs) and businesses nationwide.

**C.3. Business Language Assessment for Veterans.** Consistent with its commitment to creating a more inclusive global economy, SDSU CIBER will work with LARC, SDSU *Career Services Center* and the *Joan and Art Barron Veterans Center* to help veteran student accentuate their foreign language skills gained during deployment. Specifically, using CAST, veterans language skills will be assessed with the aim of providing recommendations for further improvement. Second, veterans will be counseled about the value of language skills and cultural competencies for career advancement.

**C.4. Language for the Professions.** SDSU CIBER will support two ongoing foreign language initiatives. First, it will support the bi-annual *International Symposium on Language for Specific Purposes* (LSP) (C.4.a), which brings together educators, administrators, students and language policy makers worldwide. Second, SDSU CIBER will support the bi-annual *Business Language Research and Teaching* (BLRT) *Awards* (C.4.b). This program is designed to encourage faculty, lecturers and graduate students in foreign language departments to add a business-language dimension to their research and teaching. In this initiative, one award is given in the category of a critical language or LCTL and two awards are granted in the category of research or teaching in other foreign languages.

**C.5. Pre-Departure Training for Sports MBA.** SDSU CIBER will collaborate with the nationally ranked *Sports Management MBA* program to enrich the mandatory study abroad experience. Specifically, SDSU CIBER will develop and implement a *Pre-Departure Training Module*, covering language, culture and political norms of the destination country. In Spring 2019, students in this program will travel to the Dominican Republic.

**C.6. Forums: French as a Professional Language.** In partnership with the *Consulate General in France* and SDSU’s *European Studies Department*, SDSU CIBER will organize a series of forums focused on French as a professional language. The first forum will take place in Fall 2019 and include diverse partner organizations including the *French-American Chamber of Commerce*, *Alliance Francaise*, French language high schools, local community colleges and other university partners. The aim is to highlight the value French language proficiency has in key industry sectors in our region.

**Program Element D. Academic and Business Community Outreach**

<b>Objective:</b> Engage and assist <i>academic</i> and <i>business</i> stakeholders (regionally as well as nationally) with the goal of <u>enhancing teaching of international business</u> and <u>improving U.S. competitiveness</u> .	
D.1. SDSU CIBER Strategic Consortia D.2. Faculty Development Programs D.3. CIBER Country Studies D.4. Japan Studies Institute D.5. Global Board Game Adaptation D.6. NASBITE D.7. CIBER Web Presence	D.8. CIBER-NADEC Initiative D.9. World Trade Center Internship Program D.10. “CIBER Says” Podcasts D.12. Small Business Training Programs D.13 Export-Workforce Development Exchange D.14. SDSU CIBER: A Regional Catalyst

Outreach to Regional and National Academic Partners

**D.1. SDSU CIBER Strategic Consortia.** Given the growing need to include traditionally underserved communities in economic growth, SDSU CIBER will lead the efforts to create significant and sustained collaborative activities to enhance the quality of teaching of international business in *Community Colleges (CCs)* and *Minority Serving Institutions (MSIs)*. This will be accomplished through leading and supporting consortia with institutions and partners on several levels. First, SDSU CIBER will be the catalyst to connect the 23 CSU campuses to strengthen IB education, forming **CSU IB Consortium** (D.1.a). Twenty-one (87 percent) of CSU campuses are MSIs (see Suppl 5 for a list of CSU member institutions). In this effort, SDSU CIBER will create

an *IB Education Resource Repository* for CSU institutions to assist with furthering IB teaching and research activities. SDSU CIBER will also establish a *Research Fellows Program* to serve as a resource for CSU faculty in IB research efforts, and host *Semi-Annual Meetings for IB Faculty and Administrators* throughout the CSU system. Second, SDSU CIBER will participate in the ***Western Regional CIBER Consortium*** (D.1.b), the goal of which is to enhance both faculty training and curriculum development opportunities for CCs and MSIs (including Tribal Colleges) faculty in the Western region. Bi-annual conferences will focus on all aspects of international interdisciplinary programs, from student overseas internships to faculty grant writing opportunities. (A more extensive list of linkages as well as collaborative and consortia arrangements can be found in Suppl 6) Third, to meet its objective to reach out to institutions on a national level, SDSU CIBER will partner with several other CIBER institutions to engage more than 200 MSIs and CCs from across the U.S. A new ***Nationwide CIBER Consortium for MSI and CC*** (D.1.c) will lead, host, fund and manage national-level international business activities designed specifically for faculty, administrators and students of MSI and CC institutions. The initiative incorporates faculty development, international business course development, faculty research awards, faculty and student study abroad, student case competitions, student internship/apprenticeship awards and travel stipends for international business seminars, *conferences* and *workshops*. The activities are aimed at infusing international business into the curriculum of MSI and CC participants. Lastly, SDSU CIBER will be an active member of the ***Consortium for Undergraduate International Business Education (CUIBE)*** (D.1.d). The goal of CUIBE is to provide leadership in undergraduate IB education, offering opportunities for member schools to benchmark their programs and share best practices in IB education. SDSU CIBER plans to host the annual meeting in 2021.

**D.2. Faculty Development Programs.** Meaningful education of students about the changing global business environment is enhanced by intensive training for business faculty. Combining business, academic and governmental visits, and cultural experiences, *Faculty Development in International Business* (FDIB) programs give participants firsthand knowledge of how business is conducted in various countries and regions. SDSU CIBER assists participants to incorporate their newly acquired knowledge into their teaching and research, so that students will reap the benefits of the professors' international experience. SDSU CIBER will develop and/or co-sponsor three FDIB programs that will be open to all faculty at U.S. business schools. Given the strong economic focus of the San Diego region on Pacific Rim and Latin American countries, SDSU CIBER will develop and lead an *FDIB to Japan* (D.2.a), work with *University of Colorado-Denver* and SDSU *Confucius Institute* to develop and co-sponsor *FDIB China* (D.2.b) and collaborate with SDSU's *Program on Brazil* and *Florida International University* to develop and co-sponsor *FDIB Mercosur* (D.2.c) to Brazil, Argentina and Chile. These programs will be promoted nationally and will prioritize MSI and CC faculty by targeting campuses in the *CSU IB Consortium*, the *Western Regional CIBER Consortium*, and *Nationwide CIBER Consortium for MSI and CC* (D.1).

**D.3. CIBER Country Studies.** Building on the FDIB initiative (D.2), SDSU CIBER will join other CIBER institutions to create *CIBER Country Studies: Edited Volume Book Series*. These edited volumes will contain essays from participants in the various FDIB programs offered throughout the grant period. The purpose of the series is twofold: (1) to share knowledge gained about the economy and business ecosystems of foreign countries with other U.S. faculty, educational institutions, and as business professionals and (2) to provide faculty, including those from MSIs and CCs, with an opportunity to publish research. SDSU CIBER will be responsible for the volume based on its *FDIB to Japan*. For maximum accessibility, each book in the series

will be disseminated to CIBER network partners, including MSIs and CCs, university and public libraries, high schools, and export assistance centers.

**D.4. Japan Studies Institute.** In addition to training business faculty about strategic markets, SDSU CIBER will help train regional studies faculty about international business. SDSU CIBER, along with the *American Association of State Colleges and Universities* (AASCU) will host the annual *Japan Studies Institute* (JSI) at SDSU. This two-week intensive program introduces faculty from both two and four-year institutions to Japanese culture, and assists them in incorporating Japanese and other international components into their courses. SDSU CIBER will design and present a workshop focused on the Japanese business environment.

**D.5. Global Board Game Adaptation.** SDSU CIBER will adapt its innovative GBG project (A.4.b) for use in lower-division courses at MSIs and CCs in our region. Specifically, SDSU CIBER will train MSI and CC faculty to incorporate product (a board game) design and export project into their curriculum, enabling them to better teach students about the cross-cultural and regulatory factors affecting the process of bringing a new product into a foreign market.

**D.6. NASBITE.** In collaboration with all CIBER institutions, SDSU CIBER will co-sponsor NASBITE International, an educational and professional association that promotes international business practices, education and training through its *Annual Conference*, annual *Small Business Exporters Summit*, and the annual *Student Case Competition*. NASBITE International also coordinates and administers the *Certified Global Business Professional Credential* (CGBP).

**D.7. CIBER Web Presence.** Consistent with its role as a national resource for dissemination of content related to international business, research and teaching practices, SDSU CIBER is committed to taking a leadership role in managing the CIBER community's web presence during the 2018-2022 grant cycle. On behalf of all designated CIBERs, SDSU CIBER will manage the *us-ciberweb.org* website domain, its content, the joint CIBER Twitter account and Google Groups

mailing lists, as well as source and disseminate content with all stakeholder relevant to CIBERs' mission nationwide.

### Outreach to the Business Community

**D.8. CIBER-NADEC Initiative.** In collaboration with the *National Association of District Export Councils* (NADEC), SDSU CIBER will lead the collective CIBER effort to work with NADEC to organize the ***CIBER-NADEC Forum*** held each fall in Washington, D.C. SDSU CIBERs' involvement mobilizes the entire *District Export Council* (DEC) organization, which includes 60 local chapters across the United States and brings together over 1300 policy makers, business people, trade organizations and educators. The result is a powerful platform for SDSU CIBER to work with DEC member companies on developing meaningful collaborative projects such as the *Export Internship Program* (A.7).

**D.9. World Trade Center Internship Program.** In keeping with its commitment to promote international trade through education, SDSU CIBER and WTCSD will cooperate to offer a comprehensive ***Internship Program*** for SDSU IB students. Designed to expand business skills of the next generation of internationally-focused professionals, the six-month program will enable student interns to gain critical insight and skills related to corporate management, international business transactions and negotiations, marketing and programs, trade research, cross-cultural business etiquette, and corporate finance.

**D.10. "CIBER Says" Podcasts.** Responding to the rapidly changing business environment requires innovative methods. SDSU CIBER will collaborate with the SDSU *Instructional Technology Services* (ITS) and the *International Business Society* to design a monthly ***"CIBER Says" Podcast*** aimed at students, faculty and business professionals with an interest in global commerce. Each podcast will be thirty minutes long and include an interview with a practitioner discussing topics on issues such as disruptive technology, emerging market trends and cultural

nuances from around the world. SDSU CIBER will record and edit podcasts using web-based Audacity before submitting them to iTunes.

**D.11. Small Business Training Programs.** SMEs are particularly vulnerable to the uncertainties brought about the changing global business environment. SDSU CIBER will provide innovative training workshops to help such businesses adapt and grow. First, in collaboration with the *San Diego and Imperial District Export Council (SDIDEC)*, SDSU CIBER will host an annual ***Export Controls Seminar*** (D.11.a) for SMEs. This two-day export regulations course is a hands-on workshop designed to provide usable information for companies to be compliant with U.S. export controls requirements. An official USDOC/BIS *Certificate of Training* will be issued to participants who complete the course. Second, SDSU CIBER will host the ***Discover Global Markets Business Forum*** (D.11.b). Developed in collaboration with the *U.S. Commercial Service*, the program will include sessions on market entry strategies, financing and mitigating risk. The program also includes pre-scheduled one-on-one meetings for business leaders to meet with *Senior Commercial Service Officers, Commercial Specialists, and State Department Economic Officers* from around the world. Third, recognizing the growing importance of technology-based startups for the U.S. economy, SDSU CIBER, in partnership with *George Washington University*, SDSU ZIP and LEC, will offer ***Export Training for Tech Start-Ups*** (D.11.c). The program will consist of a series of workshops tailored specifically to assist such firms in expanding their businesses overseas.

**D.12. Export-Workforce Development Exchange.** SDSU CIBER will join other CIBERs to participate in the ***Export-Workforce Development Exchange***. The goal of this initiative is to maximize the impact of successful export promotion and job creation activities by each CIBER by combining efforts with larger organizations such as the *U.S. Department of Commerce*.

Specifically, successful programs such as SDSU CIBER's *Export Controls Seminar*, will be identified and scaled nationally. We will also help expand other CIBER's export programming.

**D.13. SDSU CIBER: A Regional Catalyst.** SDSU CIBER is an important leader and broker of relationships with a number of organizations regionally and nationwide. A sample of these organizations include: the *U.S. Export Assistance Center - San Diego*, the *WTCSD*, the *SDREDC*, the *San Diego Regional Chamber of Commerce (SDRCC)*, the *Smart Border Coalition*, the *SDIDEC*, the *U.S. Department of Commerce (DOC)*, and the *California Centers for International Trade (CITD)*. During this grant cycle, SDSU CIBER will be an important partner in joint efforts to build capabilities that enhance the global competitiveness of U.S. businesses. One example is SDSU CIBER's involvement in the *San Diego Regional Chamber of Commerce International Committee*. In this role, SDSU CIBER provides the *Chamber of Commerce* with its expertise and resources to explore, design and implement international activities to promote and sustain the region's economy. SDSU CIBER will also continue its role as an important contributor to the *Cali-Baja Bi-National Mega-Region Initiative (Cali-Baja)*, an initiative designed to increase international cooperation and global competitiveness of the larger San Diego border region. Specifically, SDSU CIBER will liaison with *Cali-Baja*, SDSU and SDSU *Imperial Valley Campus (SDSU IVC)* to ensure that the appropriate intellectual human capital is trained to support the growth of this region. Three initiatives associated with this effort are the Cross-Border Climate Summit, Renewable Energy Summit: Opportunities for Trade and Investment and the Imperial Valley Economic Summit. The last prominent example of SDSU CIBER's role as a regional catalyst includes its role in the *San Diego Export Initiative (SDEI)*. The *Brookings Institution* recently selected San Diego as one of eight cities to participate in the *Metropolitan Export Exchange Program*, an initiative designed to create and implement strategic action plans to increase exports, thus accelerating nation-wide economic growth and job creation. SDSU CIBER

will continue to participate on the SDEI leadership team and serve as a member of San Diego's *Global Competitiveness Council*, a group designed to implement strategies to boost the region's international trade and investment opportunities.

### **3. SDSU CIBER Fulfills the Legislative Mandate and Meets Competitive Preference Priorities**

Guided by a Strategic Framework (Suppl 7) that includes SDSU's institutional and regional strengths and takes into account a changing global business environment, the SDSU CIBER program for 2018-2022 is designed to meet the objectives of the Federal Statute and Program Priorities. Exhibit 1 on the following page details the link between individual initiatives and the specific statutes of **Sections 611 (b) and 612 (a, c) of Title VI of the Higher Education Act**.

SDSU CIBER meets **Competitive Priority 1** by proposing collaborative activities with professional associations and businesses designed to expand employment opportunities for IB students (A.7, 8, 9, 11, 12; B.7, 14, 15; C.1, 6; D.8, 9, 11, 13). To meet **Competitive Priority 2**, we propose collaborative activities with other MSIs and CCs, and, as an HSI campus, we also propose intra-campus collaborative activities (A.1, 5, 6, 9, 11, 12, 15, 18; B.1, 2, 3, 4; C.1, 2, 3; D.1, 2, 4, 5). We meet the **Invitational Priority** by proposing initiatives focused on language instruction, performance testing and assessment that strengthen the preparation of IB professionals (C.1, 2, 3, 4, 5, 6).

Exhibit 1

SDSU CIBER Meeting the Legislative Mandate		
Authorized Activities <i>Statutory Purposes 612(a)(1)</i>	SDSU CIBER Meeting the Authorized Activities	Supporting Initiatives
1. Be national resource for the teaching of improved business techniques, strategies, and methodologies	National resource for the Teaching Courses in International Business Program <i>Element A. Curriculum, C. Foreign Languages, D. Academic and Business Outreach</i>	A. 1.a-c; A-2; A-3; A-4a-b; A.5; A.7; A.8.a-e; A-9; A-10; A-11; A-12.d-e; A.13; A.14.a-b; A-15.a-c; C.1.a-c; C.2; C.3; C.5; D.1.a; D.5
2. Provide instruction in critical foreign languages and international fields	National resource for Critical Foreign Languages Program <i>Element A. Curriculum, C. Foreign Languages, D. Academic and Business Outreach</i>	A.5; A.6.a-c; A.9; A.10; A.17; C.1.a-c; C.2; C.3; C.4.a-b; C.5; C.6; D.2.a-c; D.3; D.4; D.10
3. Provide research and training in the international aspects of trade, commerce, and other fields of study	Metro-Connect, SME Export Consulting, CIBER NADEC, Export Workforce Development Exchange, Smart Border Collation Symposium Program <i>Element A. Curriculum, B. Research, C. Foreign Languages, D. Academic and Business Outreach</i>	A.7; A.8.b; A.9; A.11; A.13; A.14.a-b; A.15.a-c; A.16.a-c; B.1.a-h; B.2.a-f; B.3; B.4; B.5.a-b; B.6; B.7.a-b; C.3; C.4.a-b; C.6; D.2.a-c; D.3; D.4; D.8; D.9; D.11.a-c; D.12; D.13
4. Provide training to students enrolled in the institution, or combinations of institutions	Open Educational Resource for Business Language Training, Stackable Nanodegree Programs, Certified Business Professional Bootcamp, Cross-Border Business Consulting Program <i>Element A. Curriculum, B. Research, C. Foreign Languages, D. Academic and Business Outreach</i>	A.4.b; A.7; A.9; A.13; A.14.a-b; A.15.a-c; A.16.a-c; A.17; A.18; B.5.a-b; C.2; C.3; C.5; C.6; D.5; D.9; D.10
5. Serve as regional resources to businesses by offering programs and providing research designed to meet the international training needs	San Diego Regional Chamber of Commerce, SD Economic Development Corporation, World Trade Center San Diego, Cross-Border Coalition; Cali-Baja MegaRegion Program <i>Element A. Curriculum, B. Research, C. Foreign Languages, D. Academic and Business Outreach</i>	A.7; A.9; A.13; A.14; A.15.a-b; B.1.a-h; B.2.a-f; B.3; B.4; B.5.a-b; B.6; B.7.a-b; B.8.a-b; C.6; D.8; D.9; D.10; D.11.a-c; D.12; D.13
6. Serve other faculty, students and institutions of higher education located within the region.	Global Business Game Adaptation, SDSU IB Case Competition, CAST for Business Language, CSU Consortium, Western Regional Consortium, Cross-Border Business Consulting, Japan Studies Institute Program <i>Element A. Curriculum, B. Research, C. Foreign Languages, D. Academic and Business Outreach</i>	A.4.b; A.9; A.12.c; A.13; A.14.a-b; B.6; B.7.a-b; C.2; C.4.a-b; C.6; D.1.a-d; D.2.a-c; D.4; D.5; D.12; D.13

## CHAPTER II: SIGNIFICANCE OF SDSU CIBER PROGRAM

**Objective:** Create innovative programs that fulfill the objectives of the Federal Statutes and thereby address significant national and regional needs in the following areas: international business education and training, research, foreign language instruction, and outreach.

1. National Need for SDSU CIBER Program

2. Expected SDSU CIBER Program Outcomes

CIBERs were established in 1988 to enhance the international competitiveness of U.S. businesses in light of the increasing global integration of capital, goods and services. SDSU CIBER recognizes that the world has changed significantly since 1988. In the era of “*new normal*,” U.S. businesses are facing different challenges (and opportunities) as they compete internationally. These challenges and opportunities stem primarily from the profound uncertainties related to the ongoing *globalization, technological integration* and *shifts in labor force* and resulted in a number of identifiable needs. In this section, we describe the national needs for the SDSU CIBER program, discuss their significance, how the proposed initiatives match those needs and describe the expected program outcomes.

### 1. National Need for SDSU CIBER Program

**Globalization.** The nature of globalization has changed. With the global financial crisis and consequent recession, the growth of international trade has slowed down (at least in terms of flows of goods and capital). However, the opposite is true for services and data. According to *McKinsey Global Institute*, as digital data flows surpass traditional trade, the global economy is likely to undergo major shifts. These include a rise in global e-commerce, greater participation of developing economies in global trade, and rise of micro-nationals (small and medium-sized businesses) (Lund & Tyson, 2018). From the perspective of U.S. businesses, the challenge will be twofold: (1) responding to greater international competition (particularly from emerging economies) and (2) new types of risks arising from global digital interconnectedness such as

cybersecurity or breakdowns of critical information infrastructure. U.S. businesses competing internationally will also require greater awareness of the current and expected geopolitical reaction to the changing nature of globalization. To help U.S. businesses compete in a competitive landscape characterized by *digital* globalization, CIBERs will need to create programs to develop a workforce that has a solid knowledge of international business across functional disciplines and an understanding of how international business and changing globalization patterns affect global competition. CIBER programs should also focus on practical competencies and foreign language skills, as employees with these skills can help businesses (large and small) identify and effectively pursue new international business opportunities. SDSU CIBER will meet these needs through a number initiatives. For example, it will launch the *Master of Science in Global Business Development* (MSGBD) program (A.8). The first of its kind in the nation, the program is designed to provide graduate students with strong competencies in global sales analytics and train them to navigate the changing global business environment to identify and develop new business opportunities. Likewise, the SDSU CIBER flagship research project *Relational Analysis of International Nexus* (RAIN) (B.1) will respond to the need of U.S. businesses to better understand the changing economic landscape, including the foreign direct investment moves by emerging economy firms. Examples of initiatives speaking to the need for practical and foreign language skills include, among others, *CAST for Business Language* (C.2) and *Language for the Professions* (C.4).

**Technological integration.** The transformation in the nature of globalization is largely fueled by technological change. Advances such as AI, blockchain and distributed ledger technologies are expected to further alter many aspects of international business practice, giving rise to end-to-end global marketplaces. Some unexpected benefactors of these technologies may be countries with traditionally weaker regulatory systems and small-scale manufacturers (Schwab,

2018). Understanding these and other impacts of technology on the global economic landscape will be a critical challenge facing U.S businesses competing in the changing business environment. Several examples of SDSU CIBER initiatives that address this need include SDSU CIBER research projects designed to gain understanding of the role of technology on the competitive moves of emerging economy firms (B.1.d) and research examining the relationship between use of new technologies and international performance of U.S. startups (B.2.a). U.S. businesses seeking to stay competitive in face of the technological disruptions will require not only a technologically savvy workforce; but also a workforce with foreign language competencies, an entrepreneurial mindset and the ability to function, communicate and innovate across cultures and disciplines. Examples of how SDSU CIBER responds to these needs include infusing ***IB Content into Entrepreneurship Courses*** (A.4), creating cross-disciplinary learning experiences such as the ***48 Hour IB-a-thon*** (A.12.d) and the ***Cross-Border Business Consulting*** (A.9) program. These initiatives will train a workforce capable of dealing with technological disruptions in a global context.

**Labor Market Shifts.** The changing nature of globalizationalization and increasingly integrated technologies have resulted in several important labor market shifts. Due to greater automation, advanced manufacturing and rapid advancement in AI, emerging and developing countries may see a decline in the demand for their inexpensive labor by companies from advanced economies (A.T. Kearny, 2016). These labor market changes are likely to put pressure on local governments and increase geopolitical tensions with uncertain consequences for international trade and investments. SDSU CIBER will be an important resource to help businesses understand geopolitical changes and their impact. Examples of SDSU CIBER initiatives designed to meet this need include the ***RAIN project*** (B.1), ***New Frontiers in IB Forums*** (B.4) and the ***Export-Workforce Development Exchange*** (D.12). One impact of increasing globalization, digital

integration and labor market shifts will be significant mismatch between the supply of and demand for skills nationwide. This trend is expected to be particularly harmful to minorities and traditionally disadvantaged populations and creates a need to be inclusive and invest in programs targeted toward diverse groups. Specifically, these groups need training and skills that are not likely to be automated, including soft skills such as creativity, problem solving and cultural sensitivity. Moreover, the ongoing labor market shifts will require opportunities for “lifelong learning” to be made available to a broader population. In line with the authorizing statute, several SDSU CIBER initiatives are designed with this in mind. Examples are ***SDSU CIBER Strategic Consortia*** (D.1) aimed at engaging MSIs and CCs, and the ***Stackable Nanodegrees*** (A.14) targeting working professionals seeking to upgrade their education to fit the changing labor market. Collaboration with the *National Association of Women Business Owners* and the *Central San Diego Black Chamber of Commerce* to create a ***Nexus between IB, Entrepreneurship and Inclusion*** (A.15) is another example of SDSU CIBER’s effort to address this national need.

To ensure maximum impact of its program, SDSU CIBER also conducted additional need analysis. With the aim to gauge current and future workforce needs and skill sets required to compete successfully internationally, SDSU CIBER, in cooperation with the SDREDC, surveyed close to 50 local businesses and convened four meetings of the *SDSU CIBER Advisory Council* and key university personnel over the last year. The findings of the survey and *Advisory Council* meetings reflect many of the needs identified on the national level. However, some needs unique to the San Diego region include the need for better understanding the dynamics of the cross-border economy, new business opportunities in the Pacific Rim region and the internationalization of local industry clusters such as life sciences, cleantech, aerospace and cybersecurity. Examples of initiatives designed to meet these needs include, among others, the ***Regionally Focused Undergraduate IB Courses*** (A.1) and ***Cross-Border Business Consulting*** (A.9) program.

## 2. Expected SDSU CIBER Program Outcomes

SDSU CIBER program will significantly impact students, faculty and businesses. The proposal is rooted in issues of national significance and the initiatives outlined in the *Four Program Elements* will directly benefit hundreds of students annually. Thousands of students will benefit indirectly as curriculum-related and faculty-oriented initiatives are replicated in other institutions and over time. (see Suppl 24 for information on targeted audience for each of the 45 initiatives) An example is the ***Global Business Game Adaptation*** initiative (D.5) whereby a teaching innovation (Global Business Game) was originally developed for upper-division SDSU students but will be adapted for courses in community colleges (D.1). Leveraging its outreach in the ***Nationwide CIBER Consortium for MSI and CC*** (D.1.c), SDSU CIBER will adapt and implement a similar tool in institutions across the U.S. with the potential to benefit thousands more students. With initiatives such as ***Faculty Development Programs*** (D.2) or dissemination of ***IB Curriculum and Student Outcomes Research*** (B.2.f), SDSU CIBER will also impact hundreds of instructors from institutions around the nation and provide them with opportunities and tools to improve their teaching methods and enrich their class content. This will enhance IB education for thousands of students. The benefits of enhanced IB education will also impact businesses seeking to hire qualified candidates and access talent necessary to compete globally. SDSU CIBER initiatives such as the ***MSGBD*** program (A.8), the ***Export Internship Program*** and the ***SDSU CIBER Internship*** program (A.7 and A.16) were specifically designed to develop and enrich skillsets of graduating students or, as is the case of ***Stackable Nanodegree Programs*** (A.14) and ***Business Language for Veterans*** (C.3), to add or expand the existing competencies of non-traditional students and working professionals to better fit with needs of hundreds of businesses. Other initiatives, such as ***RAIN*** (B.1), ***Small Business Training Programs*** (D.11) and “***CIBER***

*Says” Podcasts* (D.10), were designed to directly impact hundreds of business decision makers by enhancing knowledge and/or capabilities of their firms as they strive to compete internationally.

### CHAPTER III: QUALITY OF PROJECT DESIGN

<b>Objective:</b> Design an exceptional program that is coherent, sustainable and adds to the ongoing line of inquiry by following three fundamental principles:	
1. Need-Based Project Design	2. Strategic Use of Resources and Capabilities
3. Program Synergy	

The proposed SDSU CIBER initiatives are designed to comprise a coherent and sustainable program that supports an ongoing line of research inquiry and development. Its program objectives (described in Chapter I) reflect the mission to *enhance U.S. competitiveness in the international economy through innovative and improved education, research and outreach initiatives* while matching the demands of the Authorizing Statute (Suppl 8). As detailed in Chapter IV and VII), these objectives are clear and measurable with clearly stated milestones and timelines (Suppl 9). The project design also clearly specifies short-term and long-term outcomes, personnel responsibilities, and budget for each of the 45 initiatives in each *Program Element* (Suppl 16). In addition, the project design embodies the following principles: (1) need-based design, (2) strategic use of resources and capabilities, and (3) program synergy.

#### 1. Need-Based Project Design to Ensure Programmatic Coherence

To ensure the coherence of the proposed SDSU CIBER programs, the design of the initiatives was guided by a **Strategic Framework** (Suppl 7) that centers on three themes: (1) the mandate of the Federal statutes, (2) strategic analysis of the external environment, and (3) institutional and regional strengths. Specifically, we identified three powerful macro-

environmental forces -- *globalization, technological integration, and labor market shifts* -- and analyzed them in terms of national needs related to global competitiveness of U.S. business. In addition, as detailed in Chapter II, we conducted a careful needs analysis. Finally, the project design included the process of matching program elements to specific regional needs (e.g., Cali-Baja cross-border and local industry cluster focus) and to the the mission and relevant SDSU institutional strengths, including *internationalization, entrepreneurship and diversity*.

## 2. Strategic Use of Resources and Capabilities

To ensure that the program is sustainable and adds to the ongoing line of inquiry, SDSU CIBER carefully analyzed existing resources and capabilities given that they are an essential element of quality project design. Of these, the *institutional support, capability to innovate and scale* and powerful *partnerships* are the most critical.

**Institutional Support.** On the institutional level, SDSU CIBER enjoys the full commitment by the *University* and the FCB leadership (see Suppl 3 for letters of support from SDSU President and FCB Dean). SDSU CIBER program has earned this support through contribution to the SDSU mission and strategic plan and by developing a distinctive competency to deliver programs that benefit the entire *University* and business community. A number of initiatives (e.g. A.6; B.1, C.3; D.2) reflect this principle.

**Capability to Innovate and Scale.** While boasting a long track-record of successes (dated to 1989), SDSU CIBER continues to embody a “*startup philosophy*” using the grant funding to design new, innovative programs and nurture them to the point of self-sustainability. The nationally ranked undergraduate *IB Program* is perhaps the most notable example of this capability. Leveraging our capacity to innovate, SDSU CIBER designed all four *Program Elements* to include several new, innovative initiatives -- such as the new *MSGBD* (A.8), *48 Hour IB-a-thon* (A.12.d), *Export Internship Program* (A.7), *RAIN Project* (B.1), *Forums: French as*

*a Professional Language* (C.6) and “*CIBER Says*” *Podcasts* (D.10), among others. While the startup mindset means that the SDSU CIBER program includes a mix of new initiatives, the program design also draws on SDSU CIBER’s ability to scale and significantly improve or extend existing programs. Examples include the *Study Abroad Enrichment Program* (A.6), *CAST for Business Language* (C.2) and *Faculty Development Programs* (D.2). As detailed in Chapter IV, the scaling up of these initiatives will benefit from established management procedures, efficient budget management and well-developed implementation systems. The *Four Program Elements* include initiatives that add to an ongoing line of inquiry. Examples include research initiatives in the area of *international entrepreneurship* (B.2.a), *cross-border business development* (B.2.c) and *inclusion* (B.2.e). All build on the ongoing research of SDSU faculty and are consistent with their expertise.

**Partnerships.** Embracing the philosophy that good ideas emanate from a variety of units within the university and the larger community, SDSU CIBER designed the four *Program Elements* by leveraging its network of partnership *within* and *outside* of the *University*. These include partnerships within SDSU LARC, CAL, and Geography. Partnership outside SDSU are many. They include, among others, WTCSD, SDREDC, NADEC, and the *Smart Border Coalition*. See Suppl 9 and 11 for a list of SDSU CIBER partners. Our partners, along with the SDSU CIBER *Advisory Council* have been extensively consulted in design and implementation of program initiatives. With such an inclusive system, SDSU CIBER guarantees that its programs will receive a high degree of buy-in and successful execution, ensuring sustainability over time.

### 3. Program Synergy

The SDSU CIBER program is designed to be synergistic and integrated both vertically and horizontally. For example, the *RAIN Project* (B.1) is designed to provide a platform for five *cross-disciplinary research projects* (B.1.b-f). It also offers an opportunity for SDSU CIBER *student interns* (A.16) to hone practical skills in data analysis and visualization techniques as well as soft skills for cooperation with business decision makers. In addition, the *RAIN Dashboard* (B.1.a) will be used to enrich the graduate *Seminar in World Business* (B.1.g), allowing for a better contextualization of the IB phenomena. Another example of a synergistic quality of our project design is SDSU CIBER role as a *Regional Catalyst* (D.13). It is used to draw on a network of relationship with the *WTCSD*, *SDIDEC* and the *MetroConnect* program to recruit companies for the *48-Hour IB-a-thon* (A.12.d) and the *Export Internship Program* (A.7). The synergy between our *Program Elements* ensures maximization of impact of the grant funds and allows for highly cost-effective implementation which, in turn, contributes to the sustainability of our programs.

## CHAPTER IV: QUALITY OF THE MANAGEMENT PLAN

<b>Objective:</b> Achieve program objectives <u>on time</u> and <u>within</u> budget by creating a management plan that embodies the following:	
1. Well-Defined Objectives	3. Specific Timelines and Milestones
2. Clearly Stated Personnel Responsibilities	4. Rigorous Reporting Procedures

**1. Well-Defined Objectives.** The SDSU CIBER Program was designed based on well-defined objectives to meet the statutory goals as specified in the **Sections 611 (b) and 612 (a, c) of Title VI of the Higher Education Act** and to match the **Competitive and Invitational Priorities**. Each of the 45 initiatives in the *Four Program Elements* were carefully designed to

meet significant national *needs* as described in Chapter III. As described in Suppl 24, each initiative has clearly articulated (1) Overall Outcome/Goals, (2) Target Audiences, (3) Short-term and, (4) Long-term Measurable Outcomes.

**2. Specific Timelines and Milestones.** The SDSU CIBER **Detailed Management Plan** (Suppl 17) contains specific timelines and milestones for the duration of the grant cycle. Specifically, for each of the 45 initiatives we specify a short-term goal and a long-term goal. These are used to monitor progress and ensure timely implementation (as detailed in Chapter IV). Suppl 19 also specifies the **year-by-year milestones** related to each of the initiatives.

**3. Clearly Stated Personnel Responsibilities.** SDSU CIBER boasts a well-experienced, dedicated team and effective organizational structure (Suppl 18). Responsibility for the overall strategy of the Center falls on SDSU Faculty Director and Principal Investigator, Dr. Martina Musteen who will spend 50% of her time on SDSU CIBER activities. The Center's Managing Director, Mr. Mark Ballam, is responsible for day-to-day management of the Center activities. Each initiative also has a specific Project Lead as detailed in Suppl 17. The qualifications of the full SDSU CIBER team is outlined below in Chapter V.

**4. Rigorous Reporting Procedures.** The sustained success of SDSU CIBER over the past three decades has resulted in streamlined processes and a well-established rigorous reporting system which ensures timely and cost-effective implementation. The *Government Performance and Results Act* (GPRA) mandates federal grantees report their plans, budget, progress, and performance in the *International Resource Information System* (IRIS). IRIS provides for both an annual quantitative report and a mid-year progress report. Examples of data to be reported in IRIS include: (1) number of students participating in new programs such as ***Regionally Focused IB Undergraduate Courses*** (A.1) and (2) number of faculty and staff making presentations at ***Cross-Disciplinary and Practitioner Events*** (B.8.) and ***Academic Conferences*** (B.8) A detailed list of

**Performance Measures** can be found in (Suppl 29). In addition, SDSU CIBER collaborates with *International and Foreign Language Education (IFLE) Office* in collecting data to meet specific GPRA Measures.

## CHAPTER V: QUALITY OF PROJECT PERSONNEL

<b>Objective:</b> Strategically assign key personnel dedicated and capable of accomplishing project goals on time, within budget and with high quality.	
1. Qualified Principal Investigator	3. Qualified Key Personnel
2. Qualified Managing Director	4. Diverse Team

The SDSU CIBER team has worked together over the last several years and brings a high level of experience and capabilities as well as a strong level of continuity. To ensure that program needs are met, SDSU CIBER strategically assigns responsibility for program elements to key personnel within its administrative structure. This ensures that the goals are accomplished on time, within budget, and with high quality results.

**1. Qualified Principal Investigator.** Dr. Martina Musteen will lead SDSU CIBER as the project’s **Principal Investigator (PI) and Faculty Director**. Actively working with SDSU CIBER since 2010, and in her role as PI and Faculty Director since 2014, Dr. Musteen brings several years of grant management experience as well as successful teaching, research, service, and leadership skills. Dr. Musteen, a Professor of Management, joined SDSU in 2006 and has since earned many awards a for her teaching, research as well as professional service. These include, among others, the *SDSU Senate Excellence in Teaching Award*, *Most Influential Professor* as well as the prestigious *Alumni Association Award for Outstanding Faculty Contribution to the University* in 2017. Dr. Musteen conducts research at the intersection of international business and

entrepreneurship and has published numerous articles in top peer reviewed journals including, among others, the *Journal of International Business Studies*, *Journal of World Business*, *Journal of Management*, *Leadership Quarterly*, and *Entrepreneurship Theory & Practice*. At the top ranked *Journal of World Business*, she serves as a *Senior Editor* for the area of SMEs, Social Entrepreneurship and New Ventures. At SDSU, Dr. Musteen serves as a Chair of the Steering Committee charged with strategic planning for the *Fowler College of Business*.

**2. Qualified Managing Director.** Mr. Mark J. Ballam has 20+ years of experience in project management and serves as SDSU CIBER **Managing Director**. Mr. Ballam came to SDSU in 2005 after eight years as Associate Director of the *Georgia Tech CIBER*. Mr. Ballam serves on the Board of the *San Diego Global Competitiveness Council*, was recently elected to *Vice-Chair* of the *San Diego and Imperial District Export Council*, is a member of the *National Association of District Export Councils* (NADEC), and a Board Member of the *Small Business Development International Trade Center*. He is also active with the *San Diego-Tijuana Smart Border Coalition*, the *SDSU IB Advisory Board*, the *Advisory Board* for the *Program on Brazil*, the *Southwestern College Advisory Board*, and is an *Advisor to the SDSU International Business (IB) Society*. He has served as the President of CUIBE, is a member of *Scholars Without Borders*, and remains an active member of the *Academy of International Business* (AIB).

**3. Qualified Key Personnel.** Ms. Paige Bryant serves as SDSU CIBER **Assistant Director**. Ms. Bryant manages SDSU CIBER's portfolio of programs for students, faculty and the business community. She assists with overall strategy, project management and grant administration for the Center. Before joining SDSU CIBER, Ms. Bryant led a Market Development Cooperator Program grant at the *World Trade Center San Diego*. Funded by the *U.S. Department of Commerce*, this grant program facilitated connections between small and medium size water technology exporters in the U.S. and foreign importers in the Middle East, North Africa

and India. Ms. Bryant currently serves as the *Co-Chair of the Emerging Leaders Advisory Council* with the *North San Diego Business Chamber*. She is also a member of the *San Diego Military Advisory Council*. A graduate of the *University of Mississippi* where she studied Business, International Studies and French, Ms. Bryant received a Master of Arts in International Relations from the *University of San Diego*.

Dr. Mathias Schulze will lead the SDSU CIBER **language assessment and education** activities. He also directs the SDSU's *Critical Language Program*, focusing on intensive formatted classes in language and culture designed especially for those in military and government service, as well as for ROTC cadets. Dr. Schulze is experienced in directing a large testing project to create online oral proficiency measures for a variety of world languages at the advanced level. This test is used as a screening and diagnostic test where it is impractical to offer the *ACTFL Oral Proficiency Interview*. He also pioneered the creation of the first university-based distinguished level language programs in Arabic and Persian.

Dr. John Putman will play a critical role in leading **undergraduate IB** curriculum development and integration efforts for SDSU CIBER. Dr. Putman is Professor of History and, since 2015, the Director of the SDSU *IB Program*. Putman earned his B.A. in History at *San Diego State University* and his Ph. D. from the *University of California, San Diego* (UCSD). He is a historian of the modern American West (late 19th and 20th centuries), particularly California and the Pacific coast states.

Mr. Dan Novak serves as **Chair of the SDSU CIBER Advisory Council** (a full list of *Advisory Council* members in Suppl 1). As a *Senior Vice President* and Global Head of Marketing and Communications for *Qualcomm, Inc.*, a San Diego-based Fortune 100 company, Mr. Novak has been responsible for marketing strategies and programs, including the company's brand, product marketing, public and analyst relations, digital marketing, events and analytics. A

respected leader in the community, Mr. Novak serves on the *Advisory Board* of SDSU FCB, and the *Board of the San Diego Hall of Champions*. With decades of management experience in mobile technology and broadcasting industry, Mr. Novak plays a vital role in leading the SDSU CIBER *Advisory Council*, connecting SDSU CIBER to the broader business community, and providing relevant feedback to the SDSU CIBER team. This is particularly valuable for implementation of initiatives such as the *IB Case Competitions* (A.12), *Stackable Nanodegree Programs* (A.14), or the *RAIN* research project (B.1).

Dr. Doreen Mattingly serves as **Internal Evaluator** of the SDSU CIBER program. Dr. Mattingly is Professor and Department Chair of the *Women's Studies Department* at SDSU. She has extensive assessment expertise and has served as the evaluator of other *Title VI* grants. She is also an external evaluator for education and public health programs in the San Diego region. In her research, Dr. Mattingly examines women's issues on the U.S.-Mexico border. Several of her publications deal explicitly with issues of evaluation and research methods, including a jointly-authored article published in *Review of Educational Research*, which reports on a meta-evaluation of methodologies used to support claims about the effectiveness of programs.

Dr. Ruth V. Aguilera will serve as **External Evaluator** of the SDSU CIBER program. Dr. Aguilera is a Distinguished Full Professor at the *D'Amore-McKim School of Business* at *Northeastern University* and a Visiting Professor at *ESADE Business School* in Barcelona, Spain. Dr. Aguilera is a Senior Editor at *Organization Science*, an Associate Editor at *Corporate Governance: An International Review*, and Consulting Editor at the *Journal of International Business Studies*. In 2016, she was inducted as a Fellow of the *Academy of International Business*. An alphabetical compilation of biosketches for staff, faculty and other professionals associated with SDSU CIBER is included in Suppl 20.

**4. Diverse Team.** Designated as an HSI, SDSU is a large, diverse, urban university with a strong commitment to diversity, equity, and inclusive excellence. Along with this commitment, SDSU CIBER encourages applications for employment from persons who have been traditionally underrepresented based on race, color, national origin, gender, age, or disability. This is evident by the team that we have assembled to execute the SDSU CIBER project.

**CHAPTER VI: ADEQUACY OF RESOURCES**

<i>Objective:</i> Deliver program in the most <u>cost-effective</u> manner by drawing on valuable existing resources.	
1. University (SDSU) Resources	2. Fowler College of Business (FCB) Resources
3. SDSU CIBER Resources	

SDSU CIBER has a long track record of accomplishing its objectives in a “lean” manner dating back to 1989. The emphasis on cost-effectiveness and efficiency will continue in this grant cycle, and will be supported by more than adequate resources from SDSU, FCB, and those capabilities, processes and partnerships embedded within SDSU CIBER (see Suppl 10 and 12). This ensures that the *Department of Education* (ED) grant monies will be a good investment.

**1. San Diego State University Resources.** The *University* is fully committed to SDSU CIBER and its mission (see Suppl 3 letter of support from SDSU President). This is reflected in the fact that the *University* agreed to match the grant at the 50% level (see Suppl 21). The core SDSU CIBER team is significantly absorbed within the institution’s operating budget. SDSU’s vast **human resources** coupled with its strategic emphasis on *internationalization*, *entrepreneurship* and *diversity* provide depth and distinctive valuable competencies for SDSU CIBER. SDSU CIBER is confident that it can maintain its nationally significant program in an

efficient and effective manner with the resources provided by the institution. The *University's* investment in SDSU CIBER comes in the form of considerable cash and in-kind matching contributions such as **operating budget, personnel, facilities, equipment, and supplies**. The infrastructure at SDSU includes a university-wide *International Programs Office*, current and former Title VI NRCs (CIBER, LARC, and *Center for Latin American Studies*), one of the largest undergraduate international business programs in the nation, large foreign languages departments, areas studies centers, study abroad programs, center for teaching effectiveness, research institutes, and several institutions that reach out to the community. Please see Suppl 11 for a representative sample of centers and facilities that help support the CIBER program.

**2. Fowler College of Business Resources.** With 70+ full time faculty and close to 6,000 students, FCB is one of the largest business schools in Southern California. It is consistently among the top ranked public universities, has been named the “best of the best” business school by both the *Hispanic Network* and *U.S. Veterans Magazine* and lauded by *Forbes* as best value for return-on-investment. In 2016, FCB was the recipient of the largest philanthropic gift in the history of the university -- a \$25 million endowment gift from Ron and Alexis Fowler -- aimed to provide scholarships and professorships, develop a lecture series, and provide international experiences and expanded programming for SDSU business students.

Since 1989, SDSU CIBER has played a critically important role in supporting the mission of FCB “*to educate, engage and empower undergraduate and graduate students and transform them into effective business professionals through by developing and delivering educational programs that reflect the international, entrepreneurial and diverse character of our region.*” The FCB **Dean, faculty** and **staff** are fully committed to supporting the SDSU CIBER program. The FCB has allocated over 1400 square feet of attractive physical space to host SDSU CIBER and its faculty offer significant human resources, in most cases at no cost to the ED.

**3. SDSU CIBER Resources.** To meet the objectives of its program, SDSU CIBER will draw on significant internal resources that include an experienced, dedicated team and well-established rigorous reporting, accounting and organizational systems. The experience of maintaining a highly visible NRC for nearly three decades has resulted in several established innovative programs, defined streamlined processes, and efficient systems, which translates into an extremely high level of productivity. Administratively, SDSU CIBER is supported by the SDSU *Research Foundation*, which is responsible for financial management of all grants and contracts. SDSU CIBER also draws on an invaluable network of external partnerships. These include its active relationship with the WTCSD, SANDAG, SDREDC, NADEC and many others (Suppl 9). The presence of the resources detailed above means that SDSU CIBER will incur **zero startup costs** in implementing its 2018-2022 program. Coupled with its careful needs assessment aimed at creating a program with a significant national and regional impact, meticulous approach to project design and management, SDSU CIBER is confident that all proposed costs are reasonable in relation to the objectives, design, and potential significance of the project. (Please see Suppl 10 for summary of SDSU Resources and Suppl 22 for estimated costs).

## CHAPTER VII: PROJECT EVALUATION PLAN

<i>Objective:</i> Design and implement coherent evaluation plan to collect qualitative and quantitative data, and use it to analyze progress toward goals and inform ongoing program improvement	
1. Evaluation Plan Overview	2. Execution of Evaluation Plan

### 1. Evaluation Plan Overview

SDSU CIBER’s mission, consistent with the overall goal of Section 612 of Part B of Title VI, is to design and implement activities that promote the competitiveness of U.S. businesses in

the international economy. The evaluation plan is designed to collect both qualitative and quantitative information, and to incorporate evaluation data in a cycle that involves ongoing reflection, program improvement and development. Suppl 25 captures the four stages of the evaluation cycle and emphasizes the circular and iterative nature of evaluation. Although the steps of the evaluation plan are presented below in a linear fashion, in actuality results from evaluation activities are always informing modifications and improvements in program activities.

Because of the iterative and cyclical nature of evaluation, the evaluation plan described below is significantly enhanced by SDSU CIBER's previous experience collecting and evaluation data, and using it to modify and strengthen programs. Over three grant cycles, the internal evaluator has collaborated with SDSU CIBER to develop and hone evaluation tools. Several program elements in this proposal have been improved or refined by past evaluation cycles. Others are being proposed in response to needs identified through the evaluation of previous programs. Our capacity to implement a robust and informative evaluation plan will continue to improve.

SDSU CIBER proposes an evaluation plan that is grounded in a well-established framework that integrates formative and summative approaches to evaluation. The underlying framework is the *New World Kirkpatrick Model*, which identifies four levels of evaluation: **Reaction, Learning, Behavior, and Results**, as well as the **Return on Investments (ROI)** (Suppl 26). Although initially designed for workplace training, the Kirkpatrick model is applicable to SDSU CIBER because of its emphasis in charting the connections between education and business success. Suppl 24 carefully identifies the **objective/goal, target audience, short-term measurable outcome (reaction and learning)**, and, where applicable, the **long-term measurable outcome (transfer and results)** of each program element initiative. This master document serves as the guide throughout the evaluation plan.

The most basic level of assessment is to gauge a participant's **reaction** to the training experience or program. Where appropriate, the internal evaluator will design instruments to collect feedback about whether participants found the programs favorable, engaging, and relevant. While this is a routine level of data collection, participant feedback is crucial to formative evaluation and program improvement. Past evaluations of participant reaction have contributed to the refinement of some of the program elements in this proposal. For example, the *Cross-Border Business Consulting* program (A.9.) has been modified and strengthened by information collected in previous rounds of evaluation. The questionnaire used to collect information from students and business clients in the 2018 version of this program (previously called Global Business Program) are in Suppl 28. Going forward, participant reactions will be particularly valuable in assessing and revising pilot programs such as "*CIBER Says*," (D.11), and the two proposed "live" case study competitions: *48-hour IB-a-thon* (A.12.d) and *Living Case Competition* and (A.12.e) .

**Learning** is reflected in the increased level of knowledge, skills, attitudes, confidence and commitment as a result of a program. The proposed activities include several rigorous evaluations of learning. For example, the *Pre-Departure Training for Sports MBA* (C.5) will be assessed through paired pre-tests and post-tests, and the impact on undergraduate students of the *Foundations of Global Business Course Redesign* (A.2) and *Faculty Development and Training* (A.3) will be measured through a *Global Perspectives Assessment* of students in their senior year. In addition, some of the program elements are inherently evaluative in nature, in that their outcome is rigorous assessment of interventions in education, research or outreach. For example, the faculty research project on *IB Curriculum and Student Outcomes* (B.2.f) will examine the outcomes of international education programs for U.S. postsecondary education students.

Program elements that offer focused faculty training will be evaluated in terms of their impact on **behavior**. The impact of training workshops in the *Global Business Game Adaption*

(D.5) will be measured through surveys sent to participating faculty from CCs and MSIs, to collect information about number of classes and students using the Global Business Game and its value for student learning. Faculty participating in *FDIB to Japan* (D.2.a) will be surveyed one year later to collect information about impact on curriculum and research.

**Results** focus on the degree to which targeted outcomes occur as a result of programs. The evaluation of several SDSU CIBER initiatives will include data on results. A cross-cutting method for measuring the impact on participant behavior will be surveys sent two years after graduation to all students earning a BS/BA, MBA, or BA in IB. Analyses of responses will reveal how participation in specific programs influenced the employment and continued education of graduates. Faculty Research Grants (B.1, B.2, and B.3) will be assessed by the scholarly products (papers, presentations) that they generate, and results of the *Certified Global Business Professional Bootcamp* (A.13) will be measured by the rate of training participants attempting and receiving CGBP certification. To assess whether business partners increase international trade activities, SDSU CIBER will collect follow-up surveys from organizations that participate in programs such as internships (A.7 and D.10) and attend events such as the *Export Control Seminar* (D.11.a) offered in collaboration with the U.S. Commercial Services.

## **2. Execution of Evaluation Plan**

SDSU CIBER proposes three steps to **execute its evaluation plan** (Suppl 27). SDSU CIBER staff and the internal evaluator will oversee the first step, which involves collecting and reporting *Performance Measure* data, including the number and demographics of participants, the progress made in establishing new institutions and programs, the nature of research awards and resulting publications, and the activities of collaborations.

The second step is to evaluate the effectiveness of targeted projects in *Program Elements* A-D. This step is the primary responsibility of the internal evaluator, Dr. Doreen Mattingly, who

will collect information about the outcomes of initiatives. Dr. Mattingly's independence from SDSU CIBER ensures that the data will be objective and unbiased. It is also the internal evaluator's responsibility to continuously assess the instruments and rubrics so that the most reliable and valid data are acquired, analyzed, and reported.

The third and final step of the evaluation plan is to assess the accomplishment of the overall mission by program element by year, as well as evaluate the synergies among *Program Elements*. In the language of the Kirkpatrick Model, this step assesses whether the training delivered a positive **Return on Investment**. This step will be accomplished by the internal evaluator in collaboration with the external evaluator, Dr. Aguilera. The internal evaluator will conduct directed conversations with key stakeholders about the overall progress of SDSU CIBER. Stakeholder groups include IB faculty, members of the *National CIBER Consortium for MSI and CC*, and the *CSU IB Consortium*. Individuals will have an opportunity to respond to evaluation data, and to describe the degree in which the initiatives have influenced their learning, behavior, and performance. An analysis of these discussions will be shared with the SDSU CIBER management team, who will use the information and take corrective action where needed, closing the loop. The annual SDSU CIBER *Advisory Council* meeting will engage in a similar discussion for the same purpose.

The external evaluator will then use information generated by the internal evaluator to synthetically evaluate *Program Elements* A-D. In years two and four, the internal and external evaluators will collaborate to assess overall progress and suggest improvements to the SDSU CIBER management team. This provides an additional level of rigor and objectivity from outside the University. With this comprehensive three-step evaluation plan, SDSU CIBER concludes this proposal.



## **ELIGIBILITY REQUIREMENTS SDSU CIBER ADVISORY COUNCIL**

### **A. Establishment of the Advisory Council**

As mandated by the legislation, the SDSU CIBER Advisory Council was established to provide overall guidance to the Center's management team. The Advisory Council fulfills the following functions: provides critical comment and input on SDSU CIBER educational, research and business outreach activities; reviews new curriculum proposals and course content; and develops international internships; assists in marketing outreach seminars; collects and disseminates information on new technologies and export opportunities; and recommends guest speakers to globalize the business curriculum.

Mr. Dan Novak accepted the role as SDSU CIBER Advisory Council Chair and hosted the first planning retreat on December 15, 2017. A detailed review concerning the 2018-2022 proposal and planned activities was conducted and approved by the Advisory Council at the April 30, 2018 meeting.

### **B. Membership**

The current SDSU CIBER Advisory Council membership appears below. Members have agreed to serve during the 2018-2022 grant cycle. Biographical sketches are included in the Supplemental Materials section of the grant proposal.

#### **1. Representatives of administrative departments or offices of the university:**

- Dr. Lance Nail, Dean, Fowler College of Business (Executive)
- Dr. Norma Bouchard, Dean, College of Arts and Letters
- Dr. Joseph F. Johnson, Jr., Dean, College of Education/Interim Provost
- Mr. Mark J. Ballam, Managing Director, SDSU CIBER (Ex-Officio)
- Ms. A. Paige Bryant, Assistant Director, SDSU CIBER (Ex-Officio)

#### **2. Faculty representatives of the Fowler College of Business:**

- Dr. Martina Musteen, Professor of Management, SDSU CIBER Director
- Dr. Nikhil Varaiya, Professor of Finance and Director, Graduate Business Programs
- Dr. Valerie Alexandra, Assistant Professor of Management
- Dr. Iana Castro, Associate Professor of Marketing
- Dr. Gary Grudnitski, Professor of Accountancy and Director, Undergraduate Business Programs

#### **3. Faculty representatives of international studies or foreign language schools or departments:**

- Dr. Mathias Schulze, Director, Language Acquisition Resource Center, Professor of German
- Dr. Ramona Perez, Director, Center for Latin American Studies, Professor of Anthropology



- Dr. Yoshiko Higurashi, Professor and Chair of the Japanese Language Department
- Dr. John Putman, Director, International Business Program, Professor of History
- Dr. Erika Larkins, Director, J. Keith Behner and Catherine M. Stiefel Program on Brazil, Assistant Professor of Anthropology and Sociology
- Dr. Betty Samraj, Professor and Chair of Department of Linguistic and Asian/Middle Eastern Languages

**4. Faculty representatives from other professional schools or departments:**

- Mr. Noah Hansen, Director, International Student Center
- Dr. Damon Fleming, Professor and Director, Charles W. Lamden School of Accountancy
- Dr. Catalina Amuedo-Dorantes, Professor, Department of Economics
- Dr. Alex DeNoble, Professor and Director, Lavin Entrepreneurship Center
- Dr. Doreen Mattingly, Professor and Chair, Department of Women's Studies
- Dr. Cristian Aquino-Sterling, Professor, College of Education

**5. Representatives of local or regional businesses and organizations:**

- Mr. Flavio Olivieri, Executive Director, Cali-Baja MegaRegion Initiative
- Ms. Hilda Mwangi, Director, World Trade Center San Diego
- Mr. Allen Vigil, Director of International Business Development, Grupo-Logistics, Inc.
- Mr. Dan Novak, Senior VP, Global Head of Marketing and Communications, Qualcomm
- Mr. Hampton Brown, Sr. Dir, Marketing/Air Service Development, San Diego Int'l Airport
- Mr. Jeff Silver, Owner and Founder, Rough Draft Brewing Company
- Ms. Paola Avila, VP, International Business Affairs, San Diego Regional Chamber of Commerce
- Ms. Tina Casgar, Goods Movement Policy Manager, SANDAG
- Ms. Michelle Quach, Logistics Manager, WD40 Company
- Ms. Nancy Nicholson, Operations and Logistics Advisor, Port of San Diego

**6. A representative appointed by the Governor of California whose responsibilities include state-sponsored trade-related activities:**

- Mr. Jason Law, Director, California Governor's Office of Business and Economic Development

**7. Other members the institution of higher education deems appropriate:**

- Mr. Timothy E. Kelly, Chairman, San Diego and Imperial District Export Council
- Mr. Matthew Andersen, Director, U. S. Export Assistance Center, USDOC, San Diego
- Ms. Peggy Fleming, President and CEO, German-American Chamber of Commerce California
- Mr. Shane Ford, Student and President of SDSU International Business Society

**8. A representative from a two-year junior college:**

- Dr. Victor Castillo, Director & Deputy Sector Navigator, Southwestern Community College
- Ms. Madeline Grant, Dean of Business, Santa Ana College



## 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.

Rick Gulizia; Director of Research Affairs  
Name and Title of Authorized Representative

  
Signature

6/8/2018  
Date



San Diego State University  
5500 Campanile Drive  
San Diego, CA 92182-8000  
Tel: 619 594-5201  
Fax: 619 594-8894

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THE PRESIDENT

June 6, 2018

Dr. Timothy Duvall, Senior Program Officer  
U.S. Department of Education, IFLE, OPE  
400 Maryland Avenue, SW, Room 3E215  
Washington, DC 20202-4260

Dear Dr. Duvall:

I write this letter in strong support of the Center for International Business Education and Research (CIBER) at San Diego State University (SDSU) as it submits the enclosed proposal for grant funding.

As one of the oldest and largest universities in our region, SDSU plays a critical role in educating San Diego's future global citizens. SDSU continues to gain recognition as a leader in higher education and is currently ranked in the top 140 national universities and in the top 70 public universities in *U.S. News & World Report's* annual ranking of America's Best Colleges. In 2012, we were designated a Hispanic Serving Institution and *U.S. News & World Report* ranks SDSU in the top 25 in the nation for ethnic diversity—a point of pride for our university, where students from all backgrounds are achieving academic excellence.

The SDSU CIBER program pursues a mandate of global research and education with both passion and perseverance, a level of effort noted by *U.S. News & World Report* which recently ranked our undergraduate IB Program twelfth in the nation - just after University of Michigan and Northeastern University. This is impressive national recognition for such a young degree program having placed its first graduates in the marketplace in 1993. This recognition is testament to the bold and innovative approaches to IB education that are a hallmark of SDSU CIBER.

In addition to our nationally recognized programs, we are proud to note that SDSU CIBER is in very capable hands under the direction of Principle Investigator, Dr. Martina Musteen, and Mr. Mark J. Ballam as Managing Director. Their experience, diligence and dedication to academic rigor, commitment to internationalizing our entire campus and designing collaborative programs with other institutions of higher education have helped SDSU gain a national reputation as a university of the highest caliber.

In this proposal, SDSU CIBER has developed an inclusive, transparent and accountable process in the design and administration of its programs. As such, SDSU will continue to support SDSU CIBER's efforts in every way possible, and I urge you to give the enclosed proposal your favorable consideration.

Sincerely,

Sally Roush  
President

SUSAN A. DAVIS  
53RD DISTRICT, CALIFORNIA

WASHINGTON OFFICE:  
1214 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-2040

SAN DIEGO OFFICE:  
2700 ADAMS AVENUE, SUITE 102  
SAN DIEGO, CA 92116  
(619) 280-5353

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-0553**

May 16, 2018

COMMITTEES:  
EDUCATION AND THE WORKFORCE  
SUBCOMMITTEES:  
HIGHER EDUCATION AND  
WORKFORCE DEVELOPMENT, RANKING MEMBER  
EARLY CHILDHOOD, ELEMENTARY AND  
SECONDARY EDUCATION  
ARMED SERVICES  
SUBCOMMITTEES:  
SEAPOWER AND PROJECTION FORCES  
STRATEGIC FORCES

Dr. Timothy Duvall, Senior Program Officer  
International and Foreign Language Education  
U.S. Department of Education, OPE  
400 Maryland Avenue, SW, Room 3E215  
Washington, DC 20202

Dear Dr. Duvall:

I am pleased to write today in regard to San Diego State University's (SDSU) application for federal funding through the Centers for International Business Education (CIBER) Program.

SDSU is San Diego County's largest university, serving more than 34,000 students annually. In 2012, SDSU was designated by the US Department of Education as a Hispanic Serving Institution (HSI) and is among the top 25 universities in the nation in terms of ethnic diversity. Additionally, SDSU's International Business Program is ranked 5th among public universities in the United States. SDSU remains committed to cultivating our nation's future intellectual leaders and preparing students for the global marketplace of the twenty-first century.

SDSU CIBER's proposal has the potential to make great contributions in all areas of international business research and teaching. The grant application for 2018-2022 is committed to quality, accountability, and transparency. Their emphasis on language and cultural education as well as business and economics evidences the importance of having a CIBER located at SDSU. Through the creation of innovative education initiatives and the incorporation of measurable outcome and performance measures SDSU has produced an ambitious and achievable agenda.

As a member of the House Education and Workforce Committee, and as the Ranking Member of the Subcommittee on Higher Education and Workforce Development, I appreciate the work of SDSU to serve the diverse needs of our students. They provide invaluable support to my constituents relating to language training, executive education, and international business education and research. This funding will allow San Diego State University to continue setting the standard for educational excellence in international business among our nation's universities and graduates. I hope that the Department of Education will give this grant request its fullest and fairest consideration.

Sincerely,



SUSAN A. DAVIS  
Member of Congress



**SENATOR TONI G. ATKINS**  
PRESIDENT PRO TEMPORE

June 4, 2018

Dr. Timothy Duvall, Senior Program Officer  
U.S. Department of Education, IFLE, OPE  
400 Maryland Avenue, SW, Room 3E215  
Washington, DC 20202-4260

Dear Dr. Duvall:

I write in strong support for San Diego State University's Center for International Business Education Program (SDSU CIBER) grant application for funding under the 2018-22 grant cycle. As you know, international trade and investment are a critical component for California's economic growth and engine for creating jobs. California ranked first in the United States in goods exports in 2017, with an estimated value of \$171.9 billion, and California leads the nation in attracting foreign direct investment. International trade and investment support hundreds of thousands of jobs in California.

Over the past years, SDSU CIBER has accomplished a great deal in preparing our business executives for the international marketplace. It serves as a national resource for the teaching international business and critical foreign language instruction. Most importantly, the SDSU CIBER program prepares our California workforce for the global marketplace by providing learning and research opportunities. SDSU CIBER coordinates several meaningful opportunities for students to work closely with many of our state agencies, trade organizations, various local chambers of commerce, community organizations and private sector business leaders in order to create experiences that will enhance students' employment prospects.

The program SDSU CIBER has outlined for 2018-22 provides several educational, outreach and research programs designed to address the trade related needs of our community. Their proposal includes a wide range of responsive initiatives to further promote international trade. Their valuable contribution will ensure our educational institutions continue to prepare graduates who arrive in our nation's work places equipped with real world skills for this globalized economy.

SDSU CIBER is well poised to play an integral part in our state's economic progress going forward. I strongly urge your support of the SDSU CIBER 2018-22 grant proposal.

Sincerely,

A handwritten signature in black ink that reads "Toni G. Atkins".

**TONI G. ATKINS**  
President pro Tempore  
39<sup>th</sup> Senate District

*Office of the Dean*  
Fowler College of Business  
San Diego State University  
5500 Campanile Drive  
San Diego, CA 92182-8230  
619 594 5259  
business.sdsu.edu



June 4, 2018

Dr. Timothy Duvall, Senior Program Officer  
International and Foreign Language Education  
U.S. Department of Education, OPE  
400 Maryland Avenue, SW, Room 3E215  
Washington, DC 20202-4260

Dear Dr. Duvall:

I am writing to offer my unqualified support for the attached grant proposal. The Fowler College of Business benefits tremendously from the presence of a federally supported National Resource Center within its organizational structure. SDSU CIBER is a true and effective catalyst in internationalizing faculty and students as well as globalizing our core business undergraduate and graduate programs and other allied programs.

At San Diego State University, the Fowler College of Business contributes to one of the most dynamic regions in the nation -- and the world. SDSU CIBER has successfully established creative multidisciplinary partnerships which enhance international business education and leverage the strengths of SDSU's business, area studies, and language programs.

SDSU CIBER's initiatives for 2018-2022, establish new avenues of research, educational programming, and business outreach programs which are innovative and further develop a collaborative model for international business education and outreach. I have reviewed these initiatives and am pleased to let you know they have received the highest endorsement from the SDSU CIBER Advisory Council.

The SDSU CIBER grant proposal has the full commitment of the Fowler College of Business Advisory Board, the Office of the Dean, the faculty and its deliberative bodies, as well as the support of the central administration at San Diego State University. I respectfully request your favorable consideration of our application.

With my best regards,



Lance Nail, Ph.D., CFA  
*Thomas and Evelyn Page Dean*



May 29, 2018

Dr. Timothy Duvall, Senior Program Officer  
U.S. Department of Education, IFLE, OPE  
400 Maryland Avenue, SW, Room 3E215  
Washington, DC 20202-4260

Dear Dr. Duvall:

I'm writing to express our full support of San Diego State University's application for a grant under the Centers for International Business Education program.

The U.S. Department of Commerce's Commercial Service, through its U.S. Export Assistance Centers located in the United States and across the globe, is dedicated to helping American companies succeed globally. I have been an active and integral partner of the SDSU CIBER Advisory Council for many years, and our local staff has productively collaborated with the CIBER over the years. The SDSU CIBER Advisory Council has assisted and guided in the development of this grant proposal.

The programs and activities offered under the 2018-22 SDSU CIBER program greatly enhance and complement our department's main strategic priority: "Help the American Economy Grow." For example, the leadership role SDSU CIBER takes in coordinating the CIBER-wide collective effort to promote university collaboration with the National Association of District Export Councils will continue to help strengthen the international skills and expertise that make our nation more competitive while providing great benefits to students and companies.

I am delighted to offer you our strong commitment in support of SDSU CIBER and their proposed program of activities for the 2018-22 grant period. I look forward to our ongoing teamwork, and am pleased to offer guidance and support as SDSU CIBER implements the wide range of new initiatives that will enhance the overseas competitiveness of our region's firms.

Thank you for your kind consideration.

Sincerely,

Matthew Andersen

Director, U.S. Commercial Service, San Diego and Imperial Region  
U.S. Department of Commerce, International Trade Administration  
U.S. Department of Commerce, 9449 Balboa Av., #111, San Diego, CA 92123  
[Matthew.Andersen@trade.gov](mailto:Matthew.Andersen@trade.gov); [www.export.gov/sandiego](http://www.export.gov/sandiego); 858-467-7033

## Languages Offered at SDSU And Related SDSU CIBER Initiatives

<b>Commonly Taught Languages</b>	
French	<i>Create CAST for Business French</i>
German	
Italian	
Spanish	<i>Create CAST for Business Spanish Add Business Language for Veterans Include language training in Sports MBA Pre-departure training</i>

<b>Less Commonly Taught Languages</b>	
Arabic	
Arabic ( <i>Iraqi</i> )	
Arabic ( <i>Levant</i> )	
Bahasa Indonesian	
Chinese ( <i>Mandarin</i> )	
Hebrew ( <i>Modern</i> )	
Japanese	
Korean	<i>Add Advanced Business Korean</i>
Pashto	
Persian ( <i>Farsi</i> )	
Portuguese	<i>Add Introduction to Portuguese for Business Create CAST for Business Portuguese</i>
Russian	<i>Create CAST for Business Russian</i>
Tagalog ( <i>Filipino</i> )	
Turkish	
Vietnamese	

Supplement – 4  
Languages Offered at SDSU



Supplement – 4  
Languages Offered at SDSU



## California State University (CSU) Campuses



Bakersfield\*  
 Cal Maritime  
 Channel Islands\*  
 Chico\*  
 Dominguez Hills\*  
 East Bay\*  
 Fresno\*  
 Fullerton\*  
 Humboldt\*

Long Beach\*  
 Los Angeles\*  
 Monterey Bay\*  
 Northridge\*  
 Pomona\*  
 Sacramento\*  
 San Bernardino\*  
 San Diego\*  
 San Francisco\*

San Jose\*  
 San Luis Obispo  
 San Marcos\*  
 Sonoma\*  
 Stanislaus\*

*\*Hispanic Serving Institution (HSI) designation*



SAN DIEGO STATE  
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## **SDSU CIBER Strategic Consortia Arrangements**

### **CIBER Business Language Research and Teaching Initiative**

SDSU CIBER will continue to support the bi-annual International Symposium on Language for Specific Purposes (LSP). The conference brings together educators, administrators, students, and language policy makers worldwide from all levels. The purpose of the conference is to share innovations and visions of a future where LSP is a standard and integral component of the curriculum. The conference attracts individuals seeking knowledge on interdisciplinary curriculum design, LSP program development, LSP theoretical and applied research, and pedagogical approaches. Each CIBER participating in this consortium contributes \$500 in sponsorship for the conference. Further support for this effort will be provided by our participation in the annual Business Language Research and Teaching (BLRT) Awards. This program is designed to encourage faculty, lecturers and graduate students in foreign language departments to add a business-language dimension to their research and teaching. In this initiative one award is given in a critical or less commonly taught foreign language (LCTFL), and two awards are given in the category of research or teaching in other foreign languages. Awardees are chosen in years 1 and 3 in order for the presenters to be ready to present at the two conferences in years 2 and 4. The Indiana University has offered to continue to coordinate the CIBER BLRT program.

### **CIBER-National Association of District Export Councils Initiative**

The CIBER-DEC initiative will be an inclusive CIBER-wide collective effort to collaborate with the National Association of District Export Councils (NADEC). This initiative, spearheaded by San Diego State University, partners all CIBERs with NADEC and the Annual DEC Leadership Conference held each fall in Washington, DC. This program enables CIBERs to engage with 1300+ policy makers, business people, trade organizations and educators from across the U.S. who are associated with local District Export Council (DEC) organization. Our Center's involvement mobilizes the entire DEC organization (including 60 local chapters) and allows us to educate and showcase the important role the CIBERs play in strengthening the U.S. economy and U.S. competitiveness. This direct involvement (collective platform) will allow our CIBER to work with DEC member companies, both regionally and nationally, to offer meaningful opportunities such as internships, apprenticeships and mentorships for our students in order to enhance their employment prospects.

*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 nearly 35 years, DECs have served the United States by assisting companies in their local communities export, thus promoting our country's economic growth and creating new and higher-paying jobs for their communities. Closely affiliated with the Commerce Department's U.S. Export Assistance Centers, the 60 DECs combine the energies of more than 1,300 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. <http://districtexportcouncil.org/>*



## **California State University (CSU) Consortium**

Through formation of the California State University (CSU) Consortium, SDSU CIBER will be the catalyst connecting the 23 CSU campuses for the purpose of strengthening IB education. Of the 23 CSU campuses, 21 (87%) are MSI. In this effort, SDSU CIBER will create an IB Education Resource Repository for CSU institutions to assist with furthering IB teaching and research activities. SDSU CIBER will also establish a Research Fellows Program to serve as a resource for CSU faculty in IB research efforts, and host Semi-Annual Meetings for IB Faculty and Administrators throughout the CSU system.

## **Cali-Baja Bi-National Mega-Region**

Cali Baja Bi-National Mega-Region, Inc. is a non-profit bi-national consortium of Economic Development Organizations, incorporated in 2011 in California as a 501-C6 entity. It is the coordinating organization of a long-term economic development strategy partnering San Diego County, Imperial County, and Baja California in Mexico for global competition. The Cali Baja Bi-National Mega-Region Initiative brings together businesses, civic and government leaders to leverage the advantages of doing business in the bi-national region.

## **Consortium for Undergraduate International Business Education (CUIBE)**

CUIBE is a consortium of 43+ schools and universities that are AACSB accredited and have defined undergraduate International Business programs. The primary objectives of the consortium are to provide its members with an opportunity to benchmark their programs against other member schools and facilitate sharing of best practices in International Business education. Thus, it is an ideal venue for disseminating SDSU faculty research. SDSU CIBER will send a team of four undergraduate students to compete at the annual CUIBE IB Case Competition held each fall in Boston, Massachusetts and hosted by Northeastern University.

CUIBE member schools include: American University, Arkansas State University, Boise State University, Brigham Young University, Bryant University, Canisius College, Florida International University, George Washington University, Illinois State University, James Madison University, Loyola University New Orleans, Northeastern University, Rollins College, San Diego State University, Temple University, University of Hawaii-Mānoa, University of Memphis, University of Missouri -St. Louis, University of Oklahoma, University of Richmond, University of South Carolina, University of Tulsa, Villanova School of Business, Washington State University, Belmont University, Elon University, George Mason University, Loyola Marymount University, Loyola University Chicago, North Carolina State University, San Jose State University, University of San Diego, William and Mary School of Business.

## **FDIB China**

SDSU CIBER will join the University of Colorado Denver and draw on the resources of SDSU's Confucius Institute (a language and culture center focusing on promoting the teaching of Chinese as a second language in U.S. schools) to develop the two-week intensive program designed to deepen faculty's knowledge about China's role in the rapidly changing global economy. The FDIB China participants will have the opportunity to network with other professionals interested in the People's Republic of China and get assistance to incorporate the new knowledge in their teaching and research. The China FDIB program will be hosted each January during the four year grant cycle.

## **FDIB Mercosur**

Drawing on the resources available through SDSU Brazil Program (an interdisciplinary program intended to expand knowledge of Brazil among faculty and students), SDSU CIBER will join Florida International University in designing the FDIB Mercosur. The aim of this program is to combine business, academic and governmental visits,



and cultural experiences to give participants firsthand knowledge of how business is conducted in three of the Mercosur countries – Brazil, Argentina and Chile. The target audience will be faculty from the CIBER CSU Consortium, the Western Regional CIBER Consortium, and Nationwide CIBER Consortium for MSI and CC. The programs will be also promoted on a national level and be open to faculty from other institutions of higher learning.

### **Cross-Border Business Consulting**

SDSU CIBER will design and launch the Cross-Border Business Consulting (CBC) initiative. The CBC initiative is a team-based consulting course for graduate students from business and other disciplines and local universities. Working both virtually and on the ground in one of the CBC destination countries, each CBC team applies functional, cross-cultural and foreign language skills to produce strategic advice on such areas as market entry or expansion, new product development, or global supply chain. This initiative will be organized by SDSU CIBER, with the focus on the Cali-Baja and Latin America region. The objective of this initiative is twofold: (1) to give FCB graduate students the opportunity to hone practical skills related to IB issues and thus enhance their employability upon graduation and (2) give regional businesses access to top students while solving their international business challenges. SDSU CIBER piloted a similar project in 2017 in partnership with CETYS Universidad (Tijuana, Mexicali and Ensenada campuses), the University of California-San Diego (UCSD) and the University of San Diego (USD). In the next grant cycle, SDSU CIBER will work with its partners to greatly expand this initiative to include consulting projects in other Latin America and Pacific Rim locations.

### **Export Training for Tech Start-Ups**

Recognizing the growing importance of technology-based startups for the U.S. economy, SDSU CIBER, in partnership with George Washington University, SDSU ZIP and LEC, will offer Export Training for Tech Startups. The program will consist of a series of workshops tailored specifically to assist such firms in expanding their businesses overseas.

### **Export-Workforce Development Exchange**

SDSU CIBER will join other CIBERs to participate in the Export-Workforce Development Exchange. The goal of this initiative is to maximize the impact of successful export promotion and job creation activities by each CIBER through combining efforts with larger organizations such as the U.S. Department of Commerce. Specifically, successful programs such as SDSU CIBER's Export Controls Seminar will be identified and scaled nationally. We will also help expand other CIBER's export programming.

### **Nationwide CIBER Consortium for MSI and CC**

The new Nationwide CIBER Consortium will lead, host, fund and manage national-level international business activities designed specifically for faculty, administrators and students of MSI and CC institutions. The initiative is designed as a progression of internationalization activities over the four years of funding. It will incorporate faculty development, international business course development, faculty research awards, faculty and student study abroad, student case competitions, student internship/apprenticeship awards and travel stipends for international business seminars, conferences and workshops. The activities are aimed at infusing international business into the curriculum of MSI and CC participants. The University of South Carolina has offered to take the lead in organizing this new consortium.



## **NASBITE**

The CIBER-NASBITE initiative will be an inclusive CIBER-wide collective effort to collaborate with the National Association of Small Business International Trade Educators (NASBITE). NASBITE sponsorship supports not only the annual conference and annual small business exporters summit, but also a student case competition, and the Certified Global Business Professional credential. It also allows interested CIBERs the opportunity to present webinars on international business and trade topics and a CIBER-centered session at the annual conference.

## **San Diego Export Initiative**

The Brookings Institution recently selected San Diego as one of eight cities to participate in the Metropolitan Export Exchange Program, an initiative designed to create and implement strategic action plans to increase exports, thus accelerating nation-wide economic growth and job creation. As a part of this initiative, SDSU CIBER, along with partners including various public and private organization such as San Diego Regional Economic Development Corporation (SDREDC) and Global Competitiveness Council, created the San Diego Export Initiative (SDEI). With the aim to boost the local economy and create jobs, the SDEI Core Team (which includes SDSU CIBER) conducted extensive research on San Diego's export economy resulting in the San Diego Market Assessment Report. This report outlines four core strategies for boosting the region's international trade and investment. During the next grant cycle, SDSU CIBER will continue to serve as a member of the SDEI Global Competitiveness Council, consisting of C-level industry experts, key regional leaders and elected officials, to provide oversight of the implementation of these strategies.

SDSU CIBER will work with its SDEI partners on the MetroConnect Export Program. MetroConnect, World Trade Center San Diego's flagship export assistance program, is now in its third year. Made possible through a grant provided by JPMorgan Chase & Co., small to mid-sized companies in San Diego will receive a \$10,000 grant and programmatic services to assist with international expansion efforts.

Since the program's debut in 2015, the 30 companies that have gone through the MetroConnect program have collectively generated \$10.5 million in new export sales, signed more than 70 new contracts, added 50 new jobs to the region, set up nine new overseas facilities and seen three successful company exits. Past participants include Calbiotech (now ERBA Diagnostics), Rough Draft Brewing, Deering Banjo Company, Cypher Genomics (now Human Longevity Inc.), ROBO 3D and more.

## **Western Region CIBER Consortium**

SDSU CIBER will continue to participate in the Western Regional CIBER Consortium whose members are primarily CCs and MSIs. The goal of this initiative to enhance both faculty training and curriculum development opportunities for community college and university faculty in the Western region, This will be accomplished through a series of workshops with focus on all aspects of international interdisciplinary programs, from student overseas internships to faculty grant writing opportunities. Workshops for the Consortium will be jointly determined by the participants in the group. Serving as a national resource, SDSU CIBER will partner with other CIBER institutions to engage more than 200 MSIs and CCs from across the U.S.

## **Zahn Innovation Platform Launchpad (ZIP)**

The Zahn Innovation Platform Launchpad is a commercial and social incubator that supports San Diego State University innovators and aspiring entrepreneurs—students, faculty and staff from any major or department on campus—as they transform their ideas into companies.

Accepted teams gain access to collaborative working spaces within the College of Engineering. Business acumen is



provided courtesy of the Zahn Center and done in conjunction with SDSU FCB and the Lavin Entrepreneurship Center. Each team also gains access to engineering services, mentors, domain experts and pro bono legal guidance. They also receive introductions to potential investors and a variety of community connections involved in developing new products, launching new businesses and creating new jobs in the community.





SAN DIEGO STATE UNIVERSITY

**Federal Statute**



**SDSU  
CIBER**

**Macro-Environmental Forces**

- Globalization
- Technological Integration
- Labor Market Shifts



**Institutional Strengths**

- Internationalization
- Entrepreneurship
- Diversity

**Regional Strengths**

- Cross-Border Cali-Baja Region
- Industry Clusters



**Curriculum  
Research  
Foreign Language  
Academic and Business Outreach**

PR/Award # P2207180049

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**Federal Objectives Addressed**

	Statutory Purposes 612 (a)(1)						Mandatory Requirements 612 (c)(1)						Competitive Priorities		Invitational Priority
	National and Regional Resource	Critical Language & International Fields	Research and Training	Training to Students	Regional Resource to Business	Academic Outreach	Language & International Studies	Business Training	Intensive Training	Collaboration	Research for Curriculum	Competitiveness Research	Comp Priority 1- Business Assn or Entity	Comp Priority 2- MSI/CC	Invntl Priority- Language and Performance
 <b>SAN DIEGO STATE UNIVERSITY</b>															
<b>Program Element A: Curriculum Development and Integration</b>															
<b>A.1 Regionally Focused Undergraduate IB Courses</b>															
A.1.a. Business in Latin America	•						•	•			•				
A.1.b. Business in China	•						•	•			•				
A.1.c. Business in Southeast Asia	•						•	•			•				
<b>A.2 Foundations of Global Business Course Redesign</b>	•		•	•							•				
<b>A.3 Foundations of Global Business Faculty Development and Training</b>	•			•						•					
<b>A.4 IB Content in Entrepreneurship Courses</b>															
A.4.a. Fundamentals in Entrepreneurship	•			•						•					
A.4.b. Global Business Game	•			•						•					
<b>A.5 Faculty-Led Study Abroad Training</b>	•		•				•			•					•
<b>A.6 Study Abroad Enrichment Program</b>															
A.6.a. IB Study Abroad Requirement		•	•	•			•			•					•
A.6.b. FCB Study Abroad Requirement		•	•	•			•			•					•
A.6.c. GBP Campus-Wide Expansion		•	•	•			•			•					•
<b>A.7 Export Internship Program</b>	•		•	•		•				•		•			
<b>A.8 MS in Global Business Development</b>															
A.8.a. Master of Science in Global Business Development	•	•	•	•	•	•	•			•		•			
A.8.b. International Business Development Practicum	•	•	•	•	•	•	•			•		•			
A.8.c. Life Sciences Workshop	•	•	•	•	•	•	•			•		•			
A.8.d. Aerospace Workshop	•	•	•	•	•	•	•			•		•			
A.8.e. Cybersecurity Workshop	•	•	•	•	•	•	•			•		•			
<b>A.9 Cross-Border Business Consulting</b>	•	•	•	•	•	•	•			•		•			•
<b>A.10 Courses with Embedded International Experience Module</b>	•	•	•	•	•	•	•			•		•			
<b>A.11 International Business Opportunity Development</b>	•		•	•	•	•	•			•		•			
<b>A.12 IB Case Competitions</b>															
A.12.a. CIBER IB Case Competition	•	•		•		•				•		•		•	
A.12.b. CUIBE IB Case Competition	•	•		•		•				•		•		•	
A.12.c. SDSU IB Case Competition	•	•		•		•				•		•		•	
A.12.d. 48 Hour IB-a-thon	•	•		•		•				•		•		•	
A.12.e. Living Case IB Contest	•	•		•		•				•		•		•	
<b>A.13 Certified Global Business Professional Bootcamp</b>	•	•	•	•	•	•	•			•		•		•	
<b>A.14 Stackable Nanodegree Programs</b>															
A.14.a. Business Development in Mexico	•		•	•	•	•	•			•		•			
A.14.b. Cross-Border Supply Chain Management	•		•	•	•	•	•			•		•			
<b>A.15 IB, Entrepreneurship and Inclusion Nexus</b>															
A.15.a. SME Women-Owned Export Consulting	•		•	•			•			•		•			
A.15.b. SME Black-Owned Export Consulting	•		•	•			•			•		•			
A.15.c. BrightSide Cross-Border	•		•	•			•			•		•			
<b>A.16 SDSU CIBER Student Internships</b>															
A.16.a. CIBER Graduate Research Interns - RAIN	•	•		•		•									
A.16.b. CIBER Marketing Interns	•	•		•		•									
A.16.c. CIBER Graduate Technology Interns	•	•		•		•									
<b>A.17 Fowler Scholars Going Global Session</b>	•			•						•					
<b>A.18 IB Career Workshops</b>		•	•	•	•		•								•
<b>Program Element B: High Impact Interdisciplinary Research</b>															
<b>B.1 Relational Analysis of International Nexus (RAIN)</b>															
B.1.a. RAIN Dashboard	•		•		•	•	•			•		•			
B.1.b. Cross-Border Expansion Patterns	•		•	•	•	•	•			•		•			
B.1.c. Internationalization of Fast Food and Food Manufacturing Industry and Related Health Outcomes	•		•		•	•	•			•		•			
B.1.d. Impact of New Technologies on International Strategies of Emerging Market Multinationals	•		•		•	•	•			•		•			
B.1.e. Foreign Direct Investment and Border Security	•		•		•	•	•			•		•			

B.1.f. Foreign Direct Investment and Cross-Border Land Use Activity Mapping and Market Analysis	•		•		•	•	•			•		•			
B.1.g. Seminar in World Business Environment	•		•	•	•	•	•			•		•			
B.1.h. Predictive Analytics Module	•		•		•	•	•			•		•			
<b>B.2 Targeted IB Research</b>															
B.2.a. International Entrepreneurship	•		•		•	•	•			•		•			
B.2.b. Language and Business Opportunity Identification	•	•	•		•	•	•			•		•			
B.2.c. Cross-Border Business Development	•		•		•	•	•			•		•			
B.2.d. Software Piracy and Cybersecurity in Latin America	•		•		•	•	•			•		•			
B.2.e. Inclusion and Globally Distributed Workforce	•		•		•	•	•			•		•			
B.2.f. IB Curriculum and Student Outcomes	•	•	•		•	•	•			•		•			
B.3 IB Grant Program	•	•	•		•	•	•			•		•			•
B.4 New Frontiers in IB Research Forums			•		•	•	•			•		•			
<b>B.5 IB Faculty-Student Mentoring Program</b>															
B.5.a. IB Faculty-Student Mentoring Program (IB FSMSP)		•	•	•					•			•			
B.5.b. IB FSMSP Workshop		•	•	•	•				•			•			
B.6 IE-Scholars Community	•				•	•	•			•		•			•
<b>B.7 Cross-Disciplinary and Practitioner Events</b>															
B.7.a. Left of Boom (LOB) Conference	•		•		•	•	•			•		•			•
B.7.b. Smart Border Coalition Symposium	•		•		•	•	•			•		•			•
<b>B.8 IB Academic Conferences</b>															
B.8.a. Academy of International Business (AIB) Conference	•		•									•			
B.8.b. Academy of Management (AOM) Conference	•		•									•			
<b>Program Element B: Foreign Language Assessment and Education</b>															
<b>C.1 New Business Language Courses</b>															
C.1.a. Introduction to Portuguese for Business	•	•	•	•					•			•			•
C.1.b. Advanced Business Korean	•	•	•	•					•			•			•
C.1.c. Native Language Guest Lecturer Program	•	•	•	•					•			•			•
<b>C.2 CAST for Business Language</b>	•	•	•	•	•	•	•			•		•			•
<b>C.3 Business Language Assessment for Veterans</b>	•	•	•	•											•
<b>C.4 Language for the Professions</b>															
C.4.a. International Symposium on Language for Specific Purposes	•	•	•	•					•			•			•
C.4.b. Business Language Research and Teaching (BLRT) Awards	•	•	•	•					•			•			•
<b>C.5 Pre-Departure Training for Sports MBA</b>	•	•	•	•					•			•			•
<b>C.6 Forums: French as a Professional Language</b>	•	•	•	•					•			•			•
<b>Program Element D: Academic and Business Community Outreach</b>															
<b>D.1 SDSU CIBER Strategic Consortia</b>															
D.1.a. California State University (CSU) IB Consortium	•		•						•			•			•
D.1.b. Western Regional CIBER Consortium	•		•						•			•			•
D.1.c. Nationwide CIBER Consortium for MSI and CC	•		•						•			•			•
D.1.d. Consortium for Undergraduate International Business Education	•	•	•						•			•			•
<b>D.2 Faculty Development Programs</b>															
D.2.a. FDIB Japan	•	•							•			•			
D.2.b. FDIB China	•	•							•			•			
D.2.c. FDIB Mercosur	•	•							•			•			
<b>D.3 CIBER Country Studies</b>	•	•							•			•			•
<b>D.4 Japan Studies Institute (JSI)</b>	•	•							•			•			
<b>D.5 Global Board Game Adaptation</b>	•	•							•			•			•
<b>D.6 NASBITE</b>	•	•		•					•			•			
<b>D.7 CIBER Web Presence</b>	•	•							•			•			
<b>D.8 CIBER-NADEC Initiative</b>	•			•					•			•			
<b>D.9 World Trade Center Internship Program</b>	•		•	•					•			•			
<b>D.10 "CIBER Says" Podcasts</b>	•	•	•						•			•			
<b>D.11 Small Business Training Programs</b>															
D.11.a. Export Controls Seminar	•		•						•			•			
D.11.b. Discover Global Markets Conference	•		•						•			•			
D.11.c. Export Training for Tech Start-Ups	•		•						•			•			
<b>D.12 Export-Workforce Development Exchange</b>	•		•						•			•			
<b>D.13 SDSU CIBER-A Regional Catalyst</b>	•		•						•			•			



## SDSU CIBER Regional Partners

Cali-Baja Bi-National Mega-Region Initiative  
California Centers for International Trade  
Central San Diego Black Chamber of Commerce  
CETYS University  
Council of Supply Chain Management Professionals  
French-American Chamber of Commerce  
Frontera Founders  
Grossmont College  
INDEX Tijuana  
Institute of the Americas  
Mesa Community College  
National Association of District Export Councils  
National Association of Women Business Owners  
San Diego & Imperial Valley District Export Council  
San Diego Regional Chamber of Commerce  
San Diego Regional Economic Development Corporation  
San Diego Tourism Authority  
San Diego Workforce Partnership  
San Diego Association of Governments  
Santa Ana Community College  
SDSU Imperial Valley Campus  
Smart Border Coalition  
Southwestern College  
Tijuana Economic Development Corporation  
U.S. Export Assistance Center-San Diego  
University of California-San Diego  
University of San Diego  
Western Maquiladora Trade Association  
World Trade Center San Diego



<b>SDSU Adequacy of Resources</b>
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<b>University Resources</b>	
<i>SDSU Research Foundation</i>	
Cash and In-Kind Matching Contributions	Physical Infrastructure and Technology Support

<b>Established Institutes and Centers</b>	
Center for Information Convergence and Strategy	Institute for Inclusiveness & Diversity in Organizations
Center for Islamic and Arabic Studies	Instructional Technology Services
Center for Latin American Studies	Language Acquisition Resource Center
Center for Teaching and Learning	Lavin Entrepreneurship Center
Confucius Institute	Social Science Research Laboratory
Engineering and Interdisciplinary Sciences Complex	Zahn Innovation Platform

<b>Fowler College of Business Resources</b>	
Artificial Intelligence Lab	Institute for Inclusiveness and Diversity in Organization
Corporate Governance Institute	Lavin Entrepreneur Center
Corky McMillin Center for Real Estate	Wells Fargo Financial Markets Lab
Graduate Career Management Center	Zahn Innovation Platform Launchpad

<b>SDSU CIBER Resources</b>	
<i>Internal-</i> experienced, dedicated team and well-established rigorous reporting, accounting and organizational systems.	<i>External-</i> Network of partnerships (see Suppl 9)



## SDSU Campus Partners

American Language Institute  
Artificial Intelligence Lab  
Aztec Consulting Program  
Center for Islamic and Arabic Studies  
Center for Information Convergence and Strategy  
Center for Islamic and Arabic Studies  
Center for Latin American Studies  
Center for Teaching and Learning  
College of Arts and Letters  
College of Education  
College of Engineering  
College of Extended Studies  
College of Sciences  
Confucius Center  
Corky McMillian Center for Real Estate  
Corporate Governance Institute  
Engineering and Interdisciplinary Sciences Complex  
Entrepreneurial Management Center  
Graduate Career Management Center  
International Business Program  
Institute for Inclusiveness and Diversity in Organization  
International Student Center  
Instructional Technology Services  
International Business Society  
Japan Studies Institute  
J. Keith Behner and Catherine M. Stiefel Program on Brazil  
Joan and Art Barron Veterans Center  
Language Acquisition Resource Center  
Lavin Entrepreneur Center  
Less Commonly Taught Languages  
Office of International Programs  
Social Science Research Laboratory  
SDSU Center for Regional Sustainability  
SDSU Research Foundation  
SDSU Center for Regional Sustainability  
Wells Fargo Financial Markets Lab  
Zahn Innovation Platform Launchpad



SAN DIEGO STATE  
UNIVERSITY

## **SDSU Campus Resources**

### **Aztec Consulting Program**

The Aztec Consulting Program has been on campus at SDSU since the 1970's. The Program is designed to give students a real-world experience by connecting to the small business community in San Diego. Students are able to apply their learned business knowledge in strategy and problem solving to address issues facing the small business they are assigned. After thorough business and research techniques have been utilized, each team provides recommendations to their clients in a comprehensive deliverable including an action plan. Aztec Consulting Program offers management consulting services to small businesses in the city of San Diego for free, based on an annual grant from the City of San Diego. Since its inception, Aztec Consulting Program has assisted 900+ SME in San Diego.

### **Center for Information Convergence and Strategy (CICS)**

The Center for Information Convergence and Strategy (CICS) envisions, develops and deploys strategic future-aware technological solutions at local, state, federal, and tribal levels. CICS is home to over thirty researchers and subject matter experts, from domains as diverse as climatology, linguistics, religious studies, public administration, international trade, criminology, disaster management, and global security. The center focuses on data acquisition and analytics, social media solutions, strategic mapping, and systems integration and development. CICS deploys computational technologies and domain expertise to evaluate current trends and develop strategies based on evolving content, from advanced visualization to predictive analytics.

### **Center for Islamic and Arabic Studies**

Founded in 2000, the Center for Islamic and Arabic Studies supports teaching, community education, and research. The scope of its activities is broad and inclusive, spanning the study of Muslim-majority societies, their Christian and other religious minorities, and the diasporas of these populations worldwide. The Center's focus is multi-disciplinary, and includes a rich program of study in the Arabic language and culture; in Persian and other languages; and in economics, history, politics, religion, and women's studies. The Center's goals are:

- to develop and sustain a state of the art curriculum in Islamic and Arabic Studies at SDSU;
- to organize outreach activities and programs that help educate the San Diego community at large;
- to engage in scholarly research in the national and international arenas.





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### **Center for Latin American Studies (CLAS)**

The Center for Latin American Studies at San Diego State University has been providing educational opportunities since 1942, and is renowned for program offerings in the indigenous languages of Mexico. CLAS offer a multidisciplinary undergraduate major and minor in Latin American Studies and a Master of Arts in Latin American Studies at the graduate level. The Center offers three concurrent graduate degree programs in professional studies: Master of Arts in Latin American Studies plus a Master of Public Administration (MPA), Master of Public Health (MPH), or Master of Business Administration (MBA).

Through active participation in Latin American communities, partnerships with different educational institutions, and multiple transnational collaborations, the Center for Latin American Studies seeks to provide students a unique opportunity to explore Latin America. CLAS supports research, community outreach, conferences, internships, study abroad, and other activities dedicated to teaching students, working professionals, and community members about Latin American economies, aesthetics, ecology, society, culture, and languages.

### **Center for Teaching and Learning (CTL)**

The Center for Teaching and Learning supports student success by engaging all SDSU faculty in a scholarly approach to teaching and fostering a culture of inclusive excellence in teaching and learning. CTL serves as a campus clearinghouse for information about teaching and learning resources, promoting and facilitating connections throughout the University's teaching community.

CTL hosts periodic lunch presentations and roundtable discussions open to all faculty and student support professionals on contemporary issues in teaching and learning ranging from the design of learning activities to cultural and psychological factors in student learning and achievement. Hands-on workshops are aimed at providing faculty with focused support around topics such as course design, active learning techniques, and common pedagogical challenges.

### **Confucius Institute (CI)**

The Confucius Institute at San Diego State University was established in collaboration with the Office of Chinese Language International Council (Hanban). Hanban is committed to making Chinese language and cultural teaching resources and services available to the public and to the promotion of cultural diversity and harmony. Through academic partnership with Xiamen University, the CI at SDSU aims to strengthen educational and cultural cooperation between China and the United States. This partnership serves to promote the development of Chinese





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language education in the greater San Diego region and Baja California as a whole, while continuing to foster historical understanding and cultural collaboration on both sides of the Pacific.

The CI at SDSU focuses especially on teacher training. By offering both on-site and online classes, while also utilizing the most advanced language teaching pedagogy and technology, the CI at SDSU aims to establish a public face and a central environment for Chinese teachers training in Southern California and Baja California and the greater San Diego region as a whole.

### **Engineering and Interdisciplinary Sciences (EIS) Complex**

Debuted in 2018, the 85,000-square-foot, \$90 million EIS complex is designed to encourage cooperative thinking. It features mobile furniture to assemble quick meetings; glass walls to keep an eye on what others are working on; communal whiteboards in the hallways for spur-of-the-moment brainstorming; and a coffee shop to fuel all this genius.

The presence of these new labs and classroom spaces, together with innovative research programs and cutting-edge equipment, will help the university recruit superstar new faculty members and top-tier undergraduate and graduate students.

To help teach valuable entrepreneurial skills and bring collaboratively-developed products to market, the EIS Complex also houses the William E. Leonhard Entrepreneurship Center, an umbrella for the Zahn Innovation Platform Launchpad, the Idea Lab and the Lavin Entrepreneurship Center. Having scientific research, engineering know-how and entrepreneurship and prototyping expertise all under the same roof makes the EIS Complex a unique and powerful hub for problem-solving.

### **Institute for Inclusiveness & Diversity in Organizations (IIDO)**

The Institute for Inclusiveness & Diversity in Organizations (IIDO) is guided by a fundamental commitment to conducting innovative research that enhances understanding of diversity in organizations. IIDO views diversity in broad terms, incorporating but not limited to age, sex, racio-ethnicity, disability, sexual orientation, culture, nationality, background, and experiences. Through partnering with the business community, IIDO seeks to provide solid, relevant, and timely research and information regarding diversity in the workplace. Such efforts are designed to facilitate a greater appreciation for the variety of people in work organizations, and their contributions to organizational effectiveness.





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### **Instructional Technology Services (ITS)**

Instructional Technology Services provides support and leadership to the university in the effective uses of technologies. ITS enhances learning, facilitates research, and supports strategic initiatives. ITS fosters collaboration and innovation with faculty and university stakeholders in the design, development, and effective use of learning environments and educational media. Some services ITS Video Production provides: Educational videos (single or series) to support instruction; video for internet streaming; research documentation; recording of guest speakers and/or lecture series; “how to” tutorials.

### **Joan and Art Barron Veterans Center**

The Joan and Art Barron Veterans Center is about 4,000 square feet and serves as a one-stop shop for military connected students. The additional space accommodates the two Troops to Engineering Coordinators, the College of Extended Studies Military Veterans Services Representative, and the Military Liaison Officer. The Center has a large walk-in area with a lobby, spaces for staff to assist SDSU veterans and military connected-students, a public access space, a file room, seven offices, an even larger space for the Ambassador Hostler Conference Room, and a much larger “Bunker”. This space allows a place for our veterans and military students to come in and hang out, talk, study, watch TV and relax.

On campus, and worldwide, SDSU Veterans Center is committed to supporting military, military veterans, military spouses, and dependent children in the areas of higher education in outreach/admission, GI Bill benefits, academic success, graduation, and a career. They exist to be the best in these areas in the eyes of student-veterans, staff, alumni, and donors.

### **Language Acquisition Resource Center (LARC)**

The Language Acquisition Resource Center at San Diego State University fosters effective teaching and learning of world languages locally, regionally, and nationally. LARC pursues this through initiatives involving research-based design and delivery of language and culture programs, teacher professionalization, and assessment.

LARC has a dual function. First, it conducts intensive language and culture training courses and language teacher development workshops for participants from across the country through its federally funded projects. Second, it serves as a support hub for the teaching in language-based disciplines and the digital humanities in the College of Arts and Letters. As a leading national Language Training Center and as a Project Global Officer site, LARC offers intensive courses in a wide variety of critical, less commonly taught languages for Department of Defense personnel





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and ROTC students. Through its STARTALK programs, LARC supports the infrastructure for the teaching and learning of strategic languages and provides summer courses for K-12 students and professional development for their teachers. LARC organizes and hosts the Southern Area International Languages Network, the most southern site of California World Languages Project, which facilitates a series of professionalization workshops for language instructors and teachers of other subjects, who are at schools with a large proportion of English-language learners.

### **Lavin Entrepreneurship Center (LEC)**

Having the right blend of university curriculum and industry involvement, the Lavin Entrepreneurship Center within San Diego State University's Fowler College of Business has emerged as an entrepreneurial leader. SDSU and the Lavin Center have been recognized for having one of the best entrepreneurial programs in the United States by both Princeton Review and Entrepreneur magazine. Additionally, SDSU was named to the Kiplinger's Personal Finance list of 100 best values in public colleges for 2015-2016.

The Lavin Center has become a stellar example of what can result when academic talent, local industry, and private donors join forces, balancing the very latest in scholastic knowledge with experiential learning. SDSU's innovative learning environment in conjunction with San Diego's exciting entrepreneurial business climate bring together dynamic curriculum, mentor programs, local business leadership, and philanthropy to establish a leading entrepreneurship program.

The Lavin Entrepreneurship Center has developed diverse hands-on learning opportunities that complement and enrich entrepreneur education, enabling students to translate their knowledge into practice. As a future entrepreneur, participants will experience the challenges of creating business plans, commercializing products, and growing new ventures. This is all done while building a network of peers and mentors.

The Lavin Center's diverse programs include:

*Lean Model for undergraduate seniors*

*Founders and Students Connect at LaunchIn*

*Entrepreneur Day*

*Venture Challenge business plan competition featuring over \$25,000 in awards*

*MBA/MSBA internship programs for both Non-Profit agencies and For-Profit companies*

*Center for the Commercialization of Advanced Technology*





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### **Social Science Research Lab (SSRL)**

The Social Science Research Lab at San Diego State University has been providing program evaluation and survey research services to city, county, and state government agencies; community nonprofit organizations; university administrative units; and university faculty researchers for over 30 years. SSRL has conducted multiple evaluations for clients in public health, education, youth development, youth violence prevention, criminal justice, and public administration. The unique balance of applied and academic research resources available to the SSRL allows it to provide clients with the most current and best practices in research services and deliver straightforward and actionable results and recommendations.

The SSRL goal is to tailor each project to best fit a client's needs. We offer a wide range of quantitative and qualitative data collection approaches, including analysis of existing organizational data, surveys, in-depth key informant interviews, focus groups, to design an evaluation that best suits one's program and its impacts.

### **Zahn Innovation Platform (ZIP)**

The ZIP Launchpad helps SDSU students, faculty, and staff launch a startup from their early stage idea. ZIP strives to provide them a transformational experience to complement their SDSU education and launch successful startups into the community. Like the student athlete competing on a team, ZIP provides structure, training, and resources.

To move from track to track, ZIP Launchpad teams participate in a Review Panel, every four months. This is an opportunity for teams to pitch to a panel of "investors" who help gauge if the team should, move forward, stay in their current track, or leave the program.





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**SDSU International University Partners**

Institution	City	Country	Region
Aoyama Gakuin University	Tokyo	Japan	Asia
Aston Business School	Birmingham	United Kingdom	Europe
Auckland University of Technology	Auckland	New Zealand	Oceania
Audencia Nantes School of Management	Nantes	France	Europe
Beijing Normal University	Beijing	China	Asia
Berlin School of Economics and Law	Berlin	Germany	Europe
BI Norwegian Business School	Oslo	Norway	Europe
Birmingham City University	Birmingham	United Kingdom	Europe
Bocconi University	Milan	Italy	Europe
Ca' Foscari University	Venice	Italy	Europe
Capital Normal University	Beijing	China	Asia
Centro de Investigaciones Biologicas del Noroeste, S.C. (CIBNOR)	La Paz	Mexico	Latin America & Caribbean
CETYS Universidad	Mexicali	Mexico	Latin America & Caribbean
Chinese University of Hong Kong	Hong Kong	Hong Kong	Asia
Chung-Ang University	Seoul	South Korea	Asia
Chuo University	Tokyo	Japan	Asia
City University of Hong Kong	Kowloon	Hong Kong	Asia
Czech University of Life Sciences	Prague	Czech Republic	Europe
Deakin University	Melbourne	Australia	Oceania
Doshisha University	Kyoto	Japan	Asia
East China Normal University	Shanghai	China	Asia
Ecole Supérieure de Commerce de Toulouse / Toulouse Business School	Toulouse	France	Europe
Edinburgh Napier University	Edinburgh	United Kingdom	Europe
El Colegio de la Frontera Norte (El Colef)	Tijuana	Mexico	Latin America & Caribbean
Erasmus University Rotterdam	Rotterdam	Netherlands	Europe
ESCE International Business School	Paris	France	Europe
ESSEC Business School - BBA	Cergy Pontoise	France	Europe
Federal University of Santa Catarina (UFSC)	Florianopolis	Brazil	Latin America & Caribbean
Gunma University	Maebashi	Japan	Asia
Hamburg University of Applied Sciences	Hamburg	Germany	Europe
Hankuk University of Foreign Studies	Seoul	South Korea	Asia
HEC Montreal	Montreal	Canada	North America
Hochschule Reutlingen	Reutlingen	Germany	Europe
Hokkaido University	Sapporo	Japan	Asia
Hosei University	Tokyo	Japan	Asia
IE University Madrid Campus	Madrid	Spain	Europe
IE University Segovia Campus	Segovia	Spain	Europe
Institut D'Etudes Politiques de Paris	Paris	France	Europe
Institut D'Etudes Politiques de Reims	Reims	France	Europe
International University of Applied Sciences Bad Honnef	Bad Honnef	Germany	Europe
James Cook University	Townsville City	Australia	Oceania
Jinan University	Guangzhou	China	Asia
John Cabot University	Rome	Italy	Europe
Karlsruhe International University	Karlsruhe	Germany	Europe
KEDGE Business School - Bordeaux Campus	Bordeaux	France	Europe
KEDGE Business School - Marseille Campus	Marseille	France	Europe
Keele University	Keele	United Kingdom	Europe
Kyushu University	Fukuoka	Japan	Asia
La Trobe University	Melbourne	Australia	Oceania
Leeds Beckett University	Leeds	United Kingdom	Europe
London Metropolitan University	London	United Kingdom	Europe
Maastricht University	Maastricht	Netherlands	Europe
Meiji University	Tokyo	Japan	Asia
MICEFA (Universities of Paris)	Paris	France	Europe
Murdoch University	Murdoch	Australia	Oceania
Nanyang Polytechnic (NYP)	Singapore	Singapore	Asia
Nanyang Technological University	Singapore	Singapore	Asia
Nanzan University	Nagoya	Japan	Asia
National Research University - Higher School of Economics	Moscow	Russia	Europe
National Sun Yat-Sen University	Kaohsiung	Taiwan	Asia
National Taiwan University	Taipei	Taiwan	Asia
Osaka University of Commerce (OUC)	Osaka-shi	Japan	Asia
Pontificia Universidade Catolica do Rio Grande do Sul (PUCRS)	Porto Alegre	Brazil	Latin America & Caribbean
PSB Paris School of Business	Paris	France	Europe
Rikkyo University	Tokyo	Japan	Asia
Ritsumeikan Asia Pacific University	Beppu	Japan	Asia
Ritsumeikan University	Kyoto	Japan	Asia
RMIT University	Melbourne	Australia	Oceania

SDSU Semester in Georgia	Tbilisi	Georgia	Europe
Sejong University	Seoul	South Korea	Asia
Simon Fraser University	Burnaby	Canada	North America
Sophia University	Tokyo	Japan	Asia
SRH University Heidelberg	Heidelberg	Germany	Europe
Stockholm University	Stockholm	Sweden	Europe
Sun Yat-Sen University	Guangzhou	China	Asia
Tecnologico de Costa Rica	San Jose	Costa Rica	Latin America & Caribbean
Tecnologico de Monterrey - Guadalajara	Guadalajara	Mexico	Latin America & Caribbean
Thammasat University	Bangkok	Thailand	Asia
Tianjin University of Finance and Economics	Tianjin	China	Asia
Tokyo University of Foreign Studies	Tokyo	Japan	Asia
Toyo Eiwa University	Yokohama	Japan	Asia
Universidad Adolfo Ibanez	Santiago	Chile	Latin America & Caribbean
Universidad Antonio de Nebrija	Madrid	Spain	Europe
Universidad Autonoma de Baja California	Mexicali	Mexico	Latin America & Caribbean
Universidad Autonoma de Madrid	Madrid	Spain	Europe
Universidad Carlos III De Madrid	Madrid	Spain	Europe
Universidad Catolica de Cordoba	Cordoba	Argentina	Latin America & Caribbean
Universidad Catolica Santa Teresa de Jesus de Avila	Avila	Spain	Europe
Universidad de Alcala	Alcala de Henares	Spain	Europe
Universidad de Ciencias Empresariales y Sociales	Buenos Aires	Argentina	Latin America & Caribbean
Universidad de las Americas Puebla (UDLAP)	Puebla City	Mexico	Latin America & Caribbean
Universidad de Zaragoza	Zaragoza	Spain	Europe
Universidad Del Desarrollo - Concepcion Campus	Concepcion	Chile	Latin America & Caribbean
Universidad Del Desarrollo - Santiago Campus	Santiago	Chile	Latin America & Caribbean
Universidad del Pais Vasco / Euskal Herriko Unibertsitatea	Bilbao	Spain	Europe
Universidad Europea de Madrid	Madrid	Spain	Europe
Universidad Nacional Andres Bello	Santiago	Chile	Latin America & Caribbean
Universidad San Francisco de Quito	Quito	Ecuador	Latin America & Caribbean
Universidad San Ignacio de Loyola S.A.	Lima	Peru	Latin America & Caribbean
Universidade da Coruna	Coruna	Spain	Europe
Universitat Mannheim	Mannheim	Germany	Europe
University College Birmingham	Birmingham	United Kingdom	Europe
University Francois-Rabelais of Tours	Tours	France	Europe
University of Applied Sciences HTW Chur	Chur	Switzerland	Europe
University of Brighton	Brighton	United Kingdom	Europe
University of British Columbia (UBC)	Vancouver	Canada	North America
University of Canberra	Canberra	Australia	Oceania
University of Hertfordshire	Hatfield	United Kingdom	Europe
University of Kent	Canterbury	United Kingdom	Europe
University of Leicester	Leicester	United Kingdom	Europe
University of Macau	Macau	China	Asia
University of Pecs	Pecs	Hungary	Europe
University of South Australia	Adelaide	Australia	Oceania
University of Stirling	Stirling	United Kingdom	Europe
University of Strathclyde	Glasgow	United Kingdom	Europe
University of Sunderland	Sunderland	United Kingdom	Europe
University of Technology, Sydney	Sydney	Australia	Oceania
WU Vienna University of Economics and Business	Vienna	Austria	Europe
Xiamen University	Xiamen	China	Asia
Yokohama National University	Yokohama	Japan	Asia
Yonsei University - Global Village at Wonju Campus	Wonju	South Korea	Asia
Zurich University of Applied Sciences	Winterthur	Switzerland	Europe



## SDSU Rankings and Distinctions

Renowned for its academic excellence, San Diego State University is home to top-ranking programs in international business, entrepreneurship, speech-language pathology, geography and other areas. Below are just a few highlights of the significant rankings and distinctions SDSU has received over the past decade.

- SDSU has been designated a "research university with high research activity" by the Carnegie Foundation. Peers in this group include George Washington University, Syracuse University, Texas Tech University and the University of Oregon.
- In 2012-2013, SDSU is ranked No. 14 on the list of Up-and-Coming Schools according to *U.S. News & World Report's* annual ranking of America's Best Colleges, having risen higher in the rankings than any other university in the nation over the last three years. (2013)
- SDSU was ranked in the top public schools by *U.S. News & World Report*. (2018)
- San Diego State University graduation rates are at a record high, with approximately 74 percent of first-time freshmen graduating in six years or less. (2016)
- SDSU is ranked No. 45 in Forbes' 2018 ranking of the 300 best value colleges and universities in the United States. The ranking places SDSU No. 1 within the California State University system and No. 10 in California.
- According to a report in 2016 from Education Trust, SDSU is one of only 26 universities in the nation to have increased six-year graduation rates for all students while also closing the achievement gap. (Six years is the national reporting standard.)
- In 2017, the average first-time freshman High School GPA was 3.71.
- In 2016, SDSU boasted an 89% retention rate and 73% graduation rate.
- The list of "The Best 382 Colleges" is released every year and ranks universities' administration, academics, demographics, extra-curriculars, social scene and quality of life. According to the list, incoming freshmen in fall 2017 have a 3.88 high school GPA and an average SAT score of 1229. Graduation rates at SDSU have increased over the past few years. Approximately 74 percent of first-time freshmen graduate in six years or less, and 90 percent of SDSU freshmen return to school for their sophomore year.
- Fiscal 2016 and 2017 were the most successful year of private giving in SDSU history with more than \$100 million raised each year to support students, faculty, programs and research.
  - SDSU ranked No. 140 in National Universities by *U.S. News & World Report*. (2018)
  - SDSU ranked No. 89 in Best Colleges for Veterans by *U.S. News & World Report*. (2018)
  - SDSU ranked No. 100 in Best Value Schools by *U.S. News & World Report*. (2018)

- SDSU ranked No. 106 in High School Counselor Rankings by *U.S. News & World Report*. (2018)
- SDSU ranked No. 68 in Top Public Schools by *U.S. News & World Report*. (2018)
- SDSU ranked No. 12 in International Business by *U.S. News & World Report*. (2018)

SDSU's Nationally Recognized Academic Programs include:

- ***Administration, Rehabilitation and Postsecondary Education***

SDSU's rehabilitation counseling program ranks No. 10 in the nation according to U.S. News and World Report's "America's Best Graduate Schools 2018 Guide."

- ***Biology***

SDSU is ranked among the nation's top biological sciences program, according to U.S. News and World Report's "America's Best Graduate Schools 2008."

- ***Business***

SDSU is ranked among the nation's best undergraduate business programs according to *U.S. News and World Report's* "America's Best Colleges 2013" and top best graduate program according to "America's Best Graduate Schools Guide."

SDSU is ranked No. 20 among the nation's best undergraduate business programs for Vets according to *the Military Times*. (2016)

- ***Marketing***

SDSU is ranked No.19 among the nation's best undergraduate marketing program at public institutions according to *College Choice*. (2016)

- ***Chicana/Chicano Studies***

SDSU ranked No. 7 among Hispanic Studies programs nationwide for bachelor's degrees awarded to Hispanics according to Hispanic Outlook in Higher Education's "Top 100 Colleges for Hispanics," May 2009

- ***Computational Sciences***

SDSU's joint doctoral program in computational sciences (with Claremont Graduate University) ranked No. 9 in the country in the 2006–2007 Faculty Scholarly Productivity Index rankings of best doctoral programs nationwide by Academic Analytics.

- ***English and Comparative Literature***

SDSU ranked No. 4 among English literature programs nationwide for bachelor's degrees awarded to Hispanics according to Hispanic Outlook in Higher Education's "Top 100 Colleges for Hispanics," May 2009

- ***Education***

SDSU was ranked No. 54 in the graduate programs in education according to U.S. News & World Report's in 2018.

- ***Entrepreneurship***

SDSU was ranked No. 21 in entrepreneurship according to U.S. News & World Report's in 2016. SDSU was ranked No. 8 among public institutions in entrepreneurship according to U.S. News & World Report's in 2016. FORBES magazine ranked SDSU No. 23 on its list of America's Most Entrepreneurial Universities, while U.S. News and World Report ranked SDSU's entrepreneurship program No. 21 among the nation's public universities and Fortune ranked the university among the top 25 most entrepreneurial in the nation.

(2016) SDSU's joint doctoral program in geography (with UCSB) ranked No. 9 in the country in the 2007-08 Faculty Scholarly Productivity Index rankings of best doctoral programs nationwide by Academic Analytics.

· ***International Business***

SDSU's undergraduate international business program ranked among the most elite in the country at No. 12. in the nation, according to *U.S. News and World Report's* "America's Best Colleges 2018." SDSU's undergraduate international business program ranked No. 5. among public universities in the nation, according to *U.S. News and World Report's* "America's Best Colleges 2017." The international business program at SDSU is one of the largest undergraduate international business programs in the country.

· ***Mathematics***

SDSU's joint doctoral program in math and science education (with UCSD) ranked No. 2 in the country in the 2007-08 Faculty Scholarly Productivity Index rankings of best doctoral programs nationwide by Academic Analytics. --November 2009

San Diego State University's joint-doctoral program in mathematics (with UCSD) was ranked No. 7 in the nation by the American Mathematical Society in November 2007.

· ***Nursing***

SDSU's master of science in nursing is ranked among the nation's best top schools, according to U.S. News and World Report's "America's Best Graduate Schools 2011." SDSU's nursing midwifery master's degree ranks No. 29 in the nation, according to U.S. News and World Report's "America's Best Graduate Schools 2011."

· ***Psychology***

SDSU ranked No. 4 among psychology programs nationwide for bachelor's degrees awarded to Hispanics according to Hispanic Outlook in Higher Education's "Top 100 Colleges for Hispanics," May 2009

· ***Public Affairs***

SDSU's School of Public Affairs is one of the top public affairs programs in the nation, according to *U.S. News and World Report's* "America's Best Graduate Schools 2012."

· ***Public Health***

SDSU's Graduate School of Public Health is ranked No. 30 in the country in the 2011 according to *U.S. News and World Report's* "America's Best Graduate Schools 2011."

· ***Social work***

SDSU was ranked No. 59 in the social work program according to U.S. News & World Report's in 2018.

***Clinical Psychology***

SDSU's Graduate School of Clinical Psychology is ranked No. 26 according to *U.S. News and World Report's* "America's Best Graduate Schools 2012."

· ***Audiology***

SDSU's Graduate School of Audiology is ranked No. 27 according to *U.S. News and World Report's* "America's Best Graduate Schools 2012."

· ***Fine Arts***

SDSU's Graduate School of Fine Arts is ranked No. 72 according to *U.S. News and World Report's* "America's Best Graduate Schools 2012."

**Diversity**



- SDSU ranks Top 7 in the nation for racial and ethnic diversity of national universities – U.S. News & World Report, America’s Best Colleges 2014/2015.
- SDSU ranks No. 20 in the nation for granting Hispanic undergraduate and graduates degrees. – Hispanic Outlook in Higher Education, April 2014.
- SDSU ranks a top 50 LGBT Friendly campus for 2014 and holds 5 of 5 Stars ranking for campuses nationwide, according to CampusPride.org, July 2014.
- SDSU ranks in the top 200 Colleges for Native Americans, according to Winds of Change magazine 2011-2015
- SDSU is recognized as one of the nations best universities for women and a top 25 MBA program for women by **Professional Women's Magazine** 2014
- The Campus Pride Index recently ranked SDSU on its 2017 “Best of the Best” Top 25 list of LGBTQ-friendly colleges and universities. SDSU has been included in this ranking for the past eight years.
- *INSIGHT Into Diversity* magazine selected SDSU for its exemplary diversity and inclusion initiatives and for its ability to embrace a broad definition of diversity on campus, including gender, race, ethnicity, veterans, people with disabilities and members of the LGBTQ community. (2017)
- SDSU is one of 80 colleges in the nation to receive the prestigious 2017 Higher Education Excellence in Diversity (HEED) Award.
- *U.S. News and World Report* ranked SDSU in the nation’s top 25 for ethnic diversity—a point of pride for the university, where students from all backgrounds are achieving academic excellence.

#### **International**

- SDSU ranked No. 8 in study abroad among all universities and No. 6 among public research universities in this year’s Open Doors report.
- Each year, SDSU welcomes more than 2,300 international students from dozens of countries in Europe, Asia and the Middle East.
- Already ranked a top-10 university for study abroad in the United States, San Diego State University has reached a new milestone. For the first time in its history, SDSU has surpassed 3,000 students participating in studying abroad in one year. A record 3,039 SDSU students studied abroad during the 2016-17 academic year.
- SDSU won the 2002 Heiskell Award in Study Abroad by the Institute of International Education.
- SDSU and Universidad Autónoma de Baja California in Mexico offered the first transnational dual degree between the United States and Mexico, in 1994, through the Mexus/International Business program.
- SDSU’s American Language Institute is one of the largest university-based English as a Second Language (ESL) learning programs in the U.S.
- SDSU’s International Security and Conflict Resolution (ISCOR) major is the first of its kind in California.

#### **Research**

- San Diego State University faculty continue to win significant research funding. In fiscal 2016-17, they secured \$134 million in public and private funding—a total of 783 awards—up from \$130 million the previous year and \$120.6 million in 2014-15.

- SDSU is ranked as the No. 1 most productive research university among schools with 14 or fewer Ph.D. programs based on the Faculty Scholarly Productivity Index.
- SDSU faculty received nearly \$116 million in grants and contracts for research and administering programs during fiscal year 2012–2013.
- SDSU received more than \$29 million in research funding from the National Institutes of Health alone in 2008–2009, a record for the university.
- SDSU’s MS in regulatory affairs – a key area of the biotech industry – is one of only two programs of its kind in the country and is considered the most comprehensive.
- SDSU ranks in the top 50 undergraduate degree producers for minorities receiving bachelor's degrees in biological and biomedical sciences.

#### **Community Service**

- SDSU is a recognized leader in innovative efforts to improve urban K-12 education. SDSU’s programs in this area include:
  - **City Heights Educational Collaborative.** The City Heights Educational Collaborative, begun in 1998, is a unique, ongoing partnership between SDSU, the San Diego Unified School District, the San Diego Education Association and Price Charities. The primary goals of the Collaborative are to positively impact the academic achievement of students in three City Heights schools - Rosa Parks Elementary, Monroe Clark Middle and Hoover High - and to improve upon the way educational professionals working in the inner-city are trained and supported.
  - **National Center for Urban School Transformation.** The National Center for Urban School Transformation at SDSU works to help urban school districts and their partners transform urban schools into places where all students achieve academic proficiency, evidence a love of learning, and graduate well prepared to succeed in post-secondary education, the workplace, and their communities. The center identifies successful urban schools nationwide and brings their best practices to support other urban schools in creating model high-performing schools.
  - **SDSU Compact for Success and College Avenue Compact.** The Compact for Success officially launched in 2000 when the first group of 7th-grade students enrolled in the program. San Diego State University partnered with the [Sweetwater Union High School District](#) (SUHSD) to create a program that would bring new educational opportunities to Sweetwater graduates. Students participating in the Compact for Success Program would focus on meeting 5 [benchmarks](#). All Sweetwater HS students meeting these benchmarks would be guaranteed admission to SDSU.
- **SDSU’s Coastal and Marine Institute**, established in 1991, was created to study processes that affect the coastal and marine environment, to educate students and the public, and to provide advice on the wise use and management of natural resources. The new Coastal Waters Laboratory on San Diego Bay is a powerful tool for SDSU

scientists who are researching environmental problems up and down the coast of southern California.

- **KPBS**, owned and operated by SDSU, is rated among the top 10 public broadcasting stations in the U.S. For more information visit <http://www.kpbs.org>



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## LIST OF NOMENCLATURE AND ACRONYMS

### Purposes of the CIBER Program *Section 612(a)(1)*

<b>National and Regional Resource</b>	Be national resources for the teaching of improved business techniques, strategies, and methodologies that emphasize the international context in which business is conducted.
<b>Critical Languages &amp; International Fields</b>	Provide instruction in critical foreign languages and international fields needed to provide an understanding of the cultures and customs of U.S. trading partners.
<b>Research and Training</b>	Provide research and training in the international aspects of trade, commerce, and other fields of study.
<b>Training to Students</b>	Provide training to students enrolled in the institution, or combination of institutions, in which a Center is located.
<b>Regional Resource to Business</b>	Serve as regional resources to the local business community by offering programs and providing research designed to meet the international training needs of these businesses.
<b>Academic Outreach</b>	Serve other faculty, students, and institutions of higher education located within the region.

### Programmatic Requirements of the CIBER Program *Section 612(c)(1)*

<b>Language &amp; International Studies</b>	Interdisciplinary programs that incorporate foreign language and international studies training into business, finance, management, communications systems, and other professional curricula.
<b>Business Training</b>	Interdisciplinary programs that provide business, finance, management, communications systems, and other professional curricula.
<b>Intensive Training</b>	Evening or summer programs, such as intensive language programs, available to the members of the business community and other professionals, which are designed to develop or enhance their international skills, awareness, and expertise.



**Collaboration** Collaborative programs, activities, or research involving other institutions of higher education, location educational agencies, professional associations, businesses, firms or combinations thereof, to promote the development of international skills, awareness and expertise among current and prospective members of the business community and other professionals.

**Curriculum Research** Research designed to strengthen and improve the international aspects of business and professional education and to promote integrated curricula.

**Competitiveness Research** Research designed to promote the international competitiveness of American businesses and firms, including those not currently active in international trade.

***Priority***

***Description***

**Competitive Preference Priority #1** Collaboration with one or more professional associations and/or businesses on activities designed to expand employment opportunities for international business students, such as internships and work-study opportunities.

**Competitive Preference Priority #2** Significant and sustained collaborative activities with one or more MSIs and/or with one or more community colleges. Activities designed to incorporate international, intercultural, or global dimensions into the business curriculum of the MSI and/or community college.

**Invitational Priority #1** Programs or activities focused on language instruction or performance testing and assessment for any of the seventy-eight (78) languages deemed critical on the U.S. Department of Education’s list of Less Commonly Taught Languages (LCTLs).



<i><b>Acronym</b></i>	<i><b>Title</b></i>
<b>AAC&amp;U</b>	<b>Association of American Colleges and Universities</b>
<b>AACSU</b>	<b>American Association of State Colleges and Universities</b>
<b>AACSB</b>	<b>Association to Advance Collegiate Schools of Business</b>
<b>AI</b>	<b>Artificial Intelligence</b>
<b>AIB</b>	<b>Academy of International Business</b>
<b>AOM</b>	<b>Academy of Management</b>
<b>ALI</b>	<b>American Language Institute at SDSU</b>
<b>AVATAR</b>	<b>Automated Virtual Agent for Truth Assessments in Real Time</b>
<b>BAC</b>	<b>Business Advising Center at SDSU</b>
<b>BIS</b>	<b>Bureau of Industry and Security</b>
<b>BLRT</b>	<b>Business Language Research &amp; Training</b>
<b>BRIC</b>	<b>Brazil, Russia, India, China</b>
<b>BS/BA</b>	<b>Bachelor of Science in Business Administration</b>
<b>BSEL</b>	<b>Berlin School of Economics and Law</b>
<b>CAL</b>	<b>College of Arts and Letters at SDSU</b>
<b>Cali-Baja</b>	<b>Cali-Baja Megaregion Initiative</b>
<b>CAST</b>	<b>Computer Assisted Screening Tool</b>
<b>CBC</b>	<b>Cross-Border Business Consulting</b>



<b>CC</b>	<b>Community College</b>
<b>CES</b>	<b>College of Extended Studies at SDSU</b>
<b>CGBP</b>	<b>Certified Global Business Professional</b>
<b>CGI</b>	<b>Corporate Governance Institute</b>
<b>CIBE</b>	<b>Centers for International Business Education</b>
<b>CIBER</b>	<b>Center for International Business Education and Research</b>
<b>CICS</b>	<b>Center for Information Convergence and Strategy</b>
<b>CITD</b>	<b>Centers for International Trade and Development</b>
<b>CLAS</b>	<b>Center for Latin American Studies at SDSU</b>
<b>CS</b>	<b>Computer Science</b>
<b>CTL</b>	<b>Center for Teaching and Learning at SDSU</b>
<b>CSU</b>	<b>California State University System</b>
<b>CUIBE</b>	<b>Consortium of Undergraduate International Business Education</b>
<b>DEITAC</b>	<b>Tijuana Economic Development Corporation</b>
<b>EIS</b>	<b>Engineering and Interdisciplinary Sciences Complex at SDSU</b>
<b>FDIB</b>	<b>Faculty Development in International Business Program</b>
<b>FDP</b>	<b>Faculty Development Program</b>
<b>FSMP</b>	<b>Faculty-Student Mentorship Program at SDSU</b>
<b>GBG</b>	<b>Global Business Game</b>



<b>GBP</b>	<b>Global Business Project</b>
<b>GCC</b>	<b>Global Competitiveness Council – San Diego Export Initiative</b>
<b>GPRA</b>	<b>The Government Performance and Results Act</b>
<b>HBCU</b>	<b>Historically Black Colleges and Universities</b>
<b>HEA</b>	<b>Higher Education Act</b>
<b>HEED</b>	<b>Higher Education Excellence in Diversity</b>
<b>HSI</b>	<b>Hispanic Serving Institutions</b>
<b>HTM</b>	<b>Hospitality and Tourism Management at SDSU</b>
<b>IB</b>	<b>International Business</b>
<b>IBOD</b>	<b>International Business Opportunity Development</b>
<b>IE</b>	<b>International Entrepreneurship</b>
<b>IIDO</b>	<b>Institute for Inclusion and Diversity in Organizations at SDSU</b>
<b>IFRS</b>	<b>International Financial Reporting Standards</b>
<b>INDEX</b>	<b>Western Maquiladora Trade Association</b>
<b>IOT</b>	<b>Internet of Things</b>
<b>IPS</b>	<b>International Programs Summit</b>
<b>IRB</b>	<b>Institutional Review Board at SDSU</b>
<b>IRIS</b>	<b>International Resource Information System</b>
<b>ITS</b>	<b>Instructional Technology Services at SDSU</b>



<b>JIBS</b>	<b>Journal of International Business Studies</b>
<b>JSI</b>	<b>Japan Studies Institute</b>
<b>LARC</b>	<b>Language Acquisition Resource Center at SDSU</b>
<b>LCTFL</b>	<b>Less Commonly Taught Foreign Language</b>
<b>LEAP</b>	<b>Liberal Education and America’s Promise</b>
<b>LEC</b>	<b>Lavin Entrepreneurship Center at SDSU</b>
<b>LOB</b>	<b>Left of Boom</b>
<b>LSP</b>	<b>Language for Specific Purposes</b>
<b>MIS</b>	<b>Management Information Systems at SDSU</b>
<b>MSGBD</b>	<b>Master of Science in Global Business Development</b>
<b>MSI</b>	<b>Minority Serving Institution</b>
<b>NAFSA</b>	<b>National Association of International Educators</b>
<b>NADEC</b>	<b>National Association of District Export Councils</b>
<b>NASBITE</b>	<b>North American Small Business International Trade Educators</b>
<b>NAWBO</b>	<b>National Association of Women Business Owners</b>
<b>NRC</b>	<b>National Resource Center</b>
<b>NSF</b>	<b>National Science Foundation</b>
<b>PACIBER</b>	<b>Pacific Asian Consortium for International Business Education and Research</b>
<b>PMF</b>	<b>Performance Measurement Form</b>



<b>RAIN</b>	<b>Relational Analysis of International Nexus</b>
<b>ROTC</b>	<b>Reserve Officer Training Corps</b>
<b>SANDAG</b>	<b>San Diego Association of Governments</b>
<b>SDEI</b>	<b>San Diego Export Initiative</b>
<b>SDSU</b>	<b>San Diego State University</b>
<b>SDIDEC</b>	<b>San Diego and Imperial Valley District Export Council</b>
<b>SDSU CIBER</b>	<b>Center for International Business Education and Research at SDSU</b>
<b>SDSU IVC</b>	<b>SDSU Imperial Valley Campus</b>
<b>SHRM</b>	<b>Society for Human Resource Management</b>
<b>SLOs</b>	<b>Student Learning Outcomes</b>
<b>SME</b>	<b>Small to Medium Enterprise</b>
<b>SSRL</b>	<b>Social Science Research Laboratory at SDSU</b>
<b>STEM</b>	<b>Science Technology Engineering and Math</b>
<b>TPP</b>	<b>Trans-Pacific Partnership</b>
<b>ED</b>	<b>US Department of Education</b>
<b>USASBE</b>	<b>US Association for Small Business and Entrepreneurship</b>
<b>USDOC</b>	<b>US Department of Commerce</b>
<b>WTCS</b>	<b>World Trade Center San Diego</b>
<b>ZIP</b>	<b>Zahn Innovation Platform Launchpad at SDSU</b>





**SDSU CIBER Detailed Management Plan**

ACTIVITIES THAT MEET THE CURRICULUM OBJECTIVE

<i>Program Element A: Curriculum Development and Integration</i>	
<b>Initiative A.1: <u>Regionally Focused Undergraduate IB Courses</u></b>	
<i>Project Lead:</i> Dr. John Putman	<i>Estimated Budget:</i> Y1: \$2000 Federal; \$2000 Non-Federal Y2: \$2000 Federal; \$2000 Non-Federal Y3: \$2000 Federal; \$2000 Non-Federal Y4: \$1000 Federal; \$1000 Non-Federal
<i>Meeting Federal Objectives:</i> Languages and International Studies, National and Regional Resource, Training to Students	<i>Short-term Goal:</i> Development of three new courses that provide undergraduate IB students with deeper regional knowledge.
<i>Long-term Goal:</i> Enhanced job placement	
<i>Implementation Plan:</i> In Year 1, Fall 2018, SDSU CIBER will provide faculty support to design curriculum for a new Business in Latin America course. Following the approval process at the department, college and university level, SDSU CIBER will pilot this first regionally focused undergraduate IB course in Spring 2020. In Year 2, SDSU CIBER will provide faculty support to design curriculum for the Business in China course. This course will be piloted in the Spring 2021 and offered to undergraduate international business students in the Chinese track. In Year 3, SDSU CIBER will provide faculty support to begin design of the curriculum for Business in Southeast Asia. This course will be piloted in Spring 2022 and offered to undergraduate international business students in the Chinese, Korean and Japanese track. The three courses will be evaluated each year and adjustments and enhancements will be implemented as needed in Years 2-4.	
<b>Initiative A.2: <u>Foundations of Global Business Course Redesign</u></b>	
<i>Project Lead:</i> Dr. Martina Musten/Dr. Valerie Alexandra	<i>Estimated Budget:</i> Y1: \$2000 Federal Y2: Y3: Y4:
<i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Training to Students, Research for Curriculum	<i>Short-term Goal:</i> Foundations of Global Business Course (BA 310) redesign, include experiential component, and create a database of high-level relevant guest speakers.
<i>Long-term Goal:</i> Improved awareness of global issues among undergraduate students in all majors in FCB	

<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER will work with BA 310 coordinator, Dr. Valerie Alexandra, to redesign the course and incorporate more applicable skills for today’s business environment. Updates will also include developing a new experiential learning component which will simulate managers’ experience dealing with international business issues and creating a database of high-level guest speakers providing the perspective on global issues from the local business community. Dr. Alexandra will lead the redesign process beginning in the Spring 2019 (Year 1). The first new course is expected to be piloted in Year 2.</p>	
<p><b>Initiative A.3: <u>Foundations of Global Business Faculty Development and Training</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen/Dr. Valerie Alexandra</p>	<p><i>Estimated Budget:</i>                      Y1:                      Y2: \$1000 Non-Federal                      Y3: \$1000 Non-Federal                      Y4:</p>
<p><i>Meeting Federal Objectives:</i> Research and Training, Intensive Training, National and Regional Resource, Research for Curriculum</p>	<p><i>Short-term Goal:</i> Training program for instructors to be better prepared to teach required Foundations of Business class to 1800+ students per year.</p>
<p><i>Long-term Goal:</i> Improved awareness of global issues among undergraduate students in all majors in FCB, as measured by graduating student scores Global Perspective Assessment instrument..</p>	
<p><i>Implementation Plan:</i> SDSU CIBER will develop and deliver a instructor training workshop to be administered twice a year prior to the start of the semester. The training program will be developed in Year 2 after launch of the redesigned course in Year 1. The first workshop will be piloted in Year 2. In following years, SDSU CIBER will ensure that the materials and topics remain up-to-date and relevant with feedback from the business community via the SDSU CIBER Advisory Council and other partners.</p>	
<p><b>Initiative A.4: <u>IB Content in Entrepreneurship Courses</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen</p>	<p><i>Estimated Budget:</i>                      Y1: \$500 Non-Federal                      Y2: \$500 Federal; \$525 Non-Federal                      Y3: \$500 Non-Federal                      Y4: \$500 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Training to Students, Collaboration, Research for Curriculum</p>	<p><i>Short-term Goal:</i> New content and course syllabi for entrepreneurship courses.</p>
<p><i>Long-term Goal:</i> Students’ increased understanding of the changing global landscape and its impact on entrepreneurship</p>	

<p><i>Implementation Plan:</i> The course design will begin in Year 1 and will be integrated into the Fundamentals of Entrepreneurship by Year 2. The Global Business Game course component will be expanded to include virtual partnerships with universities nationwide beginning Year 1. In the first iteration, the Global Business Game will be run in collaboration with overseas partners Abertay University in UK; Universitat Jaume I in Spain; Heriot-Watt in Dubai; Baskent University in Turkey and CETYS Universidad in Mexico. The nationwide Global Business Game will launch in the Year 2.</p>	
<p><b>Initiative A.5: <u>Faculty-Led Study Abroad Training</u></b></p>	
<p><i>Project Lead:</i> A. Paige Bryant</p>	<p><i>Estimated Budget:</i>                      Y1: \$500 Federal                      Y2: \$500 Federal                      Y3: \$500 Federal                      Y4: \$500 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Languages and International Studies, Intensive Training, Language and Performance</p>	<p><i>Short-term Goal:</i> Workshop to train faculty to effectively lead short-term study abroad.</p>
<p><i>Long-term Goal:</i> Expanded international education of undergraduate students leading to increased global perspective, cultural awareness and understanding of global business.</p>	
<p><i>Implementation Plan:</i> In Year 1, SDSU CIBER will develop the workshop curriculum “How to Develop a Short-Term Study Abroad Program.” The first workshop will be held in Year 2. After evaluations and adjustments, annual workshops will be held every year thereafter.</p>	
<p><b>Initiative A.6: <u>Study Abroad Enrichment Program</u></b></p>	
<p><i>Project Lead:</i> Dr. John Putman/Ms. Maribel Franco</p>	<p><i>Estimated Budget:</i>                      Y1: \$2500 Federal; \$2500 Non-Federal                      Y2: \$1500 Non-Federal                      Y3: \$1500 Non-Federal                      Y4: \$1500 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> Critical Languages and Fields, Research and Training, Training to Students, Language and International Studies, Intensive Training, Collaboration, Language and Performance</p>	<p><i>Short-term Goal:</i> Expansion of Global Business Project to a greater number of students studying abroad</p>
<p><i>Long-term Goal:</i> Increased student success in obtaining jobs and building careers</p>	

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<p><i>Implementation Plan:</i> In Year 1, the Global Business Project will be made a required activity for all undergraduate IB majors during a semester study abroad. In Year 2, evaluate program and make adjustments as needed. In Year 3, SDSU CIBER will make participating in the Global Business Project a required activity for all business majors studying abroad. In Year 4, SDSU CIBER will make participating in the Global Business Project available for all SDSU students studying abroad.</p>	
<p><b>Initiative A.7: <u>Export Internship Program</u></b></p>	
<p><i>Project Lead:</i> A. Paige Bryant</p>	<p><i>Estimated Budget:</i> Y1: \$2000 Federal Y2: \$2000 Federal Y3: \$2050 Federal Y4: \$2050 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Training to Students, Regional Resource to Business, Intensive Training, Collaboration, Competitiveness Research, Business Association or Entity</p>	<p><i>Short-term Goal:</i> Development of online training to provide student with skills to assist local firms with market entry and expansion.</p>
<p><i>Long-term Goal:</i> Enhanced export activities of involved businesses. Increase in job placement of students.</p>	
<p><i>Implementation Plan:</i> In Year 1, SDSU CIBER will develop online training modules. In Year 2, online modules will be recorded. Promotion and launch will take place in Year 3. SDSU CIBER will match students with participating companies by Year 4.</p>	
<p><b>Initiative A.8: <u>MS in Global Business Development</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen</p>	<p><i>Estimated Budget:</i> Y1: \$2000 Federal; \$2500 Non-Federal Y2: \$6000 Federal; \$2500 Non-Federal Y3: \$6000 Federal; \$6000 Non-Federal Y4: \$6000 Federal; \$2500 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and Fields, Research and Training, Regional Resource to Business, Academic Outreach, Training to Students, Regional Resource to Business, Language and International Studies, Intensive Training, Collaboration, Research for Curriculum, Competitiveness Research, Collaboration with Businesses</p>	<p><i>Short-term Goal:</i> Design, approval and implementation of a new graduate degree program and three industry-centered workshops</p>

<p><i>Long-term Goal:</i> Increased SDSU graduates receiving placement in global companies; SDSU graduate enrollment increased; more globally competitive U.S. companies</p>	
<p><i>Implementation Plan:</i> In Year 1, SDSU CIBER will coordinate with FCB departments to finalize modifications of the curriculum design. The required approval process will be completed in Year 2. Also, in Year 2, faculty will be identified for the Life Sciences Workshop. In Year 3, MSGBD program will be promoted and launched. Life Sciences Workshop curriculum will be completed in Year 3. Also, in Year 3, faculty will be identified for the Aerospace Workshop. In Year 3, SDSU CIBER will design the international experience itinerary for the international business development capstone. The MSGBD degree program is expected to be institutionalized by Year 4. Also, in Year 4, the Life Sciences Workshop will be offered and the international business development practicum will managed and delivered by SDSU CIBER. In Year 4, curriculum for the Aerospace Workshop will be designed and faculty will be identified for the design of the Cybersecurity Workshop.</p>	
<p><b>Initiative A.9: <u>Cross-Border Business Consulting</u></b></p>	
<p><i>Project Lead:</i> A. Paige Bryant</p>	<p><i>Estimated Budget:</i>                      Y1: \$4500 Federal; \$2000 Non-Federal                      Y2: \$4500 Federal                      Y3: \$4500 Federal                      Y4: \$4500 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Fields, Research and Training, Training to Students, Regional Resource to Business, Academic Outreach, Languages and International Studies, Intensive Training, Collaboration, Competitiveness Research, Business Association or Entity, Language and Performance</p>	<p><i>Short-term Goal:</i> Practical skills related to IB issues, enhance employability of graduate students; provide regional businesses access to top students across disciplines while addressing their international challenges</p>
<p><i>Long-term Goal:</i> Increased job placement with global companies as measured by annual survey of graduates; enhanced international competitiveness of companies as measured by survey of participating companies.</p>	
<p><i>Implementation Plan:</i> In Year 1, SDSU CIBER will finalize modifications of the program design, engage partner, and launch program. In Year 2, we will assess the program and implement revisions. The number of partners and projects will be increased in Year 3.</p>	
<p><b>Initiative A.10: <u>Courses with Embedded International Experience Module</u></b></p>	
<p><i>Project Lead:</i> A. Paige Bryant</p>	<p><i>Estimated Budget:</i>                      Y1: \$4000 Federal; \$2000 Non-Federal                      Y2: \$4000 Federal                      Y3:                      Y4:</p>

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<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and International Studies, Training to Students, Academic Outreach, Intensive Training, Collaboration.</p>	<p><i>Short-term Goal:</i> Broaden the disciplines and graduate courses with embedded international experience modules for business students..</p>
<p><i>Long-term Goal:</i> Enhanced job placement of students. Improved awareness of global issues among graduate students in all business majors.</p>	
<p><i>Implementation Plan:</i> Having identified faculty, country location and university partners, in Year 1 the international experience module will be embedded in the graduate Marketing Management course in collaboration with Sophia University in Tokyo. In Year 2, a module will be implemented in one more graduate business course. We expect modules to be institutionalized by Year 3.</p>	
<p><b>Initiative A.11: <u>International Business Opportunity Development</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen</p>	<p><i>Estimated Budget:</i>  Y1: \$500 Non-Federal  Y2: \$1200 Federal; \$500 Non-Federal  Y3: \$1200 Federal; \$500 Non-Federal  Y4: \$1200 Federal; \$500 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Training to Students, Regional Resource to Business, Languages and International Studies, Collaboration, Collaboration with Business Association or Entity</p>	<p><i>Short-term Goal:</i> Authentic consulting experience for graduate students campus-wide specific to international entrepreneurship</p>
<p><i>Long-term Goal:</i> Enhanced job placement of graduate students. Enhanced international competitiveness of participating startup firms as measure by the positive feedback from participating firms.</p>	
<p><i>Implementation Plan:</i> In Year 1, SDSU CIBER will add a cross-disciplinary component to IBOD, by identifying faculty from the SDSU College of Engineering and College of Sciences willing to collaborate on IBOD projects. During Year 2,, three faculty members will work together to modify the project to include students from the three colleges.. In Year 3, IBOD’s first interdisciplinary team will launch their project. SDSU CIBER will assess and implement revisions before launching again in Year 4.</p>	
<p><b>Initiative A.12: <u>IB Case Competitions</u></b></p>	
<p><i>Project Lead:</i> A. Paige Bryant/Dr. John Putman</p>	<p><i>Estimated Budget:</i>  Y1: \$7500 Federal; \$3500 Non-Federal  Y2: \$7000 Federal; \$3500 Non-Federal  Y3: \$8750 Federal; \$10750 Non-Federal  Y4: \$6500 Federal; \$4250 Non-Federal</p>

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<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and International Fields, Training to Students, Regional Resource to Business, Academic Outreach, Languages and International Studies, Intensive Training, Collaboration, MSI/CC, Business Association or Entity</p>	<p><i>Short-term Goal:</i> Expansion of student knowledge of IB; opportunity to hone analytic and presentation skills in a diverse cross-disciplinary team.</p>
<p><i>Long-term Goal:</i> Enhanced job placement of participating students. Increased international competitiveness of participating companies.</p>	
<p><i>Implementation Plan:</i> In Years 1 - 4, SDSU CIBER will train students, co-sponsor events, support student travel, for <i>CIBER IB Case Competition</i>, <i>CUIBE IB Case Competition</i> and <i>SDSU IB Case Competition</i>. Beginning Year 1, SDSU CIBER will identify business partners for the <b>48 Hour IB-a-thon</b> competition. The program design will be finalized and the competition will be promoted during Year 2. Competition will be launched in Year 3. Feedback and evaluations will be assessed, revisions implemented in Year 4. For the <b>Living IB Case Contest</b>, business partners will be identified in collaboration with WTCSD in Year 2. The program design will be finalized and the competition will be promoted during Year 3 and launched in Year 4.</p>	
<p><b>Initiative A.13: <a href="#">Certified Global Business Professional Bootcamp</a></b></p>	
<p><i>Project Lead:</i> Mark J. Ballam</p>	<p><i>Estimated Budget:</i>  Y1: \$3000 Federal  Y2: \$2000 Federal; \$1000 Non-Federal  Y3: \$1500 Federal; \$500 Non-Federal  Y4: \$2000 Federal; \$500 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Fields, Research and Training, Training to Students, Regional Resource to Business, Academic Outreach, Languages and International Studies, Business Training, Intensive Training, Collaboration, MSI/CC Collaboration, Collaboration with Business Associations or Entities</p>	<p><i>Short-term Goal:</i> Hosting training sessions to provide practical knowledge on the topics of exporting, logistics and international trade for students, faculty and business professionals</p>
<p><i>Long-term Goal:</i> Increased rate of participants training for, attempting and receiving CGBP certification.</p>	

<p><i>Implementation Plan:</i> SDSU CIBER will host two training bootcamps annually. The first bootcamp will be held in the Spring 2019 (Year 1) and will continue each following spring and fall.</p>	
<p><b>Initiative A.14: <u>Stackable Nanodegree Programs</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen</p>	<p><i>Estimated Budget:</i>                      Y1: \$5000 Federal, \$4000 Non-Federal                      Y2: \$4000 Federal; \$2000 Non-Federal                      Y3:                      Y4:</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Training to Students, Regional Resource to Business, Academic Outreach, Languages and International Studies, Business Training, Intensive Training, Collaboration, MSI/CC Collaboration, Collaborate with Business Association or Entities</p>	<p><i>Short-term Goal:</i> Design and implementation of two stackable nanodegree programs</p>
<p><i>Long-term Goal:</i> Increased global competitiveness of U.S. businesses.</p>	
<p><i>Implementation Plan:</i> In Year 1 , SDSU CIBER will identify faculty to develop online curriculum for the Business Development in Mexico nanodegree program. In Year 2, SDSU CIBER will promote and deliver the program . Also, in Year 2, SDSU CIBER will identify faculty to develop online curriculum for the Cross-border Supply Chain Management nanodegree program. After development, these activities will be self-supported. In Year 3, SDSU CIBER will assess feedback and evaluations on the Business Development in Mexico program and implement revisions. Also, in Year 3, SDSU CIBER will promote and deliver the program on Cross-border Supply Chain Management. In Year 4, we expect the Business Development in Mexico program to be institutionalized. Also, in Year 4, feedback and evaluations will be assessed for the Cross-border Supply Chain Management program, and revision will be implemented.</p>	
<p><b>Initiative A.15: <u>IB, Entrepreneurship and Inclusion Nexus</u></b></p>	
<p><i>Project Lead:</i> Mark J. Ballam</p>	<p><i>Estimated Budget:</i>                      Y1: \$4250 Federal; \$1000 Non-Federal                      Y2: \$2250 Federal; \$1000 Non-Federal                      Y3: \$2750 Federal; \$1000 Non-Federal                      Y4: \$2250 Federal; \$1000 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Training to Students, Languages and International Studies, Business Training, Intensive Training, Collaboration, Collaboration with Business Associations or Entities.</p>	<p><i>Short-term Goal:</i> Expansion of students’ understanding of underrepresented groups and their challenges competing globally.</p>

<i>Long-term Goal:</i> Expanded economic inclusion for regional businesses.	
<i>Implementation Plan:</i> In Year 1, SDSU CIBER will partner with SDSU’s Aztec Consulting Center and two other community organizations who specialize in assisting SMEs in our region. In partnership with the National Association of Women Business Owners (NAWBO) San Diego Chapter, and the Central San Diego Black Chamber of Commerce (CSDBCC), SDSU CIBER will develop a series of training workshops for students who participate in the Aztec Consulting Center program, the SME Women-Owned Export Consulting track and the SME Black-Owned Export Consulting track. Our partners, NAWBO and CSDBCC, will help in identifying possible companies who could become consulting clients. The training workshops will be rolled out in Spring 2019 (Year 1). Workshops will be reviewed and revised as needed in Year 3. Also, beginning in Year 1, SDSU CIBER will work with Marketing Professor, Dr. Iana Castro, to expand the hands-on learning initiative called Brightside and allow the students to work internationally by bringing the distribution service into poor neighborhoods across the border in Tijuana and Mexicali, Mexico. SDSU CIBER will offer student travel support beginning in Year 1 and continue to provide support for this initiative in the following three grant years.	
<b>Initiative A.16: <u>SDSU CIBER Student Internships</u></b>	
<i>Project Leads:</i> Mark J. Ballam/A. Paige Bryant	<i>Estimated Budget:</i> Y1: \$3000 Federal; \$1750 Non-Federal Y2: \$7000 Federal; \$5000 Non-Federal Y3: \$5000 Federal; \$5500 Y4: \$2000 Federal; \$4500
<i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Fields, Research and Training, Training to Students, Regional Resource to Business, Academic Outreach, Languages and International Studies, Business Association or Entity	<i>Short-term Goal:</i> Hands-on, practical experience for SDSU undergraduate and graduate students in the fields of research, marketing and technology.
<i>Long-term Goal:</i> Increased employment opportunities for students.	
<i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER will support three new internship tracks to provide students with hands-on work experience. SDSU CIBER will select two students for each track. The first internship track will be focused on graduate research support for the RAIN project. The second internship track will focus on marketing; undergraduate students will assist SDSU CIBER with marketing materials, promoting programs, managing events and coordinating academic partnerships. The third internship track will focus on technology; two graduate students will work with Dr. Aaron Elkins and the AVATAR project. Technology interns will work in artificial intelligence, big data and psychology. SDSU CIBER will call for applications for all three tracks in Year 1. After selecting interns the interns be will be trained and begin work in Spring 2019. SDSU CIBER will place new interns each spring.	
<b>Initiative A.17: <u>Fowler Scholars Going Global Session</u></b>	

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<p><i>Project Lead:</i> Mark J. Ballam</p>	<p><i>Estimated Budget:</i>  Y1: \$1000 Federal; \$1000 Non-Federal  Y2: \$1000 Federal; \$1000 Non-Federal  Y3: \$1000 Federal; \$1000 Non-Federal  Y4: \$1000 Federal; \$1000 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Training to Students, Languages and International Studies, Intensive Training, Collaboration.</p>	<p><i>Short-term Goal:</i> Preparation and training of Fowler Scholars for their first international travel experience</p>
<p><i>Long-term Goal:</i> Enhanced quality of the experiential learning related to the required study abroad of Fowler Scholar Program graduates.</p>	
<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER will develop a series of training workshops on “Preparing to Study Abroad” for students accepted into the Fowler Scholars Program. Since the Fowler Scholars Program requires students to participate in a study abroad program, beginning in Spring 2019, the series of four workshops will be hosted early in the Spring Semester before the Fowler Scholars depart for their international experience.</p>	
<p><b>Initiative A.18: <u>IB Career Workshops</u></b></p>	
<p><i>Project Lead:</i> Dr. John Putman/Marisela LaPlante</p>	<p><i>Estimated Budget:</i>  Y1: \$2500 Federal  Y2: \$2500 Federal  Y3: \$2500 Federal  Y4: \$2500 Federal</p>
<p><i>Meeting Federal Objectives:</i> Critical Language and International Fields, Research and Training, Training to Students, Regional Resource to Business, Languages and International Studies, Language and Performance.</p>	<p><i>Short-term Goal:</i> Content development for career guidance and internship placement for IB students early in their academic career.</p>
<p><i>Long-term Goal:</i> Enhanced students’ preparedness for professional employment</p>	
<p><i>Implementation Plan:</i> SDSU CIBER will work with the International Business Program to create as series of IB Career Workshops. Beginning in Year 1, SDSU CIBER will work with Ms. Marisela LaPlante, IB Internship Coordinator, to design and implement specific workshops for first year and second year students. The first workshops will launch in Spring 2019. In Year 2, workshops will be designed for third year and fourth year students. These training workshops will launch in Spring 2020. In addition to the training workshops, SDSU CIBER will host industry guest speakers so that students will gain an understanding of the breadth of international business careers.</p>	

ACTIVITIES THAT MEET THE RESEARCH OBJECTIVE

<b>Program Element B: High Impact Interdisciplinary Research</b>	
<b>Initiative B.1: <u>Relational Analysis of International Nexus (RAIN)</u></b>	
<i>Project Lead:</i> Drs. Musteen/Madanat/ Chakravarti/Shin/Appleyard/Potthathil	<i>Estimated Budget:</i> Y1: \$7500 Federal; \$3500 Non-Federal Y2: \$6500 Federal; \$4000 Non-Federal Y3: \$9500 Federal; \$2000 Non-Federal Y4: \$7500 Federal; \$5500 Non-Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Training to Students, Regional Resource to Business, Academic Outreach, Language and International Studies, Collaboration, Research for Curriculum, Competitiveness Research.	<i>Short-term Goal:</i> An online dashboard for visual interpretation and analysis of international business data.
<i>Long-term Goal:</i> Online dashboard and predictive analytics tool to make sound strategic decisions related to international expansion. Enhanced competitiveness of U.S. businesses.	
<i>Implementation Plan:</i> With a prototype already developed, in Year 1, SDSU CIBER will continue the RAIN project by integrating additional data. In Year 2, the project will be further expanded with the creation and testing of the initial concept with external stakeholders in the business community. In Year 2, the RAIN dashboard will be tested in the graduate course titled Seminar in World Business Environment. In Year 4, the dashboard will be tested with business executives. Also, beginning in Year 1, SDSU CIBER will support initiation of five cross-disciplinary research projects that will use the RAIN dashboard during this grant cycle. In Year 1, the study “Internationalization of Fast Food and Food Manufacturing” will begin using the RAIN dashboard. In Year 2, SDSU CIBER will provide support to have RAIN used in two studies: “Cross-border Expansion Patterns,” and “Impact of New Technologies on International Strategies of Emerging Market Multinationals.” In Year 3, SDSU CIBER will support research in “Foreign Direct Investment and Border Security.” In Year 4, SDSU CIBER will support the RAIN dashboard being incorporated into a study on “Foreign Direct Investment and Cross-border Land Use.” These studies are being led by colleagues in the School of Public Health, the School of Public Affairs and the School of Geography at SDSU.	
<b>Initiative B.2: <u>Targeted IB Research</u></b>	
<i>Project Lead:</i> Drs. Musteen/Ahsan/Zheng/Alexandra/ Shin/Randel	<i>Estimated Budget:</i> Y1: \$2500 Federal; \$860 Non-Federal Y2: \$5400 Federal; \$1100 Non-Federal Y3: \$3500 Federal; \$500 Non-Federal Y4: \$3500 Federal; \$500 Non-Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Fields, Research and Training, Regional Resource to Business, Academic Outreach, Collaboration, Competitiveness Research, Research for Curriculum.	<i>Short-term Goal:</i> Increased research output

<p><i>Long-term Goal:</i> Increased understanding of international business contexts to improve U.S. competitiveness.</p>	
<p><i>Implementation Plan:</i> SDSU CIBER has identified six research streams for support over the next four years. The “International entrepreneurship” stream, led by Dr. Mujtaba Ahsan and Dr. Congcong Zheng will begin in Year 1 with data collection and analysis taking place in Year 2 and manuscript development in Year 3. The “IB curriculum and student outcomes” stream led by Dr. Valerie Alexandra will be also initiated in Year 1 with the development of study instruments and IRB approval. Data collection will take place in Year 2 and again in Year 4. The “Software piracy and cybersecurity in Latin America” stream led by Dr. Bongsik Shin will begin in Year 2 with data identification. Data collection will occur in Year 3, data analysis and manuscript development in Year 4. The “Inclusion and globally distributed workforce” stream led by Dr. Amy Randel will begin in Year 1 with instrument development IRB Approval and data collection are expected to follow in Year 2 and 3 and data analysis and manuscript development will occur in Year 4. The “Language and business opportunity identification” stream, led by Dr. Martina Musteen, will start in Year 2 with instrument development and IRB approval. Data analysis will take place in Year 3 and data analysis and manuscript development in Year 4. Finally, we expect the “Cross-border business development” stream, led by Dr. Valerie Alexandra, to begin in Year 2 with data identification, followed with data collection in Year 3 and data analysis and manuscript development in Year 4.</p>	
<p><b>Initiative B.3: <u>IB Research Grant Program</u></b></p>	
<p><i>Project Lead:</i> Mark J. Ballam</p>	<p><i>Estimated Budget:</i>                      Y1: \$12,000 Federal                      Y2: \$18,000 Federal                      Y3: \$18,000 Federal                      Y4: \$18,000 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Fields, Research and Training, Regional Resource to Business, Academic Outreach, Languages and International Studies, Collaboration, Research for Curriculum, Competitiveness Research, Language and Performance</p>	<p><i>Short-term Goal:</i> Increased research output in targeted fields</p>
<p><i>Long-term Goal:</i> Increased understanding of international business concepts to enhance teaching in higher education, improve U.S. competitiveness and expand the body of knowledge related to international business and languages.</p>	
<p><i>Implementation Plan:</i> The competitive grant program will be announced to the entire university community in the second half of Year 1. As part of the review process and selection, the grant proposals will be screened initially to ensure they meet the requirements of the authorizing federal statute. Each proposal will then undergo double-blind review process by two subject experts. Successful applications will be funded using a three-stage process: on initiating the project; on submitting a working paper; and on publication in a journal and scholarly book. Funds for each successful application will be commensurate with its contribution. SDSU CIBER will call for proposals twice a year beginning Spring 2019. Grants will be awarded twice a year beginning Fall 2019.</p>	
<p><b>Initiative B.4: <u>New Frontiers in IB Research Forums</u></b></p>	

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<p><i>Project Lead:</i> A. Paige Bryant</p>	<p><i>Estimated Budget:</i>  Y1: \$900 Federal  Y2: \$900 Federal  Y3: \$900 Federal  Y4: \$900 Federal</p>
<p><i>Meeting Federal Objectives:</i> Research and Training, Regional Resource to Business, Academic Outreach, Collaboration, Research for Curriculum, Competitiveness Research</p>	<p><i>Short-term Goal:</i> Increased faculty awareness of new global and regional trends, technologies and changing IB business practices</p>
<p><i>Long-term Goal:</i> Increased understanding of international business contexts to improve U.S. competitiveness; increased faculty-industry collaboration.</p>	
<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER organize and host a series of three research seminars and follow-up workshops designed to expose FCB faculty to most pressing issues in international business. Big data and distributed ledger technologies, trade policy changes, sharing economies, and demographic shifts are some of the examples of the featured topics. One of the regularly scheduled IB Research Panels will include a topic related to cross-border business and entrepreneurship.</p>	
<p><b>Initiative B.5: <u>IB Faculty-Student Mentoring Program</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen</p>	<p><i>Estimated Budget:</i>  Y1: \$2000 Federal; \$4000 Non-Federal  Y2: \$2000 Federal; \$1000 Non-Federal  Y3: \$2000 Federal; \$1050 Non-Federal  Y4: \$2000 Federal; \$1000 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> Critical Language and International Fields, Research and Training, Training to Students, Intensive Training, Competitiveness Research.</p>	<p><i>Short-term Goal:</i> Increased student learning and research capacity through mentorship and access to faculty.</p>
<p><i>Long-term Goal:</i> Enhanced student learning, professional engagement and professional development. Preparation of students for research-intensive career fields.</p>	

<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER will support students and faculty involved in the IB Faculty-Student Mentoring Program (IB FSMP) to facilitate access to resources including facilities, data and partner organizations. SDSU CIBER will also organize a IB FSMP Workshop in Year 2, and Year 4. These workshops will bring together mentors and their protégés along with representatives of businesses to provide feedback on research projects and allow students to practice presentations prior to participating in SDSU’s <i>Student Research Symposium</i>.</p>	
<p><b>Initiative B.6: <u>IE-Scholars Community</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen</p>	<p><i>Estimated Budget:</i>                      Y1: \$2500 Federal; \$2000 Non-Federal                      Y2: \$500 Federal                      Y3: \$500 Federal                      Y4: \$500 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Regional Resource to Business, Academic Outreach, Collaboration, Research for Curriculum, Competitiveness Research, Collaboration with MSI/CC.</p>	<p><i>Short-term Goal:</i> Dissemination of research and teaching related to international entrepreneurship</p>
<p><i>Long-term Goal:</i> Increased understanding of international entrepreneurship through research collaboration among U.S. and international scholars.</p>	
<p><i>Implementation Plan:</i> SDSU CIBER will host and manage ie-scholars.net, a virtual community of 600+ members from around the world consisting primarily of faculty and doctoral students interested in research and teaching on international entrepreneurship (IE). In Year 1, SDSU CIBER will support the redesign of the website and expand the activities to include publishing an electronic weekly newsletter to ie-scholars.net members with news on new articles, events and activities related to the IE domain. Beginning in Year 2, SDSU CIBER will also compile and disseminate an annual bibliography of IE journal articles.</p>	
<p><b>Initiative B.7: <u>Cross-Disciplinary and Practitioner Events</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen/Mark J. Ballam</p>	<p><i>Estimated Budget:</i>                      Y1: \$5000 Federal; \$2000 Non-Federal                      Y2: \$5000 Federal;                      Y3: \$3500 Federal; \$2500 Non Federal                      Y4: \$3000 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Regional Resource to Business, Academic Outreach, Language and International Studies, Collaboration, Competitiveness Research, Collaboration with MSI/CC.</p>	<p><i>Short-term Goal:</i> Dissemination of research at practitioner conferences</p>

<p><i>Long-term Goal:</i> Increased U.S. competitiveness through improved understanding of IB across disciplines. Increased faculty-industry collaboration.</p>	
<p><i>Implementation Plan:</i> Beginning Year 1, SDSU CIBER will co-sponsor the Left of Boom Conference and the Smart Border Coalition Symposium. In Year 1 and Year 3, SDSU CIBER will host special sessions on IB education and research.</p>	
<p><b>Initiative B.8: <u>Dissemination through IB Academic Conferences</u></b></p>	
<p><i>Project Lead:</i> Dr. Martina Musteen/Mark J. Ballam</p>	<p><i>Estimated Budget:</i>                      Y1: \$8000 Non-Federal                      Y2: \$4000 Non-Federal                      Y3: \$9700 Non-Federal                      Y4: \$4000 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Academic Outreach, Research for Curriculum, Competitiveness Research</p>	<p><i>Short-term Goal:</i> Disseminate research and best practices in teaching and learning at premiere academic conferences.</p>
<p><i>Long-term Goal:</i> Increased U.S. competitiveness through improved understanding of IB by scholars and practitioners.</p>	
<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER faculty will participate in several traditional IB-related academic conferences during the 2018-2022 grant cycle including, among others, Academy of International Business (AIB) Conference and the Academy of Management (AOM) Conference. Institutional support will fully support this initiative.</p>	

ACTIVITIES THAT MEET THE FOREIGN LANGUAGE OBJECTIVE

<b>Program Element C: Foreign Language Assessment and Education</b>	
<b>Initiative C.1: <u>New Business Language Courses</u></b>	
<i>Project Lead:</i> Dr. Mathias Schulz	<i>Estimated Budget:</i> Y1: \$3800 Federal; \$2000 Non-Federal Y2: \$4800 Federal; \$2000 Non-Federal Y3: \$3800 Federal; \$3500 Non-Federal Y4: \$1300 Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and Fields, Research and Training, Training to Students, Language and International Studies, Intensive Training, Research for Curriculum, Language and Performance	<i>Short-term Goal:</i> Increased number of foreign business language courses offerings at SDSU.
<i>Long-term Goal:</i> Advanced foreign language proficiency and enhanced cross-cultural communication. Expanded internship and employment opportunities with companies who conduct business globally.	
<i>Implementation Plan:</i> In Year 1, SDSU CIBER will provide faculty support to design and develop curriculum for the Introduction to Portuguese for Business course. The course will be piloted in Year 2. In Year 2, SDSU CIBER will also provide faculty support to design and develop curriculum for the Advanced Business Korean course. The course will be piloted in Year 3. Also, in Year 1, SDSU CIBER will identify faculty and potential speakers for the Native Language Guest Lecturer program and begin creating a database. In Year 2, SDSU CIBER will promote and launch the program. In Year 3, feedback will be incorporated in redesign.	
<b>Initiative C.2: <u>CAST for Business Language</u></b>	
<i>Project Lead:</i> Dr. Mathias Schulz	<i>Estimated Budget:</i> Y1: \$3500 Federal; \$2800 Non-Federal Y2: \$2500 Federal; \$500 Non-Federal Y3: \$3000 Federal; \$1500 Non-Federal Y4: \$3000 Federal; \$500 Non-Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and Fields, Research and Training, Training to Students, Regional Resource to Business, Academic Outreach, Language and International Studies, Business Training, Collaboration, Research for Curriculum, Language and Performance	<i>Short-term Goal:</i> Creation of an online assessment tool to measure participants' proficiency in foreign business languages.

<p><i>Long-term Goal:</i> Nationwide availability of an effective tool for measuring proficiency in foreign business languages</p>	
<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER will collaborate with LARC and the CAST project to include Business Language by expanding the capability of the CAST screening tool to test a students’ proficiency in business vocabulary for the following languages: (1) Spanish, (2) French, (3) Portuguese, and (4) Russian. In Year 1, SDSU CIBER will create an English script specifically for business language in a business setting. In Year 2, SDSU CIBER will coordinate with LARC to translate the business script into Spanish and French. In Year 3, modules will be recorded. In Year 4, SDSU CIBER will coordinate with LARC to translate the business script into Portuguese and Russian. We will also record the modules and assess the tool. Upon developing and validating the testing tool, the CAST for Business will be shared as an open education resource tool with other CSU campuses, community colleges as well as businesses nationwide.</p>	
<p><b>Initiative C.3: <u>Business Language Assessment for Veterans</u></b></p>	
<p><i>Project Lead:</i> Dr. Mathias Schulz</p>	<p><i>Estimated Budget:</i>  Y1: \$2250 Federal; \$1210 Non-Federal  Y2: \$2250 Federal; \$1210 Non-Federal  Y3: \$2250 Federal  Y4: \$2250 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and Fields, Training to Students, Language and International Studies, Language and Performance</p>	<p><i>Short-term Goal:</i> Assessment of veterans’ language skills and customized recommendations for articulating the value of language for professional careers.</p>
<p><i>Long-term Goal:</i> Increasing the value of language competency among veterans in the career context</p>	
<p><i>Implementation Plan:</i> SDSU CIBER will work with LARC, SDSU Career Services Center and SDSU’s Barron Veterans Center to accentuate language and culture skills from the perspective of veterans. Specifically, SDSU CIBER will assist in creating a Career Development Program aimed at Military Veterans by focusing on two areas: In Year 1, SDSU CIBER will support CAST be made available to veterans enrolled at SDSU. Beginning in Year 2, veterans will be provided training on the value of language skills and cultural competencies for career opportunities and success. These initiatives will be institutionalized as resources for veteran students by end of Year 4.</p>	
<p><b>Initiative C.4: <u>Language for the Professions</u></b></p>	
<p><i>Project Lead:</i> Dr. Mathias Schulz and Dr. Betty Samraj</p>	<p><i>Estimated Budget:</i>  Y1: \$500 Federal  Y2: \$3000 Federal  Y3: \$500 Federal  Y4: \$3000 Federal</p>

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<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and Fields, Research and Training, Training to Students, Academic Outreach, Language and International Studies, Collaboration, Research for Curriculum, Collaboration with MSI/CC, Language and Performance</p>	<p><i>Short-term Goal:</i> Dissemination and sharing research findings related to business language learning and assessment.</p>
<p><i>Long-term Goal:</i> Increased nationwide knowledge and expertise in business language research and teaching. More faculty, lecturers and graduate students in foreign language departments adding a business-language dimension to their research and teaching.</p>	
<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER will collaborate with other CIBERs and to support the bi-annual International Symposium on Language for Specific Purposes (LSP). SDSU CIBER will contribute \$500 in Year 2 and 4 as co-sponsorship of the conference and also provide additional travel support for faculty to participate in the conference. SDSU CIBER will also support and participate in the annual Business Language Research and Teaching (BLRT) Awards. In this initiative one award is given in a critical or less commonly taught foreign (LCTFL), and two awards are awarded in the category of research or teaching in other foreign languages. Awardees are chosen in years 1 and 3 in order for the presenters to be ready to present at the two conferences. Indiana University has offered to coordinate the CIBER BLRT program. Awardees will present their research in years 2 and 4 at the International Symposium on Language for Specific Purposes.</p>	
<p><b>Initiative C.5: <u>Pre-Departure Training for Sports MBA</u></b></p>	
<p><i>Project Lead:</i> Dr. Mathias Schulz with Dr. Cristian Aquino-Sterling</p>	<p><i>Estimated Budget:</i>  Y1: \$4000 Federal; \$500 Non-Federal  Y2: \$3000 Federal; \$500 Non-Federal  Y3: \$2000 Federal; \$500 Non-Federal  Y4: \$1000 Federal; \$500 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> Critical Languages and International Fields, Research and Training, Training to Students, Language and International Studies, Intensive Training, Language and Performance</p>	<p><i>Short-term Goal:</i> Enhanced international experience of Sports MBA students through targeted language, culture and country-specific training</p>
<p><i>Long-term Goal:</i> Increased impact of learning during international experience.</p>	
<p><i>Implementation Plan:</i> In Year 1, SDSU CIBER will support the development and implementation of a Pre-Departure Education Module, covering language, culture and political norms of the destination country which will be delivered in Spring 2019. Students will be surveyed each year. Adjustments will be made to the training modules and the program will be institutionalized by Year 4.</p>	

<b>Initiative C.6: <u>Forums: French as a Professional Language</u></b>	
<i>Project Lead:</i> Dr. Mathias Schulz	<i>Estimated Budget:</i> Y1: \$2500 Federal; \$1265 Non-Federal Y2: \$1500 Federal; \$250 Non-Federal Y3: \$1500 Federal; \$250 Non-Federal Y4: \$1500 Federal; \$250 Non-Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and International Fields, Academic Outreach, Language and International Studies, Collaboration, Research for Curriculum, Collaboration with MSI/CC, Collaboration with Business Associations or Entities, Language and Performance	<i>Short-term Goal:</i> Articulation of the value of French language for career success
<i>Long-term Goal:</i> Increased number of students receiving internships and placement with companies in the region seeking workforce with French-language skills.	
<i>Implementation Plan:</i> In Year 1, SDSU CIBER will coordinate with the Consulate General in France and the European Studies Department at SDSU, to develop a series of forums focused on French as a professional language. The forums will be promoted and begin in Year 2 and include diverse partner organizations including the French-American Chamber of Commerce, Alliance Francaise, French language high schools, local community colleges, and other university partners. SDSU CIBER will collect feedback, use it for program assessment and revisions. Subsequent forums, in Year 3 and 4, will also focus on companies recruiting and career workshops.	

ACTIVITIES THAT MEET THE ACADEMIC AND BUSINESS COMMUNITY OBJECTIVE

<b>Program Element D: Academic and Business Community Outreach</b>	
<b>Initiative D.1: <u>SDSU CIBER Strategic Consortia</u></b>	
<i>Project Lead:</i> Mr. Mark J. Ballam	<i>Estimated Budget:</i> Y1: \$9500 Federal, \$4500 Non-Federal Y2: \$7000 Federal; \$3000 Non-Federal Y3: \$6500 Federal; \$3000 Non-Federal Y4: \$5500 Federal; \$3000 Non-Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Fields, Research and Training, Academic Outreach, Language and International Studies, Collaboration, Research for Curriculum, Sustained Collaboration with MSI/CC.	<i>Short-term Goal:</i> Engagement with 200+ MSIs, CCs and other educational institutions to promote development of international skills, awareness and expertise in IB
<i>Long-term Goal:</i> Significant and sustained collaborative activities with MSIs and CCs to share knowledge and incorporate international intercultural and global dimensions into the business curricula.	
<i>Implementation Plan:</i> SDSU CIBER will engage the 23 CSU campuses to create the California State University (CSU) IB Consortium. In Year 1, we will host a meeting with stakeholders to identify and assess IB education needs. In Years 2, 3 and 4, SDSU CIBER will host, two CSU consortium meetings each year and create a resource repository for IB education. The Research Fellows Program will be created in Year 1 with solicitation for applications. The new IB Research Fellows will be identified annually beginning in Year 2. SDSU CIBER will co-sponsor the Western Regional CIBER Consortium to enhance faculty training and curriculum development opportunities for community college and university faculty in the Western region by supporting workshops in Year 2 and Year 4. Also, SDSU CIBER will participate in the Nationwide CIBER Consortium for MSIs and CCs. In Year 1, SDSU CIBER will participate in conducting an IB needs assessment. In Year 2, SDSU CIBER will support MSI and CC programs including, among others, student internships, overseas FDIBs, and short-term study abroad. In Year 3, SDSU CIBER will support MSI and CC participation in national case competitions. With continued support in Year 4, SDSU CIBER will work with MSIs and CCs and to award funding for IB research and co-sponsor a National IB Research Conference. In addition, beginning in Year 1, SDSU CIBER will continue membership and support for CUIBE. SDSU CIBER expect to host a CUIBE meeting in Year 3.	
<b>Initiative D.2: <u>Faculty Development Programs</u></b>	
<i>Project Lead:</i> Mr. Mark J. Ballam	<i>Estimated Budget:</i> Y1: \$2500 Federal; \$7000 Non-Federal Y2: \$4400 Federal Y3: \$24000 Federal; \$1500 Non-Federal Y4: \$5000 Federal; \$1500 Non-Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Studies, Academic Outreach, Languages and International Studies, Collaboration, Research for Curriculum, Collaborate with MSI/CC.	<i>Short-term Goal:</i> Increased awareness of U.S. faculty of business in important world regions

<p><i>Long-term Goal:</i> Infusion of IB content into business courses at participant universities and colleges; elevating MSI and CC curriculum and research; increased collaboration among U.S. universities as well as U.S. and international partnerships.</p>	
<p><i>Implementation Plan:</i> In preparation for a new FDIB to Japan, Year 1 will be spent identifying cities and engaging partners in Japan. In Year 2, SDSU CIBER will design the program content. In Year 3, SDSU CIBER will lead a faculty development trip to Japan. Also, SDSU CIBER will work with University of Denver to support the FDIB China in Year 1 and Year 3. In Years 2, 3, and 4, SDSU CIBER will work with Florida International University to support the FDIB Mercosur.</p>	
<p><b>Initiative D.3: <u>CIBER Country Studies</u></b></p>	
<p><i>Project Lead:</i> Mr. Mark J. Ballam</p>	<p><i>Estimated Budget:</i>                      Y1: \$2000 Federal                      Y2: \$1000 Federal                      Y3: \$1000 Federal                      Y4: \$1000 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Fields, Regional Resource to Businesses, Language and International Studies, Academic Outreach, Collaboration, Research for Curriculum, Competitiveness Research.</p>	<p><i>Short-term Goal:</i> Capturing, codifying and sharing knowledge gained about the economy and business ecosystems of foreign countries with other faculty, educational institutions, and business professionals.</p>
<p><i>Long-term Goal:</i> Increased understanding of business practices across cultures and regions among faculty and business professionals. Increased quality of IB education.</p>	
<p><i>Implementation Plan:</i> In each Year, SDSU CIBER will support faculty as they contribute insightful interdisciplinary perspectives on a country’s business environment to a book that will be published for each FDIB. In Year 3, SDSU CIBER will be responsible for content, printing, dissemination and associated costs for FDIB Japan.</p>	
<p><b>Initiative D4: <u>Japan Studies Institute (JSI)</u></b></p>	
<p><i>Project Lead:</i> Mr. Mark J. Ballam</p>	<p><i>Estimated Budget:</i>                      Y1: \$1000 Federal; \$400 Non-Federal                      Y2: \$1000 Federal                      Y3: \$1000 Federal                      Y4: \$1000 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and Fields, Research and Training, Academic Outreach, Languages and International Studies, Intensive Training, Collaboration, Research for Curriculum.</p>	<p><i>Short-term Goal:</i> Expansion of knowledge regarding Japanese language, culture and business practices among participating faculty.</p>

<i>Long-term Goal:</i> Incorporation of Japan-related content in curricula across the nation.	
<i>Implementation Plan:</i> In Years 1-4, SDSU CIBER will co-sponsor the Japan Studies Institutes two week program. In Year 1, SDSU CIBER will design a workshop on Japanese business customs, which will be delivered in Years 2-4.	
<b>Initiative D.5: <u>Global Board Game Adaptation</u></b>	
<i>Project Lead:</i> Dr. Martina Musteen	<i>Estimated Budget:</i> Y1: - Y2: - Y3: \$350 Non-Federal Y4: \$250 Non-Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Academic Outreach, Collaboration, Research for Curriculum, Sustained Collaboration with MSI and CC.	<i>Short-term Goal:</i> Engaging MSIs and CCs in adapting and implementing the teaching innovation for lower division courses
<i>Long-term Goal:</i> Basic skills and understanding related to designing and bringing a product to foreign markets among entrepreneurially minded students.	
<i>Implementation Plan:</i> In Year 1, SDSU CIBER will identify and develop partners at MSIs and CCs with the interests in Global Board Game project to identify appropriate courses for implementation and modification needs. In Year 2, SDSU CIBER will offer Global Board Game training workshops to the MSI and CC partners. During Year 3, the program will be assessed and any revisions will be implemented. In Year 4, SDSU CIBER will look to expand the number of MSI and CC partners.	
<b>Initiative D.6: <u>NASBITE</u></b>	
<i>Project Lead:</i> Mr. Mark J. Ballam	<i>Estimated Budget:</i> Y1: \$500 Federal Y2: \$500 Federal Y3: \$500 Federal Y4: \$500 Federal
<i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Training to Students, Regional Resource to Business, Academic Outreach, Business Training, Collaboration, Research for Curriculum.	<i>Short-term Goal:</i> Annual conference with small business exporters summit, and student IB case competition.
<i>Long-term Goal:</i> Increased knowledge of exporting of small businesses and new and expanded export training programs.	

Supplement 17 – SDSU CIBER Detailed Management Plan

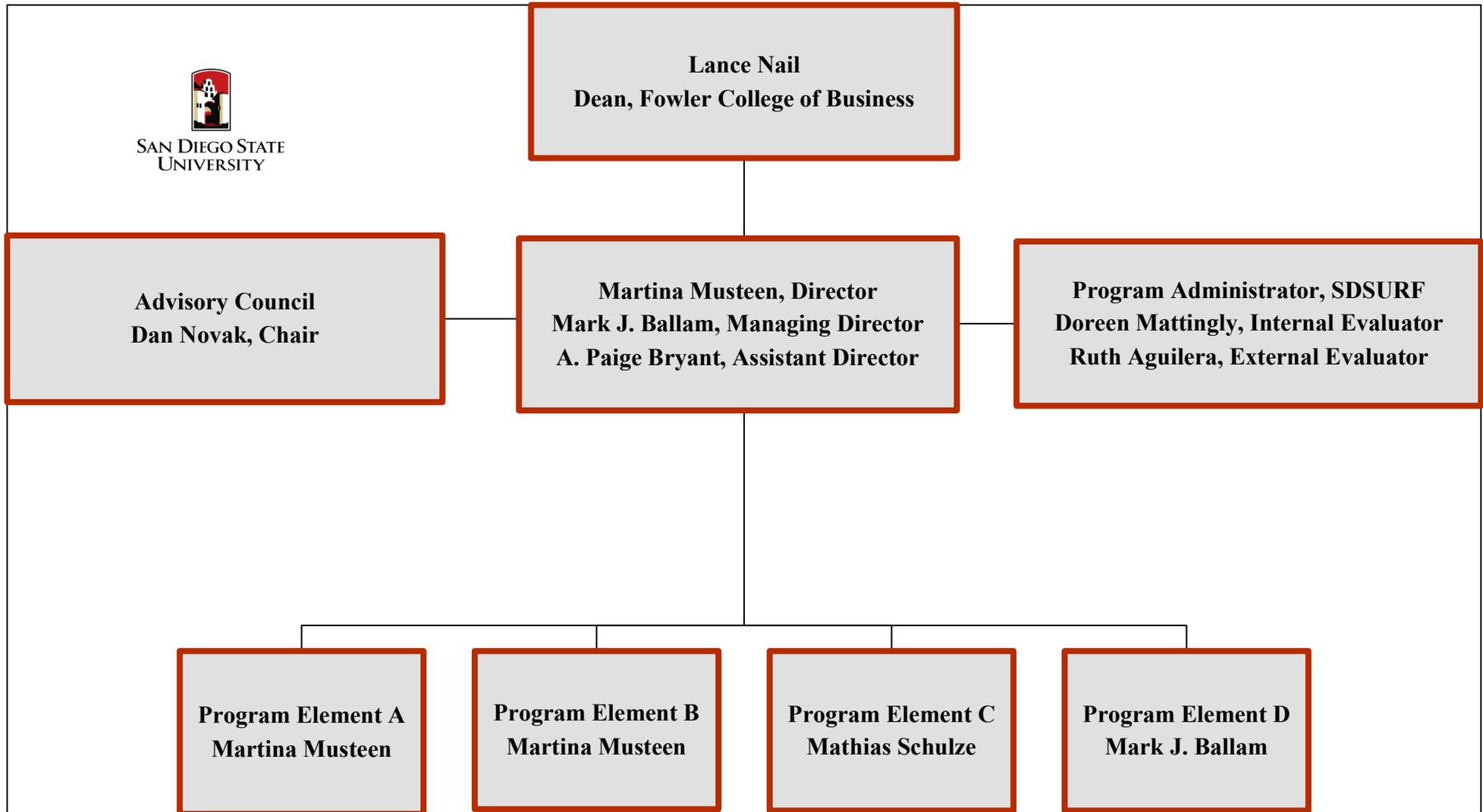
<p><i>Implementation Plan:</i> In Year 1-4, SDSU CIBER will continue to co-sponsor the NASBITE organization. In Year 3, SDSU CIBER will disseminate research and curricular project at annual conference.</p>	
<p><b>Initiative D.7: <u>CIBER Web Presence</u></b></p>	
<p><i>Project Lead:</i> Ms. A. Paige Bryant</p>	<p><i>Estimated Budget:</i> Y1: \$500 Federal Y2: \$500 Federal Y3: \$500 Federal Y4: \$500 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Language and International Fields, Research and Training, Regional Resource to Business, Academic Outreach, Language and International Studies, Collaboration, Research for Curriculum.</p>	<p><i>Short-term Goal:</i> Expand CIBER Web presence</p>
<p><i>Long-term Goal:</i> Increased awareness of CIBER curriculum, faculty development, language training and business outreach programs that strengthen U.S. competitiveness</p>	
<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER will continue to manage all aspects of CIBERWeb including hosting, social media activities, managing the website and sourcing content.</p>	
<p><b>Initiative D.8: <u>CIBER-NADEC Initiative</u></b></p>	
<p><i>Project Lead:</i> Mr. Mark J. Ballam</p>	<p><i>Estimated Budget:</i> Y1: \$2500 Federal Y2: \$2500 Federal Y3: \$2500 Federal Y4: \$2500 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Training to Students, Regional Resource to Business, Academic Outreach, Business Training, Collaboration, Collaboration with Business Association or Entity</p>	<p><i>Short-term Goal:</i> Increased collaboration between local District Export Councils and CIBERs.</p>
<p><i>Long-term Goal:</i> Mutual support between CIBER and NADEC networks. Increased student internship opportunities. Expansion of business outreach.</p>	

Supplement 17 – SDSU CIBER Detailed Management Plan

<p><i>Implementation Plan:</i> SDSU CIBER will continue to lead, manage and promote collaboration of all CIBERs with their local DEC organizations for grant years Year 1-4. This will include coordination of CIBER participation in the annual NADEC forum.</p>	
<p><b>Initiative D.9: <u>World Trade Center Internship Program</u></b></p>	
<p><i>Project Lead:</i> Ms. A. Paige Bryant</p>	<p><i>Estimated Budget:</i>                      Y1: \$3000 Federal                      Y2: \$2000 Federal                      Y3: \$1000 Federal                      Y4: \$1000 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Training to Students, Regional Resource to Business, Languages and International Studies, Intensive Training, Collaboration with Business Association or Entity.</p>	<p><i>Short-term Goal:</i> Acquisition of critical insight and skills related to corporate management, international business transactions and negotiations, marketing and programs, trade research, cross-cultural business etiquette, and corporate finance among student interns.</p>
<p><i>Long-term Goal:</i> Increased student internship and placement opportunities.</p>	
<p><i>Implementation Plan:</i> Beginning in Year 1, SDSU CIBER will work with WTCSD to develop training modules for student interns. In Year 2, SDSU CIBER will begin to select IB/Business students through a competitive application process and administer training. In subsequent years, SDSU CIBER will assess and make revisions as needed.</p>	
<p><b>Initiative D.10: <u>“CIBER Says” Podcast</u></b></p>	
<p><i>Project Lead:</i> Ms. A. Paige Bryant</p>	<p><i>Estimated Budget:</i>                      Y1: \$250 Federal                      Y2: \$950 Non-Federal                      Y3: \$750 Non-Federal                      Y4: \$750 Federal; \$500 Non-Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Critical Languages and International Fields, Research and Training, Regional Resource to Business, Business Training.</p>	<p><i>Short-term Goal:</i> Dissemination of SDSU CIBER knowledge and expertise to students, faculty and businesses through a new channel.</p>
<p><i>Long-term Goal:</i> Increased knowledge about current IB topics among students, faculty and business professionals</p>	

<p><i>Implementation Plan:</i> In Year 1, SDSU CIBER will research topics of interest by connecting with students, faculty and business professionals to understand the needs. Designing, recording and launching the monthly podcasts will occur in Year 2. In Year 3, SDSU CIBER will assess the podcast program and implement any revisions while continuing to broadcast.</p>	
<p><b>Initiative D.11: <u>Small Business Training Programs</u></b></p>	
<p><i>Project Lead:</i> Mr. Mark J. Ballam, Ms. A. Paige Bryant</p>	<p><i>Estimated Budget:</i>                      Y1: \$7500 Federal                      Y2: \$6500 Federal                      Y3: \$6000 Federal                      Y4: \$14000 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Regional Resource to Business, Academic Outreach, Business Training, Intensive Training, Collaboration, Collaboration with Business Association or Entity</p>	<p><i>Short-term Goal:</i> High impact training and conferences for business community designed to provide export education.</p>
<p><i>Long-term Goal:</i> Increased number of U.S. firms with export knowledge and capability to expand and compete internationally as measured by survey of participants.</p>	
<p><i>Implementation Plan:</i> SDSU CIBER will host annual two-day Export Controls Seminar in partnership with SDIDEC in all four years. In Year 4, SDSU CIBER will partner with DOC ITA to host a Discover Global Markets Business Forum for 250+ attendees, with sessions on market entry strategies, financing, and mitigating risk. SDSU CIBER will design program content, promote nationally and manage conference logistics. In Year 1, SDSU CIBER will partner with GWU to conduct a needs assessment to identify appropriate program topics for the Export training for Tech Start-ups and then design the workshops in Year 2. Workshops will be promoted nationally and conducted in Year 3. In Year 4, SDSU CIBER in conjunction with GWU will assess the workshops and implement any changes needed.</p>	
<p><b>Initiative D.12: <u>Export-Workforce Development Exchange</u></b></p>	
<p><i>Project Lead:</i> A. Paige Bryant</p>	<p><i>Estimated Budget:</i>                      Y1: \$400 Federal                      Y2: \$400 Federal                      Y3: \$400 Federal                      Y4: \$400 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Research and Training, Regional Resource to Business, Academic Outreach, Business Training,, Collaboration.</p>	<p><i>Short-term Goal:</i> Catalogue of regional export and workforce development activities to be disseminated through the CIBER network.</p>
<p><i>Long-term Goal:</i> Increased job creation and export business activities.</p>	

<p><i>Implementation Plan:</i> In Year 1, SDSU CIBER will coordinate and outline objectives for national export and workforce development activities with UW. Next steps include: cataloging regional export and workforce development activities in Year 2. SDSU CIBER will disseminate catalogued activities through the CIBER network in Year 3. In Year 4, SDSU CIBER will continue to catalogue new activities and disseminate the information CIBER-wide.</p>	
<p><b>Initiative D.13: <u>SDSU CIBER- A Regional Catalyst</u></b></p>	
<p><i>Project Lead:</i> Mr. Mark Ballam</p>	<p><i>Estimated Budget:</i>                      Y1: \$4000 Federal                      Y2: \$4000 Federal                      Y3: \$4000 Federal                      Y4: \$4000 Federal</p>
<p><i>Meeting Federal Objectives:</i> National and Regional Resource, Regional Resource to Business, Business Training, Intensive Training, Collaboration, Collaboration with Business Associations or Entities</p>	<p><i>Short-term Goal:</i> A network of regional partners to enhance the competitiveness of businesses in the region’s ecosystem.</p>
<p><i>Long-term Goal:</i> Enhanced global competitiveness of regional businesses</p>	
<p><i>Implementation Plan:</i> Throughout the Year 1-4, SDSU CIBER will engage regional and national organizations and take a leadership role and provide expertise. These organizations and activities include the San Diego Regional Chamber of Commerce, Cali-Baja Bi-National Mega Region Initiative (Cali-Baja), Cross Border Climate and Renewable Energy Summit: Opportunities for Trade and Investment and Imperial Valley Economic Summit, San Diego Regional Economic Development Corporation (SDREDC) and Global Competitiveness Council which supports the San Diego Export Initiative (SDEI).</p>	



## Timeline, Milestones and Assigned Lead

Program Lead							Timeline and Milestones by Year					
M. Musteen	M. Baham	A. Brvant	M. Schultz	J. Putnam	R. Aguilera	D. Mattingly	Program Elements and Initiatives	2018-2019	2019-2020	2020-2021	2021-2022	
							<b>A</b>	<b>Program Element A: Curriculum Development and Integration</b>				
							<b>A.1</b>	<b>Regionally Focused Undergraduate IB Courses</b>				
			X				<i>A.1.a. Business in Latin America</i>	Design Course Curriculum	Pilot Course	Assess/Implement Revisions	Institutionalize	
			X				<i>A.1.b. Business in China</i>		Design Course Curriculum	Pilot Course	Assess/Implement Revisions	
			X				<i>A.1.c. Business in Southeast Asia</i>			Design Course Curriculum	Pilot Course	
X							<b>A.2 Foundations of Global Business Course Redesign</b>	Design Course Curriculum	Pilot Course	Assess/Implement Revisions	Institutionalize	
X							<b>A.3 Foundations of Global Business Faculty Development and Training</b>	Design Training Curriculum	Launch Training Program	Assess/Implement Revisions	Continue Training Program	
							<b>A.4</b>	<b>IB Content in Entrepreneurship Courses</b>				
X							<i>A.4.a. Fundamentals in Entrepreneurship</i>		Design Curriculum	Pilot Course	Assess/Implement Revisions	
X							<i>A.4.b. Global Business Game</i>	Finalize Modifications	Pilot with Additional Partners	Assess/Implement Revisions	Add Additional Partners	
	X						<b>A.5 Faculty-Led Study Abroad Training</b>	Design Training	Pilot Training	Assess/Implement Revisions	Promote/Increase # of Faculty	
							<b>A.6</b>	<b>Study Abroad Enrichment Program</b>				
			X				<i>A.6.a. IB Study Abroad Requirement</i>	Implement Requirement	Assess/Implement Revisions	Institutionalize		
X							<i>A.6.b. FCB Study Abroad Requirement</i>	Meet w/ Curriculum Committee	Implement Requirement	Assess/Implement Revisions	Institutionalize	
X							<i>A.6.c. GBP Cross-Campus Expansion</i>			Implement Availability	Assess/Implement Revisions	
	X						<b>A.7 Export Internship Program</b>	Design Online Modules	Record Online Modules	Promote Program/Launch	Match Students with Companies	
							<b>A.8</b>	<b>MS in Global Business Development</b>				
X							<i>A.8.a. Master of Science in Global Business Development</i>	Coordinate with FCB Depts.	Complete Approval Process	Promote/Launch New Program	Institutionalize	
X							<i>A.8.b. International Business Development Practicum</i>			Design International Experience	Manage/Deliver Experience	
X							<i>A.8.c. Life Sciences Workshop</i>		Identify Faculty	Design Curriculum	Workshop Offered	
X							<i>A.8.d. Aerospace Workshop</i>			Identify Faculty	Design Curriculum	
X							<i>A.8.e. Cybersecurity Workshop</i>				Identify Faculty	
	X						<b>A.9 Cross-Border Business Consulting</b>	Finalize Modifications, Partnerships, Launch	Assess/Implement Revisions	Increase Projects and Partners	Continue Delivery	
	X						<b>A.10 Courses with Embedded International Experience Module</b>	Promote/Offer Experience	Expand to Include Additional Course	Institutionalize		
X							<b>A.11 International Business Opportunity Development</b>	Identify Faculty from Engineering and Science		Offer Course	Assess/Implement Revisions	
							<b>A.12</b>	<b>IB Case Competitions</b>				
	X						<i>A.12.a. CIBER IB Case Competition</i>	Train Students, Support Consortium, Travel	Train Students, Support Consortium, Travel	Train Students, Support Consortium, Travel	Train Students, Support Consortium, Travel	
	X						<i>A.12.b. CUIBE IB Case Competition</i>	Train Students, Support Consortium, Travel	Train Students, Support Consortium, Travel	Train Students, Support Consortium, Travel	Train Students, Support Consortium, Travel	
			X				<i>A.12.c. SDSU IB Case Competition</i>	Co-Sponsor	Co-Sponsor	Co-Sponsor	Co-Sponsor	
X							<i>A.12.d. 48 Hour IB-a-thon</i>	Identify Business Partners	Design/ Promote Project	Deliver	Assess/Implement Revisions	
X							<i>A.12.e. Living Case IB Contest</i>		Identify Business Partners with WTCSD	Design/ Promote Project	Deliver	
X							<b>A.13 Certified Global Business Professional Bootcamp</b>	Promote/Offer One Bootcamp	Promote/Offer Two Bootcamps Annually	Promote/Offer Two Bootcamps Annually	Promote/Offer Two Bootcamps Annually	
							<b>A.14</b>	<b>Stackable Nanodegree Programs</b>				
X							<i>A.14.a. Business Development in Mexico</i>	Identify Faculty/Design Online Curriculum	Promote/Deliver Pprogram	Assess/Implement Revisions	Institutionalize	
X							<i>A.14.b. Cross-Border Supply Chain Management</i>		Identify Faculty/Design Online Curriculum	Promote/Deliver Program	Assess/Implement Revisions	
							<b>A.15</b>	<b>IB, Entrepreneurship and Inclusion Nexus</b>				
X							<i>A.15.a. SME Women-Owned Export Consulting</i>	Include New Track in Aztec Business Consulting	Assess/Implement Revisions	Expand to More Companies	Institutionalize	
X							<i>A.15.b. SME Black-Owned Export Consulting</i>	Include New Track in Aztec Business Consulting	Assess/Implement Revisions	Expand to More Companies	Institutionalize	
X							<i>A.15.c. BrightSide Cross-Border</i>	Introduce Cross-Border Component	Assess/Implement Revisions	Expand to More Companies	Institutionalize	
							<b>A.16</b>	<b>SDSU CIBER Student Internships</b>				
X							<i>A.16.a. CIBER Graduate Research Interns - RAIN</i>	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	
	X						<i>A.16.b. CIBER Marketing Interns</i>	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	
		X					<i>A.16.c. CIBER Graduate Technology Interns</i>	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	Call for Applications/Select Two Interns/Train	
X							<b>A.17 Fowler Scholars Going Global Session</b>	Design Workshop for International Travel	Deliver Workshop	Assess/Implement Revisions	Continue Delivery	
		X					<b>A.18 IB Career Workshops</b>	Freshman/Sophomore	Junior/Senior	Continue Workshops/ Launch two new Workshops		

**Timeline, Milestones and Assigned Lead**

Program Lead							Timeline and Milestones by Year					
M. Musteen	M. Baham	A. Brvant	M. Schultz	J. Putman	R. Aguilera	D. Mattingly	Program Elements and Initiatives	2018-2019	2019-2020	2020-2021	2021-2022	
							<b>B</b>	<b>Program Element B: High Impact Interdisciplinary Research</b>				
							<b>B.1</b>	<b>Relational Analysis of International Nexus (RAIN)</b>				
X							<i>B.1.a. RAIN Dashboard</i>	Data Integration (ongoing)	Dashboard Development	Dashboard Testing (Internal)	Dashboard Testing (External)	
X							<i>B.1.b. Cross-Border Expansion Patterns</i>	Literature Review	Data Analysis	Manuscript Draft Development	Manuscript Completion	
X							<i>B.1.c. Internationalization of Fast Food and Food Manufacturing Industry and Related Health Outcomes</i>	Literature Review & Data Identification	Data Integration	Data Analysis & Visualization	Manuscript Draft Development	
X							<i>B.1.d. Impact of New Technologies on International Strategies of Emerging Market Multinationals</i>	Literature Review	Data Integration	Additional Dashboard Module Development	Analysis & Visualization	
X							<i>B.1.e. Foreign Direct Investment and Border Security</i>	Literature Review & Data Identification	Data Integration & Analysis	Manuscript Draft Development	Manuscript Completion	
X							<i>B.1.f. Foreign Direct Investment and Cross-Border Land Use Activity Mapping and Market Analysis</i>	Literature Review & Data Identification	Data Analysis	Manuscript Draft Development	Manuscript Completion	
X							<i>B.1.g. Seminar in World Business Environment</i>		In-class Module Pilot & Assessment	Full Class Integration	Assessment	
X							<i>B.1.h. Predictive Analytics Module</i>		Module Ideation	Specification Development	Prototype Development	
							<b>B.2</b>	<b>Targeted IB Research</b>				
X							<i>B.2.a. International Entrepreneurship</i>	Literature Review & Data Identification	Data Collection	Data Analysis/Manuscript Development	Manuscript Submission	
X							<i>B.2.b. Language and Business Opportunity Identification</i>		Literature Review and Instrument Development	IRB Approval/Data Collection	Data Analysis and Manuscript Writeup	
X							<i>B.2.c. Cross-Border Business Development</i>		Literature Review/Data Identification	Data Collection	Data Analysis and Manuscript Writeup	
X							<i>B.2.d. Software Piracy and Cybersecurity in Latin America</i>		Literature Review & Data Identification	IRB Approval/Data Collection	Data Analysis	
X							<i>B.2.e. Inclusion and Globally Distributed Workforce</i>	Literature Review and Instrument Development	IRB Approval/Data Collection	Data Analysis	Manuscript Development	
X							<i>B.2.f. IB Curriculum and Student Outcomes</i>	Literature Review and Instrument Development/IRB Approval	Data Collection	Data Analysis	Data Collection/Analysis/Manuscript Development	
X							<b>B.3</b>	<b>IB Research Grant Program</b>				
	X							Provide Grants Using Competitive Application Process	Provide Grants Using Competitive Application Process	Provide Grants Using Competitive Application Process	Provide Grants Using Competitive Application Process	
							<b>B.4</b>	<b>New Frontiers in IB Research Forums</b>				
								Plan/Promote/Manage Three Per Year	Plan/Promote/Manage Three Per Year	Plan/Promote/Manage Three Per Year	Plan/Promote/Manage Three Per Year	
							<b>B.5</b>	<b>IB Faculty-Student Mentoring Program</b>				
X							<i>B.5.a. IB Faculty-Student Mentoring Program (IB FSMP)</i>	Partner with the Division of Undergraduate Studies; Provide Resources	Continue to Provide Resources for Research	Continue to Provide Resources for Research	Continue to Provide Resources for Research	
X							<i>B.5.b. IB FSMP Workshop</i>	Identify Business Mentors	Coordinate/Facilitate Workshop	Assess/Implement Revisions	Continue Delivery	
	X						<b>B.6</b>	<b>IE-Scholars Community</b>				
							<b>B.7</b>	<b>Cross-Disciplinary and Practitioner Events</b>				
X							<i>B.7.a. Left of Boom (LOB) Conference</i>	Co-Sponsor; Provide Faculty and Community Expertise	Co-Sponsor; Provide Faculty and Community Expertise	Co-Sponsor; Provide Faculty and Community Expertise	Co-Sponsor; Provide Faculty and Community Expertise	
X							<i>B.7.b. Smart Border Coalition Symposium</i>	Co-Sponsor; Provide Faculty Expertise; Disseminate Knowledge	Co-Sponsor; Provide Faculty Expertise; Disseminate Knowledge	Co-Sponsor; Provide Faculty Expertise; Disseminate Knowledge	Co-Sponsor; Provide Faculty Expertise; Disseminate Knowledge	
							<b>B.8</b>	<b>IB Academic Conferences</b>				
X							<i>B.8.a. Academy of International Business (AIB) Conference</i>	Membership and Participation	Membership and Participation	Membership and Participation	Membership and Participation	
X							<i>B.8.b. Academy of Management (AOM) Conference</i>	Membership and Participation	Membership and Participation	Membership and Participation	Membership and Participation	

**Timeline, Milestones and Assigned Lead**

Program Lead							Timeline and Milestones by Year					
M. Musteen	M. Baham	A. Bryant	M. Schultz	J. Putman	R. Aguilera	D. Mattingly	Program Elements and Initiatives	2018-2019	2019-2020	2020-2021	2021-2022	
							<b>C</b>	<b>Program Element C: Foreign Language Assessment and Education</b>				
							<b>C.1</b>	<b>New Business Language Courses</b>				
		X					<i>C.1.a. Introduction to Portuguese for Business</i>	Identify Faculty; Design Course Curriculum	Pilot Course; Complete Approval Process	Assess/Implement Revisions	Institutionalize	
		X					<i>C.1.b. Advanced Business Korean</i>	Identify Faculty; Design Course Curriculum	Pilot Course; Complete Approval Process	Assess/Implement Revisions	Assess/Implement Revisions	
		X					<i>C.1.c. Native Language Guest Lecturer Program</i>	Identify Faculty and Potential Speakers; Create Database	Promote/Launch	Assess/Implement Revisions	Expand	
		X					<b>C.2</b>	<b>CAST for Business Language</b>	Create English business script	Coordinate with LARC to translate to two languages; Implement Tool; Assess	Record modules	Coordinate with LARC to translate to two languages; Implement Tool; Make Open Educational Resource
		X					<b>C.3</b>	<b>Business Language Assessment for Veterans</b>	Coordinate with LARC, Career Services and Veterans Center; Identify Veteran Language Needs	Design Career Language Development Workshops	Launch Use of CAST and Conduct Workshops	Assess/Implement Revisions
		X					<b>C.4</b>	<b>Language for the Professions</b>				
		X					<i>C.4.a. International Symposium on Language for Specific Purposes</i>		Co-Sponsor		Co-Sponsor	
		X					<i>C.4.b. Business Language Research and Teaching (BLRT) Awards</i>	Co-Sponsor		Co-Sponsor		
		X					<b>C.5</b>	<b>Pre-Departure Training for Sports MBA</b>	Design Course Curriculum; Learning Assessment	Conduct Pre-Departure Training	Assess/Implement Revisions	Continue Delivery
X							<b>C.6</b>	<b>Forums: French as a Professional Language</b>	Coordinate with French Consulate in LA; Identify Stakeholders; Schedule Quarterly Activities	Promote/Implement Activities	Assess/Implement Revisions	Continue Delivery
							<b>D</b>	<b>Program Element D: Academic and Business Community Outreach</b>				
							<b>D.1</b>	<b>SDSU CIBER Strategic Consortia</b>				
X							<i>D.1.a. California State University (CSU) IB Consortium</i>	Host Meeting with Stakeholders; Conduct Needs Assessment	Host Two Meetings; Create Resource Repository IB Education	Host Two Meetings with Stakeholders; Assess Impact; Explore New Opportunities	Host Two Meetings with Stakeholders; Expand Resource Repository	
X							<i>D.1.b. Western Regional CIBER Consortium</i>		Co-sponsor		Co-sponsor	
X							<i>D.1.c. Nationwide CIBER Consortium for MSI and CC</i>	In Partnership with the Consortium: Conduct Needs Assessment; Faculty Development in IB Workshop	Support Student Internships; Overseas FDIB and STSA Program Participation	Support Student National/International Case Competition; Overseas FDIB and STSA Program Participation	Call for IB Research Proposals/Awards; CMCC National IB Research Conference	
X							<i>D.1.d. CUIBE (Consortium for Undergraduate International Business Education)</i>	Membership and Participation	Membership and Participation	Membership, Participation and Host Meeting	Membership and Participation	
							<b>D.2</b>	<b>Faculty Development Programs</b>				
X							<i>D.2.a. FDIB Japan</i>	Identify/Develop Partnerships	Design Program	Promote/Deliver	Assess/Implement Revisions	
X							<i>D.2.b. FDIB China</i>	Co-Sponsor/Faculty Support	Co-Sponsor/Faculty Support	Co-Sponsor/Faculty Support	Co-Sponsor/Faculty Support	
X							<i>D.2.c. FDIB Mercosur</i>	Co-Sponsor/Faculty Support	Co-Sponsor/Faculty Support	Co-Sponsor/Faculty Support	Co-Sponsor/Faculty Support	
X							<b>D.3</b>	<b>CIBER Country Studies</b>	Provide Faculty Support	Provide Faculty Support	Provide Faculty Support	Provide Faculty Support
X							<b>D.4</b>	<b>Japan Studies Institute (JSI)</b>	Support Institute/ Design Workshop	Support Institute/Assess and Improve Workshop	Support Institute/ Offer Workshop	Support Institute/ Offer Workshop
X							<b>D.5</b>	<b>Global Board Game Adaptation</b>	Identify/Engage MSI & CC Institutions	Offer Training Workshops	Assess/Implement Revisions	Expand Institutions/Continued Consultation
X							<b>D.6</b>	<b>NASBITE</b>	Co-Sponsor	Co-Sponsor	Co-Sponsor	Co-Sponsor
X							<b>D.7</b>	<b>CIBER Web Presence</b>	Manage/Update/Collect Feedback	Manage/Update/Collect Feedback	Manage/Update/Collect Feedback	Manage/Update/Collect Feedback
X							<b>D.8</b>	<b>CIBER-NADEC Initiative</b>	Partner/Manage/Promote	Partner/Manage/Promote	Partner/Manage/Promote	Partner/Manage/Promote
X							<b>D.9</b>	<b>World Trade Center Internship Program</b>	Coordinate with WTCSD/Develop Training Module	Select IB Students Though Application/Train	Select IB Students Though Application/Train	Select IB Students Though Application/Train
X							<b>D.10</b>	<b>"CIBER Says" Podcasts</b>	Research Topics of Interest	Design Podcast/Record/Host Launch Event	Deliver/Broadcast Podcasts	Assess/Implement Revisions
							<b>D.11</b>	<b>Small Business Training Programs</b>				
X							<i>D.11.a. Export Controls Seminar</i>	Offer Seminar in Partnership with SDIDEC	Offer Seminar in Partnership with SDIDEC	Offer Seminar in Partnership with SDIDEC	Offer Seminar in Partnership with SDIDEC	
X							<i>D.11.b. Discover Global Markets Conference</i>	Partner with DOC ITA to Plan Conference	Partner with DOC ITA to Plan Conference	Design, Promote, Manage Conference	Design, Promote, Manage Conference	
		X					<i>D.11.c. Export Training for Tech Start-Ups</i>	Coordinate with GWU/Conduct Needs Assessment	Design Workshops	Deliver Workshops	Assess/Implement Revisions	
		X					<b>D.12</b>	<b>Export-Workforce Development Exchange</b>	Coordinate with UW	Catalogue SDSU Export/Workforce Development Activities	Disseminate Through CIBER Network	Continue to Catalogue/Disseminate
X							<b>D.13</b>	<b>SDSU CIBER- A Regional Catalyst</b>	Nurture Local Network of Partners/Provide Leadership & Expertise in Joint Efforts to Achieve Shared Goals	Nurture Local Network of Partners/Provide Leadership & Expertise in Joint Efforts to Achieve Shared Goals	Nurture Local Network of Partners/Provide Leadership & Expertise in Joint Efforts to Achieve Shared Goals	Nurture Local Network of Partners/Provide Leadership & Expertise in Joint Efforts to Achieve Shared Goals

## Biosketches

### **Mujtaba Ahsan, Assistant Professor of Management, San Diego State University**

Ph.D. in Management, University of Wisconsin-Milwaukee

Dr. Mujtaba Ahsan received his Ph.D. in Management from the University of Wisconsin-Milwaukee. Prior to joining San Diego State University, he worked at Pittsburg State University where he successfully earned tenure at Cal Poly Pomona. Dr. Ahsan's teaching and research interests are in the areas of entrepreneurship, international business, and innovation. His research on these topics has been published in a number of journals including *Academy of Management Review*, *Entrepreneurship Theory & Practice*, *International Journal of Management Reviews*, *Management International Review*, *Business Horizons*, and *Journal of Small Business Management* among others.

### **Ruth V. Aguilera, Professor, International Business and Strategy, D'Amore-McKim School of Business, Northeastern University; Visiting Professor at ESADE Business School in Barcelona, Spain.**

Ph.D. in Sociology, Harvard University, D.B.A.; University of Lancaster, M.A., B.B.A. in Economics, University Of Barcelona

Dr. Ruth V. Aguilera is a Senior Editor at *Organization Science*, an Associate Editor at *Corporate Governance: An International Review*, a Consulting Editor at the *Journal of International Business Studies*, and Guest Editor for special issues at *Academy of Management Perspectives*, *Journal of World Business*, and more recently *Advances in Strategic Management*. She also serves on the editorial boards of *Academy of Management Perspectives*, *Academy of Management Review*, *Global Strategy Journal*, *Organization Studies*, and *Strategic Management Journal*. She was elected to the Board of Directors of the Strategic Management Society and the International Corporate Governance Society, and, in 2016, was inducted as a Fellow of the Academy of International Business.

Dr. Aguilera spent the 2014-2015, academic year as a Visiting Full Professor in the Department of Strategy and Policy, at the National University of Singapore Business School. Before going to South East Asia, she was a Professor at the College of Business at the University of Illinois at Urbana-Champaign—where she had taught since receiving her PhD in Sociology at Harvard University. Dr. Aguilera's research interests lie at the intersection of global strategy and organizational sociology, specializing in international and comparative corporate governance, corporate social responsibility, and firm internationalization. She has over 50 articles published in top peer-reviewed management journals, several book chapters and an edited book.

### **Valerie Alexandra, Assistant Professor of Management, San Diego State University**

Ph.D. in Philosophy, University of Hawaii in Manoa; B.S. in Information Decision Systems, San Diego State University.

Dr. Valerie Alexandra is an Assistant Professor in the Management Department at San Diego State University. She teaches and conducts research in the areas of cross-cultural organizational behavior and learning, cross-cultural business ethics, and international management. Her research has been published in the *Journal of Business Ethics*, *Academy of Management Learning and Education Journal*, *Journal of Cross-Cultural Psychology*, *Cross Cultural*



*Management: An International Journal*, and Academy of Management Best Paper Proceedings. Her research has received best paper awards by the Academy of Management. She was also a finalist for the Society of Business Ethics Best Dissertation Award. Prior to earning her Ph.D. at the University of Hawaii at Manoa, Dr. Alexandra worked as a consultant at Accenture, was a part of a technology startup in Silicon Valley, and founded and operated a number of businesses.

**Cristian R. Aquino-Sterling, Associate Professor of Education, San Diego State University**

Ph.D. in Curriculum & Instruction, Arizona State University; M.A. in Hispanic Literatures and Cultural Studies, Columbia University; B.A. in Western Philosophy, Fordham University

Cristian R. Aquino-Sterling, Ph.D. is Associate Professor in the School of Teacher Education at San Diego State University. Dr. Aquino-Sterling holds a BA in Western Philosophy (Fordham University); a MA in Hispanic Literatures and Cultural Studies (Columbia University), and an Interdisciplinary Ph.D. in Curriculum & Instruction (Arizona State University). He has taught Spanish at various public and private K-8 schools in New York City, at Fordham University, and at the Lauder Institute of Management and International Studies, University of Pennsylvania. Dr. Aquino-Sterling currently works within three main lines of research relevant to K-12 teacher education at national and international levels: (a) innovative approaches to bilingual and foreign language teacher education in the U.S., Spain, and Brazil; (b) development and assessment of what he has defined as “Pedagogical Language Competencies” (PLCs) in the preparation of bilingual teachers (Aquino-Sterling, 2015; 2016a; 2016b); and (c) disciplinary language, discourses, and literacies and implications for bilingual teacher preparation and the education of emergent bilingual students in K-12 multilingual classroom contexts. Dr. Aquino-Sterling’s works have been published in *Bilingual Research Journal*; *Boletín de la Federación Internacional Fe y Alegría*; *International Journal of Bilingual Education and Bilingualism*; *International Journal of Language and Linguistics*; *International Multilingual Research Journal*; *Multicultural Perspectives*; *Reading in a Foreign Language*; *Revista Comunicación*; *Revista Internacional de Educación para la Justicia Social*; *Teachers College Record*; *Voices from the Middle*. Currently, he is the editor (with co-editor Prof. Belind Bustos Flores, University of Texas San Antonio) of a book proposal being reviewed by Peter Lang, titled: Reimagining Critical and Transformative Theoretical Designs in Bilingual Teacher Education in the U.S. During Spring-Summer 2016, Dr. Aquino-Sterling served as a Distinguished Research Fellow in the Advanced Research Collaborative (ARC) of the Graduate Center, City University of New York. Next academic year (Fall 2018 – Spring 2019), Dr. Aquino Sterling will serve as Visiting Scholar at Universidad Autónoma de Madrid (Spain) and at the Jesuit, Pontificia Universidade Católica do Rio de Janeiro (Brasil).

**Paola Avila, Vice President, International Business Affairs, San Diego Regional Chamber of Commerce**

B.A. in Economics, University of California San Diego

As Vice President of the San Diego Regional Chamber of Commerce, Paola Avila brings 20 years of experience in public policy, community outreach, and government relations. In her current position, Avila focuses on advocacy of domestic and international public policies that enhance economic prosperity through trade, commerce and robust international relationships. With her experience in both the private and public sectors, Avila represents the business community on distinguished panels throughout the nation, on topics ranging from infrastructure to immigration to trade, having a grasp on diverse topics impacting commerce. In 2017, Avila was elected to chair the Border Trade Alliance, a tri-national organization that advocates for public policy that enhances North America's competitiveness through free and secure cross-border trade and commerce. From 2000 to 2005, Avila served as Deputy Chief of Staff for the Mayor of San Diego, where she advised on economic development policy and binational affairs. Avila then started her own public affairs consulting business assisting large and small companies with economic



development opportunities and land use planning. Avila later served in Senator Ben Hueso's office advising him in several policy areas including water, energy and economic development obtaining bipartisan support for state legislation. In 2016, Ms. Avila was appointed by the San Diego Mayor and City Council to the Board of Directors of Civic San Diego. She also serves on and the Board of Directors of the SIMNSA Foundation and on the Board for the Foundation for the Children of the Californias, a tri-national collaboration with Canada, the United States, and Mexico, supporting the Hospital Infantil de las Californias. Her past community involvement includes serving on the IBWC Citizens Forum, the Borderview YMCA Board of Directors and as Executive Board Member of the Mexican American Business and Professional Association. Avila is recognized as a leader in the industry winning multiple awards including Latino Leaders Magazine's 2014 San Diego's Most Influential Latinos, Cross Border Leader by San Diego Magazine at their 2015 Latino Impact Awards, South County EDC's 2017 Regional Leadership Award and, most recently, Girl Scouts San Diego's 2018 Cool Women. She was also named San Diego Hispanic Chamber of Commerce Cross Border Leader of the Year and selected as a finalist at the San Diego Business Journal Women Who Mean Business Awards.

**Mark J. Ballam, Managing Director, Center for International Business Education & Research, San Diego State University**

M.B.A. Georgia Institute of Technology; B.A. in International Relations, Clark University

Mark J. Ballam serves as Managing Director for San Diego State University's Center for International Business Education and Research (SDSU CIBER) where he is responsible for the overall strategy and implementation of the program including budget, resources, advocacy, and communications. Mr. Ballam recently completed two terms as president of the Consortium for Undergraduate International Business Educators (CUIBE). He recently served as president of the Association of International Business Education and Research (AIBER). In 2015, Ballam was elected to serve as executive board member of the Pacific Asia Consortium for International Business Education and Research (PACIBER). In 2009, U.S. Commerce Secretary Gary Locke nominated Ballam to the San Diego & Imperial Valley District Export Council (SDIDEC). He was re-appointed as DEC member by U.S. Commerce Secretary Wilbur Ross in January 2018. Currently, Mr. Ballam serves as Vice-Chair of the SDIDEC. After his election in 2012, he represented the Pacific South Region on the National Association of District Export Councils (NADEC) for two consecutive terms. Since 2016, he has remained active with the NADEC serving as an Associate Member and Regional Legislative Affairs Coordinator. Mr. Ballam serves on the Advisory Committee for Southwestern College's Small Business Development and International Trade Center. Ballam has been a longtime member of the Academy of International Business (AIB), Scholars Without Borders, and Phi Beta Delta, the honor society for international scholars.

**Norma Bouchard, Dean, College of Arts and Letters, San Diego State University**

Ph.D. in Comparative Literatures, Indiana University-Bloomington; B.A., Università degli Studi di Torino

A native of Italy and a graduate of Università degli Studi di Torino, Norma Bouchard earned a Ph.D. in Comparative Literatures from Indiana University-Bloomington. She was faculty at the University of Puerto Rico before joining the Department of Languages, Cultures, and Literatures of the University of Connecticut, Storrs, where she was promoted through the ranks as Professor, Head of the Department, co-Chair of the Graduate Program in Comparative Literatures and Cultural Studies and Associate Dean of the Humanities for the College of Liberal Arts and Sciences. In Fall 2015, she joined SDSU as Dean of the College of Arts and Letters. In this role, she is responsible for 18 Academic Departments (Africana Studies, American Indian Studies, Anthropology, Chicano and Chicana Studies, Classics and Humanities, Economics, English and Comparative Literature, European Studies, Geography, History, Linguistics and Asian/Middle Eastern Studies, Philosophy, Political Science, Religious Studies, Rhetoric and Writing, Sociology, Spanish and Portuguese Languages and Literatures, Women Studies) 8



Interdisciplinary Programs (International Business, International Security and Conflict Resolution, Latin American Studies; Keith Behner and Catherine Stiefel Program on Brazil, Jewish Studies, Master of Arts in Liberal Arts and Sciences, Social Science, Sustainability); and 23 Centers and Institutes.

Norma Bouchard has served as the Vice-President elect of the American Association of Italian Studies and Book Review Editor for Italian Culture. She is currently co-Editor of *Annali d'Italianistica* and Associate Editor of Media and Cultural Studies for *Italica*. She sits on several national and international Editorial Boards and was past juror and chair of the Book Translation Award for the Modern Language Association.

Norma Bouchard's research focuses on Mediterranean Studies, Italian American Studies, 19th and 20th century Italian Culture, Modernism and Postmodernism, Critical Theory, Theories of Nationalism, Migrant and Postcolonial Writing in Italy, and Film Studies. She has authored over 100 articles. Among her book-length publications are *The Politics of Culture and the Ambiguities of Interpretation: Umberto Eco's Alternative* (Lang, 1998), *Céline, Gadda, Beckett: Experimental Writers of the 1930s* (Florida UP, 2000), *Risorgimento in Modern Italian Culture: Revisiting the 19th century Past in History, Narrative, and Cinema* (Farleigh Dickinson UP, 2005), *Reading and Writing the Mediterranean: Essays by Vincenzo Consolo* (Toronto UP, 2006), *Italian Cultural Studies: Negotiating Regional, National and Global Identities, Annali d'Italianistica 24* (2006), *Southern Thought and Other Essays on the Mediterranean* (Fordham UP, 2011, Race and Ethnic Studies series), *Italy and the Mediterranean: Words, Sounds, and Images of the Post-Cold War Era* (Palgrave 2013), and *Italy @ 150: National Discourse at the Sesquicentennial 1861-2011* (2012). Her latest publication is *From Otium and Occupatio to Work and Labor*, a collection of essays on work and labor in Italian culture, from the pre-industrial era to the Industrial Revolution and beyond (2014). She is currently translating a history of Italian internment camps during Fascism (under contract with Routledge) and editing a volume on nation and translation.

**Paige Bryant, Assistant Director of the Center for International Business Education & Research, San Diego State University**

M.A. in International Relations, University of San Diego; B.A. in Liberal Studies, University of Mississippi

Paige Bryant serves as the Assistant Director for San Diego State University's Center for International Business Education and Research (SDSU CIBER). SDSU CIBER is funded in part by a competitive grant from the U.S. Department of Education; the mission of the center is to assist U.S. companies in finding success in global markets. By creating education programs focused on international business, SDSU CIBER enhances a workforce that our nation needs to compete. Paige manages SDSU CIBER's portfolio of programs for students, faculty and the business community. She assists with overall strategy, project management and grant administration for the Center.

Before joining SDSU CIBER, Paige led the Market Development Cooperator Program at the World Trade Center San Diego. Funded by the U.S. Department of Commerce, this program facilitated connections between U.S. small to medium size water technology exporters and foreign importers in the Middle East, North Africa and India suffering from water issues. Paige currently serves as the Co-Chair of the Emerging Leaders Advisory Council with the North San Diego Business Chamber and is also in the 2018 LEAD IMPACT class with the San Diego Regional Chamber of Commerce. She is also a member of the San Diego Military Advisory Council. Paige is a graduate of the University of Mississippi where she studied Business, International Studies and French. She also received a Master of Arts in International Relations from the University of San Diego.

**Victor Castillo, Director, Center for International Trade and Development**

M.A. in Urban Planning, University of California- Los Angeles; B.S. in Economics, Autonomous University of Baja California UABC



Victor Castillo is Director of the San Diego Center for International Trade Development (CITD) and Deputy Sector Navigator on Global Trade and Logistics, of the Doing What MATTERS for Jobs and the Economy, a California Community Colleges initiative at Southwestern College in Chula Vista, CA.

The CITD promotes exports by providing technical assistance to California companies looking to expand in international markets. The CITD provides international trade consulting and training to small and medium size businesses. Mr. Castillo has helped coordinate many of Southwestern College business initiatives and international education programs, particularly the International Logistics and Transportation Certificate Program. Castillo has been involved for more than twenty years in community and economic development. He has served on numerous Boards and Advisory Committees. Examples include the San Diego and Imperial District Export Council, The Maritime Alliance and the San Diego Imperial County Community College Workforce Development Council. He and programs under his leadership have received numerous awards and recognitions including the Chancellor's Award of the CA Community Colleges, the US SBA Minority Small Business Advocate of the Year, and the Presidential "E" Star Award for Export Services.

**Iana Castro, Associate Professor of Marketing, San Diego State University**

Ph.D., Arizona State University; M.B.A. Purdue University; B.A. in Mass Communications: Advertising and Public Relations, University of Central Florida

Iana A. Castro is an Associate Professor of Marketing in the Fowler College of Business at San Diego State University. Dr. Castro's research focuses on the effects of environmental factors, including general interior factors, interior displays and human variables, on consumer behavior. She is also interested in understanding how nonconscious influences impact consumer goals, behaviors, and evaluations. Prior to pursuing her doctoral studies, Dr. Castro worked in the advertising industry in account management. She earned her Ph.D. from Arizona State University, an M.B.A. from Purdue University, and a B.A. in Mass Communications: Advertising and Public Relations from the University of Central Florida.

**Clarissa Clò, Professor, Chair and Director of the Italian Program, Department of European Studies, San Diego State University**

Ph.D. in Literature, University of California San Diego; M.A. in Women's Studies, the University of Cincinnati; B.A., Università degli Studi of Bologna

Clarissa Clò is Professor, Chair and Director of the Italian Program in the Department of European Studies at San Diego State University. Her research interests include feminist and queer theory, migration and postcolonial studies, literature, film, music, popular culture and transmedia storytelling. Her work has appeared in numerous journals, including *Annali d'Italianistica*, *Diacritics*, *Diaspora*, *Forum Italicum*, *Il lettore di provincia*, *Italian Culture*, *Italica*, *Research in African Literatures*, *Transformations*, *The Journal of Italian Cinema and Media Studies* and *California Italian Studies*. She also contributed to book collections such as *The Cultures of Italian Migration* (edited by Graziella Parati and Anthony J. Tamburri, 2011), *Postcolonial Italy* (edited by Cristina Lombardi-Diop and Caterina Romeo, 2012), *Nuovo Cinema Politico* (edited by Giancarlo Lombardi and Christian Uva, 2016) and *Encounters with the Real in Contemporary Italian Literature and Cinema* (edited by Loredana Di Martino and Pasquale Verdicchio, 2017). She has co-edited with Anita Angelone a special double issue of the journal *Studies in Documentary Film* entitled *Other Visions: Italian Documentary Cinema as Counter-Discourse*, 5.2 & 5.3 (2011). She serves on a variety of boards, including the Board of Directors of the San Diego Italian Film Festival, the



Advisory Board of the Italian American Academy of San Diego, and the Executive Committee of the Modern Language Association's Italian American Forum.

**Gustavo A. De La Fuente, Executive Director, Tijuana-San Diego Smart Border Coalition**

M.B.A., Harvard Business School; M.A. and B.A. in International Relations and French Studies, Stanford University

As the Executive Director of the Tijuana-San Diego Smart Border Coalition, Gustavo spearheads the effort to work with regional stakeholders to make border crossings more efficient, be they pedestrian, passenger vehicles or cargo. He has had significant success in guiding and growing family owned telecommunications and media companies, leading various acquisitions from the buy and sell side, founding and creating companies in Mexico and the U.S and spearheading turnaround efforts for media businesses.

As someone who understands U.S.-Mexico bi-national trade and border issues from a business, media and ethics point of view, Mr. De La Fuente seeks opportunities to improve the bi-national relationship by becoming a catalyst for change. He has been involved as consultant and investor with Logistica-21, a technological and infrastructure solution that allows for much faster and secure truck crossings between the U.S. and Mexico. He is also a board member of the International Community Foundation, which seeks to inspire international charitable giving by U.S. donors, with an emphasis on Northwest Mexico.

**Alex F. DeNoble, Professor of Management and Executive Director of the Lavin Entrepreneurship Center, San Diego State University**

Ph.D., Virginia Polytechnic

Alex F. DeNoble is a Professor of Management and Executive Director of the Lavin Entrepreneurship Center in the Fowler College of Business at San Diego State University. He currently also serves as the Chair of the College of Business Steering Committee. Prior to his role in the Lavin Entrepreneurship Center, he served for 3 years as the Chair of the Management Department in the College of Business.

His primary areas of expertise include entrepreneurship and corporate innovation, technology commercialization and strategic management. Dr. DeNoble has conducted research in these areas and has taught related classes in the University's undergraduate, graduate and executive MBA programs. He has published articles in such journals as *IEEE Transactions on Management*, *the Journal of Business Venturing*, *the Journal of High Technology Management Research*, *the Journal of Technology Transfer*, *International Marketing Review*, and *Entrepreneurship: Theory and Practice*.

His other professional activities encompass both executive training and strategic consulting. Recent assignments have included business plan development consulting for new and existing entrepreneurial firms, market research and analysis for technology-based companies and entrepreneurship training for Taiwanese, German, Russian, Japanese, Mexican, Middle Eastern, Finnish, Danish and U.S. executives. Over the past several years, he has conducted training programs or consulted with such companies as Qualcomm Inc., Siemens Corporation, Delta Electronics (Taiwan), the U.S. Russia Center for Entrepreneurship, Banco Nacional de Comercio Exterior (the National Export Bank of Mexico), NEC Electronics USA, Shell Technology Ventures, and Orincon Technologies (now a part of Lockheed Martin).



**Aaron C. Elkins, Assistant Professor of Management Information Systems, San Diego State University**

Ph.D., University of Arizona; B.A. in Management Information Systems, San Diego State University

Aaron C. Elkins is Assistant Professor in the department of Management Information Systems and Director of the SDSU Artificial Intelligence Lab. Before joining the faculty at SDSU Dr. Elkins was postdoctoral AI researcher at Imperial College London and earned his PhD from the University of Arizona. Elkins' research focuses on developing AI models that fuse physiological and behavioral sensor data to predict human emotion and deception. Elkins conducts experiments investigating automated deception detection in the laboratory, borders, and airports. Complementary to the development of advanced AI systems is their impact on the people using them to make decisions. Elkins also investigates how human decision makers are psychologically affected by, use, perceive, and incorporate the next generation technologies into their lives.

**Maribel Franco, Senior Advisor and Study Abroad Coordinator, IB Program, San Diego State University**

M.A. Candidate in Education, San Diego State University (August 2018); B.A. in Public Administration, San Diego State University.

Maribel Franco has served as the Senior Advisor and Study Abroad Coordinator of the International Business Program at San Diego State University for nearly eleven years. She received her Bachelor's of Arts degree in Public Administration with a minor in Urban Planning from San Diego State University. Ms. Franco has participated on the Universitat Tubingen Baden-Wurttemberg International Education Certificate Program (Fall 2013) in Germany. She also completed the SDSU Supervisor's Academy Certification in Spring 2014. She has served on various campus committees including the International Education Action Committee (2006-present), Curriculum Integration Committee (2016-2017) and Risk Management Committee (2015-2017). She served on the NAFSA Association of International Educators : Education Abroad Leadership Team (2014-2015) to develop nation wide protocol for new study abroad advisers. She served on the San Diego State University NAFSA Conference Planning Action Committee (2014). She received the best Presidential Staff Excellence Award for "Team Effort" (2013) and was nominated for the Provost's Outstanding Academic Advising Awards (2015 and 2016). Maribel speaks fluent Spanish. She is currently enrolled in the Master of Arts Education (Counseling) program at San Diego State University and is a candidate for graduation in August 2018.

**Damon M. Fleming, William E. Cole Director, Charles W. Lamden School of Accountancy, San Diego State University**

Ph.D., Virginia Tech; B.S and M.S. in Accounting, San Diego State University

Damon M. Fleming is a Professor and the Ernst & Young Faculty Fellow in the Charles W. Lamden School of Accountancy. Professor Fleming's teaching areas include financial reporting, financial statement analysis, financial accounting research, and management accounting, and accounting judgment and decision making.

Professor Fleming's research uses theories from psychology, behavioral decision research, and economics to investigate accounting issues in the areas of auditing, ethics, financial reporting, and taxation as well as cross-cultural issues in these areas. He has published over twenty-five papers in accounting journals including *Accounting Horizons*, *Behavioral Research in Accounting*, *Journal of the American Taxation Association*, *The International Journal of Accounting*, *Issues in Accounting Education*, *Journal of Business Ethics*, *Journal of Accountancy*, and *Strategic Finance*. In addition, he serves on the editorial board for *Issues in Accounting Education* and *Review of Accounting and Finance* as well as an ad hoc reviewer for several high quality scholarly journals. He also regularly presents research at national and international research conferences.



Professor Fleming received his Ph.D. from Virginia Tech and his B.S. and M.S. degrees in accounting from San Diego State University. He is also a CFA® charterholder and Certified Management Accountant (CMA). Prior to entering academia, Professor Fleming was a principal at a venture capital firm in southern California. He is a member of the American Accounting Association, CFA Institute, California Society of CPAs, and Institute of Management Accountants.

**Madeline Grant, Dean of the Business School, Santa Ana College**

M.B.A., Claremont Graduate School; B.A. in International Relations, University of San Diego

Madeline Grant has been teaching at Santa Ana College for 30 years and is currently serving as the Dean of the Business School. Her work in the division is focused on developing an internship program, career pathways for students in K-12 and community colleges in California and on a variety of regional projects including Pathway to Law School, Entrepreneurship, Global Trade and Engineering. She has earned her Certified Global Business Professional Credential (CGBP) and is an accredited CGBP Trainer as well as an Entrepreneurial Mindset Facilitator.

Ms. Grant spent approximately 20 years working for small and medium size manufacturing companies that produced scuba gear, home fragrance products, women's fashion and cosmetics. She spent her career in industry working as an export coordinator, import manager, and director of international markets. Her hands-on experience in exporting, importing, sales and marketing provided the opportunity for her to travel throughout Europe, Asia, Africa, India, Canada, Mexico, South America, Australia & New Zealand.

**Gary Grudnitski, Director of Undergraduate Programs, Fowler College of Business, San Diego State University**

Ph.D., University of Massachusetts, Amherst

Gary Grudnitski is a Professor of Accounting in the Charles W. Lamden School of Accountancy at SDSU and the Director of Undergraduate Programs. He teaches both undergraduate and graduate managerial accounting and graduate business consulting. Prior to joining the faculty at SDSU, Dr. Grudnitski taught at the University of Texas at Austin, and worked for Bell Canada, the Government of Saskatchewan, and Ernst & Young.

Dr. Grudnitski has published more than forty articles and papers including articles in *The Accounting Review*, *Journal of Accountancy*, *Journal of Accounting and Public Policy*, *Advances in Accounting Education*, *Journal of Accounting Education*, *International Journal of Intelligent Systems in Accounting, Finance & Management*, *Journal of Systems Management*, *Journal of Management Information Systems*, *The Real Estate Appraiser*, *Journal of Real Estate Research*, *Journal of Real Estate Finance and Economics*, *The Appraisal Journal*, *Real Estate Economics*, *Journal of Management Consulting*, and the *Journal of Future Markets*. He has also co-authored the textbook *Information Systems: Theory and Practice* (2nd through 5th editions), and contributed a chapter in *The Handbook of Management Advisory Services*, *Neural Networks in the Capital Markets*, and the *Handbook of Neural Computation*.

Dr. Grudnitski has served as a Reviewer and on the Editorial Board of the *Journal of Microcomputer Systems Management*, *Advances in Taxation*, *Journal of End User Computing*, *Journal of Information Systems*, *Review of Accounting Information Systems*, *Journal of Management Information Systems*, and the *Encyclopedia of Information Systems*. Dr. Grudnitski has also been active in consulting in the areas of information systems, controls, and real estate valuation.



**Joe Johnson, Interim Provost and Professor of Education, San Diego State University**

Ph.D. in Educational Administration, University of Texas; M.A. in Education, San Diego State University, B.S., University of Wisconsin at Oshkosh

Dr. Joseph Johnson was recently named the interim Provost of San Diego State University. He is the Executive Director of the National Center for Urban School Transformation (NCUST) and the QUALCOMM Professor of Urban Education at San Diego State University. At NCUST, he leads efforts to identify, study, and promote the best practice of high-performing urban schools and districts. As a member of the Education Leadership faculty, he helps develop and teach programs designed to prepare effective school and district leaders. Previously, he has served as a classroom teacher in San Diego, as a school district administrator in New Mexico, as a state department official in both Texas and Ohio, as a researcher and technical assistance provider at the Charles A. Dana Center at the University of Texas, and as the Director of Student Achievement and School Accountability at the U.S. Department of Education where he was responsible for directing the federal Title I Program and several related programs.

In 1987, Dr. Johnson received the Special Educator of the Year Award from the New Mexico Council for Exceptional Children. In 1989 he was the founding president of the National Association for the Education of Homeless Children and Youth. In 1993, and again in 2000, he received the Educator of the Year Award from the Texas Association of Compensatory Education. In 2003, he received the Distinguished Alumnus of the Year Award from San Diego State University's College of Education.

**Timothy E. Kelley, President & CEO, Imperial Valley Economic Development Corporation**

B.A. in n Communications Art, University of Southern California

Timothy E. Kelley is the president and chief executive officer of the Imperial Valley Economic Development Corporation (IVEDC). He joined IVEDC in April 2005. In his current position, he is responsible for the expansion of the region's strategic economic development plan, as well as engaging initiatives that strengthen the regional economic vitality. Tim is also the Chair of the San Diego and Imperial District Export Council. District Export Councils are organizations of business leaders from local communities, appointed by various U.S. Secretaries of Commerce, whose knowledge of and expertise in international business provides a source of professional advice for their region's local firms. Closely affiliated with the U.S. Commerce Department's Export Assistance Centers and the U.S. and Foreign Commercial Service, over 60 DEC's that exist throughout the country support the U.S. Government's export promotion efforts.

Mr. Kelley's vision for the Imperial Valley comes from a comprehensive understanding of the Southwest border region and its effect on local, state and global economies. His international experience comes from extensive travels and interactions with business and civic leaders in North America, Europe, Asia, Africa and South America. He has also been successful in bringing foreign direct investment opportunities throughout the state of California.

Mr. Kelley is immediate past chair of the Board of Directors and currently VP of international trade and investment of TeamCalifornia, a statewide organization that promotes international trade and investment for California; he serves on the Board of Directors of the California Association of Local Economic Development (CALED); he is a member of the Board of Directors of the World Trade Center San Diego; a member of the U.S. Department of Commerce San Diego-Imperial District Export Council; and a member of the Board of Directors of CleanTECH San Diego, as well as the San Diego Regional Economic Development Corporation.



**Marisela LaPlante, Internship Advisor of the International Business Program, San Diego State University**

M.S. San Jose State University; B.A. University of New England

Ms. LaPlante, has served as Internship Advisor of the International Business program for nearly seven years. She earned her B.A. in History with an emphasis in Latin America from the University of New England and her M.S. in Library and Information Science from San Jose State University. Marisela is fluent in Spanish and studied abroad during her undergrad in Sevilla, Spain. At San Diego State, she received the Presidential Staff Award in 2013 for Team Effort and was nominated for a Zuma award for staff excellence in 2016. She has served on various campus committees including the SDSU Internship Working Group (Fall 2013-Present), International Internships Committee (Spring 2014-2015), Service Learning Process Subcommittee (Spring 2014-Present) and International Education Action Committee (Fall 2013–Present). In 2014 she completed the NAFSA Academy of International Education and presented *Best Practices in International Internships* at NAFSA Region XII conference. Marisela has served as team advisor for the SDSU Case team for the past two years at the Northeastern International Business Case Competition. She is also conference organizer for the International Business Case Competition held yearly at San Diego State University.

**Jason T. Law, Special Advisor for Foreign Investment and Affairs, California Governor’s Office of Business and Economic Development**

M.S. in Sustainable Development, University of Oxford; B.A. Interdisciplinary Studies, University of California-Berkeley

Jason T. Law serves as the Special Advisor for Foreign Investment and Affairs at the California Governor’s Office of Business and Economic Development. The Governor’s Office of Business and Economic Development (GO-Biz) was created by Governor Edmund G. Brown Jr. to serve as California’s single point of contact for economic development and job creation efforts. Mr. Law has extensive experience in business development, diplomacy and strategy. Prior to joining the Governor’s office, Mr. Law worked at the British Consulate General focusing on infrastructure and public-private partnerships.

**Hala Madanat, Director of the Graduate School of Public Health and Professor of Health Promotion and Behavioral Science, San Diego State University**

Ph.D. in Sociology, Brigham Young University; M.S. in Community Health, Brigham Young University; B.Sc. Biological Sciences, University of Jordan

Dr. Hala Madanat is the Director of the Graduate School of Public Health at San Diego State University and core-investigator at the Institute for Behavioral and Community Health. She is a professor of health promotion and behavioral science. Her research focuses on the impact of westernization on diet and nutrition and has been working on developing nutrition education programs that emphasize health and biological hunger. Dr. Madanat currently co-leads the planning and evaluation core of the SDSU/UCSD Comprehensive Cancer Partnership which aims at reduce cancer disparities among Latinos in San Diego and Imperial Counties. She is also the Co-PI of a HRSA grant aimed at enhancing the education of primary care providers, other geriatric team professionals, paid and family caregivers, and the general public about best practices in caring for people with Alzheimer’s disease and related disorders.



**Doreen Mattingly, Professor and Chair of Women’s Studies, San Diego State University**

Ph.D. in Geography, Clark University; M.A. in Geography, University of California - Los Angeles

Doreen Mattingly holds a PhD in Geography and is Professor and Chair of Women’s Studies at San Diego State University (SDSU). She has been the evaluator for several Department of Education Title VI programs at SDSU, University of California San Diego, University of California Los Angeles, and Southwestern College, and has also been on the evaluation team for public health programs in the San Diego region, including First 5 Healthy Development Services. Dr. Mattingly regularly teaches courses on Research Methods, Women’s Work, Sex, Power, and Politics, Women in International Development, and International Women’s Movements, and has led SDSU travel study trips exploring women’s lives in Asia, Latin America, and Europe. Dr. Mattingly’s academic publications are on a range of topics, including economic development, immigration, urban politics, feminist research methods, women’s activism and parent participation in public schools. Her most recent book is *A Feminist in the White House: Midge Costanza, the Carter Years, and America’s Culture Wars* (Oxford, 2016).

**Lance Nail, Thomas and Evelyn Page Dean, Fowler College of Business**

Ph.D. in Finance, University of Georgia, B.S. in Finance, University of Alabama

Lance Nail, Ph.D., CFA, is the Thomas and Evelyn Page Dean of Business and professor of finance at the Fowler College of Business. He was appointed August 3, 2017.

Dr. Nail’s research interests include corporate governance, mergers & acquisitions, and insider trading. He has published over 50 articles, reviews and columns and made more than 100 presentations. Additionally, Nail edited a book on international corporate governance and served as managing editor of the Elsevier journal *International Review of Financial Analysis* where he remains on the editorial board.

Dr. Nail’s service to the profession includes serving as a reviewer for dozens of manuscripts at academic journals, and he has served on the program committees for major academic conferences. He served on the board of directors of the Eastern Finance Association and the Southern Finance Association, CFA Society of Alabama, and Risk Management Association of Birmingham. He is a past member of the CFA Society of Dallas-Fort Worth and the Fort Worth chapter of Financial Executives Institute. Dr. Nail also served as the founding chairman of the board of the Texas Tech University Innovation Hub and as a board member of the Lubbock Economic Development Alliance (LEDA) and Market Lubbock.

Receiving eight teaching excellence awards, Dr. Nail was also recognized as a best practices in teaching professor by Thomson Publishing (now Cengage) for his use of technology in teaching finance. Prior to joining San Diego State, Nail served as dean of the Rawls College of Business at Texas Tech University, the College of Business at the University of Southern Mississippi and as chair of the Department of Finance, Economics, and Quantitative Methods at UAB. Nail was selected as the host dean and program chair for the Council of Texas Business Deans in 2015.

Dr. Nail received his Ph.D. in finance with a minor in economics from the University of Georgia in 1996 and his B.S. in finance with a minor in economics from the University of Alabama in 1989 – graduating first in his class. He spent three years in industry as a mortgage-backed and asset-backed bond consultant for Ernst & Young National Consulting Group from 1989 through 1992.



**Nancy Nicholson, Operations and Logistics Advisor, Port of San Diego**

B.A. in Italian Language and Literature, University of Washington.

Nancy Nicholson is a strategic and versatile operations management professional who is valued as a source of new ideas that support an organization's brand. She is innovative and practical in assessing problems and implementing solutions that set a solid foundation for future growth. Her work has spanned business, nonprofit, government, military, academia, and international trade associations. Her expertise lies in improving processes across an entire organization. She quickly engages people to work with urgency and make real changes that improve productivity, decrease costs, and enhance business and community relations.

Ms. Nicholson's career began with an opportunity to work as the social and personal secretary for Justice Sandra Day O'Connor, United States Supreme Court. Nancy was hired in 2003 by the World Trade Center San Diego, a nonprofit organization providing trade services to businesses and government entities. She directed a complex facility move in coordination with the San Diego County Regional Airport Authority, and then went on to launch a new program to support high-level international delegations. Nancy facilitated 142 visits for 1,000 delegates from 60 countries during her tenure, which expanded San Diego's presence in international markets. She received a Certificate of Appreciation for Achievement in Trade from the U.S. Department of Commerce in 2011, recognizing her contribution to the region.

Ms. Nicholson is concurrently working for the Unified Port of San Diego as an Operations and Logistics Advisor. She is spearheading infrastructure development for a \$2M community sponsorship program with a mission to activate the Port of San Diego's 22 parks. She earned her degree in Italian Language and Literature from the University of Washington. She is proficient in both French and Italian.

**Dan Novak, Senior Vice President of Global Marketing and Communications, Qualcomm, Inc. and Chair, SDSU CIBER Advisory Council**

Dan Novak is the global head of marketing and communications for Qualcomm, Inc. a fortune 100 company and world leader in mobile technology. He is responsible for marketing strategies and programs, including the company's brand, product marketing, public and analyst relations, digital marketing, events and analytics. Mr. Novak has helped define Qualcomm's worldwide marketing strategy for nine years, during which time the company delivered record growth and entered new business opportunities such as Internet of Things, Automotive, Healthcare and servers. He has more than 20 years' marketing and media leadership experience.

Previously, he was a member of the founding executive team for MediaFLO USA Inc., a Qualcomm subsidiary. As vice president of programming and advertising, he was responsible for programming and content strategy, content acquisition, production, advertising and consumer research. He also played a central role in finalizing ground breaking licensing agreements with CBS, ESPN, FOX, NBC and MTV Networks. Before that, Novak was the founder of Cox Communications "Channel 4 San Diego." He also served as vice president and general manager, growing it into an award-winning, leading regional network. He also oversaw Cox's sports marketing strategic partnerships, including the San Diego Padres, PETCO Park and Cox Arena at San Diego State University. Additionally, he hosted a regular television show.

Mr. Novak began his television career as a sports anchor, reporter and producer for NBC affiliates. He also taught advance television producing and directing and master's program courses in media and technology management at



San Diego State University. He has a bachelor's degree from what is now Arizona State University's Walter Cronkite School of Journalism, and a master's degree from San Diego State University in television, film and new media production. In addition to serving as Chair of the SDSU CIBER Advisory Council, Mr. Novak serves on the board of directors for San Diego State University's Fowler College of Business, and the board of the San Diego Hall of Champions.

**Flavio Olivieri, Executive Director, Cali-Baja Bi-National Mega-Region**

M.B.A. and M.S. in Electronic Commerce, National University

Flavio Olivieri has over twenty-six years of experience in Economic Development strategy and investment attraction programs, specializing in the U.S.-Mexico border region--with extensive work focused on manufacturing, information technology, energy infrastructure, health tourism services and entrepreneurial/innovation ecosystems. He currently serves as Executive Director of Cali Baja Mega Region Inc., a consortium of Economic Development Organizations of San Diego and Imperial Counties as well as the 5 Municipalities of Baja California, Mexico.

Mr. Olivieri is a recognized leader in the development of international policy and cooperation programs between Mexico and the United States. Mr. Olivieri has worked with government agencies, NGOs, start-up companies and Fortune 500 companies such as AT&T, SAIC, and Sempra Energy.

Mr. Olivieri is a Certified Economic Development Professional by the International Economic Development Corporation in Washington, D.C. He has a MBA and a MS in Electronic Commerce from National University in California. He also holds a BA in Industrial and Systems Engineering from the Technological Institute of Monterrey (ITESM). He has traveled internationally to Europe (lived in Denmark for three months), Asia (Japan, Korea, HK and Taiwan), Australia and most of the U.S.

**Ramona Pérez, Professor of Anthropology and Director of the Center for Latin American Studies, San Diego State University**

Ph.D., University of California-Riverside, B.A., San Diego State University

Ramona Pérez is Professor of Anthropology and Director of the Center for Latin American studies. Under her directorship, the Center for LAS provides indigenous language training in Mixteco, Zapoteco, and Nahuatl; binational internships on the US/Mexico border; and outreach programming on Latin America. Dr. Pérez has worked for more than 25 years on migration and health among indigenous and Mexican migrants to the U.S.; race/ethnicity/gender identity politics and empowerment; and the reformulation of community among migrants and refugees in the U.S. Her current work focuses on binational family composition, the transmission of identity between mothers and children, violence against women and children, shifts in culinary food practices and nutrition, indigenous farming practices and food security, and migrant youth in the context of deportation and survival. She serves as an expert witness in the family court system and in immigration, removal, and deportation hearings of the asylum courts. Dr. Pérez's research has been funded by numerous agencies and currently has research projects funded by the Tinker Foundation and the U.S. Department of Agriculture. Her publications are in English and Spanish and can be found in journals and manuscripts in anthropology, geography, public health, social work, criminal justice, and medicine. She is a mixed methods researcher with an emphasis in qualitative methodology and ethnography. Dr. Pérez serves on the Executive Board of the American Anthropological Association (2013-2016; 2017-2019) and was the President of the Society for Latin American and Caribbean Anthropology (2009 to 2012).



**Akshay Pottathil, Co-Director, Center for Information Convergence and Strategy (CICS), San Diego State University**

Ph.D. Candidate in Philosophy, Claremont Graduate University; M.S., San Diego State University

Akshay Pottathil is a strategist with extensive experience in developing public-private partnerships. He has a proven ability to conduct accurate needs analysis, assess technical capabilities, conduct strategic planning, build and motivate teams, and manage high-risk/high-reward projects. At San Diego State University, he was honored with the “Faculty of the Year” award in the Homeland Security program and has been granted multiple university Presidential Leadership Fund awards. His efforts have spanned across North America, Europe, the Middle East, and SouthEast Asia. Mr. Pottathil serves as BORDERPOL's Vice President for Technology and as Co-Director of San Diego State University’s Center for Information Convergence and Strategy (CICS), in addition to other academic and non-academic appointments.

**John Putman, Director of the International Business Program, San Diego State University**

Ph.D. in History, University of California - San Diego; B.A. in History, San Diego State University.

John Putman has served as Director of the International Business Program at San Diego State University for more than three years. He also is an Associate Professor of History and earned his B.A. in History at San Diego State University and his Ph. D. from the University of California, San Diego. John is a historian of the modern American West (late 19th and 20th centuries), particularly California and the Pacific coast states. His book, *Class and Gender Politics in Progressive Era Seattle* (University of Nevada Press, 2008) explores class and gender politics in the urban Northwest. He has also published "A Test of Chiffon Politics': Gender Politics in Seattle, 1897-1917," *Pacific Historical Review* (November 2000); "Racism and Temperance: The Politics of Class and Gender in Late 19th-Century Seattle" *Pacific Northwest Quarterly* (Spring 2004); a chapter entitled, "Terrorizing Space: *Star Trek*, Terrorism, and History" in *Star Trek and History* (Wiley, April 2013); and an article entitled "To Boldly Go Where No History Teacher Has Gone Before" in *The History Teacher* (August, 2013). John's second book, *Fairs of the Far West: Pacific Coast Expositions and the Selling of a New West* is currently under consideration with Washington State University Press.

**Michelle Quach, CPIM, Logistics Manager, WD-40 Company**

B.A. in Business Administration, University of Missouri – Saint Louis.

Michelle Quach has 11 years of supply chain experience ranging from strategic sourcing and supplier management, distribution strategy and warehousing operations, logistics management, forecasting and demand planning, and network optimization modeling.

Currently as the WD-40 Logistics Manager, Ms. Quach has worked for a variety of companies in different industry segments: DJO Global (DonJoy Orthopedics), Mars PetCare, BJC HealthCare, ConAgra Foods and Unyson Logistics.

She holds a Bachelor’s degree in Business Administration with an emphasis in Logistics and Operations Management from the University of Missouri – Saint Louis. Michelle also has an APICS Certification in Production and Inventory Management.



Ms. Quash volunteers as the President for the Council of Supply Chain Management Professionals' San Diego Baja Roundtable. She also serves on the San Diego State University CIBER Advisory Council and CSUSM Supply Chain Advisory Board. Her passion is connecting the community and coaching others in the industry.

**Amy Randel, Professor of Management, San Diego State University**

Ph.D. in Management from the University of California, Irvine; B.A. in Psychology, Brown University

Amy Randel is a Professor of Management in the Fowler College of Business at San Diego State University. Her research interests include diverse work groups, identity in organizations, creativity, and inclusion. She has published articles in journals such as *Academy of Management Journal*, *Journal of Management*, *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Group & Organization Management*, and *The Accounting Review*. She also serves on the editorial board of the *Academy of Management Review*. She has taught numerous courses, including Organizational Behavior, Creativity and Innovation, Organizational Design and Change, Change Management, and Leadership and Behavior in Organizations.

Prior to joining the faculty at San Diego State, Dr. Randel was on the faculty at Wake Forest University and worked for several organizations in the areas of health care consulting and public relations. She has provided consulting and/or executive education in the areas of high-performance teams and leadership for Scripps Networks, Stephens Inc., and University of Southern California. She has won numerous awards, including the Academy of Management's Gender and Diversity in Organizations (GDO) Division Best Paper Based on a Dissertation Award (2000), Journal of Organizational Behavior's Excellent Reviewer Award (2011-2012, 2014, 2015, 2017), research awards at Wake Forest University (2003 & 2005) and San Diego State (2016 & 2018), and an award for innovation in teaching at Wake Forest (2002).

**Betty Samraj, Professor of Linguistics, Chair of the Department of Linguistics and Asian/Middle Eastern Languages, San Diego State University**

Ph.D. University of Michigan, M.A., B.A. Honours, National University of Singapore

Dr. Samraj teaches courses in applied linguistics, such as courses in English for Specific Purposes (which focuses on areas such as Business English and Scientific Discourse), Discourse Analysis, and Practical Issues in Teaching English as a Second Language. Her main research interests are in academic writing in different disciplines (including interdisciplinary fields such as environmental science) and genre analysis. She has conducted analyses of several different genres such as research article introductions, abstracts, master's theses, graduate student research papers, manuscript reviews, personal statements and, most recently, suicide notes. She has presented her research in international conferences such as the Conference of the American Association for Applied Linguistics and the World Congress of the International Association of Applied Linguistics. Her research has also been placed in international journals such as *English for Specific Purposes*, *Journal of English for Academic Purposes*, and *TEXT*. Dr. Samraj has served on the editorial board for the international refereed journal, *English for Specific Purposes* for over 15 years and reviews article submissions for a number of international journals in applied linguistics such as the *Journal of English for Academic Purposes*, *TEXT* and *TALK*, *TESOL Quarterly*, and the *Journal of Second Language Writing*.



**Mathias Schulze, Director of the Language Acquisition Resource Center (LARC), San Diego State University**

Ph.D. in Language Engineering, University of Manchester

Mathias Schulze is the director of the Language Acquisition Resource Center (LARC) at San Diego State University and a professor of German in its Department of European Studies. He has published widely in the areas of applied linguistics, e-learning of world languages, and multilingualism. As a teacher, Mat has contributed courses to language programs at universities in the United Kingdom, Canada, and the US, including to programs in Business Studies and International Hotel Management. He has held guest professor appointments at the Universität Mannheim (Germany) and Tomsk Polytechnic University (Russia). His research interests are in the development of students' language proficiency, online language learning, and processes of linguistic and social acculturation of non-Anglophone immigrants to North America. For the latter, Mat collaborated with social, professional, and business organizations that were founded and run by German-speaking immigrants to Canada. In his work, he has helped prepare, and test, university students before their sojourn abroad, supervised their study-abroad projects, and evaluated their internship reports.

**Jeff Silver, Owner and Founder of Rough Draft Brewing Company**

M.B.A. University of California - Irvine; B.S. in Cognitive Science, University of California - San Diego.

Mr. Silver's hobby turned passion then career began shortly after graduating from UCSD as he began making beer with a home brewing kit he received as a gift from his parents. With many a batch tested on his roommates and neighbors, he eventually became an award winning home brewer with local and national honors. Rough Draft opened to the public in 2012 and has grown from one brewer and a few beertenders to a staff of 18 in brewery operations, sales and the tasting room. Over the past few years, the brewery has expanded and evolved from the brewery tasting room to include distribution across the country, exporting, and a new kitchen that serves food to tasting room patrons. Rough Draft Brewing won the San Diego *MetroConnect Grand Prize* in 2016, and in 2017 was recognized by the Small Business Administration as the Region 9 *Small Business Exporter of the Year*. Mr. Silver is a member of the San Diego/Imperial District Export Council.

**Nikhil Varaiya, Director of Graduate Programs and Professor of Finance, Fowler College of Business, San Diego State University**

Ph.D., University of Washington

Nikhil (Nik) Varaiya is Director of Graduate Programs and Professor in the Finance Department at SDSU. He has taught in the Executive MBA Program since 1990, and is Chair of the Executive MBA Program Executive Committee. His additional teaching experience has included the Cox School of Business, Southern Methodist University in Dallas and the School of Business Administration, University of Washington in Seattle. He has also taught extensively in executive programs of the Southwestern Graduate School of Banking at Southern Methodist University and SDSU. Dr. Varaiya has been the recipient of the Outstanding Executive MBA Program Faculty Award on numerous occasions.

His research interests are in the areas of entrepreneurial finance, mergers and acquisitions, valuation, and strategic management. His articles have appeared in such publications as *Banker's Magazine*, *Financial Executive*, *Financial Analysts Journal*, *Journal of Finance*, *Management Science* and *Strategic Management Journal*. He has completed a study, *Share Repurchases: Causes, Consequences, and Implementation Guidelines* for the Financial Executives Research Foundation. Nikhil is past President of the San Diego Chapter of Financial Executives International. He is



past President and Charter Member of TiE - San Diego, an organization serving the needs of entrepreneurs. He is a past Chairman, Board of Directors of the USE Credit Union and served as a Board member from 1993 to 2000. Ph.D., University of Washington, Seattle.

**Allen Vigil, Director of International Business Development, Grupo Logistics**

B.A. in Marketing, San Diego State University

Allen Vigil is the Director of International Business Development at Grupo Logistics. Mr. Vigil has over 20 years experience in international commerce worldwide with Fortune 500 companies, with management positions ranging from product sourcing, buying, marketing, market research, e-commerce, supply chain/logistics, import law, pricing production scheduling, inventory control and finance. His civic responsibilities include being a member of the San Diego & Imperial District Export Council (DEC), participant of The White House Business Council, Vice President Marketing & Technology of the CSCMP San Diego/Baja Roundtable and member of Associated Warehouses Inc. (AWI). Guest Lecturer at the University of San Diego- Ahlers Center For International Business, San Diego State University CIBER, San Diego State University International Business Management Program, California State University San Marcos International Business Management Program, Temple University-Fox School of Business, CETYS Universidad Baja California-Mexicali, San Diego Small Business Administration and is a Mentor of the San Diego State University Aztec Mentor Program. He holds a Bachelor Degree in Business Administration – Marketing from San Diego State University.

**Congcong Zheng, Associate Professor of Management, San Diego State University**

Ph.D., London Business School; B.S. in Business Administration, University of International Business and Economics

Dr. Zheng research focuses on the decision making process, learning and related firm behaviors among entrepreneurial firms. Her work extends the behavioral theory of the firm (March and Simon, 1958; Cyert and March, 1963) in organizational theory and entrepreneurship field. The questions that interest her are: what are the motivations of a particular type of strategic behavior (such as internationalization, branching, product diversification or acquisition) among young entrepreneurial firms? What is the difference between and linkage of entrepreneurial team learning and the lead entrepreneur's individual learning? How do firms learn from environmental, social, and organizational experiences? How do managers' previous experience, biases, and political dynamics among management team affect the decision making process and subsequent firm behavior? How do entrepreneurial firms allocate managerial attention among various activities and how does such allocation affect the firms' short-term performance and long-term survival?

Dr. Zheng utilizes multiple research methods in her work, including experiments, cases, and survey methods. Context-wise, she is interested in high technology industries and cultural industries (popular music industries and independent motion picture industry). She has studied emerging market settings including China, India, and Mexico.

Dr. Zheng has presented at numerous academia conferences and has published in two refereed books. Her academic articles have appeared or are forthcoming in the *Journal of World Business*, *Management International Review*, *Journal of Small Business Management*, *Group and Organization Management*, and *Journal of Entrepreneurial Education*. Prior to academia, Zheng was a consultant in BDA China Ltd., specializing in advising clients on market entry and investment decisions in China's Internet and Telecom sector.



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### Evaluation Table

Initiative	Objective/Overall Goal	Target Audience	Short-Term Measurable Outcome: Reaction and Learning	Long-Term Measurable Outcome: Behavior and Results
<b>Program Element 1: Curriculum Development and Integration</b>				
<i>Undergraduate Curriculum Initiatives</i>				
A.1. Regionally Focused Undergraduate IB Courses	Initiate new courses for IB majors aimed at discussing business in specific regions.	International Business majors	i. Develop and propose courses ii. Enrollment in courses iii. Student evaluations at the end of the courses	Whether and how much initiatives influence student success in obtaining jobs and building careers, as measured by annual survey of IB graduates and alumni.
A.1.a. <i>Business in Latin America</i>				
A.1.b. <i>Business in China</i>				
A.1.c. <i>Business in Southeast Asia</i>				
A.2. <i>Foundations of Global Business</i> Course Redesign	Enhance the global education of all majors in the Fowler College of Business by improving instruction in <i>Foundations of Global Business</i> (BA 310)	Students in all majors in Fowler College of Business; 1500 students annually	i. Redesign course ii. Student evaluations i. Develop and offer training ii. Enrollment iii. Participant evaluations	
A.3. <i>Foundations of Global Business</i> Faculty Development and Training				
A.4. IB Content in Entrepreneurship Courses	Enhance international education of entrepreneurship students	Entrepreneurship majors and minors	i. Develop new content and change syllabi ii. Student Evaluations	
A.4.a. <i>Fundamentals of Entrepreneurship</i> (MGT 358)				
A.4.b. <i>Global Business Game</i> (MGT 355)				
A.5. Faculty-Led Study Abroad Training	Diversify the offering of short-term study abroad classes by developing and offering workshop to faculty “How to Develop a Short-term Study Abroad”	Faculty and students in Fowler College of Business	i. Attendance at workshop ii. Number/department of courses created iii. Students enrolled in in courses	Expand international education of undergraduate students in all majors in FBC

### Evaluation Table

<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term Measurable Outcome: Reaction and Learning</b>	<b>Long-Term Measurable Outcome: Behavior and Results</b>
A.6. Study Abroad Enrichment Program	Introduce reflective writing to improve the ability of students studying abroad to articulate their acquired skills and knowledge	All students in IB and other majors	i. Expansion of program ii. Number of participants	Whether and how much initiatives influence student success in obtaining jobs and building careers, as measured by annual survey of graduates and alumni
A.6.a. <i>IB Study Abroad Requirement</i>				
A.6.b. <i>FCB Study Abroad Requirement</i>				
A.6.c. <i>GBP Campus-Wide Expansion</i>				
A.7. Export Internship Program	Design, produce and launch online training module; place trained students with local companies	i. Students completing online training ii. Interested and qualified students and business placed in internships	i. Develop online training model ii. Student participation iii. Business participation	i. Impact on export activities of involved businesses as measured by survey ii. Impact on employment of students, as measured by annual survey of graduates and alumni
<b>Graduate Curriculum Initiatives</b>				
A.8. MS in Global Business Development	Propose and launch new MS program to meet business needs for workers with specialized skill set	Interested and qualified students	i. Introduction of program ii. Enrollment	Annual assessment of learning outcomes as defined in proposal for new program and required by AACSB
A.8.a. <i>Master of Science Program in Global Business Development</i>				
A.8.b. <i>International Business Development Practicum</i>				
A.8.c. <i>Life Sciences Workshop</i>				
A.8.d. <i>Aerospace Workshop</i>				
A.8.e. <i>Cybersecurity Workshop</i>				
A.9. Cross-Border Business Consulting	Support student participation in team-based, active learning course; increase competitiveness of local businesses	MBA and other graduate students from SDSU and other schools in region	i. Continue to offer the program ii. Enrollment	Surveys of students and business clients

### Evaluation Table

<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term Measurable Outcome: Reaction and Learning</b>	<b>Long-Term Measurable Outcome: Behavior and Results</b>
A.10. Courses with Embedded International Experience Module	Expand global education through high-impact international experiences embedded in existing courses	FCB Graduate students 10-20 students per year	i. Number of courses offering module ii. Enrollment iii. Student evaluations	Impact on employment of students, as measured by annual survey of FCB graduates and alumni
A.11. International Business Opportunity Development	Expand initiative to include graduate students from other disciplines; support local start-ups in expanding globally	MBA and other graduate students from SDSU 15-20 students per year	i. Continue to offer the program ii. Enrollment	Surveys of students and business clients
<b><i>Integrated Curriculum and Extended Education Initiatives</i></b>				
A.12. IB Case Competitions	Continue participation in high-impact, hands-on learning experiences	Undergraduate and graduate from SDSU and other universities	Student participation	Surveys of students
A.12.e. <i>CIBER IB Case Competition</i>				
A.12.b. <i>CUIBE IB Case Competition</i>				
A.12.c. <i>SDSU IB Case Competition</i>	Grow local case competition			
A.12.d. <i>48 Hour IB-a-thon</i>	Design and launch experiential IB contests that build student skills and assist local businesses	i. Undergraduate and graduate from SDSU and other universities ii. Local companies seeking to expand business abroad	i. Develop and offer contests ii. Participation of students and businesses iii. Evaluations	Interviews with companies and students, use feedback to revise experiential design
A.12.e. <i>Living Case IB Contest</i>				
A.13. Certified Global Business Professional Bootcamp	Help students, faculty, staff and community members become certified	SDSU students, faculty and staff, and local business professionals	i. Offer trainings ii. Participation iii. Evaluations	Rate of training participants attempting and receiving CGBP certification.
<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term</b>	<b>Long-Term</b>

### Evaluation Table

			<b>Measurable Outcome: Reaction and Learning</b>	<b>Measurable Outcome: Behavior and Results</b>
A.14. Stackable Nanodegree Programs	Develop short-term online programs to enhance skills of international business professionals. Offer through CES	SDSU students and local business professionals	i. Create and launch programs ii. Participation iii. Student evaluations	Increase global competitiveness of local businesses
<i>A.14.a Business Development in Mexico</i>				
<i>A.14.b. Cross-Border Supply Chain Management</i>				
A.15. IB, Entrepreneurship and Inclusion Nexus	Develop and support initiatives to promote global inclusion	Undergraduate and graduate students; women and minority-owned businesses; economically excluded communities in San Diego and Tijuana	i. Create and offer new programs ii. Participation iii. Student evaluations	
<i>A.15.a. SME Women-Owned Business Export Consulting</i>				
<i>A.15.b SME Black-owned Export Consulting</i>				
<i>A.15.c. BrightSide Cross-Border</i>				
A.16. SDSU CIBER Student Internship	Build student skills by involving student interns in in SDSU CIBER	Undergraduate and graduate students	i. Recruit interns ii. Student evaluations	Impact on employment of students, as measured by annual survey of
<i>A.16.a. CIBER Graduate Research Interns - RAIN</i>				
<i>A.16.b. CIBER Marketing Interns</i>				
<i>A.16.c. CIBER Graduate Technology Interns</i>				
A.17. Fowler Scholars Going Global Session	Institute a required study abroad element in leadership program; incorporate multiple international experiences.	Qualified undergraduate students	i. Develop program components ii. Student evaluations	
A.18. IB Career Workshops	Host workshops featuring speakers from businesses	Undergraduate IB students	i. Offer workshops ii. Participation iii. Evaluations	

### Evaluation Table

Initiative	Objective/Overall Goal	Target Audience	Short-Term Measurable Outcome: Reaction and Learning	Long-Term Measurable Outcome: Behavior and Results
<b>Program Element B. High Impact Interdisciplinary Research</b>				
<i>Faculty-Centered Research</i>				
B.1. Relational Analysis of International Nexus (RAIN)	Continue to expand and improve RAIN platform and expand its uses	Undergraduate and graduate students, faculty, business leaders	Student evaluations when used in class	Dissemination of research findings as measured by number of research articles and presentations
B.1.a. <i>RAIN Dashboard</i>				
B.1.b. <i>Cross-Border Expansion Patterns</i>				
B.1.c. <i>Internationalization of Fast Food and Food Manufacturing Industry</i>				
B.1.d. <i>Impact of New Technologies on International Strategies of Emerging Market Multinationals</i>				
B.1.e. <i>Foreign Direct Investment and Border Security</i>				
B.1.f. <i>Foreign Direct Investment and Cross-Border Land Use Activity Mapping and Marketing Analysis</i>				
B.1.g. <i>Seminar in World Business Environment</i>				
B.1.h. <i>Predictive Analytics Module</i>				
<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term</b>	<b>Long-Term</b>

### Evaluation Table

			<b>Measurable Outcome: Reaction and Learning</b>	<b>Measurable Outcome: Behavior and Results</b>
B.2. Targeted IB Research	Provide support for faculty-led research; one award in each area	Faculty throughout the university and region		Dissemination of research findings as measured by number of research articles and presentations
B.2.a. <i>International Entrepreneurship</i>				
B.2.b. <i>Language and Business Opportunity Identification</i>				
B.2.c. <i>Cross-Border Business Development</i>				
B.2.d. <i>Software Piracy and Cybersecurity in Latin America</i>				
B.2.e. <i>Inclusion and Globally Distributed Workforce</i>				
B.3.f. <i>IB Curriculum and Student Outcomes</i>				
B.3. IB Research Grant Program				
B.4. New Frontiers in IB Research Forums	Promote interdisciplinary and high impact research through three annual research seminars and follow-up workshops	SDSU faculty, target attendance of 15 per seminar or workshop	i. Attendance ii. Event evaluations	Increase in faculty productivity and collaboration
<b><i>Student-Centered Research Activities</i></b>				
B.5. IB Faculty-Student Mentoring Program (IB FSMP)	Support faculty and students engaged in student-centered workshops	SDSU faculty and students; target one faculty member and 8 students per year.	i. Participation ii. Student evaluations iii. Assess according to guidelines established by SDSU FSMP program	Increase student learning, professional engagement and professional development, as measured by annual survey of IB graduates
B.5.a. <i>IB FSMP</i>				
B.5.b. <i>IB FSMP Workshop</i>				
<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term Measurable</b>	<b>Long-Term Measurable</b>

### Evaluation Table

			<b>Outcome: Reaction and Learning</b>	<b>Outcome: Behavior and Results</b>
<b>Research Dissemination Activities</b>				
B.6. I-E Scholars Community	Host ie-scholars.net to disseminate information on international entrepreneurship	US and international scholars	Number of scholars using platform	Dissemination of research
B.7. Cross-Disciplinary and Practitioner Events	Support conferences and symposia aimed at practitioners; support faculty in presenting research	Faculty and other participants	Number of presentations by faculty	Dissemination of research findings as measured by number of research articles.
B.7.a <i>Left of Boom (LOB) Conference</i>				
B.7.b <i>Smart Border Coalition Symposium</i>				
B.8. IB Academic Conferences				
B.8.a <i>Academy of International Business (AIB) Conference</i>				
B.8.b <i>Academic of Management (AOM) Conference</i>				
<b>C. Foreign Language Assessment and Education</b>				
C.1. New Business Language Courses	Support curriculum development to deepen foreign language skills in area of business	IB and other SDSU students and faculty	i. Creation of courses and program ii. Enrollments	Collect and analyze student evaluations and instructor feedback to evaluate pilot course before creating permanent curriculum
C.1.a. <i>Introduction to Portuguese for Business</i>				
C.1.b. <i>Advanced Business Korean</i>				
C.1.c. <i>Native Language Guest Lecturer Program</i>			i. Number of guest speakers ii. Number of participating faculty	Value of program to language instruction, as measured by instructor feedback
<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term Measurable Outcome: Reaction</b>	<b>Long-Term Measurable Outcome: Behavior</b>

**Evaluation Table**

			<b>and Learning</b>	<b>and Results</b>
C.2. CAST for Business Language	Collaborate with LARC to expand tool to test business language proficiency	Language students and faculty at SDSU and elsewhere	Create language script	Effectiveness of tools as measured by LARC user evaluation and expert assessment protocols
C.3. Business Language Assessment for Veterans	Develop tools to assist veterans in developing language proficiency for employment	Veteran students	i. Introduction of program ii. Enrollment iii. Student evaluation	Whether and how much the language is used in obtaining a job and building a career as measured by surveys after graduation
C.4. Language for the Professions	Continue supporting programs to support development of business language curriculum worldwide	Educators, administrators, students and language policy experts worldwide.		
<i>C.4.a. International Symposium on Language for Specific Purposes</i>				
<i>C.4.b. Business Language Research and Training (BLRT) Awards</i>				
C.5. Pre-Departure Training for Sports MBA	Create pre-departure modules for mandatory study abroad courses	SMBA students	i. Introduction of program ii. Enrollment	Effectiveness of training as measured by assessment of pilot, including pre-tests and post-tests of student knowledge, as well as qualitative survey after study abroad
C.6. Forums: French as a Professional Language	Highlight the value of French language proficiency to regional businesses	Faculty, students, community colleges, area businesses	i. Offer forums ii. Attendance iii. Participant evaluation	

<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term Measurable Outcome: Reaction and Learning</b>	<b>Long-Term Measurable Outcome: Behavior and Results</b>
<b>D. Academic and Business Community Outreach</b>				

**Evaluation Table**

<b><i>Outreach to Regional and National Academic Partners</i></b>				
D.1. SDSU CIBER Strategic Consortia	Provide training, consultation, and faculty development for curricula development and expanded course offerings ay California community colleges and minority serving institutions			
D.1.a. <i>CSU IB Consortium</i>	SDSU will lead this consortium	Other CSU campuses, most of which are MSIs	i. Number of participating institutions ii. Number of meetings	Impact on curriculum as measured by survey in Year 4
D.1.b. <i>Western Regional CIBER Consortium</i>	Continue providing financial support for consortium and sponsor participation of faculty from SDSU and other MSIs	Faculty from SDSU and other MSIs	Number of participating faculty	
D.1.c. <i>Nationwide CIBER Consortium for MSI and CC</i>	Initiate, fund and manage national-level international business activities designed specifically for faculty, administrators and students of MSI and CC; Host consortium in year 4	Faculty from SDSU and other MSIs and CCs; target of total of 40 participants when SDSU hosts in year 4	Number and sector of participants	
D.1.d. <i>CUIBE</i>	Support ongoing conference; host in year 3	Faculty and staff from institutions with CUIBE programs	Number and sector of participants	

<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term Measurable Outcome: Reaction and Learning</b>	<b>Long-Term Measurable Outcome: Behavior and Results</b>
D.2. Faculty Development Programs	Develop and/or co-sponsor three FDIB programs to increase international awareness of business faculty	Faculty from all colleges and universities	i. Creation of program	In-depth assessment of Japan FDIB including impact on teaching and
D.2.a. <i>FDIB Japan</i>			ii. Enrollment	

### Evaluation Table

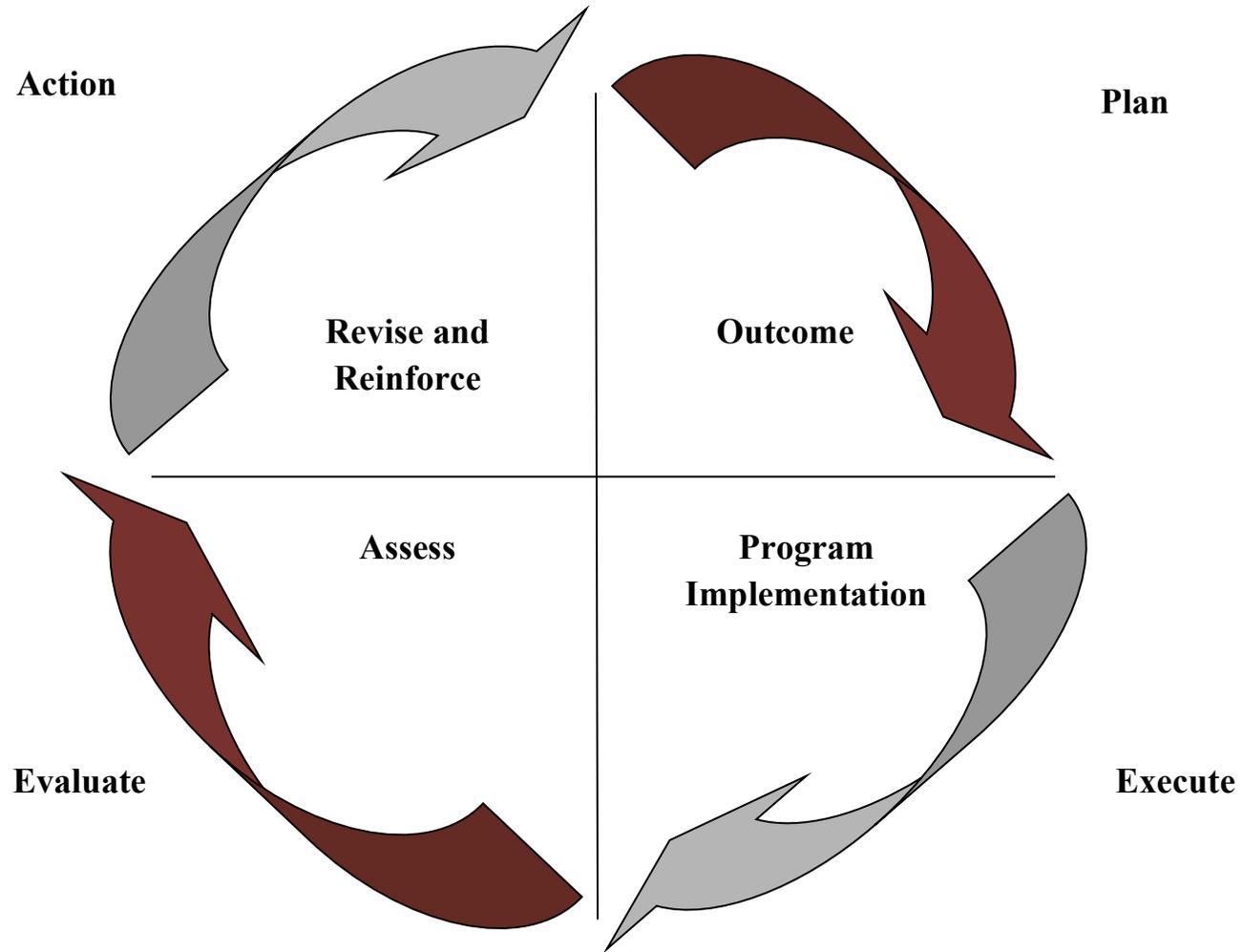
			iii. Participant evaluations	research of participants as measured by individual interviews
D.2.b. <i>FDIB China</i>			Number of participants supported	
D.2.c. <i>FDIB Mercosur</i>			Number of participants supported	
D.3. CIBER Country Studies	Collaborate in creation of edited book about Japan to share knowledge gained through FDIB programs and provide venue for faculty publication	Faculty participating in FDIB programs	i. Collect and edit articles ii. Publish and disseminate book	
D.4. Japan Studies Institute	Support JSI by adding business workshop to existing program	Fifteen to twenty faculty from all colleges and universities	i. Creation of workshop ii. Participant evaluations	
D.5. Global Board Game Adaptation	Adapt Global Board Game (A.4) for classes at CCs and MSIs in region. Provide training workshop for interested faculty.	Faculty and students in lower-division courses at CCs and MSIs	Number of classes adopting activity	Effectiveness of game at improving student learning as measured by follow up survey with instructors one semester after workshop.
D.6. NASBITE	Continue to co-sponsor annual conference and small business summit,	All CIBER institutions		
D.7. CIBER Web Presence	Continue leadership role in managing CIBER Web presence	All CIBER Institutions	Website activity as measured by GOOGLE analytics	
<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term Measurable Outcome: Reaction and Learning</b>	<b>Long-Term Measurable Outcome: Behavior and Results</b>
<b><i>Outreach to the Business Community</i></b>				

### Evaluation Table

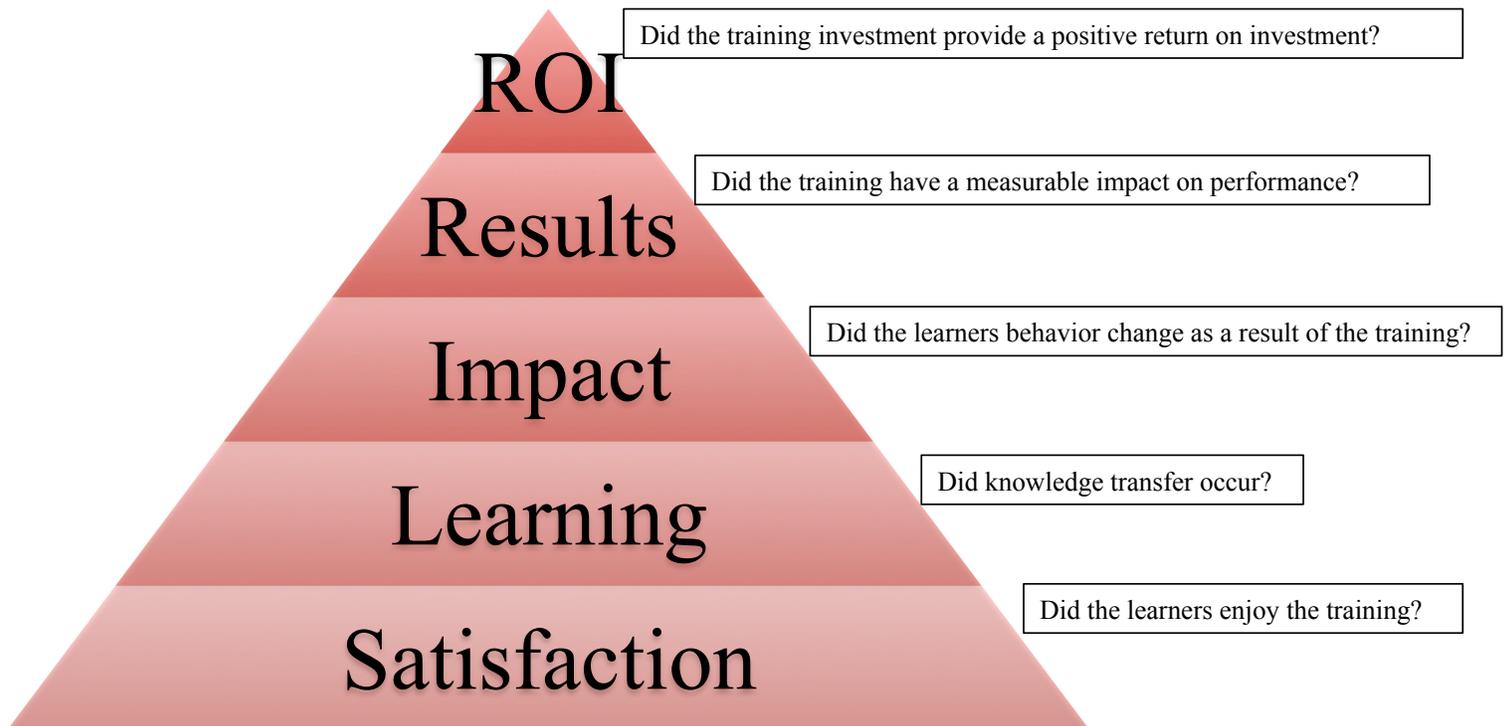
D.8. CIBER-NADEC Initiative	Continue to lead collaboration of CIBERS and NADEC to facilitate collaboration and showcase CIBER contributions	CIBER faculty and administrators and DEC member companies	Number of participants	
D.9. World Trade Center Internship Program	Offer large, comprehensive and meaningful internship program	SDSU students, WTCS D member organizations	i. Number of participants ii. Student evaluation of internships	Impact on competitiveness of businesses, as measured by survey
D.10. “CIBER Says” Podcasts	Create monthly podcast show to talk with local international business experts and practitioners	Business practitioners and students locally and nationwide	i. Number of shows designed and produced; ii. number of subscribers	Overall value of podcast to business practitioners as measured by analysis of comments and survey of subscribers in year 4.
D.11. Small Business Training Programs	Organize and promote annual event to improve international skills of area businesses	Small and medium businesses locally	i. Create programs ii. Number of participants	Impact on competitiveness of businesses, as measured by survey of participants
D.11.a. <i>Export Control Seminar</i>				
D.11.b. <i>Discover Global Markets Conference</i>				
D.11c. <i>Export Training for Tech Start-Ups</i>	Assess needs and create programs to assist local technology-based startups in expanding business overseas. Collaboration	Local technology-based startups	i. Create programs ii. Number of participants iii. Participant evaluation	i. Increase export business activities ii. Expansion of employment for IB students
<b>Initiative</b>	<b>Objective/Overall Goal</b>	<b>Target Audience</b>	<b>Short-Term Measurable Outcome: Reaction and Learning</b>	<b>Long-Term Measurable Outcome: Behavior and Results</b>
D.12. Export-Workforce	Collaborate with other CIBERS to	Various partners,	In-depth evaluation of	Increase job creation and

### Evaluation Table

Development Exchange	provide resources to enhance job creation and export promotion nationwide	including US Department of Commerce and minority/ women and veteran owned businesses	pilot programs as needed	export business activities
D.13. SDSU CIBER- A Regional Catalyst	Leverage networks to build networks of partners to increase global competitiveness of US businesses	Regional businesses and business-related organizations		<ul style="list-style-type: none"> <li>i. Increase export business activities</li> <li>ii. Expansion of employment for IB students</li> </ul>



Supplemental – 26: Kirkpatrick Model



Supplemental 27 - Steps of the Evaluation Strategy



SAN DIEGO STATE  
UNIVERSITY

<b>Focus</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>
<i>What</i>	Initiatives within Program Elements 1-4	Program Elements 1-4	Overall Mission
<i>When</i>	Throughout the grant cycle as needed	Throughout the grant cycle as needed	Annually
<i>Who</i>	Primary responsibilities of the internal evaluator and CIBER staff	Primary responsibility of internal evaluator and critiqued by external evaluator	Both internal evaluator and external evaluator
<i>How</i>	Collect and report Performance Measure data on the implementation on projects, number and demographics of participants, and progress of collaborations	Collect data on reactions, learning, behavior and results of specific initiatives, via surveys, focus groups and other participant reporting	<ul style="list-style-type: none"> <li>i. Aggregate initiatives upward</li> <li>ii. Assess Return on Investment (ROI)</li> <li>iii. Annual Advisory Council meeting to report on suggestions, feedback and corrective action</li> </ul>

1. What is your home school?

- CETYS University
- San Diego State University (SDSU)
- University of San Diego (USD)
- University of California San Diego (UCSD)

2. What were your goals for this GBP project?

3. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree somewhat	Neither agree nor disagree	Agree somewhat	Strongly agree
I accomplished my goals for this project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The GBP Launch Weekend did a good job preparing me for this project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The online materials provided by the GBP Academic Director did a good job preparing me for this project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feedback and guidance from the GBP Academic Director was constructive and helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The client was willing to engage with the team and gave timely and useful feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was intellectually challenged by this project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The client provided a clear scope of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a result of this project I feel better prepared to work with clients from a different culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instruction on presentation skills was valuable to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The feedback I received improved my presentation skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a result of this project I am more receptive to different ideas and viewpoints.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. How would you rate the following?

	Very poor	Poor	Adequate	Good	Very Good
GBP Academic Director	<input type="radio"/>				
GBP Faculty Advisor	<input type="radio"/>				
Administrative support	<input type="radio"/>				

5. What challenges did you face working in a team?

6. What did you learn by working in a team?

7. Please comment on your interaction with the GBP Faculty Advisor.

8. In what ways was this program valuable to your education? What did you learn by participating?

9. Describe an experience working across the border that affected you.

10. What do you think are the strengths of the GBP program?

11. What needs to be changed to improve the GBP program?

12. Would you recommend GBP to a friend of classmate? Why or why not?

13. GBP and my school have my permission to use my comments in their publications.

Yes

No

1. Please comment on the deliverables of the project. Did they meet your expectations? Were they of value?

2. Please comment on the performance of the students.

3. Please comment on your interaction with the GBP Faculty Advisor.

4. Please comment on your interaction with the GBP Academic Director.

5. Please comment on your interaction with GBP administrator.

6. What do you think are the strengths of the GBP program?

7. What needs to be changed to improve the GBP program?

8. Are you interested in being a GBP client again next year? Why or why not?

9. GBP has my permission to use my comments in their publications.

Yes

No

**1. Project Goal Statement:** Expand international education of undergraduate students in all majors in the Fowler College of Business.

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
A. Improve the content of required 1-unit course for all majors	A.1. Redesign <i>Foundations of Global Business</i> course (BA 310)	Completion of redesign	Once in Year 1	Syllabus	0	1			
	A.2. Faculty Training and Support for instructors of BA 310	Create training	Once	Internal records	0	1	0	0	0
		Number of times training offered	Annually	Internal records	0	0	2	2	2
		Number of faculty competing training	Annually	Internal records	0	0	6	6	8
C. Infuse IB content in Entrepreneurship courses	C.1. Develop units and revise syllabus for <i>Fundamentals of Entrepreneurship</i> (MGT 358)	Create new unit, pilot, assess and revise	Once	Syllabi	0	1			
	C.2. Offer revised course (MGT 358)	Number of times offered	6/year	University registrar	0	1	6	6	6
		Number of students enrolled				50	430	430	430
	C.3. Expand Global Business Game in <i>International Entrepreneurship</i> (MGT 355)	Completion and pilot of expansion	Once	Syllabi	0	1			



Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
	C.4. Offer course with expanded game	Number of times offered Number of students enrolled Feedback from students	3/year	University registrar University registrar Student evaluations	0	1 50	3 150	3 150	3 150
D. Diversify offering of study abroad courses	D.1. Create and offer faculty workshop	Number of times offered Number of faculty attending	1/year 5/workshop	Program records	0	1 5	1 5	1 5	1 5
	D.2. Create and offer new courses in different departments	Number of courses Number of students	2/year 15/class	University registrar	0	2 30	2 30	2 30	2 30
E. Create Export Internship Program	E.1. Create and launch online training	Online modules recorded Number of students completing training	Once Ongoing	Program records Enrollment information	0 0	0 0	1 0		15 30
	E.2. Identify internship placements	Number of placement agreements completed	Ongoing	0	0	0	0	8	15
	E.3. Students complete internship	Number of students completing internships	Each semester starting in Y 3	0	0	0	0	8	15



**2. Project Goal Statement:** Double the number of SDSU undergraduate and graduate students participating in high-impact learning experiences.

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
A. Expand by 50% Cross-Border Business Consulting	A.1. Continue to offer program	Students from San Diego/Tijuana participating in program	Annually	Program records	8	10	12	12	12
B. Add international experience module to existing courses	B.1. Identify instructors and international partners; develop programs; offer courses	Number of courses Number of students	Annually	Program records	1	1	1	0	0
				University registrar	15	15	15	0	0
C. Expand by 50% participation in International Business Opportunity Development	C.1. Recruit students from other university departments	Number of departments contacted Number of applicants from colleges other than FCB	Annually	Program records	0	5	5	5	5
					0	1	2	3	4
	C.2. Recruit businesses	Number of businesses	Annually	Program records	1	1	1	2	2
	C.3. Offer course	Number of students/teams	Annually	Program records	6/1	6/1	6/1	12/2	12/2
D. Double student participation in case competitions	D.1. Continue participation in CIBER case competition	Numbers of students	Annually	Program records	4	4	4	4	4
	D.2. Continue participation in CUIBE	Numbers of students	Annually	Program records	4	4	4	4	4



Supplement – 29: Performance Measurement Form

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
	D.3. Expand SDSU IB Case Competition	Numbers of students	Annually	Program records	48	48	52	60	60
	D.4. Launch 48 Hours IB-a-thon	Numbers of students Number of local businesses	Annually	Program records	0	0	10	10	10
	D.5. Launch Living IB Case Competition	Numbers of students Number of local businesses	Annually	Program records	0	0	0	25	25



**3. Project Goal Statement:** Create new MS in Global Business Development and enroll 30 students by Year 4.

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
A. Launch MS Program in Global Business Development	A.1. Create new program proposal	Approval of proposal	Once	University and CSU Curriculum Committees	0	0	1	0	0
	A.2. Admit students	Number of applicants Number attending	Each Spring for following Fall	University registrar	0 0	0 0	0 0	20 10	40 20
	A.3 Create and offer International Development Practicum	Design program	Annually	Internal records	0	0	0	1	0
		Student participation			0	0	0	0	10
	A.4. Create <i>Life Sciences Workshop</i>	Design program	Annually	Internal records	0	0	0	1	1
		Student participation			0	0	0	10	20
	A.5. Create <i>Aerospace Workshop</i>	Design program	Annually	Internal records	0	0	0	0	1
		Student participation			0	0	0	0	10
	A.6. Create <i>Cyber Security Workshop</i>	Design program	Annually	Internal records	0	0	0	0	1



**4. Project Goal Statement:** Support SDSU faculty to conduct and disseminate IB research

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
A. Expand Relational Analysis of International Nexus (RAIN)	A.1. Provide support to scholars for research and curriculum enhancement	Number of awards granted	Annually	Internal records	1	1	3	4	3
		Number of conference presentations			0	0	1	1	3
		Number of published articles			0	0	0	1	1
B. Support Targeted IB Research	B.1 Provide support to scholars for research and curriculum enhancement	Number of awards granted	Annually	Internal records	0	1	3	2	2
		Number of published articles			0	0	0	1	3
		Number of conference presentations			0	0	0	0	1
C. Support IB Research Grant Program	C.1. Advertise competitive programs across SDSU and other CSU campuses	Number of applicants	Annually	Reports of award recipients	0	6	10	10	10
	C.2 Select award recipients	Number of awards granted	Annually	Reports of award recipients	0	4	6	6	6
		Number of conference presentations			0	0	0	4	6
	C.3. Monitor and reward progress of research and publication	Number of published articles	Annually	Reports of award recipients	0	0	0	0	4



Supplement – 29: Performance Measurement Form

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
D. Support faculty research dissemination at academic conferences	Disseminate research at AIB Disseminate research at AOM	Number of faculty presenting research papers at conferences	Ongoing	Internal records	4	4	4	6	8



**5. Project Goal Statement:** Broaden opportunities and resources for SDSU students to learn foreign business language.

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
A. Create and offer <i>Introduction to Portuguese for Business</i>		Number of students enrolled	Annually	University registrar	0	0	10	12	12
B. Create and offer <i>Advanced Business Korean</i>		Number of students enrolled	Annually	University registrar	0	0	0	5	8
C. Create database of Native Language Guest Speakers	C.1. Engage language instructors	Number of language speakers engaged	Annually	Internal records	0	2	4	7	7
	C.2. Engage business practitioners	Number of business practitioners engaged			0	4	8	10	12
D. Collaborate with LARC to create and distribute CAST for Business	D.1. Create English business script	Script created	Annually	Internal records	0	1	0	0	0
	D.2. Translate script	Languages translated	Ongoing	Internal records	0	0	2	0	2
	D.3. Record CAST modules	Modules recorded	Ongoing		0	0	0	2	2
	D.4. Disseminate CAST for Business	Modules disseminated	Ongoing		0	0	0	0	1
E. Develop and offer Business Language for Veterans Program		Number of students participating in program	Each semester	Program records	0	5	10	10	15



**6. Project Goal Statement:** Broaden the range of activities that engage and assist local businesses to better compete globally.

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
A. Launch “CIBER Says” Podcasts	A.1. Create and broadcast podcast	Number of podcasts	Monthly in Year 3 and Year 4	Internal records	0	0	0	12	12
B. Provide small business training programs	Host Annual Export Controls Seminar	Number of participants	Annually	Program records	0	50	70	100	100
C. Develop and offer International Expansion for Technology Ventures Forums	C.1. Partner with other CIBER schools; conduct needs assessment	Needs assessment completed	Year 1	Internal records	0	1	0	0	0
	C.2. Design forums	Forum designed	Year 2	Internal records	0	0	1	0	0
	C.3. Collaborate in hosting annual forum	Number of participants	Year 3 and Year 4	Program records	0	0	0	1	1
D. Offer Certified Global Business Professional Bootcamp to business professionals	D.1 Promote program to local businesses	Number of businesses contacted	Annually	Internal records	0	50	50	65	65
	D.2. Host bootcamp	Number of businesses attending bootcamp	Annually	Program records	0	10	15	20	20
E. Develop and implement Export Internship Program	E.1. Develop and film online training	Number completing online course	Ongoing	Internal records	0	0	0	15	20
	E.2. Place program graduates with local business internships	Number placed local companies in export internship	Ongoing	Program records	0	0	0	10	15



**7. Project Goal Statement:** Provide intensive training about the business environment in Japan to faculty from colleges and universities nationwide.

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
A. Develop and offer Japan FDIB	A.1. Identify and create partnerships	Number of partnerships created	Once	Internal records	0	8	0	0	0
	A.2. Design FDIB Program	FDIB program designed	Once	Internal records	0	0	1	0	0
	A.3. Host FDIB Program	FDIB Program hosted Number of participants	Once Once	Internal records	0 0	0 0	0 0	1 17	0 0
B. Enrich Japan Studies Institute (JSI)	B.1. Provide financial support to JSI program	Provide financial support	Annually	Internal records	0	1	1	1	1
	B.2. Design workshop	Workshop implemented	Annually	Internal records	0	1	1	1	1



**8. Project Goal Statement:** Increase the number of faculty and staff from Community Colleges (CCs) and Minority Serving Institutions (MSIs) receiving support for teaching of international business.

Performance Measures	Activities	Data /Indicators	Frequency	Data Source	Baseline	Year 1	Year 2	Year 3	Year 4
A. Involve MSIs and CCs in CIBER Consortia	A.1. Involve MSIs in CSU Consortium	Host meeting	Once per year	Internal records	0	1	1	1	1
		Number of schools attending			0	4	6	7	8
	A.2. Continue to support attendance of faculty at staff from MSIs at Western Regional CIBER Consortium	Number of faculty from area CCs and MSIs attending	Annually	Internal records	2	2	3	3	3
	A.3. Support attendance of faculty and staff from MSIs at National CIBER Consortium	Number of MSI faculty from area attending	Annually	Internal records	0	4	4	4	4
B. Offer adapted Global Board Game (GBG) lower division CC courses	B.1. Identify participants, promote program, schedule training	Participants identified	Ongoing	Internal records	0	0	4	0	0
		Training hosted			0	0	0	1	1
	B.2. Expand to classes in 10 MSIs and CCs	Number of schools with classes adopting GBG	Each semester	Internal records	0	0	1	5	10



## Budget Narrative File(s)

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\* **Mandatory Budget Narrative Filename:**

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2018-2022 SDSU CIBER Detailed Budget

Equipment	Personnel	Fringe	Supplies	Travel	Contractual	Construction	Other		Year 1		Year 2		Year 3		Year 4		
									Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	
<b>Administrative/Programmatic Budget Allocations</b>																	
<b>I. Program Element I: Curriculum</b>																	
								A.1.	Regionally Focused Undergraduate IB Courses								
	X							A.1.a.	<i>Business in Latin America</i>	\$2,000	\$2,000						
	X							A.1.b.	<i>Business in China and Southeast Asia</i>			\$2,000	\$2,000			\$1,000	\$1,000
								A.1.c.	<i>Business in Southeast Asia</i>					\$2,000	\$2,000		
	X							A.2.	Foundations of Global Business Course Redesign	\$2,000	\$2,000						
						X		A.3.	Foundations of Global Business Course Faculty Development and Training				\$1,000		\$1,000		
								A.4.	IB Content in Entrepreneurship Courses								
	X							A.4.a.	<i>Fundamentals in Entrepreneurship</i>			\$500					
						X		A.4.b.	<i>Global Business Game</i>		\$500		\$525		\$500		\$500
						X		A.5.	Faculty-led Study Abroad Training	\$500		\$500		\$500		\$500	
						X		A.6.	Study Abroad Enrichment Program								
						X		A.6.a.	<i>IB Study Abroad Requirement</i>	\$500	\$500		\$500		\$500		\$500
						X		A.6.b.	<i>FCB Study Abroad Requirement</i>	\$1,000	\$1,000		\$500		\$500		\$500
						X		A.6.c.	<i>Campus-wide Expansion</i>	\$1,000	\$1,000		\$500		\$500		\$500
						X		A.7.	Export Internship Program	\$2,000		\$2,000		\$250		\$250	
								A.8.	MS in Global Business Development								
	X							A.8.a.	<i>Master of Science in Global Business Development</i>	\$2,000	\$2,500	\$2,000	\$500		\$250		\$250
				X				A.8.b.	<i>International Business Development Practicum</i>			\$2,000	\$2,000	\$6,000	\$6,000	\$6,000	\$2,500
	X							A.8.c.	<i>Life Sciences Workshop</i>			\$2,000					
	X							A.8.d.	<i>Aerospace Workshop</i>					\$2,000			
	X							A.8.e.	<i>Cybersecurity Workshop</i>							\$2,000	
						X		A.9.	Cross-Border Business Consulting	\$4,500	\$2,000	\$4,500		\$4,500		\$4,500	
				X				A.10.	Courses with Embedded International Experience Module	\$4,000	\$2,000	\$4,000					
						X		A.11.	International Business Opportunity Development	\$0	\$500	\$1,200	\$500	\$1,200	\$500	\$1,200	\$500
								A.12.	IB Case Competitions								
		X						A.12.a.	<i>CIBER IB Case Competition</i>	\$2,500	\$1,000	\$2,500	\$1,000	\$1,500	\$3,000	\$500	\$1,000
		X						A.12.b.	<i>CUIBE IB Case Competition</i>	\$2,000	\$1,000	\$2,000	\$1,000	\$1,500	\$3,500	\$500	\$1,000
						X		A.12.c.	SDSU IB Case Competition	\$2,500	\$1,000	\$2,000	\$1,000	\$2,000	\$1,000	\$2,000	\$2,000
			X					A.12.d.	<i>48 Hour IB-a-thon</i>	\$250	\$250	\$250	\$250	\$3,500	\$3,000	\$3,250	\$2,000
			X					A.12.e.	<i>Living Case IB Contest</i>	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
						X		A.13.	Certified Global Business Professional Bootcamp	\$3,000		\$2,000	\$1,000	\$1,500	\$500	\$2,000	\$500
								A.14.	Stackable Nano-Degree Programs								
						X		A.14.a.	<i>Business Development in Mexico</i>	\$2,500	\$2,000	\$1,500	\$1,000				
						X		A.14.b.	<i>Cross-border Supply Chain Management</i>	\$2,500	\$2,000	\$2,500	\$1,000				
								A.15.	IB, Entrepreneurship and Inclusion Nexus								
						X		A.15.a.	<i>SME Women-Owned Export Consulting</i>	\$1,500	\$500	\$500	\$500	\$750	\$500	\$500	\$500
								A.15.b.	<i>SME Black-Owned Export Consulting</i>	\$1,500	\$500	\$500	\$500	\$750	\$500	\$500	\$500
				X				A.15.c.	<i>BrightSide Cross-border</i>	\$1,250		\$1,250		\$1,250		\$1,250	
								A.16.	SDSU CIBER Student Internships								
	X							A.16.a.	<i>CIBER Graduate Research Interns - RAIN</i>	\$750	\$250	\$2,000	\$1,000	\$2,000	\$2,000		\$1,500
	X							A.16.b.	<i>CIBER Marketing Interns</i>	\$750		\$2,000			\$1,500		\$1,500
	X							A.16.c.	<i>CIBER Graduate Technology Interns</i>	\$1,500	\$1,500	\$3,000	\$4,000	\$3,000	\$2,000	\$2,000	\$1,500
	X					X		A.17.	Fowler Scholars Going Global Session	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
						X		A.18.	IB Career Workshops	\$1,500		\$1,500		\$0		\$0	
<b>II. Program Element II: Research</b>																	
								B.1.	Relational Analysis of International Nexus (RAIN)								

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				X		B.1.a. RAIN dashboard	\$4,000	\$1,000	\$1,000		\$4,000	\$4,000	\$2,000
				X		B.1.b. Cross-border Expansion Patterns	\$1,500		\$1,500				
X						B.1.c. Internationalization of Fast Food and Food Manufacturing Industry					\$1,500	\$500	\$1,500
X						B.1.d. Impact of New Technologies on International Strategies of Emerging			\$2,000	\$2,000	\$2,000		
			X			B.1.e. Foreign Direct Investment and Border Security	\$2,000	\$2,500					
X						B.1.f. Foreign Direct Investment and Cross-border Land Use Activity			\$2,000	\$2,000			
X						B.1.g. Seminar in World Business Environment					\$2,000	\$1,500	
			X			B.1.h. Predictive Analytics Module						\$2,000	\$2,000
						B.2. Targeted IB Research							
X						B.2.a. International Entrepreneurship	\$1,500	\$860					
X						B.2.b. Language and Business Opportunity Identification			\$1,400	\$500			
X						B.2.c. Cross-border Business Development					\$1,500	\$500	
X						B.2.d. Software Piracy and Cybersecurity in Latin America						\$1,500	\$500
X						B.2.e. Inclusion and Globally Distributed Workforce			\$2,000	\$610			
X						B.2.f. IB Curriculum and Student Outcomes	\$6,500		\$3,000		\$3,000	\$1,000	\$3,000
				X		B.3. IB Research Grant Program	\$12,000		\$18,000		\$18,000		\$18,000
				X		B.4. New Frontiers in IB Research Forums	\$900		\$900		\$900		\$900
						B.5. IB Faculty-Student Mentoring Program							
				X		B.5.a. IB Faculty-Student Mentoring Program	\$1,000	\$2,000	\$1,000	\$500	\$1,000	\$500	\$1,000
				X		B.5.b. IB FSMP Workshop	\$1,000	\$2,000	\$1,000	\$500	\$1,000	\$550	\$1,000
		X				B.6. IE-Scholars Community	\$2,500	\$2,000	\$500		\$500		\$500
						B.7. Cross-Disciplinary and Practitioner Events							
				X		B.7.a. Left of Boom Conference	\$2,500	\$1,000	\$2,500		\$2,000		\$2,000
				X		B.7.b. Smart Border Coalition Symposium	\$2,500	\$1,000	\$2,500		\$1,500	\$2,500	\$1,000
						B.8. Dissemination through IB Academic Conferences							
		X				B.8.a. Academy of International Business Conference		\$4,000		\$2,000		\$5,000	\$2,000
		X				B.8.b. Academy of Management Conference		\$4,000		\$2,000		\$4,700	\$2,000
						<b>III. Program Element III: Foreign Language</b>							
						C.1. New Business Language Courses							
X						C.1.a. Introduction to Portuguese for Business	\$3,500	\$2,000			\$1,000	\$1,000	
X						C.1.b. Advanced Business Korean			\$4,500	\$2,000	\$2,500	\$1,000	\$1,000
				X		C.1.c. Native Language Guest Lecturer Program	\$300		\$300		\$300		\$300
			X			C.2. CAST for Business Languages	\$3,500	\$2,800	\$2,500	\$500	\$3,000	\$1,500	\$3,000
X						C.3. Business Language Assessment for Veterans	\$2,250	\$1,210	\$2,250		\$2,250		\$2,250
						C.4. Language for the Professions							
				X		C.4.a. International Symposium on Language for Specific Purposes			\$2,500				\$2,500
				X		C.4.b. Business Language Research and Teaching (BLRT) Awards	\$500		\$500		\$500		\$500
			X			C.5. Pre-departure Training for Sports MBA	\$4,000	\$500	\$3,000	\$500	\$2,000	\$500	\$800
			X			C.6. Forums: French as a Professional Language	\$2,500	\$1,265	\$1,500	\$251	\$1,500	\$250	\$1,500
						<b>IV. Program Element IV: Academic and Business Outreach</b>							
						D.1. SDSU CIBER Strategic Consortia							
				X		D.1.a. California State University (CSU) Consortium	\$3,500	\$1,500	\$1,500	\$1,500	\$2,500	\$1,500	\$3,500
				X		D.1.b. Western Regional CIBER Consortium			\$1,500				\$3,500
				X		D.1.c. Nationwide CIBER Consortium for MSI and CC	\$5,000		\$3,000		\$3,000		\$1,000
				X		D.1.d. Consortium for Undergraduate International Business Education	\$1,000	\$1,500	\$1,000	\$1,500	\$1,000	\$1,500	\$1,000
						D.2. Faculty Development Programs							
		X				D.2.a. FDIB Japan			\$3,000		\$16,000	\$1,500	\$1,500
		X				D.2.b. FDIB China	\$2,500	\$3,900			\$4,500		
		X				D.2.c. FDIB Mercosur			\$1,400		\$3,500	\$0	\$3,500
			X			D.3. CIBER Country Studies	\$2,000		\$1,000		\$1,000		\$1,000
			X			D.4. Japan Studies Institute	\$1,000	\$400	\$1,000		\$1,000		\$1,000
				X		D.5. Global Board Game Adaptation						\$350	
			X			D.6. NASBITE	\$500		\$500		\$500		\$500





**Budget Notes**

This section contains Budget Notes organized by budget item. The SDSU CIBER Budget Narrative and Detailed Budget spreadsheets are coded by the Department of Education budget categories and by the activity number that corresponds to the activity numbers in the proposal Narrative.

**Program Development/Administration**

Budget Year	Federal Grant	San Diego State University	Total
2018-2019	\$345,759	\$345,900	\$691,659
2019-2020	\$355,086	\$355,348	\$710,434
2020-2021	\$356,340	\$356,465	\$712,805
2021-2022	\$348,511	\$348,511	\$697,022
Total	\$1,405,696	\$1,406,224	\$2,811,920

SDSU will provide approximately \$270,000 in salaries and benefits for personnel each year; Federal grant monies will fund approximately \$207,000 in salaries and benefits each year. Only \$113,991 (33%) of total annual federal grant monies requested are used for SDSU CIBER personnel. SDSU provides significant institutional support for supplies, computer equipment, printers/printing, A/V and telephone, and other equipment.

**Program Evaluation**

Budget Year	Federal Grant	San Diego State University	Total
2018-2019	\$5,500	\$6,175	\$11,675
2019-2020	\$10,500	\$6,359	\$16,859
2020-2021	\$5,500	\$6,550	\$12,050
2021-2022	\$10,500	\$6,747	\$17,247
Total	\$32,000	\$25,831	\$68,331





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Over the 4-year period, grant monies will support an Internal Evaluator at approximately \$5,500 per year. Additional support for evaluation is provided annually by SDSU with 5% of Dr. Mattingly's salary and benefits. In Year 2 and 4, grant monies at approximately \$5,000 will support travel and stipend for the External Evaluator.

SDSU CIBER, as a national resource center, is able to implement with great success an extensive portfolio of activities. The agenda for 2018-2022, is highly comprehensive and far-reaching. Because of its capabilities and experience, SDSU CIBER is confident in its ability to carry out a prolific and nationally visible set of projects in a cost-effective manner. For the 2018-2022 cycle, there are no start-up costs and SDSU CIBER has carefully calculated each budget item to ensure cost efficiency for every year of operation.

SDSU CIBER relies upon the existing contributions from SDSU as the foundation for its activities. SDSU's investment in CIBER comes in the form of considerable cash and in-kind matching contributions such as personnel, operating budget, facilities, equipment, and supplies. The proposed budget indicates that federal support will, at a minimum, be matched dollar for dollar from the beginning of the grant cycle. These institutional contributions are shown in detail in the budget provided in the Detailed Budget which is included in the Budget Narrative section of this application.

The experience of SDSU CIBER management and staff results in an in-depth understanding of the factors and costs involved in operating instructional and service programs for international business education. Close to thirty years of experience in managing a highly visible national resource center has resulted in established work routines, streamlined processes, and efficient systems, which translate into a high level of productivity. The funds budgeted are reasonable, allowable, necessary and in line with resources that have been required to support similar projects at SDSU.





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**6150 (Principal Investigator)**

- This line item represents additional effort compensation for the program’s Faculty Director/Principal Investigator. The Faculty Director/PI will commit 50% of her time to this project. She has overall responsibility for the CIBER grant and fully manages the research and curricular component of the CIBER grant program throughout the year. This position is covered by institutional funds. Additional effort of 25% is covered by grant funds.

**6001 (Project Director)**

- This line item is requested to cover the Managing Director’s additional pay over each 12 month period. The Managing Director is responsible for managing the CIBER project including: developing, structuring, directing and refining the complex research and educational activities funded, directed and coordinated through the SDSU CIBER grant. In addition, the Managing Director is charged with ensuring regulatory and budgetary compliance in all areas related to the U.S. Department of Education grant. This position oversees the administration all of the many components of the CIBER grant. Also, this position maintains the ongoing relationships with several SDSU colleges and departments, and continuously develops relationships outside the university which support sustainable and meaningful opportunities for students and faculty so that they keep abreast of the evolving international business environment. Only 25% of salary is funded by grant funds,.

**6019 (Administrative)**

- The Assistant Director handles the administrative details required by many components of the grant. This includes the budgetary administration and tracking financial support for research, travel, language training, and initiatives to enhance curriculum. This position coordinates, on an ongoing basis, directly with the SDSU Research Foundation to ensure accuracy and accountability. The Assistant Director assists the Managing Director with program management including those for students, faculty and the business community. The Assistant Director represents SDSU CIBER, both on and off-campus, at conference and events. This position is the only SDSU CIBER position that is 100% supported by grant funds.





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**6004 (Administrative Assistant)**

- This line item covers the costs of a part-time office assistant who handles the day to day administration, including filing, copying and other office duties. Position supported by 50% grant and 50% institution contribution.

**6002 (Professional)**

- This line item covers the costs to support course development and new teaching and assessment programs in business and foreign languages. Institutional support covers this item.

**6023 (Student Assistants)**

- Two students will work 10 hours per week to assist the Assistant Director. They will be responsible for inputting data, maintaining files, assisting with meetings and workshops, and updating the Center's website. These positions will supported 50% grant/50% institution.

**6027 (Research Assistants)**

- Graduate Research Assistants will assist faculty in collecting, compiling and processing research data. These positions are supported approximately 75% grant/\$25% institution.

**6155 (Internal Evaluator)**

- This Internal Evaluator is responsible for continuous assessment of evaluation instruments and rubrics for CIBER programs so that the most reliable and valid evaluation data is acquired, analyzed, and properly reported. This person is independent of the grant project. The management plan provides a plan to ensure that the evaluator maintains sufficient independence from the project team in order to avoid any potential or perceived conflict of interest. The Internal Evaluator will be responsible for completing the scope of work outlined in the grant application. Compensation has been set at \$1200 monthly per A/Y. Support for this position is shared at 45% grant/50% institution.

**6110 (Researcher)**

- This line item covers the costs of research scholar support where additional effort is required. Support for these positions are provided by both grant and institutional funding.

**6500 (Fringe Benefits)**





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- This line item is necessary to cover the fringe benefits for staff positions based on the actual expenditures for each program year. The average fringe benefit rate used for all staff is 45.1%. Fringe benefits are charged at the negotiated institutional rates and vary depending on the employment category for each position. Fringe benefits are calculated according to CSU guidelines and include, FICA, SUI, Workers' Compensation, State Disability, Sick Leave, Vacation Leave, Voluntary Retirement, Dental Insurance, Health Insurance, Life Insurance.

**7053 (Computer Supplies)**

- This line item is necessary to cover possible computer/printer, scanner, digital camera and other computer-related supplies, such as computer storage drives for the SDSU CIBER project. Computers are used daily to coordinate, market, evaluate, report and maintain all project activities and information. Support for computer supplies is provided by the institution.

**7259/7261 (Printing and Publication)**

- This line item is necessary to cover duplication costs such as: documentation of program activities, instructional materials for students, and back-up documents to support other miscellaneous project documents and outreach activities to constituents. Support for printing and publication is provided by the institution.

**7380 (Conferences)**

- This category includes all Faculty Development Programs listed in the proposal, student competitions as well as other nationally and locally hosted conferences for students, faculty and business executives, teacher training programs, and co-sponsored outreach events with regional partners.

**7410 (Memberships)**

- This budget item refers to the annual cost of membership with a number of academic organizations. SDSU will provide institutional membership with AIB and CUIBE.

**7710 (Consultant Fees, contractual)**

- Consultants will be language experts who will assist in designing and implementing the test preparation courses and professional tests as part of the CAST for Business system.





Consultants will also be used to develop the curriculum for Stackable Nanodegree programs. The External Evaluator also falls under the contractual category. The External Evaluator will use the information generated by the Internal Evaluator to add another level of rigor to the overall evaluation plan. The External Evaluator will travel to San Diego twice during the project period to do a full review and site visit. Cost allowances are in line with institutional policies. The breakdown of expenses is: \$500 per day for six days of work; three days on site and three days of work at home city. Estimated travel costs include roundtrip tourist-class airfare from Boston, MA at \$450, lodging at \$250/night for three nights hotel, per diem \$55 for four days and \$5/day incidentals.

**7459 (Other Operating)**

- This line item is necessary to cover support for faculty research projects, access to data, student scholarships, room/facility costs, and A/V costs for meetings, and student mobility stipends (not tuition or participant costs).

**7050 (Office Supplies)**

- This line item is necessary for office supplies to cover administrative supplies not otherwise provided by the institution. This includes electronic recording devices, computer storage device, stationery and promotional materials. These costs are covered by the institution.

**7113 (Domestic Travel)**

- The domestic travel category is listed to support faculty and project administrators travel that is necessary to meet with research collaborators and present research results. It also includes the administrators travel to attend the one annual directors' meeting as required by the U.S. Department of Education. Transportation costs do not exceed tourist-class airfare. For automobile mileage, the established institution rate of \$0.545 is used. The institution's per diem rate is used on all domestic travel (\$10 breakfast, \$15 lunch, \$25 dinner, and \$5 for daily incidentals).

**7114 (Foreign Travel)**

- This line item covers travel expenses necessary to support overseas faculty travel for research purposes as well as administrative travel to meet with overseas university partners and other collaborative events. All overseas travel will receive pre-departure approval using the IRIS





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system as required by the U.S. Department of Education. Transportation costs do not exceed tourist-class airfare. The institution's standard per diem rate is used on all foreign travel (\$10 breakfast, \$15 lunch, \$25 dinner, and \$5 for daily incidentals).



Budget Narrative: Year One

Equipment	Personnel	Fringe	Supplies	Travel	Contractual	Construction	Other	Year 1		
								Federal	Non-Federal	
										Administrative/Programmatic Budget Allocations
										I. Program Element I: Curriculum
										A.1. Regionally Focused Undergraduate IB Courses
	X							\$ 2,000	\$ 2,000	Faculty support to develop program.
	X									A.1.a. Business in Latin America
	X									A.1.b. Business in China
	X									A.1.c. Business in Southeast Asia
								\$ 2,000	\$ 2,000	Faculty support to develop program.
							X			A.2. Foundations of Global Business Course Redesign
							X			A.3. Foundations of Global Business Course Faculty Development and Training
										A.4. IB Content in Entrepreneurship Courses
	X									A.4.a.Fundamentals in Entrepreneurship
							X			A.4.b.Global Business Game
							X	\$ 500		Non-federal funds used for for faculty time allotted to this activity.
							X			A.5 Faculty-led Study Abroad Training
							X			A.6 Study Abroad Enrichment Program
							X	\$ 500	\$ 500	Faculty support to develop program. Non-federal funds for faculty time allotted to this activity.
							X	\$ 1,000	\$ 1,000	Faculty support to develop program. Non-federal funds for faculty time allotted to this activity.
							X	\$ 1,000	\$ 1,000	Faculty support to develop program. Non-federal funds for faculty time allotted to this activity.
							X	\$ 2,000		Faculty support to develop program. Non-federal funds for faculty time allotted to this activity.
							X	\$ 2,000	\$ 2,500	Faculty support to develop program. Non-federal funds for faculty time allotted to this activity.
	X									A.8.a. Master of Science in Global Business Development
	X		X							A.8.b. International Business Development Practicum
	X									A.8.c. Life Sciences Workshop
	X									A.8.d.Aerospace Workshop
	X									A.8.e. Cybersecurity Workshop
							X	\$ 4,500	\$ 2,000	CBC Project fee is \$4500. Non-federal funds for faculty time allotted to this activity.
							X	\$ 4,000	\$ 2,000	Student mobility for eight students \$500x8. Non-federal funds from FCB to support faculty travel.
							X	\$ 500		Non-federal funds for faculty time allotted to this activity.
							X	\$ 2,500	\$ 1,000	Program fee with CIBERs to offer competition. Non-federal funds for student mobility.
							X	\$ 2,000	\$ 1,000	Program fee with CUIBE to offer competition. Additional federal and non-federal mobility funds for student mobility.
							X	\$ 2,500	\$ 1,000	Competition costs including facilities, AV, materials printing and awards. Non-federal support from SDSU CAL.
							X	\$ 250	\$ 250	Room rental, A/V and printing materials
							X	\$ 250	\$ 250	Room rental, A/V and printing materials
							X	\$ 3,000		Meeting costs including facilities, AV, materials printing.
							X			A.14. Stackable Nano-Degree Programs
							X	\$ 2,500	\$ 2,000	Contractual support to develop program. Non-federal funds used for for faculty time allotted to this activity.
							X	\$ 2,500	\$ 2,000	Contractual support to develop program. Non-federal funds used for for faculty time allotted to this activity.
							X			A.15. IB, Entrepreneurship and Inclusion Nexus
							X	\$ 1,500	\$ 500	Development of curriculum for new track. Non-federal used for training workshop facility rental and AV.
							X	\$ 1,500	\$ 500	Development of curriculum for new track. Non-federal used for training workshop facility rental and AV.
							X	\$ 1,250		Travel funds to support student mobility for cross-border research.
							X	\$ 750	\$ 250	Graduate assistant support. Non-federal funds used for equipment.
							X	\$ 750		Student assistant support
							X	\$ 1,500	\$ 1,500	Graduate intern support. Non-federal funds used for equipment.
							X	\$ 1,000	\$ 1,000	Meeting costs including facilities, AV, printing materials. Non-federal funds used for faculty time allotted to this activity.
							X	\$ 1,500		Meeting costs including facilities, AV, printing materials.
										II. Program Element II: Research
										B.1. Relational Analysis of International Nexus
							X	\$ 4,000	\$ 1,000	Graduate assistant support. Non-federal funds used for equipment and faculty time allotted to this activity.
							X	\$ 1,500		B.1.a. RAIN dashboard
							X			B.1.b. Cross-border Expansion Patterns
							X			B.1.c. Internationalization of Fast Food and Food Manufacturing Industry and Related Health Outcomes
							X			B.1.c.Impact of New Technologies on International Strategies of Emerging Market Multinationals
							X	\$ 2,000	\$ 2,500	Funds can be used towards data collection, equipment, travel, or graduate assistant. Non-federal funds for faculty time allotted to this activity.
							X			B.1.e. Foreign Direct Investment and Border Security
							X			B.1.f. Foreign Direct Investment and Cross-border Land Use
							X			B.1.g. Seminar in World Business Environment
							X			B.1.h. Predictive Analytics Module
										B.2. Selected Faculty Research Projects
							X	\$ 1,500	\$ 860	Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant. Non-federal funds for faculty time allotted to this activity.
							X			B.2.a. International Entrepreneurship
							X			B.2.b. Language and Business Opportunity Identification
							X			B.2.c. Cross-border Business Development
							X			B.2.d.Software Piracy and Cybersecurity in Latin America
							X			B.2.e. Inclusion and Globally Distributed Workforce
							X	\$ 6,500		Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
							X	\$ 12,000		Faculty IB research awards at \$3000/ proposal. Six proposals to be awarded. Funds can be used towards data collection, equipment, travel, or graduate assistant. Awards are based on a three stage production process.
							X	\$ 900		Meeting costs including facilities, AV, printing materials.
							X	\$ 1,000	\$ 2,000	Non-federal funds used for faculty time allocated to this activity.
							X	\$ 1,000	\$ 2,000	Workshop costs including facilities, AV, printing materials. Non-federal funds used for faculty time allotted to this activity.
							X	\$ 2,500	\$ 2,000	Maintenance of website, security updates and domain hosting.
							X	\$ 2,500	\$ 1,000	Conference expenses including facilities, AV, printing materials. Non-federal funds include CICS funds into conference.
							X	\$ 2,500	\$ 1,000	Conference expenses including facilities, AV, printing materials. Non-federal funds include Smart Border Coalition funds into conference.
							X		\$ 4,000	Non-federal support from FCB for faculty travel.
							X		\$ 4,000	Non-federal support from FCB for faculty travel.
										III. Program Element III: Foreign Language



**Budget Narrative: Year Two**

Equipment	Personnel	Fringe	Supplies	Travel	Contractual	Construction	Other	Administrative/Programmatic Budget Allocations	Year 2		
									Federal	Non-Federal	
								I. Program Element I: Curriculum			
								A.1. Regionally Focused Undergraduate IB Courses			
	X							A.1.a. Business in Latin America			
	X							A.1.b. Business in China	\$ 2,000	\$ 2,000	Faculty support to develop program. Non-federal funds from faculty time allotted to this activity.
	X							A.1.c. Business in Southeast Asia			
	X							A.2. Foundations of Global Business Course Redesign			
					X			A.3. Foundations of Global Business Course Faculty Development and Training	\$ 1,000		Non-federal funds from faculty time allotted to this activity.
								A.4. IB Content in Entrepreneurship Courses			
	X							A.4.a. Fundamentals in Entrepreneurship	\$ 500		Faculty support to develop program
					X			A.4.b. Global Business Game	\$ 525		Non-federal funds used for faculty time allotted to this activity.
					X			A.5. Faculty-led Study Abroad Training	\$ 500		Non-federal funds used for faculty time allotted to this activity.
					X			A.6. Study Abroad Enrichment Program			Meeting costs including facility rental and AV.
					X			A.6.a. IB Study Abroad Requirement	\$ 500		Non-federal funds for faculty time allotted to this activity.
					X			A.6.b. FCB Study Abroad Requirement	\$ 500		Non-federal funds for faculty time allotted to this activity.
					X			A.6.c. Short-term Study Abroad Requirement	\$ 500		Non-federal funds for faculty time allotted to this activity.
					X			A.7. Export Internship Program	\$ 2,000		Faculty support for development of program. Recording of online modules.
								A.8. MS in Global Business Development			
	X							A.8.a. Master of Science in Global Business Development	\$ 2,000	\$ 500	Faculty support to develop program. Non-federal funds from faculty time allotted to this activity.
				X				A.8.b. International Business Development Practicum	\$ 2,000	\$ 2,000	Faculty support to develop program. Non-federal funds from faculty time allotted to this activity.
	X							A.8.c. Life Sciences Workshop	\$ 2,000		Faculty support to develop program.
	X							A.8.d. Aerospace Workshop			
	X							A.8.e. Cybersecurity Workshop			
					X			A.9. Cross-Border Business Consulting	\$ 4,500		CBC Project fee is \$4500.
			X					A.10. Courses with Embedded International Experience Module	\$ 4,000		Student mobility for eight students \$500x8. Non-federal funds from FCB to support faculty travel.
					X			A.11. International Business Opportunity Development	\$ 1,200	\$ 500	Faculty support to develop program. Non-federal funds from faculty time allotted to this activity.
								A.12. IB Case Competitions			
				X				A.12.a. CIBER IB Case Competition	\$ 2,500	\$ 1,000	Program fee with CIBERs to offer competition. Non-federal funds for student mobility.
				X				A.12.b. CUIBE IB Case Competition	\$ 2,000	\$ 1,000	Program fee with CUIBE to offer competition. Additional federal and non-federal mobility funds for student mobility.
					X			A.12.c. SDSU IB Case Competition	\$ 2,000	\$ 1,000	Competition costs including facilities, AV, materials printing and awards. Non-federal support from SDSU CAL.
				X				A.12.d. 48 Hour IB-a-thon	\$ 250	\$ 250	Room rental, A/V support, supplies
				X				A.12.e. Living Case IB Contest	\$ 250	\$ 250	Room rental, A/V support, supplies
					X			A.13. Certified Global Business Professional Bootcamp	\$ 2,000	\$ 1,000	Meeting costs including facilities, AV, materials printing.
								A.14. Stackable Nano-Degree Programs			
				X				A.14.a. Business Development in Mexico	\$ 1,500	\$ 1,000	Contractual support to develop program. Non-federal funds used for faculty time allotted to this activity.
				X				A.14.b. Cross-border Supply Chain Management	\$ 2,500	\$ 1,000	Contractual support to develop program. Non-federal funds used for faculty time allotted to this activity.
								A.15. IB, Entrepreneurship and Inclusion Nexus			
					X			A.15.a. SME Women-Owned Export Consulting	\$ 500	\$ 500	Development of curriculum for new track. Non-federal used for training workshop facility rental and AV.
								A.15.b. SME Black-Owned Export Consulting	\$ 500	\$ 500	Development of curriculum for new track. Non-federal used for training workshop facility rental and AV.
				X				A.15.c. BrightSide Cross-border	\$ 1,250		Travel funds to support student mobility for cross-border research.
								A.16. SDSU CIBER Student Internships			
	X							A.16.a. CIBER Graduate Research Interns	\$ 2,000	\$ 1,000	Graduate assistant support. Non-federal funds used for equipment.
	X							A.16.b. CIBER Marketing Interns	\$ 2,000		Student assistant support
	X							A.16.c. CIBER Graduate Technology Interns	\$ 3,000	\$ 4,000	Graduate intern support. Non-federal funds from FCB support.
	X				X			A.17. Fowler Scholars Going Global Session	\$ 1,000	\$ 1,000	Meeting expenses including facilities, AV, printing materials. Non-federal funds from faculty time allotted to this project.
					X			A.18. IB Career Workshops	\$ 1,500		Meeting expenses including facilities, AV, printing materials.
								II. Program Element II: Research			
					X			B.1. Relational Analysis of International Nexus			
								B.1.a. RAIN dashboard	\$ 1,000		Continued enhancement and security updates on web platform.
	X							B.1.b. Cross-border Expansion Patterns	\$ 1,500		Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
				X				B.1.c. Internationalization of Fast Food and Food Manufacturing Industry and Related Health Outcomes			
	X							B.1.c. Impact of New Technologies on International Strategies of Emerging Markets	\$ 2,000	\$ 2,000	Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
	X							B.1.e. Foreign Direct Investment and Border Security			
				X				B.1.f. Foreign Direct Investment and Cross-border Land Use	\$ 2,000	\$ 2,000	
	X							B.1.g. Seminar in World Business Environment			
					X			B.1.h. Predictive Analytics Module			
	X							B.2. Targeted IB Research			
								B.2.a. International Entrepreneurship			
	X							B.2.b. Language and Business Opportunity Identification	\$ 1,400	\$ 500	Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant. Non-federal funds from faculty time allotted to this activity.
	X							B.2.c. Cross-border Business Development			
	X							B.2.d. Software Piracy and Cybersecurity in Latin America			
	X							B.2.e. Inclusion and Globally Distributed Workforce	\$ 2,000	\$ 610	Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant. Non-federal funds from faculty time allotted to this activity.
	X							B.2.f. IB Curriculum and Student Outcomes	\$ 3,000		Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
	X							B.3. Faculty Research Grant Program	\$ 18,000		Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
					X			B.4. New Frontiers in IB Research Forums	\$ 900		Meeting expenses including facilities, AV, printing materials.
								B.5. IB Faculty-Student Mentoring Program			
					X			B.5.a. IB Faculty-Student Mentoring Program (IB FSMP)	\$ 1,000	\$ 500	Meeting expenses including facilities, AV, printing materials. Non-federal funds used for faculty time allocated to this activity.
					X			B.5.b. IB FSMP Workshop	\$ 1,000	\$ 500	Workshop costs including facilities, AV, printing materials. Non-federal funds used for faculty time allotted to this activity.
			X					B.6. IE-Scholars Community	\$ 500		Maintenance of website, security updates and domain hosting.
								B.7. Cross-Disciplinary and Practitioner Events			
					X			B.7.a. Left of Boom (LOB) Conference	\$ 2,500		Meeting expenses including facilities, AV, printing materials.
					X			B.7.b. Smart Border Coalition Symposium	\$ 2,500		Meeting expenses including facilities, AV, printing materials.



Budget Narrative: Year Three

Equipment	Personnel	Fringe	Supplies	Travel	Contractual	Construction	Other	Administrative/Programmatic Budget Allocations	Year 3		
									Federal	Non-Federal	
								I.			
								A.1.	Program Element I: Curriculum		
								A.1.	Regionally Focused Undergraduate IB Courses		
X								A.1.a.	Business in Latin America		
X								A.1.b.	Business in China		
								A.1.c.	Business in Southeast Asia	\$ 2,000	\$ 2,000
								A.1.c.	Business in Southeast Asia		Faculty support to develop program. Non-federal funds from faculty time allotted to this activity.
X								A.2.	Foundations of Global Business Course Redesign		
						X		A.3.	Foundations of Global Business Course Faculty Development and Training	\$ 1,000	Non-federal funds from faculty time allotted to this activity.
								A.4.	IB Content in Entrepreneurship Courses		
X								A.4.a.	Fundamentals in Entrepreneurship		
								A.4.b.	Global Business Game	\$ 500	Non-federal funds used for for faculty time allotted to this activity.
						X		A.5.	Faculty-led Study Abroad Training	\$ 500	Meeting costs including facility rental and AV.
						X		A.6.	Study Abroad Enrichment Program		
						X		A.6.a.	IB Study Abroad Requirement	\$ 500	Non-federal funds for faculty time allotted to this activity.
						X		A.6.b.	FCB Study Abroad Requirement	\$ 500	Non-federal funds for faculty time allotted to this activity.
						X		A.6.c.	GBP Campus-Wide Expansion	\$ 500	Non-federal funds for faculty time allotted to this activity.
						X		A.7.	Export Internship Program	\$ 250	Printing and promotion materials
								A.8.	MS in Global Business Development		
X								A.8.a.	Master of Science in Global Business Development	\$ 250	Non-federal funds for faculty time allotted to this activity.
								A.8.b.	International Business Development Practicum	\$ 6,000	\$ 6,000
								A.8.c.	Life Sciences Workshop		
X								A.8.d.	Aerospace Workshop	\$ 2,000	Meeting expenses including facility rental, AV and materials.
X								A.8.e.	Cybersecurity Workshop		
						X		A.9.	Cross-Border Business Consulting	\$ 4,500	CBC Project fee is \$4500.
						X		A.10.	Courses with Embedded International Experience Module		
						X		A.11.	International Business Opportunity Development	\$ 1,200	\$ 500
								A.12.	IB Case Competitions		
						X		A.12.a.	CIBER IB Case Competition	\$ 1,500	\$ 3,000
								A.12.a.	CIBER IB Case Competition		Program fee with CIBERs to offer competition. Non-federal funds for student mobility.
						X		A.12.b.	CUIBE IB Case Competition	\$ 1,500	\$ 3,500
								A.12.b.	CUIBE IB Case Competition		Program fee with CUIBE to offer competition. Additional federal and non-federal mobility funds for student mobility.
						X		A.12.c.	SDSU IB Case Competition	\$ 2,000	\$ 1,000
						X		A.12.d.	48 Hour IB-a-thon	\$ 3,500	\$ 3,000
						X		A.12.e.	Living Case IB Contest	\$ 250	\$ 250
								A.12.e.	Living Case IB Contest		Costs for logistics can travel of student teams
								A.12.e.	Living Case IB Contest		Room rental, A/V costs, and supplies
						X		A.13.	Certified Global Business Professional Bootcamp	\$ 1,500	\$ 500
								A.14.	Stackable Nano-Degree Programs		
						X		A.14.a.	Business Development in Mexico		
						X		A.14.b.	Cross-border Supply Chain Management		
								A.15.	IB, Entrepreneurship and Inclusion Nexus		
						X		A.15.a.	SME Women-Owned Export Consulting	\$ 750	\$ 500
								A.15.a.	SME Women-Owned Export Consulting		Partial Aztec Consulting program fee to offset client costs. Non-federal used for training workshop facility rental and AV.
								A.15.b.	SME Black-Owned Export Consulting	\$ 750	\$ 500
								A.15.b.	SME Black-Owned Export Consulting		Partial Aztec Consulting program fee to offset client costs. Non-federal used for training workshop facility rental and AV.
						X		A.15.c.	BrighSide Cross-border	\$ 1,250	Travel funds to support student mobility for cross-border research.
								A.16.	SDSU CIBER Student Internships		
X								A.16.a.	CIBER Graduate Research Interns	\$ 2,000	\$ 2,000
								A.16.a.	CIBER Graduate Research Interns		Graduate assistant support. Non-federal funds used for equipment.
X								A.16.b.	CIBER Marketing Interns	\$ 1,500	\$ 1,500
								A.16.b.	CIBER Marketing Interns		Institutional support for student interns
X								A.16.c.	CIBER Graduate Technology Interns	\$ 3,000	\$ 2,000
								A.16.c.	CIBER Graduate Technology Interns		Graduate intern support. Non-federal funds from faculty support of this activity.
X						X		A.17.	Fowler Scholars Going Global Session	\$ 1,000	\$ 1,000
						X		A.18.	IB Career Workshops	\$ -	
								II.	Program Element II: Research		
						X		B.1.	Relational Analysis of International Nexus	\$ 4,000	
								B.1.	RAIN dashboard		Continued enhancement and security updates on web platform.
						X		B.1.b.	Cross-border Expansion Patterns		Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
X								B.1.c.	Internationalization of Fast Food and Food Manufacturing	\$ 1,500	\$ 500
X								B.1.c.	Impact of New Technologies on International Strategies	\$ 2,000	
								B.1.c.	Impact of New Technologies on International Strategies		Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
						X		B.1.e.	Foreign Direct Investment and Border Security		\$ 1,500
X								B.1.f.	Foreign Direct Investment and Cross-border Land Use		
X								B.1.g.	Seminar in World Business Environment	\$ 2,000	\$ 1,500
						X		B.1.h.	Predictive Analytics Module		Faculty support of this activity. Non-federal support for this activity.
								B.2.	Targeted IB Research		
X								B.2.a.	International Entrepreneurship		
X								B.2.b.	Language and Business Opportunity Identification		
								B.2.b.	Language and Business Opportunity Identification		Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
X								B.2.c.	Cross-border Business Development	\$ 1,500	\$ 500
X								B.2.d.	Software Piracy and Cybersecurity in Latin America		
X								B.2.e.	Inclusion and Globally Distributed Workforce		
								B.2.f.	IB Curriculum and Student Outcomes	\$ 3,000	\$ 1,000
								B.2.f.	IB Curriculum and Student Outcomes		Faculty IB research awards. Funds can be used towards data collection, equipment, travel, or graduate assistant.
X								B.3.	Faculty Research Grant Program	\$ 18,000	
						X		B.4.	New Frontiers in IB Research Forums	\$ 900	
								B.5.	IB Faculty-Student Mentoring Program		Meeting expenses including facilities, AV, printing materials.
						X		B.5.a.	IB Faculty-Student Mentoring Program (IB FSMP)	\$ 1,000	\$ 500
								B.5.a.	IB Faculty-Student Mentoring Program (IB FSMP)		Meeting expenses including facilities, AV, printing materials. Non-federal funds used for faculty time allocated to this activity.
						X		B.5.b.	IB FSMP Workshop	\$ 1,000	\$ 550
								B.5.b.	IB FSMP Workshop		Workshop costs including facilities, AV, printing materials. Non-federal funds used for faculty time allotted to this activity.
						X		B.6.	IE-Scholars Community	\$ 500	
								B.7.	Cross-Disciplinary and Practitioner Events		
						X		B.7.a.	Left of Boom (LOB) Conference	\$ 2,000	
								B.7.a.	Left of Boom (LOB) Conference		Meeting expenses including facilities, AV, printing materials.
						X		B.7.b.	Smart Border Coalition Symposium	\$ 1,500	\$ 2,500
								B.7.b.	Smart Border Coalition Symposium		Meeting expenses including facilities, AV, printing materials. Non-federal funds from Smart Border Coalition.
						X		B.8.	Dissemination through IB Academic Conferences		
						X		B.8.a.	Academy of International Business (AIB) Conference	\$ 5,000	Non-federal support from FCB for faculty travel.
						X		B.8.b.	Academy of Management (AOM) Conference	\$ 4,700	Non-federal support from FCB for faculty travel.
								III.	Program Element III: Foreign Language		
								C.1.	New Business Language Courses		
X								C.1.a.	Introduction to Portuguese for Business	\$ 1,000	\$ 1,000
								C.1.a.	Introduction to Portuguese for Business		Assessment of course. Non-federal funds for faculty time allotted to this activity.
X								C.1.b.	Advanced Business Korean	\$ 2,500	\$ 1,000
								C.1.b.	Advanced Business Korean		Faculty support to develop program. Non-federal funds used for faculty time allotted to activity
						X		C.1.c.	Native Language Guest Lecturer Program	\$ 300	
								C.1.c.	Native Language Guest Lecturer Program		Room rental, expand database

Budget Narrative: Year Three

				X		C.2.	CAST for Business Languages	\$ 3,000	\$ 1,500	Contractual support for language subject expert to implement and evaluate professional test. Non-federal funds for faculty time allotted to this activity.
X						C.3.	Business Language for Veterans	\$ 2,250		Meeting costs including facilities, AV, printing materials. Non-federal funds for faculty time allotted to this activity.
					X	C.4.	Language for the Professions			
					X	C.4.a.	International Symposium on Language for Specific Purposes			
					X	C.4.b.	Business Language Research and Teaching (BLRT) Award	\$ 500		Partnership with CIBERs to provide BLRT award.
		X				C.5.	Pre-departure Training for Sports MBA	\$ 2,000	\$ 500	Faculty support to develop program and additional student mobility \$500x6 students. Non-federal funds for faculty time allotted to this activity.
					X	C.6.	Forums: French as a Professional Language	\$ 1,500	\$ 250	Meeting expenses including facilities, AV, printing materials.
						IV.	Program Element IV: Academic and Business Outreach			
						D.1.	SDSU CIBER Strategic Consortia			
					X	D.1.a.	California State University (CSU) Consortium	\$ 2,500	\$ 1,500	Meeting expenses including facilities, AV and materials printing. Non-federal funds allotted for partner university meeting expenses.
					X	D.1.b.	Western Regional CIBER Consortium			
					X	D.1.c.	Nationwide CIBER Consortium for MSI and CC	\$ 3,000		Annual fee per CIBER to support MSI and CC faculty attend development workshop and events, facility expenses, AV.
					X	D.1.d.	CUIBE (Consortium for Undergraduate International Business Development Programs)	\$ 1,000	\$ 1,500	Membership in Consortia, marketing materials and data management. Non-federal funds is for faculty time on this activity.
		X				D.2.	Faculty Development Programs			
		X				D.2.a.	FDIB Japan	\$ 16,000	\$ 1,500	Registration fee and travel expenses for FDIB Japan.
		X				D.2.b.	FDIB China	\$ 4,500		
		X				D.2.c.	FDIB Mercosur	\$ 3,500	\$ -	Faculty mobility support
			X			D.3.	CIBER Country Studies	\$ 1,000		Printing and distribution costs for CIBER Country Studies books
			X			D.4.	Japan Studies Institute (JSI)	\$ 1,000		Meeting expenses including facilities, AV, printing materials.
			X			D.5.	Global Board Game Adaptation		\$ 350	Non-federal funds for community college and MSI travel to SDSU for workshop.
			X			D.6.	NASBITE	\$ 500		Fee per CIBER to support annual NASBITE conference.
			X			D.7.	CIBER Web Presence	\$ 500		Annual fee per CIBER to support domain name, hosting, security maintenance and site updates.
			X			D.8.	CIBER-NADEC Initiative	\$ 2,500		Annual fee per CIBER to support annual DEC Forum.
			X			D.9.	World Trade Center Internship Program	\$ 1,000		Maintenance of online modules and internship database
			X			D.10.	"CIBER Says" Podcasts		\$ 750	Non-federal support from ITS and KPBS.
			X			D.11.	Small Business Training Programs			
			X			D.11.a.	Export Controls Seminar	\$ 1,000		Meeting expenses including facilities, AV, printing materials.
			X			D.11.b.	Discover Global Markets Conference			
			X			D.11.c.	Export Training for Tech Start-Ups	\$ 5,000		Data collection and analysis; meeting expenses including facilities, AV, and materials printing.
		X				D.14.	Export-Workforce Development Exchange	\$ 400		Database development
			X			D.13.	SDSU CIBER- A Regional Catalyst	\$ 3,000		Meeting expenses including facilities, AV, printing materials.
							Administration			
X							Faculty Director, Martina Musteen	\$ 36,055	\$ 36,055	
X							Managing Director, Mark Ballam	\$ 23,867	\$ 95,472	
X							Assistant Director, Paige Bryant (100%)	\$ 55,705		
X							Office Assistant (100%)	\$ 5,304	\$ 5,304	
X							Faculty Support-Curriculum and Research (Elkins, Kirvogorsky, Alexandra, S)		\$ 19,509	
X							Undergraduate IB Program Cost Share (J. Putman 7%, M. Franco 7%, M. LaP)		\$ 16,367	
X							CIBER Business Language Faculty (Schultz)(Samraj)		\$ -	
X							CIBER Education Outreach (C. Aquino-Sterling 10%)			
X							Student Staffing	\$ 4,000	\$ 5,262	
X							Fringe (Rate: 48%) Federal column = Bryant	\$ 26,737		
X							Fringe (Rate: 56.7%) Ballam, Musteen	\$ 33,976	\$ 74,575	
X							Fringe for All Other Personnel: (56.7%, 48%, or 17%)		\$ 13,866	
				X			External Evaluator: Ruth Aguilera (Years 2/4)			
			X				Internal Evaluator: Doreen Mattingly	\$ 5,500	\$ 6,550	
			X				Administrative Travel (Directors' Meeting)	\$ 5,000		
							Total Direct	\$ 329,944	\$ 330,060	
							Total Indirect (8%)	\$ 26,396	\$ 26,055	
							Total Costs	\$ 356,340	\$ 356,465	
x							Equipment			
x							Personnel	\$ 156,181	\$ 198,769	
	x						Fringe	\$ 60,713	\$ 88,441	
		x					Supplies	\$ 500	\$ -	
			x				Travel	\$ 45,400	\$ 27,450	
				x			Contractual	\$ 7,000	\$ 1,500	
					x		Construction			
							Other	\$ 60,150	\$ 13,900	
							Total Direct	\$ 329,944	\$ 330,060	
							Total Indirect (8%)	\$ 26,396	\$ 26,405	
							Total Costs	\$ 356,340	\$ 356,465	

Budget Narrative: Year Four

Equipment	Personnel	Fringe	Supplies	Travel	Contractual	Construction	Other	Year 4		
								Federal	Non-Federal	
										I. Program Element I: Curriculum
										A.1. Regionally Focused Undergraduate IB Courses
										A.1.a. Business in Latin America
X								\$ 1,000	\$ 1,000	Faculty support to develop program. Non-federal funds from faculty time allotted to this activity.
X										A.1.b. Business in China
X										A.1.c. Business in Southeast Asia
										A.2. Foundations of Global Business Course Redesign
										A.3. Foundations of Global Business Course Faculty Development and Training
										A.4. IB Content in Entrepreneurship Courses
X										A.4.a. Fundamentals in Entrepreneurship
										A.4.b. Global Business Game
									\$ 500	Non-federal funds used for for faculty time allotted to this activity.
										A.5. Faculty-led Study Abroad Training
										A.6. Study Abroad Enrichment Program
										A.6.a. IB Study Abroad Requirement
										A.6.b. FCB Study Abroad Requirement
										A.6.c. Short-term Study Abroad Requirement
										A.7. Export Internship Program
									\$ 250	Printing and promotion materials
										A.8. MS in Global Business Development
										A.8.a. Master of Science in Global Business Development
										A.8.b. International Business Development Practicum
										A.8.c. Life Sciences Workshop
										A.8.d. Aerospace Workshop
										A.8.e. Cybersecurity Workshop
										A.9. Cross-Border Business Consulting
										A.10. Courses with Embedded International Experience Module
										A.11. International Business Opportunity Development
										A.12. IB Case Competitions
										A.12.a. CIBER IB Case Competition
										A.12.b. CUIBE IB Case Competition
										A.12.c. SDSU IB Case Competition
										A.12.d. 48 Hour IB-a-thon
										A.12.e. Living Case IB Contest
										A.13. Certified Global Business Professional Bootcamp
										A.14. Stackable Nano-Degree Programs
										A.14.a. Business Development in Mexico
										A.14.b. Cross-border Supply Chain Management
										A.15. IB, Entrepreneurship and Inclusion Nexus
										A.15.a. SME Women-Owned Export Consulting
										A.15.b. SME Black-Owned Export Consulting
										A.15.c. BrightSide Cross-border
										A.16. SDSU CIBER Student Internships
										A.16.a. CIBER Graduate Research Interns
										A.16.b. CIBER Marketing Interns
										A.16.c. CIBER Graduate Technology Interns
										A.17. Fowler Scholars Going Global Session
										A.18. IB Career Workshops
										II. Program Element II: Research
										B.1. Relational Analysis of International Nexus
										B.1.a. RAIN dashboard
										B.1.b. Cross-border Expansion Patterns
										B.1.c. Internationalization of Fast Food and Food Manufacturing Industry and Related
										B.1.e. Foreign Direct Investment and Border Security
										B.1.f. Foreign Direct Investment and Cross-border Land Use
										B.1.g. Seminar in World Business Environment
										B.1.h. Predictive Analytics Module
										B.2. Targeted IB Research
										B.2.a. International Entrepreneurship
										B.2.b. Language and Business Opportunity Identification
										B.2.c. Cross-border Business Development
										B.2.d. Software Piracy and Cybersecurity in Latin America
										B.2.e. Inclusion and Globally Distributed Workforce
										B.2.f. IB Curriculum and Student Outcomes
										B.3. Faculty Research Grant Program
										B.4. New Frontiers in IB Research Forums
										B.5. IB Faculty-Student Mentoring Program
										B.5.a. IB Faculty-Student Mentoring Program (IB FSMP)
										B.5.b. IB FSMP Workshop
										B.6. IE-Scholars Community
										B.7. Cross-Disciplinary and Practitioner Events
										B.7.a. Left of Boom (LOB) Conference
										B.7.b. Smart Border Coalition Symposium
										B.8. Dissemination through IB Academic Conferences
										B.8.a. Academy of International Business (AIB) Conference
										B.8.b. Academy of Management (AOM) Conference
										III. Program Element III: Foreign Language
										C.1. New Business Language Courses
										C.1.a. Introduction to Portuguese for Business
										C.1.b. Advanced Business Korean
										C.1.c. Native Language Guest Lecturer Program
										C.2. CAST for Business Languages
										C.3. Business Language for Veterans
										C.4. Language for the Professions
										C.4.a. International Symposium on Language for Specific Purposes
										C.4.b. Business Language Research and Teaching (BLRT) Awards
										C.5. Pre-departure Training for Sports MBA
										C.6. Forums: French as a Professional Language
										IV. Program Element IV: Academic and Business Outreach
										D.1. SDSU CIBER Strategic Consortia
										D.1.a. California State University (CSU) Consortium

Budget Narrative: Year Four

						X		D.1.b. Western Regional CIBER Consortium	\$ 3,500		Meeting costs including facilities, AV and materials
						X		D.1.c. Nationwide CIBER Consortium for MSI and CC	\$ 1,000		Annual fee per CIBER to support MSI and CC faculty attend development workshop and events, facility expenses, AV.
						X		D.1.d. CUIBE (Consortium for Undergraduate International Business Education)	\$ 1,000	\$ 1,500	Membership in Consortia, marketing materials and data management. Non-federal funds is for faculty time on this activity.
								D.2. Faculty Development Programs			
						X		D.2.a. FDIB Japan	\$ 1,500	\$ 1,500	Follow up for FDIB Japan
						X		D.2.b. FDIB China	\$ 3,500		Faculty travel mobility support.
						X		D.2.c. FDIB Mercosur	\$ 1,000		Printing and distribution costs for CIBER Country Studies books
						X		D.3. CIBER Country Studies	\$ 1,000		Meeting expenses including facilities, AV, printing materials.
						X		D.4. Japan Studies Institute (JSI)	\$ 1,000		Non-federal funds from CC faculty travel expenses.
						X		D.5. Global Board Game Adaptation	\$ 250		Fee per CIBER to support annual NASBITE conference.
						X		D.6. NASBITE	\$ 500		Annual fee per CIBER to support domain name, hosting, security maintenance and site updates.
						X		D.7. CIBER Web Presence	\$ 500		Annual fee per CIBER to support annual DEC Forum.
						X		D.8. CIBER-NADEC Initiative	\$ 2,500		Maintenance of online modules and internship database
						X		D.9. World Trade Center Internship Program	\$ 1,000		Technology updates and maintenance. Non-federal support from ITS and KPBS.
						X		D.10. "CIBER Saves" Podcasts	\$ 750	\$ 500	
								D.11. Small Business Training Programs			
						X		D.11.a. Export Controls Seminar	\$ 1,000		Meeting expenses including facilities, AV, printing materials.
						X		D.11.b. Discover Global Markets Conference	\$ 8,000		Meeting expenses including facilities, AV, printing materials.
						X		D.11.c. Export Training for Tech Start-Ups	\$ 5,000		Data collection and analysis; meeting expenses including facilities, AV, and materials printing.
											Database enhancement
						X		D.14. Export-Workforce Development Exchange	\$ 400		
						X		D.13. SDSU CIBER- A Regional Catalyst	\$ 3,000		Meeting expenses including facilities, AV, printing materials.
								Administration			
						X		Faculty Director, Martina Musteen (50%)	\$ 37,137	\$ 37,137	
						X		Managing Director, Mark Ballam (100%)	\$ 24,583	\$ 98,336	
						X		Assistant Director, Paige Bryant (100%)	\$ 57,376		
						X		Office Assistant (100%)	\$ 5,464	\$ 5,464	
						X		Faculty Support-Curriculum and Research (Elkins, Kirvogorsky, Alexandra, Shin, Appleyard, Rand)	\$ 14,282		
						X		Undergraduate IB Program Cost Share (J. Putman 7%, M. Franco 7%, M. LaPlante 7%, R. Ashtari 7%)	\$ 14,900		
						X		CIBER Business Language Faculty (Schultz/Samraj)	\$ 12,458		
						X		CIBER Education Outreach (C. Aquino-Sterling 10%)			
						X		Student Staffing	\$ 4,000	\$ 5,262	
						X		Fringe (Rate: 48%) Federal column = Brvant	\$ 27,540		
						X		Fringe (Rate: 56.7%) Ballam, Musteen	\$ 34,995	\$ 76,813	
						X		Fringe for All Other Personnel: (56.7%, 48%, or 17%)		\$ 15,296	
											\$500 per day for six days of work; three days on site and three days of work at home city. Estimated travel costs include roundtrip tourist-class airfare from Boston, MA at \$450, lodging at \$250/night for three nights hotel, per diem \$55 for four days and \$5/day incidentals.
						X		External Evaluator: Ruth Aguilera (Years 2/4)	\$ 5,000		
						X		Internal Evaluator: Doreen Mattingly	\$ 5,500	\$ 6,747	
						X		Administrative Travel (Directors' Meeting)	\$ 5,000		
								Total Direct	\$ 322,695	\$ 322,695	
								Total Indirect (8%)	\$ 25,816	\$ 25,816	
								Total Costs	\$ 348,511	\$ 348,511	
								Equipment			
						X		Personnel	\$ 149,310	\$ 204,336	
						X		Fringe	\$ 62,535	\$ 92,109	
						X		Supplies	\$ 500	\$ -	
						X		Travel	\$ 24,950	\$ 14,750	
						X		Contractual	\$ 12,000	\$ 2,500	
						X		Construction			
						X		Other	\$ 73,400	\$ 9,000	
								Total Direct	\$ 322,695	\$ 322,695	
								Total Indirect (8%)	\$ 25,816	\$ 25,816	
								Total Costs	\$ 348,511	\$ 348,511	