

**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 # P220A180029**

**Grants.gov Tracking#: GRANT12651040**

OMB No. , Expiration Date:

Closing Date: Jun 13, 2018

PR/Award # P220A180029

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

**Application for Federal Assistance SF-424**

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
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* 3. Date Received: <input type="text" value="06/13/2018"/>	4. Applicant Identifier: <input type="text" value="263452"/>
--	---

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

**State Use Only:**

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
---	---

**8. APPLICANT INFORMATION:**

* a. Legal Name: <input type="text" value="Temple University - Of The Commonwealth System of"/>	
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="1231365971A1"/>	* c. Organizational DUNS: <input type="text" value="0571231920000"/>

**d. Address:**

* Street1:	<input type="text" value="1801 North Broad Street ,"/>
Street2:	<input type="text"/>
* City:	<input type="text" value="Philadelphia"/>
County/Parish:	<input type="text" value="Philadelphia"/>
* State:	<input type="text" value="PA: Pennsylvania"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="19122-6003"/>

**e. Organizational Unit:**

Department Name: <input type="text" value="FSBM:LEGAL STUDIES (15030)"/>	Division Name: <input type="text"/>
---	--

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

Prefix: <input type="text" value="MR."/>	* First Name: <input type="text" value="JOHN"/>
Middle Name: <input type="text" value="D."/>	
* Last Name: <input type="text" value="PENNER"/>	
Suffix: <input type="text"/>	

Title: <input type="text" value="SENIOR GRANTS AND CONTRACTS SP"/>
--

Organizational Affiliation: <input type="text" value="Temple University - Of The Commonwealth System of"/>
---

* Telephone Number: <input type="text" value="(215)-707-3887"/>	Fax Number: <input type="text" value="(215)-707-8387"/>
---	---

* Email: <input type="text" value="tuf81570@temple.edu"/>
---

**Application for Federal Assistance SF-424**

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

X: Other (specify)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

Public, Nonprofit, State-relat

**\* 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

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="1,265,083.00"/>
* b. Applicant	<input type="text" value="1,559,255.00"/>
* 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="2,824,338.00"/>

**\* 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

Temple University of the Commonwealth System of Higher Ed.

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	45,800.00	43,100.00	37,400.00	37,400.00		163,700.00
2. Fringe Benefits	3,772.00	4,131.00	3,685.00	3,685.00		15,273.00
3. Travel	98,600.00	99,100.00	93,600.00	89,100.00		380,400.00
4. Equipment	0.00	0.00	0.00	0.00		0.00
5. Supplies	5,300.00	4,300.00	11,800.00	17,300.00		38,700.00
6. Contractual	0.00	0.00	0.00	0.00		0.00
7. Construction	0.00	0.00	0.00	0.00		0.00
8. Other	108,700.00	113,700.00	118,200.00	117,200.00		457,800.00
9. Total Direct Costs (lines 1-8)	262,172.00	264,331.00	264,685.00	264,685.00		1,055,873.00
10. Indirect Costs*	20,974.00	21,146.00	21,175.00	21,175.00		84,470.00
11. Training Stipends						
12. Total Costs (lines 9-11)	283,146.00	285,477.00	285,860.00	285,860.00		1,140,343.00

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

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

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

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

Period Covered by the Indirect Cost Rate Agreement: From: 07/01/2017 To: 06/30/2020 (mm/dd/yyyy)

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

The Indirect Cost Rate is 58.50%.

(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  %.

PR/Award # P220A180029

Name of Institution/Organization Temple University of the Commonwealth System of Higher Ed.	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	226,081.00	237,909.00	250,896.00	256,548.00		971,434.00
2. Fringe Benefits	53,958.00	55,707.00	57,768.00	59,285.00		226,718.00
3. Travel	8,500.00	14,000.00	13,500.00	14,000.00		50,000.00
4. Equipment	0.00	0.00	0.00	0.00		0.00
5. Supplies	4,200.00	4,200.00	11,700.00	3,200.00		23,300.00
6. Contractual	0.00	0.00	0.00	0.00		0.00
7. Construction	0.00	0.00	0.00	0.00		0.00
8. Other	56,400.00	77,300.00	77,300.00	76,800.00		287,800.00
9. Total Direct Costs (lines 1-8)	349,139.00	389,116.00	411,164.00	409,833.00		1,559,252.00
10. Indirect Costs	27,931.00	31,129.00	32,893.00	32,787.00		124,740.00
11. Training Stipends						
12. Total Costs (lines 9-11)	377,070.00	420,245.00	444,057.00	442,620.00		1,683,992.00

**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>Filled For Validation</p>	<p>TITLE</p> <p>Asst. Vice President for Grants Management</p>
<p>APPLICANT ORGANIZATION</p> <p>Temple University of the Commonwealth System of Higher Ed.</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 type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. * Report Type:</b> <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
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**4. Name and Address of Reporting Entity:**  
 Prime     SubAwardee

\* Name: Temple University of the Commonwealth System of Higher Ed.  
\* Street 1: 1801 N. Broad St.    Street 2: \_\_\_\_\_  
\* City: Philadelphia    State: PA: Pennsylvania    Zip: 19122-6003  
Congressional District, if known: PA-002

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

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

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

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

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

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

\* Signature: Filled For Validation  
\* Name: Prefix Ms.    \* First Name Karen    Middle Name \_\_\_\_\_  
\* Last Name Mitchell    Suffix \_\_\_\_\_  
Title: Asst. Vice President for Grants Management    Telephone No.: 215-707-7547    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.**

263452 - GEPA Attachment.pdf

Add Attachment

Delete Attachment

View Attachment

Temple University  
General Education Provisions Act (GEPA) Section 427

Temple University mirrors our global society and its richness of culture and tradition, values and principles, and the broad array of human expression. The university values diversity as a central element of its institutional culture. Throughout our history, we have built and sustained an academic community where people of different cultures, intellectual positions, and lifestyles can reach their full potential. The university recognizes and honors the inherent dignity of each person and provides a safe and respectful environment in which to live, learn and work. At Temple University we value the contribution and promote the achievement of each of its members.

Temple University strives to develop and strengthen the international education programs that help Temple students attain a global perspective. We recognize that today, more than ever, the world demands that students understand other countries and how they are linked together. We are committed to the notion that through international education, Temple students enrich their general education, acquire knowledge and experience for their later professional success and develop life skills needed to become competent and engaged global citizens.

Enhancing diversity at the Fox School of Business is one of the top priorities at Temple University. With 128 countries represented by our student population, each student enjoys equal access to resources in our classroom and beyond. Indeed, racism, sexism, or the disparagement of persons with disabilities are not tolerated at the Fox School of Business and at Temple University.

## CERTIFICATION REGARDING LOBBYING

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

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

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

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

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

### Statement for Loan Guarantees and Loan Insurance

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

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

#### \* APPLICANT'S ORGANIZATION

Temple University of the Commonwealth System of Higher Ed.

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Ms. \* First Name: Karen Middle Name:

\* Last Name: Mitchell Suffix:

\* Title: Asst. Vice President for Grants Management

\* SIGNATURE: Filled For Validation

\* DATE: 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.	Kevin		Fandl	

Address:

Street1:	Temple University Fox School of Business
Street2:	1801 Liacouras Walk, Alter Hall 410A
City:	Philadelphia
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Country:	USA: UNITED STATES

Phone Number (give area code)	Fax Number (give area code)
215-204-6674	

Email Address:

kevin.fandl@temple.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:

Dr. Kevin J. Fandl, J.D., Ph.D.  
Temple University CIBE  
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### **ABSTRACT**

The global environment of business has become so integrated that it has become local. Domestic manufacturing depends on source materials from every corner of the world. Innovation is being driven by natural-born and immigrant entrepreneurs. And competition is increasingly coming from local outposts of foreign enterprises. Technology has made access to information and goods and services economical and easy, which means that anyone with a laptop can compete in the global marketplace. To keep American business competitive, our policy makers need access to the latest practical research on innovation and technology; our industry leaders need effective and relevant training in key strategies for success; and our future workforce—University and community college students—need a global toolkit that can immediately and practically engage them in the new global economy. Temple CIBE will be a leader in delivering on these needs.

The proposed research, training, and educational activities will equip American public and private sector actors with the tools they need to stay competitive in a globally integrated business environment. Our programs will internationalize faculty and students at Temple and other regional institutions, including community colleges and minority-serving institutions; and at the same time enhance our capacity to protect America's vital intellectual and business assets and enhance the global competence of our businesses and workforce.

The more than 50 activities are designed to: (1) inject international components into new and existing curriculum; (2) significantly expand access to language and cultural competencies through technology and global immersive experiences; (3) develop a practical body of research that addresses cutting-edge issues in international business; (4) foster skill development for Temple and community college students and faculty in key global business concepts; (5) deliver the relevant trainings necessary to give the business community a competitive edge on global markets; and, (6) engage with students and faculty at area community colleges and minority-serving institutions in the delivery of valuable international business insights. With our cadre of renowned international researchers and growing business student and faculty community, Temple CIBE is ideally positioned to deliver meaningful and measurable results within budget and on schedule through this grant.

## Project Narrative File(s)

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

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## I. MEETING THE STATUTES

*How well do the objectives set forth in this application further the purpose of sections 611 and 612 of the statute?*

Temple University is uniquely positioned to deliver the skills and insights necessary to forge the workforce of tomorrow. Situated in North Philadelphia, Temple has a long history of serving as a resource to the community. One out of every five residents of the region enrolled in a program at Temple, making the school a well-recognized institution of quality education. With over 40,000 current students, 9,000 of whom are in the Fox School of Business, Temple has a substantial impact on the preparation of the next generation of the global workforce. And through a rapidly expanding executive education program, numerous community and institutional partnerships, and hundreds of professional development workshops and seminars, Temple is also upgrading the skills of the current workforce, making them global-business ready.

To align with the purpose of Title VI of the Higher Education Opportunity Act, the Temple Center for International Business and Education (CIBE) has developed **46 activities** designed to strategically promote a better understanding of critical international business (IB) concepts that align with the realities of global business today; deliver innovative training, both in content and methodology, to effectively equip business personnel at all stages of professional development; and to engage with community partners – such as government agencies, community colleges, chambers of commerce and world trade centers – to ensure the broadest-possible distribution of the latest research and training tools developed by our world-renowned faculty members.

Temple CIBE has served as a highly-productive IB research and education center since 2002, producing hundreds of top-quality academic and practice journal publications, delivering

workshops on all aspects of enhancing competitiveness in global markets to students and business professionals, and integrating key IB concepts into much of the curriculum. The proposal we are submitting for the next grant cycle will allow Temple CIBE to substantially expand our internationalization efforts with an emphasis on leveraging innovation and technology to prepare current and future business leaders to compete in a globally integrated market. To achieve these outcomes, we will deepen our partnerships with regional businesses and professional associations, and strengthen our sustained commitment to regional community colleges and minority-serving institutions (MSIs), as requested by the competitive preference priorities. Further, we will expand our integration of language and cultural competency training and assessment, meeting the invitational preference priority. Temple CIBE presents programmatic activities that meet all of the legislative mandates, competitive preference priorities, and invitational priority, as outlined in **Appendix 1**. Temple CIBE intends to remain the regional source for meeting the research, educational, and training needs of the U.S. workforce through the implementation of the following 46 activities.

*1. “Be national resources for the teaching of improved business techniques, strategies, and methodologies that emphasize the international context in which business is transacted.”*

*We propose six activities in this category:*

**(1.1) Develop and Launch a New IB Course:** Fox has developed specialized regional courses focused on Latin America, Asia and Europe. Fox will develop a new **specialized regional course focused on doing business in the Middle East and Africa**, including an analysis of how the global significance of the purchasing power of growing middle classes in these regions affects the balance of power in the East and West.

**(1.2) Develop a New Postgraduate Global Certificate Program in IB:** Education does not end upon graduation. New skills and knowledge are constantly needed to adapt to the changing business world, especially in light of the effects of rapid globalization. Fox will serve as a national resource for the **preparation of our graduates through access to lifelong learning** (see **Activity 2.7**). Temple CIBE will add to the executive education space by launching IB courses that include a global immersive element. The new **Global Certificate Program in IB** provides Temple alumni and graduates of area community colleges and MSIs an opportunity to harness the tremendous skills-based learning offered by a global immersion without the need to return for another degree.

**(1.3) Integrate Export Consulting into Graduate Capstone Enterprise Management Consulting Group:** For twenty years, the Fox Management Consulting (FMC) program has given MBA students an opportunity to develop and apply consulting skills on more than 400 projects, a quarter of which have involved market-entry advising. Temple CIBE will help the FMC program to **focus on export promotion consulting by leveraging existing regional partnerships with small and medium-sized enterprises** to better position them for strategic market entry or expansion abroad (see **Appendix 2**).

**(1.4) Develop a Series of Graduate Interdisciplinary Workshops on Cybersecurity:** Temple CIBE will develop a **series of workshops focused on cybersecurity**, including the regulatory implications for cloud computing in multinational corporations; synergies and conflicts in cybersecurity regulations affecting companies conducting business across borders; and operational visualizations and decision support for maintaining the cyber supply line.

**(1.5) Initiate a “Design Thinking Challenge” with Global Partners:** Temple CIBE will implement a “design challenge” to be initiated with our partner institutions around the world wherein

students will work together to solve a common issue, such as public transportation or workforce development, using applied design thinking techniques. This experiential process will **teach students cross-cultural design tools and processes that they can leverage in their global careers.**

**(1.6) Facilitate the Exchange of New Methodologies and Skills through International Faculty Exchange:** Temple CIBE will leverage our international partnerships, including resources at Temple University Rome and Temple University Japan, to facilitate the exchange of expert faculty members (see **Appendix 3**). Faculty with unique expertise in areas such as the new General Data Protection Regulation (GDPR) of the European Union, as well as practitioners such as executives at multinational firms operating abroad, will be encouraged to participate.

**2. “Provide instruction in critical foreign languages and international fields needed to provide an understanding of the cultures and customs of United States trading partners.”**

*We propose seven activities in this category:*

**(2.1) Develop a Podcast Series Focused on Language and IB:** Temple CIBE will develop a series of podcast recordings that will provide short, insightful conversations with key stakeholders about issues of critical importance to IB, including language acquisition for business purposes, innovation in IB, cross-culture competency, and global entrepreneurship. Podcast topics will address **relevant current issues in IB, such as the negotiation and implementation of trade agreements, the impact of regional data protection laws on multinational businesses, distinct corruption and compliance regimes, and trade dispute resolution,** among other important topics. These podcasts will be developed with the help of faculty across Temple, at

area community colleges and MSIs, as well as with business professionals and government representatives around the world.

**(2.2) Support Language and Applied Linguistics Seminar Series in a Global Context and Annual Training Conference:** To ensure that Temple language faculty and students are properly equipped with the latest techniques and research, Temple CIBE will support a seminar series focused on language learning for global business along with **participation in the annual Graduate Students of Languages at Temple (GSOLT) language training conference**, which, in 2018, attracted a combined 350 participants.

**(2.3) Create Fundamentals of Language for Business Training for Outbound Students and Faculty:** Temple CIBE will support the Fundamentals of Language for Business program, which provides targeted language for business development training to participants through overseas opportunities, such as study abroad and global internships. For those students traveling to locations in which English is not the spoken language, Temple CIBE will provide fundamental resources necessary for the participants to begin engaging in their target environment from day one. These resources will include **language workshops delivered by language faculty and expert trainers in the region**, access to podcasts and video vignettes focused on specific language lessons, and other key resources.

**(2.4) Support for Study of the Effect of Language on Business Decision Making:** The Fox School's Dr. Amir Shoham, who has published extensively on the linkage between language, gender and various disparities in business, known as **gender marking**, will lead the effort to better understand how language affects decision-making processes in the context of IB. Language and gender are the two factors to which all international activity is exposed, creating obstacles and opportunities that are important for international theory and practice. Using

linguistic gender marking in research will help U.S. businesses to better understand foreign societies, markets and companies. The new knowledge and understanding that this research will create will help in increasing and promoting the understanding that economic enterprises have in a complex multinational and multicultural environment.

**(2.5) Maximize Value of Fox School of Business RoadMap Assessment Tool to Measure Cross-cultural Learning:** **RoadMap**<sup>TM</sup> is an analytic application developed by Fox to visualize and track student competency development in the competency-based Fox MBA programs. This tool will be used in conjunction with cultural competency assessment tools such as the cross-cultural adaptability inventory (CCAI), to help students better understand their development of critical skills identified by industry leaders as most essential for the workforce by measuring the level of competencies at the start, in the middle, and at the end of their program. By providing students with the ability to identify, assess, and close competency gaps, Fox is building a cadre of global workforce-ready graduates. Temple CIBE will facilitate further integration of data and resources from the increasing number of cross-cultural exchange opportunities afforded to students into the competency assessment tool (see **Appendix 4**).

**(2.6) Integrate Cross-Cultural Learning Opportunities into the Fox Leadership Development Program:** In an effort to ensure that Temple graduates are positioned for career advancement, the Fox School requires undergraduates to participate in the Fox Leadership Development Program (FLDP). Hosted by the *Suitable* website, the FLDP will strengthen competencies that companies/recruiters regularly look for in potential employees. By participating in a robust year-long schedule of activities, students will be able to show fundamental skills in **Community Engagement, Global Awareness, Personal/Professional Development, and Financial Literacy**. FLDP requires students to accumulate points by attending events, engaging in

internships, and participating in study abroad programs, among other things (see **Appendix 5**). Temple CIBE will work with the FLDP to more aggressively integrate activities with a focus on IB and U.S. trade competitiveness.

**(2.7) Strengthen Critical Language Acquisition through Foreign Internships and Study Trips:**

Temple University's College of Liberal Arts (CLA) has an award-winning body of faculty offering language instruction to 3,000 students on average per semester and offers instruction in languages currently considered critical by the U.S. government, such as Arabic, Chinese (Mandarin), Hindi, Japanese, Korean, Russian, and Vietnamese (see **Appendix 6**). In addition, CLA offers language certificates in Arabic, Chinese, French, Italian, Japanese, and Spanish. The College's Spanish Certificate program, ranked number three nationally, offers five specialized Spanish certificates, including one focused on **Spanish for Latin American Studies in Business**. Temple CIBE will support participation by select students who wish to improve their critical language learning with a study abroad or internship opportunity.

***3. "Provide research and training in the international aspects of trade, commerce, and other fields of study."***

*We propose nine activities in this category:*

**(3.1) Support Economic Geography Research Focused on IB Innovation Clusters:** Temple CIBE will support the expansion of the **iBEGIN Knowledge Maps** project, which works with the Global Cities Initiative (GCI) of the Brookings Institution, the World Trade Center of Greater Philadelphia (WTCGP), JP Morgan Chase and the Office of International Development within the City of Philadelphia and the Department of Commerce, to identify the key dimensions of competitiveness of the Philadelphia, Pittsburgh and San Diego metropolitan areas.

**(3.2) Facilitate Collaboration and Knowledge Sharing through the annual iBEGIN**

Conference: The iBEGIN research network organizes an annual conference that brings together **researchers and scholars from around the world to share research related to innovation, economic geography, and other facets of IB.** Temple CIBE will support the 2018 conference, which will be hosted by the Fox School in October 2018, with subsequent annual meetings scheduled for each of the three remaining years of this grant period.

**(3.3) Enable Expanded Research into Innovation and IB in the Global Agriculture Sector:**

Temple CIBE will support research into the governing environment in which innovation is either constrained or enhanced in the global agriculture sector, such as the grape and coffee sectors, to better understand the role of innovation, governance and sustainability in creating export markets.

**(3.4) Support Faculty and Doctoral Student Research on Current Issues affecting U.S.**

Competitiveness: Temple Faculty and doctoral students are researching cutting-edge issues in IB, including **blockchain technology, autonomous vehicles, digital contracts, and the Internet of things** (see **Appendix 7**). Similarly, these scholars are delving deeper into topics long considered important to competitiveness, such as **corporate compliance, international harmonization of standards, international commercial arbitration, tourism, and sustainability**, to uncover previously unaddressed yet highly significant elements. Projects in this area include inbound U.S. tourism by Chinese travelers; harmonization of international accounting standards to address changing compliance rules; the evolving role of U.S. courts in resolving international commercial disputes; and the ethics of automation and cognitive computing.

**(3.5) Establish a Center for International Business, Compliance and Policy:** Temple CIBE will support the establishment of a **Center for International Business, Compliance and Policy** (CIBCAP), which will leverage partnerships with schools within the University, other regional universities, and foreign academic centers to build a body of essential research focused on issues such as the economics and politics of tariffs and trade agreements; the role of local and national governance in business innovation and sustainability; grey market entrepreneurship in the absence of good governance; and the ethical and legal implications of automation in IB, among other topics. The key focal areas of the Center include: 1) **comparative regulatory analysis to assess barriers to free and fair market access**; 2) **innovation in cross-border transactions, including areas such as blockchain and smart contracts**; and 3) **disruptive technology and the regulatory environment, including the rapid development of a sharing economy**.

**(3.6) Enhance Faculty Training in Critical IB Fields through the Faculty Development in International Business (FDIB) Program:** The **Faculty Development in International Business** (FDIB) program is a key asset that enables Temple as well as community college and MSI faculty to conduct IB research, develop new classes and methodologies, and learn to advise on critical aspects of global business for their academic and business communities. Fox recently led two highly-successful FDIB trips – one in Chile and one in Hong Kong – to prepare faculty to better integrate global business concepts in the classroom and in their research. Faculty from universities across the U.S. participated on those trips and engaged in deep learning focused on innovation in the global business environment. Directly resulting from the FDIB in Chile, three faculty members have written journal articles, and each was accepted for a conference presentation in 2018 (see **Appendix 8**). Fox will build on its existing success by leading two annual FDIB trips focused on the theme of innovation and global business. With Temple CIBE

support, Fox will take faculty to key business innovation environments such as Australia, where participants will learn how an inward-driven city turned itself into a global mecca of education and exports, and Israel, the start-up nation, where despite a difficult geography and small population, innovation has made it one of the most successful and productive countries in the world. Temple CIBE also expects to partner with another CIBE university to co-lead a third FDIB annually where resources and expertise are shared to provide participants with a substantive and diverse learning experience.

**(3.7) Share Insights and Best Practices from FDIB Experiences:** In coordination with at least ten current CIBEs, Temple CIBE will create a book series of edited volumes that reflect the content of the FDIB programs offered throughout the grant period. Temple CIBE will contribute to this project through the development of a book examining the innovation-focused FDIBs led by the Fox School in 2018 to Chile and Hong Kong, both of which offer valuable lessons about preparation for a faculty-focused immersion experience, expectations of distinct business environments, and content development and integration into the experience.

**(3.8) Expand Cadre of Qualified Global Trip Lead Faculty:** Temple CIBE will support the delivery of an annual **global immersion in IB workshop** to prepare faculty to lead global immersion trips at the undergraduate and graduate levels for the Fox School. This no-cost initiative began in 2017 in an effort to expand awareness of Fox's international programs and to assess the breadth of Fox faculty qualified to lead a global immersion trip. As a result of the first workshop, eight participating faculty members are leading global immersions in 2018/2019 and four other faculty members joined the Fox FDIB experience to further enhance their global business knowledge.

**(3.9) Strengthen Research in Global Economics by Supporting Global Scholar Grants:** The **Global Studies Program** at Temple University, begun in 2015, has been highly successful, offering students over 200 courses focused on global security, global economy, cross-cultural understanding, and related topics central to IB. Temple CIBE will support the expansion of this grant program to allow doctoral students who are researching areas of importance to international trade and U.S. competitiveness to secure funding for their attendance at key events.

**4. “Provide training to students enrolled in the institution, or combinations of institutions, in which a center is located.”**

*We propose seven activities in this category:*

**(4.1) Fund Short-term Undergraduate Study Abroad Programs:** One of the ways that Fox is working to adopt new strategies for preparing our students is through the integration of **global immersion** components into the curriculum. **This short-term study abroad experience allows students to develop valuable job skills such as cross-cultural understanding, tolerance for ambiguity, respect for diversity, adaptability and self-confidence** (see **Appendix 9**). Temple CIBE will support efforts to further expand the undergraduate IB study abroad program to key emerging and advanced market destinations that expose students to the changing state of IB by targeting markets that apply technology and innovation to secure their place in an increasingly complex global market.

**(4.2) Support IB-focused Internships:** Temple CIBE will support CLA’s **Targeted Internship Program**, which will take advantage of the resources of the City of Philadelphia, the Greater Philadelphia area, and the Commonwealth of Pennsylvania, as well as Temple University Japan’s extensive internship program, to place students in internships in American and Japanese

companies in Tokyo, among other parts of the world. Interns focused on IB will also go to Washington, D.C., to work with congressional offices and committees, as well as in think tanks such as the Council on Foreign Relations, the U.S. Chamber of Commerce, and the National Association of Independent Businesses.

**(4.3) Facilitate Live IB Consulting Projects for Capstone Students:** Graduating students in the Fox School's undergraduate (optional) and graduate MBA (required) programs engage in a **consulting project** with a business sponsor. While many work with regional business entities, an increasing number of Fox students opt for a foreign business to partner for their final project. As demand for these international projects grows, Temple CIBE will support an expansion of the live global consulting component of the undergraduate capstone and graduate MBA Fox Management Consulting programs into new markets while continuing to support students who choose to partner with foreign enterprises.

**(4.4) Support International Case Competitions Focused on Trade Competitiveness:** IB case competitions enable students to resolve real-world business problems while working to overcome cross-cultural, linguistic, and teamwork challenges as they work with students from schools around the world. Temple CIBE will support participation by students from Temple as well as from regional community colleges and MSIs to participate in these case competitions. Since 2014, 132 students have participated in an **IB Case Challenge**. Temple CIBE will support participation by regional MSI students to participate in these competitive events. These competitions are generally hosted by other CIBE schools or members of the Consortium of Undergraduate International Business Education (CUIBE).

**(4.5) Develop Online Spanish for Business Purposes Course:** Temple CIBE will support the migration of traditional courses into online formats that allow for broader enrollment and access

for students who may not be able to participate in face-to-face classes. These classes will be integrated into a new online **Business Spanish Certificate** program developed by CLA. Temple CIBE will enable the conversion of courses, creation of training modules, templates, video lectures, audio, interactive case studies, and business simulations with a diversity of actors representing different geographic regions and socioeconomic and educational circumstances.

**(4.6) Support Pre-travel Training for Global IB Immersion Participants:** The Fox School's global immersion program has experienced unprecedented growth in the past year by running 16 undergraduate and graduate immersion trips to destinations in Southeast Asia, Europe, the Middle East and Latin America, an increase of 54% over the prior year. As part of this initiative, Temple CIBE will enable the delivery of **pre-travel preparation seminars** that give foundational exposure to key cultural, linguistic, and political economy training that will enable participants to have more productive, valuable and culturally competent experiences when they immerse in the foreign business environment.

**(4.7) Internationalization of the Online MBA, Part-time MBA and Specialized Masters Program Curriculum:** Temple CIBE will support a new initiative to internationalize these graduate programs through: integration of comparative business readings that introduce students to the diversity of views around a particular topic; linkage to relevant comparative IB multimedia from the Fox Video Vault or the new podcast series (see **Activity 2.1**); guest lectures using local talent or visiting faculty and professionals from abroad (see **Activity 1.7**); and for some courses, the addition of a global immersion experience either through virtual or augmented reality or through overseas travel.

*5. “Serve as regional resources to businesses proximately located by offering programs and providing research designed to meet the international training needs of these businesses.”*

*We propose eight activities in this category:*

**(5.1) Collaborate with Local Small and Medium Enterprises (SMEs) to Share Knowledge and**

**Best Practices on IB and Cybersecurity:** Temple’s Information Technology Auditing and

Cybersecurity (ITACS) program works to address emerging cyber risks to business by enabling

students in this Master of Science degree to prepare for and address the key risks that they will

face in the workforce. The ITACS advisory board, led by Kapish Vanvaria, Senior Manager for

Advisory Services at Ernst & Young, includes leading IT audit and cyber security practitioners

who will guide and mentor ITACS students. Among them, representatives from Pitney Bowes,

Comcast, TD Bank, Walmart, Price Waterhouse Coopers, JP Morgan Chase, and many others,

guide the program toward the latest and most critical risks they face in today’s global business

environment. Events and workshops on best practices and new technologies organized by this

program benefit students as well as other members of the business community (see **Appendix**

**10**).

**(5.2) Offer Business Community Seminar Focused on Export Procedures:** In order to encourage

more U.S. firms to take advantage of export opportunities, resources must be made available to

provide those firms with the knowledge they need to begin (or expand) their global presence. An

integral part of that process is understanding the Automated Commercial Environment (ACE),

which is the primary means by which an importer or exporter clears their goods for international

trade. Temple CIBE will support an **annual workshop led by experts from the U.S.**

**Department of Commerce, U.S. Customs and Border Protection, the global logistics**

**industry, and international law firms, intended to provide the regional business community**

**with the tools they need to import and export.** This seminar has been highly effective in past years, averaging over 100 participants from at least eight different states. Temple CIBE will continue to support its development and delivery (see **Appendix 11**).

**(5.3) Host a Symposium on Protecting U.S. Intellectual Property in Global Markets:** The U.S. Department of Commerce's Office of Intellectual Property Rights, the U.S. Patent and Trademark Office and the U.S. Commercial Service deliver seminars around the country to help businesses in different regions better understand their rights and avenues to protect their intellectual property abroad. Temple CIBE will host one or more of these seminars, which will be open to the public, as part of the **STOPfakes.gov Road Show**. The program will feature presentations by intellectual property experts and law enforcement officials, including one-on-one meetings with experts from industry and government.

**(5.4) Offer Workshops on Managing Export Risks and Financing as part of the Export Lab Series:** In partnership with the U.S. Commercial Service, Temple CIBE will support the **Export Lab** program, which is a series of six annual half-day workshop on topics including integrated marketing, managing export risks, finance, and managing distributors. Selected participants from the business community are evaluated on their export readiness by the U.S. Department of Commerce and actively develop their export strategy throughout the duration of the program. Content is delivered by industry leaders from the Greater Philadelphia region (see **Appendix 12**).

**(5.5) Support a Partnership with the Mid-Atlantic District Export Council:** District Export Councils (DECs) are organizations of leaders from the local business community, appointed by the Secretary of Commerce, whose knowledge of IB provides a source of professional advice for local firms. Closely affiliated with the Commerce Department's U.S. Export Assistance Centers, the 60 DECs across the U.S. 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. Temple CIBE will continue to work closely with our regional and national DEC to promote programs and initiatives that expand opportunities for export promotion and trade competitiveness.

**(5.6) Partner with the WTCGP:** Temple CIBE has partnered with the WTCGP to significantly expand our collaboration on trade promotion events. Through this partnership, faculty and students will be able to witness first-hand the process of linking regional firms with export opportunities and will participate in the Global Connections networking event that brings together the IB community with area academics and diplomats (see **Appendix 13**).

**(5.7) Partner with the Global Philadelphia Association to Promote Philadelphia as a World Heritage City:** Temple CIBE will partner with the Global Philadelphia Association to leverage Philadelphia's 2015 designation by the Organization of World Heritage Cities as the first American World Heritage City. By connecting Philadelphia to a network of 270 cities worldwide, this designation is likely to bring a significant increase in tourism to the city, investment in the region, and consideration by global firms as a desirable location in which to do business. Temple's partnership will support a number of key initiatives, such as organizing professional development workshops, supporting the emerging international journalists program, and working to ensure that every student has a passport.

**(5.8) Partner with the World Affairs Council to Offer an IB-focused Symposium Series:** Temple CIBE will partner with the World Affairs Council of Philadelphia (WAC) to deliver IB-oriented programs for the regional business community, faculty and students at Temple and area community colleges and MSIs. These programs will feature CEOs, government leaders, journalists, entrepreneurs, business leaders, academics and other experts speaking about the

challenges of working in an increasingly globalized business environment and how to develop the tools to meet those challenges.

**6. “Serve other faculty, students and institutions of higher education located within their region.”**

*We propose nine activities in this category:*

**(6.1) Support Community College Participation in Academy of International Business (AIB)**

Northeast Regional Conference: AIB holds its Northeast Regional conference in the Philadelphia region each year and is attended by IB academics and practitioners from around the world. To support participation in this conference by regional community college faculty and doctoral students, Temple CIBE will offset the costs of registration for up to three community college or MSI participants annually (see **Appendix 14**).

**(6.2) Support Community College and MSI Student Participation in the Temple Global**

Conference: Temple CIBE will support attendance by community college and MSI participants in Temple’s annual **Global Conference**, which enables faculty and students to present their research, improve their teaching practices, and uncover internationalization tools.

**(6.3) Sponsor an International Educators Academy:** Temple sponsors a training academy for faculty and administrators hosted by Temple’s Human Resource department to promote international education, study abroad, and to create a forum to discuss critical concerns relating to International Studies programs, including the teaching of critical languages. Temple CIBE will support this outreach initiative by sharing professional development opportunities from its partners, such as Global Philadelphia and the WAC.

**(6.4) Sponsor Participants from Regional Community Colleges and MSIs to Participate in WTC**

**Events:** Through the partnership between the Fox School and the WTCGP, an array of new opportunities have become available for student engagement with the IB community in the Philadelphia region. Temple CIBE will open these opportunities to participants from area community colleges and MSIs to enable them to take full advantage of events such as *Bringing the World to Pennsylvania*, the World Trade Centers Day Annual Award ceremony, and a range of export promotion events (see **Appendix 13**).

**(6.5) Provide Opportunities for Veteran Students to Apply their International Experience to**

**Students and the Business Community:** For over eight years, Temple University has been designated as a Top Military Friendly School, with more than 800 active veteran students, both undergraduate and graduate. Temple CIBE will continue to support veterans through workshops to help transfer their international military experience into the workplace; guest speakers on IB topics; specific veteran career fairs or events with international companies/employers; and support for attendance at the North American Small Business International Trade Educators conference, the leading U.S. organization supporting training and education in global business.

**(6.6) Content Development on Corporate Compliance for IB:** Temple CIBE will support the

establishment of the **Corporate Compliance Center**, hosted by Temple's Beasley School of Law, by facilitating content development for their new initiative on executive education in the area of corporate compliance. That program, which will include a component addressing compliance matters for U.S. firms working abroad as well as foreign firms investing in the U.S., will target business executives in the greater Philadelphia region through a series of live and recorded seminars, video lectures and audio podcasts.

**(6.7) Participate in the Internationalization Grants Program:** Temple University's Office of International Affairs supports a grantmaking program for faculty and students interested in integrating international components into their research or teaching, or facilitating partnerships with institutions abroad. Temple CIBE will support a new category of **internationalization grants** offered by that office that focus on IB. Students and faculty from across the university will have the ability to apply for these grants, which will ultimately be assessed by the Fox School for their relevance to promoting U.S. trade competitiveness or exports.

**(6.8) Support MSI Faculty Participation in CIBE Workshops:** Temple CIBE will support participation by regional MSI faculty members in CIBE-sponsored professional development events, including an IB Pedagogy Workshop and an IB Case Competition.

**(6.9) Launch Electronic Newsletter on IB Current Issues:** Temple CIBE will support a new initiative to develop a regular electronic **IB Insights** newsletter disseminated to IB faculty domestically and abroad. The newsletter will include relevant news items affecting IB, such as new tariffs or trade restrictions affecting distinct industries, significant cross-border mergers and acquisitions, and key global economic indicators. It will also highlight new IB research, upcoming events such as conferences and workshops, and new multimedia such as podcasts and videos about IB.

**Summary:** All activities discussed above have been carefully developed in alignment with the objectives set forth in the guiding statute. The next section will discuss the national significance of Temple's CIBE.

## II. SIGNIFICANCE

Temple's CIBE aims to serve as a national resource to make U.S. businesses more globally competitive by preparing students, faculty, and the business community at large with the tools they need to compete in an increasingly complex global business environment. The goal will be met through three strategies: **engaging in original research** that contributes significantly to the body of international business knowledge; **teaching students** the fundamentals of an ever-evolving IB landscape and the language and area studies skills necessary to succeed; and **partnering with the business community** to navigate the particulars of the IB environment. Temple, by virtue of size and diversity, has the ability to effectively implement all three strategies (see **Appendix 15**).

### *a) Describe “the national significance of the proposed project”*

Temple University is well-recognized as a leader in international business **research**, is home to a world renowned **language program**, and has deep roots in the **business community** in the region and across the country. We will briefly highlight our role in these three areas below.

#### **Research**

Temple CIBE proposes two projects that will contribute significantly to the national body of knowledge surrounding international business that can improve U.S. trade competitiveness on a global scale. The first project is the second phase of the iBEGIN Knowledge Maps project. This project will merge the research of the Brookings GCI and utilize geographic information system modeling to understand why certain locales are more attractive as innovation hubs than others.

Working within the GCI, iBEGIN researchers will develop the key dimensions of the competitiveness of the Philadelphia, Pittsburgh and San Diego metro areas. Over the last year,

this work has established the core growth clusters in these metropolitan areas (biopharma for Philadelphia, medical devices for Pittsburgh, and biopharma and computer hardware for San Diego) as well as their most promising global linkages. Going forward, one of the innovative tools used in this context is geographical information systems (GIS) computer modeling. Early results have produced some key insights with regard to the location of inventors that should help policymakers make their locales more attractive to innovative firms.

Examining the location choices of multinational R&D operations and their linkages to local SMEs will enable iBEGIN researchers to provide meaningful guidance to U.S. businesses regarding the most promising avenues to become connected to global value chains. This will allow them to both become exporters as well as place their products and services within larger value propositions that are sold globally. For instance, the seats and avionics made in the local operation of U.S. firm Rockwell Collins and installed in the Italian MNE Augusta Westland's AW 609 tiltrotor aircraft (manufactured in its Philadelphia area plant) will find their way to global buyers.

This project has national significance both for its insights into the geographic decision-making process for innovative companies and start-ups, as well as for the insights for local governance as cities will better understand how to foster innovation clusters in their metropolitan areas. The results of this study will be shared within the vast iBEGIN network of researchers and institutions and with local, state and national influencers such as policymakers and the business community. In particular, leveraging our strong partnership with the WTC, the Pennsylvania Chamber of Commerce, and the U.S. Department of Commerce, we will share these important findings through practical reports, seminars and workshops (see **Appendix 13**).

The second nationally significant research project is the creation of the new Center for International Business, Compliance and Public Policy. The Center will bring together researchers and practitioners across several academic disciplines to address the rapidly increasing demand for better public and private governance structures that respond to the needs of the business community on a broad scale. Leveraging the strong international connections established through foreign campuses, the global immersion program, and academic partnerships, Temple CIBE will create a body of knowledge that provides meaningful guidance to policymakers, foreign and domestic, with an emphasis on enhancing U.S. trade opportunities abroad. The Center, one of twenty research centers at Fox, will create original, practitioner-focused research at the nexus of international business, compliance and public policy (see **Appendix 16**).

This research will be organized and disseminated amongst partner institutions via the Center website and annual conferences, media outlets via news articles and thought pieces, podcasts and other social platforms, and with key decision makers through our network in the regional and national business community. Projects under consideration include a study on the sustainable repurposing of coffee grounds into secondary goods with a case study in Colombia; creating smart and secure contracts through blockchain technology; and capitalizing on cognitive computing technology to improve changing global compliance standards. The Center will facilitate an annual conference bringing together scholars, policy makers and the business community to enhance and further disseminate our research.

**Program Outcomes:** The iBEGIN Knowledge Maps project and CIBCAP will create new knowledge about U.S. competitiveness and the results of this research (as well as research conducted under **Activity 3.4**) will be presented in conferences or published in online working papers as well as in business, management and language journals.

## **Critical Language Competency**

Temple has one of the largest and most comprehensive Spanish and Portuguese language programs in the country (ranked #3 in the nation in the 2017 Foreign Languages College Report) and offers comprehensive training in several critical languages, including Chinese, Japanese, Korean, Arabic, Hindi, Russian and Vietnamese through its Critical Language Center. Temple's award-winning faculty offer language instruction to 3,000 students on average per semester.

Temple CIBE will support a number of significant language initiatives that further our effort to effectively prepare a new generation of global business leaders. Temple is playing a leading role in facilitating cutting-edge language research, including a profound examination of the effects of language and gender on business decision making (see **Activity 2.4**), as well as participation in major language conferences presenting the latest in cognitive translation platforms, among other activities (see **Activity 2.2**).

In addition to the significant advances in language and technology research, Temple CIBE is supporting a new initiative to attract the next generation of students to language and IB instruction through alternate platforms. This initiative includes the migration of the *Spanish for Business Purposes* class to an online platform (see **Activity 4.5**), as well as the development of a series of audio podcasts and short video clips focused on essential language tools, cross-cultural communication guidance, and other narrow IB lessons, such as understanding the idiosyncrasies of initial business interactions in different cultural environments (see **Activity 2.1**).

**Program Outcomes:** Temple CIBE is investing in the future of its student and faculty population by dedicating significant resources to the development of critical language programs and the expansion of access to language training through technology.

## **Business Community Connections.**

Temple University has deep roots within the communities surrounding Philadelphia, and an increasingly global footprint expanding that community relationship across the country and the world. Rather than standing apart from those communities, Temple strives to collaborate often and in profound ways with the businesses that help our communities to thrive. As part of our commitment to being nationally significant, Temple CIBE will expand its outreach to the business community in order to better prepare them for global opportunities (see **Activities 5.1, 5.4 and 5.5**).

Temple CIBE is proposing a number of projects that will provide opportunities for expanded global participation by the business community. These include a new partnership with the WTCGP, part of a global network of 323 WTCs representing 88 countries, in which we will deliver new opportunities to students and faculty to participate in major international trade events at home and abroad; a symposium focused on the protection of intellectual property when exporting, hosted by the U.S. Department of Commerce; a substantial increase in foreign internship opportunities for Temple students to enable them to gain the practice experience they will need to succeed in the global business environment; and the addition of a global business segment to an already successful business consulting program, which will focus on preparing domestic firms to enter foreign markets (see **Activities 5.6, 5.7 and 5.8**).

**Program Outcomes:** The myriad projects proposed by Temple CIBE to directly link the U.S. business community to global markets through workshops, trainings and research, as well as the partnerships being established to provide Temple and area community college and MSI

students with access to global business skill development, directly enhance U.S. trade competitiveness by readying the domestic marketplace for international trade.

**b) Describe “the importance or magnitude of the results or outcomes likely to be attained by the proposed project (significance of regional and local activities)”**

The initiatives proposed by Temple CIBE target the workforce of tomorrow by developing the resources necessary for success in a highly-integrated global economy. These resources, such as language acquisition, cultural competence, experiential learning, and exposure to IB concepts throughout the university journey ensure that Temple and area community college and MSI students graduate with immediately-applicable skills. Many of these students will contribute to regional businesses and will be equipped to develop or enhance the global connections and competitiveness of those regional businesses with the tools that Temple CIBE is fostering. Several supported programs **directly benefit regional business or professional associations**, and several others have regional impact because they **incorporate students or faculty from local partner institutions** such as community colleges and MSIs.

**Direct impact on regional businesses**

Each activity proposed under **Mandate 5** of “Meeting the Statutes” will immediately assist regional businesses in enabling or enhancing their participation in the international marketplace. Many of these initiatives deliver valuable tools that respond to the needs of the regional community and help them to navigate the turbulent waters of global business (see **Activities 5.1-5.4**). Others leverage Temple CIBE’s partnerships with regional organizations to develop opportunities for students, faculty and the business community to expand their network

partners and potential clients (see **Activities 5.5-5.8**). And through other business-focused activities, Temple CIBE will prepare graduates to apply their IB skills by working with regional businesses (see **Activities 4.2, 4.3 and 1.3**). And still others will extend the reach of Temple CIBE to community colleges and MSIs in the region with a number of significant and sustainable research, learning and collaboration activities (see **Activities 6.1, 6.4, 6.8 and 2.1**).

As a recently designated World Heritage City, and as an innovation hub, Philadelphia is poised to experience strong economic growth, job opportunities, and foreign investment in the next several years. Temple CIBE activities aim to prepare the regional community for this growth by focusing on the skills of the future. For example, **Activities 5.1 and 1.4** highlight the emphasis on emerging threats faced by regional and international businesses due to data breaches, threats to critical infrastructure, and theft of intellectual property. Temple CIBE will also facilitate export promotion by regional businesses with several initiatives, including **Activity 1.3**, which expands Temple's capstone consulting course into export consulting for regional businesses, and **Activity 5.2**, which delivers high-impact export training.

**Program outcomes:** Through its key partnerships with the WTCGP, the Global Philadelphia, and the WAC, as well as through the many connections to regional businesses maintained through Temple's ongoing community engagement and alumni connections, Temple's CIBE will have a substantial impact on the economy of the Philadelphia region.

### **Partner with other local institutions**

Temple CIBE is committed to preparing students across the region for success in the global marketplace. Several Temple CIBE activities will improve the competitiveness of the Philadelphia region as an international city by enhancing the global competence of students and

faculty from local partner institutions, including community colleges and MSIs. Each of the activities listed under **Mandate 6** of “Meeting the Statutes” represent Temple CIBE efforts to strengthen partnerships with regional institutions of higher learning.

In addition to the many activities listed in **Activity 6**, Temple CIBE will prepare faculty at regional institutions to deliver critical instruction in IB by supporting their participation in FDIB immersion experiences (see **Activity 3.6**) and their attendance at CIBE workshops that enhance IB teaching skills and content (see **Activity 6.8**). Students at regional community colleges and MSIs will also be invited to partake in international case writing competitions (see **Activity 4.4**) and will be given additional teaching and learning resources in IB through Temple CIBE’s new IB podcast initiative (see **Activity 2.1**) and IB newsletter (see **Activity 6.9**).

Temple CIBE will also work to enhance the language and cultural competencies of faculty and students at regional institutions through several proposed activities. For example, **Activity 2.2** will support participation by regional institution faculty in language workshops and conferences. Additionally, Temple CIBE will support regional participation in the AIB Northeast Regional conference, WTC partner events, the Temple Global Conference, and the International Educators Academy (see **Activities 6.1 – 6.4**).

Finally, Temple’s CIBE proposal will support initiatives directed toward the more than 800 active veteran students across the university. These include bringing veterans into the classroom to share their experiences working in foreign environments, as well as supporting the translation of foreign military experience into marketable IB skills through participation in workshops and career fairs (see **Activity 6.5**).

**Program outcomes:** Temple’s CIBE will be a resource not just for Temple, but also for other institutions of higher learning in the region. Community colleges and MSIs will benefit

through inclusion in a range of important IB teaching and learning programs designed to enhance the global competence of their faculty and students. Faculty development through FDIB and conference participation supported by Temple CIBE will extend the reach of student initiatives to create sustainable learning opportunities for students and faculty at regional institutions.

### **Overall significance**

Temple CIBE will have a significant, measurable and sustainable national impact through its investments in original research in cutting-edge fields such as blockchain, global innovation clusters, and cognitive computing; expansive critical language instruction with an emphasis on language for business purposes; the creation of accessible training resources in IB, including national podcasts and an IB newsletter with global distribution; and the creation of a Center to examine the linkage between IB, corporate compliance and policy. Temple CIBE will also have a substantial regional impact by expanding the participation of community college and MSI faculty and students in IB learning opportunities, such as global immersions and access to Temple partner activities; connections to the regional business community through workshops and partnerships, such as export readiness training provided by the U.S. Department of Commerce; and support for the veteran community through increased classroom involvement and access to regional work opportunities.

### **III. QUALITY OF THE PROJECT DESIGN**

**1) Describe “the extent to which the proposed activities include a coherent, sustained program of research and development in the field, including, where appropriate, a substantial addition to an ongoing line of inquiry”**

Temple CIBE will effectively prepare the next generation of students, faculty members, and members of the business community to meet the needs of tomorrow's global workforce. Key initiatives that will enable this outcome include: cutting-edge **research** by world-renowned faculty and doctoral students in areas of critical importance to U.S. trade competitiveness, including artificial intelligence, global compliance standards, blockchain and related technologies, and the Internet of things; adapting **education** modalities and methodologies to meet the evolving demands of students and professionals through an internationalized curriculum, alternative education platforms, access to global internships and a robust immersion program, and a new global IB certificate program for graduates; and expanded integration of language and cultural **training** into all curricular and extracurricular activities through the use of online seminars, language for specific purposes workshops, audio and video webcasts, and fundamentals courses. Temple has designed this project to best address the unique needs of the students and faculty members at Temple and area community colleges and MSIs as well as executives in the business community and partner organizations.

Research: Temple IB faculty are nationally recognized as some of the most productive researchers in the world. Fox IB faculty are ranked in the Top 5 in nationally and globally in research productivity by University of Texas at Dallas' Top 100 Business School Research Rankings. The Fox School is home to three fellows of the Academy of International Business, Dr. Ram Mudambi, Dr. Masaaki (Mike) Kotabe and Dr. Charles Dhanaraj. These fellows, along with the more than 200 other Fox faculty and numerous IB-focused researchers in other schools across the university, have produced an impressive body of insightful research meant to improve business productivity, innovation and competitiveness.

Temple CIBE supports doctoral and faculty research that enhances U.S. trade competitiveness or facilitates export promotion (see **Activity 3.4**). Recent IB-oriented research projects have included international business law scholar Dr. Kevin Fandl's work on trade reform in Cuba with three top journal publications, innovation scholar Dr. Amir Shoham's work on language in international business, and Speakman Professor of Strategy and Perelman Senior Research Fellow Ram Mudambi's work on firm strategy and economic geography.

Temple CIBE will support new research that develops useful insights for industry as well as the continuation of significant existing inquiries. In addition to the substantial research on economic geography and business regulation explained at length in **Section II**, several new research projects are under consideration for the new grant cycle, including topics such as: Feedback dynamics and performance improvement in global context; Sustainability and profitability from residual waste products in agriculture; Smart contracts and blockchain technology; Maximizing the benefits of increasing inbound tourism from Asia; The ethics of automation and cognitive computing; and, Compliance rules for evolving international standards.

Education: Temple CIBE is committed to preparing students and faculty for opportunities to contribute to the global workforce and to enhance U.S. competitiveness by focusing on increased access to relevant practical skills, training in new technologies, and access to global learning opportunities. Our project design has targeted the appropriate population in each area. Within Temple, the targeted populations will be IB graduate and undergraduate majors (of which Temple has more than 500 annually), IB undergraduate minors, undergraduate and graduate language and area studies students, and non-business students (see **Appendix 17**). Outside the university, Temple CIBE will target students from the 18 community colleges with which we have articulation agreements and Lincoln University, an MSI (see **Appendix 14**). Some key

activities include: the internationalization of the online graduate curriculum (see **Activity 4.7**); implementation of a sustained global immersion program (see **Activity 4.1**); participation by Temple and area community college and MSI teams at international case competitions (see **Activity 4.4**); and the migration of a business Spanish class to an online platform (see **Activity 4.5**). In addition to these internationalization efforts, Temple CIBE is supporting the development of new courses and workshops that address some of the most significant challenges facing the global workforce. These include how to address cyberthreats (see **Activity 5.1**), protecting intellectual property in global markets (see **Activity 5.3**), and learning how to make a business export-ready (see **Activity 5.2**).

A key asset that Temple possesses is its award-winning body of faculty teaching the more than 500 IB majors and hundreds of non-majors taking IB-related courses. To prepare our faculty to deliver the latest and most important skills to these students, Temple CIBE supports activities for faculty, including the International Educator's Academy (see **Activity 6.3**), the Temple Global Conference (see **Activity 6.2**), and targeted global training through FDIB immersions (see **Activity 3.6**). Temple CIBE also works with key stakeholders such as regional community colleges and MSIs, where we leverage our 18 articulation agreements to provide sustained opportunities for faculty and student development opportunities such as participation in the regional AIB conference (see **Activity 6.1**), WTCGP seminars and workshops (see **Activity 6.4**) and at the regular CIBE training workshops (see **Activity 6.8**). Finally, Temple CIBE will capitalize on its more than 800 active veteran students to provide educational opportunities that bridge their overseas experience with applicable tools in international business (see **Activity 6.5**).

Training: The Fox School has deep community roots and has, since its founding in 1918, strived to meet the needs of the community both on and off campus (see **Appendix 18**). Today, the Fox School alone has active partnerships with organizations such as the WTCGP, the WAC, Global Philadelphia, the Chilean-American Chamber of Commerce, the German-American Chamber of Commerce, and the British American Business Council, as well as strong relationships with the U.S. Department of Commerce, the Brookings Institution, the Inter-American Development Bank, the U.S. Chamber of Commerce, and numerous area businesses, such as Comcast, Campbell's, and Aramark. Our partners provide opportunities for knowledge exchange on topics such as export promotion, innovation clusters, and IP protection through workshops and seminars (see **Activities 5.6 - 5.8**). Temple CIBE also works closely with the regional DEC's to help area businesses engage in international trade (see **Activity 5.5**).

Temple CIBE is a very active participant in the regional, national and international business community. In the past year alone, Temple CIBE has sponsored a substantial number of highly-attended public events, including: the Africa Ambassador Capacity-building Academy, which joined with the U.S. Department of Commerce to train U.S.-based ambassadors to many African nations on topics related to investment in the United States; the Business in India Roadshow, with over 80 participants speaking about investment opportunities in India; the Doing Business in China program, featuring speakers from the third largest E-Commerce platform in China, a language translation consulting firm, and the Board Chair of the WTC; several international business career development panels; an export compliance workshop; and Going Global presentations focused on doing business in different parts of the world, among other activities.

One of the underlying reasons for the success of the Temple CIBE program in the past has been its strong support from all stakeholders, including faculty, administrative staff, the Dean's Office, the CIBE board, our legislators, and the broader business community (see **Appendix 19**). This cycle, Temple CIBE will be even more inclusive, bringing in new projects and collaborations with other schools and departments within the university as well as through new community partnerships, such as the World Heritage City program at Global Philadelphia. Our goal is to ensure the development of the most relevant and timely programs and initiatives for the widest array of beneficial stakeholders.

Our project design has contingency plans in the case of personnel departures or budget cuts. We will cross-train staff and distribute work so that tasks can be completed in case any contingencies arise. We are deeply committed to internationalizing and improving the competitiveness of all stakeholders.

#### **IV. QUALITY OF THE MANAGEMENT PLAN**

*1) Describe “the extent to which the management plan is adequate to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks”*

In the following section, we will present our plan to implement the proposed CIBE program of activities. First, we will discuss the planning process; second, the organizational structure, leadership, staffing with clearly defined responsibilities, and coordination of the various programs; and finally, timelines for completing the project on time and within budget.

**Steps in the Planning Process:** The planning process included the following steps: (i) review of the CIBE mandates and programmatic requirements; (ii) assessment of capabilities,

competencies, and limitations of the relevant (to the mandates) academic units at Temple; (iii) coordination between schools and departments within the university and with community college, MSI, business, and community partners in the region; (iv) evaluation of timeline for implementation of proposed activities within established budget; and, (v) development of a cohesive plan under the overarching strategic intent of sections 611 and 612 of the Title VI legislation. Each of these five steps was carried-out with due diligence to ensure that valid and reliable information and data were collected to meet or exceed the requirements of the statute.

**Organizational Structure:** The organizational structure is outlined in **Appendix 20**. An Advisory Board will provide program guidance throughout the grant cycle for Temple CIBE. The CIBE Board members include, as required by section 612(d) of the authorizing statute, a representative from the university administration, the business faculty, the international or area studies faculty, the professional studies faculty, regional business leaders and business associations, a representative appointed by the Pennsylvania Governor, and a representative from an area community college. The Temple CIBE Board will meet at least once per year during the grant cycle and will play a decisive role in providing perspectives and concrete suggestions from the public and private sectors to shape CIBE operations. Several sub-committees of the Board will be formed to facilitate this process (see **Appendix 21**).

Reporting to the Senior Associate Dean of the Fox School is **Dr. Kevin Fandl**, the Executive Director and Principal Investigator (P.I.) of the grant, who is an Assistant Professor of Legal Studies and Global Strategic Management, as well as Academic Director of Global Immersions, in the Fox School. The role of the P.I. is to lead and maintain the balance between the organizational units so that the various programs are completed as per the pre-determined schedule. He will work closely with the CIBE Director, the Dean of the Fox School, and the

Advisory Board to ensure the effective implementation of all CIBE activities. He is the chief academic and administrative officer of the organization and is responsible for the transparent and ethical functioning of the Center and for devising a system to ensure that the evaluator of the program will perform his or her duties objectively and independently. The P.I. will be responsible for planning and implementing the overall CIBE vision for the four-year cycle.

Fox Director of International Programs **Phyllis Tutora** will be responsible for day-to-day management including personnel, budget, and publicity of CIBE activities and events. She will be responsible for program planning of seminars, conferences, lectures and other CIBE activities. She is also responsible for hiring and managing personnel, maintaining the integrity of the budget, and maintaining communications and relationships with CIBE partners within Temple University and with organizations in the business and academic community outside of Temple. Reporting to the Director of CIBE is Associate Director **Jeffrey Conradi** who will be responsible for all CIBE activities. The Associate Director for CIBE Finance, **Lauren Letko**, will be responsible for managing the CIBE budget, fiscal reporting and monitoring expenses and revenues to ensure that itemized budget allocations are within the planned limits. Ms. Letko has an MBA in Business Analytics, was a former Senior Analyst and is adept in cost control and keeping the project on time and on budget. Associate Director for Global Immersion Programs, **Amy Kumpf**, will be responsible for the development and management of programming for the undergraduate and graduate global immersions.

Research Director **Dr. Arvind Parkhe**, the Chair of Fox's Strategic Management Department, along with **Dr. Mike Kotabe** will be responsible for oversight of the various research projects funded by the Center. He will also assist the CIBE Directors in evaluating on-going requests for research by faculty and doctoral students. Executive Director of Performance

Analytics **Barbara Manaka** will serve as the internal staff person for reviewing programs for quality and participant surveys. It will be her responsibility to detect and report significant deviations of actual outcomes from planned outcomes.

With regard to specific academic oversight of the activities under the mandates:

**Activities 1.1 and 1.2** on IB curriculum will be overseen by Strategic Global Management Professor and Academic Director of the International Business undergraduate program Dr. Bertrand Guillotin. **Activities 1.3 and 4.3** on consulting will be overseen by Fox Management Consulting Academic Director TL Hill. **Activities 1.4 and 5.1** on cybersecurity will be overseen by ITACS Director David Lanter. **Activity 1.5** on design thinking will be overseen by Professor Michelle Hiland. **Activity 1.6** on international faculty exchange will be overseen Associate Vice Dean Christine Kiely. **Activities 2.1** on podcasts and **2.3** on immersion language training will be overseen by Dr. Kevin Fandl. **Activities 2.2 and 2.7** will be overseen by CLA Associate Dean Sandra Suarez. **Activity 2.4** will be overseen by Dr. Amir Shoham. **Activity 2.5** on RoadMap assessment will be overseen by Director of Performance Analytics Mary Garcia Charumilind. **Activity 2.6** on leadership development will be overseen by Assistant Dean of Undergraduate Programs Charles Allen.

All of the research activities under **Mandate 3**, other than **Activity 3.1**, will be overseen by Principal Researcher Dr. Ram Mudambi, in cooperation with Dr. Arvind Parkhe and Dr. Mike Kotabe. All **Activities** under **Mandates 4, 5, and 6** will be managed by the Associate Directors in the CIBE office.

**Professional Support:** Highly skilled and qualified staff in the Fox School and across Temple's campus will support the CIBE administration in oversight and policy. This team includes Senior Vice Dean Deborah Campbell; College of Liberal Arts Associate Director of

Career Development and Internships Anne Bayless; Education Abroad and Overseas Campus VP Denise Connerty; VP of Office of International Affairs Martyn Miller; Senior Associate Director of Research and Administration Joseph Ryan; and Temple Online Learning Program Director Dr. Darin Kapanjie. Temple CIBE also has an extensive and well-established external network within the region to support programs and activities, leveraging collective expertise and resources to expand our reach and enhance effectiveness (see **Appendix 15**).

**Data-Driven Analysis and Reporting:** The goals for each program have been established, and timelines for milestones to be achieved toward goal accomplishments have been set. The goals and objectives will be measured against established benchmarks. We will follow performance management approach set forth in the Government Performance and Results Act of 1993, as amended in 2010 (GPRA), to ensure consistent and coherent benchmarking and reporting. Gantt charts will be used as “feed forward” control systems to monitor progress toward program completion and to detect deviations from plans before or as they occur, so that corrective action may be taken to bring the activity back on track quickly. Temple CIBE will take an agile and adaptive approach to implementing the specified activities, recognizing that the rapid pace of technological development and global integration poses challenges to the realization of fixed activities. Regular interaction with members of the CIBE Advisory Board and academic oversight designees will help to align the structure of the activities with the practical goals upon which it was set, namely, enhancing U.S. trade competitiveness and promoting exports. The timelines for program completion are presented in **Appendix 22**. In addition to fulfilling the reporting requirements of the Department of Education, the results of the evaluations will be communicated to the CIBE Advisory Board, the Dean of the Fox School, and CIBE staff.

## V. QUALITY OF PROJECT PERSONNEL

Temple's Fox School has been successfully managing a CIBE since 2002 and has accumulated 16 years of experience working with CIBE Program stakeholders. Throughout that time, Temple has responded to the rapid pace of global integration by expanding its slate of faculty members with substantial international business expertise. Today, the diverse and experienced body of faculty brings the tools necessary to lead the Temple CIBE through the turbulent waters of modern business education.

***1) Describe "the extent to which the applicant encourages applications for employment from persons who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability"***

"Temple University is committed to a policy of equal opportunity for all in every aspect of its operation. The University has pledged not to discriminate on the basis of race, color, gender, sexual orientation, age, religion, national origin, disability, marital status or veteran status. This policy extends to all educational, service and employment programs of the university."

Situated in the inner city neighborhood of North Philadelphia, Temple University is committed to the economic development of its neighborhood and to a policy of equal opportunity for all in every aspect of its operations. The University's Small Business Development Center (SBDC) serves predominantly minority clients. The University does not discriminate on the basis of race, color, sex, age, religion, national origin, sexual orientation, marital status, disability, or veteran status. This policy extends to all educational, service, and employment programs. Of the 221 full-time faculty in the Fox School, 76 (34%) belong to minority groups, and 71 (32%) are

women, of which 23 (32%) belong to a minority group. The minority population is well-represented across our 178 staff members as well with 45 (25%) members of the staff belonging to a minority group and 129 (72%) being women.

***Section 427 General Education Provisions Act (GEPA): “Describe the quality and sufficiency of the project’s strategy for ensuring equal access and treatment for eligible projects participants who are members of groups that have traditionally been underrepresented based on race, national origin, gender, age or disability.”***

The Office of Multicultural Affairs at Temple strives to: support the admission and successful participation of disadvantaged students, students with disabilities, and those who speak English as a second language; and to employ and advance in employment qualified women, minorities, individuals with disabilities, armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans. Temple University’s equal opportunity/affirmative action program complies with all federal regulations, including The Civil Rights Act of 1964, Executive Order 11246, the Education Amendments of 1972, Section 503 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act.

The goal of Temple CIBE is to serve all members of the Temple family, be they students, faculty, guests, partners, or employees, fairly and equitably. Our partnerships with other educational institutions, especially with the Community College of Philadelphia (CCP), the Delaware County Community College, and Lincoln University (an MSI), benefit minority, low income, and non-traditional students. **Temple is the largest destination school for CCP students who want to complete a four-year degree.**

Temple’s CIBE hiring practices are in compliance with Temple University’s strict non-discrimination policy regarding the treatment of individual faculty, staff, and students. Of the

40,240 students enrolled at Temple in Fall 2017, 6% identify as Hispanic/Latino, 12% identify as African American, 11% identify as Asian, 3% identify as two or more races, and 9% identify as international students.

**2) Describe “the qualifications, including relevant training and experience, of the project director or principal investigator”**

Project Director: **Dr. Kevin J. Fandl** is Assistant Professor of Legal Studies and Strategic Global Management and Academic Director of Global Immersions at the Fox School of Business, Temple University. He holds a law degree from the Washington College of Law at American University, a master’s degree from the School of International Service at American University, and a Ph.D. from the School of Public Policy at George Mason University. He has authored four books on comparative law and business as well as a textbook on Law and Public Policy. Dr. Fandl has published nearly 40 journal articles in the top journals within international law and trade, including the *Berkeley Journal of International Law*, the *Northwestern Journal of International Law and Business*, the *Yale Law & Policy Review Inter Alia*, the *Georgetown International Law Review* and the *American Business Law Journal*. He is on the editorial board of the *Journal of International Law and Policy* and is a Vice-chair for two sections of the American Bar Association. He is a regular visiting professor at foreign universities, including the Universidad de Chile, the Universidad de los Andes (Colombia), the Université Toulouse (France) and the Universidad de Navarra (Spain) and is a consultant for major law firms and multinational companies including Enel Energy and the Rothman Institute, the World Bank and the Organization of American States. Previously, he served as Chief of Staff for International Trade and Intellectual Property at the International Intellectual Property Rights Center of the

U.S. Department of Homeland Security, a role that he took on after serving as Senior Counsel at U.S. Immigration and Customs Enforcement. During his decade of federal service he received numerous awards, including Excellence in Management from the Secretary of Homeland Security. He is a former Fulbright Fellow (Colombia) and a Presidential Management Fellow. As a CIBE board member since 2015, an active international business researcher, and a proven manager, Professor Fandl will ensure that the Temple CIBE program will continue to be a tremendous success for the region and for the United States.

***3) Describe “the qualifications, including relevant training and experience, of key project personnel”***

Assisting Temple CIBE is Principal Researcher **Dr. Ram Mudambi**, Perelman Senior Research Fellow at the Fox School. He holds a master’s degree from the London School of Economics and a Ph.D. from Cornell University. He has authored/coauthored seven books in IB. Dr. Mudambi has published in all major journals, including the *Strategic Management Journal*, *Journal of International Business Studies*, *Journal of Economic Geography*, *Research Policy*, and *Journal of Political Economy*. He has over 5,000 citations in Google Scholar. He is an elected Fellow of the Academy of International Business and is an area editor for the *Journal of International Business Studies* and is on the editorial board of seven international journals. Previously, he served on the faculties of Case Western Reserve University, the University of Reading (UK) and the University of North Carolina-Chapel Hill. He is a visiting professor at Henley Business School, University of Reading, an honorary professor at the Center of IB, University of Leeds (CIBUL), and a member of the advisory council of the University of Bradford Centre in IB (BCIB). He has served as a visiting professor at a number of universities

including Bocconi (Italy), Uppsala (Sweden), Sydney (Australia) and Copenhagen Business School (Denmark). Dr. Mudambi is the lead investigator on the Temple Knowledge Maps and Connectivity research project and believes that, to keep the United States globally competitive, we must find new ways to analyze and understand our own knowledge-based economy and the role of other nations in a global context.

Assisting Temple CIBE gratis whenever necessary are **Dr. Arvind Parkhe**, chair of Fox's Department of Strategic Management, and **Dr. Mike Kotabe**, Washburn Chair of IB and Marketing and Editor of the *Journal of International Management*.

Director: **Phyllis Tutora** is the Director of International Programs and the CIBE at the Fox School. She manages all aspects of international initiatives, partnerships and programs that meet the CIBE mandates as well as the global vision of the Fox School. She is responsible for the management of undergraduate and graduate study abroad and global immersion, and domestic, corporate and community engagement and outreach related to CIBE. With over 20 years of professional experience in higher education administration, Ms. Tutora was formerly the Director of the MS/Project Management program at the George Washington University School of Business where she was responsible for all strategic marketing, recruitment, admissions, curricular and program evaluation. Prior to that, Ms. Tutora worked for an international non-governmental organization in economic development funded by the U.S. Agency for International Development (USAID). In this role, she managed program development, implementation, and operations for activities in 12 countries including Angola, Azerbaijan, Bulgaria, Guyana, Kazakhstan, Kyrgyzstan, Romania, Russia, Sudan, Tajikistan, Uzbekistan, and Ukraine. She cultivated and managed relationships with key governmental agencies including USAID, the U.S. Department of State, and the U.S. Department of Education and

served as departmental lead on proposal development, implementation of business development strategies, and successfully administered multi-million dollar contracts funded by the USAID.

Ms. Tutora holds a Bachelor of Arts degree in History with a double minor in English and Political Science from the University of Rhode Island.

Overseer: **Christine M. Kiely**, Associate Vice Dean for MBA, MS, and International Programs at the Fox School. She manages logistics for the Graduate Division, containing three domestic MBA programs (Global MBA, Part-Time MBA, and Online MBA) and 14 specialized master's programs, all serving more than 1,600 students. In addition, Ms. Kiely's portfolio encompasses Fox's international programs and activities, including undergraduate exchange programs, graduate and undergraduate short-term study abroad, immersions, graduate partner programs, and the CIBE. Prior to joining the Fox School, Ms. Kiely was Executive Director of MBA Programs at the George Washington University, consisting of five MBA programs and encompassing more than 1,200 students. Before that, she was the head of a global private volunteer organization funded by USAID. Under USAID's private sector initiative, the organization sent recently-graduated MBAs to emerging markets to consult with local companies, advisory centers and business support organizations to aid in the growth and development of the private sector in developing economies. Ms. Kiely received her MBA from the University of Georgia's Terry School of Business and a Bachelor of Arts degree in Anthropology, Linguistics, and Psychology from Binghamton University.

Associate Director: **Jeffrey Conradi** is the Associate Director of International Programs and CIBE at Fox. During his career in higher education spanning more than 12 years, Mr. Conradi has coordinated numerous Temple CIBE activities, including workshops, speaker events, conferences, international business research, and global immersion programs. Mr.

Conradi works closely with CIBE partners representing the regional, national, and international business community, including the Temple CIBE Board of Directors. Mr. Conradi became an Adjunct Faculty Member for Temple University's School of Sport, Tourism, and Hospitality Management in 2017, where he teaches a globally-focused online graduate course on Sustainable Tourism Development. He earned a Bachelor of Arts degree in International Relations with minors in Spanish and Latin American Studies from the University of Delaware and an MSAS in Economic Development & Tourism Management from Boston University.

Associate Director: **Lauren Letko** is the Associate Director and oversees the financial management of the International Programs, Institute for Global Management Studies, and CIBE. She also serves as the program administrator for undergraduate, graduate and faculty short-term international programs. In her previous role as Finance and Accounting Specialist, Ms. Letko managed the financial activities of three international Executive MBA programs (Paris, France; Cali, Colombia; and Singapore). With extensive financial experience prior to joining Fox, Ms. Letko was a Sr. Analyst at Drexel University where she provided quantitative analyses to Enrollment Management and Student Financial Services, specifically with federal and institutional aid allocation. She earned her MBA in Business Analytics from Drexel University and a Bachelor of Arts degree in Economics and International Business Management Studies and minor in German from Dickinson College.

Associate Director: **Amy Kumpf** is the Associate Director of International Programs and is responsible for the development and management of programming for the undergraduate and graduate global immersions at Fox. Prior to Temple, Ms. Kumpf held a position at the University of Maine where she directed the overall incoming and outgoing study abroad programming. Prior to that, she coordinated the Galapagos extension program at Universidad San Francisco de Quito

(USFQ), first at their campus in Quito, and later at their extension campus in San Cristobal Island, Galapagos. In this position she developed and managed the inbound programming for semester and short-term undergraduate and graduate students, as well as played a major role in developing USFQ's partnerships with other institutions. Ms. Kumpf earned her Master of Science degree in International Development from Portland State University and her Bachelor of Arts degree in Religious Studies and Human Services from Elizabethtown College.

The activities of Temple's CIBE are dispersed among several people, all of whom are cross trained so that activities are not disrupted should one staff member fall ill or leave the organization. Temple CIBE has the additional support and expertise detailed in **Appendices 21, 23 and 24.**

## **VI. ADEQUACY OF RESOURCES**

### ***1) Describe "the extent to which the costs are reasonable in relation to the objectives, design, and potential significance of the proposed project"***

Temple CIBE benefits from the support of the Dean of the Fox School and the university administration as outlined in the attached budget and budget narrative. Each financial transaction outlined in the budget follows the principles of "what is allowable, allocable, and reasonable" as outlined by the OMB Circular A-21. The projected costs are reasonable and consistent throughout the application and will be incurred solely to support the work of Temple CIBE. We are requesting \$283,145 for the project in year one, \$285,477 in year two, \$285,859 in year three, \$285,859 in year four for a total of \$1,140,342 from the U.S. Department of Education. The financial commitment of the University totals \$1,683,992. Throughout the

lifespan of the program, we maintain a 40 to 60 percent match ratio exceeding the legislative match requirements. (see **Appendix 25**).

**Key CIBE Administrative Personnel:** All administrative personnel are funded by the Fox School, which is a conscious decision in order to develop and sustain projects implemented under CIBE. The program will engage our current international program staff to be sure we integrate CIBE activities beyond the four years of the grant. Total four-year costs related to administrative personnel are \$728,475 (26% of total project costs).

**Curriculum Development and Project Personnel:** Temple CIBE is supporting a number of course revisions and transitions to alternative platforms to align with the changing needs of students and a globalized approach to education. A post-graduate professional development certificate in international business will be launched during the new grant cycle, alongside a number of learning supplements, such as a series of IB podcasts and a regular IB electronic newsletter. In addition, students across Temple and among area community colleges and MSIs will have access to expanded study and work abroad opportunities at both the undergraduate and graduate levels along with preparatory workshops before they depart. The budget for curriculum development and student immersion programs is \$560,772 (53% of total budget).

**Faculty Development:** Delivering high-impact and practical lessons for our students necessitates the presence of faculty members with the requisite awareness of critical IB concepts. Temple CIBE delivers on this objective by providing opportunities for faculty to learn about key IB concepts abroad, bring experienced guest lecturers to their classes, and work with a revised curriculum that includes IB, cross-cultural and comparative concepts. We will also invest in the faculty at area community colleges and MSIs by inviting them to join in our faculty development

programs. The budget investing in the internationalizing of our faculty and that of our partners is \$113,000 (11% of total budget).

**Outreach Activities:** Temple CIBE is proposing a significant expansion of our business and association partnerships during the new grant cycle. Joint programming will offer students and faculty at Temple and area community colleges and MSIs an outstanding opportunity to learn about the most important facets of global business. Likewise, Temple CIBE will contribute to the exchange of relevant training by hosting a number of workshops and conferences for the business community. The budget for facilitating our strategic partnerships and collaborative events is \$118,600 (11% of total budget).

**Research Programs:** The research proposed closely aligns with the mission of the authorizing statute by harnessing the strengths of our diverse faculty and directing them toward investigations of relevant and practical issues affecting the new global business environment. Our focus on using technology and innovation to enhance U.S. trade competitiveness can be found throughout our proposed activities, from our signature iBEGIN and CIBCAP initiatives to our individual faculty and doctoral research projects. The total four-year cost related to research is \$263,500 (25% of total project costs).

***2) Describe “the adequacy of support, including facilities, equipment, supplies, and other resources from the applicant organization or the lead applicant organization”***

**Globalization Values and Processes at Temple University:** Resources by themselves have no value unless and until they are used in conjunction with the appropriate values and processes. Temple University’s recently appointed Provost, Joanne Epps, leads the globalization efforts for the university. As the former Dean of the Beasley School of Law and Assistant U.S.

Attorney for Philadelphia, Provost Epps has led the way in the development of a globally-oriented curriculum across Temple. Her own experience training Sudanese lawyers representing victims of the Darfur crisis and teaching prosecutors at the United Nations International Criminal Tribunal for Rwanda set a strong tone for faculty and administrators about the importance of connecting students to the world outside of Philadelphia.

Temple CIBE will have the enthusiastic support of the administration of Temple University, from the President, the Provost, and the Dean of the Fox School (see **Appendix 19**). The Fox School's strategic plan is built on the foundation of three pillars: (1) Global Entrepreneurship, (2) Information Technology, and (3) Globalization.

**Resources:** The Fox School has devoted significant resources to the internationalization of the curriculum and growth of a diverse faculty body (10% increase in full-time faculty since 2014) in response to the increasing demand for practical, cross-cultural skill development. This approach has attracted an increasing number of students (41% increase in applicants since 2014) across all programs, but particularly in the Fox School. Alter Hall – the home of the Fox School – was a part of this growth expansion during the last grant cycle; however, continued expansion of the Fox School has forced the school to acquire additional classroom and office space by renovating and expanding a 77,000 square-foot adjacent building connected via an enclosed skywalk. This project, to be completed in 2019, evidences the significant role played by the Fox School in the growth of the university. Additionally, through the extensive resources of the Fox Media Studio and Instructional Design team, faculty and administrators have access to the latest technologies to develop multimedia content to reach broader audiences of students and professionals around the world. This includes the development of professional-quality short video lectures that contribute to the more than 4,000 video lectures available online, an

instructional design team that turns a faculty member's course syllabus into an interactive and exciting learning management platform using the Canvas system, and the resources to record and distribute the new series of podcasts on IB, language and culture. All of these resources add to the already fully-equipped classrooms, including campus-wide Wi-Fi, smart classrooms, the TUCapture system, which automatically records and archives classroom lectures, and the WebEx system that facilitates virtual lectures and workshops emulating and improving upon the live classroom experience with breakout rooms, screen sharing, and live polling.

In summation, Temple CIBE's programs will be implemented with the goal of keeping costs to a minimum by leveraging existing resources without sacrificing the quality of the program outcomes. Measures of effectiveness (goal achievement) and efficiency (cost/benefit) will be administered for each program. Our programs will be supported by the resources of Temple University and the Fox School, and most importantly, by the values and processes of Temple University's globalization agenda.

## **VII. QUALITY OF THE PROJECT EVALUATION**

The evaluation process for Temple CIBE is integrated into the full range of goals, objectives, activities, procedures, and programs initiated by the CIBE program. The evaluation's systemic inquiry is progressive, enabling the project team to better select, oversee, and improve the performance and impact of the programs. The evaluation methodology will generate appropriate data to assess if the performance meets with the goals including the GPRA metrics (see **Appendix 26**) for Temple CIBE PMF for goals, performance measures and activities).

Our CIBE goals include: (i) deepen relationships with business and community organizations to foster exchange of knowledge and best practices in international business and

export promotion; (ii) foster opportunities for enhanced community college and MSI faculty and student participation in global business skill development; (iii) equip students with a Global Toolkit by increasing their proficiency in critical foreign languages and cross-cultural competencies; (iv) implement robust and comprehensive assessments of student and faculty performance in preparation for careers in international business; and, (v) develop the workforce of the future with cutting-edge research and training in innovative technologies, learning methodologies and relevant global skills.

The activities proposed herein feasibly and measurably target the achievement of these goals. As a federally-funded program, Temple CIBE will ensure that each activity is appropriately monitored and evaluated throughout the lifecycle of the grant in order to comply with the requirements of GPRA. We have carefully considered the practicality of each activity and have developed a set of objective quantitative evaluation tools to assess their implementation. We will discuss these Performance Measure Forms (PMFs) below.

The objective of the Temple CIBE program is to develop and implement research, training, and education that facilitate U.S. trade competitiveness, promote exports, and prepare the workforce of tomorrow. To achieve these objectives, we have set forth 46 practical activities aligned with the CIBE mandate. Each activity was developed with quantitative and qualitative assessment in mind and continued support for those activities will depend on the achievement of measurable outcomes as determined by program evaluators.

In accordance with the instructions in the Application for Grants, Temple CIBE has developed clear, relevant, and quantifiable evaluation measures for this project. Our five project goals align coherently with the objectives discussed above. Within each project goal, we have included up to three performance measures linked to one or more specific activity that will be

measured against an established baseline. Our progress toward the targets set in the PMFs will help us to evaluate the approach taken to implement each of the designated activities.

**Project Goal #1: Deepen relationships with business and community organizations to foster exchange of knowledge and best practices in international business and export promotion.** This goal highlights Temple CIBE's compliance with Competitive Preference Priority 1, Collaboration with a Professional Association or Business. Our performance measures in this category focus on our export training programs for the business community, partnership events with associations and the business community, and technical trainings to orient businesses toward international trade risks and opportunities.

**Project Goal #2: Foster opportunities for enhanced community college and minority-serving institution faculty and student participation in global business skill development.** This goal highlights Temple CIBE's compliance with Competitive Preference Priority 2, Collaboration with Minority-Serving Institutions (MSIs) or Community Colleges. Our performance measures in this category emphasize our commitment to expanding the reach of our IB and language training to students and faculty at area institutions with more-limited resources. Our contributions in this category include shared curriculum enhancements, case competition and international workshop participation, and engagement in global trade events hosted by Temple CIBE or our community partners.

**Project Goal #3: Equip students with a Global Toolkit by increasing their proficiency in critical foreign languages and cross-cultural competencies.** This goal highlights Temple CIBE's compliance with Invitational Priority 1(a), Activities Focused on Language Instruction. Our performance measures in this category highlight the numerous initiatives in place to expose students to critical foreign languages, including study abroad and

global internship participation, business immersion trips, and access to professional development opportunities centered around global business (see **Appendix 27**).

**Project Goal #4: Implement robust and comprehensive assessments of student and faculty performance in preparation for careers in international business.** This goal highlights Temple CIBE's compliance with Invitational Priority 1(b), Performance Testing and Assessment to Strengthen the Preparation of International Business Professionals. Our performance measures in this category highlight the implementation of the RoadMap, CCAI, and similar assessment tools and their ability to measure cross-cultural competencies in student development, as well as annual workshops to assess progress in training faculty on key areas of IB teaching and research and faculty development through the FLDP training program.

**Project Goal #5: Develop the workforce of the future with cutting-edge research and training in innovative technologies, learning methodologies and relevant global skills.** This final goal highlights Temple CIBE's unique focus on developing the relevant skills necessary to prepare a global workforce capable of responding to emerging issues such as cyberthreats, blockchain and related technologies, artificial intelligence, and the rapidly changing global environment of business. Our performance measures in this category highlight the strategic research coming out of the iBEGIN economic geography and innovation project, key faculty and doctoral research activities addressing emerging global business issues, and guiding domestic firms as they take steps to integrate into the global marketplace.

**The Evaluation Team:** The Fox School's Senior Associate Director for Research, Joseph Ryan, will coordinate with the Temple CIBE project leadership team to facilitate and ensure evaluation and feedback integration with programs. This transparent, comprehensive process will ensure that object data will be collected on programs and goals and that valuable

process and program improvement information will be incorporated back into programs regularly. Mr. Ryan will work with a graduate student assistant to collect and maintain data, and the student will be given the experience of blending theory with practice for evaluation with respect to IB education, research, and outreach. The Fox School's Senior Associate Dean, Dr. Aubrey Kent, and Dr. Kevin Fandl, PI, will provide the necessary infrastructure and will facilitate access to data and information that are essential to perform the evaluation (see **Appendix 28**).

**External Evaluator:** During the midpoint of the funding cycle, an independent external evaluator will be asked to provide a summative evaluation focusing on the quality of programs, the size of the audience reached, and the integrity of the internal evaluation effort. Ultimately, the evaluation will safeguard the quality and integrity of the program in fulfilling the mandates.

### **Concluding Remarks**

In its 16-year history as a CIBE institution, Temple University has delivered substantial value for every taxpayer dollar invested in its activities. We have built lasting relationships with our regional business community, which relies on us to guide them with innovative trainings, practical research, and the preparation of our students to contribute to their growth. We have generated a responsive body of research that addresses not only current issues in IB, but also considers the implications of new technology and emerging risks. And we have developed a curriculum across undergraduate and graduate programs that ensures student exposure at every turn to the skills and competencies they need to excel in the global business environment of tomorrow. We intend to continue innovating and adapting our curriculum and training programs

to meet the changing needs of our students, business and community partners, and the economy of the United States by remaining a key CIBE institution.

## Other Attachment File(s)

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\* Mandatory Other Attachment Filename:

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

<b>ACE</b>	<b>Automated Commercial Environment</b>
<b>CCP</b>	<b>Community College of Philadelphia</b>
<b>CIBCAP</b>	<b>Center for International Business, Compliance and Policy</b>
<b>CIBE</b>	<b>Center for International Business Education</b>
<b>CLA</b>	<b>College of Liberal Arts</b>
<b>CPP 1&amp;2</b>	<b>Competitive Preference Priority 1&amp;2</b>
<b>CUIBE</b>	<b>Consortium of Undergraduate International Business Education</b>
<b>DEC</b>	<b>District Export Council</b>
<b>FDIB</b>	<b>Faculty Development in International Business</b>
<b>FLDP</b>	<b>Fox Leadership Development Program</b>
<b>FMC</b>	<b>Fox Management Consulting</b>
<b>GCI</b>	<b>Global Cities Initiative</b>
<b>GDPR</b>	<b>General Data Protection Regulation</b>
<b>GPRA</b>	<b>Government Performance and Results Act</b>
<b>GSOLT</b>	<b>Graduate Students of Languages at Temple</b>
<b>IB</b>	<b>International Business</b>
<b>IP</b>	<b>Intellectual Property</b>
<b>IP 1&amp;2</b>	<b>Invitational Priority 1&amp;2</b>
<b>ITACS</b>	<b>Information Technology Auditing and Cybersecurity</b>
<b>MBA</b>	<b>Master of Business Administration</b>
<b>MSI</b>	<b>Minority Serving Institutions</b>
<b>OMB</b>	<b>Office of Management and Budget</b>
<b>PMF</b>	<b>Performance Measure Forms</b>
<b>SBDC</b>	<b>Small Business Development Center</b>
<b>SME</b>	<b>Small and Medium-Sized Enterprise</b>
<b>UG</b>	<b>Undergraduate</b>
<b>USAID</b>	<b>United States Agency for International Development</b>
<b>USDE</b>	<b>U.S. Department of Education</b>
<b>WAC</b>	<b>World Affairs Council of Philadelphia</b>
<b>WTCGP</b>	<b>World Trade Center of Greater Philadelphia</b>



<b>3. Provide research and training in the international aspects of trade, commerce, and other fields of study.</b>				X	X	X	X	X
3.1 Support Economic Geography Research Focused on IB Innovation Clusters				X	X	X	X	X
3.2 Facilitate Collaboration and Knowledge Sharing through the annual iBegin Conference.	X		X	X	X	X	X	X
3.3 Enable Expanded Research into Innovation and IB in the Global Agriculture Sector				X	X	X	X	X
3.4 Support Faculty and Doctoral Student Research on Current Issues affecting U.S. Competitiveness.				X	X	X	X	
3.5 Establish a Center for International Business, Compliance and Policy		X	X	X	X	X	X	
3.6 Enhance Faculty Training in Critical IB Fields through the Faculty Development in International Business (FDIB) Program.	X	X	X	X	X	X	X	X
3.7 Share Insight and Best Practices from FDIB Experiences	X	X	X	X	X	X	X	X
3.8 Expand Cadre of Qualified Global Trip Lead Faculty	X					X		X
3.9 Strengthen Research in Global Economics by Supporting Global Scholar Grants	X	X		X	X	X	X	X
	<b>Act. 1</b>	<b>Act. 2</b>	<b>Act. 3</b>	<b>Act. 4</b>	<b>Act. 5</b>	<b>Act. 6</b>	<b>Act. 7</b>	<b>Act. 8</b>
<b>4. Provide training to students enrolled in the institution, or combinations of institutions, in which a center is located.</b>								
4.1 Fund Short-term Undergraduate Study Abroad Programs	X	X		X				X
4.2 Support International Business-focused Internships.	X	X						X
4.3 Facilitate Live International Business Consulting Projects for Capstone Students.	X		X	X	X	X	X	X
4.4 Support International Case Competitions Focused on Trade Competitiveness	X			X		X		X
4.5 Develop Online Spanish for Business Purposes Course.	X	X	X				X	X
4.6 Support Pre-travel Training for Global IB Immersion Participants.	X			X			X	X
4.7 Internationalization of the Online MBA, Part-time MBA and Specialized Masters Program Curriculum	X		X	X			X	X
	<b>Act. 1</b>	<b>Act. 2</b>	<b>Act. 3</b>	<b>Act. 4</b>	<b>Act. 5</b>	<b>Act. 6</b>	<b>Act. 7</b>	<b>Act. 8</b>
<b>5. Serve as regional resources to businesses proximately located by offering programs and providing research designed to meet the international training needs of these businesses.</b>								
5.1 Collaborate with Local SMEs to Share Knowledge and Best Practices on IB and Cybersecurity	X		X	X			X	
5.2 Offer Business Community Seminar Focused on Export Procedures			X	X			X	
5.3 Host a Symposium on Protecting U.S. Intellectual Property in Global Markets			X	X			X	X
5.4 Offer Workshops on Managing Export Risks and Financing as part of the Export Lab Series			X	X			X	X
5.5 Support a Partnership with the District Export Council			X	X			X	X
5.6 Partner with the World Trade Center (WTC) of Greater Philadelphia	X	X	X	X	X	X	X	X
5.7 Partner with the Global Philadelphia Association to Promote Philadelphia as a World Heritage City	X	X	X	X			X	X
5.8 Partner with the World Affairs Council to Offer an IB-focused Symposium Series	X	X	X	X			X	X
	<b>Act. 1</b>	<b>Act. 2</b>	<b>Act. 3</b>	<b>Act. 4</b>	<b>Act. 5</b>	<b>Act. 6</b>	<b>Act. 7</b>	<b>Act. 8</b>
<b>6. Serve other faculty, students and institutions of higher education located within their region.</b>								
6.1 Support Community College Participation in Academy of International Business (AIB) Northeast Regional Conference.			X	X			X	X
6.2 Facilitate University-wide Collaboration among Temple Faculty and Students by Hosting an annual Global Conference		X	X	X			X	X
6.3 Sponsor an International Educators Academy	X			X				X
6.4 Sponsor Participants from Regional Community Colleges and MSIs to Participate in WTC Events	X	X		X			X	X
6.5 Provide Opportunities for Veteran Students to Apply their International Experience to Students and the Business Community	X	X		X				X
6.6 Content Development on Corporate Compliance for International Business	X	X	X	X			X	X
6.7 Participate in the International Grants Program	X	X	X	X	X	X	X	X
6.8 Support MSI Faculty Participation in CIBE Workshops	X	X	X	X			X	X
6.9 Launch Electronic Newsletter on IB Current Issues			X	X			X	
	<b>Act. 1</b>	<b>Act. 2</b>	<b>Act. 3</b>	<b>Act. 4</b>	<b>Act. 5</b>	<b>Act. 6</b>	<b>Act. 7</b>	<b>Act. 8</b>

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Accenture

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VSP

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**AUSTRIA** 

Modul University (*School of Sport, Tourism, & Hospitality Management*)

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Universidade de Brasilia  
Universidade Federal da Bahia  
Universidade Federal de Juiz de Fora  
Universidade de Positivo

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Beijing National Accounting Institute (*The Fox School of Business*)  
Beijing University of Posts and Telecommunications (*College of Science & Technology*)  
Capital University of Economics and Business  
Central South University  
Central University of Finance and Economics  
Chang'An University  
China Pharmaceutical University  
China Three Gorges University  
China University of Geosciences  
Hong Kong Baptist University  
Hong Kong Polytechnic University (*School of Sport, Tourism, and Hospitality Management*)  
Nankai University  
Shanghai International Studies University  
Shanghai University  
Southern University of Science and Technology  
Southeast University  
Tsinghua University (*The Fox School of Business*)  
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Wenzhou Medical College  
Wuhan University  
Xiamen University  
Zhejiang Normal University

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Pontificia Universidad Javeriana (*The Fox School of Business*)

**CZECH REPUBLIC** 

Charles University (*College of Liberal Arts*)

**FINLAND** 

Helsinki Metropolia University of Applied Sciences

**FRANCE** 

Centre d'Etudes Frnaco-America de Management (*The Fox School of Business*)  
Ecole Nationale des Ponts et Chaussées (*The Fox School of Business*)  
Sciences Po Lyon

**GHANA** 

University of Ghana Business School (*The Fox School of Business*)

**GERMANY** 

University of Bayreuth (*School of Sport, Tourism, and Hospitality Management*)  
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**PERU** 

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**SINGAPORE** 

National University of Singapore

**SOUTH KOREA** 

Catholic University of Korea  
Chung-Ang University  
Ewha Womans University  
Hankuk University of Foreign Studies  
Hanyang University, School of Business  
KAIST School of Business  
Kookmin University  
Sejong University

Seoul National University  
Seoul Women's University  
Sogang University  
Sookmyung Women's University  
Soongsil University  
Yonsei University

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University of Alicante (*School of Sport, Tourism & Hospitality Management*)  
University of Oviedo

**SWEDEN** 

Lund University

**TAIWAN** 

Dharma Drum Buddhist College (*College of Liberal Arts*)  
Feng Chia University  
Fu Jen Catholic University  
National Cheng Kung University  
National Sun Yat-Sen University  
National Taipei University  
National Taiwan University of Science and Technology  
National Taiwan Normal University  
National Taiwan University  
Shih Chien University  
Tamkang University  
Tunghai University

**TANZANIA** 

Sebastian Kolowa College of Tumaini University

**TURKEY** 

Yeditepe University

**UNITED KINGDOM** 

University of East Anglia  
University of Southampton (*College of Liberal Arts*)

**CONSORTIA** 

TASSEP (The Trans-Atlantic Science Student Exchange Program)

## ROADMAP™ IS...

ONLINE | INTERACTIVE | DYNAMIC | ON-DEMAND



Visualize development of key business competencies



Identify any gaps in skills



Chart progress over time



Review feedback from faculty members, peers, and more



Share with mentors



Create an action plan for growth

## EXPERIENCE ROADMAP™

Learn more about RoadMap™ and MBA programs at the Fox School of Business:  
[fox.temple.edu/roadmap](http://fox.temple.edu/roadmap)

### ▶ CONNECT WITH US

[foxinfo@temple.edu](mailto:foxinfo@temple.edu)  
215.204.5890

### Fox School of Business

Alter Hall, Suite 701  
1801 Liacouras Walk  
Philadelphia, PA 19122

FOX SCHOOL OF BUSINESS

# ROADMAP™

EDUCATIONAL REPORTING. REIMAGINED.

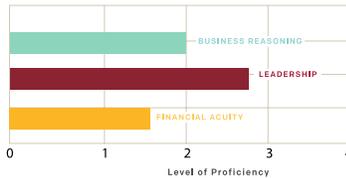
## YOUR ROADMAP TO SUCCESS

At the Fox School of Business, we've recharged the traditional MBA with hands-on experiences, unique global opportunities, and a competency-driven curriculum that equips students with skills that have been identified by leading employers as critical to professional success. Now, we've also reinvented the entire process for measuring an MBA student's progress.

Traditional grading doesn't capture the specific business-ready skills that a student gains through an MBA degree. Lump grades at the end of a semester don't distinguish the individual traits required for communicating through case analyses, presentations, or on exams. A transcript doesn't demonstrate the nuance of each student's progress throughout the program.

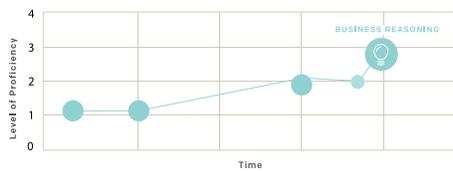
That's why we created RoadMap™, an interactive professional development resource for Fox MBA students. It's not a report card; it's reporting completely repackaged and reimaged.

### VISUALIZE SKILLS



Quantify the ways in which you demonstrate employer-identified competencies throughout the duration of your Fox MBA, pinpoint areas of strength and potential, and analyze your development of individual traits.

### CHART PROGRESS



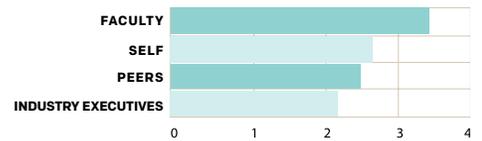
View a timeline of your development throughout each semester and the entirety of the program.



### SHARE & STRATEGIZE

RoadMap™ delivers clear and comprehensive visuals that make it simple to review your skills with mentors, so you can create a powerful action plan for growth.

### REVIEW FEEDBACK



Explore ratings by different evaluators such as faculty, peers, and industry executives, and read specific feedback and comments.

### SEGMENT RESULTS



Examine your performance within varying types of deliverables, such as case analyses, client engagements, presentations, and exams.

*Developed at the Fox School of Business, RoadMap™ is a powerful tool that harnesses the power of Microsoft Power BI to help you project your path from MBA student to business leader.*

**SEE ROADMAP™ IN ACTION AT**  
[fox.temple.edu/roadmap](http://fox.temple.edu/roadmap)

**APPENDIX 5: FOX LEADERSHIP DEVELOPMENT PROGRAM (FLDP)**

<b>Event</b>	<b>Suggested Level</b>	<b>Single Competency Points</b>	<b>Multiple Comp Pts</b>	<b>Competency 1</b>
1st Year Seminar	1,2	10,20	30, 60	Financial Literacy
Be Your Own Boss Bowl	4	75	NA	Personal Professional D
Benefits Seminar	2, 3	20, 50	40, 100	Financial Literacy
Blackstone Launchpad Event	4	75	150	Financial Literacy
Blood Drive Donor	2	20	NA	Community Engagemen
Blood Drive Volunteer	2	20	NA	Community Engagemen
Business Plan Competion	3,4	50, 75	100, 150	Personal Professional D
CARAS				Other
Case Competition	2,3	20, 50	NA	Personal Professional D
CIBER Events	2	20	40	Global Awareness
Community Service	2,3	20, 50	40, 100	Community Engagemen
Conferences / Competions	2,3	20, 50	40, 100	Personal Professional D
CSPD Workshops	2	20	40	Personal Professional D
Cumulative Debt Seminar	2,3	20, 50	40, 100	Financial Literacy
Diamond Scholars	4	75	150	Personal Professional D
Employer Information Session	2	20	NA	Personal Professional D
Employer Information Table	1	10	NA	Personal Professional D
Employer Networking Event	3	50	100	Personal Professional D
Etiquette Dinner	2	20	NA	Personal Professional D
Experiential Courses	3,4	50, 75	100, 150	Personal Professional D
Fall Reception	2	20	40	Personal Professional D
Fashion Show Audience	1	10	20	Community Engagemen
Fashion Show Participant	2	20	40	Community Engagemen
Feasibility Competition	3	50	100	Financial Literacy
Financial Planning Workshop	3,4	50, 75	50, 75	Financial Literacy
Fly in Four Workshop	1,2,3,4	10,20, 50, 75	30, 60, 150, 225	Financial Literacy
Fox / Temple Ambassador	3	50	100	Community Engagemen
Fox Future Leaders	3	50	100	Community Engagemen
Fox Mentor	4	75	150	Community Engagemen
Greek Life Member	1	10	20	Community Engagemen
Health Care Workshop	1	10	NA	Personal Professional D
Homecoming Game	1	10	NA	Community Engagemen
HR Workshops	2	20	NA	Personal Professional D
Idea Competition	3	50	100	Community Engagemen
Immersion-Destination	3	50	150	Global Awareness
Intramural Sports	1,2	10, 20	NA	Community Engagemen
Life Insurance Workshop	3	50	100	Financial Literacy
LLC Involvement	1,2	10,20	20,40	Community Engagemen
Lynda.com	1	10	NA	Personal Professional D
Major/Minor Fairs	1	10	20	Personal Professional D
Managing Credit Cards Workshop	2,3	20,50	NA	Financial Literacy
Mentorship Program (Mentee)	1	10	NA	Community Engagemen
Mock Interviews	2	20	40	Personal Professional D
NCAA Sports Team	3	50	100	Community Engagemen
Negotiate Job Offer	3	50	100	Financial Literacy
New Student Networking Night	1	10	20	Personal Professional D
Ongoing Internship	3,4	50, 75	NA	Personal Professional D
Outside TU Involvement	2,3,4	20, 50, 75	NA	Community Engagemen
Peer Advisor / Mentor / Teacher	4	75	NA	Community Engagemen

Personal Budgeting	3	50	NA	Financial Literacy
Preceding Summer Internship	3	50	NA	Personal Professional D
Professor Feedback	2	20	NA	Community Engagemen
Reporting a Job Offer	3,4	50, 75	100, 150	Personal Professional D
Reporting an Internship Offer	2,3	20, 50	40, 100	Personal Professional D
Reporting Grad Programs	3,4	50, 75	100, 150	Personal Professional D
Research Scholars	4	75	150	Personal Professional D
Residence Hall Senate	2	20	NA	Community Engagemen
Resident Assistant	4	75	NA	Community Engagemen
Scholarship Application	2	20	NA	Financial Literacy
Second Language	3,4	50, 75	NA	Global Awareness
SMART Goal Identification	2	20	NA	Personal Professional D
SPO Committee	2	20	40	Personal Professional D
SPO Committee Meetings	2	20	40	Community Engagemen
SPO Fair	1	10	20	Personal Professional D
SPO Leader	3,4	50, 75	100, 150	Personal Professional D
SPO Meetings	1,2	10, 20	20, 40	Personal Professional D
SPO Membership	1	10	20	Personal Professional D
Spring Connection	2	20	40	Personal Professional D
Student Organization Member	1,2	10, 20	20, 40	Personal Professional D
Study Abroad	3	50	100	Global Awareness
Study Abroad Panel	3,4	50, 75	100, 150	Global Awareness
Teaching Assistant	3,4	50, 75	NA	Community Engagemen
Temple Band / Gems / Cheerleading	2,3	20, 50	NA	Community Engagemen
Topical CSPD Workshops	2	20	NA	Personal Professional D
TU's Leadership Development	3,4	50, 75	100, 150	Community Engagemen
Tutor	3,4	50, 75	NA	Community Engagemen
Understanding Credit Score	3	50	NA	Financial Literacy
Understanding Mortgages Workshop	3	50	NA	Financial Literacy
University Career Center Workshop	2	20	40	Community Engagemen
University Career Fair	1	10	20	Personal Professional D
University Org Leader	4	75	150	Personal Professional D
VA Benefits Workshop	3	75	150	Financial Literacy
Wellness/Self-Care	2	20	NA	Personal Professional D
Work Abroad	4	75	225	Global Awareness

Foreign Languages	Critical Languages	Business Languages
Ancient Greek French German Italian Latin Portuguese Spanish	Arabic Chinese Hebrew Hindi Japanese Korean Russian Vietnamese	French for Business German for Business Italian for Business Russian for Business Spanish for Business I, II Spanish Business Translation and Interpretation Spanish for Health Care Professionals Spanish for Legal Professions Spanish Spanish for Medical Professions

### Language Certificates

Asian Business and Society Certificate  
 Certificate in Spanish for Health & Human Services Professions  
 Certificate of Specialization in Arabic  
 Certificate of Specialization in Chinese  
 Certificate of Specialization in Japanese  
 Certificate of Specialization in Spanish  
 Foreign Language Certificate in French  
 Foreign Language Certificate in German  
 Foreign Language Certificate in Italian  
 Spanish and Latin American Studies for Business Certificate

From the Philadelphia Business Journal: <https://www.bizjournals.com/philadelphia/news/2018/04/19/big-bet-on-blockchain-companies-are-investing.html>

Cover Story

## Big bet on blockchain: Companies are investing millions of dollars in the technology

A lot has changed since August.

That was the first time the Philadelphia Business Journal talked to Thomas J. Rush, the founder of QuickBlocks.io and founder of the region's Ethereum meetup. At the time, the group, focused on the blockchain-based Ethereum platform, boasted about 600 members, a sizable amount as the technology was still gaining momentum. Now, it's about 950 members strong.

And for good reason. Blockchain technology is drawing millions of dollars of venture capital into the region, corporate giants like Comcast and SAP are pouring resources into developing blockchain initiatives and universities are hustling to meet student demand for insight on a technology that was largely unknown to the general public just a year ago.

The increased interest in blockchain in the region mirrors the technology's rapid rise worldwide in the past eight months. As cryptocurrencies that originated blockchain technology boomed and busted, regulators cracked down on the industry. At the same time, hundreds of companies — from large corporations to tiny startups — tried to understand the technology, cut through the hype and figure out what it means for their businesses.

"One thing that changed really dramatically is the world noticed. The world was starting to notice in the summer of last year, but they definitely notice now," Rush said. "If you watch CNBC or something like that, the word blockchain is probably mentioned daily,"

But what's actually happening now, on the ground in Greater Philadelphia when it comes to blockchain?

### In action

Talking about blockchain is a practice in hyperbole.



The technology is best described as a decentralized ledger system to securely record transactions.

The technology is best described as a decentralized ledger system to securely record transactions, and many experts talk about it in the grandest of terms. Comparisons to the transformative impact of the internet are common, and so are predictions of how it could upend the entire global banking system. Much of the attention is focused on cryptocurrencies like bitcoin that uses its own blockchain to record transactions and first brought the technology to prominence, but a distributed ledger has applications far outside of cryptocurrencies, into the heart of just about any industry.

That's because a blockchain — which can be public or private, somewhat like a cloud — records digital chains of transactions, grouped in a block, in a way that makes it effectively impossible for one party to alter the record. The chain of transactions is then a clear, trusted record all parties can rely on.

Cryptocurrencies like bitcoin use a blockchain to ensure people have the money they're sending to others. The business uses, real or theoretical, seem endless.

Center City-based startup Amino, for example, is combining elements of blockchain with payments technology and adtech to pull the veil back on the often fraud-ridden online advertising market. Led by heavy-hitters in their industries, the startup is backed by \$6.25 million in venture capital and is running pilot programs with five of the country's top 25 advertisers, including T-Mobile and Bayer.

Rush's QuickBlocks.io creates development tools for accessing the Ethereum blockchain, which uses its own Ether coin. Ethereum enables another use for blockchain — smart contracts that are automatically enforced when a requirement is met. A renter could receive a code that lets them into a rental property, for example, as soon as the renter pays with cryptocurrency. If no code is sent, the currency doesn't transfer.

While small startups are maneuvering to develop blockchain-based technologies around applications like smart contracts, global tech giants like SAP, with its North American headquarters in Newtown Square, are hustling to figure out how blockchain could be put to use within their markets. Most major financial and banking firms are experimenting with blockchain given its obvious applications in that vertical, but in SAP's case, the possibilities are much wider, said [Gil Perez](#), SAP's senior vice president of products and innovation, who leads its blockchain efforts.

After assessing applications and use cases, SAP launched a co-innovation program with about 60 of its customers including Target, Kellogg's and UPS to see how blockchain could create new ways to optimize or even reinvent its existing business processes, he said.

Shipping is a major one. A number of companies and port authorities are working with SAP to use blockchain technology to make transporting shipping containers more efficient, possibly doing away with paper bills of lading. The company has also partnered with 15 of the largest pharmaceutical companies to track drugs as they move across the globe, enabling the entire chain from manufacturers to regulators to consumers to see a drug's provenance — a potentially lifesaving application if contamination, counterfeiting or other issues arise.

Expand those use cases into the global food, electronics, antique, automobile or just about any other trade, and the possibilities become clear.

“Leveraging the blockchain will significantly impact the entire global transportation and logistics market, having an impact on each one of us,” Perez said.

He added a strong note of caution that blockchain by itself is not an be-all, end-all solution to commerce. Many experts are now focused on how to scale the technology, and Perez added the way it’s implemented and the inputted data are crucial.

“A lot of people get lost in the fact blockchain is immutable, secure, distributed and a highly scalable system, but the very important thing is it’s garbage in, garbage out,” he said. “If I put bad data in, I’m just safeguarding bad data ... People get stuck on the technical merits or capabilities and lose sight of the integration into the business processes and the importance of the data quality that goes in.”

### **Cutting through the hype**

The spike in awareness of blockchain brought on by cryptocurrencies has been both “a blessing and a curse,” Perez said, as it catches C-level executives’ attention but also carries with it the negative connotations of cryptocurrencies like illegal activity on the dark web and the currencies’ volatility.

It at least gets the conversation started.

“It does open up the door. You have the discussion with people really quickly and they kind of settle down and understand the potential and then you start the path to enlightenment,” he said.

According to research firm Gartner, enlightenment about a technology comes after the “trough of disillusionment” on its Hype Cycle, a graph Gartner uses to demonstrate where an emerging technology is on the usual trajectory.

It starts with an “innovation trigger,” when the tech is first developed and catches widespread attention for its possibilities, followed by the “peak of inflated expectations” after use cases and initial adoptions are assessed. The trough is when the backlash comes, with the technologies’ flaws coming out into the light of day. But once you hit the “slope of enlightenment” companies are able to see the tangible effects it could have on their operations and more pilots are put in place.

Blockchain was already on the downward drop toward disillusionment when Gartner released its Hype Cycle for Emerging Technologies in May 2017, but it’s not clear at this point if it’s reached the bottom and is on it’s way up the slope of enlightenment just yet.

“The promise of technology is still there and is stronger than ever,” said Joseph Guagliardo, a partner in Pepper Hamilton’s technology group who focuses on blockchain companies. “There’s just a shadow over cryptocurrencies because regulators have to protect investors.”

When looking beyond cryptocurrencies, he's seeing an uptick in the region when it comes to businesses exploring blockchain.

"We're seeing more and more activity in both new companies and companies that are showing they have people that are actively following it," he said. "There are companies that are looking to use blockchain to solve real problems, and to use the technology to solve problems traditional databases can't do."

Local media giant Comcast revealed last summer it was collaborating with Disney, Altice, Cox and other global media companies to use blockchain to exchange non-identifiable data about audiences and create more accurate, targeted advertising. Its venture capital arm, Comcast Ventures, doubled down on the technology this year, formed a dedicated blockchain investing group and last month led a \$3.3 million seed round for Blockdaemon, a New York City startup that enables enterprises to launch their own private or public blockchains.

The health care industry, a major driver of Greater Philadelphia's economy, could also see increased efficiencies through blockchain technology, Guagliardo said. Electronic health records, medical trials, pharmaceutical development could all be areas where secure transfers of data could drive progress.

"This is a region that has a very strong life sciences industry, so I think this is an enormous opportunity in the region for health care institutions to use blockchain to solve their problems," he said, adding there are developments in this space already in the works. "You'll see more of that in the coming months."

### **Laying groundwork for the future**

As demand for blockchain applications rises, so does the need for expertise. Greater Philadelphia's universities, driven by student demand, are on it. The University of Pennsylvania's student-run Penn Blockchain club, for example, hosted a Penn Blockchain Conference on April 6 that drew prominent figures like the head of JPMorgan's blockchain efforts and the World Bank's chief information officer.

At Temple University's Fox School of Business, finance professor Bora Ozkan is working on a course for the fall semester about fintech, blockchain and cryptocurrencies. More than 60 students showed up on a Saturday in November to hear a speaker who runs a blockchain academy in New York, drawing students studying finance and also legal studies, intrigued by the possibilities of smart contracts.

The new course — which is tied to an immersion trip to San Francisco in July where they'll visit heavy-hitters putting blockchain to use — will be a hybrid class held both online and in-person in partnership with the blockchain academy. Thomas Reuters is a partner for the trip as well. The collaborative setup and implementation at the graduate level before undergrad level, which often has more rigid requirements, allowed Fox to integrate the emerging tech into its curriculum at a rapid pace, a feat large universities often have a tough time with.

"We have to be a little bit more careful [with undergraduates] in not just the information they need but the way they learn. It's understandable to work slowly to make sure we don't make

mistakes along the way,” Ozkan said. “It’s easier to move faster in graduate programs.”

The school is working with businesses in the industry to understand what they’re looking for in job candidates, he said, as they try to calibrate their offerings to the constantly evolving needs.

“We have to prepare students moving into the future for jobs that are not just necessarily going to be impacted, but the new jobs that are being created,” he said. “That should be our job.”

**Michelle Caffrey**

Reporter

*Philadelphia Business Journal*

# Chile FDIB 2018 Outcomes

## Publications

- Sherry Jarrell, Wayne Williams and Kevin Fandl, *Challenges in Valuing Mergers and Control-Oriented Acquisitions in the Wine Industry*, Proceedings of the 2018 American Association of Wine Economists Annual Conference.
- Kevin J. Fandl, *Regulatory Barriers to Innovation in the Wine Industry: A Comparative Analysis*, submitted to Academy of Business Law Journal.
- Judith Ainsworth, *Communicating Brand Authenticity in the Chilean Wine Trade*, work in progress.

## Presentations

- June 2018 – American Association of Wine Economics (Ithaca, NY).
- June 2018 - Global Advances in Business Communication Conference (Malaysia).
- June 2018 – Academy of International Business annual conference (Minneapolis).
- August 2018 – Academy of Legal Studies in Business (Portland, OR).



UNDERGRADUATE

# GLOBAL IMMERSIONS

AT THE FOX SCHOOL OF BUSINESS

## WHAT IS A GLOBAL IMMERSION?

Global immersions are short study trips embedded into an international business-oriented course that allow students a chance to experience global business in person rather than simply learning about it in the classroom. The Fox Global Immersions are meant to expose students to the environment of business by taking them to targeted destinations that offer a robust and profound practical experience. They will engage in a number of learning opportunities, including meeting with business executives in the destination country, touring factories, interacting with government officials and learning about the business environment from locals. In addition, students will have opportunities to learn about the location through tours of key sites and service learning projects organized by lead faculty members with experience in those destinations. Students return with a new perspective on business, innovation, and the global marketplace.

The undergraduate global immersion experience is embedded in the 3-credit IB 2509 course. Your instructor for that course will be the same faculty member leading the immersion experience, providing the added benefit of in-depth preparation prior to departure as well as valuable insights while on the immersion. Students should register for the course associated with the immersion experience of interest.

*Note: students registered for this course are required to take part in the in-country immersion (there is no opt-out possibility). Students will be financially responsible for the cost of tuition for the class (3 credits) plus the international program fee associated with the trip.*

## WHY SHOULD I CONSIDER A GLOBAL IMMERSION?

The business environment today is becoming increasingly globalized, with some aspect of the global environment touching almost every venture, from outsourcing to supply chain management, from immigration to investment. Failure to effectively understand international business and the nature of the global business environment will put you at a significant disadvantage when starting out in any venture. An immersion experience is the most effective way to develop a solid understanding of global business by seeing it first-hand overseas. The immersion experience may be the first step toward becoming a global business executive, but it is perhaps the most important step as it opens your mind to the opportunities and diversity of experiences that exist outside of your domestic market.



## 2018 DESTINATIONS

The Office of International Programs is very excited to present the locations that will be offered as part of the IB 2509 portfolio in 2018. Remember that each iteration of the course is offered by a different faculty member and includes a different destination, so please register for the course/destination that is the most interesting to you. The options are:

### VIETNAM AND CAMBODIA

IB 2509 Spring 2018

Mary Conran

**JANUARY 2018**

### HONG KONG, SHENZHEN & GUANGZHOU

IB 2509 Spring 2018

Tom Fung

**MAY 2018**

### PARIS AND LUXEMBOURG

IB 2509 Spring 2018

Jim Thompson

**MARCH 2018 (SPRING BREAK)**

### SAO PAULO, BRAZIL

IB 2509 Fall 2018

Suzanne Garber

**AUGUST 2018**

Registration for Spring 2018 courses opens on November 2. However, each destination has its own deposit deadline. Please refer to the following information.

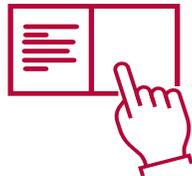


## BENEFITS OF SHORT-TERM GLOBAL IMMERSIONS

Global Immersions offer a number of possible benefits for students from any background and in any academic track:



Language Acquisition



Hands-on Learning



International Networking



Global Awareness



Intercultural Competence



Relationship Building



Leadership Skills



Self-confidence

After an immersion, students return to their coursework with a unique international perspective.

The experience also allows students to develop valuable job skills – such as cultural understanding, tolerance for ambiguity, respect for diversity, adaptability and self-confidence – skills that employers greatly value in applicants.

Perhaps even more important, students learn about themselves – their values and ideals, limits and aspirations. This heightened self-awareness can unlock passion and creativity, inspiring a more independent, self-reliant and self-confident student.

**LEARN MORE AND REGISTER TODAY.**

✉ [foxglobal@temple.edu](mailto:foxglobal@temple.edu)



**Pervez Bamji,**

Vice President and General Auditor  
Pitney Bowes Inc.

**Lisa Bonnell**

Senior Vice President and General Auditor  
Comcast

**Larry Brandolph**

Chief Information Security Officer and Vice President  
of Computer Services  
Temple University

**Antonio Crespo**

IT Audit Manager  
FMC Corporation

**Jimmy Kang**

Senior Manager, Advisory Services  
Ernst & Young

**Charles Kennedy**

Assistant Vice President, Technology Risk Manager  
TD Bank, N.A.

**Joseph Kinsella**

Senior Director, IT Audit  
Walmart

**Claude Knight**

Managing Director, Cyber Security  
PricewaterhouseCoopers LLP

**Sudir Kondisetty**

Partner/ Principal  
RSM US LLP

**David Lingenfelter**

Director of Information Security  
Penn National Gaming and Hollywood Casinos

**Freddy Matthew**

Executive Director, BPM  
Comcast Business Services

**Shaun Moody**

Senior Vice President, Audit  
Chubb Limited

**Thu Nguyen**

Audit Manager, Consumer Credit Solutions  
Wells Fargo

**Don Price**

Executive Director, Corporate Audit  
JP Morgan Chase & Co

**Isabel Smith**

Director eGRC Program and Internal Audit  
Johnson & Johnson

**Philip Taddeo**

Senior Manager, IT Audit  
The Vanguard Group

**Kapish Vanvaria**

Senior Manager, Advisory Services  
Ernst & Young



U.S Commercial Service

# ACE Exports Compliance Seminar

*Provide accurate data and avoid costly penalties and seizures*

How well do you know the Foreign Trade Regulations (FTR) and the Automated Commercial Environment (ACE)? Do you understand how to file your EEI and maintain compliance?

This export compliance seminar is a one-day program bringing together experts from the **U.S. Department of Commerce, BDP International**, the **U.S. Customs and Border Protection**, and **Morgan Lewis** to provide training on export filing requirements.

All of those involved in the export process should plan to attend this invaluable event:

- ✓ U.S. Principal Parties in Interest, including:
- ✓ Manufacturers and Suppliers,
- ✓ Export Compliance Managers,
- ✓ Freight Forwarders,
- ✓ Exporting Carriers,
- ✓ Consolidators,
- ✓ U.S. Customs Brokers, and
- ✓ Compliance Software Providers

Expert speakers will cover the following topics:

- Foreign Trade Regulation (FTR) guidelines, including the latest regulatory changes
- Commodity classification guidance and tips
- Automated Export System (AES) & ACE AESDirect filing
- EAR requirements and identifying red flags
- ITAR export controls / OFAC sanctions
- FCPA and distributor due diligence
- Port requirements – Avoiding penalties/seizures of cargo

Register: [bit.ly/2thM50b](http://bit.ly/2thM50b)

### Seminar:

Tuesday, June 12, 2018

8:00am – 5:00pm

Breakfast & Lunch included

Cost: \$199 per attendee

### Location:

Temple University

Alter Hall, Room 031, Auditorium

1801 Liacouras Walk

Philadelphia, PA 19122

[\(in Google Maps\)](#)

### Questions? Contact:

Tony Pu, International Trade Specialist

U.S. Commercial Service – Philadelphia

[tony.pu@trade.gov](mailto:tony.pu@trade.gov) / (215) 597-6120



Morgan Lewis



Fox School of Business  
TEMPLE UNIVERSITY®

Temple Center for International  
Business Education and Research



# Export Lab

A Series of Interactive Workshops



Become an Exporting Expert!

## What to Expect:

- An interactive experience!
- Practical tips on running a sophisticated export operation
- Hands-on exercises



## Workshops:

### April 12<sup>th</sup>: Identifying Target Markets

- Determining and utilizing your schedule B numbers to look up trade statistics specific to your industry
- Determining tariffs, FTA and non-FTA countries for your products
- Market research resources

### May 10<sup>th</sup>: Integrated Marketing

- Develop effective marketing strategies geared towards attracting international partners
- Tips on website globalization

### June 21<sup>st</sup>: Evaluating and Managing Distributors

- Methods of evaluating potential partners
- Legal considerations when considering partnerships

### October 18<sup>th</sup>: Export Compliance Regulations

- Developing an export compliance management program
- Best practices on maintaining compliance

### November 15<sup>th</sup>: Financing and Logistics

- Coordinating financing with shipping procedures
- Streamlining foreign receivables
- Export tax incentives

This event is recommended to any and all industries!

[Register today!](#)

## Lab Dates

**8:30-11:30am**

- April 12, 2018
- May 10, 2018
- June 21, 2018
- October 18, 2018
- November 15, 2018

## Location

Fox School of Business,  
Alter Hall  
Temple University  
1801 Liacouras Walk  
Philadelphia, PA 19122

## Cost

\$50/person, per workshop  
\$150/person for series  
(save \$100!)

## More information

Iris Kapo  
[Iris.kapo@trade.gov](mailto:Iris.kapo@trade.gov)  
(215) 597-6127



# Delaware County Community College



901 South Media Line Road | Media, PA 19063-1094 | 610-359-5000 | www.dccc.edu

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June 4, 2018

Dr. Timothy Duvall, Program Officer  
International and Foreign Language Education (IFLE)  
U.S. Department of Education  
1990 K Street, N.W. 6 Floor, Room 6069  
Washington, D.C. 20006- 8521

Dear Dr. Duvall:

On behalf of Delaware County Community College, I would like to express my support and endorsement of Temple University's application for the FY18 Centers for International Business Education and Research (CIBER) program.

Delaware County Community College has an established relationship with Temple University and we look forward to expanding our current partnerships with innovative programs and activities that benefit both institutions. Many students from Delaware County Community College have transferred to Temple over the years. The CIBER program at Temple University supports international business research and provides opportunities and access for our students to participate in short-term study abroad programs and workshops. These opportunities will better prepare our students to be engaged in international business.

Delaware County Community College will continue to work closely with Temple University on the CIBER program and other efforts to support our students and our region. It is with these past successes and future benefits in mind that I enthusiastically support the Fox School of Business' application for continued funding of Temple CIBER. I urge you to give this application your full consideration for funding approval.

Sincerely,

Marian E. McGorry, Ph.D.  
Dean, Business, Computing and Social Science



U.S. Department of Commerce  
U.S. Commercial Service  
1617 JFK Blvd. Suite 1580  
Philadelphia, PA 19103  
Tel: (215) 597-7141  
Fax: (215) 597-6123

May 23, 2018

Ms. Phyllis Tutora  
Director, International Programs  
Fox School of Business, Temple University  
Alter Hall, 1801 Liacouras Walk  
Philadelphia, PA 19122

Dear Ms. Tutora

On behalf of the U.S. Commercial Service Philadelphia, we thank Temple CIBE for supporting CS trade education programs to help business owners navigate the global marketplace.

CS and Temple CIBE have enjoyed a partnership that is instrumental to the U.S. Commercial Service's effort to increase small and medium-sized enterprise (SME) awareness of trade and export resources in the Philadelphia region. Together we have delivered an impressive portfolio of trade programs for the Philadelphia region's business community. Our joint programming—including *Export Lab Series*, *Export University*, *ACE Compliance Seminar*, *Going Global*, *India Road Show*, *Doing Business in China*, *Projects in the Pipeline*, *Startup Global Philadelphia*, and multiple industry/region-specific export workshops, is crucial to the success of increasing exports in our region. The CS-CIBE partnership has effectively educated hundreds of business owners seeking opportunities in dynamic overseas markets. Additionally, CS participated in the *International Business Career Development Panels* in support of CIBE's continued efforts to prepare the global workforce of the future.

Our collaboration has been beneficial for local exporters. For example, a project development company attending *Projects in the Pipeline* received assistance on winning bids for construction projects for ports, airports, housing construction, oil and gas infrastructure in Peru. Also, CS-CIBE export workshops highlighted the need for Ex-Im Bank trade finance to mitigate risk which helped a local manufacturer of refrigeration equipment pursue export deals in China with confidence.

Focusing on future growth, our partnership is executing a strategy outlined in "Selling to the World, A Greater Philadelphia Export Plan" to equip firms with the essential skills, strategies, and contacts to capitalize on opportunities in emerging markets and generate more export related jobs in the Philadelphia region. Continuing our work together in FY18 and beyond, we anticipate a greater impact in our effort to help SMEs capitalize on export opportunities by leveraging our worldwide network of American embassies and consulates.

Sincerely,

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

Tony Ceballos  
Director, U.S. Commercial Service-Philadelphia  
1617 JFK Blvd. Suite 1580  
Philadelphia, PA 19103  
Ph: 215-597-7141  
Fax: 215-597-6123

*Your Partner in Exporting*

PR/Award # P220A180029

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June 1, 2018

Dr. Timothy Duvall, Program Officer  
International and Foreign Language Education (IFLE)  
U.S. Department of Education  
1990 K Street NW  
6<sup>th</sup> Floor, Room 6069  
Washington, D.C. 20006-8521

Dear Dr. Duvall,

On behalf of the World Trade Center of Greater Philadelphia (WTCGP), I would like to express my support and endorsement of the Temple University's application for the FY18 Centers for International Business Education and Research (CIBE) program.

The WTCGP and Temple CIBE have enjoyed a partnership that is instrumental in advancing global priorities of both the University and the region and helps to educate and prepare the next generation of global business leaders and world citizens. I have served as a proud Member of Temple's Fox School of Business Advisory Board.

Our partnership supports crucial trade services and educational programs designed to strengthen the region's economy by accelerating the global growth of small and medium-sized businesses in the Greater Philadelphia Region. The WTCGP provides individual trade counseling, market research and market entry strategies, educational programs and business networking events, and powerful connections to customers and partners worldwide. A non-profit and membership-based organization, belonging to a network of over 300 world trade centers in 100 countries, the WTCGP, since 2002, has served as a catalyst for regional economic growth and job creation, helping area companies generate over \$1.6B in incremental export sales, supporting over 20,200 jobs.

We have been pleased to partner with the Fox School of Business through Temple CIBE in educational seminars and workshops designed to provide small and medium-sized exporters with the market insight and tools they need to enter and expand in promising markets around the world. These programs also offer students an opportunity to meet with local companies and to gain an understanding of the fundamentals of successful exporting. Together with our Temple internship program, where students interact directly with WTCGP client companies, these events provide students with practical business know-how and experience to compliment classroom theory and training.

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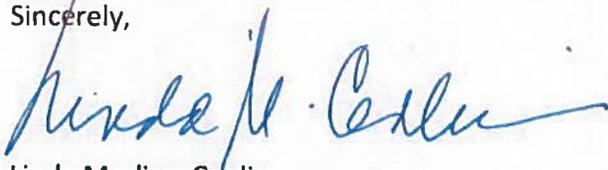
PR/Award # P220A180029

We have been proud to partner with Temple CIBE, the City of Philadelphia, the U.S. Commercial Service and regional globally-focused organizations in the nationally-recognized Brookings Institution/JPMorgan Chase Global Cities Initiative. One of 28 metros participating, Greater Philadelphia has developed a comprehensive strategy to accelerate the development of exports and is in the process of finalizing an approach to targeting best markets to expand this growth. In this way, the Fox School of Business and Temple CIBE are providing essential research and insight to identify best strategies to expand the global growth of the Region.

The WTCGP therefore enthusiastically supports the Fox School of Business' application for continued funding of Temple CIBE. The CIBE program at Temple serves as a powerful demonstration of what can be accomplished when a leading university and its faculty join forces with the business community and government to advance the international education of its students and the global competitiveness of the region.

I urge you to give this application your full consideration for funding approval.

Sincerely,



Linda Mysliwy Conlin

President

World Trade Center of Greater Philadelphia



May 30, 2018

Dr. Timothy Duvall, Program Officer  
International and Foreign Language Education  
U.S. Department of Education  
1990 K Street, NW, 6th Floor, Room 6069  
Washington, D.C. 20006-8521

Dear Dr. Duvall:

On behalf of the Pennsylvania Chamber of Business and Industry, I write to express support for Temple University's Fox School of Business and Management, which I understand has submitted an application for a Centers for International Business Education (CIBE) grant. The PA Chamber is the largest broad-based business advocacy association in Pennsylvania, with approximately 10,000 members crossing all industry sectors throughout the Commonwealth.

Our pro-growth advocacy is driven by policies developed by employers from all industries, vetted by multiple committees and approved by our Board of Directors. Our Education policy encourages institutions of higher education to "form community-based relationships and programs" and "develop and implement innovative delivery approaches aimed at improving skill set development." Moreover, our International Trade policy emphasizes the importance of trade to our economy and supports "Initiatives that promote the Commonwealth's business climate and its job creators in order to provide for new trade and investment opportunities."

I believe Temple's Center for International Business Education and their grant application are both aligned with a pro-growth agenda and deserve your support.

Since 2002, the Temple Center has served as a national resource for international business research and training. They collaborate with other universities, community colleges and employers to provide training opportunities on key subject areas including export promotion, financial technology and automation and have worked with minority-serving institutions to develop international business curriculum. I am told more than 530 students have been placed either as interns or in employment positions focused on international business.

I understand the Temple Center is proposing a significant expansion into emerging areas of strategic importance, including blockchain, the Internet of Things, cognitive computing, and artificial intelligence on a global scale. I again urge support for their grant application so they may continue to build on past successes and expand their ability to help prepare students, faculty and employers for the ever-evolving global business environment.

Thank you for considering our views on this important matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Gene Barr".

Gene Barr  
President and CEO



May 30, 2018

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

Dear Dr. Duvall:

I write in strong support of the Temple University Fox School of Business and Management's application for an FY18 Centers for International Business Education (CIBE) grant. As a company with a global network in a highly-competitive industry, it is essential for us to maintain an agile, well-prepared workforce that enables us to face the challenges of the modern global business landscape. As new technologies and new market participants enter the global telecommunications market, Comcast stays ahead through research and training in best practices for global business. Temple's Center for International Business Education is well-suited to contribute to our workforce development needs.

Temple University has worked with our company to align our needs with their curriculum, including, but not limited to, speaking events at conferences, workshops, and executive education. Likewise, Comcast has hired Temple graduates in a variety of key positions, including my own. It is of critical importance to us that we continue this developmental pipeline; however, we want to ensure that our company is staffed by graduates equipped to lead in an increasingly complex global environment. Through this grant period, we can be confident that Temple is taking the right steps toward the development of the workforce that we, and similarly situated businesses, are in need of most.

Accordingly, I strongly support the continued funding of the CIBE grant for Temple University with the knowledge that it will continue to drive the development of a modern workforce ready to face the challenges of tomorrow.

Sincerely,

Bret S. Perkins  
Vice President, External & Government Affairs  
Comcast

**Bucks County Community College**

**Camden County College**

**Community College of Philadelphia**

**Cumberland County College**

**Delaware County Community College**

**Rowan College at Gloucester County**

**Harrisburg Area Community College**

**Lackawanna College**

**Lehigh Carbon Community College**

**Luzerne County Community College**

**Manor College**

**Mercer County College**

**Montgomery County Community College**

**Northampton Community College**

**Ocean County College**

**Reading Area Community College**

**Valencia College**

**Valley Forge Military College**

**AFRICAN DIASPORA ENTREPRENEURSHIP NETWORK (ADEN)**

**ASIAN AMERICAN CHAMBER OF COMMERCE OF PHILADELPHIA**

**AFRICAN UNION**

**BEN FRANKLIN TECHNOLOGY PARTNERS OF SOUTHEASTERN  
PENNSYLVANIA**

**BRITISH AMERICAN BUSINESS COUNCIL**

**BROOKINGS INSTITUTION**

**CHILEAN – AMERICAN CHAMBER OF COMMERCE**

**CITIZENS DIPLOMACY INTERNATIONAL**

**CITY OF PHILADELPHIA – DEPARTMENT OF COMMERCE**

**CONSULAR CORPS ASSOCIATION OF PHILADELPHIA**

**ECONOMY LEAGUE OF GREATER PHILADELPHIA**

**EMBASSY OF CHINA**

**EUROPEAN AMERICAN ENTERPRISE COUNCIL**

**EXPORT-IMPORT BANK OF THE UNITED STATES**

**FOREIGN POLICY RESEARCH INSTITUTE**

**GERMAN - AMERICAN CHAMBER OF COMMERCE**

**GLOBAL INTERDEPENDENCE CENTER**

**GLOBAL INNOVATION FORUM**

**GLOBAL PHILADELPHIA**

**GOVERNMENT OF CANADA**

**GOVERNMENT OF QUEBEC CITY**

**GREATER PHILADELPHIA CHAMBER OF COMMERCE**

**GREATER PHILADELPHIA HISPANIC CHAMBER OF COMMERCE**

**GREATER PHILADELPHIA TOURISM MARKETING CORPORATION-  
VISITPHILLY**

**IRISH – AMERICAN BUSINESS CHAMBER & NETWORK**

**INTER-AMERICAN DEVELOPMENT BANK**

**ITALY – AMERICAN CHAMBER OF COMMERCE OF GREATER PHILADELPHIA**

**JAPAN AMERICAN SOCIETY OF GREATER PHILADELPHIA**

**MID-ATLANTIC – EURASIA BUSINESS COUNCIL**

**NORWEGIAN AMERICAN CHAMBER OF COMMERCE**

**PAN-AMERICAN ASSOCIATION OF PHILADELPHIA**

**PENNSYLVANIA DEPARTMENT OF COMMUNITY AND ECONOMIC  
DEVELOPMENT (DCED)**

**PHILAPORT**

**PHILADELPHIA CONVENTION AND VISITORS BUREAU**

**PHILADELPHIA – ISRAEL CHAMBER OF COMMERCE**

**PHILADELPHIA GLOBAL BUSINESS PROFESSIONALS ALLIANCE**

**SELECT GREATER PHILADELPHIA**

**SWEDISH – AMERICAN CHAMBER OF COMMERCE**

**THAILAND BOARD OF INVESTMENT**

**UNITED NATIONS**

**UNIVERSITY CITY SCIENCE CENTER**

**U.S. CHAMBER OF COMMERCE**

**U.S. DEPARTMENT OF COMMERCE**

**U.S. /GHANA CHAMBER OF COMMERCE**  
**WELCOMING CENTER FOR NEW PENNSYLVANIANS**  
**WORLD AFFAIRS COUNCIL OF PHILADELPHIA**  
**WORLD BANK**  
**WORLD TRADE CENTER GREATER PHILADELPHIA**

**ADVANTA CENTER FOR RESEARCH IN FINANCIAL INSTITUTIONS**

**BIostatISTICS RESEARCH CENTER**

**BUSINESS COMMUNICATION CENTER**

**CENTER FOR COMPETITIVE GOVERNMENT AND TECHNOLOGY**

**CENTER FOR EXECUTIVE EDUCATION**

**CENTER FOR INNOVATION IN TEACHING AND LEARNING**

**CENTER FOR NEURAL DECISION MAKING**

**CENTER FOR STATISTICAL ANALYSIS**

**CENTER FOR STUDENT PROFESSIONAL DEVELOPMENT**

**CONSUMER SENSORY INNOVATION LAB**

**DATA SCIENCE INSTITUTE**

**GLOBAL CENTER FOR BIG DATA IN MOBILE ANALYTICS**

**INNOVATION AND ENTREPRENEURSHIP INSTITUTE**

**INSTITUTE FOR BUSINESS AND INFORMATION TECHNOLOGY**

**INSTITUTE OF GLOBAL MANAGEMENT STUDIES**

**SMALL BUSINESS DEVELOPMENT CENTER**

**SPORT INDUSTRY RESEARCH CENTER**

**TEMPLE CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH**

**TRANSLATIONAL RESEARCH CENTER**

**US-ASIA CENTER FOR TOURISM AND HOSPITALITY RESEARCH**



<b>AC Nielsen Corporation</b>	<b>Adinolfi &amp; Packman, P.A.</b>	<b>Admiral Insurance Company</b>
<b>Accuen</b>	<b>Welcoming Center for New Pennsylvanians</b>	<b>Parkway Corporation</b>
<b>Aerolease Aviation, LLC.</b>	<b>Aetna</b>	<b>African American History Museum</b>
<b>African and Caribbean Business Council</b>	<b>Agence Démosthène</b>	<b>AIG Japan Holdings</b>
<b>AirPhilly LLC</b>	<b>Alkor Bio Group</b>	<b>Allstate</b>
<b>Amazon</b>	<b>American International Club of Rome</b>	<b>AmeriHealth Administrators</b>
<b>Ameriprise Financial</b>	<b>AMWins Group Inc.</b>	<b>Anthropologie</b>
<b>Aon Corporation</b>	<b>ARAMARK</b>	<b>Arctic Air</b>
<b>AstraZeneca Pharmaceuticals, Inc.</b>	<b>ATD American</b>	<b>Automotive Resources International (ARI)</b>
<b>Barbados Caribbean Tourism Organization</b>	<b>BCA Philadelphia</b>	<b>BDO USA LLP</b>
<b>BDP International</b>	<b>BlackRock</b>	<b>BNP Paribas</b>
<b>BNY Mellon</b>	<b>Booz Allen Hamilton</b>	<b>British Chamber of Commerce</b>
<b>Brixmor Property Group, Inc.</b>	<b>Burlington</b>	<b>C.H. Robinson</b>

<b>Campaign for Working Families/GPUAC</b>	<b>Capvent AG</b>	<b>Cardinal Trade Associates</b>
<b>Cardone Industries</b>	<b>Catapult Branding Group</b>	<b>Caterpillar, Inc.</b>
<b>CBRE</b>	<b>CDW Corporation</b>	<b>Collectar Biosciences, Inc.</b>
<b>ChemTech International</b>	<b>Chilean &amp; American Chamber of Commerce</b>	<b>China Everbright Bank Co., Ltd.</b>
<b>China Unicom</b>	<b>Cigna</b>	<b>City of Philadelphia, Department of Commerce</b>
<b>Clark Associates Inc.</b>	<b>Client Focused Advisors</b>	<b>Clique Asset Management, LLC</b>
<b>Cloudnexus</b>	<b>CLX Logistics</b>	<b>Coleman Research Group</b>
<b>Comcast Corporation</b>	<b>Comcast Spectacor</b>	<b>Cozen O'Connor</b>
<b>CreditEase Wealth Management</b>	<b>Crown Cork &amp; Seal Co, Ltd.</b>	<b>Crowne Plaza</b>
<b>CVS/Pharmacy</b>	<b>CyberSoft Inc.</b>	<b>Deering, Greene &amp; Associates</b>
<b>Devon Medical Products</b>	<b>Philadelphia Human Services Department</b>	<b>Digitas Health</b>
<b>DLL Group</b>	<b>Educational Testing Services</b>	<b>eMoney Advisor, LLC</b>
<b>EMSI International, Inc.</b>	<b>ESPN</b>	<b>Farmers Insurance</b>

<b>Federal Reserve Bank of Philadelphia</b>	<b>Firsttrust Bank</b>	<b>Fox 29 Philadelphia WTXF-TV</b>
<b>Futura Mobility, LLC</b>	<b>GeoBlue</b>	<b>Geometry Global USA</b>
<b>German American Chamber of Commerce</b>	<b>GlaxoSmithKline</b>	<b>Global Bilingual Solutions</b>
<b>Global Marketing Associates</b>	<b>Global Philadelphia Association</b>	<b>Grant Thornton</b>
<b>Gratz Industries</b>	<b>Greater Philadelphia Chamber of Commerce</b>	<b>Helicopter Tech, Inc.</b>
<b>Highbury Group</b>	<b>Hitachi, Ltd.</b>	<b>Hong Kong Exchanges and Clearing Limited (HKEx)</b>
<b>HSBC</b>	<b>IBM</b>	<b>Independence Blue Cross (IBX)</b>
<b>Industrial and Commercial Bank of China</b>	<b>International Opera Theater</b>	<b>International SOS Assistance, Inc.</b>
<b>International Trade Centre (ITC)</b>	<b>IPG Mediabrands</b>	<b>Juvenile Diabetes Research Foundation of Delaware</b>
<b>JF Hillebrand Global Beverage Logistics USA</b>	<b>Johnson &amp; Johnson Family of Companies</b>	<b>JPMorgan Chase</b>
<b>KPMG</b>	<b>L.L.Bean</b>	<b>Legendary Entertainment</b>
<b>Liberty Mutual</b>	<b>LinkedIn</b>	<b>Lockheed Martin</b>
<b>Lovoco</b>	<b>Marsh</b>	<b>Mass Mutual</b>

<b>Merck &amp; Co., Inc.</b>	<b>Merrill Lynch</b>	<b>Mid-Atlantic Eurasia Business Council</b>
<b>Ministry of Foreign Trade and Development Ghana</b>	<b>Mirum Agency</b>	<b>NBC10 Philadelphia</b>
<b>NBCUniversal</b>	<b>Nestle Purina North America</b>	<b>Okasan Securities Group, Inc.</b>
<b>Pearl S. Buck International, Inc.</b>	<b>Philadelphia 76ers</b>	<b>Philadelphia Gas Works</b>
<b>Philadelphia Insurance Companies</b>	<b>Philadelphia International Airport</b>	<b>Philadelphia Magazine</b>
<b>PNC Financial Services Group</b>	<b>Protiviti, Inc.</b>	<b>Prudential Financial</b>
<b>PwC</b>	<b>Qatar Airways</b>	<b>QVC</b>
<b>Randstad</b>	<b>SAP America, Inc.</b>	<b>Schiller International University</b>
<b>Siemens</b>	<b>Simkar Corporation</b>	<b>SPG International</b>
<b>Subaru of America, Inc.</b>	<b>Swedish American Chamber of Commerce</b>	<b>Target Corporation</b>
<b>TD Bank</b>	<b>Temple University</b>	<b>Temple University Health System</b>
<b>Temple University Small Business Development Center (SBDC)</b>	<b>The Clorox Company</b>	<b>The Delaware Valley Regional Center</b>

<b>The Dow Chemical Company</b>	<b>The Penn Mutual Life Insurance Company</b>	<b>Time Warner</b>
<b>Travelers Insurance</b>	<b>U.S Department of Navy</b>	<b>U.S. Department of Army</b>
<b>U.S. Department of Commerce</b>	<b>U.S. Department of Homeland Security</b>	<b>U.S. Department of Navy</b>
<b>U.S. Export Assistance Center</b>	<b>University of California, Santa Cruz</b>	<b>University of Pittsburgh</b>
<b>U.S. State Department of Defense</b>	<b>Deloitte Consulting, LLP</b>	<b>Devon International Group Inc.</b>
<b>UPS</b>	<b>Vanguard</b>	<b>Verizon Wireless</b>
<b>Vertex, Inc.</b>	<b>VWR International</b>	<b>Wells Fargo &amp; Co.</b>
<b>Willis Towers Watson</b>	<b>World Trade Center of Greater Philadelphia</b>	

# FIERCELY FORWARD

## SINCE 1918

Fox was founded in 1918—and we've been rising, redefining, and pushing the limits since day one. We're steeped in tradition, but we defy convention. For 100 years, we've prepared generations of daring entrepreneurs, tough executives, creative professionals, thought leaders, and pioneering researchers to make big impacts on the real world. Fox enters its second century of innovative business education by continually and strategically redesigning our curriculum and our perspective. Our goal is to ensure today's students become tomorrow's business leaders.

Here are **10 ways** the Fox School continues to push the limits of what a business education can and should be.



### Real-World Education

From 1918 to today, our curriculum has evolved to reflect the ever-changing business environment

- 17 majors and minors
- 4 MBA programs (Global, Executive, Online, Part-Time)
- 12 PhD concentrations
- Executive Doctorate in Business Administration
- 13 Specialized Master's programs



### Top Research

In 2017, Fox faculty published 63 articles in top-tier academic journals, with over 178 peer-reviewed articles in total, and received over \$1 million in new sponsored projects, bringing the school's total amount of current grants to nearly \$3.6 million.



### Highly Influential

In 2017, papers written by Fox faculty received over 6,000 citations from researchers around the world, according to Web of Science



### Multicultural, Cosmopolitan Community

with more than 1,500 international students representing more than 100 countries



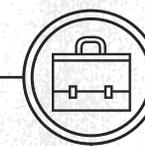
### Global Presence

13 global programs on six continents with alumni living in 99 countries



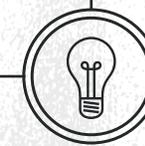
### Largest

- business school in the Greater Philadelphia region
- 9,000+ students
  - 210+ full-time faculty
  - 150 adjunct faculty
  - 65,000+ alumni



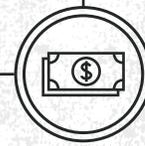
### Professional Development

95.2% job placement rate for 2017 Global MBA graduates within three months of graduation



### Experiential Learning

More than 2,400 undergraduates strengthen their communication and leadership skills while networking with alumni and executives through 23 Fox student professional organizations



### Entrepreneurial Spirit

The Innovation & Entrepreneurship Institute (IEI) at Fox promotes entrepreneurship throughout all 17 schools and colleges at Temple; graduates have started 202 businesses between 2007-2016



### Building for the Future

1810 Liacouras Walk, the Fox School's new, state-of-the-art space, will have an additional 77,000 square feet and six floors to better serve our growing student body



**Richard M. Englert**  
President

T 215-204-7405  
F 215-204-5600

Sullivan Hall, Suite 200  
1330 Polett Walk  
Philadelphia, PA 19122

May 30, 2018

Dr. Timothy Duvall Program Officer  
International and Foreign Language Education (IFLE)  
U.S. Department of Education  
1990 K Street, NW, 6<sup>th</sup> Floor, Room 6069  
Washington, D.C. 20006- 8521

Dear Dr. Duvall,

On behalf of Temple University, I would like to express my support and endorsement of the Temple Center for International Business Education and Research (CIBE) program. In line with Temple's new academic strategic priorities, Temple CIBE helps to increase the global competency of students, expands their international education and study abroad opportunities. CIBE also enhances faculty development opportunities leading to global engagement and international exposure.

Since the establishment of the Temple CIBE program in 2002, the Fox School of Business offers 13 global programs on 6 continents increasing student access to international opportunities to more than a dozen countries including Brazil, Cambodia, China, Colombia, India, Israel, Morocco, South Africa and Vietnam. Temple CIBE also has contributed to faculty development in international business with global immersions focused on innovation and export promotion in Chile and technology and automation in Hong Kong. The Fox School has also placed over 530 undergraduate students either as interns or in permanent jobs in the international business areas in small, medium and large enterprises.

Temple CIBE's multi-disciplinary certificates of specialization are delivered in collaboration with Temple University's College of Liberal Arts and feature coursework in international business, area studies and critical languages. The College of Liberal Arts offers instruction on 16 distinct languages, 8 of which are considered to be critical languages and 9 business languages. Moreover, in 2015 the College of Liberal Arts created a Global Studies Program that offers students more than 200 courses collected into concentrations in Global Economy, Global Security, and Global Cultures.

Dr. Timothy Duvall Program Officer

May 30, 2018

Page -2-

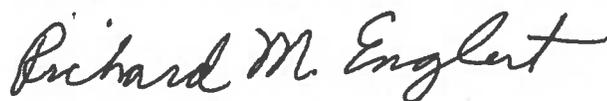
Just this past year, the Annual International Business Research Conference sponsored by Temple CIBE attracted 120 top notch researchers from around the world for collaborative discussions and presentations on the intersection between Innovation, Economic Geography, and International Business. Professor Ram Mudambi's work on knowledge clusters in the U.S. and its implications for enhancing the competitive position of the U.S. is very innovative. It has the potential to truly be a national resource. Ongoing research fellowships for faculty and Ph.D. students fund lines of inquiry that will enhance the competitiveness of U.S. businesses in global markets.

Temple CIBE supports community engagement through its many programs with outreach partners including the Pennsylvania Small Business Development Center, the Global Interdependence Center, the World Trade Centers in Philadelphia and Delaware, and the World Affairs Council. More specifically, Temple CIBE and U.S. Commercial Service representatives in Philadelphia and Washington, DC continue to increase collaborative activities. This goal is part of a strategy outlined in "Selling to the World, A Greater Philadelphia Export Plan" launched in April 2016 at a CIBE supported event. Researchers from Temple CIBE joined the Global Cities Initiative (GCI) a partnership with the City of Philadelphia Department of Commerce, Brookings Institution, and JP Morgan Chase to provide essential data required to achieve export growth goals. Significant activity to present this research to the community is planned for 2018.

Temple University has articulation agreements with 18 community colleges and predominantly minority universities in the region, all of which Temple CIBE supports and engages.

Temple CIBE has made its mark in the tristate area as a valuable source of intellectual capital for the economic development of the region. I enthusiastically support the Fox School of Business' application for continued funding of Temple CIBE. I urge you to give this application your full consideration for funding approval.

Sincerely,



Richard M. Englert  
President  
Temple University

May 31, 2018

## United States Senate

WASHINGTON, DC 20510

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

Dear Dr. Duvall:

I am pleased to provide this letter of support for FY18 Centers for International Business Education (CIBE) grant application submitted by Temple University's Fox School of Business and Management.

Temple's CIBE, hosted at the Fox School of Business, was founded in 2002 and has been renewed in 2006, 2010, and lastly for the 2014-18 cycle. The number of Centers in the country was cut from 33 to 17, with the Temple Center being one of the 17 Centers remaining and actively engaged in promoting trade competitiveness. Through the Temple Center, the Fox school has assisted in maintaining our nation's leadership position in international business.

It is my understanding that since 2002, the Temple Center has served as a national resource for international business research and training. As the only Center in Philadelphia, the Temple CIBE collaborates with other universities, community colleges, and the business community, to provide practical and timely training on key topics such as export promotion, financial technology, and automation. The Center has also worked with minority-serving institutions to help them develop an international business curriculum so that underrepresented populations in the business community may reap the vast opportunities in global business. Furthermore, the Temple Center provides short-term study abroad programming in a number of key countries, such as China, Israel, and Vietnam, helping students and faculty members to better understand how to work in developed and emerging markets. Presently, the Center is involved in enhancing the competitive strengths of business and industry in the Greater Philadelphia region through their outreach programs with vital Philadelphia organizations. These organizations include the World Trade Center of Greater Philadelphia, the World Affairs Council, Lincoln University, Community College of Philadelphia, and the Federal Reserve Bank of Philadelphia. Over 530 students have been placed either as interns or in permanent jobs in the international business areas in small, medium, and large enterprises.

It is my understanding that if awarded, the Temple Center intends to use the grant funds to implement a significant expansion of its activities into areas of strategic importance. These areas include blockchain, the Internet of Things, cognitive computing, and artificial intelligence on a global scale.

Once again, I am pleased to provide this letter of support for the aforementioned grant application, and I respectfully ask that you give Temple University's application all due consideration. In the event that this application is selected for funding, please direct a copy of your award notification letter to my Grants Coordinator, Steve Meredith. Steve can be reached via email at [Steve\\_Meredith@toomey.senate.gov](mailto:Steve_Meredith@toomey.senate.gov), by phone at 412-803-3501, by fax at 412-803-3504, or through the mailing address 310 Grant Street, Suite 1440, Pittsburgh, PA 15219.

Sincerely,



Pat Toomey  
U.S. Senator

BRIAN K. FITZPATRICK  
8TH DISTRICT, PENNSYLVANIA

COMMITTEE ON HOMELAND SECURITY  
COMMITTEE ON FOREIGN AFFAIRS  
COMMITTEE ON SMALL BUSINESS



514 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-4276

1717 LANGHORNE NEWTOWN ROAD  
SUITE 400  
LANGHORNE, PA 19047  
(215) 579-8102

## Congress of the United States

House of Representatives

Washington, DC 20515

June 5<sup>th</sup>, 2018

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

Dear Dr. Duvall:

I write in support of the Temple University Fox School of Business and Management's application for a Centers for International Business Education (CIBE) FY18 grant. Our global competitiveness as a country depends on the vibrancy of a business sector always at the forefront of trade and commerce, the skills and knowledge-base of its workforce, and the institutions of higher education that equip them.

Since 2002, the Temple Center has served as a national resource for international business research and training. As the only Center in Philadelphia, the Temple CIBE collaborates with other universities, community colleges, and the business community, to provide practical and timely training on key topics such as export promotion, financial technology and automation. The Center has also worked with minority-serving institutions to help them develop an international business curriculum so that underrepresented populations in the business community may reap the vast opportunities in global business. The Temple Center provides short-term study abroad programming in a number of countries, helping students and faculty members to better understand how to work in both developed and emerging markets.

Through outreach programs with vital organizations such as the World Trade Center of Greater Philadelphia, the World Affairs Council, Lincoln University, Community College of Philadelphia and the Federal Reserve Bank of Philadelphia, the Temple Center is enhancing the competitiveness of business and industry in the greater Philadelphia region. Over 530 students have been placed either as interns or in permanent jobs in the international business areas in small, medium and large enterprises.

The Temple Center is proposing a significant expansion of its activities into areas of strategic importance in its FY18 proposal. This includes blockchain, the Internet of Things, cognitive computing, and artificial intelligence on a global scale. Their continued efforts help prepare students, faculty, and business practitioners for the rapidly evolving business environment of the 21st century.

I strongly urge the full and fair consideration of the Fox Center's FY18 CIBE grant application.

Sincerely,

A handwritten signature in blue ink that reads "Brian K. Fitzpatrick".

Brian Fitzpatrick  
Member of Congress

DWIGHT EVANS  
2ND DISTRICT, PENNSYLVANIA

WASHINGTON OFFICE  
1105 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-3802  
(202) 225-4001

DISTRICT OFFICE  
7174 OGONTZ AVENUE  
PHILADELPHIA, PA 19138  
(215) 276-0340

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

COMMITTEE ON SMALL BUSINESS:  
ECONOMIC GROWTH, TAX AND CAPITAL ACCESS  
SUBCOMMITTEE RANKING MEMBER

CONTRACTING AND WORKFORCE SUBCOMMITTEE

AGRICULTURE COMMITTEE:  
NUTRITION SUBCOMMITTEE

LIVESTOCK AND FOREIGN AGRICULTURE  
SUBCOMMITTEE

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

Dear Dr. Duvall:

I write in support of the Temple University Fox School of Business and Management's application for an **FY18 Centers for International Business Education (CIBE)** grant. Our global competitiveness as a country depends on the vibrancy of a business sector always at the forefront of trade and commerce, the skills and knowledge-base of its workforce, and the institutions of higher education that equip them.

Temple's Center, hosted at the Fox School of Business, was founded in 2002 and has been renewed in 2006, 2010, and lastly for the 2014-18 cycle. The number of Centers in the country was cut from 33 to 17 with the Temple Center being one of the 17 Centers remaining and actively engaged in promoting trade competitiveness. Through the Temple Center, the Fox school has assisted in maintaining our nation's leadership position in international business.

Since 2002, the Temple Center has served as a national resource for international business research and training. As the only Center in Philadelphia, the Temple CIBE collaborates with other universities, community colleges, and the business community, to provide practical and timely training on key topics such as export promotion, financial technology and automation. The Center has also worked with minority-serving institutions to help them develop an international business curriculum so that underrepresented populations in the business community may reap the vast opportunities in global business. The Temple Center provides short-term study abroad programming in a number of key countries, such as China, Israel and Vietnam, helping students and faculty members to better understand how to work in developed and emerging markets. Presently, the Center is involved in enhancing the competitive strengths of business and industry in the Greater Philadelphia region through their outreach programs with vital Philadelphia organizations such as the World Trade Center of Greater

DWIGHT EVANS  
2ND DISTRICT, PENNSYLVANIA

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

COMMITTEE ON SMALL BUSINESS:  
ECONOMIC GROWTH, TAX AND CAPITAL ACCESS  
SUBCOMMITTEE RANKING MEMBER

CONTRACTING AND WORKFORCE SUBCOMMITTEE

AGRICULTURE COMMITTEE:  
NUTRITION SUBCOMMITTEE

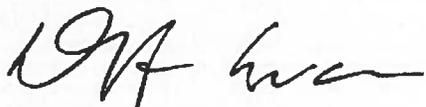
LIVESTOCK AND FOREIGN AGRICULTURE  
SUBCOMMITTEE

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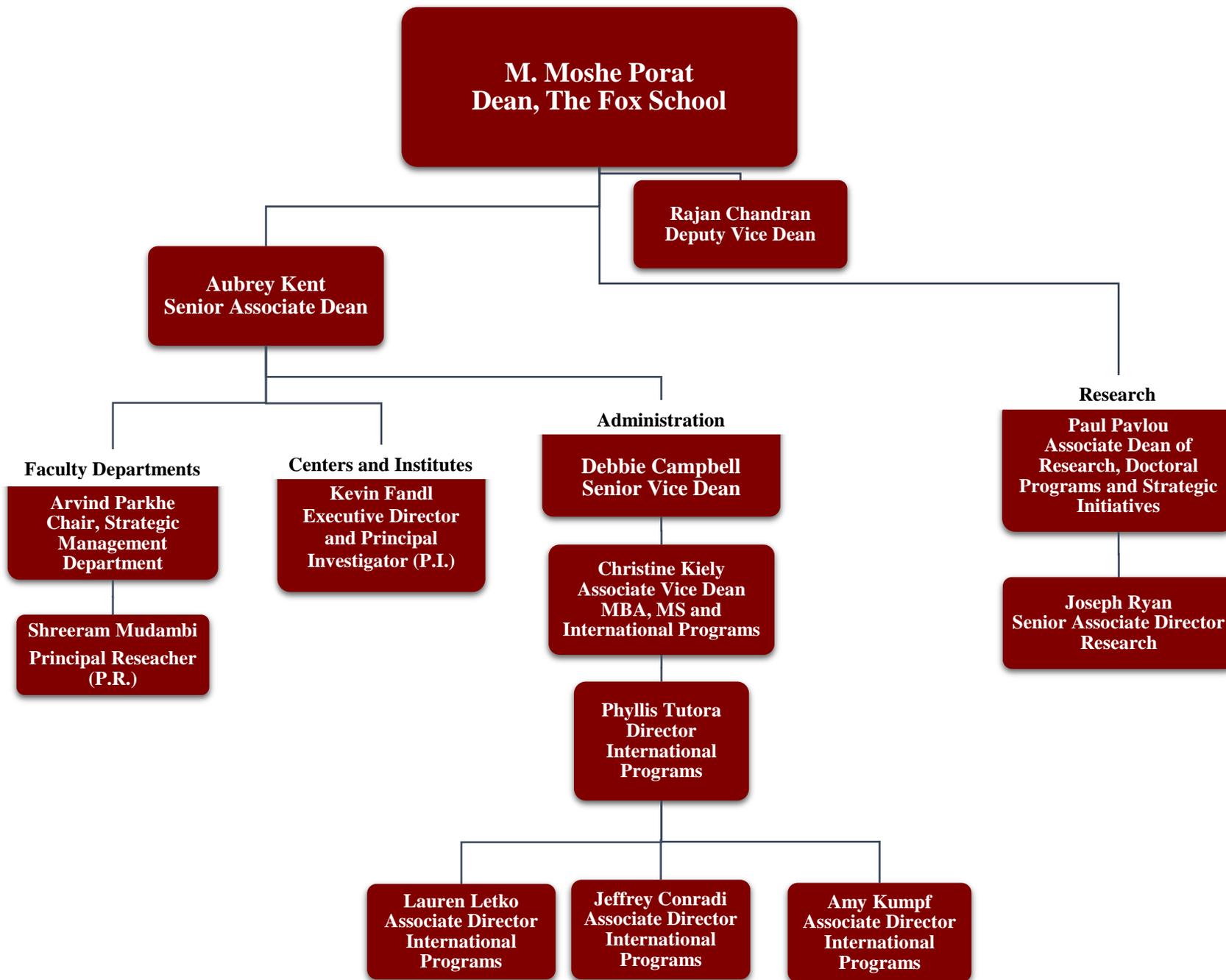
Philadelphia, the World Affairs Council, Lincoln University, Community College of Philadelphia and the Federal Reserve Bank of Philadelphia. Over 530 students have been placed either as interns or in permanent jobs in the international business areas in small, medium and large enterprises

The Temple Center is proposing a significant expansion of its activities into area of strategic importance in its FY18 proposal, including blockchain, the Internet of Things, cognitive computing, and artificial intelligence on a global scale. Their continued efforts help prepare students, faculty, and business practitioners for what comes next in the rapidly evolving global business environment. I strongly support the continuation of the Fox Center through approval of their grant application and respectfully request the U.S. Department of Education to give this application all due consideration.

Sincerely,



Dwight Evans  
Member of Congress



**Fox School of Business**

- Dr. Kevin Fandl, Assistant Professor, Academic Director of Global Immersion Programs
- Dr. Bertrand Guillotin, Academic Director of IB Program
- Dr. M. Moshe Porat, Dean
- Joseph Ryan, Senior Associate Director of Research and Administration, Office of Research, Doctoral Programs & Strategic Initiatives
- Dr. Corinne Snell, Assistant Dean for Student Professional Development

**Additional Temple University Representatives**

- Dr. Betsy Barber, Associate Professor and Associate Dean, School of Hospitality and Tourism Management
- Denise Connerty, Assistant Vice President for Education Abroad and Overseas Campuses
- Dr. Kimberly Goyette, Director, Center for Vietnamese Language, Philosophy, and Culture
- Dr. Barbara Thornbury, Department Chair of Asian & Middle Eastern Languages & Studies
- Dr. Martyn Miller, Assistant Vice President for International Affairs

**Other Academic Institutions**

- Kristin Hutchinson, Director of Student Programs, World Affairs Council of Philadelphia
- Dr. Marian McGorry, Asst. Dean, Delaware County Community College
- Dr. Oswald H. Richards, Chair and Associate Professor, Department of Business & Information Technology, Lincoln University

**Government Community Representatives**

- Carol Brooks, Manager of International Trade & Diplomatic Liaison, City of Philadelphia Department of Commerce
- Antonio Ceballos, Chair, Director, Philadelphia Export Assistance Center, U.S. Commercial Service
- Linda Conlin, President, World Trade Center of Greater Philadelphia
- Carla Stone, Executive Director, World Trade Center Delaware
- Dr. Christine Martey-Ochola, President & Co-founder, Sub-Saharan Chamber of Commerce

**Business Community Representatives**

- Matthew J. DiDomenico, Sr., Owner, ReMax Advisors, JM Global Realty
- Saliha Loucif, Dept. of Commerce; International Trade Representative for Africa
- Joanna Savvides, President, Transworld Ventures LLC
- Zabeth Teelucksingh, Executive Director, Global Philadelphia Association
- Steven Wray, Vice President and Director, Econsult Solutions, Inc.

The Center Advisory Council shall include:

- (1) One representative of an administrative department or office of the institution of higher education (or a combination of these institutions); **M. Moshe Porat, Dean, Fox School of Business**
- (2) One faculty representative of the business or management school or department of the institution (or a combination of these institutions); **Kevin Fandl, Bertrand Guillotin**
- (3) One faculty representative of the international studies or foreign language school or department of the institution (or a combination of these institutions); **Kimberly Goyette, Barbara Thornbury**
- (4) One faculty representative of another professional school or department of the institution (or a combination of these institutions), as appropriate; **Oswald Richards (Lincoln University)**
- (5) One or more representatives of local or regional businesses or firms; **Carol Brooks, Linda Conlin, Matthew DiDomenico, Carla Stone, Christina Martey-Ocholo, Joanna Savvides**
- (6) One representative appointed by the Governor of the State in which the institution (or a combination of these institutions) is located whose normal responsibilities include official oversight or involvement in State-sponsored trade-related activities or programs; **Antonio Ceballos, U.S. Commercial Service**
- (7) Such other individuals as the institution of higher education (or a combination of these institutions) deems appropriate such as a representative of a community college in the region served by the center. **Marian McGorry (Delaware County Community College)**

**CIBE Advisory Board Meeting Schedule:** October 24, 2018; October 23, 2019; October 21, 2020; October 27, 2021; individual or interest group meetings as needed

# APPENDIX 22 Temple University CIBE Timeline

Development ✕ Implementation ⓘ Ongoing ▶▶

<b>Activities</b>	Year 1	Year 2	Year 3	Year 4
<b>Mandate 1: Be national resources for the teaching of improved business techniques, strategies, and methodologies that emphasize the international context in which business is transacted.</b>				
1.1 Develop and Launch a New IB Course	ⓘ	▶▶	▶▶	▶▶
1.2 Develop a New Postgraduate Global Certificate Program in IIB	✕	ⓘ	▶▶	▶▶
1.3 Integrate Export Consulting into Graduate Capstone Enterprise Management Consulting Group	ⓘ	▶▶	▶▶	▶▶
1.4 Develop a Series of Graduate Interdisciplinary Workshops on Cybersecurity	✕	ⓘ	▶▶	▶▶
1.5 Initiate a "Design Thinking Challenge" with Global Partners	✕	ⓘ	▶▶	▶▶
1.6 Facilitate the Exchange of New Methodologies and Skills through International Faculty Exchange	ⓘ	▶▶	▶▶	▶▶
	Year 1	Year 2	Year 3	Year 4
<b>Mandate 2: Provide instruction in critical foreign languages and international fields needed to provide an understanding of the cultures and customs of United States trading partners.</b>				
2.1 Develop a Podcast Series Focused on Language and IB	✕	▶▶	▶▶	▶▶
2.2 Support Language and Applied Linguistics Seminar Series in a Global Context and Annual Training Conference	ⓘ	▶▶	▶▶	▶▶
2.3 Create Fundamentals of Language for Business Training for Outbound Students and Faculty	ⓘ	▶▶	▶▶	▶▶
2.4 Support for Study of the Effect of Language on Business Decision Making	▶▶	▶▶	▶▶	▶▶
2.5 Maximize Value of Fox School of Business RoadMap Assessment Tool to Measure Cross-cultural Learning	✕	ⓘ	▶▶	▶▶
2.6 Integrate Cross-cultural Learning Opportunities into the Fox Leadership Development Program	ⓘ	▶▶	▶▶	▶▶
2.7 Strengthen Critical Language Acquisition through Foreign Internships and Study Trips	ⓘ	▶▶	▶▶	▶▶
	Year 1	Year 2	Year 3	Year 4
<b>Mandate 3: Provide research and training in the international aspects of trade, commerce, and other fields of study.</b>				
3.1 Support Economic Geography Research Focused on IB Innovation Clusters	▶▶	▶▶	▶▶	▶▶
3.2 Facilitate Collaboration and Knowledge Sharing through the annual iBEGIN Conference	▶▶	▶▶	▶▶	▶▶
3.3 Enable Expanded Research into Innovation and IB in the Global Agriculture Sector	▶▶	▶▶	▶▶	▶▶
3.4 Support Faculty and Doctoral Student Research on Current Issues affecting U.S. Competitiveness	▶▶	▶▶	▶▶	▶▶
3.5 Establish a Center for International Business, Compliance and Policy	✕	ⓘ	▶▶	▶▶
3.6 Enhance Faculty Training in Critical IB Fields through the Faculty Development in International Business (FDIB) Program	ⓘ	▶▶	▶▶	▶▶
3.7 Share Insights and Best Practices from FDIB Experiences	ⓘ	▶▶	▶▶	▶▶
3.8 Expand Cadre of Qualified Global Trip Lead Faculty	▶▶	▶▶	▶▶	▶▶
3.9 Strengthen Research in Global Economics by Supporting Global Scholar Grants	✕	▶▶	▶▶	▶▶
	Year 1	Year 2	Year 3	Year 4
<b>Mandate 4: Provide training to students enrolled in the institution, or combinations of institutions, in which a center is located.</b>				
4.1 Fund Short-term Undergraduate Study Abroad Programs	▶▶	▶▶	▶▶	▶▶
4.2 Support IB-focused Internships	ⓘ	▶▶	▶▶	▶▶
4.3 Facilitate Live IB Consulting Projects for Capstone Students	▶▶	▶▶	▶▶	▶▶
4.4 Support International Case Competitions Focused on Trade Competitiveness	ⓘ	▶▶	▶▶	▶▶
4.5 Develop Online Spanish for Business Purposes Course	✕	ⓘ	▶▶	▶▶
4.6 Support Pre-travel Training for Global IB Immersion Participants	ⓘ	▶▶	▶▶	▶▶
4.7 Internationalization of the Online MBA, Part-time MBA and Specialized Masters Program Curriculum	✕	ⓘ	▶▶	▶▶
	Year 1	Year 2	Year 3	Year 4
<b>Mandate 5: Serve as regional resources to businesses proximately located by offering programs and providing research designed to meet the international training needs of these businesses.</b>				
5.1 Collaborate with Local SMEs to Share Knowledge and Best Practices on IB and Cybersecurity	✕	ⓘ	▶▶	▶▶
5.2 Offer Business Community Seminar Focused on Export Procedures	▶▶	▶▶	▶▶	▶▶
5.3 Host a Symposium on Protecting U.S. Intellectual Property in Global Markets	▶▶	▶▶	▶▶	▶▶
5.4 Offer Workshops on Managing Export Risks and Financing as part of the ERP/Awards #B220A180029	▶▶	▶▶	▶▶	▶▶
5.5 Support a Partnership with the Mid-Atlantic District Export Council	▶▶	▶▶	▶▶	▶▶

5.6 Partner with the WTCGP	»	»	»	»
5.7 Partner with the Global Philadelphia Association to Promote Philadelphia as a World Heritage City	✘	①	»	»
5.8 Partner with the World Affairs Council to Offer an IB-focused Symposium Series	»	»	»	»
	Year 1	Year 2	Year 3	Year 4
<b>Mandate 6: Serve other faculty, students and institutions of higher education located within their region.</b>				
6.1 Support Community College Participation in Academy of International Business (AIB) Northeast Regional Conference	»	»	»	»
6.2 Support Community College and MSI Student Participation in the Temple Global Conference	»	»	»	»
6.3 Sponsor an International Educators Academy	»	»	»	»
6.4 Sponsor Participants from Regional Community Colleges and MSIs to Participate in WTCGP Events	①	»	»	»
6.5 Provide Opportunities for Veteran Students to Apply their International Experience to Students and the Business Community	✘	①	»	»
6.6 Content Development on Corporate Compliance for IB	✘	①	»	»
6.7 Participate in the Internationalization Grants Program	①	»	»	»
6.8 Support MSI Faculty Participation in CIBE Workshops	»	»	»	»
6.9 Launch Electronic Newsletter on IB Current Issues	✘	①	»	»

FACULTY	INTERNATIONAL EXPERTISE
<b>THE FOX SCHOOL OF BUSINESS</b>	
<b>DEPARTMENT: ACCOUNTING</b>	
SUDIPTA BASU Accounting	International Accounting
ELIZABETH GORDON Accounting	International financial reporting standards.
<b>DEPARTMENT: FINANCE</b>	
PAUL ASABERE International Finance	International Finance
JAY CHOI International Finance	International corporate finance, global capital markets, global risk management, emerging market business and finance.
AMIR SHOHAM International Finance	International financial markets, industrial organization and business strategy, corporate finance and financial analysis and strategy.
JOHN SOSS International Finance	Global derivatives and international financial markets.
<b>DEPARTMENT: HUMAN RESOURCE MANAGEMENT</b>	
John McClendon Human Resource Management	International human resource management and leadership development.
IN-SUE OH Human Resource Management	Leadership development, personnel selection constructs (e.g., personality, cognitive ability) and methods (meta-analysis, employment interviews), strategic human resource management and human capital resources, and person-organization relationships (e.g., person-organization fit, support).

<b>DEPARTMENT: LEGAL STUDIES IN BUSINESS</b>	
KEVIN FANDL Legal Studies, Strategic Global Management	International trade, immigration, public policy and international business law in emerging markets.
MICHAEL VALENZA Legal Studies	International law, real estate and employment law.
<b>DEPARTMENT: MANAGEMENT INFORMATION SYSTEMS</b>	
DAVID LANTER Management Information Systems	Information technology auditing and cyber security.
DAVID SCHUFF Management Information Systems	Application of information visualization to decision support systems, data warehousing, and the impact of user-generated content on organizations and society.
PAUL PAVLOU Management Information Systems	Online auction marketplaces, electronic commerce, and information systems strategy
<b>DEPARTMENT: MARKETING AND SUPPLY CHAIN MANAGEMENT</b>	
MISTY BLESSLEY Supply Chain Management, Operations Management, Marketing	Global purchasing and procurement, cross-border inter-firm collaboration and strategy, import/export procedure and best practice.
Vice Dean RAJAN CHANDRAN International Marketing	International marketing strategy; product and distribution strategies.
MARY CONRAN International Marketing	International marketing research, consumer & buyer behavior, direct marketing, value delivery networks, global marketing, and marketing strategy.

TONY DiBENEDETTO International Marketing	New product development, international marketing strategy, product launch and launch timing.
ANGELIKA DIMOKA International Marketing	Modeling of information pathways in the brain, functional neuroimaging and applications to management decision making, and quantitative analysis of online decision making.
THOMAS FUNG Marketing and Supply Chain Management	Global supply chain management, consumer packaged goods industry, competitive analysis, China development.
MARK GERSHON Marketing and Supply Chain Management	Project Management, Lean Six Sigma, Multiple Criteria Decision Making.
XUEMING LUO Marketing and Supply Chain Management	Large-scale field experiment mobile marketing, customer analytics with machine learning and big data, deep learning for personalized promotions, competitive pricing, omnichannel targeting, social media networking ads, artificial intelligence and recommendation algorithms.
SUSAN MUDAMBI International Marketing	International marketing strategy, digital marketing, international business, branding, customer and supplier relationship management.
JIM THOMPSON Marketing and Supply Chain Management	Global CEO for Advertising Research company operating in 41 countries. General Management, Marketing, Sales/Customer Relationships, Brand & Product Management; Building teams in all countries.

<b>DEPARTMENT: RISK, INSURANCE AND HEALTHCARE MANAGEMENT</b>	
HUA CHEN Risk, Insurance and Healthcare Management	International risk management.
BENJAMIN COLLIER Risk, Insurance and Healthcare Management	The examination of how households and firms manage severe climate risks; analysis of insurance contract decisions in the U.S. National Flood Insurance Program, the effects of climate on the finances of small and medium enterprises (SMEs), and the consequences of natural disasters for SME credit markets in developing and emerging economies.
Dean M. MOSHE PORAT International Risk Management	Captives and their use in risk management, self-insurance and other financial topics.
MICHAEL ZUCKERMAN Risk, Insurance and Healthcare Management	Global Corporate Risk Management
<b>DEPARTMENT: STRATEGIC MANAGEMENT</b>	
RAJ CHAGANTI Strategic Management	Founding Executive Director of the Institute of Global Management Studies at Temple University.
CHARLES DHANARAJ Global Strategy	Global innovation, emerging markets and strategic partnerships.
BERTRAND GUILLOTIN Strategic Management	International business and strategic management.
THEODORE L. HILL Strategic Management	Research interests include governance of knowledge intensive organizations and social ventures, organizational boundaries, the social and institutional concept of entrepreneurship.

OMARIO KANJI Strategic Management	International business, strategic management and international law.
ROGER KASHLAK Strategic Management	International business and strategic management.
MASAAKI “MIKE” KOTABE Global Strategy	Global Sourcing Strategy, Export Promotion, R&D, manufacturing, and marketing interfaces; Develop export promotion programs for state, federal, and international agencies.
ROBERT McNAMEE Strategic Management	Knowledge exchange, creativity, innovation and organizational learning.
RAM MUDAMBI Global Entrepreneurship	Comparative institutional environment of entrepreneurship. International new ventures. Initial public offerings.
DAVID NASH Strategic Management	Business strategy, finance, supply chain manufacturing, logistics operations, IT, global business.
ARVIND PARKHE International Business and Management	Global strategic alliances; international joint ventures; qualitative research methods; global strategy.
MICHAEL RIVERA Strategic Management	Global business model innovation and human capital analytics.
ANTHONY SEETON Strategic Management	Global financial services, operations, product development and risk management.
JENNIFER TAE Strategic Management	International business and strategic management.

GUNTRAM WERTHER Strategic Management	Emerging regional and global change dynamics, forecasting emerging trends, implications for strategy and the management of international operations of emerging conflict styles.
<b>DEPARTMENT: STATISTICS</b>	
PALLAVI CHITTURI Statistical Science	Choice based conjoint analysis, experimental design, and quality assurance.
SANAT SARKAR Statistical Science	Multiple testing towards applications in modern scientific investigations, such as in genomics and brain imaging. Statistical Methodologies, high-dimensional statistical inference, and multivariate statistics.
GARY WITT Statistical Science	Global environmental sustainability, derivatives, structured finance, and investment management.
<b>COLLEGE OF LIBERAL ARTS</b>	
HIRAM ALDARANDO Chair, Multilingual Business and Government Program	Business Spanish; Spanish language, literature and culture; Spanish for healthcare professionals; interpreting and translation.
KHALID BLANKINSHIP Chair, Religion Department	Muslim religious and political history; the influence of rhetoric on the interpretation of the Qur'an and its translation into English; Muslim law.
SANJOY CHAKRAVORTY Geography and Urban Studies	Issues of development and distribution as they relate to spatial and social change.
Dean, RICHARD DEEG Political Science	Politics of financial market regulation in the US and Europe, and the comparative study of national systems of capitalism.

CRISTINA GRAGNANI Chair, Department of French, German, Italian & Slavic	Italian; language skills, business, literature and culture.
ALEXANDRA GUISENGER Political Science	International Political Economy, Economic Foreign Policy, Trade, Exchange Rates, Capital Controls, International Financial Institutions
JONATHAN HOLMQUIST Latin American Studies Program	Spanish Sociolinguistics, Spanish Dialectology, Language and Gender, Language Contact.
ROSELYN HSUEH Political Science	Comparative politics, international relations, international political economy, globalization, regulation and institutions, and developing countries (including East Asia/ China, India, and Russia).
LOUIS MANGIONE Chair, Asian Studies, Chinese	Linguistics, semantics, Chinese language training and Asian Studies.
KATIE LEE MOON Asian Studies, Korean	Linguistics, semantics, Korean language training and Asian Studies.
MARK POLLACK Global Studies, Political Science	International relations, international law, international organizations, international political economy, European union, European politics.
MORITZ RITTER Economics	Macroeconomics, labor economics, international trade, search theory.

ADAM SHELLHORSE Latin American Studies Program	Business Spanish; Spanish language, literature and culture; Spanish for healthcare professionals; interpreting and translation.
BARBARA THORNBURY Global Studies, Japanese	Japanese language, literature and culture; comparative social Japanese studies.
LU ZHANG Sociology	Globalization, Labor and Labor Movements, Development, Political Economy, China, East Asia.
<b>SCHOOL OF SPORT, TOURISM AND HOSPITALITY MANAGEMENT</b>	
BENJAMIN ALTSCHULER International Tourism	Culture and its influence on tourism in Asia; utilizing sociological and social psychological concepts related to culture and identity to understand touristic-related behaviors.
DANIEL FUNK International Tourism Hospitality Management	Consumer experiences through investigating the internal and external factors that shape involvement in sport, event, tourism, and leisure industry sectors.
Associate Dean JERMEY JORDAN International Sport and Tourism Management	Innovative marketing and management strategies to enhance the economic, social, and environmental sustainability of sporting events within communities.
Senior Associate Dean R. AUBREY KENT International Sport and Tourism Management	Industrial/organizational psychology, and corporate social responsibility.
CERIDWYN KING Tourism Hospitality Management	Destination and hospitality management.
THILO KUNKEL International Sport and Tourism Management	International sport marketing and management.

ROBERT LI International Tourism Hospitality Management	Destination marketing and tourist behavior, with special emphasis on international destination branding, customer loyalty, and tourism in Asia.
YANG YANG International Tourism Hospitality Management	Econometrics of international tourist flows and regional tourism growth.
<b>BEASLEY SCHOOL OF LAW</b>	
PAMELA BOOKMAN International Law	Contracts, Civil Procedure, and International Litigation and Arbitration
Associate Dean , DUNCAN HOLLIS International Law	International law, interpretation, and cybersecurity, with a particular emphasis on treaties, norms, international organizations, and other forms of international regulation.
<b>COLLEGE OF EDUCATION</b>	
ELVIS WAGNER World Foreign Languages Education, TESOL	Foreign/Second language education, international teaching effectiveness
<b>COLLEGE OF ENGINEERING</b>	
KEYA SADEGHIPOUR Dean	Biomechanical Engineering; Dental Materials (NIH), Bioengineering (various sources), and Intelligent Manufacturing Systems.
<b>COLLEGE OF PUBLIC HEALTH</b>	
WILLIAM AARONSON Chair, Health Services and Administration Policy	Global healthcare management. Research interest health system efficiency and innovation; global flow of patients and healthcare labor.
<b>KLEIN COLLEGE OF MEDIA AND COMMUNICATION</b>	
Senior Associate Dean, DEBORAH CAI Globalization & Development Communication	Intercultural communication, negotiation and conflict management, and social influence.

<b>PARTNER INSTITUTIONS</b>	
<p><b>PAMELA CARTER</b> Dean, Business &amp; Technology Community College of Philadelphia</p>	<p>Student retention, student services, higher education management.</p>
<p><b>HEATHER PFLEGER</b> Dean, School of Business and Education Gwynedd-Mercy College</p>	<p>30 years in higher education; economics, finance, and statistics.</p>
<p><b>OSWALD RICHARDS</b> Chair, Business and IT, Lincoln University</p>	<p>Management, finance, information technology, international business education, and Latin American/Caribbean history.</p>
<p><b>MARIAN MCGORRY</b> Dean, Business &amp; Computer Science, Delaware County Community College</p>	<p>Student retention, student development, academic administration, program development and curriculum design.</p>
<p><b>HILARY L. LINK</b> Dean, Temple University Rome</p>	<p>25 years of experience as a Dean; international artist; sculpture, design, and drawing.</p>
<p><b>BRUCE STRONACH</b> Dean, Temple University Japan</p>	<p>25 years of experience as Dean; international relations and international education.</p>

**Hiram Aldarondo, Department Chair, Spanish and Portuguese  
College of Liberal Arts, Temple University**

**EDUCATION:** Received his bachelor degree from the University of Puerto Rico-Rio Piedras, and his master degree from Temple University. Hiram received his Ph.D. in Romance Languages and Literatures from the University of Chicago.

**PROFESSIONAL EXPERIENCE:** Hiram is currently the Chair of the Department of Spanish and Portuguese at Temple University, where he also serves as Director of the Latin American Studies Semester (LASS). His areas of specialization are 19th and 20th century Latin American literature. His current research agenda focuses on the use and role of classic fairy tale discourse in Latin American literature, and its humor and subversive retellings. At Temple, he teaches graduate and undergraduate courses in Spanish American short fiction, foundational novels, and Southern Cone writers. He tries to formulate courses in which teaching intersects with research, in order to bring his research interests into the classroom, and communicate them both at the undergraduate and graduate levels. He is the recipient of the Ford Foundation Postdoctoral Fellowship for Minority Scholars, the Mellon/ACLS Dissertation Completion Fellowship, and MacArthur Foundation Research Fellowship.

**Eric Brunner, Assistant Vice President of the Learning & Development (L&D)  
Temple University**

**EDUCATION:** Received an Ed.D in Educational Leadership from Temple University and a MHS in Human Services and Organizational Development from Lincoln University.

**PROFESSIONAL EXPERIENCE:** Eric is Assistant Vice President of the Learning & Development (L&D) Division of Temple University's Human Resources Department. Eric and his division are responsible for the design, delivery and evaluation of Temple University's, competency based university-wide, in-person and online compliance training programs. Topics include: performance management, customer service, communication, presentation skills, conflict management, and diversity and inclusion. Four of the longest running programs of the division are 1) The Leadership Academy (in its tenth year) for senior leaders and faculty; 2) The Management Academy (in its eighth year) for high performing and high potential mid-level employees; 3) The International Educators Academy (in its fifth year) for university faculty and staff interested in contributing to the university's growth in the area of international programs and education and; 4) The Supervisory Development Program (in its 29<sup>th</sup> year) for new and new-to-Temple supervisors. Eric is an Adjunct Faculty member in Temple's Policy and Organizational Leadership Studies (POLS) in the College of Education and the Human Resources Department of the Fox School of Business. In spring 2015, Eric was voted as Singapore Faculty member of the year in the Fox School of Business' Masters in Human Resources Management Singapore program.

**Antonio Ceballos, Director, Philadelphia U.S. Export Assistance Center**

**EDUCATION:** Mr. Ceballos received his Master's of Arts in International Studies from the Claremont Graduate University. Mr. Ceballos also holds a Bachelor of Arts in Political Science with a Minor in International Relations from the University of California, Riverside.

**PROFESSIONAL EXPERIENCE:** As the Director the Philadelphia U.S. Export Assistance Center, Tony Ceballos oversees programs in Pennsylvania and Delaware, which provide customized overseas services to evaluate global opportunities, identify and qualify potential business partners. Mr. Ceballos also establishes program partnerships with state and federal agencies and other public and private sector entities to create an efficient export assistance network for U.S. companies. Mr. Ceballos transferred from the West Los Angeles office, where he developed the services sector-a primary industry concentration in the LA area. Prior to Los Angeles, Mr. Ceballos was based in the Ontario, Calif. area, where he assisted rural-based companies in Riverside and San Bernardino counties access USFCS services.

**Rajan Chandran, Deputy Dean, Fox School of Business, Temple University**

**EDUCATION:** Earned his Bachelor's degrees in International Law and Biology from India's Madras University. He holds an MBA in Marketing and a PhD in Marketing and International Business from Syracuse University.

**PROFESSIONAL EXPERIENCE:** Dr. Rajan Chandran is Deputy Dean of the Fox School of Business, and Professor of Marketing and Supply Chain Management. He has played integral roles in the growth and success of the Fox School since 1976. Dr. Chandran, who previously has served as Fox's Director of International Programs and Chair of the Marketing department, has taught a variety of courses in Marketing and International Business. He received the Distinguished Faculty Award from the Fox School of Business Administration Alumni, Temple University's Lindback Award, and the University's Great Teacher Award for excellence in teaching. He coordinated the Fox School's three most-recent reaccreditation processes with the AACSB, and has overseen each of Fox's federal grant renewal requests for the Center for International Business Education and Research (CIBER), including the writing of the most-recent successful grant renewal.

Dr. Chandran's articles have appeared in national conference proceedings, edited books, as well as refereed journals, like the Harvard Business Review, Management Science, Journal of Advertising, Journal of Small Business Management, Journal of the Marketing Research Society, and Business Horizons, to name a few. He served as President of the American Marketing Association's Philadelphia Chapter in 1990-1991. Prior to joining the academic profession, Dr. Chandran worked for a division of Exxon, and served as a consultant to numerous firms, like Campbell Soup Company and AT&T, in the U.S. and abroad.

**Mary Garcia Charumilind, Director of Performance Analytics****Fox School of Business, Temple University**

**EDUCATION:** Received her MBA from the Fox School of Business at Temple University and her BA in arts administration with concentration in management and marketing from Simmons College.

**PROFESSIONAL EXPERIENCE:** Ms. Garcia Charumilind manages analytics for both operational and student data at Fox School of Business and has extensive experience in data and education. Prior to joining Fox, she worked at DataArts (formerly the Cultural Data Project), which provides performance analytics on arts and culture organizations and programs for use by national, state, and local arts and culture grantmakers and researchers. Prior to that, Mary worked at Temple University in marketing and enrollment management for Boyer College of Music and Dance at Temple University, and prior to that, for Boston Ballet and its school. She trained as a ballet teaching artist at Walnut Hill School, Ballet Chicago, Central Pennsylvania Youth Ballet, and the New York City Ballet Education Department, and spent seven years teaching ballet and directing ballet education programs before transitioning to her career in administration. She has presented analytics workshops for the Temple Analytics Challenge, the New England Museum Association, and the New England Foundation for the Arts.

**Linda Conlin, President, World Trade Center of Greater Philadelphia**

**EDUCATION:** BA, French Literature and Russian Studies, University of Massachusetts; Junior Year Abroad, Paris, France; Graduate coursework in French and Russian, Indiana University; Executive Education Program, Harvard University.

**PROFESSIONAL EXPERIENCE:** As president, Linda Conlin oversees the day-to-day operation and program development of the World Trade Center of Greater Philadelphia (WTCGP), a non-profit, membership-driven organization, dedicated to advancing the global competitiveness of area companies and the region as a whole. In this capacity, she is responsible for establishing and executing key goals, objectives and strategies for the WTCGP. Linda most recently served as vice chair and a member of the Board of Directors of the Export-Import Bank of the United States where she led efforts to expand financing to U.S. exporters, including small and medium-sized businesses, predominantly in emerging markets, through direct loan, loan guarantee, and export credit insurance programs. As a Member of the Board, she chaired the Audit Committee and also was responsible for the Bank's program to expand financing of environmentally beneficial, including renewable energy, exports. With over 25 years' experience in international trade, trade finance and public policy, Linda's career includes serving as assistant secretary for trade development with the U.S. Department of Commerce and as executive director for travel and tourism in New Jersey's Commerce and Economic Growth Commission. She also served as Assistant Secretary of Commerce for Tourism Marketing at the U.S. Travel and Tourism Administration, and held positions at the U.S. Department of State, and the U.S. Information Agency. Linda began her earlier career owning and operating a successful small family business in Western Massachusetts.

**Jeffrey Conradi, Associate Director of International Programs****Fox School of Business, Temple University**

**EDUCATION:** Received a B.A. in International Relations with minors in Spanish and Latin American Studies from the University of Delaware and a MSAS in Economic Development & Tourism Management from Boston University.

**PROFESSIONAL EXPERIENCE:** Jeffrey has a passion for engagement with world cultures along with domestic and international economic development. As an undergraduate, Jeffrey studied abroad in both Mexico and Costa Rica. Jeffrey has guided thousands of students through the process of completing study abroad programs during his career in Higher Education spanning over 12 years at 4 institutions. Jeffrey joined the Fox School of Business International Programs team in January of 2015. He has facilitated hundreds of Temple CIBE activities; including workshops, speaker events, conferences, international business research, and global immersion programs. Jeffrey works closely with CIBE partners representing the regional, national, and international business community, including the Temple CIBE Board of Directors. In 2017, Jeffrey was named an Adjunct Faculty Member for Temple University's School of Sport, Tourism, and Hospitality Management (STHM). He teaches a graduate-level course titled *Sustainable Tourism Development*, part of STHM's Online Master's in Travel and Tourism Program. In addition to Spanish fluency, Jeffrey has working knowledge of Modern Standard Arabic and French. Since 2017, Jeffrey has served on the Board of Directors at Profugo, an international development non-profit organization supporting the rural population of Valat, Kerala, India.

**Mary Conran, Associate Professor of Practice, Marketing and Supply Chain Management****Fox School of Business, Temple University**

**EDUCATION:** Received her MBA in International Business and Marketing and her BS in Business Administration/Marketing from Temple University.

**PROFESSIONAL EXPERIENCE:** Mary Conran is an Assistant Professor in the Department of Marketing at the Fox School of Business. She is responsible for development and presentation of introductory, intermediate and advanced undergraduate and graduate level marketing courses. In addition to teaching a variety of upper division Marketing courses (Marketing Research, Consumer & Buyer Behavior, Direct Marketing, Value Delivery Networks, Global Marketing, and Marketing Strategy), she also delivers content for the school's Professional MBA and MS programs. She has taught at Temple University's Rome Campus during Summer 2005, 2011, and 2014 and has lead students on study abroad sessions to Cambodia, Ghana, India and Vietnam.

Prior to her Full-time appointment at The Fox School of Business in 2001, Mary held high level positions (with direct P & L responsibility including President, CEO, CFO/Treasurer) with several small firms (Annual sales ranging from \$1M to \$20M). She specialized in working with businesses seeking strategic and operational reorganization; industries included manufacturing, service, and wholesale organizations.

**Richard E. Deeg, Dean, College of Liberal Arts, Temple University**

**EDUCATION:** Received his Ph.D. in Political Science from Massachusetts Institute of Technology, and a BA magna cum laude in Political Science and Economics from Macalester College.

**PROFESSIONAL EXPERIENCE:** Richard Deeg is Professor of Political Science and Dean for the College of Liberal Arts at Temple University. He was a Postdoctoral Fellow and Visiting Scholar at the Max Planck Institute for the Study of Societies in Cologne, Germany, as well as the Social Science Research Centre, Berlin. From 2010 to 2015 he served as chair of the Department of Political Science at Temple. His responsibilities as Dean include faculty affairs, research promotion and strategic budget management. He has received numerous awards and fellowships, including Fulbright and Jacob K. Javits Fellowships. He is a co-winner of the Outstanding Teaching Award (2003) presented by the American Political Science Association and Pi Sigma Alpha. From 2011 to 2014 he served as Treasurer and executive officer of the Society for the Advancement of Socio-Economics.

His research focuses on German and European political economy, with a particular focus on the causes and mechanisms of change in financial market regulation and governance. He has published several authored and edited books, including *Finance Capitalism Unveiled: Banks and the German Political Economy* (University of Michigan, 1999) and numerous articles in political science, business and sociology journals, including *Comparative Political Studies*, *Economy & Society*, *Journal of European Public Policy*, *Journal of International Business Studies*, *Small Business Economics*, *Socio-Economic Review*, and *World Politics*. He serves on the board of several scholarly journals, including *International Studies Quarterly* and *Socio-Economic Review*. His current research focuses on the politics of forming a banking union in the European Union.

**Charles Dhanaraj, H.F. “Gerry” Lenfest Professor of Strategy and Executive Director of the Center for Translational Research in Business.****Fox School of Business, Temple University**

**EDUCATION:** Received a PhD in International Strategy from University of Western Ontario in Canada, a MBA from the Wilfrid Laurier University in Waterloo, Ontario, Canada and a Master of Engineering in Robotics from the Memorial University of Newfoundland in St. John’s Canada. He also studied at the Indian Institute of Technology at Madras, where he earned a Bachelor of Technology degree in Mechanical Engineering.

**PROFESSIONAL EXPERIENCE:** Dr. Dhanaraj arrived at the Fox School from the International Institute for Management Development (IMD) in Lausanne, Switzerland, where he served as professor of strategy. He also has held academic appointments at Indiana University at Bloomington and Temasek Polytechnic in Singapore. He also served as a Visiting Professor at the Copenhagen Business School in Denmark. Dhanaraj’s specialization includes strategic partnerships, global innovation, and emerging markets. He published several high-impact articles and award-winning cases. In 2017, he was elected as a Fellow of the Academy of International Business (AIB), a distinction held by elite researchers for outstanding contributions to scholarly development in international business. He serves as vice president for the AIB and deputy editor of *Cross Cultural and Strategy Management*, as well as a member on the editorial boards of six major journals. As an engineer, Dhanaraj worked with the Tata Robins Fraser, Ltd and Kaveri Engineering Industries Ltd. in India and the Center for Cold Ocean Resource Engineering (C-CORE) Inc. in Canada prior to his doctoral studies.

**Kevin J. Fandl, Assistant Professor of Legal Studies and Strategic Global Management, Academic Director of Global Immersion Programs**

**Fox School of Business, Temple University**

**EDUCATION:** Received his Ph.D. in public policy from George Mason University and a JD in Law and a Master of Arts degree in International Relations from American University.

**PROFESSIONAL EXPERIENCE:** Dr. Kevin Fandl joined the Fox School in 2013 under a joint appointment in the Legal Studies and Strategic Global Management departments. He is a tenure-track professor and also serves as the Academic Director of Global Immersion Programs at Fox. Dr. Fandl has a decade of federal experience, most recently as the chief of staff for international trade and intellectual property at U.S. Immigration and Customs Enforcement. He previously served as Senior Counsel to the Assistant Secretary at that agency. In addition to teaching at Temple University, Dr. Fandl is a frequent invited lecturer at major universities abroad, including the Universidad de Navarra in Spain, the University du Toulouse in France, and the Universidad de los Andes in Colombia. Dr. Fandl has published three books on international and comparative law and has written a textbook on Law & Public Policy set to be released in 2018. He has also consulted for the World Bank, Organization of American States, and the International Law Institute, among others. His research focuses on international business and public policy and he is particularly interested in comparative business law issues in emerging markets. His numerous journal publications include articles in the *Harvard Law and Policy Review*, the *American Business Law Journal*, and the *Berkeley International Law Journal*.

**Bertrand Guillotin, Assistant Professor of Instruction in Strategic Management, Academic Director, International Business Program**

**Fox School of Business, Temple University**

**EDUCATION:** DBA from the triple-accredited Grenoble Ecole de Management, France, an MBA in International Management from Thunderbird (Arizona State University), a European Diploma of Higher Education in International Marketing from FEDE in Switzerland, a Manager du Commerce International diploma from ESARC business school, and a Brevêt de Technicien Supérieur en Commerce International from LETP M. Tessier in France.

**PROFESSIONAL EXPERIENCE:** Dr. Bertrand Guillotin joined the Fox School of Business on July 1st, 2015, following appointments as Director of the International Programs Office at Duke University (Fuqua School of Business) and as part-time instructor with Campbell University, RTP, NC (2002-2015) after a successful international corporate career in Germany and in the US (10 years). Having spent more than 25 years outside his home country, Dr. Guillotin has taught in the US and in Europe and done business in more than 30 countries. He speaks French, German, and English fluently. Dr. Guillotin serves as Assistant Professor of Instruction, Academic Director of the International Business Administration BBA undergraduate program, Academic Director of the International Management Concentration for all MBAs, as well as Academic Advisor and ex-officio Executive Board Member of the IB Association (125 members). Dr. Guillotin has also been very engaged with the Academy of International Business as Board Member of the US Northeast Chapter (largest in the US), former Chapter Chair, and AIB regional conference organizer (2016-2018). Dr. Guillotin's research interests include international business and strategic management. His recent scholarly publications include articles in the *Journal of International Education in Business*, *Journal of Management Development* (forthcoming), and the *Thunderbird International Business Review*.

**TL Hill, Managing Director of the Fox Management Consulting Practice****Fox School of Business, Temple University**

**EDUCATION:** Earned a PhD and an MBA from Temple University's Fox School of Business and an A.B. in Religious Studies from Brown University.

**PROFESSIONAL EXPERIENCE:** TL Hill is an Associate Professor in Strategic Management and Managing Director of the Fox Management Consulting Practice, the capstone residency for all Fox MBA students. As the Academic Director of the MBA, TL has also recently lead the transformation of the MBA to a competency-based models in which students complete a dozen live projects while developing the skills and judgment valued by employers. TL's research interests include the governance of knowledge intensive organizations and social ventures, the ways networks span organizational boundaries, the social and institutional context of entrepreneurship, and community economic development. Prior to joining the Fox School, TL was a Managing Director for New Society Publishers, where he edited more than 30 books, and a strategic consultant for small and family-owned firms.

**Duncan B. Hollis, Associate Dean for Academic Affairs and a Professor of Law****Beasley School of Law, Temple University**

**EDUCATION:** Received an A.B., *summa cum laude*, from Bowdoin College and completed a joint-degree program, receiving a Masters in International Law and Diplomacy from the Fletcher School at Tufts University and a Juris Doctor, *summa cum laude*, from Boston College Law School.

**PROFESSIONAL EXPERIENCE:** Professor Hollis is Associate Dean for Academic Affairs and a Professor of Law at Temple Law School. His scholarship engages with issues of international law, interpretation, and cybersecurity, with a particular emphasis on treaties, norms, international organizations, and other forms of international regulation. In 2016, he was elected by the General Assembly of the Organization of the American States to a four year term on the OAS's Inter-American Juridical Committee.

Following graduation, Professor Hollis worked for the International Department of Steptoe & Johnson LLP. In 1998, Professor Hollis joined the Office of the Legal Adviser at the U.S. Department of State, where he worked until joining the Temple faculty in 2004. During his tenure at the State Department, Professor Hollis served for several years as the attorney-adviser for treaty affairs, working on various legal and constitutional issues associated with the negotiation, conclusion and implementation of U.S. treaties. Later, Professor Hollis acted as legal counsel for the Department's Bureau of Oceans, International Environmental and Scientific Affairs, specializing in U.S.-Canada environmental issues and U.S. participation in multilateral environmental agreements. Professor Hollis's practice has included international litigation before the International Court of Justice. In particular, he served as Counsel to the United States in the provisional measures phase of the *Case Concerning Avena and Other Mexican Nationals (Mexico v. United States)* and contributed to the U.S. presentation in the *Oil Platforms Case (Iran v. United States)*.

**Omario Kanji, Adjunct Associate Professor of Strategic Management  
Fox School of Business, Temple University**

**EDUCATION:** Earned a BA in Psychology and Italian from UCLA, an MA in International Relations from Johns Hopkins SAIS, and a JD from the University of Michigan Law School, Ann Arbor. He also received an LLM in Chinese Law from Tsinghua University in Beijing.

**PROFESSIONAL EXPERIENCE:** Omario began his legal career in securities law, assisting Chinese companies' initial public offerings on the Hong Kong Stock Exchange. He has since assisted clients in their corporate growth, intellectual property management and global business strategies. Omario resided in Italy for three years and in Beijing and Hong Kong for eight years and speaks fluent Mandarin Chinese, Spanish, French and Italian. He has recently focused on developing legal and business relationships in emerging markets such as Mongolia, Angola and Brazil. Omario is licensed to practice law in the State of New York. Omario serves as Adjunct Associate Professor and Assistant Academic Director of Global Immersions at Temple University's Fox School of Business in Philadelphia, assisting MBA candidates in understanding the international business environment. Omario leads a two-week business immersion in China, lecturing on Chinese business and accompanying students to visit multinational companies. Omario shows students how theoretical concepts of international business collide with practical realities such as culture, history and developmental economics. Omario delights in demonstrating the immense challenges and rewards of conducting business abroad, whether for a multinational or an entrepreneur.

**Darin Kapanjie, Academic Director of the Online BBA, Online MBA, and Part-Time MBA Programs. Managing Director of Online and Digital Learning  
Fox School of Business, Temple University**

**EDUCATION:** Received B.A. in Mathematics from University of Delaware, a Master's in Education from Widener University, and a Master of Science from Shippensburg University, both in Mathematics. He also received an Ed.D in Curriculum Instruction and Technology in Education from Temple University.

**PROFESSIONAL EXPERIENCE:** Dr. Kapanjie, who joined Fox's Statistics Department in 2003, is committed to teaching beyond the physical classroom. He is known for using cutting-edge teaching technologies, and was an early adopter of Class Capture, Wireless Tablet Annotation, Pearson's MyLabs, and he was the first to use WebEx web conferencing tools to teach synchronous online classes.

Dr. Kapanjie serves as the Fox School's Managing Director of Online & Digital Learning and is the Academic Director of the Fox Online MBA and BBA Programs. He serves on numerous curriculum and technology committees and has helped infuse the use of efficient, reliable and user-friendly technologies throughout the school.

While at Fox, he has been honored with Philadelphia Business Journal's Top 40 Under 40 Award, the Musser Award for Leadership in Teaching, the Andrisani-Frank Excellence in Undergraduate Teaching Award, the Innovation in Teaching Award at Temple's Classroom Engagement Through Technology Conference, a two-time winner of the Fox Business Honors Teacher of the Year, and was the inaugural recipient of the John DeAngelo Innovative Leader in Technology Award.

**Christine Kiely, Associate Vice Dean, MBA, MS and International Programs  
Fox School of Business, Temple University**

**EDUCATION:** Received a Bachelor of Arts degree in Anthropology, Linguistics, and Psychology from Binghamton University. She earned her MBA in Accounting, Human Resources, and Marketing from the University of Georgia

**PROFESSIONAL EXPERIENCE:** Christine M. Kiely serves as the Fox School's Associate Vice Dean for MBA, MS, and International Programs. She manages a complicated set of logistics for the Graduate Division, containing three domestic MBA programs (Global MBA, Part-Time MBA, and Online MBA) and 14 specialized master's programs, and serving more than 1,600 students. In addition, Kiely's portfolio encompasses Fox's international programs and activities, including undergraduate exchange programs, graduate, and undergraduate short-term study abroad, immersions, graduate partner programs, and the Center for International Business Education and Research (CIBE). Prior to joining the Fox School of Business, Kiely was Executive Director of MBA Programs at The George Washington University, consisting of five MBA programs and encompassing more than 1,200 students. Before that, she was the head of a global, private, volunteer organization, funded primarily by the United States Agency for International Development (USAID). Under USAID's private sector initiative, the organization sent recently-graduated MBAs to emerging markets to consult with local companies, advisory centers and business support organizations to aid in the growth and development of the private sector in developing economies. Kiely cut her teeth in international publishing in Manhattan in the late 1980s. She is a collaborative, high-energy leader who brings to her work considerable management expertise and analytical ability, combined with excellent communication skills, a strong work ethic, an appreciation for diversity and a passion for program development, implementation and improvement.

**Masaaki "Mike" Kotabe, Washburn Chair Professorship in International Business and Marketing, Fox School of Business, Temple University**

**EDUCATION:** Ph.D. in Marketing and International Business, Michigan State University, 1987; MBA. in Marketing, Michigan State University, 1980; BS in Economics and Law, The University of Chiba, Japan, 1976.

**PROFESSIONAL EXPERIENCE:** Dr. Kotabe holds the Washburn Chair Professorship in International Business and Marketing. Prior to joining Temple University in 1998, he was Ambassador Edward Clark Centennial Endowed Fellow and Professor of Marketing and International Business at the University of Texas at Austin. Dr. Kotabe served as the Vice President of the Academy of International Business in 1997-98. He has lectured widely at various business schools around the world, including Austria, Germany, Finland, Brazil, Colombia, Mexico, China, Japan, Korea, Indonesia, and Turkey. He has worked closely with leading companies such as AT&T, NEC, Nissan, Philips, Sony, and Seven-Eleven.

Dr. Kotabe has written many scholarly publications in quarterly journals and has published seven textbooks. He serves as the Editor of the *Journal of International Management*, and also serves/has served on numerous journal editorial boards. He is as an Advisor to the Institute of Industrial Policy Studies (IPS) National Competitiveness Report. In 1998, he was elected a Fellow of the Academy of International Business for his significant contribution to international business research and education. He is the recipient of the 2002 Musser Award for Excellence in Research at Temple University.

**Amy Kumpf, Associate Director of International Programs****Fox School of Business, Temple University**

**EDUCATION:** Earned a MS in International Development from Portland State University and a BA in Religious Studies and Human Services from Elizabethtown College.

**PROFESSIONAL EXPERIENCE:** Ms. Kumpf began her career in the nonprofit sector, working for various organizations in the areas of marketing and development. During her graduate degree program, Ms. Kumpf spent three months completing an internship at an ecotourism organization in the Galapagos Islands, Ecuador, where she managed their volunteer program and marketing outreach. Upon completion of her graduate coursework, she moved to Ecuador permanently and began a career in higher education. Until 2015, she coordinated the Galapagos extension program at Universidad San Francisco de Quito (USFQ), first at their campus in Quito, and later at their extension campus in San Cristobal Island, Galapagos. In this position she developed and managed the inbound programming for semester and short-term undergraduate and graduate students, as well as played a major role in developing USFQ's partnerships with other institutions. She also taught an undergraduate and graduate service-learning course, focused on community building and civic engagement. In August 2015, she moved back to the US to a position at the University of Maine, where she directed the overall incoming and outgoing study abroad programming. Ms. Kumpf joined the Fox School of Business as the Associate Director, International Programs in January 2017. In this role she develops and manages the programming of the undergraduate and graduate Global Immersions.

**David Lanter, Director, Information Technology Auditing and Cyber Security Programs****Fox School of Business, Temple University**

**EDUCATION:** Received a BA with honors in Applied Mathematics and Computer Science from Clark University, a MA in Geographic Information Systems Design, a MS in IT Auditing and Cybersecurity from Temple University, and a Ph.D. in Geographic Information Processing from University of South Carolina.

**PROFESSIONAL EXPERIENCE:** A pioneering inventor of data provenance/lineage metadata and geospatial data management and quality assurance, Prof. Lanter was vice president at CDM Smith where he routinely led teams of software engineers, computer scientists, data specialists, and subject matter experts in designing, developing and securing high-performance applications, decision support systems, and enterprise data architectures for public and private sector organizations from the international to the municipal level. As research director at Rand McNally, Prof. Lanter led global and domestic data research and development teams; As software design engineer at Microsoft, Lanter led GeoModeling quality assurance for the firm's geography products; and president of Geographic Designs Inc. where he developed commercial off the shelf and custom artificial intelligence metadata processing capabilities for government agencies, utility and private organizations enabling them to visualize and analyze big datasets and manage quality in their enterprise information systems. As a systems analyst at Grumman Data Systems he designed a reusable software library for cartographic applications for tactical and strategic systems of the U.S. Air Force. At University of California in Santa Barbara, he taught Geographic Information Systems, cartographic design and production, and applications programming.

**Xiang (Robert) Li, Professor & Director of the U.S.-Asia Center  
School of Tourism and Hospitality Management, Temple University**

**EDUCATION:** Earned his Ph.D. in recreation, park, and tourism science from Texas A&M University.  
**PROFESSIONAL EXPERIENCE:** Dr. Xiang (Robert) Li joined the School of Tourism and Hospitality Management in Fall 2015, following his appointment from the University of South Carolina, where he served as a full professor. His research focuses mainly on destination marketing and tourist behavior, with special emphasis on international destination branding, customer loyalty, and tourism in Asia. Dr. Li is the author and co-author of more than 100 scientific publications, including many that have appeared in top-tier tourism, business, leisure, and hospitality journals. Dr. Li serves on the editorial boards of more than 10 journals and book series, including the Journal of Travel Research and Journal of Leisure Research. To date, he has been awarded over \$1.25 million research funding, from numerous prestigious foundations, government agencies, destination marketing organizations and companies.

He was the recipient of the 2013 Emerging Scholars of Distinction Award by the International Academy for the Study of Tourism, the 2012 (inaugural) Best Emerging Scholar in Tourism (B.E.S.T.) Award by the International Tourism Studies Association. In 2015, he received the University of South Carolina's USC Educational Foundation Award for Research in Professional Schools, which is the university's "most prestigious annual prizes for research and scholarship."

**Lauren Letko, Associate Director of International Programs  
Fox School of Business, Temple University**

**EDUCATION:** MBA in Business Analytics from Drexel University, BA in Economics and International Business Management Studies and minor in German from Dickinson College.

**PROFESSIONAL EXPERIENCE:** As Associate Director, Lauren oversees the financial management of the International Programs, Institute for Global Management Studies, and the Center for International Business Education and Research departments at the Fox School of Business. She also serves as the program administrator for undergraduate, graduate and faculty short-term international programs. In her previous role as Finance and Accounting Specialist, she also managed the financial activities of three international Executive MBA programs (Paris, France; Cali, Colombia; and Singapore).

Prior to joining the Fox School of Business, Lauren was a Sr. Analyst at Drexel University where she provided quantitative analyses to Enrollment Management and Student Financial Services, specifically with federal and institutional aid allocation.

**Barbara Manaka, Executive Director of Performance Analytics****Fox School of Business, Temple University**

**EDUCATION:** Received a Ph.D. Economics, a MA Economics and a BBA in Economics and Risk Management and Insurance from Temple University. Dr. Manaka also received an Associate's Degree in Nursing (by challenge) from Gwynedd Mercy College and a Nursing Diploma from Chestnut Hill Hospital School of Nursing.

**PROFESSIONAL EXPERIENCE:** Dr. Barbara Manaka is an Associate Professor in the Department of Risk, Insurance and Healthcare Management. She also serves as the Executive Director of Performance Analytics (including Curriculum Management and Assessment) and Academic Director of Healthcare Programs in the Fox School of Business at Temple University. Dr. Manaka leads the strategies and processes that underpin the Fox School's evidence based curriculum decisions and improvements for Assurance of Learning. She is responsible for all curriculum management and assessment activities for Doctoral, Specialized Masters, MBA and BBA programs. Dr. Manaka also leads the Fox BBA Redesign process. As Academic Director of the Fox Programs in Healthcare Management, she leads BBA healthcare programs, a Masters in Health Administration and an MBA in Health Sector Management that is both AACSB and CAHME accredited.

**Martyn J. Miller, Assistant Vice President for International Programs****Office of International Affairs, Temple University**

**EDUCATION:** Miller holds Master's and Doctoral degrees in English Literature from The University of Georgia and a Bachelor's degree (with distinction) in English Literature and Teaching Diploma in English as a Foreign Language from the American University of Beirut.

**PROFESSIONAL EXPERIENCE:** Miller has served as assistant vice president for International Programs in the Office of International Affairs since February 1, 2016. In this capacity, Dr. Miller oversees International Programs' six units: Global Programs, Intensive English Language Program (IELP), International Admissions, International Marketing and Recruiting, International Student Affairs, and International Student and Scholar Services (ISSS). Dr. Miller also teaches a university seminar on Global Citizenship. During his tenure at Temple, Dr. Miller has at various times managed ISSS, coordinated the writing of international university partnership agreements, assisted with the management of Global Programs (dual bachelor's master's degree program, inbound international study abroad, inbound international exchange), and supervised the university-based Intensive English Language Program. An Arab-American, Dr. Miller was raised in Syria and Lebanon and studied and worked at The University of Georgia prior to joining Temple in 1999 as Director of the Office of International Services.

**Ram Mudambi, Professor of Strategy and International Business****Fox School of Business, Temple University**

**EDUCATION:** Dr. Mudambi received his Ph.D. in industrial organization economics and applied game theory from Cornell University and his Masters degree from the London School of Economics in England.

**PROFESSIONAL EXPERIENCE:** In addition to teaching strategy at the MBA and PhD level, he has extensive experience in executive education programs in the US, Europe and Asia. He has taught and conducted executive programs at Weatherhead Executive Education, Case Western Reserve University, Cleveland, Ohio; Temple Executive Education, Philadelphia, Pennsylvania; Temple University (Japan) – Tokyo; The International Securities Market Association (Zurich); The Henley Management College, England and The Chartered Institute of Purchasing and Supply, England. He has also worked with a number of corporate and government clients. Professor Mudambi's research is in the area of international corporate strategy, and his current work uses game theoretic approaches to examine corporate decision-making in areas such as MNC knowledge management and the initial public offering process. His research has appeared in a number of academic journals, including the Strategic Management Journal, the Journal of Political Economy, the Journal of International Business Studies, the Journal of Business Venturing and the Journal of Applied Statistics. Professor Mudambi serves on the boards of the Journal of International Business Studies, the Asia Pacific Journal of Management and the Journal of International Management. The results of his work have also appeared in a number of practice-oriented articles in outlets such as Long Range Planning and Purchasing & Supply Management.

**Arvind Parkhe, Professor and Chair of Strategy and International Business****Cochran Senior Research Fellow, Fox School of Business, Temple University**

**EDUCATION:** PhD in International Business, Temple University, July 1989; MBA in Marketing, Georgia State University, May 1979; M.S. in Chemical Engineering, Georgia Institute of Technology, December 1971; B. Tech. in Chemical Engineering, Indian Institute of Technology, June 1970.

**PROFESSIONAL EXPERIENCE:** Dr. Parkhe has been a faculty member at Fox since 2003, and teaches in the areas of strategic management, international business, and global strategy. His research focuses on the topics of strategic alliances, global networks, and effective management of inter-firm cooperation. Previously, Dr. Parkhe served on the faculty at Indiana University (Bloomington) from 1989 through 2003. He has published articles in top-tier scholarly journals, including Strategic Management Journal, Journal of International Business Studies, Academy of Management Journal, Academy of Management Review, and Organization Science. His corporate management experience prior to entering academia was in Europe and the United States, with Gruner & Jahr AG, a multibillion dollar German multinational company in the printing and publishing industry.

**Mark Pollack, Director, Global Studies Program****College of Liberal Arts, Temple University**

**EDUCATION:** Received his Ph.D. from Harvard University and a BA with honors in Political Science from Rutgers University.

**PROFESSIONAL EXPERIENCE:** Mark A. Pollack is Professor of Political Science and Law and Jean Monnet Chair at Temple University, where he also serves as Director of Temple's new Global Studies Program and major. He taught at the University of Wisconsin-Madison and the European University Institute in Florence, Italy before coming to Temple. His research agenda focuses on the role of international institutions and international law in regional and global governance. His past research has examined the delegation of powers to the supranational organizations in the European Union, governance of the transatlantic relationship, the global regulation of genetically modified foods, and the "mainstreaming" of gender and environmental issues in international organizations. His current research includes a research project on international judicial practices and a book project on the United States' ambivalent support for international law. He is also editor or co-editor of eight books. He has also published in a number of leading political science and law journals.

**M. Moshe Porat, Dean, Fox School of Business, Temple University**

**EDUCATION:** Received his undergraduate degree in economics and statistics (with distinction) from Tel Aviv University. His M.B.A. (Magna Cum Laude) is from the Recanati Graduate School of Management at Tel Aviv University. He completed his doctoral work at Temple University.

**PROFESSIONAL EXPERIENCE:** Dr. M. Moshe Porat is the Dean of the Fox School of Business and the School of Sport, Tourism and Hospitality Management at Temple University. He is also the former Chairman of the Risk, Insurance and Healthcare Management department. Prior to his academic work, Dr. Porat served as deputy general manager of Ihud Insurance Group, a large international risk management and insurance firm, and as an economic and financial consultant. Dr. Porat authored several monographs and numerous articles on captives and their use in risk management, self-insurance and other financial topics. He has served as an expert witness and as a consultant to governments and many public and private organizations. Dr. Porat is a Board Member of the America-Israel Chamber of Commerce, the Pennsylvania Economy League, Mastery Charter Schools, and Committee Chair for the Philadelphia Education Advisory Taskforce Committee of Finance, Resources, and Fiscal Impact. He also served on the Board of Advisers of Samsung Fire and Marine Insurance Company of Korea. He also served on the Board of Directors of United America Indemnity, Ltd. and Penn America Group. Dr. Porat was Chairperson for the Mayor of Philadelphia Transition Committee on the new economy and economic growth for the city and the region. Dr. Porat holds the Chartered Property Casualty Underwriter (CPCU) professional designation and is a member of American Risk and Insurance Association (ARIA), International Insurance Society (IIS), Risk and Insurance Management Society (RIMS) and the CPCU Society. Dr. Porat has won several awards for excellence in research and the 1998 Philadelphia Mayor's Citation for his activities in connection with international programs. The Academy of International Business selected him as the 2001 International Dean of the Year for his leadership and contributions to international business programs and research. He also received the 2002 Adam Smith Leadership Award for Academic Excellence and Educational Leadership by Economics Pennsylvania.

**Anthony Seeton, Strategic Management, International Business and Management Consulting  
Fox School of Business, Temple University**

**EDUCATION:** Received his MBA from Temple University and his BS in Organizational Leadership from Biola University.

**PROFESSIONAL EXPERIENCE:** Tony brings 30 years of industry experience to his current role as Assistant Professor where he has taught strategy, international business and consulting at both the undergrad and graduate levels, locally and overseas. Tony is also the Academic Director for the Temple University Management Consulting Program (TUMCP), a university-wide program open to undergrad and master's level students. The foundation of TUMCP has more than 80 senior managers from 40+ name brand firms. Tony is also an active member of the Academy of Management, the Academy of International Business, and the Consortium for Undergraduate International Business Education (CUIBE).

Tony began his career in global financial services, overseeing such functions as business operations, product development and asset management. He has also held key risk management roles with a variety of banks, thrifts and mortgage banks; managing all aspects of credit, operational risk, due diligence and diverse consumer loan portfolios, including sub-prime mortgage portfolios.

**Adam Shellhorse, Director of Latin American Studies  
College of Liberal Arts, Temple University**

**EDUCATION:** Received a Ph.D from University of California, Berkeley

**PROFESSIONAL EXPERIENCE:** Dr. Shellhorse is an Associate Professor in Spanish and Portuguese and Global Studies, Portuguese Minor and Brazilian Studies Advisor as well as the Director of the Latin American Studies Program. His areas of expertise are Modern Latin American Literature (19th, 20th, and 21st centuries), Latin American Cultural Studies, Critical Theory, and Comparative Spanish American and Brazilian Literature.

**Amir Shoham, Research Associate Professor of Finance and International Business  
Fox School of Business, Temple University**

**EDUCATION:** Received his Ph.D. from Ben Gurion University, Israel. Dr. Shoham also holds a Master degree in economics and an MBA.

**PROFESSIONAL EXPERIENCE:** In addition to teaching finance and economic courses at the undergraduate and graduate level, he has extensive experience in executive education programs in the US, Europe and Asia. He has taught and conducted executive programs at Ben Gurion University, Israel; Hebrew University, Israel; The College of Management Academic Studies, Israel; Rutgers University, China and Singapore; Baruch College, Taiwan, China and Singapore; The International School of Economics, Georgia; International School of Management, France; Jiao Tong University, China; Temple University, USA. he was on the Board of Directors of two public firms, worked as a consultant with a number of corporate and government clients, and provided legal opinion to courts. Professor Shoham's research is in the area of international business, mainly the impact of gender and language on economic outcomes. His research has appeared in a number of academic journals, including the Journal of International Business Studies, Journal of Business Venturing, Journal of Organizational Behavior, and Journal of Economic Behavior & Organization.

**Phyllis Tutora, Director of International Programs  
Fox School of Business, Temple University**

**EDUCATION:** Bachelor of Arts degree in History with a double minor in English and Political Science from the University of Rhode Island.

**PROFESSIONAL EXPERIENCE:** Phyllis is the Director of International Programs, CIBE and the Institute of Global Management Studies (IGMS) at the Fox School of Business. She manages international initiatives, partnerships and programs that meet the CIBE mandates as well as the global vision of the FSBM. She is responsible for the management of undergraduate and graduate study abroad and global immersions, and domestic, corporate and community engagement and outreach related to CIBE. With more than 20 years of professional experience in higher education administration, Phyllis came to Temple University's Fox School in 2009 as the Director of Graduate Enrollment. Since then, she has also held the position of Director of Student Advocacy and Alumni Outreach. Prior to joining Temple University, Phyllis was the Director of the Master of Science in Project Management Program at The George Washington University's School of Business. Preceding The George Washington University, Phyllis worked for the MBA Enterprise Corps, a division of the Citizens Development Corps, a non-governmental organization (NGO) that sent recently graduated MBA students to promote economic development in emerging markets and transitional economies. In this position, Phyllis managed program development, implementation, and operations for activities in 12 countries including Angola, Azerbaijan, Bulgaria, Guyana, Kazakhstan, Kyrgyzstan, Romania, Russia, Sudan, Tajikistan, Uzbekistan, and Ukraine. She cultivated and managed relationships with key governmental agencies including the United States Agency for International Development (USAID), U.S. Dept. of State, and U.S. Dept. of Education and successfully managed multi-million dollar contracts and led contract negotiations. Phyllis began her career in higher education at Boston University's School of Management.

**Julian White, Senior Director of Undergraduate Advising  
Fox School of Business, Temple University**

**EDUCATION:** Received a Bachelor of Arts degree in psychology and a Master of Arts in family therapy from Syracuse University.

**PROFESSIONAL EXPERINCE:** In this role, Julian is responsible for providing academic advising and student service to approximately 8,000 undergraduate students, overseeing a variety of associated programs, to include Fox Honors and the nationally ranked Online Bachelor of Business Administration (BBA). Before coming to Temple, Julian was the Assistant Director of the Syracuse University *Office of Graduation Preparation Programs*, overseeing their *Collegiate Science & Technology Entry Program (CSTEP)*. In this role, he implemented and supervised the CSTEP Ambassador Program, whose inaugural programming received a 2007 Syracuse University Chancellor's Award for Public Engagement and Scholarship. Julian also co-founded the Syracuse University Writer's Guild, offering supplemental writing instruction and monthly enrichment activities to undergraduate students, receiving the 2003 Syracuse University Exemplary Achievement Award.

Julian is a member of Temple University's International Student Advisory Council, Orientation Task Force, and Policy Working Group. His office was recognized with a 2018 Fox IMPACTS award, and he has recently been accepted into Leadership Philadelphia's Core Class of 2018. He completed Temple's Leadership Academy in 2013-14, and is the recipient of the 2015 Fox Administrative Diamond Award for Outstanding Behind the Scenes Dedication and Service.

**APPENDIX 25a: Temple University CIBE Budget**  
**Projected 2018-2022 Funding**

	YEAR 1 (2018-2019)			YEAR 2 (2019-2020)			YEAR 3 (2020-2021)			YEAR 4 (2021-2022)			2018-2022		
	USDE	MATCH	TOTAL	USDE	MATCH	TOTAL									
<b>1. PERSONNEL</b>															
<b>A. Key Administrators - 26.85% Fringe</b>															
Principal Investigator: Dr. Kevin Fandl - 20%	0	30,428	30,428	0	31,341	31,341	0	32,281	32,281	0	33,249	33,249	0	127,299	127,299
Principal Researcher: Dr. Ram Mudambi - 10%	0	27,009	27,009	0	27,819	27,819	0	28,654	28,654	0	29,513	29,513	0	112,996	112,996
Research Director: Dr Arvind Parke - 5%	0	12,930	12,930	0	13,318	13,318	0	13,717	13,717	0	14,129	14,129	0	54,094	54,094
Associate Vice Dean: Christine Kiely - 5%	0	7,000	7,000	0	7,210	7,210	0	7,426	7,426	0	7,649	7,649	0	29,285	29,285
Director: Phyllis Tutora - 25%	0	24,841	24,841	0	25,586	25,586	0	26,354	26,354	0	27,145	27,145	0	103,927	103,927
Associate Director: Jeffrey Conradi - 80%	0	43,827	43,827	0	45,142	45,142	0	46,496	46,496	0	47,891	47,891	0	183,356	183,356
Associate Director: Lauren Letko - 40%	0	23,690	23,690	0	24,401	24,401	0	25,133	25,133	0	25,887	25,887	0	99,110	99,110
FSBM Undergraduate Study Abroad Advising: Julian White - 5%	0	4,400	4,400	0	4,532	4,532	0	4,668	4,668	0	4,808	4,808	0	18,408	18,408
<b>Subtotal: Key Administrators</b>	<b>0</b>	<b>174,125</b>	<b>174,125</b>	<b>0</b>	<b>179,349</b>	<b>179,349</b>	<b>0</b>	<b>184,729</b>	<b>184,729</b>	<b>0</b>	<b>190,271</b>	<b>190,271</b>	<b>0</b>	<b>728,475</b>	<b>728,475</b>
<b>B. Program Specific Personnel - 26.85% Fringe</b>															
5% IT staff time (Chris Miano) for management of virtual courses and webinars	0	3,456	3,456	0	3,560	3,560	0	3,666	3,666	0	3,776	3,776	0	14,459	14,459
1.1 New IB Course - Faculty (Course Release, 1 semester)	0	4,500	4,500	0	0	0	0	0	0	0	0	0	0	4,500	4,500
4.5 Online Spanish for Business (Course Release)	0	0	0	3,000	3,500	6,500	3,000	3,500	6,500	3,000	3,500	6,500	9,000	10,500	19,500
<b>Subtotal: Program Specific Personnel</b>	<b>0</b>	<b>7,956</b>	<b>7,956</b>	<b>3,000</b>	<b>7,060</b>	<b>10,060</b>	<b>3,000</b>	<b>7,166</b>	<b>10,166</b>	<b>3,000</b>	<b>7,276</b>	<b>10,276</b>	<b>9,000</b>	<b>29,459</b>	<b>38,459</b>
<b>C. Doctoral Students - Fall and Spring Semesters - 12.47% Fringe</b>															
3.1 Knowledge Map Faculty/doctoral student research team - 2 students	0	35,000	35,000	0	35,000	35,000	0	35,000	35,000	0	35,000	35,000	0	140,000	140,000
<b>Subtotal: Program Specific Personnel</b>	<b>0</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>	<b>140,000</b>	<b>140,000</b>									
<b>D. Graduate Research Assistant - 12.47% Fringe</b>															
3.5 Center for International Business, Compliance and Policy - Research Assistant	4,000	0	4,000	4,000	0	4,000	4,000	0	4,000	4,000	0	4,000	16,000	0	16,000
<b>Subtotal: Graduate Research Assistant for Evaluation</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>	<b>16,000</b>	<b>0</b>	<b>16,000</b>									
<b>E. Hourly Students, Doctoral Students - Summer &amp; Faculty Stipends - 7.83% Fringe</b>															
3.1 IB Clusters Research - Doctoral student research team (Summer stipend \$4500/2 students)	9,000	9,000	18,000	9,000	9,000	18,000	9,000	9,000	18,000	9,000	9,000	18,000	36,000	36,000	72,000
3.6 Faculty Development in International Business (FDIB) - Faculty Stipends (2 annually)	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	40,000	0	40,000
4.1 Short Term Global Immersion Programs - Faculty Lead Stipends (4, 3-credit courses)	22,800	0	22,800	17,100	7,500	24,600	11,400	15,000	26,400	11,400	15,000	26,400	62,700	37,500	100,200
<b>Subtotal: Hourly Students, Doctoral Students - Summer &amp; Faculty Stipends</b>	<b>41,800</b>	<b>9,000</b>	<b>50,800</b>	<b>36,100</b>	<b>16,500</b>	<b>52,600</b>	<b>30,400</b>	<b>24,000</b>	<b>54,400</b>	<b>30,400</b>	<b>24,000</b>	<b>54,400</b>	<b>138,700</b>	<b>73,500</b>	<b>212,200</b>
<b>TOTAL PERSONNEL</b>	<b>45,800</b>	<b>226,081</b>	<b>271,881</b>	<b>43,100</b>	<b>237,909</b>	<b>281,009</b>	<b>37,400</b>	<b>250,896</b>	<b>288,296</b>	<b>37,400</b>	<b>256,548</b>	<b>293,948</b>	<b>163,700</b>	<b>971,434</b>	<b>1,135,134</b>
<b>2. FRINGE BENEFITS</b>															
Key Administrators and Program Specific Personnel Fringe (26.85%)	0	48,889	48,889	806	50,051	50,856	806	51,524	52,330	806	53,042	53,847	2,417	203,505	205,922
Doctoral Students Fall and Spring Semesters (12.47%)	0	4,365	4,365	0	4,365	4,365	0	4,365	4,365	0	4,365	4,365	0	17,458	17,458
Graduate Research Assistant for Evaluation (12.47%)	499	0	499	499	0	499	499	0	499	499	0	499	1,995	0	1,995
Hourly Students, Doctoral Students - Summer, and Faculty Stipends (7.83%)	3,273	705	3,978	2,827	1,292	4,119	2,380	1,879	4,260	2,380	1,879	4,260	10,860	5,755	16,615
<b>TOTAL FRINGE BENEFITS</b>	<b>3,772</b>	<b>53,958</b>	<b>57,730</b>	<b>4,131</b>	<b>55,707</b>	<b>59,838</b>	<b>3,685</b>	<b>57,768</b>	<b>61,452</b>	<b>3,685</b>	<b>59,285</b>	<b>62,970</b>	<b>15,272</b>	<b>226,718</b>	<b>241,990</b>
<b>TOTAL PERSONNEL AND FRINGE</b>	<b>49,572</b>	<b>280,039</b>	<b>329,611</b>	<b>47,231</b>	<b>293,616</b>	<b>340,847</b>	<b>41,085</b>	<b>308,664</b>	<b>349,748</b>	<b>41,085</b>	<b>315,833</b>	<b>356,918</b>	<b>178,972</b>	<b>1,198,152</b>	<b>1,377,124</b>
<b>3. TRAVEL</b>															
CIBE Directors Meeting	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	4,000	0	4,000
1.2 Postgrad Global Certificate Program in IB - Travel for 1 MSI/CC Participant, airfare	500	0	500	500	0	500	500	0	500	500	0	500	2,000	0	2,000
1.3 Export Consulting Capstone - (1 projects per year, 1 faculty + 4 students per trip, travel)	1,500	1,500	3,000	1,500	1,500	3,000	1,500	1,500	3,000	1,500	1,500	3,000	6,000	6,000	12,000
1.6 International Faculty Exchange	2,000	0	2,000	4,000	0	4,000	6,000	0	6,000	8,000	0	8,000	20,000	0	20,000
2.2 Language and Applied Linguistics Seminar Series - Travel for 3 MSI/CC Participants	900	0	900	900	0	900	900	0	900	900	0	900	3,600	0	3,600
2.7 Critical Language Foreign Internship - Travel	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	8,000	8,000	16,000
3.5 Center for International Business, Compliance and Policy - Travel for 2 faculty annually	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	12,000	0	12,000
3.6 Faculty Development in International Business (FDIB)															
1 Faculty and 1 Admin Lead Airfare, T&E, & Program Fee per trip	16,000	0	16,000	16,000	0	16,000	16,000	0	16,000	16,000	0	16,000	64,000	0	64,000
Participant Program Fee supplement (2 programs annually, 10 participants per trip)	14,000	0	14,000	14,000	0	14,000	14,000	0	14,000	14,000	0	14,000	56,000	0	56,000
3.9 Global Scholars Grant Program - 1 student, airfare	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	8,000	0	8,000
4.1 Short Term Study Abroad Programs (Four undergrad programs per year, 15 students per trip)															
1 Faculty and 1 Admin Lead Airfare, T&E, & Program Fee per trip	20,000	0	20,000	16,000	0	16,000	12,000	0	12,000	8,000	0	8,000	56,000	0	56,000
Student Program Fee supplement	12,000	0	12,000	9,000	0	9,000	6,000	0	6,000	3,000	0	3,000	30,000	0	30,000
4.2 IB focused Internships - Travel for 2 students per year	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	8,000	0	8,000
4.3 Graduate Overseas Live-Consulting Business Projects															
Two projects per year, 5 students per trip - airfare	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	40,000	0	40,000
Project manager lead - airfare	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	8,000	0	8,000
4.4 Undergraduate and Graduate International Business Case Competitions															
Two Competition per year, 4 students per trip - travel	4,000	4,000	8,000	8,000	8,000	16,000	8,000	8,000	16,000	8,000	8,000	16,000	28,000	28,000	56,000
Faculty Coach - travel	1,000	1,000	2,000	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	7,000	7,000	14,000
5.5 District Export Council - Travel to Leadership Conference	900	0	900	900	0	900	900	0	900	900	0	900	3,600	0	3,600

**APPENDIX 25a: Temple University CIBE Budget**  
**Projected 2018-2022 Funding**

	YEAR 1 (2018-2019)			YEAR 2 (2019-2020)			YEAR 3 (2020-2021)			YEAR 4 (2021-2022)			2018-2022		
	USDE	MATCH	TOTAL	USDE	MATCH	TOTAL	USDE	MATCH	TOTAL	USDE	MATCH	TOTAL	USDE	MATCH	TOTAL
6.5 Veteran Activities in International Business - 1 Student, travel	800	0	800	800	0	800	800	0	800	800	0	800	3,200	0	800
6.8 MSI IB Workshops - Travel for 3 participants	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	12,000	0	12,000
Business Language Research and Teaching - Special Purpose Conference - Travel	0	0	0	500	500	1,000	0	0	0	500	500	1,000	1,000	1,000	2,000
<b>TOTAL: TRAVEL</b>	<b>98,600</b>	<b>8,500</b>	<b>107,100</b>	<b>99,100</b>	<b>14,000</b>	<b>112,300</b>	<b>93,600</b>	<b>13,500</b>	<b>106,300</b>	<b>89,100</b>	<b>14,000</b>	<b>102,300</b>	<b>380,400</b>	<b>50,000</b>	<b>428,000</b>
<b>4. EQUIPMENT</b>															
Computers, Servers and Printers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL: EQUIPMENT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>5. SUPPLIES AND MATERIALS</b>															
1.4 Interdisciplinary Workshops on Cybersecurity	200	0	200	200	0	200	200	0	200	200	0	200	800	0	800
1.5 Workshop Series on Design Thinking	100	0	100	100	0	100	100	0	100	100	0	100	400	0	400
2.1 Podcast Series on International Business and Culture	100	0	100	100	0	100	100	0	100	100	0	100	400	0	400
2.3 Fundamentals of Language for Business Training	0	100	100	0	100	100	0	100	100	0	100	100	0	400	400
2.5 RoadMap Technology to Measure Cross Cultural Learning	3,000	1,000	4,000	2,000	1,000	3,000	2,000	1,000	3,000	0	0	0	7,000	3,000	10,000
3.2 iBEGIN Conference on Knowledge Maps and Global Connectivity in Clusters (GCC)	100	0	100	100	0	100	100	0	100	100	0	100	400	0	400
3.5 Center for International Business, Compliance and Policy - Regional Conference	100	100	200	100	100	200	100	100	200	100	100	200	400	400	800
3.6 Faculty Development in International Business (FDIB)	300	0	300	300	0	300	300	0	300	300	0	300	1,200	0	1,200
3.7 CIBE Country Studies: Edited Volume Book Series Based on FDIBs	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	4,000	0	4,000
3.8 Global Immersion Faculty Training Workshop	0	500	500	0	500	500	0	500	500	0	500	500	0	2,000	2,000
4.5 Online Spanish for Business Course	0	0	0	0	0	0	7,500	7,500	15,000	15,000	0	15,000	22,500	7,500	30,000
5.1 IB and Cybersecurity - Workshop	100	100	200	100	100	200	100	100	200	100	100	200	400	400	800
5.2 Community Seminar on Export Procedures	100	100	200	100	100	200	100	100	200	100	100	200	400	400	800
5.3 Protecting U.S. Intellectual Property in Global Markets Symposium	100	100	200	100	100	200	100	100	200	100	100	200	400	400	800
5.4 Managing Export Risk and Financing Workshop	0	100	100	0	100	100	0	100	100	0	100	100	0	400	400
5.8 Collaborative Programming with World Affairs Council	100	100	200	100	100	200	100	100	200	100	100	200	400	400	800
6.5 Veteran Activities in International Business	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	4,000	4,000
6.6 Corporate Compliance for International Business	0	500	500	0	500	500	0	500	500	0	500	500	0	2,000	2,000
6.9 Electronic Newsletter on IB Current Issues	0	500	500	0	500	500	0	500	500	0	500	500	0	2,000	2,000
<b>TOTAL: SUPPLIES AND MATERIALS</b>	<b>5,300</b>	<b>4,200</b>	<b>9,500</b>	<b>4,300</b>	<b>4,200</b>	<b>8,500</b>	<b>11,800</b>	<b>11,700</b>	<b>23,500</b>	<b>17,300</b>	<b>3,200</b>	<b>20,500</b>	<b>38,700</b>	<b>23,300</b>	<b>62,000</b>
<b>6. CONTRACTUAL (N/A)</b>															
<b>TOTAL: CONTRACTUAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7. CONSTRUCTION (N/A)</b>															
<b>TOTAL: CONSTRUCTION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>8. OTHER</b>															
<b>A. Registration Fees</b>															
3.9 Global Studies Program	1,000	1,000	2,000	1,000	1,000	2,000	1,000	1,000	2,000	1,000	1,000	2,000	4,000	4,000	8,000
4.4 Undergraduate and Graduate International Business Case Competitions Registration	500	0	500	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	3,500	0	3,500
6.1 Academy of IB Regional Conference -3 MSI & CC Participants annually	900	0	900	900	900	1,800	900	900	1,800	900	900	1,800	3,600	2,700	6,300
6.4 World Trade Center - MSI/CC participation	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	4,000	4,000
6.5 Veteran Activities in International Business	1,000	1,000	2,000	1,000	1,000	2,000	1,000	1,000	2,000	1,000	1,000	2,000	4,000	4,000	8,000
6.8 MSI International Business Workshops - 3 participants	900	0	900	900	0	900	900	0	900	900	0	900	3,600	0	3,600
<b>Subtotal: Registration Fees</b>	<b>4,300</b>	<b>3,000</b>	<b>7,300</b>	<b>4,800</b>	<b>3,900</b>	<b>8,700</b>	<b>4,800</b>	<b>3,900</b>	<b>8,700</b>	<b>4,800</b>	<b>3,900</b>	<b>8,700</b>	<b>18,700</b>	<b>14,700</b>	<b>33,400</b>
<b>B. Conference and Workshop Services &amp; Support</b>															
1.4 Interdisciplinary Workshops on Cybersecurity	800	800	1,600	800	800	1,600	800	800	1,600	800	800	1,600	3,200	3,200	6,400
1.5 Workshop Series on Design Thinking	600	600	1,200	600	600	1,200	600	600	1,200	600	600	1,200	2,400	2,400	4,800
2.2 Language and Applied Linguistics Seminar - Speaker Series	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	8,000	8,000	16,000
2.6 Fox Leadership Development Program	1,500	0	1,500	1,500	0	1,500	1,500	0	1,500	1,500	0	1,500	6,000	0	6,000
3.2 iBEGIN Conference on Knowledge Maps and Global Connectivity in Clusters	5,000	5,000	10,000	5,000	5,000	10,000	5,000	5,000	10,000	5,000	5,000	10,000	20,000	20,000	40,000
3.5 Center for International Business, Compliance and Policy - Regional Conference	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	1,500	1,500	3,000	7,500	7,500	15,000
3.8 Global Immersion Faculty Training Workshop	0	500	500	0	500	500	0	500	500	0	500	500	0	2,000	2,000
5.1 IB and Cybersecurity - Workshop	500	0	500	500	0	500	500	0	500	500	0	500	2,000	0	2,000
5.2 Community Seminar on Export Procedures	500	500	1,000	500	500	1,000	500	500	1,000	500	500	1,000	2,000	2,000	4,000
5.3 Protecting U.S. Intellectual Property in Global Markets Symposium	1,000	1,000	2,000	1,000	1,000	2,000	1,000	1,000	2,000	1,000	1,000	2,000	4,000	4,000	8,000
5.4 Managing Export Risk and Financing Workshop	1,000	1,000	2,000	1,000	1,000	2,000	1,000	1,000	2,000	1,000	1,000	2,000	4,000	4,000	8,000
5.5 District Export Council Workshops	500	500	1,000	500	500	1,000	500	500	1,000	500	500	1,000	2,000	2,000	4,000
5.6 Collaborative Programming with the World Trade Center of Philadelphia	10,000	0	10,000	10,000	10,000	20,000	10,000	10,000	20,000	10,000	10,000	20,000	40,000	30,000	70,000
5.7 Partnership with the Global Philadelphia Association - World Heritage City	5,000	0	5,000	10,000	10,000	20,000	10,000	10,000	20,000	10,000	10,000	20,000	35,000	30,000	65,000
5.8 Collaborative Programming with World Affairs Council - Symposium Series	7,000	5,000	12,000	7,000	5,000	12,000	7,000	5,000	12,000	7,000	5,000	12,000	28,000	20,000	48,000
6.2 Intra-Temple Global Conference	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	8,000	8,000	16,000

**APPENDIX 25a: Temple University CIBE Budget**  
**Projected 2018-2022 Funding**

	YEAR 1 (2018-2019)			YEAR 2 (2019-2020)			YEAR 3 (2020-2021)			YEAR 4 (2021-2022)			2018-2022		TOTAL		
	USDE	MATCH	TOTAL	USDE	MATCH												
6.3 International Educators' Academy	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	4,000	2,000	2,000	8,000	8,000	16,000
6.5 Veteran Activities in International Business	500	0	500	500	0	500	500	0	500	500	0	500	500	0	2,000	0	2,000
6.8 MSI Consortium and Faculty Workshops	5,500	0	5,500	5,000	0	5,000	5,500	0	5,500	5,000	0	5,000	21,000	0	21,000	0	21,000
Business Language Research and Teaching (BLRT)	500	0	500	500	0	500	500	0	500	500	0	500	2,000	0	2,000	0	2,000
CIBERweb	500	0	500	500	0	500	500	0	500	500	0	500	2,000	0	2,000	0	2,000
<b>Subtotal: Conferences Services &amp; Support</b>	<b>48,400</b>	<b>22,900</b>	<b>71,300</b>	<b>52,900</b>	<b>42,900</b>	<b>95,800</b>	<b>53,400</b>	<b>42,900</b>	<b>96,300</b>	<b>52,400</b>	<b>42,400</b>	<b>94,800</b>	<b>207,100</b>	<b>151,100</b>	<b>358,200</b>		
<b>C. Research and Development</b>																	
2.4 Effect of Language on Decision Making Research Grant	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	20,000	0	20,000	0	20,000
3.3 Global Innovation and Export Competitiveness in Agriculture Research Grant	5,000	0	5,000	5,000	0	5,000	9,000	0	9,000	9,000	0	9,000	28,000	0	28,000	0	28,000
3.4 CIBE Faculty and Doctoral Student Research and Development Grants	35,000	0	35,000	35,000	0	35,000	35,000	0	35,000	35,000	0	35,000	140,000	0	140,000	0	140,000
6.7 Internationalization Grants Program	8,000	25,000	33,000	8,000	25,000	33,000	8,000	25,000	33,000	8,000	25,000	33,000	32,000	100,000	132,000	100,000	132,000
<b>Subtotal: Research and Development Support</b>	<b>53,000</b>	<b>25,000</b>	<b>78,000</b>	<b>53,000</b>	<b>25,000</b>	<b>78,000</b>	<b>57,000</b>	<b>25,000</b>	<b>82,000</b>	<b>57,000</b>	<b>25,000</b>	<b>82,000</b>	<b>220,000</b>	<b>100,000</b>	<b>320,000</b>		
<b>D. Consultants and Evaluators</b>																	
1.1 Specialized regional courses - Guest Lecturer	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	4,000	0	4,000	0	4,000
4.6 Pre-departure Training for Global Immersions - Speakers	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	4,000	0	4,000	0	4,000
4.7 Internationalization of Online, Part-time MBA and Specialized Masters - Guest Lecturer	500	0	500	500	0	500	500	0	500	500	0	500	2,000	0	2,000	0	2,000
5.6 IB Senior Capstone Course - Consultant	0	5,500	5,500	0	5,500	5,500	0	5,500	5,500	0	5,500	5,500	0	22,000	22,000	0	22,000
6.5 Veteran Activities in International Business - Speaker	500	0	500	500	0	500	500	0	500	500	0	500	2,000	0	2,000	0	2,000
<b>Subtotal: Consultants and Evaluators</b>	<b>3,000</b>	<b>5,500</b>	<b>8,500</b>	<b>12,000</b>	<b>22,000</b>	<b>34,000</b>											
<b>TOTAL: OTHER EXPENSES</b>	<b>108,700</b>	<b>56,400</b>	<b>165,100</b>	<b>113,700</b>	<b>77,300</b>	<b>191,000</b>	<b>118,200</b>	<b>77,300</b>	<b>195,500</b>	<b>117,200</b>	<b>76,800</b>	<b>194,000</b>	<b>457,800</b>	<b>287,800</b>	<b>745,600</b>		
<b>9. TOTAL DIRECT COSTS</b>	<b>262,172</b>	<b>349,139</b>	<b>611,311</b>	<b>264,331</b>	<b>389,116</b>	<b>652,647</b>	<b>264,685</b>	<b>411,164</b>	<b>675,048</b>	<b>264,685</b>	<b>409,833</b>	<b>673,718</b>	<b>1,055,872</b>	<b>1,559,252</b>	<b>2,612,724</b>		
<b>10. INDIRECT COSTS (8% OF MODIFIED TOTAL DIRECT COST BASE)</b>	<b>20,974</b>	<b>27,931</b>	<b>48,905</b>	<b>21,146</b>	<b>31,129</b>	<b>52,212</b>	<b>21,175</b>	<b>32,893</b>	<b>54,068</b>	<b>21,175</b>	<b>32,787</b>	<b>53,897</b>	<b>84,470</b>	<b>124,740</b>	<b>209,018</b>		
<b>11. TRAINING STIPENDS (N/A)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>											
<b>12. TOTAL COST</b>	<b>283,146</b>	<b>377,070</b>	<b>660,216</b>	<b>285,477</b>	<b>420,245</b>	<b>704,859</b>	<b>285,859</b>	<b>444,057</b>	<b>729,116</b>	<b>285,859</b>	<b>442,620</b>	<b>727,615</b>	<b>1,140,342</b>	<b>1,683,992</b>	<b>2,824,334</b>		
	42.89%	57.11%		40.50%	59.62%		39.21%	60.90%		39.29%	60.83%		40.38%	59.62%			

### Year 1

The ratio between requested and matching funds in Year 1 is 42.89% to 57.11%.

#### Senior Personnel

Department of Education funds are not requested to fund senior personnel. The following individuals are match only by the Fox School of Business and Management (FSBM). These in-kind salaries are associated with a fringe benefit rate of 26.85%.

1) Dr. Kevin Fandl, the Principal Investigator will direct the mission of Temple CIBE and will contribute 20% effort to the program. 2) Dr. Ram Mudambi serves as the Principle Researcher and oversees research initiatives. He contributes 10% effort. 3) Dr. Arvind Parkhe serves as Research Director for Temple CIBE, contributing 5% effort. 4) Christine Kiely contributes to the development of the CIBE mission and interfaces with the Board of Advisors. Ms. Kiely will contribute 5% effort to the program. 5) Phyllis Tutora will supervise the day-to-day operations of the Temple CIBE and plan CIBE activities with partners. Ms. Tutora will contribute 20% effort to Temple CIBE. 6) Jeffrey Conradi will manage day to day CIBE activities and will contribute 80% effort. 7) Lauren Letko is responsible for the implementation of planned activities and financial oversight. She will contribute 40% effort. 8) Julian White serves as the advisor for undergraduate study abroad; he contributes 5% effort to Temple CIBE.

#### Other Personnel (Program Specific)

Chris Miano, will support classroom technology and virtual projects at 5% effort and is matched by the Fox School. Also includes a 26.85% fringe benefit rate.

IB faculty will develop a new regionalized course on international business in the Middle East and Africa. A course release will be paid in year one as matching funds by the Fox School. Fringe benefits are calculated at 26.85% (1.1).

Two Graduate Research Assistants (GRA) for the fall and spring semesters at \$17,500 each are matched by the school during the life of the program. Fringe benefits calculated at 12.47% (4.5).

One Graduate Research Assistant for six months (\$4,000 plus 12.47% fringe benefits) to support the Center for International Business, Compliance and Policy (3.5).

Two summer stipends are requested for Graduate Research Assistants at \$4,500 each with an 7.83% fringe benefit rate to support the Knowledge Map Project (3.1).

#### Faculty Stipends

Fox Faculty will receive a \$5,000 stipend for facilitating a Faculty Development in International Business (FDIB) program (3.6). Two programs will run each year and are designed to integrate global business concepts into the classroom and research (3.6).

To support the Short Term Global Immersion Program for undergraduate students, faculty stipends at \$5,700 (plus 8.2% fringe benefits) for up to four programs is budgeted. CIBE support

will gradually be reduced throughout the four-year cycle and matching for the stipends will increase (4.1).

**Total (Personnel and Fringe):** Request \$45,800; Match \$226,081; Year 1: \$271,881

### **Travel**

- CIBE Directors and Associate Directors Meetings. Request funding to support travel (including lodging and per diem) to annual meeting at \$1,000.
- 1.2: Postgraduate Global Certificate Program in IB. Funding requested to support attendance of one MSI or CC participant at \$1,000.
- 1.3: Export Consulting Capstone. Support is requested for one project per year to support lodging and per diem for one faculty and four student participants. Total of \$1,500.
- 1.6: International Faculty Exchange. Temple CIBE requests \$2,000 to cover travel expenses for one faculty member year one.
- 2.2: Language and Linguistics Seminar. Support is requested to support travel expenses for three MSI or CC faculty members to attend seminar. Total funding requested is \$900.
- 2.7: Critical Language Foreign Internship. Temple CIBE requests \$2,000 to cover airfare for two students participating in an internship abroad.
- 3.5: Center for International Business, Compliance, and Policy (CIBCAP). Funding requested to support one faculty member to annual conference. \$3,000 requested for airfare, lodging, and per diem.
- 3.6: Faculty Development in International Business. (two, 10-day programs each year) Requested \$16,000 each year for airfare, lodging, per diem, in country transportation, for one faculty and one staff member (\$8,000 per program). In order to make these programs more accessible to MSI and CC faculty, Temple CIBE requests \$14,000 to supplement participant program fee (\$7,000 per program).
- 3.9: Global Studies Program. Funding requested to support one student to attend workshop or conference on global studies. \$2,000 in CIBE funds will cover airfare and lodging.
- 4.1: Short Term Global Immersion (four, 10-day programs each year) \$20,000 each year for airfare, lodging, per diem, in country transportation, for one faculty and one staff member. In order to make these programs more accessible to lower-income students, Temple CIBE requests \$12,000 to supplement student program fee.
- 4.2: Support for IB Internships. Temple CIBE requests \$2,000 to cover lodging and airfare for two students participating in an internship in international business.
- 4.3: Graduate Overseas Live-consulting Projects. (two projects, one faculty and five students per project). \$10,000 is requested to cover airfare for five students each year. \$2,000 is requested to cover faculty airfare (\$1,000 each project).
- 4.4: Undergraduate and Graduate IB Case Competition. (one competition, one faculty and four students) \$4,000 is requested to cover airfare and lodging for four students attending case competition. \$1,000 is request to cover airfare for faculty overseeing students.
- 5.5: District Export Council. Temple CIBE is requesting \$900 for participants to attend the annual Leadership Conference. Requested funds will cover ground transportation, lodging, and per diem.
- 6.5: Veteran activities in IB. \$800 each year is requested for transportation, lodging, and per diem for one veteran student to attend conference on international business topics.

- 6.8: MSI International Business Workshops. \$3,000 is requested each year to cover airfare, lodging, per diem and transportation for three MSI participants to attend IB Pedagogy Workshop or international case competition.

**Total (Travel):** Request \$98,600; Match \$8,500; Year 1 \$107,100

### **Supplies and Materials**

Temple CIBE requests funding for miscellaneous supplies, marketing collateral and print materials to support conferences, workshops, competitions and other events outlined in the budget. Specifically, funding is requested for:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$200 for two half-day workshops hosted at the FSBM.
- 1.5: Workshop on Design Thinking. \$100 for one workshop hosted at the FSBM.
- 2.1: Podcast Series on IB and Culture. \$100 for necessary supplies to develop and record podcast series at Temple University studio.
- 2.5: RoadMap Technology. \$3000 in year one for materials to implement RoadMap analytic application.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$100 in supplies for annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$100 for annual regional conference supplies.
- 3.6: Faculty Development in International Business. \$300 for supplies and materials for two FDIB programs run by Temple CIBE annually.
- 3.7: CIBE Country Studies. \$1000 for development of book series based on FDIBs.
- 5.1: IB and Cybersecurity. \$100 for supplies to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$100 for supplies to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$100 in supplies and materials to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.8: Collaborative Programming with World Affairs Council. \$100 in supplies to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.

**Total (Supplies and Materials):** Request \$5,300; Match \$4,200; Year 1 \$9,500

### **Other Direct Costs**

#### **A. Registration Fees – Program Participation with Other CIBE and Consortium Agreements**

- 3.9: Global Studies Program. Requesting \$1,000 to support registration fees for two students to attend conferences and/or workshops focusing on global studies (\$500 per student)
- 4.4: Undergraduate and Graduate IB Case Competition. \$500 is requested to support registration fee for students participating in case competition

- 6.1: Academy of IB Regional Conference. Support is requested for conference registration for the annual AIB conference. Total requested funding is \$900
- 6.4: World Trade Center. No CIBE support requested, but \$1,000 in matching funds will be used to support MSI and CC participation
- 6.5: Veteran activities in IB. Support is requested for conference and workshop registration fees for two veteran students. \$1000 is requested annually (\$500 per student).
- 6.8: MSI International Business Workshop. Requesting \$900 for registration fees for three MSI students to participate in IB workshop annually.

**Total (Registration Fees):** Request \$4,300; Match \$3,000; Year 1 \$7,300

### **B. Conference and Workshop Services and Support**

Temple CIBE is requesting funding to support partnerships/collaboration in developing and delivering program activities externally and to support new program implementation and delivery internally. Requested funding for the facility or meeting space and food for workshops and peer learning. Temple CIBE will do all it can to fund meeting and training space at no cost and to minimize food costs or use matching funds where possible. Funding is requested for the following programs and activities:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$800 for two half-day workshops hosted at the FSBM. Matching funds from the FSBM to cover catering expenses.
- 1.5: Workshop on Design Thinking. \$600 to host one workshop at the FSBM.
- 2.2: Language and Applied Linguistics Seminar. \$2,000 to support seminar series on language learning for global business and GSOLT annual conference.
- 2.6: Fox Leadership Development Program. \$1,500 to support IB focused speaker series and events hosted at the FSBM.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$5,000 to support annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$2,000 to host annual regional conference.
- 5.1: IB and Cybersecurity. \$500 to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$500 to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$1,000 to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.4: Managing Export Risk. \$1,000 to support Export Lab program and host series of six half-day workshops.
- 5.5: District Export Council. \$500 to host three half-day workshops at the FSBM.
- 5.6: Collaborative Programming with the World Trade Center. \$10,000 to collaborate with WTCGP and expand on collaborative events related to regional exports and improving U.S. trade competitiveness.
- 5.7: Partner with Global Philadelphia Association. \$5,000 to collaborate with GP and expand on collaborative events related to the World Heritage City Project on expanding service exports and regional awareness of global trade.

- 5.8: Collaborative Programming with World Affairs Council. \$5,000 to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.
- 6.2: Intra-Temple Global Conference. \$2,000 to support annual conference on international issues.
- 6.3: International Educators' Academy. \$2,000 to support training academy for Temple faculty and administrations to promote international education.
- 6.5: Veteran Activities: \$500 to support veteran career fairs hosted by Temple University.
- 6.8: MSI Consortium. \$5,500 to support MSI Consortium and host faculty workshops outlined in narrative.
- Business Language Research and Teaching Conference Sponsorship \$500.
- CIBERweb Sponsorship \$500.

**Total (Conference Services and Support):** Request \$48,400; Match \$22,900; Year 1 \$71,300

### **C. Research and Development**

To support Temple University faculty and PhD students, CIBE funding is requested to support the following activities:

- 2.4: Effect of Language on Decision Making. Requesting \$5,000 in funding for research project.
- 3.3: Global Innovation and Export Competitiveness in Agriculture. Requesting \$5,000 in funding for research project.
- 3.4: CIBE Faculty and Doctoral Student Research and Development Grants. Request funding of \$35,000 for research projects in year 1. Research grants will be reviewed and approved by Research Director and Primary Researcher to ensure projects meet mandates of grant. A total of 7 grants of \$5,000 will be awarded each year.
- 6.7: Internationalization Grants. \$8,000 is requested to support new category in internationalization grants managed by the International Affairs office. Two grants of \$4,000 will be awarded each year for research projects focusing on international business.

**Total (R&D):** Request \$53,000; Match \$25,000; Total Year 1 \$78,000

### **D. Consultants and Evaluator**

Funding is requested to support speakers and guest lecturers. All speakers are calculated at \$500/speaker. We are requesting support for the following activities:

- 1.1: Specialized Regional Course. Two guest lectures, \$1000 total requested funding.
- 4.6: Pre-departure training for Global Immersions. Two speakers at pre-departure training for students participating in global immersion, \$1,000 total requested funding.
- 4.7: Internationalization of Online, Part-time MBA and Specialized Masters. One speaker to attend class or event focused on internationalizing Fox graduate students. \$500 funding requested.
- 6.5: Veteran Activities. \$500 for one speaker to attend workshop focused on veteran students.

**Total (Consultants and Evaluator):** Request \$3,000; Match \$5,500; Total Year 1 \$8,500

**Indirect Costs**

Indirect cost rate of 8% is applied to all direct costs.

**Total (Indirect Costs):** Request \$20,974; Match \$27,931; Total Year 1 \$ 48,905

**Total Year 1**

Request \$283,145; Match \$377,070; Total \$660,216

**Year 2**

The ratio between requested and matching funds in Year 2 is 40.50% to 59.62%.

**Senior Personnel**

Department of Education funds are not requested to fund senior personnel. The following individuals are match only by the Fox School of Business and Management (FSBM). These in-kind salaries are associated with a fringe benefit rate of 26.85%.

1) Dr. Kevin Fandl, the Principal Investigator will direct the mission of Temple CIBE and will contribute 20% effort to the program; 2) Dr. Ram Mudambi serves as the Principal Researcher and oversees research initiatives. He contributes 10% effort; 3) Dr. Arvind Parkhe serves as Research Director for Temple CIBE, contributing 5% effort; 4) Christine Kiely contributes to the development of the CIBE mission and interfaces with the Board of Advisors. Ms. Kiely will contribute 5% effort to the program; 5) Phyllis Tutora will supervise the day-to-day operations of the Temple CIBE and plan CIBE activities with partners. Ms. Tutora will contribute 20% effort to Temple CIBE; 6) Jeffrey Conradi will manage day to day CIBE activities and will contribute 80% effort; 7) Lauren Letko is responsible for the implementation of planned activities and financial oversight. She will contribute 40% effort; and 8) Julian White serves as the advisor for undergraduate study abroad; he contributes 5% effort to Temple CIBE.

**Other Personnel (Program Specific)**

Chris Miano, will support classroom technology and virtual projects at 5% effort and is matched by the Fox School. Also includes a 26.85% fringe benefit rate.

Temple CIBE will support the Department of Spanish and Portuguese in developing new courses on languages for business use. One course release will be paid beginning in year two between CIBE and matching funds by the Fox School.(\$3,000 CIBE and \$3,500 Match) Fringe benefits are calculated at 26.85% (1.1).

Two Graduate Research Assistants (GRA) for the fall and spring semesters at \$17,500 each are matched by the school during the life of the program. Fringe benefits calculated at 12.47% (4.5).

One Graduate Research Assistant for 6 months (\$4,000 plus 12.47% fringe benefits) to support the Center for International Business, Compliance and Policy (3.5).

Two summer stipends are requested for Graduate Research Assistants at \$4,500 each with an 7.83% fringe benefit rate to support the Knowledge Map Project (3.1).

**Faculty Stipends**

Fox Faculty will receive a \$5,000 stipend for facilitating a Faculty Development in International Business (FDIB) program (3.6). Two programs will run each year and are designed to integrate global business concepts into the classroom and research.

To support the Short Term Global Immersion Program for undergraduate students, faculty stipends at \$5,700 (plus 7.83% fringe benefits) for up to four programs is budgeted. CIBE support will gradually be reduced throughout the four-year cycle and matching for the stipends will increase.

**Total (Personnel and Fringe):** Request \$47,231; Match \$293,616; Year 2 \$340,847

**Travel**

- CIBE Directors and Associate Directors Meetings. Request funding to support travel (including lodging and per diem) to annual meeting at \$1,000.
- 1.2: Postgraduate Global Certificate Program in IB. Funding requested to support attendance of one MSI or CC participant at \$1,000
- 1.3: Export Consulting Capstone. Support is requested for one project per year to support lodging and per diem for one faculty and four student participants. Total of \$1,500.
- 1.6: International Faculty Exchange. Temple CIBE requests \$4,000 to cover travel expenses for one faculty member each year to share their expertise about U.S. business practices internationally with Fox School graduate students
- 2.2: Language and Linguistics Seminar. Support is requested to support travel expenses for three MSI or CC faculty members to attend seminar. Total funding requested is \$900
- 2.7: Critical Language Foreign Internship. Temple CIBE requests \$2,000 to cover airfare for two students participating in an internship abroad.
- 3.5: Center for International Business, Compliance, and Policy (CIBCAP). Funding requested to support one faculty member of the Legal Studies Department to annual conference. \$3,000 requested for airfare, lodging, and per diem.
- 3.6: Faculty Development in International Business. (two, 10-day programs each year) Requested \$16,000 each year for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member (\$8,000 per program). In order to make these programs more accessible to MSI and CC faculty, Temple CIBE requests \$14,000 to supplement participant program fee (\$7,000 per program).
- 3.9: Global Studies Program. Funding requested to support one student to attend workshop or conference on global studies. \$2,000 in CIBE funds will cover airfare and lodging.
- 4.1: Short Term Global Immersion (four, 10-day programs each year) \$16,000 year two for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member. In order to make these programs more accessible to lower-income students, Temple CIBE requests \$9,000 to supplement student program fee.
- 4.2: Support for IB Internships. Temple CIBE requests \$2,000 to cover lodging and airfare for two students participating in an internship in international business.
- 4.3: Graduate Overseas Live-consulting Projects. (two projects, one faculty and five students per project). \$10,000 is requested to cover airfare for five students each year. \$2,000 is requested to cover faculty airfare (\$1,000 each project).
- 4.4: Undergraduate and Graduate IB Case Competition. (two competitions, one faculty and four students each program) \$8,000 is requested to cover airfare and lodging for four students attending case competition. \$2,000 is request to cover airfare for faculty overseeing students.
- 5.5: District Export Council. Temple CIBE is requesting \$900 for participants to attend the annual Leadership Conference. Requested funds will cover ground transportation, lodging, and per diem.

- 6.5: Veteran activities in IB. \$800 each year is requested for transportation, lodging, and per diem for one veteran student to attend conference on international business topics.
- 6.8: MSI International Business Workshops. \$3,000 is requested each year to cover airfare, lodging, per diem and transportation for three MSI participants to attend IB Pedagogy Workshop or international case competition.
- \$500 to support travel to the Business Language Research and Teaching conference.

**Total (Travel):** Request \$99,100; Match \$14,000; Year 2 \$112,300

### **Supplies and Materials**

Temple CIBE requests funding for miscellaneous supplies, marketing collateral and print materials to support conferences, workshops, competitions and other events outlined in the budget. Specifically, funding is requested for:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$200 for two half-day workshops hosted at the FSBM.
- 1.5: Workshop on Design Thinking. \$100 for one workshop hosted at the FSBM.
- 2.1: Podcast Series on IB and Culture. \$100 for necessary supplies to develop and record podcast series at Temple University studio.
- 2.5: RoadMap Technology. \$2,000 in year one for materials to implement RoadMap analytic application.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$100 in supplies for annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$100 for annual regional conference supplies.
- 3.6: Faculty Development in International Business. \$300 for supplies and materials for two FDIB programs run by Temple CIBE annually.
- 3.7: CIBE Country Studies. \$1000 for development of book series based on FDIBs.
- 5.1: IB and Cybersecurity. \$100 for supplies to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$100 for supplies to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$100 in supplies and materials to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.8: Collaborative Programming with World Affairs Council. \$100 in supplies to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.

**Total (Supplies and Materials):** Request \$4,300; Match \$4,200; Year 2 \$8,500

### **Other Direct Costs**

#### **A. Registration Fees -- Program Participation with Other CIBE and Consortium Agreements**

- 3.9: Global Studies Program. Requesting \$1,000 to support registration fees for two students to attend conferences and/or workshops focusing on global studies (\$500 per student)

- 4.4: Undergraduate and Graduate IB Case Competition. \$1,000 is requested to support registration fee for students participating in case competition.
- 6.1: Academy of IB Regional Conference. Support is requested for conference registration to the annual AIB conference. Total requested funding is \$900.
- 6.4: World Trade Center. No CIBE support requested, but \$1,000 in matching funds will be used to support MSI and CC participation.
- 6.5: Veteran activities in IB. Support is requested for conference and workshop registration fees for two veteran students. \$1000 is requested annually (\$500 per student).
- 6.8: MSI International Business Workshop. Requesting \$900 for registration fees for three MSI students to participate in IB workshop annually.

**Total (Registration Fees):** Request \$4,800; Match \$3,900; Year 2 \$8,700

### **B. Conference and Workshop Services and Support**

Temple CIBE is requesting funding to support partnerships/collaboration in developing and delivering program activities externally and to support new program implementation and delivery internally. Requested funding for the facility or meeting space and food for workshops and peer learning. Temple CIBE will do all it can to fund meeting and training space at no cost and to minimize food costs or use matching funds where possible. Funding is requested for the following programs and activities:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$800 for two half-day workshops hosted at the FSBM. Matching funds from the FSBM to cover catering expenses.
- 1.5: Workshop on Design Thinking. \$600 to host one workshop at the FSBM.
- 2.2: Language and Applied Linguistics Seminar. \$2,000 to support seminar series on language learning for global business and GSOLT annual conference.
- 2.6: Fox Leadership Development Program. \$1,500 to support IB focused speaker series and events hosted at the FSBM.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$5,000 to support annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$2,000 to host annual regional conference.
- 5.1: IB and Cybersecurity. \$500 to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$500 to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$1,000 to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.4: Managing Export Risk. \$1,000 to support Export Lab program and host series of six half-day workshops.
- 5.5: District Export Council. \$500 to host three half-day workshops at the FSBM.
- 5.6: Collaborative Programming with the World Trade Center. \$10,000 to collaborate with WTCGP and expand on collaborative events related to regional exports and improving U.S. trade competitiveness.

- 5.7: Partner with Global Philadelphia Association. \$10,000 to collaborate with GP and expand on collaborative events related to the World Heritage City Project on expanding service exports and regional awareness of global trade.
- 5.8: Collaborative Programming with World Affairs Council. \$5,000 to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.
- 6.2: Intra-Temple Global Conference. \$2,000 to support annual conference on international issues.
- 6.3: International Educators' Academy. \$2,000 to support training academy for Temple faculty and administrations to promote international education.
- 6.5: Veteran Activities: \$500 to support veteran career fairs hosted by Temple University
- 6.8: MSI Consortium. \$5,500 to support MSI Consortium and host faculty workshops outlined in narrative.
- Business Language Research and Teaching Conference Sponsorship \$500.
- CIBERweb Sponsorship \$500.

**Total (Conference Services and Support):** Request \$52,900; Match \$42,900; Year 2 \$95,800

### **C. Research and Development**

To support Temple University faculty and PhD students, CIBE funding is requested to support the following activities:

- 2.4: Effect of Language on Decision Making. Requesting \$5,000 in funding for research project.
- 3.3: Global Innovation and Export Competitiveness in Agriculture. Requesting \$5,000 in funding for research project.
- 3.4: CIBE Faculty and Doctoral Student Research and Development Grants. Request funding of \$35,000 for research projects in year 1. Research grants will be reviewed and approved by Research Director and Primary Researcher to ensure projects meet mandates of grant. A total of 7 grants of \$5,000 will be awarded each year.
- 6.7: Internationalization Grants. \$8,000 is requested to support new category in internationalization grants managed by the International Affairs office. Two grants of \$4,000 will be awarded each year for research projects focusing on international business.

**Total (R&D):** Request \$53,000; Match \$25,000; Year 2 \$78,000

### **D. Consultants and Evaluator**

Funding is requested to support speakers and guest lecturers. All speakers are calculated at \$500/speaker. We are requesting support for the following activities:

- 1.1: Specialized Regional Course. Two guest lectures, \$1000 total requested funding.
- 4.6: Pre-departure training for Global Immersions. Two speakers at pre-departure training for students participating in global immersion, \$1,000 total requested funding.
- 4.7: Internationalization of Online, Part-time MBA and Specialized Masters. One speaker to attend class or event focused on internationalizing Fox graduate students. \$500 funding requested.

- 6.5: Veteran Activities. \$500 for one speaker to attend workshop focused on veteran students.

**Total (Consultants and Evaluator):** Request \$3,000; Match \$5,500; Year 2 \$8,500

**Indirect Costs**

Indirect cost rate of 8% is applied to all direct costs.

**Total (Indirect Costs):** Request \$21,146; Match \$31,129; Year 2 \$52,212

**Total Year 2**

Request \$285,477; Match \$420,245 Total \$704,859

**Year 3**

The ratio between requested and matching funds in Year 3 is 38.85% to 61.26%.

**Senior Personnel**

Department of Education funds are not requested to fund senior personnel. The following individuals are match only by the Fox School of Business and Management (FSBM). These in-kind salaries are associated with a fringe benefit rate of 26.85%.

1) Dr. Kevin Fandl, the Principal Investigator will direct the mission of Temple CIBE and will contribute 20% effort to the program; 2) Dr. Ram Mudambi serves as the Principal Researcher and oversees research initiatives. He contributes 10% effort; 3) Dr. Arvind Parkhe serves as Research Director for Temple CIBE, contributing 5% effort; 4) Christine Kiely contributes to the development of the CIBE mission and interfaces with the Board of Advisors. Ms. Kiely will contribute 5% effort to the program; 5) Phyllis Tutora will supervise the day-to-day operations of the Temple CIBE and plan CIBE activities with partners. Ms. Tutora will contribute 20% effort to Temple CIBE; 6) Jeffrey Conradi will manage day to day CIBE activities and will contribute 80% effort; 7) Lauren Letko is responsible for the implementation of planned activities and financial oversight. She will contribute 40% effort; and 8) Julian White serves as the advisor for undergraduate study abroad; he contributes 5% effort to Temple CIBE.

**Other Personnel (Program Specific)**

Chris Miano, will support classroom technology and virtual projects at 5% effort and is matched by the Fox School. Also includes a 26.85% fringe benefit rate.

Temple CIBE will support the Department of Spanish and Portuguese in developing new courses on languages for business use. One course release will be paid beginning in year two between CIBE and matching funds by the Fox School. (\$3,000 CIBE and \$3,500 Match) Fringe benefits are calculated at 26.85% (1.1).

Two Graduate Research Assistants (GRA) for the fall and spring semesters at \$17,500 each are matched by the school during the life of the program. Fringe benefits calculated at 12.47% (4.5).

One Graduate Research Assistant for 6 months (\$4,000 plus 12.47% fringe benefits) to support the Center for International Business, Compliance and Policy (3.5).

Two summer stipends are requested for Graduate Research Assistants at \$4,500 each with an 7.83% fringe benefit rate to support the Knowledge Map Project (3.1).

**Faculty Stipends**

Fox Faculty will receive a \$5,000 stipend for facilitating a Faculty Development in International Business (FDIB) program (3.6). Two programs will run each year and are designed to integrate global business concepts into the classroom and research.

To support the Short Term Global Immersion Program for undergraduate students, faculty stipends at \$5,700 (plus 7.83% fringe benefits) for up to four programs is budgeted. CIBE support will gradually be reduced throughout the four-year cycle and matching for the stipends will increase.

**Total (Personnel and Fringe):** Request \$41,085; Match \$308,664; Year 3 \$349,748

### **Travel**

- CIBE Directors and Associate Directors Meetings. Request funding to support travel (including lodging and per diem) to annual meeting at \$1,000.
- 1.2: Postgraduate Global Certificate Program in IB. Funding requested to support attendance of one MSI or CC participant at \$1,000.
- 1.3: Export Consulting Capstone. Support is requested for one project per year to support lodging and per diem for one faculty and four student participants. Total of \$1,500.
- 1.6: International Faculty Exchange. Temple CIBE requests \$6,000 to cover travel expenses for three faculty members year three to share their expertise about U.S. business practices internationally with Fox School graduate students.
- 2.2: Language and Linguistics Seminar. Support is requested to support travel expenses for three MSI or CC faculty members to attend seminar. Total funding requested is \$900.
- 2.7: Critical Language Foreign Internship. Temple CIBE requests \$2,000 to cover airfare for two students participating in an internship abroad.
- 3.5: Center for International Business, Compliance, and Policy (CIBCAP). Funding requested to support one faculty member to annual conference. \$3,000 requested for airfare, lodging, and per diem.
- 3.6: Faculty Development in International Business. (two, 10-day programs each year) Requested \$16,000 each year for airfare, lodging, *per diem*, in country transportation, for 1 faculty and 1 staff member (\$8,000 per program). In order to make these programs more accessible to MSI and CC faculty, Temple CIBE requests \$14,000 to supplement participant program fee (\$7,000 per program).
- 3.9: Global Studies Program. Funding requested to support one student to attend workshop or conference on global studies. \$2,000 in CIBE funds will cover airfare and lodging.
- 4.1: Short Term Global Immersion (four, 10-day programs each year) \$12,000 each year for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member. In order to make these programs more accessible to lower-income students, Temple CIBE requests \$6,000 to supplement student program fee.
- 4.2: Support for IB Internships. Temple CIBE requests \$2,000 to cover lodging and airfare for two students participating in an internship in international business.
- 4.3: Graduate Overseas Live-consulting Projects. (two projects, one faculty and five students per project). \$10,000 is requested to cover airfare for five students each year. \$2,000 is requested to cover faculty airfare (\$1,000 each project).
- 4.4: Undergraduate and Graduate IB Case Competition. (two competitions, one faculty and four students each program) \$8,000 is requested to cover airfare and lodging for four students attending case competition. \$2,000 is request to cover airfare for faculty overseeing students.
- 5.5: District Export Council. Temple CIBE is requesting \$900 for participants to attend the annual Leadership Conference. Requested funds will cover ground transportation, lodging, and per diem.

- 6.5: Veteran activities in IB. \$800 each year is requested for transportation, lodging, and per diem for one veteran student to attend conference on international business topics.
- 6.8: MSI International Business Workshops. \$3,000 is requested each year to cover airfare, lodging, per diem and transportation for three MSI participants to attend IB Pedagogy Workshop or international case competition.

**Total (Travel):** Request \$93,600; Match \$13,500; Year 3 \$106,300

### **Supplies and Materials**

Temple CIBE requests funding for miscellaneous supplies, marketing collateral and print materials to support conferences, workshops, competitions and other events outlined in the budget. Specifically, funding is requested for:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$200 for two half-day workshops hosted at the FSBM.
- 1.5: Workshop on Design Thinking. \$100 for one workshop hosted at the FSBM.
- 2.1: Podcast Series on IB and Culture. \$100 for necessary supplies to develop and record podcast series at Temple University studio.
- 2.5: RoadMap Technology. \$2,000 in year one for materials to implement RoadMap analytic application.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$100 in supplies for annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$100 for annual regional conference supplies.
- 3.6: Faculty Development in International Business. \$300 for supplies and materials for two FDIB programs run by Temple CIBE annually.
- 3.7: CIBE Country Studies. \$1000 for development of book series based on FDIBs.
- 4.5: Online Spanish for Business. \$7,500 Instructional Design Fee for course migration.
- 5.1: IB and Cybersecurity. \$100 for supplies to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$100 for supplies to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$100 in supplies and materials to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.8: Collaborative Programming with World Affairs Council. \$100 in supplies to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.

**Total (Supplies and Materials):** Request \$11,800; Match \$11,700; Year 3 \$23,500

### **Other Direct Costs**

#### **A. Registration Fees -- Program Participation with Other CIBE and Consortium Agreements**

- 3.9: Global Studies Program. Requesting \$1,000 to support registration fees for two students to attend conferences and/or workshops focusing on global studies (\$500 per student).

- 4.4: Undergraduate and Graduate IB Case Competition. \$1,000 is requested to support registration fee for students participating in case competitions.
- 6.1: Academy of IB Regional Conference. Support is requested for conference registration to the annual AIB conference. Total requested funding is \$900.
- 6.4: World Trade Center. No CIBE support requested, but \$1,000 in matching funds will be used to support MSI and CC participation.
- 6.5: Veteran activities in IB. Support is requested for conference and workshop registration fees for two veteran students. \$1000 is requested annually (\$500 per student).
- 6.8: MSI International Business Workshop. Requesting \$900 for registration fees for three MSI students to participate in IB workshop annually.

**Total (Registration Fees):** Request \$4,800; Match \$3,900; Year 3 \$8,700

### **B. Conference and Workshop Services and Support**

Temple CIBE is requesting funding to support partnerships/collaboration in developing and delivering program activities externally and to support new program implementation and delivery internally. Requested funding for the facility or meeting space and food for workshops and peer learning. Temple CIBE will do all it can to fund meeting and training space at no cost and to minimize food costs or use matching funds where possible. Funding is requested for the following programs and activities:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$800 for two half-day workshops hosted at the FSBM. Matching funds from the FSBM to cover catering expenses.
- 1.5: Workshop on Design Thinking. \$600 to host one workshop at the FSBM.
- 2.2: Language and Applied Linguistics Seminar. \$2,000 to support seminar series on language learning for global business and GSOLT annual conference.
- 2.6: Fox Leadership Development Program. \$1,500 to support IB focused speaker series and events hosted at the FSBM.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$5,000 to support annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$2,000 to host annual regional conference.
- 5.1: IB and Cybersecurity. \$500 to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$500 to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$1,000 to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.4: Managing Export Risk. \$1,000 to support Export Lab program and host series of six half-day workshops.
- 5.5: District Export Council. \$500 to host three half-day workshops at the FSBM.
- 5.6: Collaborative Programming with the World Trade Center. \$10,000 to collaborate with WTCGP and expand on collaborative events related to regional exports and improving U.S. trade competitiveness.

- 5.7: Partner with Global Philadelphia Association. \$5,000 to collaborate with GP and expand on collaborative events related to the World Heritage City Project on expanding service exports and regional awareness of global trade.
- 5.8: Collaborative Programming with World Affairs Council. \$5,000 to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.
- 6.2: Intra-Temple Global Conference. \$2,000 to support annual conference on international issues.
- 6.3: International Educators' Academy. \$2,000 to support training academy for Temple faculty and administrations to promote international education.
- 6.5: Veteran Activities: \$500 to support veteran career fairs hosted by Temple University.
- 6.8: MSI Consortium. \$5,500 to support MSI Consortium and host faculty workshops outlined in narrative.
- Business Language Research and Teaching Conference Sponsorship \$500.
- CIBERweb Sponsorship \$500.

**Total (Conference Services and Support):** Request \$53,400; Match \$42,900; Year 3 \$96,300

### **C. Research and Development**

To support Temple University faculty and PhD students, CIBE funding is requested to support the following activities:

- 2.4: Effect of Language on Decision Making. Requesting \$5,000 in funding for research project.
- 3.3: Global Innovation and Export Competitiveness in Agriculture. Requesting \$9,000 in funding for research project.
- 3.4: CIBE Faculty and Doctoral Student Research and Development Grants. Request funding of \$35,000 for research projects in year 1. Research grants will be reviewed and approved by Research Director and Primary Researcher to ensure projects meet mandates of grant. A total of 7 grants of \$5,000 will be awarded each year.
- 6.7: Internationalization Grants. \$8,000 is requested to support new category in internationalization grants managed by the International Affairs office. Two grants of \$4,000 will be awarded each year for research projects focusing on international business.

**Total (R&D):** Request \$57,000; Match \$25,000; Year 3 \$82,000

### **D. Consultants and Evaluator**

Funding is requested to support speakers and guest lecturers. All speakers are calculated at \$500/speaker. We are requesting support for the following activities:

- 1.1: Specialized Regional Course. Two guest lectures, \$1000 total requested funding.
- 4.6: Pre-departure training for Global Immersions. Two speakers at pre-departure training for students participating in global immersion, \$1,000 total requested funding.
- 4.7: Internationalization of Online, Part-time MBA and Specialized Masters. One speaker to attend class or event focused on internationalizing Fox graduate students. \$500 funding requested.
- 6.5: Veteran Activities. \$500 for one speaker to attend workshop focused on veteran students

**Total (Consultants and Evaluator):** Request \$3,000; Match \$5,500; Year 3 \$8,500

**Indirect Costs**

Indirect cost rate of 8% is applied to all direct costs.

**Total (Indirect Costs):** Request \$21,175; Match \$32,893; Year 3 \$54,068

**Total Year 3**

Request \$285,859; Match \$444,057; Total \$729,116

#### Year 4

The ratio between requested and matching funds in Year 4 is 39.29% to 60.83%.

#### Senior Personnel

Department of Education funds are not requested to fund senior personnel. The following individuals are match only by the Fox School of Business and Management (FSBM). These in-kind salaries are associated with a fringe benefit rate of 26.85%.

1) Dr. Kevin Fandl, the Principal Investigator will direct the mission of Temple CIBE and will contribute 20% effort to the program. 2) Dr. Ram Mudambi serves as the Principal Researcher and oversees research initiatives. He contributes 10% effort. 3) Dr. Arvind Parkhe serves as Research Director for Temple CIBE, contributing 5% effort. 4) Christine Kiely contributes to the development of the CIBE mission and interfaces with the Board of Advisors. Ms. Kiely will contribute 5% effort to the program. 5) Phyllis Tutora will supervise the day-to-day operations of the Temple CIBE and plan CIBE activities with partners. Ms. Tutora will contribute 20% effort to Temple CIBE. 6) Jeffrey Conradi will manage day to day CIBE activities and will contribute 80% effort. 7) Lauren Letko is responsible for the implementation of planned activities and financial oversight. She will contribute 40% effort and 8) Julian White serves as the advisor for undergraduate study abroad; he contributes 5% effort to Temple CIBE.

#### Other Personnel (Program Specific)

Chris Miano, will support classroom technology and virtual projects at 5% effort and is matched by the Fox School. Also includes a 26.85% fringe benefit rate.

Temple CIBE will support the Department of Spanish and Portuguese in developing new courses on languages for business use. One course release will be paid beginning in year two between CIBE and matching funds by the Fox School. (\$3,000 CIBE and \$3,500 Match) Fringe benefits are calculated at 26.85% (1.1).

Two Graduate Research Assistants (GRA) for the fall and spring semesters at \$17,500 each are matched by the school during the life of the program. Fringe benefits calculated at 12.47% (4.5).

One Graduate Research Assistant for 6 months (\$4,000 plus 12.47% fringe benefits) to support the Center for International Business, Compliance and Policy (3.5).

Two summer stipends are requested for Graduate Research Assistants at \$4,500 each with an 7.83% fringe benefit rate to support the Knowledge Map Project (3.1).

#### Faculty Stipends

Fox Faculty will receive a \$5,000 stipend for facilitating a Faculty Development in International Business (FDIB) program (3.6). Two programs will run each year and are designed to integrate global business concepts into the classroom and research.

To support the Short Term Global Immersion Program for undergraduate students, faculty stipends at \$5,700 (plus 7.83% fringe benefits) for up to four programs is budgeted. CIBE support will gradually be reduced throughout the four-year cycle and matching for the stipends will increase.

**Total (Personnel and Fringe):** Request \$41,085; Match \$315,833; Year 4 \$356,918

**Travel**

- CIBE Directors and Associate Directors Meetings. Request funding to support travel (including lodging and per diem) to annual meeting at \$1,000.
- 1.2: Postgraduate Global Certificate Program in IB. Funding requested to support attendance of one MSI or CC participant at \$1,000.
- 1.3: Export Consulting Capstone. Support is requested for one project per year to support lodging and per diem for one faculty and four student participants. Total of \$1,500.
- 1.6: International Faculty Exchange. Temple CIBE requests \$8,000 to cover travel expenses for four faculty members each year to share their expertise about U.S. business practices internationally with Fox School graduate students.
- 2.2: Language and Linguistics Seminar. Support is requested to support travel expenses for three MSI or CC faculty members to attend seminar. Total funding requested is \$900
- 2.7: Critical Language Foreign Internship. Temple CIBE requests \$2,000 to cover airfare for two students participating in an internship abroad.
- 3.5: Center for International Business, Compliance, and Policy (CIBCAP). Funding requested to support one faculty member of the Legal Studies Department to annual conference. \$3,000 requested for airfare, lodging, and per diem.
- 3.6: Faculty Development in International Business. (two, 10-day programs each year) Requested \$16,000 each year for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member (\$8,000 per program). In order to make these programs more accessible to MSI and CC faculty, Temple CIBE requests \$14,000 to supplement participant program fee (\$7,000 per program).
- 3.9: Global Studies Program. Funding requested to support one student to attend workshop or conference on global students. \$2,000 in CIBE funds will cover airfare and lodging.
- 4.1: Short Term Global Immersion (four, 10-day programs each year) \$8,000 each year for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member. In order to make these programs more accessible to lower-income students, Temple CIBE requests \$3,000 to supplement student program fee.
- 4.2: Support for IB Internships. Temple CIBE requests \$2,000 to cover lodging and airfare for two students participating in an internship in international business.
- 4.3: Graduate Overseas Live-consulting Projects. (two projects, one faculty and five students per project). \$10,000 is requested to cover airfare for five students each year. \$2,000 is requested to cover faculty airfare (\$1,000 each project).
- 4.4: Undergraduate and Graduate IB Case Competition. (two competitions, one faculty and four students) \$8,000 is requested to cover airfare and lodging for four students attending case competition. \$2,000 is request to cover airfare for faculty overseeing students.
- 5.5: Direct Export Council. Temple CIBE is requesting \$900 for participants to attend the annual Leadership Conference. Requested funds will cover ground transportation, lodging, and per diem.

- 6.5: Veteran activities in IB. \$800 each year is requested for transportation, lodging, and per diem for one veteran student to attend conference on international business topics.
- 6.8: MSI International Business Workshops. \$3,000 is requested each year to cover airfare, lodging, per diem and transportation for three MSI participants to attend IB Pedagogy Workshop or international case competition.
- \$500 to support travel to the Business Language Research and Teaching conference.

**Total (Travel):** Request \$89,100; Match \$14,000; Year 4 \$102,300

### **Supplies and Materials**

Temple CIBE requests funding for miscellaneous supplies, marketing collateral and print materials to support conferences, workshops, competitions and other events outlined in the budget. Specifically, funding is requested for:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$200 for two half-day workshops hosted at the FSBM.
- 1.5: Workshop on Design Thinking. \$100 for one workshop hosted at the FSBM.
- 2.1: Podcast Series on IB and Culture. \$100 for necessary supplies to develop and record podcast series at Temple University studio.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$100 in supplies for annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$100 for annual regional conference supplies.
- 3.6: Faculty Development in International Business. \$300 for supplies and materials for two FDIB programs run by Temple CIBE annually.
- 3.7: CIBE Country Studies. \$1000 for development of book series based on FDIBs.
- 4.5: Online Spanish for Business. \$15,000 Instructional Design Fee for course migration
- 5.1: IB and Cybersecurity. \$100 for supplies to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$100 for supplies to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$100 in supplies and materials to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.8: Collaborative Programming with World Affairs Council. \$100 in supplies to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.

**Total (Supplies and Materials):** Request \$17,300; Match \$3,200; Year 4 \$20,500

### **Other Direct Costs**

#### **A. Registration Fees -- Program Participation with Other CIBE and Consortium Agreements**

- 3.9: Global Studies Program. Requesting \$1,000 to support registration fees for two students to attend conferences and/or workshops focusing on global studies (\$500 per student)

- 4.4: Undergraduate and Graduate IB Case Competition. \$1,000 is requested to support registration fee for students participating in two case competitions.
- 6.1: Academy of IB Regional Conference. Support is requested for conference registration to the annual AIB conference. Total requested funding is \$900
- 6.4: World Trade Center. No CIBE support requested, but \$1,000 in matching funds will be used to support MSI and CC participation
- 6.5: Veteran activities in IB. Support is requested for conference and workshop registration fees for two veteran students. \$1000 is requested annually (\$500 per student)
- 6.8: MSI International Business Workshop. Requesting \$900 for registration fees for three MSI students to participate in IB workshop annually

**Total (Registration Fees):** Request \$4,800; Match \$3,900; Year 4 \$8,700

### **B. Conference and Workshop Services and Support**

Temple CIBE is requesting funding to support partnerships/collaboration in developing and delivering program activities externally and to support new program implementation and delivery internally. Requested funding for the facility or meeting space and food for workshops and peer learning. Temple CIBE will do all it can to fund meeting and training space at no cost and to minimize food costs or use matching funds where possible. Funding is requested for the following programs and activities:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$800 for two half-day workshops hosted at the FSBM. Matching funds from the FSBM to cover catering expenses.
- 1.5: Workshop on Design Thinking. \$600 to host one workshop at the FSBM.
- 2.2: Language and Applied Linguistics Seminar. \$2,000 to support seminar series on language learning for global business and GSOLT annual conference.
- 2.6: Fox Leadership Development Program. \$1,500 to support IB focused speaker series and events hosted at the FSBM.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$5,000 to support annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$1,500 to host annual regional conference.
- 5.1: IB and Cybersecurity. \$500 to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$500 to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$1,000 to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.4: Managing Export Risk. \$1,000 to support Export Lab program and host series of six half-day workshops.
- 5.5: District Export Council. \$500 to host three half-day workshops at the FSBM.
- 5.6: Collaborative Programming with the World Trade Center. \$10,000 to collaborate with WTCGP and expand on collaborative events related to regional exports and improving U.S. trade competitiveness.

- 5.7: Partner with Global Philadelphia Association. \$10,000 to collaborate with GP and expand on collaborative events related to the World Heritage City Project on expanding service exports and regional awareness of global trade
- 5.8: Collaborative Programming with World Affairs Council. \$5,000 to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.
- 6.2: Intra-Temple Global Conference. \$2,000 to support annual conference on international issues
- 6.3: International Educators' Academy. \$2,000 to support training academy for Temple faculty and administrations to promote international education
- 6.5: Veteran Activities: \$500 to support veteran career fairs hosted by Temple University
- 6.8: MSI Consortium. \$5,500 to support MSI Consortium and host faculty workshops outlined in narrative
- Business Language Research and Teaching Conference Sponsorship \$500
- CIBERweb Sponsorship \$500

**Total (Conference Services and Support):** Request \$52,400; Match \$42,400; Year 4 \$94,800

### **C. Research and Development**

To support Temple University faculty and PhD students, CIBE funding is requested to support the following activities:

- 2.4: Effect of Language on Decision Making. Requesting \$5,000 in funding for research project
- 3.3: Global Innovation and Export Competitiveness in Agriculture. Requesting \$5,000 in funding for research project
- 3.4: CIBE Faculty and Doctoral Student Research and Development Grants. Request funding of \$35,000 for research projects in year 1. Research grants will be reviewed and approved by Research Director and Primary Researcher to ensure projects meet mandates of grant. A total of 7 grants of \$5,000 will be awarded each year.
- 6.7: Internationalization Grants. \$8,000 is requested to support new category in internationalization grants managed by the International Affairs office. Two grants of \$4,000 will be awarded each year for research projects focusing on international business

**Total (R&D):** Request \$57,000; Match \$25,000; Year 4 \$82,000

### **D. Consultants and Evaluator**

Funding is requested to support speakers and guest lecturers. All speakers are calculated at \$500/speaker. We are requesting support for the following activities:

- 1.1: Specialized Regional Course. Two guest lectures, \$1000 total requested funding
- 4.6: Pre-departure training for Global Immersions. Two speakers at pre-departure training for students participating in global immersion, \$1,000 total requested funding
- 4.7: Internationalization of Online, Part-time MBA and Specialized Masters. One speaker to attend class or event focused on internationalizing Fox graduate students. \$500 funding requested
- 6.5: Veteran Activities. \$500 for one speaker to attend workshop focused on veteran students

**Total (Consultants and Evaluator):** Request \$3,000; Match \$5,500; Year 4 \$8,500

**Indirect Costs**

Indirect cost rate of 8% is applied to all direct costs.

**Total (Indirect Costs):** Request \$21,175; Match \$32,787; Year 4 \$53,897

**Total Year 4**

Request \$285,859; Match \$442,620; Total \$727,615

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**TOTAL 4 YEARS**

Request \$1,140,342; Match \$1,683,992; Total \$2,824,334

**Statement of Project Goal #1: Deepen relationships with business and community organizations to foster exchange of knowledge and best practices in international business and export promotion.**

2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline and Targets				
					BL	T1	T2	T3	T4
A. Contribute to the goals of the Greater Philadelphia Metro Export plan by hosting training programs for the business community	A.1 Deliver export procedures seminar (see <b>Activity 5.2</b> )	<ul style="list-style-type: none"> <li>Number of event registrants</li> </ul>	Annual	USCS Office Records	75	75	100	100	100
	A.2 Deliver intellectual property protection seminar (see <b>Activity 5.3</b> )	<ul style="list-style-type: none"> <li>Number of event registrants</li> </ul>	Annual	USCS Office Records	50	50	60	75	75
	A.3 Deliver export risk and finance seminar (see <b>Activity 5.4</b> )	<ul style="list-style-type: none"> <li>Number of event registrants</li> </ul>	Annual	USCS Office Records	10	10	10	15	20

**APPENDIX 26 PERFORMANCE MEASURE FORM (PMF) GOAL 1 FOR TEMPLE CIBE**

B. Increase the number of CIBE events involving community and business partners	B.1 Engage in events with the World Trade Center of Greater Philadelphia (see <b>Activity 5.6</b> )	<ul style="list-style-type: none"> <li>Number of hosted, sponsored or attended events</li> </ul>	Annual	Temple CIBE Office records	3	5	5	7	10
	B.2 Engage in events with the Global Philadelphia Association (see <b>Activity 5.7</b> )	<ul style="list-style-type: none"> <li>Number of hosted, sponsored or attended events</li> </ul>	Annual	Temple CIBE Office records	3	5	5	7	10
	B.3 Engage in events with the World Affairs Council (see <b>Activity 5.8</b> )	<ul style="list-style-type: none"> <li>Number of hosted, sponsored or attended events</li> </ul>	Annual	Temple CIBE Office records	3	5	5	7	10
C. Enhance technical capabilities of the business community to adapt to rapid innovation	C.1 Deliver cybersecurity and other emerging global business issue seminars and workshops (see <b>Activity 1.4</b> )	Combined number of hosted, sponsored, or attended events associated with C.1 – C.3	Annual	Fox School of Business records	5	5	7	10	10
	C.2 Support faculty and doctoral student research on current								

	<p>issues affecting U.S. trade competitiveness (see <b>Activity 3.4</b>)</p> <p>C.3 Collaborate with business community to exchange best practices on cybersecurity and other emerging IB issues (see <b>Activity 5.1</b>)</p>								
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**Statement of Project Goal #2: Foster opportunities for enhanced community college and minority-serving institution faculty and student participation in global business skill development.**

2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline and Targets				
					BL	T1	T2	T3	T4
A. Contribution to International Business (IB) curriculum enhancements to Community Colleges and MSIs	Enhance faculty training in critical IB fields through the faculty development in international business (FDIB) Program (see <b>Activity 3.6</b> )	Number of community college and MSI faculty participant in FDIB activities	Annual	Temple CIBE Office records	2	2	2	2	2
B. Increase access for Community College /MSI students/faculty to global business education	B.1 Support international case competitions focused on trade competitiveness (see <b>Activity 4.4</b> )  B.2 Support CC/MSI faculty participation in CIBE workshops (see <b>Activity 6.8</b> )	Combined number of community college and MSI student participants in CIBE-sponsored events associated with activities B.1 and B.2	Annual	Temple CIBE Office records	20	22	24	26	28

**APPENDIX 26 PERFORMANCE MEASURE FORM (PMF) GOAL 2 FOR TEMPLE CIBE**

<p>C. Increase community college and MSI involvement with regional IB community</p>	<p>C.1 Sponsor participants from regional community colleges and MSIs to Participate in WTC Events (see <b>Activity 6.4</b>)</p> <p>C.2 Support community college and MSI student participation in global Temple conference (see <b>Activity 6.2</b>)</p>	<p>Combined number of community college and MSI faculty and students attending Temple CIBE events associated with both Activities C.1 and C.2</p>	<p>Annual</p>	<p>Temple CIBE Office records</p>	<p><b>0</b></p>	<p><b>5</b></p>	<p><b>10</b></p>	<p><b>15</b></p>	<p><b>20</b></p>
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**Statement of Project Goal #3: Equip students with a Global Toolkit by increasing their proficiency in critical foreign languages and cross-cultural competencies.**

2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline and Targets				
					BL	T1	T2	T3	T4
A. Increase exposure to critical language opportunities	<p>A.1 Strengthen critical language acquisition through foreign internships and study trips (see <b>Activity 2.7</b>)</p> <p>A.2 Support international business-focused internships (see <b>Activity 4.2</b>)</p> <p>A.3 Strengthen research in global economics by supporting global scholar grants (see <b>Activity 3.9</b>)</p>	Percentage increase of combined Temple students participating in an international experience associated with activities A.1 – A.3	Year 1 establish baseline, then annual	College of Liberal Arts and Fox School of Business Records	0	TBD	5%	5%	5%
B. Increase short-term overseas experiential	B.1 Fund short-term undergraduate	Combined enrollment in short-term study and	Annual	Fox School of	45	45	55	60	65

**APPENDIX 26 PERFORMANCE MEASURE FORM (PMF) GOAL 3 FOR TEMPLE CIBE**

student learning opportunities	study abroad programs (see <b>Activity 4.1</b> )  B.2 Facilitate live international business consulting projects for capstone students (see <b>Activity 4.3</b> )	consulting abroad programs associated with activities B.1 and B.2		Business Records					
C. Expand co-curricular activities offered as part of Fox Leadership Development Program (FLDP)	Integrate cross-cultural learning opportunities into the Fox FLDP (see <b>Activity 2.6</b> )	Number of CIBE-supported cross-cultural learning opportunities captured in Suitable™ system	Years 1 & 2, maintain thereafter	Fox School of Business FLDP Program	<b>10</b>	<b>12</b>	<b>14</b>	<b>16</b>	<b>16</b>

**Statement of Project Goal #4: Implement robust and comprehensive assessments of student and faculty performance in preparation for careers in international business.**

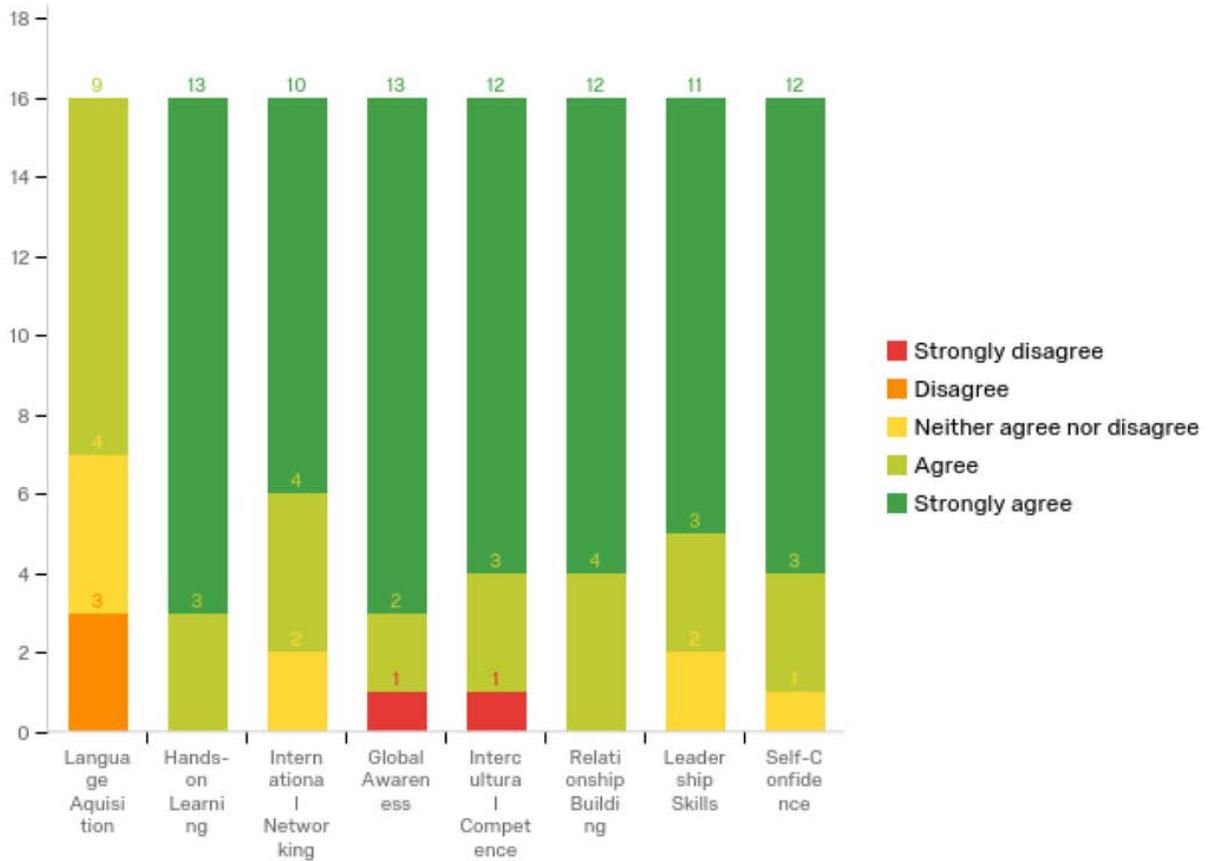
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline and Targets				
					BL	T1	T2	T3	T4
A. Increase student awareness of the ongoing development of cross-cultural skills applicable to their professional career.	Measuring cross-cultural competencies using assessment tools such as RoadMap and CCAI (see <b>Activity 2.5</b> )	Percentage increase in cross-cultural competencies following global immersions	Year 1 establish baseline, then annual	Fox School of Business Office of Performance Analytics Records	0	TBD	2.5%	2.5%	2.5%
B. Increase knowledge for faculty leading global immersion programs	Host annual training workshop for all faculty interesting in leading programs abroad (see <b>Activity 3.8</b> )	Number of faculty participants in workshops	Annual	Temple CIBE Office records	10	15	15	20	20

**Statement of Project Goal #5: Develop the workforce of the future with cutting-edge research and training in innovative technologies, learning methodologies and relevant global skills.**

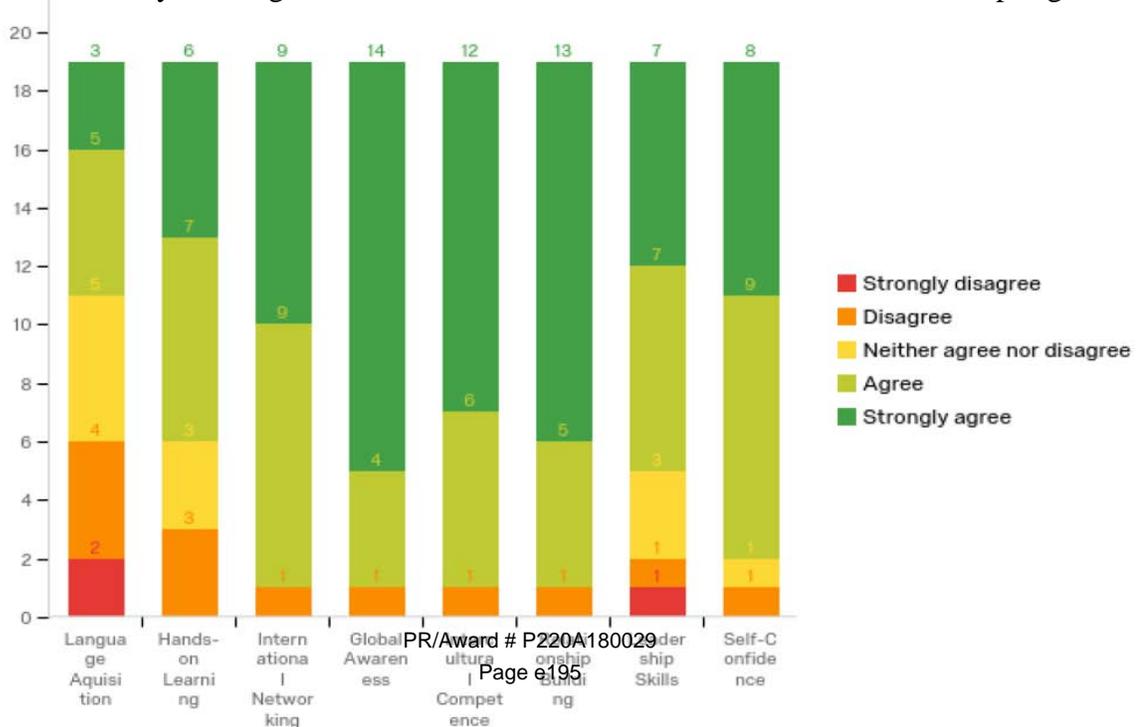
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline and Targets				
					BL	T1	T2	T3	T4
A. Increase participation in annual iBEGIN conference, examining the relationships between international business, economic geography, and innovation	Host annual iBEGIN Conference in years 1, 2 and 4. Co-host international iBEGIN conference in year 3 (see <b>Activity 3.2</b> )	Number of conference attendees	Annual	Temple CIBE Office records	60	60	65	70	75
B. Equip the business community with relevant skills to compete in the global business environment	Support faculty and doctoral student research on current issues affecting U.S. trade competitiveness (see <b>Activity 3.4</b> )	Number of workshops and publications	Annual	Temple CIBE Office records	5	5	8	8	8
C. Advise domestic firms on productive internationalization strategies	Integrate export consulting into graduate capstone enterprise management consulting group (see <b>Activity 1.3</b> )	Number of student participants in foreign consulting projects	Annual	Temple CIBE Office records	4	4	8	8	8

Q: Please indicate the extent to which you agree with the following statement:  
*The global immersion experience improved my skill-sets in the following areas:*

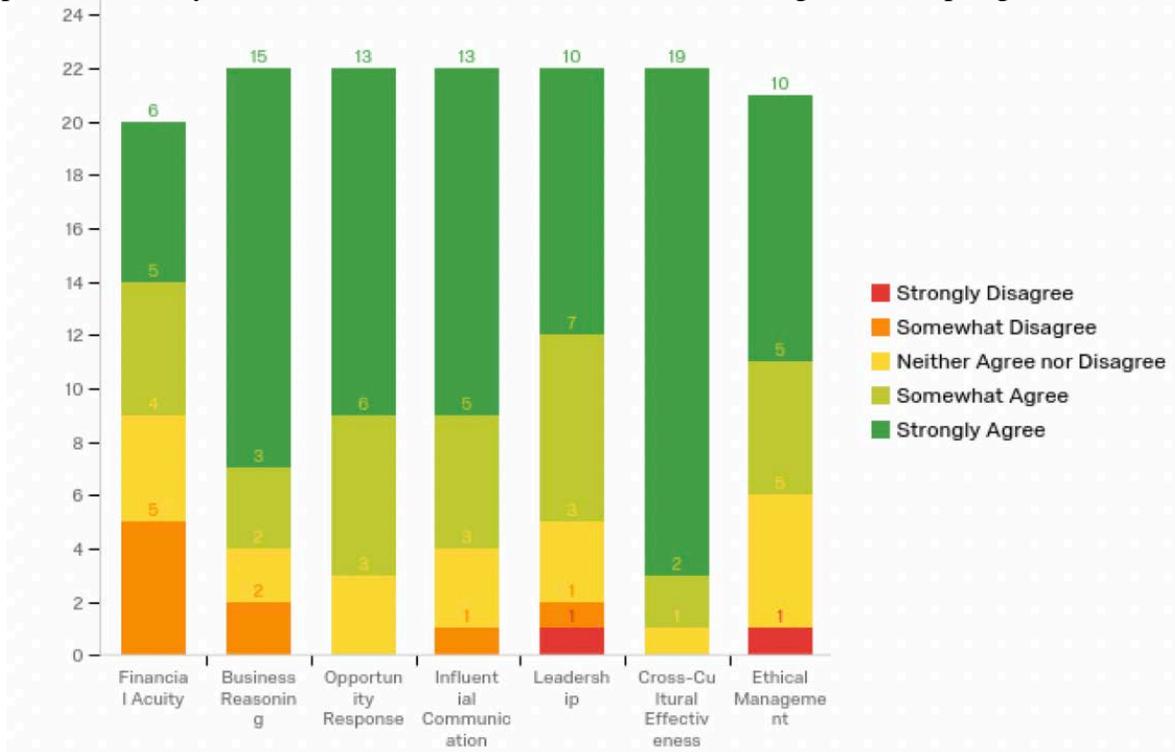
Sample from Survey: Undergraduate Global Immersion to Luxembourg and France, Spring 2018.



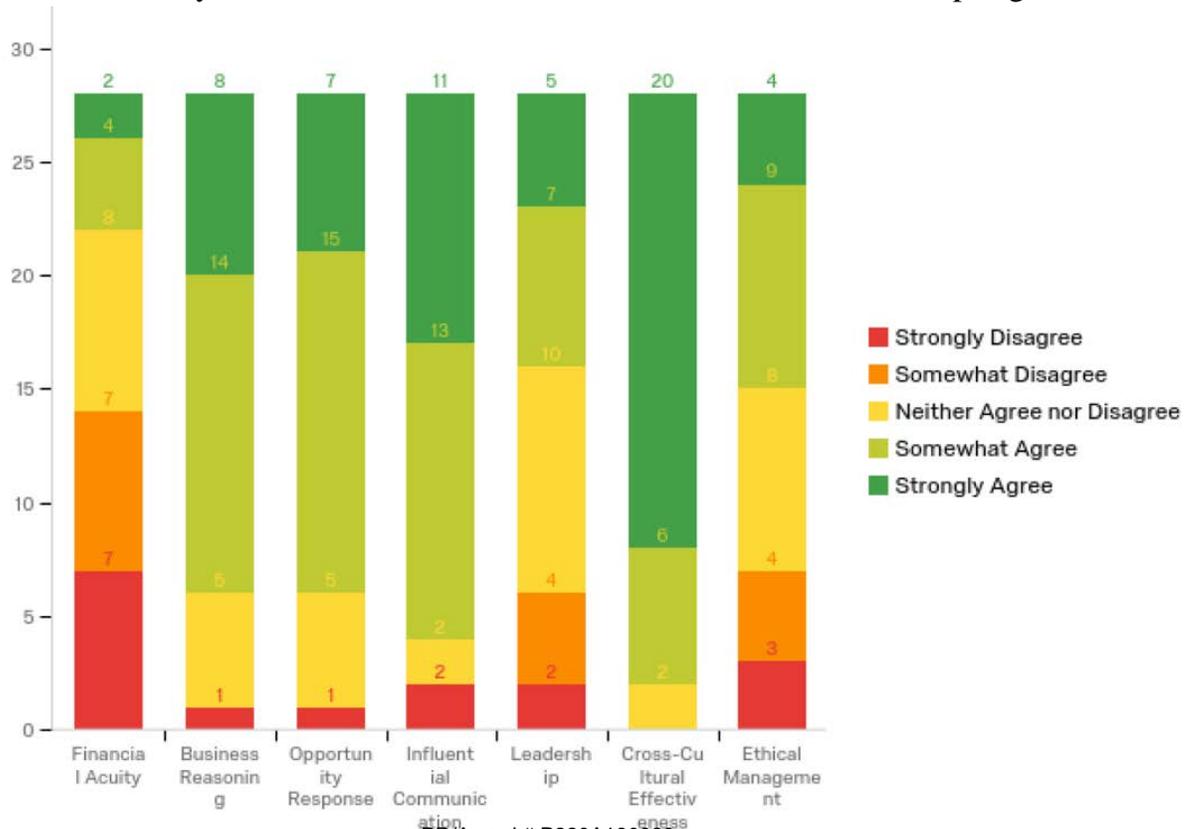
Sample from Survey: Undergraduate Global Immersion to Vietnam and Cambodia, Spring 2018.



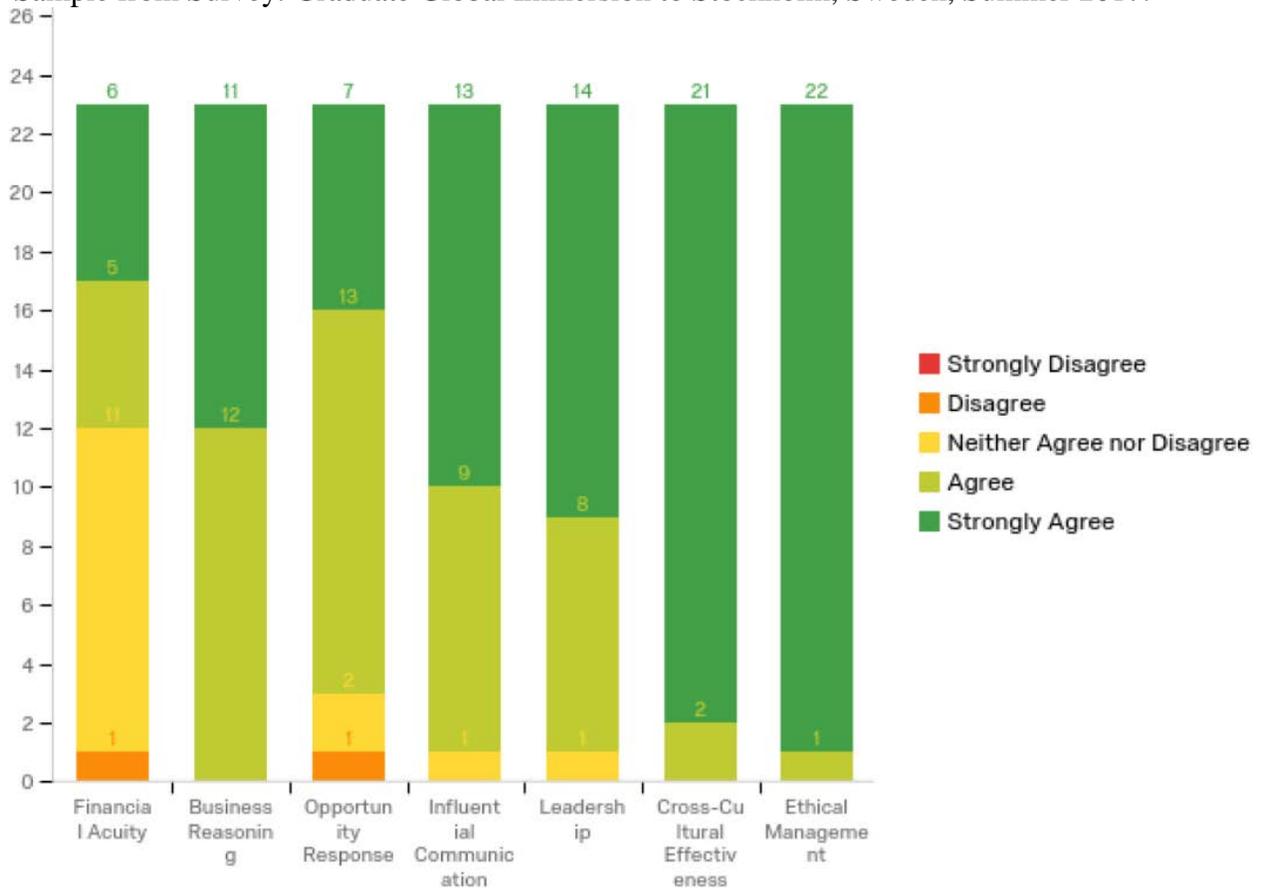
Sample from Survey: Executive MBA Global Immersion to Santiago, Chile, Spring 2018.

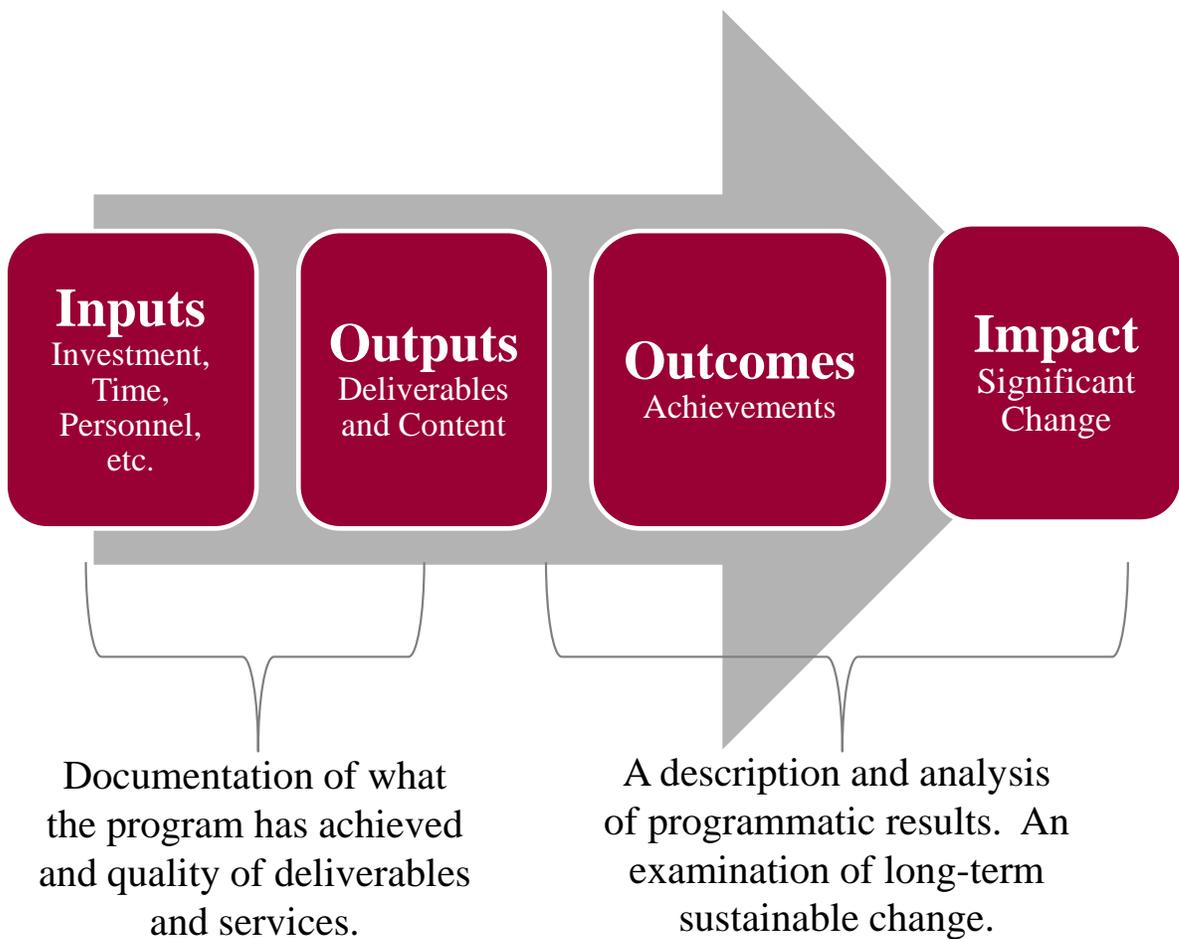


Sample from Survey: GMBA Global Immersion to Colombia and Chile, Spring 2018.



Sample from Survey: Graduate Global Immersion to Stockholm, Sweden, Summer 2017.





# KEVIN J. FANDL, J.D., PH.D.

[KEVIN.FANDL@TEMPLE.EDU](mailto:KEVIN.FANDL@TEMPLE.EDU)

## EDUCATION

- George Mason University, School of Public Policy, Fairfax, VA May 2010  
Ph.D., Public Policy, Concentration in International Economic Law and Policy  
*Dissertation title:* Beyond the invisible: The impact of trade liberalization and formalization on small businesses in Colombia
- American University, Washington College of Law, Washington, D.C. May 2003  
J.D., admitted to practice law in New York, Washington, D.C. and Massachusetts  
Senior Essays Editor, American University International Law Review
- American University, School of International Service, Washington, D.C. December 2000  
M.A., International Relations (Peace and Conflict Resolution concentration)
- University of Oxford, New College, Oxford, England July 2000  
Certificate in International Human Rights Law
- Lock Haven University, Lock Haven, PA May 1998  
B.A., Philosophy

## FELLOWSHIPS, AWARDS AND HONORS

- Best Paper Award, Journal of Legal Studies in Business* 2017  
Awarded by the journal for my article on the Cuban embargo.
- Dean's Research Honor Roll recipient, Fox School of Business, Temple University* 2017  
One of ten faculty members recognized for substantial publications in the 2016-17 academic year.
- Faculty Member of the Year, EMBA-Cali Program, Fox School of Business, Temple University* 2016  
Selected by Executive MBA students in the Cali, Colombia cohort.
- Best Presentation Award, Western Academy of Legal Studies in Business* 2014  
Selected by WALSB board based upon my presentation, *Intellectual Property Right Enforcement in Developing Countries: Stopping Theft or Stopping Economic Growth?*
- Fulbright Grant recipient (Colombia), program established by the U.S. Congress (22 U.S.C. § 2451 (1961)) and administered by the U.S. Department of State* 2006 - 2007  
Utilized student grant to study foreign language in Colombia while teaching comparative law and coaching the international Jessup moot court team at the prestigious Universidad de los Andes in Bogotá.
- Presidential Management Fellow, program established by Presidential Executive Order No.12008 (President Jimmy Carter) (1977) and administered by the U.S. Office of Personnel Management* 2003 - 2005  
Highly-selective competitive program for graduate students seeking careers in federal public service.
- Excellence in Management Award, U.S. Department of Homeland Security* 2009  
Awarded for work as the Executive Secretariat of U.S. Immigration and Customs Enforcement.

## ACADEMIC EXPERIENCE

- Temple University, Fox School of Business January 2017 - present

*Academic Director of Global Immersion Programs.* Appointed to lead the development and delivery of global and domestic immersions that expose business students to alternative business cultures. Destinations include China, India, Colombia, Sweden, and numerous other sites.

Temple University, Fox School of Business

*Assistant Professor, Legal Studies.*

July 2015 - present

Tenure-track appointment. Research focuses on international commercial law, public policy and business. Teaching foundational law classes as well as public policy and corporate governance seminars for undergraduate and graduate students. Lead faculty member for Law & Ethics in the Executive MBA program.

*Assistant Professor (Research), Legal Studies.*

July 2013 – June 2015

Non-tenure track appointment. Research focuses on international commercial law, public policy and business. Teaching foundational law classes as well as public policy and corporate governance seminars for undergraduate and graduate students. Lead faculty member for Law & Ethics in the Executive MBA program.

Visiting Professor at numerous universities, including Georgetown University Law Center, American University Washington College of Law, the Universidad de Navarra (Spain), the Universidad de los Andes (Colombia), the Universidad de Chile (Chile), and the Université Toulouse (France).

### **PROFESSIONAL EXPERIENCE**

U.S. Immigration and Customs Enforcement

June 2007 – June 2013

*Chief of Staff, Intellectual Property and International Trade (GS-15).* Served in several leadership roles within the agency, including Counsel to the Assistant Secretary, Director of the Executive Secretariat, and Chief of the Alternatives to Detention program. Recognized for Excellence in Management by the DHS Secretary. Managed a staff of 190 and a budget of \$74 million.

U.S. Trade and Development Agency

October 2004 – March 2006

*Special Assistant to the Deputy Director.* Worked closely with the Deputy Director to promote the goals of fostering business development in developing and middle-income countries while encouraging the export of U.S. small business expertise and commercial products.

U.S. Customs and Border Protection

October 2003 – October 2004

Office of Regulations and Rulings and Office of International Trade

*Attorney-Advisor.* Performed substantive legal and administrative research on proposed international trade rules and regulations. Drafted rules and regulations on many trade topics, including manifest discrepancy reports, container security, employee indemnification, port security and overtime compensation.

International Human Rights Law Clinic, Washington College of Law

August 2002 – May 2003

*Student Attorney.* Represented five clients and provided all aspects of a pro-bono legal counsel, including client meetings, on-site investigation, factual and legal research, brief writing, filing in court and delivering oral argument.

U.S. Department of State, Office of Private International Law

August – December 2002

*Legal Intern.* Conducted substantial research on international securities law including the CISG and UNCITRAL agreements, international business law including the Hague Convention on Jurisdiction and Foreign Judgments. Worked extensively with model commerce laws and the enforcement of foreign judgments.

Creskoff & Doram, LLP

May – September 2002

*Summer Associate.* Assisted clients with their international trade-related issues, specifically regarding anti-dumping and countervailing duties relative to the steel industry. Located, analyzed, and interpreted statistical information put forth by the steel industry in various countries in preparation for a filing at the International Trade Commission of the Department of Commerce. Met with steel industry leaders and personally presented details about anti-dumping law, countervailing duty law, and Section 201 proceedings.

Stewart and Stewart Law Offices

October 2001 – January 2002

*Legal Assistant.* Read, interpreted, and summarized World Trade Organization (WTO) Panel and Appellate Body decisions. Independently condensed large documents into brief summaries for use in a major publication aimed at providing the international trade community with an accessible reference to the Dispute Settlement Body decisions of the WTO.

### **GRANTS**

Co-Principal Investor, Center for International Business Education and Research grant, April 2018 – present.

Grant, Temple Center for International Business Education and Research, Comparative Regulation of Wine Export Markets, \$16,000 (2018).

Grant, Temple Center for International Business Education and Research, Cuban Small Business Development, \$2,500 (2016).

Grant, Temple Center for International Business Education and Research, Colombian Intellectual Property and Informality, \$4,000 (2015).

Grant, American Public University, Latin American Migration Policies \$5,000 (2012).

Grant, American Public University, Informal Business in Colombia, \$5,000 (2011).

### **SERVICE CONTRIBUTIONS**

Academic Director, Fox Global Immersion Program, January 2017 – present

Board Member, Temple Center for International Business Education and Research (CIBER), 2015 - present

Course Advisor, Legal English and Contract Drafting Programs, International Law Institute, 2012 - present

Vice-Chair, American Bar Association Immigration and Naturalization Section, 2014 - present

Vice-Chair, Programs, American Bar Association International Legal Education Section, 2014 - present

Lead Faculty Member and Advisor for CIBER-funded Africa Ambassadors Program at Fox, April 2017

Member, Faculty Senate, Temple University, 2015 - 2016

Jessup International Moot Court Competition Judge, Colombia, 2011 - 2016

President, Western Academy of Legal Studies in Business, 2015 - 16

Vice President, Western Academy of Legal Studies in Business, 2014 - 15

### **PUBLICATIONS**

**BOOKS: PUBLISHED**

[Book] Kevin J. Fandl, *LAW & PUBLIC POLICY*, Routledge Publishing (August 2018).

[Book] Kevin J. Fandl, *INSIDE THE AMERICAN LEGAL MIND: AN INTERNATIONAL PRACTITIONER GUIDE TO AMERICAN LEGAL REASONING*, Routledge Publishing (2016).

[Book] Kevin J. Fandl, *GUÍA PRACTICA DEL SISTEMA LEGAL AMERICANO PARA PROFESIONALES EN UN MUNDO JURÍDICO GLOBAL*, American Bar Association Publishing (2013).

[Book] Kevin J. Fandl, *LOST IN TRANSLATION: EFFECTIVE LEGAL WRITING FOR THE INTERNATIONAL LEGAL COMMUNITY*, LexisNexis Publishing (2013).

[Book] Kevin J. Fandl, *NARROWING THE GAP: LEGAL ENGLISH FOR THE NEW GLOBAL LEGAL PRACTITIONER*, American Bar Association Publishing (2012).

**JOURNAL ARTICLES: WORKS IN PROGRESS**

Kevin J. Fandl, *New World Innovation for an Old World Market: The Case of Chilean Wine*, CIBER-funded Research (work in progress).

Kevin J. Fandl, *Pre-contractual Liability and Economic Performance Across Legal Systems* (work in progress).

Kevin J. Fandl and Cameron Verhaal, *Artificial Scarcity and Quality Metrics: The Case of Cuban Cigars* (work in progress).

**JOURNAL ARTICLES: FORTHCOMING**

Kevin J. Fandl, *International Trade Year in Review: The 2017 Federal Circuit Court of Appeals*, American University Law Review, AM. U. L. REV. (accepted, forthcoming).

Kevin J. Fandl, *Presidential Power to Protect Dreamers: Abusive or Proper?*, Yale Law & Policy Review Inter Alia, YALE L. & POL'Y REV. INTER ALIA (2018).

Kevin J. Fandl, *International Trade Year in Review: The 2016 Federal Circuit Court of Appeals*, American University Law Review, AM. U. L. REV. (accepted, forthcoming).

Kevin J. Fandl, *CUBA*, Journal of Legal Studies in Business, J. OF L. STUD. IN BUS. (accepted, forthcoming).

Kevin J. Fandl, *Trading with the Enemy: Opening the Door to U.S. Investment in Cuba*, Georgetown Journal of International Law, GEORGE. J. OF INT'L L. (accepted, forthcoming).

Kevin J. Fandl, ed., et al., *ABA Year in Review, Immigration and Naturalization Section*, American Bar Association (accepted, forthcoming).

**JOURNAL ARTICLES: PUBLISHED**

Kevin J. Fandl and Paulina Wilson, *Foreign Investment in Northern Ireland Property Post-Brexit*, Real Estate Law Journal, REAL ESTATE L. J. (2018).

Juana Paola Bustamante I. and Kevin J. Fandl, *Incentivizing Grey Market Entrepreneurs in Emerging Markets*, Northwestern Journal of International Law and Business, 37 NORTHWESTERN J. OF INT'L L. & BUS. 415-456 (Summer 2017).

Kevin J. Fandl, *Cuban Migration to the United States in a Post-Normalized Relations World*, Minnesota Journal of International Law, 26 MINN. J. OF INT'L L. 81-112 (Winter 2017).

Kevin J. Fandl and Nitisha Jain, *Investment in the Indian Real Estate Market*, Real Estate Law Journal, 46 REAL ESTATE L. J. 32-63 (Summer 2017).

Kevin J. Fandl, *Adios Embargo: The Case for Executive Termination of the U.S. Embargo on Cuba*, American Business Law Journal, 54 AM. BUS. L. J. 293-346 (Summer 2017).

Kevin J. Fandl, *States' Rights and Refugee Resettlement*, Texas International Law Journal, 52 TEX. INT'L L. J. 71-101 (Spring 2017).

Kevin J. Fandl, ed., et al., *The Year in Review: Immigration and Naturalization Section*, The Year in Review, 51 YIR/SIL 363-380 (2017).

Kevin J. Fandl, *Theft of Foreign-Owned Intellectual Property in Latin America: A New Strategy*, The George Washington International Law Review, 49 GEO. WASH. INT'L L. REV. 299-350 (2016).

Kevin J. Fandl, *Foreign Investment in Cuban Real Property: The Case for American Investors*, Real Estate Law Journal, 45 REAL ESTATE L. J. 166-199 (Fall 2016).

Kevin J. Fandl, *Cross-border Commercial Contracts and Consideration*, Berkeley Journal of International Law, 34 BERKELEY J. OF INT'L L. 1-54 (Fall 2016).

Kevin J. Fandl, ed., et al., *The Year in Review: Immigration and Naturalization Section*, The Year in Review, 50 YIR/SIL 373-383 (2016).

Kevin J. Fandl, *2015 International Trade Decisions of the Federal Circuit*, American University Law Review, 65 AM. U. L. REV. 997-1025 (2016).

Kevin J. Fandl, ed., et al., *The Year in Review: Immigration and Naturalization Section*, The Year in Review, 49 YIR/SIL 295-306 (2015).

Kevin J. Fandl, *Putting States Out of the Immigration Law Enforcement Business*, Harvard Law & Policy Review, 9 HARV. L. & POL'Y REV. 529-552 (Summer 2015).

Kevin J. Fandl, *Bilateral Agreements and Fair Trade Practices: A Policy Analysis of the Colombia-U.S. Free Trade Agreement* [Reprint], Revista Con-Texto, Universidad Externado de Colombia, 42 REVISTA CON-TEXTO 77-96 (2014).

George A. Chressanthis, Nayla G. Dahan and Kevin J. Fandl, *The Effects of State Pharmacy Drug Product Selection Laws on Statin Patient Generic-to-Branded Switch-backs*, The American Economist, 60 THE AM. ECON. 26-51 (2015).

Kevin J. Fandl, *Taxing Migrants: A Smart and Humane Approach to Immigration Policy*, Northwestern Interdisciplinary Law Review, 7 NW. INTERDISC. L. REV. 127-170 (Spring 2014).

Kevin J. Fandl, *2013 International Trade Decisions of the Federal Circuit*, American University Law Review, 63 AM. U. L. REV. 1375-1417 (2014).

Kevin J. Fandl, Adriana Kugler, Milan Vodopivec, Michael Weber, *Is Enforcement of Labor Market Regulations Beneficial for Workers? Evidence from Surprise Inspections in Bhutan*, World Bank Working Paper (June 2011).

Kevin J. Fandl, *2010 International Trade Decisions of the Federal Circuit*, American University Law Review, 60 AM. U. L. REV. 1121-1157 (2011).

Elin Cohen, Kevin J. Fandl, Amanda Perry-Kessaris and Veronica L. Taylor, *Truth and Consequences in Rule of Law: Inferences, Attribution and Evaluation*, Hague Rule of Law Journal, 3 HAGUE RULE OF L. J. 106-129 (2011).

Kevin J. Fandl, BEYOND THE INVISIBLE: THE IMPACT OF TRADE LIBERALIZATION AND FORMALIZATION ON SMALL BUSINESSES IN COLOMBIA (April 26, 2010) (unpublished Ph.D. dissertation, George Mason University) (on file with author).

Kevin J. Fandl, *Immigration Posses: U.S. Immigration Law and Local Enforcement Practices*, Journal of Legislation, 34 J. LEGIS. 16-37 (January 2008).

Kevin J. Fandl and Marc M. Harrold, *Immigration Legal Initiatives*, U.S. Dep't of Justice, Atty. Bulletin (November 2008).

Kevin J. Fandl, *The Role of Informal Legal Institutions in Economic Development*, Fordham International Law Journal, 32 FORDHAM INT'L L. J. 1-31 (December 2008).

Kevin J. Fandl, *Making Trade Liberalization Work for the Poor: Trade Law and the Informal Economy in Colombia*, Texas International Law Journal, 43 TEX. INT'L L. J. 161-184 (Spring 2008).

Kevin J. Fandl, *U.S. Trade Policy and Multilateralism—The Challenge of Bilateral Trade Agreements*, Virginia Bar Journal, VA. BAR J. 36-46 (December 2007).

Kevin J. Fandl, *Bilateral Agreements and Fair Trade Practices: A Policy Analysis of the U.S.-Colombia Free Trade Agreement*, Yale Journal of Human Rights and Development Law, 10 YALE J. H.R. & DEV. L. 64-87 (Spring 2007).

Kevin J. Fandl, *Recalibrating the War on Terror by Enhancing Development Practices in the Middle East*, Duke Journal of Comparative and International Law, 16 DUKE J. OF COMP. & INT'L L. 299-329 (Summer 2006).

Kevin J. Fandl, *Dead Capital and the Sea: Post-Tsunami Relief for the Southeast Asian Informal Economy*, Yale Journal of International Affairs, 1 YALE J. INT'L AFF. 79-88 (Summer/Fall 2005).

Kevin J. Fandl, *Promoting International Business Development While Protecting Domestic Markets: An Analysis of the New Shipper Review Policy of the United States*, Georgetown Journal of International Law, 36 GEO. J. INT'L L. 605-622 (Winter 2005).

Kevin J. Fandl, *Terrorism, Development & Trade: Winning the War on Terror Without the War*, American University International Law Review, 19 AM. U. INT'L L. R. 587-631 (March 2004).

#### **BOOK CHAPTERS**

[Book Chapter] *U.S. Immigration Law and Policy: Reasonable Law Enforcement or Unjustified Discrimination?* in EMIGRACIÓN, IDENTIDAD Y PAÍSES RECEPTORES (IMMIGRATION, IDENTITY AND HOST COUNTRIES), Ed. Maria Angeles Sotes-Elizade, Univ. de Navarra (Spain) (2014).

[Book Chapter] *Law and Public Policy* in LAW FOR THE BUSINESS ENTERPRISE, Ed. Samuel D. Hodge (2014).

#### **EDITORIAL, BLOG AND OPINION PIECES**

Kevin J. Fandl, *How far-reaching are the president's powers on DACA?*, WHYY News (Oct. 17, 2017), available at <https://whyy.org/articles/far-reaching-presidents-powers-daca/>

Kevin J. Fandl, *A wall would be effective against only the least-threatening 'risks' from Mexico*, WHY News (Oct. 24, 2017), available at <https://why.org/articles/wall-effective-least-threatening-risks-mexico/>

Kevin J. Fandl, *Will Trump Miss Chance to Continue Improved Relations with Cuba*, The Morning Call (Dec. 30, 2016), available at <http://www.mcall.com/opinion/yourview/mc-2017-cuba-trump-fandl-yv-20161230-story.html>

Kevin J. Fandl, *Why Trans-Pacific Partnership, Other International Trade Deals are Needed*, The Morning Call (August 21, 2016), available at <http://www.mcall.com/opinion/mc-trans-pacific-partnership-trade-fandl-yv--20160820-story.html>

Kevin J. Fandl, *Accepting Syrian Refugees Allows America to Shine*, The Morning Call (Nov. 19, 2015), available at <http://www.mcall.com/opinion/yourview/mc-syrian-refugees-enter-us-fandl-yv-1118-20151119-story.html>.

Kevin J. Fandl, *Immigration Enforcement and Immigration Reform* Interview on Ehsan.com (June 20, 2014), <http://www.ehsan.com/blog/2014/6/20/immigration-enforcement-and-immigration-policy-an-interview-with-dr-kevin-fandl>

Kevin J. Fandl, *Anti-immigration Rhetoric Won't Reform System*, The Morning Call (August 14, 2014), <http://www.mcall.com/opinion/yourview/mc-immigration-children-border-crisis-fandl-yv--20140813,0,1017025.story>.

Kevin J. Fandl, *ObamaCare is Not the Real Economic Crisis*, The Morning Call (Oct. 7, 2013), [http://articles.mcall.com/2013-10-07/opinion/mc-us-debt-ceiling-economy-fandl-yv-1008-20131007\\_1\\_debt-ceiling-u-s-treasury-u-s-economy](http://articles.mcall.com/2013-10-07/opinion/mc-us-debt-ceiling-economy-fandl-yv-1008-20131007_1_debt-ceiling-u-s-treasury-u-s-economy).

Kevin J. Fandl, *Gun Laws Needed to Stop Sales of Assault Rifles*, The Morning Call (Dec. 21, 2012), [http://articles.mcall.com/2012-12-21/opinion/mc-gun-control-assault-rifles-fandl-20121221\\_1\\_gun-laws-sales-of-assault-rifles-people](http://articles.mcall.com/2012-12-21/opinion/mc-gun-control-assault-rifles-fandl-20121221_1_gun-laws-sales-of-assault-rifles-people).

Kevin J. Fandl, *Social Media and Public Policy*, ASPA National WebBlog (May 11, 2012), <http://aspanational.wordpress.com/2012/05/22/social-media-public-policy/>.

## **MEDIA**

Debated Executive Power and Immigration on live podcast hosted by the National Constitution Center (April 26, 2018), <https://www.dhs.gov/one-stop-travelers-redress-process>

Interviewed by the Philadelphia Inquirer about terminology affecting immigrants (Nov. 3, 2017), available at <http://www.philly.com/philly/news/undocumented-illegal-alien-language-trump-sanctuary-20171103.html>

Interviewed by the Philadelphia Inquirer about business and immigration related to the Asplundh case (September 2017), available at <http://www.philly.com/philly/news/crime/asplundh-tree-guilty-undocumented-immigrants-95-million-20170928.html>.

Interviewed by the Pennsylvania Legal Intelligencer about business donations to public agencies (January 2017), available at [http://www.theintell.com/news/local/penneast-has-distributed-hundreds-of-thousands-in-grants/article\\_46002da0-e271-11e6-aca2-2b70c8beca99.html](http://www.theintell.com/news/local/penneast-has-distributed-hundreds-of-thousands-in-grants/article_46002da0-e271-11e6-aca2-2b70c8beca99.html).

Appeared on C-SPAN during a panel presentation on refugee law and policy at Georgetown University Law Center (September 12, 2016), available at <https://www.c-span.org/video/?415068-6/refugee-resettlement>.

Appeared as a guest on RadioLib to discuss migration and economics related to Africa (February 11, 2016).

## **RESEARCH-RELATED ACTIVITIES**

Editorial Board Member, Journal of International Business Policy (November 2017 - present)

Reviewer, American Business Law Journal (2014 – present)

Staff Editor, Atlantic Law Journal (2014 – present)

Reviewer, *Revista Chilena de Derecho y Ciencia Politica* (Chilean Journal of Law and Political Science) (2014 – present)

Managing Editor, Foreign Policy Bulletin (2005-2009)

Senior Essays Editor, American University International Law Review (2001-2003)

### **PROFESSIONAL CONSULTING**

Corporate Governance Consultant, The Rothman Institute (2017).

Legal Consultant, World Bank (2014).

Legal Consultant, Organization of American States (2013).

### **PRESENTATIONS**

Presenter, iBegin International Conference (Venice, Italy) December 2017

Presenter, Academy of Legal Studies in Business National Conference (Savannah, GA) August 2017

Presenter, Association for the Study of the Cuban Economy (Miami, FL) July 2017

Presenter, Academy of Legal Studies in Business National Conference (San Juan, Puerto Rico) August 2016

Panelist, Immigration Law & Policy Conference (Washington, D.C.) September 2016

Presenter, MBA Visiting Delegation from Ghana (Philadelphia, PA) May 2016

Participant, Journal of International Business Studies Junior Faculty Colloquium (New Orleans, LA) June 2016

Keynote Speaker, Immigration and Naturalization Ceremony at the Fox School of Business (Philadelphia, PA) February 2016

Participant, American Business Law Journal Junior Scholars Colloquium (Philadelphia, PA) August 2015

Presenter, Academy of Legal Studies in Business National Conference (Philadelphia, PA) August 2015

Presenter, International & Comparative Urban Law Conference, Faculty of Law, University of Paris (Sorbonne) (Paris, France) July 2015

Presenter, Global Legal Skills Conference (Chicago, IL) May 2015

Presenter, Law and Society Annual Meeting (Seattle, WA) June 2015

Presenter, Western Academy of Legal Studies in Business Annual Meeting (Monterrey, CA) April 2015

Panelist, American Society of International Law, International Economic Law Interest Group Biennial Research Conference (Denver, CO) November 2014

Speaker, American Bar Association International Law Section Meeting (Buenos Aires, Argentina) November 2014

Presenter, Global Legal Skills Conference (Verona, Italy) May 2014

Keynote Speaker, Lock Haven University Scholarship Series (Lock Haven, PA) April 2014

Presenter, Western Academy of Legal Studies in Business Annual Meeting (Monterey, CA) March 2014

Guest Lecturer, Fox School of Business, *Law and Accounting Class* (Dr. Sam Hodge), March 2014

Panelist, Midwest Political Science Association (Chicago, IL) April 2014

Panelist, When World's Collide: Emerging Intersections in Privacy, Information Access and Intellectual Property, John Marshall Law School (Chicago, IL) March 2014

Speaker, *Frauds, Fakes and Pharmaceuticals: IPR Enforcement in the 21<sup>st</sup> Century*, CLE Lunch & Learn Series, John Marshall Law School (Chicago, IL) March 2013

Panelist, Third World Congress on International Human Rights Law (Bogotá, Colombia) August 2010

Panelist, Law and Society Association Annual Conference (Chicago, IL) May 2010

Presenter, Law and Society Association Annual Conference (Denver, CO) May 2009

Presenter, New Perspectives on Law and Development (Harvard Law School) (Bogotá, Colombia) August 2008

Keynote Speaker, The Role of Ethics in International Trade, Lock Haven University (Lock Haven, PA) April 2008

Presenter/ Chairperson, International Studies Association Annual Conference (San Francisco, CA) March 2008

Presenter, World Congress of Sociology (Durban, South Africa) July 2006

Presenter, Uddevalla Conference on Entrepreneurship and Development (Fairfax, VA) June 2006

Presenter/ Chairperson, Midwest Political Science Association Annual Conference (Chicago, Illinois) April 2006

Presenter, UK Department for International Development Homelessness Conference (Delhi, India) January 2006

Presenter, Regional Science Association International Annual Conference (Bangalore, India) January 2006

### **LANGUAGE SKILLS**

English, native;

Spanish, professionally fluent written and spoken;

French, basic proficiency.

## Budget Narrative File(s)

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\* **Mandatory Budget Narrative Filename:**

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### Year 1

The ratio between requested and matching funds in Year 1 is 42.89% to 57.11%.

#### Senior Personnel

Department of Education funds are not requested to fund senior personnel. The following individuals are match only by the Fox School of Business and Management (FSBM). These in-kind salaries are associated with a fringe benefit rate of 26.85%.

1) Dr. Kevin Fandl, the Principal Investigator will direct the mission of Temple CIBE and will contribute 20% effort to the program. 2) Dr. Ram Mudambi serves as the Principle Researcher and oversees research initiatives. He contributes 10% effort. 3) Dr. Arvind Parkhe serves as Research Director for Temple CIBE, contributing 5% effort. 4) Christine Kiely contributes to the development of the CIBE mission and interfaces with the Board of Advisors. Ms. Kiely will contribute 5% effort to the program. 5) Phyllis Tutora will supervise the day-to-day operations of the Temple CIBE and plan CIBE activities with partners. Ms. Tutora will contribute 20% effort to Temple CIBE. 6) Jeffrey Conradi will manage day to day CIBE activities and will contribute 80% effort. 7) Lauren Letko is responsible for the implementation of planned activities and financial oversight. She will contribute 40% effort. 8) Julian White serves as the advisor for undergraduate study abroad; he contributes 5% effort to Temple CIBE.

#### Other Personnel (Program Specific)

Chris Miano, will support classroom technology and virtual projects at 5% effort and is matched by the Fox School. Also includes a 26.85% fringe benefit rate.

IB faculty will develop a new regionalized course on international business in the Middle East and Africa. A course release will be paid in year one as matching funds by the Fox School. Fringe benefits are calculated at 26.85% (1.1).

Two Graduate Research Assistants (GRA) for the fall and spring semesters at \$17,500 each are matched by the school during the life of the program. Fringe benefits calculated at 12.47% (4.5).

One Graduate Research Assistant for six months (\$4,000 plus 12.47% fringe benefits) to support the Center for International Business, Compliance and Policy (3.5).

Two summer stipends are requested for Graduate Research Assistants at \$4,500 each with an 7.83% fringe benefit rate to support the Knowledge Map Project (3.1).

#### Faculty Stipends

Fox Faculty will receive a \$5,000 stipend for facilitating a Faculty Development in International Business (FDIB) program (3.6). Two programs will run each year and are designed to integrate global business concepts into the classroom and research (3.6).

To support the Short Term Global Immersion Program for undergraduate students, faculty stipends at \$5,700 (plus 8.2% fringe benefits) for up to four programs is budgeted. CIBE support

will gradually be reduced throughout the four-year cycle and matching for the stipends will increase (4.1).

**Total (Personnel and Fringe):** Request \$45,800; Match \$226,081; Year 1: \$271,881

### **Travel**

- CIBE Directors and Associate Directors Meetings. Request funding to support travel (including lodging and per diem) to annual meeting at \$1,000.
- 1.2: Postgraduate Global Certificate Program in IB. Funding requested to support attendance of one MSI or CC participant at \$1,000.
- 1.3: Export Consulting Capstone. Support is requested for one project per year to support lodging and per diem for one faculty and four student participants. Total of \$1,500.
- 1.6: International Faculty Exchange. Temple CIBE requests \$2,000 to cover travel expenses for one faculty member year one.
- 2.2: Language and Linguistics Seminar. Support is requested to support travel expenses for three MSI or CC faculty members to attend seminar. Total funding requested is \$900.
- 2.7: Critical Language Foreign Internship. Temple CIBE requests \$2,000 to cover airfare for two students participating in an internship abroad.
- 3.5: Center for International Business, Compliance, and Policy (CIBCAP). Funding requested to support one faculty member to annual conference. \$3,000 requested for airfare, lodging, and per diem.
- 3.6: Faculty Development in International Business. (two, 10-day programs each year) Requested \$16,000 each year for airfare, lodging, per diem, in country transportation, for one faculty and one staff member (\$8,000 per program). In order to make these programs more accessible to MSI and CC faculty, Temple CIBE requests \$14,000 to supplement participant program fee (\$7,000 per program).
- 3.9: Global Studies Program. Funding requested to support one student to attend workshop or conference on global studies. \$2,000 in CIBE funds will cover airfare and lodging.
- 4.1: Short Term Global Immersion (four, 10-day programs each year) \$20,000 each year for airfare, lodging, per diem, in country transportation, for one faculty and one staff member. In order to make these programs more accessible to lower-income students, Temple CIBE requests \$12,000 to supplement student program fee.
- 4.2: Support for IB Internships. Temple CIBE requests \$2,000 to cover lodging and airfare for two students participating in an internship in international business.
- 4.3: Graduate Overseas Live-consulting Projects. (two projects, one faculty and five students per project). \$10,000 is requested to cover airfare for five students each year. \$2,000 is requested to cover faculty airfare (\$1,000 each project).
- 4.4: Undergraduate and Graduate IB Case Competition. (one competition, one faculty and four students) \$4,000 is requested to cover airfare and lodging for four students attending case competition. \$1,000 is request to cover airfare for faculty overseeing students.
- 5.5: District Export Council. Temple CIBE is requesting \$900 for participants to attend the annual Leadership Conference. Requested funds will cover ground transportation, lodging, and per diem.
- 6.5: Veteran activities in IB. \$800 each year is requested for transportation, lodging, and per diem for one veteran student to attend conference on international business topics.

- 6.8: MSI International Business Workshops. \$3,000 is requested each year to cover airfare, lodging, per diem and transportation for three MSI participants to attend IB Pedagogy Workshop or international case competition.

**Total (Travel):** Request \$98,600; Match \$8,500; Year 1 \$107,100

### **Supplies and Materials**

Temple CIBE requests funding for miscellaneous supplies, marketing collateral and print materials to support conferences, workshops, competitions and other events outlined in the budget. Specifically, funding is requested for:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$200 for two half-day workshops hosted at the FSBM.
- 1.5: Workshop on Design Thinking. \$100 for one workshop hosted at the FSBM.
- 2.1: Podcast Series on IB and Culture. \$100 for necessary supplies to develop and record podcast series at Temple University studio.
- 2.5: RoadMap Technology. \$3000 in year one for materials to implement RoadMap analytic application.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$100 in supplies for annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$100 for annual regional conference supplies.
- 3.6: Faculty Development in International Business. \$300 for supplies and materials for two FDIB programs run by Temple CIBE annually.
- 3.7: CIBE Country Studies. \$1000 for development of book series based on FDIBs.
- 5.1: IB and Cybersecurity. \$100 for supplies to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$100 for supplies to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$100 in supplies and materials to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.8: Collaborative Programming with World Affairs Council. \$100 in supplies to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.

**Total (Supplies and Materials):** Request \$5,300; Match \$4,200; Year 1 \$9,500

### **Other Direct Costs**

#### **A. Registration Fees – Program Participation with Other CIBE and Consortium Agreements**

- 3.9: Global Studies Program. Requesting \$1,000 to support registration fees for two students to attend conferences and/or workshops focusing on global studies (\$500 per student)
- 4.4: Undergraduate and Graduate IB Case Competition. \$500 is requested to support registration fee for students participating in case competition

- 6.1: Academy of IB Regional Conference. Support is requested for conference registration for the annual AIB conference. Total requested funding is \$900
- 6.4: World Trade Center. No CIBE support requested, but \$1,000 in matching funds will be used to support MSI and CC participation
- 6.5: Veteran activities in IB. Support is requested for conference and workshop registration fees for two veteran students. \$1000 is requested annually (\$500 per student).
- 6.8: MSI International Business Workshop. Requesting \$900 for registration fees for three MSI students to participate in IB workshop annually.

**Total (Registration Fees):** Request \$4,300; Match \$3,000; Year 1 \$7,300

### **B. Conference and Workshop Services and Support**

Temple CIBE is requesting funding to support partnerships/collaboration in developing and delivering program activities externally and to support new program implementation and delivery internally. Requested funding for the facility or meeting space and food for workshops and peer learning. Temple CIBE will do all it can to fund meeting and training space at no cost and to minimize food costs or use matching funds where possible. Funding is requested for the following programs and activities:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$800 for two half-day workshops hosted at the FSBM. Matching funds from the FSBM to cover catering expenses.
- 1.5: Workshop on Design Thinking. \$600 to host one workshop at the FSBM.
- 2.2: Language and Applied Linguistics Seminar. \$2,000 to support seminar series on language learning for global business and GSOLT annual conference.
- 2.6: Fox Leadership Development Program. \$1,500 to support IB focused speaker series and events hosted at the FSBM.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$5,000 to support annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$2,000 to host annual regional conference.
- 5.1: IB and Cybersecurity. \$500 to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$500 to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$1,000 to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.4: Managing Export Risk. \$1,000 to support Export Lab program and host series of six half-day workshops.
- 5.5: District Export Council. \$500 to host three half-day workshops at the FSBM.
- 5.6: Collaborative Programming with the World Trade Center. \$10,000 to collaborate with WTCGP and expand on collaborative events related to regional exports and improving U.S. trade competitiveness.
- 5.7: Partner with Global Philadelphia Association. \$5,000 to collaborate with GP and expand on collaborative events related to the World Heritage City Project on expanding service exports and regional awareness of global trade.

- 5.8: Collaborative Programming with World Affairs Council. \$5,000 to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.
- 6.2: Intra-Temple Global Conference. \$2,000 to support annual conference on international issues.
- 6.3: International Educators' Academy. \$2,000 to support training academy for Temple faculty and administrations to promote international education.
- 6.5: Veteran Activities: \$500 to support veteran career fairs hosted by Temple University.
- 6.8: MSI Consortium. \$5,500 to support MSI Consortium and host faculty workshops outlined in narrative.
- Business Language Research and Teaching Conference Sponsorship \$500.
- CIBERweb Sponsorship \$500.

**Total (Conference Services and Support):** Request \$48,400; Match \$22,900; Year 1 \$71,300

### **C. Research and Development**

To support Temple University faculty and PhD students, CIBE funding is requested to support the following activities:

- 2.4: Effect of Language on Decision Making. Requesting \$5,000 in funding for research project.
- 3.3: Global Innovation and Export Competitiveness in Agriculture. Requesting \$5,000 in funding for research project.
- 3.4: CIBE Faculty and Doctoral Student Research and Development Grants. Request funding of \$35,000 for research projects in year 1. Research grants will be reviewed and approved by Research Director and Primary Researcher to ensure projects meet mandates of grant. A total of 7 grants of \$5,000 will be awarded each year.
- 6.7: Internationalization Grants. \$8,000 is requested to support new category in internationalization grants managed by the International Affairs office. Two grants of \$4,000 will be awarded each year for research projects focusing on international business.

**Total (R&D):** Request \$53,000; Match \$25,000; Total Year 1 \$78,000

### **D. Consultants and Evaluator**

Funding is requested to support speakers and guest lecturers. All speakers are calculated at \$500/speaker. We are requesting support for the following activities:

- 1.1: Specialized Regional Course. Two guest lectures, \$1000 total requested funding.
- 4.6: Pre-departure training for Global Immersions. Two speakers at pre-departure training for students participating in global immersion, \$1,000 total requested funding.
- 4.7: Internationalization of Online, Part-time MBA and Specialized Masters. One speaker to attend class or event focused on internationalizing Fox graduate students. \$500 funding requested.
- 6.5: Veteran Activities. \$500 for one speaker to attend workshop focused on veteran students.

**Total (Consultants and Evaluator):** Request \$3,000; Match \$5,500; Total Year 1 \$8,500

**Indirect Costs**

Indirect cost rate of 8% is applied to all direct costs.

**Total (Indirect Costs):** Request \$20,974; Match \$27,931; Total Year 1 \$ 48,905

**Total Year 1**

Request \$283,145; Match \$377,070; Total \$660,216

**Year 2**

The ratio between requested and matching funds in Year 2 is 40.50% to 59.62%.

**Senior Personnel**

Department of Education funds are not requested to fund senior personnel. The following individuals are match only by the Fox School of Business and Management (FSBM). These in-kind salaries are associated with a fringe benefit rate of 26.85%.

1) Dr. Kevin Fandl, the Principal Investigator will direct the mission of Temple CIBE and will contribute 20% effort to the program; 2) Dr. Ram Mudambi serves as the Principal Researcher and oversees research initiatives. He contributes 10% effort; 3) Dr. Arvind Parkhe serves as Research Director for Temple CIBE, contributing 5% effort; 4) Christine Kiely contributes to the development of the CIBE mission and interfaces with the Board of Advisors. Ms. Kiely will contribute 5% effort to the program; 5) Phyllis Tutora will supervise the day-to-day operations of the Temple CIBE and plan CIBE activities with partners. Ms. Tutora will contribute 20% effort to Temple CIBE; 6) Jeffrey Conradi will manage day to day CIBE activities and will contribute 80% effort; 7) Lauren Letko is responsible for the implementation of planned activities and financial oversight. She will contribute 40% effort; and 8) Julian White serves as the advisor for undergraduate study abroad; he contributes 5% effort to Temple CIBE.

**Other Personnel (Program Specific)**

Chris Miano, will support classroom technology and virtual projects at 5% effort and is matched by the Fox School. Also includes a 26.85% fringe benefit rate.

Temple CIBE will support the Department of Spanish and Portuguese in developing new courses on languages for business use. One course release will be paid beginning in year two between CIBE and matching funds by the Fox School.(\$3,000 CIBE and \$3,500 Match) Fringe benefits are calculated at 26.85% (1.1).

Two Graduate Research Assistants (GRA) for the fall and spring semesters at \$17,500 each are matched by the school during the life of the program. Fringe benefits calculated at 12.47% (4.5).

One Graduate Research Assistant for 6 months (\$4,000 plus 12.47% fringe benefits) to support the Center for International Business, Compliance and Policy (3.5).

Two summer stipends are requested for Graduate Research Assistants at \$4,500 each with an 7.83% fringe benefit rate to support the Knowledge Map Project (3.1).

**Faculty Stipends**

Fox Faculty will receive a \$5,000 stipend for facilitating a Faculty Development in International Business (FDIB) program (3.6). Two programs will run each year and are designed to integrate global business concepts into the classroom and research.

To support the Short Term Global Immersion Program for undergraduate students, faculty stipends at \$5,700 (plus 7.83% fringe benefits) for up to four programs is budgeted. CIBE support will gradually be reduced throughout the four-year cycle and matching for the stipends will increase.

**Total (Personnel and Fringe):** Request \$47,231; Match \$293,616; Year 2 \$340,847

**Travel**

- CIBE Directors and Associate Directors Meetings. Request funding to support travel (including lodging and per diem) to annual meeting at \$1,000.
- 1.2: Postgraduate Global Certificate Program in IB. Funding requested to support attendance of one MSI or CC participant at \$1,000
- 1.3: Export Consulting Capstone. Support is requested for one project per year to support lodging and per diem for one faculty and four student participants. Total of \$1,500.
- 1.6: International Faculty Exchange. Temple CIBE requests \$4,000 to cover travel expenses for one faculty member each year to share their expertise about U.S. business practices internationally with Fox School graduate students
- 2.2: Language and Linguistics Seminar. Support is requested to support travel expenses for three MSI or CC faculty members to attend seminar. Total funding requested is \$900
- 2.7: Critical Language Foreign Internship. Temple CIBE requests \$2,000 to cover airfare for two students participating in an internship abroad.
- 3.5: Center for International Business, Compliance, and Policy (CIBCAP). Funding requested to support one faculty member of the Legal Studies Department to annual conference. \$3,000 requested for airfare, lodging, and per diem.
- 3.6: Faculty Development in International Business. (two, 10-day programs each year) Requested \$16,000 each year for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member (\$8,000 per program). In order to make these programs more accessible to MSI and CC faculty, Temple CIBE requests \$14,000 to supplement participant program fee (\$7,000 per program).
- 3.9: Global Studies Program. Funding requested to support one student to attend workshop or conference on global studies. \$2,000 in CIBE funds will cover airfare and lodging.
- 4.1: Short Term Global Immersion (four, 10-day programs each year) \$16,000 year two for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member. In order to make these programs more accessible to lower-income students, Temple CIBE requests \$9,000 to supplement student program fee.
- 4.2: Support for IB Internships. Temple CIBE requests \$2,000 to cover lodging and airfare for two students participating in an internship in international business.
- 4.3: Graduate Overseas Live-consulting Projects. (two projects, one faculty and five students per project). \$10,000 is requested to cover airfare for five students each year. \$2,000 is requested to cover faculty airfare (\$1,000 each project).
- 4.4: Undergraduate and Graduate IB Case Competition. (two competitions, one faculty and four students each program) \$8,000 is requested to cover airfare and lodging for four students attending case competition. \$2,000 is request to cover airfare for faculty overseeing students.
- 5.5: District Export Council. Temple CIBE is requesting \$900 for participants to attend the annual Leadership Conference. Requested funds will cover ground transportation, lodging, and per diem.

- 6.5: Veteran activities in IB. \$800 each year is requested for transportation, lodging, and per diem for one veteran student to attend conference on international business topics.
- 6.8: MSI International Business Workshops. \$3,000 is requested each year to cover airfare, lodging, per diem and transportation for three MSI participants to attend IB Pedagogy Workshop or international case competition.
- \$500 to support travel to the Business Language Research and Teaching conference.

**Total (Travel):** Request \$99,100; Match \$14,000; Year 2 \$112,300

### **Supplies and Materials**

Temple CIBE requests funding for miscellaneous supplies, marketing collateral and print materials to support conferences, workshops, competitions and other events outlined in the budget. Specifically, funding is requested for:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$200 for two half-day workshops hosted at the FSBM.
- 1.5: Workshop on Design Thinking. \$100 for one workshop hosted at the FSBM.
- 2.1: Podcast Series on IB and Culture. \$100 for necessary supplies to develop and record podcast series at Temple University studio.
- 2.5: RoadMap Technology. \$2,000 in year one for materials to implement RoadMap analytic application.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$100 in supplies for annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$100 for annual regional conference supplies.
- 3.6: Faculty Development in International Business. \$300 for supplies and materials for two FDIB programs run by Temple CIBE annually.
- 3.7: CIBE Country Studies. \$1000 for development of book series based on FDIBs.
- 5.1: IB and Cybersecurity. \$100 for supplies to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$100 for supplies to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$100 in supplies and materials to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.8: Collaborative Programming with World Affairs Council. \$100 in supplies to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.

**Total (Supplies and Materials):** Request \$4,300; Match \$4,200; Year 2 \$8,500

### **Other Direct Costs**

#### **A. Registration Fees -- Program Participation with Other CIBE and Consortium Agreements**

- 3.9: Global Studies Program. Requesting \$1,000 to support registration fees for two students to attend conferences and/or workshops focusing on global studies (\$500 per student)

- 4.4: Undergraduate and Graduate IB Case Competition. \$1,000 is requested to support registration fee for students participating in case competition.
- 6.1: Academy of IB Regional Conference. Support is requested for conference registration to the annual AIB conference. Total requested funding is \$900.
- 6.4: World Trade Center. No CIBE support requested, but \$1,000 in matching funds will be used to support MSI and CC participation.
- 6.5: Veteran activities in IB. Support is requested for conference and workshop registration fees for two veteran students. \$1000 is requested annually (\$500 per student).
- 6.8: MSI International Business Workshop. Requesting \$900 for registration fees for three MSI students to participate in IB workshop annually.

**Total (Registration Fees):** Request \$4,800; Match \$3,900; Year 2 \$8,700

### **B. Conference and Workshop Services and Support**

Temple CIBE is requesting funding to support partnerships/collaboration in developing and delivering program activities externally and to support new program implementation and delivery internally. Requested funding for the facility or meeting space and food for workshops and peer learning. Temple CIBE will do all it can to fund meeting and training space at no cost and to minimize food costs or use matching funds where possible. Funding is requested for the following programs and activities:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$800 for two half-day workshops hosted at the FSBM. Matching funds from the FSBM to cover catering expenses.
- 1.5: Workshop on Design Thinking. \$600 to host one workshop at the FSBM.
- 2.2: Language and Applied Linguistics Seminar. \$2,000 to support seminar series on language learning for global business and GSOLT annual conference.
- 2.6: Fox Leadership Development Program. \$1,500 to support IB focused speaker series and events hosted at the FSBM.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$5,000 to support annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$2,000 to host annual regional conference.
- 5.1: IB and Cybersecurity. \$500 to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$500 to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$1,000 to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.4: Managing Export Risk. \$1,000 to support Export Lab program and host series of six half-day workshops.
- 5.5: District Export Council. \$500 to host three half-day workshops at the FSBM.
- 5.6: Collaborative Programming with the World Trade Center. \$10,000 to collaborate with WTCGP and expand on collaborative events related to regional exports and improving U.S. trade competitiveness.

- 5.7: Partner with Global Philadelphia Association. \$10,000 to collaborate with GP and expand on collaborative events related to the World Heritage City Project on expanding service exports and regional awareness of global trade.
- 5.8: Collaborative Programming with World Affairs Council. \$5,000 to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.
- 6.2: Intra-Temple Global Conference. \$2,000 to support annual conference on international issues.
- 6.3: International Educators' Academy. \$2,000 to support training academy for Temple faculty and administrations to promote international education.
- 6.5: Veteran Activities: \$500 to support veteran career fairs hosted by Temple University
- 6.8: MSI Consortium. \$5,500 to support MSI Consortium and host faculty workshops outlined in narrative.
- Business Language Research and Teaching Conference Sponsorship \$500.
- CIBERweb Sponsorship \$500.

**Total (Conference Services and Support):** Request \$52,900; Match \$42,900; Year 2 \$95,800

### **C. Research and Development**

To support Temple University faculty and PhD students, CIBE funding is requested to support the following activities:

- 2.4: Effect of Language on Decision Making. Requesting \$5,000 in funding for research project.
- 3.3: Global Innovation and Export Competitiveness in Agriculture. Requesting \$5,000 in funding for research project.
- 3.4: CIBE Faculty and Doctoral Student Research and Development Grants. Request funding of \$35,000 for research projects in year 1. Research grants will be reviewed and approved by Research Director and Primary Researcher to ensure projects meet mandates of grant. A total of 7 grants of \$5,000 will be awarded each year.
- 6.7: Internationalization Grants. \$8,000 is requested to support new category in internationalization grants managed by the International Affairs office. Two grants of \$4,000 will be awarded each year for research projects focusing on international business.

**Total (R&D):** Request \$53,000; Match \$25,000; Year 2 \$78,000

### **D. Consultants and Evaluator**

Funding is requested to support speakers and guest lecturers. All speakers are calculated at \$500/speaker. We are requesting support for the following activities:

- 1.1: Specialized Regional Course. Two guest lectures, \$1000 total requested funding.
- 4.6: Pre-departure training for Global Immersions. Two speakers at pre-departure training for students participating in global immersion, \$1,000 total requested funding.
- 4.7: Internationalization of Online, Part-time MBA and Specialized Masters. One speaker to attend class or event focused on internationalizing Fox graduate students. \$500 funding requested.

- 6.5: Veteran Activities. \$500 for one speaker to attend workshop focused on veteran students.

**Total (Consultants and Evaluator):** Request \$3,000; Match \$5,500; Year 2 \$8,500

**Indirect Costs**

Indirect cost rate of 8% is applied to all direct costs.

**Total (Indirect Costs):** Request \$21,146; Match \$31,129; Year 2 \$52,212

**Total Year 2**

Request \$285,477; Match \$420,245 Total \$704,859

**Year 3**

The ratio between requested and matching funds in Year 3 is 38.85% to 61.26%.

**Senior Personnel**

Department of Education funds are not requested to fund senior personnel. The following individuals are match only by the Fox School of Business and Management (FSBM). These in-kind salaries are associated with a fringe benefit rate of 26.85%.

1) Dr. Kevin Fandl, the Principal Investigator will direct the mission of Temple CIBE and will contribute 20% effort to the program; 2) Dr. Ram Mudambi serves as the Principal Researcher and oversees research initiatives. He contributes 10% effort; 3) Dr. Arvind Parkhe serves as Research Director for Temple CIBE, contributing 5% effort; 4) Christine Kiely contributes to the development of the CIBE mission and interfaces with the Board of Advisors. Ms. Kiely will contribute 5% effort to the program; 5) Phyllis Tutora will supervise the day-to-day operations of the Temple CIBE and plan CIBE activities with partners. Ms. Tutora will contribute 20% effort to Temple CIBE; 6) Jeffrey Conradi will manage day to day CIBE activities and will contribute 80% effort; 7) Lauren Letko is responsible for the implementation of planned activities and financial oversight. She will contribute 40% effort; and 8) Julian White serves as the advisor for undergraduate study abroad; he contributes 5% effort to Temple CIBE.

**Other Personnel (Program Specific)**

Chris Miano, will support classroom technology and virtual projects at 5% effort and is matched by the Fox School. Also includes a 26.85% fringe benefit rate.

Temple CIBE will support the Department of Spanish and Portuguese in developing new courses on languages for business use. One course release will be paid beginning in year two between CIBE and matching funds by the Fox School. (\$3,000 CIBE and \$3,500 Match) Fringe benefits are calculated at 26.85% (1.1).

Two Graduate Research Assistants (GRA) for the fall and spring semesters at \$17,500 each are matched by the school during the life of the program. Fringe benefits calculated at 12.47% (4.5).

One Graduate Research Assistant for 6 months (\$4,000 plus 12.47% fringe benefits) to support the Center for International Business, Compliance and Policy (3.5).

Two summer stipends are requested for Graduate Research Assistants at \$4,500 each with an 7.83% fringe benefit rate to support the Knowledge Map Project (3.1).

**Faculty Stipends**

Fox Faculty will receive a \$5,000 stipend for facilitating a Faculty Development in International Business (FDIB) program (3.6). Two programs will run each year and are designed to integrate global business concepts into the classroom and research.

To support the Short Term Global Immersion Program for undergraduate students, faculty stipends at \$5,700 (plus 7.83% fringe benefits) for up to four programs is budgeted. CIBE support will gradually be reduced throughout the four-year cycle and matching for the stipends will increase.

**Total (Personnel and Fringe):** Request \$41,085; Match \$308,664; Year 3 \$349,748

### Travel

- CIBE Directors and Associate Directors Meetings. Request funding to support travel (including lodging and per diem) to annual meeting at \$1,000.
- 1.2: Postgraduate Global Certificate Program in IB. Funding requested to support attendance of one MSI or CC participant at \$1,000.
- 1.3: Export Consulting Capstone. Support is requested for one project per year to support lodging and per diem for one faculty and four student participants. Total of \$1,500.
- 1.6: International Faculty Exchange. Temple CIBE requests \$6,000 to cover travel expenses for three faculty members year three to share their expertise about U.S. business practices internationally with Fox School graduate students.
- 2.2: Language and Linguistics Seminar. Support is requested to support travel expenses for three MSI or CC faculty members to attend seminar. Total funding requested is \$900.
- 2.7: Critical Language Foreign Internship. Temple CIBE requests \$2,000 to cover airfare for two students participating in an internship abroad.
- 3.5: Center for International Business, Compliance, and Policy (CIBCAP). Funding requested to support one faculty member to annual conference. \$3,000 requested for airfare, lodging, and per diem.
- 3.6: Faculty Development in International Business. (two, 10-day programs each year) Requested \$16,000 each year for airfare, lodging, *per diem*, in country transportation, for 1 faculty and 1 staff member (\$8,000 per program). In order to make these programs more accessible to MSI and CC faculty, Temple CIBE requests \$14,000 to supplement participant program fee (\$7,000 per program).
- 3.9: Global Studies Program. Funding requested to support one student to attend workshop or conference on global studies. \$2,000 in CIBE funds will cover airfare and lodging.
- 4.1: Short Term Global Immersion (four, 10-day programs each year) \$12,000 each year for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member. In order to make these programs more accessible to lower-income students, Temple CIBE requests \$6,000 to supplement student program fee.
- 4.2: Support for IB Internships. Temple CIBE requests \$2,000 to cover lodging and airfare for two students participating in an internship in international business.
- 4.3: Graduate Overseas Live-consulting Projects. (two projects, one faculty and five students per project). \$10,000 is requested to cover airfare for five students each year. \$2,000 is requested to cover faculty airfare (\$1,000 each project).
- 4.4: Undergraduate and Graduate IB Case Competition. (two competitions, one faculty and four students each program) \$8,000 is requested to cover airfare and lodging for four students attending case competition. \$2,000 is request to cover airfare for faculty overseeing students.
- 5.5: District Export Council. Temple CIBE is requesting \$900 for participants to attend the annual Leadership Conference. Requested funds will cover ground transportation, lodging, and per diem.

- 6.5: Veteran activities in IB. \$800 each year is requested for transportation, lodging, and per diem for one veteran student to attend conference on international business topics.
- 6.8: MSI International Business Workshops. \$3,000 is requested each year to cover airfare, lodging, per diem and transportation for three MSI participants to attend IB Pedagogy Workshop or international case competition.

**Total (Travel):** Request \$93,600; Match \$13,500; Year 3 \$106,300

### **Supplies and Materials**

Temple CIBE requests funding for miscellaneous supplies, marketing collateral and print materials to support conferences, workshops, competitions and other events outlined in the budget. Specifically, funding is requested for:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$200 for two half-day workshops hosted at the FSBM.
- 1.5: Workshop on Design Thinking. \$100 for one workshop hosted at the FSBM.
- 2.1: Podcast Series on IB and Culture. \$100 for necessary supplies to develop and record podcast series at Temple University studio.
- 2.5: RoadMap Technology. \$2,000 in year one for materials to implement RoadMap analytic application.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$100 in supplies for annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$100 for annual regional conference supplies.
- 3.6: Faculty Development in International Business. \$300 for supplies and materials for two FDIB programs run by Temple CIBE annually.
- 3.7: CIBE Country Studies. \$1000 for development of book series based on FDIBs.
- 4.5: Online Spanish for Business. \$7,500 Instructional Design Fee for course migration.
- 5.1: IB and Cybersecurity. \$100 for supplies to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$100 for supplies to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$100 in supplies and materials to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.8: Collaborative Programming with World Affairs Council. \$100 in supplies to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.

**Total (Supplies and Materials):** Request \$11,800; Match \$11,700; Year 3 \$23,500

### **Other Direct Costs**

#### **A. Registration Fees -- Program Participation with Other CIBE and Consortium Agreements**

- 3.9: Global Studies Program. Requesting \$1,000 to support registration fees for two students to attend conferences and/or workshops focusing on global studies (\$500 per student).

- 4.4: Undergraduate and Graduate IB Case Competition. \$1,000 is requested to support registration fee for students participating in case competitions.
- 6.1: Academy of IB Regional Conference. Support is requested for conference registration to the annual AIB conference. Total requested funding is \$900.
- 6.4: World Trade Center. No CIBE support requested, but \$1,000 in matching funds will be used to support MSI and CC participation.
- 6.5: Veteran activities in IB. Support is requested for conference and workshop registration fees for two veteran students. \$1000 is requested annually (\$500 per student).
- 6.8: MSI International Business Workshop. Requesting \$900 for registration fees for three MSI students to participate in IB workshop annually.

**Total (Registration Fees):** Request \$4,800; Match \$3,900; Year 3 \$8,700

### **B. Conference and Workshop Services and Support**

Temple CIBE is requesting funding to support partnerships/collaboration in developing and delivering program activities externally and to support new program implementation and delivery internally. Requested funding for the facility or meeting space and food for workshops and peer learning. Temple CIBE will do all it can to fund meeting and training space at no cost and to minimize food costs or use matching funds where possible. Funding is requested for the following programs and activities:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$800 for two half-day workshops hosted at the FSBM. Matching funds from the FSBM to cover catering expenses.
- 1.5: Workshop on Design Thinking. \$600 to host one workshop at the FSBM.
- 2.2: Language and Applied Linguistics Seminar. \$2,000 to support seminar series on language learning for global business and GSOLT annual conference.
- 2.6: Fox Leadership Development Program. \$1,500 to support IB focused speaker series and events hosted at the FSBM.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$5,000 to support annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$2,000 to host annual regional conference.
- 5.1: IB and Cybersecurity. \$500 to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$500 to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$1,000 to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.4: Managing Export Risk. \$1,000 to support Export Lab program and host series of six half-day workshops.
- 5.5: District Export Council. \$500 to host three half-day workshops at the FSBM.
- 5.6: Collaborative Programming with the World Trade Center. \$10,000 to collaborate with WTCGP and expand on collaborative events related to regional exports and improving U.S. trade competitiveness.

- 5.7: Partner with Global Philadelphia Association. \$5,000 to collaborate with GP and expand on collaborative events related to the World Heritage City Project on expanding service exports and regional awareness of global trade.
- 5.8: Collaborative Programming with World Affairs Council. \$5,000 to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.
- 6.2: Intra-Temple Global Conference. \$2,000 to support annual conference on international issues.
- 6.3: International Educators' Academy. \$2,000 to support training academy for Temple faculty and administrations to promote international education.
- 6.5: Veteran Activities: \$500 to support veteran career fairs hosted by Temple University.
- 6.8: MSI Consortium. \$5,500 to support MSI Consortium and host faculty workshops outlined in narrative.
- Business Language Research and Teaching Conference Sponsorship \$500.
- CIBERweb Sponsorship \$500.

**Total (Conference Services and Support):** Request \$53,400; Match \$42,900; Year 3 \$96,300

### **C. Research and Development**

To support Temple University faculty and PhD students, CIBE funding is requested to support the following activities:

- 2.4: Effect of Language on Decision Making. Requesting \$5,000 in funding for research project.
- 3.3: Global Innovation and Export Competitiveness in Agriculture. Requesting \$9,000 in funding for research project.
- 3.4: CIBE Faculty and Doctoral Student Research and Development Grants. Request funding of \$35,000 for research projects in year 1. Research grants will be reviewed and approved by Research Director and Primary Researcher to ensure projects meet mandates of grant. A total of 7 grants of \$5,000 will be awarded each year.
- 6.7: Internationalization Grants. \$8,000 is requested to support new category in internationalization grants managed by the International Affairs office. Two grants of \$4,000 will be awarded each year for research projects focusing on international business.

**Total (R&D):** Request \$57,000; Match \$25,000; Year 3 \$82,000

### **D. Consultants and Evaluator**

Funding is requested to support speakers and guest lecturers. All speakers are calculated at \$500/speaker. We are requesting support for the following activities:

- 1.1: Specialized Regional Course. Two guest lectures, \$1000 total requested funding.
- 4.6: Pre-departure training for Global Immersions. Two speakers at pre-departure training for students participating in global immersion, \$1,000 total requested funding.
- 4.7: Internationalization of Online, Part-time MBA and Specialized Masters. One speaker to attend class or event focused on internationalizing Fox graduate students. \$500 funding requested.
- 6.5: Veteran Activities. \$500 for one speaker to attend workshop focused on veteran students

**Total (Consultants and Evaluator):** Request \$3,000; Match \$5,500; Year 3 \$8,500

**Indirect Costs**

Indirect cost rate of 8% is applied to all direct costs.

**Total (Indirect Costs):** Request \$21,175; Match \$32,893; Year 3 \$54,068

**Total Year 3**

Request \$285,859; Match \$444,057; Total \$729,116

**Year 4**

The ratio between requested and matching funds in Year 4 is 39.29% to 60.83%.

**Senior Personnel**

Department of Education funds are not requested to fund senior personnel. The following individuals are match only by the Fox School of Business and Management (FSBM). These in-kind salaries are associated with a fringe benefit rate of 26.85%.

1) Dr. Kevin Fandl, the Principal Investigator will direct the mission of Temple CIBE and will contribute 20% effort to the program. 2) Dr. Ram Mudambi serves as the Principal Researcher and oversees research initiatives. He contributes 10% effort. 3) Dr. Arvind Parkhe serves as Research Director for Temple CIBE, contributing 5% effort. 4) Christine Kiely contributes to the development of the CIBE mission and interfaces with the Board of Advisors. Ms. Kiely will contribute 5% effort to the program. 5) Phyllis Tutora will supervise the day-to-day operations of the Temple CIBE and plan CIBE activities with partners. Ms. Tutora will contribute 20% effort to Temple CIBE. 6) Jeffrey Conradi will manage day to day CIBE activities and will contribute 80% effort. 7) Lauren Letko is responsible for the implementation of planned activities and financial oversight. She will contribute 40% effort and 8) Julian White serves as the advisor for undergraduate study abroad; he contributes 5% effort to Temple CIBE.

**Other Personnel (Program Specific)**

Chris Miano, will support classroom technology and virtual projects at 5% effort and is matched by the Fox School. Also includes a 26.85% fringe benefit rate.

Temple CIBE will support the Department of Spanish and Portuguese in developing new courses on languages for business use. One course release will be paid beginning in year two between CIBE and matching funds by the Fox School. (\$3,000 CIBE and \$3,500 Match) Fringe benefits are calculated at 26.85% (1.1).

Two Graduate Research Assistants (GRA) for the fall and spring semesters at \$17,500 each are matched by the school during the life of the program. Fringe benefits calculated at 12.47% (4.5).

One Graduate Research Assistant for 6 months (\$4,000 plus 12.47% fringe benefits) to support the Center for International Business, Compliance and Policy (3.5).

Two summer stipends are requested for Graduate Research Assistants at \$4,500 each with an 7.83% fringe benefit rate to support the Knowledge Map Project (3.1).

**Faculty Stipends**

Fox Faculty will receive a \$5,000 stipend for facilitating a Faculty Development in International Business (FDIB) program (3.6). Two programs will run each year and are designed to integrate global business concepts into the classroom and research.

To support the Short Term Global Immersion Program for undergraduate students, faculty stipends at \$5,700 (plus 7.83% fringe benefits) for up to four programs is budgeted. CIBE support will gradually be reduced throughout the four-year cycle and matching for the stipends will increase.

**Total (Personnel and Fringe):** Request \$41,085; Match \$315,833; Year 4 \$356,918

### **Travel**

- CIBE Directors and Associate Directors Meetings. Request funding to support travel (including lodging and per diem) to annual meeting at \$1,000.
- 1.2: Postgraduate Global Certificate Program in IB. Funding requested to support attendance of one MSI or CC participant at \$1,000.
- 1.3: Export Consulting Capstone. Support is requested for one project per year to support lodging and per diem for one faculty and four student participants. Total of \$1,500.
- 1.6: International Faculty Exchange. Temple CIBE requests \$8,000 to cover travel expenses for four faculty members each year to share their expertise about U.S. business practices internationally with Fox School graduate students.
- 2.2: Language and Linguistics Seminar. Support is requested to support travel expenses for three MSI or CC faculty members to attend seminar. Total funding requested is \$900
- 2.7: Critical Language Foreign Internship. Temple CIBE requests \$2,000 to cover airfare for two students participating in an internship abroad.
- 3.5: Center for International Business, Compliance, and Policy (CIBCAP). Funding requested to support one faculty member of the Legal Studies Department to annual conference. \$3,000 requested for airfare, lodging, and per diem.
- 3.6: Faculty Development in International Business. (two, 10-day programs each year) Requested \$16,000 each year for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member (\$8,000 per program). In order to make these programs more accessible to MSI and CC faculty, Temple CIBE requests \$14,000 to supplement participant program fee (\$7,000 per program).
- 3.9: Global Studies Program. Funding requested to support one student to attend workshop or conference on global students. \$2,000 in CIBE funds will cover airfare and lodging.
- 4.1: Short Term Global Immersion (four, 10-day programs each year) \$8,000 each year for airfare, lodging, per diem, in country transportation, for 1 faculty and 1 staff member. In order to make these programs more accessible to lower-income students, Temple CIBE requests \$3,000 to supplement student program fee.
- 4.2: Support for IB Internships. Temple CIBE requests \$2,000 to cover lodging and airfare for two students participating in an internship in international business.
- 4.3: Graduate Overseas Live-consulting Projects. (two projects, one faculty and five students per project). \$10,000 is requested to cover airfare for five students each year. \$2,000 is requested to cover faculty airfare (\$1,000 each project).
- 4.4: Undergraduate and Graduate IB Case Competition. (two competitions, one faculty and four students) \$8,000 is requested to cover airfare and lodging for four students attending case competition. \$2,000 is request to cover airfare for faculty overseeing students.
- 5.5: Direct Export Council. Temple CIBE is requesting \$900 for participants to attend the annual Leadership Conference. Requested funds will cover ground transportation, lodging, and per diem.

- 6.5: Veteran activities in IB. \$800 each year is requested for transportation, lodging, and per diem for one veteran student to attend conference on international business topics.
- 6.8: MSI International Business Workshops. \$3,000 is requested each year to cover airfare, lodging, per diem and transportation for three MSI participants to attend IB Pedagogy Workshop or international case competition.
- \$500 to support travel to the Business Language Research and Teaching conference.

**Total (Travel):** Request \$89,100; Match \$14,000; Year 4 \$102,300

### **Supplies and Materials**

Temple CIBE requests funding for miscellaneous supplies, marketing collateral and print materials to support conferences, workshops, competitions and other events outlined in the budget. Specifically, funding is requested for:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$200 for two half-day workshops hosted at the FSBM.
- 1.5: Workshop on Design Thinking. \$100 for one workshop hosted at the FSBM.
- 2.1: Podcast Series on IB and Culture. \$100 for necessary supplies to develop and record podcast series at Temple University studio.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$100 in supplies for annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$100 for annual regional conference supplies.
- 3.6: Faculty Development in International Business. \$300 for supplies and materials for two FDIB programs run by Temple CIBE annually.
- 3.7: CIBE Country Studies. \$1000 for development of book series based on FDIBs.
- 4.5: Online Spanish for Business. \$15,000 Instructional Design Fee for course migration
- 5.1: IB and Cybersecurity. \$100 for supplies to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$100 for supplies to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$100 in supplies and materials to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.8: Collaborative Programming with World Affairs Council. \$100 in supplies to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.

**Total (Supplies and Materials):** Request \$17,300; Match \$3,200; Year 4 \$20,500

### **Other Direct Costs**

#### **A. Registration Fees -- Program Participation with Other CIBE and Consortium Agreements**

- 3.9: Global Studies Program. Requesting \$1,000 to support registration fees for two students to attend conferences and/or workshops focusing on global studies (\$500 per student)

- 4.4: Undergraduate and Graduate IB Case Competition. \$1,000 is requested to support registration fee for students participating in two case competitions.
- 6.1: Academy of IB Regional Conference. Support is requested for conference registration to the annual AIB conference. Total requested funding is \$900
- 6.4: World Trade Center. No CIBE support requested, but \$1,000 in matching funds will be used to support MSI and CC participation
- 6.5: Veteran activities in IB. Support is requested for conference and workshop registration fees for two veteran students. \$1000 is requested annually (\$500 per student)
- 6.8: MSI International Business Workshop. Requesting \$900 for registration fees for three MSI students to participate in IB workshop annually

**Total (Registration Fees):** Request \$4,800; Match \$3,900; Year 4 \$8,700

### **B. Conference and Workshop Services and Support**

Temple CIBE is requesting funding to support partnerships/collaboration in developing and delivering program activities externally and to support new program implementation and delivery internally. Requested funding for the facility or meeting space and food for workshops and peer learning. Temple CIBE will do all it can to fund meeting and training space at no cost and to minimize food costs or use matching funds where possible. Funding is requested for the following programs and activities:

- 1.4: Interdisciplinary Workshops on Cybersecurity. \$800 for two half-day workshops hosted at the FSBM. Matching funds from the FSBM to cover catering expenses.
- 1.5: Workshop on Design Thinking. \$600 to host one workshop at the FSBM.
- 2.2: Language and Applied Linguistics Seminar. \$2,000 to support seminar series on language learning for global business and GSOLT annual conference.
- 2.6: Fox Leadership Development Program. \$1,500 to support IB focused speaker series and events hosted at the FSBM.
- 3.2: iBEGIN Conference on Knowledge Maps and GCC. \$5,000 to support annual conference. Location rotates annually.
- 3.5: Center for International Business, Compliance and Policy. \$1,500 to host annual regional conference.
- 5.1: IB and Cybersecurity. \$500 to host workshop on best practices and new technology at the FSBM.
- 5.2: Community Seminar on Export Procedures. \$500 to host a one-day seminar to provide regional business community with tools needed to import and export their products.
- 5.3: Protecting U.S. Intellectual Property. \$1,000 to host symposium on protecting IP as part of STOPfakes.gov Road Show.
- 5.4: Managing Export Risk. \$1,000 to support Export Lab program and host series of six half-day workshops.
- 5.5: District Export Council. \$500 to host three half-day workshops at the FSBM.
- 5.6: Collaborative Programming with the World Trade Center. \$10,000 to collaborate with WTCGP and expand on collaborative events related to regional exports and improving U.S. trade competitiveness.

- 5.7: Partner with Global Philadelphia Association. \$10,000 to collaborate with GP and expand on collaborative events related to the World Heritage City Project on expanding service exports and regional awareness of global trade
- 5.8: Collaborative Programming with World Affairs Council. \$5,000 to host symposium series at the FSBM on IB-focused programs to regional business community, faculty and students.
- 6.2: Intra-Temple Global Conference. \$2,000 to support annual conference on international issues
- 6.3: International Educators' Academy. \$2,000 to support training academy for Temple faculty and administrations to promote international education
- 6.5: Veteran Activities: \$500 to support veteran career fairs hosted by Temple University
- 6.8: MSI Consortium. \$5,500 to support MSI Consortium and host faculty workshops outlined in narrative
- Business Language Research and Teaching Conference Sponsorship \$500
- CIBERweb Sponsorship \$500

**Total (Conference Services and Support):** Request \$52,400; Match \$42,400; Year 4 \$94,800

### **C. Research and Development**

To support Temple University faculty and PhD students, CIBE funding is requested to support the following activities:

- 2.4: Effect of Language on Decision Making. Requesting \$5,000 in funding for research project
- 3.3: Global Innovation and Export Competitiveness in Agriculture. Requesting \$5,000 in funding for research project
- 3.4: CIBE Faculty and Doctoral Student Research and Development Grants. Request funding of \$35,000 for research projects in year 1. Research grants will be reviewed and approved by Research Director and Primary Researcher to ensure projects meet mandates of grant. A total of 7 grants of \$5,000 will be awarded each year.
- 6.7: Internationalization Grants. \$8,000 is requested to support new category in internationalization grants managed by the International Affairs office. Two grants of \$4,000 will be awarded each year for research projects focusing on international business

**Total (R&D):** Request \$57,000; Match \$25,000; Year 4 \$82,000

### **D. Consultants and Evaluator**

Funding is requested to support speakers and guest lecturers. All speakers are calculated at \$500/speaker. We are requesting support for the following activities:

- 1.1: Specialized Regional Course. Two guest lectures, \$1000 total requested funding
- 4.6: Pre-departure training for Global Immersions. Two speakers at pre-departure training for students participating in global immersion, \$1,000 total requested funding
- 4.7: Internationalization of Online, Part-time MBA and Specialized Masters. One speaker to attend class or event focused on internationalizing Fox graduate students. \$500 funding requested
- 6.5: Veteran Activities. \$500 for one speaker to attend workshop focused on veteran students

**Total (Consultants and Evaluator):** Request \$3,000; Match \$5,500; Year 4 \$8,500

**Indirect Costs**

Indirect cost rate of 8% is applied to all direct costs.

**Total (Indirect Costs):** Request \$21,175; Match \$32,787; Year 4 \$53,897

**Total Year 4**

Request \$285,859; Match \$442,620; Total \$727,615

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**TOTAL 4 YEARS**

Request \$1,140,342; Match \$1,683,992; Total \$2,824,334