

CIBER Synergies:

**A Comprehensive Review of Programs
Center for International Business Education and Research
Grant 3: 2006 - 2008**

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From the management team

The University of Florida (UF) CIBER currently stands at both a milestone and a mid-point in its history. The milestone is its 10th Anniversary, October 1, 2008. The mid-point is position in the current funding cycle, 2006-2010. Both provide opportunity to reflect on accomplishments of the past and to address challenges of the future.

*This volume of **CIBER Synergies** reports on activities October 1, 2006 through September 30, 2008. Some are long-standing programs that first appeared in the earliest editions of *Synergies* and have stood the test of time—the Multidisciplinary International Business (IB) Research Workshop, the Business in Brazil summer program, annual publication of the Latin American Business Environment Report. Others appeared early in form, but have grown tremendously in scope—business language offerings that evolved from Spanish to Portuguese, Chinese, Japanese and Arabic, and two-week overseas study programs for faculty that initially offered a choice of two locales (Western Europe and South America), but now offer eight (also Eastern Europe, China, Delhi, Mumbai/Bangalore, Vietnam and Sub-Saharan Africa). Many initiatives were not even imagined in the earliest years of CIBER—a course on the anthropology of global trade and finance, culture across the curriculum classes, research on the mobile TV industry or on standards setting in cooperative technical organizations.*

*Three sets of initiatives particularly distinguish the current *Synergies* from those of earlier reporting periods. First, Spring 2008 was the “Semester of Conferences” for UF CIBER. In April, we hosted the 2008 CIBER Business Language Conference, the premier annual national meeting for faculty engaged in teaching foreign languages to the professions. Since the national gathering of CIBER Associate and Assistant Directors has historically linked to that event, logistics for it were also managed by UF. Atypical of history, we additionally organized the annual CIBER Directors Meeting, a consequence of UF CIBER Director, Carol West, serving as President of the national association of CIBERs in 2007-2008. The spate of April conferences was followed by a major international event in May when UF CIBER and the UF Center for African Studies co-hosted the 2008 International Academy of African Business and Development Conference.*

*While the “Semester of Conferences” was temporary, the other two sets of initiatives are more permanent fixtures of the UF CIBER program. In comparison with previous funding cycles, the current one calls for considerably enhanced initiative evaluation. In addition, the May conference was not an isolated African-centered event, but part of a broader effort to establish an African International Business (IB) program at UF. These are noted in the present edition of *Synergies* by each section’s having a “Highlight on evaluation” and a “Focus on Africa” entry.*

After reading through the current report on recent accomplishments and near-term plans, help us celebrate the milestone, and take advantage of the mid-point, by offering ideas for new CIBER IB programs and strategies to serve students, faculty and businesses in the future.

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Serving students

Undergraduate programs provide a broad introduction to international business (IB) for thousands of students and specialized, intensive opportunities for students seeking more in-depth training. Graduate students receive advanced IB training through formal coursework as well as CIBER-sponsored seminars, workshops and research experiences abroad. Funding is additionally provided for their participation as graduate assistants on a wide range of CIBER initiatives.

Undergraduate students

- ***One credit Culture-Across-the-Curriculum (CAC) courses*** provide a new opportunity for students to study the business cultures of different countries. Business language classes have been the primary venue for teaching foreign business cultures, but they preclude students not simultaneously enrolled in a foreign language course of study. The English-based CAC allows more students to obtain critical cultural awareness training for a foreign country or region. Topic coverage includes value systems, business etiquette and effective negotiation techniques. CAC pilots on Japan and China were developed in 2006-2007 and piloted in 2007-2008. (See Appendix 1 for a list of topics covered in the Japanese Business Culture CAC.)

FLAC (Foreign Languages Across the Curriculum) courses provided the format prototype for the CAC. A “FLAC” section is a one-credit discussion section conducted in a foreign language in conjunction with a content course. The FLAC section is taught by a foreign language graduate student who receives pedagogical training from his/her home department and who works out reading/discussion materials in conjunction with the content professor. Key to the program’s success, and ability to expand it, is the fact the content professor does not have to know the foreign language of the FLAC.

FLAC sections attached to international business (IB) courses, or which expand IB aspects of non-business courses, provide unique opportunity to integrate IB content training with foreign language training. The earliest CIBER-funded FLACs focused on “obviously” IB classes—e.g., Spanish and Portuguese FLACs associated with the *Latin American Business Environment* course offerings. A second phase extended them to international political science, international public relations courses and EU food marketing courses with readily identified IB components. The 2006-2008 period saw extension to colleges and courses not normally associated with IB, but nonetheless having global commerce and investment implications that could be drawn out in the FLAC section—courses in Health and Human Performance, Health Professions, and Urban Planning. A total of 16 CIBER-sponsored FLAC sections were offered in the 2006-07 and 2007-08 academic years.

- ***Effective marketing of foreign language study to business students*** needs to reach undergraduates early in their UF careers, allowing time for incorporation into the

four-year plan of study. A CIBER-funded eight minute video “The Business of Learning Languages and Cultures” will play in the Undergraduate Program Office, be highlighted on that office’s web page and be available to faculty for showing in IB courses.

• ***Less expensive compared with semester-long programs***, the popular STSA (short-term study abroad) is increasingly the venue of choice for undergraduates seeking an overseas experience in today’s weak-dollar global economy. During 2006-2008, CIBER sponsored development of new STSA opportunities based on two variants of the basic concept. In the “tour model,” students travel to various locales in a country or a region. The 19-day summer 2008 *Italian Food: From Production to Policy* exemplifies such a model. Supported by funding from CIBER, the tour was developed by the UF IFAS departments of Food and Resource Economics and Horticultural Science in partnership with the Italian Universities of Palermo and Bologna.

Students travelled extensively throughout Italy, visiting a variety of agricultural areas including citrus, grape, wine, olive, vegetable, wheat and deciduous crop regions as well as commercial fishing and cheese-making regions. The regulatory and trade policies that govern production and export, and that shape the competitive environment for US food products in Europe and European food products in the US, were studied along route as well as at the headquarters of the Food and Agricultural Organization of the United Nations (FAO) in Rome. Students earned 3 credits for the course.

In the “university model” of the STSA, students go abroad to a specific facility that is the center for lectures and visits (much like going on a semester abroad to a particular foreign university). UF’s Paris Research Center provides opportunity for UF faculty to develop European STSA in this format. CIBER supported two such endeavors in Spring 2007: *International Leadership: Adopting Businesses and Governments to New Realities* (a 2-credit course offered over Spring Break in Paris by Director of UF’s Public Utility Research Center (PURC), Dr. Mark Jamison) and *Commodities to Cafés – Agricultural and Food Marketing in France* (a 2-credit course offered over the May Intersession period in Paris by Food and Resource Economics Associate Professor James Sterns.)

• ***Focus on Africa***: Exposure to African issues was infused at all levels of the undergraduate business curriculum through new courses, new modules and new student project options. No business student avoids *Principles of Macroeconomics*, and indeed, the course is required for a number of non-business majors at UF. Lack of examples from Africa in parts of the course dealing with global macroeconomics can establish a mindset of “discounting the continent” that is difficult to overcome in more advanced course offerings. With CIBER support, African examples were developed for lecture use—e.g., challenging students to use a basic supply/demand framework to understand how developed nation subsidies of agricultural products traded in international markets can adversely impact African suppliers and African participation in the global economy.

At the upper division level, classes with student projects were particularly targeted for African infusion to encourage some individual intensive study of the region.

African countries fairly naturally fall out as project regions in the new course developed by CIBER Advisory Council Member and UF Distinguished Service Professor, Dr. Sanford Berg, *Public Utility Economics: International Infrastructure*.

The course innovatively integrates undergraduate education with UF's renowned *International Training Program on Utility Regulation and Strategy*. The latter, a joint project of PURC and the World Bank, has been delivered twice annually for over 10 years. The intensive two-week course teaches economic, technical and policy skills required to design and manage sustainable regulatory systems for infrastructure sectors. To date, more than 1800 delegates, representing over 130 nations, have attended the program.

Assigned projects in *Public Utilities* paired students with foreign attendees at the January 2007 program, providing an unusual opportunity for undergraduates to use personal contacts and interviews as resources for a semester-long foreign market study. A number of African nations emerge as potential study subjects as a consequence of relatively high African representation among the *Training Program* participants.

More challenging was stimulation of student interest in African destinations for semester-long foreign market entry projects in *The Firm in the Global Economy*, a 4000-level economics/business elective. A tripartite approach was initiated in spring 2008: (1) early introduction of Africa into the course through a semester-long lecture case study involving the region (the global market in cut flowers); (2) careful explanation of potential project destinations, including in particular, photographs of African cities that dispel potential erroneous "mud hut" images; (3) linking of Africa destinations with firms that interest students. While pieces of (1) – (3) had been tried in the past, it was the three together that proved successful. In particular, the proportion of student teams selecting a foreign market entry project with an "African focus" rose from 12.5% in Fall 2007 to 35.7% in Spring 2008.

CIBER support of economist Dr. Renata Serra in the Center for African Studies permits the offering of two undergraduate African business electives, *Economic Development of Africa* and *Africa in the Global Economy*. Following a Fall 2006 class size of 15 in the latter, enrollments jumped to 27 for *Economic Development of Africa* in Spring 2007 and currently (Fall 2008), 24 students are enrolled in *Africa in the Global Economy*.

• **Highlight on evaluation:** Standard UF student course evaluations have long been a key tool for CIBER assessment of new undergraduate IB course offerings. However, current analyses augment these outcomes by (a) providing pertinent professorial context of the ratings; (b) paying increased attention to the unrestricted comments section of the evaluations; and (c) where feasible, administering pre- and post-tests for explicit measurement of amount learned. For example, all three upper division business electives with new or revised African content offered in Spring 2007 received very high overall student evaluations—4.6 to 4.7 on a scale of one (poor) to five (outstanding). However, it was observed that all three professors *typically* receive high

student evaluations, limiting the significance of such outcomes in assessing the impact of the African content.

This was clearly illustrated by *Public Utility Economics: International Infrastructure* which dropped substantially in student rating between Spring 2007 and Spring 2008 when teaching responsibility for the course was re-assigned from Dr. Sanford Berg, one of the college's recognized outstanding instructors and the pioneer of the training program the course linked to. Clearly course content and format had not been specified with sufficient transferability for the class to yet constitute a "prototype."

Augmenting student evaluations with instructor interviews and student interviews can be helpful. When an "outstanding teacher" indicates "success" in experimental module delivery, the generalization of the outcome to the "average teacher" context remains questionable, but a personal assessment of "weakness" or "failure" by such an instructor clearly indicates difficulty of conveying content.

Similarly, student interviews may reveal problems not evident from formal student course evaluations. For example, discussions with students in the pilot of *Public Utility Economics: International Infrastructure* reported some student concern and confusion over project assignments, but a tendency to dismiss those on the formal student evaluations because "Berg is so great."

A consistent comment on student evaluations of both pilot CAC classes was desire for more content--in particular, request for a 3-credit course on the subject as opposed to the limited 1-credit treatment. CIBER reallocated funding to accommodate such an expansion. In addition, given the very specific topics of these classes, pre- and post-testing for learning measurement is being implemented.

• ***Upcoming undergraduate programs*** for UF students include in addition to extended Japanese and Chinese CAC courses and eight 2008-09 FLAC sections, a new one-credit CAC on the *Business Culture of Africa*. Anthropology Associate Professor Dr. Brenda Chalfin will pilot a new course developed with CIBER funding, *Anthropology and the New Economy: Anthropological Perspectives on Finance, Commerce and Neoliberalism*. The class is intended both to encourage anthropology students to think about IB aspects of their major and to introduce business students to anthropological perspectives on global trade.

Also new in 2008-09 will be the *Student Culture Consulting Corps* (SCCC). The program evolved from the observation that in IB classes, student teams with language and cultural expertise produce better global market plans. Linking a business class with a foreign language class and making combined student teams is one approach, and it has been done at UF. As a general model, however, it over-constrains the choice of target country of the IB projects. The experimental SCCC investigates an alternative. Students in upper division foreign language/foreign culture programs are invited to sign up as *potential* language and culture consultants to business projects. Depending on country distribution of IB classroom projects, individual SCCC members will be selected for

basic training on the nature of global market entry business plans and be paid a stipend to act as consultants to an IB project.

New CIBER-funded offerings will also impact undergraduates at colleges and universities other than UF. As discussed below in the section on *Serving Faculty*, first products of the *EFIBI (Enhancing Florida's International Business Infrastructure)* program will upgrade IB offerings at six other Florida institutions of higher education: Barry University, Edward Waters College, Florida Southern College, Polk Community College, Southeastern University and University of West Florida.

In addition to recognizing the need to support IB development within its region as well as in Gainesville, UF CIBER also responds to the need to enhance specialized programs in areas of particular interest to national security wherever the expertise for such program development resides. Hence, CIBER is supporting a particularly innovative idea for teaching mid-east business culture proposed by Dr. Annie Higgins, Assistant Professor of Arabic Language and Literature, Wayne State University, and Secretary/Treasurer of the US Syrian Studies Association. The class will examine currency as a key nexus between economy and culture in contemporary Arab and Islamic contexts and will also consider the issue of usury/interest in religious and economic terms, with a focus on Shari`a-based, interest-free banking.

Graduate students

• ***Five graduate student short term study abroad (STSA) and summer study abroad*** programs in Latin America received CIBER funding support over the 2006-08 period. The *International Financial Markets Study Tour* primarily serves UF students, drawing participants from a variety of graduate programs including MBA, MAIB (Master of Arts in International Business), MSF (Master of Science in Finance) and MALAS (Master of Arts in Latin American Studies). The tour combines classroom instruction with a week-long visit to financial institutions in Argentina, Brazil or Chile. The October 2006 tour went to Argentina and the October 2007 one visited Brazil. (See Appendix 2 for an itinerary of the 2007 Brazil tour.)

The STSA complements UF CIBER's signature *Business in Brazil* program by providing an alternative overseas experience for UF graduate business students who lack the time needed for an extended study abroad. The *Business in Brazil* four-week summer program takes place in Rio de Janeiro and Sao Paulo, combining coursework on Brazilian business practices, site visits to companies, training in Brazilian Portuguese and immersion in Brazilian culture. Given the specialized and intensive nature of *Business in Brazil*, it draws participation from a national pool of students. In the Summer 2007 and Summer 2008 offerings, 53 percent of program enrollees were from universities other than UF.

Business climate implications of judicial reform in Latin America were featured in the new law seminar, *Law and Policy in the Americas*, delivered in the Spring 2007

semester. To complement the course offering, and also to complement the *International Financial Markets Study Tour* with a new discipline-specific IB STSA, CIBER-supported development and delivery of the March 9-17, 2007 program *Legal Institutions of the Americas Study Tour: Chile*.

- ***Both graduate students and undergraduate students*** attended the February 2007 *Latin American Business Symposium and Career Workshop*. The program gave students an opportunity to learn corporate perspectives on the region from representatives of multiple industries and to gain insights on career experiences/opportunities in Latin America from recent graduates working in the private sector, in government agencies and in NGOs. (See Appendix 3 for the workshop agenda and speakers.)

- ***Recognizing the importance of “training the future trainers,”*** CIBER programs targeting graduate student IB research, and providing graduate students experience delivering IB programs, are key components for assuring impact of the grant beyond the period of funding. Multiple initiatives address these goals: (a) funding of graduate students as research assistants on IB projects led by faculty; (b) funding for graduate students to travel abroad to conduct their own foreign IB research; (c) scholarships for UF doctoral students to attend national CIBER seminars that acquaint Ph.D. students with frontiers of IB research in their discipline. Graduate students from business, journalism, agriculture, education and liberal arts and sciences benefitted from CIBER initiatives in group (a). They worked on projects that included analyzing the current Latin American business environment, econometrically estimating the impact of immigration regulation on US agricultural labor markets, assessing US competitiveness in global mobile media markets, and in global green-labeled food markets, organizing national and international IB academic conferences and devising new evaluation techniques for CIBER programs.

Primary recipients of funding under group (b) engaged in research on Africa (see *Focus on Africa* below). CIBER additionally sponsored participation of two UF doctoral students at national Ph.D. seminars—Jennifer Itzkowitz (Finance) and Gaurav Kapoor (Information Systems and Operations Management). The Finance and Economics workshop was held at Columbia University in July 2007 and the Information Systems one was hosted at the University of Washington in June 2008. Each featured IB research leaders in their disciplines. (For a complete list of students supported by CIBER programs October 1, 2006 – September 30, 2008, see Appendix 4.)

- ***Focus on Africa:*** Microfinance institutions (MFIs) and entrepreneurship were the nexus of Africa and IB for three CIBER travel grants supporting graduate student research projects. MBA student Torrey Peace examined the use of technology (SMART cards, ATMs, mobile phones, etc.) in Southern Africa (primarily Tanzania) by MFI’s and the impact of that usage on African society as well as its impact on the financial institution. Study results will be compared with similar research conducted in Mexico.

Merise Jalali, Political Science, worked at Nyèsigiso, the second largest MFI in Mali, analyzing its prospects for self-sufficiency and evaluating impact of its financial services program for women on gender equality. Anthropology doctoral student Michelle Edwards used CIBER funding to pursue her dissertation research on *The Effects of Globalization on African-American and Ghanaian Entrepreneurs: A Case Study on Ethnic Retail Niches in Atlanta, USA and Accra, Ghana*.

• **Highlight on evaluation:** The STSAs present particular evaluation challenges. It is straightforward to ask participants to assess logistics and visit/lecture quality. Indeed, this has been done for some time with both STSAs and *Business in Brazil* and an accumulation of such reports formed the basis for a major program revision of the latter in Fall 2007. More difficult is measuring what was actually learned or accomplished by the tour experience *per se*. Rarely is the purpose of an STSA to learn “facts”—those are covered in the classroom components prior to the tour or from materials distributed on the tour. Nor is the purpose to collect data or develop ideas for a specific study or to become part of a network that supports future research. These goals do characterize a number of initiatives that CIBER undertakes, and existing evaluation instruments, both indirect (e.g., dissertations produced, working papers produced and articles published) and direct (e.g., post-program participant interview), capture information needed to evaluate effectiveness. Again, however, these evaluation models have limited relevance to STSA programs. Typically, the purpose of the STSA is to impact *perceptions of doing business in the country* and perceptions are quite different from facts or research topics or networks.

New pre- and post-trip surveys allow quantitative identification of changes in student business perceptions of a country as a consequence of the trip *per se*. The surveys were piloted in the Fall 2007 *International Financial Markets Study Tour* to Brazil. (See Appendix 5 for the survey instrument.) On a scale of 1 (low) to 10 (high), the surveys found an increase in mean and reduction in variance of perceived investment opportunities in Brazil. A similar result characterized perceptions of the importance of speaking Portuguese in doing business in the country. In contrast, the tour resulted in little change in either bimodal responses to quality of the Brazilian legal environment or normally distributed responses to challenges of the country’s political environment. Such outcomes go well beyond those of historical evaluation instruments which generally simply documented that the tour was a “positive and memorable” experience. They provide more insight into what may be the genuine value added of the tour and hence, can usefully be the basis both for tour revision and for allocating scarce funding for developing similar tours.

• **Upcoming for graduate students** are the Spring 2009 *International Financial Markets Study Tour* (to Chile), Summer 2009 *Business in Brazil* program, November 7-8, 2008 fourth biennial *Latin American Business Symposium and Career Workshop*, opportunities for participation as research assistants in new CIBER projects, and travel funding for attendance at doctoral IB workshops and for conduct of IB dissertation research.

New in format will be an African-focused faculty-student *Research Tutorial Abroad* (RTA). The RTA concept arose as an alternative to current initiatives that fund individual graduate research on the continent and to a potential African STSA or an extended summer program in Africa modeled after *Business in Brazil*. The structured and faculty-led STSA or *Business in Brazil* type programs attract graduate students interested in the region, but not at the point of traveling and conducting research on their own abroad. However, there is not a clear destination locale for “African business” analogous to say, Sao Paulo for “Brazilian business” or Seoul for “South Korean business.” In addition, the vast size of the continent and its infrastructure limitations discourage travel to multiple locations on a single trip. These constraints render highly questionable how successful the STSA or *Business in Brazil* model might be if applied to the African situation.

In the RTA program, faculty members submit proposals for taking 2-3 students abroad to Africa to conduct research on a specific topic for 3-6 weeks. Successful applicants receive \$5,000 to subsidize the faculty member’s participation and \$5,000 to subsidize student participation. The research topic defines specific African destination--avoiding the destination selection problem of the STSA or *Business in Brazil* approaches—but the faculty member’s presence and organization provides the structure absent in current CIBER programs subsidizing graduate student research on African IB topics.

Serving faculty

Through a variety of initiatives, CIBER supports specific faculty projects and study tours that enhance IB research and build IB teaching expertise. CIBER-sponsored faculty development programs encourage UF faculty and instructors from other Florida schools to develop IB aspects of their courses and their research agendas. A lecture series brings distinguished speakers to campus and a multidisciplinary workshop brings together faculty from diverse colleges, and from outside the UF campus, to learn from the perspectives of other disciplines. Hosting and organizing scholarly IB conferences serve faculty from across the nation and around the globe.

• ***UF CIBER’s oldest program, the Multidisciplinary IB Research Workshop***, will celebrate its tenth anniversary this fall. Since its inception in October 1998, faculty and graduate students from more than 18 departments and eight colleges across UF have attended this monthly luncheon seminar series. Funded by the Warrington College of Business Administration (WCBA) and organized by CIBER, the workshop provides a forum for IB-interested faculty to gather from diverse locales across campus. Participants discuss new research topics and teaching innovations and they learn from presentations by leading IB scholars and business practitioners. (See Appendix 6 for a list of 2006-2007 and 2007-2008 workshop presenters and topics.)

Exceptionally prestigious IB researchers are brought to the UF campus through the annual *Bradbury Distinguished Lecture on International Economics*, co-sponsored by

the Bradbury endowment, CIBER and UF's Public Policy Research Center. The March 26, 2007 presentation featured Dr. Maurice Obstfeld, Professor of Economics, University of California, Berkeley, speaking on the topic, "Financial Globalization in Historical Perspective." Dr. Phillippe Aghion, Robert C. Waggoner Professor of Economics, Harvard University, delivered the 2008 lecture on April 9, addressing the topic, "Growth and the Financing and Governance of Higher Education."

• ***Eight grants for faculty IB scholarly research*** were awarded, two in each of the colleges of business, journalism and agriculture, one in the Center for African Studies and one outside UF. Assistant Professor of Management, Dr. Gwendolyn Lee, examined the issue of standards setting in cooperative technical organizations (CTOs). Standards adoption is an important strategic goal of technology-intensive industries and competitiveness of firms is enhanced if their innovations are adopted as global standard. Relatively little, however, is understood about the intricacies of standards setting in an open community as opposed to standards setting at more traditional organizations. Three working papers were completed on (1) the effect of co-authoring networks on the spread of developing internet standards; (2) cooperation vs. competition in standards setting; (3) a network perspective on interface standardization.

Funding support from the 2002-06 grant was continued for the "Pathways" project, *Pathways for Women to Obtain Positions of Organizational Leadership*. The ultimate goal of the research is identification of critical factors that promote or inhibit the rise of women to positions of leadership in the multinational business context. Such identification will potentially permit more effective facilitation of advancement in situations where currently the "pathways" are blocked. The project's principal researchers are senior scholars at UF (Dr. Virginia Maurer, Huber Hurst Professor in Business Law and Legal Studies, and Dr. Angel Kwolek-Folland, Professor of History and Women's Studies), University of Michigan and University of Indiana.

Dr. Sylvia Chan-Olmsted, Flanagan Professor of Telecommunication and Associate Dean for Research, College of Journalism and Communications, collected and analyzed primary data in four countries to determine factors contributing to a nation's successful development of a mobile communications industry. Five refereed journal articles (*International Journal on Media Management* (2), *Journal of Media Business Studies*, *International Journal of Mobile Marketing*, *New Media and Society*) report first results of the current research as well as final results of earlier CIBER-sponsored investigations.

A Summer 2008 research grant permitted initiation of the multi-year study *Diffusing Anti-American, Anti-Capitalism and Anti-Globalization Sentiments in Major Latin American Markets*. Directed by College of Journalism and Communications Associate Professors Dr. Juan-Carlos Molleda and Dr. Marilyn Roberts, the research looks for effective models businesses can employ to counter growing "anti" sentiments that raise risk and reduce opportunity for US firms in Latin America.

Econometric analysis of the NAWS (National Agricultural Worker Survey) data has identified ways in which the US agricultural labor supply market changed in the post 9-11 era. Study results were the basis for the February 26, 2007 keynote address at the Southern Seed Certification Association Annual Meeting delivered by research initiative director, Dr. Robert Emerson, Professor of Food and Resource Economics. Material covered in the talk was subsequently published in *Choices* and a second paper specific to agricultural labor markets in the sugarcane industry in Florida was selected for presentation at the American Agricultural Economics Association Annual Meetings in Portland, OR, July 2007. Only preliminary analysis has been completed on the second CIBER-supported agricultural research grant, *EUREPGAP and GLOBALGAP International Certification Standards and their Opportunities for Florida's Food Sector*.

The final two research awards were commissioned CIBER studies. Renowned business language pioneer, Dr. Christine Gross, was funded to update her classic 1980's survey of US business language instruction as part of UF CIBER's hosting the *2008 CIBER Business Language Conference* (see entry below). Dr. Renata Serra, economist with the UF Center for African Studies and Coordinator of Cotton Research for the global *African Power and Politics Program*, is preparing a background piece on child labor for use with IB case studies on the subject. It will provide an updated look at humane issues and business best practices, incorporating some of the very recent child-agent literature on the subject.

Given long lags in the academic research, review and publication process, current and recent CIBER research grants often yield only tables of data—or outlines of proofs--while they are in effect. Working papers and conference presentations appear later and actual publications often long post-date the period of grant support. In addition to articles in *International Journal on Media Management*, *Journal of Media Business Studies*, *International Journal of Mobile Marketing*, *New Media and Society* and *Choices* noted above, scholarly publications in the 2006-2008 period reflective of past CIBER research support include IB-related articles in *Economics Letters*, *Comparative Studies in Society and History*, *American Behavioral Scientist*, *Journal of African Business*, *Journal of Labor Economics*, *Review of International Economics*, *Economic Theory*, *Journal of Agricultural and Applied Economics*, *Emerging Markets Review*, *Applied Economics Letters*, *American Journal of Agricultural Economics*, numerous book chapters, and a case study book supporting the teaching of Business Portuguese, *Brazilians Working with Americans: Cultural Case Studies*, by Orlando Kelm and Mary Risner (University of Texas Press).

• **Course development grants to faculty extend beyond Gainesville** and encourage instructors at smaller institutions of higher education in Florida to upgrade and expand IB offerings. *Enhancing Florida's International Business Infrastructure (EFIBI)* is a multidisciplinary competitive small grants program to help fill gaps in funding opportunities for IB education and training innovation. Such opportunities vary considerably across Florida's complex higher education system with its 11 state universities, 28 community colleges and 61 private colleges and universities. For faculty in units with endowment funds and/or external profit-making programs, income from

these sources may provide needed funding for individual faculty initiatives. For others, there is a critical mass of talent at the home institution that can be assembled to attract national funding, allowing financing of a specific effort as part of a broader program. For many educators in Florida, however, neither of these opportunities exists. Consequently, initiatives that would yield high returns to the state's IB infrastructure growth go unimplemented.

The *EFIBI* program specifically targets these missed opportunities by awarding IB development grants to faculty at smaller institutions in the state. Two-page proposals and simplified budgets keep applications manageable for such faculty. An *EFIBI* Advisory Group of business, social science and foreign language faculty from the state's smaller colleges and community colleges assists in disseminating grant information and overseeing program implementation. Spanning the state from Pensacola to Miami, both public and private institutions were represented in the 2008 awards. Funded projects ranged from adding basic IB courses to the curriculum to adding unique IB opportunities—e.g., a course on *Religion, Spirituality and International Business*. (See Appendix 7 for a list of 2008 *EFIBI* award recipients and projects funded.)

• ***Innovation in business language instruction is specifically targeted*** by the national *CIBER Business Language Research and Teaching (BLRT)* program. Supported by a consortium of CIBERs, the new competitive grant program gives three awards each year to subsidize research leading to innovation in business language pedagogy. Recipients of the first annual awards in 2007 were from the University of Pennsylvania, University of Hawaii and Roger Williams University. Subjects of the winning proposals were use of international business case studies in teaching business Japanese, a survey of techniques for teaching business Chinese, and research on more effective methods for teaching Chinese language and culture through Chinese commercials. 2008 awards went to instructors at San Diego State University, George Washington University and Ohio State University. Projects focused on integrating cases into business language instruction, conceptualizing “face” in modern China and understanding how Asian second languages are actually used in business careers.

Locally, 2006-2008 UF CIBER funds for UF IB course development were relatively concentrated in the areas of business language and culture, supporting new FLAC and new CAC development and technological enhancements to business Japanese instruction.

• ***More than 150 language professionals from around the nation*** attended the 2008 *CIBER Business Language Conference*, organized and hosted by UF CIBER at the Hilton St.Pete Bayfront, St. Petersburg, Florida, April 9-11. The conference is the premier annual national meeting for faculty engaged in teaching foreign languages to the professions. The unexpectedly high attendance (up over 50% from 2007) reflected meticulous planning efforts of the Program Chair, UF Senior Lecturer in Spanish, Dr. Greg Moreland, and careful attention to logistics details provided by CIBER Assistant Director, Isabelle Winzeler. Recent meeting evaluations were thoroughly studied and acted on, introducing new content sessions and designing not just “sessions,” but an

entire “conference experience” with an array of formal and informal learning, presenting and networking opportunities. Planners reached out across different languages, different aspects of teaching business foreign languages and to different types of persons engaged in such teaching--university faculty, community college and secondary school faculty, doctoral students in foreign languages and business practitioners.

Conference sessions addressed use of technology in business language instruction, perspectives of business professionals and business professors, integrating culture and language education, innovative applications of business case studies and advertisements, and nine specific foreign languages—Spanish, French, German, Portuguese, Russian, Chinese, Japanese, Arabic and Hindi (See Appendix 8 for a conference agenda.)

Hosting the conference was a fitting kick-off to UF CIBER’s celebration of its tenth anniversary in 2008. At its inception in 1998, UF CIBER was on nobody’s list for planning a national conference on business language instruction. Indeed, it was a business language backwater—not even offering business Spanish—only commercial French and German. During the ensuing 10 years, a variety of talented and dedicated language faculty, supported with relatively modest CIBER funding, dramatically altered that landscape. The commercial French and German classes were augmented by business Spanish, Portuguese, Chinese, Japanese, and Arabic; 8 business FLAC sections per year were created and language faculty added business culture courses on China, Japan and Africa. UF rose from a backwater to a national leader, noted for its creativity in course design, linking business content and foreign language training, and effective use of technology and cases in commercial language instruction. It is difficult to think of a program that more dramatically illustrates the high potential impact of CIBER funding than the growth in UF business language opportunities over the past 10 years.

- ***Two-week study abroad faculty tours*** provide background on business climate in a major world region, create the personal overseas examples that make IB “come alive” in the classroom, and offer networking opportunities for future IB teaching and research projects. Each tour is a combination of lectures and site visits, organized by a lead CIBER: Western Europe (University of Memphis CIBER); Eastern Europe (University of Pittsburgh CIBER); MERCOSUR—Brazil, Argentina and Chile (FIU CIBER); China (University of Denver CIBER), India-Delhi (University of Connecticut CIBER), India-Mumbai/Bangalore (FIU CIBER); Sub-Saharan Africa (University of South Carolina CIBER); Vietnam (University of Hawaii and University of Wisconsin CIBERs).

Each of the four Asian tours occurs in the first half of January, a time that conflicts with teaching for many UF faculty. Consequently, UF CIBER generally co-sponsors and funds participation in the late May Western Europe, Eastern Europe, Sub-Saharan Africa and MERCOSUR tours. WCBA annually supports tour participation by four business faculty (or staff) and CIBER funds at least one non-UF business faculty member to participate on the Sub-Saharan Africa tour (either a non-business faculty member at UF or a business faculty member not at UF). CIBER funding for tour participation is also available to faculty at smaller colleges and universities in Florida

through the *EFIBI* competitive grants program. In 2007 and 2008, WCBA and UF CIBER together sponsored ten faculty participants. (See Appendix 9 for participant-tour details.)

- ***Grant writing support for HBCU faculty*** is emphasized in the *Globalizing Business Schools* CIBER consortium program. A joint endeavor of 10 CIBERs and the Institute for International Public Policy, the initiative pairs each participating CIBER with one of the Historically Black Colleges and Universities (HBCUs). Each CIBER assists its HBCU partner in preparing an internationalization plan for its business curriculum and in writing a BIE grant application to fund plan implementation. UF CIBER's HBCU partner in the current funding cycle is Bethune-Cookman University in Daytona Beach. Although plans for submitting a grant proposal proceeded on target in Fall 2006 and early Spring 2007, they have since faltered with the departure of the initial key faculty member from Bethune-Cookman and the subsequent withdrawal of his replacement from the project.

In Fall 2006, UF CIBER assisted faculty at Florida A&M University (FAMU) prepare an application for a second two-year BIE grant. FAMU was UF CIBER's *Globalizing Business Schools* partner in the previous grant cycle. Its 2004 BIE application was funded and the IB program implemented was recognized for excellence in February 2007 when FAMU was designated a winner of the Andrew Heiskell Award for Innovative International Education in the area of study abroad. The second FAMU BIE application submitted with UF CIBER assistance in Fall 2006 was also funded.

- ***Focus on Africa:*** Several previous sections highlight CIBER support for faculty African IB development through research grants, course development grants, funded participation in the two-week study tour of Sub-Saharan Africa and the proposed new *Research Tutorial Abroad*. The single major African IB program of the 2006-2008 period, however, was co-hosting the 9th Annual Conference of the International Academy of African Business and Development (IAABD) at the University of Florida Hilton Conference Center, May 20-24, 2008. UF's Center for African Studies joined CIBER as co-host.

Total attendance was 158 academics from 19 countries, including 10 African nations. Nine sets of four concurrent sessions accommodated 125 scholarly research presentations that spanned a broad range of multi-disciplinary issues related to the conference theme of "Global and Local Dynamics in African Business and Development." Plenary sessions included presentations by two African Ambassadors to the US (Republic of Zambia and Malawi) and the Director of the US Department of Commerce African Office.

From the perspective of longer-term development of an African IB program at UF, the most significant aspect of the conference was organizing and convening the UF Faculty Conference Steering Committee. Considerable African IB experience and interest exists in Gainesville, but it is scattered across numerous colleges, departments

and centers. Conference planning provided a focal point to bring key members of this group together in a joint effort and begin building the cross-campus relationships essential for longer run African IB program development. Steering Committee members represented both junior and senior faculty from eight colleges (agriculture, business, engineering, fine arts, health & human performance, journalism, law, and liberal arts & sciences) and from a wider variety of specific disciplines. The Committee was headed by Conference Chair, Dr. Anita Spring, Professor of Anthropology. (See Appendix 10 for a complete list of Steering Committee members.)

• **Highlight on evaluation:** Cost-effectiveness requires that evaluation consider not just whether a program was “successful,” but whether it was significantly more effective than a less costly alternative. The open-ended, proposal-based *EFIBI* program is clearly more cumbersome to administer than more structured programs. For example, historically some CIBERs have supported regional faculty participation in specific CIBER IB workshops such as the University of Memphis annual *Globalization Seminars*. The latter provide instruction and materials for developing basic IB courses (Intro to IB, International Marketing, International Management, International Finance and Global Supply Chain Management). The application process for such a limited program is simple, cost per award is known and implementation requires only one inter-CIBER fund transfer.

Response to the first *EFIBI* call for proposals in Spring 2007 was disappointing despite extensive sample materials illustrating what proposed initiatives and budgets should look like. Follow-up evaluation by the *EFIBI* Advisory Group suggested three potential problems: (1) insufficient lead time; (2) skepticism on the part of foreign language and social science faculty that they could in fact compete successfully with business faculty in the program; (3) too burdensome an application procedure. In response to (1), lead time for the Spring 2008 competition was increased and concern (2) was addressed by preparation of separate marketing materials for business, social science and foreign language faculty. In addition, an alternative limited program, restricted to funding attendance at an established CIBER globalization or business language workshop, was introduced with an extremely simple application process.

Response increased substantially in Spring 2008. Twenty-seven percent of applicants opted for an alternative limited program. For the other 73 percent, an alternative program was not a useful option. Relatively few faculty at an institution, and each with few degrees of freedom in teaching responsibilities, dictated that effective IB enhancement be very specialized to institutional capacity and expertise. Particularly interesting to note was that the 27 percent were all from universities within the public State University System (only the smaller such universities since large institutions like Florida State or University of South Florida were ineligible for program participation) or from community colleges. There were no applications from these types of institutions to the unrestricted program. In contrast, all applications from small private colleges and universities were to the unrestricted program. These early evaluation results suggest a simple “yes” or “no” answer will not be forthcoming on whether a limited program

would be just as effective, but cheaper to administrate, compared with the unrestricted one. Indeed, the answer may well be dependent on target regional institution group.

- ***Upcoming programs for faculty*** will primarily continue existing formats—the monthly *Multidisciplinary IB Research Workshop* series, grants for research and new course development, funding of participation in two-week study tours abroad, and support for non-UF faculty through the *BLRT*, *Globalizing Business Schools* and *EFIBI* programs. New will be the *RTA* (Research Tutorial Abroad) that will fund a faculty member and two to three students to conduct African IB research abroad.

Funding preference balances a variety of considerations that include: (1) further contribution to developing an African IB program; (2) responsiveness to priorities specified by the US Department of Education for the 2006-2010 funding cycle—namely, innovative approaches to teaching foreign languages (especially less commonly taught ones) and programs addressing issues of national security and US global competitiveness; (3) expected impact--innovation and potential to serve as a national prototype in new course development and probability of final scholarly journal publication for academic research; (4) stimulation of IB interests in future academic leaders--today's doctoral students and junior faculty.

In addition, although we stand at the mid-point of the current 2006-2010 CIBER funding cycle, the grant application for the 2010-2014 period will be submitted in November 2009. Consequently, Spring and Summer 2009 are the times for pursuing new partnerships and for seed funding of such partnership programs that may be a foundation for more comprehensive initiatives in the next proposal.

Serving business

Annual publication of *The Latin American Business Environment Report* is a signature UF CIBER program serving state, regional and national businesses. Other business programs vary year-to-year in response to current issues and needs and include conferences, forums, workshops, publications and presentations.

- ***The Latin American Business Environment Report (LABER)*** is an approximately 50-page annual report, disseminated to over 2000 educators and businesses, providing a comprehensive examination of Latin American business conditions. It tracks social, political and economic trends both for the region as a whole and for its 20 largest markets individually. The fall 2006 edition was augmented with special analysis of judicial reform in South America and was featured in the November 2006 cover story of *Florida Trend*, the state's premier business magazine. (See Appendix 11 for an Executive Summary, Table of Contents and List of Tables for the 2007 edition of *LABER*).

- ***The annual Legal and Policy in the Americas Conference***, co-sponsored by CIBER, complements the new legal components of *LABER*. Held in Gainesville, FL,

April 11-12, the 2007 meeting featured sessions on such timely IB topics as *Organized Crime and Terrorism: Combating their Threat to Economic and Political Stability in the Americas* and *Lessons and Challenges of MERCOSUR's Trade, Business and Dispute Settlement Systems*. Featured speakers included former US Senator Bob Graham and Minister Carlos Mário da Silva Velloso, Past President, Supreme Federal Tribunal of Brazil. Held in Rio de Janeiro and Curitiba, Brazil, May 26-30, the 2008 meeting examined IB-relevant topics of land tenure and property rights issues, and their relationship to violence and instability, and the proposed Inter-American Ethanol Alliance to create regional/global trading in biofuels.

- ***The 2007 Florida International Summit***, held in Jacksonville, February 6, was attended by more than 150 business practitioners, policy makers and academics. Planned by a consortium of state university globalization centers and state and local economic entities, the conference examined global market opportunities for Florida goods and logistics of taking advantage of those opportunities. Nearly 400 participated in the 2008 Summit which took place April 18 in Orlando and addressed the theme “The State of Global Finance and Trade.”

- ***Trade and security issues were the focus of national conference co-sponsorships***. Approximately 135 persons attended the December, 2006 *National Forum on Trade Policy (NFTP)*. Co-sponsored by a consortium of CIBERs that included UF, the day and a half long program in Seattle addressed the theme of “Trade and Regional Prosperity” through keynote speakers, roundtables and case studies. The NFTP emphasizes the non-homogeneous impact of national trade policy on sub-national areas and the need to develop regional, state and sub-state planning capacity that can effectively assist an area in adapting to the specific effects of globalization it is experiencing. The December 2007 NFTP was held at the Stamford Marriott in Stamford, CT and was organized around the theme “Free Trade: US Comparative Advantage in the Global Market.” It included extensive discussion of offshore outsourcing and linkages to improve US competitiveness.

Organized by the University of Maryland CIBER, UF CIBER co-sponsored the day and a half long conference on *Global Security: Challenges and Opportunities*, June 16-17, 2008 in Washington, D.C. Keynote addresses were delivered by Jay M. Cohen, Under Secretary for Science and Technology, US Department of Homeland Security, and Ronald Knode, Director, Leading Edge Forum Associate, Computer Sciences Corporation. Panelists from business discussed technology, innovation and global security, doing business with the Department of Homeland Security and enterprise resilience in an age of turbulence. June 17 featured a journalist panel discussing “America’s War on Terrorism and Implications for Business.” Panelists included a former CNN White House Correspondent, US Economic Correspondent of the *Financial Times*, Washington Bureau Chief for *Al-Safir* (a Lebanese Daily) and a Reuters reporter. Attendance of over 80 reflected a variety of interested parties—academics, MBA students, business executives, government officials, NGO staffers and journalists.

• ***Representatives of the United Nations, the International Advertising Association, Latin American foundations and global public relations agencies*** presented case studies and best practices to 175 persons attending the February 8, 2008 conference on *Multi-Sector Partnerships and Strategic Communications in the Americas: Business, Community and Government*. The two-day program was organized and funded by UF's Center for Latin American Studies, College of Journalism and Communications and CIBER. In addition to the live attendees, many more viewed the conference by webcast in six Latin American countries (Brazil, Colombia, Chile, Panama, Argentina, and Mexico) and three European ones (UK, Portugal and Spain) as well as the US, Canada and Puerto Rico. (See Appendix 12 for a conference agenda.)

• ***PBS WUFT-TV*** on June 23, 2007 broadcast the CIBER-funded panel discussion organized and recorded by students in the College of Journalism and Communications on "Facing the Music? Microsoft, Apple and International Antitrust Law in the EU." The expert panel included Dr. Andrew Chin, professor of antitrust, intellectual property, and patent law at the University of North Carolina School of Law, Dr. Jesper Stromback, Professor in Media and Communication from Mid-Sweden University and Research Director at the Demokratiinstitutet Centre for Political Communication Research, Dr. Clifford Jones, UF specialist in European Union competition law and a visiting Fulbright scholar at the Max Planck Institute for Intellectual Property, Competition, and Tax Law in Munich, and Dr. Mark Jamison, Director of PURC, UF.

In January 2007, the Daytona Beach PBS station broadcast a 30-minute segment on "Cuba after Castro." It featured three panelists, including UF CIBER Associate Director, Dr. Terry McCoy. Other Latin American outreach presentations of Dr. McCoy included contributions to both the 2007 and 2008 *Florida International Summits*, a February 2007 presentation at the Air Force Academy Assembly on "Continent at a Crossroads: Prosperity, Justice and Security in South America," and analysis of "Latin America's Turn to the Left: What does it Mean for Business?" for the Hispanic Bar Association of Northeast Florida and the First Coast Hispanic Chamber of Commerce.

• ***Focus on Africa***: Plans are in process of being finalized for the African IB conference, *Doing Business with Africa: Problems, Practice and Potential*, October 29, 2008 in Tampa. The half-day-plus-lunch program features plenary sessions on understanding challenges to doing business with Africa, learning from African trade experiences of Florida firms, and current trends in policy, development and competition.

Breakout sessions will accommodate diverse African IB interests of the Tampa area business, education and public sectors. Participants can select in-depth coverage on cultural issues of doing business with Africa, federal/state/local programs to promote trade with the continent, or evaluating regional opportunities using country risk analysis and tracking evolving regulatory environments.

The event is sponsored by CIBER and the Center for African Studies at UF and by the International Affairs Office, the Department of Women Studies and the Patel Center for Global Solutions at the University of South Florida.

- ***Highlight on evaluation:*** Targeted external evaluation of key initiatives (as opposed to broad overall UF CIBER program evaluation) was introduced in August 2007. UF CIBER’s signature annual outreach publication, *The Latin American Business Environment Report* was evaluated for form and content by Ambassador Myles R. R. Frechette, a 35-year veteran of the region who served as US Ambassador to Colombia, Assistant US Trade Representative for Latin America, director of two non-profit organizations focused on Latin America and who currently is a trade and business consultant specializing in the region.

The seven-page single-space evaluation report thoroughly examined each of the first eight issues of *LABER* individually (1999 through 2006) as well as considering elements common to all editions and trends in material presented. It applauded specific format changes while warning of the potential negative impact on business readership of creeping report length. It pointed to content enhancements that added significant value—e.g., the paradigm shift of 2002, inclusion of regulatory regime starting in 2004 and the legal environment added in 2006—but reminded the authors not to lose focus on key broad issues such as growth sustainability.

The general conclusion on the eight issues of *LABER*: “They are exactly as advertised; independent, objective and academically grounded analyses of the business and investment environments in Latin America. . . When you read all of these reports you realize the magnificent contribution the LABERs have made to understanding developments in the region from 1999 through 2006. Without a doubt the LABERs are the most methodical, concise and objective analyses I have read about these developments.”

- ***Upcoming business outreach*** includes the 2008 *Latin American Business Environment Report* (available in early October), *Doing Business with Africa: Problems, Practice and Potential* (October 29, 2008, Tampa, FL), the 2008 *National Forum on Trade Policy* (October 2-3, 2008, San Diego) and the 2009 *Florida International Summit* (February 18, 2009, Tampa). Planned activities each year constitute only a portion of CIBER business outreach. The remainder is flexible, allowing response to critical new topics as they emerge.

Appendices

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Appendix 1: Japanese Business Culture: Schedule of Topics
Instructor: Dr. Susan Kubota

COURSE OBJECTIVES

This course is designed for students who wish to acquire a broader understanding of prevailing values, attitudes, behavior patterns, and communication styles in modern Japan, especially in regard to doing business with Japan. We will explore cross-cultural issues by reading essays from the perspective of Japan itself as well as from an external view, that of Western society and culture. We will discuss mutual assumptions, unconscious strategies, and the different mechanics that form barriers to communication between Japanese and non-Japanese, and how cultural differences can create misunderstanding during negotiations between companies and countries. Specific areas of Japanese business culture such as important cultural values, social relationships, business etiquette, business communication, the structure and hierarchy of Japanese companies, gender issues, and strategies for successful working relationships in Japan will be explored.

COURSE MATERIALS

Required Textbook/Workbook/CDs:

1. *The Japanese Mind: Understanding Contemporary Japanese Culture*, edited by Roger J. Davies and Osamu Ikeno. Tuttle Publishing, Rutland, VT, 2002. ISBN 978-0-8048-3295-3. **(JM)**
2. *Japanese Business Culture and Practices: A Guide to Twenty-First Century Japanese Business*, by John P. Alston and Isao Takei. iUniverse, Inc., New York, 2005. ISBN 13-978-0-595-35547-1. **(JBCEP)**
3. *Different Games, Different Rules: Why Americans & Japanese Misunderstand Each Other*, by Haru Yamada. Oxford University Press, New York, 1997. ISBN 0-19-515485-1. **(DG)**

SCHEDULE OF TOPICS

1	General discussion about Japan – overview of country, population, political system, etc. Discussion about Western perceptions and stereotypes concerning Japan and the Japanese, as well as Japanese business
2	JM: The Japanese <i>Ie</i> System, p. 119-126; <i>Iitoko-Dori: Adopting Elements of Foreign Culture</i> p. 127-133; The <i>Doo</i> spirit of Japan, p. 71-82; <i>Bigaku</i> , The Japanese Sense of Beauty, p. 35-50; <i>Wabi-Sabi: Simplicity & Elegance as Japanese Ideals of Beauty</i> , p. 223-232. JBCEP: Introduction, p. xvii-xxi; The Significance of Belonging, 1.1, p. 1-8 DG: Ch. 1, “Two Stories, Two Games”, p. 3-21
3	JM: <i>Shuudan Ishiki: Japanese Group Consciousness</i> , p. 195-199; <i>Hedataru to Najimu: Japanese Personal Space</i> , p. 109-113; <i>Kenkyo: The Japanese Virtue of</i>

	Modesty, p. 143-151; <i>Aimai</i> : Ambiguity & the Japanese, p. 9-16; <i>Bushidoo</i> : The Way of the Warrior, p. 41-50; <i>Giri</i> : Japanese Social Obligations, p. 95-101. JBCP : The <i>On</i> Society, 1.2, p. 8-9
4	JM : <i>Sempai-Koohai</i> : Seniority Rules in Japanese Relations, p. 187-194; <i>Amae</i> : The Concept of Japanese Dependence, p. 17-21; <i>Honne to Tatemaie</i> : Private vs. Public Stance in Japan, p. 115-118; p. 26-27; p. 41-50; p. 95-102. JBCP : <i>Honne and Tatemaie</i> , 1.7, p. 19-22; <i>Honne, Tatemaie</i> , and Negotiations, 4.18, p. 118; Trust, Benevolence, & <i>Amae</i> , 1.8, p. 20; <i>Amae</i> and Negotiations, 4.17, p. 117-118; The Japanese View of Time, 1.3, p. 9-13; Friendships, 1.9, and The Hierarchical Society, 1.10, p. 22-25; Ageism in Japanese Society and at Work, 1.11, p. 26-27 DG : Ch. 2, Communication Equipment, p. 23-35
5	JM : <i>Uchi to Soto</i> : Dual Meanings in Japanese Human Relations, p. 217-222; <i>Haragei</i> : An Implicit Way of Communicating in Japan, p. 103-108 JBCP : Language, 1.5, p. 30-34; The Haiku Society, 1.6, p. 34-35; Polite Restraint, 2.4, p. 42-43; Never Say “No”, 2.5, p. 43-44; Conversational Feedback, 2.6, p. 44-45. DG : Ch. 3, Speak for Yourself, Listen to Others, p. 37-51
6	JM : <i>Gambari</i> : Japanese Patience & Determination, p. 83-93 JBCP : Be Patient, 4.25, p. 123; The Importance of Work in Japanese Culture, 1.14, p. 29-30; The Importance of Education, 1.13, p. 27-28; Work is Life, 3.1, p. 71
7	JBCP : The First Meeting, 2.8, p. 48-49; Pointing and Other Gestures, 2.9, p. 49-50; Laughter & Smiles, 2.10, p. 50-51; Titles & Names, 2.11, p. 51-52; General Appearance, 2.12, p. 52-53; General Gift Giving, 2.13, p. 53-56 DG : Ch. 4, Taking Care of Business, p. 53-69 & Ch. 5, Open for Business, p. 71-81
8	JM : <i>Chinmoku</i> : Silence in Japanese Communication, p. 51-60; <i>Zootoo</i> : The Japanese Custom of Gift-Giving, p. 233-243 JBCP : Ch. 4, Negotiations: p. 104-116 - Introduction 4.1, The Negotiating Mindset, 4.2, First Socialize, 4.3, Knowing the Priorities, 4.4, The Uses of Silence, 4.5, Slow Decisions, 4.6, Preparations, 4.7, The Invisible Negotiators, 4.8, Gift Giving 4.9, Who Speaks First, 4.10, Never Interrupt, 4.11, Letters of Understanding 4.12, Ask Questions, 4.13, Affirmative Responses 4.14, Dislike of Certainty, 4.15 DG : Ch. 5, Open for Business, p. 71-81 continued
9	JM : <i>Nemawashi</i> : Laying the Groundwork in Japan, p. 159-164; <i>Amakudari</i> : Descent from Heaven, p. 23-24 JBCP : Work is War, 3.2, p. 73-75; The Will to Work, 3.3, p. 76; The Five Ss and the Search for Quality, 3.4, Decision-Making, 3.5, p. 77-79; Ch. 3, pp. 79-91 - Loyalty, 3.6, Lifetime Employment, 3.7, Networking, 3.8, Open Offices, 3.9, Written Materials, 3.10, Success is Incremental, 3.11, The <i>Soomu Bu</i> and <i>Kokusai Bu</i> Divisions, 3.12 DG : Ch. 6, Scoring Points, p. 83-94
10	No class – Spring Break
11	DG : Ch. 7, Support Network, p. 95-104

	<p>JBCP: Ch. 3, pp. 91-102 -Giving a Speech, 3.13, Holidays, 3.14, Meetings Japanese Style, 3.15.1, Meetings Etiquette, 3.15.2, Pre-Meetings, 3.15.3, Formal Meetings, 3.15.4, Preliminary Meetings, 3.15.5, “Large Meetings”, 3.15.6, Long Meetings, 3.15.7, p. 79-102; Proper Meetings Behavior, 3.15.8, Using Interpreters & Translators, 3.15.9, Hosting a Business Party, 3.15.10. and Ch. 5, “Working with Japanese”, p. 129-146</p>
12	<p>DG: Ch. 8, The Truth About Teasing, Praising, and Repeating, p. 105-119 JBCP: Ch. 2, The Japanese Introduction, 2.1, p. 37-38; The Japanese Bow & Handshake, 2.2, p. 38-41; Apologies, 2.3, p. 39-41; Expressing Complaints, 2.14, p. 56-57; The Japanese Business Card, 2.7, p. 45-48; Japanese Eating Etiquette, 2.15, p. 57-61; Japanese Drinking Etiquette, 2.16, p. 61-66; Your Best “Friends” in Japan, 2.17, p. 66-68; Who to Send to Japan, 2.18, p. 68-69; The Search for Perfection, 1.4, p. 13; The Search for Harmony: <i>Wa</i>, 1.5, p. 13-17</p>
13	<p>JM: <i>Danjyo Kankei</i>: Male and Female Relationships in Japan, p. 61-70; <i>Omiiai</i>: Arranged Marriage in Japan, p. 165-169; <i>Otogibanashi</i>: Folktales of Japan, p. 171-177; <i>Ryoosaikenbo</i>: “Good Wives and Wise Mothers”: The Social Expectations of Women in Japan, p. 179-186; <i>Ikuji</i>: Childrearing Practices in Japan, p. 135-141 DG: Ch. 9 Role Models: Working Man, Nurturing Mother, p. 121-137 & Ch.10, You Are What You Speak, p. 139-148</p>
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15	<p>Group Class Presentations – Audience attendance and participation required</p>
16	<p>Group Class Presentations – Audience attendance and participation required Course wrap-up – final observations</p>

Appendix 2: 2007 International Financial Markets Study Tour
Destination: Brazil
Instructor: Dr. Andy Naranjo

Itinerary

Time	Activity
<i>Saturday, October 13</i>	
9:30 am	Van pick-up at airport to the Hotel
1:30 pm	Group lunch – (Barra Brasa Churrascaria)
3:30 pm	City Tour and Sugar Loaf
5:00 pm	Van return to hotel
	Free Evening/Dinner on your own
<i>Sunday, October 14</i>	
10:30 am	Van pick-up at hotel to the Marina
10:30 am	Boat Tour – with brunch
1:00 pm	Van pick-up for transfer to Corcovado
Afternoon	Visit to Corcovado and back to hotel
	Free Evening/Dinner on your own
<i>Monday, October 15</i>	
9:30 am	Van pick-up at hotel to PUC Rio/IAG
10:00 am	Seminar: “Private Equity in Brazil” – Prof. Luiz Felipe Jacques da Motta (IAG/PUC-Rio)
12:00 pm	lunch La Mole restaurant
2:00 pm	Seminar/visit: “Business and Medical Ethics”, Dr. Luiz Roberto Londres , President Clinica São Vicente (www.clinicasaovicente.com)
4:00 pm	Seminar/Visit: BNDES – The Development Bank (www.bndes.gov) “BNDEs and the competitiveness of the Brazilian Economy”, Dr. Raimundo Amora Ramos and Dr.Luiz Ferreira Xavier Borges
6:00 pm	Van pick-up for transfer back to hotel
<i>Tuesday, October 16</i>	
9.30 am	Van pick-up at hotel for PROJAC
11:00 am	Seminar / Visit: PROJAC (TV Globo’s studios) (www.redeglobo.com.br) Dr. Carlos Eduardo Veloso – Project management
3:00 pm	Lunch at Couve Flor (PUC-Rio)

4:00 pm	Seminar: “The Brazilian Economy” – Prof. Luiz Roberto Azevedo Cunha
6:00 pm	Seminar/visit: INSTITUTO GENESIS PUC’S Entrepreneurship incubator (www.genesis.puc-rio.br/genesis/)
7:00 pm	Van pick-up for transfer back to hotel
	<i>Wednesday, October 17</i>
9:30 am	Van pick-up at hotel for Visit
10:00 am	Visit: CVRD (Mining) (www.cvrd.com.br)
12:00 pm	Lunch downtown
1:00 pm	Seminar/ Visit: PETROBRÁS (www.petrobras.com), Dr. Lucas Mello – Investment management
3:30 pm	Seminar/Visit: “Technological Innovation as an Instrument for the Social and Economic Development”, Dr. Luis Manuel Rebelo Fernandes, president FINEP Research and Projects Financing – Brazilian Innovation Agency (www.finep.gov.br)
5:30 pm	Van pick-up for transfer back to hotel
8:00 pm	Van pick-up at hotel for Shopping Leblon
8:30 pm	Seminar/Visit /dinner: OUTBACK STEAKHOUSE LEBLON “Franchising in Brazil”, proprietor Christiano Mattheis Londres (www.outback.com.br)
	<i>Thursday, October 18</i>
9:00 am	Van pick-up at hotel for Visit
9:00 am	Visit: HStern (jewelry) (www.hstern.net)
10:30 am	Visit: ICATU HARTFORD (www.icatu.com.br)

2007 University of Florida

***LATIN AMERICAN BUSINESS SYMPOSIUM
AND
CAREER WORKSHOP***

Friday, January 26, 2007
Emerson Alumni Hall
University of Florida
Gainesville, Florida

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Student Association of Latin American Studies
International Business Society

- 8:00 am **Registration and Continental Breakfast** (Florida MBA Program)
- 9:00 **Opening**
Terry McCoy, Director, Latin American Business Environment Program

Business Symposium

- 9:15 am **Corporate Perspectives on the Region 1**
Moderator: Carol West, Director, Center for International Business
Education and Research
Frank Santeiro, FedEx Express-Latin America and the Caribbean
Fernando Figueredo, Porter-Novelli Florida/Latin America
Paulo Gomes, Prudential Real Estate Investors-Latin America
- 10:45 Break
- 11:00 **Corporate Perspectives on the Region 2**
Moderator: Bill Messina, Department of Food and Resource Economics
Mayda Sotomayor, Seald Sweet LLC
Charles F. Woodhouse, Woodhouse Shannon, P.A.
Antonio Barretto, Votorantim
- 12:30 **Luncheon**
Moderator: Carmen Diana Deere, Director, Center for Latin American
Studies
Keynote Speaker: “Long Voyage to a Safe Harbor: U.S. Trade with
Cuba,” Jay Brickman, Crowley Maritime Corporation

Career Workshop

- 2:00 pm **Corporate Careers**
Moderator: Alex Sevilla, Director, MBA Programs
Damon Kearney, Fidelity National Information Services (MA/Latin
American Studies)
Jose Rossignoli, Brooks Tropicals (MSAB)
Lance Rule, Econocaribe Consolidators, Inc.

Career Workshop (continued)

- 3:00 **Government Careers**
Moderator: Juan Carlos Molleda, Department of Public Relations
Larry Farris, US Commercial Service, Bogota (MS/Economics)
Chris Maxfield, United Nations (MA/Latin American Studies)

Maria Conchita Mendez, Alabama State Port Authority (BA/Economics & Latin American Studies)

4:00

Careers in Non-Governmental Organizations

Moderator: Jon Dain, Center for Latin American Studies

Mariana Varese, Wildlife Conservation Society (MA/Latin American Studies, PhD/Food and Resource Economics)

Evan George, Masliah & Soloway (JD/MALAS)

Tim Fogerty, Development Anthropology Consultant (PhD/Anthropology)

Planning Committee:

Terry McCoy, Center for Latin American Studies

Mary Risner, Center for Latin American Studies

Meredith Fensom, Levin College of Law

William Messina, Institute of Food and Agricultural Sciences

Juan Carlos Molleda, College of Journalism and Communication

Andy Naranjo, Warrington College of Business Administration

Janet Bente Romero, University Foundation

Mary Mitchell, Graduate Assistant

Appendix 4: Students Supported by CIBER Funding October 2006 – September 2008

I. Study Abroad: The following students have received funding that allowed them to study abroad on various programs and internships.

Business in Brazil scholarship recipients

- Jessica Bachay (University of Florida, MA Latin American Studies)
- Michelle Knapp (University of Florida, MA Latin American Studies)
- Luis Loyaza (University of Florida, BA Criminology/Law)
- Sara Martin (University of Florida, BA Spanish/Latin American Studies)
- Guy Morissette (University of Montreal, MBA)
- Matt Quinlan (Yale University, MBA/MA Tropical Conservation)
- Elizabeth Smith (University of Florida, MA Latin American Studies)
- Tyler Tringas (University of Florida, BA Economics)
- Sonya Williams, (Florida A&M University, MBA)
- Mary Jordan, (Florida A&M University, MBA)
- Cornell Guion, (Florida A&M University, MBA)
- Joe Holecko (University of Florida, MBA)
- Jessie Barriero (Valpariso University, MBA)
- Mathew Hoge, (University of Kansas, MA Latin American Studies)
- Angleliki Vovou (Fordham University, MBA)

International Financial Markets Tour scholarship recipients (University of Florida students)

- Tara Kim (MBA)
- Albert Rodriguez (MBA)
- Greg Eckels (MBA)
- Kolaleh Torkaman (MBA)
- Mario Fernandez (MBA)
- Nick Anderson (MBA)
- Cameron Burma (MBA)
- Alicia Riggins (MBA)
- Chad Rice (MBA)
- Joseph Holecko (MBA)
- Rick Mason (MBA)
- Grant Copeland (MBA)
- Patrick Kinnan (MBA)
- Abe Skellenger (MS Finance)
- Chris Weber (MS Finance)
- Phil Reagan (MS Finance)
- Kyle Morabito (MS Finance)
- Abe Ouano (MS Finance)

- Michael Peerson (MS Finance)
- Park, Sang Wook (MS Finance)
- Aashish Shukla (MS Finance)
- Ang Li (MS Finance)
- Kevin Fox (MA in International Business)
- Dominique Lochridge (MA in International Business)
- Sophie Grumelard (MA in International Business)
- Jenny Chaim (MA in International Business)
- Jonathan Frankel (MA in International Business)
- Britta Nissinen (MA in International Business)
- Lucas Elgie (MA in International Business)
- Brandon Saltmarsh (MA in International Business)
- Kevin Brown (MA in International Business)
- Kathryn Ciano (MA in International Business)
- Nico De Vries (MA in International Business)
- James Lancelot (MA in International Business)
- David Pierce (MA in International Business)
- Donna Zill (MA in International Business)
- Katherine Rodriguez (MS Real Estate)
- Scott Ehrlich (JD/MBA)
- Laura Gonzalez (Ph.D. Finance)
- Mary Mitchell (MA Latin American Studies)
- Jacob Schultz (MA Latin American Studies)

***Italian Food: From Production to Policy* scholarship recipients (University of Florida students unless otherwise noted)**

- Leilani Velazquez (BA Food and Resource Economics)
- Wesley Edwards (BA Food and Resource Economics)
- Cheryl Salerno (BA Family, Youth, and Community Sciences)
- Stephen Meek (BA Food and Resource Economics)
- Jason Pereira (Florida Atlantic University, International Business)
- Jordan Terry (BA Food Science)
- David Taylor (BA Food and Resource Economics)
- Arpan Patel (BA Pre-Med)
- Venessa Longobardi (BA Animal Science)
- Danielle Thomas (MA Food and Resource Economics)
- John Alday (BA Food and Resource Economics)
- Aaron Kremmer (BA Agriculture Education)
- Cristina Zitoli (BA Food and Resource Economics)

II. Research: Between 2006 and 2008, the following students have received travel funds from CIBER allowing them to present their own research, conduct research and learn about the international dimensions of their disciplines at conferences, workshops and seminars. **(University of Florida students)**

- Torrey Peace (MBA)
- Merise Jalali (BA Political Science)
- Michelle L. Edwards (Ph.D. Anthropology)
- Jennifer Itzkowitz (Ph.D. Finance)
- Gaurav Kapoor (Ph.D. Information Systems and Operations Management)
- Lureen Walters (Ph.D. Food and Resource Economics)
- Nobuyuki Iwai (Ph.D. Food and Resource Economics)
- Joseph C. DiPietro (Ph.D. Education)
- Yang Jiao, (Ph.D. Anthropology)
- Ronald Gordon (Ph.D. Food and Resource Economics)
- Naomi Moswete (Ph.D. Tourism and Development)
- Mussa Idris (Ph.D. Anthropology)
- Alison Ketter (Ph.D. Anthropology)
- Afua Entsuah (Ph.D. Anthropology)
- Youngsang Yun (BA Management)
- Mary E. Mitchell (MA Latin American Studies)
- Alison M. Boelter (MA Latin American Studies)
- Matthew Schwarz (BA Political Science)
- Russell R. Fullerton (BA Management)
- Thomas J. Stevens III (Ph.D. Food and Resource Economics)

III. IB Instruction and Outreach: Since 2006, the following students, from both business and non-business programs, have worked on a variety of CIBER curriculum and outreach projects. **(University of Florida students)**

- Tyler E. Tringas (BA Economics)
- Gabriella Filasky (BA Marketing)
- Amanda Bowe (BA Finance)
- Jordon P. Loh (BA Economics)
- Elaine Cohen (BA Marketing)
- Fahad Fahimullah (BA Economics)
- Sharon F. Barkley (Ph.D. Latin American Studies)
- Laurel J. Hodges (Ph.D. Spanish)
- Deicy G. Jimenez (Ph.D. Spanish)
- Susan Salazar (Ph. D. Spanish)
- Belkis Suarez (Ph.D. Spanish)
- Megan Silbert (Ph.D. Food and Resource Economics)
- Colin A. Knapp (Ph.D. Economics)

Appendix 5: *International Financial Markets Tour* Evaluation Survey

Students who participated in the 2007 *International Financial Markets Tour* were asked to complete a pre and post survey comprised of thirteen questions. Answers were ranked on a scale of 1 -10 and captured the evolution in students' thinking before and after the study tour.

SURVEY QUESTIONS

1. How would you rank the business opportunities in Brazil?
2. Compared to doing business in the US, how would you rank the business opportunities in Brazil?
3. How would you rank the investment opportunities in Brazil?
4. How would you rank the investment opportunities in Brazil compared to the US?
5. How would you rank the corporate expansion opportunities in Brazil?
6. How would you rank the corporate expansion opportunities in Brazil compared to the US?
7. How would you rank the economic environment in Brazil?
8. How would you rank the political environment in Brazil?
9. How would you rank the resource environment in Brazil?
10. How would you rank the legal environment in Brazil?
11. Do you think Brazil is a good environment to do business?
12. How important do you think speaking Portuguese is to doing business in Brazil?
13. How important is corporate social responsibility to business in Brazil?

**Appendix 6: CIBER Multidisciplinary IB Workshop Programs
and
Bradbury Distinguished Lecture in International Economics
Academic Years 2006 - 2008**

Description: *The CIBER Multidisciplinary Workshop Programs* officially began in September 1999. The forum promotes a systematic exchange of ideas and research among a broad campus working group. Faculty from UF colleges and centers and from other institutions participate in the programs featuring academic presentations on IB research as well as IB presentations by guest speakers from business and government.

In addition to these workshops, CIBER co-sponsors the annual *Bradbury Distinguished Public Lecture on International Trade and Development*. Descriptions of those lectures appear in the table in italics.

Date	Speaker	Title of Presentation
10/13/06	Virginia Maurer, UF Department of Management Angel Kwoleck-Folland, UF Department of Women's History	"The Pathways Paris Project": A Study of Women in the Corporate World
11/3/06	Bob Kerrigan, Partner Kerrigan, Estess, Rankin, McLeod & Thompson, LLP	The Alien Tort Claims Act as a Tool to Further Corporate Responsibility and Compliance with International Human Rights Obligations
1/12/07	Clyde Stephens, formerly with United Fruit Company, Research and Technical Services	Banana History and the United Fruit Company
2/9/07	Marcelo Rescende, Professor Instituto de Economia, Universidade Federal do Rio de Janeiro	Developments in Brazilian Infrastructure and Manufacturing: An Overview
3/23/07	Olaf Halvorssen, Founder Authentix and President of its international division	Authentix: Fighting Fraud and Counterfeit Products World-Wide.
3/26/07	<i>Maurice Obstfeld, Professor University of California, Berkeley</i>	<i>Robert Bradbury Distinguished Lecture on Int'l Economics: Financial Globalization in Historical Perspective</i>
4/6/07	Benjamin Smith, UF Department of Political Science	How Corrupt Do You Think This Country Is? Growth, Governance, and the Perception of Corruption
9/28/07	Chip Withers, President Withers Transfer & Storage of Coral Gables, Inc., Withers Worldwide Forwarders, Inc. and Withers Transportation Systems	Freight is Great

10/19/07	Mark Jamison, UF Public Utilities Research Center	Understanding and Teaching International Leadership
11/9/07	Renata Serra, UF Center for African Studies	Child Labor and Cocoa Production in West Africa: From International Labor Standards to Child Agency
11/16/07	James Sterns, UF Food and Resource Economics	EUREPGAP, GLOBALGAP, International Certification Standards, and Opportunities for Florida's Agri-food Sector
1/18/08	Beatrice Selotlegeng, former CEO of Air Botswana and current Executive in Residence Faculty at the College of Business at Ohio University	Creating Awareness of Africa's Business Potential
2/22/08	Bob Emerson, UF Food and Resource Economics	Immigration Issues and Agricultural Labor Markets
2/29/08	Brenda Chalfin, UF Anthropology	Anthropology and the New Economy: Anthropological Perspectives on Finance, Commerce and Neoliberalism
3/21/08	Michelle Edwards, PhD student Anthropology	Building Economic Bridges and Creating New Communities: Ghanaian and African American Transnational Entrepreneurs and the Ties that Bind
3/28/08	Chris Grosse, President Seaharp Learning Solutions and Professor Emeritus Thunderbird School of Global Management	What's New in Business Languages? A Fresh Look at the Field
4/9/08	<i>Philippe Aghion, Professor Harvard University</i>	<i>Growth and the Financing and Governance of Higher Education</i>

**Appendix 7: Enhancing Florida's International Business Infrastructure (EFIBI)
2008 Awards**

Faculty	Institution	Project title/description
Richard Sjolander	University of West Florida	Participate in MERCOSUR study tour to develop Latin American examples for IB course
Fredric W. Rohm, Jr. & Daniel Ibarondo	Southeastern University	Modify/add courses to permit an IB major as opposed to the current IB concentration
Manuel J. Tejada	Barry University	Develop a course on <i>Religion, Spirituality and International Business</i>
Samuel Adekunle	Edward Waters College	Develop a course on <i>African Societies, Gender and Microfinance</i>
David A. Grossman & Liming Macguire	Florida Southern College	Develop a course for business majors on <i>Conversational Chinese</i>
Maria Lehoczky & Sheila Rios	Polk Community College	Attend Memphis CIBER Globalization Seminar on <i>Global Supply Chain Management</i> and attend 2009 Michigan State University <i>International Institute for Community College Faculty</i>

Appendix 8: 2008 CIBER Business Language Conference: Agenda

**Hosted by the University of Florida CIBER
St. Petersburg, Florida, April 9 – 10, 2008**

The 2008 CIBER Business Language Conference provided for an exchange of ideas and perspectives on how to most effectively train global leaders of the future. Participants explored how students and educators can be equipped with the linguistic, multi-cultural and managerial tools necessary for leadership in the 21st century. Conference attendees participated in sessions devoted to business language instruction and ways to develop successful interdisciplinary collaboration.

PROGRAM

Time	Event
Wednesday, April 9	
6:00-8:00 p.m.	Registration/Information Desk Open
6:00-8:00 p.m.	Welcome Reception
Thursday, April 10	
7:30 a.m.-4:30 p.m.	Registration/Information Desk Open
7:30-8:30 a.m.	Continental Breakfast
8:30-9:00 a.m.	Welcome: <i>John Kraft (Dean, Warrington College of Business Administration), Susanna Easton (Program Specialist, U.S. Department of Education), Greg Moreland (Director, UF Foreign Languages Across the Curriculum)</i>
9:00-10:00 a.m.	What's New in Business Languages: A Fresh Look at the Field <i>Dr. Christine Uber Grosse (President, Seaharp Learning Solutions and Professor Emeritus, Thunderbird School of Global Management)</i>
10:15-11:15 a.m.	Concurrent Sessions I <ul style="list-style-type: none"> • <i>Using 'Languages Across the Curriculum' to Expand the Business Language Curriculum</i> • <i>Course Wikis: How Our Students of Today Can Teach Our Students of Tomorrow</i> • <i>Student Assessments of Experiential Learning</i> • <i>Using Portfolios to Assist Students in Developing Cultural Competence</i> • <i>Using Real-Time Technology in the Foreign Language Classroom: Simulated Stock Portfolios</i> • <i>Combining Business and Culture in the GW-CIBER: Discovering French Wine-Making</i> • <i>Teaching Culture in Business Spanish Classes</i> • <i>Applying the 'Automatic Speech Analysis System' in an Online Business Chinese Course</i> • <i>Computer-Mediated Curriculum for Chinese-Heritage MBA Students</i>

11:15-11:30 a.m.	Beverage Break
11:30 a.m.-12:30 p.m.	<p>Concurrent Sessions II</p> <ul style="list-style-type: none"> • <i>Interdisciplinary Collaboration and Short-Term Study Abroad</i> • <i>Site Visits, Standards and Scaffolding: Creating and Teaching Cases for Business Language Learners of All Levels</i> • <i>How to Better Prepare Future Business Leaders to Face Environmental and Social Issues through Selected Business Language Course Materials</i> • <i>Using Technology to Enhance Instruction: Guest Speakers and Chats</i> • <i>Integrating and Using Schaubilder in the Business German Class</i> • <i>Exploring French Culture through Advertising</i> • <i>Preparing Our Students for the 21st Century: Teamwork in the Business Language Classroom</i> • <i>Synchronous Collaboration: An International Learning Experience for Professors and Students</i> • <i>Entrepreneurship Simulations for Future International Leaders</i> • <i>A Purdue University Initiative of Interdisciplinary Study Abroad Program in China</i> • <i>Putting Principles of Vocabulary Learning into Practice: A Computer-Assisted Business Chinese Vocabulary Program for Professionals</i>
12:30-2:00 p.m.	<p>Lunch</p> <p><i>A Lesson Plan for the Global Era's Next Wave</i> <i>Jordan Colletta (Vice-President, UPS Technology Marketing)</i></p>
2:15-3:15 p.m.	<p>Concurrent Sessions III</p> <ul style="list-style-type: none"> • <i>A Model Immersive Cultural Learning Environment: Teaching Chinese Culture in Second Life</i> • <i>Leveraging Existing Resources to Create Dual-Degree Programs: Language/Culture Plus X</i> • <i>An Interdisciplinary International Business Degree</i> • <i>Preparing for the Global Business: Visiting an International Company for a Class Project</i> • <i>The German Business Internship: Putting German to Work</i> • <i>'La Francophonie' and the Business French Curriculum: Issues and Challenges</i> • <i>Podcasts and Pedagogy: Curricular Changes in the Business Language Course</i> • <i>Lessons Learned from Business Spanish Students at the University of Maryland</i> • <i>Undergraduate Research in Business Languages: Strategic Plans for Campus and Student Success</i>

	<ul style="list-style-type: none"> • <i>A Corpus-Based Investigation of Business Chinese Textbooks and Pedagogy in Use</i> • <i>Using Commercials to Teach Chinese Languages and Culture</i>
3:15-3:30 p.m.	Beverage Break
3:30-4:30 p.m.	<p>Concurrent Sessions IV</p> <ul style="list-style-type: none"> • <i>Meaningful Activities, Meaningful Curriculum: A Small University's Efforts to Prepare Global Business Leaders</i> • <i>The Business of Language and the Language of Business Across the Curriculum</i> • <i>Energizing the Discipline Nationally: Bridging Differences Between Language for Specific Purposes and Language for Literature</i> • <i>Using FL Outcomes Assessment and Effective Program Evaluations for Grant-Getting Purposes</i> • <i>Expanding the Field: Introductory Business Language and Culture Instruction</i> • <i>Entrepreneurship and Environmental Engagement in Study Abroad</i> • <i>Students' Oral Presentations in the Business French Classroom: Content, Techniques and Assessment</i> • <i>Task-Based Activities: Modules for Teaching an Upper-Level Business French Course</i> • <i>Theory and Method in Teaching Business Spanish: Successful Pedagogical Techniques</i> • <i>Topics and Techniques in the Design of Commercial Cases for Business Spanish</i> • <i>Enriching the Lower-Division Language Curriculum: Cross-Disciplinary Collaboration on Case Studies</i> • <i>Incorporating a Case Study in the Lower-Division French Curriculum: The Auberge Project</i> • <i>Incorporating a Case Study in the Lower-Division Chinese Curriculum: The Starco Project</i>
4:30-5:30 p.m.	Steering Committee Meeting: CIBER Business Language Conference
6:00-9:00 p.m.	Conference Gala & Awards Ceremony Mahaffey Theater
Friday, April 11	
7:30 a.m.-3:30 p.m.	Registration/Information Desk Open
7:30-9:00 a.m.	Continental Breakfast
9:00-10:00 a.m.	<p>Alumni Perspectives Moderator: Alex Sevilla (Director, MBA Program, University of Florida) UF Alumni Panelists: Greg Bates (Attorney at Law, Miami) Julianne Iannarelli (Manager of Research, AACSB International, Tampa)</p>

	<i>Billy Shields (Law Reporter, Miami Daily Business Review)</i>
10:15-11:15 a.m.	Concurrent Sessions V <ul style="list-style-type: none"> • <i>Business Portuguese: Where Do We Go From Here?</i> • <i>Business Russian: Where Do We Go From Here?</i> • <i>Business Chinese: Where Do We Go From Here?</i> • <i>Business German: Where Do We Go From Here?</i> • <i>Business French: Where Do We Go From Here?</i> • <i>Business Spanish: Where Do We Go From Here?</i> • <i>Business Japanese: Where Do We Go From Here?</i>
11:15-11:30 a.m.	Beverage Break
11:30 a.m.-12:30 p.m.	Concurrent Sessions VI <ul style="list-style-type: none"> • <i>Business Hindi at the Linguistic Crossroads</i> • <i>Outsourcing to India? Understanding Indian Communication Practices</i> • <i>Theory and Practice: An Adaptive Approach to Business Language Course Design</i> • <i>The Formation of a CIBER Research Forum on the State of the Art in the Teaching of Intercultural Competence and Languages for Business Communication</i> • <i>The Use of Podcasts and Video-on-Demand in Business German Courses</i> • <i>Screen Capture, Screen Recorder and Presentation Software for Online Business Courses</i> • <i>What Can Happen When Business and Language Faculty Cooperate Across an Ocean?</i> • <i>Economics of Soccer in the Classroom: What the Global Business Leader Must Know</i> • <i>Training Students with Linguistic Tools: ‘Addressing’ in Business Spanish</i> • <i>Language, Culture and International Competence: The Hybrid Curriculum Model Using International Business Cases</i> • <i>A Business and Cultural Introduction to the Middle East</i>
12:30-2:00 p.m.	Lunch <i>Business Language in the United States: Past, Present and Future Possibilities</i> <i>Ronald Cere (Eastern Michigan University)</i> <i>Michael Doyle (University of North Carolina at Charlotte)</i> <i>T. Bruce Fryer (University of South Carolina-Columbia and University of South Carolina-Beaufort)</i>
2:15-3:15 p.m.	Concurrent Sessions VII <ul style="list-style-type: none"> • <i>Preparing for Discussions with Russian Partners: Refining Oral Communications Skills</i> • <i>Cultural Differences in Technology and Management: Building U.S.-Russian Space Systems</i> • <i>Preparing Global Business Leaders: By Scrapping</i>

	<ul style="list-style-type: none"> • <i>Undoing the Past, and Re-energizing the Future of Language Studies in Business</i> • <i>'Founding' a Company in a German-Speaking Country</i> • <i>Bringing the Smaller German Company into the Classroom</i> • <i>Business Languages in Another Discipline: Challenges and Opportunities</i> • <i>Languages for World Business at the College of Charleston: A Model of Interdisciplinary Collaboration</i> • <i>Translating and Raising Awareness of Business Language: Recruiting New Faculty and Graduate Students</i> • <i>The Interview Project as an Integrated Approach to Business Japanese</i> • <i>Acquisition of Culture: The Case of the Business Japanese Language Curriculum</i>
3:15-3:30 p.m.	Beverage Break
3:30-4:30 p.m.	<p>Concurrent Sessions VIII</p> <ul style="list-style-type: none"> • <i>Integrating Business Language Skills with Language Skills in the L2 Classroom</i> • <i>Designing Authentic Literacy Tasks for Business Communication</i> • <i>Best Practices for Recruiting New Faculty and Graduate Students for Global Business Leadership</i> • <i>Why We Teach: Training Two Kinds of Global Business Leaders</i> • <i>Chamber of the Americas Education Task Force: Creating Connections</i> • <i>Students and \$\$\$: Methods and Techniques for Expanding Business Language Programs</i> • <i>Carbon Footprint on Our World: Carrefour vs. Wal-Mart</i> • <i>Seeds of Change: The Ashoka Model of Social Entrepreneurship in France</i> • <i>An Innovative Way to Equip Students with Business Language Exposure, Multicultural and Managerial Tools in the International Context</i> • <i>Business Language Instruction in Rio de Janeiro</i> • <i>Doing Business in Latin America: Survival Spanish and Cross-Cultural Training for Business Professionals</i> • <i>Universality of Cross-Cultural and Cross-Disciplinary LMR Perspectives: Preparing Global Business Leaders</i> • <i>Bringing Rigor and Realty to Language Learning for Business Purposes: Examples of Project-Based Action Learning</i>

Appendix 9: Faculty Participants in Overseas FDIB Programs Academic Years 2006 - 2008

2007 Faculty Participants in FDIB Programs (University of Florida faculty):

- John Kraft, Dean
Economies in Development and Transition: The Balkans: Sofia, Bulgaria; Zagreb, Croatia; Prague, Czech Republic
- Janice Carrillo, Information Systems and Operations Management
Economies in Development and Transition: The Balkans: Sofia, Bulgaria; Zagreb, Croatia; Prague, Czech Republic
- Stan Smith, Bureau of Economic and Business Research
Understanding the Business Challenges of Africa: South Africa and Kenya
- Brijesh Thapa, Tourism and Hospitality
Understanding the Business Challenges of Africa: South Africa and Kenya
- Anand Paul, Information Systems and Operations Management
Business in a European Context: Strasbourg, France

2008 Faculty Participants in FDIB Programs (University of Florida faculty unless otherwise noted):

- Joseph Rojo, College of Business
Professional Development in International Business - Mercosur 2008: Brazil, Argentina and Chile
- Virginia Maurer, Management
European Economies in Transition: Zagreb, Croatia; Sofia, Bulgaria; Warsaw, Poland
- M. Nimalendran, Finance
Professional Development in International Business - Mercosur 2008: Brazil, Argentina and Chile
- Alan Sawyer, Marketing
Understanding the Business Challenges of Africa: South Africa, Botswana, Zambia and Zimbabwe
- Richard Sjolander, University of West Florida, Marketing and Economics
Professional Development in International Business - Mercosur 2008: Brazil, Argentina and Chile

**Appendix 10: 9th Annual Conference of the *International Academy of African Business and Development (IAABD)*
UF Steering Committee Members**

Name	Title	College
Asare, Stephen K.	Associate Professor of Accounting and Deloitte Honor Roll Fellow	Business
Bonzongo, Jean-Claude J.	Assistant Professor of Environmental Engineering Sciences	Engineering
Chalfin, Brenda H.	Assistant Professor of Anthropology	Lib. Arts & Sciences
Crum, Roy L.	Professor of Finance	Business
Frosch, Joan	Professor of Dance and Assistant Director of the School of Theatre and Dance	Fine Arts
Goldman, Abraham C.	Associate Professor of Geography	Lib. Arts & Sciences
Jamison, Mark	Director, Public Utility Research Center	Business
Kane, Abdoulaye	Assistant Professor of Anthropology	Lib. Arts & Sciences
Kernaghan, Nicola J.	Outreach Coordinator, Office of Program Development and Evaluation Coordinator, CIBER	International Center and Business
Knechel, W. R.	Ernst & Young Professor of Accounting	Business
Leslie, Agnes N.	Outreach Director, Center for African Studies	Lib. Arts & Sciences
Leslie, Michael	Associate Professor of Telecommunication	Journalism & Communication
McDade, Barbara	Associate Professor of Geography	Lib. Arts & Sciences
Nunn, Kenneth Bruce	Professor of Law	Law
Sammons, David	Director, International Programs	IFAS (Agriculture)
Serra, Renata	Lecturer, African Studies Program	Lib. Arts & Sciences
Spring, Anita (Conference Chair)	Professor of Anthropology	Lib. Arts & Sciences
Sterns, James	Associate Professor of Food and Resource Economics	IFAS
Thapa, Brijesh	Associate Professor of Tourism and Commercial Recreation	Health & Human Performance
Thomas, Robert E.	Associate Professor of Management and Business Law	Business
West, Carol T.	Professor of Economics and CIBER Director	Business
Winzeler, Isabelle	CIBER Assistant Director	Business

**Appendix 11: 2007 Latin American Business Environment Report:
Executive Summary, Table of Contents and List of Tables
Terry L. McCoy**

EXECUTIVE SUMMARY

Entering the last quarter of 2007 Latin America is in the midst of an economic expansion unprecedented in recent decades. The outlook for 2008 is for continued growth and low inflation. The major clouds threatening the region's business environment are the growing volatility in global financial markets, faltering world trade negotiations and the erratic course pursued by populist governments in the region. There are relatively few elections scheduled over the next 15 months, the most important being in Argentina.

The table below classifies the 18 Latin American countries profiled in the 2007 *LABER* in terms of the overall character of their business and investment environments in 2006 and 2007, and indicates the outlook for 2008. Within the three broad categories – “Attractive,” “Problematic,” and “Mixed” – an arrow indicates whether a country's environment has improved (↑) or weakened (↓) during the year. An “=” sign identifies those countries that remained essentially unchanged. Of the 18 countries, eight improved in 2007 and only two (Venezuela and Argentina) deteriorated. Based on sustained improvements in recent years, we have upgraded three environments – Panama, Peru and Uruguay – in 2007 from mixed to attractive.

	<u>2006 Environment</u>			<u>2007 Environment</u>			<u>2008</u>
	Attractive	Problematic	Mixed	Attractive	Problematic	Mixed	Outlook
Mexico	↓			↑			↑
Dom Rep	↑			↑			=
Costa Rica	↑			=			?
El Salvador			↑			↑	=
Guatemala			↑			=	=
Honduras			↑			=	=
Nicaragua		↓			=		?
Panama			↑	↑			↑
Bolivia		↓			=		?
Colombia			↑			=	=
Ecuador		↓			=		?
Peru			↑	↑			=
Venezuela		=			↓		↓
Brazil			=			↑	=
Argentina			=			↓	=
Chile	↑			=			=
Paraguay			=			↑	?
Uruguay			↑	↑			↑
Totals	4	4	10	7	4	7	

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**Appendix 12: 57th Annual Latin American Studies Conference Agenda:
Multi-Sector Partnerships and Strategic Communications in the Americas: Business,
Community and Government**

Hosted by the University of Florida's Center for Latin American Studies
and the College of Journalism and Communications
February 7 & 8, 2008

PROGRAM

Time	Event
<i>Thursday, February 7th</i>	
8:15 a.m.	Registration
9:00 a.m.	Welcome Carmen Diana Deere, Director, Center for Latin American Studies and Conference Co-chair
9:15 a.m.	Opening remarks Juan-Carlos Molleda, Associate Professor and Graduate Coordinator of Public Relations, College of Journalism and Communications and Conference Co-chair
9:30 a.m.	Keynote <i>Social Partnering in Latin America: Lessons Drawn from Collaborations of Businesses and Civic Society Organizations</i> Roberto Gutiérrez Poveda, Associate Professor, Universidad de los Andes, Bogotá, and General Coordinator of the Social Enterprise Knowledge Network
10:30 a.m.	Coffee break
10:45 a.m.	Session I – Strategic Plans North and South Aburrá Valley, Department of Antioquia, Colombia Participants: <ul style="list-style-type: none"> • Francisco Correa Molina, Regional Director, Fundación Social Elsy Yolanda Jiménez Bedoya, Community Representative • Martha Lucía Marín Herrera, Representative, Area Metropolitana del Valle de Aburrá • Fernando Mejía Jaramillo, Business Sector Representative • Carlos Aníbal Palacio, Business Sector Representative Moderator: <ul style="list-style-type: none"> • Pilar Useche, Assistant Professor, Food & Resource Economics and Latin American Studies
12:15 p.m.	Lunch break – Exhibits
1:30 p.m.	Session II – World Quality Education for Puerto Rico

	<p>Participants:</p> <ul style="list-style-type: none"> • Nelson Colón, President, Fundación Comunitaria de Puerto Rico • Xiomara P. Caro, Public Relations, Fundación Comunitaria de Puerto Rico <p>Moderator:</p> <ul style="list-style-type: none"> • Pilar Mendoza, Assistant Professor, Department of Educational Administration & Policy
3:00 p.m.	Coffee break – Exhibits
3:15 p.m.	<p>Session III – <i>The Impact of Political and Economic Factors on Partnership Building</i></p> <p>Participants:</p> <ul style="list-style-type: none"> • Raúl Romero, President, Bounty Fresh • Tim Scerba, COO Latin America and CEO Mexico, Edelman <p>Moderator:</p> <ul style="list-style-type: none"> • Terry McCoy, Director, Latin American Business Environment program and Associate Director, CIBER
4:45 p.m.	<p>Wrap-up:</p> <p>Marilyn Roberts, Associate Professor of Advertising, College of Journalism and Communications, and Conference Co-chair</p>
<i>Friday, February 8th</i>	
9:00 a.m.	<p>Opening Remarks</p> <p>John W. Wright II, Dean, College of Journalism and Communications</p>
9:15 a.m.	<p>Session IV – <i>Assessing the Quality of Partnerships</i></p> <p>Participants:</p> <ul style="list-style-type: none"> • Jonas Haertle, Coordinator, United Nations Global Compact Networks & Academic Initiatives • Miguel Angel Oliva, Vice President, Public Relations & Corporate Affairs, HBO Latin America Group <p>Moderator:</p> <ul style="list-style-type: none"> • Dennis Jett, Dean, University of Florida International Center
10:30 a.m.	Coffee break – Exhibits
10:45 a.m.	<p>Session V – <i>Lessons from Successful Partnerships</i></p> <p>Participants:</p> <ul style="list-style-type: none"> • John H. Holmes, Director, International Advertising Association (IAA) Educational Programs and Alliances • Claudia Gioia, Managing Director, Miami Office, Burson-Marsteller <p>Moderator:</p> <ul style="list-style-type: none"> • Linda Childers Hon, Senior Associate Dean, College

12:15 p.m.	Lunch break – Exhibits
1:30 p.m.	<p>Session VI – Strategic Corporate Communication <i>Promoting Sustainable Relationships</i></p> <p>Participants:</p> <ul style="list-style-type: none"> • Mitsuru Yanaze, Professor, Universidade do São Paulo • Otavio Freire, Communication Consultant, Nivea, Brazil • Maria Helena Sato, Internal Communication Manager, Nestlé, Brazil <p>Moderator:</p> <ul style="list-style-type: none"> • Andy Naranjo, Professor, Warrington College of Business Administration
3:00 p.m.	Coffee break – Exhibits
3:15 p.m.	<p>Session VII – Strategic Communications and Partnership Building: Theory and Research</p> <p>Participants:</p> <ul style="list-style-type: none"> • Belio Martinez, Assistant Professor of Public Relations, College of Journalism and Communications • Cynthia Morton, Associate Professor of Advertising, College of Journalism and Communications • Mary Ann Ferguson, Professor of Public Relations, College of Journalism and Communications • Michael Leslie, Associate Professor of Telecommunication, College of Journalism and Communications <p>Moderator:</p> <ul style="list-style-type: none"> • Betty Cortina, Hearst Visiting Professional, Department of Journalism, College of Journalism and Communications
4:45 p.m.	<p>Closing remarks Juan-Carlos Molleda</p>
6:00 p.m.	<p>Reception, Emerson Alumni Hall Performance of Latin American music by Carlos Beltrán Ensemble</p>

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