

*CIBER Synergies*

**An Update on Programs of the  
Center for International Business Education and Research**

**Warrington College of Business Administration  
University of Florida**

**Academic Year and Federal Year 2003-2004**

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## ***From the Director***

*Fall 2004 marks the mid-point of the current four-year CIBER funding cycle. Accomplishments to date include two new multidisciplinary international business (IB) degree programs, short-term study abroad options, Business Portuguese, new IB courses not only in the Warrington College of Business (WCB), but also in the Center for Latin American Studies, the College of Journalism and Communication, the Levin College of Law and the College of Health and Human Performance. Interdisciplinary research programs have led to new insights on international antitrust, reconciling protection of the environment and expansion of trade, world media market entry, agribusiness and trade policy. Record numbers of outreach programs transfer university expertise to business practice and support internationalization of business curricula at other Florida institutions of higher education. Upcoming initiatives add classes on IB ethics, international negotiations, world regions and IB, and Business Japanese. An expanded research agenda includes Homeland Security and US international competitiveness and outreach adds new programs for secondary school students and teachers.*

*This year also marks a change in the UF CIBER leadership team. Dr. Mark Jamison, CIBER Associate Director for Business and Economic Studies, was tapped by WCB to be the new Director of the Public Utility Research Center (PURC). Since CIBER's inception in 1998, Mark has served both as Center Associate Director and PURC Director of Telecommunications, forging a productive link between the two centers. The link will remain, but Mark's administrative time is devoted to his new PURC responsibilities.*

*After six years of keeping us on track, on time and within budget, CIBER Project Manager, Patti Jamison, left the world of global business for that of local family enterprise—keeping her growing children on track, on time and within budget. She left us with an exceptionally well-organized set of files, a detailed set of instructions on Department of Education deadlines and regulations, and excellent relations with her colleagues at other CIBERs nationally.*

*The solid foundations Mark and Patti helped lay now allow UF CIBER to branch out in new directions. We are fortunate to have two outstanding new members of the leadership team to help identify and explore those directions. Taking over as Associate Director for Business and Economic Studies is Dr. Andy Naranjo, Emerson-Merrill Lynch Professor of Finance. Andy has long been active in CIBER, contributing substantively to IB finance research and pioneering in IB experiential learning programs. Ms. Isabelle Winzeler serves in the new position of CIBER Assistant Director. Having traveled extensively abroad in both industrialized and developing economies, Isabelle combines international project management experience with language/culture program creativity.*

*Andy and Isabelle's footprints are already visible on exciting new CIBER programs. Please join Dean Kraft, CIBER Associate Director for Languages, Area and Other Professional Studies, Dr. Terry McCoy, and myself in welcoming them to the CIBER*

*management team. We're proud to share with you how CIBER is serving students, faculty and businesses.*

*Carol West*

*CIBER Director*

## ***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. Current innovative programs that augment traditional student exchanges are encouraging record numbers of University of Florida (UF) business students to study abroad.

### **Undergraduate students**

- ***A new study abroad model for undergraduates*** is accelerating achievement of the Warrington College of Business (WCB) overseas study goals. When UF CIBER was founded in 1998, only 7.6 percent of WCB undergraduates studied abroad. CIBER support helped more than double that figure to 17 percent in 2004. A new program, introduced in Summer 2004, is expected to yield unprecedented gains in the next couple of years, easily reaching and surpassing the goal of 25 percent.

Rather than arranging individual student study abroad through exchanges and transfer credit programs, the new model engages in direct partnerships with institutions in Europe that allow a *group* of WCB undergraduates to simultaneously study abroad at a foreign institution. While overseas, the students continue to fulfill basic WCB requirements by enrolling in two of the College's Electronic Platform courses that can be delivered globally. In addition, they take region-specific courses on the European business environment, international relations and/or language/culture delivered by partner institutions. Piloted in Paris in Fall 2004 in conjunction with the University's *Paris Research Center*, the program is expected to eventually provide an on-going 205 slots per year in London (UK), Rouen (France), and a location to be determined in Spain.

- ***A new international business degree complements study abroad enhancements*** and encourages integration of training in foreign languages, area studies and the business disciplines. The *Bachelor of Arts in Business Administration (BABA) with International Studies Area of Specialization* includes 28 credit hours of the undergraduate business core, a foreign language minor, a required course in either

*Introduction to International Relations or Comparative Politics*, 12 additional credit hours in area studies or world studies and a semester study abroad. With judicious planning, students can complement the degree with a minor in European Union Studies, Latin American Studies or Asian Studies. See Appendix 2 for details of the new degree.

- ***CIBER-supported business foreign language programs*** continued the popular Foreign Languages Across the Curriculum (FLAC) classes at UF and expanded language training opportunities at Florida Agricultural & Mechanical University (FAMU). FLAC classes are one-credit discussion sections conducted in a foreign language in conjunction with a content course. In 2003-2004, CIBER supported foreign language graduate student training for delivery of six FLAC sections. Content of the sections covered five areas: Spain and the European Union; Public Relations in the Spanish-Speaking World; Business and Culture in the Francophone World; the Business and Culture of Sports in the Spanish-Speaking World; Latin American Business Environment (2 sections).

A CIBER grant to FAMU allowed development of a new course offering in *Business Spanish* to complement that university's existing offering in *Business French*. The course was passed by the FAMU language faculty in Spring 2004 and will be offered in the current academic year.

- ***The Latin American Business Environment: Corporate and Career Opportunities*** conference was held March 20, 2004 at the Hilton University of Florida Conference Center in Gainesville, FL. Organized by UF's Center for Latin American Studies, and co-sponsored by UF CIBER, the conference was directed at students interested in pursuing careers in Latin American business and finance. Morning sessions overviewed the current state of the Latin American business environment with special presentations on real estate, infrastructure, investment banking, telecommunications, aerospace and shipping/logistics. Speakers from the morning sessions participated in an afternoon round table discussion on career paths and recruiting strategies in Latin American affiliates of US firms. In a final roundtable discussion, recent UF graduates working in Latin America offered insights on their career experiences and advice to current students. Approximately 125 undergraduate and graduate students, both at UF and from around the state, attended the event. See Appendix 6 for program details.

- ***Upcoming undergraduate programs*** exemplify CIBER's commitment to offering both "broad brushstroke" IB introductions to many students and specialized opportunities for those seeking in-depth IB training. WCB's new *Warrington Welcome* provides an exceptional forum to reach incoming business students and educate them on how to prepare for global careers. Placement personnel recognize the job market value of augmenting business studies with foreign language training and area studies. However, it can be difficult to convey this value to undergraduates early enough in their university careers to impact courses of study. *Warrington Welcome* is a one-credit course for freshman designed to promote a sense of unity in the College as well as assist students with academic and personal adjustment issues. Facilitated by a professional staff member from the WCB Undergraduate Program Office (UPO) and a junior/senior

business major, each class section is limited to no more than 20 students. During the 2004-2005 academic year, UPO is offering 36 sections of the course, enough to accommodate 80 percent of the WCB first year students.

A foreign language faculty team, representing Spanish, Portuguese, Japanese and Chinese, is developing a *Warrington Welcome* module on “Preparing to Meet Challenges of the Global Marketplace.” The three-part module (1) provides statistics to inform students on the global nature of business in today’s economy; (2) uses corporate surveys, quotes from business practitioners, and mini-cases as motivation for students to augment their training in business disciplines with deepening their expertise in foreign languages, culture and area studies; (3) gives practical guidance on designing internationally enhanced courses of study. The four faculty members will share responsibility for delivery of the module across the multiple sections of *Warrington Welcome*. It is an unusual and exciting opportunity to stimulate multidisciplinary IB interest among new university entrants and to reduce the complaints of “Why didn’t somebody tell me earlier. . .” that instructors in upper division courses so frequently hear.

Business undergraduates are only one group of UF clientele who will benefit from UF CIBER’s participation in the InterCultural Edge (ICE) Project. The product of a multi-university and business consulting firm effort, ICE is a web-based product that teaches cross-cultural awareness in business settings. Its effective pedagogical technique is teaching through individual assessments—e.g., “How do I react to situation X?” and “How do I think a French business person would react to situation X?” The sequence of assessment tools can be used to design a variety of computer-based cultural learning exercises that promote both specific and general understanding of the role of culture in global business practice. Currently, CIBER is funding development of ICE-based modules for incorporation into upper division IB electives. Additional language/culture enhancements for UF undergraduates in 2004-2005 include use of case studies in *Business Chinese*, completion of the planning phase for introducing *Business Japanese* and new material for the popular FLAC sections.

Dr. Clifford Jones of the UF Law School will deliver a new course on the *Legal Environment of European Business*. The course first overviews US and European business law differences and then, given those differences, identifies strategies appropriate for US firms operating in the European Union. The class will support the new BABA in International Studies, the new opportunities for business student study abroad in Europe, and UF’s new Center for European Studies. Also enhancing the IB curriculum, *The Firm in the Global Economy* will add a module on how Homeland Security policies initiated since 9/11 are modifying effective business strategy.

A second conference on *The Latin American Business Environment: Corporate and Career Opportunities* is planned for Spring 2005. Based on very positive student and corporate evaluations of the 2004 conference, CIBER is collaborating with the Center for Latin American Studies to make this an annual event. Undergraduates will also have the opportunity to learn from international business executives through a

CIBER-supported Speakers Program for the new, dynamic undergraduate International Business Society.

### **Graduate students**

• ***Graduate student short term study abroad (STSA) and summer study abroad*** programs in Latin America were supported both by CIBER scholarships and CIBER seed funding to extend the geographical scope of the programs. Piloted in Fall 2002, FIN 6930 begins with classroom sessions addressing international financial issues and concludes with a one-week tour of financial market centers in Latin America. With no more than word-of-mouth advertising, the Fall 2003 tour reached capacity at 20 participants and a similar number are enrolled for Fall 2004. The course draws students from multiple WCB graduate programs—MBA, MAIB (Master of Arts in International Business), Master of Science in Finance, Ph.D. in Finance, and MSM/MALAS (Joint Master of Science in Management/ Master of Arts in Latin American Studies). Typical student comments about the tour include:

“I would not trade this experience for anything. I feel this study tour changed my perception.”

“It was a great trip. I went in knowing very little and came out with a whole new perspective.”

“The hands on experience is truly unable to be met by reading a book or taking a course on campus.”

“The study tour was a wonderful experience. It is necessary for anyone studying International Business.”

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* six-week summer program takes place in Rio de Janeiro and combines coursework on Brazilian business practices, site visits to companies, training in Brazilian Portuguese and immersion in Brazilian culture.

Given the popularity of both overseas graduate programs, CIBER funded Drs. Terry McCoy (Latin American Studies) and Andy Naranjo (Finance) to visit Chile in Summer 2004 and arrange contacts for future Florida graduate student programs in that country.

• ***New graduate IB course and degree offerings*** include addition of an International Business class to the Professional One-Year MBA program (WCB’s weekend MBA option that serves young professionals who are currently working and who have recently earned an undergraduate degree in business). Collaborating with UF’s College of Journalism and Communication, CIBER developed a new joint degree in

International Communications. The option allows students to simultaneously earn a Master of Science in Management and a Master of Arts in International Communications specializing in either telecommunication or international advertising. In Summer 2004, graduate students in foreign languages had the opportunity to take a new class on how to teach commercial languages. Spanish language instructor Dr. Greg Moreland developed and delivered the course. In the prior Spring semester, Mary Risner of the Center for Latin American Studies piloted a new course on *Commercial Portuguese*.

The inaugural delivery of Dr. Gregg Bennett's *International Sport Business* (PET 5936) in Fall 2003 marked the first time a course with 100 percent IB content was offered in the Exercise and Sport Sciences Department of the College of Health and Human Performance. Material covered in lectures and readings included: the history of global sport expansion; international sports competition and international governing bodies of sports; the management challenges raised by differing cultures, differing monetary systems and regional economic integration; global licensing and merchandizing of sports and sporting goods. The 30 enrolled students also prepared new case studies of international sports businesses or firms, thus creating pedagogical materials for future classes. Class participants were exceptionally enthusiastic about the course, ranking it a 4.9 on a scale of 1 (poor) to 5 (outstanding).

Supported by a CIBER course development grant, FAMU Eminent Scholar Ken Gray completed development of a new MBA simulation course on *Global Project Management*. It will serve as the capstone to the currently required IB sequence: *World Business Cultures* (MAN 5000), *World Resources* (MAN 5615) and *Global Logistics I and II* (TRA 5722 and 5723).

- ***Expanded enrollment in WCB's MAIB program*** is being accommodated by the addition of classes taught by CIBER affiliate non-business faculty. Dr. Terry McCoy, Center for Latin American Studies, is educating MAIB students on *The Latin American Business Environment*. Journalism Associate Professor, Dr. Marilyn Roberts, is teaching *International Marketing and Advertising*.

- ***CIBER travel grants*** allowed three Ph.D. students in Finance to attend the *Doctoral Internationalization Consortium* at the UCLA Anderson School of Management. The annual program, staffed by faculty from a variety of CIBERs, introduces doctoral business students to current IB research issues in their discipline. Management doctoral student, Richard Gentry, was funded to attend the UF/London Business School conference on *Competition in Networking: Wireless or Wireline* where he presented his paper on "Explaining CLEC Survival through Resource Stocks: The Power of being Nimble and Rich."

- ***Twenty-two graduate and undergraduate students received both IB training and financial support*** through work on CIBER projects. Participating students (see Appendix 1) came from a variety of business and non-business professional disciplines, area studies and language programs. Student research assistants addressed issues in the

Latin American business environment, international trade policy, international agricultural policy, global media markets and network industries. Student teaching assistants delivered FLAC sections and student advisors facilitated undergraduate study abroad. A final group of students supported CIBER outreach programs by developing and organizing conference materials, working paper series and web sites.

- ***Upcoming for graduate students*** are two new courses currently under development, *International Business Ethics* and *International Negotiations*. The offerings augment last year's addition of two new international finance classes, *International Cash Flow Management* (FIN 6603) and *Project Analysis in a Global Environment* (FIN 6623). All four courses help meet demand for IB electives in WCB's popular MAIB program that recently expanded enrollment from 55 to 70 students.

On-going CIBER programs for graduate students include scholarships for participation in the *International Financial Markets Tour* course and the *Business in Brazil* summer program. Funding will again be available for graduate students to attend IB conferences and participate in IB research, to develop and deliver IB classes, and to receive hands-on IB outreach experience in delivering programs for regional businesses. A second conference on *The Latin American Business Environment: Corporate and Career Opportunities*, scheduled for March 2005, will allow graduate students interested in pursuing careers in Latin American business to learn about types of positions available, the challenges and opportunities those positions entail, and to network with executives from multinationals operating in the region.

## ***Serving faculty***

Through a variety of initiatives, CIBER supports specific faculty projects and study tours that enhance IB research and 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 working paper series makes UF IB studies available to researchers elsewhere. A multidisciplinary workshop brings together faculty from diverse colleges, and from outside the UF campus, to learn from the perspectives of other disciplines.

- ***Quality and impact of CIBER-supported IB research*** is indicated by publications, invitations for presentation to professional groups and international recognition of the researchers. On-going support of research on agribusiness and trade issues resulted in publication of the monograph, *Transitions in the Mexican Sugar Industry: An Analysis of the Production and Marketing System*. The study comprehensively examines the structure and nature of the Mexican sugar industry in the context of the complex world sweetener market. Featured analyses include US-Mexico sweetener trade, impacts of the final NAFTA tariff reductions on that trade, and the high fructose corn syrup (HFCS) trade dispute between the two countries. In Fall 2003, CIBER-sponsored research was part of expert testimony presented to the US Senate

Finance Committee. William Messina's testimony, "US-Cuban Agricultural Trade: Present Realities and Future Prospects," can be accessed through UF's Institute for Food and Agricultural Sciences (IFAS) Electronic Data Information System (EDIS) at [edis.ifas.ufl.edu/FE438](http://edis.ifas.ufl.edu/FE438). It is one of over 20 EDIS publications on Cuban agriculture—it's structure and the threats and opportunities it presents for US businesses.

CIBER research in the College of Journalism and Communication on world media market entry has already resulted in two journal publications (*Journal of Media Economics* and *Telecommunications Policy*), two book/proceedings chapters currently in press, three working papers in progress and six invited conference presentations during academic year 2003-2004. Similar productivity characterized CIBER research joint with the College of Law on international antitrust in network industries—one book chapter in press, three working papers in progress and two December 2003 conference presentations. UF CIBER researcher, Dr. Clifford Jones, was invited to be a founding member of the Academic Society for Competition Law (ASCOLA), established in Munich, November 2003. Also in the area of network industries, CIBER researcher, Dr. Mark Jamison, was invited to participate in the conference *Formulating a Research Agenda for Communication Policy*. Senior FCC staff, Department of Justice economists and leading academics attended the December 2003 conference.

Research facilitated by a Summer 2003 CIBER grant to WCB economist, Dr. Elias Dinopoulos, was the basis for his keynote address to the *International Economics and Finance Society* in London (November, 2003). The topic was growth, globalization and wage inequality.

• ***Homeland Security and IB trade*** is a new focus of CIBER research introduced in 2003-2004. Dr. Terry McCoy conducted preliminary research on *The Impact of Homeland Security on US-Latin American Trade and Investment*. His initial findings will appear as the chapter, "9/11 and the Americas: End of an Era?" in the forthcoming edited conference volume *The Unfolding Legacy of 9/11*.

A team of researchers from WCB and IFAS began addressing the specific Homeland Security concern of invasive pests and threats to contamination of the US food supply. The long-term objectives of this study, *Risky Products, International Competitiveness and Trade Policies*, are to provide US governmental agencies with optimal trade policies and a cost-benefit analysis of different regulatory regimes in the presence of food and plant safety issues. Static and dynamic theoretical models are being developed and empirically tested to provide a basis for ultimate policy recommendations.

Continuing areas of research included a study by Dr. Robert Thomas, WCB Associate Professor of Business Law, on the evolution of international intellectual property law, revision and updating of *The Free Trade Area of the Americas: Opportunities and Challenges for Florida and Florida Firms* (Dr. Terry McCoy), *The Impact of Globalization on Florida's Industries* (Dr. David Denslow), and further development of an *International Media Database* (Dr. Sylvia Chan-Olmsted). Formatted in both Excel and SPSS files, the latter data set is composed of 175 variables for 98

countries. Variables covered include traditional and new media outlets available, penetration rates, and socio-cultural, technological, economic, demographic and political/legal forces that impact preferences and media consumption in the individual countries. End users of the database will be media firms planning a transnational entry, international businesses marketing in new regions, and IB researchers.

- ***The CIBER Working Paper Series expanded*** by an additional 40 papers in 2003-2004. Research frameworks included both theoretical and applied analyses. Disciplines represented included: economics (e.g., “Globalization, Factor Endowments, and Scale-Invariant Growth”); survey research (e.g., “Consumer Confidence in Ghana and its Implications for Survey-Based Economic Indicators in Africa”); Regional Science (e.g., “The Impact of Globalization on Workforce Development and Composition in Florida: Debates, Impacts and Potential Policy Responses”); finance (e.g., “Cross-Country Comovement of Momentum Returns”); agriculture (e.g., “COOL and Consumers’ Willingness to Pay in the Fresh Produce Industry—Some Initial Impressions from the Field”); political science (e.g., “Economic Policy in Latin America: The Possibilities and Limits of Re-building Consensus”); telecommunication (e.g., “The Development of Cable Television in East Asian Countries: A Comparative Analysis of Determinants”). See Appendix 3 for a complete list of 2003-2004 CIBER working papers.

- ***Course development grants to faculty***, and related travel funding for attendance at professional meetings, allowed Japanese language specialists to prepare the foundations of *Business Japanese*. CIBER course grants facilitated development of three new courses referenced in the section on *Serving Students—Business Portuguese* at UF and both *Business Spanish* and *Global Project Management* at FAMU. In addition, Dr. Marilyn Roberts, prepared not only the new course for MAIB students cited earlier, but also a course on *Entering Foreign Markets* to be offered jointly to WCB and College of Journalism and Communication students.

- ***Nobel Laureate and author of Globalization and its Discontents, Dr. Joseph Stiglitz*** was one of several distinguished speakers at the monthly CIBER Multidisciplinary IB Research Workshop. Attracting faculty and graduate students from multiple colleges and centers across campus, and also from other nearby institutions of higher education, the forum promotes a systematic exchange of IB ideas and research findings among a broad range of disciplines. The series features presentations on IB research by faculty, graduate students and outside speakers. In addition to Dr. Stiglitz, other invited presenters included Dawn-Marie Driscoll, Executive Fellow at the Center for Business Ethics at Bentley College, former World Bank economist Dr. William Tyler, and Pulitzer Prize winning Editor of the *Miami Herald*, Tom Fiedler. Appendix 4 details a complete list of workshop topics and presenters.

- ***Four new 2-week study abroad tours*** significantly expand options for faculty development in IB (FDIB). Historically, the UF CIBER has co-sponsored two such programs—the *South American Professional Development in International Business*

program organized by the Florida International University CIBER and the *European Union Faculty Development in International Business* program organized by the University of Memphis CIBER. The former program is a two-week business tour of Argentina, Brazil and Chile that studies the impact of global economic crises on South American markets, national economic reform and regional integration. Organized by the University of Memphis CIBER, and delivered by the University of Antwerp, the European program focuses on economic, financial and management issues in the EU. Both study tours occur in the second half of May.

Four additional options were available for 2003-2004. The University of Colorado CIBER led an early January tour to Hong Kong and China's Pearl River Delta. A University of Connecticut FDIB traveled to New Delhi in early January to study India's rapidly expanding role in global business. Transitional economies of Eastern Europe were the focus of an FDIB led by the University of Pittsburgh CIBER. The study tour, conducted in May, traveled to Moscow, Sofia and Prague. Finally, the University of Hawaii CIBER offered a new option unique in both timing and focus. Delivered in the first half of August, the Asian tour to Japan, China and Viet Nam, had a specific business discipline focus, marketing and advertising.

CIBER funded six UF faculty to participate in these programs: Marketing Professor Dr. Alan Sawyer and Bureau of Economic and Business Research Specialty Faculty Dr. Chris McCarty (the transitional economies of Eastern Europe); Associate Professor of Business Law Dr. Robert Thomas (Hong Kong and China's Pearl River Delta); Associate Professor of Decision Information Sciences Dr. Selwyn Piramuthu and political scientist, Dr. Amie Kreppel, Director of the UF Center for European Studies (European Union) and; College of Journalism and Communication Associate Professor of International Advertising Dr. Marilyn Roberts (marketing and advertising in Asia).

• ***Non-UF faculty also received FDIB support*** from the UF CIBER. Santa Fe Community College business instructor, Dr. Harry Hooper, was funded to participate in the new Hong Kong/China's Pearl River Delta 2-week January study tour. Three FAMU faculty, Drs. Mary Diallo, Johanna Ramos and Daa'im Shabazz, received travel grants to attend the Spring 2004 CIBER language conference in Stamford, CT.

IB training for Florida high school teachers was conducted through annual workshops organized by UF's Centers for Latin American Studies and African Studies. CIBER funds development of IB workshop materials and sessions on incorporating IB components into secondary school curricula.

During 2003-2004, CIBER also significantly expanded the scope of its support for internationalizing the business curricula at non-UF Florida institutions of higher education. In particular, the US Department of Education Title VIB Business and International Education (BIE) program offers grants for such internationalization to four-year schools and community colleges that lack the size and scope to compete for the comprehensive and complex CIBER grants of Title VIA. Annually, through a competitive proposal process, the BIE program makes approximately 30 such awards that

provide two-year funding at an average level of \$78,000 per year. Supporting BIE grant applications by Florida schools is an important way CIBER can fulfill its Title VIA mandate of *being a regional resource* for infusing IB into business programs of post-secondary institutions of higher education.

UF CIBER staff worked with Eckerd College on its Fall 2003 BIE grant application, identifying expertise it could lend to the initiatives proposed in that application. Although Eckerd's proposal was not funded, Santa Fe Community College was successful in the same round of competition and UF CIBER has already helped implement that new grant by providing IB speakers for colloquia promised in the proposal.

Perhaps most useful, however, is lending "grant writing expertise" to other regional schools. During 2003-2004, CIBER Director Dr. Carol West worked extensively with FAMU in development of a BIE proposal to be submitted by that institution in November 2004. Dr. West and two FAMU faculty, Drs. Kenneth Gray and Mary Diallo, attended a CIBER workshop on BIE grant writing in March 2004. Key components of a potential FAMU application were identified and developed. In early June, Drs. West and Gray together read samples of successful BIE applications at the Department of Education offices in Washington, D.C., noting specific examples of substance and form that might enhance the FAMU proposal. During August and September, draft proposals were read, critiqued and revised in preparation for final submission in November.

Going beyond state boundaries, CIBER supported globalization of business curricula nationally through participation in the *Globalization Seminars* series organized by the University of Memphis CIBER. The workshops provide discipline-specific instruction and materials for developing IB classes or IB class modules. Spring 2004 marked the third consecutive year that UF's Robert Thomas, Associate Professor of Business Law, contributed to content and delivery of sessions on e-business.

- ***Business faculty from around the nation and the world*** contributed to the 2<sup>nd</sup> *Annual JIBS/AIB/CIBER Invitational Conference on Emerging Research Frontiers in International Business*. Jointly organized and sponsored by 29 CIBERs (including UF CIBER), the Academy of International Business (AIB) and the *Journal of International Business Studies* (JIBS), the conference brought together leading IB scholars to discuss and define the direction of IB research with respect to theoretical frameworks, constructs and methodologies. Participating IB scholars gathered at the James B. Henry Center for Executive Development, Michigan State University, September 16-19, 2004 to network on key issues affecting IB research agendas and to address development of academic IB research expertise.

- ***Upcoming programs for faculty*** include new research support, a focus on community college FDIB and a challenging new role for UF business language faculty. Research funding will target IB issues related to Homeland Security while travel grants will permit UF faculty to attend the first annual CIBER Research Conference on

*Homeland Security and US International Competitiveness*. Co-sponsored by a consortium of CIBERs (including UF), the conference is scheduled for March 2005 at Temple University in Philadelphia, PA.

Fall 2004 marks the start of the final research project in a CIBER triad addressing reconciling protection of the environment and expansion of international trade. The empirical study examines the impact of price volatility and new Chinese production on the viability of sustainable use programs for US suppliers to the global crocodilian market. Principal investigators on the research are Professor of Economics and CIBER Director, Dr. Carol West, and crocodilian expert Perran Ross of UF's Department of Wildlife Ecology and Conservation. The two prior studies in the triad examined the value of "green certification" to the Florida fishing industry and features of environmental rules that survive the WTO Dispute Settlement Mechanism.

Research support will also cover co-sponsorship of a conference celebrating the 70<sup>th</sup> birthday of the pioneering international trade economist, Dr. Jagdish Bhagwati. New research presented by Dr. Bhagwati's former students will illustrate the lasting impact of his scholarly contributions and will add IB insights into issues raised in his widely cited recent book, *In Defense of Globalization: How the New World Economy is Helping Rich and Poor Alike*.

CIBER funded FDIB opportunities for community college faculty are expanding in 2004-2005. As in 2002-2003, CIBER will support sending five community college faculty to the biennial *International Business Institute for Community College Faculty*. The four and a half day program takes place in May 2005 on the campus of Michigan State University. It is unique in its focus on the FDIB needs of community college and technical college faculty. Keeping the emphasis on practical application, sessions address discipline specific IB content, pedagogical strategies, resources (textbooks, software, databases, videos, etc.) and updates on major regions of the world. In addition, up to two Florida community college faculty will be awarded grants that fund participation in one of the four Summer 2005 two-week study tours abroad.

Five UF faculty will also be part of the study tours: Dr. Kenny Cheng, Professor of Decision Information Sciences, on the Hong Kong / China's Pearl River Delta program; Dr. Stan Smith, Professor of Economics, and Dr. Selwyn Piramuthu, Associate Professor of Decision Information Sciences, on Transitional Economies of Eastern Europe; Dr. Roger Blair, Professor of Economics, on the EU program in Antwerp; and Elinore Fresh, Instructor in Business Chinese, on the August Asian Marketing and Advertising program.

Two new initiatives will enhance IB skills of Florida secondary school students and faculty. High school newspaper editors, yearbook editors, writers, photographers, broadcasters and web designers each year attend a six-day summer institute offered by UF's College of Journalism and Communications. The institute features guest speakers and hands-on preparation of news videos and online newspapers. A CIBER module will include a guest speaker and a business student consultant to stimulate student interest,

and develop student expertise, in IB journalism. In addition, graduate students and faculty in Romance Languages and Literatures will prepare web and CD-based cases and exercises on business foreign language for use by area high school Spanish teachers.

UF's joining the Steering Committee of the annual CIBER Language Conference will present both opportunities and challenges for UF's business language faculty. The opportunity to develop stronger ties with some of the nation's premier commercial language instructors and innovators is invaluable; the challenge of hosting a CIBER language conference in a couple of years is both exciting and somewhat daunting.

## ***Serving business***

An annual publication on *The Latin American Business Environment* 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: An Assessment*** annually provides a comprehensive examination of business conditions in Latin America, a 33-country region comprising a global market of nearly 500 million inhabitants. Within the context of the report, the business environment consists of government regulatory policies, global and regional external impacts on Latin America and internal Latin American economic, social and political conditions. It includes text discussion of topical issues, tabular presentation of recent statistics and area-specific reports for the 20 largest markets in the region. Since its first publication in 1999, the *Assessment* has been widely distributed to industry practitioners, policy makers and educators. See Appendix 7 for the Executive Summary and a list of tables from the 2004 report.

- ***IFAS electronic extension infrastructure*** continues to be an exceptionally effective forum for educating Florida agribusiness on current trade issues pertinent to their markets and on basics of how to compete internationally. CIBER funds a graduate student in IFAS to research material for inclusion in the export primers series (available at <http://agbuscenter.ifas.ufl.edu/export>) and to maintain, update and expand the Center for Agribusiness' *Web Resources for Exporters*, a support site at <http://www.agbuscenter.ifas.ufl.edu/expresources/index.htm>. Each country export primer provides basic information on business conditions and doing business in the country with detailed information on agricultural markets. During 2003-2004, 18 existing export primers were updated and new primers were prepared for 11 countries: Bolivia, Colombia, Costa Rica, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Paraguay, Suriname and Uruguay.

- ***CIBER support of IB business conferences*** transfers technical university expertise and business best practices to broader business audiences. Co-sponsored conferences for business practitioners and policy makers in 2003-2004 covered a range of regional, national and international issues:

- *3<sup>rd</sup> International Agricultural Trade & Policy Conference* (Naples, FL, Dec. 3-4, 2003). Attended by agricultural producers and industry leaders from throughout the southeastern US as well as national agricultural policy makers, the 2003 conference focused on trade agreements and specialty crop issues, the trade challenges of invasive pests, the impact of agricultural labor markets on international competitiveness, and country-of-origin labeling.
- *National Forum on Trade Policy: Exploring Federal/State Cooperation* (Chapel Hill, NC, Dec. 10-12, 2003). Co-sponsored by a consortium of CIBERs, and attended by policy makers from around the nation, the conference objective was to develop implementation strategies that better prepare and assist states for the challenges of increased global economic integration. Plenary sessions overviewed global competitive conditions and trade, and state-level responses to changing competitive conditions. Break out sessions covered service trade issues, improving trade data and analysis, innovative export promotion efforts, domestic industry restructuring, community/workforce adjustment, and reform/utilization of Trade Adjustment Assistance.
- *Corporate Security and International Operations—Threat, Prevention, Intervention* (Oak Brook, IL, Oct. 30-31, 2003). Presenters addressed the impact of terrorism on business, approaches to keeping international operations secure, international catastrophe risk models, and HR planning for expatriate security. The main conference, attended by 72 business professionals and educators, was followed by a workshop for academic researchers on defining the agenda for university research on terrorism, Homeland Security and global trade.
- *China's Business Practices and Environment: Creating Opportunities for US Firms in the World's Fastest Growing Economy* (Atlanta, GA, Oct. 10, 2003). Fifty four Atlanta area executives participated in the workshop that included lectures, case studies and simulations to identify and understand fast changing economic and business trends in post-WTO China and to explore entry and marketing approaches for conducting business with China. Elinore Fresh, developer of the UF courses in Business Chinese, prepared and presented the session on "Chinese Culture in the Market Economy: Strategies for Handling Stalemates."
- *Business in the New Europe* (Orlando, FL, Nov. 5, 2003). European specialists discussed implications for US businesses of the EU's enlargement to 25 member nations. Featured presenters at the day-long workshop were representatives of Lehman Brothers Eurasia Group, the Economic Office of the Embassy of Poland, the European Commission, CEEBIC (the Central and Eastern Europe Business Information Center) and Czech Trade USA. Attendees also received written background material on both current and candidate EU nations prepared by UF's Center for European Studies.

- *Florida's Global Frontiers: Impacts of Trade Liberalization* (Tampa, FL, Sept. 23-24, 2004). A joint project of globalization centers at UF, University of South Florida, University of Central Florida and Florida International University, this first comprehensive forum for understanding Florida as part of the global economy had a target audience of businesses, environmentalists, labor activists and state/local policy makers in the State of Florida. Over 250 attended the conference that featured four new commissioned academic research studies covering the impact of globalization on Florida's (1) industries; (2) workforce development; (3) environment; and (4) state/local policy making. Scholarly perspectives were augmented by response from panels of representatives of the target audience groups. Jagdish Bhagwati, University Professor, Columbia University, and Andre Meyer Senior Fellow, Council on Foreign Relations, delivered the introductory keynote address on "Trade in the World of Globalization." J. Antonio Villamil, Chair, Governor Jeb Bush's Council of Economic Advisors, delivered a luncheon keynote address on "Thinking Globally and Acting Locally in Florida." See Appendix 5 for program details.
- *Regional Trade Agreements*: Two workshops and conferences featured CIBER FTAA research in the Fall 2003 semester: *The FTAA Process Miami to Miami 2003 and Beyond: The Changing Context of FTAA Negotiations*, Americas Business Forum Preparatory Seminar (Miami, FL, August 25, 2003) and the 3<sup>rd</sup> *International Agricultural Trade & Policy Conference* (Naples, FL, December 3-4, 2003 as noted above.) CIBER Associate Director, Dr. Terry McCoy, also participated by invitation in the Civil Society Dialogue and Private Sector Forum, Special Summit of the Americas (Monterrey, Mexico, January 11, 2004) and presented research on regional integration of the Americas at the US Embassy Speaking Program (Lima, Peru, May 7-14). A September 2004 conference on CAFTA (Central America Free Trade Area) was postponed due to the hurricanes in Florida.
- *Competition in Networking: Wireless and Wireline* was the subject of the third UF-London Business School conference on issues in global telecommunications competition (London, May 13-14, 2004). The London Business School and three UF Centers (CIBER, the Public Utility Research Center, and the Public Policy Research Center) jointly sponsored the conference. Presentations examined network interconnection, competition within traditional markets and competition from new technologies, and management of the radio spectrum. Sixty persons attended the conference, representing academia, industry and regulatory agencies.
- *The 5<sup>th</sup> Annual Conference on Legal and Policy Issues in the Americas*, organized by UF's Levin College of Law (San Jose, Costa Rica, June 24-26, 2004), was enhanced by CIBER funding that sponsored incorporation of trade policy issues into the agenda. Emphases of this year's conference, attended by 140 legal professionals and educators, included conflict resolution, economic integration in the Americas and proportional response under rule of law to organized crime and terrorism.

- ***Upcoming business outreach*** includes expanded web-based information on global agricultural trade, an updated edition of *The Latin American Business Environment: An Assessment*, on-going conference co-sponsorships that address hemispheric trade policy and agribusiness issues, the joint UF/London Business School conference on meeting global telecommunications challenges, and the second annual *National Forum on Trade Policy: Exploring Federal/State Cooperation*. Each year, such planned activities constitute only a portion of CIBER business outreach. The remainder is flexible, allowing response to critical new topics as they emerge.