

# International Business Center Annual Report 2008: Reaching New Heights in Global Engagement



The Eli Broad College of Business  
The Eli Broad Graduate School of Management  
Michigan State University



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Under the leadership of its 20th president, Dr. Lou Anna K. Simon, MSU has made global awareness and engagement of our students, faculty, staff, and other constituencies an institutional priority. Just as MSU helped define “land-grant” university in the 19th and 20th centuries, we are now working to define what it means to be a “world-grant” university in the 21st century.

Thinking globally always has been a priority at Michigan State University. The university is recognized in the international community for its work in many areas, including basic human needs, education, international trade, sustainable agriculture, human and animal health and welfare, and the environment.

- In 1956, MSU was the first major university in the United States with a dean of international programs.
- Nearly 1,400 faculty members are currently involved in international research, teaching, and service projects and programs in 176 countries. MSU has over 80 business professors who are experts in international business and trade representing more than 20 countries.
- Since the 1950s, MSU has been the largest university recipient of U.S. Agency for International Development funding.
- MSU has the top study abroad program in the nation, as ranked by the Institute of International Education, with 2,975 students participating in study abroad in 2006-07.
- More than 410,000 alumni worldwide recall the MSU experience with gratitude and pride (including more than 70,000 in business). Leaders throughout the world highly esteem MSU for the values it brings and the solutions it offers to regional, national, and global contexts.

The International Business Center (which houses the Center for International Business Education and Research) in MSU's Eli Broad College of Business continues to play a critical role in advancing this institutional priority. “International” permeates every fabric of the university. This became even clearer when, in July 2008, longtime MSU-CIBER friend and Advisory Council member Dr. Elvin Lashbrooke was appointed as Dean of the Broad School. Dean Lashbrooke previously served as director of the school's Study Abroad Programs and e-Learning Initiatives for MSU-CIBER and is currently the leader of MSU's Summer Business Program at Magdalene College, University of Cambridge in England.

One of Dean Lashbrooke's first decisions was to create

the position of Associate Dean for Global Initiatives, to which he appointed CIBER Director Tomas Hult. Dr. Hult will continue as Director of MSU-CIBER and will also lead all global initiatives for the Broad School to support MSU's world-grant initiatives. These activities include developing a global advisory board with members from all areas of the world, launching an integrative global initiatives website, forming an international business department, strategically planning study abroad and international internship programs, establishing global research centers, initiating global programs, and creating a global infrastructure to support the Broad School's initiatives worldwide.

These new global initiatives will be integrated with already successful products and projects. For example, with over 36,000 business professionals forming the well-connected globalEDGE Network, our impact continues to be tremendous. The overall globalEDGE site (<http://globalEDGE.msu.edu>) continues to rank as the world's leading online source for international business resources (Google, Yahoo). In 2008, the monthly average number of page views on globalEDGE was around 3.4 million, doubling the traffic on the site compared to 2007! A myriad of new features have been launched on the site in the last year (e.g., U.S. State section, blog), which we highlight in this report.

The diversity of audiences served by the center's programming efforts continues to be broad. The inaugural Advanced International Business Institute for Community College Faculty (AIBI) was held June 2-5, 2008, at MSU. Designed especially for community college faculty who have extensive international experiences and knowledge, the Institute hosted 26 faculty for the AIBI event (about twice as many applied). The AIBI, along with workshops, seminars, speaking events, and executive training, round out the learning opportunities we orchestrated in 2008. In our overall portfolio of 60 products and projects, we take great pride in helping U.S. businesses increase their international competitiveness.

At the same time, faculty from around the world also benefit from the center's work in many ways. For example, since we became the headquarters to the Academy of International Business (AIB) in January 2004, the membership and attendance at the AIB annual conferences has been also at an all-time high. The most recent meeting in Milan, Italy, where we celebrated AIB's 50<sup>th</sup> anniversary, drew a record 1,201 attendees from the membership of more than 3,200 from 74 countries (Stockholm in 2004 had 811; Quebec City in 2005 had 869; Beijing in 2006 had 1,055; Indianapolis in 2007 had 733).

Please visit our website to get to know the center, its activities, and most importantly, the 30-member team which makes it all happen (<http://ciber.msu.edu>). You are also welcome to visit us at our office at MSU (7 Eppley Center, East Lansing, Michigan).

Sincerely,  
Tomas Hult, Director  
Irem Kiyak, Associate Director  
Sarah Singer, Assistant Director

# Tomas Hult Named Associate Dean for Global Initiatives

In July 2008, longtime MSU-CIBER friend and advisory board member Elvin Lashbrooke was appointed as Interim Dean of the Broad School (see “In Focus” on page 4). Dean Lashbrooke previously served as director of the school’s Study Abroad Programs and e-Learning Initiatives for MSU-CIBER and is currently the director of the Summer Business Program at Magdalene College, University of Cambridge in England.

One of Dean Lashbrooke’s first decisions was to create the position of Associate Dean for Global Initiatives, to which he appointed IBC Director Tomas Hult. Dr. Hult continues as director of MSU-CIBER and also leads all Global Initiatives for the Broad School to support Michigan State University’s world-grant initiatives.

These Global Initiatives were vetted by the Broad School’s Advisory Board in the fall of 2008 and include a myriad of programs and activities centered around seven strategic areas: Global Advisory Board, Global Initiatives Website, Global Business Department, Study Abroad and International Internships, Global Research Centers, Global Programs, and Global Infrastructure. These areas are strategically aligned to leverage MSU’s initiative to become the leading “world-grant” university.

## Strategic Area 1: Global Advisory Board

We are establishing a Global Advisory Board to leverage the superb “people assets” that the Broad School and MSU have around the world. The background is that MSU and the Broad School have prominent alumni and friends on all continents (>400,000) who have shown interest and willingness be linked closer with their alma mater and assist in advancing our global mission and reputation. The idea is to establish “cabinets” representing the world regions.

## Strategic Area 2: Global Initiatives Website

We are establishing a comprehensive website which showcases all global aspects of the Broad School and its on-campus and off-campus partners.

The background is that the Broad School is the leader in online resources in “international business” (e.g., globalEDGE, CIBER Web, AIB). The idea is to develop an integrative Global Initiatives Website that highlights the myriad of global business activities and projects undertaken by Broad School faculty and to serve as a communication/ promotional vehicle.



Tomas Hult accepting the editor-elect appointment of the Journal of the Academy of Marketing Science, Vancouver, Canada, May 2008.

## Strategic Area 3: Global Business Department

We are establishing a Global Business Department (GBD) in the Broad School. The background is that MSU has the world-leading research faculty in international business (*Management International Review*, 2004) with the most editorial influence (*Journal of International Business Studies*, 2005). We also house the premier organization in international business – Academy of International Business. The GBD will be made up of interested and highly qualified faculty from the functional departments.

## Strategic Area 4: Study Abroad and International Internships

We are establishing a strategically based study abroad and international internship program. The background is that MSU’s study abroad options are among the most diverse in the country, with more than 200 programs in 60 countries on all continents. The idea is to build a study abroad and international internship program that allows 100 percent of the business students (about 6,000 in total) the opportunity to engage globally in all strategically critical areas of the world.



## Strategic Area 5: Global Research Centers

We are establishing a network of strategically located Global Research Centers worldwide to facilitate faculty and doctoral student research. The background is that nearly 1,400 MSU faculty members are currently involved in international research, teaching, and service projects in 176 countries. These GRCs will provide an opportunity for faculty to immerse themselves in the culture of the world regions to conduct cutting-edge global research within the structure of established institutional linkages.

Continued on page 4

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### Strategic Area 6: Global Programs

We are establishing innovative online and hybrid global programs that leverage the Broad School's global brand and entrenches the Broad School as a leading global business school. The background is that MSU has a half-a-century history of being in the forefront of international education and outreach. Our focus is on being the leading "world-grant" university with true international reach and distinction. The idea is that a myriad of global programs are ripe for implementation.

### Strategic Area 7: Global Infrastructure

We are establishing close partnerships and global campuses in strategic locations in the world to have a physical presence that allows the Broad School to be truly global in scope and scale. The background is that MSU has a rich history of being a globally engaged university, with the nation's first dean of international programs. The idea is that MSU has several offices and project locations that the Broad School can leverage to establish a global infrastructure for programming activities in a very engaged way.

### In Focus: Elvin C. Lashbrooke, Jr.



Dr. Elvin Lashbrooke, longtime MSU-CIBER friend and advisory board member, was appointed Interim Dean of the Eli Broad College of Business effective July 1, 2008. "I am excited by the qualities and experience that Elvin brings to the job and am pleased that he's willing to serve the College in this capacity at this time," said MSU Provost Kim Wilcox.

Previously Dr. Lashbrooke served as dean of the College of Business at UNLV from 1997 to 1999 and as associate dean of the Broad School from 1993 to 1997 and again from 1999 to 2001. He also served as director of Study Abroad and e-Learning Initiatives in MSU-CIBER after leaving the Dean's Office. He is currently the director of the Summer Business Program at Magdalene College, University of Cambridge in England.

"It is both a privilege and honor to be chosen to lead the Broad College where I had been student, faculty and administrator for nearly two decades," Lashbrooke says. "People make a college and university great. I look forward to working with this great group of people—faculty, staff, students, university administrators and the alumni—during this period of transition."

## IBC Receives Business and International Education Grant

The International Business Center at the Eli Broad College of Business received a grant for \$179,772 to conduct benchmarking research and develop outreach programs in international business for the nation's community colleges. The Broad School's International Business Center (IBC) was one of only 23 recipients of a grant in 2008 from the Business and International Education (BIE) Program of the U.S. Department of Education.

IBC has a long history of obtaining grants from the U.S. Department of Education. Since 1988, the Center has received 12 grants from the U.S. Department of Education totaling more than \$6.5 million. The current BIE grant involves two components of research and two components of outreach. On the research side, IBC has been tasked with benchmarking international business programs and activities at the nation's more than 1,100 community colleges and developing online international resources for community college faculty and administrators. In outreach, IBC will be offering faculty development programs in international business for community college faculty and developing a clearinghouse for international internships for students.

"As a premier research and outreach center in international business in the U.S., the focus on community colleges fits our long-standing tradition of targeting two-year schools with leading international business programs," said Professor Tomas Hult, Director of the International Business Center. Hult continued: "the benchmarking component of the current BIE project also fits our research mission well—we strive to be the leader in understanding the international business needs of community colleges."

Michigan State University has a world-leading international business research faculty (*Management International Review*, 2004) and editorial influence in international business (*Journal of International Business Studies*, 2005). The university draws on more than 170 faculty in some 25 international units across campus to conduct cutting-edge research and to mentor doctoral students in international business and related fields. MSU has produced the 6th most Ph.D.s in business since 1960 (METF, 2003), and its doctoral students rank #5 in the world in total citations (Academic Assessment Services, 2004).

# 2009 Sample of Events

**China Faculty Development in International Business Program**

January 4, 2009 – China

**Global Business Club of Mid-Michigan:  
The IT Industry**

February 17, 2009 – East Lansing, Michigan

**Business Language Workshop for Foreign Language Educators in Spanish, French, German and Japanese**

February 19, 2009 – Memphis, Tennessee

**Short Term Study Abroad Conference**

March 4, 2009 – Provo, Utah

**Title VI 50th Anniversary Conference**

March 19, 2009 – Washington, DC

**Global Business Club of Mid-Michigan:  
The Agricultural Industry**

March 24, 2009 – East Lansing, Michigan

**2009 CIBER Business Language Conference: Navigating the World of Business through Language and Culture**

April 2, 2009 – Kansas City, Missouri

**21st Annual Meeting of the Central Association of Teachers of Japanese**

April 11, 2009 – East Lansing, Michigan

**World Languages Day**

April 18, 2009 – East Lansing, Michigan

**NASBITE International Conference**

April 19, 2009 – San Diego, California

**Global Business Club of Mid-Michigan:  
The Banking Industry**

April 22, 2009 – East Lansing, Michigan



**3rd Annual FDIB-Africa**

May 9, 2009 – South Africa, Botswana, and Zambia

**Eighth Biennial International Business Institute for Community College Faculty**

June 7, 2009 – East Lansing, Michigan

**CIMaR 2009 Conference: International Marketing in or by Firms from Emerging Market Economies: Theoretical and Empirical Contributions**

June 8, 2009 – Beijing, China

**Five FDIB-Globalization Seminars: Intro to Int'l Business, Int'l Finance, Global Supply Chain Management, Int'l Management, and Int'l Marketing**

June 18, 2009 – Memphis, Tennessee

**Academy of International Business (AIB) 2009 Annual Conference**

June 27, 2009 – San Diego, California



# IBC Launches Inaugural ADVANCED International Business Institute

In June, IBC hosted the Inaugural ADVANCED International Business Institute for Community College Faculty (AIBI). IBC developed the AIBI at the urging of alumni from Biennial International Business Institute for Community College Faculty.

Twenty-six faculty attended this inaugural program, many returning to MSU after attending a Faculty Development Program in International Business (FDIB) previously and/or demonstrating advanced levels of IB in their portfolios. Program participants who were admitted from the pool of 40 applicants were from 14 U.S. states, Puerto Rico, and Ontario, Canada. The consensus among participants was an increased appreciation and knowledge of globalization issues facing businesses today and a furthering of their own knowledge in the international business spectrum.

Like the IBI, this unique professional development program is designed specifically for community and technical college faculty and is one of the only programs in the country of its type. The goal of the Institute is to provide participants with the knowledge, experience, and resources they need to internationalize general business courses and/or develop specialized international business courses and programs at the two-year college level.

Highlights of the program included a benchmarking survey and report of internationalization at U.S. community colleges, a BRIC-focused session and luncheon with experts on each of the BRIC countries, and a keynote address given by John "Mac" MacIlroy, President and CEO of the Michigan Manufacturers Association. Additionally, all participants were matched with a coach, who will be available to assist them once they return to their own campus and continue their internationalization efforts.

The ADVANCED International Business Institute for Community College Faculty was co-sponsored by CIBERs at the Universities of Colorado at Denver, George Washington, Illinois at Urbana-Champaign, Maryland, Memphis, South Carolina, Texas, Texas A&M, Washington, and Wisconsin, as well as the Center for Advanced Studies of International Development (CASID) and University Outreach and Engagement at Michigan State University.



**The 8th Biennial International Business Institute for Community College Faculty will take place June 7-11, 2009, East Lansing, Michigan. The program is a unique professional development program designed specifically for community and technical college faculty. The aim of the Institute is to provide participants with the knowledge, experience and resources they need to internationalize general business courses and/or develop specialized international business courses at the two-year college level. To apply visit: <http://ciber.msu.edu/events/2009/ibi/>**



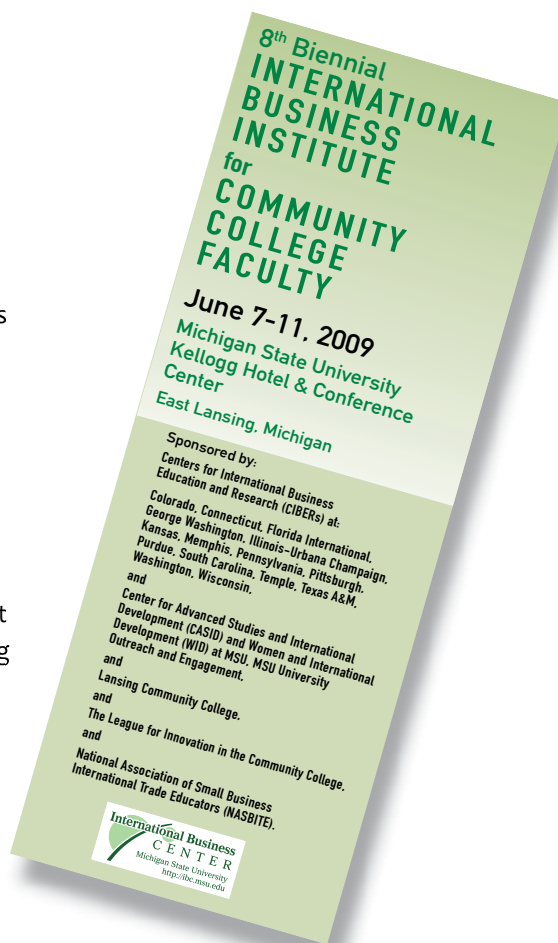


**M**SU-CIBER will host the Eighth Biennial International Business Institute for Community College Faculty June 7-11, 2009. Since its inception in 1995, the International Business Institute has hosted more than 400 community college faculty from 38 states, Puerto Rico, several Canadian provinces, and India. The IBI is unique in that it is a faculty development program designed specifically for community and technical college faculty. The aim of the Institute is to provide participants with the knowledge, experience and resources they need to internationalize general business courses and/or develop specialized international business courses at the two-year college level.

Sponsors for the 2009 Institute include: Centers for International Business Education and Research at Colorado, Connecticut, Florida International, George Washington, Illinois-Urbana Champaign, Kansas, Memphis, Pennsylvania, Pittsburgh, Purdue, South Carolina, Temple, Texas A & M, Washington, Wisconsin, and Center for Advanced Studies and International Development (CASID) and Women and International Development (WID) at MSU, MSU University Outreach and Engagement, Lansing Community College, The League for Innovation in the Community College, and NASBITE International.

For more information, please visit

<http://ciber.msu.edu/events/2009/ibi/>.



## In Focus: Gretchen Carroll

Gretchen Carroll was an integral part of the AIBI leadership team in 2008 and is transitioning into the same role for the IBI. She attended her first IBI in 1995 and has served as a facilitator for three subsequent sessions. Beginning in 2009, Gretchen will be co-leader of the Institute, serving alongside longtime leaders Tomas Hult and Bill Motz. Gretchen has a Bachelor of Science degree from Purdue University, a Master of Business Administration Degree from the University of Toledo and she graduated magna cum laude from the UT College of Law where she was inducted into the Order of the Coif for outstanding legal scholarship. She is currently pursuing a doctorate in leadership and policy studies at Bowling Green State University.

Gretchen wears multiple professional hats including business professor at Owens Community College, attorney specializing in employment law and litigation prevention, Supreme Court certified mediator, and Director of the Owens Leadership Academy. She is also the Director of the Atlantis Project where she is studying short cycle education in the U.S. and the E.U. as part of a FIPSE grant project. She is a member of the Ohio Bar, the Toledo Bar, and the American Bar Association. Her primary passions are the study and teaching of law and global leadership, and she is actively engaged in training and coaching individuals in business and industry in both fields of study.

Prior to her academic life, she was a store manager for Macy's Midwest, the National Sales and Marketing Manager for Fresh Products, and the Executive Director of an International Trade Association.

Gretchen has received numerous awards including teacher of the year for the state of Ohio. She was the 2006 international winner of the ACBSP teaching excellence award, the Owens Community College Faculty Excellence Award, the Apple of the Year Award, and most recently received the Presidential Citation for her contributions to leadership development.

In her spare time she enjoys spending time with family and friends, sharing a good glass of wine and few laughs. She adores her four children, most of the time, whom she credits with her conflict resolution and negotiation skills.



# IBC Develops International Business Education Index (IBEX)

In conjunction with its BIE grant, MSU-CIBER developed the Benchmark Study on International Business Education at Community Colleges in 2008. The Benchmark Study was conducted to assess the unique nature of community colleges in providing international business education to the U.S. population. Eight hundred and fifty-eight faculty and administrators from 428 of the 1,195 community colleges in the United States responded to the survey, which was conducted by the International Business Center (IBC) at Michigan State University in cooperation with the Business, Media, and Information Technologies Division at Lansing Community College.

The creation of an International Business Education Index (IBEX) to measure the degree to which colleges emphasize international business education in their curricula and activities has several positive features. First, IBEX allows for the direct comparison of internationalization in business education among the country's colleges. Second, IBEX allows for a continual assessment of internationalization in business education (i.e., comparisons of 2008 scores with future years' scores). Third, IBEX allows for a diagnostic assessment of where to focus efforts to internationalize business education at individual colleges.

Program Offerings, Organizational Infrastructure, Funding, and Investment in Faculty), followed by an average for the five pillars to make up a college's IBEX score.

The scores can range from zero to one (the actual range in this study was from zero to 0.97), with one being the highest degree of internationalization of business education. Only 5 community colleges achieved a score  $\geq 0.90$  (or what can be commonly viewed as an "A" on internationalizing business education). These are: Houston Community College Northeast (Texas), Lone Star College CyFair (Texas), Passaic County Community College (New Jersey), Saddleback College (California), and Southside Virginia Community College (Virginia).

These results provide good guidance to colleges that strive to improve their internationalizing of business education. For example, the results for the pillar labeled "Investment in Faculty" indicate a clear difference for all regions and the overall score between the top quartile, middle half, and bottom quartile. The top quartile scores range between 0.67 and 0.83 while the middle half of the colleges achieve scores between 0.25 and 0.40 on investment in faculty. The bottom quartile invest nothing in internationalizing the faculty (with the exception of the

Midwest which registers a 0.01 score). Similar analysis and accompanying implications can be drawn for each pillar (and even each question that makes up the score) to develop appropriate strategies to become more internationalized in delivering business education.

TABLE 2: Scores for the Five Pillars of IBEX

| Average Scores on Each Pillar of International Business Education | Geographic Region in the U.S. |           |       |      | Overall |
|---|-------------------------------|-----------|-------|------|---------|
|   | Midwest                       | Northeast | South | West |         |
| Strategic Commitment  | 0.25                          | 0.29      | 0.27  | 0.28 | 0.27    |
| Program Offerings   | 0.20                          | 0.33      | 0.28  | 0.30 | 0.27    |
| Organizational Infrastructure                                     | 0.16                          | 0.22      | 0.22  | 0.22 | 0.21    |
| Funding   | 0.17                          | 0.26      | 0.25  | 0.28 | 0.24    |
| Investment in Faculty   | 0.28                          | 0.40      | 0.32  | 0.40 | 0.34    |

In theory, IBEX allows for the ranking of community colleges in achieving internationalization in business education. In practice, however, IBEX is more appropriately used to classify colleges into "less active," "active," and "highly active" in internationalizing business education. IBEX includes five "pillars," or dimensions, pertaining to international business education at community colleges. The five pillars are Strategic Commitment, Program Offerings, Organizational Infrastructure, Funding, and Investment in Faculty.

Each question was scored from zero to one. Then, an average was created for each pillar (i.e., Strategic Commitment,

TABLE 7: Scores on Strategic Commitment Questions

| Variable                        | Geographic Region in the U.S. |           |       |       | Overall |
|---------------------------------|-------------------------------|-----------|-------|-------|---------|
|                                 | Midwest                       | Northeast | South | West  |         |
| IB education top priority (SC1) | 14.1%                         | 22.2%     | 15.8% | 19.7% | 17.0%   |
| Intl orientation (SC2)          | 4.20                          | 4.43      | 4.26  | 4.27  | 4.25    |
| Strategic plan (SC3)            | 19.0%                         | 17.8%     | 22.2% | 21.3% | 20.8%   |
| Earmark funds for IB (SC4)      | 25.3%                         | 37.0%     | 37.1% | 38.2% | 34.6%   |
| Promotion (SC5)                 | 3.6%                          | 7.0%      | 11.7% | 10.7% | 9.1%    |
| IB major (SC6)                  | 7.1%                          | 13.3%     | 16.7% | 18.4% | 14.4%   |
| IB minor/spec/concentr (SC7)    | 18.8%                         | 19.6%     | 25.9% | 31.6% | 24.7%   |
| Study abroad program (SC8)      | 8.2%                          | 24.4%     | 16.1% | 20.0% | 16.1%   |

TABLE 14: Scores on Investment in Faculty

| Variable                        | Geographic Region in the U.S. |           |        |        | Overall |
|---------------------------------|-------------------------------|-----------|--------|--------|---------|
|                                 | Midwest                       | Northeast | South  | West   |         |
| Earmark funds for faculty for:  |                               |           |        |        |         |
| Student study abroad (I1a)      | 20.60%                        | 8.60%     | 23.00% | 24.10% | 20.90%  |
| International teaching (I1b)    | 11.90%                        | 5.70%     | 14.30% | 20.70% | 14.00%  |
| Attending intl meetings (I1c)   | 39.70%                        | 36.10%    | 36.80% | 33.90% | 36.80%  |
| Intl of courses (I1d)           | 17.60%                        | 25.00%    | 26.20% | 29.80% | 24.70%  |
| Study/research on intl (I1e)    | 11.80%                        | 22.90%    | 21.60% | 15.80% | 18.20%  |
| Offering resources to attend:   |                               |           |        |        |         |
| Workshops on courses (I2a)      | 43.30%                        | 50.00%    | 40.00% | 58.60% | 45.80%  |
| Workshops on programs (I2b)     | 28.40%                        | 44.40%    | 33.90% | 43.10% | 35.80%  |
| Workshops on study abroad (I2c) | 22.40%                        | 27.80%    | 22.40% | 30.40% | 24.60%  |
| Language workshops (I2d)        | 22.70%                        | 16.70%    | 24.80% | 20.70% | 22.50%  |
| Award for intl activity (I3)    | 6.00%                         | 0.00%     | 6.50%  | 3.50%  | 4.90%   |

<http://ciber.msu.edu/Research/books/IBEX.pdf>

# Emerging Market Potential Index

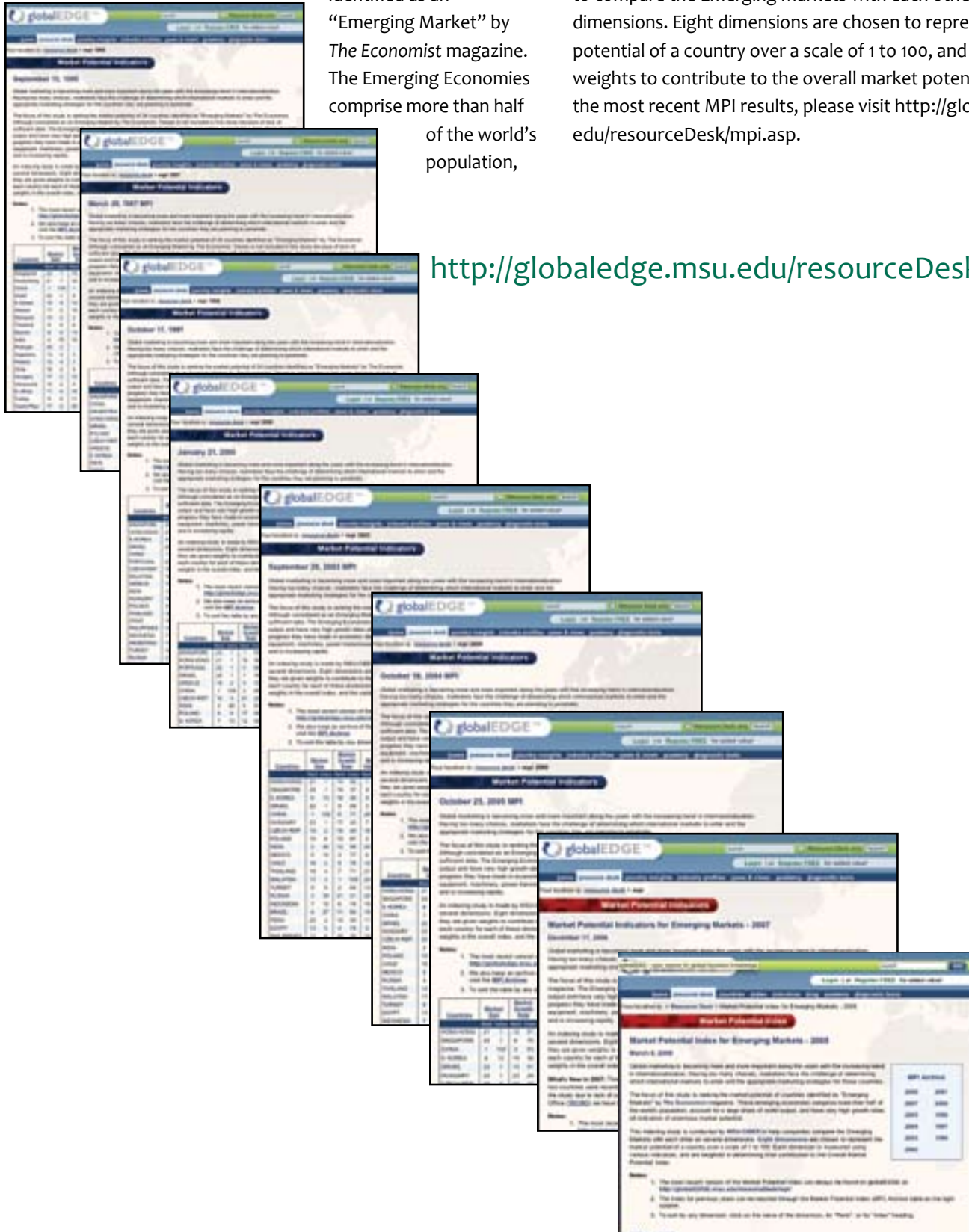
Global marketing is becoming more and more important over the years with the increasing trend in internationalization. Having too many choices, marketers face the challenge of determining which international markets to enter and the appropriate marketing strategies for the countries they are planning to penetrate.

The focus of the Market Potential Indicators for Emerging Markets study is ranking the market potential of all countries identified as an “Emerging Market” by *The Economist* magazine. The Emerging Economies comprise more than half of the world’s population,

account for a large share of world output and have very high growth rates, which means enormous market potential. They can be distinguished by the recent progress they have made in economic liberalization. Promising opportunities for trade are opening as their need for capital equipment, machinery, power transmission equipment, transportation equipment and high-technology products is substantial and is increasing rapidly.

An indexing study is made by MSU-CIBER to help companies to compare the Emerging Markets with each other on several dimensions. Eight dimensions are chosen to represent the market potential of a country over a scale of 1 to 100, and they are given weights to contribute to the overall market potential index. To see the most recent MPI results, please visit <http://globaledge.msu.edu/resourceDesk/mpi.asp>.

<http://globaledge.msu.edu/resourceDesk/mpi.asp>



Whether conducting extensive market research, looking to improve your international knowledge, or simply browsing, you're sure to find what you need to sharpen your competitive edge in today's rapidly changing global marketplace. It's easy, it's convenient, and best of all—it's free!

The year 2008 has seen the continued growth of MSU-CIBER's award-winning international business website, globalEDGE. In late 2007, Tomas Hult, MSU-CIBER's director, personally spearheaded the creation of the globalEDGE Business Review (gBR), globalEDGE's new on-line journal designed specifically for international business professionals. Throughout this year, the journal has continued to grow, attracting submissions from faculty, graduate students, and business executives from around the United States and elsewhere in the world.

gBR complements the site's content by publishing cutting-edge articles dealing with a variety of international business issues facing managers in different world areas, industries, and management functions. To date, topics have ranged from "Knowledge in Global Supply Chains" to "The Challenges of Dual Career Households in a Global Economy" and "Why CAFTA Faces Opposition." And, gBR takes advantage of the reach and impact of the globalEDGE site. With millions of visitors and over 36,000 members in the gE Network, gBR reaches further and has more impact and visibility than any journal in international business. Article reviews are done in-house, take less than two weeks, and typically involve no more than two revisions. Content and copy editors are used to make sure each published article is of the highest quality.

The globalEDGE team is also excited to roll out the new U.S. states section. States is your source for international business and trade information on all 50 U.S. states. In addition to demographic, economic, and historical information on each state, this section contains data on corporations with headquarters in each state,

and links to state-specific resources. Executive memos are also available. We look forward to further developing this new section in the coming year, adding additional resources and information for each state.

In tandem with the development of the states section, globalEDGE has partnered with CenTradeX to offer our users interactive tables and charts showcasing the international trade activities of countries, industries, and U.S. states.

Additionally, September 2008 saw globalEDGE roll out the globalEDGE International Business blog. The blog, which replaces News and Views, offers greater flexibility for the entire globalEDGE team to lend their unique perspectives to all manner of international business issues and trends. Whereas News and Views focused on the major international business stories of the day, the blog focuses on a wider variety of topics. Posts so far have ranged from a discussion of trade among Latin American companies to the effects of the financial crisis on European soccer teams.

As in previous years, we are continuing to update and expand our popular—and free!—online international business module series. The modules were originally developed in 2004, and the team has been busily updating the content and adding new audio and interactive content to each module. In 2008, globalEDGE teamed with the U.S. Commercial Service to create interactive, online modules for each chapter of the Commercial





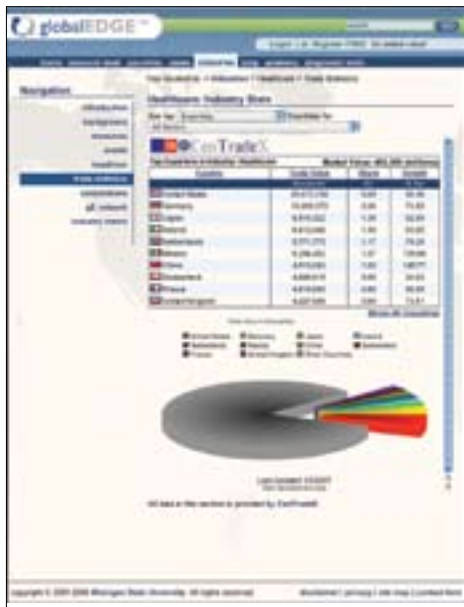
YOUR SOURCE FOR  
global business  
knowledge

<http://globalEDGE.msu.edu>

With over 36,000 business professionals forming its well-connected network, globalEDGE (<http://globalEDGE.msu.edu>) continues to rank as the world's leading online source for international business resources (Yahoo, Google). The monthly average number of page views on globalEDGE exceeds 3.5 million!

Service's "A Basic Guide to Exporting." As always the modules remain an excellent source of IB information for students and self-learners around the country, as well as a great resource for preparation for the NASBITE Certified Global Professional Exam (<http://www.nasbitecgbp.org/>).

From its beginning as a single Web page in 1994, globalEDGE has developed into one of the most comprehensive international business resources online, with an objective to provide students, teachers, researchers, policymakers and business leaders with access to all of the resources they need in the field of international business. We look forward to many more years developing this



## In Focus: Matt Smith

Matt Smith is an undergraduate senior at Michigan State University, pursuing degrees in Finance and Chinese Language. He started working at MSU-CIBER as a sophomore, and is now serving globalEDGE as the undergraduate team leader. During his time at globalEDGE Matt has been involved in a number of projects, including leading a team of students in writing introductions for all 50 U.S. States for the New State Insights section.

As an Honors College member, Matt has had the opportunity to enroll in a number of MBA-level Finance and Management courses. He was also able to enhance his Chinese skills by participating in a language-intensive study abroad program in Tianjin, China. During the summers of 2007 and 2008, he was employed as an intern for General Motors in the areas of Global Purchasing and Supply Chain, and Employment Cost Analysis.

Matt balances his academic efforts with an active student life. He was a co-founder of MSU's International Business Student Organization, which helps students learn about the challenges and opportunities of pursuing a global career. He also works for a local church, and enjoys a high level of involvement in student activities therein. Matt will graduate in August of 2009.





- *Developers of the world-leading globalEDGE™ knowledge portal*
- *A CIBER-designated center by the U.S. Department of Education*
- *Headquarters of the Academy of International Business*
- *A national leader in study abroad*

The International Business Center (IBC) in The Eli Broad Graduate School of Management at Michigan State University was designated in 1990 as a National Resource Center by the U.S. Department of Education (i.e., a Center for International Business Education and Research). The mission of IBC is to leverage our leading-edge competencies to provide superior education, research, and assistance to businesses, public policy makers, academics, and students on issues of importance to international trade and global competitiveness, relying on our guiding principles as the foundation.

As the screenshot of the new website for the MSU International Business Center illustrates, we have now become a “conglomerate” of various internationalization activities. Under the leadership of Professor S. Tamer Cavusgil, the MSU International Business Center was formed in 1988 as a small “shop” (including one staff member and a few students) that produced research and organized study abroad activities. The Center received its first CIBER grant in 1990 and, thus, increased its scope. At the start of the century, IBC had 13 staff and student employees. Now, with the addition of the Academy of International Business (led by Tomas Hult as Executive Director and Tunga Kiyak as Managing Director), the addition of CIBERweb, and the re-formulated Global Business Club of Mid-Michigan, IBC has more than 30 staff and student employees. To realize our broad portfolio of activities within our current mission, IBC

focuses its efforts on three areas that are vital to all aspects of organizations' global value chains:

- Knowledge development
- Knowledge deployment
- Cultural competitiveness

### Knowledge Development

Knowledge development centers on conducting research that produces leading-edge knowledge. IBC develops innovative international business knowledge via a programmatic research agenda. The focus is on how to improve the international competitiveness of corporations and non-profit organizations. Our broad skill-set allows us to tackle research by qualitative and quantitative solutions. We focus on originality and managerial relevance. Our expertise centers on the globalization potential of corporations, global supply chains, what makes small and medium enterprises thrive globally, opportunities in emerging markets, and global product development. IBC maintains the annual index of Market Potential Indicators for Emerging Markets, which has been published since 1996.



IBC Faculty, Staff, and Advisory Board

Some of these topics are investigated by IBC, while others are researched in collaboration with a worldwide network of researchers. MSU has a world-leading international business research faculty (*Management International Review*, 2004) and influence (*Journal of International Business Studies*, 2005). At MSU, IBC draws on more than 150 interdisciplinary colleagues throughout some 25 international units to conduct cutting-edge research and to mentor doctoral candidates. MSU has produced the 6th most PhDs in business since 1960 (METF, 2003), and our doctoral students rank #5 in the world in total citations (*Academic Assessment Services*, 2004).

*We develop pioneering global knowledge!*

## Knowledge Deployment

Knowledge deployment centers on offering leading-edge professional development programs and products. IBC deploys leading-edge knowledge via an assortment of activities. For faculty and advanced students, we provide customary support—such as grants, support for conferences, seminars by lecturers, collaboration with scholars, links to industry—along with a portfolio of customized activities designed to elevate each scholar’s capability. For businesses and public policy makers, we offer a variety of products—such as training programs, benchmarking of global value chains, and diagnostic tools—and innovative vehicles such as globalEDGE™ (<http://globalEDGE.msu.edu>). globalEDGE™ is the leading source on international business and trade on the web.

Achieving maximum reach and impact is the goal of our knowledge deployment. IBC offers vast opportunities for knowledge deployment. A local effort is the Global Business Club of Mid-Michigan—its monthly executive luncheon with high-level industry speakers is a great source for learning and networking. All activities are embedded in a coherent, sustained program of

research and development, including incremental, radical, and disruptive innovations that can advance knowledge. Anchored in its history, IBC always strives to be in the forefront of knowledge development while maintaining consistency in delivering superior products to its constituency groups.

*We deploy globalEDGE knowledge worldwide!*

## Cultural Competitiveness

Cultural competitiveness centers on permeating leading-edge knowledge into business and society. Our purpose is to instill global values in business and society. We develop and deploy global business knowledge that helps businesses, public policy makers, academics, and students achieve maximum personal value and benefits. IBC offers training and education programs for all our constituency groups. Each program is typically customized, with the common thread being to increase participants’ knowledge of international business and trade. The collection of projects—such as those for businesses, community college faculty, Historically Black Colleges and Universities, and students—exemplify the wealth offered to business and society.

We also provide leadership in professional global communities such as the Academy of International Business™, the globalEDGE™ Network, and CIBERweb™. Established in 1959, the Academy of International Business has members in more than 70 countries, with IBC being its headquarters since 2004. The globalEDGE™ Network, established in 2001, includes a unique cross-section of global professionals from the majority of countries in the world. IBC also serves as the “web hub” for CIBERweb™—an online portal that integrates the activities of all CIBERs funded by the U.S. Department of Education.

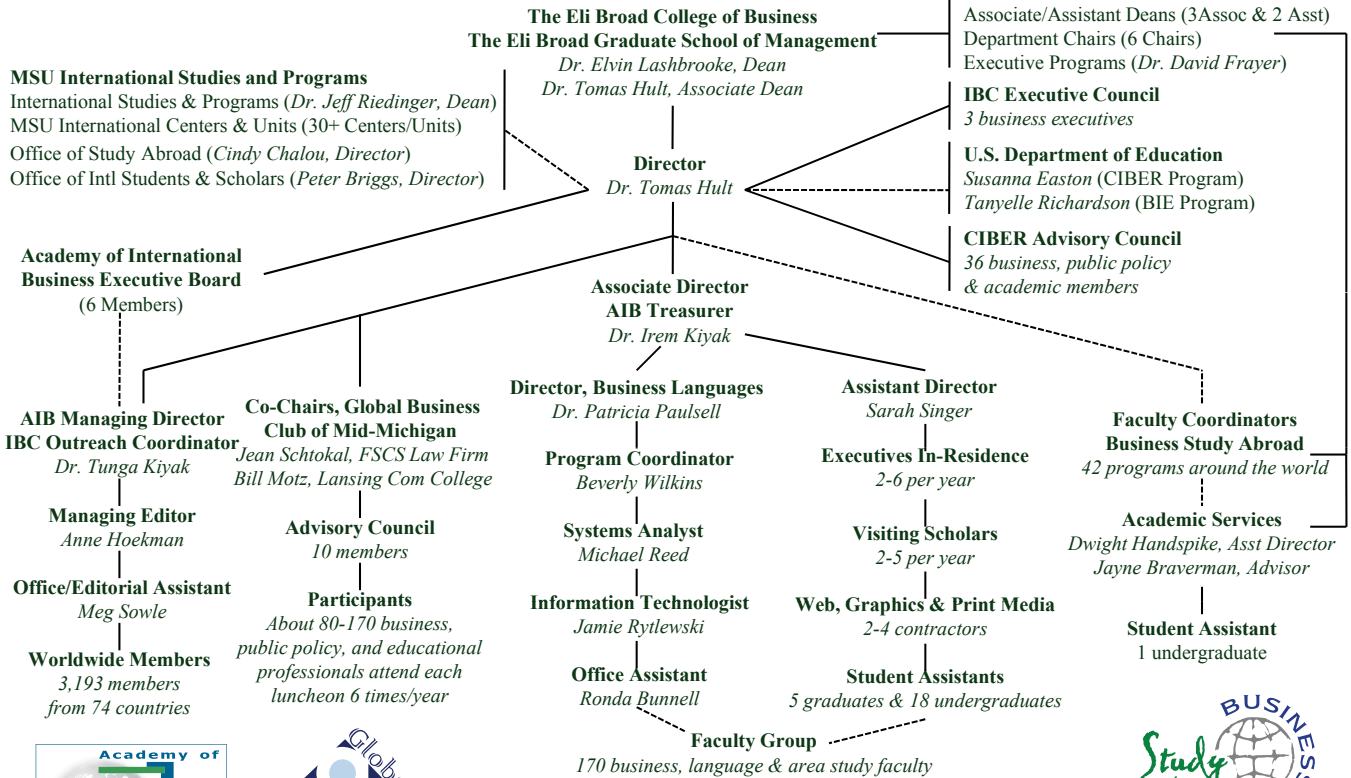
*We nurture global mindsets for the world’s culture!*





Organizational Chart

## MSU International Business Center



Revised November 24, 2008



# AIB Hosts Record 1,201 Members in Milan

The Academy of International Business annual meeting had record attendance as we hosted 1,201 AIB Members in Milan, Italy! We extend our sincere thanks to all who worked very hard to make this an unforgettable, record-breaking event. Program Chair John Cantwell (Rutgers University) put together an innovative and intellectually challenging program for our meeting with the help of his track chairs and his assistant, Feng Zhang. This is the first time AIB has ever met in Italy, and the AIB members got a glimpse of Milan, renowned as one of the world capitals of design and fashion and the business capital of Italy.

This year's program, the largest in the history of the Academy by a considerable margin, was titled *Knowledge Development and Exchange in International Business Networks*. The program had 1,115 submissions from 44 countries, requiring over 1,500 reviewers to assist in making this record-breaking event possible. The program was comprised of 4 plenary sessions, 36 panels, 117 competitive paper sessions, and 43 interactive paper sessions, a total of 200 sessions over three days.

This year was the 50<sup>th</sup> Anniversary of AIB, which was celebrated with a "Then and Now" exhibit room and corridor dedicated to the evolution of AIB and changes in the world in the last 50 years. The exhibit room featured a multimedia presentation including music, ads, movie trailers from 1959, and world maps from 1959 and 2008 comparing changes in world geography. Additional "Then and Now" posters included top 50 companies, world population, top 10 cities by population, exports, imports, GDP, currencies, and cities. The exhibit room also featured international business books from 1959 (and 2008), including books from our first AIB president, John Fayerweather, and our second president, Roland Kramer. The corridor featured a timeline of important AIB moments and world business events over the last 50 years and posters for each decade from the 1950s to 2000s with photos documenting the evolution of technology, fashion, sports and cars over the years. Last, but certainly not least, the corridor included posters documenting AIB from 1959-2008 with founding members, board members, member counts, and conference locations.

There were a number of innovations in this year's program. First, the poster sessions were replaced by more formal interactive



paper sessions. These sessions led to more substantial interaction between authors with related interests. Another new feature was a set of pedagogy sessions, which was a useful means of helping colleagues in their teaching of international business. Lastly, there was a series of receptions on the second evening, focused around specific AIB chapters and interest groups, which helped generate a more relaxed setting for more social exchanges at this year's annual meeting.

Visit <http://aib.msu.edu/events/2008/> to view the Conference Photo Gallery, to see the full list of award nominees, and to download the conference program and proceedings.



## JOIN US FOR AIB 2009

The AIB invites you to join us at the 2009 meeting in San Diego, California, USA

**June 27-30, 2009.**

**Our Program Chair, Torben Pedersen, Copenhagen Business School has set an appealing theme: "Is the World Flat or Spiky? Implications for Global Strategies."**

**Visit the AIB website for details at:**

<http://aib.msu.edu/events/2009/>.

# Faculty Profile: Geoff Booth

**G**eoffrey Booth could be said to be an accidental internationalist. Dr. Booth, the Frederick S. Addy Distinguished Chair in Finance and Acting Associate Dean of Academic Affairs and Research, didn't even go abroad until he was much older and went to the University of Hamburg to teach for an entire summer. The experience, he says now, "was such a cultural shock to me. It totally changed my life." Until he visited Germany, his only internationally-themed work had been on exchange rates; international markets were still mostly highly regulated. His time in Hamburg led to work on German financial markets; connections with Finnish colleagues at conferences where he presented the work led to research on Finnish financial markets.

Today, virtually all of Dr. Booth's research has an international bent. As he explains it, in the field of finance there are two types of international work: 1) purely international, focusing on areas such as trade, capital flows, and exchange rates among countries, and 2) comparative research. His most recent project, "Financial Networks and Trading in Emerging Bond Markets," is a hybrid of the two. The paper, which Dr. Booth co-authored with Umit Gurun, a former doctoral student who graduated in 2004, and Harold Zhang, examines the role of financial networks in influencing asset prices and trading performances.

Focusing on Turkey, the researchers set out to determine if foreign banks typically achieve better trading performance than their domestic counterparts. The answer, it seems, is not related to the country of origin but rather to the presence of global information networks present in multinational banks. The ability of these banks (foreign and domestic) to acquire and process information via their own information channels more quickly than local banks results in more favorable transaction prices and better performance.

The findings of this research highlight Dr. Booth's belief that finance is a global field. In fact, he goes as far as to say that finance programs should not have a course in international finance—every course should be international. Similarly, he would advise a student today who is interested in finance to be sure to pursue a broad liberal education, as well as the mathematics, economics, accounting, and finance coursework that is the bedrock of the discipline. "Our market is a global market. You're going to be talking with educated people throughout the world. You need to be able to know where people are coming from," he said.

Dr. Booth has helped with the internationalization of The Eli Broad College of Business and has been involved with the Weekend MBA study abroad program. He believes that the international experience provided by this program is invaluable

because the students learn something they cannot learn in the classroom. His first trip with the Weekend MBA students was to Finland and Russia. "It's amazing how study abroad opens up people's eyes. These were students with an average age in their 30s and they couldn't believe that places like Finland existed," he said. In later years, he has escorted the MBA groups back to Finland, Sweden, Hungary, Slovakia and the Czech Republic, often choosing countries and cities that he himself had never visited to broaden his own horizons in addition to those of the students.

The doctoral students he has supervised demonstrate another way in which finance is an increasingly global field. Although finance is a decidedly American field, with the paradigms of finance coming out of this country, only 3 of the 18 students Dr. Booth has supervised have been American. Over twice that many have been Turkish, leading to his initial interest in Turkey. "Finance today is a very international discipline. Almost no group is underrepresented," he said.

**G. Geoffrey Booth** is a full professor, holds the Frederick S. Addy Distinguished Chair in Finance, and serves as the Department of Finance Chairperson and is currently the Acting Associate Dean for Academic Affairs and Research at Michigan State University (MSU). He received his Ph.D. from the University of Michigan in 1971 and joined MSU Eli Broad College of Business and Graduate School of Management faculty in 1998. Before arriving at MSU, Booth was a tenured faculty member at the University of Rhode Island, Syracuse University and, most recently, Louisiana State University, as well as being a guest professor at the University of Hamburg and docent at the University of Vaasa. He is an active researcher, having published more than 150 journal articles, monographs and professional papers. His current research focuses on the behavior of financial markets with a special emphasis on market microstructure issues. Booth serves on several journal editorial boards and his currently the editor the *Journal of International Financial Markets, Institutions & Money*. He has been the president of the Multinational Finance Association and the Eastern Finance Association.



# Global Business Club of Mid-Michigan

## February 13, 2008 —“Uniting to Compete: Free Trade Strengthens America and Her Partners” —Greg Delawie, Director, Office of Bilateral Trade Affairs, U.S. Department of State

112 Attendees



Greg Delawie, the director of the Economic and Energy Bureau's Office of Bilateral Trade Affairs, is a career member of the Senior Foreign Service. He most recently served abroad as Deputy Chief of Mission at the U.S. Embassy in Zagreb, Croatia. He has also served in Rome, Italy; Ankara, Turkey; and Frankfurt, Germany. Prior to his time in Zagreb, Mr. Delawie was Policy Coordination director of the Human Resources Bureau.

While in Washington, he also worked on trade with developed countries, on aviation security issues, as a desk officer for the Organization for Economic Cooperation and Development, and as a Watch Officer for the Operations Center. Mr. Delawie's foreign languages are Italian, German, Croatian, and Turkish. Originally from San Diego, California, he graduated from Harvard College with a degree in economics. Mr. Delawie is married with two children.

## March 20, 2008 – “Trade & Transportation: Michigan's Road to Prosperity” – Thomas J. Donohue, President & CEO, U.S. Chamber of Commerce

137 Attendees



From left to right: Tom Donohue, Bill Sepic (Lansing Regional Chamber of Commerce CEO), and Tomas Hult conversing after the event.

Thomas J. Donohue, president and CEO of the U.S. Chamber of Commerce, addressed the March 20, 2008, meeting of the Global Business Club of Mid-Michigan. Since assuming his position in 1997, Mr. Donohue has built the Chamber into a lobbying and political force with expanded influence across the globe. He has established the U.S. Chamber Institute for Legal Reform (ILR), which has won significant legal reforms in the courts, at the state and federal levels, and in elections for state attorneys general and Supreme Court judges.

The Chamber's lobbyists, policy experts, and communicators have helped secure many legislative victories, including major tax cuts, more sensible workplace and environmental regulations, and increased funding for transportation. On the international front, the Chamber has become a leader in knocking down trade barriers, winning new free trade agreements, and fighting protectionism both at home and abroad.

The revitalized National Chamber Foundation, the Chamber's public policy think tank, is shaping the policy debate on cutting-edge business issues, with major new initiatives on intellectual property theft and counterfeiting, capital markets and accounting rules, and travel and tourism. Since 1997, when Mr. Donohue took over, the Chamber has tripled its annual revenues to more than \$130 million. In addition, Mr. Donohue launched a \$200 million capital campaign to help secure the Chamber's financial future.

Prior to his current post, Donohue served for 13 years as president and chief executive officer of the American Trucking Associations; he also serves on three corporate boards of directors. In addition, he is a member of the President's Council on the 21st Century Workforce as well as the President's Advisory Committee for Trade Policy and Negotiations. Mr. Donohue is president of the Center for International Private Enterprise, a program dedicated to the development of market-oriented institutions around the world.

Mr. Donohue has a bachelor's degree from St. John's University and a master's degree in business administration from Adelphi University. He also holds honorary doctorate degrees from Adelphi, St. John's, and Marymount Universities. Mr. Donohue and his wife, Liz, live in Potomac, Maryland. They have three sons.

## April 16, 2008 —“Two Giants: The U.S.–Brazil Relationship” —David M. Schnier, Senior Brazil Desk Officer, U.S. Department of State

73 Attendees

David Schnier is responsible for coordination and formulation of U.S. policy toward Brazil, focusing on bilateral economic and commercial relations, trade, investment, environment, and science and technology cooperation. From 2006 to 2007, Mr. Schnier served as a staff aide to Assistant Secretary Thomas A. Shannon in the Bureau of Western Hemisphere Affairs. Prior to that, he served as an Economic Officer at the U.S. Embassy in Rabat, Morocco (2004-2006), and a Political Officer in Accra, Ghana (2002-2004).

Prior to joining the State Department, Mr. Schnier was a Latin America trade policy specialist at the U.S. Department of Commerce in Washington, D.C., during which time he served on the Department's negotiating team for the U.S.-Chile Free Trade Agreement (1998-2001). Mr. Schnier worked as a journalist in Santiago, Chile, from 1994-1995 and was a teacher in Bogotá, Colombia, from 1991-1993.

Mr. Schnier holds a master's degree in International Development from the George Washington University, and a bachelor's degree in International Relations from Pomona College in Claremont, California. He speaks Spanish and French fluently, and has a working knowledge of Portuguese.



From left to right front row: Stacey Hansen (TechSmith Corporation), Jean-Pierre Novak, Bill Motz (Lansing Community College), Jean Shtokal (Foster, Swift, Collins & Smith PC), and Gary Shubert; back row: Tomas Hult and Tim Daman (Lansing Regional Chamber of Commerce).

### **September 30, 2008 —“France: A Country on the Move” —Jean-Pierre Novak, Vice President, Invest in France Agency, North America and Gary M. Shubert, Partner, Shubert, Collins, and Associés**

60 Attendees

Jean-Pierre Novak has been Vice-President at the Invest in France Agency North America since September 2006. In this role, Mr. Novak is responsible for following and acquiring potential investment from companies based in Michigan and in the areas of Cleveland and Columbus, Ohio. He previously held the position of economic attaché at the French Embassy in Berlin, Germany, and commercial attaché at the French Trade Commission in Chicago and Cologne, Germany. Mr. Novak has an engineering degree and also a Master's degree from the ESSEC business school in Paris.

Gary M. Shubert is a member of the Bars of New York and Paris. He completed his legal studies at Boalt Hall (U.C. Berkeley) and Harvard Law School. Mr. Shubert began his career at Cleary, Gottlieb, Steen & Hamilton in 1980, in New York, transferring to that firm's Paris office in 1983. In 1988, he established his own practice, and the firm Shubert Collin and Associés was created

in 1990. Mr. Shubert's practice is focused on the establishment of branch and subsidiary operations in France for non-French companies. He is also specialized in transnational business transactions, and is a regular lecturer on the negotiation and drafting of international sales and distribution contracts. Gary Shubert is a member of the Board of Directors of the French American Chamber of Commerce, the International Association of Lawyers, the American Bar Association and the American Immigration Lawyers Association.



From left to right: Elvin Lashbrooke (Interim Dean, The Eli Broad College of Business), Erik Magdanz, Bill Motz (Lansing Community College), and Jean Shtokal (Foster, Swift, Collins & Smith PC).

### **October 22, 2008 —“U.S. Free Trade Policy and Leveling the Playing Field for U.S. Business in Asia”—Erik Magdanz, East Asia Trade Policy Officer, Bureau of Economic, Energy and Business Affairs, U.S. Department of State**

100 Attendees

In conjunction with a half-day seminar on Doing Business in Korea, Erik Magdanz, the Department of State's East Asia Trade Policy Officer, spoke to the Global Business Club of Mid-Michigan to discuss the free trade agenda and the implications of the agreements with South Korea, Panama, and Colombia.

Mr. Magdanz is a career Foreign Service Officer currently serving as the East Asia Trade Policy Officer in the Department of State's Bureau of Economic, Energy, and Business Affairs. He joined the Department of State in 2003. Mr. Magdanz's first overseas assignment was at the U.S. Embassy in Moscow, Russia, followed by a subsequent assignment in the State Department's Office of Intelligence and Research.

Prior to joining the State Department, Mr. Magdanz was Chief Financial Officer and Director of Operations for Immoeuro, B.V., a venture-backed information technology business based in Amsterdam, the Netherlands. Previously he was Vice President of Finance and Corporate Strategy for IPIX, a leading provider of online imaging solutions for the real estate, retail, and security industry sectors. Additionally, Mr. Magdanz was an investment banker at RBC Capital Markets and spent seven years in the semiconductor industry with a focus on the East Asia region including China, Japan, South Korea, and Taiwan.

Mr. Magdanz graduated from the University of Illinois at Urbana-Champaign with a degree in Electrical Engineering and holds a Masters of Business Administration from the University of California-Berkeley and the Economic University in Vienna, Austria.

**November 12, 2008 —“Partnering with China for Mutual Benefit” —Charles D. Foster, President and CEO, Fairmount Minerals**

95 Attendees

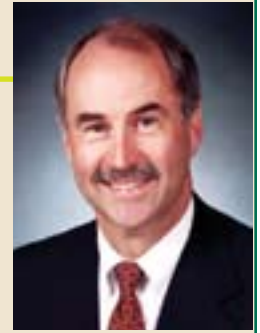
Charles D. Fowler is the President and CEO of Fairmount Minerals, a group of market driven companies with a distribution network reaching around the world. His company is one of the largest producers of industrial sand in the United States, with production facilities in Bridgman, Grand Haven, and Harrietta, Michigan, and other locations in the Midwest, Mexico, and China.

Fairmount established a joint venture in China in 2006, Santrol Yixing Proppant Co., located in Yixing, China. The plant was opened in March 2008 and produces coated proppants for the oil/gas production industry in China, Southeast Asia, and the Middle East. The plant was built in a new ceramic industrial zone and adjacent to our ceramic proppant supplier.

Fairmount built a state of the art facility with advanced pollution control. Santrol Yixing Proppant Co. has encouraged their employees to practice the Fairmount motto of Do Good. Do Well. Fairmount Minerals is a member of the United Nations Global Compact and the U.S. and World Business Councils for Sustainable Development.

Mr. Fowler presented some of the challenges and opportunities Fairmount Minerals has experienced in expanding its U.S. based business to China and the potential of China as an export market for Michigan products and technology.

**In Focus:  
Thomas D. Ogden**



Thomas D. Ogden, President, Comerica Bank - Michigan Market, has strong ties to MSU-CIBER. A longtime CIBER Advisory Board member, Mr. Ogden has also engaged in CIBER activities such as speaking at the Global Business Club of Mid-Michigan. In addition to serving as President of Comerica Bank’s Michigan Market, Mr. Ogden is a member of Comerica Incorporate’s Management Policy Committee.

He was appointed to his current position in March 2007 and is responsible for the management of customer relationships and delivering a customer-focused sales force across all business lines in Michigan. As senior managing director of Global Corporate Banking since 2003, Mr. Ogden continues to oversee Treasury Management Services, Corporate Finance and Specialized Industries (Municipalities, Health & Education, Financial Institutions).

He began his banking career as a credit analyst with the bank (Manufacturers) in 1971. He has held various commercial lending and management positions at Comerica, including service as the bank’s chief credit officer from 1999 to 2003. Mr. Ogden was named senior vice president in 1990 and executive vice president in 2001.

Mr. Ogden’s allegiance to Michigan State runs deep: he holds a bachelor’s degree from the university and an MBA from Michigan State University’s Advanced Management Program. In addition to serving on the MSU-CIBER Advisory Board, he serves as a board member of the United Way for Southeastern Michigan, the Detroit Regional Chamber, the Downtown Detroit Partnership, the Detroit Economic Club, Detroit Zoological Society, Detroit Renaissance and the Karmanos Cancer Institute, as well as the Michigan State University’s President’s Club and Alumni Association.



The Global Business Club of Mid-Michigan focuses on global issues of interest to the mid-Michigan business community. In this role, the GB Club is dedicated to supporting global business growth of the State of Michigan and its diverse manufacturing and service organizations. The main activity of the GB Club is the luncheon speaker series.

The monthly GB Club luncheons provide outstanding speakers and relaxed networking opportunities. With extensive international experience, the speakers wrap personal insights around a practical and up-to-the-minute approach to conducting international trade. The luncheons are open to the general public.

# MSU among Top Universities for Study Abroad Participation, International Enrollment

For the fourth year in a row, Michigan State University leads the nation in study abroad participation among public universities in the United States, according to Open Doors 2008, the annual report on international education released by the Institute of International Education.

During the 2006-07 academic year, the most recent year for which data are available, 2,801 MSU students studied abroad. They participated in more than 250 programs in 60 countries on all continents. In addition, MSU ranks ninth in the nation among public universities in total international student enrollment with 4,244 students, according to data from the 2007-08 academic year. Among all universities, MSU ranked 15th in international student enrollment.

“MSU has long been a globally engaged university and a leader in enhancing the educational experience for our students through study abroad programs and interaction with international students on campus,” said MSU President Lou Anna K. Simon. “Our consistently strong performance in the Institute of International Education’s annual rankings recognizes MSU’s commitment to preparing our students to be successful in the competitive global marketplace and to strengthening our collective futures in an increasingly interconnected and interdependent world.”

MSU also led all universities—both public and private—in the number of undergraduates studying abroad, with 2,411 in 2006-07. Nationally, the Institute of International Education data reflect a growth in study abroad participation to 241,791 students—an 8.5 percent increase from the previous year. “We want all MSU students to have opportunities and experiences that contribute to becoming global citizens,” said Jeffrey Riedinger, dean of International Studies and Programs. “Today it is not only important to know about what goes on in the world, but also to develop an appreciation and understanding of different cultures. Our study abroad programs and recruitment of international students strive to do just that.”

Study abroad at MSU helps students stay on track for graduation by offering credits in a diverse selection of courses, including unique programs such as international credit-bearing internships, comparative study of disability and related services, and intensive master classes for clarinetists and pianists. In addition, MSU was the first U.S. university to introduce Freshman Seminars Abroad, a program that takes place the summer before first-year students arrive on campus.

MSU is successfully diversifying its study abroad program locations. Nationally, 29.5 percent of study abroad students went to

nontraditional locations in Africa, Asia and Latin America in 2006-07. At MSU, that number was 38 percent, including 244 students studying in Africa. In terms of fields of study, MSU also sends a larger proportion of “nontraditional” majors abroad than the national average. In 2006-07, 46 percent of MSU study abroad participants were majors in business, engineering, science and agriculture. Nationally, only 31 percent of study abroad students came from those fields.

For example, The Eli Broad College of Business offers 37 study abroad programs on all six inhabited continents ranging from short term, faculty-led programs during summer term to academic year programs. In 2006-07, 561 business students participated in study abroad.

The study abroad program at MSU received additional recognition from U.S. News & World Report, when it earned a spot among a select number of universities on the 2009 “programs to look for” list. The listing placed MSU alongside Columbia and Georgetown universities, which were also noted for outstanding academic programs that are linked to student success.

This year, 1,291 students came from China, 951 from Korea, 404 from India, 330 from Europe and 248 from Taiwan. Although the university is pleased with the study abroad rankings, MSU has set a priority to strengthen, improve and expand its approach to and philosophy behind study abroad.

“We are currently acting upon a series of recommendations, which followed a comprehensive review of our program,” said Cindy Chalou, acting director of MSU’s Office of Study Abroad. “The review has provided a set of suggestions that will help us manage future growth and ensure high quality, affordable study abroad programs into the future.”

MSU has long been a national leader in attracting international students to its campus. It’s estimated that the presence of international students contributes as much as \$97 million to the local, mid-Michigan economy.

The Open Doors report is published by the Institute of International Education, the leading not-for-profit educational and cultural exchange organization in the country. For more on the Open Doors report, go to <http://opendoors.iienetwork.org>.



**Debrah Lee**  
*“First Day of School”*  
**Mymensingh, Bangladesh**  
 2<sup>nd</sup> Prize People Theme  
 2007/8 Spartans Abroad Photo Contest



**Emily Fox**  
*“Trekking with the Locals”*  
**Dogon Country, Mali**  
 1<sup>st</sup> Prize People Theme  
 2007/8 Spartans Abroad  
 Photo Contest



**Abigail Urish**  
*“Porthole to Antarctica”*  
**Cuverville Island, Antarctica**  
 Grand Prize  
 2007/8 Spartans Abroad Photo Contest

# 2008 Study Abroad Scholarship Recipients

## Generous Funding Provided by:

Ford Motor Company Fund  
 Japan Study Abroad Endowment Fund  
 The Chrysler Foundation  
 General Motors Foundation  
 Frederick L. & Margaret F. Hubacker  
 Broad China Business Society  
 International Business Center at MSU  
 Other Individual Donors

Ahluwalia, Priya  
 Aladjova, Antonia  
 Antwine, Chatoya  
 Beall, Julianna  
 Bokuniewicz, Erin  
 Bridgeforth, Tiffany  
 Bringardner, Adam  
 Burkett, Jarrell  
 Cavanaugh, Alex  
 Chang, Ming-Un Myron  
 Craig, Lance  
 Dakin, Charles  
 Danno, Lisa  
 Devereaux, Lisa  
 Espinosa, Juan Carlos

Flores, Lucky Varian  
 Garbacik, Cathleen  
 Haftka, Chelsea  
 Hartsell, Amanda  
 Herberholz, Elizabeth  
 Herring, Brandon  
 Herrington, Nicole  
 Homma, Ayako  
 Horoi, Diana  
 Hung, Cheryl  
 Irrer, Alexander  
 Ko, Leah  
 Kovacs, Olivia  
 Laventure, Brandon  
 Lee, Hoi Ling  
 Li, Qing

Limback, Kristin  
 Love, Nicole  
 Lu, Cheng  
 MacIntyre, Brad  
 Masaviru, Edwin  
 McDonald, Daniel  
 Miller, Benjamin  
 Ng, Fu Lun Gerard  
 O'Brien, Megan  
 Pahumi, Saimir  
 Peterson, William  
 Pham, Duyen  
 Pitts, Rhieley  
 Powers, Margaret  
 Ramankut, Jidhin  
 Riffel, Craig

Robinson, Dana  
 Rojanavipat, Thanapat  
 Rossow, Jennifer  
 Ryerkerk, Brian  
 Sabbani, Ashwin  
 Saieh, Andrea  
 Schreefel, Erik  
 Shehabi, Alex  
 Stanecki, Andrew  
 Stauffer, Brian  
 Stephanic, Alison  
 Suarez, Giovanni  
 Thomson, Mark  
 Wu, Shuang



**Rebecca Gannon**  
*"Often Imitated, Never Duplicated"*  
 Glenorchy on the South Island—  
 New Zealand  
 2<sup>nd</sup> Prize People Theme  
 2007 Spartans Abroad Photo Contest



**Nicholas Micinski**  
*"Walk with Egyptians"*  
 Al-Hakim Mosque - Cairo, Egypt  
 1<sup>st</sup> Prize People Theme  
 2007 Spartans Abroad Photo Contest



**Amanda Lilley**  
*"Ghanaian School Children"*  
 Village of Danfa - Ghana  
 3<sup>rd</sup> Prize People Theme  
 2007 Spartans Abroad Photo Contest

# 2008 Grant Recipients

## Research, Curriculum, and Professional Development Projects and Grant Recipients:

Hong Kong, Thailand, and Singapore Study Abroad Site Visit & Program Development, *Jayne Braverman*  
Foreign Direct Investment and Cost Uncertainty: Correlation and Learning Effects, *Anthony Creane*  
Food Protection and Defense, *Kristie Denbrock*  
Reputations and Trust: A Multidimensional Perspective, *Jennifer Dunn*  
U.S.–Canada Trade Research, *Casey Fry*  
Publishing: What Works and What Doesn't, *David Griffith*  
Why are Gasoline Prices Sticky? A Test of Alternative Models of Price Adjustment, *Ana Maria Herrera*  
Structure of Retail Distribution in Former SSR (Armenia & Kyrgyzstan), *Patricia Huddleston*  
Alberta's Needs and Michigan's Future, *David Katz*  
Worker Motivation: A Comparative Analysis of Armenia and Kyrgyzstan, *Susan Linz*  
Advancing Work Design Research and Theory: Looking Back and Moving Forward, *Frederick Morgeson*  
Leveraging Outsourcing for Organizational Agility through Integrated Supply Management Practices, *Siriram Narayanan*  
Best Practice Logistics in Asian Supply Chains, *Anthony Ross*  
Dimensions of Change in Buyer-Supplier Relationships: A multinational study, *Anthony Ross*  
Beyond Pallets and Boxes—The Role of Disruptive Technology in the Real-time Supply Chain, *Anthony Ross*  
Human Resource Challenges: Management Education and Talent Development for Business in China, *A.J. Singh*  
Fair Trade, Free Trade, and Sustainable Development in Ecuador & the Lens of the Triple Bottom, *Paulette Stenzel*  
Buyer-supplier Relationships in Indian and China: Entering the Retail System, *Brenda Sternquist*  
A Qualitative and Quantitative Investigation into the Role of Attributions in Service Encounters, *Clay Voorhees*

## Doctoral Dissertation, Doctoral Research, or Master's Research Grant Recipients:

The Value Proposition and Brand Extension Strategy of Retail Brands, *Sonia Manjeshwar*  
Stakeholder Orientation and Firm Performance & Theoretical Perspectives in International Marketing, *Jeannette Mena*  
A Comparison of Island Tourist Motivation between Penghu, Taiwan and Phuket, Thailand, *Sung Hee Park*  
Offshore Business Process Outsourcing, *Mahesh Ramamani*  
The Role of Input Authenticity and Input Modification in Business German Classrooms in the U.S., *Maren Schierloh*  
The Arab-American Experience: Economic Climate in Dearborn & Detroit, *Rachel Yezbick*

## Visiting Scholars/Executives:

|   |   |
|---|---|
| <b>Nizam Aydin</b> – Suffolk University                     | <b>GM Naidu</b> – University of Wisconsin Whitewater                  |
| <b>Gretchen Carroll</b> – Owen Community College            | <b>Oscar Santillan</b> – Expert on Fair Trade, Ecuador                |
| <b>Candan Celik</b> – Marmara University                    | <b>Raymond Robertson</b> – MacAlaster College                         |
| <b>Arnaud Costinot</b> – University of California San Diego | <b>Oscar Santillan</b> – Expert on Fair Trade, Ecuador                |
| <b>Seyda Deligonul</b> – St. John Fisher College            | <b>David Schnier</b> – U.S. Department of State                       |
| <b>Christian Dunstmann</b> – University College London      | <b>Rudolf Sinkovics</b> – University of Manchester                    |
| <b>Claes Fornell</b> – University of Michigan               | <b>Sten Sjöberg</b> – Owner, Sjöberg EngTech                          |
| <b>Jan Sanem Jular</b> – Marmara University                 | <b>Tolga Tanguler</b> – Pfizer  |
| <b>Stephanie Lu</b> – Peking University                     | <b>Mick VandeBerg</b> – Council on International Educational Exchange |
| <b>Peggy Mauzy</b> – Frederick Community College            | <b>Dean Yang</b> – University of Michigan                             |
| <b>Bill Motz</b> – Lansing Community College                |   |





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Professor, International  
Business



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Assistant Director



**Tunga Kiyak**  
Outreach Specialist  
Managing Director, AIB



**Pat Paulsell**  
Director of Business  
Language Initiatives



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Systems Analyst



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JIBS Managing Editor, AIB



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Conference Asst, AIB



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AIB



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Assistants

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**Steven Clay**  
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**Elyse Gatt**  
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**Rachel Yezbick**  
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