

LOOKING FORWARD, LOOKING BACK



OUR MISSION
 is to provide superior education,
 research, and assistance
 to businesses, public policy makers,
 academics and students
 on international business and trade.

2009

“How



should a major public university in the United States align its distinctive strengths to meet the needs and demands of a global society?” starts the introduction by MSU President Lou Anna Kimsey Simon in her latest publication titled *Embracing the World Grant Ideal* (2009).

Her basic thought is clear:

Integrating the attributes and strengths of all segments of society for the sustainable prosperity and well-being of peoples and nations throughout the world is a moral imperative we are called upon to share and lead. I identify this ideal as “World Grant”... fueling and inspiring higher education’s engagement with a global society.

PRESIDENT LOU ANNA KIMSEY SIMON

MSU-CIBER thrives in the “World Grant” mindset that has become Michigan State University’s unique focus – a focus that has been nurtured over a period of more than half a century (since 1956 when MSU was the first major university in the U.S. to appoint a dean of international studies) into the foundation of what MSU is today.

The 2009 annual report highlights a broad set of MSU-CIBER’s activities while myriad more activities can be found at ciber.msu.edu. These activities are our “children” in some sense – it is too hard to select a few activities to highlight in the directors’ column!

For example, the activities range from “global” being ingrained into the fabric of the Broad College of Business (global.broad.msu.edu), to our new pro bono program called the Michigan Export Growth Program (global.broad.msu.edu/megp), to our world-leading globalEDGE knowledge resource (globalEDGE.msu.edu), to our leadership in the Academy of International Business (aib.msu.edu), and to our more than 200 other activities. We hope this annual report illustrates how proud we are of MSU-CIBER’s accomplishments.

But the future is what excites us even more. In the recent CIBER grant proposal to the U.S. Department of Education, we offer to develop and implement 298 activities in 72 project categories. While we mature, we also strive to provide more value – looking for that “world grant ideal” so eloquently set forth as a goal by our president. We hope you find MSU-CIBER to be part of your strategic resource set in 2010 and invite you to join us for the world grant ride!

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

The featured photographic images in this Annual Report were selected from submissions to the MSU Global Focus photography competition. Please see the central spread for more details about the project along with information about each image.

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FIFTY YEARS OF TITLE VI:

MSU Joins National Recognition of International, Area and Foreign Language Studies Funding

"I'm a beneficiary of Title VI. It helped to pay for my graduate school

more than 40 years ago in Russian and East European studies.

I think it's a program that has paid huge dividends over a long period of time."

ROBERT GATES - SECRETARY OF DEFENSE

MICHIGAN STATE UNIVERSITY organized the Title VI 50th Anniversary Conference in Washington, D.C., with support from the International Education Programs Service at the U.S. Department of Education.

The conference, held March 19–21, 2009, showcased more than 170 presentations from 64 different universities, colleges, and internationally focused institutions from around the country celebrating the past, present, and future of Title VI funding. The conference had more than 600 attendees.

Former U.S. Secretary of State, the Honorable Madeleine K. Albright, gave the keynote address for the event to a packed room and received two standing ovations. During her speech, Albright addressed the importance of internationalizing curricula throughout universities.

Robert Glew, director of the Center for Advanced Study of International Development, and Tomas Hult, director of the Center for International Business Education and Research, were the conference organizers. With recommendations from a national advisory council, the planning team



designed a program that reflected the breadth and depth of the Title VI programs. Others on the MSU planning team included Ronda Bunnell, Marita Eibl, Irem Kiyak, Tunga Kiyak, Lynn Lee and Michael Reed.

Former U.S. Secretary of State Madeleine Albright (center) with (from left) MSU's CASID director Robert Glew, CIBER Director Tomas Hult, Provost Kim Wilcox, and ISP Dean Jeffrey Riedinger.

Title VI was originally authorized as Title VI of the National Defense Education Act of 1958 as a response to the launch of Sputnik and the U.S. government's recognition that a stronger and broader capacity in foreign language and area studies was needed. It was later incorporated into the Higher Education Act of 1965.

The Title VI funded programs are aimed at increasing global knowledge and language competency. They also address business needs for international expertise, strengthening undergraduate education, international as well as area studies, advancement of technology use, and overall improvement of foreign language training and assessment.

Three programs that were included in the original 1958 legislation continue today as the National Resource Centers, Foreign Language and Area Studies Fellowships, and International Research and Studies programs. Over time, additional programs have been added to Title VI in order to address the nation's growing interest in international education.

IN FOCUS



Robert Glew, Director of the Center for Advanced Study of International Development and Associate Professor at Michigan State University, has 20 years of experience working on issues of international development in Africa in the areas of coping and livelihood strategies, health, education, religious change, social change and identity politics.

He has studied, taught and conducted research in Africa drawing upon his language skills in Hausa, Fulfulde and French. Glew is currently co-PI of a National Science Foundation award for research in East Africa titled, "Dynamic Interactions Among People, Livestock and Savanna Ecosystems Under Climate Change."

In addition to his ongoing research agenda, he currently co-directs three U.S. Department of State-funded Bureau of Educational and Cultural Affairs grants for Nigeria, Mali and China. He has served as a supervisor for the Minority International Research Training program in the Republic of Niger and two years as a Peace Corps Volunteer in Niger.



Community College Professors Learn about International Business



THE INTERNATIONAL BUSINESS INSTITUTE for Community College Faculty brings together professors from across the nation to learn about international business, exchange ideas and get resources to improve international education at community colleges.

"I am in awe of MSU's commitment in promoting international business within community colleges. A lot of thought and work went into the presentations and workshops at the IB Institute making it a great experience for us who were attending. I would definitely highly recommend the IB Institute to my colleagues."

PATRICK LIEM - ARBUTUS COLLEGE

The eighth biennial conference was held in June on the campus of Michigan State University. Forty-two community college professors spent four days in sessions and workshops swapping ideas with other community college faculty.

"Twelve million students attend community colleges each year. They are a vital part of the American

education system and they educate half of incoming freshman in the U.S., but the professors at these colleges are an underserved audience when it comes to international business training programs to attend," said Tomas Hult, associate dean for global initiatives at the Broad School and director of MSU-CIBER. "We feel good providing a program that community college teachers need, value and seem to really enjoy."

"Internationally focused courses are a great way to broaden perspectives and provide opportunities to those people who have never had them," said Gretchen Carroll, professor of management and leadership at Owens Community College in Toledo, Ohio, and co-facilitator of the conference together with Hult and Bill Motz of Lansing Community College. "Community colleges have a tremendous role in economic and social development. Employers rely on community colleges in a lot of areas for training their workforce," Carroll continued.

Carroll attended the first International Business Institute for Community College Faculty in 1995, and started acting as a facilitator in 1997. She, like many other professors who have attended the conference, left with a wealth of materials to teach international business courses and infuse international content into classes and programs. When she returned to Owens, she developed an international business major for her students from what she learned at the conference.

"Because community colleges are integral in developing an educated work force and aware citizenry, it is important to have linkages with places like MSU that have the resources that we need to educate our students better," Carroll said.

PARTICIPANT PERSPECTIVE



Verna Swanljung

My association with MSU began in 2003 when I attended the 5th Biennial International Business Institute for Community College Faculty. I was a participant in the Advanced International Business Institute for Community College Faculty in 2008. In 2009, I was invited to present at the 8th Biennial International Business Institute for Community College Faculty.

I am full-time, tenured faculty at North Seattle Community College. I began my teaching career in Ingå, Finland, teaching adult learners the art of English Conversation. At the time, I was an international marketing consultant, serving as liaison to transnational corporations and small, entrepreneurial enterprises. Teaching became an avocation.

I taught courses in business and economics at colleges throughout Finland. My students included adult learners from

Finland, Sweden, Russia, and Estonia. From 1994 to 1996, as a professor at the University of Helsinki, I was Special Guest Lecturer on the European Union.

My experiences in higher education in Europe enable me to present a very different perspective to the community college classroom in the United States. In 1997, I joined NSCC. I teach: Introduction to Business, Introduction to International Business, Introduction to Marketing, Global Marketing, and Business Ethics.

2010
CONFERENCE

From June 6-9, 2010, MSU-CIBER will host the second Advanced International Business Institute for Community College Faculty.

This conference is designed for community college faculty with previous international business experience. They will spend four days developing their knowledge and experience to better serve their colleges and students with help from their peers and experts at MSU.

This year, the conference will focus on the strengths, weaknesses, opportunities and threats of the economies of Brazil, Russia, India and China.

Like the IBI, the advanced institute has limited enrollment and scholarship opportunities.

The International Business Institute for Community College Faculty is co-sponsored by:

The Centers for International Business Education and Research at Colorado, Florida International, George Washington, Illinois-Urbana Champaign, Kansas, Memphis, Michigan State, Pennsylvania, Pittsburgh, Purdue, South Carolina, Temple, Texas, Texas A & M, Washington, Wisconsin

The Center for Advanced Studies and International Development (CASID)

Women and International Development (WID) at MSU

MSU University Outreach and Engagement

Lansing Community College

The League for Innovation in the Community College

NASBITE International



Broad School Launches Global Initiatives



THINKING GLOBALLY always has been a priority at Michigan State University.

The university is recognized in the international community for its work in business as well as in areas as wide-ranging as human needs, education, international trade, sustainable agriculture, human and animal health and welfare and the environment. Some 1,400 MSU faculty members are currently involved in international research, teaching, service projects and programs in more than 170 countries.

In 2009, the Eli Broad College of Business launched a series of Global Initiatives that are defining what it means to be a “world grant” university in the 21st century.

The Broad School’s Global Initiatives draw on the vast international expertise and experience of the Broad School’s faculty in accounting and information systems, finance, hospitality business, management, marketing, and supply chain management to produce outstanding international business programs for undergraduate, masters, and doctoral students.

As one of the initiatives, the International Business Center recently launched a new website that is an online home for these Global Initiatives.

The site brings together resources for all of the audiences the International Business Center serves.

Business people can find links to international business seminars, conferences, personal advising and resources to prepare them for exporting their goods and services.

Students can find internship directories, scholarship applications and information about international business courses and study abroad opportunities available through the Broad School.

Faculty members and researchers can find grant applications to fund studies in international business, resources for adding international components to classes and links to international business research associations and publications.

MSU has a fifty-year history of being in the forefront of international education and outreach. Continued development of global research centers, study abroad programs and a global education program will continue to make MSU a true “world grant” institution in the future.

“I would like to thank you for everything you do to promote international business education. My colleagues and I learned a lot last academic year and hope to use that knowledge to serve our students and the business community. My college’s International Resource Center to which you donated some books now has over 300 volumes in International Business and other disciplines. Several boxes just recently arrived from Michigan State University CIBER. With all your 100% support, I am sure the Talladega College’s program is in good hands. Many thanks.”

MICHAEL TAKU - TALLADEGA COLLEGE

New Features on globalEDGE

MSU-CIBER continues to improve and expand globalEDGE, an online international business resource. In 2009, two new features were added to the site’s free content that aid in exporting and help explain trade laws.

globalEDGE is one of the top international business websites on the internet, with more than four million page views per month and 40,000 registered members. The site contains resources for 200 global markets, industry profiles and tools for learning and exporting.

In partnership with the U.S. Commercial Service, MSU-CIBER developed new exporting modules that introduce companies to the exporting process. The 17 online course modules were developed directly from the newest version of the U.S. Commercial Service’s book about exporting, titled *A Basic Guide to Exporting*.

The modules start at the very beginning of the exporting process and travel through all the steps a company would need to complete to offer their goods and services abroad. They contain narrated presentations, visual aids and text to give companies the information they need.

Also new for 2009 is a collection of trade law briefs written by member law firms of Lexwork International. The Compendium provides trade law summaries prepared by local law firms for more than 30 jurisdictions, including some of the most significant trading partners with the U.S.

It is an excellent new resource for companies intending to do business in foreign countries and some U.S. states, and it could not have been launched without the help of local firm Foster, Swift, Collins & Smith, P.C.

IN FOCUS



Brian Stauffer is one of the many faces behind the globalEDGE website. He leads the team of students that

produces and updates the content across the breadth of the website.

Stauffer is a supply chain management and international business senior, with aspirations to take a full-time role in global sourcing for a multinational corporation, as part of a leadership development program, when he graduates.

Stauffer gained international business experience while studying abroad in Ireland, Belgium, Luxembourg and the Netherlands.

He enjoys traveling and being involved in the Supply Chain Management Association and International Business Student Organization on campus. He will graduate in May of 2010.



“All of you are doing an outstanding job with the CIBER at MSU. Unarguably, MSU’s CIBER is the best in the nation – a view that I emphatically express. Kudos for globalEDGE which is now the premiere website for information related to International Business.”

**ZAHIR A. QURAESHI -
PROFESSOR OF MARKETING AND INTERNATIONAL BUSINESS,
WESTERN MICHIGAN UNIVERSITY**

MSU-CIBER Releases 2009 Market Potential Index



SINGAPORE surpassed China and Hong Kong as the market with the most potential for U.S. companies in the new Market Potential Index for 2009, produced by MSU-CIBER.



Emerging markets are generally considered to be among the fastest growing economies in the world. They also represent the countries that have embarked upon a substantial transformation of their economies. All are engaged in rapid industrialization, modernization and privatization. Today, these countries constitute approximately 80 percent of the global population. Their remarkable economic expansion has provided much of the fuel for the most recent phase of globalization.

"The rankings provide an objective basis for prioritizing these countries in the process of planning international market expansion," Tunga Kiyak, outreach coordinator at MSU-CIBER and managing director of the Academy of International Business, said. "The online MPI rankings are interactive, so users can rank emerging markets on the basis on any of the eight dimensions making up the overall index."

MSU-CIBER, in collaboration with The School of Hospitality Business, also released a pilot version of an industry-specific index for the lodging industry. The L-MPI was created based on the framework of the MPI, but with variables important to the lodging industry – like hotel market performance, growth and tourism rates.

"The Market Potential Index offers a way to filter and organize the plethora of data and information out there into a simple, but theoretically sound, decision analysis tool," Kiyak said. "We are extremely happy to have played a part in providing the lodging and real estate industry with a tool that could lead to a better decision making process. We look forward to the opportunity to work with The Hospitality School to extend the L-MPI to covering international destinations."

It is also important to note that China did not move from the second overall rank, because it experienced little to no change in most of the key MPI categories.

Other major movers in the index include Poland, from tenth place to seventh place, and Russia and Malaysia breaking into the top ten.

The index, which has been published annually by MSU-CIBER since 1995, provides a scorecard of the export market potential for 23 countries based on the emerging markets list in *The Economist*.

The index is based on a broad range of market potential indicators (including market size, market growth rate, market intensity, market consumption, commercial infrastructure, economic freedom, market receptivity and country risk) to determine the attractiveness of the countries with emerging markets.

"Having been in the trade realm for years I have come to appreciate globalEDGE. Thank you for maintaining such a great site."

**ROBERTA A. BROOKE - DIRECTOR,
MBA PROGRAM,
EASTERN WASHINGTON UNIVERSITY**

Researching the Multinationality-Performance Relationship



ASSISTANT PROFESSOR OF International Business and Marketing and Turkish native Ahmet H. Kirca has had a strong presence at The Eli Broad College of Business since he became a faculty member in 2006.

In such a short time, Kirca has played the role of lead researcher for a meta-analysis on the multinationality-performance relationship, as well as on several other research projects sponsored by MSU-CIBER. He has taught several undergraduate and graduate courses in international marketing. He also took an active advisory role during the foundation stage of the International Business Student Organization (IBSO) at MSU.

The multinationality project originated as a class project that spanned two doctoral seminars on international business theory led by Professors Tomas Hult and Tamer Cavusgil at Michigan State University. For this project, Kirca and his team compiled more than 500 articles from top journals that contained the terms "multinationality," "degree of internationalization," or "international diversification." Then, more than 150 empirical articles were selected carefully according to specific criteria, and these studies were analyzed using meta-analytic techniques.

An article based on his research entitled "Firm-Specific Assets, Multinationality, and Financial Performance: A Meta-Analytic Review and Theoretical Integration" is forthcoming in the *Academy of Management Journal*. This study reveals that valuable, intangible firm-specific assets (e.g., R&D and advertising intensity) mediate the relationship between multinationality and performance.



In addition, the results delineate the conditions under which these assets have the strongest impact on the extent to which multinationality relates to performance. Meta-analytic evidence also suggests that multinationality has intrinsic value above and beyond the intangible assets that firms possess after controlling for firms' international experience, age, size, and product diversification.

"A large number of studies have looked at a business's ability to expand internationally in international business, management strategy, and marketing disciplines but our meta-analysis takes stock of what is known, answers some persistent questions in the multinationality literature, and point out directions for future research," he said.

Kirca believes that, for all its depth and scope, researchers have only begun to explore the challenges related to international expansion and its performance implications, and this meta-analysis should provide guidance to those intending to pursue research on these important issues.

Kirca learned to speak French, Italian, and English in the *Lycee de Galatasaray* in Istanbul. In college, he also added Spanish and Japanese to his language inventory. Beginning his career in the tourism industry allowed Kirca to learn about many cultures and become proficient in English, French and Italian. Kirca and his wife decided to cross the pond and join the world of academia in 2000, which eventually led him to his current role at MSU.

*MSU Helping Local Businesses Go Global
with Grant from the Ford Motor Company Fund*



IN FOCUS



Patrick McHugh is an undergraduate senior at Michigan State University, pursuing a degree in Political

Theory and Constitutional Democracy through James Madison College as well as a specialization in Environmental Economics. While at James Madison College, he has studied abroad in Cluj-Napoca, Romania, and Istanbul, Turkey, and learned about the challenges of democratic and economic transition.

Patrick began working at MSU-CIBER in January 2009. He is currently serving as the team leader of the Michigan Export Growth Program, which provides pro bono consulting services to help local businesses increase their international competitiveness. Working on the program gives Patrick the unique opportunity as an undergraduate to develop leadership and research skills that are applicable professionally.

In his free time, Patrick enjoys mountain biking, cooking meals for friends and family, and spending time with his 18-month-old nephew, Max. He will graduate in May 2010 and plans to attend graduate school next year.

THE INTERNATIONAL BUSINESS CENTER launched a new program in 2009 to bolster the economy by helping local businesses learn how to export their products.

The program was launched with a seed grant from the Ford College Community Challenge. It will provide pro bono consulting for local companies to help them explore their global options.

"In this age of globalization, businesses need to change in order to be successful. Exporting is essential for the future success of local businesses," said Tomas Hult, acting associate dean of global initiatives at the Broad School and director of MSU-CIBER. "Exporting is challenging, but it is also essential. We want to help local businesses that will in turn help rebuild our economy."

Many Lansing area businesses offer unique products and services that could end up on store shelves on other continents, but matching up products and successful markets requires a complex look at local competitors, government regulations and cultural complexities.

To address these complexities, the program pairs teams of business students, faculty members and advisors with small- to medium-sized businesses in the greater Lansing area. These teams research issues that a company will face when going abroad and deliver reports to answer their questions. To start the process, all businesses need to do is fill out an online questionnaire.

Teams have already started working with local food producers, health providers and the Capital Region International Airport. Dan Aylward, a senior consultant at Abilita, used the pro bono services to look at potential opportunities for international expansion.

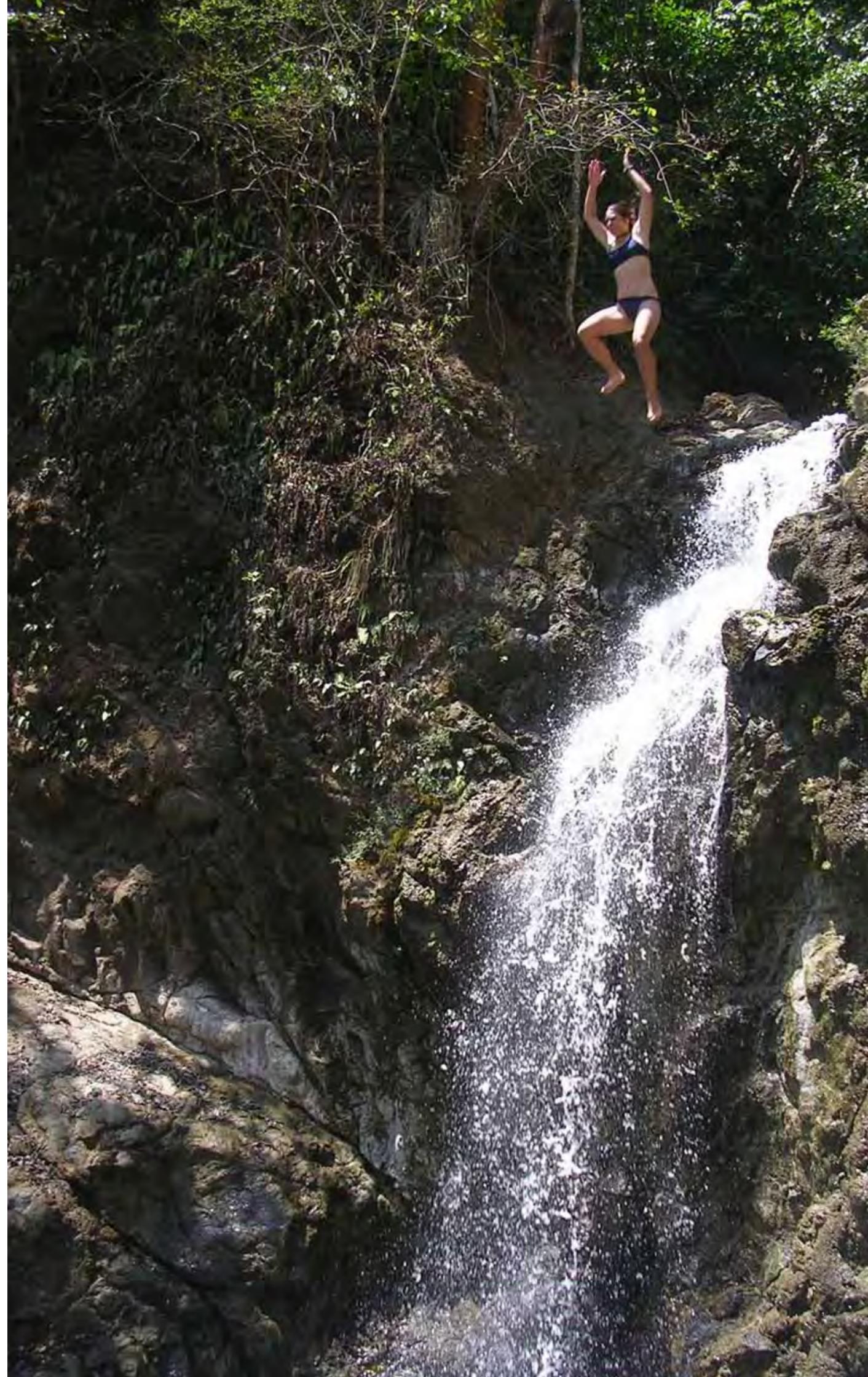
Abilita is a consulting firm that helps companies lower their telecommunications costs by auditing local, long distance, internet, cellular services and their equipment to find ways to use these technologies more efficiently.

The company has independently owned offices in the U.S. and Canada, but to meet the needs of their international clients, they are considering international expansion.

Aylward said the pro bono services provided his company with good information about potential markets and competitors. "I don't think that information was something we could have been able to get on our own," he said. "It was a good way to test the market. With this information, we will be able to help Abilita Incorporated and also each individual office."

"In the spirit of Michigan State University's world-grant initiative, we are delighted to partner with the Ford Motor Company to create the Michigan Export Growth Program, which will develop model opportunities for businesses to become engaged in the global marketplace," said MSU Provost Kim Wilcox. "This project will afford Michigan entrepreneurs access to the cutting-edge knowledge of our newly educated international business students, while also providing practical hands-on leadership experience for our students to ensure their future success."

Exporting goods and services is challenging, but a little help from the Michigan Export Growth Program will prepare businesses taking the leap into internationalization.



A Year of Promoting Global Business in Mid-Michigan



THE GLOBAL BUSINESS CLUB OF MID-MICHIGAN provides a forum for networking and sharing ideas about how to make U.S. companies, specifically local businesses, more competitive in the global market. Luncheon topics, which range from exporting to how to establish a presence in today's global market, are designed to help the mid-Michigan business community flourish.

MEET THE CO-CHAIRS



Bill Motz is a business professor at Lansing Community College where he has taught since 1976. He teaches a variety of courses including International Business, Principles of Marketing, Managerial Marketing, and Internet Marketing. Motz received his Bachelors in Business Administration and MBA in Marketing from Michigan State University. He has been a member of NASBITE, and he serves as the Business Chair for the Michigan Community Colleges Trends Conference.

Jean Shtokol is a shareholder in the law firm of Foster, Swift, Collins & Smith, P.C., in Lansing, Michigan, and practices primarily in domestic and foreign business transactions. Shtokol is involved in the community as an at large board member of the Greater Lansing Chapter of the United Nations Association of the United States of America and currently serves on the Lansing Regional Chamber of Commerce Board of Directors.

February 17, 2009

"Becoming a Global Company-Get Moving!"
William Hamilton, president and co-founder of TechSmith Corporation, spoke to 83 attendees about taking local companies global. Hamilton began TechSmith – a global software company based in Michigan – in 1987 as a consulting company. Hamilton has held several positions at Michigan State University and currently resides in Williamston, Michigan.

March 24, 2009

"Creating Brand Recognition in a Global Market"
Patricia Anderson, CEO and president of Cooperative Elevator Company, spoke on the topic of establishing a recognizable brand in today's global market to 65 attendees. Anderson is a current member of the board of directors for the Michigan Agribusiness Association and has more than 27 years of experience in agribusiness. She has held her current position with Cooperative Elevator Company since 2004.

April 22, 2009

"Funding Your Domestic Expansion with International Funds – The EB-5 Foreign Investor Visa Program"
Keynote speaker Gary McRay spoke to 75 attendees about the EB-5 Foreign Investor Visa Program, which can assist American companies financially. McRay, an attorney and shareholder with Foster, Swift, Collins & Smith, P.C., a Michigan-based law firm, helps his many domestic clients to expand their businesses internationally. He holds an undergraduate degree in economics and a J.D. from the University of Michigan.

September 22, 2009

"A Basic Guide to Exporting"
Doug Barry, a program manager, trade information solutions and senior international trade specialist with the U.S. Department of Commerce, spoke to 70 attendees about exporting during his keynote speech. Barry, who has been with the Department of Commerce since 1998, helps many U.S. companies go global in growing markets. The U.S. Commercial Service offers many services for companies interested in exporting. With their 165 offices in more than 80 countries, they have many resources to help U.S. businesses find markets and guide them through the exporting process.

October 20, 2009

"Lansing's International Port of Entry and Foreign Trade Zone"
Executive director of the Capital Region International Airport Robert Selig spoke to 70 attendees about new economic opportunities and developments in the Lansing area during his keynote speech. Selig explained many recent changes at the airport, such as its new status as a U.S. port of entry and international flights to Cancun, Mexico. With more than 25 years of airport experience, Selig has earned the status of an accredited airport executive in U.S. and Canada.

November 17, 2009

"Using Joint Ventures to Expand Your Business Abroad in a Sustainable Manner"
Andrew Mangan, co-founder and executive director of the United States Business Council for Sustainable Development, spoke about developing sustainable supply chain partners internationally. Mangan received his M.A. from the Columbia University School of Journalism where he attended the Columbia School of International and Public Affairs as an International Fellow.

IN FOCUS



Doug Barry is a program manager and trade information solutions and senior international trade specialist at the U.S. Commercial Service in the U.S. Department of Commerce

In September 2009, he was the keynote speaker for the Global Business Club, where he gave a presentation on the basics of exporting. He is currently based in Washington, D.C. He has served as an international trade specialist focusing on Russia and the states of the former Soviet Union.

His overseas assignments have included managing Commercial Service offices in Singapore, Hong Kong and Thailand. He is the editor of *A Basic Guide to Exporting: The Official U.S. Government Resource for Small- and Medium-sized Businesses*. Doug earned a doctorate from Columbia University and taught for many years at the University of Alaska Anchorage.



Bill Hamilton started his career as a programmer in the early 1970s after graduating from Michigan State

University. He worked for nearly a decade for the State of Michigan managing the development of medical information systems. Later, he managed the operations research section before leaving for the private sector. From 1982 to 1985, he was a vice president at an entrepreneurial start-up. He led the PC development group that was responsible for creating PC-based tools for logistics and supply chain management.

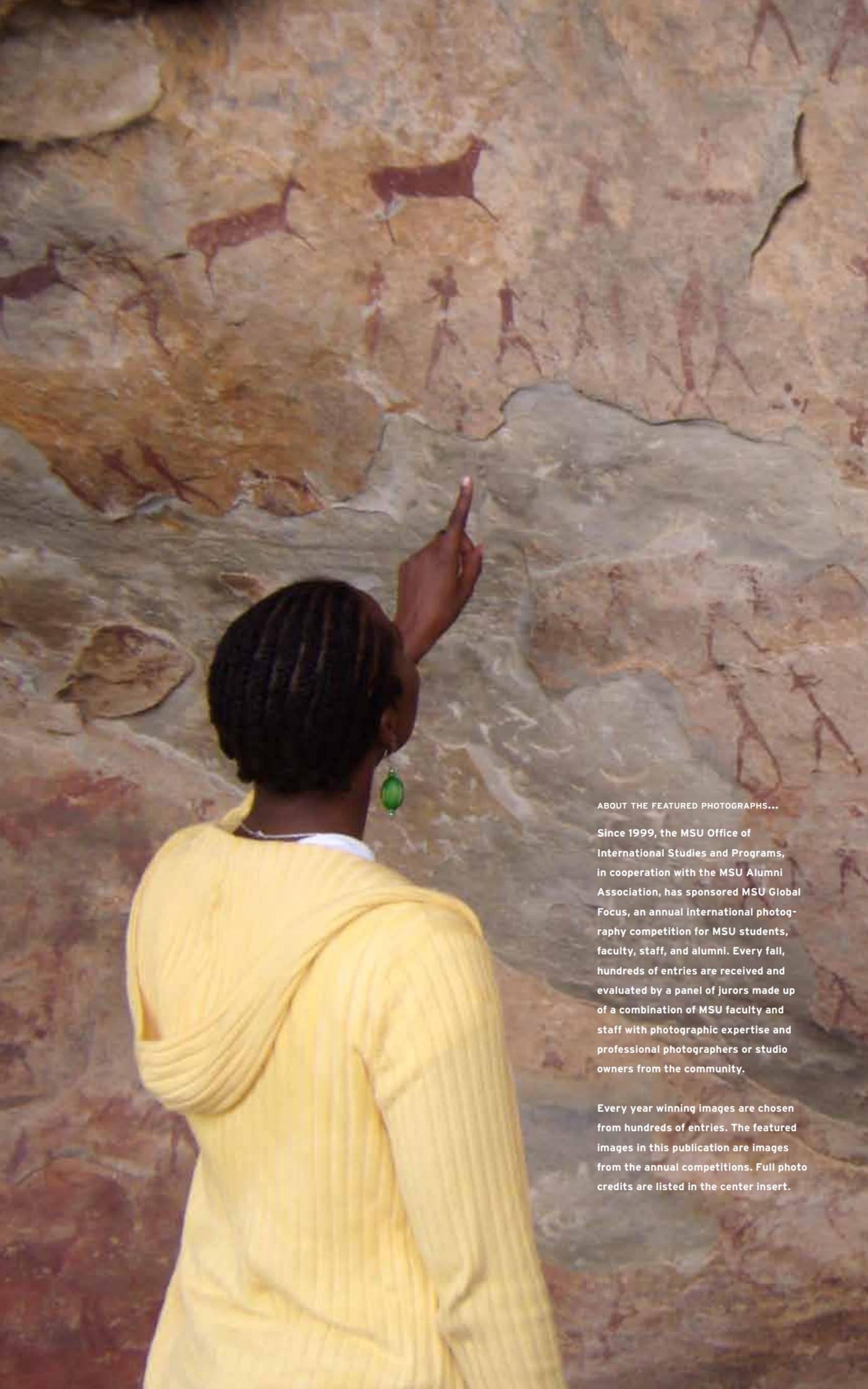
After working as a consultant for several years, Hamilton co-founded TechSmith in 1987. Initially TechSmith provided software development and consulting services to a broad range of regional and national clients. While Hamilton and his partners worked as consultants, they began actively developing software with the hopes of eventually leaving the consulting business. With hard work persistence, TechSmith was able to complete the transition from a consulting to a software company by 1994.

TechSmith's first important software product, Snagit, was first introduced in 1991 and continues as an important cornerstone of the company's product family today. Since then, Hamilton and his team have developed a full portfolio of products used by businesses, government and educators around the world, including Snagit, Jing, Camtasia Studio, Camtasia Relay, Morae, UserVue, and Screencast.com. TechSmith is a privately held company in Okemos, Michigan, USA that employs over 200 people. Hamilton lives in Williamston with his wife Susan Heathfield.



Global Business Club Sponsors

The Global Business Club of Mid-Michigan is organized by Michigan State University's Center for International Business Education and Research (CIBER) and is co-sponsored by Foster, Swift, Collins & Smith, P.C., the Greater Lansing Regional Chamber of Commerce, Lansing Community College, The Center for Advanced Study of International Development (CASID) at MSU, the Women and International Development (WID) Program, and the MSU College of Law.



ABOUT THE FEATURED PHOTOGRAPHS...

Since 1999, the MSU Office of International Studies and Programs, in cooperation with the MSU Alumni Association, has sponsored MSU Global Focus, an annual international photography competition for MSU students, faculty, staff, and alumni. Every fall, hundreds of entries are received and evaluated by a panel of jurors made up of a combination of MSU faculty and staff with photographic expertise and professional photographers or studio owners from the community.

Every year winning images are chosen from hundreds of entries. The featured images in this publication are images from the annual competitions. Full photo credits are listed in the center insert.

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Angkor Temple Complex

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PAGE 25, LEFT TO RIGHT:

Kenya, Ceremonial Beginnings, Michelle Engmark;

Uganda, Ruhija, Bwindi Impenetrable Forest,

H. Thompson;

Zimbabwe, Victoria Falls, L. Janis

PAGE 28, LEFT TO RIGHT:

South Africa, Storms River, S. Losinski;

UK, England, London, J. Rokos;

Mali, Segou, Niger River, L. Collins

INSIDE BACK COVER:

Kenya, Masai Mara Reserve, E. Flemming

Additional photographs taken by IBC staff and MSU University Relations.

NAFSA Colloquium Develops a Global Workforce through Education

"MSU-CIBER is instrumental in helping Michigan and American firms be competitive in the global marketplace."

DONALD W. RIEGLE, JR. - FORMER U.S. SENATOR, MICHIGAN

BUSINESS COLLEGES play an important role in promoting international education in the colleges and universities in the U.S.

To help educators and administrators enhance that role, MSU-CIBER co-sponsored a half-day colloquium on internationalizing business education at the annual meeting of NAFSA: Association of International Educators on May 27, 2009.

NAFSA is an organization that promotes international education and provides professional development opportunities to the field. More than 8,500 educators and administrators attended the NAFSA conference in 2009.

At the afternoon colloquium, the first session featured a presentation about what business schools can do to prepare their students to be a part of the global economy.

Later sessions looked at specific ways colleges can internationalize their business curriculum by:

- Encouraging and facilitating students studying abroad and seeking international internships;
- Creating beneficial relationships between school departments and linking graduate and undergraduate programs;
- Promoting non-traditional study abroad locations; and
- Integrating foreign language into business curricula.

Elvin C. Lashbrooke Jr., Dean of the Eli Broad College of Business, shared his insights into the opportunities and challenges faced by business colleges as they internationalize and discussed the impact of internationalization on business education and the wider campus.

"Clearly, there is a need to globalize business education. Internationalizing or globalizing business education, however, does not mean actually covering the international chapter, which is usually the last chapter in the textbook anyway, or having an international business course," Lashbrooke said. "Globalization must permeate the entire college and become a way of thinking about business education and business. Globalization must permeate the entire college and become a way of thinking about business education and business."

This event was sponsored by the CIBERS of the University of Southern California, Michigan State University and Temple University.

Hult Named Editor of the Journal of the Academy of Marketing Science



Tomas Hult, JAMS Editor, and David Stewart, Outgoing JAMS Editor and AMS Board of Governors, presenting the Jagdish N. Sheth Foundation Best JAMS Article to Manjit Yadav, center.

IN JUNE 2009 IBC Director Tomas Hult began a 3-year term as Editor of the *Journal of the Academy of Marketing Science* (JAMS), and the journal's editorial office moved to IBC with Anne Hoekman as Managing Editor. JAMS is a scholarly journal published by the Academy of Marketing Science, an international professional organization. The journal's mission is "devoted to the study and improvement of marketing", and it aims to serve as "a vital link between scholarly research and practice by publishing research-based articles in the substantive domain of marketing". Founded in 1972 by Dr. Harold W. Berkman, the journal has consistently grown in stature under the direction of editors including William Darden, Robert Peterson, David Cravens, A. Parasuraman, Rajan Varadarajan, David Stewart, and the current editor Tomas Hult. JAMS has been ranked as the #5 marketing journal in studies from 1987, 1997, and 2009.

In addition to articles on topics spanning the entire discipline of marketing, JAMS also publishes occasional special issues devoted to current and important topics. Dr. Hult already has two such special issues planned; the first will be on the theme of "Sustainability", and the second will focus on "Organization Theory" and how its perspectives can help describe, explain, and predict marketing phenomena.

Each year, JAMS selects a paper to receive its Sheth Foundation Best Paper Award. This annual award is sponsored by the Sheth Foundation, to which Dr. Hult was recently named a board member. The Madhuri and Jagdish N. Sheth Foundation

is a strong philanthropic supporter of activities that further the discipline of marketing and marketing education, including in international contexts and developing economies.

As Editor, Dr. Hult has introduced several innovations to the journal, especially in the area of professional and social media. This initiative was designed to help JAMS extend its reach, spanning from seasoned professors to young doctoral students in marketing, and possibly also to a wider practitioner audience. First, at the JAMS Twitter feed (www.twitter.com/JAMS_updates), readers can find current information on forthcoming articles, manuscript submission flow, acceptance and rejection rates, special issues, and more. Second, the JAMS LinkedIn (www.linkedin.com) group is a networking forum for JAMS authors to connect around marketing research.

With these innovations and more, Dr. Hult aims to maintain JAMS' position as a top journal choice for scholars seeking to publish their highest quality, theoretically sound and managerially relevant research in marketing.



Harold Berkman, AMS Founder, and Tomas Hult, JAMS Editor.



O.C. Ferrell, AMS VP for Publications, with Tomas Hult, JAMS Editor, and Anne Hoekman, JAMS Managing Editor, at a session break.

2010 CONFERENCE

The 2010 CIBER Short-Term Study Abroad conference will be held upon the conclusion of the annual NAFSA conference in Kansas City, June 4-5, 2010.

Short-term study abroad is one of the fastest growing study abroad formats, but it presents unique challenges for administrators and faculty.

The sessions, workshops and speakers at this conference will share ideas and prepare you to start your own short-term study abroad program or improve your existing program.

More information and the full list of CIBER sponsors can be found online at: stsa.broad.msu.edu

2009 Annual Meeting



SUCCESSING IN TODAY'S global economy requires knowledge about how international business works and what policies drive it. One way businesses get those answers is through research.

The Academy of International Business held its annual meeting in San Diego, California, on June 27-30, 2009. The conference brought together more than 900 scholars, consultants and researchers from across the world to create and share knowledge about international business.

Titled "Is the World Flat or Spiky? Implications for Global Strategies," the conference program was composed of various plenary sessions, research presentations and panels, and pedagogy sessions. More than 100 papers were selected for presentation out of the nearly 1,000 papers submitted to the conference.

The 2009 program showcased several new features, including:

- A new roundtable format during the interactive paper sessions that encouraged academic conversations across the presenters, rather than a series of monologues.
- "State-of-the-Art Research" panels that surveyed trends and directions from the past, present, and future in pertinent international business research topics.
- The Fellows café, where AIB members were invited to join small groups hosted over breakfast by AIB Fellows who facilitated stimulating discussions of specific IB topics.

The conference program also included several panels and sessions celebrating the 40th anniversary of the *Journal of International Business Studies*.

The Eli Broad School of Business has been the home to the Academy of International Business since 2004. This relationship continues to foster positive collaboration in international research.



IN FOCUS



Jeannette Mena, a PhD candidate in the Marketing Department, received the 2009 Academy of International Business best doctoral dissertation proposal award at the AIB annual meeting that was held in San Diego in June 2009.

Mena, who was one of three doctoral students to win the award, is writing her dissertation on the influence of attending to the interests of multiple stakeholders on a firm's achievement of customer satisfaction and bottom-line performance within a setting of multiple supply chain entities. The topic is one she has been researching since 2007, and will continue to explore for years to come.

And though Mena was not the sole student acknowledged for an excellent proposal at the San Diego event, she was thrilled to be recognized.

"The two students I tied with were from the Harvard Business School and The University of South Carolina, so I was in good company," she said.

Mena said she got the idea for her research after noticing a significant gap in the marketing literature.

The vast majority of the marketing literature focuses on one stakeholder – the customer – but there are other important stakeholders that shape the marketing activities and performance of the firm both domestically and abroad. It is critical that the impact of these stakeholder

groups, which include employees, suppliers, shareholders, regulators, and the community, are examined, she said.

"There are so many interactions that affect companies," she said. "It goes way beyond the customers. That's the reality of business. For example, for car companies to succeed, they must not only pay attention to what the customers want, but they also have to closely monitor the regulators' demands, such as fuel efficiency standards."

In addition to Mena's personal development as a student, she has proved to be a valuable asset on the other side of the classroom, as well.

"As a woman and a minority I have to work hard to ensure I am taken seriously at times," said Mena, a native of Puerto Rico. "However, these things also work to my advantage."

"In the classroom, female students look up to me as their teacher and their mentor," she said. "They feel comfortable with me, because I can easily relate to them. It's fulfilling rather than a setback most of the time."

In addition to continuing to conduct research in the areas of stakeholder management, marketing strategy, international marketing, and supply chain management, Mena will journey to The University of Mississippi in August 2010 where she will start working as an Assistant Professor of Marketing.

2010 ANNUAL MEETING

The AIB invites you to join us at the 2010 meeting in Rio de Janeiro, Brazil, on June 25-29, 2010.

Our hosts will be:
**Brazilian Academy of Management (ANPAD),
 Fundação Getulio Vargas,
 University of São Paulo,
 COPPEAD - Federal University of Rio de Janeiro,
 Pontifical Catholic University of Minas Gerais and
 the Pontifical Catholic University of Rio de Janeiro**

Visit the AIB website for more details at:
aib.msu.edu/events/2010/

"The Faculty Study Tour in South Africa and Botswana was a 'trip of a lifetime.' Our curriculum will be greatly enhanced by the experiences provided by the trip itinerary. All concerned at MSU-CIBER who had a role in the planning and execution of the trip are to be congratulated!"

LEO T. UPCHURCH - TUSKEGEE UNIVERSITY

LOOKING FORWARD:

Planning for the Future

"The MSU-CIBER represents a great partnership between the nation's pioneer land-grant university and the U.S. Government to offer first-rate international business education and research."

PETER MCPHERSON -
PRESIDENT, MICHIGAN STATE UNIVERSITY
(1993 - 2004)

China Faculty Development in International Business Program
January 3, 2010 – China

Global Business Club of Mid-Michigan
February 18, March 25, and April 22, 2010 – East Lansing, Michigan

Business Language Workshop for Foreign Language Educators in Spanish, French, German and Japanese
February 18, 2010 – Memphis, Tennessee

2010 CIBER Business Language Conference: Global Literacies: Integrated Approaches to Cross-Cultural Training
March 24, 2010 – Philadelphia, Pennsylvania

NASBITE International Annual Conference
April 7, 2010 – Austin, Texas

World Languages Day
April 17, 2010 – East Lansing, Michigan

4th Annual FDIB-Africa
May 11, 2010 – South Africa, Kenya, and Tanzania

CIMaR 2010 Conference
May 26, 2010 – Oslo, Norway

Global Management Accounting Research Symposium (GMARS)
June 1, 2010 – East Lansing, Michigan

Five FDIB-Globalization Seminars: Intro to Int'l Business, Int'l Finance, Global Supply Chain Management, Int'l Management, and Int'l Marketing
June 3, 2010 – Memphis, Tennessee

Short Term Study Abroad Conference
June 4, 2010 – Kansas City, Missouri

Advanced International Business Institute for Community College Faculty
June 6, 2010 – East Lansing, Michigan

Academy of International Business (AIB) 2010 Annual Conference
June 25, 2010 – Rio de Janeiro, Brazil

2010



2009 SCHOLARSHIP RECIPIENTS...

*International Business Specialization
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*Study Abroad
Scholarship Recipients*

Generous funding for International Business Specialization Scholarships provided by the International Business Center at MSU.

- | | |
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| Ackland, Norman William | Macintyre, Bradley |
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| Dakin, Charles Robert | Powers, Margaret Lauren |
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| Duggan, William Richard | Rojas, Arish |
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| Gibbons, Rose Ellen | Taylor, Peter James |
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| Hanson, Evan Stuart | Weerasinghe, Sarada Nandaka |
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| Jazic, Amila | Wu, Shuang |
| Krupa, Britney | |
| Lee, Hoi Ling | |
| Lee, Milim | |
| Li, Qing | |
| Lopez-Falco, Rodrigo | |

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"Thank you for supporting students interested in International Business at the Broad School. I was excited to hear that I had been chosen to receive the International Business Specialization scholarship this year. This scholarship will be very helpful to me in continuing my education and International Business pursuits."

WILLIAM DUGGAN - UNDERGRADUATE STUDENT

Research, Curriculum, and Professional Development Projects
and Grant Recipients

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

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Resource Allocation, Knowledge Management, and Capabilities Development, *Brian Chabowski*

The Influence of Capabilities-Based Resources on Marketing and Financial Metrics, *Brian Chabowski*

Research Linkages with Hong Kong University of Science & Technology, *David J. Closs*

Foreign Direct Investment and the Welfare Effects of Cost Harmonization, *Anthony Creane*

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National Association of Foreign Student Advisers (NAFSA) Annual Conference, *Dwight Handspike*

Strategic Marketing: Developing Market Based Strategies that Work, *Gilbert Harrell*

Endogenous Entry in Markets with Adverse Selection, *Thomas Jeitschko*

The Effects of Market Orientation on Performance in the Subsidiaries of MNCs in Emerging Markets, *Ahmet Kirca*

Future of the WTO, *Mordechai Kreinin*

Employee Motivation and Job Satisfaction in Transition Economies: Focus on Armenia, *Susan Linz*

Succeeding in Emerging and Developing Markets – Understanding How Institutions Impact Firms and Managers, *Candace Martinez*

21st Annual Meeting of the Central Association of Teachers of Japanese (CATJ 2009), *Endo Hudson Mutsuko*

Technology and Innovation Management, *Sriram Narayanan*

French for Business Course Development for Lansing Community College, *Keith Phillips*

The Influence of Sustainable Purchasing on Investments, *Carol Prahinski*

Sustainability Modernization in Logistics and the Environment for Emerging and Developed Economies, *Anthony Ross*

Faculty Development in International Business Shanghai, Guanzhou, ShenZen and Hong Kong, *Anthony Ross*

Sourcing as a Key Contributor to Quality Competitiveness – Results from a Worldwide Survey, *Tobias Schoenherr*

Changing Culinary Occupation: The Research Chef, *Michael Sciarini*

Sustainable Development in International Lodging Development and Management, *Arjun Singh*

Redesign of Study Abroad Program to Hong Kong and Japan, *Arjun Singh*

The International Fair Trade System & and Western Hemisphere Free Trade, *Paulette Stenzel*

Power Imbalanced Relationships: Chinese Large Home Appliance Retailers-Manufacturer Relationships, *Brenda Sternquist*

Research Issues in Sourcing and Supply Risk Management, *Srinivas Talluri*

Information Cost: A Prior Hurdle to Exporting, *Suzanne Thornsbury*

FDIB in Emerging Markets at George Washington University in Washington, *Gladys Torres Baumgarten*

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How can a SME Develop a Global Brand? The Role of Social Networks,

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Using Critical Incidents in Developing an Online Business Chinese Program, *Fei Fei*

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Leadership Development Graduate Business Conference Taipei, Taiwan, *Kristin Kennedy*

Isomorphism in the International Retailing Context, *Sonia Manjeshwar*

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Incorporating Theory in International Marketing Research, *Jeannette Mena*

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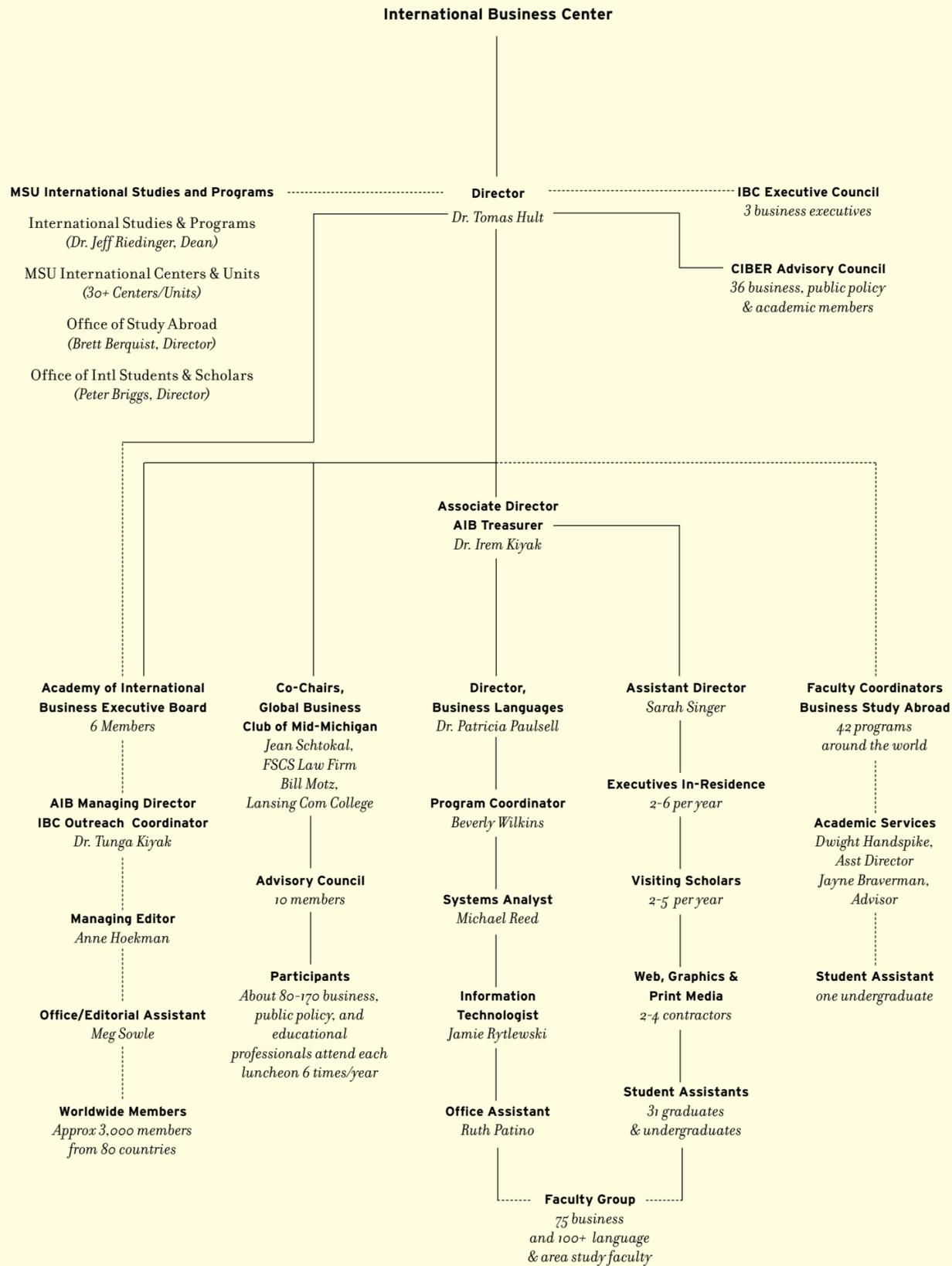
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