



# Sustaining Global Engagement



# A letter from the Directors...



**MICHIGAN STATE UNIVERSITY** recently celebrated its sesquicentennial as the pioneer land-grant university in the United States. Since its founding, MSU has been a leader in international education, research, and outreach. With a focus on quality, inclusiveness, and connectivity, MSU President Lou Anna Simon stated that: "Michigan State University has engaged in a strategic and transformative journey to become the model land-grant university for the 21st century. We call our destination 'world-grant'...and focus on being locally relevant [and] globally engaged."

*MSU-CIBER's vision is to be the world leader in providing innovative and high impact international business knowledge related to all vital aspects of organizations' sustainable global value chains.*

Aligned with the university's rich history and commendable purpose, MSU-CIBER is an international resource center that assists local, regional, national, and international

areas. Guided by its Advisory Board, MSU-CIBER's vision is to be the world leader in providing innovative and high impact international business knowledge related to all vital aspects of organizations' sustainable global value chains.

This vision is epitomized in a set of ten guiding principles that lead to our mission for the 2010 to 2014 grant period: MSU-CIBER's mission 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 and a focus on global sustainability as the foundation.

world-leading projects are the globalEDGE online resource, Institutes for Community College Faculty, benchmarking studies for minority-serving institutions (i.e., HBCUs, Hispanic, Native American), and the Michigan Export Growth Program.

Resourceful business schools such as MSU's Broad Business College, with its world-leading international business research faculty (*Management International Review*, 2004; *Journal of International Business Studies*, 2005; *International Business Review*, 2010), can achieve significant accomplishments within the structure of the CIBER program. The senior leadership of MSU has enthusiastically endorsed MSU-CIBER's vision and project scope.

With the combined federal and institutional funds, MSU-CIBER is well poised to embark upon the next frontier of national distinction in international business education and research. Overall, our portfolio of projects represents a very aggressive, far-reaching, and high-impact agenda in troubled economic times, building on MSU-CIBER's 20 years in existence.



MSU-CIBER has developed and maintains 72 groups of projects (involving hundreds of activities), which broadly fall into the areas of: knowledge develop-

ment (research that produces leading-edge knowledge), knowledge deployment (professional development programs and products), and cultural competitiveness (dissemination of leading-edge knowledge). Among these

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 inside back cover for more details about the project along with information about each image.*

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# Sources of Center funding...

## International Business Center Receives \$1.6 million CIBER Grant

*“The International Business Center is doing path breaking work with its annual summer institutes for community college business faculty. By helping community college students nationwide learn how to do business globally, the Center is contributing to President Obama’s National Export Initiative by helping create critically needed jobs in the short-term and rebalancing the national economy in longer-term.”*

DOUG BARRY  
INTERNATIONAL TRADE ADMINISTRATION  
U.S. DEPARTMENT OF COMMERCE

**MICHIGAN STATE UNIVERSITY’S** Center for International Business Education and Research (MSU-CIBER), located at the Eli Broad College of Business, had its multi-year CIBER grant renewed in May 2010. MSU-CIBER was tied with two other universities for the top award in this year’s competition among the nation’s elite universities.

The CIBER program was created by the U.S. Congress under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation’s capacity for international understanding and competitiveness. The CIBER network of 33 institutions (including eight from the Big Ten conference) links the human capital and technological needs of the U.S. business community with the international education, language training, and research capacities of top universities across the country.

The award was a minimum of \$1.596 million from the U.S. Department of Education with a significant match from MSU’s provost office, vice president for research and graduate studies office, and the Broad School’s dean’s office. The award period runs from October 2010 to September 2014.

“The infusion of CIBER funds allows the university to continue its outreach and research to help Michigan businesses become more competitive internationally,” said Tomas Hult, director of MSU-CIBER and Principal Investigator on the CIBER grant. “While MSU-CIBER is a comprehensive, full-service center, we will place a particular emphasis on global sustainability, exporting, technology and community college programs in the new grant period.”

MSU-CIBER takes great pride in MSU having one of the nation’s top five campuses for sustainability; this is a great strength to carry the sustainability mission into the international business outreach and research.



## Alumnus’ Gift to Provide Study Abroad Scholarship

**BROAD SCHOOL ALUMNUS** and Japanese businessman Yuzo Yagi (MBA '67) recently gave \$100,000 to the Business Study Abroad Endowment so more Broad College students can study around the globe, which is an important part of the college’s focus on international education.

“I am very thankful to MSU and what I learned while I was here,” Yagi says. “The education I received at MSU has been instrumental to my business decisions – from marketing and brand management to the principles of supply chain management.”

During the 2009-2010 academic year, 391 business undergraduate students and 123 MBA and MS students were able to study abroad, representing 20 percent of all Michigan State University students who did so. They studied on all seven continents in more than 30 countries. However, cost can be



an obstacle for many students who wish to study abroad. Thanks to Yagi’s gift and the Business Study Abroad Endowment, business

## Business and International Education Grant Furtheres the Center’s Community College Outreach

**MICHIGAN STATE UNIVERSITY’S** International Business Center at the Eli Broad College of Business has been a national outreach leader to community colleges for almost two decades. This leadership was recently recognized by the Department of Education with a Business and International Education (BIE) grant award of \$189,307 for the period July 2010 to May 2012.

The BIE program provides funding to universities that have agreements with trade associations and/or business organizations to improve international business education and to conduct outreach activities designed to engage the local business community in international economic activities.

The Center’s outreach focus for the grant is to assist minority-serving community colleges with their international business programs and activities. MSU-CIBER partners with NASBITE International, a professional organization in international business, and the Greater Lansing Chamber of Commerce to provide outreach support to the community colleges.

Additionally, part of the BIE grant will go toward maintaining the MSU International Business Center as the online headquarters for the 50 BIE institutes across the U.S., with the newly developed BIE website, BIEweb.msu.edu. BIEweb houses information on BIE grant recipients and projects, and well as information on the program itself.

students can obtain scholarships for study abroad and continue to represent the highest percentage of participants in MSU’s program.

The son of a small textile trader in Japan, Yagi joined his father’s business, Yagi Tsusho, in 1967, after graduating with an MBA from MSU. He was named president and CEO of the company in 1986. Yagi Tsusho is now one of the leading companies in Japan in importing and distributing European and American fashion goods.

During a recent MSU visit, Yagi took time to visit the Broad College and presented a guest lecture on campus titled, “Business structure in Asian countries and possible melt down of the Chinese economy in the near future.” He discussed several factors he believes could be serious defects in the Chinese economy that could prevent long-term growth.

## IBC Partners with District Export Councils

**IN OCTOBER**, the International Business Center had the opportunity to partner with the District Export Councils to sponsor the 2010 International District Export Council (DEC) Conference. The theme of the 2010 conference, which was held in Detroit, was "Capitalizing on America's Export Advantages: Green & Innovation." The DEC Conference was the largest conference in North America devoted to exporting; sponsoring this event was just one of the many programs IBC was involved in to support the National Export Initiative.



## globalEDGE

**MSU-CIBER CONTINUES TO IMPROVE AND DEVELOP** globalEDGE.msu.edu, its highly regarded online international business resource. globalEDGE offers the latest and most comprehensive international business and trade content for a wide range of topics.

In partnership with the U.S. Commercial Service, MSU-CIBER features practical tools for learning and exporting. The "Exporting" module series, available exclusively on globalEDGE, was developed from the latest edition of *A Basic Guide to Exporting*. The series provides aspiring and seasoned exporters with a wealth of information and tools that may benefit even the most experienced trade specialist.

globalEDGE now also features of the Commerce Department's one-hour Trade Information webinars on the basics of exporting. Covering topics from shipping and logistics to cultural intelligence, the webinars are designed to provide assistance to business executives new to exporting. The webinars are posted on the globalEDGE International Business Blog.

globalEDGE continues to expand its offering of thousands of exporting- and trade-related resources, while also making available its Diagnostic Tools to educators and business-people alike. Past clients include the U.S. Department of Commerce, U.S. Foreign Commercial Service, U.S. Small Business Administration, higher education institutions, consultants, training specialists, and SMEs.

## IBC Signs Agreement with U.S. Department of Commerce

**MICHIGAN STATE UNIVERSITY** has signed a formal agreement with the U.S. Department of Commerce to establish a joint project between the U.S. & Foreign Commercial Service International Trade Administration and the MSU International Business Center. The agreement facilitates the process by which the two parties will work together to promote U.S. exports. The project enables the parties to pool resources to facilitate the identification of export-ready companies in the mid-Michigan region and to provide them enhanced benefits such as client counseling and overseas market assistance.

## Americas Competitiveness Forum Program

**IN COLLABORATION WITH** the Department of Commerce, MSU-CIBER is proud to have sponsored The Americas Competitiveness Forum IV (ACF) November 14-16, 2010. The ACF was an opportunity for business leaders and policy makers to discuss the key factors enabling national economies to achieve sustained economic growth and long-term prosperity. As part of its sponsorship, MSU-CIBER organized the session, "Strategic Alliances in International Education: An Overview of the Centers for International Business Education and Research (CIBER) Network." More information about this event is available online at <http://www.competitivenessforum.org>.

## globalEDGE.msu.edu

### RESOURCE DESK

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### BLOG

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**Interactive course modules, research topics and career resources that cater to academics.**

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*"We have been developing a Pennsylvania specific export training tool and found that MSU-CIBER's globalEDGE presented the richest and most comprehensive set of training tools on international business. The staff at MSU-CIBER has been exceedingly helpful, understanding and patient with us and our adaptation of their content to help make PA companies more comfortable in the challenging world of international trade."*

JOSHUA DILLARD  
MANAGER OF MARKET RESEARCH,  
WORLD TRADE CENTER OF GREATER PHILADELPHIA



## Academy of International Business: 2010 Annual Meeting

**IN 2010 THE ACADEMY OF INTERNATIONAL BUSINESS** held its annual meeting in Rio de Janeiro, Brazil. The conference program, titled “International Business in Tough Times,” attracted around 900 scholars, researchers and consultants from around the world and over 1,000 research submissions from more than 50 nations.



One emphasis of the 2010 meeting was the development of new international business literature and research methods as part of a special track that addressed and

illustrated current issues related to research methodology in international business.

At the conference, AIB honored Professor Jagdish Sheth for his continuous financial support over the past 16 years. Through the Sheth Foundation, Dr. Sheth set up a fund to sponsor the AIB Doctoral Workshop Program. In his honor, AIB renamed the AIB Doctoral Program as the AIB-Sheth Foundation Doctoral Consortium. Through this generous gift, more doctoral students will be able to attend the workshop at this world-class international business meeting.

Beyond the conference sessions, participants had the opportunity to experience the World Cup in the heart of Brazil, with two big screens showing soccer games, which enhanced networking in a more relaxed setting. More business networking opportunities were also organized through reception events.

AIB has been headquartered at MSU-CIBER since 2004. This relationship continues to foster collaboration with MSU-CIBER’s international business program.

## Broad College Ranked 7th among Public Universities

**MICHIGAN STATE UNIVERSITY’S** Eli Broad College of Business has vaulted into the top 20 of American business schools in the latest biennial rankings by *Bloomberg Businessweek*.

According to “The Best U.S. B-Schools of 2010,” released November 11, the Broad College came in at 20th overall and seventh among public university business schools. This is the highest *Businessweek* ranking ever for the Broad College.

“This is just another indicator of the hard work and dedication of our students, alumni, faculty and staff at the Broad College,” said Eli and Edythe L. Broad Dean Stefanie Lenway. “I’m very proud to be here.”

Student satisfaction was a major factor in the Broad College’s move into the top 20. Alumni who graduated in May 2010 overall indicated that they were very pleased with their experience, giving Broad A+ grades in “Career Services” and “Teaching.”

“Because teamwork, collaboration, and communication is increasingly important in the global business environment, an MBA program that matches those needs is highly valuable. The MBA program at MSU builds strong team members and leaders with clear communication strategies that can handle the complexity of the international businesses of the world,” said one 2010 graduate.



## 2011 ANNUAL MEETING

**AIB invites you to the 2011 annual meeting to be held in Nagoya, Japan, from June 24-28, 2011. The host will be Nanzan University, located in the east of Nagoya in Shōwa-ku, and the theme for the conference will be “International Business for Sustainable World Development.”**

**Visit the AIB Web site for more details at:  
<http://aib.msu.edu/events/2011>**

## AIB Fellow Stefanie Lenway Appointed Dean of the Broad College of Business



**THIS YEAR, THE MICHIGAN STATE UNIVERSITY BOARD OF TRUSTEES** appointed a new dean for the Eli Broad College of Business and Eli Broad Graduate School. Stefanie Lenway, who has more than 30 years of experience as a business researcher and university administrator, began her new appointment on August 1, 2010.

Lenway replaced Elvin Lashbrooke, who had been serving as interim dean since 2008. Prior to accepting her new position at MSU, she served as dean of University of Illinois at Chicago (UIC) College of Business Administration. She became the 10th dean, and the first female dean, since the inception of MSU's business college in 1944.

Lenway's appointment is crucial to MSU's International Business Center because of her continuous commitments to the extension of international business education and research.

Her research interests have focused on U.S. international trade policy and the role of multilateral trade agreements in mitigating against trade protection. She has special interests in the impact of U.S. trade policy on corporate strategy. She also has published numerous articles on international business and has served as consultant to senior managers in international firms including 3M Co., Nokia, Applied Materials and Honeywell on topics related to the creation of a global business mindset and the designing of innovation strategies among international businesses.

Lenway is a fellow of the Academy of International Business (AIB) and has previously served as the organization's president. AIB is the leading organization for scholars interested creating and disseminating knowledge about international business and policy issues.

During her tenure at UIC, Lenway worked to brand the business college around entrepreneurship,

innovation and international partnerships. She spearheaded the launch of the UIC International Center for Futures and Derivatives, which aims to link connections between financial markets in the United States and China. She also played a prominent role in the creation of the UIC Innovation Center, a multidisciplinary undertaking between the colleges of architecture and the arts, business administration and engineering.

Previously, Lenway served as an administrator and faculty member at the University of Minnesota from 1984 to 2005, and as a faculty member at Washington University in St. Louis from 1981 to 1984.

A San Francisco native, Lenway has a doctorate in business administration and a masters of business administration from the University of California at Berkeley.

The Eli Broad College of Business has 117 full-time faculty members in five departments – Accounting and Information Systems, Finance, Management, Marketing and Supply Chain Management – as well as The School of Hospitality Business, an independent, industry-specific school within the college. The college conferred 1,529 degrees in the 2009-10 academic year, including bachelors, masters in business administration, specialized masters and doctoral degrees.

## Professor Tomas Hult Elected AIB Fellow

**THE FELLOWS OF THE ACADEMY OF INTERNATIONAL BUSINESS (AIB)** elected Professor Tomas Hult as a member in recognition of his scholarly achievements in international business. He is now one of only four marketing scholars in the world to be elected as fellow of the AIB.

Professor Hult is the director of the Center for International Business Education and Research (CIBER), and professor of marketing, international business, and strategic management at the Eli Broad College of Business at Michigan State University.



He also serves as executive director of the Academy of International Business and as Editor-in-Chief of the *Journal of the Academy of Marketing Science*. Earlier this year, he was ranked the 75th "Most-cited scientist in economics and business" by Thompson Reuters for the period of 1997-2007.

The Academy of International Business is the leading association of scholars and specialists in the field of international business. Established in 1959, today, AIB has more than 3,100 members in some 80 countries around the world. AIB transcends the boundaries of single academic disciplines and managerial functions to enhance business education and practice.

The AIB Fellows are elected "for their contributions to the scholarly development of the field of international business." The AIB Fellows currently consist of 70 distinguished participating members from schools such as Columbia, Duke, Harvard, INSEAD, London Business School, Stockholm School of Economics, University of Pennsylvania, and several Big Ten schools. With the election of Dr. Hult to this prestigious group, MSU becomes one of only a small number of universities to have more than one fellow on faculty. Dean Stefanie Lenway is also an AIB fellow.

For the complete list of AIB Fellows visit <http://aib.msu.edu/aibfellows.asp>.

## Professor Hult Among Most Cited Scientists in Economics & Business



**INTERNATIONAL BUSINESS CENTER** director Tomas Hult was ranked as the 75th "most-cited scientist in economics and business" in the world by Thompson Reuters in

their Essential Science Indicators covering a period from January 1997 to June 2007. Dr. Hult is one of only four marketing scholars on the list.

In addition to serving as director of the International Business Center, Professor Hult is the Eli Broad Professor of Marketing and International Business in the Eli Broad College of Business at Michigan State University. He also serves as executive director of the Academy of International Business and as Editor-in-Chief of the *Journal of the Academy of Marketing Science*.

Thompson Reuters has pioneered the world of citation indexing and analysis for over half a century, helping to connect scientific and scholarly thought around the world. Backed by over 30 years of bibliometric expertise and 50 years of citation analyses, Thomson Reuters delivers objective data and innovative solutions to measure and assess scholarly output and influence around the world. Using the reliable bibliographic and citation data from Web of Science, their diverse Research Analytics solutions allow institutions, government agencies and funding bodies to evaluate research impact and performance, benchmark against peers, build internal repositories, and more.

For the complete ranking, see <http://www.in-cites.com/nobel/2007-eco-top100.html>



# Building strength locally...

## Global Market Opportunities

**THE MICHIGAN EXPORT GROWTH PROGRAM (MEGP)** continued to thrive in 2010 and has now assisted more than 30 local companies in exploring and taking advantage of opportunities in the global market. Many area businesses offer unique products and services that could end up on store shelves in other countries, but matching products and successful markets requires a complex look at local competitors, government regulations, and cultural complexities.

To address these complexities, the MEGP 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 the relevant questions. Companies helped by the MEGP range from a family-owned company needing assistance with patent research and procurement to an architectural firm looking for ways to measure future markets for architectural services.



## International Business Center a Founding Member of New International Trade Center in Lansing

**A NEW RESOURCE FOR REGIONAL BUSINESSES** is now available in Lansing. U.S. Senator Debbie Stabenow joined a group of federal, state and local dignitaries in announcing the establishment of the International Trade Center of Mid-Michigan.

The ITC is a single place where regional businesses can go to get information and services related to international trade. It was created to help businesses launch exporting programs or improve and expand their current arrangements. The ITC will provide research support for new markets and products and referral assistance for export-related activities, licensing, certification, legal and financial consultation, logistics and customs issues.

“As a member of the President’s Export Council, I am looking forward to the establishment of an International Trade Center in Mid-Michigan, which will foster relationships between Mid-Michigan businesses and international companies,” said Senator Stabenow. “The establishment of this center will help businesses in this region have a greater presence in global markets and increase exports of Michigan and U.S. products and services.”

The ITC is a collaboration among 11 associations, municipalities and governmental organizations that will bring their knowledge and skills together to aid Michigan businesses.

“Each one of the founding organizations brings something unique to the center that will benefit local companies,” said Tomas Hult, director of the International Business Center at Michigan State University. “A lot of companies in the U.S. make great products that could be exported if they get some advice about getting

started. Small businesses often don’t have the resources get started, and this center is going to make that process a lot easier for them.”

The International Business Center offers local businesspeople tools to help prepare them for exporting. Online tools at globalEDGE.com use personal inputs to offer guidance complete with descriptive graphics, charts, and specific business recommendations. The web-based tools use algorithms to provide people with the best solution for their business.

The Center also offers pro bono consulting for businesses through the Michigan Export Growth Program. The program provides free consult-

ing to answer questions businesspeople have about international expansion.

“Whether it is our world-leading online resources, diagnostic tools or our close partnership with the U.S.

Chamber of Commerce, the MSU International Business Center is excited to be a part of helping U.S. businesses become more competitive globally as part of the International Trade Center of Mid-Michigan,” Hult said.

The community partners involved in establishment of the ITC include: The Lansing Regional Chamber of Commerce, Capital Region Airport Authority, City of Lansing Economic Development Corporation, City of East Lansing Economic Development Corporation, Foster Swift Collins & Smith PC, Greater Lansing Business Monthly, Greater Lansing United Nations Association, Lansing Economic Area Partnership, Michigan Manufacturers Association, the International Business Center and the U.S. Department of Commerce.

*“...this center will help businesses in this region have a greater presence in global markets and increase exports of Michigan and U.S. products and services.”*

DEBBIE STABENOW, U.S. SENATOR

## Sustaining business...

**GLOBAL BUSINESS CLUB:** The Global Business Club of Mid-Michigan focuses on global issues of interest to the mid-Michigan business community. The monthly GB Club luncheons provide outstanding speakers and relaxed networking opportunities.

**MICHIGAN EXPORT GROWTH PROGRAM:** The Michigan Export Growth Program involves faculty, staff, and students who provide a few hours of free service to local businesses to assist them in taking the best possible advantage of opportunities in the global marketplace.

**AGREEMENT WITH COMMERCE DEPARTMENT:** The agreement between IBC and the U.S. Department of Commerce facilitates the process by which the two parties will work together to promote U.S. exports.

**LANSING ECONOMIC CLUB:** IBC continues to partner with the Lansing Economic Club, which is dedicated to promoting and stimulating economic growth through timely and insightful community forums presented for personal and professional development.

**INTERNATIONAL TRADE CENTER:** The International Trade Center of Mid-Michigan, of which the Center is a founding member, is a new resource for Michigan businesses interested in expanding global market share. It offers a wide range of services ranging from a foreign trade zone and trade missions to financial resources and legal assistance.



## Global Business Club of Mid-Michigan: Investigating Global Markets

**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. This year, workshop and luncheon presentations focused on growing and adapting in international trade.



### SPONSORS

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of International Development  
(CASID)**

**Lansing Community College**

For more information  
<http://gbclub.msu.edu>

FEBRUARY 18, 2010

### **"Interest-Charge Domestic International Sales Corporation Tax Planning - The Last U.S. Export Incentive"**

Daniel J. Vandenberg, CPA, tax principal and director of international tax at Rehmann, and Thomas A. Koster, CPA, MST, senior manager at Rehmann, addressed 65 participants on how small- and medium-sized companies can reduce their tax liability by forming an interest charge domestic international sales corporation.

MARCH 31, 2010

### **"Sourcing and Selling Product in China - It's Different!"**

Charles Bird, director of international sales, food safety diagnostics, at Neogen Corporation, spoke to 70 participants on the process of obtaining raw materials and selling finished products to China. Mr. Bird is responsible for all food safety sales outside of the United States for his company. He is also responsible for investigating international expansion opportunities. Bird graduated with a BS in food science and human nutrition from Michigan State University.

APRIL 22, 2010

### **"Exporting Successes: Tools, Lessons, and Advice from the Ag Exporter of the Year"**

Evan Elenbaas, president of Walters Gardens, and Troy Shumaker, CFO of Walters Gardens, addressed 53 participants on the importance of quality customer service and how it increased their Canadian market share. They also addressed the importance of competition in the perennial market and the

importance of exporting and genetics. The Walters Gardens story began in Zeeland, Michigan, in 1942 as a small family perennial business and has since expanded to include bare root, potted, packaged perennials and one of the industry's first tissue culture labs.

SEPTEMBER 16, 2010

### **"The ABCs of Growing and Sustaining an International Business."**

Joe Badra, president and CEO of International Consulting and Contracting Services Inc. Lansing, spoke to 50 participants on how to build clients' trust, work in regions with constant civil and political unrest and how to deal with the anti-American foreign policy. ICCS was founded in 1983 as a multi-faceted trading company with four divisions: electro-mechanical, lighting, furniture and accessories and information technology. The company has offices in Saudi Arabia, Jordan, Iraq and Qatar.

NOVEMBER 18, 2010

### **"Sustainability as a Megatrend in International Trade"**

Iraq's top investment chief, Sami Al-Araji, who is the chairperson of Iraq's National Investment Commission and an alumnus of Michigan State University's College of Engineering, urged Michigan business leaders to establish a symbiotic trade relationship with Iraq to facilitate the much needed economic growth both in the state and in Iraq. Following the speech by Al-Araji, Dr. Richard Chapas, a board member for the Center for Sustainable Enterprise at the Kenan-Flagler Business School at the University of North Carolina, spoke about sustainability as the new trend in international trade. He is on the executive committee for the U.S. Business Council for Sustainable Development, which leads U.S. businesses in developing projects to drive sustainable solutions, including industrial ecology and ecosystems restoration.

## MSU President Speaks to Lansing Economic Club

**LOU ANNA K. SIMON**, president of Michigan State University, spoke to Lansing Regional Chamber members as the keynote speaker for their Economic Club luncheon in February.

*Research is a key component  
to the innovation cycle, even if we don't  
understand what it will do.  
The innovation cycle requires  
research funding and research support  
in the very basic sense.*

Simon said competitive-ness resides in international relationships and partnerships. "We have to support research and we have to support the innovation cycle - and our students," she said.

"Research is a key component to the innovation cycle, even if we don't understand what it will do. The innovation cycle requires research funding and research support in the very basic sense."

Hyena research may not seem like it relates to Michigan, but Simon explained how Kay Holekamp's research in Africa may have a direct impact at home. Hyenas have a highly advanced immune system that is more developed than other creatures, which allows them to maintain their health and even survive cobra bites. "Wouldn't it be terrific if we could figure out the magic key to unlocking that immune system for the people of Michigan?" Simon asked.

"We have to, as a country, support things we don't understand at a level that is competitive with the rest of the world in order to have the knowledge and innovation cycle to go with it," Simon said. The next step is then figuring out ways to transfer that technology more effectively.

She said the Center for International Business Education and Research does that in a great way, and that these connections are critical.

One of the Center's programs that makes the connection between research and local applications is the Michigan Export Growth Program. The program provides pro bono advice for Michigan companies exploring international expansion opportunities.



The program pairs teams of business students, faculty members and advisors with small- to medium-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.

"We've got to think locally and globally at the same time," Simon said. "They have to come together for us to be competitive."



# Internationalizing business education...

## *AIBI Cultivating New Skills and Focusing on Benchmarking for Community College Faculty*

“...thank you again for the excellent program at the Advanced IBI. The sessions were remarkable for their lack of overlap and yet they were complementary throughout. The breakout sessions were also well done. I know that a number of us will stay in touch and continue the interaction you began. I've let both the UT and Texas A&M CIBERs know how pleased I was with the opportunity they helped provide me.”

JERRY MITCHELL  
AUSTIN COMMUNITY COLLEGE



**IN JUNE, MSU-CIBER HOSTED 28 COMMUNITY COLLEGE FACULTY** from across the U.S. and Canada at the 2nd Biennial Advanced International Business Institute for Community College Faculty.

The Advanced International Business Institute (AIBI) for Community College Faculty is a unique faculty development program. It is designed for community college faculty who have previously attended international business faculty development workshops, seminars, or conferences, as well as faculty who bring previous international business experience to their classrooms, and international business program administrators.

The focus of this year's program was the internationalization benchmarking survey and report. Participants broke into small groups for one-on-one discussions on how to enhance IB teaching skills to promote excellence in teaching and assessment and to stimulate learning among students.

AIBI participants had the opportunity to hear Doug Barry, senior international trade specialist with the U.S. Department of Commerce, present a session on the “International Business World Today.” Other sessions focused on such topics as the BRIC countries, developing and maintaining IB programs, and current best practices in community college international business education. In addition, all participants were matched with a coach who will provide resources and support once they return to campus to help them implement and use some of the skills and ideas from the conference.

The AIBI works on the premise that the nation's 1,200 community colleges are one of the most effective enablers for professional mobility. They have shown great promise in playing a critical role in the

economic health of their communities and ensure that students have the skills needed to remain competitive in the global economy.

The general consensus from the participants was that this program helped further advance their knowledge on tools to give their general business courses a global focus and they also learned how to implement a specialized international business course at the two-year college level.

Sponsors for the event include the Centers for International Business Education and Research (CIBERs) at: Florida International, George Washington, Texas A&M University, and the Universities of Colorado at Denver, Illinois, Maryland, Memphis, Pittsburgh, South Carolina, Texas, Washington, and Wisconsin. Additional sponsors were MSU's University Outreach and Engagement, MSU's Center for Advanced Studies and International (CASID), MSU's Women in International Development Center, Lansing Community College, and NASBITE International.

## 2011 CONFERENCE

**The 9th Biennial International Business Institute will be held from June 5-9, 2011, at the Kellogg Hotel and Conference Center at Michigan State University.**

**The conference is designed for community college business faculty to improve international business education at community colleges.**

**The four-day conference will focus on new business trends and how to infuse these trends into the business curriculum. Faculty will also learn how to write winning grant proposals to improve their IB programs. There will be a special focus on IB in different world regions and in different areas across the business field.**

<http://global.broad.msu.edu/ibi/2011>

## Short-Term Study Abroad Conference Generates Lasting Impression



*“I also wanted to tell you how much I enjoyed the conference. It was well organized, and full of information that I am already putting into use. Thank you!”*

ESTHER SWILLEY  
ASSISTANT PROFESSOR,  
KANSAS STATE UNIVERSITY

*“I just wanted to thank you for the CIBER STSA Conference this year. I really enjoyed it and most importantly learned so much about CIBER and other areas of short term study abroad within an academic framework.”*

JOEY KLOCKARE  
UNIVERSITY RELATIONSHIP  
MANAGER, EF COLLEGE STUDY TOURS

*“Just a note to say ‘Bravo’ regarding the recent STSA Conference in KC. I thought it was a very strong program with many excellent presentations. I appreciated the opportunity to attend, and look forward to future programs.”*

GEORGE HILLER  
DIRECTOR OF INTERNATIONAL  
& INTERNSHIP PROGRAMS,  
SOUTHWEST VIRGINIA HIGHER  
EDUCATION CENTER

**SIXTY-TWO PARTICIPANTS GATHERED** in Kansas City, Missouri, for the 4th Annual CIBER Short-Term Study Abroad (STSA) Conference in early June. The conference, organized and hosted by the Michigan State University’s Center for International Business Education and Research (MSU-CIBER), was an opportunity for faculty and administrators to strengthen their understanding of short-term programs and share their experiences with colleagues from around the country.

With the theme “Generating Lasting Impressions,” the 2010 conference focused especially on the cultural learning and long-term benefits for students as a result of studying abroad. Highlights of the conference included a session on cultural tools for study abroad, a lunchtime keynote address on supporting the learning of business students on short-term study abroad programs, and a workshop and discussion on helping students to “unpack” their study abroad experience.

From their evaluation comments, participants especially appreciated the “balance of theory and practice,” “the practical nature of many sessions,” and the “manageable number of participants making it easy to network and talk in-depth.”

This year’s conference was held in conjunction with the national NAFSA: Association of International Educators conference and was co-sponsored by the Centers for International Business Education and Research at: Brigham Young, Duke, Georgia Institute of Technology, Memphis, Michigan State, North Carolina at Chapel Hill, Pittsburgh, Purdue, South Carolina, Texas A&M, and the University of Texas at Austin.

### National partnerships...

AACC: American Association of Community Colleges

Academy of Marketing Science

AIB: Academy of International Business

American Marketing Association

BIE: Business and International Education Program

CCID: Community Colleges for International Development

CIBER: Centers for International Business Education and Research

Coface North America

Michigan District Export Council

NACCE: National Association for Community College Entrepreneurship

NAFSA: Association of International Educators

NASBITE International

NCGE: National Council for Geographic Education

The McGraw-Hill Companies

TRENDS in Occupation Studies

U.S. Department of Commerce

U.S. Department of Education

USCS: U.S. Commercial Services

## 2011 NAFSA COLLOQUIUM

MSU-CIBER is pleased to be sponsoring the 2011 NAFSA Internationalizing Business Education Colloquium.

The colloquium, which will examine issues of assessment and accreditation in global business education today, will be held in Vancouver, British Columbia, on June 1, 2011, in conjunction with the annual NAFSA conference.

The goal of the colloquium is to bring together administrators from business colleges around the world to discuss the impact of assessment and accreditation issues on the curriculum, overseas opportunities for students, and international partnerships.

## Students Awarded Fellowships for International Security Summit

**THREE STUDENTS FROM MICHIGAN STATE UNIVERSITY** were selected from a national pool of applicants to participate as fellows in the 8th annual Asia Pacific Homeland Security Summit, which was held on November 22-23, 2010. The title for the summit was, "Hosting Special Security Events: Government and Industry Perspectives." Discussions centered around lessons learned from high-profile events, including the 2011 Asia Pacific Economic Cooperation (APEC) summit in Honolulu, Hawaii. The student fellows program is an integral part of the summit, and the selection of three students from a single university is rare. The three students, all from the James Madison College at MSU, were Geoffrey Levin, Alexandra Burkow, and Elyse Gatt, as pictured at left.



Levin has special interests in the Arab-Israeli conflict, and his studies are focused on political economy and Jewish, Asian, and peace and justice studies. He was motivated to attend the summit because of his interest in how government actions affect public perception on national security threats and how this affects homeland security policies.

Burkow specializes in political theory and constitutional democracy with an interest in Jewish studies and hopes to attend graduate school to study issues related with national security and counter-terrorism.

Gatt, who has worked as a member of the globalEDGE editorial team since August 2008, has specialized her studies in U.S.-China affairs. She is particularly interested in public economics and international language studies, having traveled to China to further her Mandarin language skills. Her motivation to attend the summit was to supplement her knowledge of homeland security issues in China.

## Faculty Spearheads Study Abroad Team for Accounting Masters Students

**IN MAY 2010**, 19 Master of Science of Accounting students participated in an intellectually stimulating and challenging study abroad program to Buenos Aires, Argentina, and Santiago, Chile.



In addition to visiting numerous local and international companies, they also had a chance to participate in class activities with the University of Chile's MS accounting students, a joint effort between faculty program directory Dr. Joseph Anthony and the partner professor at the University of Chile, Dr. Freddy Coronado, who is an alumnus of the Broad School's PhD accounting program.

Another key part of the students' itinerary was to attend various business seminars and meetings to give them firsthand insight into the Chilean and Argentinean corporate world through cases with real companies.

Dr. Anthony, who joined the Broad School in 1989, believes that international exposure for students is key to developing the ability to understand and analyze international business operations and also to creating value in the American and global market place. "The world has simply changed," he said. "The idea that you are only going to work in a local or domestic market is past history."

This program comes around the time when the U.S. and Chile are increasing mutual trade operations. Early this year, Chile signed a tax treaty with the U.S. that is designed to open business and investment opportunities for residents and nationals of both countries, according to a Chilean press release. Already Chile has adopted international financial reporting standards, which the U.S. also plans to adopt in the next few years.



*The world has simply changed. The idea that you are only going to work in a local or domestic market is past history.*

"This trip will be a good way to see how the country is adopting and implementing these standards, which will be a useful thing

for our accounting students to learn," said the professor. Dr. Anthony, who teaches financial and managerial accounting in both undergraduate and graduate programs, has travelled to numerous countries for research seminars and teaching appointments, among them: Germany, Poland, Japan, Netherlands, China, Denmark and Finland. He has also served on numerous college and departmental committees and is member of various philanthropic committees, among them the Lansing Symphony Orchestra.

For more information on the study abroad program, visit the Study Abroad Office website: <http://studyabroad.msu.edu>.

*"MSU-CIBER has been incredibly supportive as our foreign language program continues to diversify its offerings with courses like French for Business. A grant from CIBER allowed me to get training on how to develop and deliver such courses from professors who literally wrote the book(s) on professional track courses. The 2012 International Language Institute (currently in development) will allow me to give back to CIBER by sharing what I have learned with other community college instructors from around the country."*

KEITH T. PHILLIPS  
PROFESSOR OF FRENCH AND SPANISH,  
LANSING COMMUNITY COLLEGE



## Interdisciplinary Research Seminars: Author and Professor Yves Doz Presents Inaugural Seminar



**MSU-CIBER OFFERED AN EXTREMELY RARE** and valuable opportunity this fall for students and faculty to attend a research seminar presented by Professor Yves Doz. Professor Doz, the Timken Chaired Professor of Global Technology and Innovation at INSEAD, delivered an outstanding presentation of his book *Managing*

*Business organizations must employ the richness of technology, manpower and knowledge scattered around the world in order to compete strategically.*

of interdisciplinary research seminars presented this fall semester on international business topics.

The purpose of this series is to provide a dialogue with prominent international business scholars doing cutting-edge research in positions which set the agenda for international business research. The idea is that



*Global Innovation: New Research on the Metanational Firm*, to 42 faculty and doctoral students at the Eli Broad College of Business on Monday, September 13.

His presentation was the inaugural in a series

of these speakers will be unique resources, providing unique value and cut across the boundaries of the Broad School's departments and units.

Professor Doz left behind a singular message to the audience: Think globally, act globally. "Business organizations must employ the richness of technology, manpower and knowledge scattered around the world in order to compete strategically," he said.

He cautioned businesses against fishing information from the same pool as their competitors as this

leads to a situation where none develops any significant strategic advantage over the other.

"Businesses have to learn to compete on the sensing plane," said Professor Doz. "They need to build new sources of competitive advantage which can

help them identify new technology or emerging needs of consumers which have been overlooked by competitors."

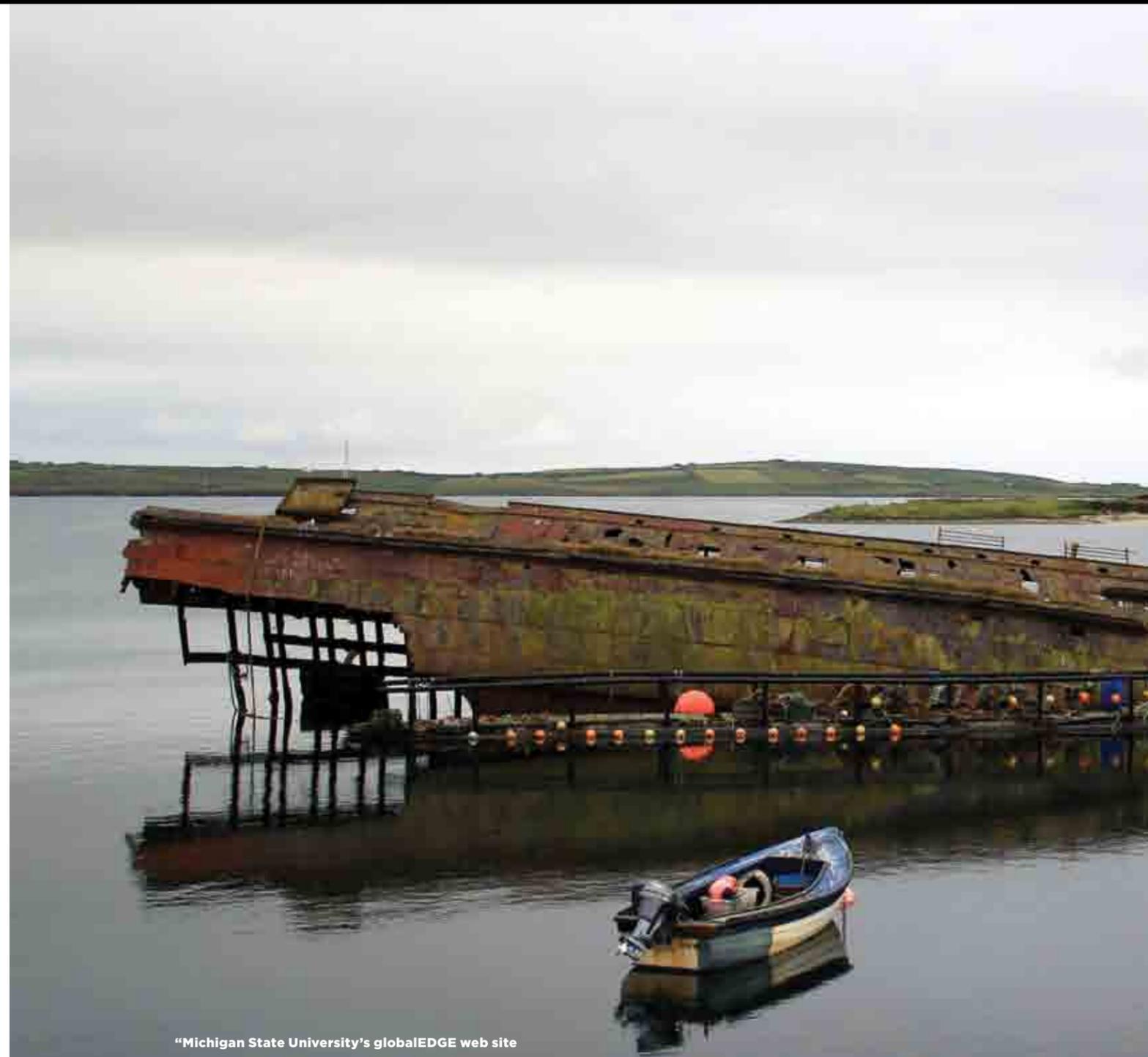
He also said that preempting the future needs of consumers and technology is the first step toward global prospecting for resources needed to satisfy those needs.

Professor Doz has consulted for various multinational corporations and taught in their internal development programs, including corporations in Singapore, Finland and Israel.

Professor Doz has also authored and co-authored several books notably, *Fast Strategy*, *The Multinational Mission: Balancing Local Demands and Global Vision*, and *From Global to Metanational: How Companies Win in the Knowledge Economy*.

He is currently researching on strategic commitments as outcomes of organization processes. His previous research has centered on strategic partnerships, global competition in the knowledge economy and the competitive revitalization of international companies.

The seminar series, which is sponsored by MSU-CIBER and supported by Michigan State University's Broad School, will cut across all the business departments at the Broad School.



**"Michigan State University's globalEDGE web site is hands down the best source of information about the countries, industries, and technologies with the most promising growth potential for U.S. companies doing business overseas."**

**Noel Nevshehir**  
DIRECTOR OF INTERNATIONAL BUSINESS SERVICES,  
AUTOMATION ALLEY

## Visiting Scholars

Doug Barry, *International Trade Administration, U.S. Department of Commerce*

Gustavo Bobonis, *University of Toronto*

Gretchen Carroll, *Owens Community College*

Brian Chabowski, *University of Tulsa*

Kerem Cosar, *University of Chicago*

Yves Doz, *INSEAD*

Brad Farnsworth, *University of Michigan*

Tim Flood, *University of North Carolina*

Jim Foley, *Bradley University*

David Livermore, *Cultural Intelligence Center*

Murray Morgan, *Fanshawe College*

Bill Motz, *Lansing Community College*

Andy Newman, *Boston University*

Elcin Ozen, (Humphrey Scholar), *Central Bank of Turkey*

Keith Phillips, *Lansing Community College*

Kenichi Ueda, *IMF*

Michael Vande Berg, *CIEE: Council on International Educational Exchange*

Poondi Varadarajan, *Texas A&M University*

Attila Yaprak, *Wayne State University*

## Study Abroad Scholarship Recipients

Generous funding for Study Abroad Scholarships provided by: Ford Motor Company Fund, Japan Study Abroad Endowment Fund, General Motors Foundation, Frederick L. & Margaret F. Hubacker, and the International Business Center at MSU

Alexander-Neal, Malcolm E.

Alsadah, Hashim

Bender, Courtney

Berman, Jared Aaron

Biega, Kyle

Bisson, Craig

Burl, Ashley Sade

Butler, Michael

Chalk, Amanda Louise

Choi, Youjin

De Leon, Ana Sofia

Dunn, Sean

Emerson, Jillian Rose

Emmorey, Matthew Edward

Evely, James William

Fritz, Blaine Alexander

Ge, Lin

Graff, Hannah

Greiner, Andrew Daniel

Gross, Debra Anne

Hammer, Laura

Hawkins, Drew

Herrick, Kristen Lee

Holcomb, Ryan Michael

Ivanova, Viktoriya Stoycheva

Jasinski, Jay Michael

Keilman, Gregory Charles

Knox, Lucas

Kwakyi, Gabriel

Laidlaw, Shayne Johnathon

Lapham, Carolyn

Liu, Jessica Jing

Liu, Lin

Mahoney, Shelby Lyn

Manilla, Megan Lousie

Mckinnon, Briana Kourtney

Moore, Courtney

Mursalzade, Ruslan

Myers, Artasia

Nawrocki, Monica

Neistein, Max Isaac

Nguyen, John

Oleary, Theresa Diane

Pahumi, Saimir

Pape, Matthew

Ricketts, John

Ross, Garrett

Ross, Stefanie Denise

Sasinowski, Anthony

Schneider, Kaitlynn Lovell

Schultz, Evan

Schwager, Bianca

Schwartz, Lindsey Anne

Slater, Matthew

Smith, Christopher Lawrence

Sobczyk, Nicol Dorothy

Sojda, Angela

Tashjian, Marie Louise

Ullrey, David

Vandegrift, Victoria Anne

Watson, Jason

Zell, Stephen Alexander

Zhang, Yun

Zylstra, Timothy

## International Business Specialization

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

Alberski, Kamil Sebastian

Beson, Kara Ann

Chamas, Michael Christopher

Cogswell, Jack Nicholas

Dakin, Charles Robert

Ebert, Janice Lee

Hanson, Evan Stuart

Herrick, Kristen Lee

Hinman, Sarah Anne

Ivanova, Viktoriya Stoycheva

Lee, Hangil

Li, Zhi

Lin, Tuo

Mursalzade, Ruslan

Obrien, Kelsey Marie

Orzell, Angela Rose

Piercy, Kyle Alexander

Rogge, Kelli Marie

Sandrock, David Austin

Schneider, Kaitlynn Lovell

Sojda, Angela Lynn

Vinogradov, Eugene Alex

Zhou, Yimeng

Zylstra, Timothy Steven



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

Michigan State University Model United Nations

Visit MSU Study Abroad Partner Rouen Business School, *Jayne Braverman*

Determinants of Collaboration Effectiveness in International Inter-Organizational Relationships, *Steven Dahlquist*

Broad China Business Society China Operations, *Charles Dakin*

K-12 Language for Business Conference: Technologies and Tolls for a New Language for Business Course, *Nina Fang*

Banking Research and Professional Grant Proposals, *Alan Grunewald*

Marketing Strategy - Senior Executive Program at Bocconi School of Management, *Gilbert Harrell*

EIRASS Conference-Istanbul, *Patricia Huddleston*

Faculty Development in International Business - European Economies in Transition, *Ahmet Kirca*

Developing a Market Orientation in a Global Context: The Role of Host Country Institutional Environment, *Ahmet Kirca*

FDIB-Africa: Understanding the Business Challenges of Sub-Saharan Africa, *Maria Kniazeva*

Vietnam FDIB, *Thaweephan Leingpibul*

Anticipated Rewards and Job Satisfaction: A Comparative Analysis of Workers in Transition Economies, *Susan Linz*

Influence of Power Symmetry in China Household Electronic Retailer-Buyer and Supplier Relationship, *Yingyun Ma*

Emerging Issues in Supply Chain Management, *Steven Melnyk*

The Effects of Stakeholder-Focused Global Organizational Learning on Market Responsiveness, *Jeannette Mena*

American Marketing Association Winter Educators' Conference, *Jeannette Mena*

PhD Project 2010 Marketing Conference for Minority Students, *Jeannette Mena*

The WDQ Hits the Road: Exploring Cross-Cultural Work-Design, *Frederick Morgeson*

Academy of International Business Annual Conference for Professional Development, *William Motz*

Star Wars: Exclusive Talent and Collusive Outcomes in Labor Markets, *Arijit Mukherjee*

Study of Innovations in the Global Software Services Industry, *Sriram Narayanan*

Employees' Responses to Dissatisfactions at work in Korea and the United States, *Joo-Young Park*

CIBER Business Language Conference, *Keith Phillips*

2010 Trends in Occupational Studies Conference, *Keith Phillips*

Shanghai-EXPOsed Project: Linking MSU and Greater Lansing to the Shanghai World Expo, *Dan Redford*

Understanding Global Supply Chain Organizational Structures, *Joseph Roh*

Innovating Through Technology or Through Design? A Cross-Cultural Investigation of Innovation Strategy, *Gaia Rubera*

K-12 Language for Business Conference: Technologies and Tolls for a New Language for Business Course, *Pamela Sanz-Guerrero*

Video Media Interviews in the Business Language Classroom, *Maren Schierloh*

Review and Redesign of SPN 452-Spanish for Business and Development of Professional SPN Curriculum, *Jade Sims*

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

Legal Issues & Recommendations: Fair Trade & Organic Certification in Mexico's Coffee Industry, *Paulette Stenzel*

Influence of Power Symmetry in China Household Electronic Retailer-Buyer and Supplier Relationship, *Brenda Sternquist*

Twenty years after Reunification: Comparing Consumer Decision-Making Processes for Electronic Products, *Eunyoung Sung*

Chicago Corporate Trip, *International Business Organization*

Frontiers in Services - International Doctoral Student Consortium and Conference, *Clay Voorhees*

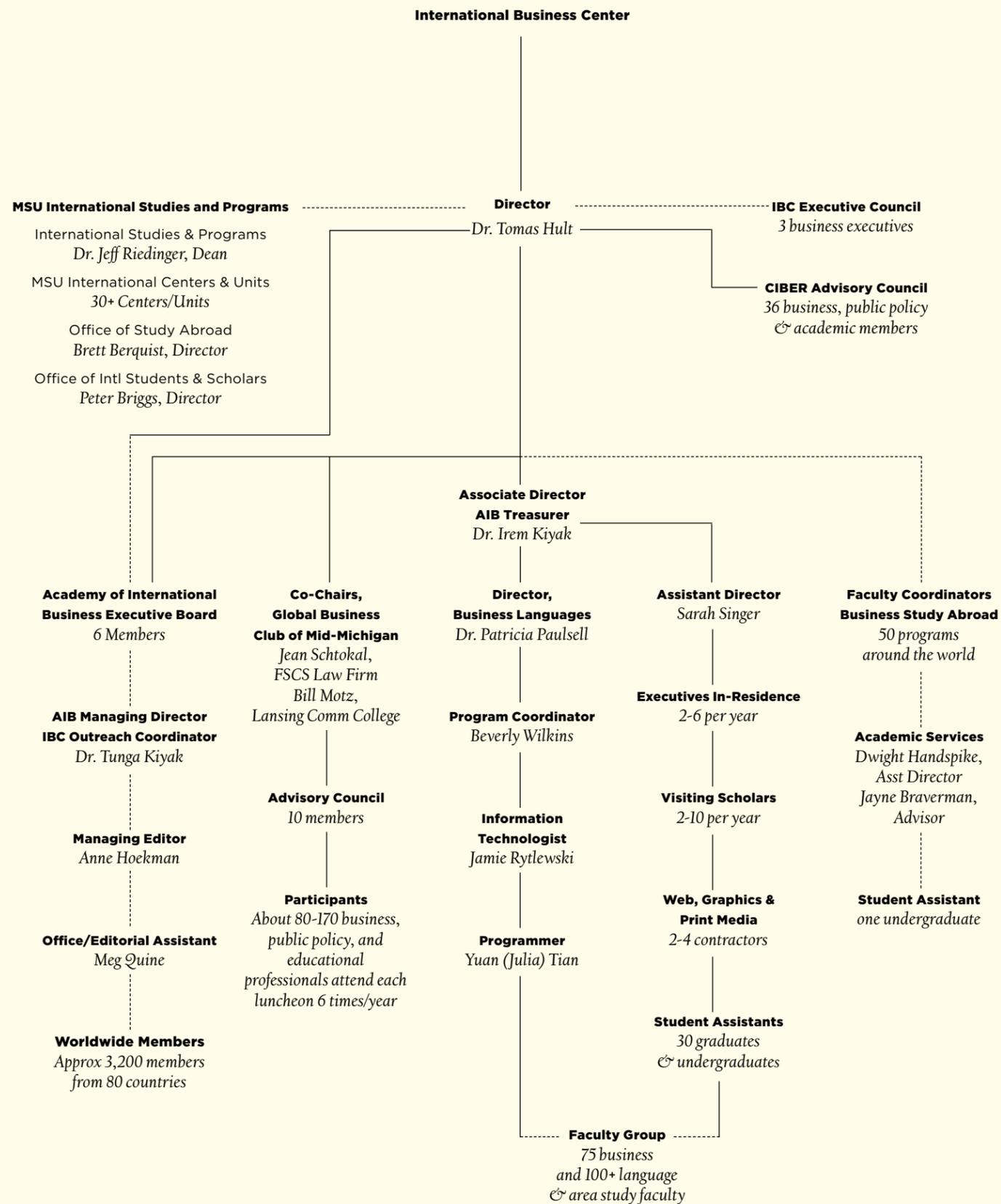
Business French Program Development at Grand Valley State University, *Severine Ward*

Counterfeit Product Incident Search, *Jeremy Wilson*

Using Online Corporate Communication to Enhance B2B Relationship Marketing, *Dale Wilson*

Short Term Study Abroad Conference, *Thy Yang*

The Relationship Marketing vs. the Product Differentiation Paradigms: International Alliances, *Attila Yaprak*



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Meg Quine, *Editorial/Office Assistant*

Jamie Rytlewski, *Systems Analyst*

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### 2010 ANNUAL REPORT

#### EDITOR

Sarah Singer

#### SPECIAL THANKS

Heather Hill

Stephanie Motschenbacher

#### WRITTEN BY

Tomas Hult

Irem Kiyak

Emma Ogutu

Gordon Shetler

Sarah Singer

#### COPY EDITING

Anne Hoekman

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from MSU Global Focus.

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**South East Asia FDIB: Singapore and Malaysia**  
January 02 - 14, 2011 - Singapore and Malaysia

**2011 China: An Emerged Economic Powerhouse in the Global Economy**  
January 03 - 13, 2011 - China

**Business Language Workshop for Foreign Language Educators in Spanish, French, German and Japanese**  
February 17 - 19, 2011 - Memphis, Tennessee

**Global Business Club of Mid-Michigan: Ag Exporter of the Year**  
February 17, 2011 - East Lansing, Michigan

**2011 CIBER Business Language Conference**  
March 23 - 26, 2011 - Charleston, South Carolina

**Global Business Club of Mid-Michigan: Chuck Hadden, President, Michigan Manufacturers Association**  
March 24, 2011 - East Lansing, Michigan

**NASBITE International Conference**  
April 03-05, 2011 - Charleston, South Carolina

**World Languages Day**  
April 16, 2011 - East Lansing, Michigan

**2011 FDIB-Africa**  
May 09 - 25, 2011 - Kenya and Tanzania

**NAFSA Colloquium on Internationalizing Business Education**  
June 01, 2011 - Vancouver, British Columbia, Canada

**Six FDIB-Globalization Seminars: Intro to Int'l Business, Int'l Accounting, Int'l Finance, Global Supply Chain Management, Int'l Management, Int'l Marketing**  
June 02 - 05, 2011 - Memphis, Tennessee

**CIBER Short-Term Study Abroad Conference**  
June 04-06, 2011 - Vancouver, British Columbia, Canada

**9th Biennial International Business Institute for Community College Faculty**  
June 05 - 09, 2011 - East Lansing, Michigan

**Academy of International Business**  
June 24-28, 2011 - Nagoya, Japan

**Internationalizing Doctoral Education in Business (IDEB): A Ph.D. Conference**  
July 20-22, 2011 - Madison, Wisconsin

**Broad College of Business  
International Business Center  
Michigan State University  
7 Eppley Center  
East Lansing, MI 48824-1121  
USA**

**For additional IBC events and information, please visit [ciberweb.msu.edu](http://ciberweb.msu.edu).**

# About the featured photography...

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 year winning images are chosen from hundreds of entries. The featured images in this publication are images from the annual competitions.

## 2010 ANNUAL REPORT

### EDITOR

Sarah Singer

### SPECIAL THANKS

Heather Hill  
Stephanie Motschenbacher

### WRITTEN BY

Tomas Hult  
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Emma Ogutu  
Gordon Shetler  
Sarah Singer

### COPY EDITING

Anne Hoekman

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GALWAY, IRELAND

**Broad College of Business  
International Business Center  
Michigan State University  
7 Eppley Center  
East Lansing, MI 48824-1121  
U S A**



PHONE **517.353.4336**  
WEB **ibc.msu.edu**  
EMAIL **ibc@msu.edu**

# 2010 Annual Report