

2013
ANNUAL
REPORT





A LETTER FROM THE DIRECTORS

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

AS WE LOOK BACK OVER 2013,

it is with a great sense of accomplishment in all we achieved throughout the year. We marked several major milestones this year, including organizing and offering the 10th

Biennial International Business Institute for Community College Faculty (IBI) in June. Over 500 community college faculty have participated in the IBI since its inception; it has grown to be one of our most important programs, and the one that underpins all of our other community college-focused programming.



This year also marked the fifth anniversary of the globalEDGE blog (globaledge.msu.edu/blog), a feature began at the behest of our student team and which has become deeply engrained in globalEDGE to the point of being one of our most-visited pages. If you aren't already familiar with

our blog, we hope you'll take a moment to visit it, leaving us your feedback on any posts that particularly strike you. And, of course, we hope you'll connect with us via Facebook, LinkedIn, any one of our RSS feeds, or simply by subscribing to receive our monthly newsletter.

In June, the Academy of International Business annual meeting – the tenth meeting of AIB since the secretariat moved to Michigan State University – was a phenomenal success. Over 1,200 members attended

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COVER

AKIHABARA
TOKYO, JAPAN

INSIDE COVER

THE NARROWEST STREET IN STOCKHOLM
STOCKHOLM, SWEDEN

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A LETTER FROM THE DIRECTORS

FROM PAGE ONE...

the conference in Istanbul, Turkey, making it one of the largest meetings in the history of the organization. The 2013 Program Chair, Patricia McDougall-Covin (Indiana University) organized an outstanding program centered on the theme “Bridging the Divide: Linking IB to Complementary Disciplines and Practice.”

Closer to home, our programs for the local business community have continued to thrive. From offerings of the Global Business Club of Mid-Michigan on topics ranging from “Environmental Sustainability & Business Profitability: An International Perspective” and “Managing a Global Brand in a Franchise Environment” to training workshops across the state for those seeking the NASBITE Certified Global Business Profession (CGBP) credential, and of course the work of the Michigan Export Growth Program, we strive to provide the resources and assistance our business community needs to be successful overseas. Our business programming is directly connected to our

A number of rankings continue to solidify the Eli Broad College of Business as one of the top schools for international business education and research in the United States.

continued role as a statewide provider of training and technology services associated with a \$1.5 million federal award to the State of Michigan under the U.S. Small Business Administration (SBA) State Trade Export Pilot (STEP) program.

Our faculty have continued their vigorous and groundbreaking research across the spectrum of international business. Their research covers topics from understanding retailing practices around the world (such as Brenda Sternquist’s Global Best Buying Practices: Evidence Based Learning) to fair trade (such as Paulette Stenzel’s Mainstreaming Fair Trade and Resulting Turmoil: Where Should the Movement go from Here?); we have been pleased to support the work of so many scholars this past year.

Not least, 2013 was also a great year for the college. A number of rankings continue to solidify the Eli Broad College of Business as one of the top schools for international business education and research in the United States. U.S. News

& World Reports ranked the undergraduate international business program 14th in 2013, up from 20th last year. The same publication ranked the full-time MBA program as the 16th best international business program in the U.S. And again this year, MSU’s undergraduate supply chain program ranked as the top program in the country. The Financial Times rankings also brought accolades for the Broad College as the Full-Time MBA program at Michigan State University’s Broad College of Business is ranked No. 1 in the U.S. and No. 2 globally for “placement success” by Financial Times for the second year in a row.

As 2013 draws to a close, we look to next year with optimism and anticipation. As ever, we will continue to seek out opportunities to expand our international business research, training, outreach, and education efforts.

Sincerely,
Tomas Hult, DIRECTOR
Irem Kiyak, ASSOCIATE DIRECTOR
Sarah Singer, ASSISTANT DIRECTOR



10TH BIENNIAL INTERNATIONAL BUSINESS INSTITUTE FOR COMMUNITY COLLEGE FACULTY

QINGYANG XU
STUDENT
LIFESTYLE OF CHINESE
MINORITY
YUNNAN, CHINA

THE FIRST DAYS OF JUNE MARKED THE HIGHLY anticipated International Business Institute for Community College Faculty. Organized and hosted by MSU-CIBER, the conference was attended by over 40 faculty from community colleges across the country to learn develop new strategies for teaching international business and internationalizing their colleges more generally. This year’s participants hailed from 18 states, from New Hampshire to California and Oregon to Florida.



IBC Director Tomas Hult, left, and Assistant Director Sarah Singer, far right, traveled to the Community Colleges for International Development (CCID) headquarters in Cedar Rapids, Iowa, to discuss collaborations between the two organizations. While in Iowa they met with CCID Program Manager Andrea Siebenmann, Executive Vice President Terri Burchell, and President Carol Stax-Brown (left to right).

Offered biennially, the Institute aims to bring faculty together to collaborate and exchange ideas to improve international education at community colleges nationwide. In addition attending a variety of sessions ranging from an International Trade update to small working sessions on developing an international business major, participants were also able to network extensively and expand upon one another’s ideas to internationalize community colleges in order to meet the demands of this increasingly globalized world.

Cosponsors for the 10th Biennial International Business Institute for Community College Faculty are Centers for International Business Education and Research at Brigham Young, Colorado at Denver, Florida International, George



Washington, Georgia State, Memphis, Miami, Pennsylvania, Pittsburgh, South Carolina, Temple, Texas, Texas A & M, and Washington, and Center for Advanced Studies and International Development (CASID) and Center for Gender in Global Context (GenCen) at MSU, MSU University Outreach and Engagement, Lansing Community College, NASBITE International, and National Association for Community College Entrepreneurship (NACCE).



THE IBI IS HEADED TO CALIFORNIA!

IN JANUARY 2014, Michigan State will take the International Business Institute on the road for a two-day workshop at Merced College. The Center for International Trade Development (CITD) is sponsoring the workshop, which will be open to community college faculty from campuses around California.

WHY GO GLOBAL?

We asked members of our advisory board to answer the question:

“Why is going global important for U.S. firms?”

Here is a selection of their responses:

“Going global is important for U.S. firms of all sizes because of the need to protect your domestic market from international competitors and to sustain and grow your own sales in markets where 97 percent of all consumers live.”

Doug Barry

**DIRECTOR OF MARKETING AND COMMUNICATIONS,
U.S. COMMERCIAL SERVICE**

“Going global is a way to learn about your competitors and find new ideas for your existing business. Not going global almost guarantees you will be blindsided by a competitor or product/service that you did not fully understand.”

Marc Santucci

PRESIDENT, ELM INTERNATIONAL

“Going Global has become an essential part of many businesses throughout Michigan as way to diversify revenues, broaden product lines, maintain employment levels, and generally provide stability for their businesses.”

Robert Selig

**EXECUTIVE DIRECTOR,
LANSING CAPITAL REGION INTERNATIONAL AIRPORT**

“If U.S. businesses want to remain competitive they must look to expand and grow globally. The opportunities and resources available to both small and large businesses make it easier than ever to evaluate new and emerging global markets.”

Tim Daman

**CEO AND PRESIDENT,
LANSING REGIONAL CHAMBER OF COMMERCE**

“The United States has only about 5% of the world’s population and 95% is outside of our borders. To be a successful international firm they must compete in the worldwide marketplace.”

Bill Motz

PROFESSOR OF BUSINESS, LANSING COMMUNITY COLLEGE

“Going global is good for your bottom line! Exporting enables savvy companies to diversify their sales, which allows them to weather changes in the domestic economy, in addition to realizing greater economies of scale and increased potential for long-term growth.”

Deanna Richeson

**MANAGING DIRECTOR, EXPORT OFFICE,
MICHIGAN ECONOMIC DEVELOPMENT CORPORATION**

“Significant opportunities exist for U.S. firms in international markets. Globalization allows a U.S.-based company to expand its revenue by penetrating faster-growing foreign markets.”

Jay Craig

**SENIOR VICE PRESIDENT AND PRESIDENT,
COMMERCIAL TRUCK & INDUSTRIAL, MERITOR**

“In a world of decreasing boundaries and opportunities for business around the world, to not participate in global trade will leave a lot of opportunities untouched. Make the opportunities work for you. It will pay off big time.”

Sten Sjöberg

CHIEF OPERATING OFFICER, DEMMER CORPORATION

“It is not only important to be global, it is critical to ensure long term sustainability and success! To be globally competitive, a company needs maximum scale/volume benefits. Bottom line, if a company does not achieve global cost competitiveness, then the threat of being knocked out of the market is significant.”

Gary Hawthorne

**CHIEF FINANCIAL OFFICER,
FORDSOLLERS JOINT VENTURE**

ELIZABETH TIMBS

STUDENT

SUNSET, UKUSHONA KWELANGA

RORKE’S DRIFT, KWAZULU-

NATAL, SOUTH AFRICA

PROJECTS WITH THE MICHIGAN ECONOMIC DEVELOPMENT CORPORATION



2013 WAS IBC'S SECOND ANNUAL contract to support the MEDC Export Office in its endeavors to assist Michigan's businesses to export products around the globe. Of particular note were the following:

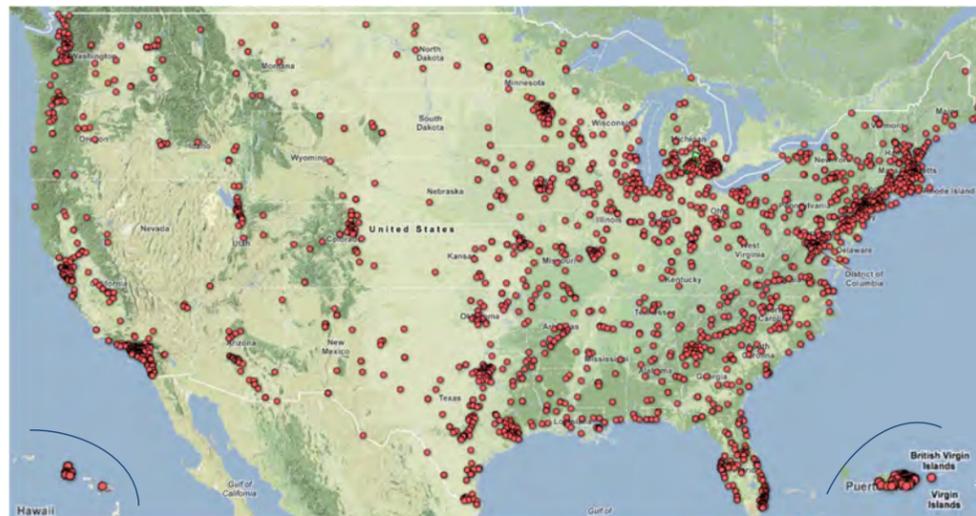
- The second annual Michigan Exporting Report measured export activities as well as the future plans, concerns, and attitudes of Michigan's business community. This information has proven key to help define the direction of efforts to best serve the state, as well as to begin assessing changes over time.
- Funding from the MEDC also helped keep the Michigan Export Growth Program active. The MEGP employs undergraduate and graduate students at Michigan State

to provide customized research for Michigan companies beginning or expanding their exporting efforts. To date, this program has provided almost 150 reports around the state—helping businesses to thrive while providing valuable research experience to students.

■ In 2013, we were fortunate to be able to collaborate with Jim Foley (Director, Bradley University Turner Center for Entrepreneurship/Illinois SBDC) to provide Certified Global Business Professional (CGBP) Training for almost fifty economic development professionals around the state.

The CGBP credential is administered by NASBITE International, demonstrating one's ability to conduct international business. These trainings, in addition to those provided last year by Mr. Foley and our Trade Specialist Jade Sims, mean that Michigan's state economic development officials and Small Business Technology Development Center (SBTDC) staff are among the best prepared in the nation to advise businesses that are preparing to go global. Many of these individuals are currently preparing for the CGBP exam. Within the International Business Center, Jade Sims and Sarah Singer have both earned the CGBP credential.

SINCE 2006, MSU INTERNATIONAL BUSINESS CENTER has served over 12,000 companies and 176 educational institutions. Red dots indicate cities with companies and educational institutions served.



GLOBAL BUSINESS CLUB OF MID-MICHIGAN



SIDDHARTHA DUTTA
FACULTY
THE CHANGING OF
THE GUARD CEREMONY
PARLIAMENT HILL
OTTAWA, CANADA

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. Workshop and luncheon presentations broadly focus on exporting and international trade opportunities for local companies. The following events were organized and/or sponsored by the Global Business Club in 2013.

NOVEMBER 22, 2013

Export 101: Grow Your Sales, Manage Your Risk

LED BY: John Toles, Director, Detroit Regional Office, Export-Import Bank

Our morning event covered the basic concepts in exporting—from conducting market research to selecting target markets and methods of entry to the logistics and legalities of shipping product overseas and getting paid. Our luncheon keynote speaker, John Toles, has dedicated his entire career to international trade, spending the past year as the founding director of the Detroit Regional Office of the Export-Import Bank of the United States.

OCTOBER 16, 2013

Global Trade Days Cocktail Reception & Hors d'oeuvres

LED BY: Directors & Representatives of Michigan's overseas offices

Directors & Representatives of Michigan's overseas trade offices gave brief presentations about opportunities in their countries and the services offered by their offices. Time was given for questions and conversations during this informal reception. Represented countries included Brazil, Canada, China, Mexico & the United Arab Emirates.

SEPTEMBER 05, 2013

Overseas Partners & Global Logistics

LED BY: Robert Selig, President and CEO, Capital Region Airport Authority

This seminar was presented in order to provide a basic understanding of import/export management - including logistics, dealing with overseas partners, and which local resources are there to support businesses. Attendees also heard from local logistics providers and new regulatory changes - including the new Chinese VAT and US Customs enforcement of ISF (10+2).

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GLOBAL BUSINESS CLUB OF MID-MICHIGAN SPONSORS

Foster, Swift, Collins & Smith, P.C.

Lansing Regional Chamber of Commerce

The Greater Lansing Business Monthly

The Center for Advanced Study of International Development (CASID) at MSU

U.S. Commercial Service

Lansing Community College

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

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Stacey Wilcox,
TechSmith

Jamie Zmitko-Somers,
Michigan Department
of Agriculture
and Rural Development

FROM PAGE NINE...

JUNE 03, 2013

U.S. Export Assistance Centers:

Putting the Resources to Work for YOU

LED BY: Kendra Kuo, Director,

Grand Rapids U.S. Export Assistance Center

Kendra Kuo has been working with the U.S. Department of Commerce to help U.S. businesses grow sales through increased exports since 2000. Her office, in conjugation with partner offices around the country and around the globe, provides a large array of low-cost and free government assistance programs. These programs include matchmaking services, background checks, market research, and trade missions, all with the goal of helping U.S. business to grow and create jobs. This session of the Global Business Club was offered in conjunction with the International Business Institute for Community College Faculty and provided opportunities for two-year faculty and the local business community to learn from one another.

MAY 02, 2013

Doing Business in China

LED BY: Mr. Ning Shao, Director, Michigan

China Center

China is the third largest export market for the U.S., and China is Michigan's third largest export market, with \$3.3 billion in export sales last year; Michigan's exports to China grew 21% from 2011-2012. Mr. Ning Shao presented a brief history of China's reform over the past 30 years and China's five-year plan, and why they matter to Michigan. He covered eight lessons for doing business in China, as well as potential business opportunities and challenges in China for Michigan businesses.



MARCH 14, 2013

Environmental Sustainability &

Business Profitability: An International

Perspective LED BY: Fred Keller

An engineer by trade with decades of international business experience and a passion for sustainable business practices, Fred Keller, Chairman and CEO of Cascade Engineering presented our keynote address. Our morning seminar featured a panel of experts and experienced

businesspersons around various topics of sustainable business practices, including: Christine Spitzley, Senior Environmental Programs Planner, Tricounty Regional Planning Commission; John Bradburn, Manager of Waste Reduction Efforts, General Motors; Joseph Hotchkiss, Director, MSU Center for Packaging & Sustainability; and Steven Safferman, MSU Bioenergy Systems & Agricultural Engineering.

LISA MULCRONE

FACULTY

MAGOMERO GIRL IN GREEN

MAGOMERO, MALAWI

FEBRUARY 13, 2013

Export Essentials: Logistics, Documentation & Due Diligence

LED BY: Brent Bradley, Vice-president,

Sales & Marketing, Graceland Fruit, Inc.

For the fourth consecutive year, the Global Business Club welcomed the Michigan Agricultural Exporter of the Year as part of our spring speaker series. As one of the largest dried fruit producers in the world, Graceland increased their exports 40% in 2011, and has experience exporting to 42 countries. Our morning seminar addressed issues for companies interested in exporting, including discussions on choosing the right international partners.

FEBRUARY 01, 2013

Managing a Global Brand in a Franchise Environment

LED BY: Michael Lawton

A seasoned professional with more than three decades of global general management and finance experience, Michael Lawton was named Chief Financial Officer of Domino's Pizza Inc. in September 2010. Lawton joined Domino's Pizza in 1999 as head of finance for the company's international division, and in 2004, he took the reins of the division as executive vice president. Mr. Lawton discussed the opportunities and challenges of taking a global brand with specific cultural preferences around the globe, staying true to core values while providing needed flexibility.

LANSING ECONOMIC CLUB

THE MSU INTERNATIONAL BUSINESS CENTER

is one of eight major sponsors of the Lansing Economic Club. The Club meets eight times annually. For the full schedule of Economic Club events, please visit: lansingchamber.org.

JOHN GRAY FUNKHOUSER
ALUMNI
SLED DOG TRAINING SCHOOL
TROMSO, NORWAY

THE ACADEMY OF INTERNATIONAL BUSINESS 2013 ANNUAL MEETING

had great attendance once again as it hosted over 1,200 members in Istanbul, Turkey. The program focused on the theme of “Bridging the Divide: Linking IB to Complementary Disciplines and Practice” and included more than 1,425 submissions across the 12 conference tracks, coming from 79 different countries. The 2013 Program Chair, Patricia McDougall-Covin from Indiana University, put together a very exciting and professionally reward-



ing program with the help of her track chairs and her Program Chair Assistant, Sara Reeves. Host institutions, Sabanci University,

Koc University and Ozyegin University were instrumental in making the conference an incredible success.

Some of the highlights of the program included the opening plenary, with comments from Muhtar Kent, Chairman and CEO of The Coca-Cola Company and winner of the AIB Fellows’ International Executive of the Year award. Mr. Kent has deep roots in Turkey as he is the son of a Turkish diplomat and made a name for himself heading the Turkish operations of Coca-Cola at the young age of 32. The plenary also honored Bernard Ramanantsoa, head of HEC-Paris School of Management and winner of the AIB Fellows’ International



Educator of the Year award. Dr. Ramanantsoa has led the HEC School of Management in their strides toward a decidedly international dimension. The AIB Fellows’ Eminent Scholar award plenary honored Professor David Teece from the University of California-Berkeley. Dr. Teece almost singlehandedly invented the ‘dynamic capabilities’ approach in strategic management that has become a core paradigm in this field of academic inquiry and is also used extensively by international business scholars. On the final day of the conference, the 2013 JIBS Decade Award was presented to Dana Minbaeva, Torben Pedersen, Ingmar Björkman, Carl Felix Fey and Hyeon Park for their 2003 article, “MNC Knowledge Transfer, Subsidiary Absorptive Capacity, and HRM.”



As always, the conference attendees enjoyed numerous networking events, especially the Gala Dinner, which was held at 1001 Direk Cistern which exists under a small public square and is the oldest and second largest water reservoir in Istanbul.

2014 ANNUAL MEETING

AIB invites you
to the 2014 annual meeting
in Vancouver, Canada,
June 23-26, 2014.
Visit the AIB website for details:
aib.msu.edu/events/2014



AN INTERVIEW WITH JEAN G. SHTOKAL
IBC EXECUTIVE-IN-RESIDENCE, GLOBAL BUSINESS CLUB CO-CHAIR
AND MSU-CIBER ADVISORY BOARD MEMBER

IBC: Can you tell me a bit about your background?

JEAN SHTOKAL: I am a first generation American. My father was born in Ukraine, actually part of Poland that was ceded to the Soviet Union after WWII and became the western side of Ukraine. During the invasion, the Russians picked up young men along the way as they repelled the Germans and commissioned them into service for the Russian Army. My father was one of those men. He fought in the Russian Army in WWII. He was captured by the Germans, and taken to a prisoner of war camp in Germany where he was part of the forced labor for a German chemicals plant. After the British freed the camp, he was transferred to a refugee camp (then called a displaced persons camp). He wanted to become a US citizen but was told they were only taking families. He had a friend who went to Australia, but he himself chose to go to Canada where he met my mother and they lived for a couple of years.



IBC: How did you first become interested in international business and trade law?

SHTOKAL: In law school I dabbled in anything international – including participating as a member of a winning Niagara

International Moot Court team dealing with U.S./Canada law issues. After law school, I joined the Hill Lewis law firm (now Clark Hill) in Detroit. At that time, the firm’s practice was to have new associates rotate around specialties areas of legal practice. While I proclaimed to have a strong interest in tax law, I seemed to find an international issue in whatever project I was handed.

In one case, the firm represented a steel company planning to build a pipeline under the Detroit River to import gas from Canada. Approved by the Federal Energy Regulatory Commission, the pipeline was contested by the Michigan Public Service Commission. I was tasked with the briefing and oral argument for my federal appellate practice rotation. Where everyone saw the legal issue as one of federal preemption, I found an international treaty between the U.S. and Canada and saw an international issue. The law firm finally said, “Enough already, OK, you can work on our international transactions.”

His first job in Canada was on a farm as a migrant worker, then driving a truck. Wanting more, he went to school to learn a skilled trade. After a few years, he and my mother moved to the US to be closer to her family and my father eventually became a US citizen. Our cultural heritage was important for my parents. I attended a Ukrainian school in Detroit. For most of my classmates, English was a second language - they spoke Ukrainian at home. My family was quite progressive in that I learned Ukrainian language at the school. My father was very keen on my sister and me speaking English at home and he pushed us to excel in school and work hard. As you know, I am a lawyer and my sister, Dr. Barbara Sarb, is a neurologist in Myrtle Beach.

My passion for international law has continued since I joined Foster Swift in 1991. Our clients are doing very exciting things internationally. What I find so enjoyable and rewarding is helping clients set up lucrative international alliances and build on them. Pursuing new opportunities, problem solving and bringing value added to our clients is the greatest thing about this job. I’m very proud to say that we have attorneys and law firms as clients. We are delighted to assist them with their own clients when the expertise needed regarding technical ins and outs of international trade and transactions exceeds their experience.

IBC: What do you think surprises people most about the field of international business and trade law?

SHTOKAL: Under the right circumstances and with the right assistance, many people are surprised at how quickly an international transaction can move from an idea in a boardroom strategy meeting to a successful reality with a positive effect on

Under the right circumstances and with the right assistance, many people are surprised at how quickly an international transaction can move from an idea in a boardroom strategy meeting to a successful reality with a positive effect on the bottom line. Also, most people would be surprised at how many low-cost or no-cost resources are available for businesses pursuing expansion into global markets.

the bottom line. Also, most people would be surprised at how many low-cost or no-cost resources are available for businesses pursuing expansion into global markets. For example, I’m involved in several organizations that offer some great services to businesses that are expanding outside of the U.S.

■ The Center for International Business Education and Research at Michigan State University (MSU-CIBER) provides international business education and training. I have the honor of serving as one of the Advisory Board members for the Center. The Global Business Club (GBC) of Mid-Michigan is one of the offshoots of the Center. The GBC provides workshops and networking opportunities to help businesses become more competitive in the global market. We provide at least 6 programs a year, as well as special events, all related to international business and trade. I serve as co-chair of the GBC along with Bill

Motz, a professor of international business and marketing at Lansing Community College.

■ The Michigan District Export Council supports the nation’s joint industry/government export expansion effort in line with President Obama’s National Export Initiative. The District Export Councils (DECs) across the U.S. work with the U.S. Department of Commerce Export Assistance Centers and the U.S. and Foreign Commercial Service to assist businesses in exporting. I serve as Vice Chair and Board member of the West Michigan DEC. Several of us on the DEC are involved in regulatory changes afoot to relax regulation on certain types of exports. Others are involved in educational programming for businesses related to export trade. All of the DEC members are working hard to help businesses succeed in exporting and international trade.

■ The United Nations Association – USA Lansing Chapter. The United Nations works very hard to support international trade to benefit the global standard of living. Not many people are aware of the significant

continued on next page...

FROM PAGE NINE...

work the UN does with respect to developing consistently applied and well-reasoned standards for international trade. Many treaties I use in the daily practice of law have their origins at the United Nations.



IBC: How did you become involved with the International Business Center and the Global Business Club of Mid-Michigan?

SCHTOKAL: I was first introduced to the very talented folks at the IBC when I attended an International Trade Symposium back in 2006. We had aligned interests, as both the IBC and my law firm were extolling the virtues of exporting to the business community.

Dr. Hult, Dr. Irem Kiyak, Dr. Sarah Singer, and Outreach Specialist Jade Sims are gifted in that they are very

approachable and facilitate collaboration between businesses and students to take the mystery out of exporting to new regions of the world. The IBC is a national jewel, and we are so fortunate as Michiganders to have it right here in our own backyard! With Dr. Tunga Kiyak heading the Academy of International Business, this really puts international business experts from around the world within reach of Michigan businesses and the Broad business students. Talk about a competitive advantage — the Eli Broad College of Business has it all in one great package!

IBC: What has been the most rewarding aspect of your work with the International Business Center?

SCHTOKAL: Working with the world class faculty, staff and students at IBC. I am continuously awed and amazed at the international business powerhouse that is the International Business Center. The IBC attracts some of the most talented business students on campus and partners them with world renowned experts like Dr. Tomas Hult and Dr. Tunga Kiyak to provide students with

real life practical experience in assisting business with “going global” through the IBC’s Michigan Export Growth Program. Who wouldn’t want to hire a business student from a prestigious business school like the Eli Broad College of Business who, for example, can say that he or she developed an initial marketing plan for a U.S. manufacturer to sell its products in Asia?! Dean Lenway is an example of a business school dean who “gets it.” She is ensuring that business school students get excellent academic training while having the opportunity to apply that classroom knowledge to current business challenges for real companies. The companies I have talked to about the reports they have received are very impressed by the caliber of the work performed. This speaks volumes about the Broad College, its students and its faculty. It is a real win/win/win for the students, the faculty at the business school that work with the companies, and the grateful companies, some of which have even become benefactors of the Broad College as a result of the program.

Jean Shtokal is a senior partner at Foster Swift Collins & Smith PC.

ALICIA VIGNOE
STUDENT
SWIMMING WITH SEALS
NEW ZEALAND





globalEDGE.msu.edu has retained its position as the top website for international business resources (Google, October 4, 2013). And while the team continues to roll-out additional features, all the while looking toward the future of international business, we took time to look backward a bit in September, when we celebrated the fifth anniversary of the globalEDGE international business blog.

FACT	2008	2013
Highest GDP per Subscriptions (per 100 people):	Montenegro	China
Top Emerging Market (based on globalEDGE MPI rankings):	Hong Kong	Singapore
Top Globally Competitive Country:	United States	Switzerland
Largest Global Company:	HSBC Holdings (United Kingdom) - Ranked 6 in 2013	ICBC (China) - Ranked 42 in 2008
Top Exporter (based on % of GDP):	Singapore	Hong Kong
Highest Population Growth Rate:	Qatar	Oman
Number of Countries in the European Union:	27	28 (Croatia Joined July 1st, 2013)
Country with the Most Domestic Publicly Traded Companies:	United States	India
Highest Foreign Direct Investment Inflows:	United States	China
Number of economies where it is possible to start a business in less than 20 days:	74	105
Country with Highest Amount of New Businesses Registered Annually:	Russia	United Kingdom
Top Energy Producer:	China	United States
Country with Highest Cellular Subscriptions (per 100 people):	Montenegro	China

Connect with globalEDGE

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- Join us
- Subscribe to our blog

A lot has changed in the global business world since we published our first blog post on September 12, 2008. For example, Hong Kong was the number one emerging market in 2008, a spot that Singapore now holds, according to our emerging market MPI data. The same data also shows significant jumps by both Israel and Turkey. On the other hand, the BRIC (Brazil, Russia, India, China) countries are growing much slower than predicted. We've included a number of other fun facts for comparison in the table at left.

Of course, the global economy changes rapidly and it can be extremely difficult to anticipate the future. Our aim at globalEDGE is to provide our users with in-depth analysis on international business topics so they can gain a sense of where the global economy might be heading. It has been a great five years of blogging, and the globalEDGE team will continue to strive for excellence in keeping you up-to-date on the latest international business news for many years to come.

2013 globalEDGE Market Potential Index

EVERY YEAR globalEDGE publishes its Market Potential Index (MPI) in order to assess a market's attractiveness for international business. The Market Potential Index provides a detailed ranking of 26 emerging countries. With the MPI, determining which international market to enter is no longer an overwhelming task. Emerging markets are ranked based on several dimensions, allowing appropriate marketing strategies to be developed for each particular country. This year the MPI highlights several significant trends among emerging markets. We will now take a closer look at some of these trends in order to obtain a better idea of the importance of emerging markets in international business.

Among all emerging markets, Turkey has been of the most consistent countries in the past decade, steadily improving its business climate every year. Based on the MPI rankings, Turkey was ranked 20th in 2001, 15th in 2005, 10th last year and this year Turkey has claimed the 8th position. Political reforms have enabled Turkey to become a key market for international business. Turkey is also a market attributed with a growing middle class, and thereby a growing consumer base.

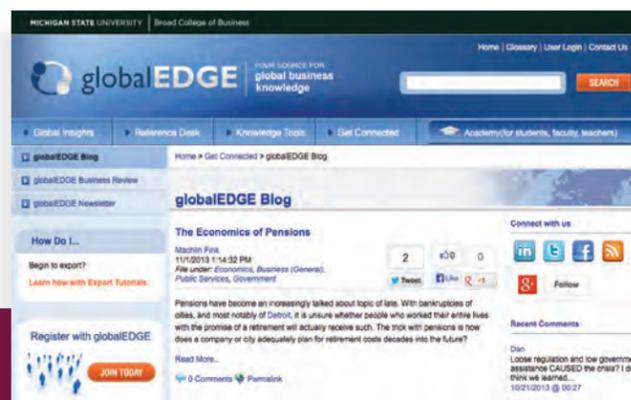
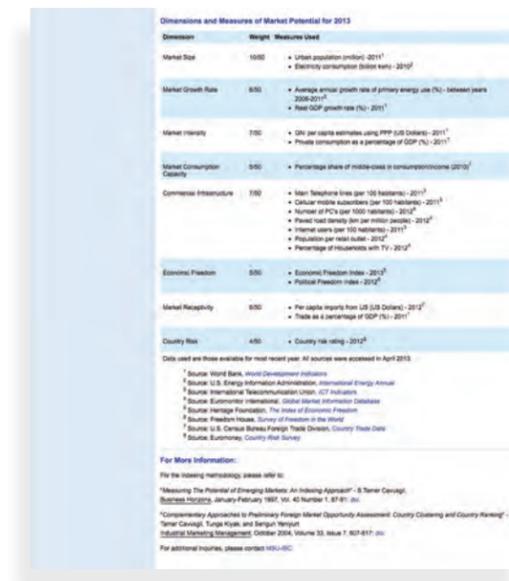


Perhaps the most overlooked aspect of Turkey is its important geographic location that allows Turkey to serve as a natural bridge from Europe to Asia. With Turkey's GDP expanding at a 3% annual rate over the last 5 years, Turkey has essentially avoided the global financial crisis of 2008 that continues to plague European countries. Turkey will continue to be a leader in the emerging markets in the years to come and will especially increase in importance if negotiations on joining the European Union prove to be successful.

On the other side of the world, Peru continues to be South America's fastest growing economy. Ranked as the 25th emerging market in 2007, Peru is currently ranked 14th according

to this year's Market Potential Index. Peru's overall economy is growing at 6.2% and is seeing strong signs from its housing market, as the construction industry expanded by 18.4% this year. Currently, Peru's government is promoting macroeconomic stability, confidence-building, tax predictability, and legal stability to generate even more business opportunities.

Peru and Turkey are just two of the many emerging markets that hold a particular importance for international businesses in 2013. As countries grow, business opportunities will undoubtedly follow in these emerging markets. To better gauge the business environment of each emerging market, be sure to check out the globalEDGE Market Potential Index at <https://globaledge.msu.edu/mpi>.



globalEDGE ALUMNI PROFILE:
 ELYSE GATT, CLASS OF 2010
 NATIONAL SECURITY

I WORKED FOR THE Center for International Business Education and Research (CIBER) during my junior and senior year of my undergraduate career. My primary responsibilities were for the website, globalEDGE. Coupled with my double-major in International Relations and Economics, the experience at CIBER provided a robust experience in global affairs by strengthening my knowledge of country-specific history, geography, culture, and ease of doing business.

In November 2010, through CIBER, I had the honor of being chosen as a fellow for the Asian-Pacific Homeland Security Summit in Honolulu, Hawaii. Government leaders, senior business executives, security and anti-terrorism experts convened to discuss security detail for an upcoming APEC seminar. At this summit I first heard Rohan Gunaratna speak, Head of International Centre for Political Violence and Terrorism Research in Singapore. His analysis on al-Qaeda, specifically the recruitment for terrorism networks, planning and execution of attacks, and the intelligence needed to prevent the attacks, brought the field of study from book knowledge and theoretical approach I had encountered in college to a real life, practical application. I left the Summit confident that I wanted to pursue a career in national security.



Elyse Gatt, fourth from left and in back, attended the 2010 Asian-Pacific Homeland Security Summit in Honolulu, Hawaii. MSU-CIBER was a sponsor of the Summit. Attending the Summit spurred Gatt's interest in national security.

Following the Summit, I traveled to the Republic of Georgia to gain international experience. I lived in a remote, mountainous village for 6 months, learning to speak and read Georgian in order to communicate with the locals. I lived without basic amenities: brown outs were common, running water scarce, and central heat nonexistent. Economically, families lived off of subsistence farming, household income was rarely higher than poverty line, and unemployment rates remained steady at 15% (36% for youth, aged 15-24). While in the Caucasus region, I also traveled to Ukraine to visit Chernobyl and to Turkey. In the three years since I graduated I have located to Boston and have gained professional experience in the pharmaceutical and

technology research and consulting fields. I've obtained a breadth of research skills and have been listed as a co-author on several peer-reviewed publications and conference proceedings. Although great opportunities, my passion is to be working in the national security community. I am currently pursuing a Master's degree for Fall 2014 in the international security field, with a regional concentration in Eurasia. My experiences at CIBER provided the foundation for research, international application, and access to the Homeland Security Summit, all of which were fundamental in my career pursuit in national security.

My experiences at CIBER provided the foundation for research, international application, and access to the Homeland Security Summit, all of which were fundamental in my career pursuit in national security.

ELYSE GATT

globalEDGE ALUMNI PROFILE:
 GENG WANG, CLASS OF 2008
 ENTREPRENEURSHIP

Alongside the real-world education of my classes, I also caught a strong entrepreneurial spirit that would guide my Spartan Saga after graduation.

GENG WANG

I GRADUATED FROM Michigan State University in 2008 with degrees in supply chain management and international relations with honors. Though I took my studies seriously, I still found time to enjoy the college experience and learn firsthand what makes going to MSU an incredible experience. Alongside the real-world education of my classes, I also caught a strong entrepreneurial spirit that would guide my Spartan Saga after graduation.

My first business, College Entertainment, was started while I was still in school as a senior. Together with a fellow MSU student (and globalEDGE team member!) Dan Clay, we created, printed, sold, and successfully distributed over 5,000 calendars throughout MSU. Although College Entertainment was ultimately sold, through its success I came to realize that the challenges facing entrepreneurs while creating startups can be both enjoyable and rewarding enough to refine lifetime habits and goals. This introduction into startups truly set my Spartan Saga into motion.

Armed with a great education from my four years at Michigan State, I took off into the world as a business analyst for McKinsey & Company. These two years exposed me to both a range of industries and business functions. I had the opportunity to learn from some of

the brightest minds in the business world and developed the skills I needed to create and sustain my own business. It was also at McKinsey where I crossed paths with my good friend and future business partner Jon Pastor.

After my time at McKinsey, Jon and I started a website called Rent Jungle. The site is an apartment search engine and after 12 months of hard work it grew from a nearly invisible site



Alongside the real-world education of my classes, I also caught a strong entrepreneurial spirit that would guide my Spartan Saga after graduation.

to one gathering national attention, including a nomination for a Webby Award. Starting from a company with two full-time employees, we quickly grew to house 12 full time employees and a handful of interns. I've had the privilege to work with some of the best minds in the rental industry, create a brand new type of site for the industry, and add something I would be proud to call part of my Spartan Saga.

As with all serial entrepreneurs, one startup company was not enough for Jon and I. After working on Rent Jungle for about six months, we discovered another hidden opportunity in social media management. Originally started for the apartment industry, our new social media management firm Community Elf, soon grew to provide services for the full range of small local businesses and even service professionals. As the chief operations officer, I was happy to see the site double in staff and exponentially increase in clients within just a few months of operation.

It has been a fun ride so far, and I am looking forward to the challenges of growing both Rent Jungle and Community Elf. Ultimately, I hope both companies will grow to become leaders in their industry and serve consumers and businesses as a valuable resource. Of course I could never have done any of this without the support of my friends and family, all of whom help to provide a positive balance in my life. I was also fortunate enough to have married my college sweetheart, Stephanie, who is a constant source of love and inspiration. Together we will continue on with our Spartan Sagas. Go Green!

This story first appeared as part of the Spartan Sagas, <http://spartansagas.msu.edu/view/1595/>

Geng Wang was part of the IBC team throughout his time at MSU; he was among the first undergraduates hired to work on globalEDGE.

A YEAR WITH IBC DIRECTOR TOMAS HULT

TOMAS HULT WEARS MANY HATS.

In addition to his roles as professor and IBC director, Dr. Hult has been the Executive Director of the Academy of International Business (AIB) and President of the AIB Foundation since 2004. He is on the Board of the Sheth Foundation (currently serving as President), International Trade Center of Mid-Michigan (Founding Board Member), and the Economic Club of Greater Lansing. Dr. Hult has also served as the President of the 33-university coalition of CIBER schools in the USA. He is currently in his second term as Editor-in-Chief of the Journal of the Academy of Marketing Science.

YULIN LU
STUDENT
TOKYO TOWER
TOKYO, JAPAN

Here is a look at some of the many activities in which he has been engaged during 2013.

U.S. GLOBAL COMPETENCE: THE ROLE OF INTERNATIONAL FOREIGN LANGUAGE

EDUCATION PROGRAMS

Tomas Hult was one of five invited expert panelists at this September program in Washington, DC. Organized by the Joint National Committee for Languages & The National Council for Languages and International Studies (JNCL-NCLIS) in collaboration with the American Council on Education, Association of American Universities, and Association of Public and Land-grant Universities, the program centered on issues related to U.S. international competitiveness, security issues, and languages related to the long-standing U.S. Department of Education International and Foreign Language Education Programs: Higher Education Act -Title VI, Fulbright-Hays 102(b)(6) and the K-12 Foreign Language Assistance Program.

DIRECTOR TOMAS HULT CO-AUTHORS TEXTBOOK QUANTITATIVE METHODS TEXTBOOK

Director Tomas Hult has co-authored a quantitative methods textbook. *A Primer on Partial Least Squares Structural Equation*



IBC Director Tomas Hult and Dr. Geert Hofstede, the Dutch social psychologist known for his pioneering study of cultures across modern nations

Modeling (PLS-SEM), by Hair, Hult, Ringle, and Sarstedt, provides a concise yet very practical guide to understanding and using PLS structural equation modeling (PLS-SEM). For more information or to purchase a copy, please visit: <http://bit.ly/msu-ciber-hult>.

U.S.-EU TRANSATLANTIC TRADE AND INVESTMENT AGREEMENT

During fall 2013, Tomas Hult provided expert advice to the U.S. International Trade Commission to help them negotiate a free trade and investment agreement with the European Union (known as the U.S.-EU Transatlantic Trade and Investment Agreement). He was the only university representative from Michigan serving in this role.

NATIONAL SCIENCE FOUNDATION GRANT

Tomas Hult is co-investigator for a National Science Foundation grant, PIRE: Water and commerce: Technologies to enable environmental sustainability in

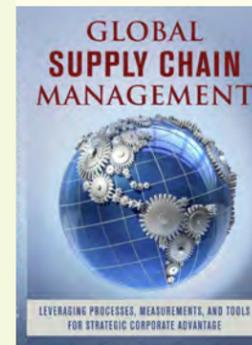
global markets. This is a collaborative effort by several colleges at MSU, Duke University, five international universities/research centers, and 15 industry partners. (The large research team is led by Professor Volodymyr Tarabara in the Department of Civil and Environmental Engineering in the MSU College of Engineering.) The International Business Center is a small but important part of the project; the main product from IBC will be to be a part of a certificate program for doctoral students and master students across some of the following colleges – engineering, business, social science, arts/letters – that deals with “water, energy, and commerce.”

BYINGTON CHAIR

Tomas Hult was recognized as the Byington Endowed Chair, Professor of Marketing and International Business, in the Eli Broad College of Business at Michigan State University. John W. Byington, a marketing research expert, was a former president of the NPD Group Worldwide Inc. Previously, he held positions as the Eli Broad Professor of Marketing and International Business.

GLOBAL SUPPLY CHAIN BOOK

Together with co-authors and MSU colleagues David Closs (Professor, McConnell Endowed Chair, and Chair of the



Department of Supply Chain Management) and David Frayer (Director of Executive Development Programs at the Broad College), Tomas Hult published *Global Supply Chain Management*. This book is written to provide supply chain executives and managers with the know-how and tools to dramatically boost supply chain efficiency.



Six nationalities interact at American Football (MSU vs. South Florida, September 7, 2013). From left to right: Dr. Tunga Kiyak, Prudence Serju, Manuel Mutimucuo, Jovita Tamosaityte, Rachele Elien, Dr. Tomas Hult. Tunga originates from Turkey and is the managing director of the Academy of International Business, which is housed at Michigan State. Jovita is a Humphrey Fellow from Lithuania who is interested in corporate social responsibility and corporate branding. Prudence is a Humphrey Fellow from Jamaica who is interested in fiscal and monetary policies. Manuel is a Humphrey Fellow from Mozambique who is interested in economic development and tourism. Rachele is a Humphrey Fellow from Haiti who is interested in economic development. Tomas originates from Sweden and is the Byington Endowed Chair, Professor, and Director of the MSU International Business Center.



IBC Director Tomas Hult and Dr. Phil Kotler, S.C. Johnson & Son Distinguished Professor of International Marketing at the Northwestern University



NEW COLLEGE OF BUSINESS STUDY ABROAD PROGRAM: BUSINESS AND CULTURE IN JAPAN



“Studying both business and Japanese, I feel that this first-hand experience is absolutely priceless compared to just book learning.

It really gives you that edge you need for both the classroom and workplace.”

PAMELA STEFAN

SUPPLY CHAIN MANAGEMENT MAJOR
SENIOR

BUSINESS STUDENTS HAD ONE

more option for study abroad in 2013, with the development of a new program, Business and Culture in Japan. The program, which was developed and led by IBC Assistant Director Dr. Sarah Singer, allowed students to spend sixteen days understanding the Japanese business environment by visiting corporations such as Disney, Primix, Nichifutsu Boeki, Kawasaki-Rikuso Transportation Co., and the Takenaka Corporation, which is one of Japan’s oldest general contractors. The program would not have been possible without the support of many Broad College Alumni, who not only welcomed students into

their firms and spent time speaking about the changing business climate in Japan, but also arranged numerous cultural excursions, such as an early morning visit to the Tsukiji Fish Market and an afternoon at the National Sumo Tournament. The students were also able to meet with members of the entire Alumni Club of Japan during the Club’s annual meeting, at which the students were special guests. Following this great success in its inaugural year, Business and Culture in Japan will be offered again in May 2014.

MSU is a national leader in study abroad, offering 375 programs in 59 countries on all seven continents. Programs are offered every session, including winter break, and range from two weeks to an academic year. Over 30% of current MSU students study abroad each year, and Broad students make up the largest percentage of students at MSU studying abroad each year.



GLOBAL BUSINESS SCHOOLS NETWORK

BROAD COLLEGE JOINS GLOBAL BUSINESS

School Network Michigan State University’s Broad College of Business has joined the Global Business School Network (GBSN).

GBSN is a network of more than 60 business schools in 27 countries around the world that are committed to global responsibility and collaboration in advancing management education for the developing countries. The college’s membership will enable Broad to further develop its global presence and connect with member schools.

“Membership in GBSN strongly supports the Broad College’s international development activities as they relate to leveraging MSU’s world-grant ideal,” said Tomas Hult, Byington Endowed Chair and director of the International Business Center (MSU-CIBER). “GBSN will help the college achieve maximum reach and impact in delivering high-quality education throughout the world.”

**JAPANESE
TEA HOUSE AND GARDENS**
NARA, JAPAN



VISITING SCHOLARS

Prem Chandrani,
SP Jain Institute, India

Joe Hair,
Kennesaw State University

Johan Jakobsson,
Gothenburg University, Sweden

Seema Jayachandran,
Northwestern University

Bill Motz,
Lansing Community College

Christian M. Ringle,
Hamburg University, Germany

Marko Sarstedt,
Otto Von Guericke Universitat
Magdeburg, Germany

Prudence Serju,
Central Bank, Jamaica
(U.S. Department of State
Humphrey Fellow)

Mark Smelik,
Leeds University, United Kingdom

Jovita Sriubiske,
Lithuania (U.S. Department
of State Humphrey Fellow)

Sandra Upton,
Cornerstone University

Mohit Vijay,
SP Jain Institute, India

Jonathan Vogel,
Columbia University

Birger Wernerfelt,
MIT Sloan School of Management

STUDY ABROAD SCHOLARSHIP RECIPIENTS

*Generous funding for Study Abroad Scholarships provided by:
Meritor, Inc. Charitable Trust Fund, Japan Study Abroad Endowment
Fund, the Bruce E. McDonald Study Abroad Fund, and
the Frederick L. and Margaret F. Hubacker Endowment Fund.*

Chen, Wei

Danpollo, Asabe

Davis, Kelsey

Elli, Ilaria

Gupta, Om

He, Shaoyu

Hirsch, Jared

Horaney, Nicholas

Hou, Yue

Isaacs, Danielle

Johnson, Joseph

Kwon, Lydia

LaMirand, Bronte

Li, Jiahe

Lian, Shan

Lignell, Andrew

Lin, Yiyun

Lin, Yuan

Lindsey, Megan

Liu, Yuanyuan

McGreal-Miller, Shannon

Metti, Mariam

Mooney, Shawn

Morrow, Katharine

Muzichuk, Conner

Pardikes, Robert

Patten, Daniel

Pruitt, Brenda

Redd, Quinton

Sbrocca, GianLuca

Shen, Shiyu

Singleton, Alexandria

Stefan, Pamela

Steiner, Lauren

Watton, Brent

Wrinkle, Samantha

Xavier, Karen

Xu, Zhiyang

Zhang, Hong

Zhu, Yue

INTERNATIONAL BUSINESS MINOR

*Funding for International Business
Minor Scholarships is provided
by the International Business
Center at MSU.*

Biegen, John

Elliott, Matthew

Forero, Melissa

Foster, Whitney

Good, Kathryn

Grubbs, Jeffrey

Jin, Yuxi

Kus, Ashley

Lewis, Tyler

McBrien, Amy

McGowan, Kelly

Parker, Doneisha

Phillipson, Eric

Ren, Yixi

Rhee, Seung Tae

Shaner, Wilson

Song, Jiayi

Steiner, Lauren

Sylvester, Matthew

Vance, Mary

Yan, Han

Yousif, Natalie

Zhang, Yihe

ANTHONY MICHAEL MCNAMARA
STUDENT
SOCCER STAR AT SACRE COEUR
PARIS, FRANCE

RESEARCH, CURRICULUM, AND PROFESSIONAL DEVELOPMENT PROJECTS AND GRANT RECIPIENTS

Kirt Butler, Finance, Currency Risk
Management and Faculty Development in
International Business – Memphis CIBER

Daniel Chaffin, PhD Candidate, Management,
Too Small to Patent? -The Liability of New
Ventures in Intellectual Property Protection

Ali Emdad, Information Science & Systems,
Morgan state University, Integrating
International Perspectives in a Supply Chain
Management Curriculum

Susanna Gallani, PhD Candidate,
Accounting and Information Systems,

The RPI effect of Non-Financial Disclosures:
Evidence from Japanese Hospitals

Thomas Holt, Criminal Justice, Developing
an Interdisciplinary Research Conference
on Cybercrime and Cybersecurity

Xing Huang, Finance, Thinking Outside
the Borders: Investors' Inattention
to Foreign Information

Ngan Cheung Hui, PhD Candidate,
Marketing, Institutional distance,
Institutional Development, Institutional
Instability and FDI

Thomas Jeitschko,
Economics, International
Trade and Certification
under Asymmetric
Information about
Product Quality

Sang-Hyun Kim, PhD
Candidate, Economics,
Ownership Structure and
Political Connection:
The Case of Japan

Soobin Kim, PhD Candidate,
Economics, Intergenerational
Earnings Mobility in Korea

Ahmet Kirca, Marketing,
Regional Aspects
of Multinationality and
Turkey as Place to do
Business Panels

Frederick Morgeson, Management, A Cross-
Cultural Work Design Research Incubator

Matthew Piszczek, PhD Candidate,
Human Resources & Labor Relations, The
Effectiveness of Organizational Childcare
Policies in Reducing Turnover in Germany

Blake Runnalls, PhD Candidate, Marketing,
The Internationalizing Doctoral Education
in Business (IDEB) Workshop Participant

Wyatt Schrock, PhD Candidate, Marketing,
A Review of Literature Relevant to
International Selling and Sales Management

Jamal Shamsie, Management, Role Playing:
Coordination on Bollywood Film Projects

Yingying Shi, PhD Candidate, Economics:
The Role of Infrastructure Capital in China's
Regional Economic Growth

Andrei Simonov, Finance, Captive Finance
and Firm's Competitiveness

Brenda Sternquist, Marketing, Global
Best Buying Practices: Evidence Based
Learning and The Effects of the Salesperson
Characteristics on Buyer-Seller Relationships



ORGANIZATIONAL CLUSTERS INTERNATIONAL BUSINESS CENTER

DR. TOMAS HULT, DIRECTOR

Administrative Leadership (Tomas Hult)

Michigan State University
Lou Anna Simon,
President
June Youatt, Act Provost

RESEARCH & GRADUATE STUDIES
Steve Hsu, Vice President

INTERNATIONAL STUDIES & PROGRAMS
Steve Hanson, Act Dean

BROAD COLLEGE OF BUSINESS
Stefanie Lenway, Dean
Sue Haka, Associate Dean

INTERNATIONAL BUSINESS CENTER
Tomas Hult, Director
Irem Kiyak, Assoc Director

United States Department of Commerce (Tunga Kiyak)

U.S. EXPORT ASSISTANCE CENTER (USEAC)
Tomas Hult

WEST & EAST MICHIGAN DISTRICT EXPORT COUNCILS
Tomas Hult
Tunga Kiyak

Strategic Advisory Groups (Tomas Hult)

MSU INTERNATIONAL STUDIES & PROGRAMS EXECUTIVE COMMITTEE
23 academic members

IBC ADVISORY COUNCIL
40 business, public policy & academic members

ACADEMY OF INTERNATIONAL BUSINESS EXECUTIVE BOARD
10 academic members

Global Business Club (Jade Sims)

EXECUTIVE DIRECTOR & FOUNDATION PRESIDENT
Tomas Hult

EXECUTIVE SECRETARIAT
Tunga Kiyak, Managing Director
Irem Kiyak, Treasurer
Anne Hoekman, Editor
Meg Quine, Assistant
MEMBERS
About 3,500 academics from 90 countries

Global Business Club (Jade Sims)

CO-CHAIRS
Jean Shtokal, Co-Chair
Bill Motz, Co-Chair

ADVISORY COUNCIL
19 members

GB CLUB COORDINATOR
Jade Sims

PROGRAM LOGISTICS
Ronda Bunnell

MEMBERS
About 80-170 members from business & policy

Technology (Jamie Rytlewski)

INFORMATION TECHNOLOGY
Jamie Rytlewski

PROGRAMMING
TBD

MEDIA CONTRACTORS
Therese Brimmer
Steve Amor
David Yawn

STUDENT ASSISTANTS
1-3 students

Academic Outreach (Sarah Singer)

ASSISTANT DIRECTOR
Sarah Singer

FOREIGN LANGUAGES
Patricia Paulsell
Sarah Singer
Jade Sims

COMMUNITY COLLEGES
Bill Motz
Marilyn Amey

MINORITY-SERVING INSTITUTIONS
Tomas Hult
Ernie Betts
Patricia Marin

PROGRAMS & PRODUCTS
Ronda Bunnell

STUDENT ASSISTANTS
15-25 students

Business Outreach (Tomas Hult)

OUTREACH COORDINATOR
Tunga Kiyak

TRADE SPECIALIST
Jade Sims

STUDENT ASSISTANTS
10-14 students

Virtual Team Members (Irem Kiyak)

BUSINESS FACULTY
115 faculty & academic specialists

LANGUAGE & AREA STUDIES FACULTY
1,400 faculty & academic specialists

EXECUTIVES IN-RESIDENCE
About 4-10 per year

VISITING SCHOLARS AND DOCTORAL STUDENTS
About 4-10 per year

Study Abroad (Kirt Butler)

OFFICE OF STUDY ABROAD
Brett Berquist

BROAD COLLEGE OF BUSINESS
Kirt Butler

BUSINESS FACULTY
10-15 coordinators

ACADEMIC SERVICES
Dwight Handspike

SCHOLARSHIPS
Irem Kiyak
Sarah Singer

Academics, Training & Research (Tomas Hult)

UNDERGRADUATE MINOR
Dwight Handspike

MASTER OF SCIENCE TOMAS HULT
David Frayer

MBA CONCENTRATION
Sanjay Gupta

CERTIFICATE IN WATER, ENERGY AND BUSINESS
Volodymyr Tarabara
Norman Graham
Tomas Hult

PH.D. PROGRAM FOCUS
Tomas Hult
Roger Calantone

EXECUTIVE TRAINING AND DEVELOPMENT
David Frayer
Keith Niblett

RESEARCH AND DEVELOPMENT GRANTS
Tomas Hult
Irem Kiyak

SCHOLARSHIPS
Irem Kiyak
Sarah Singer



Sue Haka
ASSOCIATE DEAN, ACADEMIC AFFAIRS AND RESEARCH



John A Wagner III
ASSOCIATE DEAN FOR UNDERGRADUATE PROGRAMS



Matthew J Anderson
ASSOCIATE DEAN FOR DIVERSITY AND INCLUSION



Karyll Shaw
ACTING ASSOCIATE DEAN, FOR MBA AND MS PROGRAMS



Ernest Betts
ASSISTANT DEAN, MULTICULTURAL PROGRAMS



Eileen Wilson
ASSISTANT DEAN, UNDERGRADUATE EDUCATION AND ACADEMIC SERVICES



David Frayer
DIRECTOR, EXECUTIVE DEVELOPMENT PROGRAMS



Machlin Fink
INTERNATIONAL TRADE SPECIALIST



Meagan Flynn
STUDENT ASSISTANT



Tynan Ford
STUDENT ASSISTANT



Marta Grabowski
STUDENT ASSISTANT



Gabor Halasz
STUDENT ASSISTANT



Taylor Hill
STUDENT ASSISTANT



Alexander LaBrecque
STUDENT ASSISTANT



Jade Sims
INTERNATIONAL TRADE SPECIALIST



Anne Hoekman
JIBS MANAGING EDITOR, AIB



Meg Quine
OFFICE AND JIBS EDITORIAL ASST, AIB



Ronda Bunnell
EDUCATIONAL PROGRAMS COORDINATOR



Jean Shtokal
EXECUTIVE-IN-RESIDENCE



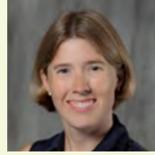
Daniel Cooke
STUDENT ASSISTANT



Tomas Hult
DIRECTOR & ELI BROAD PROFESSOR



Irem Kiyak
ASSOCIATE DIRECTOR, TREASURER, AIB



Sarah Singer
ASSISTANT DIRECTOR



Tunga Kiyak
OUTREACH COORDINATOR, MANAGING DIRECTOR, AIB



Pat Paulsell
DIRECTOR OF BUSINESS LANGUAGE INITIATIVES



Jamie Rytlewski
INFORMATION TECHNOLOGIST



Jane Nie
STUDENT ASSISTANT



Tessa Opalka
STUDENT ASSISTANT



Nitish Pahwa
STUDENT ASSISTANT



Ian Palmieri
STUDENT ASSISTANT



Eric Phillipson
STUDENT ASSISTANT



Melody Piao
STUDENT ASSISTANT



Viktor Puskorius
STUDENT ASSISTANT



Shivani Sankar
STUDENT ASSISTANT



Jacob Simon
STUDENT ASSISTANT



Raji Singh
STUDENT ASSISTANT



Adam York
STUDENT ASSISTANT



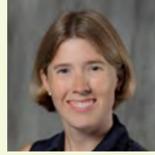
STUDENT ASSISTANTS - NOT PICTURED...
Michael Ackley
Lucas Blankenship
Alexander Kavka
Jeffrey Nemesi
Evan Pennisi



ADMINISTRATIVE OFFICERS THE ELI BROAD GRADUATE OF BUSINESS



Stefanie Lenway
ELI AND EDYTHE L. BROAD DEAN



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US Department of Commerce

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System, & Technology Group, IBM

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Jay Craig, Chief Financial Officer, MERITOR, Inc.

Kevin Cramton, Managing Director,
RHJ International

Tim Daman, CEO and President,
Lansing Regional Chamber

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Supply Chain, Johnson & Johnson

Shahriar Ghoddousi, Vice Chairman and CEO,
The John Henry Company

Chuck Hadden, President, Michigan
Manufacturers Association

William Hamilton, President, TechSmith

Gary Hawthorne, Vice President, Finance, Ford
Motor Company of Canada, Limited

Chris Holman, Publisher,
The Greater Lansing Business Monthly

Victoria E. Jones, Management Development VP,
Apollo Group, Inc.

Kendra Kuo, Acting Director, US Commercial
Service Grand Rapids

Michael T. Lawton, Chief Financial Officer and
Executive Vice President, Domino's Pizza

Bruce Leech, Founder and Managing Director,
CrossCom International

Blaire Miller, Chief Financial Officer,
URV USA, LLC

Frank Mortl, President and CEO, Michigan Oil
and Gas Association

Bill Motz, Professor of Marketing, Lansing
Community College

Thomas D. Ogden, President,
Michigan Market, Comerica

Bill Richeson, Senior Vice President,
Healthcare & Public Finance, PNC Bank

Deanna Richeson, Managing Director Exports,
Michigan Economic Development Corp.

Marc Santucci, President, ELM International

Jean Shtokal, Attorney,
Foster, Swift, Collins, & Smith, PC

Robert Selig, Executive Director,
Capital Region International Airport

Sten Sjöberg, Director of Business Strategy
and Quality, Demmer Corporation

Marcy Street CEO and Medical Director,
Doctor's Approach

Richard Studley, CEO,
Michigan Chamber of Commerce

Robert L. Trezise, Jr., President and CEO,
Lansing Economic Area Partnership, Inc.

Steve Webster, CEO, Prima Civitas Foundation

Gary Yezbick, Founder and CEO, Yezbick
Consulting LLC

SARAH BETH HODGE

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CHRISTMAS IN GION
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