



Center for International Business Education and Research

Annual Report
2001-2002

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Welcome

Welcome to the inaugural annual report of the University of Wisconsin-Madison Center for International Business Education and Research (CIBER). This publication is designed to provide news and information about CIBER activities over the past year as well as upcoming CIBER events of interest to the business and academic communities throughout the region.

I am very pleased to report that the Wisconsin CIBER has been re-funded by the Department of Education for the 2002-2006 grant cycle. The School of Business will receive approximately \$1.4 million to enhance international business education over the next four years. The center will receive \$355,000 in its first year of the new funding cycle, which begins October 1. Subsequent funding for the remaining three years will be determined annually, but will likely be in the \$355,000 range. This amount is the top tier of funding available to CIBERS in this round. This is testimony to the dedication of everyone involved in international education at the University of Wisconsin-Madison and throughout the state, and I would like to take this opportunity to thank everyone who has helped make the Wisconsin CIBER a success.

The University of Wisconsin-Madison CIBER joined the nationwide network of 28 CIBERS in the fall of 1998. CIBERS were created by Congress in the late 1980s to help increase and promote the nation's capacity for international understanding and economic enterprise.

The specific objectives of the Wisconsin CIBER include:

- introduction of global dimensions to all aspects of business education, research, and outreach;
- integration of business education with the international components of other academic programs of the University, including area studies, lan-

guage programs, and the professional schools; and

- the strengthening of alliances with the international business community in the state and the region.

CIBER works actively with strategic partners in the international community at the University of Wisconsin-Madison, including The Center for World Affairs and the Global Economy (WAGE), the Office of International Studies and Programs (OISP), the International Institute, the European Studies Alliance, the Law School, and many other nationally recognized international programs and centers around campus. We also collaborate with community colleges, other CIBERS nationally, government agencies, trade associations, and multiple partners within the University of Wisconsin System. This collaborative spirit has contributed to the success of the Wisconsin CIBER as a national resource center in international business and as a provider of international education to business personnel throughout their careers, as well as undergraduate and graduate students.

The Wisconsin CIBER has developed a reputation for innovation in several areas, including curriculum development, experimentation with technology-based delivery systems, collaboration with area studies, and outreach to community colleges and the other campuses of the University of Wisconsin System. We have enhanced efforts to serve students, faculty, and the business community throughout the upper Midwest and have positioned ourselves as a prominent leader and a valuable resource in international business education. We have expanded short-term study abroad opportunities for students as well as traditional, semester-long options through the development of new exchange agreements. Student interest in such programs has increased, and we continually send more students abroad.

We have enhanced efforts to serve students, faculty, and the business community throughout the upper Midwest and have positioned ourselves as a prominent leader and a valuable resource in international business education.

We have also made a distinctive effort to support faculty on the UW-Madison campus, throughout the UW System, and at Midwestern technical and community colleges through semi-annual teaching and research awards. These awards are designed to encourage teaching and research in international business education. Recipients of CIBER grants have used the funding to present papers at international conferences, conduct cross-disciplinary research in international business, and develop new courses with an international business focus.

Looking to the future, the emerging themes that will guide CIBER's activities during the next grant cycle include:

- experimenting with new forms of instructional technology in the delivery of international business education;
- developing new collaborations with international academic partners;
- increasing study abroad opportunities for students and sponsoring activities to increase awareness of international opportunities;
- participating in a consortium with other CIBERS and historically black colleges to help internationalize teaching and research among their faculty;
- influencing the research agenda of future business faculty by hosting and sponsoring conferences on the international dimensions of research in various functional business areas such as marketing and finance;
- leveraging the efforts of other organizations in Wisconsin and the upper Midwest in outreach to the business community, with a specific focus in the area of global biotechnology;
- in partnership with the Wisconsin Alumni Association (WAA) and the Wisconsin Department of Commerce, working with Wisconsin alumni around the world to promote opportunities for Wisconsin businesses.

In the area of biotechnology, we will expand internship opportunities with local biotech companies to capitalize on our university's strengths in biotechnology, which is a major focus of the University's scientific research efforts and an important aspect of the state's export strategy. CIBER will also design and deliver programs that will develop and enhance the international skills, awareness, and expertise of those working in biotechnology firms. Initial surveys of executives in these startups have indicated an interest in topics such as international genetically modified organisms (GMO) testing, international clinical testing regulations, and global market research. CIBER will sponsor workshops and research by faculty from agriculture, economics, business, law, and sociology on the above topics. In addition, CIBER will work with the University Research Park and the Wisconsin Department of Commerce to provide travel grants for local biotechnology companies to attend trade shows across the globe in order to explore business opportunities and market conditions for their products.

This report highlights some key CIBER programs and initiatives over the past year and previews a handful of future programs. I hope you enjoy it, and please feel free to contact any of the CIBER staff with questions, comments, or suggestions. We welcome your input and look forward to serving your international business education needs.

R.D. Nair
Executive Director, CIBER
Senior Associate Dean for Academic Affairs

CIBER Mission

The Centers for International Business Education and Research (CIBERs) were created under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation's capacity for international understanding and economic enterprise. Administered by the U.S. Department of Education under Title VI, Part B of the Higher Education Act of 1965, the CIBER program links the manpower and information needs of U.S. business with the international education, language training, and research capacities of universities across the United States. Currently, 30 universities have been designated as CIBERs, which serve as regional and national resources to business, students, and academics. Together, the CIBERs form a powerful network focused on globalizing education at all levels and providing comprehensive services and programs to help U.S. businesses succeed in global markets.

International Economist Appointed Dean of the School of Business



CIBER would like to welcome the new Dean of the School of Business, Michael Knetter. Chancellor John Wiley named Knetter the dean of the University of Wisconsin-Madison School of Business last fall. Knetter joined the School of Business on July 1, 2002. Dean Knetter, a Wisconsin native, grew up in Rhinelander and completed his undergraduate studies in economics and mathematics at UW-Eau Claire. He completed his Ph.D. in economics at Stanford University before joining Dartmouth College in 1988 as an assistant professor in the economics department. While at Dartmouth, Knetter also served as a senior staff economist for the President's Council of Economic Advisors for

former presidents George H.W. Bush and Bill Clinton. Knetter replaced Andrew J. Policano, who stepped down Sept. 1, 2001, and R.D. Nair, who served as interim dean from September 1, 2001 to July 1, 2002.

Dean Knetter brings with him a keen interest in international business; one of his areas of specialization is international trade and finance. He has been a research associate with the National Bureau of Economic Research, International Finance and International Trade and Investment Groups, since 1992. He also taught international economics for several years at Dartmouth.

International Programs

Students Gain a New Perspective by Studying Abroad

The School of Business emphasizes study abroad and a strong international business curriculum as key elements in preparing its students for the global market. The business school's International Programs works in partnership with CIBER to provide study abroad opportunities for UW-Madison students, to assist international students who participate in an exchange between their university and the School of Business, and to support the international business curriculum.

CIBER has enhanced overseas study at the School of Business by expanding short-term study abroad opportunities and traditional, semester-long options through the development of new exchange agreements. Since 1997, the number of study abroad programs offered by the School of Business has grown from four to 21. Participation in overseas programs has nearly quadrupled during this time; approximately one third of all School of Business undergraduates and a growing number of graduate students study abroad each year. Due to the increasing number of exchange agreements, each year the School of Business hosts 75 exchange students from around the world who bring their diverse experiences to the Madison classroom.

Partner Universities-School of Business

Albert Ludwigs Universität – Freiburg, Germany
Copenhagen Business School – Copenhagen, Denmark
Council on International Educational Exchange – Seville, Spain
Colegio Universitario de Estudios Financieros – Madrid, Spain
ESCP-EAP – Paris, France
Hong Kong University of Science and Technology – Hong Kong
Monterrey Tech – Monterrey, Mexico
Lancaster University – Lancaster, England
National University of Singapore – Singapore
Norwegian School of Management-BI – Oslo, Norway
Pontificia Universidad Católica – Santiago, Chile
Shanghai University of Finance and Economics – Shanghai, China
Stockholm School of Economics – Stockholm, Sweden
Universidad Complutense de Madrid – Madrid, Spain
Università Bocconi – Milan, Italy
University of International Business and Economics – Beijing, China
Warwick Business School – Coventry, England
WHU-Koblenz – Koblenz, Germany
Wirtschaftsuniversität – Vienna, Austria

Comments from Study-Abroad Participants

Recent study-abroad participants share their reasons for studying abroad and their thoughts about living overseas.

For me, studying abroad presented many learning opportunities: learn to be independent, learn to understand other cultures, learn to have global interpersonal skills, learn to understand the way people think and make decisions, and learn to be familiar with the specific country's economy and technology. I think that being able to understand local ways of doing things and making friends with the locals smoothly are the most challenging tasks to complete.

Herman Winata
Graduate student, Manufacturing System Engineering
Japan (fall 2001) and Singapore (spring 2002)

I wanted to study abroad because I wanted to experience another culture and see a different viewpoint of the world. I also thought that studying abroad would be a once-in-a-lifetime opportunity, and that if I didn't study abroad during college I would never do it. I also believe that studying abroad teaches you so much, not only about the new culture that you are living in, but about yourself and how you view your own culture. I hope to go home from this experience with a clearer idea of who I am and what I want to do with my life.

Joellen Horneck
Senior, Marketing and Management with a specialization in International Business
Monterrey, Mexico

The main reason I chose to study abroad is because living in a completely different environment for an extended period of time is a great way to learn more about myself and my own culture by putting it under the microscope while abroad. My toughest challenge when I arrived here had to do with me always being considered a tourist and an American, which I guess is normal since that's what I am, but I couldn't help feeling out of place. To confront this, I have made sincere efforts in using my Spanish to show people I am trying to learn their language and their ways of life. A smile always goes a long way.

Greg Walklet
Senior, Finance and Spanish
Madrid, Spain

For me, the most difficult part of adjusting was just the general lifestyle. For example, nobody drives cars (or at least no students or people my age that actually live downtown). There is the subway (which is an adventure in itself until you become familiar with it), and taxis, and walking. Also, I live in an apartment with my roommate and five other strangers. Eating in general is also completely different. It's more about taking your time and talking and really enjoying your food and your company, whereas in the U.S., dinner and lunch are often an inconvenience in your busy day. These are just a couple of the observations and adjustments that I have made so far.

Danilo Knezic
Senior, Finance
Madrid, Spain

I always knew I was going to study abroad. What do I hope to get out of this experience? Numerous things: a better understanding of the French language (especially in business) and culture, another sense of independence (not just making it on my own like back in Madison, but knowing I can thrive in a big city which doesn't speak my native language) and lasting friendships, even though I will live halfway around the world from these new people I meet.

Ellen Conover
Senior, International Business and Marketing
Paris, France

CIBER FUNDS

CIBER funds directly benefit students by providing both need-based and general scholarships for study abroad. Currently, over \$60,000 in study-abroad scholarships is awarded each year.

Study-Abroad Scholarships for Students of School of Business Programs, 1998-2002

Amount awarded in student study-abroad scholarships by CIBER:	\$73,250
Amount awarded in student study-abroad scholarships by the School of Business:	\$36,500
Amount awarded in student study-abroad scholarships by private industry:	\$40,000
Amount awarded in student study-abroad scholarships by UW-Madison's International Academic Programs:	\$12,750
Amount awarded in student study-abroad scholarships by the State of Wisconsin:	\$44,000
Amount awarded in student study-abroad scholarships by private donors:	\$12,000
Total amount in student study-abroad scholarships awarded:	\$218,500

Distance Learning with Kazakhstan



This experiment in distance learning gives UW-Madison students a better understanding of Kazakhstani culture and its emerging market halfway around the world.

Above: Kazakhstani students introduce themselves to their UW-Madison counterparts via the Internet.

Senior Lecturer Rod Matthews teaches a popular International Business class (IB 200) that allows students from the University of International Business (UIB) in Almaty, Kazakhstan to participate via the World Wide Web. Professor Matthews' course is interactive, allowing student participation. Students listen to lectures from International Business 200 over the Web and have access to course materials and discussion forums. Internet audio streaming technology makes it possible for the UIB students to also listen to lectures via the Web. In addition to the lectures, the UIB students and their advising faculty member discuss the lectures with Matthews and a group of UW-Madison students during weekly live telephone conferences.

The course also includes a substantial cultural component. Students learn about the role of culture in international business, and investigate topics such as the importance of culture in electronic commerce, avoiding cultural mistakes when conducting business overseas, and how to take advantage of cultural differences. UW-Madison students feel very positive about the class, and praise it for the cross-cultural insights it provides. Meghan Simkins comments that, "The Kazakhstan project has been fulfilling and remarkable. It has been a wonderful learning experience for me because I have been able to hear, firsthand, the opinions of individuals who live in a world completely different from my own." Dustin Schkirkie adds that, "...I am very fortunate to have undergone the first academic partnership with Kazakhstan. The knowledge and tools I have

received through this program are invaluable and could not be acquired in any other way."

It is clear that the inclusion of distance learning with UIB in Matthews' International Business course gives students a better understanding of Kazakhstani culture and its emerging market halfway around the world. Another result of the success of the IB 200 course is the fall 2002 class for Real Estate Process 306 students which will meet electronically with a class of real estate students taught by John Dreier, MS 1983, at the American University in Bishkek, Kyrgyzstan. Dreier, a Norwalk, Wisconsin bank president, is spending a semester teaching business courses in Kyrgyzstan. Matthews and Dreier will coordinate the teaching of this course using the telephone conference call and the internet. CIBER and other organizations, including the International Institute and CREECA (Center for Russia, Eastern Europe and Central Asia), are co-sponsors of this new IB 200 course.

As a result of her participation in the course, Meghan Simkins spent part of the summer in Kazakhstan, where she stayed with one of the Kazakhstani students who participated in the class. While in Kazakhstan, she took an introductory Russian course at the University of International Business (UIB) and also held an internship in the marketing department of Philip Morris International/ Philip Morris Kazakhstan. Both her study abroad and her internship were partially funded by CIBER.



Student profile

Tim Lindl

Tim Lindl is a senior from Waukesha, Wisconsin majoring in International Business, Finance, and Latin American, Caribbean, and Iberian Studies. He joined the School of Business in 1998 as part of the Business Scholar program, which offers a limited number of scholarships to encourage enrollment at the University of Wisconsin-Madison to outstanding Wisconsin high school seniors interested in obtaining an undergraduate degree in business. Business Scholars are given the opportunity to conduct individual research, work closely with faculty members, and complete a senior thesis. Tim's primary interest is in the area of socially responsible business in Latin America. He first became interested in Latin America when volunteering with Habitat for Humanity in high school. He worked in Nicaragua and helped build homes for low-income farmers in the village of Jinotega. While there, he fell in love with the region, and decided to major in Spanish. After arriving at UW-Madison, however, he realized that he also likes the dynamics of money creation. He wanted to join the two interests, so he switched to studying Finance, with an International Business major. Last year, through a CIBER program, he earned an advanced Business Spanish language certificate.

During the summer of 2000, along with 20 other UW-Madison students from various

departments, Tim studied the Chinese economy through a CIBER program that visited Beijing, Xian and Guangzhou, China, as well as Hong Kong. The program combined university lectures at the University of International Business and Economics (UIBE) in Beijing and at Hong Kong Baptist University with site visits to various companies, including Coca Cola, Cargill, Deloitte & Touche, Proctor & Gamble, GoTrade.Com, the Capitol Steel Plant, and a number of other foreign and Chinese-owned businesses. During the summer of 2001, Tim studied the effects of the North American Free Trade Agreement (NAFTA) at Monterrey Tech, a School of Business exchange partner in Monterrey, Mexico. And in December 2001, he participated in a study tour to Cuba and got to see first-hand how large businesses interact with small farmers. During the spring semester of 2003, Tim will again travel abroad through CIBER, first to study at Pontificia Universidad Católica in Santiago, Chile and second to intern (through AIESEC, an international, non-profit, student-run, independent educational foundation) elsewhere in Latin America. He would like to work internationally after he graduates. He is interested in working in Argentina and with organizations attempting to lift the trade embargo against Cuba. In addition to his many academic activities, Tim is also the student representative on the CIBER Advisory Board, informing the board about student interests and concerns.



Above: Scenes from Tim Lindl's visits to China and Mexico.

Business Undergrads Compete in International Case Competition

"Being in this case competition was similar to getting work experience. When I got back to my classes they seemed so much more relevant." — Kristin Nichols

The UW-Madison School of Business was one of only two American universities that participated in the inaugural Copenhagen Business School (CBS) Case Competition 2002 this past March. Students from UW-Madison joined their peers from universities in Canada, Italy, Mexico, South Africa, Sweden, Singapore, and Denmark for five days of hard work and memorable moments.

Four students, Josh Jeffers, Jason Kreuziger, Amy Lee, and Kristin Nichols, undergrad students with majors ranging from accounting and marketing to finance and real estate, were chosen to represent the School of Business based on their application letters and resumes. According to Jeff Gehrke, an undergraduate academic advisor who helped select the team and accompanied the students to Copenhagen, the business school was looking for a cross-functional team of students who could "apply analytical and communication skills and represent the School of Business well."

The CBS Case Competition is an undergraduate competition for select business schools worldwide, where the students' abilities to solve a realistic business challenge are put to the test. In the competition, the students were presented with a case study involving the Landis Group, a Dutch firm in the field of network infrastructures. The 11 teams had to examine a set of challenges facing the company and prepare an in-depth plan for helping the firm deal with increasing inventory and declining stock prices. On the final day of the competition, the teams made oral and written presentations and fielded questions from a panel of 11 judges. It was not an experience for the faint of heart – the oral presentations were made before an audience of more than 300 people.

The teams were given only a limited amount of time to work on their case presentations. They frantically used spreadsheets to crunch numbers and used multimedia tools to make their presentations. To prevent teams from taking extra time



to work on their presentations, the students were split up and roomed with students from other schools. It was a whirlwind experience for the students. Their free time was filled with field trips, sightseeing and other activities designed to make the most of the students' trip to Copenhagen.

In the end, the team from Wisconsin acquitted itself well, as one of three teams to make the finals. Singapore Management University ended up winning first prize in the competition.

The judges were particularly impressed with the Wisconsin team's quantitative skills, and Wisconsin's students took top honors for esprit de corps, winning a special award given to the team displaying the best team spirit. The secret to their success? They were not only able to greet their fellow competitors in six languages, they taught them the joys of that great Wisconsin tradition — the chicken dance.

Student Kristin Nichols said the experience of the competition was invaluable for a variety of reasons—the chance to learn how to work as a team with students she hadn't known before, to meet business students from around the world, and the opportunity to go on special museum trips and other outings provided by their Copenhagen hosts that an average visitor to Copenhagen would be unlikely to experience.

It was what she learned from the intense case study, however, that Kristin found most useful. "Being in this case competition was similar to getting work experience," she said recently. "When I got back to my classes they seemed so much more relevant. The very issues we explored in the case study were raised in our classes. If it weren't for the competition I wouldn't have understood how what we learn in the classroom applies in the business world until I'd started working for a company."

Above: Kristin Nichols and other students participate in a variety of activities while in Copenhagen for the Case Competition 2002.

MTM Visits Manufacturers in Mexico and Texas

"The trip offered us an opportunity to observe the best in class manufacturing methods and the effect of cultural differences (between the U.S. and Mexico) in their implementations."

Fourteen students in the Manufacturing and Technology Management (MTM) Program participated in the MTM Best Practices Road Trip during March 2002. The trip, which was co-sponsored by CIBER and the Ford Motor Company, took students to Mexico and Texas. The purpose of the trip was to help students learn about and experience hands-on the best practices of a variety of types of manufacturers with a wide range of products. The trip focused on visits to several companies located in Mexico, including Vitro, a glass manufacturer; El Norte, a newspaper producer; Cervceria Cauhtemoc Moctezuma, a brewery; and Vanity Fair, an apparel manufacturer. The group also visited three companies, Dell, Applied Materials, and DuPont Photomasks, Inc. (DPI), in Austin, Texas.

In addition to going on a tour of each facility, the students participated in discussions with managers, engineers, and researchers at the various companies. They were able to learn about the history of each company, as well as supplier relationships, international trade concerns, quality challenges, and how the current global economy affects each business.

Each manufacturer presented students with a different example of production. For instance, the Rey-Mex Bra plant (owned by Vanity Fair) in Reynosa, Mexico is located close to the U.S. border in the "maquiladora" region of Mexico. By locating an assembly plant in this region, Vanity Fair enjoys reduced import duties and relatively

inexpensive labor costs. The plant has 600 employees and produces roughly 1,000 units per day. About half of these garments are produced for Vanity Fair brands and the other half are produced for outside private labels such as Victoria's Secret and Express. During the plant tour, students observed the implementation of a modular, team-based assembly line. They were on the plant floor and were able to observe all stages of production. In addition to touring the facility, students had an opportunity to discuss operations with the plant and production managers. Topics of discussion included individual versus team incentives, employee training and retention, and production planning.

At Dell Computers in Austin, Texas, the students were able to talk to UW-Madison alumni who now work at Dell. This personal feedback gave the students examples of possible practical applications of the skills they are gaining through the MTM program. It also provided them with an intimate, in-depth look at the manufacturing and distribution processes practiced at Dell. As James Lang, one of the students on the trip, noted, "The trip offered us an opportunity to observe the best in class manufacturing methods and the effect of cultural differences (between the U.S. and Mexico) in their implementations."

The next MTM Best Practices Trip will take place in the spring of 2003. For questions regarding this program, please contact Carol Aspinwall at 608/265-9171.

CIBER Assists Wisconsin Companies with NAFTA Regulations



As Wisconsin's trade with Mexico and Canada continues to grow, so does the importance of fully understanding the rules and regulations of NAFTA. This past April, CIBER and the International Technical Trade Center at Waukesha County Technical College (WCTC) hosted 32 participants representing 20 different companies from throughout Wisconsin and Illinois for a day-long NAFTA Certification and Rules of Origin workshop. Co-sponsorship support was provided by Brahm & Krenz International, Lawton & Cates, M.E. Dey & Company, and the UW-Madison Latin American, Caribbean, and Iberian Studies Program.

The comprehensive workshop reviewed NAFTA documentation and taught participants how to verify that their goods qualify as originating materials so that their customers receive NAFTA's preferential treatment.

CIBER and WCTC partner regularly to offer hands-on programs for members of the business community. Workshops are held in both Milwaukee and Madison and cover a range of practical topics related to international business. For more information or to suggest future workshop topics, please contact Aleda Bourassa at abourassa@wctc.edu.

International Opportunities Month

CIBER Designates February “International Opportunities Month”

Many students on campus, both American and international, are interested in working in a global capacity upon graduation, but may not be aware of what they need to do or the resources that are available to help them achieve this goal. In order to meet the growing demand among UW-Madison students for international experiences, staff of the Wisconsin CIBER established a campus-wide committee which plans, organizes, and jointly markets between 20-25 globally focused events during the month of February each year, which has been aptly named International Opportunities Month (IOM).

IOM provides students from across campus with a series of events that are specifically geared toward identifying international experiences and careers with a global focus. Activities vary, and give students opportunities to hear from peers who have participated in study, work, volunteer, and/or teaching abroad experiences, as well as from community members and UW-Madison alumni who are currently working in an international capacity. In addition, students have the opportunity to meet with representatives from various UW-Madison departments and other organizations that help facilitate study, long-term employment, short-term work, volunteer, and travel abroad experiences. “International Opportunities Month facilitates collaborative international programming across campus and provides students with a smorgasbord of activities from which to choose,” says Susan Huber Miller, associate director of the Wisconsin CIBER and chair of the IOM committee.

Approximately 23 events representing as many participating organizations took place in February, 2002 with CIBER sponsoring the kick-off event entitled, “So You Want to Work Internationally - Are You Ready?” The program

featured Sam Taylor, vice president of International for Lands’ End, which is headquartered in Dodgeville, Wisconsin. Taylor manages both catalog and Internet operations in the UK, Germany and Japan for Lands’ End. He also guides Lands’ End’s e-commerce expansion plans worldwide, including Web sites in France, Italy, and Ireland. During his talk, Taylor spoke about his various international work experiences, commented on important things to consider when planning for an international career, and discussed Lands’ End operations in Europe and Asia. Students had the opportunity to ask questions and to meet with Taylor after the talk.

Many other topics and events were featured during International Opportunities Awareness Month, some of which include:

- Careers in the Foreign Service
- Strategies for Finding International Employment
- Career Planning for International Students
- Work, Travel and Study Abroad Resource Fair
- Work and Career Opportunities in East Asia
- Peace Corps Information Session

Overall, IOM gives students access to invaluable information about the wide variety of work, study, and travel opportunities that are available. They are able to pursue job opportunities outside of their areas of study and learn about positions all over the world. CIBER is proud to be a part of this important resource for students across the UW-Madison campus.

For more information on International Opportunities Month, please see the CIBER website at www.wisc.edu/ciber and go to “events.”

Funding Opportunities

Funding Opportunities for International Teaching and Research Initiatives through the Semi-Annual CIBER Faculty and Ph.D. Grants Competition

An important function of the University of Wisconsin-Madison CIBER is to encourage and support the international teaching and research efforts of faculty at the 13 University of Wisconsin System institutions as well as at the technical and community colleges across the upper Midwest. To support these efforts, the Wisconsin CIBER sponsors a semi-annual grants competition with application deadlines of April 1 and November 1 of each year. These grants are open to both faculty and Ph.D. students and can be applied toward projects related but not limited to the following CIBER programmatic goals:

- Interdisciplinary programs which incorporate foreign language and international studies training into business, engineering, law, and other professional curricula.
- Interdisciplinary programs which provide business, law, communication systems, and other professional training for foreign language and international studies faculty and advanced degree candidates.
- Evening or summer programs, such as intensive language programs, available to members of the business community and other professionals, which are designed to develop or enhance international skills, awareness, and expertise.
- Collaborative programs, activities, or research involving other institutions of higher education, local educational agencies, professional associations, businesses, or a combination thereof, to promote the development of international skills, awareness, and expertise among current and prospective members of the business community.
- Research designed to strengthen and improve the international aspects of business and professional education and to promote integrated curricula.
- Research designed to promote the international competitiveness of American businesses, including those not currently active in international trade.

For complete details on the UW-Madison CIBER grants competition, please see the CIBER website at www.wisc.edu/ciber. Go to “faculty development” and then to “grants.”

School of Business faculty associated with CIBER

Dan Anderson, Actuarial Science, Risk Management and Insurance
David Antonioni, Executive Education
Hollis Ashbaugh, Accounting and Information Systems
Mukkaram Attari, Finance, Investment and Banking
Nancy Buchan, Marketing
Mason Carpenter, Management and Human Resources
Jinsook Cho-che, Marketing
Werner De Bondt, Finance, Investment and Banking
Randall Dunham, Management and Human Resources
John Eichenseher, Accounting and Information Systems
Mark Fedenia, Finance, Investment and Banking
Barry Gerhart, Management and Human Resources
Linda Gorchels, Executive Education
Jan Heide, Marketing
James Hodder, Finance, Investment and Banking
Sung Kim, Operations and Information Management
Robert Krainer, Finance, Investment and Banking
Stephen Malpezzi, Real Estate
Edward Marien, Executive Education
Ella Mae Matsumura, Accounting and Information Systems
Rod Matthews, Real Estate and International Business
Antonio Mello, Finance, Investment and Banking
Anne Miner, Management and Human Resources
Andrew Policano, Finance, Investment and Banking
Robert Pricer, Management and Human Resources
James Rappold, Operations and Information Management
Joan Schmit, Actuarial Science, Risk Management and Insurance
Min Shi, Finance, Investment and Banking
Alex Stajkovic, Management and Human Resources
Masako Ueda, Finance, Investment and Banking
Kerry Vandell, Real Estate and Urban Land Economics
James Wade, Management and Human Resources
Terry Warfield, Accounting and Information Systems
Urban Wemmerlöv, Operations and Information Management
Kevin Weng, Operations and Information Management
John Wild, Accounting and Information Systems



Professor Randall Dunham of the Management and Human Resources Department is conducting international research funded in part by CIBER. This global research examines patterns within cultures and differences across cultures in management processes such as leadership, follower-ship, interpersonal conflict, organizational culture, motivation, and the management of organizational change. The first objective of this research is to better understand these processes in order to aid in the preparation of organizational members for global assignments. The second objective of Dunham's research is to develop a series of print and video interviews that introduce new learning tools into University of Wisconsin-Madison courses. Enhancing students' understanding of the impact of global and cross-cultural factors on organizational processes will increase their effectiveness when they become members and managers of organizations.

Approximately 100 onsite interviews have been conducted in organizations from 12 countries. Interviews range in length from 35-55 minutes and are videotaped with two digital video camcorders using professional-level microphones and lighting. Interviewees are comprised of local and expatriate employees from managerial, professional, and non-professional portions of the employee base. Each interviewee is asked a set of core questions and follow-up questions as appropriate.

Interviews have been transcribed, and video editing of the interviews is underway. Professor Dunham has begun content analysis of responses to the structured interview questions for the follower-ship construct. Future analyses will explore the impact of mixed cultural work experiences, organizational level, gender, and functional area on organizational practices and values, patterns within cultures, and differences across cultures. An examination of locals versus expatriates will also be conducted. Scholarly papers will be prepared based on the results of this research. The first of these will be submitted for the 2003 Academy of Management Annual Convention. The first 15 edited interviews were used in Management Department classes during the spring 2002 semester. These interviews were used to give a "hands on" feel for important organizational issues across cultures and to drive class discussion.

Assistant Professor Alex Stajkovic, also of the Department of Management and Human Resources, is another UW-Madison faculty member conducting international research partially funded by CIBER. This research consists of two streams: a) examining the antecedents and correlates of cross-cultural effect and performance, and b) studying cross-cultural differences in formation of work group efficacy (confidence), development of interpersonal trust among group members, formation of positive psychology concepts, and the comparative impact of group efficacy on performance in collectivistic and individualistic societies.

Regarding the psychological aspects of work effect and performance across culture, Stajkovic has already collected field data from 15 countries, and continues to develop this data base and related empirical analysis. With regard to the second international research stream, Stajkovic and doctoral student Dongseop Lee, recently spent over two weeks in China conducting a large-scale, multi-city (Beijing, Luoyang, and Shanghai) field study. They collected data on group efficacy, interpersonal trust, positive psychology, and performance from 200 work teams (approximately 750 employees) in two Chinese organizations.

In addition, Stajkovic and Lee delivered several lectures on this study at Peking University, Beijing University of International Trade, the Department of Foreign Affairs (Beijing General Research Institute), and several multinational companies. While in China, they also had a chance to discuss this cross-cultural research program, with numerous officials from academia, politics, popular media, and the rapidly growing Chinese international business community.



Spring 2002 CIBER Grant Recipients:

UW-Madison School of Business

Mason Carpenter (Management and Human Resources) will use CIBER funds to attend and serve on panels at the 2002 Academy of Management meetings in Denver, Colorado.

Jinsook Cho-che (Marketing) will investigate the choice of inter-firm arrangements for global sourcing by U.S. industrial firms.

Harald Fischer and James Wade (Management and Human Resources) will examine global population and organizational evolution in the pulp and paper industry.

Kiat-Ying Seah (Real Estate) will attend and present a paper at the Asian Real Estate Society and the American Real Estate and Urban Economics Association Conference in Seoul, South Korea.

Min Shi (Finance) will measure the moral hazards, namely over-investing, insufficient monitoring by investors, bad government policies, and wrong incentives to borrowers, of IMF financing.

UW-Madison

James Davis (Engineering Professional Development) will develop and offer a course entitled "Japanese for Business and Industry" that will be offered both on- and off-campus via satellite.

Ritt Deitz (French and Italian) will develop a French Global Business Speakers Series.

Crister Garrett (European Studies) will develop a colloquium that will examine European Studies in a global context.

Kristopher Olds (Geography) will investigate the globalization of business education and research, with a focus on Pacific Asia.

Gregory Shaffer (Law) will research new transatlantic and global governance mechanisms.

Graham Wilson (La Follette School of Public Affairs) will investigate alternatives to mobilizing the private sector to protect the environment.

UW System Schools

Suvojit Choton Basu (UW-Whitewater – Management) will use CIBER funding to help offset travel expenses of presenting three papers at the 3rd Annual Global Information Technology Management Conference in New York City.

Jackie Brux (UW-River Falls – Economics) will create a variety of globally focused faculty and student programs to enhance the international components of the College of Business and Economics at UW-River Falls.

Stephen Hawk (UW-Parkside – Business) will conduct research on offshore software development and electronic-commerce opportunities in Russia.

Yong-Cheol Kim and Kiyong Chang (UW-Milwaukee – Finance) will investigate the value of majority ownership in cross-border acquisitions.

Edward Levitas and David Berg (UW-Milwaukee – Management) will conduct research on national innovation systems in pharmaceutical biotechnology.

Technical Colleges

Geoffrey Bradshaw (Madison Area Technical College – International Education) will create a symposium for business professionals and students entitled, "Doing Business With Japan."

Lana Sullivan (Northcentral Technical College – International Education) will establish a study tour to Thailand in 2003 for faculty and staff of Northcentral Technical College, as well as local business community members.

Q&A

with Mason Carpenter, Associate Professor, Management and Human Resources



CIBER: What led to your interest in global issues?

Carpenter: I spent a year and a half in Denmark as an undergrad. My undergrad degree was in international finance and economics, which took me overseas for the first time. That led to working in banking and consulting for 10 years. I noticed that the top managers and their boards, governance arrangement, compensation structure, etc. determined whether firms first went outside their home countries, and then how well they competed internationally. This piqued my interest in management teams. The experience also gave me a lot to draw on in my research, which focuses on global management teams and how they deal with all the complexities of global competition, i.e. how do incentives affect their choices, how does the composition of the board affect their choices, etc.

CIBER: Why did you decide to leave the private sector and enter academia?

Carpenter: I liked the international dimension of banking work, as well as the entrepreneurial spirit of international banking. Then the industry became more focused on commodities and made decisions based on price, not on deal structures. That's not as interesting to me, and academia was a way for me to look at international issues, always make choices about where I would work (abroad), with whom, and for how long. Almost all of my collaborative work is done with someone outside the U.S., and all of my research has an international dimension. Here, I can make everything I work on have some global scope, whereas I couldn't do that in banking. Talk about a dream job.

CIBER: Do you conduct research in emerging markets?

Carpenter: The choice of context in my research is driven by – on the research side, the research question – theories that are brought to bear. Then on the practical side and strategy, it's determined by the issue we're trying to illustrate. In some cases, emerging markets are really important, so we'll look at Poland, or China. I'm interested in Europe, but the markets we discuss depend on which parts of the world lets us look at joint ventures. In my Executive MBA course right now, we're looking at Latin America, Asia, Eastern Europe, Western Europe, and Africa.

CIBER: What research are you currently conducting that you are the most excited about?

Carpenter: I'm working on several projects, and CIBER supported parts of all of them. Some examples are:

- Looking at global start-ups (I've been working on this for four years), namely technology firms that go public and then have a high global component. We've looked at the intersection of their management teams with the incentives provided to them. Specifically, we're looking at executive compensation; what compels these executives to take risks?
- UK boards. We're looking at the relationships between the composition of management boards, changes in their composition, and strategic change.
- Divestiture IPO firms – firms that are usually cut out of studies (for example, Kraft, which was spun out of Philip Morris). Researchers are normally interested in a pool of "pure" IPO firms. This new research (for which I received Grad School funding) will look at the divestiture firms

as new organizations. The catch is that they also have commitments to their parent firms. How do they compete with their parent firms? Or do they collaborate with them? What is their degree of independence from the parent firm? To what degree do they become global after they are carved out of their parent firms?

CIBER: How do you link research and teaching?

Carpenter: I link my research to my teaching whenever possible. My research invariably leads into something interesting for my students. But I learn a lot from the students; we have really good students here. And that sometimes gives me research ideas. So the two feed each other.

CIBER: What kind of research do you think is missing in international business?

Carpenter: In terms of global strategies and management teams, there are two main areas: We don't know much about how non-U.S. management teams function. Partially thanks to CIBER funding, I have done research that has given me access to some UK boards of directors and their top management teams. We're building data sets on them, and looking at the relationships they have with their companies and with each other. It's much more difficult to get this type of information from other countries than it is from inside the U.S. We know very little about the divisions within top management teams (out of the CEO realm) of non-U.S. companies. How do they make their businesses work? We're just scratching the surface.

CIBER: How do you think that CIBER can support new faculty and encourage globalization across multiple disciplines within the business school?

Carpenter: Right now, CIBER provides an incentive structure to fund international data collection, curriculum development, and going to conferences, all of which are critical. In the international arena, face-to-face discussion with colleagues seems very important, and CIBER does a good job of funding conference attendance, which most other funding agencies do not fund. CIBER is very supportive of faculty and doctoral students.

CIBER: How have you incorporated foreign languages into your teaching?

Carpenter: I apply languages opportunistically, wherever they are appropriate and fit the context. I incorporate more of the cultural context. As an example, in my Executive MBA courses, there is a section called Global Strategies. Each of the sessions has a snippet called a "culture gram," which is a four-page cultural overview of a certain market. It gives students a cultural briefing. In class, the students play the role of an expatriate executive representing his/her company in a different country. The students get practical, real-life experience in the cultural aspects of international business. In my classes, language is a sub-text, and serves as an indicator of cultural differences.

Carpenter is an associate professor in the Department of Management and Human Resources at the University of Wisconsin-Madison School of Business. In addition to his research activities, he teaches a variety of courses, including undergraduate and graduate Strategic Management and Executive MBA Global Strategy.

(This interview was conducted by Karin Gleisner, a graduate project assistant for CIBER.)

CIBER Consortium Promotes Globalization at Historically Black Colleges and Universities

The United Negro College Fund's (UNCF) Institute for International Public Policy is joining forces with a consortium of CIBERs in a unique pilot program to promote the internationalization of business education on the campuses of Historically Black Colleges and Universities (HBCUs). A core of approximately 15 HBCU institutions will be involved in the program, which is designed to raise awareness of the importance of international and interdisciplinary business education; to equip faculty with the pedagogical tools, knowledge, and experiences needed to incorporate international content into existing business courses; and to provide one-on-one assistance, by pairing each participating CIBER with one of the core HBCU schools in order to help facilitate the implementation of international business education programs, including assisting with the acquisition of federal grant funds. The initiative consists of three distinct but interrelated program phases:

Phase 1: Grant Workshop and One-on-One Consultations

This fall, each HBCU will send five business faculty members to participate in a training program designed to help them bring international context into the classroom. Participants will attend a one-day workshop focused on available federal and private sources of grant funding for international business programs. Participants will also have access to specialty sessions on researching funding opportunities, grant-writing tips, and grant budgeting.

Phase 2: Faculty Development Workshops in International Business and Area Studies

Five Business faculty members from each institution will participate in a three-day intensive, discipline-specific training program led by experienced international business faculty and will receive course outlines, case studies, PowerPoint slides, reference materials, and experiential exercises to incorporate into existing curricula or to use in creating new international business courses. Included in the workshop series will be a special session devoted to how society, politics, culture, and economics impact the conduct of international business in a selected region of the world. This special session will be offered in collaboration with National Resource Centers for area studies located at participating CIBER institutions. The participating National Resource Center at the University of Wisconsin-Madison is the nationally recognized African Studies Program.

Phase 3: Joint Faculty/Business Study Abroad

A joint faculty and business study tour abroad will take place in the second year, which will involve two weeks of experiential learning abroad for two faculty representatives from participating institutions. Participants will attend an intensive pre-trip briefing covering the culture, customs, politics, economy, and business practices of the country or countries to be visited. The two-week study tour will include visits with educational, business, and government officials in the country or countries visited.

The University of Memphis is the lead CIBER on this groundbreaking new program, which will also include collaborative efforts from the CIBERs at Wisconsin, Michigan State University, the Georgia Institute of Technology, Indiana University, Texas A & M University, the University of Florida, and the University of Kansas.

IDEB



CIBER Promotes Internationalizing Doctoral Education in Business (IDEB)

The University of Wisconsin-Madison CIBER hosted the third annual Internationalizing Doctoral Education in Business (IDEB) Seminar August 16-18, 2001 at the Fluno Center for Executive Education on the UW-Madison campus. Approximately 90 doctoral students representing 34 universities across the globe participated in the program. The purpose of the IDEB program is threefold:

- To assist in the globalization of business doctoral programs nationwide
- To encourage a new generation of doctoral students to approach their studies with an international perspective
- To support doctoral candidates with international dissertation topics by helping develop a network of peers with related academic interests

The featured guest speaker was Ken DeWoskin, partner in charge of strategy and business development for PricewaterhouseCoopers in China

and former professor of international business at the University of Michigan. His keynote talk addressed the importance of scholarly research to global business. Presenters from UW-Madison included the following professors: Hollllis Ashbaugh, Nancy Buchan, Mason Carpenter, Randy Dunham, R.D. Nair, Andrew Policano, and Jim Seward, all of the School of Business. Donald Nichols, professor of economics, gave the closing luncheon presentation on "Features of the Knowledge-Based International Economy." Seventeen faculty members representing seven of the co-sponsoring institutions participated as presenters and/or session moderators.

Other CIBER co-sponsors included: Columbia University, Indiana University, Michigan State University, Purdue University, Texas A&M University, The Ohio State University, University of Connecticut, University of Illinois, University of Kansas, and the University of Michigan.

Above: Graduate student participants concentrate during one of the IDEB presentations.

Fall 1998 - Spring 2002

Number of grants awarded to UW-Madison School of Business faculty:	40
Number of grants awarded to other UW-Madison faculty:	23
Number of grants awarded to UW System schools and to technical colleges:	41
Total number of grants awarded since the inception of CIBER:	104
Total dollar amount awarded:	\$280,000
Number of four-year UW campuses that have been supported by CIBER:	9 of 13
Number of technical colleges that have been supported by CIBER:	8 of 16
Number of business outreach conferences, workshops, and/or seminars sponsored or co-sponsored by CIBER:	57
Number of faculty and student conferences sponsored or co-sponsored by CIBER:	15
Number of faculty workshops and/or seminars sponsored or co-sponsored by CIBER:	63
Number of speakers brought to campus by CIBER:	55
Number of courses developed with CIBER funding:	29
Number of academic certificates developed with CIBER funding:	7

upcoming events

Bio Expo Korea 2002

Date: October 2-6, 2002
Location: Cheongju City, South Korea

CIBER Advisory Board Meeting

Date: October 7, 2002
Location: UW-Madison Fluno Center for Executive Education

Managing Risk in Latin American Economies

Date: October 8, 2002, 6:00-7:30 p.m.
Location: UW-Madison - Grainger Hall

Network of Study Abroad Administrators in Business Conference

Date: October 24-25, 2002
Location: UW-Madison Fluno Center for Executive Education

Doing Business with China: Opportunities and Challenges Under the WTO

Date: November 14, 2002, noon-6:00 p.m.
Location: UW-Madison Fluno Center for Executive Education

Faculty Study Abroad: New Delhi, India

Date: January 3-18, 2003
Location: Gurgoan, India

International Opportunities Month

February 2003
UW-Madison campus, various locations and events

Europe 2003

Date: June 12-15, 2003
Location: Oslo, Norway

For details on these and other CIBER events, please visit the CIBER website at www.wisc.edu/ciber.

- A.C. Nielsen Center for Marketing Research: www.bus.wisc.edu/centers/nielsen.htm
- African Studies Program: polyglot.lss.wisc.edu/afst/asphome.html
- AIESEC: www.sit.wisc.edu/~aiesec/#
- Business Career Center: www.bus.wisc.edu/career/
- Center for East Asian Studies: polyglot.lss.wisc.edu/east/eas.html
- Center for Russia, East Europe and Central Asia (CREECA): www.wisc.edu/creeca/index1.html
- Center for World Affairs and the Global Economy (WAGE): www.wisc.edu/wage/
- CIBERs nationally: ciber.centers.purdue.edu/
- College of Agricultural and Life Sciences: www.cals.wisc.edu/
- Department of East Asian Languages and Literature: polyglot.lss.wisc.edu/easian/
- Department of French and Italian: frit.lss.wisc.edu/frit/
- Department of German: polyglot.lss.wisc.edu/german/
- Department of Spanish and Portuguese: spanport.lss.wisc.edu/
- Division of Continuing Studies: www.dcs.wisc.edu/default.htm
- East Asian Legal Studies Center: www.law.wisc.edu/ealsc/
- Economics Wisconsin: www.uwsp.edu/business/economicswisconsin/
- European Studies Alliance: www.europeanstudiesalliance.org/
- Engineering Professional Development: epdweb.engr.wisc.edu/index.html
- Fluno Center for Executive Education: uwexeced.com/fluno/
- Global Studies Program: wiscinfo.doit.wisc.edu/globalstudies/
- International Business Student Association (IBSA): www.sit.wisc.edu/~ibsa/
- The International Institute: www.wisc.edu/internationalinstitute/
- International Student Services (ISS): www.intstudents.wisc.edu/
- The International Technical Trade Center at Waukesha County Technical College: www.waukesha.tec.wi.us/wctc/work/itc/itc.htm
- Latin American, Caribbean, & Iberian Studies Center: polyglot.lss.wisc.edu/laisp/
- Madison International Trade Association (MITA): www.commerce.state.wi.us/ie/ie%2Dmita%2Dmay.html
- Milwaukee World Trade Association: www.mwta.com/
- Office of International Studies and Programs (OISP): www.wisc.edu/uw-oisp/
- Robert M. La Follette School of Public Affairs: www.lafollette.wisc.edu/
- Erdman Center for Manufacturing and Technology Management: www.bus.wisc.edu/centers/erdman.htm
- Small Business Development Center (SBDC): www.uwsbdc.org/
- University Research Park: www.universityresearchpark.org/
- UW Biotechnology Center: www.biotech.wisc.edu/
- University of Wisconsin Law School: www.law.wisc.edu/
- University of Wisconsin System Institutions: www.uwsa.edu/
- Wisconsin Alumni Association: home.uwalumni.com/
- Wisconsin Department of Commerce - International Division: www.commerce.state.wi.us/Com-International.html
- Wisconsin World Trade Center: www.wistrade.org/

R.D. Nair



R.D. Nair served as interim dean of the School of Business from September 2001 through June 2002. He has been executive director of the CIBER since 1998 and holds a joint appointment in the Center for South Asian Studies. He is also the senior associate dean for academic affairs of the School of Business as well as the PricewaterhouseCoopers Professor of Accounting & Information Systems. He served as chairman of the Department of Accounting and Information Systems from 1991 to 1994.

Nair obtained his Ph.D. in accounting at the University of Michigan in 1977 and has been at the University of Wisconsin-Madison since 1978. His research has dealt primarily with financial accounting and reporting issues, including international standard setting and the harmonization of international accounting standards.

Nair has taught introductory, intermediate, and advanced financial accounting as well as financial statement analysis and developed the school's course on international accounting. He also teaches in the school's Executive MBA program and has conducted continuing education seminars for several organizations, public accounting firms, and corporations. In 1989, the Wisconsin Institute of CPAs selected Nair as the recipient of its Outstanding Educator Award. He was awarded the school's Lawrence J. Larson Excellence in Teaching Award in 1992.

Nair's recent activities in the international arena have included setting up and overseeing the School of Business exchange and semester abroad programs in the U.K., France, Germany, Italy, Austria, Spain, Denmark, Mexico, Chile, Japan, China, Hong Kong, Singapore, and Thailand. He helped gain approval from the Board of Regents of the University of Wisconsin System for the new undergraduate major in International Business; he has helped monitor the school's participation in small business development programs in the Czech Republic and Hungary; and in 1997 he was selected by the American Assembly of Collegiate Schools of Business (AACSB) to participate in its Study Tour of Japan for business school deans. In 1995, he was a member of the University's Task Force for Strategic Planning for International Education, which drafted the University's strategic vision in international education, for 1995-2000. In 1997, he also directed the school's successful submission to the U.S. Department of Education of a proposal to establish a CIBER at the University of Wisconsin-Madison. In 1998, he served on the Governor's Wisconsin International Trade Council (WITCO) Taskforce on International Education. He has served on the AACSB accreditation team for the Hong Kong University of Science and Technology, which was the first school of business in Asia to seek accreditation.

Susan Huber Miller



Susan Huber Miller joined the School of Business in the fall of 1998 as the assistant director of the Center for International Business Education and Research (CIBER). Currently, she is associate director of the Center and is responsible for helping to internationalize the business curriculum and better integrate it with other academic programs on the UW-Madison campus; facilitating the state-wide faculty and Ph.D. CIBER grants competition to encourage teaching and research in international business education; and developing international business workshops and conferences to serve the needs of the business community.

Prior to her position with the Center, Huber Miller worked for Cargill, Inc., in Geneva, Switzerland and in central Indiana in the commodities division. Following her experience with Cargill, she spent five years working for the Wisconsin Alumni Association (WAA) in a variety of different capacities with most recent responsibilities in the area of international student and alumni program development. Huber Miller received both her undergraduate degree in International Relations and her Master of Science degree in Higher Educational Administration with a focus on International and Comparative Education from the University of Wisconsin-Madison. She has studied abroad in Finland and in Spain and has traveled extensively throughout Europe and Latin America.

Huber Miller has served as a grant reviewer for the Business in International Education (BIE) program through the Department of Education and for the past three years has served on the Executive Board of the Madison International Trade Association. Currently, she serves as president of that organization. She is also a steering committee member for the Center for Interdisciplinary French Studies, is chair of the campus-wide International Opportunities Awareness Month committee, is an alumni advisory board member for the College of Letters & Science/Human Ecology Career Services Office, and is a member of the North American Small Business International Trade Educators (NASBITE).

Andrea D. Poehling



Andrea Poehling was recently named the associate director of the University of Wisconsin-Madison School of Business' International Programs office, after having served as assistant director since the program's inception in 1997. She oversees the school's exchange programs with top-ranked business schools around the world.

During her tenure, Poehling has helped expand the number of study-abroad programs from four to 21. Participation in overseas programs has nearly quadrupled during this time; approximately 200 students—one third of undergraduates and a growing number of graduate students—study abroad each year. Poehling also assists the 75 exchange students who attend the School of Business from overseas partner universities annually.

Ms. Poehling works closely with faculty in the School of Business as well as language and area studies departments to facilitate international programs. Her work with School of Business faculty has resulted in new curriculum initiatives, including an international MBA winter break module sponsored jointly with the University of Iowa, a global web-based case study for undergraduate students at UW-Madison and overseas universities, an improved undergraduate major in international business, and a pre-departure International Perspectives course for students going abroad.

In collaboration with School of Business faculty and staff, Poehling selects students for the International Business major program, advises them on academic issues, and assists with their placement in internships abroad. She has created programs to unite UW-Madison business students with international students, as well as to orient students to life abroad.

Selected to participate in the Fulbright Seminar for U.S. International Education Administrators, Poehling traveled to Germany in 2001 to learn about German higher education and to give presentations on international education from a U.S. perspective. She received a B.A. in Spanish literature and linguistics from the University of Iowa and an M.S. in Education from the University of Wisconsin-Madison. She spent a year studying in Spain as an undergraduate student. Poehling is former chair of the UW-Madison international exchange issues group, contributes to various School of Business committees, and serves on several internationally focused boards of advisors.

CIBER student staff

Karin Gleisner



Karin Gleisner was a project assistant at CIBER from August 2001-August 2002. After graduating from Georgetown University with a degree in African Studies, she served as a Peace Corps volunteer in Lesotho for two years. She then entered graduate school at UW-Madison, where she is currently a Ph.D. student in the Department of African Languages and Literature. Her focus is African language pedagogy, with a specialization in Swahili. Prior to joining CIBER, she was a project assistant at the National African Language Resource Center (NALRC). She is leaving CIBER to teach first-year Swahili in the Department of African Languages and Literature.

Manoj Ananthapadmanabhan



Manoj Ananthapadmanabhan was the technical project assistant at CIBER from August 2001-August 2002. He further developed and maintained the CIBER website and created various databases and other technological tools for CIBER. His first contact with the networked world was in 1996, and his life has changed since then. He finds it wonderful when he also gets paid for doing what he likes best. While an undergraduate in India, he co-founded Angler, a firm providing e-business solutions. He came to the U.S. in 2000 to be at the cutting edge of technology. He graduated with a Master's degree in Electrical and Computer Engineering in August 2002 and has accepted a position with the R&D group at Epic Systems in Madison.

CIBER student staff

Michelle Wood



Michelle Wood joins CIBER as a project assistant in fall 2002 and will also begin her Ph.D. in Mass Communications at the University of Wisconsin-Madison. She has been employed with a Wisconsin communications agency for the past five years, counseling agribusiness and biotechnology companies about public acceptance issues related to the introduction of new technologies. Wood spent her junior year in Marburg, Germany and later began the pursuit of her master's degree in Salzburg, Austria. She has an M.A. in Journalism from UW-Madison and a B.A. in Journalism and German from Iowa State University.

Ip Kei Sam



Ip Kei Sam is the incoming technical project assistant for CIBER. He will manage the CIBER web site and provide IT services to various CIBER projects. He received his undergraduate degrees in Computer Science and Electrical and Computer Engineering at the University of Wisconsin-Madison and will begin studying for his Master's degree in Electrical and Computer Engineering with a focus on software engineering at the University of Wisconsin-Madison starting in fall of 2002. He has strong interests in software research and development, database management and internet technology. Prior to his position with CIBER, he worked as a co-op electrical engineer for Kohler Co. in Kohler, Wisconsin for eight months in 1999. Following the experience with Kohler, he worked for AgeNet, Inc. as a web programmer in summer 2000 and for Morgan Stanley as an intern IT analyst in the summer of 2001. This past summer, he worked in Los Angeles as a data analyst for SBC Pacific Bell.

CIBER student staff

Anthony Jones



Anthony Jones joins CIBER this fall as a study abroad peer advisor for School of Business students wishing to study abroad. He was born in Milwaukee, Wisconsin, and grew up in Whitefish Bay. Jones is currently a senior Business student majoring in Marketing with a specialization in International Business. During the first semester of his junior year, he had the opportunity to participate in the business school's study-abroad program in Copenhagen, Denmark, where he studied at the Copenhagen Business School. He hopes to be able to return to Copenhagen when he graduates in May 2003.

Heather Koehn



Heather Koehn will also join CIBER this fall as a study abroad peer advisor. She is currently working toward earning a BBA in Marketing and a degree in Spanish, with a Certificate in International Business. She graduated from Pewaukee High School in 1997 and then entered the University of Wisconsin-Waukesha. In 1999, she earned an associate's degree from UW-Waukesha, and that fall she transferred to the University of Wisconsin-Madison. In the spring of 2001, she left Madison to study at La Pontificia Universidad Catolica in Santiago, Chile for one academic year. Her year in Chile was one of the best experiences of her life.

CIBER advisory board

2001-2002

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Associate Dean for Research
School of Business
University of Wisconsin-Madison

Gilles Bousquet
Dean, International Studies and Programs
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Susan Huber Miller
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