

## EXECUTIVE SUMMARY GW-CIBER PROGRAM OF WORK

Increasing engagement of U.S. firms and managers with the developing world motivates our thematic focus on *Institutions and Development in International Business*. The opportunities and challenges presented by, for example, the emergence of China and India as global economic powers; increased resource nationalism in Latin America and Russia, and the eased accessibility of technology and financing to groups promoting terrorism are likely to endure. With two-thirds of the world's population living on less than \$1500/year at the 'base of the economic pyramid', we recognize important challenges facing U.S. business and society at large stemming from income inequities (strife, terrorism, illegal immigration, opposition to globalization and free trade) as well as promising opportunities to tap unique new markets. We propose to respond both with research aimed at a better understanding of the rapidly-changing landscape, and teaching and outreach to prepare present and future managers in the public, private, and NGO sectors to operate effectively in this environment. Global development is a pre-requisite for U.S. business to flourish; U.S. foreign policy has long recognized the decisive role played by strong and stable economies and societies overseas in promoting our national interests. Washington is home to leading institutions<sup>1</sup> relevant for international business,

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<sup>1</sup> *Institutions* are those rules, norms, and organizations that govern and shape the interactions of individuals around the globe. Institutions serve as intermediaries between buyers and sellers, reducing transaction costs and supporting market transactions.

Institutions facilitate trade and investment because they (1) channel information about market conditions, goods, and participants; (2) define and enforce property rights and contracts, determining who gets what and when; and (3) shape competition in markets.

and GW has established itself throughout its programs and faculty expertise as a global resource for institutional understanding.

The importance of the *Institutions and Development* theme is manifest in both practice and scholarship. The leading global organizations concerned with development make their home within blocks of our GW campus. Our faculty, students, private sector, and public sector stakeholders all benefit from the active participation of these organizations in our university. In recognition of the important linkage between institutions and development, leading organizations with global reach including the U.S. Agency for International Development, the International Monetary Fund and the World Bank have all made the GW-CIBER's unifying theme cornerstones of their respective policies and programs and work closely with GW faculty in achieving their own objectives. The leading academic journal in the field of international business (the *Journal of International Business Studies*) includes *Institutions* as one of its primary research departments, and has devoted an upcoming special research forum to this crucial topic. The principal investigator and GW-CIBER Director, Professor Hildy Teegen, serves as Department Editor for *Institutions* at this prestigious journal.

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*Formal institutions* are rules written into the law by government, rules codified and adopted by private institutions, and public and private organizations operating under public law. Equally important are *informal institutions*—those rules and normative practice outside the formal legal system and unwritten codes of social conduct.

## **GW-CIBER Objectives and Initiatives**

The GW-CIBER will be organized in five key, and mutually-reinforcing objectives, with twenty corresponding initiatives. These objectives and initiatives further our unifying theme of *Institutions and Development in International Business*. We elaborate on the five programmatic objectives related to our theme below.

**Objective 1: Develop and promote *integrated programs* of education, research, and outreach around *focal themes related to institutions and development in international business* for our stakeholders through *interdisciplinary programs* spanning the fields of business, foreign languages, international studies, and public policy in a broad range of disciplines, including those often ignored by existing programs in international business.**

### **Focal Theme Program Areas**

Five thematic program areas have been identified as priorities within the GW-CIBER through a year long planning process that included: (1) a careful review of extant expertise among highly qualified GW faculty that coalesce into related interdisciplinary teams; (2) the identification of specialized and unique resources within the Washington, DC community that have been successfully leveraged by GW faculty and students and are available to GW-CIBER; (3) leveraging high potential opportunities presented through established and committed collaboration with diverse and valuable external partners; and (4) determination of unmet needs as evidenced by limited coverage by existing CIBERs and other national resource centers in the U.S. These focal program

areas are: *Global Governance; International Security and Crisis Management; Trade, Investment and Labor issues in Developing Countries; Diasporas in Development; and Business and Society in Critical Countries* and are discussed below.

## **Global Governance**

In most parts of the world government policy has become much more business friendly, but at the same time local competition is steeper, a newly powerful civil society<sup>2</sup> must be negotiated, and government ability to set the rules of the game is often in question. In response, governance models are changing. Some government regulatory frameworks are loosening, but other regulatory frameworks including formal and informal rules for economic activity are being introduced in many parts of the world. Civil society has expanded its scope and reach, a new force that business must reckon with throughout the world. Corporate social responsibility is increasingly expected and accepted as business is increasingly called upon to participate in governance. With a billion people in extreme poverty, business solutions, in partnership with other emerging actors, offer socially useful and ultimately profitable opportunities, as business moves toward serving market segments ever closer to the base of the economic pyramid.

New governance structures promise challenges as well as opportunities. U.S. firms increasingly debate the appropriateness of their governance role. The participation of many different kinds of actors can lead to competing regulations, elevating uncertainty and making it hard for companies to evaluate risk. U.S. firms are clearly trying to adapt and respond appropriately to local norms throughout the world, but are only beginning to

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<sup>2</sup> Civil Society refers to individuals and organizations that are outside the realm of government and business.

understand the scope and nature of these changes and challenges related to the governance of organizations, within economies, and of society at large.

The GW-CIBER will address these gaps in knowledge, teaching and business training through its program on Global Governance. An overarching theme is to better understand and find effective responses to the appropriate roles for business, government and civil society, particularly in the developing world, where five billion people are redefining the future of the world economy in which American firms operate. This research, teaching initiative, and outreach program builds on well-established expertise at GW, such as in the activities of GW-INGOT (the GW International NGO Team of faculty and doctoral students from across the university) which has researched the shifting organizational comparative advantages of these three sectors in creating economic and social value throughout the world.

The focal program on global governance will include the following issues:

- charting the variety of actors that govern on global issues and conceptualizing their various roles
- examining the degree to which formal and informal institutions encourage or constrain international business initiatives and expansion within base-of-the-pyramid business models and activities
- examining how formal and informal institutions including legal systems, voluntary codes and compliance frameworks, and capital market design function to promote or impede U.S. business performance in global markets

- assessing the conditions under which U.S. corporate governance models are relevant when operating overseas; where modifications are required, assessing the corporate performance implications for U.S. based multinational firms.
- investigating and validating methods and practices to promote mutually beneficial collaboration between firms, governments and civil society overseas
- creating institutions and strategies to promote environmental and social development and sustainability to secure access to vital resources and markets for U.S. business interests in the future
- identifying policy initiatives that best promote U.S. economic development at various levels through enhanced engagement in overseas markets and interaction with foreign actors, including foreign investors/employers in the U.S.

### **Trade, Investment and Labor Issues in Developing Countries**

U.S. businesses and workers face enormous opportunities and challenges in the coming years as globalization and technological advances continue. This program will provide a nexus for studying trade, investment, and labor market challenges, particularly with regard to developing countries, all of which have direct implications for U.S. business competitiveness.

The examples of national interdependence in terms of trade, investment and labor markets are many. The integration of China and India into the global economy, whose

citizenry represent about one-third of the world's total population, could mean enormous new markets or dynamic new competitors for U.S. enterprises. Institutional realities abroad, including foreign government regulatory decisions (e.g., technical standards or administered protection) can also have profound effects on U.S. firms. Instability in emerging markets not only can suddenly close off potential markets to U.S. exports, but also the resulting increase in perceived risk can affect long term U.S. interest rates and profoundly change long term growth prospects for U.S. companies. The U.S. economy also faces competitiveness problems from mismatched domestic labor demand and domestic labor supply, especially with skilled workers in sectors vital to U.S. well-being such as information technology and health care.

Strong empirical relationships between economic growth and receipt of foreign direct and portfolio investment, trade surpluses and (skilled) labor flows have been demonstrated in the literature for developing countries (measured in terms of increases in Gross Domestic Product (GDP)). However, both the strength of these relationships and the direction of causality between these variables appear to vary from one national economy to another. Variances in governmental protection and economic liberalization in developing countries can account for some of these findings, but other institutional answers including the impact of domestic social policies and the efficacy of global trading and investment regimes must be sorted out to fully capture the scope of development implications stemming from global trade, investment and labor issues. Understanding the role of these institutions in promoting development will allow U.S. firms and policy makers to design effective strategies for promoting our interests on the world stage.

This integrated program on trade, investment and labor will be comprised of research, education and outreach activities to include the following fundamental issues:

- dumping, and anti-dumping trends and effects on U.S. business competitiveness
- technical standards harmonization implications for costs in overseas business
- economic integration, economic sanctions and other policy initiatives that promote and/or restrain trade, investment and labor flows around the world
- economic and financial stability in developing countries that are key markets for U.S. exports and industry growth
- labor market stability in sectors crucial to U.S. economic and social interests (e.g. information technology, health care)

### **International Security and Crisis Management**

Security is a broad subject that receives a great deal of attention in international affairs and defense, but little of this literature addresses the role of the private sector. Yet the use of the private sector to carry a nation's flag dates back to the very first modern multinational enterprises (MNEs) – the chartered trading companies of the 17<sup>th</sup> century. These firms not only promoted the interests of their managers and shareholders, but also of their home countries. For example, the East India Company oversaw the British colonial empire in south Asia until the 19<sup>th</sup> century. In a contemporary context, the neglect of business in security scholarship and teaching is striking, given the fact that

about 80 percent of terrorist attacks on Americans are on business targets, according to Paul Bremer (2002). We reframe the homeland security issue as one of risk management and in terms of impacts on the competitive capabilities of firms. Security issues are better understood by the firm and the public when presented as barriers to flows (i.e., of goods, services, and information), frictions and bottlenecks to transactions and to free exchange, added costs, strategic impediments and additional risks to doing business. Reframed in a business context, our effort puts homeland security issues in a management and manageable perspective.

The security area is a double-edged sword, presenting both opportunities and severe challenges for American firms operating abroad. On the one hand, U.S. MNEs have long experience operating in areas where security is a chronic problem, especially in industries such as petroleum. Paradoxically, deterioration in the willingness or ability of a country's institutions to ensure security may provide competitive opportunities for U.S. firms, as recently seen with contractor activity in Iraq. Also, as GW Professor Deborah Avant's recent book demonstrates, US private security firms have experienced tremendous growth as they have filled the demand (by governments and the private sector alike) for security around the globe. On the other hand, protecting foreign direct investment (FDI) may be very costly, and risky to the MNE's employees; managing that protection has many political minefields as well.

Within the field of international business (IB), security is an understudied area. Despite anecdotal evidence that security issues are important in the real world (e.g., why does so much FDI flow to capital-rich countries, and so little to capital-poor countries instead of capital flowing from where it is abundant to where it is scarce?), IB has not

focused on the security aspects of the issues that the field considers important. In contrast, functional fields have addressed risk and security questions, employing diverse approaches ranging from a focus on price and market volatility in economics and finance to a focus on crises and worst-case scenarios in engineering and public health, to a threshold/likelihood based approach in political science. With a few exceptions (such as the political-risk area), the IB literature has done little with any of these approaches. Research on MNEs, for example, tends to neglect the risk element of choices among entry modes and corporate strategies. In general, financial volatility is not factored systematically into IB analyses. Likewise, the body of IB research that examines episodes of crisis and turmoil is surprisingly limited.

An element of the security field particularly seldom examined in IB is “incident management,” sometimes referred to as “crisis or emergency management.” In IB research and teaching, managing political risk typically refers to assessing aspects of the security environment in various host nations, as well as the ability to protect FDI from security threats. *Ex post* analysis – how to manage once a crisis has occurred—is almost completely neglected, despite the clear and compelling implications for competitiveness; some firms have taken years to recover from poor crisis management.

The focus on terrorism in recent years has revived the aspect of security related to events that render the international environment more prone to non-military threats to life and property. Concerns range from nations’ willingness and ability to protect foreign investment (capital and labor) from harm by third parties (e.g., through legal systems and law enforcement) to nations’ willingness and ability to protect against accidental harm (caused by e.g., weather, public health, infrastructure maintenance), to nations’

willingness and ability to protect foreign investment from government itself (e.g., through constitutions or similar documents restricting government scope and power). The neglect of the private sector in security scholarship effectively ignores an intriguing possibility raised by GW Professor Timothy Fort in a forthcoming book: MNEs can potentially contribute to reducing the risks of violence and terrorism in the nations in which they operate by providing economic opportunity (e.g., jobs, training) and good governance (e.g., treatment of workers, local communities, and the natural environment). The behavior of U.S. MNEs shapes their image abroad, with implications for perceptions of the US government. Thus further study of security in the private sector is critical for international business scholarship and practice not only because it impacts competitiveness, but also because it has implications for security institutions. This integrated program for research, education and outreach will address key international security and crisis management issues including:

- energy security: secure supply, national competition for scarce energy resources, technological advances and alternatives to fossil fuels, price volatility, the 'resource curse' (e.g. resource wealth provokes corruption)
- public health security: labor force and market development implications
- transportation, facilities and communication infrastructure security: emergency management in response to natural disaster, terrorism, and accidents; supply chain disruptions and costs; promoting U.S. competitiveness via critical infrastructure
- law and order: strategies to insure that private participation in security promotes the development of institutions that can promote law and order

- crisis management: strategies for U.S. firms to predict/respond to/mitigate crises

## **Diasporas in Development**

Diasporas are “ethnic minority groups of migrant origins residing and acting in host countries but maintaining strong sentimental and material links with their countries of origin – their homelands” (Sheffer, 1986, 3). They represent an enormous fund of and for human capital, economic remittances—money sent back to the homeland (approximately \$90 billion in 2004), transnational entrepreneurship, and foreign direct investment. Recent perspectives on remittances promote attention to a broader perspective that includes social remittances: skills transfer, and cultural and civic awareness/experience. These diaspora contributions hold enormous promise for private sector development in the homeland, both directly and in support of an enabling environment for private sector development, with important repercussions for U.S. businesses competitiveness. Transnational enterprises founded by Americans who consider themselves part of a diaspora are of central concern, as are those U.S. businesses who seek to harness the financial and human resources of diasporas for profitable enterprises in the home country, either through direct investments in the homelands or through partnerships with diaspora transnational enterprises and local (homeland) firms. As a matter of opportunity, competitiveness and survival, there are increasing calls to multinational corporations to seize opportunities at the base of the economic pyramid (BOP). But such business development is, at best, in its infancy. Diaspora resources may

be a key strategy for U.S. firms to overcome common challenges to BOP market development. Diaspora resources, networks and expertise contribute to homeland development, enhancing the environment for U.S. competitiveness in these markets.

Up to now, few scholars have explored diasporas' implications for U.S. competitiveness throughout the world. This proposed research, education, and outreach program seeks to fill that gap by conducting research, teaching and outreach activities in this area including:

- diaspora roles in private sector development: U.S.-based transnational entrepreneurs, individual and associational remittances, foreign direct investment and base of the pyramid market development
- using diasporas to promote stable business environments for U.S. firms, including post-conflict reconstruction and development

### **Business and Society in Critical Countries**

Markets in developing countries are becoming increasingly important to U.S. business. Developing countries account for the majority of the world's population, land, and natural resources. Per-capita output is growing at a phenomenal pace in the developing world: Britain took 60 years to double its per capita output during its industrial revolution, yet China doubled its per capita output rate in only 10 years. Analysts predict that GDP growth in developing countries as a whole will continue to outperform high income countries in the foreseeable future.

U.S. companies have become more involved in developing-country economies in the past decades, taking advantage of decreases in trade and investment barriers and the growth opportunities inherent in these markets. U.S. firms continue to increase their portfolio and direct investments in developing country markets. Facing increasingly saturated markets at home, many U.S. companies of all sizes and types are seeking to derive future profit growth from increased sales to buyers in developing country markets.

At the same time, firms based in developing countries are entering foreign markets at a rapid pace and are becoming formidable competitors for U.S. business in the global arena. The share of developing countries in global outward investment stock rose from five percent in 1990 to almost 12 percent in 2000, according to the UN Commission on Trade and Development (UNCTAD). Today, many of these developing-country multinational enterprises are found among UNCTAD's list of Top 100 Transnational Companies and among the Fortune Global 500.

The developing countries of Brazil, Russia, India, China (the so-called *BRICs*), the Commonwealth of Independent States, and the countries of the Middle East and North Africa account for some 10 percent of world GDP. These are some examples of “*critical countries*,” or developing national markets particularly vital to the economic and political interests of the United States. As these economies strengthen, they are developing into lucrative opportunity markets for U.S. companies but their firms present as increasingly formidable competitors in the global marketplace, and their governments and societies often chafe at U.S. economic and foreign policy—further hampering the efforts of U.S. firms to constructively and profitably engage in these critical countries. U.S. businesses will remain competitive in the future global marketplace only if U.S.

managers are poised to contend specifically with these critical countries, seizing opportunities and launching effective defensive strategies.

U.S. university curricula in business and area studies, academic and policy research must be developed to adequately equip U.S. managers with the diverse knowledge and skills needed to succeed in critical country environments. To date, most business curricula and research focuses on theory and applications generated in developed-country contexts; thus much of existing business training assumes the presence of strong formal institutions. The integrated program of education, research and outreach proposed by this CIBER initiative will investigate, and teach current and future managers how to successfully navigate weak institutional environments in critical countries, leveraging a range of Washington D.C. resources and collaborators including foreign embassies and will include the following issues:

- business opportunities and challenges in critical countries
- social and political constraints to U.S. business effectiveness in critical countries
- appropriate firm strategies in weak (formal) institutional environments and in environments governed largely by otherwise unfamiliar informal institutions

### **Objective 1 / Activities and Initiatives**

The integrated activities relating to education, research and outreach for the foregoing five focal theme programs include the following activities that will be specified

through annual open call competitions; each activity type will be supported in the focal theme areas annually:

**1a. Research support** for faculty and doctoral students aligned with each focal theme to include field work (possibly with facilitation of GW's overseas partner institutions), data acquisition, summer salary and/or academic year course relief and research assistance. In addition to this support, at least two faculty members per year will be supported in conjunction with the renowned GW Institute for Public Policy specifically to conduct policy-oriented international business research related to one or more of the focal theme areas.

**1b. Conference travel support** for faculty and doctoral students in each focal theme to learn about cutting-edge practice, research and pedagogy, and to disseminate the results of their research and curriculum developments to academic and practitioner audiences.

**1c. Focal Theme Conference, Seminar and Workshop Development, Promotion and Implementation** for focal theme research colloquia, seminars and workshops with faculty and doctoral students from both inside and outside GW. Conferences, seminars and workshops geared towards outreach, collaborative engagement, dissemination to, and feedback from practitioners in business, the policy community, multilateral institutions and non-profit organizations will be undertaken annually in each focal area.

**1d. Visiting Scholars, Research Professors, and Executives in Residence** from the U.S. and abroad with specialized expertise in each focal theme area to reside at GW and work collaboratively with faculty, students and members of the business community.

**1e. Focal Theme Professional Development** for faculty and doctoral students to attend workshops such as other CIBER Faculty Development Workshops in International

Business (FDIBs) and CIBER Overseas Study Tours; purchase developmental materials (guides, manuals, media-based resources, training tools); participate in externships in leading organizations involved in international business; and engagement in other professional development activities.

**1f. Focal Theme Course and Course Materials Development** for faculty and doctoral students to purchase background materials, conduct site visits, write cases on international business and policy related to international business, create textual and other media-based materials and curricula and receive salary support and/or academic year course relief associated with development time. These materials will be created for university students, practitioner training and education, and K-12 curriculum enhancement. Priority will be given for courses and materials designed to incorporate technical writing in various disciplines, practicum courses involving ‘real world’ settings and collaboration between students and practitioners, those that directly benefit members of the business community and courses incorporating field work components overseas as these further the purposes of the authorizing statute and promote important university initiatives that further ensure that the GW-CIBER will remain a valued university citizen. Close collaboration with GW’s College of Professional Studies, the School of Media and Public Affairs, the GW Center for Innovative Teaching and Learning, the GW Office of Special and International Programs, and the GW Writing in the Disciplines Initiative will ensure that these focal theme courses and course materials will be pedagogically sound and reflect state-of-the-art approaches to serving our diverse target audiences.

**1g. Archiving, Publication and Dissemination of Research, Conferences and Course-Related Products** wherein all relevant outputs of each focal theme area will be archived,

published and disseminated through a range of channels including text, audio and video document dissemination through the GW-CIBER website and other digital distribution systems; broadcasting and videoconferencing with external academic, practitioner and K-12 audiences; hardcopy dissemination of all materials. In its archiving, publication and dissemination initiatives, the GW-CIBER will coordinate with the GW Graduate School of Education and Human Development, with expertise and conduits for curriculum dissemination to K-12 schools including through their innovative Teach for America and Peace Corps Fellows program; the GW Center for Innovative Teaching and Learning which has pioneered noteworthy distance learning programs throughout the world leveraging the Blackboard system, and the GW School of Media and Public Affairs (SMPA) which boasts state-of-the-art recording and broadcasting studios used by GW partners including CNN (*Crossfire* and *On the Story* have been broadcast regularly by GW's SMPA), and led by an award-winning studio producer of leading international-content video/digital programming thus insuring appropriate content and delivery channels to reach our diverse target audiences.

## **GW-CIBER Stakeholders**

- GW Faculty, Students, Staff, Alumni, Supporters
- University and Community College Faculty, Students and Staff in U.S.
- Business Community (D.C., U.S.)
- NGO/Non-Profit Community (D.C., National, International)
- International Organizations/Multilateral Organizations
- K-12 Faculty, Administrators and Students
- Policy Community (Government Agencies, Think Tanks, etc.)

<b>GW-CIBER Objectives/ Initiatives</b>	<b><u>Illustrative</u> Assessment Dimensions and Performance Metrics</b>	
<b>Focal Theme Program</b>	<b>1a. Research Support</b>	<p><b>Academic Audiences</b></p> <ul style="list-style-type: none"> <li>• Number of faculty and doctoral students supported</li> <li>• Disciplinary diversity of faculty students supported</li> <li>• Number of resulting papers presented at academic conferences</li> <li>• Diversity of disciplinary conferences where papers are presented</li> <li>• Number of resulting peer-reviewed scholarly publications</li> <li>• Diversity of high quality academic outlets for publications</li> <li>• Rankings/Ratings of journals where supported research appears</li> <li>• Number of papers co-authored across disciplines Awards, recognition of academic outputs (best paper awards, etc.) Hits and downloads of supported research on GW-CIBER website and other linked sites (e.g. Social Science Research Network) Research colloquia, conference panels or special forum issues of journals organized on themes related to supported research</li> </ul> <p><b>Practitioner Audiences (Business, Policy)</b></p> <ul style="list-style-type: none"> <li>• Number of presentations at business conferences</li> <li>• Number of presentations to policy makers</li> <li>• Opinion editorials published in leading newspapers and journals</li> <li>• Broadcast interviews concerning supported research</li> <li>• Consultancies or briefings to practitioners on supported research</li> <li>• Monographs and other practitioner-oriented publications produced</li> <li>• Hits and downloads of practitioner-oriented research on GW-CIBER website and other linked sites (e.g. partner organization sites)</li> <li>• Number of training materials developed based upon sponsored research and adopted for practitioner use</li> </ul> <p><b>Integration of Research with Curriculum and Course Materials</b></p> <ul style="list-style-type: none"> <li>• Number of courses and course materials developed based upon supported research</li> <li>• Disciplinary diversity of courses and course materials developed based upon supported research</li> <li>• Use of research-linked course materials by other universities</li> </ul>

	<p><b>1b. Conference Travel</b></p>	<p><b>Academic Conferences</b></p> <ul style="list-style-type: none"> <li>• Number (and increases in number) of supported faculty and students presenting at academic conferences</li> <li>• Number (and increases in number) of faculty and students participating in <i>cross-disciplinary</i> academic conferences</li> <li>• Number of faculty and student-sponsored panels and workshops at academic conferences</li> </ul> <p><b>Practitioner Conferences</b></p> <ul style="list-style-type: none"> <li>• Number (and increases in number) of faculty and students participating in and presenting at practitioner-oriented conferences</li> <li>• Number (and increases in number) of faculty and student-sponsored panels and workshops at practitioner-oriented conferences</li> <li>• Number of faculty and student-sponsored panels and workshops at practitioner conferences</li> </ul> <p><b>Student Conferences</b></p> <ul style="list-style-type: none"> <li>• Number (and increases in number) of faculty and students participating in and presenting at student-oriented conferences</li> <li>• Number (and increases in number) of faculty and student-sponsored panels and workshops at student-oriented conferences</li> <li>• Number of faculty and student-sponsored panels and workshops at student conferences</li> </ul> <p><b>Community/Public Conferences</b></p> <ul style="list-style-type: none"> <li>• Number (and increases in number) of faculty and students participating in and presenting at public conferences</li> <li>• Number (and increases in number) of faculty and student-sponsored panels and workshops at public conferences</li> <li>• Number of faculty and student-sponsored panels and workshops at public conferences</li> </ul>
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<p><b>1c. Conference/Seminars</b></p>	<p><b>Scholarly Conferences/Seminars</b></p> <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Diversity of participants (disciplines, geographic, etc.)</li> <li>• Number of products produced (e.g. edited volumes)</li> <li>• Hits and downloads of conference materials on GW-CIBER website</li> <li>• Participant evaluations of conferences through surveys</li> </ul> <p><b>Practitioner Conferences/Seminars</b></p> <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Diversity of participants (sectors, geographic, etc.)</li> <li>• Number of products produced (e.g. edited volumes, practitioner guides)</li> <li>• Hits and downloads of conference materials on GW-CIBER website</li> <li>• Participant evaluations of conferences through surveys</li> </ul> <p><b>Student Conferences/Seminars</b></p> <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Diversity of participants (disciplines, geographic, undergrad vs. grad etc.)</li> <li>• Number of products produced (e.g. student-oriented volumes)</li> <li>• Hits and downloads of conference materials on GW-CIBER website</li> <li>• Participant evaluations of conferences through surveys</li> </ul> <p><b>Public Conferences/Seminars</b></p> <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Diversity of participants (demographic, geographic, etc.)</li> <li>• Number of products produced (e.g. international topic guides)</li> <li>• Hits and downloads of conference materials on GW-CIBER website</li> <li>• Participant evaluations of conferences through surveys</li> </ul>
<p><b>1d. Visiting Scholars</b></p>	<ul style="list-style-type: none"> <li>• Number of visiting scholars that co-author with GW faculty and students</li> <li>• Diversity (home country, discipline, etc.) of visiting scholars</li> <li>• Number of students interacting with visiting scholars</li> <li>• Surveys of faculty and students regarding the value of their participation with visiting scholars</li> <li>• Number of events that visiting scholar participates in for outreach to business or policy community</li> <li>• Number of events that visiting scholar participates in with faculty and students outside GW</li> <li>• Exit survey of visiting scholar regarding the value of their visit</li> </ul>
<p><b>1e. Prof'l. Development</b></p>	<ul style="list-style-type: none"> <li>• Number participating faculty and students</li> <li>• Diversity of participating faculty and students</li> <li>• Exit survey of participants regarding value of program</li> <li>• Number of course materials produced as a result of the professional development</li> <li>• Research outputs produced as a result of the professional development</li> <li>• One-year follow-up survey of participants regarding value of the professional development program</li> </ul>

	<b>1f. Course/ Materials Develop- ment</b>	<ul style="list-style-type: none"> <li>• Number of new courses and materials developed</li> <li>• Diversity in level/audience of educational materials developed (undergrad, grad, practitioner, K-12)</li> <li>• Diversity in type of educational materials developed (teaching cases, audio-visual products, simulations, readings, etc.)</li> <li>• Diversity in discipline-focus of materials developed (international business, languages, area studies, etc.)</li> <li>• Scope of dissemination of educational materials (number/types of external adopters of materials)</li> <li>• Evaluations by student users</li> <li>• Evaluations by faculty users</li> </ul>
	<b>1g. Publication</b>	<ul style="list-style-type: none"> <li>• Number of products published</li> <li>• Adoption rates of products published (at universities, by practitioners, etc.)</li> <li>• Hits/downloads of products published on GW-CIBER website</li> <li>• External evaluations and reviews of products published</li> </ul>

