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## U.S. Center For Citizen Diplomacy Summit Reports

### Title

Business Task Force: Leveraging Business Skills and Best Practices to Promote Global Engagement

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U.S. Summit & Initiative for Global Citizen Diplomacy

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# U.S. SUMMIT & INITIATIVE FOR GLOBAL CITIZEN DIPLOMACY

NOVEMBER 16-19, 2010 | WASHINGTON, DC

## BUSINESS

### TASK FORCE

Leveraging Business Skills and Best Practices  
to Promote Global Engagement



EVERY CITIZEN A DIPLOMAT

Published in conjunction with the  
U.S. Center for Citizen Diplomacy's U.S. Summit & Initiative for Global Citizen Diplomacy  
November 16–19, 2010, Washington DC.

Materials included in this document are the views of the submitting organization and are meant to serve as a tool for discussion.

Some proposals may be edited for length. Summary content is from original submissions by the organization, and was compiled but the U.S. Center for Citizen Diplomacy.

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Cover: AABF fellows engage in conversation with MidAmerican Energy Company

## **TASK FORCE PROCESS**

The work of the nine Task Forces began in the fall of 2009, each one representing a specific area of international activity and citizen diplomacy. Each Task Force is led by two co-chairs and made up of members selected by the chairs themselves.

These nine groups met periodically throughout the year to determine guidelines for selecting proposals from organizations vying for a top ten best practices slot, the format and content of their presentation at the Summit, and drafting three measurable outcomes that will allow the U.S. Center for Citizen Diplomacy to monitor each Task Force's progress during the ten-year Initiative for Global Citizen Diplomacy – which aims to double the number of American citizens engaging in international activity and address the global challenges of the 21st Century.

The co-chairs were given complete control over the Task Force, including decisions that needed to be made regarding the process to solicit, accept and select the top ten proposals from organizations in their field. (\*Note: If a Task Force member's organization submitted a proposal, that member was removed from the selection process to avoid conflict of interest.) The U.S. Center for Citizen Diplomacy has not and will not receive any compensation, monetary or in-kind, from the organizations or individuals on the Task Forces or organizations or individuals whose proposals were selected for the top ten. The selection of these top ten proposals was solely on merit and is the result of work completed by the individual Task Forces, not the U.S. Center for Citizen Diplomacy.

The top ten list for each Task Force was selected from a pool of applicants that submitted a two-page proposal with the intention of being considered in the top ten. If an organization did not submit a proposal, they were not under consideration for the top ten.

## **TABLE OF CONTENTS**

### **BUSINESS TASK FORCE**

- 1 Introduction from Co-chairs
- 2 Task Force Members

### **BEST PRACTICES**

- 3 Three Measurable Outcomes
- 4 Bpeace
- 6 The Brooklyn Brothers
- 9 Business for Diplomatic Action, World Citizens Guide
- 10 Education for Employment Foundation
- 12 Messiah College, International Business Institute
- 14 MiWorld
- 16 Opportunity International
- 18 Tangier American Legation Institute for Moroccan Studies
- 20 USNI Sport
- 22 Virginia Commonwealth University, School of Business

# WELCOME

The 2010 U.S. Summit for Global Citizen Diplomacy, convened by the U.S. Center for Citizen Diplomacy in partnership with the U.S. Department of State, is an historic opportunity to promote effective programs and new initiatives that will encourage more American citizens to become globally engaged. Bringing together leaders from the private, public and nonprofit sectors, this effort is being supported by hundreds of organizations, including our own: Business for Diplomatic Action and the Business Council for International Understanding.

As Co-Chairs of the Business Task Force for this summit, we strongly believe that the U.S. business community has a deep vested interest in encouraging more Americans to become more involved in international affairs. Globalization has been the driving force behind the growth and success of many U.S. companies in recent years, and the trend toward even greater global expansion of trade, investment and labor mobility is key to our nation's long-term prosperity.

At the same time, many of the world's most pressing challenges—whether it be promoting fair and transparent rules for trade, assuring the integrity of our financial institutions, preserving the environment, or fighting terrorism and piracy—are increasingly global in nature. An informed and mobilized American citizenry, seeking to build bridges of understanding and respect to other cultures, is a crucial foundation for progress in the global economy.

In this report, we are putting forward ten ideas for initiatives that can leverage the expertise of the business community to advance this strategic objective of a better informed, more mobilized American citizenry. These “best practice” proposals illustrate different ways that the business community can help the American people become more knowledgeable about other cultures and more engaged with the world around them.

Some of these programs are very large-scale and global in nature. Others are extremely focused and country-specific. Some provide models that can be scaled up by businesses and non-profit organizations that choose to adopt them. Others involve building and expanding existing relationships between American organizations and entities in other countries.

All of these programs, we believe, demonstrate how the American business community can contribute to this important effort to increase the cross-cultural awareness and engagement of the American people. In this age of globalization, building new bridges of understanding and respect between Americans and the people of other countries is vital. And the active involvement of American businesses—with their global reach among their employees, their customers, their suppliers, and their partners—can help to significantly accelerate this process.

On behalf of the Business Task Force and the U.S. Center for Citizen Diplomacy, we would like to thank all of the businesses, organizations, universities and individuals who submitted proposals for our consideration. And we would like to congratulate not only the organizations selected as finalists by our task force, but indeed all of the finalists selected for special recognition at this Summit, for their commitment to and support of global citizen diplomacy. This is a cause whose time has come.

**Keith Reinhard**  
President  
Business for Diplomatic Action

**Peter Tichansky**  
President and CEO  
Business Council for International Understanding

## **BUSINESS TASK FORCE MEMBERS**

### **CO-CHAIRS**

- Keith Reinhard* President, Business for Diplomatic Action
- Peter Tichansky* President & CEO, Business Council for International Understanding

### **MEMBERS**

- Thomas Miller* Vice President, Business for Diplomatic Action
- Kevin Thompson* Senior Program Manager for Corporate Citizenship & Corporate Affairs, IBM
- Lorraine Hariton* Department of State Liaison I S  
pecial Representative for Commercial and Business Affairs, U.S. Department of State

### **GUEST SPEAKER**

- Stanley S. Litow* Vice President, Corporate Citizenship and Corporate Affairs,  
IBM; President, IBM International Foundation

### **HOST AT SUMMIT**

- Mark Poole* Chief Marketing Officer, Marsh; Member, Board of Directors,  
U.S. Center for Citizen Diplomacy

## **BUSINESS**

### **BEST PRACTICES**

**The following Business Task Force’s measurable outcomes in support of the Initiative for Global Citizen Diplomacy’s goal of doubling the number of American citizen diplomats in the next 10 years.**

### **OUTCOMES**

Increase the number of American business people involved in mentoring foreign students and business people, in programs led by both the private and public sectors

Examples: Education for Employment Foundation mentoring programs, U.S. Department of State E-Mentor Corps

Increase the number of American businesses offering their employees some form of “corporate service corps” opportunity for engagement

Examples: IBM Corporate Service Corps, Opportunity International “Walk a Mile in Her Shoes”

Increase the number of opportunities for American business school students to study and learn directly from business schools and businesses in other countries

Examples: Messiah College International Business Institute, VCU Partnership with India, US-Northern Ireland Victory Scholarship program



# The Business Council for Peace (BPEACE)

New York, NY | [www.bpeace.org](http://www.bpeace.org)

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Reducing Poverty and Disease; Creating a Globally Competent Society; Encouraging Cultural Understanding; Securing U.S. & Global Financial Security

## One Million Jobs

In conflict-affected countries, entrepreneurship and the growth of small growing businesses (SGBs) is key to creating employment for women and men. They are the bridge to education, poverty reduction, improved health, and ultimately less violence. Bpeace believes creating jobs creates peace.

Yet entrepreneurs in these insecure communities lack the business experience and access to experts, markets and capital to build sustainable businesses.

One Million Jobs is a partnership between Bpeace and corporations to develop sustainable businesses and employment in conflict-affected countries including Afghanistan, Rwanda and El Salvador. With corporate partners, Bpeace delivers business acumen to entrepreneurs who share a common vision—which employment for women and men leads to peace and prosperity; and that jobs for women are vital to women’s advancement and to elevating their peaceful influence on society.

We connect Fast Runner entrepreneurs with skill-based employee volunteers from participating corporations. The three-year partnership with each corporate partner will support 6,000-8,000 family members through 1,000 jobs sustained by 100 small growing businesses. At scale, Bpeace plans to impact six to eight million family members with One Million Jobs by assisting entrepreneurs in 1,000 conflict-affected communities.

One Million Jobs is Bpeace’s Commitment made at the Clinton Global Initiative Annual Meeting and is an expansion of Bpeace’s proven economic development model. Since 2004, the U.S. Department of State Office of Citizens Exchanges has supported Bpeace’s program in Afghanistan.

The power of Bpeace’s engine is the business professionals who join as members and freely volunteer their time and skills to help emerging entrepreneurs in conflict-affected countries grow businesses and employment for the community. In order to scale rapidly and maintain its quality, Bpeace seeks to partner with corporations on a sustained basis to deploy employees through a virtual or in-country skills-based volunteer program.

Bpeace has a proven history of identifying entrepreneurs most likely to create jobs for others. These Fast Runner entrepreneurs are the sparks that ignite economic growth within their communities. Bpeace makes a three-year investment in each entrepreneur—a mix of consulting, management training, out-of-country apprenticeships, employee training, equipment, branding and marketing, networking and access to capital and markets.

Corporate partners commit to deploy employees who desire to consult virtually or in-person with the 100 entrepreneurs over the next three years and provide Bpeace with financial support to drive this program.

Bpeace will also augment its proven entrepreneurial development model to include corporate finance and capital markets programming. Bpeace will leverage its network and to educate investors, intermediaries and entrepreneurs on SME investment opportunities in these countries; corporate partners will help prepare entrepreneurs to access investment; and make introductions to facilitate strategic partnerships.

Through corporate partnerships, Bpeace can increase its impact as we bring the experience and acuity of U.S. business professionals to countries that don't have access to skills, knowledge and resources. Together, we can accelerate the ability of entrepreneurs to create employment that produces a multiplier effect--sustains thousands of families and boosts local purchasing power, which in turn lifts other businesses, creates even more employment, opens new markets and accelerates the community up the path to prosperity and peace.

The benefits of a corporate partnership are not single-sided. Corporations will gain intelligence on business trends in mainly untapped growth markets as they work with entrepreneurs across industries. Working together for three-years will allow corporations to form in-country relationships with emerging entrepreneurs who have the potential to be tomorrow's leaders. Additionally, the unique cultural exchange corporate employees will experience will open doors to new ways of thinking, methodology, and innovation.

One Million Jobs is a sustainable approach to job growth and economic support. Bpeace will begin its Community Exit Strategy the day we enter a community and hire local staff. During the period we work in each country with corporate partners, our goal is to create 1,000 jobs and leave behind knowledge, tools and support for future entrepreneurs in the community.

The ramp-up program will cost \$1.5 million, \$500,000 of which has already been committed.

Bpeace is dedicated to supporting entrepreneurial growth and job creation in conflict-affected countries through partnerships that will harness the knowledge of corporate America. One Million Jobs is our most ambitious goal to date and has the power to affect long-term widespread economic change in communities where 1,000 jobs will make a difference.

For more information please contact:

**Toni Maloney** | Co-Founder and CEO | [susantmaloney@bpeace.org](mailto:susantmaloney@bpeace.org)

# The Brooklyn Brothers

New York, NY | www.thebrooklynbrothers.com

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES | Encouraging Cultural Understanding

### The Beautiful Game

#### THE MACRO PROBLEM

One of the primary symbols of America's perceived isolationism is the fact that although it is one of the most dominant athletic nations on earth, its primary team sports are played by very few other nations.

What is called Football here is, in fact, called American football elsewhere – because for the rest of the world football means soccer. Although we all understand that 'The World Series' is in fact rumored to be named after the old 'The World' newspaper in New York, for many people outside our country, it symbolizes an inward-looking culture that doesn't want to compete on the same playing field as everyone else.

And when we create our 'Dream Team' they are perhaps the first and most visible team of professional athletes to compete in the previously amateur athletics forum of the Olympics. In many ways, our attitude to sport defines our attitude to life and the world. So how do we as Americans improve the image of American Sportsmanship?

#### THE MICRO PROBLEM

On Wednesday July 7<sup>th</sup>, *The New York Times*' Art Section featured a front-page story called "To Those With Nothing, Soccer is Everything". It featured the work of a young photographer traveling around Africa and highlighting young children enjoying the game of soccer.

What was striking was not the passion with which the children played the beautiful game, but rather the dilapidated equipment they were using: soccer balls made of plastic bags, rags, socks, even condoms, and bound with tree bark or twine. (It goes without saying that the children played without footwear, shin guards or uniforms). The same sight can be seen in villages, towns and cities in Latin America and Asia.

#### THE OPPORTUNITY

Soccer is one of the fastest-growing sports for children in the U.S. — enrollment in the U.S. Youth Soccer organization is up just almost 30% over the past 15 years. We are also still reeling from the excitement of the 2010 FIFA World Cup, in which 112 million Americans tuned in to watch on television. This World Cup has generated a tremendous amount of momentum and interest in the game among Americans.

Every weekend in towns across the country, hoards of children play in local recreation and travel soccer leagues. Many of these children have the latest and greatest in soccer equipment, and often replace their supplies annually as they grow out of their current equipment.

Our proposal is to create a program where American soccer equipment is donated to children in Africa, Asia and Latin America. The American children who donate their equipment will then have the opportunity to participate in athletic tours of those countries that have received their supplies. By playing soccer games against the teams to whom they have donated, the children will learn to respect and appreciate a culture other than their own.

We see further opportunities to create long-term cultural exchanges through the program by:

- Developing English language lessons for non-English speaking international players

- Providing scholarships for kids in international countries (specifically in Latin America and Africa) to gain opportunities to hone their athletic skills
- Facilitating work visas for kids who have participated in the program to come to the U.S. as coaches to develop young players over here

## **INFRASTRUCTURE**

We are aware of the existence of a handful of organizations that currently work to donate youth soccer equipment from America to other countries around the world. Programs such as the U.S. Soccer Foundation’s “Passback” program, PeacePassers.org, AYSO’s (American Youth Soccer Organization) “Suit Up” program, and the National Soccer Coaches Organization’s program have fantastic missions and have made tremendous progress toward sourcing lightly-used equipment and supplies to children in third-world countries. That being said, the efforts of each tend to be localized, the programs do not have large-scale donation systems in place, and they do not take advantage of programmatic opportunities to better U.S. diplomacy with their partnering countries.

We believe that combining the collective efforts of the aforementioned programs will dramatically increase the impact of our proposed endeavor. Similarly, we would recommend that these organizations be brought together in partnership with either FIFA (the international governing body of soccer) or with a corporate athletic sponsor in order to provide funding and visibility on a global level.

We foresee the structure of the program to be as follows:

- AYSO will implement a policy to ensure that each member team within their organization will be required to make a donation of equipment. AYSO has access to over 600,000 registered players in the U.S. and will be responsible for coordinating the gathering of equipment.
- Passback and PeacePassers will research and recommend locations/teams within Latin America and Africa based on areas or communities that they have worked with in the past. They will then work with the communities to provide on-the-ground support in receiving and disseminating the items in a timely and efficient manner. Passback and PeacePassers will also be responsible for coordinating international team visits.
- FIFA/Adidas (e.g.) will provide funding for the program, as well as encouraging sign-up and participation through their own communication and marketing channels. We estimate that the commitment from the corporate sponsor would be \$750,000 annually to sustain the program.

In addition to dramatically increasing the scale and impact of donations, we think the biggest strength of the program we are proposing is the cultural exchange that would be brought to life by sponsoring the travel of teams internationally – both American youth soccer teams to travel to the countries where their equipment was donated, and Latin American/African teams traveling to America to meet the teams that donated equipment to them. The program would provide funding for the host players and their families to give visiting players the purest form of culture – the home cooked meal – as well as facilitating learning between the two teams by way of games and exercises to teach each other about their respective cultures. The international trips would culminate in an exhibition game between the two teams.

We believe that by using the beautiful game of soccer as a way of bringing young players together that we can not only increase cultural learning between both all parties, but also help to further goodwill and relations amongst the U.S. and other nations.

Measurable Program Objectives:

- Donate 500,000 pieces of equipment each year
- Coordinate visits of 10 international teams to the U.S. and 10 U.S. teams abroad each year
- Award 50 international scholarships annually

For more information please contact:

**Jeremy Pinches**, Account Manager | [Jeremy@thebrooklynbrothers.com](mailto:Jeremy@thebrooklynbrothers.com)



# Business For Diplomatic Action

New York, NY | [www.businessfordiplomaticaction.org](http://www.businessfordiplomaticaction.org)

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Creating a Globally Competent Society; Encouraging Cultural Understanding

## World Citizens Guide

### BACKGROUND

The World Citizens Guide is a passport-sized reference guide for American college students studying abroad, designed to help them understand, appreciate, and adapt to the foreign cultures in which they would be living. Launched in 2003 by Business for Diplomatic Action (BDA) in partnership with Southern Methodist University, and sponsored by PepsiCo, the Guides have thus far been distributed by more than 300 US colleges and universities to more than 200,000 American study-abroad students. This initiative received a significant amount of press coverage in the US and international media over the years. The World Citizens Guide website ([www.worldcitizensguide.org](http://www.worldcitizensguide.org)), developed in partnership with InSite Interactive, has won numerous awards for online excellence, including a gold Webby.

### PROGRAM PARTNERS

BDA has already garnered commitments from our content partners at Southern Methodist University and NAFSA: Association of International Educators, as well as several printers, software, and web developers who are eager to contribute to this unique program at significantly discounted rates, and in several cases on a *pro bono* basis.

### SPONSORSHIP OPPORTUNITY

Given the wide-ranging success of the initial guide, BDA is seeking corporate sponsors to take the World Citizens Guide to the next level of content development and distribution, and produce the second edition.

BDA's vision is to place the World Citizens Guide in the hands of *every* American college student who will study abroad over the next two years—or approximately 225,000 to 250,000 students per year, according to recent trends. We therefore seek funding to print 500,000 hard-copy guides as quickly as possible, in time for distribution during the 2010-2011 academic year. We also want to initiate distribution via digital platforms—smart phones such as the iPhone, electronic platforms such as Kindle, and social networks such as Facebook—in order to reach college students most effectively.

### BUDGET

The budget for printing and distributing 500,000 of the 64-page passport-sized guides, over a two-year period, is \$195,000, or just under 40 cents per guide. The cost for the digital platforms—applications for the iPhone and the Kindle, and maintenance of a Facebook business account—would be an additional \$70,000, for a total budget of \$265,000.

For more information please contact:

**Thomas Miller** | Vice President | [Thomas.miller@ddb.com](mailto:Thomas.miller@ddb.com)

# Education For Employment Foundation (EFE)

New York, NY | [www.efefoundation.org](http://www.efefoundation.org)

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Reducing Poverty & Disease; Encouraging Cultural Understanding;  
Securing U.S. & Global Financial Security

## EFE PROGRAM OVERVIEW

EFE creates economic opportunities in the private sector for youth in the Middle East and North Africa. All four volunteer initiatives proposed below reinforce that mission in different ways – by mobilizing American students, corporate staff and NGO partners to provide youth with access to education, mentoring and services that improve private sector employment creation.

## YOUTH SERVICE

EFE proposes vital new peer support and English language programs, drawing on U.S. students at community colleges and universities. Ideally, this would involve partnering with a U.S. non-profit that sends youth abroad for internships. Middle Eastern youth in EFE's programs need access to peers in the U.S. who face similar struggles: gaining an education while looking for their first job. American students might be connected to students in related EFE programs (such as construction project management or business). Using technologies such as email and Skype, EFE's students would have access to sought-after native English speakers while expanding their understanding in subject areas and American youth would reach across borders to engage with Middle Eastern peers.

*Cost: variable, mainly staff time.*

EFE would like to scale up its summer overseas internship program, which has brought volunteer students from Princeton, Wharton, NYU, Columbia, and the University of Chicago to work over the summer in Egypt, Jordan, Palestine, Morocco, Yemen and Spain with the local EFE non-profit team. Past projects include updating business plans, preparing marketing materials, and assisting with corporate outreach strategies. This proposed program would enable EFE to open up this valuable overseas experience to students from universities that do not offer student travel stipends.

*Cost: Approximately \$5,000 per student/summer.*

EFE would like to invite MBA and MPA student teams to work on projects over the course of one academic year. This would build on EFE's successful work with two NYU Wagner School of Public Service Capstone teams, who create EFE's advanced Monitoring & Evaluation system.

*Cost: Approximately \$10,000, including travel to the MENA region*

## TEACH FOR THE MIDDLE EAST

This would be a new program for EFE, responding to a clear need for native English speakers trained in interactive pedagogy to teach in EFE's classrooms across the MENA region. This "Teach for the Middle East" initiative would enable Americans to open up access to education and help students in the region achieve at higher levels. A fellowship program would enable American graduate students and new graduates to spend up to one year of time to teach EFE classes. They would work with any of EFE's nearly 150 trainers across the region to enable youth there to fulfill their potential while being exposed to Americans – often for the first time. Ideally, this would be in partnership with a U.S. non-profit whose mission is to send young Americans abroad for teaching experience.

*Cost: variable, depending on US partners and their ability to absorb this program with their funded activities.*

## **CORPORATE VOLUNTEER CORPS**

This would be an important new program for EFE. EFE's focus on corporate engagement and building partnerships with the private sector is distinctive and a key to both success and sustainability.

EFE has involved nearly 400 corporations as employer partners, and is increasingly turning to U.S. companies operating in the MENA region for partnerships. As more U.S. corporations partner with EFE, we would like to involve their staff as volunteers. For example, Americans working in these companies can volunteer to improve website, marketing brochures, and corporate engagement strategies of EFE's non-profit affiliates in the MENA region. They can also become mentors to EFE's alumni who are in their first job but who have little or no access to mentors so crucial to success. American volunteers will gain experience as mentors and also insight into the people and culture of the MENA region.

*Cost: Variable, mainly staff time.*

EFE also would welcome staff of corporations active in the MENA region to visit our classrooms and alumni events as guest speakers.

*Cost: Variable, mainly staff time.*

## **EXECUTIVE CORPS**

This would be another new program for EFE, vital to scaling up and creating a sustainable network of local non-profit organizations. EFE is distinctive in that it incubates and helps local non-profits in the EFE network to be self-governing and sustainable. A major challenge during this growth period is to help build their organizational capacity to position them as leading non-profits in the area of youth employment in their countries. This program would partner with U.S. non-profits that deploy individuals or teams of professionals with a range of technical, management and international experience to provide state-of-the-art technical assistance and build personal bridges.

*Cost: Variable, depending on U.S. partners and their ability to absorb this program within funded activities.*

## **PRIMARY OUTCOMES**

- Youth beneficiaries from US youth empowerment organizations and youth in the MENA region will have an opportunity to exchange ideas, experiences and perspectives as peers using technology.
- Youth in the MENA region will practice their English with sought-after native English speakers.
- American students will gain valuable work and MENA region experience through summer overseas internships and semester-long group study projects, and also as part of a peer support network.
- American teachers will gain valuable experience teaching English, business skills and other topics in cooperation with MENA region faculty. MENA region faculty and students will have access to native English-speaking teachers familiar with highly valued practical and interactive skills training.
- Americans working in multinationals will learn and develop mentoring skills while excluded youth in the MENA region with little or no access to mentors will gain mentors so crucial to success.
- Non-profits in the EFE network will have the assistance of experienced professionals as they build organizational capacity across a range of areas: leadership, management, governance, fundraising, finance, marketing, communications, program development, monitoring & evaluation, etc.
- Men, women, minority and excluded populations will be actively involved in these programs.

## **TOTAL COST AND SUSTAINABILITY**

Total cost would be \$200,000+. EFE would provide cost share by contributing staff time. Successful programs will be incorporated into operating budgets as part of ongoing fundraising efforts.

For more information please contact:

**Jasmine Nahhas di Florio** | Vice President | [jnahhasdiflorio@efefoundation.org](mailto:jnahhasdiflorio@efefoundation.org)



# Messiah College: International Business Institute

Grantham, PA | [www.messiah.edu/departments/business/ibi/](http://www.messiah.edu/departments/business/ibi/)

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Creating a Globally Competent Society; Encouraging Cultural Understanding; Securing U.S. & Global Financial Security

## The International Business Institute (IBI) Introduction

The International Business Institute (IBI) is unique and long-standing cross-cultural program that expands students' understanding of international business and culture as they study and travel for 10 weeks in 13 European nations. Approximately 40 undergraduate students, from a variety of U.S. colleges and universities, participate annually in the program, which runs from the third week of May through the end of July. Besides taking 12 credits in courses such as International Trade & Finance and Global Business Strategy, students visit many prominent global businesses and international institutions, such as Nestlé and the European Central Bank. The focus of this proposal is on an innovative service-learning course project that will be implemented for the first time this June through IBI's Global Marketing Course.

### *Service-Learning and International Business*

Service learning is an increasingly popular pedagogy that allows students to understand important academic concepts by serving a real organizational client/partner. Not only do today's college students relish active and experiential discovery, they also value helping others.

Despite the growing popularity of service learning in a variety of disciplines, the use of service learning in an international business context is quite unique. Furthermore, while it is normal for service-learning courses to partner with nonprofit organizations, it is uncommon for service learning to collaborate with for-profit companies. The IBI service-learning project in Global Marketing incorporates both of these distinctions.

### *Service-Learning Course Project in Global Marketing*

As described above, service learning involves a partnership with a client whose organizational goals can be met through students' pursuit of specific learning objectives. This alignment of goals is often challenging, even when working with local nonprofit organizations. To identify mutual benefit for students and a for-profit business in an international context is even more complex.

Fortunately IBI's Global Marketing course has been able to form a partnership with an exceptional, internationally focused client: Snyder's of Hanover. Besides being one of American's most successful snack-food marketers, Snyder's of Hanover is the world's largest pretzel manufacturer. The company's history dates back to 1909.

Snyder's of Hanover's products are sold throughout the United States, Canada, many European nations, Asia, and the Middle East. Despite its success in Europe for over 16 years, particularly in Germany, the company believes its European pretzel market has considerable potential for growth. Consequently, the purpose of the project partnership is to enable IBI students to learn Global Marketing concepts experientially as they help Snyder's of Hanover gather information that might be used to expand its European pretzel sales.

During the time of the Global Marketing course, IBI will travel through four countries: Germany (June 2-7), the Czech Republic (June 8-12), Austria (June 13-17), and Switzerland (June 18-24). In light of this itinerary, students have been placed on one of four Global Marketing teams, each of which will perform an analysis of one of the preceding national markets for pretzels. This work will include both a competitive analysis and a consumer analysis:

### **Competitive Analysis:**

- Teams identify basic information of pretzel competitors in Europe
- Teams analyze competitors' pretzel lines'
- Competitive analysis methodology

### **Consumer Analysis:**

- Teams analyze end consumers'
  - Pretzel consumption behavior—identify factors that affect consumers'
  - Brand perceptions of Snyder's of Hanover vs. competitors on
- Consumer analysis methodology
  - Internet research
  - Interviews with local residents; possibly simple surveys and/or perceptual maps

### *Project Outcomes*

As the preceding description suggests, the Global Marketing course project utilizes action-oriented methods to accomplish specific learning objectives for IBI students and economic objectives for Snyder's of Hanover. Besides the attainment of these shared goals, the partnership between IBI and Snyder's of Hanover is likely to produce the following meta-outcomes, which represent three specific purposes of the Summit for Global Citizen Diplomacy:

- *Creating a Globally Competent Society:* By the very nature of its international study and travel, IBI promotes global competence. The Global Marketing course project will extend this awareness, as students are encouraged to discern specific political, economic, and social influences in various countries.
- *Encouraging Cultural Understanding:* Through the project's consumer analysis, students will interact directly with residents of four different countries and attempt to understand their unique culturally-driven needs.
- *Securing U.S. and Global Financial Security:* Despite being the world's largest economy, the U.S. continues to lose ground in terms of its balance of trade. This trend is likely to continue as certain world economies grow at a more rapid pace. In addition, the world's economies are becoming more and more inextricably linked, as evidenced by Greece's recent debt crisis and the reaction of the world's stock markets. The next generation of businesspeople must be keenly aware of the nature of global financial interdependence and the importance of international trade. The course project will help to accomplish both of these objectives by giving students an opportunity to experience international business first-hand.

### *Conclusion*

The IBI course project in Global Marketing has great potential to promote global citizen diplomacy among a critical constituency: young business students. After the project is implemented this June, specific financial needs should become clearer. One likely item would be scholarships to allow students to participate in IBI. Another would be the cost of Internet access to facilitate on-line research during travel. Perhaps most importantly, the project will benefit from other socially-minded, globally-focused companies, like Snyder's of Hanover, that are willing to work together to accomplish complementary educational and economic goals.

For more information please contact:

**David Hagenbunch** | Associate Professor of Marketing | dhagenbu@messiah.edu

# MiWorld

New York, NY | www.miworld.com

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Preserving the Environment; Reducing Poverty and Disease; Increasing Respect for Human Rights; Creating a Globally Competent Society; Encouraging Cultural Understanding; Achieving Food Security; Securing U.S. & Global Financial Security

## MiWorld

How many Americans have a really good friend living in the mountains of Nepal? A longtime pal in the lowlands of Malawi? Even a passing acquaintance with someone in Pakistan's Punjab? The answer: Not nearly enough.

Today, despite breathtaking advances in internet technology, social networking and global communications, relatively few people in the U.S. know very much about the ordinary, everyday lives of some 3 billion very real human beings in the developing world. Mainstream media ordinarily features these people in the context of war, natural disaster, famine, terrorism, or political upheaval. Rarely do stories show how real individuals in the developing world live, work, play, or raise and teach their kids.

Nearly every meaningful human relationship begins with an introduction. Yet, unless they've actually visited a remote region of the underdeveloped world, most Americans never have the chance to see firsthand that the needs, hopes and dreams of untold millions are really not so very different from their own.

After a life-changing trip to remote Azad Kashmir following the 2005 earthquake that claimed some 73,000 victims, *People* magazine senior writer Susan Schindehette became determined to find a way to replicate the emotional connection that she had experienced—on a mass-market scale for people in the developed world.

Recognizing that mainstream media outlets have little financial incentive to provide such coverage, in 2009 she left a 32-year career at Time Incorporated (where she wrote for a weekly audience of 43 million as *People's* top human interest writer) to create a new kind of media company—a global aggregator portal that has been described as an internet version of '*People Magazine for the Next 3 Billion*'.

The result is MiWorld.com, the first two-way, umbrella Internet portal to feature engaging, top-tier stories on real people in the developing world, both foreign and domestic. MiWorld brings ground-breaking humanitarian social innovation to the media sector, using existing technology to give even the most far-flung people the power to see, hear and interact with each other in a personal way.

Importantly, MiWorld is NOT a traditional non-profit 501(c)(3). At a time of global economic uncertainty, it intends to tap America's unparalleled branding, PR and marketing expertise—as well as the involvement and financial power of corporations—in a profit-making venture that expands U.S. citizenry's humanitarian engagement in the world.

A member of the 2009 Clinton Global Initiative, MiWorld:

- Is currently in beta, featuring four extensive country modules in Guatemala, Kenya, Pakistan and Peru. Its all-important interactive social networking prototype—MiPage—lets users easily collect and track new friends, projects, NGOs and corporate partners in even the most remote parts of the world.
- Will receive raw editorial content, uploaded via branded MiWorld Flip digicams (or other appropriate technology, including cell and sat phones, and SLRs) by travelers, trekkers, local residents—and 1.6 million NGOs worldwide. This raw content will then be edited and produced at MiWorld editorial headquarters in NYC—in much the same way that Time and People magazines are produced each week.
- Is a hybrid, "not for OUR profit" social business model, an example of what Nobel laureate Muhammad Yunus has termed a "more humane form of capitalism."

- Achieves self-sustaining profitability via advertising. Corporate partners will make appropriate wholesale goods and services available for "one-click" purchase and shipment globally. They in turn benefit from direct internet sales, presence in emerging markets, valuable international socially-conscious branding, and global coverage of relevant corporate social responsibility (CSR) initiatives.
- Identifies as its targeted user base the small, everyday donors whose median \$50 donations are responsible for \$220 billion in annual US charitable contributions.
- Seeks \$4 million in one-time start-up seed funding from grants and philanthropic sources, in exchange for publicity, and promotion of appropriate initiatives. This model allows after-tax profits to be channeled to development in underserved regions, rather than shareholder dividends. After-tax profits will be directed to sustainable development worldwide.
- Will, within its story modules, place relevant links to NGOs, voluntarism initiatives, travel opportunities, education and development projects. The site thus serves as a global PR platform for worthy organizations that could otherwise never afford such exposure and visibility.
- Features the new VoiceThread application, which allows users—and story subjects—the ability to see and hear each other, by downloading safe and simple two-way communication “threads.”

Since its inception less than two years ago, MiWorld:

- Was invited into the Clinton Global Initiative,
- Has been featured in media outlets including Kiplinger, MediaPost, and the Kiplinger Letter,
- Was presented at the 2010 Global Health Innovation conference at Yale,
- Participated in the Social Capital Markets conference in conjunction with the Presidential Summit on Entrepreneurship in Washington, D.C. this past April.
- Continues to draw interest and enthusiasm from prospective funders, advertisers, NGOs and users worldwide.

MiWorld’s mission is to allow even the most disparate people, with the click of a button, to step over the institutional firewalls that divide them. As an innovative enabler of human kindness, its ultimate goal is to make the world a little smaller, one story at a time.

For more information please contact:

**Susan Schindehette** | Founder & President | [susanmiworld@gmail.com](mailto:susanmiworld@gmail.com)

# Opportunity International

Oakbrook, IL | [www.opportunity.org](http://www.opportunity.org)

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Reducing Poverty & Disease; Creating a Globally Competent Society; Encouraging Cultural Understanding; Securing U.S. & Global Financial Security

## “Walk A Mile In Her Shoes”

### GLOBAL CORPORATIONS CAN PARTNER WITH OPPORTUNITY INTERNATIONAL TO PROVIDE A LIFE-CHANGING, TEAM-BUILDING PHILANTHROPIC OPPORTUNITY FOR THEIR EMPLOYEES.

By sponsoring a one-mile, lunch-hour global opportunity walk, companies and their employees can make a meaningful and sustainable impact on the lives of women across the globe working their way out of poverty.

Opportunity International is a 501(C)(3)-microfinance organization that provides small business loans, savings, insurance, and training to more than two million people working their way out of poverty in the developing world—85% of whom are women. Clients in more than 25 countries use these financial services to start or expand a small business, school, or farm to provide for their families, create jobs for their neighbors and build a safety net for the future.

*Opportunity International serves all people regardless of race, religion, ethnicity or gender.*

Why should global corporations care about global poverty? Poverty is every global company's business. In countries where women have access to financial services, developing economies grow faster:

- 70% of those living on under \$2 a day are women. With the help of microfinance, women are able to help build better lives for their families and stronger economies for their countries.
- Women with independent incomes spend 90% of their discretionary dollars on improving the nutrition, health and education of their children-- making microfinance to women one of the best ways to invest in the next generation.
- As family incomes rise, girls are more likely to get educated. For every 10% of girls who get educated in a country, GDP goes up 3%.

Opportunity International has received grants from prestigious corporate foundations such as the Nike, Credit Suisse, MasterCard, and Goldman Sachs as well as the Bill and Melinda Gates and Omidyar foundations.

**WITH “WALK A MILE IN HER SHOES”** Opportunity is seeking to work directly with corporations and their employees to raise awareness that microfinance to women is one of the most powerful and cost effective ways to change the world.

## THE PROGRAM

Opportunity International seeks to partner with global businesses that want to provide a team-building, life-changing, global philanthropic opportunity for their employees.

Targeted to global corporations, Opportunity International's “Walk a Mile in Her Shoes” is a unique lunch-hour walk and fundraiser that enables employees to choose and walk for actual Opportunity microfinance client and raise money for her loan.

“Walk a Mile in Her Shoes” takes the complex issue of global poverty and makes it personal. Employees will see for themselves that the global poor are capable of changing their own lives if they can get access to loans, savings accounts and insurance. The money that employees raise for Opportunity entrepreneurs will help them start or expand a small business and provide a better future for their children.

## **THE “WALK A MILE IN HER SHOES” LUNCH-HOUR GLOBAL OPPORTUNITY WALK IS A TURNKEY EVENT.**

An online video illustrates the impact microfinance has on actual Opportunity clients and explains the logistics of running the event. Employees sign up (as individuals or groups) to walk a one-mile course around the office park or a city block. Before the walk, individuals (or groups) will choose an Opportunity microloan client and her business to support. They'll use a personal fundraising page to raise money from non-walking colleagues and friends. At the end of the walk, participants donate the funds they raised to the client they chose on line. When a client has completed her loan cycle, employees will receive a report they can share with their team and donors through their personal page.

Corporations are encouraged to promote their sponsorship of “Walk a mile in her shoes” and their commitment to sustainable solutions for poverty through their Corporate Social Responsibility program. Research shows that investing in women has proven to be one of the most effective ways to fight global poverty and create positive change the developing world.

Corporations who wish to match employee donations are offered a menu of larger projects to underwrite such as a mobile bank or a portfolio of larger loans to school proprietors.

### **THE GOAL:**

to partner with a major global corporation to underwrite materials and to pilot the “walk a mile in her shoes” global opportunity walk with their employees.

For more information please contact:

**Ruth-Anne Renaud** | Vice President for Women Philanthropy & Interactive Marketing | [RARenaud@Opportunity.org](mailto:RARenaud@Opportunity.org)

# Tangier American Legation Institute for Moroccan Studies (TALIM)

Washington, DC & Tangier, Morocco | [www.legation.org/](http://www.legation.org/)

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Encouraging Cultural Understanding

The Tangier American Legation Institute for Moroccan Studies (TALIM) has practiced citizen diplomacy for three decades. A rare repository of art and a living example of American history, it serves the cause of Maghrib scholarship and is a place where Moroccans and Americans learn from each other through academic exchanges, community activism and the arts. Its location in the old walled medina makes it a timeless, singular venue for understanding cross-cultural issues. One that deserves preservation and wider recognition.

Saved from oblivion in the 1970s by a group of diplomats and scholars, the only US historic landmark abroad has become TALIM. Not coincidentally, *talim* in Arabic means “education.” TALIM is one of three North African centers of the American Institute for Maghrib Studies. AIMS, a consortium of universities featuring Maghrib studies, offers annual grants to scholars from the Maghrib and the US for postgraduate research. At the Tangier American Legation, the extensive library of historic works provides a prestigious research venue.

On behalf of CAORC, the Council of American Overseas Research Centers, AIMS, in cooperation with TALIM, administers the annual Critical Language Scholarship (CLS) Arabic program for American university students concentrating in this strategic language. The program uses the residential facilities of the American School of Tangier (AST), a valued TALIM partner in many endeavors.

The Legation’s education efforts are also locally focused. Medina residents — mostly women — take Arabic literacy classes, which have burgeoned to include English and French (taught by AST student volunteers) and Spanish classes, as well as handicraft, art, and cooking. This example of fostering “human security” creates lasting bonds with the Moroccan citizens closest to the Legation, and provides people with essential skills. One graduate has sold her art, providing income to install electricity and running water at home.

Prior to Sultan Moulay Suleiman’s gift of the Legation building in 1821, Morocco had been among the first to recognize American independence. In subsequent years of bilateral relations, the American Legation was witness to History: the aftermath of the Barbary Wars, the colonization of Morocco by France and Spain, “*Tangier – International Zone*” as a magnet for both spies and renowned artists, WWII’s Operation Torch landings, and postwar Moroccan independence.

The Legation is in all the Morocco guidebooks. Access through the medina requires perseverance, but visitors are rewarded with a view into the 19<sup>th</sup> and early 20<sup>th</sup> centuries, when the American republic conducted its relations with an ancient Arab kingdom from the old walled city. In today’s world of fortified embassies far from city centers, the Tangier American Legation shows there was once another way of diplomacy. Now, it’s where citizen diplomacy happens.

Visitors to the Legation’s museum see works by an eclectic group of Moroccan and American artists, all donated by private individuals. In addition, there is an array of photographs and antique maps of the region, with the Pillars of Hercules marking the ancient link between Africa and the West, the Atlantic world and the Mediterranean. The Legation embodies this meeting of cultures, and among the small diverse staff, English, Arabic, French, and Spanish are heard in the course of the working day. However, the enduring nature of the Legation cannot be taken for granted. Its magical location on the Strait of Gibraltar brings with it frequent rain, high humidity, and water retained in walls built from sea sand.

Though the Legation's "landlord," the Cultural Heritage Program of the State Department's Overseas Buildings Operations, is committed to rehabilitate the structure, the humidity has taken its toll on the art and map collection, which badly needs a preservation and restoration program. Space is available, but funding to create an in-house workshop with attendant expertise cannot come out of TALIM's bare-bones endowment. With stable funding, an integrated scholarship cum internship could make preservation an ongoing part of the education effort, and provide practical spinoff for the collection. With the internship program a reality, the AIMS and TALMS board through a capital building campaign or endowment funds can approve equipment for a conservation workshop.

With an annual infusion of \$36,000 - \$360,000 over a crucial decade - it would be possible to create rolling internships to provide up to three students semester-long programs of \$12,000 each. AIMS' consortium of universities would promote the internship program to young scholars and help integrate it into US curricula of preservation, cultural resource management, history, and area studies. Students would combine cultural exchange and professional development in a uniquely situated American museum.

Leveraging expertise in museum management would augment the current skeleton staff, which consists of the American director plus six Moroccan professional and custodial staff. Partnership with a museum and conservation program would help provide the Legation with what's missing - *a better sense of its own history in relation to Morocco* – those centuries of diplomacy in the heart of a city, a medina, in a key Muslim and Arab country. With relatively little cost, and using many elements already present in the museum, themes illustrating the historical context could be established throughout the buildings.

As the museum function is consolidated, the education and outreach aspects of the Legation can grow. Already, American universities have come to see TALIM as a partner in study-abroad programs, and several TALIM and AIMS conferences have successfully used the Legation venue. With improved space utilization come opportunities for additional educational and cultural programming, allowing expanded cooperation with Moroccan institutions.

President Eisenhower, who congratulated Morocco on its independence over fifty years ago, would see the Tangier American Legation Institute for Moroccan Studies as the embodiment of the best in citizen diplomacy. With revitalized resources, the next decade – *leading up to the Legation's bicentenary in 2021* – can be a period of flourishing creativity in an area it knows best.

TALIM... meaning "education." Like the Legation archway over Tangier's "Rue d'Amérique," it is a bridge between cultures in need of mutual understanding.

For more information please contact:

**Gerald J. Loftus**, TALIM Director | [loftusg@usa.net](mailto:loftusg@usa.net)



## USNI Sport

Belfast, Northern Ireland | [www.usnisport.com](http://www.usnisport.com)

### GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Creating a Globally Competent Society; Encouraging Cultural Understanding

### Victory Scholarship Programme

USNI Sport, through its Victory Scholarship program, addresses explicitly two global challenges namely 'Creating a globally competent society' and 'Encouraging better cultural understanding'.

### BACKGROUND

USNI Sport is an organization using sport, business and education to establish sustainable links between Northern Ireland and the USA. It has established a partnership with the University of Ulster Sports Academy to expand and develop International scholarships for US graduates to attend graduate school in Northern Ireland. The University of Ulster is a University with an international reputation and a strategic priority of becoming the leading University for Sport on the island of Ireland. These scholarships are currently targeted at young male student athletes that have achieved a 3.0 GPA or above and who have a strong desire to continue their education, their athletic development and expand their roles as active citizens in order to contribute to a more globally competent society. We aim for the finished products to 'live, learn and lead' when they return to the corporate fields of the USA with expanded horizons, an international education and a 'lived' experience of the new and true Northern Ireland. This programme facilitates improved cultural understanding between NI and the USA, as our scholars become international ambassadors for education, sport and business. They return able to contextualize the impact of globalization, migration, increasing economic interdependence and communication that are increasingly bringing varying cultures together. Other partners that endorse and support the extension of our work include the US Consulate, the Patriot League, Anaconda Sports, The Melbourne Tigers Basketball Club, Police Service for Northern Ireland (PSNI), and the Sport NI and Belfast City Council.

### HOW THE PROGRAM WORKS

The Victory scholarship programme provides structured opportunities for scholars to:

- *Complete a Masters course of their choice*
- *Play basketball at a high level (semi-professional) or operate as a Sports Development Officer, Sports Coach, Sports Administrator or Sports Manager* facilitating the transfer of knowledge and expertise gained in their US university education and their NCAA experiences to the Northern Irish Sports Development Network.
- *Engage in community youth sports outreach programs* in areas of social and economic deprivation and with young people identified as being at risk by the Police Service Northern Ireland.

This dimension of the programme immerses the Victory Scholars in indigenous community sport programs and interventions working with children and young people who are disadvantaged and at risk. The programme called 'eHoops' will expose Americans to working with young people from divided communities in reconciliation workshops with the PSNI, an e technology education programme and a basketball programme over 18 weeks. They will share cultural differences and experiences of conflict due to race and religion. They will act as sports ambassadors and emphasize the importance of healthy active lifestyles, of continuing education, dealing with diversity and the opportunities that can be offered by sport, education and travel. They will act as sources of inspiration and knowledge about American culture. This reciprocal learning opportunity will sensitize American students to the politics of division in Northern Ireland, the impact of past conflict on young people's lives, the progress of Northern Ireland and the importance of raising aspirations through education and sport.

- *Attain high quality work experience & mentoring with USNI Sport business partners*

Scholars are required to carry out 'internships' with local business & public service organizations in order to experience the public and private network and their operational structures. This will allow the scholar to witness first-hand the potential of business collaborations with NI & US, to establish contacts within the industry and develop empathy for the vision of a peaceful and shared Northern Ireland society keen to embrace international business dimensions with the US.

## **SPREADING CITIZEN DIPLOMACY**

Universities on the island of Ireland are all keen to expand the number of International students studying their courses. Having a strong international presence enriches course programs and their delivery. It expands and shares knowledge, its contextual nature and its potential to enhance the global competence of graduates. By enlarge sport, by comparison to the US, is underdeveloped in Ireland. The opportunities to accelerate and enhance sports development, indigenous player development etc with the use of experienced NCAA graduates is enormous. USNI Sport Director, Dr Deirdre Brennan Senior Lecturer in Sports Studies and Director of University Sports Outreach at UU, founded international basketball scholarships in 2007. Two were awarded by the Ulster Sports Academy. The success of the program has seen the international scholarship programme grow to 12 in 3 years and expand to 6 other sports (basketball, field hockey, volleyball, ice hockey, golf, fencing). Demand outstrips supply. The expansion of the program will lead to a greater number of American citizens and scholar-athlete graduates, experiencing international education, active citizenship abroad and work experience.

## **OUTCOMES**

The primary outcomes of the Victory Scholarship Programme include:

- Successful graduation from a Masters programme from a top quality University
- The completion of a range of professional qualifications required to work on community outreach programs (coach education awards, Safe Guarding Children award)
- Successful completion of a suitable internship to develop professional skills & qualities

## **GROWTH AND SUSTAINABILITY**

The Victory Scholarship Program hopes to grow to include:

- Service level agreements with a range of Universities across the island of Ireland
- The development of our USNI Sport Foundation
- Service level agreements with groups who wish to promote the scholarships to graduates who without
- Scholarship support could not attend graduate school.

## **NEW TECHNOLOGY**

- USNI Sport requires its scholars to use e-technology to communicate their experiences to the world.
- This includes writing a travel blog, a scholarship blog and updating the USNI Sport Facebook page about their development

## **BUDGET**

- Each Victory Scholarship costs \$50k and includes return flights, accommodation, tuition fees,
- Training and induction, subsistence allowance, travel allowance, uniform.
- Diversity

Currently the Victory Scholarship Program is offered to males with preference given to graduates who are less likely to have the opportunity to attend graduate school without the provision of a scholarship. USNI Sport has every intention of offering scholarships to women and those from minority populations.

For more information please contact:

**Gareth Maguire** | Vice President | [gareth@usnisport.com](mailto:gareth@usnisport.com)

# Virginia Commonwealth University, School of Business

Richmond, Virginia | [www.business.vcu.edu/](http://www.business.vcu.edu/)

## GLOBAL CHALLENGE(S) THAT INITIATIVE ADDRESSES

Creating a Globally Competent Society & Encouraging Cultural Understanding

### **Enhancing International Understanding and Business Opportunity Between Central Virginia and India: A Project to Develop Meaningful Partnerships and Promising Human Capital for Global Peace and Prosperity**

Virginia Commonwealth Universities' School of Business (VCU-SB) and the Brandcenter (VCU – BC) faculty propose to develop and sustain long-term international business relationships and opportunities between Central Virginia and the Hindi – Kannada speaking world in India and South India specifically. Likewise, utilizing our collective capabilities and resources the VCU-SB-BC in partnership with the Virginia Asian Chamber of Commerce (VACC) the Virginia Economic Development Partnership (VEDP) and Christ University - Bangalore, India, aspires to –

- Enhance and integrate VCU School of Business and Brand Center curriculum through a combined focus on Indian markets, history, culture, politics and language.
- Expand the VCU School of Business and Brand Center scholarly and practical knowledge of the India through participation in workshops, seminars and conferences focusing on India business, markets, history, culture, politics and language.
- Prepare VCU School of Business and participating Brand Center students to work more effectively and efficiently cross-culturally with counterparts in Indian markets through expanded course offerings and forums, through team-based research projects with companies interested in Indian markets, through travel/trade mission options and through internship opportunities (both in Virginia and in India).
- Improve the Richmond and Central Virginia business communities' capacity to engage in Indian commercial opportunities through research, forums, certificate programs and projects involving faculty, students and business managers located in Central Virginia and India (specifically the Hindi - Kannada speaking part of South India).

This proposal seeks to expand our communities' knowledge of India (and the community in India's knowledge of us) and in turn the related business opportunities the may exist between our worlds. More specifically –

- The VCU and community partners in this proposed program will engage knowledgeable VCU faculty and community members (professionals from Virginia and India, using face-to-face methods and advanced technologies) to offer lectures and seminars in their respective classes to enhance participating students' understanding of India's past, present and future with respect to markets, culture, politics and language. This "first phase" of the program will provide an education base from which more advanced understanding of each other's world (the U.S. and India) can be built.
- The VCU and community partners in this proposed program will enhance participating faculties' (those from the U.S and those from India at Christ University) understanding and enterprise acumen concerning India and U.S. international business opportunities through a series of workshops, seminars and conferences specifically geared toward doing success business between India and the U.S. This "second phase" of the program will

provide a team of VCU faculty and their Indian counterparts with the knowledge, contacts and roadmaps necessary to engage U.S. and India enterprise in cooperative and profitable business undertakings. The objective is to have participating faculty capable and ready to engage (with their students) in international business ventures with community-based enterprises within the regions of focus of this program (the U.S. and India).

- The VCU and community partners in this proposed program will enhance participating students (both U.S. and Indian) practical, hands-on, abilities to engage in global business enterprise through courses and forum based “team” projects focusing on specific companies in Virginia and India with interest and potential for reciprocal business. VCU, the Virginia Asian Chamber of Commerce, the Virginia Economic Development Partnership and Christ University (School of Commerce in Bangalore, India) together will plan, implement and evaluate the student-focused project to be undertaken. It is anticipated that at least 30 VCU students and 60 India students will participate in this undertaking during 2011 (with both U.S. and Indian students spending between offered between 3 weeks and 9 months of primary experience in their counterpart’s country). This “third phase” of the program will further solidify the partnerships of this program, and the collaborations proposed above. It will also showcase “best practices” for successful U.S. — India commerce.

- The VCU and community partners in this proposed program will seek to solidify a long-term, sustainable relationship between Central Virginia and India through an agreement between VCU — Christ University that will set the parameters for future student exchange, business focus projects, joint research, forums and global business certificate programs — all involving the partners noted previously.

The larger objectives of this proposed program are to help create a globally competent society, encourage cultural understanding and secure long-term U.S. and global financial security through the training and engagement of future business leaders in both the Virginia and India communities.

All partners noted in this proposal have agreed to its focus, intent and spirit. All partners believe they can contribute to commonly held values related to free and fair global business, international educated business leaders and a more peaceful and prosperous world.

For more information please contact:

**Van R. Wood** | Professor of International Business and PM Endowed Chair in International Business |  
VCU School of Business | vrwood@vcu.edu | Professor Kelly O’Keefe | Executive Education Director and Professor |  
VCU Brand Center | kokeefe@vcu.edu)







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