

International Business Program Annual Report January 2008 – December 2008



The World is Our Classroom

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*With special thanks to our founding Director and visionary leader
Jeffrey W. Steagall*

July 29, 2009

EXECUTIVE SUMMARY

2008 was a transition year for the IB Flagship program as it was the last year of Dr. Jeff Steagall's 15 years of being the leader of everything international for the Coggin College of Business. Not surprisingly, 2008 was the best year in the program's history. Highlights include:

Graduate Programs

- 1st year of the fully accredited GlobalMBA program including Dongbei University of Finance and Economics from Dalian, China as our fourth partner.
- The GlobalMBA program had its second alumni event, held in Jacksonville with over 50 participants, including 23 alumni.
- The first Global MBA thesis defense.
- The first GlobalMBA graduation held at UNF.
- International recognition of the GlobalMBA both in Germany and the US.
- Agreement to start an Ibero-AmericanMBA in collaboration with Rey Juan Carlos University (Madrid) and ESEADE University (Buenos Aires). The program will be taught in English and Spanish, involve a distance learning semester and focus on logistics.

Undergraduate Programs

- Yongan Wu hired as visiting Assistant Professor of World Languages to teach Chinese. Funding provided by the IB Flagship program.
- The IB Flagship program offered to lower division Honors classes and prepared for an Honors study abroad to Guatemala.

Study Abroad Programs

- 224 Coggin students participated in short-term study abroads.
- 22 Coggin students participated in semester abroad programs.
- Successfully completed an Ethics study abroad program with Mitch Haney from the Philosophy department.
- Received a new grant from the US-EU FIPSE program with 5 other partners to provide faculty and student exchange through enhanced language programs in Europe.
- Established a Jeffrey W. Steagall Study Abroad Scholars endowment program.

Faculty Scholarship

- Completed the 8th Annual International Business Conference co-sponsored with the University of Warsaw School of Management.
- Sponsored the 3rd biannual China/US Research Conference in Cologne, Germany.
- Ten faculty taught at exchange partners for a week or more.
- Parvez Ahmed applied for a Fulbright Fellowship in Bangladesh for fall 2009.
- Jeffrey Steagall and Andrés Gallo edited a special issue of the Journal of Interdisciplinary Economics on Latin America.

Community Outreach

- Development of Great Decisions programs at Fletcher and Ponte Vedra High Schools
- Jeff Michelman and Anne Sheridan Fugard joined Ponte Vedra High School Community Advisory Board.
- IB Flagship Program agreed to do Great Decisions program at the Jacksonville Main Library.
- The IB Flagship Program made plans to offer IB Week in February 2009.

Introduction

In order to understand this annual report, one must understand the goals of the International Business (IB) flagship program. In brief, Coggin's IB program seeks to be a thought leader in international business education. The first goal is to infuse international business content throughout the entire Coggin curriculum. This is important, because no business may accurately be described as "domestic" today. Yet, few business schools have adjusted their curricula to that reality. In addition, internationally focused co-curricular activities will augment the curriculum changes. The second goal is to increase significantly the number of students studying abroad, as well as increasing the lengths of their stays and the depths of their experiences. Even with increased coverage of international issues in the classroom, students must go abroad to begin to understand the complexities, opportunities and challenges of doing business internationally. The third goal is to increase faculty scholarship and expertise in the international aspects of their disciplines. The fourth goal is program promotion, which includes both advertising program activities to students and marketing the UNF International Business program throughout the national and international academic communities, in order to raise its profile and ranking.

2008 saw a change in leadership of the IB Flagship. Jeff Steagall returned to the faculty at year-end, with Jeff Michelman and Andrés Gallo assuming leadership as co-directors. Gallo had already been director of the program's research efforts under the Center for International Business Studies. Michelman has deep familiarity with the IB program both from his tenure as associate dean and as a faculty leader in study abroad. In addition, the new leadership model elevates Anne Sheridan Fugard into more of a strategic role. A smooth transition is expected.

This report follows the template distributed in 2007. We apologize in advance for the redundancies in sections 1 and 3. Also, we have been calling our "benchmarks" "activities," so we have mixed the terms below.

Section 1: Benchmarks (Activities)

The IB flagship program's activities fall into four main categories: academics and co-curricular activities, international academic experiences for students, faculty scholarship, and program promotion and administration. Each activity has one or more associated efforts and/or metrics. This section is organized accordingly. In most cases, it is expected that several years will be required to achieve fully any particular activity. For clarity, the four required points from the Flagship Program Annual Report Outline provided by Academic Affairs are bolded.

Academics and Co-Curricular Activities

1. **Curriculum reviews related to study abroad** (the issue being addressed here is that the lack of curricular flexibility to allow explicitly for the use of study abroad credits toward graduation is by far the greatest impediment to study abroad in the US, according to numerous surveys). **Progress made, but not fully achieved.** However, we continue to develop new programs, in the knowledge that these short-term problems will soon be history. **No funds were budgeted or expended.** This activity

- supports the goals** of curriculum internationalization and increasing the number of students studying abroad. In 2009 the IB Flagship team will begin a process that facilitates the strategic development of new and different study abroad offerings.
2. **Infusion of IB content throughout the curriculum. Progress made, but not fully achieved.** The process of integrating international content throughout the curriculum continues. External issues, such as the international harmonization of accounting standards, are making it easier to do so, even in that traditionally US-focused discipline. Textbooks are also doing a better job of integrating IB content throughout, rather than relegating it to a chapter or two at the end of the text. This is an indication that Coggin was a thought leader to infuse IB years ago. **No funds were budgeted or expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad. The IB Flagship team will begin to develop college-wide frameworks for both the infusion and integration of these topics across the curriculum. The first major initiative in this area will be the launching of IB Week in February 2009.
 3. **GlobalMBA: Europe. Achieved.** The GlobalMBA is a four-university double-degree program. Each university selects up to ten students, who then study together as a cohort spending one semester in each country (Germany, Poland, China, and USA). This program was relaunched in fall 2007 after a 2006-7 hiatus to allow for processing the SACS accreditation documentation and replacing the original French partner with a Chinese partner (the French university withdrew from the program in summer 2006). The program, however, is now a truly “GlobalMBA” degree.
 - a. The 2008 (started in fall 2008) cohort will include 9 UNF students, together with students from Germany, Poland and China. Each UNF student received a \$500 TLO scholarship in fall 2008. The students selected earned their bachelors degrees from a variety of institutions including UNF, UCF, FSU, Appalachian State and Eastern Michigan.
 - b. The GlobalMBA held its second alumni event, this time hosted by UNF, in December 2008. It included 23 alumni from the USA, France, Poland, Bulgaria, Iran and Germany, plus the cohort that graduated in December 2008. The event was funded in part by a German agency. The next alumni event will be in Germany in October 2009.
 - c. We organized a special graduation celebration just for GlobalMBA students. Many of the international students’ parents attended. The ceremony included hooding. The dean has since decided to expand this event in future terms to include all Coggin Graduate and Undergraduate Honors student recognition.
 - d. We held the first thesis defense day, attended by faculty directors from all four institutions, in December 2008.
 - e. **No flagship funds** were budgeted or expended in this activity. This activity **supports the goals** of curriculum internationalization (particularly since GlobalMBA students taking classes at UNF demand a high level of international content in those courses), increasing the number of students studying abroad, and helping to make UNF’s international programs known nationally and internationally (e.g., the GlobalMBA has won a Best Practices in International Education award from a US-based organization

- _____ , the leading German news weekly.
4. **Ibero-AmericanMBA. Significant progress, but not achieved.** The Ibero-AmericanMBA is a new double-degree graduate program with partners in Argentina (ESEADE) and Spain (Universidad Rey Juan Carlos). A major difference from the GlobalMBA is that students are required to be bilingual, and every institution (including UNF) will offer at least one required course in English and one required course in Spanish in the program. The SACS Prospectus for this program will be submitted in time for its July 2009 meeting. The first cohort is expected to begin classes in Spring 2010, pending SACS approval. **Flagship funds** supported the travel of Dr. Gallo to Spain and Argentina to finalize program details. This activity **supports the goals** of curriculum internationalization, increasing the number of students studying abroad, and helping to make UNF's international programs known nationally and internationally. A September 2008 planning meeting was attended by all three institutions and hosted by UNF where the curriculum and student support issues were finalized. The program will be centered around the theme of logistics.
 5. **GlobalMBA: Asian focus. Not achieved.** We are currently working to find exchange partners with whom such a program makes sense. It is unlikely that this Asian GlobalMBA initiative will begin for the next couple of years. **No funds were expended.** This activity **supports the goals** of curriculum internationalization, increasing the number of students studying abroad, and helping to make UNF's international programs known nationally and internationally.
 6. **Freshman Interest Group (FIG) course in IB. Achieved.** Budget cuts led department chairs to cancel the IB FIG, in order to ensure that upper-division courses for majors were available in sufficient quantity. This activity **supports the goal** of curriculum internationalization.
 7. **Infuse IB content into *Introduction to Business* course. Not achieved.** Over 500 likely business majors take this course each year. In addition, Kate Mattingly, who also coordinates study abroad for the program, will begin teaching the Introduction to Global Business course during fall 2009. **No funds were expended.** This activity **supports the goal** of curriculum internationalization.
 8. **Recruit outstanding IB and study abroad students from local high schools.** Note that this goal has been changed from the proposal, which stated that recruiting would be from FCCJ. Because UNF's recruiters focus on high schools, not community colleges, we decided to take advantage of synergies and focus on high school recruitment, too. Another advantage is that younger students have more time to work on the language skills that will allow them to study abroad for a semester or a year. **Some progress, but not achieved.** Collaboration continues with Ponte Vedra High School's IB Academy. IB faculty also participated in the Great Decisions program, giving lectures at high schools. Great Decisions programs were launched at both Fletcher and Ponte Vedra High schools. Oceanside Rotary jointly sponsored the Fletcher program where VP Mauricio Gonzalez, Andrés Gallo and Jeff Michelman are all members. In addition, the IB Flagship Program will launch an adult Great Decisions program during the Spring 2009 term. We believe that this program, in

9. **Develop an IB Honors course at the lower division.** In 2008 Andrés Gallo and Jeff Michelman team taught a six credit module which included micro-economics and financial accounting. Both courses were integrated around the theme of Economic Development in Guatemala. Although only one student from this module chose to sign-up for the 2009 spring break trip to Guatemala, the courses serve as the foundation for developing the study abroad. **Achieved. No funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
10. **Develop Honors in the Major in International Business. Some progress, but not achieved.** The new leadership in Honors is receptive to enhancing the overall relationship with the IB Flagship program and study abroad and honors in the major in particular. **No funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
11. **Create summer institute for introductory Spanish language immersion.** This activity has also been modified. Although the former interim chair of the Department of World Languages agreed to this initiative, the permanent department chair, Dr. Jorge Febles, began in fall 2006. His departmental vision suggested that UNF focus less on introductory-level courses and more on getting students to take higher-level courses. Since that philosophy dovetails well with the need for students studying abroad to have higher-level language skills, the modification made sense for IB, too. Dr. Febles requested that any activity be postponed for a year, to allow him time to understand UNF's students, the goals of the departmental faculty, etc. **Modified.** IB is currently subsidizing an instructor in Chinese language, which is the most important new language from an IB perspective. The new instructor has increased beginning language enrollment from approximately 15 to over 60. It is hoped that such progress will allow COAS to be granted a permanent position to hire this instructor, who has an appropriate Ph.D., as an assistant professor to ensure the continuation of the program. **No funds were expended to date.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
12. **Develop language immersion opportunities abroad.** Not achieved. For the next couple of years, IB's focus will be on the Chinese language position as described in the preceding activity #11. The budget for language immersion abroad will be diverted to the Chinese instructor. If World Language's effort to place students in higher-level language courses succeeds, this activity might become irrelevant. **No funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.

13. **Bring international speakers to UNF/Coggin. On-going activity, partially achieved.** We are planning a major new initiative this year in the hosting of “IB Week” in February 2009. Each night, there will be two major speakers in the Lazarra Theater. The program expects to draw both from campus and from the community for an audience. The academic culmination of the week will be the annual research conference co-sponsored by the University of Warsaw. **Flagship funding** will be required for some speakers. This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad (e.g., US students learn that foreign faculty can lecture in understandable English, and faculty from partner institutions often make a presentation about studying at their university). We have also joined the Florida Network for Global Studies (FNGS), a group of Florida universities that collaborates on international initiatives. We co-sponsor the FNGS Florida IB Summit at USF in March 2009. UNF and UF will co-host the next summit (at UNF) in spring 2010.
14. **Integrate domestic and international students. On-going activity, partially achieved.** Domestic and international students do not mix naturally on campus. Internationals tend to associate with other internationals, while US students have their own lives and circles of friends. The idea of this activity is to provide occasions for the two groups to break out of their habits and get to know one another. The mechanism we selected to create such integration was the creation of a student club, the *International Business Society* (IBS, www.unf.edu/groups/intlbusiness), with Anne Sheridan Fugard as advisor. In addition, all incoming exchange students will be required to join an on-campus club in spring 2009. This will be modified in fall 2009 to focus just on Coggin College of Business Student clubs. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
15. **Recognition of students’ international experiences. Achieved for academic experiences. Progress made, not achieved, for co-curricular activities.** Academic transcripts now accurately reflect Coggin study abroad experiences. Coggin has special courses for short-term study abroad programs (e.g., ECO 4956 Study Abroad in Argentina) that clearly reflect the discipline (course prefix) and location (course title) of the experience. Semester abroad at partner universities has also been achieved, with the transcript listing the name of the school, country, and number of credits awarded. UNF is currently developing a co-curricular transcript that will document such activities (e.g., participation in events like the “Careers in International Business Day”). Once the co-curricular transcript exists, we will ensure that international activities are eligible for inclusion. **No funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
16. **Create an IB Executive-in-Residence at Coggin. Not achieved.** This person would work with students, the IBS club, the Coggin Career Management Center, etc., to help students, faculty and staff understand the importance of international issues in business. Since current space limitations mean that we have no office, we cannot have an executive in

residence. **No funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.

International Academic Experiences

1. **Increase the number of students participating in short-term study abroad courses to 170 (the number originally designated in the flagship proposal). Ongoing goal, achieved for 2007-8.** Study abroad enrollment was at an all time high – 224! This is largely due to the high number of TLO awards, which made study abroad affordable to more students than ever before. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
2. **Increase the number of students participating in semester study abroad courses to 35 per year. On-going goal, not achieved.** Semester study abroad numbers continued to draw Coggin students. In spring 2008, 12 went abroad for the entire semester and in fall 2008, 10 went abroad for the entire semester (total 22). Given the student populations and hurdles that students face to participate in semester abroad, we consider these numbers a success – especially considering our growth in this area over the last five years. Since Coggin was given the ability to make decisions about TLO scholarship awards, these scholarships made a huge impact when helping students to make financial decisions to go abroad for a semester. It is anticipated that with the help of TLOs in 2009, we will see a jump in our semester study abroad numbers. Although these goals were originally developed as stretch goals, three challenges remain: 1) the short-term challenges from the economy—both global and domestic, 2) the achievement of higher-level language proficiency by an increased pool of students, and 3) additional funding for student scholarships. Although challenge one above is both exogenous and hopefully short-term, the IB Flagship team has developed plans to address challenges two and three. In particular, a scholarship endowment program was established in October 2008. This program of Steagall Study Abroad Scholars is intended to both recognize both the commitment and visionary leadership of our founding director, Jeff Steagall, but give alumni a way to give back in a way that will ensure the future success of this program. Through the use of state matching funds, the intent is to raise \$2 million. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
3. **Increase the number of students participating in internships abroad to 5. Not achieved.** Again, the economy kept interns at home. However, the Flagship leadership team is working to develop ways to make these more likely in the future.
4. **Other study-abroad activities. Achieved.** Several initiatives that were not included in the original flagship proposal are in progress, including:
 - a. We have worked with the UNF graduate school to determine the **parameters for future double-degree graduate programs** at UNF. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.

- b. One Coggin program successfully applied for graduate TLO funding. There is some concern due to comments made during the TLO selection process that Coggin programs didn't need TLO funding because it has the flagship. No flagship dollars are allocated to study abroad scholarships, and the TLO directors should ensure that faculty on the selection committees understand that they should not discriminate against Coggin programs because of the flagship. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
- c. We partnered with the Department of Philosophy's Dr. Mitch Haney to offer Coggin's first intercollegiate study abroad program. Sixteen business and philosophy students studied business ethics in Ireland in May 2008. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.
- d. The six-institution consortium that had previously been funded by a US-EU FIPSE grant successfully applied for and received a new grant, which provides over \$7500 in scholarship funding to Coggin students in each of the next four years. Some faculty exchange travel money is also available through the grant. The FIPSE consortium is important to the IB Flagship for three reasons: 1) we obtained three outstanding new European Exchange partners and funding to develop this collaboration on both the student and faculty sides, 2) two outstanding exchange partners in Clemson and Appalachian State Universities who we exchange best practices on a daily basis, and 3) an opportunity to enhance an important college goal in the area of entrepreneurship. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization and increasing the number of students studying abroad.

Faculty Scholarship

- 1. **Hire an eminent scholar in IB. Not achieved.** The eminent scholar is needed to help raise the profile of UNF's international activities. However, given accreditation needs to hire marketing and accounting faculty, the fact is that Coggin filled two Coggin Distinguished scholar positions this year, Greg Gundlach in Marketing and Tim Bell in Accounting. Both are internationally recognized scholars in their respective disciplines and, as a result, will clearly raise the research profile of the College and provide spillover effects to the IB Flagship program. The eminent scholar is on the college's capital campaign list, and the first step is to identify and cultivate a donor. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization, enhanced faculty scholarship and external promotion of Coggin's IB program.
- 2. **Host an annual IB research conference jointly with Warsaw University. Achieved.** The eighth annual conference was held February 2008 at UNF's University Center. The conference was a full two-day affair with two dozen papers presented. Approximately 50 authors, panelists, discussants and session chairs participated. Participants hailed from a dozen countries. Several international presenters (at least five) also lectured in Coggin courses

before or after the conference. The proceedings are being published at Warsaw University and will be shipped in January 2009 (copy available upon request). **Flagship funds were expended for lodging and travel for a few participants and additional funds will contribute to the costs of publishing the proceedings (the University of Warsaw shares costs).**

This activity **supports the goals** of curriculum internationalization, enhanced faculty scholarship and external promotion of Coggin's IB program.

3. **Host a bi-annual IB research conference jointly with Beijing International Studies University. Achieved.** BISU cancelled all of its international conferences for 2008, in order to focus on the Olympics events; however, the Center for International Business Studies stepped up and sponsored this event, which was held in October in Cologne, Germany. Twelve papers including 5 from UNF were presented. In order to reduce costs, it was decided that no proceeding would be published. **Although not in our budget for this year, approximately \$12,000 was used to support this conference.** This activity **supports the goals** of curriculum internationalization, enhanced faculty scholarship and external promotion of Coggin's IB program.
4. **Other UNF-hosted conferences. Achieved.** No events were planned for 2008, since they normally occur in years when the UNF-BISU conference is not scheduled.
5. **Hire internationally-oriented faculty.** Budget cuts implied no new faculty hires this year. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization, enhanced faculty scholarship and external promotion of Coggin's IB program.
6. **Offer faculty development opportunities in IB. Achieved.**
 - a. A planned faculty-only study abroad program was cancelled due to budget cuts. It is hoped that this program will be revived in future years, as the benefits of faculty spending 10 days together learning about other countries and discussing international initiatives far outweigh the cost of the program. Instead a Coggin International Business Faculty retreat was held at the University center in Mid-September and was attended by over 40 faculty. Topics focused on leading study abroads, faculty scholarship and collaboration with exchange partners and teaching opportunities available for faculty through faculty exchange. **Approximately \$500 in Flagship funds were expended** for this September 2008 program. This activity **supports the goals** of curriculum internationalization and enhanced faculty scholarship.
 - b. Five faculty taught abroad through our faculty exchanges. Dr. Dag Naslund taught in Italy (University of Turin, a potential new partner). Sid Rosenberg, Jeff Steagall, Robb Frankel and Andrés Gallo taught in Argentina. Robb and Mina Balamoune also taught in Paris at the European Business School. The University of Warsaw funds several of our faculty to teach one-week intensive courses there. Drs. Michelman, Gallo, Traynham, Frankel and Steagall all taught there during this period. Steagall and Traynham also taught in Germany. This activity **supports the goals** of curriculum internationalization and enhanced faculty scholarship.
7. **Help more Coggin faculty obtain Fulbright awards. Not achieved.** One faculty member, Parvez Ahmed applied in 2008 for a fall 2009 Fulbright to

- Bangladesh. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization, enhanced faculty scholarship and external promotion of Coggin's IB program.
8. **Host a Fulbright-in-Residence. Not achieved.** As with the Executive-in-Residence in IB, the lack of office space in the College and on campus more generally prohibits our inviting faculty to spend their Fulbright terms at Coggin. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization, enhanced faculty scholarship and external promotion of Coggin's IB program.
 9. **Increase UNF's ranking in IB in US News and World Report. Not achieved.** We expect to begin our efforts on this activity by creating high-quality brochures for mail-out to AACSB business school deans, since they provide the information for some such rankings. As the other flagship efforts bear fruit, they will also enhance UNF's reputation in IB. We expect this benchmark to be reached in year 4 or 5 of the flagship candidacy. **No flagship funds were expended.** This activity **supports the goal** of external promotion of Coggin's IB program.
 10. **Apply for a Center for International Business Education and Research (CIBER) grant from the US Department of Education. Not achieved.** The next application round for CIBERs is 2010. By that time, we expect to have significant name recognition for the quality of our IB program and to submit a competitive proposal. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization, enhanced faculty scholarship and external promotion of Coggin's IB program.
 11. **Other IB scholarship activities. Achieved.** Scholarship-related activities not included in the original flagship proposal have been undertaken, including:
 - a. We have been discussing creating a journal focused in IB education. Only four such journals exist, and two are very recent. Toward that end, we hosted Dr. Ruth Taplin, editor of the Journal of Interdisciplinary Economics. We discussed with her how to start a journal and the pros and cons of doing so. Drs. Gallo and Steagall will co-edit a special double issue of the JIE (2009) that focuses on Latin America.

Program Promotion and Administration

1. **Fund program administration. Achieved.**
 - a. Drs. Gallo, Schnusenberg and Steagall each received one course release each semester and were paid 12.5% of their nine-month salaries in summer 2008. This activity **supports the goals** of curriculum internationalization, enhanced faculty scholarship, external promotion of Coggin's IB program and program promotion and administration.
 - b. Coggin's study abroad coordinator is fully funded and its director of study abroad is partially funded by the flagship. **Both positions support** the goal of increasing study abroad participation.
 - c. The IB Flagship program has plans to develop and fully fund a second coordinator position in 2009. This position will focus more directly on supporting inbound and outbound faculty exchange as well as inbound student exchange.

2. **Fund the IB internship coordinator to set up international internships. Not achieved.** For personal reasons, the IB internship coordinator was unable to travel during this period. Also, we continue to work with Coggin's Career Management Center to develop new IB internships in northeast Florida, the US and abroad. **No flagship funds were expended.** This activity **supports the goals** of curriculum internationalization, study abroad and external promotion of Coggin's IB program.
3. **Create and maintain a high-quality, current website. Achieved.** Coggin's webmaster and IT professionals provided significant support in website redesign (especially the GlobalMBA page). **No flagship funds were expended.** This **supports** all four program goals.
4. **Name the Center for International Business Studies. Not achieved.** This item is on the Coggin capital campaign list and a donor is being sought. **No flagship funds were expended.** The Center houses and **supports** the IB scholarship activities, which also leads to external promotion.
5. **Create new promotional materials. Some progress, not fully achieved.** A new study abroad brochure and GlobalMBA brochure have been completed and printed. **Costs not listed elsewhere totaled \$2,336.30.** Promotional materials **support all four program goals.**
6. **Operating expenses. Achieved.** Activities **support all four program goals.**
7. **Other administration and promotional activities. Achieved.** One effective administrative activity that we have undertaken is streamlining the communication and document collection process for the IB flagship. A BlackBoard account accessible by GlobalMBA faculty and staff from all four institutions has greatly enhanced communication in that program. A separate BlackBoard account allows IB Flagship staff to share documents and information easily.

Section 2: Additional Benefits of the Flagship

Although section 1 should have made clear the benefits to various groups of the IB flagship, this section highlights some of the most important benefits to students, the college, the university and the community from the IB flagship activities.

Students

Students are the primary beneficiaries of the IB flagship activities. Students will graduate with a deeper understanding of international business once the infusion project is complete. They benefit immediately from increased study abroad offerings, as indicated by the large number of students participating in 2008; this is largely due to TLO scholarships. Through these scholarships we found a new population of students exploring the possibility of study abroad. These students told us that without the TLO scholarship funding, they could not have been able to go abroad without the financial assistance. The diversity of offerings is also increasing, with our first-ever study abroad to India in 2008, first-ever study abroad for lower division students (to Argentina) in 2008, and our first-ever collaborative study abroad with Arts & Sciences (Philosophy & Business Ethics to Ireland in 2008). Semester-abroad students will benefit from a greater diversity of offerings (e.g., India, China, Spain, the possible Mexican and

Canadian FIPSE partners). Both groups will benefit from the Cascone Family Study Abroad Scholarships and Steagall Study Abroad Scholarships (and, we hope, other scholarships). Students wishing to intern abroad will soon have a UNF website that makes searching easy. Forward-looking students who recognize the value to their careers of learning Chinese will benefit from the new instructor in that language. Honors students will benefit from a clearly-delineated Honors-in-the-IB curriculum. The International Business Society will generate events in which our students can meet and befriend visiting international students.

College

The college benefits, of course, from providing a more relevant business education (note that AACSB, the business accreditor, insists that being relevant *means* being international). Faculty benefit from our faculty development initiatives that expose them to new countries. Faculty also participate in our IB research conferences and publish in the volumes that come from them. Faculty exchange opportunities often result in new data sources or even international co-authorships. As UNF's reputation in IB grows, so, too, does the prestige of working here.

University

Since Coggin is a leader in both internationalization and study abroad at UNF, the various institutional changes that our efforts engender benefit all colleges. For example, the work we have done on properly documenting study abroad experiences benefits any department or college, which can follow our template. Our efforts in establishing clear UNF guidelines for the development of double-degree programs can also benefit other units. Dr. Steagall was the primary author of the QEP on Campus Internationalization and Dr. Michelman later joined the QEP committee on Community Based Learning. Dr. Michelman also served on the search committee that hired the Director of Community Based Learning, Mark Falbo. Many others from across campus provided input. Although that QEP was not selected, the UNF International Council has agreed to take certain ideas from it and work on them to internationalize the campus. Many of the ideas came from the IB Flagship. Perhaps most importantly, as the flagship succeeds, UNF's reputation will be enhanced by association (just as IB benefits from the success of other flagships). From its inception, the IB Flagship program has tried to act in a leadership role for campus internationalization rather than being limited to the boundaries of the Coggin College of Business. In short, any success that any of our programs enjoys facilitates larger successes across the campus.

Community

One clear winner from the IB flagship is the business community, which already has an international orientation. By graduating students who have had international experiences and whose coursework makes it clear that business is international, we are providing a stronger workforce that will be better able to compete in the era of globalization. Since so many UNF graduates stay in Jacksonville, the importance of our educating students for the global marketplace becomes even more important. Another community group to benefit would be local high schools, with whom we will cooperate to encourage the best and brightest to come to UNF and to study abroad. Ponte Vedra High School is just the first to take advantage of that benefit. In addition, several flagship faculty are involved with the Jacksonville International Committee, a group of community leaders that is

fostering internationalization in our region. The Florida IB Summit, to be held in 2010 at UNF, also brings together business people, government officials and academics. The focus is the business community.

Section 3: Activities Related to Future Benchmarks

Activities for 2009-10 and beyond are identified here for each IB flagship benchmark. Space constraints, particularly the lack of adequate faculty office space, is already an issue and will likely worsen in the coming year until the new business extension is completed. We appreciate efforts by both the Coggin Dean's Office and Academic Affairs to alleviate these problems in a thoughtful and systematic manner.

- 1. Curriculum reviews related to study abroad.** The APC paperwork for the IB, economics, finance and business minors will be processed by fall 2009 to either require or allow study abroad. The IB major will also be revised in spring.
- 2. Infusion of IB content throughout the curriculum.** The Department of Economics and Geography review and infusion process will be completed during spring and summer 2009, with APCs to be submitted in early fall. At that point, infusion in other departments will be addressed. The department has already used exit exam results to incorporate more coverage of exchange rate issues in the international trade course. The goal is to complete infusion in all four departments over a four-year period (essentially, one department per year).
- 3. GlobalMBA: Europe.** Continue the strong program. Ensure a smooth transition as the German program leader contemplates retirement in 2010. Recruit full cohorts for each institution. Increase the quality of students in the program. Maintain good relationships with alumni, including holding annual alumni events. Solicit scholarship funding for UNF GlobalMBA students. Most importantly, since this program is no longer European-centric, it will be referred to only as the GlobalMBA, moving forward.
- 4. Ibero-AmericanMBA:** Earn SACS accreditation and begin cohort 1 in spring 2010.
- 5. GlobalMBA: Asian focus.** Identify appropriate interested partners, design curriculum, complete SACS accreditation documentation and offer the program. Partner selection is key, and only after finding partners that work well as exchange partners will a cooperative degree program be initiated. Fall 2012 is the target date for the initial cohort.
- 6. Freshman Interest Group (FIG) course in IB.** Continue to offer one IB-oriented FIG each year. If demand and faculty resources are sufficient, a second course might be contemplated (or a Common Boundaries course offered).
- 7. Infuse IB content into *Introduction to Business* course.** Work on this goal will begin with Kate Mattingly teaching the Introduction to Global Business course in fall 2009.
- 8. Recruit outstanding IB and study abroad students from local high schools.** Continue working with Ponte Vedra High School to develop a model for cooperation. Extend the cooperation to other high schools in the Greater Jacksonville area (one will be Mandarin High School, if they are interested).
- 9. Offer Coggin foundation courses for Honors students.** Discuss potential collaboration in the light of budget shortfalls with the Honors Program.
- 10. Develop Honors in the Major in International Business.** Finalize the curriculum and shepherd it through the APC process. Promote the opportunity to students as soon as it is available.

11. **Hire a Chinese language instructor and build a cohort of students that justifies the position.** Have the two-year instructor position that currently exists become a fully-funded, tenure-track line in COAS and wean it from IB subsidies.
12. **Develop language immersion opportunities abroad.** This activity is on hold pending the results of Dr. Febles implementing his vision for the Department of World Languages. If he is able to bring it about, this might become irrelevant.
13. **Bring international speakers to UNF/Coggin.** Continue to invite speakers to campus and arrange for appropriate audiences for them. Collaborate with other groups (e.g., IB Week, International Studies program, Florida Network for Global Studies) to share resources and speakers.
14. **Integrate domestic and international students.** Offer and evaluate the new orientation for international students. Offer and evaluate social events for domestic and international students. Track relationships after the foreign students return home. Offer “Careers in International Business Day” annually.
15. **Recognition of students’ international experiences. Achieved for academic experiences.** Coggin awaits the roll-out of the co-curricular transcript. Anne Sheridan Fugard will then work with Student Affairs to ensure that appropriate international events are included on that transcript.
16. **Create an IB Executive-in-Residence at Coggin.** Since current space limitations mean that we have no office, we cannot have an executive in residence. Once space becomes available, we will identify an appropriate person and hire him or her.
17. **Create an undergraduate dual-degree program.** Identify a Coggin discipline interested in offering a dual-degree program (IB is a candidate). Identify appropriate interested partners, design curriculum, complete SACS accreditation documentation and offer the program. Fall 2011 is the target date for the initial cohort. FIPSE Atlantis Program funding is available and will be sought.

International Academic Experiences

1. **Maintain the number of students participating in short-term study abroad courses.** As we become more successful with 4-week summer programs, we can anticipate that continued growth in the short-term programs is not possible. Our goal is to increase the number of students abroad – providing programs at varied lengths to accommodate the many needs of our diverse student population. TLO scholarships, or private gifts, have proven to be instrumental in making study abroad affordable for an increasing population in the Coggin College of Business.
2. **Increase the number of students participating in semester study abroad courses to 35. Ongoing goal, not achieved for 2008.** Have at least 35 students studying abroad for a semester in 2008. Increase participation by at least 10% increase in students per year thereafter. These are very lofty goals. Again, scholarship funding will be critical.
3. **Increase the number of students participating in internships abroad to 5. Ongoing goal, not achieved for 2008.** Complete the resource website and the education of the Coggin internship coordinators, advisors and Career Management Center staff. Have 5 students intern abroad in 2009, and increase by at least 1 student/year thereafter. Scholarship funding is necessary.
4. **Other study abroad activities.** Several initiatives that were not included in the original flagship proposal are in progress, including:

- a. Apply for FIPSE Atlantis program funding in support of the GlobalMBA and/or other double-degree programs in 2009.
- b. Continue to address the issues found in the student and employer surveys conducted during 2007-08.
- c. Solicit additional gifts for study abroad scholarships.
- d. Continue to apply for TLO funding, especially given their tremendous impact on students' financial ability to participate in study abroad.
- e. Since Jeff Steagall will no longer be involved in IB Flagship leadership, he will represent the IB Flagship on all International Funding committees.
- f. Continue to collaborate with non-Coggin departments to create innovative interdisciplinary study abroad experiences at both the undergraduate and graduate levels.
- g. Research and develop an enhanced FIPSE North America grant project proposal that would bring three US, two Canadian and two Mexican universities together to form a student exchange consortium.
- h. Continue to seek grants that fund study abroad for students.
- i. Offer a successful Common Boundaries course with a study abroad component.

Faculty Scholarship

- 1. Hire an eminent scholar in IB.** Seek an endowment for the position. Identify appropriate space for his or her office.
- 2. Host an annual IB research conference jointly with Warsaw University.** The ninth annual conference is scheduled for February 2009, at UNF's University Center. We will hold the conference and publish the proceedings. This will continue to be an annual initiative. One goal is to have more countries represented and stronger participation from Coggin (and other UNF) faculty.
- 3. Host a bi-annual IB research conference jointly with Beijing International Studies University.** The next conference will be in Beijing in 2010, with proceedings to be published. This is a continuing bi-annual initiative, with the location alternating between Beijing and Jacksonville.
- 4. Other UNF-hosted conferences.** Seek strategic partnerships with other IB organizations. Encourage Coggin faculty to create new conferences or workshops of interest. One possibility is a conference on internationalizing the business school curriculum and study abroad.
- 5. Hire internationally-oriented faculty.** Although this seems to happen simply by hiring the best available candidate, Coggin job descriptions will continue, according to college policy, to emphasize international expertise in most advertisements.
- 6. Offer faculty development opportunities in IB.** Continue to fund FDIB. Offer a faculty-only study abroad program. Evaluate the benefits to the IB flagship of CIEE or other FDIB programs.
- 7. Help more Coggin faculty to get Fulbright awards.** Continue to promote Fulbright opportunities to faculty annually.
- 8. Host a Fulbright-in-Residence.** After finding a solution to the space problem, we will contact Fulbright to act as a host institution. Our Florida location is likely to make us an attractive host. In the meantime, we will

continue to host international visitors as mutually beneficial opportunities arise.

9. **Increase UNF's ranking in IB in US News and World Report.** We will continue to build the program so that it merits such rankings. However, rankings also depend on the perception of other business schools, particularly their deans. Thus, we will create and mail out a series of high-quality brochures emphasizing our IB successes.
10. **Apply for a Center for International Business Education and Research (CIBER) grant from the US Department of Education.** The next application round for CIBERs is 2010. By that time, we expect to have significant name recognition for the quality of our IB program and to submit a competitive proposal.
11. **Other IB scholarship activities.**
 - a. Continue to explore the viability of launching a new journal focused on IB education. If appropriate, launch the journal during 2009-10.

Program Promotion and Administration

1. **Fund program administration.** Evaluate annually whether the amount of program administration is adequate. Recommend and make, if possible, adjustments as appropriate. This includes faculty directors and study abroad staff.
2. **Fund the IB internship coordinator to set up international internships.** Continue to provide opportunities for Coggin internship coordinators and Career Management Center staff to learn about internships abroad.
3. **Create and maintain a high-quality, current website.** Coggin's webmaster and IT professionals provided significant support in website redesign (especially the GlobalMBA page) at no incremental cost to the flagship.
4. **Name the Center for International Business Studies.** This item is on the Coggin capital campaign list and a donor is being sought.
5. **Create new promotional materials.** Continue to produce high-quality promotional materials as necessary.
6. **Offer International Business Week in 2009**

Section IV: Scholarship and Creative Works

As mentioned above, Drs. Gallo and Steagall co-edited a double issue of the Journal of Interdisciplinary Economics. The volume, to be published in January 2009, focuses on the economic issues in Latin America.

Proceedings from the February 2008 IB research conference will be forthcoming in January 2009. Warsaw University's School of Business is the publisher.