

CIBER

**CENTERS FOR INTERNATIONAL BUSINESS
EDUCATION AND RESEARCH**

NATIONAL SECURITY AND ECONOMIC COMPETITIVENESS Proposed CIBER Activities (2007-2009)



**TITLE VI-B OF THE U.S. HIGHER
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CENTERS FOR INTERNATIONAL
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(CIBER)**

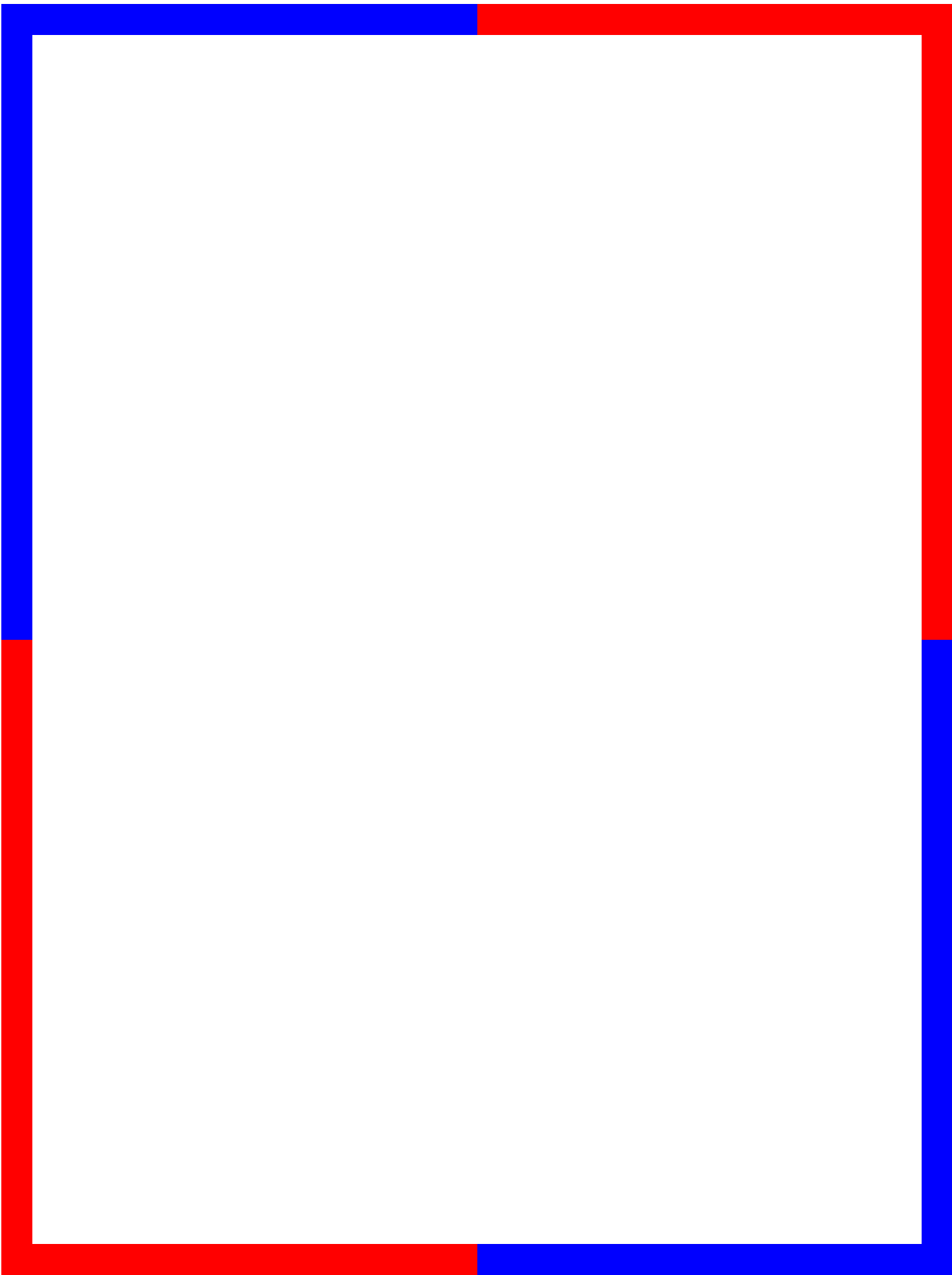


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The Centers for International Business Education (CIBERs) were created under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation's capacity for international understanding and economic enterprise. Administered by the United States Department of Education (USED) under Title VI, Part B of the Higher Education Act of 1965, the CIBER program links the manpower and information needs of U.S. business with the international education, language training and research capacities of universities across the United States. **Thirty-one (31) universities** designated as centers serve as regional and national resources to businesses, students and academics. Together, the CIBERs form a powerful network focused on improving American competitiveness and providing comprehensive services and programs that help U.S. businesses succeed in global markets.

INTRODUCTION

Activities that deal with the interactions of national security issues and the economic competitiveness of the United States are a major component of the program of work at the institutions which are funded under the Department of Education's Centers for International Business Education program. This report provides an institution by institution summary of activities currently undertaken by these thirty-one Centers.

The model upon which the CIBER program is based is that of expertise creation and deployment. Over the past year the CIBER community has been engaged in applying this model to developing an understanding of how national security issues continue to affect the conduct of global business based in our country.

As this process is yet in its earliest stages, the predominant activity recounted in these pages are aggressive research programs. Many CIBERs have competitive grant programs with priority given to research on homeland security issues. In addition to funding projects within the business schools, CIBERs are reaching out to fund cross-disciplinary research. The threats to national security are multidimensional - chemical, biological, nuclear, electronic - and it is necessary to draw on widely diverse expertise from many units of the university to understand and defeat them. CIBER programs such as the Food Security Initiative at the University of Illinois represent cross-campus efforts that are integrated with broad-based institutional research programs.

CIBERs have a further role in the dissemination of research results to other scholars, through working paper series and academic conferences such as the Global Security Conference at the University of Maryland.

Ultimately the expertise developed by CIBER activities must be reflected in their educational programs. National security initiatives are under way in formal academic degree programs, in executive education, in programs offered to the public, and in the development of teaching materials and training of faculty.

In formal academic programs, CIBERs are engaged in a number of activities:

- Several CIBERs are developing new academic courses for business students that relate directly to the impact of national security on the conduct of business.
- Institutions are developing language courses in those languages deemed critical for national security interests, and making them available to business students and other professionals.
- Existing degree programs are developing national security majors. San Diego State University, for example, now offers an International Security and Conflict Resolution major.

- CIBER institutions are developing new academic programs, either stand-alone business programs or programs that collaborate with other relevant disciplines and other institutions. In particular, the CIBER network has the opportunity to partner with institutions outside the US to provide graduates with on-the-ground understanding necessary to function in the current uneasy global environment.
- CIBER schools are experimenting with alternative delivery systems for national security education, through web-based instruction as well as the integration of cross border experiences.
- CIBER schools are providing degree experiences for military personnel that are directly engaged in providing for national security. For example, the University of South Carolina has a memorandum of understanding providing for U.S. Army officers to participate in the Arabic language track of its International MBA program.

CIBERs have a mandate to supporting programs for business firms and the public. In the national security area, CIBERs are providing a variety of programs, focusing on security issues, provision of security for specific locations, and provision of security for particular types of industries. These programs are often co-sponsored by local business associations. Public lectures and seminars on security issues enhance understanding of the impact of global terrorism on the conduct of business. CIBERs are providing consulting for companies on security issues, and in one case using student teams to assist companies in their response. Duke University's CIBER is cooperating to develop a web-based National Security Speakers' Bureau to make security expertise more readily available to companies.

A long-standing activity of CIBERs has been educational outreach to non-CIBER institutions through faculty development programs. We see in these pages evidence that these programs are changing to incorporate the inclusion of security issues in the curriculum. New geographic areas such as Africa are being included in the menu of off-shore faculty development programs. CIBERs are involved in the development of case and teaching materials on security issues.

In summary, as the individual examples in this booklet will illustrate, the CIBER community as a whole has responded with a wide variety of initiatives to the national security issues that have emerged in the past six years. It is as yet unclear as to which responses will prove to be the most effective use of CIBER resources. Nor has there emerged, despite some initial efforts, a substantive collaborative structure that truly takes advantage of all the CIBER community has to offer. Nonetheless, given the limited resources, and given the other substantive mandates that are part of the CIBER mission, the activities summarized in this booklet are clearly indicative of the impressive ability of the CIBER network to create and deploy expertise that will enhance our country's security and competitiveness.

William R. Folks, Jr.
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University of South Carolina

Brigham Young University

During the 2007-08 and 2008-09 academic years, the CIBER at Brigham Young University will conduct the following activities for National Security and Economic Competitiveness:

- **Test of Applied Cultural Competency (TACC) for Business:** The TACC, designed to complement the American Council for the Teaching of Foreign Languages (ACTFL) language proficiency exams, will help ascertain the cultural competency of participants.
- **Developing Business Turkish:** With the BYU Middle East Language Center, the University of Texas at Austin CIBER, the Middle East Research Center and the Michigan State University CIBER.
- **Studying Business Culture in the Turkish-Speaking World:** In partnership with the University of Texas at Austin CIBER, the BYU National Foreign Language Resource Center (NFLRC) for Middle Eastern Languages and the Center for Middle Eastern Studies at the University of Texas at Austin.
- **Rocky Mountain CIBER Conference on Homeland Security:** In partnership with the CIBERs of the University of Colorado-Denver, the University of Washington and Texas A&M University.
- **World Trade Association Meeting on Homeland Security:** In partnership with the World Trade Association of Utah.

Columbia University



- ***Geofinance: What Needs to be Where?***

On January 18, 2008, the CIBERs at Columbia University and the University of Pennsylvania's Wharton School hosted a day-long conference about the location of global capital markets. A diverse group of 15 international panelists and speakers presented their thoughts, and often colorfully disputed each others' points of view. The participants came from universities and business schools; academic councils and global financial institutions; as well as securities exchanges, management consulting and asset management firms.

The principal question of the day, summarized in the conference's title, quickly expanded to several topics, such as the shifting geopolitics behind the movement of capital markets from one physical location to another; the role of government regulation and private sector innovation; and how firms can possibly adapt to take advantage of the new reality.

One common point of interest was the waning importance of New York as a global financial center. Positions for and against the continued dominance of Wall Street were supported by compelling statistics, and arguments about the essential relationship between politics and finance. The changes are already having a powerful impact on people working in the field. One participant simply pointed upwards to illustrate that the debate is far from over: outside the conference room, and visible through the glass ceiling of the hotel atrium, cranes arched and swung overhead while constructing the new tower for the most prestigious financial firms choosing to expand in New York. This was a reminder of the effect that the 9/11 attacks on lower Manhattan have had on financial institutions in New York, and how security concerns have changed the way people choose a center for their institutions and what measures they take to better protect transactions.

- ***Columbia University Trade Conference:*** In fall of 2009 the CIBER will host a conference examining the extent to which bilateral or regional trade agreements compete with or enhance global initiatives, and whether piecemeal trade reform promotes global free trade. Bringing together representatives from the World Trade Organization and regional experts, topics covered may include the trade arrangements with African nations and the effects on their economies.

Duke University



During the 2007-08 and 2008-09 academic years, the CIBER at the Duke University Fuqua School of Business will conduct the following activities for National Security and Economic Competitiveness:

- Several Duke organizations study national security issues, but impacts on business are rarely part of the discussion. Duke CIBER supports the **Duke Center on Law, Ethics and National Security (LENS) Annual Spring Conference on national security** and will work with LENS to broaden global issues in future conferences, bringing prominent scholars, policy-makers and practitioners together to discuss topics of current interest to the national security community
- **2008 Spring Conference: *Combating Terrorism: Charting the Course for a New Administration*** will be held at Duke Fuqua School of Business, April 10-11, 2008. The conference exemplifies a cross-collaboration within Duke University that involves the Office of the Vice Provost for International Affairs and Development, Fuqua School of Business, School of Law, and Terry Sanford Institute for Public Policy

<http://www.law.duke.edu/lens/conferences/2008>

Florida International University

During the 2007-08 and 2008-09 academic years, the CIBER at Florida International University will conduct the following activities for National Security and Economic Competitiveness:

- **New Course:** International Risks Assessment
- **Research Projects** will include *Port/Container Security, Corporate Strategies Under Terrorism and Adversity, Terrorist Trade Financing?, Suspicious Trade Financing, and Suspicious Weights and Smuggling.*
- **US Intelligence Community Centers of Academic Excellence Program**
- **Global Security Conference** along with CIBER co-sponsor the University of Maryland.
- **International Competitiveness Research:** two multi-country comparison research projects are in progress, including *E-Business Readiness and Obstacles in Doing Business.*

George Washington University

The **Research, Education and Outreach Integrated Program** will address key issues including: energy security; public health security; transportation, facilities and communication infrastructure security; law and order; and crisis management.

George Washington University will also conduct several **Research Projects** (awarded via a competitive Request for Proposal, or RFP process) to include: *PHASE (Partnership for Humanitarian Assistance Systems Engineering) project*, *Energy Security in a Market Era*, and *The Security Behavior of International Business and NGOs*.

Georgia Institute of Technology

During the 2007-08 and 2008-09 academic years, the CIBER at the Georgia Institute of Technology will conduct the following activities for National Security and Economic Competitiveness:

- **Partnership Roundtable**, with topic *Bioterrorism Preparedness: A Public-Private Partnership*, will be a collaborative effort with Business Executives for National Security (BENS)
- **Southeast Roundtable on Defense (SEROD) Member and Host**
- **The Sam Nunn Pre-Doctoral Security Fellowships International Security Seminar**
- **International Business Guest Lecture Series** in partnership with numerous other campus centers

Indiana University



The Indiana University (IU) CIBER will continue its examination in 2008 and 2009 of major security issues through research, IB course additions, and business and policymaker outreach:

- **Building a body of knowledge.** Research remains the prime motivator for Kelley faculty. To encourage new faculty and doctoral students' interest in IB research, CIBER has increased its focus in this area. CIBER support for research will be largely organized around its areas of strategic focus: regional integration, emerging markets, and the security aspects of these. IU CIBER will also be working with Indiana University in the development of an IU Center on American Security to increase IU's activities and prominence with respect to security issues affecting our State, the United States, and the world.
- **Thematic academic conferences and publications.** Academic conferences, vehicles for knowledge creation and dissemination, provide opportunities to seed new ideas, expand networks, and generate findings of use to the wider communities of academics, practitioners, and policymakers.
- **Outreach to Business and Policymakers.** Continuing its inquiries into regional integration, emerging economies, and security issues, IU CIBER will serve the business community by presenting workshops and disseminating applied information and a range of practical publications exploring opportunities in Africa as well as the BRIC countries.
- **Collaborations.** Working in tangent with the IU School of Law and the IU Center for American and Global Security we will begin exploring topics addressing the role of business in global security. Our first program, a day long think tank exercise is tentatively scheduled for late Fall 2008.

Michigan State University



The Michigan State University CIBER will sponsor the following activities during academic years 2007-08 and 2008-09:

- **Global Community Security Institute (GCSI)** for business professionals to directly address “National Security” issues for communities, organizations, and individuals. The program will be a joint effort between MSU-CIBER, School of Criminal Justice and the MSU Global Online Connection (MSU Global). The corner piece of the GCSI will be the On-Line Security Administration Program (SAP). Business students (both graduate and undergraduate) and business practitioners will be able to earn a Certificate in “National Security” that fits their particular field of profession. Foundational courses will be offered in (1) Foundations of National Security, (2) Issues in Terrorism, (3) Public-Private Partnerships in Emergency Preparedness and National Security, and (4) National Security and International Business. Elective courses will include Information Security and Food Security.
- Using MSU’s globalEDGE capabilities, another project involves researching **and compiling web-based resources and studies** on the following topics: Globalization Debate, Regional Trade Agreements, Outsourcing, Corporate Governance, Social Responsibility/Sustainability, and National Security and Risk Management.
- **The Institute for Trade in the Americas** is the international trade law and policy center of Michigan State University College of Law in partnership with MSU-CIBER. The Institute’s projects include trade capacity building and training for civil servants in Latin America, educational outreach to the U.S. business community, information to the general public through the Institute’s website, an annual academic conference on international trade issues within the Western Hemisphere, an annual trade policy workshop, an international trade law and policy paper series, and an international trade law clinic and externship program.
- **Research Project** entitled *Effective Practices for Business Continuity Planning in Purchasing and Supply Management* is co-sponsored by MSU-CIBER and involves critical studies on supply chain security. The research is also funded by AT&T examines the continuity of the supply chain during times of crisis.

The Ohio State University



The Ohio State University CIBER will sponsor the following activities during academic years 2007-08 and 2008-09:

- **The Ohio Language Summit** is a series of coordinated sessions to define the landscape of language in the state and local context and characterize the demand for language skills that affect economic competitiveness and the capacity to deliver services and goods to local populations. These sessions are supported by the Departments of Commerce, Defense, and Labor, and coordinated by the National Security Education Program through its Language Flagship institutions.
- **International Commercial Arbitration In China** partnered with OSU's Chinese Flagship program, Mershon Center for International Security Studies, and Vorys, Sater, Seymour & Pease LLP to bring a delegation of high-level Chinese businesspersons, lawyers, and government officials to Columbus in December 2007 to meet with Ohioans interested in China business practices. On December 6th, the delegation participated in a seminar entitled "International Commercial Arbitration In China" which was followed by meetings with Ohio officials and businesspersons and visits to Central Ohio business locations.
- **A research seminar: Customers' and Service Employees' Perceptions of Outsourced Service Providers: Cross-over or Cross-out?** In this CIBER supported research, Fisher faculty examine United States consumers' perceptions of off-shored customer service and how that affects their evaluation of the service delivered and of the service firm. Our research is grounded in theories of social cognition and information processing, and we present three empirical studies that examine offshoring of customer service from a dual perspective.
- **National Forum on Trade Policy (NFTP)** with CIBER partners Michigan, Kansas, Indiana and Illinois, and serve as local host in 2009.

Purdue University

The course, **Global Security and Risk Planning**, to be developed by Dr. Alok Chaturvedi, will address security of computers, supply chains, financial, and intellectual assets, business implications of Department of Homeland Security initiatives, risk assessment and contingency planning techniques, and new technologies for transportation security. As part of Purdue CIBER's homeland security initiative, MBA student teams will work on consulting projects for private sector partners of the Purdue Homeland Security Institute. The projects, following on Dr. Chaturvedi's proposed class in Global Security and Risk Assessment, will involve a full analysis of risks due to terrorism, culminating in presentation of a detailed report to company executives. Supporting Purdue CIBER's homeland security initiatives, the theme of the 2006 issue of "Global Business Languages" journal, published annually by Purdue University with support from Purdue CIBER, will be "Security and Business Languages."

Under the leadership of Purdue Professor Dr. Jian Wang, the **Research Symposium on Corporate Public Diplomacy** will enable academicians to explore the U.S. business community's role in improving perceptions of America abroad and thereby improving national security. This symposium will be a forum for analyzing the possible roles of U.S. corporations in public diplomacy, examining strategies and sharing best practices. Participants will be drawn from the public and private sectors (DDB Worldwide, McDonald's Corporation, Eli Lilly, All State Insurance) and leading academic institutes (University of Southern California's Annenberg School of Communications, the Fletcher School of Law and Diplomacy at Tufts University).

In conjunction with the Michigan State CIBER and the Purdue Homeland Security Institute, under the leadership of Dr. Chaturvedi, we will conduct a **one day security symposium** to be held in Chicago for business leaders, security professionals, and academicians to explore special issues on Homeland Security in the Upper Great Lakes area. Issues to be addressed will include infra-structure security (road, rail, water, power grid and other public utilities, bio security and security in agricultural products, and supply chain security).

San Diego State University



San Diego State University is renowned for several innovative approaches to Homeland Security research, education, and outreach. During the 2008-09 grant years, SDSU CIBER will continue to promote our university's groundbreaking new master's degree program with a focus on Homeland Security.

The **Homeland Security Master's Program** is the first in the nation and offers diverse security-related fields of study engaging the expertise of five university departments and colleges. The program is housed in the College of Sciences and draws students from colleges throughout the institution including: Health and Human Services; Professional Studies and Fine Arts; Arts and Letters; and Business Administration. The interdisciplinary approach allows Homeland Security research projects to benefit from the diverse expertise of participating colleges and departments. To reinforce the academic experience, students in the program participate in local and regional readiness exercises and do internships with the County Emergency Operations Center, Red Cross, City of San Diego Homeland Security Department, and other government and corporate groups engaged in securing the homeland. Students are also encouraged to participate in international efforts to understand global security challenges.

Other Homeland Security (HS) activities include:

- Master's Degree in [Public Health with a Specialization in Global Emergency Preparedness and Response](#)
- Partnership in the Center for Commercialization of Advanced Technology (CCAT)
- Core partner in the San Diego Regional Technology Partnership
- Academic sponsor of [The Security Network](#)
- Associate of [Calit2 Program](#) to help utilize sensors, telecommunication, visualization and other technologies in areas of HS and [humanitarian response](#)
- Partnership with leading scientists in Mexico for shared HS and natural disaster response through the use of telecommunications and shared computational and visualization capabilities
- Partnerships with public and private sector technology partners
- Research - With national programs such as joint DHS and DTRA [BioNet](#) pilot project, and our [NASA REASoN](#) project
- Technology Demonstration - with local law enforcement and first responders
- Exercises - Based on real-life events and large scale exercise such as those of the Metropolitan Medical Strike Team
- Humanitarian Support - Large-scale imagery processing and presentation support for toxicity and medical response to natural disasters

Temple University



During the 2007-08 and 2008-09 academic years, the CIBER at Temple University will conduct the following activities for National Security and Economic Competitiveness:

- **Homeland Security Lecture Series** – an ongoing initiative in collaboration with the Global Interdependence Center, this series featured presentations and unclassified level “threat briefings” by Stephen Flynn, J. J. Kirkpatrick Senior Fellow for National Security Studies, council on Foreign Relations, author of *The Edge of Disaster* and Jack Tomarchio, Principal Deputy Assistant Secretary of Intelligence & Analysis, U.S. Department of Homeland Security.
- **The *Competitiveness of the U.S. Tourism Industry*** is a featured stream of research examining the increasing pressures caused by terrorist threats, natural disasters, spread of diseases, and gas prices that are creating major challenges to the sustainability of the U.S. as a leading tourism destination. These external forces have continued to negatively influence the competitiveness of the U.S. with respect to other leading tourism countries such as France and Spain. In addition, many emerging destinations are decreasing the market share of international travelers visiting the U.S. This research activity will shed light on the consequences of international threats and opportunities, and provide guidelines for future competitiveness strategies.
- **Partnership with Dubai Women’s College, UAE**, on a number of initiatives including the Cross-cultural Virtual Collaboration project and the Insight Dubai Conference. Teams made up of students from Temple and DWC collaborate each spring on foreign market entry strategies as part of their Global Strategic Management course. Temple CIBER sponsors two young women annually to attend the Insight Dubai conference in which female students from around the world actively participate with young women from the Middle East to discuss issues of government, business and culture relevant in today’s global world. International politics, economics, and homeland security are deeply affected by the dynamics in the Arab and Islamic world. As the United States’ commitment in the Middle East intensifies, students must begin to select courses in business, language and area studies to enhance their understanding of the region.

Texas A&M University

A former Director of the Central Intelligence Agency, Dr. Robert Gates, President of Texas A&M (TAMU), has made national security risk management a top priority in recent years. The TAMU CIBER has been part of this effort in a number of ways, including the following activities and programs.

- The TAMU CIBER and the Texas A&M University **Integrative Center for Homeland Security** are working together to develop interdisciplinary research and development projects related to national security.
- The TAMU CIBER, with eight CIBER partners, is organizing and planning a **trade policy conference** to be held in 2007 that includes attention to the problem of securing the nation's northern border without unduly interfering with the movement of goods and people across the border.
- The TAMU CIBER, with six CIBER partners, has formed the **Business and Homeland Security Studies CIBER Consortium** to carry out a series of national security risk management programs over the next four years, focusing on business dimensions of national security risk management.
- The TAMU CIBER is working to develop a plan for the implementation of an education and research program on **Arabic languages and culture**, and will build on the highly successful Texas A&M campus in Qatar.
- The TAMU CIBER and the **International Business Education Group** will develop a plan to assure that the education of the business school's 5,000 undergraduate students includes awareness of the importance of national security risk management for business.
- The TAMU CIBER is working with the University's Office of Latin American Programs to develop joint programs with partner universities in Mexico focused on **border security** and other national security related issues.
- The Texas A&M University CIBER is working with **NASBITE International** to develop the NASBITE Certified Global Business Professional credential that includes a number of homeland security topics related to international trade.

University of California, Los Angeles

During the 2007-2009 academic years, the UCLA CIBER will conduct the following activities for National Security and Economic Competitiveness:

- **Continuing Public Policy Course for UCLA: *Terrorism and Counterterrorism: Public and Private Responses***, spearheaded and created by UCLA CIBER and piloted in the Spring quarter of 2007, will continue in the Spring quarter of 2008. The course is co-taught by professors from UCLA Anderson School of Management, the UCLA Department of Political Science, the UCLA Department of Economics, and the UCLA School of Medicine's Center for Infectious Diseases. The course features a series of well-known public and private officials with responsibilities in security discussing the issues of preparation and protection against human engineered disruptions of organizations. The course will be taught at the School of Public Policy, and is open to all professional school graduate students in the UCLA and UC system.
- **Public Outreach:** UCLA CIBER will sponsor the International Symposium on Agro-Terrorism held in April 2008 in Kansas City, Missouri. Presented by the Federal Bureau of Investigation and the Heart of America Joint Terrorism Task Force, the symposium's goals are to "prevent acts of Agro-Terrorism through well-coordinated intelligence collection, analysis, and dissemination processes, develop technical and tactical response strategies to neutralize and eliminate a potential attack, provide an opportunity for education across a variety of disciplines regarding threats directed at the world's food supply, and provide an avenue to share ideas and information among attendees through meaningful dialogue and networking opportunities."
- **Critical Language New Web Media:** UCLA CIBER and the UCLA Center for World Languages will launch a series of short *podcasts* in critical and less commonly taught languages in 2009. The goal of these succinct 10 minute *podcasts* is to introduce the public to languages such as Arabic, Farsi, Turkish, Vietnamese, and Croatian, to name a few. The series, tentatively titled the "Day One" series, will include simple phrases and cultural idioms via the popular outlet of podcasting. Languages chosen will be of vested interest to US security and economic competitiveness.

University of Colorado Denver

UNIVERSITY OF COLORADO DENVER

The University of Colorado Denver CIBER will sponsor the following activities during academic years 2007-08 and 2008-09:

- **October 2007 Conference: Homeland Security and Canada-US Border Trade – Implications for Public Policy and Business Strategy**, held in Windsor, Ontario. Co-sponsored with Texas A&M University and ten other CIBERs as well as Dalhousie University and the University of Windsor, this conference assessed American and Canadian security perspectives as they relate to Canada-US border trade, reviewed existing efforts to keep the border closed to terrorists and open for trade, and identified economically and politically feasible public policy as well as private sector strategies to achieve a sustainable balance between homeland and economic security.
- **March 2008 Conference: Oil Price Volatility, Economic Impacts and Financial Management – Risk Management Experience, Best Practice and Outlook** to be held in Washington, D.C. Co-sponsored by George Washington University and other CIBERs and the World Bank Institute, this conference will examine the implications of high and volatile oil prices for international capital flows and the global economy as well as coping with and mitigating oil price risks.
- **July 2008 Specialty Track Launch: The Global Energy Management Program** at The Business School will begin in July 2008. CIBER course development grants are supporting this new offering.
- **Ongoing Support:** Initiatives are underway to enhance CU-Boulder's Arabic program. In spring 2007 a CIBER course development grant was awarded to the program's primary instructor to develop a business Arabic third level course to be offered beginning in the 2007-08 academic year. CIBER also sent this instructor to two faculty development programs to enhance his international business knowledge.
- **Ongoing Support:** The graduate Dialog on Globalization course, offered each year, has a component focusing on issues related to political/institutional environments and national security risk dimensions of globalization.
- **2009 FDIB Launch:** CU CIBER is examining establishing a faculty development in international business program to the Middle East.

University of Connecticut

During the 2007-08 and 2008-09 academic years, the CIBER at the University of Connecticut will conduct the following activities for National Security and Economic Competitiveness:

- Workshop on the *Impact of Homeland Security in Transacting Global Business*
- Conference on *Incorporating Emerging Issues into Curricula*

In addition, the University of Connecticut has designed a new program relative to Homeland Security. Under this program a Master of Professional Studies degree with a Homeland Security Leadership concentration is offered. The program, which started in fall 2007 has been developed with the Naval Post Graduate School (NPS) in Monterey, CA.

This MPS is offered to cohorts of 20-30 students in a blended learning format. Based on a network learning model developed by NPS, courses are delivered online through WebCT and are supported by a series of residential immersion sessions. This format allows students to work on individual and team problems online asynchronously during the semester, and also have the opportunity to engage each other and the faculty via face-to-face discussions during residencies. The four-week residential immersion component will be conducted at various intervals over the two-year program, allowing the program to attract participants from across the U.S.

Students in this degree program develop competencies and knowledge relating to: Homeland Security Strategy and Policy Development, National Security Issues in Terrorism, Critical Infrastructure Protection, Strategic Intelligence, Developing Technologies in Homeland Security, Performance Management and Leadership, and Managing Organizational Change.

Toward the end of the program, students have an opportunity to develop subject matter expertise in a particular area of homeland security through elective choices and the completion of their Capstone Project. The UConn CIBER is working to develop an elective dealing directly with the international business aspect of homeland security.

University of Florida



During 2007-08 and 2008-09, the University of Florida CIBER will conduct the following activities in all aspects of its activities National Security and Economic Competitiveness:

- **Curriculum Development – both strategic and basic**
 - * Modules on “International Law and the War on Terror” and “Terrorism and International Media” in the overseas undergraduate IB course *International Leadership: Adapting Businesses and Governments to New Realities*
 - * Arabic business course that addresses understanding of different world cultures, especially those popularly associated with terrorism
 - * Module on national security and economic competitiveness for economics undergraduate class *The Firm in the Global Economy*
 - * Development of undergraduate course, *The Anthropology of Foreign Trade and Investment*, that examines issues in Africa

- **Research – both basic and applied**
 - * Econometric research on national security and the supply of agricultural labor to US farming states producing both academic outputs and practitioner versions of the findings
 - * Applied research interpreting the role of national security measures in deteriorating US-Latin American eco-political ties and trade relations
 - * Presentations on Mid-East language and culture training at the CIBER Language Conference, hosted by UF (spring 2008)
 - * Research examining the role of African business development and US-African trade in promoting US national security at the Institute for African Business and Development Conference, hosted by UF (spring 2008)
 - * Research determining effective prototypes for diffusing anti-American, anti-capitalism and anti-globalization sentiments in major Latin American markets (summer 2009)

- **Outreach**
 - * Co-sponsorship of U. of Maryland CIBER conference *Global Security and Enterprise Resilience* (summer 2008)
 - * Support of session *Organized Crime and Terrorism: Combating their Threat to Economic and Political Stability in the Americas* at UF’s Conference on *Legal & Policy Issues in the Americas*
 - * Co-sponsorship of biannual *Latin American Corporate and Career Opportunities Conference*, introducing students to the business implications of national security (fall 2008)
 - * Sessions of the monthly *CIBER Multidisciplinary Research Workshop* feature a) “reverse business outreach”— how business handles heightened security issues in today’s global economy and b) standard political risk measures as indicators of foreign investment risk
 - * UF CIBER is a member of a regional consortium that plans the annual *Florida International Summit*, a statewide multi-day conference for businesses on national security
 - * UF CIBER’s new *States in the Global Economy* program examines state-specific impacts of national security programs by developing materials that allow secondary school teachers to address how globalization impacts the home communities of their students

University of Hawai'i at Mānoa

During the 2007-08 and 2008-09 academic years, the CIBER at the University of Hawai'i at Mānoa will conduct the following activities for National Security and Economic Competitiveness:

- Co-sponsorship with the U.S. Department of Defense of the 2007, 2008, and 2009 Asia-Pacific Homeland Security Summit that features federal, national, regional and Hawaii experts and speakers on national, local and regional security issues
- Co-sponsorship with the UH EMPRINTS (Emergency Management, Preparedness and Response Information Network and Training Services), another federally-funded project (HRSA), of a national preparedness workshop held in January 2008
- Co-sponsor with UH Pacific EMPRINTS of an international conference on disaster management, planning, response and recovery
- Sponsor the development and enhancement of online course modules on business languages: Chinese, Japanese, Korean, Thai, Tagalog and Vietnamese
- Co-sponsorship with the UH College of Tropical Agriculture and Human Sources of the February 2008 international conference on food safety and the enhancement of business competitiveness by U.S. food manufacturers
- Co-sponsorship with other CIBERs of the annual National Forum on Trade Policy
- Disseminate CD containing papers and presentations on "Doing Business in Islamic Asia" to CIBER, PACIBER (Pacific Asian Consortium for International Business Education and Research) and exchange partner schools
- Coordinate and lead annual Asia field studies for Shidler College of Business students to China, Japan, India, Korea, Vietnam and Thailand
- Partner with the University of Wisconsin a Faculty Development in International Business field study in Vietnam in Summer

University of Illinois



The University of Illinois CIBER will sponsor the following activities during academic years 2007-08 and 2008-09:

U.S. National Security and the Strategic Economic Base: The Business/Economic Impacts of the Legalization of Gambling Activities: This CIBER-supported research project focuses on the international business and economic issues associated with the trend of governments to decriminalize and tax gambling activities. Increasing from net revenues of \$5 billion in 1990 to \$100 billion in 2007, gambling activities were a prime rapid-growth trend for the 21st century. The project resulted in a paper called, "Gambling with Terrorism and Military Readiness: Time to Ban Video Gambling Devices on U.S. Military Bases and Facilities?," which was published by the Program in Arms Control, Disarmament and International Security (ACDIS) at the University of Illinois. The research was also disseminated through multi-media outlets (and resulted in multiple news reports by CNN, MSNBC). A second paper entitled "Internet Gambling and the Destabilization of National and International Economies," was cited in Congressional hearings and focused on the macro-economic, banking, business, and social threats posed by international gambling via the Internet. An ongoing research project focuses on legalized gambling's destabilization of U.S. financial institutions and the banking industry and argues that government-sanctioned gambling encourages transboundary economic raiding by terrorists, organized crime and rebel groups.

University of Kansas

The University of Kansas CIBER will sponsor the following activities during academic years 2007-08 and 2008-09:

Research projects will include *Economic and Financial Effect of Oil Price Changes*, *Effects of C-TPAT on Global Supply Chain Performance*, and *Financial Effects of Political Uncertainty*.

A new course, **Arabic for Business**, will be developed using new supplemental materials, including a CD showing business-relevant scenes and conversations in companies, banks, and universities in Tunisia and Morocco, and will be delivered in 2007. In addition, the UK CIBER will collaborate with the Michigan CIBER's Business Arabic Language and Internship Program, providing support for students who wish to attend that program.

An updated course, **Information Security, Fraud and Forensic Accounting**, integrating International modules will be added to this series of courses. The modules will focus on cross-border transactions and new Information Security protocols used to protect business systems from sabotage. The information will also be presented at a KU CIBER-sponsored symposium.

In 2006-08, the UK CIBER will also begin development on a new **Faculty Development Program in International Business (FDIB) program** in Turkey to be offered for the first time in 2010. The new FDIB program will be conducted primarily at Bilkent University in Ankara, and will include lectures at Bilkent, site visits and discussions with managers in a variety of firms, and various cultural activities and excursions.

A set of activities focusing on the theme **Navigating Globalization in a Post 9/11 World** will explore the interface between globalization and terrorism, to assess current knowledge about terrorism and learn from the experience of other countries. In 2007 KU CIBER will organize a **business forum** designed to share information and enhance public understanding of global business in the context of failing states and the terrorist threat. **Subsequent seminars** will continue this theme and a course will be developed on the basis of conference materials, for students in business, economics, political science and the humanities.

University of Maryland

During the 2007-08 and 2008-09 academic years, the CIBER at the University of Maryland will conduct the following activities for National Security and Economic Competitiveness:

- **Languages**
 - * certificate programs in Less Commonly Taught Languages: Arabic, Chinese, Russian, Hindi, Persian, Turkish
 - * flagship programs in Chinese, Korean and Russian
 - * training workshops in Less Commonly Taught Languages (LCTL)

- **Conferences and Workshops**
 - * Annual forum on Cybersecurity
 - * International Communication and Negotiation Simulation
 - * Global Security conference, scheduled for April 2007
 - * Business Continuity Planning Workshop: focus on terrorism

- **Outreach:** Washington Center of Excellence: research on language and national/homeland security

University of Memphis

The University of Memphis CIBER will sponsor the following activities during academic years 2007-08 and 2008-09:

- **Regional National Security and Economic Competitiveness Conference** in collaboration with the Memphis Regional Chamber of Commerce and the U.S. Federal Bureau of Investigation (FBI)
- **Faculty Research Grants on National Security and Economic Competitiveness**

University of Michigan

During the 2007-08 and 2008-09 academic years, the University of Michigan CIBER will conduct the following activities for National Security and Economic Competitiveness:

- **The study of Islam and Muslim societies** at U-M is part of the university mainstream, benefiting undergraduate and graduate students and faculty in a variety of topics and areas. It will continue to play a significant role in all of our activities through the remaining grant period.
- **Arabic, Turkish and Indonesian Language Training** in collaboration with the University of Kansas CIBER to provide support for students participating in Michigan's Business Arabic Language Program.
- Supplemental materials for the **Advanced Business Arabic Language Course** including a CD showing business-relevant scenes and conversations in companies, banks, and universities in Tunisia and Morocco, will continue to be revised and updated.
- **Internships in Five Islamic Countries:** Morocco, Jordan, Turkey, Malaysia and Indonesia.
- **Global Interdependence**, a course that explores the historical, cultural, political, economic, and technological factors that drive globalization will continue to be revised with each offering. Updates will reflect changes to society ranging from the environment, AIDS and the avian flu, human rights, and the democracies of the Middle East and China.
- **National Forum on Trade Policy (NFTP)** with CIBER partners Ohio State, Kansas and Illinois serving as "local" host in Chicago.

University of North Carolina



The University of North Carolina - Chapel Hill CIBER will sponsor the following activities during academic years 2007-08 and 2008-09:

- **MBA Summer Internship** with the U.S. Chamber of Commerce Homeland Security Task Force in Washington, D.C.
- **New Course:** *Securing the Global Supply Chain*
- **Research Symposium:** The UNC CIBER will host a research symposium on Homeland Security in December 2007 (and will partner with the National Chamber Foundation and UNC-affiliated Institute for Defense and Business to hold a national conference for business in Washington, D.C. in 2009)

University of Pennsylvania



During the 2007-08 and 2008-09 academic years, the Penn Lauder CIBER at the University of Pennsylvania will conduct the following activities for National Security and Economic Competitiveness:

- **Conference on Homeland Security and Canada - U.S. Border Trade: Implications for Public Policy and Business Strategy:** Co-sponsored by Penn Lauder CIBER, along with several other CIBERs and institutions and organized by the Texas A&M CIBER. Conducted in Windsor, Ontario, Canada in October 2007
- **Conference on Geofinance: What Needs to Be Where?** Co-planned and co-hosted by the Penn Lauder and Columbia University CIBERs, the day-long conference, with 15 international panelists and speakers, featured sub-topics which included: the shifting geopolitics involved in the physical location of capital markets; the role played in this decision by government regulations in immigration, visa issuance, and private sector innovation; how firms are adapting to the new reality; and the waning importance of New York City as a global financial center
- **Research Project: Economic Aspects of Insuring Against Terrorism:** Organized by the Wharton Risk Management and Decision Processes Center and funded in part by the Penn Lauder CIBER, this multifaceted and multiyear research project investigates and examines the interdependencies in terrorism and security as well as the role that the private and public sectors can play to manage the risk. Outcomes of the on-going research project include the current Wharton School course, "Risk Analysis and Environmental Management," a conference in Washington, DC in 2007, "Managing Large-Scale Risks in a New Era of Catastrophes," and a working paper, "Evaluating the Effectiveness of Terrorism Risk Financing Solutions," published in 2007. The outcomes of this research project are expected to influence significantly the pedagogy of teaching insurance risk and risk management topics as well as to spawn additional seminars and symposia, at Wharton and other business schools, well into the future.

University of Pittsburgh



The University of Pittsburgh CIBER - the International Business Center (IBC) - will sponsor the following activities during academic years 2007-08 and 2008-09:

- **Global Academic Partnership (GAP) Conference on U.S. Competitiveness in Global Industries:** Each year the IBC (Pitt's CIBER) and Pitt's Center for Industry Studies will co-sponsor an international workshop supporting research that focuses on a specific global industry.
- **Research Programs and Workshops on National Security and U.S. Economic Competitiveness** with the Matthew Ridgway Center for International Security Studies and the Ford Institute for Human Security in the Graduate School of International and Public Affairs:
 - * *Immigration and U.S. Competitiveness*, which will analyze how to balance legitimate legislative and administrative restrictions on the immigration with the personnel needs to maintain U.S. competitiveness.
 - * *Comparative Approach to Immigration and Economic Competitiveness: The U.S. and European Countries*, which will analyze border control issues, welfare, and the cooperation of governmental agencies across nation states. A paired workshop in two cities with U.S. and European policymakers, business people, and academics will result in an edited volume that can be used in business and in policy schools.
- **Faculty Development in International Business (FDIB): European Economies in Transition** in 2008, where Poland will replace one of the current transition economy countries now visited.
- **Islamic Business Roundtable:** The IBC will work with Consortium for Educational Resources on Islamic Studies (CERIS), located at the University of Pittsburgh, to identify and fund speakers for business students and the general community. The business roundtable will cover topics such as: understanding your Muslim employees, capitalism and Islamic beliefs, interface between western and Islamic banking.

University of South Carolina



During the 2007-08 and 2008-09 academic years, the University of South Carolina Moore School of Business CIBER will conduct the following activities for National Security and Economic Competitiveness:

- **New Joint IMBA/International Studies Major and Graduate Degree in Security Studies** with the University of South Carolina's Moore School of Business and the College of Arts and Sciences' Richard L. Walker Institute of International and Area Studies; the major and degree will be developed in 2007-2009, and scheduled to be offered by the end of the current CIBER grant cycle
- **IMBA Arabic Language Track and the U.S. Army Officer Arabic Language Track:** Instituted in 2005-2006, the IMBA Program will graduate its first Arabic Track students in academic year 2008; CIBER funding to be used for faculty travel, language evaluation and curriculum development
- **Co-Sponsorship of National Conference on Global and National Security** with the University of Maryland CIBER (lead sponsor and host) and other partner CIBERs in 2008.
- **Co-Sponsorship of National Conference on "Oil Price Volatility, Economic Impacts, and Financial Management: Risk Management Experience, Best Practice, and Outlook"** with the George Washington University CIBER (lead sponsor and host) and other partner CIBERs in 2008.
- **Faculty Research Grants on the Impact of Terrorism and National Security:** A total of \$10K-\$15K in CIBER funds for competitive research grants available each year of the grant cycle for University of South Carolina faculty and faculty of other partnered research institutions; one featured research project by University of South Carolina Professors Robert Rolfe and Douglas Woodward, is *Chinese Investment and Trade in Sudan*.

University of Southern California



- **Global Business and Terrorism: Challenges and Options:** Led by Professors Harry Richardson, Peter Gordon and James Moore, this project is jointly sponsored by CREATE (USC's Center for Risk and Economic Analysis of Terrorism Events, which is funded by the U.S. Department of Homeland Security). The two-day workshop focused on 16 papers presented by an international mix of scholars. The scope of the papers covered a variety of topics relating to the links between global business and terrorism. Revised versions of the papers will be published in 2008 as a book by Edward Elgar Publishers.
- **ICIIP Systemic Security Management Workshop:** This three-day workshop, led by Charles Meister of ICIIP (Institute for Critical Information Infrastructure Protection (ICIIP) of USC's Center for Telecommunications Management, focused on presenting people, process, technology and organizational information security issues within the Systemic Security Management Framework to members of ISACA (Information Systems Audit and Control Association). The ISACA, with 80,000 members in 140 countries world-wide, has served the information systems audit and assurance community, since its inception in 1969. Through education, research, publications and the leading global IS audit certifications (CISA and CISM), ISACA has become the standard-setting organization for the IS audit and assurance profession. The initial result of this project was that USC's ICIIP and ISACA agreed to discuss partnering on:
 - * Additional relevant research identifying best practices and emerging theories on how to ensure security in corporate and government entities
 - * Conducting surveys to identify current levels of cyber security and the assistance organizations require ensuring the protection and assurance of information
 - * Developing white papers on the challenges of information security
 - * Developing course curriculum for undergraduate and graduate academic programs and executive management seminars
 - * Delivering educational events and seminars
 - * Developing a Systemic Security Management Model Management Guides and Tools
 - * ISACA and ICIIP agreed to discuss promoting the Systemic Security Management Model and the resulting derivative works throughout the global information security community.

University of Texas at Austin



The University of Texas at Austin CIBER will sponsor the following activities during academic years 2007-08 and 2008-09:

- **The Conference Series on Boundaries of Economic and Social Issues in East Asia** is co-sponsored by UT's Center for East Asian Studies and LBJ School of Public Affairs. We have offered a series of conferences exploring the boundaries of economic and social issues in East Asia at a time of shifting alliances, political change and economic resurgence. All of the conferences have included discussions of national security and economic competitiveness.
- **The International Business Fellows Graduate Seminar** is offered annually and features national security prominently in its exploration of focal points of corporate international strategy. Each course during the '06-'10 grant period will include a discussion of the potential disruption of globalization, trade and business resulting from a Homeland Security crisis.
- **The National Forum on Trade Policy (NFTP)** is an annual conference, sponsored by a consortium of CIBERs, that brings together business leaders, federal and state policy makers, and leading and higher-education experts. Its discussion of trade issues for regional governments will examine the role of key industries in trade and regional prosperity throughout the United States. Discussions will include implications of Homeland Security policy on trade and regional prosperity.
- **The development of Turkish language video clips** is part of an ongoing program through which UT-Austin makes business language materials available to the public. Our website provides video clips of spoken, written and translated interviews with native speakers of Turkish, a strategic language with respect to homeland security issues. In partnership with UT's Center for Middle Eastern Studies and the BYU Middle East Language Center, these materials have been transcribed and translated and are being posted to the website.

University of Washington

During the 2007-08 and 2008-09 academic years, the University of Washington CIBER will conduct the following activities for National Security and Economic Competitiveness:

- **Support for Security Related Languages, Ongoing:** UW CIBER directly supports Business Chinese, Advanced Japanese and Business Japanese course development. Students in the undergraduate Certificate of International Studies in Business are achieving a minimum of 3rd year language proficiency in Arabic, Chinese, French, German, Hindi, Japanese, Korean, Portuguese, Russian, Spanish or Vietnamese which have all been identified as DOD/NSA priorities. A recent request for proposal to language departments resulted in support for new courses/modules with business content in Arabic, Hindi, Russian and Spanish.
- **Global Social Entrepreneurship Competition, February 2008 & 09:** This annual business plan competition invites student from around the globe to find creative and commercially sustainable ways to reduce poverty in developing countries through new business development. Social entrepreneurship is at the intersection between national competitiveness and homeland security, as some of the most unstable regions of the world are also the poorest.
- **International Conference “Homeland Security and Canada-U.S. Border Trade: Implications for Public Policy and Business Strategy”, October 2007:** Designed to assess American and Canadian security perspectives as it relates to Canada-U.S. border trade, review existing efforts to “keep the border closed to terrorists and open for trade,” and identify economically and politically feasible public policy and private sector strategies to achieve a viable, sustainable balance between homeland and economic security for both nations. Coordinated by Texas A&M CIBER, Dalhousie University and University of Windsor, this conference was produced with the partnership of 11 CIBERs including UW.
- **Former Netherlands Prime Minister and E.U. Ambassador to Japan, Andreas Van Agt, “How Others See Us: Perspectives from Europe and Asia”, October 2007:** Lectures and discussions with students, campus community, and the public offering perspectives of a global political leader on current world issues and the role of the United States. Issues included U.S. national security and the war in Iraq.
- **MBA Global Business Study Tours and Port Security, March 2008 & 09:** Based in Seattle, UW MBA students are well aware of the business and security issues surrounding global ports. As a result, the annual spring study tours frequently include a meeting with overseas port executives; in 2008, students visiting South Africa, Indonesia, and Singapore will have an opportunity to learn from successful international port operations.

University of Wisconsin - Madison



During the 2007-08 and 2008-09 academic years, the University of Wisconsin CIBER will conduct the following activities for National Security and Economic Competitiveness:

- **Global Biological Threats Initiative:** Promega Corporation will fund a tenured faculty position to anchor this initiative, led by an interdisciplinary steering committee. The UW-Madison Division of International Studies will provide funding for one or two visiting professorships for the Study of Global Biological Threats, and start-up funds from CIBER will help support scholarly activities for the initiative. The tenured faculty member will begin teaching in fall 2008.
- **Homeland Security and Canada-U.S. Border Trade: Implications for Public Policy and Business Strategy,** cosponsored by CIBER in Detroit in 2007, worked to advance research on the strategic management of issues related to homeland security and their relationship to international trade, with a focus on the U.S. and Canadian borders.
- **Security-Related Foreign Language Initiatives:** The UW-Madison CIBER has further developed its language, area and international studies capacities through support for Persian language and culture courses, advanced Korean, an online Chinese course for business professionals, and a residential Arabic-language community.
- **Faculty research grants targeting economic competitiveness and security-related topics:** Under our Global Research and Curriculum Development grant program, the Wisconsin CIBER awards research grants twice a year to faculty members and Ph.D. students, giving preference to projects most closely related to the programmatic goals of CIBER and research on issues of strategic national interest, including global terrorism, biotechnology, economic competitiveness and security-related topics.
- **Promoting Collaborative Research:** CIBER will develop and organize research conferences centered on several collaborative projects funded by the Center for World Affairs and the Global Economy (WAGE). Research projects slated for 2007 include the interdisciplinary *Governing Global Insecurities Collaborative*, focusing on new insecurities created by globalization, with special emphasis on the globalization of violence and ecological risk.
- **Oil Price Volatility, Economic Impacts, and Financial Management conference:** The UW CIBER co-sponsors this global finance forum in Washington, D.C., in 2008, organized by the World Bank Institute and George Washington University, providing a platform for global policy dialogue, enhance skills on risk management instruments, and a look ahead to future scenarios.
- **Hi-Tech and Biotech Travel Grant Program:** Launched in 2005 in conjunction with the Wisconsin Department of Commerce-Bureau of Investment & Export, it encourages Wisconsin companies in the biotechnology, pharmaceutical, and medical device industries to seek out new international markets. Of the seven CIBER grants awarded in 2007, one was awarded to Paradigm Sensors, which has developed technology to assure the quality of biodiesel fuel, an alternative to diesel fuel that is derived from soybeans and other sources.

Matrix of CIBER NSEC Activities

University	Activity	Curriculum Development	Faculty Development	Consortia	Outreach	Research & Publications	Conferences & Seminars	Foreign Language
Brigham Young University		X		X	X		X	X
Columbia University				X	X		X	
Duke University				X	X		X	
Florida International University		X		X	X	X	X	
George Washington University		X		X	X	X		
Georgia Institute of Technology		X	X	X	X		X	
Indiana University		X		X	X	X	X	
Michigan State University		X		X	X	X		
The Ohio State University				X	X	X		X
Purdue University		X		X	X	X	X	
San Diego State University		X	X	X	X		X	
Temple University		X		X	X	X	X	
Texas A&M University		X	X	X	X	X	X	
University of California, Los Angeles		X		X	X		X	X
University of Colorado at Denver		X		X	X		X	X
University of Connecticut		X	X	X	X		X	
University of Florida		X		X	X	X	X	
University of Hawaii at Manoa		X	X	X	X		X	X
University of Illinois				X	X	X		
University of Kansas		X	X	X	X	X	X	
University of Maryland				X	X		X	
University of Memphis				X	X	X		
University of Michigan		X		X	X			X
University of North Carolina		X		X	X	X	X	
University of Pennsylvania				X	X	X	X	
University of Pittsburgh			X	X		X	X	
University of South Carolina		X	X	X		X	X	X
University of Southern California				X	X	X	X	
University of Texas at Austin				X	X		X	X
University of Washington				X	X		X	X
University of Wisconsin - Madison		X	X	X	X	X	X	X

CIBERweb



<http://CIBERweb.msu.edu>

Information on activities and projects featuring National Security and Economic Competitiveness is available online and updated through the national consolidated CIBER website: CIBERweb at <http://CIBERweb.msu.edu/>.

Although each center maintains its own website, the Michigan State University CIBER maintains the consolidated CIBER site CIBERweb. Perhaps the most important feature of CIBERweb is its one-stop location for all interested parties - students, faculty, business, NGOs, government, etc. - to find out about CIBER conferences, publications, events, research and other activities which are taking place at each CIBER. There is also a link to each of the CIBERs home websites.



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