

Engaging North Carolina to **Engage the World**

March 30, 2009

A project of the Center for International Understanding and The William and Flora Hewlett Foundation



THE CENTER *for*
INTERNATIONAL
UNDERSTANDING
The University of North Carolina

"Five years ago, when we talked about
economic competitiveness,
we treated **globalization** as something
that was necessary and new.
Today globalization is ubiquitous
in business and it's now just
part of our daily lives."

Engage

Ted W. Abernathy, Jr.
Executive Director
Southern Growth Policies Board

The Center for International Understanding extends its sincere appreciation to our funding partners for this project:

The William and Flora Hewlett Foundation

For support of the North Carolina Global Engagement Initiative



AT&T North Carolina

For sponsoring the Global Engagement Summit

The vision of the Center for International Understanding is that North Carolina is the most globally engaged state in the nation. The Center's North Carolina Global Engagement Initiative aims to create a cohesive network of governmental, business and educational organizations to respond to international issues and opportunities in an integrated, unified fashion.



THE CENTER *for*
INTERNATIONAL
UNDERSTANDING
The University of North Carolina



The University of North Carolina
POST OFFICE BOX 2688, CHAPEL HILL, NC 27515-2688

ERSKINE B. BOWLES, *President*
Telephone: (919) 962-1000 Fax (919) 843-9695
E-mail: ebowles@northcarolina.edu

March 30, 2009

Constituent Universities
Appalachian State
University

East Carolina
University

Elizabeth City
State University

Fayetteville State
University

North Carolina
Agricultural and
Technical State
University

North Carolina
Central University

North Carolina
State University
at Raleigh

University of
North Carolina
at Asheville

University of
North Carolina
at Chapel Hill

University of
North Carolina
at Charlotte

University of
North Carolina
at Greensboro

University of
North Carolina
at Pembroke

University of
North Carolina
at Wilmington

University of
North Carolina
School of the Arts

Western Carolina
University

Winston-Salem
State University

Constituent High School
North Carolina
School of Science
and Mathematics

An Equal Opportunity/
Affirmative Action Employer

Dear Colleagues:

North Carolina has a chance to do what no other state in America has done—develop a comprehensive statewide plan for global engagement. Today we have an opportunity to look holistically at key institutions and efforts all across our state—from K-12 through business recruitment—and decide how we can work together better to increase exports and boost foreign direct investment in order to grow jobs in North Carolina.

Our state needs sustained, collaborative interaction with the world in order to attract world-class students, faculty, and businesses—all necessary ingredients for a vibrant economy and culture. For that to happen, we need to hear from businesses that are growing global jobs right now. We need to listen carefully and plan thoughtfully. And to reach that critical goal, we will need concrete steps and coordination among state leaders in business, education, and government. Strategic thinking now, especially in these tough economic times, can help position North Carolina to compete and compete successfully in the global environment.

Thank you for your commitment to getting it done.

Erskine B. Bowles

The Challenge: Creating a Globally Engaged State

North Carolina needs citizens and leaders who are ready to engage with the world. In a global economy, international engagement at all levels is essential for promoting economic growth and providing jobs. Every day, legislators and local leaders are confronted by policy challenges that require international insight. Business leaders from companies large and small collaborate and compete with entrepreneurs all over the world. And our educational institutions are charged with developing and inspiring a citizenry and workforce capable of thriving in this increasingly interdependent world.

Globalization has forced a fundamental shift in the way North Carolina does business. Are we as a state doing the best job we can do to prepare students, workers and leaders for this new reality? What is our global vision and can we benchmark ourselves against the best in the world? How does North Carolina become the most globally engaged state in the nation?

The Response: North Carolina Global Engagement Initiative

The Center for International Understanding (Center), with a grant from The William and Flora Hewlett Foundation, has convened a public-private leadership group to strategize about positioning North Carolina to take advantage of global opportunities.

The North Carolina Global Engagement Initiative aims to create a cohesive network of governmental, business and educational organizations to respond to international issues and opportunities in an integrated, unified fashion. Leaders from the N.C. General Assembly, Secretary of State's Office, N.C. departments of Commerce and Agriculture & Consumer Services, North Carolina Association of County Commissioners, Research Triangle Regional Partnership, North Carolina Rural Economic Development Center, the U.S. Department of Commerce and institutions of higher education have begun to lay the ground work for a statewide strategy for global engagement.

“If we can get **North Carolina better connected to the world**, we can draw on **6.4 billion more customers** as we try to sell our products and **6.4 billion more minds** as we try to solve our problems. We need to be thoughtful about how we do it, but now more than ever, if we want to thrive as a state, we've got to figure out what we are good at and **tell the world.**”

Leslie Boney
Associate Vice President for Economic Development Research, Policy & Planning
University of North Carolina General Administration

Here are the key steps taken so far:

- **Legislative International Caucus formed** – The bi-partisan International Business and Trade Caucus of the N.C. General Assembly was organized in 2008. It will focus on the state’s current level of international activity and explore ways to strategically increase global engagement to foster economic development.
- **International benchmarks compiled** – Before North Carolina can move forward and make the most of its international opportunities, we must first know where we stand. The Center, in conjunction with Southern Growth Policies Board Executive Director Ted Abernathy, has collected a variety of global indicators from multiple sectors, including trade, economic development, higher education, agriculture, tourism and K-12 education. The indicators are included in the body of this report and are meant to stimulate policy discussion about what is important to measure: Which global indicators are most useful and what’s missing? In order to track trends and provide meaningful data, those benchmarks will need to be updated annually.

- **Global Engagement Summit convened** – This kickoff summit brings together key state government leaders and legislators with members of the business and education communities to strategize about increasing North Carolina’s level of international engagement. Top North Carolina CEOs inform education and government policy leaders about the challenges they face as they create global jobs in North Carolina.

“ Global engagement is critical to position North Carolina to compete and win in the global economy. Working together, government, business and education can prepare our state to benefit from new and emerging global opportunities.”

North Carolina Lieutenant Governor Walter Dalton

Background: Fact Finding in Mexico

The first project of the Global Engagement Initiative was the Fact-Finding Program to Mexico in March 2008. The delegation's goal was to investigate opportunities for strengthening business, trade, education and political connections between North Carolina and Mexico. The itinerary included site visits to industries, meetings with government officials and spending time with host families whose professions matched those of the delegates.

Out of this mission grew a deeper understanding of the conditions and elements that contribute to collaborating and competing internationally. A core group of members of the delegation has developed a tightly knit public-private working group devoted to increasing North Carolina's global engagement.

The resulting Global Engagement Executive Committee, representing state and private entities, has identified the need for a coordinated statewide effort to increase global engagement at all levels (see *Executive Committee membership, Page 12*). Government, business and education leaders must plan thoughtfully toward the common goal of generating jobs in North Carolina for the global economy.

N.C. delegates toured manufacturing and agricultural sites, including this extensive hog operation in the rural town of Coyula, Mexico, in March 2008. To view UNC-TV's five-part series on the economic development mission, visit <http://www.unctv.org/ncnow/nceconomics/economy.html>



Global Engagement Team: Mexico 2008

Lucy Allen
Representative, N.C.
General Assembly

Tom Apodaca
Senator, N.C. General
Assembly

Bob Atwater
Senator, N.C. General
Assembly

Leslie Boney
Associate Vice President
for Economic Development,
University of North Carolina
General Administration

Janice Brewington
Provost and Vice Chancel-
lor for Academic Affairs,
North Carolina A&T State
University

Peter Brunstetter
Senator, N.C. General
Assembly

Becky Carney
Representative, N.C.
General Assembly

Jean Davis
Director, International Trade
Division, N.C. Department
of Commerce

Edward B. Fiske
Board Chair, Center for
International Understanding

Bruce Goforth
Representative, N.C.
General Assembly

Charles Hayes
President & CEO, Research
Triangle Regional Partnership

Jan Hayes
Executive Director,
Lee County United Way

Mike Hensen
Senior Program Coordina-
tor, Center on Globalization
and Competitiveness, Duke
University

Nolo Martinez
Director, The Center for
New North Carolinians,
University of North Carolina
at Greensboro

Daniel McComas
Representative, N.C.
General Assembly

Kelly McCullen
Producer/Reporter,
UNC-TV

Sally Morgan
Community and Economic
Development Director,
Smyth County, Virginia

Mike O'Connell
Cinematographer/Editor,
UNC-TV

Michael Peeler
Deputy Secretary, N.C.
Secretary of State

Scott Ralls
President, N.C. Community
College System

Karen Ray
Representative, N.C.
General Assembly

Carlos E. Sanchez
Regional Director-External
Affairs, AT&T North Carolina

Alan Shao
Associate Dean, Belk
College of Business,
UNC Charlotte

David Thompson
Executive Director, North
Carolina Association of
County Commissioners

Peter Thornton
Assistant Director,
International Marketing,
N.C. Department
of Agriculture

Samuel P. Troy (retired)
Supervisory International
Trade Specialist, U.S.
Department of Commerce

Ludy van Broekhuizen
Executive Director, SERVE
Center, University of North
Carolina at Greensboro

W. A. (Winkie) Wilkins
Representative, N.C.
General Assembly

Patrick Woodie
Vice President, Rural
Development Programs,
North Carolina Rural
Economic Development
Center

Staff

Carol Conway
Senior Fellow for
Entrepreneurship,
Frank Hawkins Kenan
Institute of Private
Enterprise

Melissa Edwards
Latino Initiative Program
Manager, Center for
International Understanding

Lindsey Molusky
Latino Initiative Assistant
Manager, Center for
International Understanding

Millie Ravenel
Executive Director,
Center for International
Understanding

Angelina Schiavone
Simultaneous Interpreter

Moving Forward

International engagement presents us with untold challenges and opportunities. North Carolina's success moving forward will depend on understanding these trends and pressures, while positioning our state to promote economic growth and provide jobs in the global economy.

Educational and governmental institutions must be responsive to the workforce needs of global companies and understand how international North Carolina is:

- 7 percent of N.C.'s population is foreign born
- N.C. is the 16th largest state exporter in the United States
- Canada, China, Japan and Mexico are N.C.'s top export partners
- Pork, poultry and tobacco are N.C.'s top agricultural exports
- More than 209,000 workers in North Carolina are employed by foreign-owned firms

There are many facets to our educational and governmental efforts on the international front. Can we re-think global education in the context of preparing citizens to thrive in the global economy? Do our global economic development and education policies complement one another and point toward the same goals?

Here are a few questions worth asking:

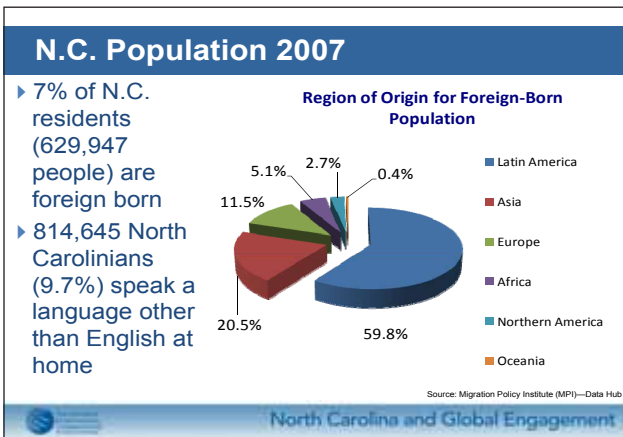
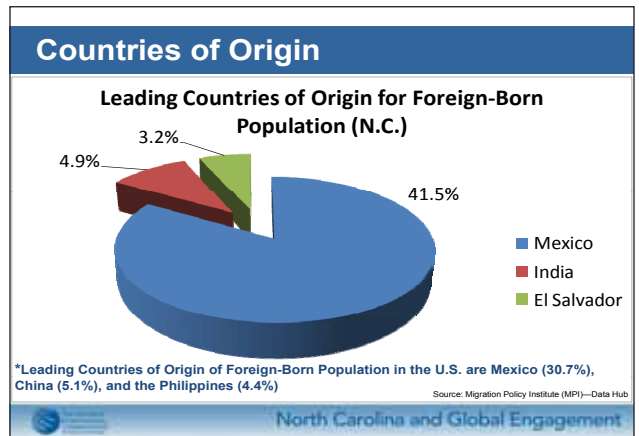
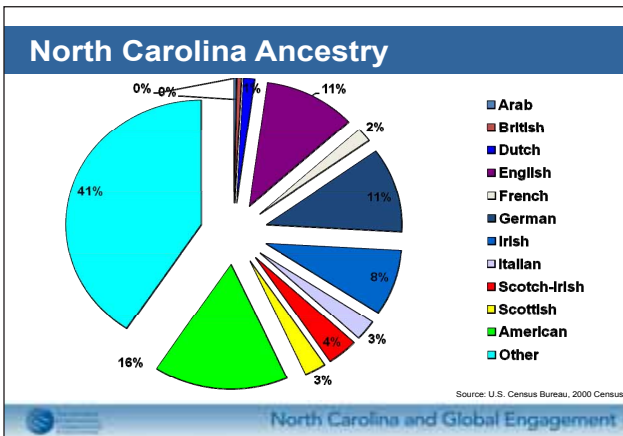
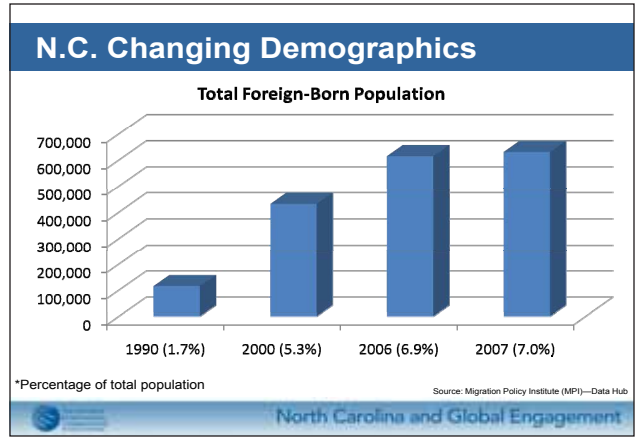
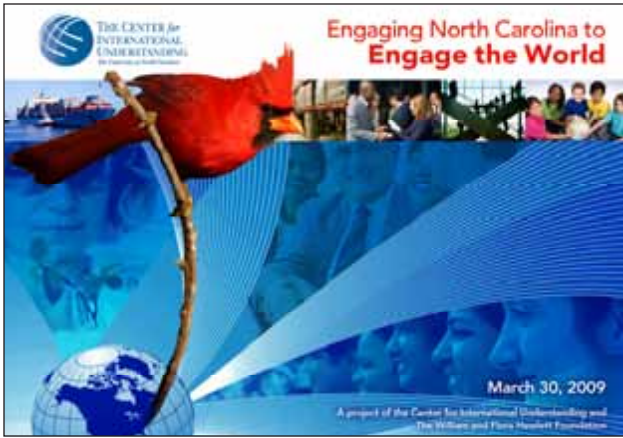
- Are enough N.C. K-12 students studying foreign languages – especially Chinese (Mandarin), a language spoken by 31 percent of the world's population?
- Do enough N.C. higher education students study abroad?
- Are graduates prepared for global jobs?
- Is N.C.'s current economic development presence abroad sufficient?

A Recommendation

The Global Engagement Executive Committee recommends government, business and education leaders develop the nation's first state-level strategic plan for global engagement. Only a unified, coordinated effort will move North Carolina forward toward becoming the most globally engaged state in the nation.

“ As we have seen during the recent economic difficulties, the world is now so interconnected economically that **what happens in one part of the world has repercussions around the globe.** That is why it is crucial that we put more effort into developing our international relationships and growing the international business sector in this state. That is the only way North Carolina can remain a top **global competitor.**

Keith Crisco
Secretary
N.C. Department of Commerce



K-12 Student Population

More than 260 different languages are spoken in the homes of N.C. public school students

Some you know...	And some you may not...
• Spanish	• Farsi
• French	• Gujarati
• German	• Shona
• Mandarin	• Tagalog

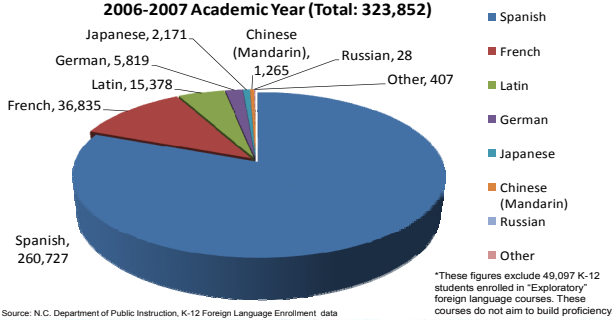
Source: N.C. Department of Public Instruction, 2007 home language survey

“Innovation comes from all corners of the world. In order for the U.S. and North Carolina to stay competitive, it is vital that we give our students the best tools, technology and education, and an **international perspective** to help them **understand, participate and succeed** in the global economy.”

Jim Goodnight
Chief Executive Officer
SAS

K-12 Foreign Language Enrollment

2006-2007 Academic Year (Total: 323,852)



Source: N.C. Department of Public Instruction, K-12 Foreign Language Enrollment data

North Carolina and Global Engagement

K-12 International Education

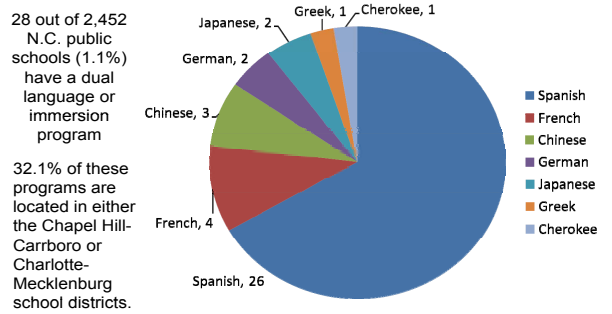
The Visiting International Faculty program placed 695 international teachers in N.C. K-12 schools (2007-2008)

There are 68 International Baccalaureate Programs in NC in primary, middle and high schools

Source: Email communication, N.C. Department of Public Instruction, February 2009

North Carolina and Global Engagement

K-12 Dual Language/Immersion Programs



Source: North Carolina Department of Public Instruction—Second Language Website; 2007-2008 Facts & Figures

North Carolina and Global Engagement

Community Colleges

In 2006-07, 30,108 workers from 771 existing, new or expanding N.C. companies participated in community college customized training and/or retraining programs

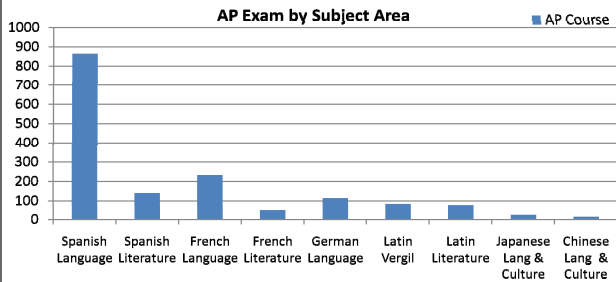
North Carolina community colleges currently have more than 30 Customized Training Program projects underway to fill the workforce needs of international companies doing business in North Carolina. These workforce efforts have prepared more than 4,000 North Carolinians for jobs with global companies

Source: North Carolina Community Colleges news release, via website, February 2009

North Carolina and Global Engagement

AP Language Test Takers

1,581 N.C. students took AP foreign language tests in 2008



Source: N.C. Department of Public Instruction, Email Communication, Feb 2009

North Carolina and Global Engagement

Higher Education

10,064 International Students in NC (2006-2007)

▶ paid \$182.7 million in tuition and fees

North Carolina Study-Abroad Students:

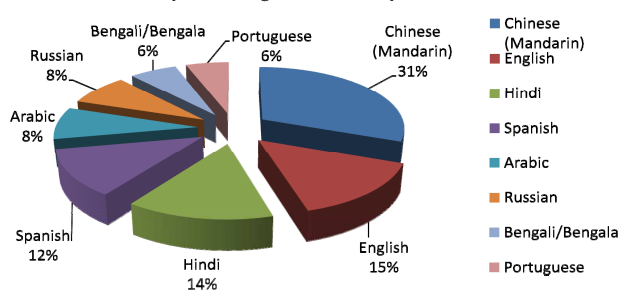
- ▶ 2004/2005: 7,501
- ▶ 2005/2006: 8,089
- ▶ 2006/2007: 8,454
- ▶ 12.7 % Increase over two years

Source: Open Doors 2008 Report on International Education Exchange

North Carolina and Global Engagement

Most Spoken World Languages

By Percentage of World Population

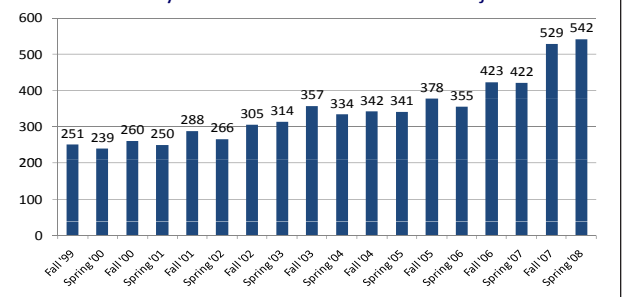


Source: Nations Online, Most Common World Languages, Jan 2009

North Carolina and Global Engagement

International Major Enrollment

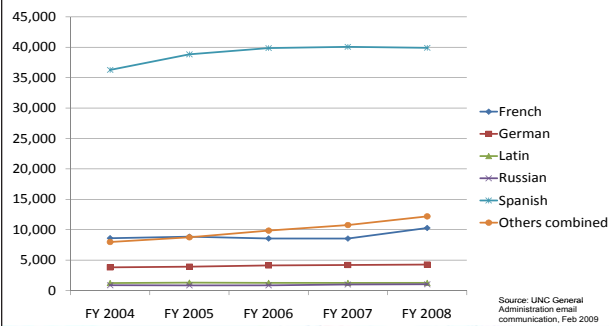
UNC System: International Studies Majors



Source: Email communication, UNC General Administration, International Studies Major enrollment

North Carolina and Global Engagement

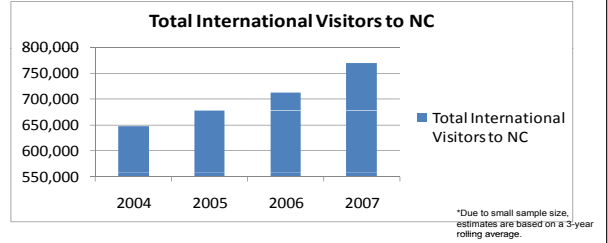
UNC System Foreign Language Enrollment



North Carolina and Global Engagement

Tourism: International Visitors to NC

358,000 international visitors came to North Carolina in 2007, contributing \$607 million to the state's economy



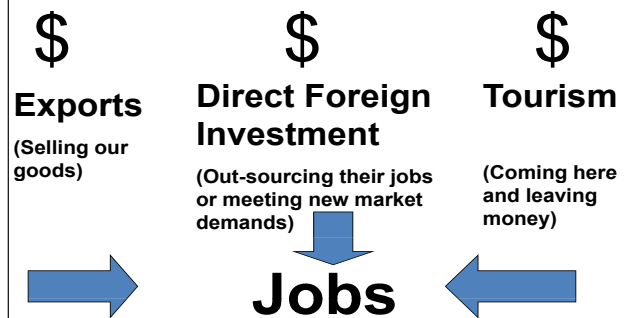
North Carolina and Global Engagement

Higher Education Resources

- ▶ UNC-CH, Duke and NCSU host eight National Resource Centers, federally funded centers that train language, history, and culture specialists about different regions of the world
- ▶ Duke and UNC-CH each have a Center for International Business Education Research, a federally funded center focusing on the international economy

North Carolina and Global Engagement

Business



North Carolina and Global Engagement

N.C. Int'l Activities, Partnerships

- ▶ 14 cities have sister city partnerships with 22 international cities
- ▶ Three International Visitor Leadership programs—in Charlotte, Greensboro, and Raleigh—brought delegations from more than 70 countries to NC in 2008
- ▶ Five World Affairs Councils—Asheville, Charlotte, Greensboro, Raleigh and Greenville—provide opportunities for citizen-to-citizen diplomacy, promote understanding of world affairs, and awareness of international education, culture and business

Sources: Email communication, International Affairs Council, February 2008; Communication from Sister Cities International, 2009

North Carolina and Global Engagement

Exports

- ▶ 7,076 companies exported goods from N.C. locations in 2006. Of those, **86 percent, or 6,051 firms, were small and medium-sized enterprises (SMEs)**, with fewer than 500 employees
- ▶ SMEs generated more than one-fifth (22 %) of North Carolina's total exports of merchandise in 2006

International Trade Administration and Bureau of the Census, Foreign Trade Division; Exporter Database

North Carolina and Global Engagement

N.C. Int'l Activities, Partnerships

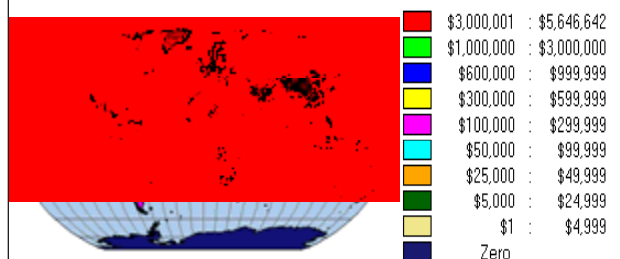
- ▶ North Carolina-Moldova State Partnership Program: Led by the N.C. National Guard, this military-civilian relationship fosters government reform, business development, and health and humanitarian efforts
- ▶ Folkmoot USA, an international festival in western N.C., has a yearly economic impact in the region exceeding \$4 million, generates over \$350,000 in federal, state, and local taxes, and creates the equivalent of 42 permanent jobs

Sources: WCU Institute for Tourism Research, 2001; Email Communication, North Carolina National Guard, February 2009

North Carolina and Global Engagement

N.C. Exports to the World

NC exported to 208 foreign destinations in 2007



Source: TradeStats Express—State Export Data

North Carolina and Global Engagement

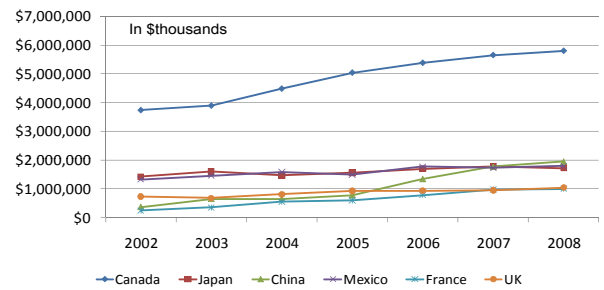
N.C. is 16th Largest Exporter in the US

- ▶ North Carolina's 2008 exports totaled \$25.1 billion. North Carolina was the 16th largest exporter among the states in 2008
- ▶ North Carolina's exports increased by \$8.9 billion from 2003 to 2008
- ▶ In 2008, North Carolina's leading manufactured export category was chemical manufactures (\$5.0 billion, 19.8%)
- ▶ Other top manufactured exports from North Carolina are machinery manufactures (\$3.1 billion), computers and electronic products (\$2.8 billion), and transportation equipment (\$2.3 billion)

Source: WISER, from US Census Bureau, Foreign Trade Division

North Carolina and Global Engagement

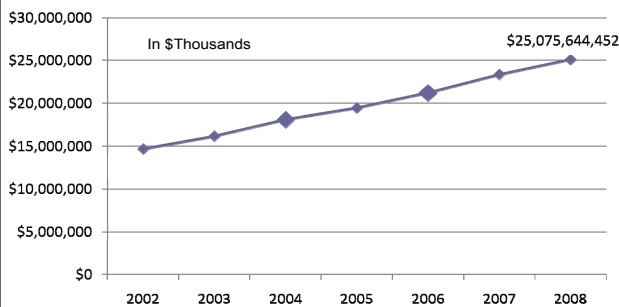
N.C.'s Top Export Partners



Source: WISER, from US Census Bureau, Foreign Trade Division

North Carolina and Global Engagement

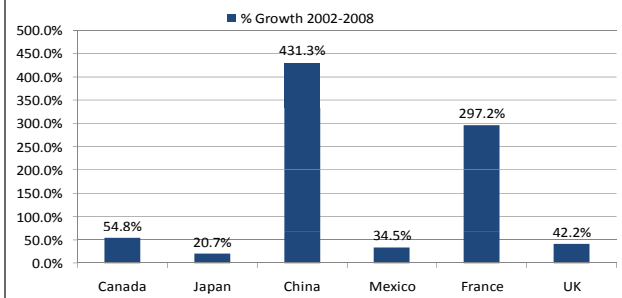
Total Exports from North Carolina



Source: WISER, from US Census Bureau, Foreign Trade Division

North Carolina and Global Engagement

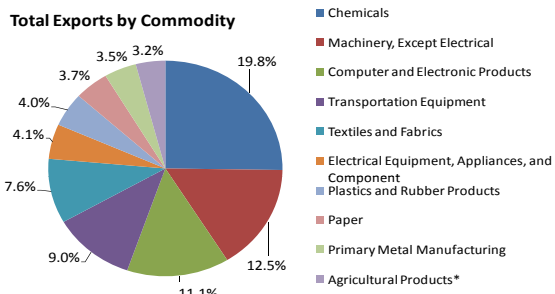
Percent Export Growth 2002-2008



Source: WISER, from US Census Bureau, Foreign Trade Division

North Carolina and Global Engagement

N.C. Export Breakdown (2008)



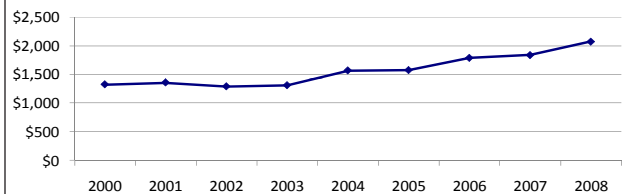
Source: WISER, from US Census Bureau, Foreign Trade Division

North Carolina and Global Engagement

Agricultural Exports

North Carolina ranks 14th in the US in agricultural exports

Total Agricultural Exports (Estimated Value, million dollars, FY 2003-2008)



Source: U.S. Dept. of Agriculture Economic Research Service; WISER, from US Census Bureau, Foreign Trade Division

North Carolina and Global Engagement

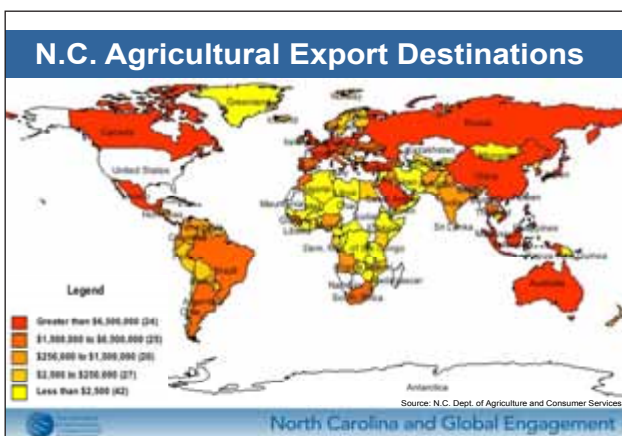
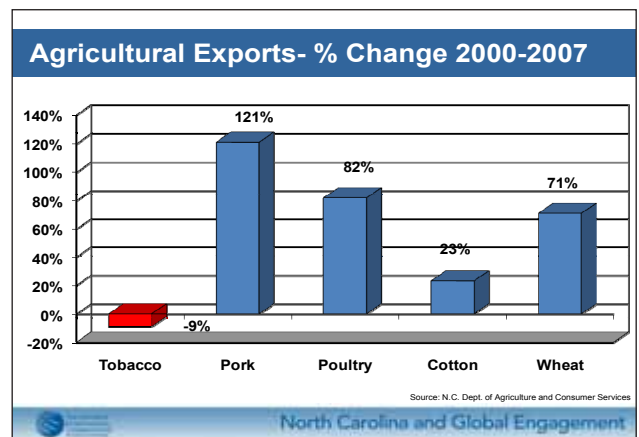
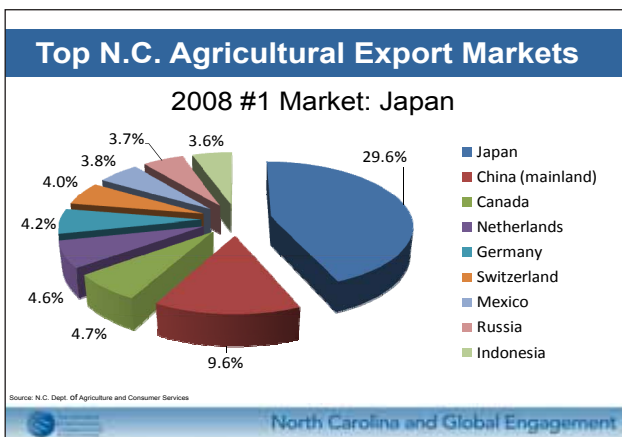
“We can’t afford to simply be in sync with the times.
For North Carolina to be successful, we have to be
one step ahead.”

Dr. R. Scott Ralls
President
North Carolina Community College System

“For many of North Carolina’s staple crops, **exports** are the difference between a great market and a down market. Tobacco, poultry, pork, sweet potatoes, grains and a host of other commodities **depend on trade** to keep prices high and farmers in business.”

Steve Troxler
Commissioner

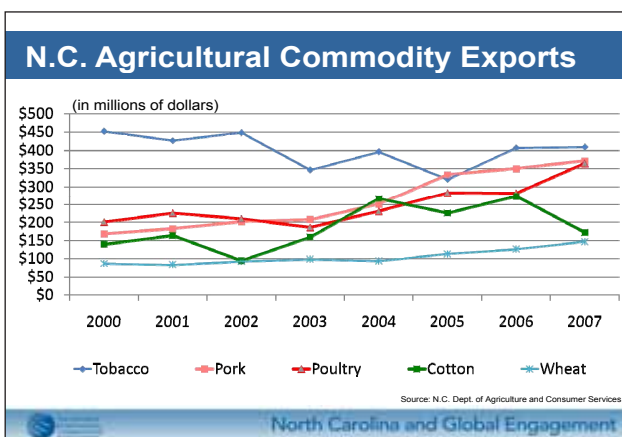
N.C. Department of Agriculture & Consumer Services



Foreign-Owned Firms

More than 700 foreign-owned firms operate in North Carolina

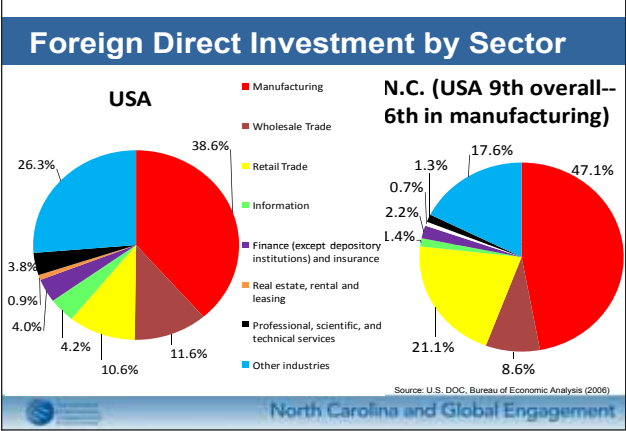
Source: N.C. Dept. of Agriculture and Consumer Services



Foreign Direct Investment = Jobs

- ▶ In 2006, foreign-controlled companies employed 209,400 workers in North Carolina
- ▶ Over one-third (37 percent) of these jobs (77,200 workers) were in the manufacturing sector in 2006
- ▶ Foreign-controlled companies accounted for 13.8 percent of total manufacturing employment in North Carolina in 2006
- ▶ Foreign investment in North Carolina was responsible for 6.1 percent of the state's total private-industry employment in 2006

Note: All figures exclude employment in banks affiliated with foreign companies. U.S. Department of Commerce, Bureau of Economic Analysis, 2006.



Trade Offices Abroad

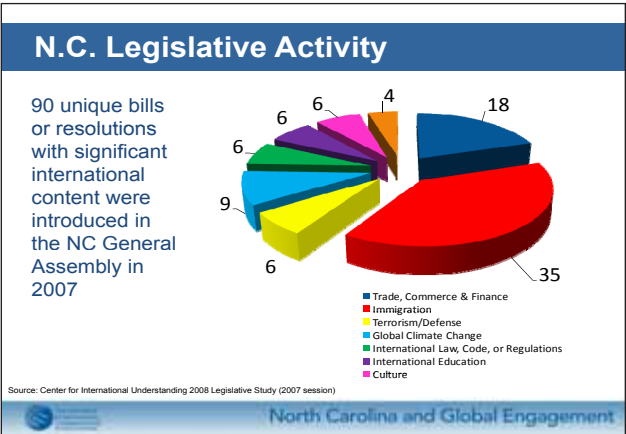
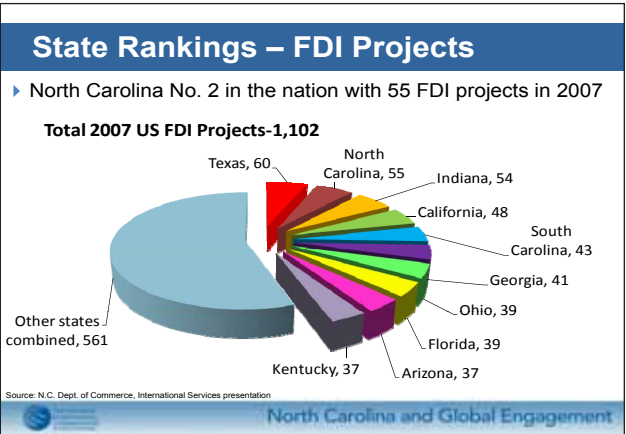
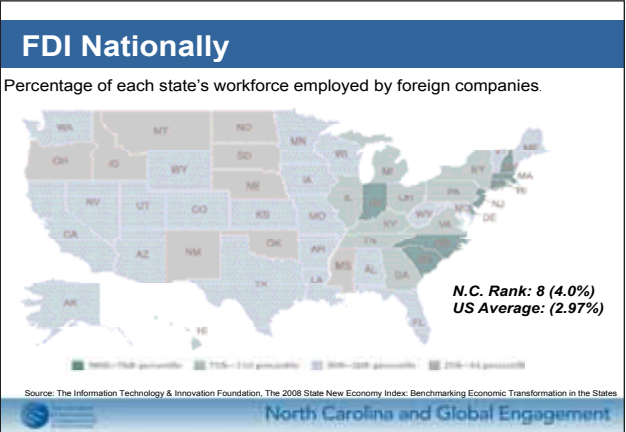
N.C. (population 8.8 million) has 7

- ▶ Canada
- ▶ Hong Kong
- ▶ Japan
- ▶ Mexico
- ▶ South Korea
- ▶ China

Ireland (population 4.5 million) has 47

Singapore (population 4.8 million) has 20

Source: N.C. Department of Commerce—International Offices; US Census Bureau, 2006 pop estimate; CIA.gov World Fact Book



State FDI Recruitment Efforts

Here are some steps North Carolina has taken to attract FDI

- ▶ Article 3J Tax Credits
- ▶ Research and Development Tax Credits
- ▶ North Carolina Ports Tax Credits

Source: N.C. Dept. of Commerce, International Services presentation



Global Engagement Advisory Board

Ted W. Abernathy, Jr.
Executive Director
Southern Growth Policies Board

Doug Aitkin
Vice President, Global Strategy
Research Triangle Regional Partnership

Meihui Bodane
Policy Development Analyst
N.C. Department of Commerce

Leslie Boney*
Associate Vice President for
Economic Development Research,
Policy & Planning
University of North Carolina General
Administration

Stephanie Caplan*
Communications Director
Center for International Understanding

Becky Carney*
Mecklenburg
N.C. House of Representatives

Jean Davis*
Director of International Trade
N.C. Department of Commerce

Bonnie Derr
International Programs Coordinator
University of North Carolina General
Administration

Rebecca Garland
Associate Superintendent/Chief
Academic Officer
N.C. Department of Public Instruction

Mike Hensen*
Senior Program Coordinator, Center
on Globalization, Governance &
Competitiveness
Duke University

Norma Houston
Executive Director
UNC Tomorrow Commission

Stephanie McGarrah
Assistant Secretary, Division of Policy,
Research and Strategic Planning
N.C. Department of Commerce

Lynn Minges
Assistant Secretary for Tourism,
Marketing and Global Branding
N.C. Department of Commerce

Michael Peeler*
N.C. Deputy Secretary of State

Dr. R. Scott Ralls
President
North Carolina Community College
System

Millie Ravenel*
Executive Director
Center for International Understanding

Libby Smith
Policy Director
N.C. Department of Commerce

Niklaus Steiner
Director
Center for Global Initiatives,
The University of North Carolina at
Chapel Hill

David Thompson*
Executive Director
North Carolina Association of County
Commissioners

Richard Thompson
Education Adviser
Visiting International Faculty

Peter Thornton*
Assistant Director of International
Marketing
N.C. Department of Agriculture
& Consumer Services

Samuel P. Troy (retired)*
Supervisory International Trade Specialist
U.S. Department of Commerce

Heidi Walters
Director of International Marketing
N.C. Department Commerce

Travis Wherry*
Project Manager, Global Engagement
Initiative
Center for International Understanding

Patrick Woodie*
Vice President, Rural Development
Programs
North Carolina Rural Economic
Development Center

David Young
Chief Operations Officer
Visiting International Faculty

** Executive Committee members
Board membership as of February 1, 2009*

Center for International Understanding Board of Advisors 2008-2009

Officers

Edward B. Fiske, Chair
Education writer and consultant

Pell Tanner, Vice Chair
Tanner Companies

Tom McGuire, Treasurer
Philanthropic Advisory Group

Members

Bill Bryan
Mt. Olive Pickle Company

Tony Caravano, Ex Officio
UNC Tomorrow Commission

John Dornan
Public School Forum
of North Carolina

Dianne English
Community Building Initiative

Tommy Harrelson
Earth Tech

Jeanette Hyde
Former U.S. ambassador

Donna Lambeth
Winston-Salem community leader

Matty Lazo-Chadderton
Latino/Hispanic Affairs
Office of President Pro Tem

Howard Lee
N.C. State Board of Education

Laura B. Luger
University of North Carolina
General Administration

Doug Orr
Warren Wilson College

Angeles Ortega-Moore
Latin American Coalition

Dennis Pittman
Smithfield

Millie Ravenel, Ex Officio
Center for International
Understanding

Namji Steinemann
East-West Center

Susie Ward
New Bern community leader

Eric Watson
Food Lion

David Young, Ex Officio
University of North Carolina
Board of Governors

“Economic development is built on personal relationships,
handshake by handshake. These **relationships are**
the key to unlocking the boundless potential international
engagement holds for North Carolina’s future.”

Millie Ravenel
Executive Director
Center for International Understanding

• Argentina • Australia • Austria • Belgium • Brazil • Canada • China • Columbia • Costa Rica • Czech Republic • Denmark • Ecuador • Egypt • England • Fiji • Finland • France • Germany • Ghana • Greece • Guadeloupe • Hong Kong • Hungary • India • Indonesia • Italy • Japan • Kenya • Korea • Latvia • Mexico • Morocco • Nepal • Netherlands • New Zealand • Northern Ireland • Norway • Peru • Poland • Scotland • Singapore • Spain • Sweden • Switzerland • Taiwan • Turkey • USSR • Wales • lands • New Zealand • Northern Ireland • Norway • Peru • Poland • Scotland • Spain • Sweden • Switzerland • Tiawan • Turkey • USSR • Wales • Argentina • Australia • Austria • Belgium • Brazil • Canada • China • Columbia • Costa Rica • Czech Republic • Denmark • Ecuador • Egypt • England • Fiji • Finland • France • Germany • Ghana • Greece • Guadeloupe • Hong Kong • Hungary • India • Indonesia • Italy • Japan • Kenya • Korea • Latvia • Mexico • Morocco • Nepal • Netherlands • New Zealand • Northern Ireland • Norway • Peru • Poland • Scotland • Singapore • Spain • Sweden • Switzerland • Taiwan • Turkey • USSR • Wales • lands • New Zealand • Northern Ireland • Norway • Peru • Poland • Scotland • Spain • Sweden • Switzerland • Tiawan • Turkey • USSR • Wales • Argentina • Australia • Austria • Belgium • Brazil • Canada • China • Columbia • Costa Rica • Czech Republic • Denmark • Ecuador • Egypt • England • Fiji • Finland • France • Germany • Ghana • Greece • Guadeloupe • Hong Kong • Hungary • India • Indonesia • Italy • Japan • Kenya • Korea • Latvia • Mexico • Morocco • Nepal • Netherlands • New Zealand • Northern Ireland • Norway • Peru • Poland • Scotland • Singapore • Spain • Sweden • Switzerland • Taiwan • Turkey • USSR • Wales • lands • New Zealand • Northern Ireland • Norway • Peru • Poland • Scotland • Spain • Sweden • Switzerland • Tiawan • Turkey • USSR • Wales • Argentina • Australia • Austria • Belgium • Brazil • Canada • China • Columbia • Costa Rica • Czech Republic • Denmark • Ecuador • Egypt • England • Fiji • Finland • France • Germany • Ghana • Greece •



THE CENTER *for*
INTERNATIONAL
UNDERSTANDING
The University of North Carolina

100 East Six Forks Rd., Suite 300, Raleigh, NC 27609
Phone: 919.420.1360
Web: ciu.northcarolina.edu

Millie Ravenel, Executive Director