A WORLD OF OPPORTUNITY

North Carolina Blueprint for Global Engagement

Developed by the Center for International Understanding and the North Carolina Coalition for Global Competitiveness
ACKNOWLEDGEMENTS
The Center and Coalition gratefully acknowledge the underwriters and many collaborators in the
development of the Blueprint. Their support and counsel were instrumental in its successful development.

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Executive Summary

In 2013, a public-private partnership was formed among North Carolina organizations and businesses involved in international work. The N.C. Coalition for Global Competitiveness (Coalition) began as a vehicle to share information and consider ways to coordinate efforts in order to maximize North Carolina’s global economic and educational opportunities.

Under the leadership of former N.C. Commerce Secretary Jim Fain, the Coalition began to see the need for a broader statewide effort to strategically position North Carolina to pursue global relationships that lead to prosperity and improved quality of life for all North Carolinians. While North Carolina has a wealth of model international programs and an abundance of success trading with foreign markets, these efforts are largely done independently of one another. What’s missing is what might be called “coordinated intentionality.” The Blueprint is built with the belief that coordination among disparate education, economic, cultural, and government efforts will amplify the impact of all of our work and position North Carolina as a great place to invest, study, work, visit, partner, and live.

The Coalition, alongside the Center for International Understanding (CIU), accepted the challenge to develop and implement a statewide plan for global engagement across sectors, something no other state has done. To gauge the appetite for a statewide global engagement plan, the Coalition mounted a year-long inquiry to gather input from hundreds of North Carolina business, education, cultural, government, and community leaders. During 2015, a series of regional meetings, an online survey, conference workshops, and dozens of one-on-one interviews all over the state revealed remarkable agreement about two things:

1. A statewide global engagement strategy is necessary – we are stronger if we work together with intentionality.

2. We must narrow our focus to a limited number of important strategies to be effective.

With resounding support for a statewide global engagement plan, the Coalition and CIU took a big step forward with the November 2015 launch of *A World of Opportunity: A Blueprint for North Carolina’s Global Engagement* (Blueprint). The Blueprint is a road map for elevating North Carolina’s global engagement efforts. The Blueprint identifies six strategic areas of focus necessary to be successful in a dynamic, interconnected world and also highlights over 50 indicators to measure progress.
The year-long research identified the following six strategic areas of focus to address global engagement.

1. **LEADERSHIP**
   Develop leadership across all sectors and at all levels that is informed and actively supports global engagement.

2. **GLOBAL BRAND IDENTITY**
   Be known around the world as an attractive place to invest, study, visit, work, partner, and live.

3. **GLOBAL INFRASTRUCTURE & LOGISTICS**
   Develop and maintain infrastructure and logistics capabilities to support global opportunities.

4. **GLOBAL ECONOMIC DEVELOPMENT**
   Optimize global economic development opportunities through concerted efforts both inside and outside North Carolina.

5. **CROSS CULTURAL COMPETENCE**
   Ensure that N.C. citizens are educated and prepared to succeed and thrive in a global community and marketplace.

6. **COLLABORATION & RESEARCH**
   Encourage business, academic, public and private sector collaboration and research with domestic and international partners.

Moving from a blueprint to a plan requires a coordinator focused on advancing global engagement in North Carolina. Part of the University of North Carolina system, CIU has agreed to serve as this coordinator for the initiative. CIU has a 35-year track record of delivering transformational global leadership development programs. Its statewide alumni network of thousands of leaders in policy, government, education, business, and communities represents stakeholder in global engagement across North Carolina.

CIU will lead data collection and analysis efforts, developing and managing a dashboard of global indicators to benchmark North Carolina’s level of global engagement, and establish indicators that measure progress on the Blueprint’s strategies over time. CIU will also continue to serve as convener of the Coalition and as communications coordinator to promote North Carolina’s global success stories from multiple sectors across the state.
We are just getting started.

The focus areas will get sharper and the list of potential indicators will get shorter. The number of projects will increase and our engagement will deepen.

There is no existing model, no other statewide index for North Carolina to adopt. Ours will be the first. Year One will be devoted to fine tuning the identification and presentation of the data, expanding Coalition membership, and raising awareness about the importance of global engagement. This work will inform the Coalition’s drafting of the future North Carolina Statewide Plan for Global Engagement.

Our communities are more diverse than ever: the products and services that we buy and sell each day are part of the world economy, and jobs across all sectors rely on international relationships. North Carolina is connected to the world and the world is connected to North Carolina.

Getting this right means understanding how to enhance and optimize global opportunities. Economic well-being and quality of life for all North Carolinians depends on effectively engaging the rest of the world. We cannot afford to leave this to chance.
I. Introduction & Purpose:

NORTH CAROLINA is GLOBALLY CONNECTED

Demands of a Global Economy

Our world is global. Technology, a 24-hour world news cycle, and the ease with which people and goods crisscross the globe mean that globalization is here, and it’s here to stay. Commerce, research, and cultural exchange unite us across land and maritime borders. We are just as likely to work, study, and partner with colleagues from India, China, or Germany as we are from Rutherfordton, Wilmington, or Winston-Salem.

Our communities are more diverse than ever: the products and services that we buy and sell each day are part of the world economy, and jobs across all sectors rely on international relationships. North Carolina is connected to the world and the world is connected to North Carolina.

Globalization demands a new way of thinking and new way of doing business. Our state’s future depends on making the most of this new reality and North Carolina is up for the challenge.

Prosperity Depends on Positioning N.C. for Global Engagement

Building on our state’s rich pioneering history in education, innovation, and industry, a public-private partnership has been forged to position North Carolina to compete and thrive in the global economy. The group is spearheaded by former North Carolina Commerce Secretary Jim Fain and is called the N.C. Coalition for Global Competitiveness (Coalition). The Coalition formed in 2013 and includes business, education, government, and community leaders who have come together to identify how North Carolina can make the most of global economic and educational opportunities. Coalition members, all of whom work in the international arena, have worked for more than a year seeking input about what it takes to be successful in a dynamic, interconnected world and strategizing how to reach that success. Detailed information about the formation and development of the Coalition is available in Appendix A.
During 2015, the Coalition sought input from residents all over the state. Hundreds of North Carolinians provided valuable insight by participating in a series of regional meetings, an online survey, conference workshops, and dozens of interviews about how to make globalization work for North Carolina. Appendix B provides information on the extensive process utilized to develop the Blueprint.

The remarkable outcome of this intensive outreach effort is the consistency of agreement on two things:

1. A statewide global engagement strategy is necessary. 88% of North Carolinians who responded to the Coalition’s 2015 online survey viewed the statewide plan as extremely important or very important;

2. There are six strategic areas on which we should focus in order to advance North Carolina’s global success.

The year-long North Carolina inquiry, coupled with research from other states and countries, identified the following six strategic areas of focus to address global engagement:

1. Leadership
2. Global Brand Identity
3. Global Infrastructure & Logistics
4. Global Economic Development
5. Cross Cultural Competence
6. Collaboration & Research

“Relationships and partnerships are what promote global engagement.”
This Blueprint further defines the six strategic areas of focus and outlines activities crucial to making progress. Additionally, it identifies more than 50 indicators to help measure North Carolina’s levels of global engagement across sectors. It represents the collective wisdom of hundreds of North Carolinians who understand how important it is for their children, their sectors, their communities, and their state to be intentional about engaging the world. North Carolina’s economic prosperity depends on its success on the global stage.

Throughout the process of developing the Blueprint, educators and economic development experts alike agreed that we cannot afford to leave global opportunity to chance. Those participating in regional meetings and one-on-one interviews consistently identified the need for a centralized convener to pull together state-level global data and keep a focus on globalization. They agreed that a convener was needed to promote dialogue and information sharing, update metrics, and revise strategies to address changing circumstances. The Center for International Understanding (CIU) has answered the call to serve as a “backbone organization” (Appendix C) and be the facilitator of North Carolina’s Blueprint for Global Engagement.

**The Center for International Understanding’s Role as Steward of the Blueprint**

CIU has a more than 35-year track record of connecting North Carolina to the world and the world to North Carolina through global leadership programs and international exchange work. Housed within the University of North Carolina General Administration, CIU brings to bear world-class higher education talents and resources and an impressive statewide alumni network representing legislative, business, government, nonprofit, and education leadership across North Carolina. Detailed information about the history of the Center for International Understanding is available in Appendix D.

Today’s world runs on data analytics. Therefore, CIU will develop and regularly update a dashboard of global indicators to benchmark North Carolina’s global engagement efforts. The first dashboard will be released in early 2016 and will provide baseline data. Trends and information that point to promising and/or problematic movement will be revealed over time.
Globalization means new opportunities for everyone in North Carolina if we do three things:

1. Understand and pursue global opportunities inside and outside North Carolina

2. Prepare the next generation to be resilient, adaptable, and globally connected

3. Promote North Carolina globally as a great place to invest, study, work, visit, partner, and live

There is not an existing index of global indicators against which to measure North Carolina, nor a national model for our state to adopt. A national best practices review (Culpepper, 2014) of global programming commissioned by UNC General Administration concluded that no state had developed a plan to ensure comprehensive efforts to seize global opportunities and to integrate those activities. We will be the first to design the index.

North Carolina is no stranger to being first, with a long record of pioneering, bold initiatives. The state opened the first public university and was the first to underwrite a touring symphony to teach classical music in schools as well as a major art collection for the state’s art museum. We were the first to provide worker training through our community colleges, to establish an agency to foster biopharmaceutical jobs and products, and the first state where a public-private partnership created a world-renowned research park. In that entrepreneurial tradition, North Carolina will again lead in creating a Blueprint for global success.
Global Engagement

is the process of strategically connecting and collaborating with other peoples and nations in order to increase knowledge of diverse cultures and expand economic, educational, social, or political relationships and opportunities. This Blueprint is an important step towards elevating global engagement in North Carolina. It is both a road map and a commitment to a collaborative process geared toward optimizing our state’s global potential in a complex and dynamic world.

Building from North Carolina’s Successes in Global Engagement

There are pockets of global engagement success across North Carolina where industries, towns, and regions are prospering by intentionally collaborating and competing with the world.

- The Charlotte region, home to more than 900 international companies, has positioned itself as a global hub of commerce, promoting its strong infrastructure and ready workforce.

- Eastern North Carolina pork is exported all over the world, with a total value exceeding $739 million in 2013.

- The City of Greensboro’s new downtown Global Opportunities Center is developing global business and career opportunities. This unique collaboration among higher education, business development, and nonprofit leaders won regional first place and $500,000 through the Strong Cities Strong Communities Challenge, a 2015 national competition.

The N.C. Global Engagement Blueprint is about attempting to multiply these efforts and to amplify their effects so that more regions of our state are prepared to embrace the opportunities found in working with other countries and cultures.

“

We have so many great assets – our universities, the Small Business and Technology Development Center, the District Export Council and the Center for International Understanding – but we are not always connecting the international talent, capabilities, knowledge, and manpower.”
North Carolina’s current global connections add up to a world of opportunity:

What’s missing is what might be called “coordinated intentionality.” This Blueprint is built with the belief that coordination among disparate education, economic, cultural, and government efforts will amplify the impact of all of our work and position North Carolina for greater global success.
Globalization presents both real opportunities and challenges that require a degree of preparedness to succeed both inside and outside North Carolina. Opportunities inside N.C. include cultural and art exchanges, new education and research efforts, and increased foreign investment in our local businesses and communities. Opportunities outside N.C. include new customers and markets for our products and new educational, scientific and cultural organizations with which to collaborate. These add up to good jobs and informed global citizens. Ultimately, successful, coordinated global engagement benefits everyone in North Carolina by enhancing our quality of life.

Among North Carolina’s many strengths upon which to build are:

**Quality of Life**
- Natural attractions, promoted by the State’s Travel and Tourism function and travel industry partners, to draw vacationing foreign visitors to our mountains, beaches, historical sites, and golf courses. These efforts have been instrumental in developing and expanding international flights; for example, Charlotte Douglas International Airport offers 38 international flights.
- North Carolina’s arts and cultural institutions, through travel, education programs, and exhibits that heighten citizen awareness and understanding of the importance of the arts and how they influence cultural histories.

**Education**
- A world-class public university system with 17 campuses, all of which are significantly engaged in furthering a more globally connected education. Specialized global centers include N.C. State University’s N.C. Japan Center, the Global Training Initiative, and the Moise A. Khayrallah Center for Lebanese Diaspora Studies; and UNC-Chapel Hill’s African Studies Center, Carolina Asia Center, Center for European Studies, the Center for Slavic, Eurasian, and East European Studies, the Global Business Center, the Global Research Institute and World View.
Highly-regarded private universities like Duke University with its Center for Latin American and Caribbean Studies; Center on Globalization, Governance, and Competitiveness; and the Middle East Studies Center; and Elon University’s Isabella Cannon Global Education Center, which has contributed to Elon’s ranking as number one in the nation in percentage of students who study abroad.

A State Board of Education that is firmly and strategically committed to a vision of insuring that “every public school student will graduate from high school, globally competitive for work and postsecondary education and prepared for life in the 21st century.”

**Commerce**
- A highly desirable destination for companies and individuals, consistently ranked among the best places to live:
  - North Carolina: 1st for Competitive State (Site Selection, 2014)
  - North Carolina: 5th highest number of foreign direct investment projects (ThriveNC, 2014)
  - North Carolina: 9th largest economy in the U.S. (ThriveNC, 2014)
- A robust international trade track record: the value of North Carolina’s exports was more than $31 billion in 2014, with Canada, Mexico, China, Japan, and Saudi Arabia as top importers for state exports (EDPNC, 2014).

**Agriculture**
- The value of N.C. agricultural exports more than quadrupled in 10 years to $3.7 billion in 2013 (NCAGR, 2015a).
- In 2014, China was North Carolina’s largest agricultural export market with over $900 million in revenue for the state coming from exports including tobacco, poultry, and pork (NCAGR, 2015b).

“It’s important that rural communities see themselves as part of this plan. Global engagement is not just for the urban centers of North Carolina.”
I. Introduction & Purpose: North Carolina is Globally Connected

The Purpose of North Carolina’s Blueprint for Global Engagement

Now is the time to capitalize on our strengths and establish a shared vision and a greater understanding of how to improve and enhance opportunities, economic well-being, and quality of life for all North Carolinians through global engagement. As noted in the UNC System’s 2014 Global Connections: UNC and the World report:

“In the past decade North Carolina has stopped wondering whether we should engage with the rest of the world and moved toward answering the question of how. Our economy is no longer state or regional; it’s gone global. The products and services we create in North Carolina may be sent to Charlotte or Singapore; the things we wear and drive and eat and learn on could originate in Enfield or India, and might include components or ideas developed in Sao Paulo or St. Paul. The people we work with, compete with or sell to could live anywhere; the companies we work for and with could have their headquarters anywhere.”

(UNC General Administration, 2014).

This Blueprint helps answer the larger question of how we in North Carolina can better engage the world. The N.C. Coalition for Global Competitiveness will continue to be the catalyst to connect sectors involved in global activities, working with leaders from education, business, government, culture, and communities to lead the discussion on global engagement in North Carolina. The Center for International Understanding will track progress, build awareness, and develop capacity for our collective efforts toward a stronger North Carolina.

“At the end of the day we want to brand this state as globally engaged.”
The Blueprint is designed to be a truly strategic level reference, organized around six core strategies. Each strategy should be driven and implemented by a set of activities developed from the extensive input gathered through surveys, regional focus groups, and interviews with thought leaders. The Blueprint activities describe the areas of engagement — of global competition or mastery — in which exceptional achievement is essential to optimizing North Carolina’s global success.

The Blueprint activities are not intended to be a “roll up” or recap of the detailed tactical level initiatives in the more granular action plans of many agencies working on global agendas and goals. Rather they are broad categorical statements of the activities North Carolina should undertake to optimize the collective impact of many collaborators and agencies working together toward shared performance indicators.

Overview of Strategies for Global Engagement

Drawing on CIU staff’s global experiences in business, economic, and educational experiences, domestically and internationally – the CIU team developed an outline of proposed strategies to address key tenets for global engagement. CIU, working with Fountainworks, a consulting firm, and the N.C. Coalition for Global Competitiveness incorporated, information gathered across the state and modified the strategies as applicable, evolving into the following six strategies (page 15).

This Blueprint is the first-of-its-kind and as such, the intention of the following section is to outline a framework for identifying and measuring success over time. Currently, there is no existing national standard to address global engagement; however, through the identification process described in Appendix B, a paradigm for how to take the next step towards obtaining baseline information is provided in Section III.
II. Overview of Strategies, Activities, and Indicators

Strategies for Global Engagement

1. LEADERSHIP
   Develop leadership across all sectors and at all levels that is informed and actively supports global engagement.

2. GLOBAL BRAND IDENTITY
   Be known around the world as an attractive place to invest, work, study, visit, partner, and live.

3. GLOBAL INFRASTRUCTURE & LOGISTICS
   Develop and maintain infrastructure and logistics capabilities to support global opportunities.

4. GLOBAL ECONOMIC DEVELOPMENT
   Optimize global economic development opportunities through concerted efforts both inside and outside North Carolina.

5. CROSS CULTURAL COMPETENCE
   Ensure that N.C. citizens are educated and prepared to succeed and thrive in a global community and market place.

6. COLLABORATION AND RESEARCH
   Encourage business, academic, public and private sector collaboration and research with domestic and international partners.
Overview of Activities and Indicators for Global Engagement

Perhaps the most important element of the Blueprint is establishing the indicators, which measure the collective impact of the collaborators’ integrated efforts. They measure progress on the Blueprint strategies over time and support benchmarking the state’s success relative to other states and nations. Tracking outcomes and trends will inform the collaborators’ decision making regarding strategy adjustments and serve to sustain focus, integrated engagement, and shared commitment to continuous improvement of effort. In this regard, CIU, working with partners, will develop a comprehensive data capture and analysis toolkit, and will serve as an information resource for users of global data.

The Blueprint seeks to establish a shared purpose and greater understanding of how to enhance and optimize economic well-being, opportunities, and quality of life for all North Carolinians through informed, capable, and consistent global engagement.

Section III presents each strategy followed by a list of potential activities. These activities are broad or categorical statements of the things North Carolina should undertake to optimize the collective impact of many collaborators and agencies working together with a shared vision and identified performance indicators. For the strategies, more than 50 indicators that track and monitor have been identified to consider. These indicators will change over time. Additional contextual indicators and a list of potential data sources are included in Appendix E.

Activities and indicators were identified throughout facilitated sessions with regional meeting participants, one-on-one interviews, and by the N.C. Coalition for Global Competitiveness. Please note that the list of activities and indicators will continue to evolve with the ever changing global arena.
Strategic Areas of Focus, Activities & Indicators

1. Leadership
2. Global Brand Identity
3. Global Infrastructure & Logistics
4. Global Economic Development
5. Cross Cultural Competence
6. Collaboration & Research
Strategic Area of Focus – LEADERSHIP

Dedicated and focused leadership that is informed and actively supports global engagement is essential to achieving progress. Leadership includes individuals and organizations across all sectors and at all levels.

In order to develop a globally engaged leadership across all sectors and at all levels, North Carolina should consider addressing the following activities:

- Encourage global awareness and competence of leaders in government, education, business, and communities and offer a curriculum of training, international travel, and other exposures to develop and enhance their effectiveness, building on existing offerings, and prompting new initiatives as indicated to achieve best-in-nation global leadership development.

- Develop, maintain, and publicize a catalogue of resources that support the development of globally competent leaders.

- Prepare and encourage leaders to articulate the importance of – and state and local relevance of – global engagement to the state’s citizenry in order to build grassroots support for initiatives that contribute to North Carolina’s global success.

- Celebrate outstanding examples of individual and organizational leadership in promoting and modeling valuable global awareness, competence, and competitiveness.

- Continue meetings and provide leadership from N.C. Coalition for Global Competitiveness (Coalition)

To track and measure areas of success and areas for improvement, CIU and the Coalition will monitor the following indicators:

1.1. Number of supportive N.C. legislation/bills with significant international content introduced to the N.C. General Assembly

1.2. Number of leaders involved with the Blueprint

1.3. State level leaders’ participation in international travel and other global exposure and study programs

1.4 Number of organizations endorsing/supporting the Blueprint

1.5. Number of leaders who have completed cultural and global professional development training

1.6. Number of new initiatives facilitated by the Coalition
## Strategic Area of Focus – GLOBAL BRAND IDENTITY

We know that North Carolina is a great place to live and do business. Having a global brand identity allows the rest of the world to know that North Carolina is an attractive place to invest, study, visit, work, partner, and live.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
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<tbody>
<tr>
<td>In order to be known globally as an attractive place, North Carolina should consider addressing the following activities:</td>
</tr>
<tr>
<td>• Promote Blueprint awareness and engagement.</td>
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<tr>
<td>• Ensure coordination of the global branding of North Carolina by the state’s globally-facing agencies and organizations to achieve coherence and comprehensiveness of messaging and to affect aggregate economies of the branding efforts.</td>
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<tr>
<td>• Provide the resources to ensure the effectiveness of coordinated global branding, based on shared marketing data and testing, and to measure the impact of the aligned programs.</td>
</tr>
<tr>
<td>• Connect best practices and success stories with multiple forms of media across the state.</td>
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<tr>
<td>• Develop an organized statewide international brand, including a clear identity and a clearinghouse to align existing brands.</td>
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<tr>
<td>• Support the Economic Development Partnership of N.C.’s Initiatives.</td>
</tr>
<tr>
<td>• Promote North Carolina and knowledge of our statewide brand.</td>
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<tr>
<td>• Explore what attracts individuals/organizations to N.C. domestically and internationally.</td>
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<th>PROSPECTIVE INDICATORS</th>
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<td>To track and measure areas of success and areas for improvement, CIU and the Coalition will monitor the following indicators:</td>
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<tr>
<td>2.1. Blueprint website visits and material downloads</td>
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<td>2.2. Number of N.C. internationally affiliated offices</td>
</tr>
<tr>
<td>2.3. Number of success stories shared via the Coalition</td>
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Strategic Area of Focus –
GLOBAL INFRASTRUCTURE & LOGISTICS

Global growth is all about access and movement. North Carolina must develop and maintain the infrastructure and logistics capabilities to support global opportunities, from broadband connectivity to supply and transportation systems.

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<tr>
<td>In order to develop and maintain globally supportive infrastructure and logistics capabilities, North Carolina should consider addressing the following activities:</td>
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<tr>
<td>• Plan, develop, and maintain transportation (aviation, ports, highway, and rail) and broadband infrastructure which support foreign direct investment and exporting success, with special emphasis on supporting sectors in which the state has comparative advantage.</td>
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<tr>
<td>• Partner with, encourage, and build private sector logistics capabilities to support international business.</td>
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<tr>
<td>• Utilize, develop, invest in, and grow community college curricula to train a workforce skilled in transportation and logistics occupations.</td>
</tr>
<tr>
<td>• Utilize, invest in, and grow public and private higher education logistics and research capacity.</td>
</tr>
<tr>
<td>• Encourage planning and execution coordination between infrastructure/logistics and economic development programming.</td>
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<tr>
<td>• Minimize infrastructure costs including energy to support international commerce.</td>
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<tr>
<td>• Review N.C. flight patterns and international connections to ensure alignment with global objectives and target geographies.</td>
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<th>PROSPECTIVE INDICATORS</th>
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<tr>
<td>To track and measure areas of success and areas for improvement, CIU and the Coalition will monitor the following indicators:</td>
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<tr>
<td>3.1. County level broadband access (Estimation of percent of households by county with broadband access)</td>
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<tr>
<td>3.2. Percentage of K-12 schools with high speed broadband access.</td>
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<tr>
<td>3.3. Airport activity (Enplanements of passengers and cargo at all airports - primary, non-primary commercial service and general aviation)</td>
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<td>3.4. Tonnage/value of ports accommodating international business</td>
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<td>3.5. Number of students trained in transportation and logistics occupations</td>
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<tr>
<td>3.6. Number of direct international flights</td>
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<td>3.7. Number of international passengers</td>
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Strategic Area of Focus –
GLOBAL ECONOMIC DEVELOPMENT

Quality of life is to a great extent defined by economic opportunities. In order to prosper in the
global marketplace, we must make a concerted effort both inside and outside North Carolina to
optimize global economic development.

In order to optimize global economic development, North Carolina should consider addressing
the following activities:

• Support and invest in state, regional, and local economic development agencies in order
to maximize North Carolina’s trade and foreign direct investment potential, job growth,
and increases in the export of goods, agricultural commodities, and services.

• Encourage and support coordinated export readiness/assistance programs for exporters,
with special emphasis on small and medium-sized enterprises.

• Invest in and increase, when market potential justifies, the state’s trade, investment, and
tourism corps and offshore representative offices.

• Place special emphasis on developing global commerce opportunities that align with the
business, economic, and tourism strengths of rural areas of the state.

• Partner with overseas personnel/operations of North Carolina companies to educate
students at state institutions and build foreign university relationships to develop potential
trade, investment, and entrepreneurial opportunities.

• Build out a comprehensive statewide foreign trade zone network.

• Optimize trade and investment potential through partnerships with the U.S. Export
Assistance Centers, district export councils and the North Carolina consular corps.

• Grow tourism revenue, support international flights and promote awareness and
appreciation of North Carolina’s quality of life, leveraging NC Business and other
international relationships.

To track and measure areas of success and areas for improvement, CIU and the Coalition will monitor
the following indicators:

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<th>ACTIVITIES</th>
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<td>PROSPECTIVE INDICATORS</td>
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<th>ACTIVITIES</th>
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</table>

4.1. Amount of foreign direct investments (FDI)
coming in to N.C.
4.2. Number of jobs created by FDI
4.3. N.C.’s ranking among U.S. states for FDI
4.4. Number of jobs supported by
goods exported from N.C.
4.5. Number of companies exporting from N.C.
4.6. Number of total exports of
merchandise from N.C.
4.7. Estimated value of imports & exports by county
4.8. Industry trends in leading export areas
(e.g., chemicals, machinery, transportation)
4.9. Dollars in tourism (and dollars associated
with foreign tourists)

<table>
<thead>
<tr>
<th>PROSPECTIVE INDICATORS</th>
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</table>
| 4.10. Number of foreign owned company sites
4.11. Estimated number of N.C. employees at foreign company sites
4.12. Number of international delegates visiting N.C.
4.13. International companies with U.S. headquarters in N.C.
4.14. Agriculture & commodity export data
4.15. Number of total private industry firms
4.16. Number of annual foreign trade missions
4.17. Number of rural business export(s)
Strategic Area of Focus – CROSS CULTURAL COMPETENCE

Our communities are more diverse than ever. We work, study, and partner with colleagues from other cultures and countries. It is imperative for North Carolina to ensure that N.C. residents are educated and prepared to succeed and thrive in a global community and market place.

In order to ensure that N.C. citizens are educated and prepared to succeed and thrive in a global community and market place, North Carolina should consider addressing the following activities:

- Develop and support a portfolio of programs to methodically ensure global awareness and competence for global engagement, including secondary language and cross cultural awareness in early education, secondary education, vocational training, and lifelong learning offerings.
- Encourage state universities to expand and promote bidirectional cultural exchange programs and study-abroad experiences.
- Increase and expand secondary language and English as a Second Language (ESL) opportunities, including access and use of translation/multilingual and multicultural materials and exhibits.
- Develop trainings and toolkits to educate N.C. companies, communities, military, and students how to do business and market themselves internationally.
- Expand opportunities for N.C. residents to experience art and culture from multiple peoples and countries.

To track and measure areas of success and areas for improvement, CIU and the Coalition will monitor the following indicators:

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<thead>
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<tbody>
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<td>To track and measure areas of success and areas for improvement, CIU and the Coalition will monitor the following indicators:</td>
</tr>
<tr>
<td>- Develop and support a portfolio of programs to methodically ensure global awareness and competence for global engagement, including secondary language and cross cultural awareness in early education, secondary education, vocational training, and lifelong learning offerings.</td>
<td>5.1. Number of international scholars at higher education institutions</td>
</tr>
<tr>
<td>- Encourage state universities to expand and promote bidirectional cultural exchange programs and study-abroad experiences.</td>
<td>5.2. Number of international students (undergraduates and graduate) at higher education institutions</td>
</tr>
<tr>
<td>- Increase and expand secondary language and English as a Second Language (ESL) opportunities, including access and use of translation/multilingual and multicultural materials and exhibits.</td>
<td>5.3. Number of high school students studying abroad and incoming international exchange high school students</td>
</tr>
<tr>
<td>- Develop trainings and toolkits to educate N.C. companies, communities, military, and students how to do business and market themselves internationally.</td>
<td>5.4. Number of N.C. undergraduate and graduate students in studying abroad</td>
</tr>
<tr>
<td>- Expand opportunities for N.C. residents to experience art and culture from multiple peoples and countries.</td>
<td>5.5. Degrees awarded to international students at N.C. independent colleges, UNC system colleges, and community colleges</td>
</tr>
<tr>
<td></td>
<td>5.6. K–12 foreign language enrollment for public schools</td>
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<td>5.7. AP language test takers</td>
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<tr>
<td></td>
<td>5.8. Number of ESL courses</td>
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<td>5.9. Number of universities with international programs</td>
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<td>5.10. Number of students earning UNC Global Certificate</td>
</tr>
<tr>
<td></td>
<td>5.11. Number of schools and districts globally badged/certified</td>
</tr>
<tr>
<td></td>
<td>5.12. Number of Sister City relationships</td>
</tr>
<tr>
<td></td>
<td>5.13. Number and country of origin for UNC international students by academic field and level</td>
</tr>
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</table>
### Strategic Area of Focus – COLLABORATION & RESEARCH

Our ability to address complex challenges increases when minds from all over the world work together. We need to encourage business, academic, public, and private sectors collaboration and research with domestic and international partners.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>PROSPECTIVE INDICATORS</th>
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<tbody>
<tr>
<td>In order to encourage collaboration and research domestically and internationally, North Carolina should consider addressing the following activities:</td>
<td>To track and measure areas of success and areas for improvement, CIU and the Coalition will monitor the following indicators:</td>
</tr>
<tr>
<td>• Strengthen domestic and international research partnerships which lead to foreign direct investment opportunities in North Carolina.</td>
<td>6.1. Total amount of dollars invested in research &amp; development</td>
</tr>
<tr>
<td>• Provide greater communication and networking on best practices (e.g., case studies) of successful statewide and/or local international collaborations with non-traditional research partners, including business and community.</td>
<td>6.2. Amount of dollars invested in global research</td>
</tr>
<tr>
<td>• Develop support mechanisms to optimize globally focused research activities and companies.</td>
<td>6.3. Number of jobs produced by global research</td>
</tr>
<tr>
<td>• Provide a forum for supporting international research activities which generate jobs and investment for N.C.</td>
<td>6.4. Economic impact of pharmaceutical/global health research</td>
</tr>
<tr>
<td>• Understand and inventory international technologies and develop strategies for N.C. involvement.</td>
<td>6.5. International funding investments received in N.C.</td>
</tr>
</tbody>
</table>

| | 6.6. Number of international research partnerships |
| | 6.7. Dollars in grants for research and sponsored programs |
IV. Ensuring Effectiveness & Sustainability

This Blueprint is three key elements working together to ensure the effectiveness and sustainability of the state’s success in global competitiveness:

1. The Blueprint, which coordinates efforts of North Carolina’s many partners working to implement the strategies and achieve challenging indicators of success;

2. CIU acting as a committed backbone organization, providing administrative, data gathering/analysis/benchmarking and communications support to the state’s global-facing entities working in concert to implement the Blueprint; and

3. The Coalition meeting together regularly as a collaboration of engaged, high impact public and private sector actors that communicate well, minimize silos, identify synergic partnering opportunities, analyze gaps in programming, assess progress on indicators, and propose new or revised initiatives when indicated.

To be effective and sustainable over the long term, the Blueprint must be dynamic as the world and its competitive factors change. While a significant body of thought has been gathered to design this Blueprint, the circulation of this document likely will bring forth new, helpful insight to enhance its evolution and implementation.

The sustained engagement of CIU as a backbone organization, with its international relationships and its interface with UNC System partners, and the concerted efforts and guidance of the Coalition, with its broad constituency of key, well-positioned global organizations, combine to support the effectiveness and sustainability of this Blueprint.
V. Next Steps

Global connections bring new challenges and opportunities to teachers, elected officials, business owners, and public managers alike. The ways in which we as a state address those challenges and embrace those opportunities will determine North Carolina’s course for years to come. For future generations to be successful global citizens and for our state to be economically competitive, we will have to be creative in the ways that we think and conduct business. We will need to infuse global awareness in our economic development efforts: in K-12 through higher education, workforce development, and business recruitment. We will need to be intentional about seeking international relationships that lead to prosperity for North Carolina businesses, and, by extension, all North Carolinians.

This Blueprint is only a beginning. As we continue the dialogue and collaboration to optimize opportunities for global engagement across North Carolina, the Blueprint will need to be updated to reflect the dynamic nature of global engagement, including revision and refinement of activities, indicators, and strategic directions. The first iteration of data is scheduled to be released in early 2016. The ultimate impact of this effort resides in the hands of the people and organizations that are actively engaged in helping North Carolina and its residents be more successful in the global arena.

This Blueprint is an important step forward. Its strength lies in the people and organizations behind it and their commitment to work collectively for the greater good of a globally successful North Carolina. To maximize the collective impact identified in this Blueprint, CIU, the Coalition, and individuals and organizations across North Carolina will need to continue to work together towards the shared vision expressed in this document.

The Role of the Center for International Understanding

Moving forward, CIU will continue to serve as the backbone organization to capture the collective impact of this global engagement movement. This role includes staffing and expanding the N.C. Coalition for Global Competitiveness; establishing and continually updating a dashboard of N.C. global indicators; making data and reports available topics such as North Carolina’s changing demographics and economic and educational connections to the world; using multiple platforms to share N.C. global
success stories from various sectors and regions of the state; convening domestic and international partners to advance global awareness, understanding, and action; developing a catalogue of globally facing organizations and their programing; and connecting N.C. education, policy, business, cultural, and community leaders with countries and cultures of strategic importance to the state. CIU, in collaboration with Coalition members, will implement a year-long public outreach campaign designed to draw attention to and increase efforts toward a more globally engaged North Carolina. CIU will highlight best practices and innovative models of global engagement, primarily by sharing North Carolina global success stories on its website and social media platforms.

The Role of the N.C. Coalition for Global Competitiveness

As the steering committee for fostering the implementation of the Blueprint, the Coalition will work with CIU to develop the initial baseline assessment of N.C.’s global standing and success and will maintain the dialogue among its constituents to ensure excellent communication and collaboration to drive the state’s progress in Indicators. To increase its reach and effectiveness, the Coalition will strive to increase its geographic and sectoral representation, address opportunities and challenges, and recommend adjustments to the Blueprint as circumstances change. As part of expanding its membership, the Coalition will also commit to collaborating with organizations and businesses that bring rural experiences and perspectives to further shape the vision for North Carolina’s global success. The Coalition will investigate several models for coordinating efforts to achieve collective impact.

The Role of North Carolina

There is a role for every North Carolinian in ensuring our state’s global success. Individuals, organizations, and regions will move forward on global engagement in different ways, based on their strengths, needs, and international relationships. The goal in releasing the Blueprint and the upcoming dashboard of global indicators is to inspire collaboration. By providing a framework, the Coalition hopes that organizations and regions see their specific ideas and implementation plans aligning within this larger state strategy. North Carolina is stronger and in better position for global success when we are joined by a shared vision, agreed-upon metrics, and a focus on activities that support achieving our collective goals.
APPENDICES
A. The Partnership of the Center for International Understanding and the Coalition for Global Competitiveness

In 2013, with an aspiration of helping North Carolina become the most globally engaged state, CIU and Jean Davis, then the International Director of the N.C. Department of Commerce, convened representatives of a number of internationally-focused public and private sector organizations. A motivation for the meeting was an acknowledgement that optimizing North Carolina’s global engagement would require the concerted action of many entities.

The group, spearheaded by former N.C. Commerce Secretary Jim Fain, met quarterly, grew in number, and took the name the N.C. Coalition for Global Competitiveness. These discussions reinforced the members’ enthusiasm for information sharing and working together. Coalition representatives and organizations are listed in the acknowledgements on the first page of this document.

Concurrently, CIU’s board of directors and staff were exploring strategies to utilize the organization’s proven platform in order to expand its contribution to the state’s global competitiveness and success. How could CIU bring to bear its 35 years of experience in executing complex international programs, its global and domestic relationships, an experienced staff and the support of the University of North Carolina General Administration (UNC GA) which conferred the global visibility, reach and credibility of the UNC System?

In the summer of 2014, CIU developed a new strategic plan shaped in part by both by its interest in leveraging its capabilities and the Coalition’s discussions about broader collaboration. CIU also reviewed a national best practices study of global programming commissioned by UNC GA which concluded that no state had developed a plan to ensure comprehensive efforts to seize global opportunities and to integrate those activities.
Accordingly, CIU committed in its new strategic plan to reallocate existing resources to serve as a backbone organization for a collaborative effort with the Coalition and develop a first-of-a-kind comprehensive, integrated state strategic blueprint for global engagement to optimize North Carolina’s international potential and competitiveness. In November 2014, CIU proposed to the Coalition that they work together to develop the plan and to foster its implementation. To that end, CIU established a data collection and analysis capability to develop indicators and a dashboard to track the state’s global progress on Blueprint activities and objectives. The Coalition committed to serve as the steering committee to assess that progress and develop consensus about collective efforts needed to maintain continuous improvement in outcomes.

In May 2015, the UNC Board of Governors adopted the recommendation of a subcommittee on international programs to endorse the work of CIU in working with the Coalition to develop the Blueprint.

See Appendix C for more details on the role of CIU.
B.

BLUEPRINT DEVELOPMENT PROCESS

Six modes of communication were used to capture stakeholder contribution(s) throughout the development of this Blueprint, including: 1) online survey; 2) regional meetings in the Triad, Charlotte, Triangle, Greenville, Wilmington, and Asheville; 3) one-on-one interviews with thought leaders from a variety of sectors and locations across the state; 4) a facilitated discussion on branding for North Carolina at the Global Opportunities Summit; 5) Global N.C. Blueprint website, including a portal for ongoing feedback and communication from the community at large; and 6) two Coalition for Global Competitiveness workshops.

Online Survey
(Collected from May 13 to July 1, 2015)

The online survey was an opportunity to collect information in the following areas: 1) Demographics; 2) Interest and Vision; 3) Strengths and Challenges; and 4) Feedback on Proposed Strategies. Table B1 provides summary findings from the Online Survey. A list of organizations that helped to distribute the survey, leading to over 240 responses is included in Table B3. The website GlobalNCPlan.org contains additional information.

Table B1. Findings from Online Survey

- 242 North Carolinians participated in the online survey.
- 88% of all participants viewed the Blueprint as very or extremely important.
- 85% of participants agreed or strongly agreed with the proposed purpose statement.
- Over 400 open-ended comments were received from the respondents.
Statewide Regional Meeting  
(Conducted June-August 2015)

Five of the regional meetings utilized immediate electronic feedback technology. All of the regional meetings provided an opportunity to:
1) Brief regional leaders on process and objectives; 2) Gather general and regional input to inform the Blueprint; and 3) Establish an ongoing feedback loop for continued discussion. Table B2 provides summary findings from Regional Meetings. Additionally, discussions and presentations were conducted with the Council of Western North Carolina Superintendents, the North Carolina Board of Agriculture, the annual North Carolina Rural Assembly and the North Carolina International Business and Trade Caucus. Warren Miller, principal of the consulting firm Fountainworks, facilitated these meetings as well as the two Coalition workshop sessions.

<table>
<thead>
<tr>
<th>Table B2. Findings from Regional Meetings</th>
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<tr>
<td>• Over 130 leaders in business, education, government, and communities participated in six regional meetings.</td>
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<tr>
<td>• 80% of participants agreed that their region was globally engaged.</td>
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<tr>
<td>• 97% of all participants viewed global engagement as very or extremely important to their region.</td>
</tr>
<tr>
<td>• When asked how their region is succeeding at being globally engaged, 68% of participants viewed their region as “fair”.</td>
</tr>
<tr>
<td>• Regional meetings generated almost 300 open-ended comments.</td>
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</table>
In Person One-on-One Discussions

One-on-one discussions provided an opportunity to gather detailed feedback from leaders with significant global experience and important sectorial expertise (Table B4). The interview objectives were to brief the leaders on the project, to seek their input and to ask them to provide continuing counsel to the process. These thought leaders were interviewed by former N.C. Commerce Secretary Jim Fain.

Global Opportunities Summit Conference (August 6, 2015)

On August 6, 2015, Rick Van Sant, Executive Director, and Stephanie Caplan, Director of Communications for CIU, attended the 2015 Global Opportunities Summit, hosted by Elon University and Boundless Impact. The annual conference seeks to convene “globally engaged leaders from commerce, education, civic, and faith organizations to create a compelling global identity for North Carolina”. At this event, CIU led a facilitated discussion on “Branding Strategies for North Carolina.” Figure B1 represents participants’ answers to the question “What are the three words you would use to attract people from other countries looking to invest, study, work, or partner with North Carolina?” The size of the word in Figure 1 correlates with the frequency of which it was mentioned: for example “education” and “diversity” were mentioned most.

Figure B1. Three words to attract people from other countries to invest, study, work, or partner with N.C.
Global N.C. Blueprint Website

The GlobalNCPlan.org website serves as a central location for information sharing among Coalition members and other parties interested in the *A World of Opportunity: North Carolina’s Blueprint for Global Engagement*. The website is regularly updated with information pertaining to the strategic Blueprint and includes a portal for feedback on the Blueprint and, in the future, host the Blueprint. The website is located at: http://globalncplan.org/

Coalition for Global Competitiveness Workshop (August 12 & 19, 2015)

Two workshops were held for the Coalition for Global Competitiveness. These workshops provided Coalition members an opportunity to review information collected and refine the framework for global engagement.

a. Indicators Alignment Subcommittee
   To identify appropriate indicators, an Indicators Alignment Subcommittee was formed, including members from the Coalition and others with content expertise (Table B5). Subcommittee members were asked to review drafted activities, data indicators, and sources compiled from information received through a best practices review, online, in person and regional meetings. Subcommittee members provided their guidance on: 1) the alignment of indicators for each strategy; 2) identification of additional and/or missing indicators and/or sources; and 3) big picture feedback and comments on framework (e.g., additional resources, big picture concepts).

b. Communications Subcommittee
   The Communications Subcommittee was created to build on the work of the N.C. Coalition for Global Competitiveness: to develop and implement a communications strategy to increase interest in and build support for increasing North Carolina’s global engagement. The eleven-member subcommittee met a total of four times between September and November 2015 (Table B6).
Table B3 – Online Organizations that Helped Distribute the Survey

- N.C. Coalition for Global Competitiveness
- CIU Partners, Alumni, and Friends
- Leadership N.C.
- N.C. Association of County Commissioners
- N.C. Chamber of Commerce
- N.C. Economic Development Association
- N.C. League of Municipalities
- N.C. Secretary of State
- N.C. Technology Association
- N.C. Small Business & Technology Development Center (SBTDC)
- UNC University Council on International Programs
- International Business and Trade Caucus

Table B4 - One-on-One Interview Name, Title and Organization

- Rick Carlisle, Managing Director, Dogwood Equity and Former N.C. Secretary of Commerce
- Chris Chung, CEO, Economic Development Partnership of N.C.
- Britt Cobb, Former N.C. Commissioner of Agriculture
- Gene Conti, Former N.C. Secretary of Transportation
- Kit Cramer, President and CEO, Asheville Chamber of Commerce
- Scott Daugherty, State Directors, N.C. Small Business & Technology Development Center (N.C. SBDTC)
- Jean Davis, President, MCNC, and Former COO of Business, Industry & Trade, N.C. Department of Commerce
- Michael F. Easley, Former Governor of North Carolina
- Lew Ebert, President and CEO, North Carolina Chamber of Commerce
- Dan Gerlach, President, Golden LEAF Foundation
- Tom Greenwood, Director, A350 Operations, Spirit AeroSystems, N.C.
- James B. Hunt, Jr., Former Governor of North Carolina
- John M. Kane, Chairman and CEO, Kane Realty Corporation
- Stephanie McGarrah, Senior Strategy Consultant, UNC Health Care
- Lynn Minges, CEO, N.C. Restaurant and Lodging Association
- Dr. Michael Walden, William Neal Reynolds Distinguished Professor and Economist, N.C. State University
- Beverly Perdue, Former Governor of North Carolina
- John E. Skvarla III, N.C. Secretary of Commerce
- Pell Tanner, CEO, Tanner Companies
- Norris Tolson, Senior Advisor, Williams Mullen; Former Secretary, three N.C. cabinet agencies; Former president & CEO, N.C. Biotech Center
- Steve Troxler, N.C. Commissioner of Agriculture and the N.C. Board of Agriculture
- Dr. Lawrence J. Wheeler, Director, North Carolina Museum of Art
### Table B5 – Indicators Subcommittee Members’ Name and Organization

- Leslie Boney, UNC General Administration
- Todd Culpepper, Quintiles
- Scott Daugherty, N.C. Small Business and Technology Development Center
- Jim Fain, Reid Street Consulting
- Barbara Herrera, Attorney
- John Loyack, Economic Development Partnership of N.C.
- Terri Manning, Central Piedmont Community College
- Stephanie McGarrah, UNC Health Care
- Rachel Page, Center for International Understanding
- Sarah Perez, UNC Kenan-Flagler Business School
- Leigh Shamblin, Global Innovation Management Program at NCSU
- Cindy Thompson, Boundless Impact
- Tom White, NCSU Economic Development Partnership

### Table B6 – Communications Subcommittee Members Name and Organization

- Mike Arnold, Secretary of State’s Office
- Robert Azar, Global Medical Technologies
- Stephanie Caplan, Center for International Understanding
- George Jeter, Secretary of State’s Office
- Brian Long, N.C. Department of Agriculture
- Jim Nichols, O’Brien/Atkins
- Kate Runy, Center for International Understanding
- Jim Shamp, N.C. Biotech Center
- Cindy Thompson, Boundless Impact
- Tricia Willoughby, N.C. State Board of Education
- Mary Wilson, Economic Development Partnership of N.C.
C. Backbone Organization and Collective Impact

The Center for International Understanding is positioning itself as a backbone organization. Backbone organizations are charged with supporting collaborators as they work together to take on a challenging objective. This logical notion is that large, complex undertakings can best be accomplished by many interested agencies working together with a shared vision, plan, goals and outcome measures and that such a collaboration—to be most effective and sustainable—should be supported by a backbone organization to serve as the convener, advocate, communications lead, plan steward, and tracker of the collective impact. In other words, the backbone takes the support of the collaboration as a key responsibility.

In the last several years, significant research (Turner, Merchant, Kania, and Martin, 2014) has been documented in the literature about the value of backbone organizations as facilitators of collective impact. The concept is that complex social or even global challenges and/or objectives can be better addressed by organizations working together rather than alone. Participating organizations in such collaborations or networks each bring core competencies to the table to deal with the various elements of an undertaking. The collaborators work together, often sharing resources, to create the collective scale to tackle large, complicated objectives. In doing so, organizations must be open to working as equals, sharing leadership based on which partner has the best capabilities required for each element of a task and making the mission more important than individual agendas.

Shiloh Turner and Kathy Merchant of the Greater Cincinnati Foundation and John Kania and Ellen Martin of the consulting firm FSG (formerly Foundation Strategy Group) have written extensively in the Stanford Social Innovation Review about collective impact, collaborations, and backbone organizations. FSG partnered with the Greater Cincinnati Foundation to study the impact of six backbone organizations in the Cincinnati region. In “Understanding the Value of Backbone Organizations in Collective Impact,” they identified key conditions for shared success in collaborations:

- A common agenda and shared vision
- Shared measurement of results
- Mutually reinforcing activities
- Continuous communication
- Backbone support
In describing backbone organizations, they identified six activities that such organizations may undertake over time to support a collaboration working to achieve collective impact. The role of a backbone organization may evolve as the activities of the collaboration develop.

1. **GUIDE**
   - the vision and strategy

2. **SUPPORT**
   - aligned activities

3. **ESTABLISH**
   - shared measurement practices

4. **BUILD**
   - public will

5. **ADVANCE**
   - policy

6. **MOBILIZE**
   - funding

The CIU has made an organizational commitment and allocated resources to serve as a convener and a backbone organization in a coalition of collaborators which share an interest in optimizing North Carolina’s global engagement, competitiveness, and success through collective impact.
D. History of the Center for International Understanding

The lead organization behind North Carolina’s Blueprint for Global Engagement is the UNC system’s Center for International Understanding (CIU). CIU has a 35-year-plus track record of successfully connecting North Carolina to the world and the world to North Carolina. The organization’s activities are based in promoting global awareness and understanding, focusing in the 1980s and 1990s on helping citizens learn more about the world and build relationships abroad. Governor and Mrs. Jim Hunt, who helped foster CIU’s development, and Governor and Mrs. James Martin received hundreds of foreign visitors in the Governor’s Mansion during that period.

Over time, and ably led by its founding Executive Director Millie Ravenel, CIU has evolved by developing a portfolio of travel-based policy, teacher, and leadership development programs. CIU empowers North Carolina communities to engage globally. Through innovative programming and by leveraging its influential alumni network, CIU promotes global awareness, understanding, and action with results that can be felt daily in classrooms and boardrooms across North Carolina.
CIU’s current programs include:

GLOBAL LEADERS
*Empowering N.C. to compete in a global world*
Through in-depth travel and domestic programs, North Carolina state policymakers and business leaders study best practices and develop relationships with counterparts in countries of strategic importance to the state.

GLOBAL TEACHERS
*Bringing the world to N.C. classrooms*
Today’s students are expected to perform on a global stage. And to succeed, they will have to know how to communicate, cooperate, and compete with the rest of the world. Through international travel programs, more than 800 North Carolina teachers have gained an international experience with CIU to help bring a global perspective back to their classroom to help prepare students for the global economy.

CHINA PROGRAMS
*Making today’s students tomorrow’s world citizens*
North Carolina K-12 students need to understand China, our second largest trading partner. In partnership with the Chinese Ministry of Education, CIU’s Confucius Classrooms bring guest teachers from China to teach Chinese in rural and urban schools from the mountains to the coast. More than 7,000 elementary, middle, and high school students learn Chinese through this program.

LATINO INITIATIVE
*Enriching North Carolinians’ understanding of their new neighbors*
North Carolina has one of fastest growing Latino populations of any state. Positively addressing demographic change in these communities is the focus of CIU’s award-winning Latino Initiative. Teams of regional business, education and public service leaders travel to Mexico to better understand the economic and cultural impact of immigration. The 800-plus alumni develop practical solutions and innovative projects to strengthen communities throughout North Carolina.
E. Additional Indicators and Data Sources

In addition to the indicators identified in Tables 2-7, CIU will collect additional contextual information (Table E1). Potential data sources are identified in Table E2.

Table E1- Additional Indicators Pertaining to Global Engagement

<table>
<thead>
<tr>
<th>PROSPECTIVE INDICATORS</th>
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<tbody>
<tr>
<td>7.1. Foreign Born Population</td>
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<td>7.2. Latino/Hispanic Population</td>
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<td>7.3. Place of Birth</td>
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<td>7.4. Ancestry</td>
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<td>7.5. Languages spoken at home</td>
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<td>7.6. Employment Rate</td>
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<td>7.7. Median Household Income</td>
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<td>7.8. Net in-migration (population 1 year or older that lived outside the state the year before)</td>
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<td>7.9. High school grad rate</td>
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<td>7.10. Race and sex of public students</td>
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<tr>
<td>7.11. Enrollment by academic level, course, ethnicity, gender at state level</td>
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<tr>
<td>7.12. Percent population with degrees</td>
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<td>7.13. Percent population with passport</td>
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<td>American Council on the Teaching of Foreign Languages</td>
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<td>Dun &amp; Bradstreet and UniWorld</td>
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<td>Economic Development Partnership of N.C.</td>
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<td>Global Training Initiative</td>
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<td>International Offices: U.S. Census Bureau (CIA World Fact Book)</td>
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<td>International Trade Administration Quarterly Report</td>
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<td>N.C. Biotech Center</td>
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F. References


