




UNIVERSITY OF
**SOUTH
CAROLINA**
UPSTATE

**Upstate Together:
smallworld/bigfuture**

ABBEVILLE ANDERSON CHEROKEE GREENVILLE GREENWOOD LAURENS OCONEE PICKENS SPARTANBURG UNION

**Final Report of Upstate Together: smallworld/bigfuture
Thursday, November 2, 2006**

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About the Conference

By Judith S. Prince, Chair, Planning Committee, 2nd Annual Leadership Development Issues Series, and Vice Chancellor, USC Upstate in Greenville. To register for the conference Upstate Together: "smallworld/bigfuture" Engaging the World, the Upstate, and You in Globalization, e-mail upstateconf@uscupstate.edu or call 864-503-5555.)

Everyday we hear, read about, or use words such as the *global economy*, *the global workforce*, *the global society*, or *globalization*. Globalization is an "umbrella" term used to explain multi-faceted economic, political, environmental, technological, social, and cultural processes.

Globalization is almost always referred to as the cause of turbulent change, such as manufacturing jobs going overseas, particularly to China. Research by Dr. William Ward, professor and director for the Center for International Trade, Clemson University, shows, however, that five out of six U.S. manufacturing job losses since 1990 were victims of productivity growth, i.e. increasing output per worker.

Globalization can generate powerful negative fears, including fears of cultural assimilation or homogenization. According to the Yale Center for Study of Globalization, "interconnectedness and interdependence have grown;" however, it is other countries that have had to avoid "McDonaldizing."

Groups such as the International Monetary Fund note that as globalization has progressed, living conditions, as measured by indicators of well being, have improved in all countries. Will globalization eliminate inequality in our societies?

Ideas can be generated anywhere in the world. As globalization has made possible efficient information exchange, opportunities are created for us to learn from each other.

Globalization processes may have always been underway; however, it is the "pace and geographic reach" that is unparalleled. Globalization enables "individuals, corporations, and nation-states to reach around the world farther, faster, cheaper, and deeper," says Thomas Friedman, author of *The World is Flat*. *The Oxford Companion to Politics* defines globalization as "the widening, intensifying, speeding up, and growing impact of world-wide interconnectedness."

According to Friedman, "The defining anxiety in globalization is fear of rapid change from an enemy you can't see, touch, or feel—a sense that your job, community or workplace can be changed at any moment by anonymous economic and technological forces that are anything but stable."

The rise of the global economy has already had a profound effect on Upstate South Carolina. There is more *per capita* foreign investment in the Greenville-Spartanburg-Anderson metropolitan area than anywhere in the United States. As international business grows, many have questions about what lies ahead for the Upstate, for the local economy, and for the people who live here.

Truly, there is no sphere into which the globalization process does not reach, including our families and our communities. To ensure all Upstate citizens have access to the benefits of globalization, leaders in business, education, non-profits, government—even parents—must become educated on this complex process.

Recognizing that no one can afford to isolate themselves from world changes, a planning group representing several Upstate counties chose *globalization* as the topic for the 2nd Leadership Development Issues Series sponsored by the Leadership Development Division of the Greenville Chamber of Commerce, the Spartanburg Chamber of Commerce, and USC Upstate.

The conference *Upstate Together: "smallworld/bigfuture"* will be held at the Spartanburg Marriott at Renaissance Park on Thursday, November 2, from 4:00 pm to 7:00 pm. Designed to initiate dialogue within the community, this educational program will provide a foundation for citizens to become proactive not reactive on globalization.

The conference seeks to identify the "win-win" in globalization. What global initiatives are already successful in the Upstate that can serve as models for other initiatives? What is the Upstate's "winning position," so that 20 years down the road we will have maximized our position in a global society? Is it possible to find a balance between preserving a sense of identity, home, and community and surviving in a global world? Are we preparing ourselves, our children, our businesses, and our community for globalization?

Erik Peterson, the keynote speaker, is senior vice president of the Center for Strategic and International Studies, a nonprofit, non-partisan think tank based in Washington, D.C. As director of the CSIS Global Strategy Institute, he leads the Seven Revolutions Initiative, which defines the long-term challenges of global trends at work today. He will identify the seven "revolutionary" areas of change: (1) population; (2) resource management; (3) technology innovation and diffusion; (4) information and knowledge creation and dissemination; (5) economic integration; (6) conflict; and (7) governance. According to Peterson, "Each of these revolutions embodies both promise and peril."

Bern McPheely, CEO of Hartness International; Sky Foster, Manager of Recruiting, Compensation & Working Structures, BMW Manufacturing Company; and Dr. Andrew Sorensen, president of the University of South Carolina will participate on a panel to discuss the impact of globalization on Upstate business and education. Bill Barnet, Mayor of Spartanburg, will serve as moderator of the panel.

A recurring theme of the conference will be the role of education in making sure that all Upstate citizens have the opportunity to acquire the skills needed to thrive in a dynamic changing world.

Early registration for this free conference is encouraged as seating is limited. To register, e-mail upstateconf@uscupstate.edu or call 864-503-5555.

The Leadership Issues Committee would like to thank all the sponsors of the conference.



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Engaging the World, Upstate, and You in Globalization



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Welcome

Dr. Reginald Avery, *Acting Chancellor and Executive Vice Chancellor for Academic Affairs University of South Carolina Upstate*

Introduction of Keynote Speaker

David P. Cordeau, *CEO Spartanburg Chamber of Commerce*

Keynote Presentation: Seven Revolutions

Erik Peterson, *Senior Vice President, William A. Schreyer Chair in Global Analysis, and Director, Global Strategy Institute, Center for Strategic and International Studies*

Introduction of Panel Moderator

Torance Inman, *Executive Director Union County Chamber of Commerce*

Panel: Engaging the Upstate and You in Globalization

Panel Moderator

Bill Barnet, *Mayor, Spartanburg, SC*

Panel Members

Bern McPheely, *CEO, Hartness International*
Sky Foster, *Manager of Recruiting, Compensation/ Payroll & Working Structures, BMW Manufacturing Co, LLC.*
Dr. Andrew Sorensen, *President University of South Carolina*

Q&A

Interactive Survey

Closing Remarks

Ben Haskew, *President Greater Greenville Chamber of Commerce*

Reception

Keynote Speaker and Panel Members Bios

Erik R. Peterson

Senior Vice President; William A. Schreyer Chair in Global Analysis; Director, Global Strategy Institute

Expertise: Geopolitical and country risk assessment; international trade and finance; international business strategy and global strategic planning

Erik Peterson is Senior Vice President at the Center for Strategic and International Studies (CSIS), a nonpartisan and nonprofit Washington, D.C.-based think tank established in 1962. He holds the William A. Schreyer Chair in Global Analysis, an endowed position named in honor of the Merrill Lynch chairman emeritus and CSIS Executive Committee member. He is also Director of the CSIS Global Strategy Institute, a program dedicated to research on long-range strategic issues and to developing innovative educational programs geared to leaders in government, business, and other fields. As part of the Institute's research, Peterson heads the "Seven Revolutions Initiative," an internationally recognized effort to identify and project global trends out to the year 2025.

Peterson came to the Center from Kissinger Associates, where he was director of research. He holds an M.B.A. in international finance from the Wharton School at the University of Pennsylvania, an M.A. in international law and economics from the School of Advanced International Studies at the Johns Hopkins University, and a B.A. from Colby College. He holds the Certificate of Eastern European Studies from the University of Fribourg in Switzerland and the Certificate in International Legal Studies from The Hague Academy of International Law in the Netherlands. Peterson has taught on emerging markets at the American University School of International Service and lectured on international economics and finance and geopolitical risk at other colleges and universities, including Chapman and George Mason Universities, Georgia Tech, and the Wharton School. He is a board member of the Center for Global Business Studies at the Pennsylvania State University, and a member of the Advisory Board of the Center for the Study of the Presidency.

William Barnet, III

William Barnet, III is the mayor of the city of Spartanburg in South Carolina. He is also a veteran of the Armed Forces in which he was a 1st Lieutenant in the U.S. Army. He also was in the Adjutant General's Corps from 1967-1968. He joined his family's business, William Barnet & Son, Inc. (founded in 1898) on December 1, 1968. He was elected President and CEO of the company in 1976. He sold the company to a management team in April 2001. He is currently the CEO of the Barnet Company and Barnet Development Company.

Mr. Barnet's board memberships of public entities include the Bank of America, Duke Energy, and the Duke Endowment. His current civil board involvement includes Converse College, Palmetto Business Forum, ETV Endowment, and the Palmetto Institute. His past civil board involvement includes the Education Oversight Committee of which he was the chairman; Leadership Spartanburg of which he was past chairman; the South Carolina Textile Manufacturers Association of which he was past president; and the Spartanburg County Foundation of which he as a past trustee.

Mr. Barnet has received numerous honors. They include the Al Willis Award presented by the Spartanburg Development Association; Business Leader of the Year 2001 presented by the State Chamber of Commerce; the Dexter Edgar Converse Award presented by Converse College; The Daniel Morgan Award presented by the United Way of Piedmont; The Neville Holcombe Distinguished Citizen Award presented by Spartanburg Chamber of Commerce; Order of the Palmetto presented by the Governor of the State of South Carolina; Paul Harris Fellow presented by North Spartanburg Rotary Club& Downtown Rotary Club; the South Carolina Business Hall of Fame and was inducted by Junior Achievement and *The State*; and Citizen of the Year presented by the Civitan Club of Spartanburg.

Mr. Barnet's education includes a Bachelor of Arts from Dartmouth College in 1964 and a Masters of Business Administration from the Amos Tuck School at Dartmouth College in 1965.

Mr. Barnet is married to Valerie Manatis Barnet. They have three children – Mary Rebecca, 19; Will, 16; and John, 14.

Bernard M. McPheely

Mr. McPheely came to Hartness International as an adviser from the U.S. Department of Commerce in 1977. He was asked to stay as Director of International Sales, and took the position of Chief Executive Officer in 1984. During his tenure as CEO, Hartness International, a leader in the manufacture of packing machinery, has expanded globally with sales in over 100 countries, and offices now in Europe, North and South America, and China.

Mr. McPheely is Past Chairman and currently on the Board of Directors for the Packaging Machinery and Manufacturing Institute (PMMI); has served on the Board of International Confederation of Packaging Machinery Association (COPAMA) and The President's Small Business Advisory Council under the leadership of President Bill Clinton; traveled with Ron Brown, Secretary of Commerce on the U.S. International Trade Mission to Russia; and was instrumental in bringing the prestigious President's "E" Award for excellence in exporting to Hartness International. He was recently cited as being one of the top ten "CEO Visionaries Who Ignite Technology," for 2004 by Start magazine. He currently serves on the Furman University Business Advisory Board in Greenville, South Carolina.

He is co-inventor of the Video Response System (VRS), a virtual video communication system particularly for use in troubleshooting problems in manufacturing facilities, and the HERO, an on-line error recording system.

Born in Glasgow, Scotland, he emigrated and spent his childhood in Windsor, Ontario, Canada, before attending high school in Bloomfield Hills, Michigan. He received his BA in Economics and Business Administration for Albion College, Albion, Michigan, and completed his Masters degree in International Management, at the Thunderbird School of Business in Arizona.

He is married to the former Candis Schaap of Beresford, South Dakota, and they have two children, Alison and Matthew.

Schylver V. Foster (Sky)

Sky Foster is the manager of Recruiting, Compensation/Payroll & Working Structures for BMW Manufacturing Co., LLC.

Ms. Foster is a results-oriented, professional with highly developed skills in organizational and team development, recruiting/staffing programs, business performance and total reward systems. She is experienced in aligning Human Resources systems and initiatives with business objectives.

Ms. Foster was a start-up team member for BMW USA. She has managed and administered corporate leadership and technical training programs, 360 feedback systems, leadership assessment centers, executive and management coaching, succession management and intercultural language programs. Currently, she directs the recruiting/staffing, compensation, payroll and working structures programs for 4300+ associates. In addition, she has traveled BMW's Global Network to Africa, England, Germany, Austria, Italy and Canada.

Previously, Sky worked for Robert Bosch Corporation, Anderson, S.C., managing and coordinating multi-site based participative management work teams; Kemet Electronics, Greenville, S.C., where she designed and instructed plant wide training programs.

Ms. Foster's education includes a Masters of Art Degree she received from North Carolina Central University in Durham, North Carolina in 1979. She also has a Bachelor of Science Degree she received from South Carolina State University in Orangeburg, South Carolina in 1977.

Ms. Foster's professional affiliations include the Urban League Business Advisory Board (2006); the United Way Palmetto Society (2004); COMPASS of Carolina Advisory Board (2006); the Greenville Technical College Buck Mickel Center Advisory Board (2004); and the Franciscan Forum (2000).

Dr. Andrew A. Sorensen

In May 2002, Andrew A. Sorensen was named the 27th president of the University of South Carolina (USC) after serving as president of the University of Alabama, provost and vice president for academic affairs at the University of Florida, executive director of the AIDS Institute at the Johns Hopkins Medical Institutions, and director of the School of Public Health at the University of Massachusetts at Amherst. He has also served as a visiting faculty member at the Harvard University School of Medicine and the University of Cambridge School of Medicine.

Author or editor of seven books and more than 100 articles, Dr. Sorensen is professor of epidemiology and biostatistics at USC's Arnold School of Public Health. He holds a bachelor degree in ethics and master and doctoral degrees in medical sociology from Yale University. He also earned a B.A. in history from the University of Illinois and a master of public health degree from the University of Michigan.

Dr. Sorensen's awards include the University of Florida Student Government Association Award for Outstanding Contributions to Student Government, Yale University Divinity School Alumni Association Award for Distinguished Community Service, the Southern Christian Leadership Conference Alabama Chapter's Legacy of the Dreamer Award, and the Greater Columbia Chamber of Commerce Ambassador of the Year Award.

He is secretary-treasurer and past president of the Southern University Conference, past chair of the Southern Universities Research Association Council of Presidents, a trustee of the Universities Research Association, and president of the Southeastern Conference. He served on the Bush transition team Educational Advisory Committee (2000-01), DHHS Secretary's Council on Public Health Preparedness Bioterrorism (2002-05), and now serves on the National Board of Public Health Examiners and the National Institutes of Health National Science Advisory Board on Biosecurity.

He is a native of Pittsburgh. He and his wife, Donna, have two sons, Aaron and Benjamin. Dr. Sorensen enjoys sailing, skiing, bicycling, and reading stories to his grandson, Art.

Opening Remarks

Good afternoon! I am Reg Avery, Acting Chancellor and Executive Vice Chancellor for Academic Affairs at the University of South Carolina Upstate.

Welcome and thank you for joining us for the 2nd annual Leadership Development Issues Series, a community leadership development program supported this year by USC Upstate, by the Spartanburg Chamber of Commerce, and by the Leadership Development Division of the Greenville Chamber of Commerce.

This year's program—Upstate Together: small world/ big future Engaging the World, the Upstate, and You in Globalization— provides citizens, business, education, and government leaders, students, and all of you with information on globalization so that you can make informed decisions in your work and everyday lives.

Globalization is used as an “umbrella” term to explain multi-faceted economic, political, environmental, technological, social, and cultural processes. This conference will focus primarily on globalization as it impacts our economy, our educational system, and our personal lives.

A central theme of this conference will be the role of education in globalization and the need to assure that current and future citizens have the opportunity to acquire the right skills to work well and live well in a dynamic changing world economy.

Please note that each of you has an individualized response unit in front of you. You will need this for the interactive portion of the program in which you will have the opportunity to share your opinions about globalization.

Also, note that there are index cards at each seat on which you can write questions, then hold the index card up for committee members to pick up and get to the podium. If we do not get to your question during the program, we will in the follow-up report.

Finally, it is important that you complete the response card in front of you if you want to receive the follow-up report electronically for the conference which will include resources on globalization including language resources, educational opportunities, business resources, and more. Just leave the response cards at your seat, and they will be picked up after the program.

Definitions of Globalization

Definition:

Globalization is a process of interaction and integration among the people, companies, and governments of different nations, a process driven by international trade and investment and aided by information technology. This process has effects on the environment, on culture, on political systems, on economic development and prosperity, and on human physical well-being in societies around the world.

From *Globalizatin101.org, Center for Strategic and International Studies and The Stavros S. Niarcos Foundation, What is Globalization?, 2006*

Definition:

"To begin with, the globalization system...is not static, but a dynamic ongoing process: globalization involves the inexorable integration of markets, nation-states and technologies to a degree never witnessed before – in a way that is enabling individuals, corporations and nation-states to reach around the world farther, faster, deeper and cheaper than ever before, and in a way that is also producing a powerful backlash from those brutalized or left behind by this new system."

From *Excerpts from The Lexus and the Olive Tree – Thomas Friedman, Copyright, 1999, 2000*

Definition:

Economic "globalization" is a historical process, the result of human innovation and technological progress. It refers to the increasing integration of economies around the world, particularly through trade and financial flows. The term sometimes also refers to the movement of people (labor) and knowledge (technology) across international borders. There are also broader cultural, political and environmental dimensions of globalization that are not covered here.

From *International Monetary Fund, Globalization: Threat or Opportunity?, II. What is Globalization?, April 12, 2000 (Corrected January 2002)*

Definition:

Globalization – the growing integration of economies and societies around the world – has been one of the most hotly-debated topics in international economics over the past few years. Rapid growth and poverty reduction in China, India, and other countries that were poor 20 years ago, has been a positive aspect of globalization. But globalization has also generated significant international opposition over concerns that it has increased inequality and environmental degradation.

From *The World Bank Group, 2001*

Definition:

In its most innocuous sense, globalization simply refers to the complex of forces that trend toward a single world society. Among these forces are mass communications, commerce, increased ease of travel, the internet, popular culture, and the increasingly widespread use of English as an international language.

From *The Progressive Living Glossary*

Definition:

Globalization is an umbrella term for a complex series of economic, social, technological, and political changes seen as increasing interdependence and interaction between people and companies in disparate locations. The phenomenon has been noted since the 1980s in the context of sociological study on a worldwide scale.

**From *Wikipedia, the free encyclopedia*,
<http://en.wikipedia.org/wiki/Globalization>, August, 2003**

Definition:

Globalization, in short, can be thought of as the widening, intensifying, speeding up, and growing impact of world-wide interconnectedness.

From *The Oxford Companion to Politics: Globalization*, by David Held, Graham Wallas Professor of Political Science at the LSE; and Anthony McGrew, Professor of International Relations at Southampton University, Entry for Oxford Companion to Politics, 1999

Definition:

The term "globalization" describes the increased mobility of goods, services, labour, technology and capital throughout the world. Although globalization is not a new development, its pace has increased with the advent of new technologies, especially in the area of telecommunications.

**From *The Government of Canada, Economic Concepts Globalization*,
<http://www.canadianeconomy.gc.ca/English/economy/globalization.html>**

Definition:

Globalization, the process of increasing integration of economies and societies around the world, underpins the significant improvements in lifestyles we are witnessing in both developed and developing countries. The rapid pace of globalization has increased anxiety among those who view the change required to take advantage of globalization's opportunities as either too drastic or insurmountable.

Gary Wells, Clemson University

Definition:

Globalization, in short, can be thought of as widening, intensifying, speeding up, and growing impact of world-wide interconnectedness. This conference will explore how globalization has improved lifestyles on the one hand while creating insecurity on the other.

Howard Daniel, President Elect, Greater Greenville Chamber of Commerce

LEADERSHIP ENDANGERED...

Promise	<i>Peril</i>
<hr/>	
Leaders	<i>Managers</i>
Strategy	
Planning	<i>Triage</i>
Principle	<i>Expediency</i>
Vision	<i>By the numbers</i>

LEADERSHIP ENGAGED...

<i>Peril</i>	Promise
<hr/>	
<i>Inertia</i>	Sustained effort
<i>Stop-gap</i>	Integrated action
<i>Short-term</i>	Education
<i>Rigidities</i>	New approaches
<i>Polarization</i>	Clear priorities

More information on the seven revolutions can be found on the website www.7revs.csis.org

Keynote Speech

The keynote speaker was Erik Peterson from the Center for Strategy and International Studies in Washington DC, a non-partisan think tank of some 260 scholars. The title of Mr. Peterson's talk was "Seven Revolutions."

If you plotted Leadership Responsibility on the vertical axis and Capacity to Plan and Lead Strategically on a Horizontal Axis, you would get a slope line going from the upper left quadrant to the lower right quadrant. In other words, it is very unusual to combine high leadership responsibilities with a high capacity to lead and plan strategically. There are transforming individuals (e.g. Nelson Mandela), but it is unusual.

William Gibson said that "the future is here; it is just not widely distributed." There are major global problems: nuclear threats, terrorism, flu pandemics. What will the world look like in 2025? A better world? A more dangerous world? No problem can be solved from the same consciousness that created it. From the Little Prince, "your task is not to foresee the future, but to enable it."

The Revolutions:

Population
Resource Management
Technology
Knowledge
Global Integration
Conflict
Institutional Capacity

1. Population

Growing Exponentially:

Caesar's Time:	150 million
French Revolution:	1 billion
June, 1999	6 billion
July, 2005	6.5 billion

We are adding people at a rate of 77 million/year, 146 per minute, 2.5/second. At current growth rates we will have 7.9 billion by 2025, 8.1 billion by 2030 and 9.1 billion by 2050.

The highest growth rates are in the poorest areas. This will cause an increase in immigration to the wealthier areas.

There is also global aging, where by 2050 there will be more old people than young people. This affects all aspects of the economy.

- Projected out to 2025, when the population will be 7.9 billion
- Over 6 billion in 1999
- Over 6.5 billion today (2.4 people added every second)
- But difference by country: high growth vs. low growth countries
- World's population is aging in developed countries
- Over 2 million people in world are over 100 years of age

2. Resource Management

Food – there have been no limits to growth, yet, thanks to technology for increasing food production. However, we have more mouths to feed combined with the problems of land degradation.

Water – we are only affectively using 3% of our fresh water is consumed. 70% goes to agriculture and 50% of that is lost.

Energy – declining supplies of oil, coal, natural gas, even nuclear fuels.

- The challenge is to double the world's food production
- Need twice the water we currently have by 2050
- Demand side of energy is exploding
- China and other developing countries are driving this explosion
- U.S. consumes far more energy than it should relative to its population size

3. Technology

Computation: IBM now has a computer that can do 467 trillion calcs per second.

Biotech and Genomics: Our children may live to be 100 to 120 years old. A Japanese girl born today has a 50% chance of seeing the 21st century.

Nanotechnology: \$1 trillion in micro-machines within 10 to 15 years.

- Computational computing and deep computing
- Calculations becoming incredibly fast: 74,000 calculations per person, per second!
- Data mining is entering an entirely new dimension
- Era of nanotechnology is upon us
- How will we use technology in the future?

4. Knowledge

Today a fiber the size of a human hair can transmit every Wall Street Journal ever printed in 1 second. Working and learning (or relearning) are intertwined. The question is can we learn quickly enough and can we choose the truth. Look at CNN.com vs Aljazeera.net. We have reduced decision times and more complex issues. There is still a significant part of the world that is knowledge deprived.

- Who will control "information" and therefore "truth"
- People will increasingly select their version of the truth
- Many different ways to control information in global societies

5. Global Integration

World Output is expected to grow 80% by 2025 with a 50% growth in average Per Capita Income in today's dollars. The world is so connected that a speech by one individual on coffee futures resulted in bond prices falling within 5.5 minutes.

China is now the fourth largest economy. BRIC (Brazil, Russia, India China) will half ½ of the GNP of the wealthy countries (US, Japan, German, UK, France & Italy) by 2025 and will overtake those economies by 2040. Yet, there is and will continue to be severe income stratification. 2.8 billion people make less than \$2/day. The 225 richest people (Bill Gates, etc.) have more money than 2.7 billion of the world's poorest people.

- 4 countries extremely influential – the “Bric” countries, including Brazil, Russia, India, and China
- Despite economic growth and integration, much poverty exists in the world
- 2.8 billion people live on less than \$2 per day
- 1.2 billion people live on less than \$1 per day
- 225 richest people have more than the poorest 2.7 billion

6. Conflict

The events of 9/11 have become the standard for future terrorist successes. Non-proliferation agreements are eroding. People are envisioning suitcase sized atomic weapons, bio-attacks from smallpox, anthrax, etc. Existing arsenals won't defend against these new attacks.

- Many types of conflict in the world
- Civil wars, wars between states
- Nuclear proliferation
- Genocide
- Battles over resources
- Difficulties of maintain peace

7. Governance

The book Beyond Westphalia addresses the questions of whether sovereignty of one nation can be transcended by the larger international community. The world governance has been changing. Wal-Mart is not the largest entity in terms of GDP. BP is 28, Exxon is 29th. The influence of these corporations is not insignificant.

There has been a dramatic increase in Non-Government Organizations (NGO's) since 1995. The Bill and Melinda Gates Foundation distribute \$2.3 billion dollars, larger than the 44 poorest countries. The World Health Organization distributes 2.2 billion.

- Incredible challenges
- Governments are only one part of the story – perhaps a small part
- The rise of NGOs and other entities are important actors in the world
- Walmart = the 22nd largest economic entity in the world
- Civil society – emerging from NGOs – is increasingly global
- One NGO, the Gates Foundation, has resources equivalent to the 44 poorest countries on earth
- Need to prepare future leaders for this world
- More exchanges between students in different countries
- Leaders of tomorrow are in elementary school today
- Prepare people for a sense of global citizenship

There is a great need for innovative leaders, but there is great promise and great peril. Peterson provided the following charts to illustrate leadership needed for the future.

Peterson Reflects on Recent Visit to Upstate

“SmallWorld/BigFuture” was the name of the Leadership Development Issues Series on globalization, hosted by USC Upstate and the Greenville and Spartanburg Chambers of Commerce in early November, and those words capture the future that I believe all of us, from the Upstate to Washington D.C., need to prepare for today. If we can meet the challenges, we can begin to ensure “a big future” for our children and grandchildren. If we fall short, we could fall behind in an ever-smaller world marked by accelerating globalization.

During my short visit to the Greenville-Spartanburg area, a visit that I will long remember because of the wonderful hospitality I received, I saw both sides of this equation. On the promise end, the “big future” side of the equation, we were whisked through the state-of-the-art BMW plant as field after field of high-tech robots assembled Z4s and X5s. We also encountered educators such as USC President Andrew Sorensen, whose commitment to giving the best possible education to the next generation was nothing short of fierce.

On the “peril” side of the equation, I heard time and time again about how South Carolina’s economy had been damaged by the forces of globalization. Clearly, the impact on the textile industry in particular represented for many the massive challenge that globalization implies for the remaining parts of the Upstate economy. I also heard about the challenges in the educational system and the need to prepare the next generations of workers.

In my view, both sides have it right. In one way or another, we need to be vigilant to the rapid and relentless forces of competition from places around the world. By the same token, we need to be committed to laying the appropriate foundation for the future. The answer to both of these challenges is to develop a robust infrastructure to foresee and exploit the change that lies ahead.

Our discussion at the Issues Series event reflected many of these complexities. I was interested to see that the audience thought that the drivers of global

change, what I call the “Seven Revolutions,” were critical to the future of the Upstate; nearly 58% of the audience thought they would have an impact on the region. What was even more interesting, however, is the profound split that some of the other questions revealed. For example, when asked about optimism regarding the future, more than 88% felt that they were “bullish” (55%) or “on the fence” (33.6%). Less than 12% were pessimistic. Similarly, when asked how well prepared they were for the future, 86% suggested that either they were “ahead of the curve” or that they think they “know what is happening.” Both these responses reflected the strong attitude that the community was forward-positioned for the future.

As we would expect to see anywhere, there was also some evidence of concern. Nearly 40% of the respondents felt that their organizations were “not very” or “not at all” strategic. Furthermore, more than 44% suggested that their organization was “poor” in strategic planning or “blowing in the wind.” Finally, some 78% of the audience felt that government (generally) was not up to the challenge of addressing the future.

As unique as the Upstate area is, this kind of balanced promise-peril response is probably prototypical for one community after the next across the country. There is a clear sense that some things are going the right way, on the one hand, and that we are all subject to unanticipated forces, on the other. In both cases, the answer is good leadership – leadership that is far-sighted, integrated and authentic.

A few months have passed since my visit, but what stands out in my memory of the conference is the caliber of people I encountered – the event organizers, the community leaders and the many people who contacted me after the event. If human capital is a major variable in our capacity to address the future, I am in a position to suggest that the Upstate is well positioned for what is to come.

Erik Peterson is senior vice president of the Center for Strategic and International Studies, a nonprofit, non-partisan think tank based in Washington D.C. He is also director of the CSIS Global Strategy Institute and oversees the “Seven Revolutions Initiative,” an internationally recognized effort to identify and project global trends out to the year 2025.

Globalization - Suggested Moderator Questions

General Overview/Organization Perspective		
	All panelists	When you use the term "globalization" in your organization, what does that mean?
	All panelists	Given today's trends from local to global, how did you make the transition?
	All panelists	Mr. Peterson has outlined seven impacts on globalization. Which of the seven revolutions most impact your organization today? How will these relationships change in the future?
Upstate Perspective		
	All panelists	How do you view the impact of globalization on the future of the Upstate?
	All panelists	What do you see as the primary opportunities in the Upstate resulting from globalization?
	All panelists	How can companies/organizations in the Upstate compete in this global market?
	All panelists	What creates the anxiety and the hostility about globalization? Why is it deeply controversial?
	All panelists	How do we react responsibly to the challenges and opportunities that globalization brings?
Recruitment/Retention		
	All panelists	As employers, you are constantly looking for the best and brightest. How has globalization impacted your employee recruitment and retention programs?
	All panelists	What impact has technology and outsourcing had on your business?
	BMW / Hartness	As a multi-national company, how do you integrate the different "career ladder" expectations of your employees?
Education/Workforce Development		
	All panelists	What skill sets must our high school and college graduates possess to compete in a global environment?
	USC w/follow-up from others	We must prepare our young people to compete in the global economy. What must the family and industry do to assist the education system?
Summarizing/Looking to the Future		
	All panelists	Globalization is about opportunity and making the changes to grasp those new opportunities. What new opportunities do you see and how will your organization make the changes to seize those opportunities?

Notes from the panel presentation

A panel was then convened moderated by Spartanburg Mayor Bill Barnet, and included USC President Andrew Sorenson, Sky Foster, HR at Manager at BMW and Bern McPheeley, CEO of Hartness International.

Panelists were asked a number of questions. This is a condensation of the responses.

1. How can the Upstate deal with globalization?

Sky Foster: Respect diversity
Andrew Sorenson: Equipping students
Transcend territorial boundaries
Bern McPheeely: Think globally, act locally

2. What are our assets and liabilities in a global economy?

Andrew Sorenson: GA and NC have invested millions in research parks. Some of their models (e.g. RTP) no longer work, giving a late comer like SC some advantage as we develop projects like Innovista.
Bern McPheeely: Strengths include port and international influence.
Disadvantages include education and workforce.
Sky Foster: Strengths include collaboration and out of the box thinking.

3. Institutions for change?

Andrew Sorenson: Innovative dynamic coalitions
Universities and industries
For profit and not for profit
Small state, we have an advantage in that it is easier
To establish networks
Bern McPheeely: We are going to have to innovate to maintain our standard
of living
Sky Foster: Entrepreneurs

4. How will we determine progress?

Bern McPheely: Vision is that people will come here to see how it is done
Andrew Sorenson: Per capita income is at 82% of national average, but companies coming in will raise that average.

5. What skills sets are required to get a job at BMW?

Sky Foster: We hire the best and the brightest Math/Science Engineers & Language Skills
Andrew Sorenson: 50% of our HS students will not get a diploma in 6 years. Many of the men that drop out get into drugs and end up in prison. Many of the women end up as teenage mothers. You can send three students to USC Upstate for the cost of one year in prison.

6. What resources are available to nurture companies and individuals to invest in global markets?

Bern McPheely: Look at opportunities. People will help. Production will allow the market. Cultural training is important.

7. Implementation

Bern McPheely: Just go out and do it. Individual initiative.

8. Other revolutions not discussed.

Bern McPheely: Packaging; worldwide, much food is wasted.

9. Which revolution is most important?

Andrew Sorenson: Information and technology revolutions
Sky Foster: Population, there is a war for talent
Bern McPheely : Conflict can change plans quickly. World get very big very quickly.
Bill Barnet: Governance. Everything else depends on our ability to govern.

10. Will SC be able to go from where we have been to where we must go? Are we developing leaders who get it?

Andrew Sorenson: Politicians serve for two years, four years, six years. There are few leaders that will be serving 50 years from now. Politicians on the day after the election start thinking about the next election. We must persuade the legislature to invest in the future.
Bern McPheely: Business is also too oriented toward quarterly reports and stock performance to consider long term planning.

11. Water Assets – is there a long term plan?

All: No.

Globalization Conference Interactive Questions

Question 1: In your view, which of these Seven Revolutions will be the most significant?

Show on Slide	Presenter Comments
1. Demographics	1. Demographics
2. Natural resource management	2. Natural resource management
3. Technological innovation and diffusion	3. Technological innovation and diffusion
4. Movement of information and knowledge	4. Movement of information and knowledge
5. Global economic integration	5. Global economic integration
6. Conflict	6. Conflict
7. Governance	7. Governance

Question 2: To what degree do you think these Seven Revolutions will have an impact on you at the local level?

Show on Slide	Presenter Comments
1. All seven directly impact the Upstate	1. All seven of the revolutions are directly applicable to Upstate South Carolina.
2. A majority are relevant to the Upstate	2. The majority of the revolutions are relevant to the Upstate.
3. Only a few affect our area	3. Only a few affect our area.
4. None of the revolutions are relevant	4. None of the revolutions are relevant.

Question 3: Which kinds of groups do you believe are most capable of addressing the challenges highlighted in Seven Revolutions?

Show on Slide	Presenter Comments
1. Private corporations	1. Private corporations
2. Government	2. Government
3. Non-governmental organizations (NGOs)	3. Non-governmental organizations (NGOs)
4. Academic Institutions	4. Academic Institutions
5. Other	5. Other

Question 4: Do you think governments are up to the challenge?

Show on Slide	Presenter Comments
1. Absolutely	1. Absolutely.
2. Maybe	2. Maybe. It depends on whether they can summon up the kind of leadership necessary to navigate in these changing conditions.
3. Doubtful	3. Doubtful. They are falling behind in virtually every category.
4. No way	4. No way. I've given up on government.

Question 5: How strategic is your organization?

Show on Slide	Presenter Comments
1. Very. We have an integrated long-term strategy.	1. Very. We have an integrated long-term strategy in place. We have a clear, long-range vision of how we need to take full advantage of future trends.
2. Somewhat. I have concerns about the quality of our planning or implementation.	2. Somewhat. It all depends on whether the assumptions underlying our long-term planning are valid – and then it will depend on whether the implementation of our strategy is sufficiently robust. There are no guarantees.
3. Not Very. Our strategic planning is limited.	3. Not very. We're extremely alert to developments relating to our markets but we are probably too narrowly focused in our own field to account for broader change, especially at the global level.
4. Not at all. Who has time for strategic planning?	4. Not at all. In the face of relentless competition, we find it increasingly difficult to think beyond a year or two at most.

Question 6: How effective is your organization in maintaining its strategic direction?

Show on Slide	Presenter Comments
1. Reasonably effective. We're seldom surprised.	1. Reasonably effective. We work hard to stay on longer-range strategies and targets.
2. Not bad. We're able to react to change in a timely manner.	2. Not bad. Things change quickly, but we have a sense of overall direction.
3. Poor. Our planning is being outpaced by change.	3. Poor. Our planning is being outpaced by change. We have some targets, but the idea of maintaining a strategy isn't possible for us.
4. We're blowing in the wind.	4. The answer, my friend, is that "we're blowing in the wind." It's hard to pursue long-range strategies when every day is a new battle.

Question 7: In which quadrant do you think you belong?

Show on Slide	Presenter Comments
1. Quadrant One	[to go with chart] (Does this mean a graphic to remind everyone what the quadrants are? It would be helpful.
2. Quadrant Two	
3. Quadrant Three	
4. Quadrant Four	

Question 8: How far in advance does your organization plan?

Show on Slide	Presenter Comments
1. A few weeks	1. A few weeks
2. A few months	2. A few months
3. A few years	3. A few years
4. 15 or more years	4. 15 or more years
5. Planning? What's that?	5. Planning? What's that?

Question 9: Which of the following do you think is the greatest long-term challenge facing the United States?

Show on Slide	Presenter Comments
1. Terrorism	1. Terrorism
2. Energy and natural resource shortages	2. Energy and natural resource shortages
3. Competition from abroad	3. Competition from abroad
4. Aging population	4. Aging population

Question 10: How optimistic are you about the future?

Show on Slide	Presenter Comments
1. Bullish	1. Bullish. Our capacity to leverage change will offer us remarkable new opportunities.
2. On the fence	2. On the fence. This could go either way, and the complexities are off the charts
3. Not very	3. Not very. I worry that the downsides are starting to outweigh the upsides
4. Count me out	4. Count me out. I'm ready to head for the hills to build a bunker.

Question11: To what extent do you think you as an individual are prepared for the kinds of challenges outlined in the presentation?

Show on Slide	Presenter Comments
1. Well Prepared. I'm ahead of the curve.	1. Well prepared. I'm confident that I'm ahead of the curve and that I can continue to stay ahead of the pack.
2. Unsure. I think I know what is happening.	2. Unsure. I'm somewhat satisfied that I have done what it takes to keep my head above water, but concerned about what lies ahead.
3. So-so. I'm not sure what global changes are coming.	3. So-so. Global trends worry me. I have little confidence that I have sufficient understanding to predict—and then react effectively—changing conditions.
4. Help! I'm lost in a sea of change	4. Help! I'm lost in a sea of change.

Responses from Berne McPheely, CEO of Hartness International to Additional Questions from Audience Participants

Question: In a recent survey, a vast majority of people in South Carolina said they did not like the direction the state's economy was going in. However, there are more people living and working in this state than at any point in its history. The GDP of the state is larger than ever before. Yet most people feel that 'we are giving the farm away to the Chinese (or other foreign evil).' How do we fix the perception problem?

Answer: We as citizens are all responsible to listen, learn and then understand what is real. Schools must be responsible for exposing teachers to all sides of issues and have curriculums that are unbiased. Politicians must be held accountable for what they say and the actions they take. The media must print stories that are balanced and not emotional and without hidden agendas. There must be forums among all to debate issues and present all sides of issues. Then we have a chance to fix the perception problems.

Questions: How do we develop stellar infrastructure, educational systems, and technological centers in a state that is so vehemently anti-tax?

Answer: Thought process, education and action are more important than tax dollars. We must use tax dollars wisely, but spending more on infrastructure and technological centers without a change in thought in these will not yield better results.

Question: In order to enable more businesses to become global in South Carolina, what pieces of infrastructure are missing? What do we need? Is it more interstates?

Answer: We have what we need to be successful. We are blessed with climate, location, people, port, highways and knowledge. We need people and companies to believe that globalization can be done successfully and profitably and then go do it.

Question: What is the balance between high-government intervention/high regulation (UNO/etc.) of the international market and the corporation? How can we achieve a truly free international market that provides the opportunity of freedom for all to learn, grow and prosper?

Answer: Governments should strive for a free international market and level playing field, but companies and individuals should not expect or wait for it to happen before taking action – that action being their participation in global opportunities. Let the governments attempt to negotiate solutions while we do what we can to succeed with the current realities. Otherwise we may never start.

Question: Will the technological advances in information systems truly allow a more even playing field for nations with fewer national resources as they try to compete in the global economy?

Answer: Yes, technology advances are allowing faster penetration of market opportunities. Countries must evaluate core competencies and market potential and use technology to assist. Then there is a greater chance of success.

Question: In South Carolina, half of our children do not graduate high school. Many of these are from impoverished families, with low expectations and little hope of improvement. How can we break this cycle, and motivate our children to highly value education, to allow them to compete in a global knowledge-based economy? (We wanted you specifically to answer this question from your perspective.)

Answer: 1) Get to the parents early in their child's life.

2) Make sure parents go to school (kindergarten) with children to understand their role in their child's success.

3) Understand which children are not getting acceptable home support and supplement with additional time. Require parents to participate in additional training for those not reaching standards. Not only do not give up on the children but do not give up on the parents.

4) Expose children at all ages to world issues, cultures and business classes. The educational core needs to include everyday necessities like balancing a check book, paying bills, taxes, and mortgage payments, and dealing with the realities of loans.

Responses from Sky Foster, Manager of Recruiting, Compensation, and Working Structures, BMW Manufacturing Company to Additional Questions from Audience Participants

Q: In the global business context, are we now in a situation where we are competing globally for the best and brightest? Will we win them?

A: Yes, I believe we are attracting the best and brightest to companies based in the United States. International companies contribute to that talent exchange because employees have the opportunity to gain experience in different cultures through international assignments. But markets and companies always must work together to ensure that educational systems, apprentice/internship programs and career ladders are preparing the future generation of workers to be the best and brightest.

Is it realistic to assume that the best and brightest in the U.S. are more likely to seek their futures outside the U.S.?

A. Yes, but I also think the best and brightest in Europe and Asia will seek their futures outside their countries. And seeking to work outside the United States for a period of time does not mean those skills are lost forever to the U.S.

If competition from lower cost human resources is a big problem in globalization, why are lower salaries in South Carolina a problem when this seems like a competitive advantage?

A: To attract the best and the brightest and to attract high-tech companies to South Carolina, competitive salaries must be paid to workers for the state and its industries to remain competitive. Lower wages/compensation packages simply slow our progress.

Responses to the Interactive Survey

1. Which Revolutions will be the most significant % #

In your view, which of these Seven Revolutions will be the most significant?

1. Demographics	1.	7%	11
2. Natural resource management	2.	17%	25
3. Technological innovation and diffusion	3.	15%	22
4. Movement of information and knowledge	4.	16%	24
5. Global economic integration	5.	10%	15
6. Conflict	6.	15%	22
7. Governance	7.	19%	28
Total			100% 147

2. To what degree will Revolutions have an impact on

To what degree do you think these Seven Revolutions will have an impact on you at the local level?

1. All seven directly impact the Upstate	1.	58%	88
2. A majority are relevant to the Upstate	2.	34%	52
3. Only a few affect our area	3.	7%	11
4. None of the revolutions are relevant	4.	1%	1
Total			100% 152

3. Which group most capable of addressing challenges

Which kinds of groups do you believe are most capable of addressing the challenges highlighted in Seven Revolutions?

1. Private corporations	1.	35%	50
2. Government	2.	17%	25
3. Non-governmental organizations (NGOs)	3.	33%	47
4. Academic Institutions	4.	9%	13
5. Other	5.	6%	8
Total			100% 143

4. You think governments are up to challenge

% #

Do you think governments are up to the challenge?		%	#
1. Absolutely	1.	2%	3
2. Maybe	2.	20%	30
3. Doubtful	3.	61%	90
4. No way	4.	17%	25
Total		100%	148

5. How strategic is you organization

How strategic is your organization?

1. Very. We have an integrated long-term strategy.	1.	20%	28
2. Somewhat. I have concerns about the quality of our planning or implementation.	2.	40%	57
3. Not Very. Our strategic planning is limited	3.	32%	45
4. Not at all. Who has time for strategic planning?	4.	8%	11
Total		100%	141

6. How effective is your organization in maintaining	%	#
How effective is your organization in maintaining its strategic direction?		
1. Reasonably effective. We're seldom surprised.	1. 10%	14
2. Not bad. We're able to react to change in a timely manner.	2. 46%	66
3. Poor. Our planning is being outpaced by change.	3. 35%	51
4. We're blowing in the wind.	4. 9%	13
Total	100%	144

7. Which quadrant do you belong		
In which quadrant do you think you belong?		
1. Quadrant One	1. 23%	30
2. Quadrant Two	2. 36%	46
3. Quadrant Three	3. 26%	34
4. Quadrant Four	4. 15%	19
Total	100%	129

8. How far in advance does your organization plan		%	#
How far in advance does your organization plan?			
1. A few weeks	1.	1%	2
2. A few months	2.	21%	30
3. A few years	3.	69%	98
4. 15 or more years	4.	6%	9
5. Planning? What's that?	5.	2%	3
Total		100%	142

9. Greatest long-term challenge facing the US			
Which of the following do you think is the greatest long-term challenge facing the United States?			
1. Terrorism	1.	14%	21
2. Energy and natural resource shortages	2.	40%	59
3. Competition from abroad	3.	20%	29
4. Aging population	4.	26%	39
Total		100%	148

10. How optimistic are you about the future			
How optimistic are you about the future?			
1. Bullish	1.	55%	80
2. On the fence	2.	34%	49
3. Not very	3.	8%	11
4. Count me out	4.	4%	6
Total		100%	146

11. How prepared are you for challenges outlined in p

To what extent do you think you as an individual are prepared for the kinds of challenges outlined in the presentation?

		%	#
1. Well Prepared. I'm ahead of the curve.	1.	37%	55
2. Unsure. I think I know what is happening.	2.	49%	74
3. So-so. I'm not sure what global changes are coming.	3.	12%	18
4. Help! I'm lost in a sea of change	4.	2%	3

Total **100%** **150**

INTERNATIONAL RESOURCES IN THE UPSTATE*

Globalization is a dominant factor in our state's economic profile. South Carolina has the highest percentage in the nation of citizens working for internationally owned companies. Since 1990, international companies have invested more than \$25 billion in South Carolina and created tens of thousands of new jobs. More than 450 international companies are located in South Carolina, with over 200 of them in the Upstate, making the Upstate the region with the highest investment per capita in the nation.

The following list represents just a selection of the resources available in the Upstate for those individuals and companies wishing to enhance their global perspective.

Contents:

- I. Cultural Programs
- II. Education
- III. Language Training
- IV. Language Translation Services
- V. International Business Resources
- IV. Other International Groups and Events

I. CULTURAL PROGRAMS

International Center of the Upstate (ICU)

The ICU is a non-profit organization devoted to promoting cross-cultural understanding among local and international residents of Upstate South Carolina. Members of the ICU can take language classes, attend programs on other cultures, and enjoy social events designed to celebrate different cultures. International businesses will find support through the ICU's Ambassador Program for international employees as well as customized workshops on cross-cultural issues in business. To subscribe to the ICU's free email bulletin to receive news of all international events in the Upstate, contact the ICU:

206 S. Main St., Greenville
P.O. Box 9255, Greenville, SC 29604-9255

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864-467-4579

info@internationalupstate.org

www.internationalupstate.org

Furman University Learning in Retirement (FULIR)

FULIR, which is part of Furman's Division of Continuing Education, is located on the Furman campus. It is one of over 300 Lifelong Learning Institutes in Retirement (LLIs) established at colleges and universities throughout the United States. Allied with Elderhostel, LLIs encourage adults to pursue academic courses in a stimulating and pleasant atmosphere.

Furman University

3300 Poinsett Highway, Greenville, SC 29613

864-294-2000

<http://www.elderhostel.org/ein/intro.asp>

II. EDUCATION

Center for International Studies and Language Services, USC Upstate

The Center for International Studies and Language Services provides enhanced international experiences for USC Upstate students and faculty members as well as interaction between the University and the International community. This center assists with language development and translation services on and off campus. Due to the reciprocal agreements with various universities abroad, USC Upstate is able to offer students the opportunity to study or conduct internships abroad. To students coming from overseas, the Center provides curricular and personal assistance as well as arranging internships in the many international and American local businesses.

Administration Building 101, 800 University Way, Spartanburg, SC 29303

864-503-5662

rrobe@uscupstate.edu

www.uscupstate.edu/academics/international_studies/

Greenville Tech—International Education Program

The International Education Program at Greenville Tech meets the lifelong training needs of an increasingly internationalized community. International Education offers a variety of opportunities for the entire college community to encourage an understanding of global and cultural issues. Presentations, workshops, and special events are regularly offered on campus. English as a Second Language is taught at Greenville Technical College. Study Abroad opportunities are offered to students, particularly if their future clients or businesses are deeply involved with another country or culture. These study abroad programs are part of specific academic course and are led by Greenville Technical College faculty and staff.

506 S. Pleasantburg Dr.

Greenville, SC 29607

864-250-8668

chirinjev.Peterson@gvltec.edu

greenvilletech.com/academic_depts/intl_ed/intl_ed_dept.html

Clemson University

Clemson University offers an online course on globalization through the Economics Dept; the course is open to the public. For more information, contact

Dr. Gary Wells, Clemson University,

864-650-8316

gjwells@clemson.edu

USC Upstate

International conference: "Metropolitan Communities in Transition: Lessons from Spartanburg and the World." March 23, 2007 at USC Upstate, Spartanburg.

The purpose of this conference is to examine health, education, and community development in Spartanburg and related communities in South Africa, Germany, Ukraine, China, India and Mexico. International speakers will participate as well as representatives of American federal, state, and city governments. \$25 includes lunch and entire conference. Contact the Center for International Studies for more information: 864-503-5662 or rrobe@ucsupstate.edu.

Blythe Academy, Greenville

Blythe Academy is a K-12 school that includes a foreign language immersion program in French and Spanish. Students are immersed in French or Spanish for a half day of instruction. . Students receive daily instruction in foreign language that exceed South Carolina Foreign Language requirements. Students are also taught all standards for their grade level in math, health and science. In 2007, Spanish partial immersion education will be extended to Hughes Middle School as well as Blythe.

Blythe Academy of Languages

100 Blythe Drive, Greenville, SC 29605

864-355-4415

phoffman@greenville.k12.sc.us

www.greenville.k12.sc/blythe

École Française Bilingue (French Bilingual School), Greenville

L'École Française Bilingue teaches native-speaking French children Monday through Friday in the French curriculum, including such subjects as math, history, geography, physics, chemistry, biology, German, French, Spanish and English.

Eric Dumait, Principal

2 Fisher Road, Greenville

(864) 268-5600

eprincipal@charter.net

III. LANGUAGE TRAINING

Non-Profit or Educational Organizations:

The International Center of the Upstate (ICU)

The ICU is a non-profit organization devoted to promoting cross-cultural understanding among local and international residents. The ICU offers language classes in French, Spanish, Italian, and German at various levels, and also offers conversation clubs for English and Spanish language practice.

1st floor of City Hall, 206 S. Main St., Greenville

864-467-4579

info@internationalupstate.org

www.internationalupstate.org

Die Deutsche Schule (The German School)

Die Deutsche Schule operates Saturday classes at the University of South Carolina, Spartanburg for German-speaking students and non-native speakers, both adults and children.

Astrid Simon, President

(864) 587-6272

info@deutscheschule.net

www.deutscheschule.net

Japanese Saturday School

The Japanese School in Greenville draws Japanese students from throughout the Upstate and bordering North Carolina cities. At present the school offers classes only to native speakers, but may offer classes in beginning Japanese in the future.

Craig Lundgren, Japan America Association Co-President

Clundgren@dixon-hughes.com

(864) 288-5544

Chinese Classes

Two organizations in the Upstate offer Chinese classes to native and non-native speakers, both children and adults.

Greenville Chinese Cultural Association , Greenville

(meets at Greenville Tech)

(864) 486-9339

www.greenvillechinese.org

Chinese Culture and Education Center

280 S. Pine St. A-1, Spartanburg

(864) 591-2188

ccecbridge.org

Greenville Literacy Association – English as a Second Language (ESL)

The Greenville Literacy Association is the largest community-based adult literacy program in South Carolina and one of the most highly developed in the nation. Greenville Literacy recruits and trains community volunteers to provide instruction for adults who request assistance in English as a Second Language and other subjects. Greenville Literacy has five fully equipped and staffed learning centers across Greenville County and assists church and neighborhood literacy programs near these centers.

225 South Pleasantburg Drive, Suite C-10, Greenville, SC 29607

864-467-3456

info@greenvilleliteracy.org

www.greenvilleliteracy.org/

Private Language Training Companies:

The Language House/The Academy of English

The Language House offers intercultural and language training, specializing in comprehensive foreign language instruction with international certification, translation, interpretation and cultural services.

225 S Pleasantburg Dr, Suite E-3, Greenville, SC 29607

864-298-3005

info@thelanguagehouse.com

www.thelanguagehouse.com/

Inlingua

Inlingua offers classes in English, German, French, Spanish, and Italian; intercultural training, translation, transcription or interpretation services.

27 Villa Road, Suite 205, Greenville, SC 29615

864-232-3655

www.inlinguaSE.com/

IV. LANGUAGE TRANSLATION SERVICES

Event Sponsor - Foreign Translations, Inc.

Foreign Translations, Inc. is a foreign language translation, interpreting and website localization firm headquartered in Greenville. Foreign Translations provides translation services in over 75 language combinations.

One Liberty Square

55 Beattie Place, Suite 205

Greenville, SC 29601

800-774-5986

translations@foreigntranslations.com

www.foreigntranslations.com

Carolina Association of Translators and Interpreters

The Carolina Association of Translators and Interpreters (CATI), a chapter of the American Translators Association, allows clients to find translators or interpreters in their language of need. Many translators and interpreters have areas of specialization, such as human resources, agriculture, or mechanical engineering. The website allows clients to search by language or geographical area.

(919) 577-0840

catiweb@pobox.com

www.catiweb.org

V. INTERNATIONAL BUSINESS RESOURCES

Event Sponsor - South Carolina Dept of Commerce

The SC Department of Commerce provides information on why companies should invest in South Carolina, and information for companies considering export development. The Department of Commerce has three international offices: in Munich, Germany; in Tokyo, Japan; and in Shanghai, People's Republic of China. The SC Dept of Commerce also organizes period trade missions to different countries. The website includes a map of countries that have purchased goods from SC.

SC Department of Commerce:

1201 Main Street Suite 1600

Columbia, SC 29201-3200

(803) 737-0400

www.sccommerce.com

Relevant websites:

International investment in SC

Overview of SC for international investment:

www.sccommerce.com/international.html

- International firms in South Carolina, listed by county and by country of origin:

www.sccommerce.com/InternationalFirm.html

- International business development

www.sccommerce.com/globalpartnerships.html

Export Development

- Export development assistance and services, including a map of countries that have purchased goods from SC:

www.sccommerce.com/ExportDev.html

• International Trade Resources:

www.sccommerce.com/intltraderesources.html

Event Sponsor - Leatherwood Walker Todd and Mann – Attorney Jay Rogers specializes in corporate transactions and business litigation/arbitration, with a particular focus on international business issues. Mr. Rogers speaks Spanish and Portuguese (in addition to his native English) and focuses his international business practice on Latin America. His corporate practice focuses on the structuring of multinational transactions, including cross-border joint ventures, mergers, acquisitions and asset purchases, as well as the immigration law issues arising from these transactions. Mr. Rogers' litigation/arbitration practice consists of representing domestic and international clients before American courts and arbitration panels, as well as managing litigation in foreign jurisdictions.

300 East McBee Avenue, Suite 500, Greenville, South Carolina 29601

864-242-6440

www.lwtm.com

jrogers@lwtm.com

Clemson University Center for International Trade (CIT)

The CIT works with the Export Consortium to provide assistance to businesses in conduct of international market assessments and international business strategy research. The CIT also works with other units on campus (including the Regional Development Research Laboratory) to assist with research and strategy development for local economic development in a globalizing economy. Recent work on biofuels trade liberalization and the economics of biofuels production in cooperation with the World Bank has placed the CIT at the forefront of expertise in these areas.

Center for International Trade

325 Surrin Hall, Clemson University, Clemson

864-656-1346

waward@clemson.edu or bax@clemson.edu

business.clemson.edu/cit/

South Carolina World Trade Centers

The mission of the South Carolina World Trade Center is to promote and support international commerce through education, networking, trade development services and international business opportunities for companies and individuals throughout South Carolina. Offices in Charleston, Columbia, Florence, and Greenville.

www.scwtc.org

U

U.S. Export Assistance Center

The U.S. Commercial Service of the U.S. Department of Commerce is a federal government agency dedicated to helping small-to-medium sized companies with their exporting strategies. Their staff of International Trade Specialists are located in Charleston, Columbia and Greenville.

Denis Csizmadia, Director

216 S. Pleasantburg Drive, Suite 243
Buck Mickel Center, Greenville, SC 29607
(864) 250-8429
denis.csizmadia@mail.doc.gov
www.buyusa.gov

Global Trade Park

Established as a Foreign Trade Zone, the Global Trade Park is home to the Global Trade Center, which promotes trade between U.S. and international companies. The Global Trade Center also provides market-entry incubator space for international companies, particularly Chinese companies, interested in trade and investment in the U.S.

Global Trade Park
28 Global Drive, Suite 100
Greenville, SC 29607
(864) 242-2288
cauthen50.tripod.com/id1.html

Greater Greenville Chamber of Commerce

The Chamber has an International Trade Resource Guide (2005) on its website: go to www.greenvillechamber.org, then click on *Economic Development/International Business Activity* and scroll down to the Guide, which can be downloaded as a pdf file.

VI. OTHER INTERNATIONAL GROUPS AND EVENTS

The International Center of the Upstate (ICU) – The ICU sends a free biweekly email bulletin with news of international events to more than 1200 subscribers. Subscribe by sending an email request to info@internationalupstate.org or by calling 864-467-4579. If you would like to advertise an internationally-oriented event that is open to the public, contact the ICU at info@internationalupstate.org at least two weeks in advance of the event.

Spartanburg International Festival – Held annually in October in Barnet Park, this festival celebrates the different cultures that are represented in Spartanburg and the Upstate, through food, music, hands-on activities, fun, and dance. Festival goers can come to Barnet Park for the day and take a trip around the world. Three stages feature diverse music and dance that spans the globe. Strolling entertainers also are featured throughout the festival. The International Kidz Zone offers children's entertainment and hands-on make and take activities for the entire family. The International Boulevard of Food boasts taste-tempting cuisines from all over the world. Visitors can shop for unique gifts & an eclectic mix of International arts & crafts at the Gypsy Market. The Avenue of Nations features a dozen exhibits of diverse cultures from around the globe. The Global Sports Zone teaches the game of hurling, bocce ball & more. Admission to International Festival is free to the public. Food is purchased with Festival coupons; international arts and crafts are available for cash purchase.

Greenville Chamber International Reception – Tuesday, May 22 at the Carolina First Expo Center, Greenville. This reception showcases the international companies that have resulted in the Upstate having the highest per capita foreign investment in the country. Please contact the Greenville Chamber at 864-242-1050 or toll free at 866-485-5262 or visit www.greenvillechamber.org for more information.

The Internationalism section of Greenville's Vision 2025 envisions this scenario: "In 2025, Greenville County is recognized globally for its international outreach, success and commitment to international trade and investment, and for its reputation as a community dedicated to welcoming internationals who have come to work and settle in the area. Further, the community offers special curriculums at the college and secondary level to prepare students for participation in the global world of commerce and human relations."

www.greenvilleforward.org

Other International Groups:

The following international groups exist to share and promote their culture with Upstate South Carolina residents. If you know of a group that is not listed here, or if any information is incorrect, please contact the International Center of the Upstate at info@internationalupstate.org or 864-467-4579.

International

Families Adopting Across Cultures: Education and Support (FAACES)

Stephanie Chase

(864) 414-3008

chaskids@bellsouth.net

[Ten Thousand Villages](#) - fairly traded handicrafts from around the world

2 West Lewis Plaza

Greenville, SC 29605

(864) 239-4120

greenville@tenthousandvillages.com

Africa

African Heritage Insititute

Betty Elrod Owens

(864) 268-8645

jeanbette40@charter.net

Asia

[Greenville Chinese Cultural Association](#)

Yaruan Cai

(864) 486-9339

ycai@cai-technologies.com

Chinese Culture and Education Center (CCEC)

Huaiying Kang

(864)266-1212

(864)542-6496

[Upstate South Carolina Families with Children from China](#)

Vanessa Ollar

(864) 630-2663

vsturr@charter.net

[India Association of Greater Greenville](#)

Ajay Garg

(864) 286-8919

Progressive Indian Women's Club (PIWC)

Alka Bhavsar

(864) 292-0445

alkabhav@yahoo.com

Japan America Association of South Carolina

Yuji Kishimoto

(864) 654-7567 (home)

(864) 656-1496 (work)

yuji@clermson.edu

Japanese Saturday School

Craig Lundgren

(864) 288-5544

Korean Association of Greenville

Wan Soo Choi

(864) 226-9908

Philippine American Association of the Carolinas (PAAC)

Merlita Carandang

(864) 292-8472

Vietnamese American Community of Greenville

Luong Nguyen, Ph.D.

P.O. Box 25365

Greenville, SC 29616

luonguyen2133@yahoo.com

South Vietnamese Veterans Association

P.O. Box 1441

Taylors, SC 29687

svvasc@yahoo.com

Europe

British American Chamber of Commerce

Tim Baiden

(864) 294-6710

bayleng@brockglaze.com

[Daughters of the British Empire](#)

Janet Hughes

(864) 609-5513

janethughes@charter.net

Alliance Française

Monique Glass
(864) 288-9040 (home)
megbglass@juno.com

Ecole Française Bilingue/The French Bilingual School of SC

Eric Dumait
(864) 268-5600
eprincipal@charter.net

German American Chamber of Commerce

Matt West
(864) 271-0779
events@gaccsc.com

German American Club of the Carolinas

Beate Pirchmoser
(864) 576-2826
beate@gacsouth.com

Die Deutsche Schule Spartanburg

Gislinde Schoenborn
(864) 442-1463
info@deutscheschule.net

Irish Cara Club
Marty Flynn
(864) 370-2272
thecaraclub@aol.com

Italian American Club
Dick Travaglini
(864) 292-2537

Polish American Association
Jan Juskiewicz
janekjus@peoplepc.com

Slavic Resource Center,
Asheville, NC
Vasilij Draka
(828) 301-5298

Sveorna/Swedish Club
Gunnel Strom
(864) 268-0069
gunnelstrom@bellsouth.net

[Swiss-American Society of the Piedmont](#)
Fritz Morf
(864) 476-8420
morfroad1@verizon.net

Latin and South America

Alianza para Colaboracion en la Comunidad Hispana (ACCH)
Jan Smith
(864) 355-6086
jsmith@greenville.k12.sc.us

AHAM Hispanic-American Women's Association
Lucila Foster
plantabaja@aol.com

El Centro para Educacion y Informacion para Hispanos
Gloria Bayne
(864) 355-6086
gbayne@greenville.k12.sc.us

Colombian Professionals Mentorship Program
Gloria Suarez
(864) 286-0022

Latino Newspaper
Wilfredo Leon
(864) 627-1945
latino@innova.net

La Opinion Hispana
(864) 246-4110

Appendix A:

Results of Surveys completed by participants

Total Number of Surveys: 149

I am interested in the following:

Receiving a summary report of this conference: 132

Learning about additional resources on globalization: 96

Time spent on conference was valuable:

Agree: 129

Disagree: 0

Number that did not Agree or Disagree: 20

The conference could be improved by:

More interactive questions

Suggestion for participants to speak into microphone

Less time on panel due to slowness and repetition

Beginning audience questions early

A break in between speakers

Become more focused on fewer issues/aspects of globalization

Including a panelist from Banking/Finance and Energy Sector

More info on Erik Peterson and/or material

A bit more spontaneous interaction among the panelist

Put panel speakers and images on screens

Looking at the spiritual aspects of the challenge and solutions

Provide copy of the speakers' presentations

A better balance of talent on panel

Formation of smaller discussion groups

Have the keynote speaker serve on the panel

More presentations on various globalization topics

Establishing grass roots committees on the spot

More international speakers

Expanded to break out sessions

More audience questions

Include the Islamic world

A break in the middle

Get down to some specific issues – water resources, natural resources – How do we protect them; What are the obstacles; How do we overcome them?

More attention to income, education, and knowledge disparities
An intermission
More discussions
More time to answer questions from the audience during the panel
Allow the audience to give more questions to the keynote speaker
Higher level BMW panelist with more direct global experience

Additional comments:

Excellent
Excellent facility and location
The presentation was not only informative but also superbly executed.
Mr. Peterson's insight into globalization was quite interesting.
Conference was too long and many concepts were repeated several times.
Keynote was excellent.
Panel went on a bit too long and became somewhat negative.
A general approach would have made a significant impact five years ago. In the interim we have all read or seen globalization. For me, the specificity of Sorenson and McPheely was very good and insightful.
The keynote was great and had good content.
Well done!!
The conference was outstanding.
Excellent Seminar
Erik Peterson was extremely good. He effectively gave us the trends and numbers, but made them human and realistic.
Excellent speaker and program
Good.
Very informative; thank you!! I would like to see more of these events.
Well worth the time. Thanks.
So much to think about
Incredibly important to all of us
Informative but lengthy
I would like a transcript or streaming video of Erik Peterson's presentation.
Panel discussion too long (did not need one hour)
Great speaker!!
Enjoyed interactive survey
Panel was lackluster.
Thank you for your efforts. It was very instructive and I just wish the room had been packed. I would have brought students if I knew there would have been enough room.
Good to have Erik return to the podium. Well done!!
Both Mayor Barnet and Dr. Sorenson are extremely well-spoken and offered knowledgeable and helpful insight.
Enjoyed Dr. Sorenson's comments.

Wonderful content

Could use an earlier break and could have been shortened by about 45 minutes

Dr. Sorenson was very good.

Bern's view was a bit narrow.

Sky's view was limited.

The panel had some obvious weakness

Appendix B:

The following topics should be covered in future conferences in the Leadership Development Issues Series:

Integration of Internationals in the Area
Case Studies of Foreign Investment and Its Impact on Local Development from Different Regions in the World
Additional, More In-depth Discussion at Other Times of the Seven Revolutions Referred to by Erik Peterson Nationally and Locally
How Our Educational System Affects Our Communities and Future Leaders
Resource Management: How do we conserve our natural resources?
The Effect of U.S Corporate Governance on the Competitiveness of Our Country
The Effect of our Litigious Nature on our Competitiveness with So Many Resources Squandered on Litigation
Social Impacts of Globalization
How to Overcome the Barriers that Slow Down the Educational Process
How to Enhance Continuing Education
Technological Challenges
Establishing Goals and Methods of Accountability
Being More Focused on Fewer Issues/Aspects of Globalization
Broken Political Systems: Getting Past Politics to do the Right Thing
Competitive Education Comparables Convergence of Electronics at Home and at Work Bridging the Gap between the U.S. and Other Countries and Cultures
Teaching People to Think, Learn, and Understand Who They Are and What They are Capable of Doing to Help Solve the Revolutions.
Education
How do we effect the necessary change in our education system?
Education and Technology
Local Governance: How do we do it better?
Natural Resources as a Key to Global Implementation at Community, Local, and Regional Levels
Socially Responsible Investing
Currency Valuation Changes
Language Impact
Improving the State of Education
Innovative Ways to Impact Poverty
Building Regional Leaders
Leadership Talent Retention
Inspiring Youth Education Beyond School Districts
Smart Growth
Water Resource Management
Land Planning, Zoning, Annexation, Private Property Rights, Eminent Domain

Specific Initiatives for Private Business/Educational Institution Partnerships and
How to Implement for the Short-Term
Employment in the United States

Conference Planning Committee:

Robert Alexander, DAA Draexlmaier Corporation

Harald Behrends, Retired, Staubli Corporation

Lee Blair, Spartanburg Chamber of Commerce

Randy Britton, Duke Energy

Jim Dailey, Retired, Federal Communications Commission

Howard Daniel, Ogletree, Deakins, Nash, Smoak & Stewart

Julie Franklin, City of Spartanburg

John Garman, Anderson County Chamber of Commerce

Patricia Harrison, International Center of the Upstate

Torance Inman, Union County Chamber of Commerce

Josh Lane, Ferebee-Lane, Inc.

Bunny Richardson, BMW Manufacturing

Regis Robe, University of South Carolina Upstate

Susan Schwartzkopf-Deane, Greenville News

Gable Stubbs, Neal Prince & Partners, Inc.

Irv Welling, Elliott Davis Company, LLC

Gary Wells, Clemson University

Paul Wickensimer, Greenville County

Rand Wilson, Wachovia

Thanks to committee members for making the conference such a success!