

SoTL Grant Application Form

(2018-2019)

To be considered for funding, your research proposal must align with the following definition of the Scholarship of Teaching and Learning, SoTL, endorsed by the University Faculty Council in January of 2014: *"The rigorous investigation of student learning, with the purpose of developing novel teaching methodologies and practices that can lead to the measurable enhancement of student learning. The results of the investigation are made public through quality scholarly outlets and widely-accepted conferences and general or discipline-specific journals."*

Proposals are due to the Office for Teaching, Learning, and Assessment by **Friday, September 14th, 2018** and should be [submitted online](#). Award recipients will be notified by **Friday, October 5th, 2018**. Selected recipients will need to submit a final report for the grant project to TLA by **September 1st, 2019**.

I. Basic Information

Title of Project: Global Learning Experience exposure as a driver to accelerated intercultural competence in virtual teams across borders.

Investigator(s) Information

Principal Investigator:

Name: Mona Pearl
College: Business
Department: Management and Entrepreneurship
Phone Number: (312) 642-4647
Email Address: mpearl@depaul.edu

Other Investigators (Co-Pi):

Name	College	Department
Fabio Verruck, PhD	UCS University	
Roberto Birch Goncalves, PhD	UCS University	

For each investigator, please include an abbreviated CV using the SoTL grant CV template.

Will your project involve human subjects? Yes No

If Yes, you must include evidence of IRB approval or exemption, or of having applied for IRB approval or exemption. Please note that before any granted funding can be made available, you will be required to provide evidence of IRB approval or exemption.

Requested Funds

Amount Requested (up to \$2,500): \$2,500.00

II. Project Abstract (250 words or less)

International collaboration is an important driver of innovation and scientific discovery, but at the same time it brings some challenges related to different styles of communication, different decision-making patterns and all possible conflicts that can arise in intercultural environments. Therefore, developing intercultural competencies for students in any field of work could enhance their global skills to broaden their career possibilities.

Since the effects of global exchange experiences are only beginning to be understood, academic research is necessary to better comprehend the impacts of such activities over students' skills and competences. Burger's (2013) findings show that students who participated in an online multicultural environment reported feelings of belonging to a global community and demonstrated to have higher level of engagement to their assignments. Canto et al. (2013) also found that the learning/mastering of a new language can be enhanced when students engage in online cross-cultural activities.

Investigating the effects of international collaboration in virtual environments, Shachaf (2008) suggests that cultural diversity in groups has a positive influence on decision-making and a negative influence on communication. Following the line, Pinjani and Palvia (2013) defend that knowledge sharing and mutual trust mediate the relationship between diversity levels and team effectiveness.

The planning process is described, as well as the challenges faced throughout the execution of the planning and initiating activities. The research method applied to measure the predict results are also described as well as the prospect of developing a proven process to engage students and corporate professionals and accelerate their intercultural competency.

III. Project Description (1000 words or less)

1. Please provide a clear statement of the teaching-learning issue that you want to investigate, and explain briefly why this issue warrants a systematic and rigorous investigation.

This research study project is intended to understand the effects of a virtual international exchange activity over students' performance, based on an experience conducted with students from UCS in Brazil and DePaul in the USA.

- Investigate the development of cross-cultural skills in online students who participate on virtual exchange experiences.
- How much does working online with multicultural groups improve student's cross-cultural competencies?
- Is it possible to develop cross-cultural competence by providing a virtual multicultural team experience?
- Is it possible to develop cross-cultural CQ?

International collaboration is an important driver of innovation and scientific discovery, but at the same time it brings some challenges related to different styles of communication, different decision-making patterns and all possible conflicts that can arise in intercultural environments. Therefore, developing intercultural competencies for students in any field of work could enhance their global skills to broaden their career possibilities.

Even though increasing intercultural competence skills is usually a central goal when one starts a virtual global collaboration project, it is still not clear to what extent this experience really leads to an effective increase in student's performance. The present project intends to address this issue by performing a controlled experiment with a sample composed by students in Brazil and in the US.

In what relates to classical exchange experiences, the benefits of going abroad have been already thoroughly reported in academic literature. They include increasing cultural openness, language acquisition, development of new interpersonal skills, and the establishment of international networks, among others.

Although such benefits certainly surpass the costs of going abroad, most students still lack the resources for doing so. In this sense, given current technological development and increasing global integration, it is now possible to simulate an exchange experience, even if partially, using communication technologies connected to the Internet.

2. State, in clear and measurable terms, a *Research Question* to indicate specifically what it is that you want to know as a result of this investigation.

Can cultural competence be developed/increased through a structured virtual team project work environment and how much progress can we expect in this experience? What may be the activities/framework that contributes to cultural fluency?

Theoretical Framework

Explain how your proposed research builds on or fits into existing relevant literature. Provide a brief but comprehensive bibliography as an appendix.

Media naturalness theory (Kock, 2001), an evolutionary perspective on communication and its principles of media naturalness, innate schema similarity, and learned schema diversity can be used to understand, study, and manage successful virtual teamwork. In particular, potential problems of trust and leadership in virtual teams are shown to be amenable to solutions rooted explicitly in an evolutionary context. From a media naturalness perspective, geographic distance and technological complexity are secondary to processes of adaptation, as humans remain the most complex and flexible part of the communication system.

Since the effects of global exchange experiences are still undocumented, academic research is still necessary, in order to understand the impacts of such activities over student skills and competences. Having this in mind, the present project was also configured as a between subject experiment using the students who participated of the project as a test group and another group from the same universities

who were not included in the virtual exchange experience as a control group. Results are still being analyzed and prepared for publication.

Also, since the effects of global exchange experiences are only beginning to be understood, academic research is necessary to better comprehend the impacts of such activities over students' skills and competences. Burger's (2013) findings show that students who participated in an online multicultural environment reported feelings of belonging to a global community and demonstrated to have higher level of engagement to their assignments. Canto et al. (2013) also found that the learning/mastering of a new language can be enhanced when students engage in online cross-cultural activities.

Investigating the effects of international collaboration in virtual environments, Shachaf (2008) suggests that cultural diversity in groups has a positive influence on decision-making and a negative influence on communication. Following the line, Pinjani and Palvia (2013) defend that knowledge sharing and mutual trust mediate the relationship between diversity levels and team effectiveness.

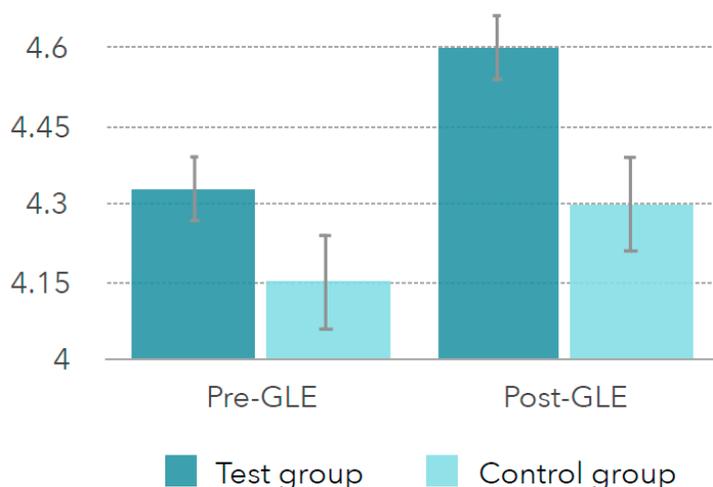
Research Methodology

Describe the research design you have chosen to answer your research question, and briefly explain why it is appropriate for this project. Make sure to indicate the kind of data that will be collected, how it will be collected, and how it will be analyzed.

The main objective is to identify the students' evolution throughout the term and to verify if the virtual exchange experience would have any impact on their intercultural competence when compared to a control group by using the following tools/methodologies:

- Longitudinal study (ten weeks)
- Experimental design (a test and a control group)
- Dependent measure: cross-cultural competence survey/assessment

Preliminary results of the evolution of students' cross-cultural competence along the first term of course collaboration study



We decided that students from both countries will be divided into workgroups. Each group to be composed by at least 2 students from Brazil and at least two students from DePaul. At DePaul, we also have a sub-group some of which are foreign students.

In terms of the research stages, we measure the intercultural competence at the beginning and the end of their activity, using Cross Cultural Competence Inventory on a Likert scale. All students are to answer a cultural assessment survey on Qualtrics at the beginning of the course, and the same questions again at the end of the course, after they have had the experience and exposure to working in virtual teams on several projects.

As an additional step, and to complement their research papers, students also have to complete two journaling reports: at the middle of the course, after they had a limited experience and exposure to intercultural interactions, and at the end of the course to measure skills, competence and perceptions.

Having this in mind, the present project was also configured as a between subject experiment using the students who participated of the project as a test group and another group from the same universities who were not included in the virtual exchange experience as a control group.

The data will be collected, aggregated over several experiments through Qualtrics and then analyzed in SPSS, which we are more familiar with, and/or R, which we are working on mastering. We do expect a response rate of at least 85%, which will provide us with a large data sample and research results.

Impact of Project

Assuming successful completion of this project, please describe how the results of the proposed research could help in the development of teaching methodologies or practices aimed at improving student learning in measurable ways.

Gathering data of progress, assessment (quantitative and qualitative) impressions at 4 points throughout the course, will help us assess experiences and how certain interactions, deliverables, objectives are being adopted. Brain research has actually shown that certain methods and approaches can truly enhance the learning process, and done right, applying innovative learning and attention-management techniques to classes is a win-win for both students and educators.

Innovative instruction is a necessity in order to meet the educational needs of the new reality and best prepare and equip the students with timely tools. However, educators' competency for innovative teaching is a key factor influencing innovative teaching practices and performance.

Based on this experiment and the active learning process, we will strategically combine education and experience. We will have numerous evidence-based learning and teaching strategies that will enhance and provide effective learning and teaching outcomes.

To what extent the exposure to cross-cultural hands-on experience can be a catalyst to creating a global mindset, adaptation and more comfortable, and probably feeling more comfortable, staying away from stereotypes and increase the willingness and readiness to engage?

Global Learning Experience (or GLE) is a form collaboration in which students from different countries face the intercultural challenges of an exchange experience without leaving their home country International collaboration is an important driver of innovation and scientific discovery, but at the same time it brings some challenges related to different styles of communication, different decision-making patterns and all possible conflicts that can arise in intercultural environments. Therefore, developing intercultural competencies for students in any field of work could enhance their view of the world, as well as broaden their career possibilities.

Dissemination of Results

Describe how you plan to share the results of your project, within and/or outside of the DePaul community.

Outside of DePaul:

Conferences in 2019:

- We already presented at the Distance Education conference in Madison in August 2018.
- We are invited to present at The Fourteenth International Conference on Interdisciplinary Social Sciences held at Universidad Autónoma Metropolitana, Mexico City, Mexico in July 2019.
- We are planning to present in FAUBAI in Brazil in April, as well as at the Canada International Conference on Education (CICE) in June, 2019.
- We are still waiting for an answer for a conference in Australia to take place in 2019 as well.

Publications:

We are in the process of discussions with several journals in terms of dates of publication. Journals include, but are not limited to the following academic journals:

- ASSESSMENT AND EVALUATION IN HIGHER EDUCATION
- STUDIES IN HIGHER EDUCATION (DORCHESTER-ON-THAMES)
- ACADEMY OF MANAGEMENT LEARNING & EDUCATION
- INFORMATICS IN EDUCATION
- JOURNAL OF MANAGEMENT EDUCATION (NEWBURY PARK, CALIF.)
- TURKISH ONLINE JOURNAL OF DISTANCE EDUCATION-TOJDE
- INTERNATIONAL JOURNAL OF INNOVATION AND LEARNING
- KNOWLEDGE MANAGEMENT & E-LEARNING: AN INTERNATIONAL JOURNAL
- INTERNATIONAL JOURNAL OF INFORMATION AND COMMUNICATION TECHNOLOGY EDUCATION
- INTERNATIONAL JOURNAL OF MANAGEMENT IN EDUCATION
- THE INTERNATIONAL JOURNAL OF MANAGEMENT EDUCATION
- THE NEW EDUCATIONAL REVIEW
- JOURNAL OF EDUCATION FOR BUSINESS
- THE AMERICAN JOURNAL OF DISTANCE EDUCATION

Industry and Corporate:

- In addition, we will be publishing in industry journals and corporate settings such as cross-cultural training workshops either online or on location.

Within DePaul:

- Will be more than happy to share and mentor faculty as to our research and results and how some of the lessons learned can be integrated as part of the GLE initiative.
- Collaborate and present with the Center for Teaching and Learning.
- Continuing education courses: could offer/develop a course in cross-cultural teamwork/virtual project for certificate programs.
- The DePaul Teaching and Learning Conference in spring quarter.

IV. Project Plan and Timeline

Describe the proposed project plan and timeline. *Please note all 2017-2018 grant funds need to be used by the end of the fiscal year.

- Sept. – Dec. 2018: We are currently working on the GLE round 2 and have about 140 students in this session, in which we will gather data.
Aggregate the data collected and analyze.
- Jan. – Apr. 2019: Round 3 in which we expect to have an additional sample of at least 100 students.
Aggregate the data collected and analyze.
Submit proposals for up to 5 academic journals with preliminary data results.
Prepare papers for publication.
Prepare for FAUBAI – project summary and power point with data information to share.
Mona Pearl will be working on securing private industry funds as well as federal grants.
We will also look into Brazilian government education and internationalizations grants.
- May – Aug. 2019: Publication of research findings and applications in academic journals, industry journals.
Start to develop an intercultural training program based on the principles and effective findings we have found to be offered to corporations, as well as stand along courses for interested professionals.
Disseminate the research results at the CICE in June 2019, as well as in The Fourteenth International Conference on Interdisciplinary Social Sciences held at Universidad Autónoma Metropolitana, Mexico City, Mexico in July 2019.
If accepted to the education conference in Australia, we will plan to present the findings there as well.
Start applying to present at the UNICollaboration 2020 conference.

V. Budget

Provide a detailed, itemized budget of how proposed funds will be used. If applicable, provide information about any external funds you have secured for this project and/or matching funds from DePaul University (including in-kind contributions).

Mona Pearl will be working on securing private industry funds as well as federal grants.

Budget item	Estimated cost in US dollars
Travel and registration fees to disseminate, in appropriate conferences, the outcomes or final results of the research project. More specific, the June 2019 CICE conference in Canada.	\$850
Publication cost of the outcomes or final results of the research project in quality scholarly outlets such as peer-reviewed general or discipline-specific journals.	\$850
Travel and registration fees for teaching seminars or workshops directly related to the research question being addressed in the project. We expect to be invited to other universities as well as corporate settings.	\$300
Stipends for student research assistants	\$500
Total (should not exceed \$2500):	\$2,500

APPENDIX: REFERENCES

- Burger, W. P. (2013). Exploring the Complex Computer-Mediated Communication Needs of Learners in a Multilingual, Multicultural, Online Learning Environment. Available at: <<https://repository.lib.ncsu.edu/bitstream/handle/1840.16/8436/etd.pdf?sequence=1>>
- Canto, S., Jauregi, K., & van den Bergh, H. (2013). Integrating cross-cultural interaction through video-communication and virtual worlds in foreign language teaching programs: Is there an added value? *ReCALL*, 25(1), 105-121.
- Jarvenpaa, S. L., & Leidner, D. E. (1999). Communication and trust in global virtual teams. *Organization science*, 10(6), 791-815.
- Maznevski, M. L., & Chudoba, K. M. (2000). Bridging space over time: Global virtual team dynamics and effectiveness. *Organization science*, 11(5), 473-492.
- Ross, K., Thornson, C. A., McDonald, D. P., & Arrastia, M. C. (2009, February). The development of the CCCI: The cross-cultural competence inventory. In *Conference Proceedings of the 7th Biennial Equal Opportunity, Diversity and Culture Research Symposium, Patrick AFB, FL (Vol. 1)*.
- Shachaf, P. (2008). Cultural diversity and information and communication technology impacts on global virtual teams: An exploratory study. *Information and Management*, 45(2), 131-142.

Please provide the following information for each investigator listed in your grant application (in Section I.). Follow this format for each person. **Do not exceed 4 pages.**

Name	Position Title
Roberto Birch Gonçalves PhD	Director of IPES (Social and Economic research Institute). Professor at international trade course (International Sales)

Education/Training (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable*)

Institution and Location	Degree (if applicable)	Month/Year	Field of Study
• PUC/RS – Pontific University Catholic (RS)	Electronic Engineer – Bach	1974	Electronic
• UFRGS - University Federal of Rio Grande do Sul	Master in Business Administr. PhD. In Business Administr.	1996 2009	Cleaner Production Internationalization and strategic resources Management
• University of Caxias do Sul	Specialization in BA Specialization in Superior Education Management	1999 2016	Innovation Pedagogy

NOTE: The CV may not exceed four pages. Follow the format and instructions below.

A. Personal Statement

We work with Innovation Pedagogy. The innovation pedagogy as three strategic pillars, one of them is networking. Thus, developing integrated courses with other universities in places around the world will be a key factor. Initial studies show us a direct relationship between with international networking and intercultural skills improvement, mainly in international sales and negotiation.

I've professional experience too. I worked at national firms and multinational enterprises (Eaton), because this I can joint academic and practice experience

B. Positions and Honors

- i. List, in chronological order, up to your past five positions, concluding with your current position.
 - Business Administration Professor
 - Coordinator of Foreign Trade Course
 - Coordinator of the international trade course
 - Coordinator of the internationalization research nucleus
 - Director of the institute of economic and social research

- ii. I received some academic distinctions as teacher honored (five times) and paraninfo (three times) at Caxias do Sul University.

C. Selected Peer-reviewed Publications and Local/Regional/National Presentations

1. SILVEIRA, R. D. S.; GONÇALVES, R. B. ; CONSTANTE, J. M. ; VIEIRA, G. B. B. The evaluation of port governance actions by port users perspective: a study in the Port of Santos, Brazil. INTERNATIONAL JOURNAL OF LOGISTICS SYSTEMS AND MANAGEMENT (PRINT), v. 27, p. 1-19, 2017.
2. ROTH, L. ; Tissot, M. C. H. ; GONÇALVES, R. B. . Family Owned Business Succession and Governance: a multiple case study in Brazil. REVISTA DE CIÊNCIAS DA ADMINISTRAÇÃO (CAD/UFSC), v. 19, p. 96, 2017.
3. NOVELLO, M ; GONÇALVES, R. B. . Desafios para o comprador internacional. REVISTA INTELIGÊNCIA COMPETITIVA, v. 7, p. 66, 2017.
4. GONÇALVES, R. B.; VIEIRA, G. B. B. ; STALLIVIERI, L. . Os recursos estratégicos e as instituições de ensino superior: estudo de caso em uma universidade do sul do Brasil. Revista Gestão Universitária da América Latina, v. 9, p. 89, 2016.
5. GONÇALVES, R. B.; VIEIRA, G. B. B. ; PEDROZO, E. A. . O impacto da capacidade absorptiva e do aprendizado no desempenho internacional das empresas: um estudo de múltiplos casos. Revista Alcance. Eletrônica, v. 21, p. 674, 2015.
6. MILANI, P. ; VIEIRA, G. B. B.; VERRUCK, F. ; GONÇALVES, R. B. ; M., A. M. . Análise da relação entre modelo de gestão portuária e eficiência em portos de contêineres. Revista Gestão Industrial, v. 11, p. 1-25, 2015.
7. VIEIRA, Guilherme Bergmann Borges ; GONÇALVES, R. B. ; DORION, E. . O nível de serviço do tecon rio grande pela a ótica de empresas da serra gaúcha: um estudo logitudinal 2006-2013. Revista Gestão Industrial, v. 11, p. 202-217, 2015.
8. FRANCISCO, W. H. ; GONÇALVES, R. B. ; VIEIRA, G. B. B. Características da Estratégia de Internacionalização Client Following. Revista de Administração Dom Alberto, v. 1, p. 138-162, 2015.
9. SCORTEGAGNA, D. ; GONÇALVES, R. B. ; VIEIRA, G. B. B. A influência da cultura na adaptação de produtos para exportação: estudo em uma empresa do setor moveleiro. ESPACIOS (CARACAS), v. 36, p. 18, 2015.
10. STALLIVIERI, L. ; PILOTTO, D. Z. ; GONÇALVES, R. B. . Análise da adaptação cultural de estudantes internacionais sob o ponto de vista das Teorias da Curva -U- e da curva -W-. Revista Gestão Universitária da América Latina, v. 8, p. 26, 2015.
11. ROTH, L. ; GONÇALVES, R. B. ; Bertolazzi, M. A. ; FACHINELLI, A. C. . Guarda e manipulação de documentos eletrônicos e seus efeitos na cultura organizacional em uma universidade. Revista Gestão Universitária da América Latina, v. 8, p. 261, 2015.
12. GONÇALVES, R. B.; STALLIVIERI, L. . Novas Propostas Pedagógicas para o Desenvolvimento de Disciplinas Ministradas em Línguas Estrangeiras nas Salas de Aula Multiculturais. Revista de Ciências da Administração, v. 1, p. 130-142, 2015.
13. Luz, M. L. F. ; GONÇALVES, R. B. ; VIEIRA, G. B. B. Desenvolvimento de novos mercados: O caso da exportação de equipamentos para a região vitivinícola da Argentina. Revista gesto, v. 5, p. 37, 2017.

14. MARTINS, L. M. R. ; GONÇALVES, R. B ; ECKERT, A . Business process outsourcing (bpo): uma análise das suas características em empresas de médio porte. Revista eletrônica do alto vale do Itajaí, v. 6, p. 15-30, 2017.
15. VIEIRA, Guilherme Bergmann Borges ; ZORZO, F. O. ; MILAN, G. S. ; PASA, G. S. ; GONÇALVES, R. B. . A relação com clientes no mercado externo como recurso estratégico e seu impacto no desempenho de uma empresa brasileira do setor automotivo. Revista Espacios, v. 37, p. 5-5, 2016.
16. MADALOSSO, B. ; GONÇALVES, R. B. ; PICCIN, T. . As mídias e a gestão de relacionamento em vinícolas: um estudo de múltiplos casos. Revista GEINTEC, v. 6, p. 2718-2733, 2016.
17. FLORES, B. B. ; GONÇALVES, R. B. ; CAMPS, R. S. F. . Impacto da autoestima no negociador brasileiro. Revista de Administração Dom Alberto, v. 1, p. 48-66, 2016.
18. BASSO, F. ; VIEIRA, Guilherme Bergmann Borges ; LAZZARI, F. ; GONÇALVES, R. B. . Percepção e relevância da certificação fair trade para empresas brasileiras. Revista Metropolitana de Sustentabilidade, v. 6, p. 87-105, 2016.

D. Research Support

ACAP : Relationship between ACAP (Absorptive capacity) and Internationalization process. Finalized project, the main result was a framework, how the Knowledge aims the internationalization the firms.

INTRE: Development and use of strategic resources and their impact on the performance of organizations in the international context. Finalized project, the focus was universities internationalization.

PC-TECON: The competitive positioning of “tecon rio grande” by the optics of the exporters of Serra Gaúcha. The project analyses the performance of Rio Grande Port and its logistics capacity.

PROINTER: Internationalization process: Analysis and measurement. Framework to help firms in its internationalization process.

Please provide the following information for each investigator listed in your grant application (in Section I.). Follow this format for each person. **Do not exceed 4 pages.**

Name	Position Title
Fabio Verruck, PhD	Academic coordinator of the International Business Undergraduate Program. Assistant Professor of International Business

Education/Training (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable*)

Institution and Location	Degree (if applicable)	Month/Year	Field of Study
● UCS - University of Caxias do Sul (Caxias do Sul - Brazil)	Communications – Bach	2004	Advertising
	Business Administration - Bach	2006	Marketing
● UCS - University of Caxias do Sul (Caxias do Sul - Brazil)	MBA in Marketing	2008	International Marketing
	MSc. in Business Administration	2009	Internationalization of Firms
● UFRGS - Federal University of Rio Grande do Sul (Porto Alegre - Brazil)	PhD in Business Administration	2017	Consumer behavior

NOTE: The CV may not exceed four pages. Follow the format and instructions below.

A. Personal Statement

I am an Assistant Professor of International Business with interest in developing new strategies for teaching in my subject matter. Additionally, I have started working with new learning methodologies which have demonstrated to be very effective. One of them involves integration with students from different countries working on the same project. This practice has proven to be motivating and to increase the knowledge acquisition process. My goals in the future are to keep working within this field as well as finding new ways of innovating in educational practices.

B. Positions and Honors

- i. List, in chronological order, up to your past five positions, concluding with your current position.

- 1 - Marketing Assistant
- 2 - Supervisor of Marketing Department
- 3 - Lecturer of Business Administration
- 4 - Academic Coordinator of International Business Program
- 5 - Assistant Professor

ii. I received some academic distinctions as teacher honored (two times) at the University of Caxias do Sul.

C. Selected Peer-reviewed Publications and Local/Regional/National Presentations

1. Verruck, F., & Nique, W. M. (2017). Bothering consumers: When recommendation agents don't really make our life easier. *BASE-Revista de Administração e Contabilidade da Unisinos*, 14(4), 240-252.
2. Verruck, F., & Nique, W. M. (2017). The Behavioral side of Recommendation Agents: a bibliometric review. *RGBI - Revista Brasileira de Gestão e Inovação*, v. 5, p. 101-124, 2017.
3. Dorion, E., Camargo, M. E., Verruck, F., Bampi, R. E., Lazzari, F., Gonçalves, R. B.. . Customer's satisfaction from a Brazilian perspective: An urban transportation case. *Journal of IMS Group*, v. 6, p. 1-12, 2009.
4. DORION, E. ; OLEA, P. O. ; LAZZARI, Fernanda ; SEVERO, E. A. ; BAMPI, Rodrigo E. ; VERRUCK, Fábio . Implementing a Logistic Structure of Distribution Offices: A Brazilian Case. *Journal of Economic Development, Management, IT, Finance, and Marketing (Online)*, v. 1, p. 178-192, 2009.

Research Support

INTRE: Development and use of strategic resources and their impact on the performance of organizations in the international context. Finalized project, the focus was universities internationalization.

PROINTER: Internationalization process: Analysis and measurement. Framework to help firms in its internationalization process.

INTERNATIONALIZATION IN SMART CITIES: Analysis of the relation between the level of international connectedness and the level of development in smart cities.

Please provide the following information for each investigator listed in your grant application (in Section I.). Follow this format for each person. **Do not exceed 4 pages.**

Name	Position Title
Mona Pearl	Adjunct Professor, Dept. of Management & Entrepreneurship Founder & COO, BAS, Inc.

Education/Training (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable*)

Institution and Location	Degree (if applicable)	Month/Year	Field of Study
<ul style="list-style-type: none"> • Northeastern Illinois University 	Bachelor	1991	Communication & Spanish
<ul style="list-style-type: none"> • DePaul 	Master	1995	International Business

NOTE: The CV may not exceed four pages. Follow the format and instructions below.

E. Personal Statement

As a business professional and an adjunct professor in the department of management & entrepreneurship, I believe my role in the virtual classroom as well as in the traditional classroom, is of a facilitator of information and new concepts in business, as well as the application of theoretical foundations to the workplace environment.

I like to challenge and encourage my students to participate in classroom discussion and express their opinions on the issues discussed and create a safe and inspiring environment to prepare them to be successful in their careers.

With years of practical and hands-on experience in the global business world, and with over 10-year experience in teaching at universities around the world as well as training executives, I am highly dedicated to bringing technology to the classroom. In order to increase the skill-set, toolbox and appeal to students in the constantly evolving business environment. I strongly believe students need to be exposed to different disciplines, an open mind and a variety of case studies and projects allows them to further enhance and adapt to the business world and the continuous changing business environment.

I am also a strong advocate of bringing the real world to the classroom. I accomplish that by relating the business theories and concepts to current global developments and technological innovations. I also, encourage students to keep informed by continuously relating assignments to current business and world news and by searching the Internet. I believe the Internet provides a great research, communication, and information tool to students, therefore, I have designed projects that require internet usage and comprehension.

In all my years as a supervisor, adjunct professor and professional, I have mentored others, and I strongly believe that students want, need and are seeking mentors to help them navigate through the decisions they are about to make, and help them in their decision-making process.

F. Positions and Honors

List, in chronological order, up to your past five positions, concluding with your current position.

Founder & COO, ASCC-Systems – global technology manufacturing firm

Founder & COO, Action Marketing Group, Inc. – global expansion & strategy services and executive training

General Manager, North America, PRP SA – global market research firm

Adjunct Professor, DePaul University

Board Member, Invent2026 and Kaplan Entrepreneurship Center

G. Selected Peer-reviewed Publications and Local/Regional/National Presentations

PUBLICATIONS: BOOKS

QFinance: The Ultimate Resource, 4th edition, Bloomsbury, Oct. 2013

Contribution: *Grow Globally: The New Altitude of Cross-Border M&A.*

Middle Market M & A: Handbook for Investment Banking and Business Consulting, Wiley, Feb. 2012

Contribution: Cross-border M&A and the related challenges.

Grow Globally: Opportunities for Mid-Market Companies Around the World, Wiley, Oct. 2011

Straight Talk: Aligning Corporate Strategy & Global Competitiveness for the 21st Century

Selected as One of 10 featured authors.

Discover Your Inner Strength: Cutting Edge Strategies from Industry Leading Experts

Authors Include: Ken Blanchard, Stephen Covey, Mona Pearl and Brian Tracy

PUBLICATIONS: ARTICLES (Published over 70 articles - partial list)

- Global Corporate Xpansion, “Conquering the Variables in Global Inventory Management”
- Global Corporate Xpansion, “Born Global Companies”
- Global Corporate Xpansion, “Global Growth: New Players, New Opportunities”
- Cross-Border M&A: Managing the R&R (Risks & Rewards), Global Business Magazine
- Peter Drucker Forum, Austria “Innovation and Entrepreneurship in A Global Economy”
- International Business Times, “The G-20 and Obama’s National Export Initiative”
- International Business Times, “Business Beyond Borders: Global Skills for Today’s Boards to Secure Tomorrow’s Success”
- ZDNet “Business beyond borders - taking a global approach”
- Global Finance, “How to prepare for global growth: What's your edge?”
- Business Excellence, “Strategy: Globalization”

- Industry Week, “Winning Global Markets: It's what you don't know that will land you in trouble”
- US Daily Review, “Why Middle Market Companies Are the Driving Engine for Growth”
- US Daily Review, “Winning in Global Markets: New Players, New Rules, New Game”

MANAGEMENT TODAY MAGAZINE: FEATURED COLUMNIST

- Sealing the deal
- How to prepare for global growth: What's your edge?
- The N-11: The Next Global Growth Markets
- Africa Spells Opportunity
- The Middle East: Business Opportunities for tomorrow's Growth?
- The New Frontier? Latin America—Myth or Reality?
- Re-evaluating China
- Strategic Clusters: A Vehicle for Global Growth
- Plan, Commit, Action: Business Models for Global Expansion
- Global Negotiations: Don't Leave Money on the Table
- Making the Decision to Go Global
- What's your competitive edge?
- Going Global – Don't Underestimate the Data
- Global Expansion – Get It Right the First Time
- Successful Business Expansion: Don't Discount the Data
- “Globalization – The Key to Growth” - Association Forum, Expert Eye
- “The Value of Cross-Industry Knowledge - Gaining A Competitive Edge” - The Handbook of Business Strategy
- “Actionable market Research Reduces Business Uncertainties” - Marketing Times
- “A New Order - How Entrepreneurial Companies Beat Large Corporations to the Punch” - US Business Review
- “Bridging the Cultural Divide to Successful Global Business” – Bayer Global Conference

PRESENTATIONS (Partial list)

- Association of Mergers & Acquisitions
- Association of Strategic Planning
- Austria-America Chamber of Commerce
- Business Network Club – International
- Barrington Chamber of Commerce
- CEO Roundtable
- CPA Society
- Supply Chain Club – Bogota, Colombia, Dubai, UAE and Mumbai, India
- Cross-Border M&A
- DePaul University – Czech MBA Program
- DePaul University – Entrepreneurship Program (Guest Speaker)
- Des Plaines Chamber of Commerce
- European Venture Market, Germany
- GGI
- IALD

- Innovation Center, Germany
- Innovation Center – Green/Clean Tech, Germany
- Institute of Management Consultants
- Interim CEO
- International Tennis Association
- Israel Export Center
- Israel Manufacturers Association
- Israel VC
- Motivation Show
- Northeastern Illinois University – Annual Conference: Focus on Latin America
- Northern Illinois University
- Personal Care Products Association
- Peter Drucker Inauguration Forum, Austria
- State Line World Trade Center – WI
- Turkey Chambers of Commerce, Turkey
- University of WI – Distance Learning
- Vienna University
- Women Visionaries of the World, Austria

H. Research Support

- Global learning experience as an experiment to understand the effects of a virtual international exchange activity over students' performance. This is based on an experience conducted with students in Brazil and at DePaul. Learn how these tools and techniques can be applied elsewhere, in settings such as government, military and other organizations that need to work jointly, across borders, time zones and cultures.
- Managed the North American operations of the Global Airline Performance market research study, the largest ever airline benchmark for the International Air Transport Association, the umbrella organization for the worldwide airlines.