INTERCULTURAL COMMUNICATION SKILL BUILDING AND THE CRITICAL ROLE OF FACULTY IN TODAY’S WORLD
AGENDA

• CIEE mission & history
• WISE focus on practitioners
• Trends in study abroad
• Faculty matter more than ever
• Practitioner: Embracing trends and engaging faculty
Educational exchange can turn nations into people, contributing as no other form of communication can to the humanizing of international relations. To this purpose I believe the Council of International Education Exchange is dedicated.

– SENATOR J. WILLIAM FULBRIGHT
CIEE Today

- 350 Colleges & Universities
- 10,000 Per Annum
- 30,000 Per Annum
- 92 Countries

United States

CIEE
Spelman College: Going Global!
Boston Latin School & Global Navigator Scholars
WISE
CONFERENCE
FOCUS ON
PRACTITIONERS
Previous WISE keynote speakers

Dr. Penelope Pynes 2013
Dr. Mick Vande Berg 2014
Dr. Janet Bennett 2015
Dr. Mark Scheid 2015
Previous WISE Keynote Messages

Dr. Penelope Pynes - 2013
• Milton Bennett’s Development Model of Intercultural Sensitivity (DMIS)
• Michael Hammer’s Intercultural Development Continuum (IDC) & IDI Profiles

Dr. Mick Vande Berg - 2014
• “Three stories we tell” framework
  • Humans learn by being exposed, immersed & (immersed + reflecting + re-framing)
  • Positivist & hierarchical, collectivists, cultural relativism, theories of immersion
  • Georgetown study – little evidence that immersion tactics had student impact
  • Need for educators to facilitate learning – “immerse, reflect, reframe”

Dr. Janet Bennett - 2015
• The Transformative Educator
  • Definition of intercultural competence; goals for student learning
  • Importance of integrating diversity and inclusion and intercultural learning
  • Importance of focusing/training on both domestic and global diversity

Dr. Mark Scheid - 2015
• Transformation in practice
Benefits of Study Abroad

• Improvement in student performance

• Improvement in job prospects and placement

• Rapidly becoming seen as a core university experience
Employers define intercultural skills:

- Understand different cultural contexts and viewpoints
- Demonstrate respect for others
- Accept different cultural contexts and viewpoints
- Being open to new ideas

Intercultural skills promote:

- Smooth international business transactions
- Develop long term relationships with customers and suppliers
- Enhance team work
- Foster creativity
- Improve communication
- Reduce conflict

Employers most valued skills?

- Respect and teamwork rated higher than qualifications related to the job and expertise.

Organizations with workforces that possess strong intercultural skills experience:

- Greater efficiency
- Stronger brand identity
- Enhanced reputations
- Improved bottom lines
GLOBAL EMPLOYERS TOP 5 SKILLS

- Intercultural: 37%
- Foreign Language: 32%
- Overseas Study: 27%
- Teamwork: 24%
- Leadership: 23%

Source: Culture at Work, Booz | Allen | Hamilton, British Council
Open Doors - Trends in Program Duration

- Short-Term (8-weeks or less)
  - 2000/01: 74,155
  - 2012/13: 174,224
  - Percent change: +135%

- Mid-Length (Semester, Quarter)
  - 2000/01: 66,601
  - 2012/13: 105,055
  - Percent change: +58%

- Long-Term (Academic Year)
  - 2000/01: 12,179
  - 2012/13: 9,261
  - Percent change: -24%

*Percent change since 2000/2001*
Student Trends

1. More short term
2. More faculty-led
3. More diverse population, (but still wide gap in non-traditional groups):
   - Academic diversity – business, STEM, health science
   - Socio-economic diversity – income, ethnic background, gender
Calls for more US-style learning approaches & more students

Presidents, Provosts, Deans, Chairs want more US higher education elements in international programs:

1. Internships /experiential learning
2. u/g research
3. community service and academic service learning

Industry Challenge – Generation Study Abroad

1. Double study abroad by 2020
2. Requires 14% annual growth (vs. 2-3% historical)
3. Fastest growing area is short-term and faculty-led
The Yale Report of 1828
Faculty and curriculum development
NSSE & High Impact Experiences
Emerging neuro-science on biology and culture
Intercultural Skill Building: 101
Intercultural Communications: 201
Global Intercultural Skills: 301
CIIEE: PRACTITIONER’S STRATEGY TO EMBRACE TRENDS AND ENGAGE FACULTY/MENTORS
Organization-wide Commitment to Intercultural Communication and Skill-building

- Revise and expand the program for college students – immersion, reflection and re-framing (Dr. Vande Berg WISE 2014)

- Add intercultural communication and skill building elements to all CIEE programs - domestic & international, integrating diversity and intercultural learning (Dr. Bennett WISE 2015)

- Train all CIEE worldwide staff on basic intercultural communication theory, skill-building and practice
  - Train-the-trainer approach: 25 international CIEE staff
  - 30 month plan to train entire global workforce of 700 ee
  - Currently at 56% trained; cohort 13
  - Using DMIS, IDC and IDI (Dr. Pynes WISE 2013)
STUDENT LEARNING ABROAD

What Our Students Are Learning, What They're Not, and What We Can Do About It

Edited by Michael Vande Berg, R. Michael Paige, Kris Hemming Lou
Foundations of Intercultural Learning at CIEE - 2007

• “Seminar on Living and Learning Abroad” launched 2007:
  • Two-credit, semester-long intercultural course
  • Curriculum developed by CIEE (led by Dr. Mick Vande Berg)
  • Taught on-site by resident staff
  • Developmental, experiential, holistic
  • Listed as Cultural Studies

• Growing realization in the international education field and at CIEE that a physical experience in another culture does not automatically lead to intercultural competence.

• Need to actively facilitate students’ intercultural learning.
Revising CIEE’s Intercultural Learning - 2013

• Realization well-designed curriculum is a necessary but insufficient condition for success in student learning

• The faculty/ instructor’s own intercultural development is key to facilitating students’ intercultural learning

• Students and home institutions need more clarity on course equivalents, mapping to majors/minors, to increase participation
### UPDATED Intercultural Learning at CIEE - 2014

<table>
<thead>
<tr>
<th>Embedded Intercultural Learning</th>
<th>Intercultural Communication and Leadership course</th>
<th>Faculty Training and Support</th>
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<tbody>
<tr>
<td>• Intercultural learning framework embedded into each CIEE program</td>
<td>• Advanced three-credit (45 contact hours) intercultural elective course</td>
<td>• Online development course for faculty</td>
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<tr>
<td>• Intended to reach all students on a CIEE program</td>
<td>• Curriculum builds on the embedded component</td>
<td>• Emphasis on developing instructors’ own intercultural leadership practice</td>
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<tr>
<td>• Approximately 12 hours over semester</td>
<td>• Listed as Communication course</td>
<td>• Builds an intercultural teaching &amp; learning community and a shared language about intercultural development</td>
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<tr>
<td>• Not-for-credit</td>
<td>• Emphasis on leadership, especially leadership of self</td>
<td>• Continued one-on-one coaching and support</td>
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<td></td>
<td>• Increased academic rigor</td>
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</tbody>
</table>
Compared to 1.32 average change in IDI score for U.S. students who did not take an intercultural course while abroad, as found in the Georgetown Study (Vande Berg, Paige & Lou, 2012)
CIVIC LEADERSHIP SUMMIT
PRESENTED BY CIEE
AUGUST 1ST - 4TH 2016

OPEN TO
18,000 PARTICIPANTS
1,000 APPLICANTS
70 ATTENDEES
Higher percentage of young males in J1 Visa programs
Four Core Intercultural Competencies

- Increasing cultural and personal **self awareness** through reflecting on our own experiences, past and present;

- Increasing **awareness of others** within their own cultural and personal contexts;

- Learning to **manage emotions** in the face of ambiguity, change, and challenging circumstances & people; and

- Learning to bridge cultural gaps – learning to **shift frames and adapt behaviors** to other cultural contexts.

*Michael Vande Berg, ©2014*
James Pellow

CERTIFICATE
OF COMPLETION

EMPLOYEE INTERCULTURAL DEVELOPMENT PROGRAM

James Pellow

is awarded this certificate for the successful completion of the Employee Intercultural Development Program (EIDP)
Training Hours: 16   Cohort #7

Catherine McCourt, Manager Training and Development
03-04-2015

Nancy Kittredge, Vice President Human Resources
03-04-2015
“WE DON’T SEE THINGS AS THEY ARE, WE SEE THEM AS WE ARE.”

Anais Nin
“I walk ahead of myself in perpetual expectancy of miracles.”

Anais Nin
Faculty are the key...
Thank you! Questions?