PREFACE

By accepting responsibility for organizing programs in your community for participants in the International Visitor Leadership Program sponsored by the Bureau of Educational and Cultural Affairs, U.S. Department of State, you have taken on a challenging assignment. You have joined the National Council for International Visitors, a nationwide network of citizen diplomats who represent the United States to foreign leaders and specialists. That network, whose community organization members are known generically as Councils for International Visitors (or CIVs), forms the very heart of the International Visitor Leadership Program. It is at the local level where the professional needs and cultural interests of these distinguished International Visitors are matched with the myriad resources of your community. You perform the indispensable task of organizing the programs that bring International Visitors into U.S. homes, schools, businesses, nonprofit organizations, and government agencies.

This training manual is intended to supplement any training documents your particular CIV has developed as we strive to promote national standards for those within our network. It synthesizes much of the best of NCIV material published previously as well as documents developed by the Bureau of Educational and Cultural Affairs, CIVs, and national program agencies, all of whom are involved in the art of programming International Visitors. While leaving room for creativity, this manual will serve as a guide to help you provide maximum benefit to both the International Visitors and their U.S. hosts. It is intended to serve primarily as a training manual for new programmers and as a reference tool for others. It is a work in progress and we would be pleased to receive examples and suggestions to be incorporated in future editions.

In 1998, I invited Jennifer Strauss to serve as an NCIV consultant to write the first edition of this manual. She brought to this project thirteen years experience at one of NCIV’s program agency members, the Institute of International Education (IIE). Ms. Strauss worked with the NCIV staff, CIV representatives, and Office of International Visitors colleagues to ensure that this manual represents the best thinking on the art of programming participants in the International Visitor Leadership Program and other international exchanges. As the program has continued to change and evolve, subsequent editions have been revised and edited by NCIV staff, interns and other network representatives. Special thanks to all those who have contributed to this publication.

Finally, it is important to note that this manual would not exist without the support of the Office of International Visitors, Bureau of Educational and Cultural Affairs. The funds for its publication come from the NCIV cooperative agreement with the U.S. Department of State.

The Art of Programming International Visitors is dedicated to you and your NCIV colleagues around the country who daily organize high quality programs for International Visitors – welcoming the world to your community and helping shape U.S. foreign relations “one handshake at a time.”

Revised: February, 2012
NCIV is pleased to acknowledge that this training manual is funded by the Bureau of Educational and Cultural Affairs of the U.S. Department of State under the authority of the Fulbright-Hays Act of 1961.
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INTRODUCTION
The International Visitor Leadership Program (IVLP) brings approximately 4,000 foreign leaders and specialists to the United States for short-term (approximately three week) professional programs. Participants in the International Visitor Leadership Program, who are leaders and decision-makers in their home countries; travel as individuals or as part of pre-arranged groups. Some of them are fully funded by the U.S. Congress through its appropriation to the U.S. Department of State (State Department). Others receive little or no financial support from the U.S. government.

The International Visitor Leadership Program constitutes a major component of this country's public diplomacy efforts to foster mutual understanding and cooperation between the United States and other countries. It establishes the web of human connections that underpin cooperative efforts to solve global problems such as conserving the environment and combating terrorist activities. It builds relationships that make it easier for U.S. representatives to negotiate favorable trade agreements, security arrangements and diplomatic treaties. The custom-tailored, balanced programs provide the participants with opportunities for professional development as well as greater understanding of the United States and its people. In the process, the participants share technical and cultural information with their American counterparts. U.S. hosts often learn to appreciate aspects of U.S. society they have previously taken for granted by sharing American democratic institutions, diversity and cultural values with International Visitors. Through its grassroots network, the International Visitor Leadership Program involves over 80,000 volunteers each year as citizen diplomats who develop enduring international linkages.

Public-Private Partnership
Through a long-standing public-private sector partnership, the U.S. government, specifically the U.S. Department of State, works with private, nonprofit organizations referred to as National Program Agencies (NPAs) and a network of volunteer-based organizations generically called Councils for International Visitors (CIVs). They are members of the National Council for International Visitors, a nonprofit organization established in 1961. Together, these organizations design and implement quality experiential programs for distinguished International Visitors.

Historical Context
Educational and cultural exchanges have been supported by the U.S. government since the 1840's, when the Library of Congress began book exchanges with foreign countries. Government-sponsored programs to exchange persons began at the end of the 19th century, when the National Bureau of Standards began to invite foreign scientists to this country. The U.S. Department of State established its Cultural Relations Division in 1938 targeting Latin America for exchanges to counteract Nazi propaganda efforts. Those efforts were increased to include China in 1943, then Germany as well as other countries in the post-war era. The 1961 passage of the Fulbright-Hays Act codified and expanded existing legislation, including authorization for what has become known as the International Visitor Leadership Program. A timeline and the State Department description of the International Visitor Leadership Program follow.
Office of International Visitors

INTERNATIONAL VISITOR LEADERSHIP PROGRAM

TIME LINE

1940 Nelson Rockefeller was named the Coordinator of Commercial and Cultural Affairs for the American Republi

1942 In February, a network of 14 private short-wave transmitters began broadcasting the newly created Voice of America. In June, the Office of War Information (OWI) was established to consolidate scattered agencies of domestic and foreign information.

1946 The OWI was terminated by President Truman and a small remnant was placed within the State Department. The wartime total of 11,000 personnel, including the Voice of America, shrank to 3,000. Within the State Department, the Office of International Information and Cultural Affairs (OIC) had a network of 76 branches world over. Wireless files carried daily news and feature stories from Washington. Sixty-seven information centers and libraries stocked books, displayed exhibits, and showed films. The Voice of America broadcast to the world for a total of 36 hours in 24 languages.

1947 The OIC was renamed the Office of International Information and Educational Exchange.

1948 Representative Karl E. Mundt and Senator H. Alexander Smith marshaled a bill through Congress. Public Law 402, 8th Congress, commonly called the Smith-Mundt Act, established a statutory information agency for the first time in a period of peace with a mission to promote better understanding of the United States in other countries, and to increase mutual understanding between Americans and foreigners. The Smith-Mundt Act gave full recognition to the importance of educational and cultural exchanges sponsored by the government. Seeing a need to build up a corps of well-informed intellectuals and opinion leaders in the political and social infrastructure, the International Visitors (IV) Program was started.

1952 The IV Program was consolidated into the exchange of persons program of the State Department.

1953 President Eisenhower submitted Reorganization Plan Number 8 to Congress, which established the United States Information Agency (USIA) to consolidate information administered by the State Department and other agencies. The Voice of America also joined USIA but the educational and cultural exchanges remained with the Department of State.
1959 The exchange function was separated from the Bureau of Public Affairs and was assigned to the newly created Bureau of International Cultural Relations (CU).

1961 Passage of the Fulbright-Hays Act reaffirmed the objective of increasing mutual understanding between the people of the United States and the people of other nations.

1978 Reorganization resulted in designating USIA and the United States International Communication Agency (USICA) with responsibility for the public diplomacy of the U.S. It combined the information mission with educational and cultural exchanges through absorbing the Bureau of Educational and Cultural Affairs from the State Department.

1982 In August, the Reagan Administration changed the name back to the United States Information Agency.

1999 USIA is moved into the U.S. Department of State. The Bureau of Educational and Cultural Affairs maintains its authority under the Fulbright-Hays Act. The International Visitor Program continues under the Bureau.

2005 The International Visitor Program's name changed to The International Visitor Leadership Program. Over 4500 visitors participated in the International Visitors Leadership Program from October 2004 – September 2005

May 15, 2006
Introduction

The U.S. Department of State’s Bureau of Educational and Cultural Affairs funds and administers the International Visitor Leadership Program (IVLP), one of its premier professional exchange programs. The IVLP is designed to build mutual understanding between the U.S. and other countries through carefully designed visits that reflect the participants’ professional interests and support U.S. foreign policy goals. Participants are established or potential foreign opinion makers in government, public policy, media, education, labor, the arts, and other key fields. Selected by American embassies abroad, International Visitors come to the United States to meet and confer with their professional counterparts and to gain an appreciation of the ethnic, cultural, political, and socio-economic diversity of the U.S. In FY 2010, approximately 5,200 International Visitors participated in 838 projects through the program.

The IVLP is carried out through close collaboration with seven non-profit program agencies in Washington, D.C. and a network of over 90 community-based organizations across the U.S. whose members arrange professional meetings, cultural activities and home hospitality for the visitors. These organizations are members of the National Council for International Visitors (http://www.nciv.org/). Tens of thousands of Americans volunteer their time and expertise to strengthening relations between the United States and other countries through the IVLP.

IVLP Snapshot

- Over 190,000 International Visitors have participated in the program since its inception in 1940.
- A typical IVLP project is three weeks, and includes visits to four U.S. cities. IVs meet with professional counterparts and visit U.S. public and private sector organizations related to the project theme. In addition, IVs are usually hosted by American families.
- As an example, in 2010, IVLP launched special “New Beginning” projects to explore strategies for building capacity, skills, and job opportunities in Muslim communities worldwide. Almost 30 participants each took part in “Entrepreneurship and Business Innovation” and “Science, Technology, Engineering and Math Education.”
- As part of 70th anniversary activities, the IVLP hosted 62 alumni association leaders to examine best practices and strategies to enhance association activities that benefit their communities.
- At any given point during the year, approximately 250 IVs are on projects in the U.S. In 2010, IVs participated in projects on themes such as:
  - Counter-terrorism
  - International Crime & Drug Prevention
  - Combating HIV/AIDS
  - Civic Education
  - NGO Management
  - Foreign Policy
  - Religious Diversity
  - Democracy and Rule of Law
  - Journalism

Alumni

More than 320 IVLP alumni are current or former Heads of Government or Chiefs of State.

Alumni include:

- Prime Minister Julia Eileen Gillard of Australia (’06)
- Prime Minister Kamla Persad-Bissessar, Trinidad and Tobago (’98)
- President Mwai Kibaki of Kenya (’99)
- President Abdullah Gul of Turkey (’95)
- Prime Minister Ahmed M. Nazif of Egypt (’90)
- President Hamid Karzai of Afghanistan (’87)
- President Nicolas Sarkozy of France (’85)
- Former Prime Minister Gordon Brown of U.K. (‘84 and ’92)

Educational and Cultural Programs

The International Visitor Leadership Program exchanges are among more than 30,000 annual exchanges managed by the Department of State’s Bureau of Educational and Cultural Affairs. Other academic and professional exchange programs include the Fulbright Program and the Citizen Exchanges Program. For more information, please refer to: http://exchanges.state.gov

“...The IVL Program offers priceless opportunities to understand the United States and the American people through direct experience, and to make valuable contacts... I am immensely grateful for the insights into the U.S., which this exchange scheme provided. I have drawn on them regularly since then.” Tony Blair, former British Prime Minister
Early in the history of the International Visitor Leadership Program, the government turned to the private sector to maintain the credibility of the program overseas. That collaboration has evolved into an effective partnership between the U.S. government (represented first by the U.S. Department of State, then by the U.S. Information Agency, and since 1999, once again by the State Department) and the private sector, represented by NCIV members - the National Program Agencies and CIVs. The U.S. government provides financial support and oversight, but the day-to-day programmatic research and decision-making are primarily left to the private sector. As a result, the program is considered independent and untainted by propaganda that may occur in some government-run programs in other countries.

This independence gives the program credibility and has a tremendous impact on the participants, as the following excerpt from a U.S. embassy report demonstrates:

*The visitor, while mentioning the excellent manner in which the program was organized, stressed especially his appreciation of the associations and friendships he was able to form...Given the usually heavy hand of officiandom in the Turkish educational establishment, the key sentence in the visitor’s letter is perhaps this one: ‘The arrangements for my visit were made entirely by private individuals and organizations to facilitate open and direct contacts with the many Americans and teaching staff I wished to meet.’ He seems to have been especially impressed by the freedom of movement implicit in the program’s organization and management...*

**The Players in the International Visitor Leadership Program**

The International Visitor Leadership Program relies on many individuals and organizations that collaborate to develop innovative and specialized short-term professional and cultural programs. A brief description of each of the key players follows:

1. **U.S. DEPARTMENT OF STATE**

   The U.S. government is the first link in the chain. In brief, U.S. embassy and consulate personnel overseas are responsible for nominating participants. Washington-based State Department staff in the Office of International Visitors approve the nominations and provide oversight and the vital communication link between the U.S. embassy abroad (and, by extension, with the participant) and the national program agency. In addition, State Department staff clarify program objectives and provide substantive geographic and thematic expertise.

   Every year, each U.S. embassy (also known as “the post”) devises a “Mission Program Plan” that outlines broad policy objectives regarding U.S. relations with that host country. As part of that plan, the embassy receives its allocation of International Visitor (IV) grants. Those allocations, which fluctuate from year to year, reflect many factors, including the importance of that particular country to U.S. foreign policy objectives. With that information in hand, embassy personnel, representing different sections of the embassy, meet. The discussion focuses on the U.S. objectives and how the IV Program can contribute to the overall strategy of building U.S. relations with that country in the coming year. Based on specific objectives, the committee then nominates candidates for participation in the International Visitor Leadership Program (IVLP). Until 2004 the program was known as the International Visitor Program.

   If State Department personnel in Washington approve the nomination, the U.S. Ambassador extends a written invitation to the prospective International Visitor (IV). After accepting the invitation, the IV meets with embassy staff to determine travel time and to submit biographic information for transmittal to Washington, DC. In addition, the future IV is asked to outline his or her professional objectives for the upcoming trip to the United States, including names of specific individuals that the visitor may want to meet during his/her sojourn in
this country. That information is forwarded to the Office of International Visitors, Bureau of Educational and Cultural Affairs, U.S. Department of State in Washington, DC along with the embassy's own suggestions for the program, which usually dovetail with the visitor's suggestions. Although the U.S. government delegates the day-to-day responsibility for the administration of the program to the national program agencies and, in turn, the CIVs (also known as “local sponsors”), it maintains overall financial and general responsibility for the integrity of the program, including the evaluation process.

A schematic diagram of this process of nominating, approving, and bringing a prospective International Visitor to this country and the development of his or her professional program can be found on the next page.

In 2003, the State Department put into operation an electronic tool for exchanging information among the many partners who help administer the International Visitor Leadership Program. The software application allows program officers at the State Department, National Program Agencies, and local Councils for International Visitors to exchange visitor biographic details, program goals, appointment requests, and logistics for designing and administering all types of IV projects. In December 2004 two new versions, known as electronic Council for International Visitors (eCIV) and electronic National Program Agency (eNPA), were distributed respectively to local councils and program agencies. The electronic information exchange process begins when the initial visitor and project information that is sent from overseas embassies is entered into a State Department computer system known as the EVDB (Exchange Visitor Database). These details are then made accessible on a website known as IVPrograms. The system allows program officers involved in a particular project to coordinate the design and development of an IV program. Using the EVDB, eNPA and eCIV, DoS, NPA, and CIV program officers exchange, add, and edit information, then eventually print a program book or a local program for International Visitors with their appointments and other program information.

The U.S. Department of State provides the IVLP Guidelines Manual online at its IVPrograms website (https://208.43.237.116/ivprograms/). It contains a series of useful policies to be followed when arranging programs and hosting International Visitors. All CIV staff and volunteers should become familiar with those guidelines.

2. THE INTERNATIONAL VISITOR (IV)
International Visitors are current or emerging leaders in their countries. They are selected because their decision-making responsibilities affect U.S. interests and because they are willing to share their professional expertise and cultural heritage with American citizens. International Visitors represent a variety of professions, particularly those related to politics, the media, education, and trade. In addition, their participation is seen to have a multiplier effect, that is, an ability to inform or influence decision-makers upon their return, through the promulgation of legislation, government policy, journalistic writings, classroom presentations, effective community organizing, or the creation of new pieces of art, etc.

International Visitors may come to this country in one of several categories. They may be fully funded (grantees) or may receive little or no funding (Voluntary Visitors or VVs). With fully funded International Visitors, the governmental grant covers their international and domestic transportation and a per diem - a fixed amount of money to cover expenses such as hotels, food, in-city transportation costs, telephone calls, and incidentals. Partially funded visitors receive limited funding, determined on a case-by-case basis.

Within those two broad categories, visitors can be further sub-divided:

**Individuals:** These visitors travel alone or with an interpreter or English language officer. Their programs are tailored to their individual professional needs and cultural interests.
Individuals Travelling Together (ITTs): An ITT group consists of no more than four visitors from the same country with similar professional objectives who are traveling together. State Department guidelines for national program agencies require that a skeletal program outline be available for review two weeks in advance of the ITT’s arrival in the country. There are no funds available to pay speakers, procure bus transportation, or to rent conference rooms.

Single Country Project (SCP): A SCP is composed of five or more visitors from the same country with similar interests (e.g. education, environment, NGO management). Programs are planned one month in advance and national program agency officers need to submit a brief written proposal at that time. Limited enhancement funds may be available for speaker honoraria, transportation and/or conference rooms, however, this must be discussed with the national program agency officer assigned to the project during the proposal-writing phase.

Regional Projects (RP) and Multi-Regional Projects (MRPs): Regional and Multi-Regional Projects include eight (10 for MRPs) or more participants from a geographic region (e.g., Europe, Asia, Africa, Latin America) for regional projects or worldwide for Multi-Regional Projects. Regional Projects can be conducted in English, French, Spanish, or Arabic depending on the region and the language capability of the participants; Multi-Regional Projects are conducted in English. Both types of projects are theme-based and require proposals written by program agencies to be submitted at least eight weeks before the project begins. These projects can be assigned to one of the seven core national program agencies, or may be open for competitive bid among the agencies or through the Federal Register. It is possible for you to receive phone calls for help in writing a proposal from several program agencies that are competing for the same project.

Voluntary Visitors (VVs) are unfunded or partially funded, and can travel as individuals or in small groups. Their stay in this country is usually shorter than the typical fully funded grantee, but their program is just as substantive. Occasionally, a large group of Voluntary Visitors may come to the United States. State Department’s Office of International Visitors handles many Voluntary Visitor programs “in-house” and State Department program officers will contact CIVs directly to arrange the professional program. Other Voluntary Visitors are assigned to national program agencies.
1. Participants in the International Visitor Leadership Program (IVLP) are nominated by an Embassy Selection Committee in accordance with the U.S. Department of State (DoS) foreign policy goals and funding allocations.

2. The nomination is forwarded to the DoS’ Office of International Visitors. In turn, the DoS Program Officer advises the public affairs office overseas whether the nomination has been approved.

3. The nominee is invited to participate in the IVLP. Those who accept are briefed by the public affairs office. The visitor and public affairs office discuss their professional objectives for the program in the United States.

4. The DoS Program Officer receives program suggestions from the U.S. Embassy for the visitor. The DoS Program Officer discusses program themes with the national program agency (NPA). Together they plan a program with stopovers in communities where the professional resources are most suited to the visitor’s job responsibilities. The NPA Program Officer sends detailed information to communities about the visitor and requests local organizations to arrange appropriate appointments and activities for the visitor. As a whole, the national program represents geographical balance and the diversity of the U.S. population. If needed, the DoS Program Officer requests the DoS Office of Language Services to assign an English language officer or interpreter to accompany the visitor.

5. The visitor arrives in the United States and continues on to his/her hotel or connecting flight to Washington, D.C.

6. The DoS Program Officer and NPA team meet with the visitor to review the national program.

7. Based on information supplied by the NPA, community organizations and other local groups or individuals arrange professional appointments, home hospitality, and other activities. They also serve as local contacts for the visitor.

8. At the end of the program, some Group Projects have a formal evaluation session.

9. Upon the visitor’s return home, public affairs office staff and the visitor meet to evaluate the visitor’s program. The Embassy sends an evaluation of the program to the DoS Program Officer in Washington, D.C.

NOTE: This chart reflects the general process of the individual DoS-sponsored International Visitors grantee. A number of IVs travel in groups, generally oriented toward a specific interest. Group itineraries are pre-arranged. Voluntary Visitor programming for both individuals and groups contains the same basic elements as described above, but with some variations in the candidate nomination and funding processes and the amount of pre-planning involved. In addition, about one-third of Voluntary Visitor programs are arranged directly by the Voluntary Visitors Division staff without the assistance of a program agency. Community organizations are members of the National Council of International Visitors.
3. NATIONAL PROGRAM AGENCIES (NPAs)
Initially, private, national program agencies (nonprofit organizations) were contracted to arrange the International Visitor Leadership Program for several reasons. Philosophically, our country believes that the government should only do those things that the private sector cannot handle effectively. In this instance, the private sector has proven itself to be an effective administrator. Having the private sector play a prominent role helps preserve the credibility of the International Visitor Leadership Program, as mentioned earlier in the quotation from the Turkish visitor. From an historical perspective, the private sector first initiated person-to-person exchanges. Agencies such as the Institute of International Education (1919) that currently administer the International Visitor Leadership Program, hosted international students and leaders well before the State Department created its first Office of Cultural Relations in 1938. Finally, the private sector can provide these services more economically. For example, national program agencies can hire staff temporarily during peak programming periods while the government is more constrained in seasonal hiring.

There are currently seven primary national program agencies:

- Cultural Vistas (CV) (202) 905-0889
- FHI 360 (800) 634-8956
- Graduate School, International Institute (800) 331-4229
- Institute of International Education (IIE) (800) 424-8030
- Meridian International Center (MIC) (800) 424-2974
- Mississippi Consortium for International Development (MCID) (800) 413-9845
- World Learning (800) 858-0292

Program officers in the Washington-based offices of these nonprofit organizations orchestrate the national program for International Visitors. As such they are responsible for the design of a coherent learning experience for each International Visitor. The program agencies also act as the local sponsor in Washington, designing and implementing the program there, and thus laying the foundation for the rest of the trip. Finally, program agencies are fiscally accountable to the U.S. government for monies expended on behalf of the International Visitors. In addition to arranging and purchasing plane tickets, program agencies issue per diem checks, enroll the IVs in a special health insurance plan, and ensure that program monies are spent appropriately.

National program agency personnel (often a team of a program officer and a program associate) are responsible for the overall conceptualization of the professional program. They must also initiate and maintain the informational links to their State Department counterparts, the visitor and the local sponsors - those CIVs responsible for implementing the program in their own communities. In this context, the word “sponsor” does not mean assuming financial responsibility, but rather responsibility for professional programming, logistics and social/cultural experiences.

After the national program agency team downloads (via eNPA from the IVPromos website) biographic and programmatic information from their State Department counterparts, they begin to research and develop a well-balanced, well-paced professional program for a particular visitor or group. Research often includes discussions with the State Department program officer, Internet searches, conversations with experts in the visitor's professional field, locating suggested contacts from the U.S. embassy abroad, local sponsor (CIV) resource materials, and other sources. After undertaking some initial research and consulting with the State Department program officer, the national program agency team identifies several communities that may be appropriate for the IV to visit and will fax or email biographic information and program objectives to the CIVs. National program agency staff will then call the local sponsor in those communities to determine if the CIV’s visitor load and resources will permit a specific visitor or group to come at a specified time. In addition, the national program officer will ask to learn more about appropriate local resources. Because national program agencies must make decisions quickly regarding a visitor’s itinerary, prompt responses from the CIVs to program agency inquiries
often help determine which communities the IV visits. Once an itinerary has been approved by the State Department program office, it is posted on the IV Programs website. Communities listed on the itinerary can then download project information onto their own computer workstation via eCIV and create a local program for the visitors.

Additional communication between the State Department, local sponsors, and professional contacts enable the national program agency team to develop a thematic focus for each part of the itinerary that avoids duplication and provides a coherent learning experience for the visitor. This learning experience usually begins with the foundation-setting Washington program and proceeds to add knowledge and depth throughout the course of the stay, with each stop building upon information obtained in previous communities. This linkage of experiences is referred to as “the building block” approach to programming. Several national program agencies use “theme pages” to articulate the program concept for a given individual International Visitor or group.

With good communication between the visitor and the embassy, the embassy and its Washington staff at the State Department, State and the national program agency, and the national program agency and the local sponsors, the visitor's program is effectively planned prior to and just after his/her arrival in this country. Because most visitors come to Washington first, both the State Department program officer and the national program agency team have an opportunity to meet with the visitor during a program or opening session. At that time, the national program agency team and State Department program officer meet with the International Visitor to clarify interests and present the program. During the course of that meeting, State and the national program agency representatives may become aware that fine-tuning is needed, both for the Washington program as well as for the national itinerary, and will then communicate that information to the local sponsors.

4. THE CIVs
The community-based members of the National Council for International Visitors are referred to generically as Councils for International Visitors (CIVs). Some are called Councils for International Visitors while others refer to themselves as International Visitors Councils or by some other name. These entities are nonprofit 501(c)(3) organizations governed by a Board of Directors. Some CIVs focus exclusively on the International Visitor Leadership Program. Others handle a wide range of programs and offer a variety of services to both U.S. Government and privately sponsored exchange program participants. Many serve international students and scholars as well.

The CIVs are literally the heart of the International Visitor Leadership Program, embodying the characteristic American values of voluntarism, public service, and open friendliness. Without the CIVs, it would be impossible to administer the International Visitor Leadership Program as effectively or efficiently. As residents of your community, you are best suited to identify the most appropriate contacts for the international visitors who come to your community for professional programs. As a programmer for one of these nonprofit organizations, you will arrange professional appointments, as well as cultural activities and social experiences (including, in some cases, a homestay) for the international visitors visiting your community. This manual is designed to help you in this process.

5. NCIV
Each CIV is part of a national network. The National Council for International Visitors (NCIV) is a professional association - a nonprofit organization comprised of national program agencies, community-based members, as well as individuals and other organizations who embrace the NCIV mission.

The mission of the National Council for International Visitors (NCIV) is to bridge cultures and build mutually beneficial relationships through person-to-person international exchanges.

The NCIV Office, located in Washington, DC, exists to provide services to its members in attaining two major
goals:

1) developing leadership abilities and organizational strength, and

2) building the capacity to deliver high quality programs to State Department International Visitors and other foreign leaders and exchange program participants.

The NCIV National Office is funded in large part through an annual cooperative agreement with the U.S. Department of State. NCIV services include national conferences, regional meetings, publications, site visits, and consultations with members. NCIV also administers the U.S. Department of State Community Partnership Grant Program.

In 2001, the National Council for International Visitors and the U.S. Department of State launched the Online Resource Directory (ORD), designed to be a comprehensive resource and contact directory for all NCIV members. This Directory is updatable by the members themselves and is easily access via the "Our Members" link on the NCIV webpage at http://www.nciv.org. The ORD feeds both the Exchange Visitor Database (EVDB) (the heart of other DoS applications including eCIV), as well as NCIV's internal membership database with both organizational and personal contact information. NCIV generates all communications to it's membership (both electronic and print), including the NCIV Network News, conference, various grant, and annual report mailings, as well as generating the NCIV Weekly Update and other email communiqués from information downloaded from the ORD. As a vital component in the larger IVLP information network, the accuracy of the data contained in the ORD is critical to successful communication among all partners in the IVLP. It is critical that CIVs maintain this information so the correct contact and resource information at each organization is available to National Program Agencies, the National Office, and the U.S. Department of State.

6. ENGLISH LANGUAGE OFFICERS AND INTERPRETERS

Although many IVs speak English well, knowledge of English is not a prerequisite for participation in the International Visitor Leadership Program. The U.S. Department of State's Office of Language Services (LS) hires professional, free-lance interpreters for visitors who need linguistic assistance. These interpreters render speech from one language into another - an oral process as opposed to the written process of translation. There are two main categories of interpretation: Consecutive Interpretation is the interpretation of segments of spoken speech. The speaker must pause so that the interpreter has time to interpret either sentence by sentence or in some other manageable amount of information. That amount varies from interpreter to interpreter. Language Services usually assigns consecutive interpreters to individuals and to small group projects. For single language groups such as large Single Country Projects or Regional Projects, simultaneous (sometimes known as seminar) interpreters may be assigned. Simultaneous Interpretation is the interpretation of statements at the same time as the speaker is talking. Simultaneous interpreters usually work with portable interpreting equipment that consists of a small, battery-powered microphone and wired earpieces.

For those visitors who do speak English, Language Services may provide English Language Officers to assist with travel logistics and cultural adaptation. In order to serve under contract for the IV program, both English Language Officers and interpreters need to demonstrate linguistic proficiency as well as cultural fluency because they interpret not only the language but also the culture of this country. These professionals also serve as a vital link in communicating with the various players involved in the International Visitor Leadership Program.
Getting Started
...When that call comes in ...

The International Visitor Leadership Program can be likened to an orchestra. The composer is the U.S. Department of State, the conductor is the national program agency, and the musicians are the CIVs. Each is essential to creating a lyrical melody. Without a composer to set the initial notes to paper and to provide structure, without a conductor to interpret those notes, select musicians and create the mood, and without the musicians to play the music with depth and richness, expounding on the original theme but taking it further, there would be no symphony, or no program for International Visitors. The resulting harmony is dependent upon knowing the music and following the score.

In order for you to plan the best possible program for a visitor or a group, you need to know as much as you can about the visitor's background, personality, professional career, interests and goals, as well as his or her personal objectives and interests. In addition, you need to know why this visitor is coming to your community and to help the program agency determine if, indeed, your community and its resources are well-suited to this visitor’s needs.

As the “musicians,” do question the conductor about his/her interpretation of this particular musical score so that you, too, “feel the music.” This symphony is a collaborative “work in progress” and you can go back to the program agencies and, through them, to the State Department to question and clarify and request additional information. Communication of information is critical in creating a successful program and each player contributes to that desired outcome. The chart on the following page outlines what these players can expect from each other.
<table>
<thead>
<tr>
<th><strong>What CIVs expect from the Program Agencies</strong></th>
<th><strong>What Program Agencies expect from CIVs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timely notification</strong> regarding potential visitors and <strong>consultation</strong> regarding the <strong>timing</strong> of visit - does it fit with CIV visitor load?</td>
<td><strong>Prompt response</strong> to information requests</td>
</tr>
<tr>
<td><strong>Commitment</strong> to seeing a program through and information on who is responsible for a given program (main contact as well as emergency contact)</td>
<td><strong>Commitment</strong> to seeing a program through and information on who is responsible for a given program (main contact as well as emergency contact)</td>
</tr>
<tr>
<td>Prompt <strong>response</strong> to information requests</td>
<td><strong>Knowledge</strong> of your community and its resources to judge the <strong>appropriateness of your community and its resources</strong> to visitor’s professional and cultural objectives and <strong>interest in researching</strong> new ways to satisfy objectives</td>
</tr>
<tr>
<td><strong>Interest</strong> in learning more about your community’s <strong>resources</strong> and <strong>willingness to brainstorm</strong> new ways to satisfy objectives</td>
<td><strong>Flexibility and understanding</strong> that once a visitor arrives in Washington, program modifications may be necessary</td>
</tr>
<tr>
<td>Complete and <strong>current biographic information</strong>, with revised versions sent as soon as available. This includes level of English and name of English Language Officer or interpreter (if applicable) and any <strong>personal habits/interests</strong> that may affect programming in some way. For example, “Mr. Mohammed is an observant Muslim, no pork/alcohol, no appointments midday on Friday so that IV can visit local mosque” or “Ms. Selinskaya has relatives in your city and will have home hospitality with them on November 3. Her relatives live at 8 Main Street and can be reached at (555)123-4567.”</td>
<td>Timely <strong>updates</strong> on any obstacles you encounter (professional or social) and a willingness to seek out alternatives if the first few ways of approaching a given objective do not work out</td>
</tr>
<tr>
<td><strong>Firm program objectives</strong> and information on the source of specific suggestions (visitor, U.S. embassy abroad, previous program on similar subject ...), if known</td>
<td><strong>Enthusiasm</strong> and <strong>innovation</strong> as you develop programs, recognizing the importance of designing a unique program for each International Visitor</td>
</tr>
<tr>
<td>Immediate <strong>notification of changed objectives</strong> or special requests</td>
<td>A <strong>balanced, appropriately paced substantive professional program</strong> that meets specific objectives at an appropriate depth of coverage. For example, if you are the third stop for a university president, an introduction to the role of higher education in this country would no longer be appropriate, but you might schedule a professional appointment focusing on university consortia - brainstorm with national program agency</td>
</tr>
<tr>
<td>Information on <strong>avocational interests</strong>, including requests for home hospitality, guided sightseeing and other requests (e.g. “Mr. Ballaben is an avid baseball fan and would love to see a baseball game while in your community if possible.”)</td>
<td>Careful <strong>preparation of speakers</strong> who meet with International Visitors</td>
</tr>
<tr>
<td>Information on <strong>program objectives</strong> and themes in <strong>other cities</strong> in the itinerary, to avoid duplication and to help you understand where your city fits into the larger picture</td>
<td>Timely information on <strong>hotel or homestay hosts</strong> if CIV is responsible for accommodations</td>
</tr>
<tr>
<td><strong>Confirmed arrival and departure</strong> times and modes of travel, including immediate notification of any changes</td>
<td><strong>Cultural activities, including home hospitality</strong> which complement the professional program, e.g. a Chinese mayor might have dinner with a member of your city council</td>
</tr>
<tr>
<td>Information on <strong>hotel accommodations</strong>, if national program agency is responsible for booking, and <strong>updated rooming lists</strong> as available</td>
<td><strong>Complete, accurate, easy-to-read written program information waiting for the visitor and interpreter</strong> prior to their arrival at the hotel, and copies sent promptly to program agency</td>
</tr>
<tr>
<td><strong>Feedback</strong> on visitor’s sojourn in your community when available</td>
<td><strong>Evaluation</strong> of visitor’s sojourn in your community</td>
</tr>
</tbody>
</table>
International Visitor Intake
In some CIVs, the Program Coordinator handles the initial “intake” procedures. In other CIVs, whoever answers the phone, picks up the fax, or reads the email schedules the visitor on the calendar and begins the visitor file. Most CIVs have developed a program request or intake form for this purpose; a prototype can be found on the following page.

Under any circumstance, before you start working on that program, make sure you know and/or have discussed the following information with the national program agency.

★ Visitor's name, spelling, and how it is pronounced, country and professional title/institution

★ Visitor's language capability, including native language(s), second language(s) as well as knowledge of English

★ Confirmed, real dates of visit in your community (Was communication with Washington exploratory, seeking information for a proposal or is this visitor/group actually coming?)

★ Confirmed flight/hotel information as necessary. If your CIV is responsible for making reservations, does the visitor want a homestay or accommodations at a regular hotel, a budget hotel or a Bed and Breakfast?

★ Specific professional and cultural program objectives for your community, as well as an understanding of the overall goals and schedule for the rest of that visitor’s sojourn in the United States

★ Name of English Language Officer or interpreter

★ Transportation requirements (rental car, volunteer driver, mass transit, cabs?)

★ Special needs/requests, including home hospitality and/or homestay

★ Appropriate pacing for this visitor

★ Responsible national program agency staff names, office and home telephone numbers, as well as fax and email addresses

★ Budget restrictions if it is a group project (ground transportation via hired company, conference room rental, honoraria, etc.)

★ Visitor’s willingness to contribute to your community (i.e. making presentation at a local school, talking to business groups, meeting with a reporter)?

📚 The program you develop depends upon the information provided and your understanding of that information. When in doubt, ASK!
INTAKE FORM

IN-TAKE DATE: __________________________ ASSIGNED PROGRAMMER:______________________________
PROGRAM DATES: _________________________ BACK-UP PROGRAMMER: _________________________
SPONSORING AGENCY: State-IV State-OTHER USAID PRIVATE:______________________________
NUMBER OF PROGRAM DAYS:______________

Sending Agency:

<table>
<thead>
<tr>
<th>Program Officer:</th>
<th>Telephone:</th>
<th>Email:</th>
</tr>
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<tbody>
<tr>
<td>Back-up Contact:</td>
<td>Telephone:</td>
<td>Email:</td>
</tr>
<tr>
<td>Fax:</td>
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</table>

TOPIC:

<table>
<thead>
<tr>
<th>VISITOR(S)</th>
<th>COUNTRY INTERPRETER</th>
<th>ENGLISH LANGUAGE OFFICER/</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>3.</td>
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<tr>
<td>4.</td>
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</tbody>
</table>
(for groups, please attach participant list)

HOTEL: ___________________________
Hotel Contact Name/Phone: __________________________
Number of Singles:_________ Doubles:__________ Triples:__________ Quads:_________
Smoking Non-smoking Rate/Amenities: __________________________

CONFIRMATION NUMBER(S) ____________________________________________
Reservation made by: ____________________________

ARRIVAL
DAY/DATE: ___________________________  DEPARTURE
DAY/DATE: ___________________________
TIME: ___________________ a.m. p.m.  TIME: ___________________ a.m. p.m.
AIRLINE/FLIGHT NUMBER: ____________  AIRLINE/FLIGHT NUMBER: ____________
FROM: ____________________________  TO: __________________________

TRANSPORTATION: Public Rental Car Volunteer Driver/Telephone____________________ Hired
Company: _______________________ Telephone/Contact name____________________
SETTING UP THE PROGRAM

Once you have initial thematic guidelines, and have reviewed the biographic information and program objectives thoroughly, it is time to outline the visitor’s stay in your community. Good programmers read the local papers assiduously, they attend lectures on topics that are considered a community strength, they follow-up on news items heard on the radio and they accompany International Visitors to appointments for quality control as well as their own increased knowledge of local issues and resources.

PROFESSIONAL PROGRAM

RESEARCH RESOURCES
With the biographic information on the visitor and the detailed program themes received from the program agencies in hand, go through your computer database and/or resource file of newspaper clippings, promotional material, old programs, etc. Find what might be relevant to this visitor. Call local experts to brainstorm possible program ideas. Make sure suggested resource persons are still in your community, and if not, find out where they might be. Be creative, but avoid duplication with what may be covered in other cities on the visitor’s schedule. Two to four appointments should support each program theme, providing the visitor with an increasingly deeper understanding of the subject under discussion as well as the diversity of perspectives on it. Be innovative as to meeting format as well as to content; include panel discussions, public meetings and debates. An environmental engineer from Chile may learn more about an area’s environmental issues by touring a waste management facility with an environmental activist and a local official than by sitting in a series of conference rooms, meeting sequentially with the activist and the official.

IDENTIFY AND CONTACT SPEAKERS
A key goal of this program is to link International Visitors with their professional counterparts - that is, mayors with mayors; professors with professors, economists with economists, etc. However, finding those counterparts as well as other people with relevant expertise is only half the task - it is also important that your prospective speaker can communicate well with International Visitors. As you find speakers through reference materials, resource files and conversations with experts in the field, consider the resource person's professional level, communication skills and interest in foreign visitors. You can often judge this during a telephone conversation by how enthusiastic the resource person appears to be to your request. Make sure you can articulate the mutual benefits of a meeting for this resource person and the visitor (e.g., Why do you want this particular person to meet with this particular visitor and what will each person involved gain from this meeting?). Ask for additional suggestions of people to contact. Cultivate speakers who listen, discuss and question as well as talk. Ensure that your speakers include a diverse and accurate representation of your community. A sample work sheet and telephone script follows:
SAMPLE APPOINTMENT WORK SHEET

CONTACT: _____________________________________________________

TITLE: _________________________________________________________

COMPANY/ORGANIZATION: ___________________________________

NATURE OF BUSINESS: ________________________________________

ADDRESS: ___________________________________________________

____________________________________________________________________

PHONE: _________________________ extension: ________________

FAX: ___________________________ Email: _______________________

Date of Initial Call: ________

First-time resource? ______

Sent to Contact: ________________

Bio______________________________

Confirmation_____________________

State Dept. Info_________________

CIV Info________________________

Successful Meetings sheet ______

Country Profile_______________

Thank you note_______________

DATE OF MEETING: ______________ TIME_____________ a.m.  p.m.

PURPOSE OF MEETING: __________________________________________

LOCATION OF MEETING: _________________________________________

DIRECTIONS/ENTRY PROCEDURES: ________________________________

OTHER INFORMATION: _____________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________
SAMPLE SCRIPT FOR CONTACTING A NEW RESOURCE

Hello, is this Sally Lowen? I'm Peggy Programmer from the Besttown Council for International Visitors. I am looking for some information and assistance on a program I'm developing for a participant in the U.S. Department of State’s International Visitor Leadership Program - a foreign leader whose regional youth services agency is about to be privatized. She will be visiting Besttown to meet with her professional counterparts in the field of at-risk youth and to learn about seeking out alternative sources of funding for her agency. Is now a convenient time for you to talk?

(If the answer is yes, read on; if the answer is no, ask when might be a better time for you to get in touch with this person, or who they might suggest as a more relevant contact.)

Are you familiar with Besttown CIV? (if not, explain)

I'm organizing a three-day schedule for Ms. Soraya Suleiman who is currently the Regional Director of W. Bengal Youth Services in Calcutta, India. Ms. Suleiman is viewed as an effective administrator and her name has been mentioned as the next possible Minister of Youth Activities for all of India. Ms. Suleiman will be spending three weeks in the United States on a program sponsored by the U.S. Department of State, and will be in our community to explore corporate support for social service organizations. There was an article in last week’s newspaper concerning how your bank is helping some of our local organizations, and I thought you might be a good person to contact about what your bank is doing. Could you tell me a bit more about how your bank is helping these youth?

I understand that your bank is planning a merger with a multi-national bank that has ties to Asia. Do you expect this to affect your support of local programs? Because she will need to oversee the privatization of the 18 Youth Services Centers in her region, Ms. Suleiman is eager to learn as much as she can about alternative sources of support. I believe it would be very valuable for Ms. Suleiman to meet with you to learn how your bank decided to support community services and plans to assess the results of this support. Would you be willing to meet with Ms. Suleiman?

Ms. Suleiman will be here next Wednesday, Thursday and Friday. I have arranged for her to attend the Chamber of Commerce breakfast on Thursday morning, which I understand should end by 9:00 a.m. Would 9:30 Thursday morning work for you?

(Assuming the answer is yes) Could I verify the spelling of your name and your title? And the correct street address is ...? Are there any special entry procedures that Ms. Suleiman and her English Language Officer, Isabelle Interpreter, should know to gain access to your office? I have your phone number - if I could have your fax number, I'd be happy to fax you a confirmation letter, a copy of Ms. Suleiman's biographic information, and additional information on the State Department’s International Visitor Leadership Program and the work of our local council. Is there an email address for you?

I was also thinking of contacting XYZ Corporation, which was also mentioned in last week's article. Do you know of someone there who might be a good contact? Can you suggest other corporations or individuals in our town that would be appropriate for this visitor?

Thank you very much for your interest in sharing your expertise with this visitor. If you have any questions or additional suggestions, please call me. Again, my name is Peggy Programmer, I'm with the Besttown Council for International Visitors. I can be reached at 202/555-4321.
ENSURE BALANCE AND DIVERSITY

Visitors should be exposed to both high-tech, “state of the art” experiences as well as labor-intensive initiatives, which may be more relevant to their home situations. For example, the Chilean environmental engineer mentioned earlier might visit your community’s computerized recycling plant which is run by a private corporation, but he should also see the municipal waste management facility. Visitors should be exposed to both sides/multiple views of controversial issues. Again, that same environmental engineer would learn a great deal about the decision-making process by talking to environmental activists, land developers, chamber of commerce representatives and elected officials to hear varying perspectives on balancing environmental protection and economic development in a given community. If a visitor meets a Republican politician to explore a topic, make sure he/she also has the chance to discuss the same issue with a Democrat. Arrange meetings in different parts of town with people of different ages, genders, ethnic groups and socio-economic backgrounds.

PONDER THE PACE

Slow it down and consider the fatigue factor. If the visitor arrives late in the evening, schedule a later start for the next day; if the visitor is leaving early in the morning, the night before may not be the best night for home hospitality or a cultural event. Two to three professional activities each day are usually sufficient, but your program agency officer can advise you on what pace suits this visitor or group best. Keep in mind that interpretation takes additional time and the amount of time you schedule for appointments should reflect that fact. Estimate realistic travel time between appointments and take it into account as you set up the schedule. Remember International Visitors and their interpreters need time to eat. Working lunches and dinners do make use of limited time, but it is difficult to eat while interpreting and everyone needs some decompression time.

BUILD IN RECIPROCITY

Most International Visitors welcome the opportunity to “give back” and are willing to share their own expertise and/or culture with people in your community. Consider ways in which they can participate in your community - make classroom presentations, participate in a panel discussion or be interviewed by a local reporter. For example, if a university president comes to your community, he could be interviewed by a reporter from the school newspaper or address graduate students whose area of study fits his own professional background. Be creative!
Cultural Program

Cultural and social activities can and ought to complement the professional activities. A strong local program includes both.

CULTURAL EXPERIENCES
Make sure the visitor knows of the wonderful cultural activities available in your community, such as concerts, dramatic presentations, sporting events, museums, historical landmarks and unique events or sites. Include brochures and schedules in the welcome packets; provide complimentary tickets if possible. Let visitors know of opportunities to attend religious services. Be sure the visitor sees the “must sees” - those defining icons of your community. The “plug-ins” are those regularly scheduled activities (the State Fair, town meetings, community concerts, readings at the university bookstore) that the visitor can attend if there is free time.

HOME HOSPITALITY
Alumni of the International Visitor Leadership Program consistently report that they greatly value home hospitality as an opportunity to meet informally with people in their professional field as well as with other members of your community they might not otherwise meet. After consultation with the program agency, schedule an opportunity for the visitor to meet informally with members of your community. “Home hospitality” could be dinner or coffee and dessert at someone’s house, a potluck picnic at a local park, or a meal at a restaurant. The “host” could be one or several families, an individual or other community members who reflect the diverse religious, social, economic and cultural background of your community. Make sure your hosts know any dietary restrictions that the visitor may have. It is equally important to ensure that your visitor knows about his or her hosts. That knowledge (such as the number of children, the presence of pets, the professional background and hobbies and overseas travel) helps to “break the ice” between hosts and visitors. Home hospitality and homestays with your membership can become the most memorable moments of the national program if they are well organized and planned as an integral and complementary part of the whole professional program.

Some CIVs (usually in small or medium-sized communities) specialize in offering homestays as well as professional programming. A homestay is frequently the highlight of the visitor’s entire U.S. experience.
FREE TIME
Traveling around the country for three weeks, constantly meeting new people, adapting to new cities and accents can be stressful and tiring. International Visitors need **time to reflect upon their experiences and seek out new experiences on their own**. A visitor might like to use scheduled free time to arrange a second meeting with one of the scheduled contacts or with a colleague, or pursue the opportunity to meet again with a home hospitality family, or follow up on a newly developed interest. Free time is most useful **toward the end of the stay in your community**. By then, the visitor has begun to feel at home and has already met people with whom he or she might want to meet a second time or who could put him or her in touch with additional contacts.
COMMUNICATING INFORMATION

Congratulations! You have just put together a dynamic, coherent program that meets the thematic goals for your community, but there are still many details that require your attention.

WHAT THE VISITOR AND ACCOMPANYING INTERPRETER OR ENGLISH LANGUAGE OFFICER NEEDS TO KNOW

Welcome packets
A welcome packet is the visitor's personalized guidebook to your community. It is usually left at the hotel for the visitor to pick up upon arrival. CIVs are encouraged to meet each visitor who comes to the community. Each visitor must have his/her own packet - including English Language Officers and interpreters!

The packet must include the following:

★ Welcome letter (from the programmer or the CIV director)
★ Local Program – This is the detailed schedule of confirmed professional appointments, cultural activities and home hospitality. Emergency contact information must also be included.
★ Map of the community (walking map for International Visitors; driving map for English Language Officers who will be driving
★ Cultural attractions brochures
★ Mass transit information, as applicable
★ Historical and economic information on the mainstays of your community
★ Paragraph on safety in your community, if applicable

Ideally, the welcome packet should also include the following specialized lists to help familiarize the visitor with your community:

★ Places of worship
★ Restaurants nearby, representing a range of prices and cuisines
★ Medical facilities
★ Bookstores and post offices
★ Places to access computers/email
Local Program

The local program or **schedule of professional appointments, cultural activities and home hospitality** is the most important document you prepare for the visitor and the accompanying English Language Officer or interpreter. Without that information, the visitor cannot know what has been planned for his or her stay in your community. The **local program must be sent to the national program agency** as soon as it is ready so that the NPA agency can monitor the progress of their visitor’s entire experience in the United States.

Cover Page

CIVs must acknowledge U.S. Department of State sponsorship of the International Visitors Leadership Program on the program book cover. Please see a sample of eCIV program book cover on the next page.

In addition, the cover page of the schedule of appointments should include the name, address, and telephone number of the hotel or other accommodations, contact information for the transportation company or volunteer driver (if used), your name, your CIV's address and telephone and the home telephone number of the emergency contact.

The schedule of appointments should include details on **all scheduled events** with the following information:

- **Time of appointment**
- **Speaker's name, title, and professional affiliation** (of each speaker)
- **Complete address and phone number**, including zip and area codes, fax numbers and E-mail addresses for follow-up correspondence
- **Type of transportation and directions** to reach appointment and **approximate travel time needed** from starting place
- **Background information on the speaker and organization as well as purpose of meeting**

Please see sample appointment information following the sample eCIV program book cover.
Grassroots Democracy
11/14/2008 - 11/20/2008

Participants:
Ms. Soraya Suleiman
Mr. Joseba Alnabena-Burrinza

Mr. Ahmed Mader
Ms. Monia Ismail

Sponsored by the Office of International Visitors
Bureau of Educational and Cultural Affairs
U.S. Department of State
Program Officer: Ms. Rachel Jones

Administered by World Learning Visitor Exchange Program
Accompanied by the Department of State Language Officer:
Ms. Isabelle Interpreter

Local Program by the Besttown Council for International Visitors

Ms. Peggy Programmer
E-Mail: peggy@besttown.org
Office: 202/754-1234
Cell: 202/754-6789

In case of an emergency please contact:
David Director (123) 123-4567 (cell)

Hotel:
The Fine Hotel
820 East Street
Besttown, ST 12345
202/098-8765

Local Transportation:
Acme Coach Co.
202/ 123-4567
SAMPLE APPOINTMENT INFORMATION

9:30 a.m.
Ms. Sally Lowen
Vice President for External Relations

First Union Bank
123 Main Street
Besttown, STATE 12345
Telephone: (202) 123-4567 (extension 89)
Fax: (202) 123-7654
Email: slowen@firstunion.com

First Union Bank is the largest bank in Besttown and has become actively involved in supporting community charities, including funding after-school programs for at-risk children. In addition, First Union just announced a planned merger with National First Bank, a major international bank with ties in Asia and the Near East. Ms. Lowen has been asked to discuss the bank’s support of charitable activities with you, including the decision-making process used when considering support for programs geared towards at-risk youth. Ms. Lowen has been asked to spend an hour with you.

Travel information:
From the main entrance of your hotel, turn right onto East Street and walk seven blocks to Main Street. Turn left and cross to the other side of Main Street. First Union is on the corner of Main and East Streets. Allow 15 minutes walking time. Alternatively, you can take a taxi from your hotel. Please call a cab and arrange for a departure time of 9:15 am.

Remember, also, that schedules do change - flights get canceled, speakers get sick, new information becomes available and new appointments need to be scheduled. Speakers, visitors, English Language Officers or interpreters, local sponsors and national program agencies all need to be informed of whatever changes take place. In addition, if you find that you need to cancel an appointment with one of your resources due to visitor fatigue, change in schedule or miscommunication, and you are concerned that you may have jeopardized your CIV’s relationship with that resource, you can write a note of apology and/or ask the national program officer to write a note.

Make sure you keep a copy of the program in the visitor's file and annotate the database/resource file as necessary.
WHAT YOUR PROFESSIONAL RESOURCE NEEDS TO KNOW

The speakers who meet with your visitors may be people you have contacted directly, or perhaps you have worked through a central office at an organization which, in turn, has identified and contacted prospective speakers. The information that the speaker receives regarding your visitor can mean the difference between a productive appointment and a superficial visit.

Please ensure that your speakers have the following information:

★ **Biographic information** on the visitor as provided by national program agency
★ **Confirmed time/date of appointment in writing** (a sample is on the following page)
★ **Purpose of appointment** and special concerns the visitor may have on this topic
★ **Length of time visitor has** for this appointment (if applicable)
★ **Names of individuals accompanying the International Visitor** (i.e., English Language Officer or interpreter, or volunteers from your office)
★ **Country profile**, if requested/available
★ A request to provide a brief, **topical introduction** based on the purpose of the appointment
★ A request to **allow time for questions and discussion with the visitor**
★ **“Successful Meetings” briefing page** for first-time contacts
SAMPLE APPOINTMENT CONFIRMATION LETTER

TO: Ms. Sally Lowen  Fax: 202/123-6754
    Vice President for External Relations  Tel: 202/123-1234
    First Union Bank

FROM: Ms. Peggy Programmer  Fax: 202/765-4321
    Besttown Council for International Visitors  Tel: 202/754-1234

SUBJECT: Meeting with Ms. Soraya Suleiman, Regional Director, West Bengal State Youth Services, Calcutta, India

DATE: February 14, 2009

Thank you for agreeing to meet with Ms. Soraya Suleiman, Regional Director, West Bengal Youth Services, Calcutta, India on Friday, February 16, at 9:30 am at your office. She will be accompanied by Ms. Isabelle Interpreter, U.S. State Department English Language Officer. I have enclosed some biographic information on Ms. Suleiman for your background knowledge, a country profile of India, and additional information on the International Visitor Leadership Program and the work of the Besttown Council for International Visitors.

As I mentioned on the telephone, Ms. Suleiman is in the United States as a guest of the U.S. government, participating in the International Visitor Leadership Program of the U.S. Department of State. Participants in the International Visitor Leadership Program are selected by U.S. embassy staff abroad and are viewed as potential leaders in their respective countries and professional fields. Each year, the U.S. government invites approximately 4000 of these current or future leaders to the United States to meet with their professional counterparts and to share their own expertise with American citizens. Ms. Suleiman’s visit to this country is part of the U.S. effort to build strong bilateral relationships with Indian leaders. The Besttown Council for International Visitors is pleased to be involved in arranging her professional program and cultural activities in our community.

As you will note from the enclosed information, Ms. Suleiman heads a community-based program for at-risk children in Calcutta. Ms. Suleiman is in this country to explore programs for at-risk inner city children. In particular, she is interested in corporate support for such programs because her state-sponsored agencies will soon be privatized and she will need to find alternative income sources. She is looking forward to discussing the role of the banking industry in supporting community organizations.

Thank you once again for your interest in this international visitor. Should you have any questions or suggestions prior to the meeting on Friday, February 16 at 9:30 am, please do not hesitate to contact my colleague, Dennis Director, or me at the number listed above.
As you uncover new resources and contacts for your International Visitors, you may find it helpful to provide first-time contacts with a briefing page to help prepare them for meeting with International Visitors. A copy of that briefing page follows.

Remember that speakers are taking time out of their busy day to meet voluntarily with your International Visitors. They receive no pay for this service. A thank you note following the meeting lets them know that you appreciate their donation of time and information. Although it is helpful to write a generic thank you note, the ones that mean the most to people are those that focus on how the speaker has contributed to the success of this particular program. A sample thank you note appears below. In addition, some CIVs choose to recognize those speakers who have repeatedly met with visitors by presenting an award or other official acknowledgment at a special volunteer recognition event.

SAMPLE THANK YOU NOTE

February 20, 2007

Ms. Sally Lowen, Vice President for External Relations
First Union Bank
123 Main Street
Besttown, STATE 12345

Dear Ms. Lowen:

Thank you for taking the time to meet with Ms. Soraya Suleiman, Regional Director of West Bengal Youth Services in Calcutta, India, late last month. Ms. Suleiman thoroughly enjoyed meeting with you and particularly appreciated your insights regarding ways in which to approach the private sector in obtaining funds for her soon-to-be privatized agency. In addition, I hope that you found her observations regarding the current role of the private sector in supporting community programs to be of interest, given your own experience as a former Peace Corps Volunteer in Small Business Development in Pakistan.

Special thanks, as well, for suggesting to Ms. Suleiman that she contact Professor Robert Resource. She did meet with him on her last afternoon in town and I’m enclosing a copy of the article that appeared in the University’s newspaper as a result of that meeting. Note her comments about her meeting with you!

Thank you once again for meeting with this visitor and for enriching her U.S. experience as a participant in the U.S. Department of State’s International Visitor Leadership Program. I hope we have the opportunity to collaborate on future visitor programs.

Sincerely,

Peggy Programmer
Besttown Council for International Visitors

Enclosure
SUCCESSFUL MEETINGS WITH INTERNATIONAL VISITORS

Thank you for taking time to share your expertise with a participant in the U.S. Department of State’s International Visitor Leadership Program. In doing so, you have become part of the nationwide network of citizen diplomats who build important relationships through one-on-one contact with emerging leaders from other countries. These contacts lead to long-term understanding and cooperation between our nation and other countries. Just as you have been identified as a leader in your field, so too has the International Visitor you will be meeting shortly. This distinguished professional has been selected by U.S. embassy staff abroad to participate in the International Visitor Leadership Program to exchange ideas with his or her U.S. counterparts.

In order to maximize the limited amount of time that you have available to spend with this visitor, please review the following suggestions.

★ **Before the visitor arrives:** Familiarize yourself with the biographic information included in this packet to gain a sense of the professional responsibilities of your guest, as well as his or her main areas of interest. You can find additional information about your guest’s home country at [http://www.state.gov/misc/list/index.htm](http://www.state.gov/misc/list/index.htm).

★ **Upon Arrival:** In many other cultures, greetings and opening formalities are as important as the substantive discussion and set the tone for the meeting. Although you have limited time to spend with this visitor, don’t skip the pleasantries! You have had the chance to review his or her biographic background, but your visitor also needs a sense of your expertise, specific professional responsibilities, and areas of concern. Also, be sure to offer your guest coffee, tea, or water.

★ **Once the visitor is in your office:** The best meetings allow for spirited discussions and opportunities to share information. As a leader in his or her field, your guest is eager to share his or her knowledge and experiences as he/she is to learn from you. Leave time for questions, ask some of your own and consider who might be another good contact for this person. A simple handout or outline helps the visitor recall and organize the information you have provided.

★ **After the visitor leaves:** If you can, please call your local contact person to provide feedback on the appointment.

Once again, the U.S. government and the local organization responsible for developing this visitor’s professional program appreciate your interest in meeting this distinguished international visitor. Your interest and that of other volunteer citizen diplomats enables this program to provide valuable opportunities to build lasting and rewarding relationships between American professionals and their counterparts overseas. We trust the meeting will be mutually beneficial and lead to continued contact and collaboration. If you have any additional questions, concerns, or suggestions, please do not hesitate to contact the local organization responsible for arranging the professional program.
WHAT THE PROGRAM AGENCY NEEDS TO KNOW

Although you have had the responsibility of putting together the professional program in your community, the Washington-based national program agency is still accountable to the U.S. State Department for the entire program. As such, the national program agency needs the following information:

- Copy of schedule of appointments as soon as completed
- Information on changes/problems as soon as possible as they occur

Please send an electronic copy of the program to the State Department program officer, as well.

WHAT YOUR HOME HOSPITALITY HOSTS NEED TO KNOW

Each CIV has its own way of arranging “home hospitality” - an opportunity for visitors to get together with Americans informally. Some have a staff member or volunteer who handles all home hospitality requests. Other CIVs leave it to the person arranging the professional program to also arrange the complementary cultural activities, including home hospitality. No matter how your CIV handles the task, prospective hosts still need to know the following about their guests:

- Visitor’s name (including guidance on pronunciation)
- Home country, native language, other languages and English proficiency (Is there an English Language Officer or interpreter to be included?)
- Profession
- Dietary restrictions
- Dates of availability - When, during the visitor’s stay in the community, would he or she be available for home hospitality. Please keep professional and travel fatigue in mind and avoid scheduling home hospitality on travel days or when the visitor has had a long day of professional appointments.
- Once the host confirms, send printed confirmation, including hospitality date, time and place of pick-up as well as visitor’s hotel, address and telephone number. Include a copy of the visitor’s biographic information and a country profile, if available.

If your CIV asks home hospitality hosts to telephone the visitor at his/her hotel to reiterate the home hospitality invitation, please make sure to remind hosts to do so.

Your home hospitality hosts are also “resource people” for the International Visitor Leadership Program and, as such, appreciate being thanked and/or officially recognized for their contribution to the success of the program.
WHAT YOUR GROUND TRANSPORTATION PROVIDERS NEED TO KNOW

Although many English Language Officers (ELOs) and interpreters are willing to drive visitors in rental cars, they are not required to do so. Please clarify with national program agency staff whether an English Language Officer or an interpreter will be renting a car as it may have tremendous impact on location of accommodations and the scheduling of appointments.

Some CIVs have volunteer drivers who escort visitors to professional appointments and cultural activities. If your city is difficult to navigate or does not have readily available mass transit, this service facilitates professional programming by enabling visitors to get to their appointments easily. Volunteer drivers can be reimbursed for mileage according to federal guidelines, and the national program agencies can take care of those reimbursements. Please discuss this option with the national program officer prior to making the arrangements.

When arranging programs for groups, you may be asked to arrange transportation for the group to get to and from the airport as well as to and from their professional appointments. Please make sure you and the national program officer are clear about expectations and budget before you proceed with those arrangements. Once you contract with outside organizations to provide services, you need to manage costs in accordance with your agreement with the national program agency. Any deviation from the original budget should be carefully considered and discussed with the national program officer.

In either scenario - a volunteer driver accompanying a visitor or two, or a bus company providing transportation for a large group - your ground transportation providers need to know the following:

★ **Number of people traveling** - Include luggage. Assume 2-3 bags per person.
★ **Date, time, and specific travel details for arrival and departure** (airline, flight number and airport, if more than one in your community)
★ **Contact name** of the visitor(s) and one of the English Language Officers or interpreters, as well your office, home and emergency contact numbers.
★ **Hotel address and telephone number**
★ **Complete schedule of appointments** - Bus companies are familiar with moving large numbers of people from one place to another and can be helpful in providing information on how much time to allow in your schedule. With that advice, you will be able to tell your participants to meet in the hotel lobby at 8:15 a.m. to board the bus that will take them to their 9:00 a.m. appointment, for example.
★ **Specific transportation needs** - In some communities, you can save money by having the group get back to the hotel from the last appointment of the day without a rented bus. Members of the group can then return to the hotel at their own pace - via bookstores or area museums.
★ **Complete and verified directions** - Make sure that your driver and the visitor or English Language Officers or interpreters have a copy of all driving instructions. Directions can often be misplaced - consider the multiple copies your “insurance policy.”
ARE YOU ON TARGET?

A quality control checklist

ARE YOU “ON TARGET” PROFESSIONALLY?
IS THE PROFESSIONAL PROGRAM SUBSTANTIVE?

★ Is the visitor meeting with professional counterparts as well as others related to his/her professional field?
★ Do the speakers represent the cultural/ethnic diversity of the community?
★ Are the speakers prepared to leave time for discussion?
★ Do both the visitor and the speakers understand the reasons for their meetings and how those meetings relate to the program objectives?
★ Do the scheduled appointments build upon knowledge that the visitor has previously acquired?
★ Have you avoided repetition within the program in this community as well as with the national program?
★ Is there a balance of perspectives and experiences?
★ Do your meeting venues and formats vary?
★ Have you scheduled a reasonable number of appointments per day for this visitor?
★ Did you leave time for second meetings, reflection and serendipity?

ARE YOU “ON TARGET” CULTURALLY?
DO THE CULTURAL ACTIVITIES COMPLEMENT THE PROFESSIONAL APPOINTMENTS?

★ Are the community’s “must sees” included?
★ Have you scheduled home hospitality?
★ Have you been able to address the visitor’s avocational interests?
★ Have you provided information on “plug in” (optional) opportunities?
★ Does the visitor know about places of worship as well as bookstores and restaurants?
DO YOU “HIT THE MARK” FOR RECIPROCITY?

★ Have you asked the national program agency if this visitor would be willing to make a presentation?
★ Have you identified ways for the visitor to “give back,” to contribute to your community’s knowledge of the world in which we live?

ARE YOUR LOGISTICS “ON TARGET”?
ARE THE LOGISTICS CAREFULLY PLANNED?

★ Is your written program proofread for accuracy and is it at the hotel waiting for the visitor’s arrival?
★ Is the welcome packet complete with maps, brochures and other information?
★ Does the visitor and/or the English Language Officer or interpreter know who the emergency contact person is at your CIV?
★ Do your speakers have written information about the visitor and understand their role in the visitor’s program?
★ Does your written program provide complete title, institution name, address, phone, fax and email for each speaker?
★ Does your written program include information on the speaker, his or her organization and the relevance of both to the stated program objectives and themes?
★ Does your written program provide explicit and accurate directions on how the visitor is to get to each appointment and how much time should be allocated for transportation?
★ Do your host families have information on the visitor’s dietary restrictions?
★ Does your visitor know about his or her hosts?
★ Do your transportation providers have the necessary written information to plan appropriately?
★ Do both your transportation providers and the English Language Officer have written directions?
★ Have you sent electronic copies of the local program to the NPA and DoS program officers?
GROUP PROJECTS

Group projects proposals are designed and written by national program agency staff in response to a one or two page “concept paper” written by a State Department program officer. The concept papers describe the rationale for running a project on a specific topic, the targeted professions that will likely participate and the types of professional appointments and cultural experiences that would be appropriate. Proposals, submitted to the Office of International Visitors of the U.S. Department of State, are a written description of what is expected to happen during the course of the project. Proposals include project goals - that is, what the participants are expected to accomplish during their stay in this country - as well as a city-by-city outline of representative professional appointments and cultural experiences designed to achieve and meet those goals. All proposals must be firmly grounded in reality, not based on wishful thinking. In addition, proposals for some projects can include a request for additional funds which can help to make these reality-based program components happen. CIVs play an important role in the development of these proposals.

Different types of groups are handled in different ways. A brief description of these groups follows.

**Single Country Projects** - For a Single Country Project, a brief proposal is due at the State Department one month prior to the start of the project, although the process may have started several months earlier. The U.S. embassy abroad submits ideas for a specific project for a particular group to the Office of International Visitors at the State Department. After communicating back and forth between the State Department and the embassy, the Office of International Visitors assigns a national program agency to handle the project. The State Department program officer and the national program agency program officer outline project goals and discuss ways in which to meet those goals. Once the national program officer has a good understanding of State Department's expectations for a particular project, the national program agency will contact possible CIVs to ask whether they have the resources available to provide professional programming for a specific time. The CIVs and the national program agency will discuss the types of appointments that might be scheduled to satisfy specific themes and perhaps even the targeted institutions or individuals. The national program team then submits the proposal to State Department, who transmits the proposal to the embassy for approval and suggestions. The identified participants can also be asked to suggest modifications to the proposal in order to ensure that the project meets their own professional goals.

**Regional and Multi-Regional Group Projects - Assigned** Proposals for assigned Regional and Multi-Regional Projects are due at least 8-10 weeks prior to the beginning of the project. These projects are designed based upon a one or two page “concept paper” written by a State Department program officer and given to the national program agency. State Department and national program agency staff have several discussions about the project as ideas and concrete themes to satisfy the over-arching goals are developed. In addition, State Department and the national program agency staff will discuss possible communities to approach to address these themes and satisfy these goals. At that point, the CIVs are brought into the process.
With these types of proposals, a CIV can be reasonably assured that a group will actually visit its community. It is not unreasonable to begin to set the appointment-scheduling process in motion, even though you may not yet have confirmed numbers or names of participants.

**Regional and Multi-Regional Group Projects - Competed** The State Department may offer a proportion of its group projects for competitive bid. Like the assigned projects, these projects begin with a concept paper developed by the Office of International Visitors at the State Department. The concept paper is then distributed to core agencies or published in the *Federal Register*, so any qualified organization can bid on the project. However, to be as fair as possible in this competitive process, there is limited communication between the State Department and program agencies. National program agencies evaluate whether they have the expertise and the time to develop a credible proposal and then begin to contact CIVs based on their decision. *Sometimes CIVs might be contacted by more than one organization bidding on a proposal.*

Proposals for competed projects are often due 10-12 weeks or more prior to the project’s beginning date. The level of detail of the proposal is directly related to the size of the project and whether the project has been assigned by the State Department to a specific program agency or whether the project is “for bid,” that is, subject to the competitive bidding process. The quality and specificity of a CIV’s input into the proposal writing process helps determine the success or failure of a given proposal. There are several ways for CIVs to affect the outcome. Once contacted by a program agency...

- **Be responsive.** When a national program agency contacts your CIV for information, ask about deadlines. The timeliness of your response could determine whether your community is included in a proposal or not.

- **Be wise and be accurate.** Open and accurate communication is crucial in these situations. If you feel that your community would handle specific themes better than others for a given project, let the national program agency know. The information you provide directly affects whether or not a group will come to your community.

- **Think specifics.** To the extent possible, suggest possible speakers and organizations. Provide the national program agency with relevant background information on the organization and/or the proposed speaker so that the national program agency can adequately explain how this component fits into the overall project structure. If you are uncomfortable with specific names being written into the proposal, discuss your uneasiness with the national program officer so that you can work together to write a cogent description without compromising the CIV or its resources.

- **Think creatively.** Brainstorm ways in which you can address the proposed themes in unconventional ways. Because groups are more difficult to move, it is often easier, *but not always more effective*, to schedule appointments in a hotel conference room. Think of ways to get them out into your city or in the surrounding communities!
★ **Think culture.** Are there unique community or cultural events which might be taking place during the group’s proposed visit? Let the national program officer know that the town’s International Festival is that weekend, or that the local dinner theater will be staging “Our Town” during that time so that the information can be incorporated into the proposal!

★ **Think reciprocity!** What can this group do for your community? Are there schools the participants could visit to address language and/or geography classes? Do the participants represent opportunities for future linkages of any kind? What can you do to facilitate those linkages? Would your contacts benefit from a one-page guide to successful meetings (see example on the next page)?

★ **Think budget and logistics.** As you brainstorm ideas with the program officer, think through all the ramifications of these great ideas. If you have the ideal resource for a given group in your community, but know that you will need to rent a bus to take the group to an outlying location, NOW is the time to let the national program officer know. In addition to outlining program components, the national program agency needs to submit a budget for any additional funds that might be needed to implement a project. Enhancement funds are extremely limited, and your creativity in keeping costs contained can make a significant difference.

★ **Think of yourselves and your resources.** *Always* ascertain if the national program agency is writing a proposal for an assigned project or for bid. Determine if the agency is looking for information or committed to having group come to your community before beginning to set up appointments. Offer to draft a sample program for the project using your eCIV application, then send the electronic file to the NPA. In addition, it is helpful to ask the national program officer for a copy of the proposal pages that outline the program in your community prior to submission to the State Department, to ensure that you are comfortable with how the program in your community is described.

Together, CIVs and national program agencies can put together winning proposals where everyone benefits.
SUCCESSFUL MEETINGS WITH INTERNATIONAL VISITORS

Here are some suggestions for creating successful meetings with groups of international visitors.

**PREPARATIONS:**

- ★ Read the visitors' biographical information and the purpose of their visit to the United States and tailor your remarks to their needs and interests.
- ★ Be clear about the topic of the meeting and prepare your remarks in advance. You have been requested to speak on a specific topic and the visitors will be keen to hear what you have to say. Have concrete examples available to illustrate your points.
- ★ Make copies of any handouts and illustrations for all members of the group.
- ★ Have the meeting room ready at the appointed time and perhaps have some light refreshments available.
- ★ Have someone meet the visitors when they arrive and make certain that others in your organization (receptionists, colleagues) know about the meeting with the visitors.

**MEETING:**

- ★ Welcome your visitors in a way that expresses your pleasure in their visit and your interest in who they are and where they are from. Many visitors come from societies where the opening formalities are equally important as the substantive discussions. Let them know who you are and what your organization does.
- ★ Gauge the group's knowledge about the issues and then speak about things they have not already heard, or offer a different perspective on key issues.
- ★ Make the discussions two-way: allow approximately 1/3 to 1/2 of the scheduled time for visitor questions. Spread questions throughout the group so that no one monopolizes the meeting.

**FOLLOW UP:**

- ★ Send additional materials to the programming agency or the English Language Officer or interpreter at the group's hotel for distribution, or obtain a list of the visitors' email or home mailing addresses from the English Language officer.
- ★ Meet with any individuals with whom you share special common interests later in the day at the visitors' hotel.