

UNIVERSITY OF SOUTHERN CALIFORNIA
MINDS WITHOUT BORDERS:
INTERNATIONAL EXCHANGES AND PUBLIC DIPLOMACY

Instructor: Dr. Nancy Snow, Associate Professor, Cal State Fullerton
USC Annenberg Adjunct Professor of Communication
Senior Research Fellow, USC Center on Public Diplomacy

Phone: (714) 278-4302

E-mail: nsnow@usc.edu

COURSE DESCRIPTION

The vast and diverse field of international educational and cultural exchanges is examined through a variety of disciplines, including historical, cultural, economic, political, psychological, and other theoretical perspectives (intercultural and international). Special attention is paid to varieties of exchangees (sojourners, tourists, students, businesspeople) as well as to flagship sponsored educational and cultural exchange programs, including the Rhodes, Fulbright, International Visitors Leadership Program, Rotary International, IIE, CIES, and USAID programs.

COURSE OBJECTIVES AND GOALS

Upon completion of this course, students should:

1. Gain a better understanding of the relationship between public diplomacy and its most celebrated international and intercultural communication tracks--educational and cultural exchange.
2. Become more aware of current issues in the field of educational and cultural exchange, such as globalization, global competence, intercultural communication adaptation, learning and mediation, distance learning vs. face-to-face approaches, new technologies, as well as their impact on international education and their expression in public diplomacy management and training.
3. Have gained a heightened appreciation of the role of international exchanges in the conduct of nation image and foreign policy from the post-WWII era to the current war against international terrorism.

ABOUT YOUR INSTRUCTOR

From 1992-1994 Nancy Snow worked as an academic exchange and cultural affairs specialist in the Bureau of Educational and Cultural Affairs, Office of Academic Exchange Programs, U.S. Information Agency (USIA). She also served as liaison officer for the Bureau for Population, Refugees and Migration at the U.S. Department of State (DOS). Her USIA duties included acting as communications coordinator to raise the visibility of the prestigious Fulbright program. She was the Fulbright Program Desk Officer for Germany, Spain, and the Former Yugoslavia countries of Croatia, Slovenia, and Macedonia, responsible for academic exchange policy and formulating Fulbright program strategies with the Council on International Educational Exchange (CIEE) and the Institute of International Education (IIE). Her doctoral dissertation from The American University's School of International Service, *Fulbright Scholars as Cultural Mediators*, was judged fourth best dissertation in 1992 by the NCA Intercultural/International Communication Division.

COURSE REQUIREMENTS

SEMESTER PAPER (40%): Students will complete a 20-25 page semester paper that addresses public diplomacy in historical or comparative perspective in order to measure its goals and effectiveness and advance our understanding of how public diplomacy operates now as well as what it may hold for the future.

RESPONSE PAPERS (30%): Students will prepare and present 2-page weekly response papers that actively engage the readings and serve to develop research questions and critical perspectives.

COUNTRY REPORT AND PRESENTATION (30%): A diplomatic style briefing where you present information about the country you choose with a heavy focus on the international exchange practices in that country and how integrated such exchanges are to nation branding, image management, and foreign policy.

COURSE TEXTS

1. Gary Althen (1994). *Learning Across Cultures*, Washington, D.C.: NAFSA: Association of International Educators.
2. Stephen S. Bochner (1981). *The Mediating Person: Bridges between Cultures*, Cambridge, MA: Schenkman.
3. Anne Rogers Devereux and George Liston Seay (1986). *Minds without Borders: Educational & Cultural Exchange in the Twenty-First Century*. The Fulbright Fortieth Anniversary Washington Conference Proceedings. Washington, D.C.: United States Information Agency and the Woodrow Wilson Center.
4. Charles Frankel (1965). *The Neglected Aspect of Foreign Affairs: American educational and cultural policy abroad*. Washington, D.C.: Brookings Institution.
5. Nancy Snow (2006). *The Arrogance of American Power*, Lanham, MD: Rowman & Littlefield.
6. Nancy Snow (1992). Fulbright Scholars as Cultural Mediators. The American University.
7. Course readings (many posted on Blackboard)

COURSE READING SCHEDULE

PART I: THEORETICAL AND HISTORICAL APPROACHES TO INTERNATIONAL EXCHANGES

Week 1 – Exchanges in History: Culture and Foreign Policy Implications

- Liping Bu (1999). Educational Exchange and Cultural Diplomacy in the Cold War, *Journal of American Studies*, 33, 393-415.
- Charles Frankel (1965). *The Neglected Aspect of Foreign Affairs*. Select chapters.
- Annals of the American Academy of Political and Social Science (1976). Exchange of Persons: A Reassessment, 424. Select readings.
- Annals of the American Academy of Political and Social Science (1966). Americans Abroad, 368. Select readings.
- Robert E. Spiller (1966) American Studies Abroad: Culture and Foreign Policy, *Annals of the American Academy of Political and Social Science*, 366, 1-16.

- William Benton (1966) Education as an Instrument of American Foreign Policy, *Annals of the American Academy of Political and Social Science*, 366, 33-40.
- Douglass Cater (1959). *World Progress Through Educational Exchange: The Story of a Conference*, New York: Institute of International Education.
- John W. Bennett (1956). Cross-cultural Education Research and the Study of National Acculturation, in Joseph B. Casagrande and Thomas Gladwin (Eds.), *Some Uses of Anthropology: Theoretical and Applied*, Washington, D.C.: Anthropological Society of Washington, 1-22.
- Joseph Turner (1956). Faith in Educational Exchanges, *Science*, New Series, 124, 3225, 703.
- *Annals of the American Academy of Political and Social Science* (1954). America Through Foreign Eyes, 295. Select readings.
- Guy S. Métraux (1952). *Exchange of Persons: The Evolution of Cross-Cultural Education*. New York: Social Science Research Council.

Week 2 – Social Adaptation and Social Identification

One of the most recognized theories related to uprooting oneself from the familiar to the different is culture shock. We will address the characteristics of culture shock as well as social adaptation and social identification theories that impact the culture shock experience.

- Colleen Ward, Stephen Bochner, and Adrian Furnham (2001). *The Psychology of Culture Shock*, New York: Routledge. Select chapters.
- Stephen Bochner (2003). Culture shock due to contact with unfamiliar cultures. In W. J. Lonner, D. L. Dinnel, S. A. Hayes, & D. N. Sattler (Eds.), *Online Readings in Psychology and Culture* (Unit 8, Chapter 7), (<http://www.wvu.edu/~culture>), Center for Cross-Cultural Research, Western Washington University, Bellingham, Washington USA.
- D.S. Sandhu and B.R. Asrabadi (1994). Development of an Acculturative Stress Scale for International Students: preliminary findings, *Psychological Reports*, Aug; 75(1 Pt 2), 435-48.
- Adrian Furnham and Stephen Bochner (1986). *Culture Shock: Psychological reactions to unfamiliar environments*, New York: Routledge. Select chapters.

Week 3 – Culture Learning and Cultural Mediation

- Nancy Snow (1992). Fulbright Scholars as Cultural Mediators: An Exploratory Study. The American University doctoral dissertation. Select chapters.
- Stephen S. Bochner (1981). *The Mediating Person: Bridges between Cultures*, Cambridge, MA: Schenkman. Select chapters.
- Stephen S. Bochner (1973). *The Mediating Man: Cultural Interchange and Transnational Education*, Honolulu, Culture Learning Institute, East-West Center. Select chapters.
- Culture Learning, UN Resources <http://www.un.org/issues/inf/i-cult.html>.
- Herbert C. Kelman (1965). Social-Psychological Approaches to the Study of International Relations: Definition of Scope. In H.C. Kelman (Ed.), *International Behavior: A Social-Psychological Analysis*, New York: Holt, Rinehart and Winston, 3-39.
- Anita L. Mishler (1965). Personal Contact in International Exchanges. In H.C. Kelman (Ed.), *International Behavior: A Social-Psychological Analysis*, New York: Holt, Rinehart, and Winston, 550-561.

Weeks 4 & 5 – Intercultural and International Communication Theory

- Mitchell R. Hammer, Milton J. Bennett, & Richard Wiseman (2003). The Intercultural Development Inventory: A measure of intercultural sensitivity. In M. Paige (Guest Editor), *International Journal of Intercultural Relations*, 27, 421-443.
- J. Spencer-Rodgers and T. McGovern (2002). Attitudes toward the culturally different: the role of intercultural communication barriers, affective responses, consensual stereotypes, and perceived threat, *International Journal of Intercultural Relations*, 26, 6, November, 609-631.
- Thomas L Jacobson and Won Yang Jang (2001). Media, War, Peace and Global Civil Society. In W.B. Gudykunst and Bella Mody (Eds.), *Handbook of International and Intercultural Communication*, Newbury Park, CA: Sage.
- R.S. Zaharna (2000). Intercultural communication and international public relations: exploring parallels, *Communication Quarterly*, 48, 85-100.
- Milton J. Bennett (1993). Towards ethnorelativism: A developmental model of intercultural sensitivity. In R. M. Paige (Ed.), *Education for the intercultural experience* (pp. 21-71). Yarmouth: ME: Intercultural Press.
- Stevenson, Robert L. (1992). Defining International Communication as a Field, *Journalism Quarterly*, 69, 3, 543-553.
- Adrian Furnham (1988). The adjustment of sojourners. In Y. Y. Kim & W. B. Gudykunst (Eds.), *Cross-cultural adaptation: Current approaches* (pp. 42-62). Newbury Park, CA: Sage.
- Mitchell R. Hammer (1987). Behavioral dimensions of intercultural effectiveness: A replication and extension, *International Journal of Intercultural Relations*, 11, 1, 65-88.
- William B. Gudykunst (1983). Toward a typology of stranger-host relationships, *International Journal of Intercultural Relations*, 7, 401-13.
- Mitchell R. Hammer, William B. Gudykunst, and Richard L. Wiseman, R.L. (1978). Dimensions of intercultural effectiveness: An exploratory study. *International Journal of Intercultural Relations*, 2, 382-392.
- Ithiel Del Sola Pool (1965). Effects of cross-national contact on national and international images. In H.C. Kelman (Ed.), *International behavior: A social-psychological analysis*, New York: Holt, Rinhehart & Winston.

PART II: SPOTLIGHT ON RENOWNED EXCHANGE PROGRAMS

Week 6 – The International Gold Standard: The Rhodes Scholarship

Initiated after the death of Cecil Rhodes in 1902, the Rhodes is the oldest international fellowship. The grant covers tuition, fees, and maintenance costs for 2-3 years of graduate studies at Oxford University. Each year the Rhodes Scholar Program admits 32 US scholars, four from each of eight geographic regions. It is by far the most competitive international educational exchange fellowship. Senator J. William Fulbright received a Rhodes fellowship in the 1920s, which inspired him to create the government-sponsored Fulbright program in the 1940s.

- Priscilla Roberts (2006). World War I and Anglo-American relations: The Role of Philip Kerr and *The Round Table*, *The Round Table*, 95, 383, 113-139.
- Michael Schneider (2000). Others' Open Doors: How Other Nations Attract International Students. Implications for U.S. Educational Exchange. Washington, D.C.: U.S. Department of State. <http://exchanges.state.gov/iep/execsummary.pdf>

- Thomas J. Schaeper and Kathleen Schaeper (1998). *Cowboys into Gentlemen: Rhodes Scholars, Oxford, and the Creation of an American Elite*. Oxford/New York: Berghahn Books. Select Chapters.
- William F. Jasper (1995). Reviewing the Rhodes Legacy. *The New American*, 11, 4. http://www.thenewamerican.com/tna/1995/vo11no04/vo11no04_rhodes.htm

Weeks 7 & 8 – The American Standard: The Fulbright Scholarship

- U.S. Department of State (2006). “Fulbright Alumnus Awarded Nobel Peace Prize,” <http://exchanges.state.gov/news/2006/101306.htm>.
- Lubana Aziz (2004). International Scholar Exchange Programs: The Impact of Incomplete Images of Arabs and Americans – A Case Study of the Fulbright Exchange Program. University of Pittsburgh doctoral dissertation.
- Rob Ferguson (2002). Substance versus style in selling Brand USA, Knowledge Marketing Group newsletter. <http://www.knowledgemarketinggroup.com/newsletters/oct2002.htm>
- Richard T. Arndt and David Lee Rubin (1993), *The Fulbright Difference, 1948-1992*, New Brunswick, NJ: Transaction. From the Studies on Cultural Diplomacy and the Fulbright Experience series for Transaction.
- Leonard R. Sussman (1992) *The Culture of Freedom: The Small World of Fulbrighters*, Lanham, MD: Rowman & Littlefield.
- Ralph H. Vogel (1987). The Making of the Fulbright Program, *Annals of the American Academy of Political and Social Science*, 491, 11-21.
- Randall Bennett Woods (1987). Fulbright Internationalism, *Annals of the American Academy of Political and Social Science*, 491, 5, 22-35.
- Paul Seabury, A. Kenneth Pye, Mark Blitz, and James H. Billington (1987). A Symposium: What Future Directions for Academic Exchange? *Annals of the American Academy of Political and Social Science*, 491, 154-163.
- Richard D. Lambert (1987). Durable Academic Linkages Overseas: A National Agenda, *The Annals of the American Academy of Political and Social Science*, 491, 5, 140-153.
- Anne Rogers Devereux and George Liston Seay (1986). *Minds without Borders: Educational & Cultural Exchange in the Twenty-First Century*. The Fulbright Fortieth Anniversary Washington Conference Proceedings. Washington, D.C.: United States Information Agency and the Woodrow Wilson Center.
- J.W. Fulbright (1976). The most significant and important activity I have been privileged to engage in during my years in the Senate, *Annals of the American Academy of Political and Social Science*, 424, 1-5.
- Harold Mendelsohn and Frank E. Orenstein (1955). A Survey of Fulbright Award Recipients: Cross-cultural Education and Its Impact, *The Public Opinion Quarterly*, 19, 4, 401-407.

Week 9 – Exchanges and Diplomacy: NCIV and BDA

We take a closer look at two leading exchange organizations, the Sherry Mueller-led National Council for International Visitors (<http://www.nciv.org>) in Washington, D.C., and the Keith Reinhard-led Business for Diplomatic Action (www.businessfordiplomaticaction.org). Each organization is an example of what the third sector is doing to address issues of diplomacy and anti-Americanism in the context of international exchange.

- Sherry Mueller (2006). Professional Exchanges, Citizen Diplomacy, and Credibility. In William P. Kiehl (Ed.), *America's Dialogue with the World*, Washington, D.C.: Public Diplomacy Council, 59-70.
- Keith Reinhard (2004). Testimony before the House Subcommittee on National Security, Emerging Threats, and International Relations. Hearing on the 9/11 Commission Recommendations on Public Diplomacy: Defending Ideals and Defining the Message. http://www.businessfordiplomaticaction.org/action/written_testimony.pdf
- Sherry Mueller (2002). The Power of Citizen Diplomacy, *Foreign Service Journal*, special March issue devoted to cultural diplomacy.

Week 10 – Rotary Foundation and Youth Exchanges

The Rotary Foundation existence is steeped in promoting understanding and world peace through exchange of people (EOP) internationally. It places a high priority on youth exchanges. Rotary's mission is pro-cultural difference and pro-universality: "The most powerful force in the promotion of international understanding and peace is exposure to different cultures. The world becomes a smaller, friendlier place when we learn that all people — regardless of nationality — desire the same basic things: a safe, comfortable environment that allows for a rich and satisfying life for our children and ourselves. Youth Exchange provides thousands of young people with the opportunity to meet people from other lands and to experience their cultures. This plants the seeds for a lifetime of international understanding." We will examine the Rotary philosophy through its many exchange programs:

- Rotary Youth Exchanges (http://www.rotary.org/programs/youth_ex/rotarians/resources.html)
- The Open World program is an exchange program funded through a grant from DOS that Rotary manages. (http://www.rotary.org/programs/open_world/index.html)
- Ambassadorial Scholarships are for college and post graduate students. (http://www.rotary.org/foundation/educational/amb_scho/index.html)
- Group Study Exchanges (GSE) for young professionals are short term exchanges. (<http://www.rotary.org/foundation/educational/gse/index.html>)
- Grants for University Teachers information can be found at: (http://www.rotary.org/foundation/educational/un_teach/index.html)
- Mitchell R. Hammer, "Assessment of the Impact of the AFS Study Abroad Experience," AFS International, January 2005. <http://www.afs.org/AFSI/pdfs/assessment.pdf>
- Council on Standards for International Educational Travel (CSIET), "Youth Exchanges," <http://www.csiet.org:80/mc/page.do?sitePageId=2486>.

PART III: VARIETIES OF SOJOURNERS AND EXCHANGEES

Exchange of persons reaches beyond education of students to tourists, artists, missionaries, private citizens, international businesspeople, immigrants, and refugees. Here we widen our lens to learn more about what it means to sojourn, both voluntarily and involuntarily.

Week 11 – Assessing the Cross-Cultural Journey

- U.S. Department of State, Public Diplomacy Update, Office of Private Sector Outreach, Special Inaugural Edition (2006), October. <http://www.state.gov/documents/organization/74175.pdf>
- Just the Facts: International Military Education and Training (2006). Washington, D.C.: Latin American Working Group Education Fund and the Center for International Policy. <http://www.ciponline.org/facts/imet.htm>

- Hubert B. Van Hoof and Marja J. Verbeeten (2005). Wine Is for Drinking, Water Is for Washing: Student Opinions About International Exchange Programs, *Journal of Studies in International Education*, 3, 9, 42-61.
- National Arts Journalism Program of Columbia University, Arts International, and Center for Arts and Culture, *Arts and Minds: Cultural diplomacy amid Global Tensions*, 2003.
- Angene H. Wilson (1993). Conversation Partners: Helping Students Gain a Global Perspective through Cross-Cultural Experiences, *Theory into Practice*, 32, 1, 21-26.
- Philip G. Altbach (1991). Impact and Adjustment: Foreign Students in Comparative Perspective, *Higher Education*, 21, 3, 305-323.
- Joan H. Joshi (1976). International Exchange in the Arts, *The Annals of the American Academy of Political and Social Science*, 3, 424, 78-84.
- Annals of the American Academy of Political and Social Science (1966). The Peace Corps, 365.
- Frank Thompson, Jr. (1960). A Broader Cultural Emphasis for Democracy, *Educational Theatre Journal*, 12, 3, 212-217.

PART IV: MEASUREMENT AND MANAGEMENT OF EXCHANGES

Week 12 – Moving the Needle: International Exchanges and Attitudes and Opinions

According to Oskamp and Schultz (2004), “Although views about foreigners and other nations are typically developed without any direct contact with the attitude object, once formed, international attitudes are generally quite resistant to major changes, even through relevant personal experience (Tetlock, 1998). *Can exchanges improve attitudes between individuals and among groups?*”

- Shideh Hanassab (2006). Diversity, International Students, and Perceived Discrimination: Implications for Educators and Counselors, *Journal of Studies in International Education*, 10, 2, 157-172.
- Stuart Oskamp and P. Wesley Schultz (2004). *Attitudes and Opinions*. 3rd ed., Mahwah, NJ: Lawrence Erlbaum and Associates. Chapter 9: Communication of Attitudes and Opinions and Chapter 15: International Attitudes.
- Tetlock, P. E. (1998). Social psychology and world politics. In D.T. Gilbert, S.T. Fiske, & G. Lindzey (Eds.), *The Handbook of Social Psychology*, 4th ed., 2, 868-912, Boston: McGraw-Hill.
- Stangor, C., Jonas, K., Stroebe, W., & Hewstone, M. (1994). Influence of student exchange on national stereotypes, attitudes, and perceived group variability. *European Journal of Social Psychology*, 26, 663-675.
- Michael J. Flack (1976). Results and Effects of Study Abroad, *Annals AAPSS*, 424, 107-117.
- Howard P. Smith (1955). Do Intercultural Experiences Affect Attitudes? *Journal of Abnormal and Social Psychology*, 51, 469-477.
- Howard P. Smith (1957). The Effects of Intercultural Experiences—A Follow-up Investigation, *Journal of Abnormal and Social Psychology*, 54, 266-269.
- M. Brewster Smith (1955). Evaluation of Exchange of Persons, *International Social Science Bulletin*, 7, 387-397.
- Elmo C. Wilson and Frank Bonilla (1955). Evaluating Exchange of Persons Programs, *Public Opinion Quarterly*, 29, 20-30.

Week 13 – Managing Exchanges: Pitfalls, Legal and Economic Impacts since 9/11

We will examine the ups and downs of exchanges, and how the visa processes in the post-9/11 homeland security era have impacted exchange of persons to the United States and overseas. *To what*

extent has 9/11, the war on terror, and war in Iraq awakened or hindered better management of international educational and cultural exchanges?

- Fareed Zakaria, "Hassle and Humiliation," *Newsweek*, February 26, 2007, <http://www.msnbc.msn.com/id/17201007/site/newsweek/?from=rss>
- James Jay Carafano and Marlene M. Johnson (2007). Shaping a Visa Policy in the National Interest, special to the *Washington Post*, February 7.
- Sevan G. Terzian and Leigh Ann Osborne (2006). Postwar Era Precedents and the Ambivalent Quest for International Students at the University of Florida, *Journal of Studies in International Education*, 10-3, 286-306.
- Restoring U.S. Competitiveness (2006). Washington, D.C.: NAFSA: Association of International Educators. http://www.nafsa.org/ /Document/ /restoring_u.s.pdf
- James Ito-Adler (2003). On the Road from Rio: Valuing International Academic Exchange in Time of Peril, *Informativo*, Spring/Summer. http://www.laspau.harvard.edu/inform_spring_2003/conference_article.htm
- Marlene M. Johnson (2006). Toward a Foreign Student Strategy, *The Chronicle of Higher Education*, 52, 47, B16. http://www.nafsa.org/press_releases.sec/press_releases.pg/chronarticle06
- In America's Interest: Welcoming International Students (2003). Washington, D.C.: NAFSA. Report of the Strategic Task Force on International Student Access. http://www.nafsa.org/ /Document/ /in_america_s_interest.pdf
- Rea Alsop and Everett Egginton (2001). Major Obstacles and Best Practices in International Educational Exchanges. National Association of State Universities and Land-Grant Colleges. http://www.nasulgc.org/publications/Agriculture/CIP2001_obstacles_best_practices2.pdf
- Harlan Cleveland, Gerard J. Mangone, and John Clark Adams (1960). *The Overseas Americans*, New York: McGraw-Hill Book Company, Inc.

PART V: PUBLIC DIPLOMACY APPLICATIONS AND TRAINING

Week 14 – Exchanges in Policy and Practice

- Patricia Kushlis (2007). Connecting with the world's youth: priority or publicity stunt? Whirled View, http://whirledview.typepad.com/whirledview/2007/02/connecting_with.html#more.
- Transformational Diplomacy: Remarks by Secretary of State Condoleezza Rice, Georgetown University, January 18, 2006, http://www.unc.edu/depts/diplomat/item/2006/0103/rice/rice_georgetown.html
- Joseph S. Nye, Jr. (2006). Transformational Leadership and American Foreign Policy: A Preliminary Analysis, Center for Public Leadership Working Paper, Harvard University.
- Nancy Snow (2006). *The Arrogance of American Power: What U.S. Leaders Are Doing Wrong and Why It's Our Duty to Dissent*. Lanham, MD: Rowman & Littlefield. Select Chapters.
- Dialogue, Not Monologue: International Educational Exchange and Public Diplomacy (2005). The Heritage Foundation, November 16; MP3 streaming at <http://www.heritage.org/Press/Events/ev111605a.cfm>
- Delma Campbell (2005). International Education and the Impact of the 'War on Terrorism,' *Irish Studies in International Affairs*, 16, 127-154.
- Ned D. Strong (2003). A Reinvigorated Role for International Exchanges, *Informativo*, Spring/Summer. http://www.laspau.harvard.edu/inform_spring_2003/special_report.htm
- Patience A. Sowa (2002). How valuable are student exchange programs? *New Directions for Higher Education*, 117, 63-70.

- Exchange Programs and the National Interest (2000). Hearing before the Subcommittee on International Operations of the Committee on Foreign Relations, United States Senate, 106th Congress, September 14, 2000.
http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=106_senate_hearings&docid=f:69748.pdf
- Liping Bu (1999). Educational Exchange and Cultural Diplomacy in the Cold War, *Journal of American Studies*, 33, 393-415.
- Beverly Lindsay (1989). Integrating International Education and Public Diplomacy: Creative Partnerships or Ingenious Propaganda? *Comparative Education Review*, 33, 4, 423-436.
- John Spicer Nichols (1984). Wasting the Propaganda Dollar, *Foreign Policy*, 56, 129-140.

PART VI: STUDENT PRESENTATIONS

Week 15 – Country Reports

Week 16 – Paper Presentations

RESOURCE WEBSITES [Note: This is by no means an exhaustive list but a reference to the organizations we examine throughout the course. Part of our semester’s journey will be to update the online resources in educational and cultural exchange and publish this updated bibliography with the USC Center on Public Diplomacy.]

Alliance for International Educational and Cultural Exchange

<http://www.alliance-exchange.org/>

Business for Diplomatic Action

<http://www.businessfordiplomaticaction.org>

Council on International Educational Exchange (CIEE)

<http://www.ciee.org/>

Fulbright Association

<http://www.fulbright.org>

Fulbright Program

<http://www.fulbrightonline.org>

Fulbright-mtvU Fellowships

<http://www.mtvu.com/uconnect/fulbright/>

Institute of International Education (IIE)

<http://www.iie.org>

International Education Week

<http://iew.state.gov/index.htm>

LASPAU: Academic and Professional Programs for the Americas

<http://www.laspau.org>

Laureate International University Network

<http://www.laureate-inc.com>

Meridian International
<http://www.meridian.org>

Migration Policy Institute
<http://www.migrationpolicy.org>

NAFSA: Association of International Educators
<http://www.nafsa.org>

**NASULGC: National Association of State Universities and Land-Grant Institutions
Commission in International Programs, International Exchange Standing Committee**
http://www.nasulgc.org/comm_intprogs.htm

NCIV: National Council for International Visitors
<http://www.nciv.org>

Open Doors—Annual report on international educational exchange
<http://opendoors.iienetwork.org/>

Rhodes Scholarships
<http://www.rhodesscholar.org>

Rotary International
<http://www.rotary.org>

The Center for Global Education, LMU
<http://www.globaled.us>

**U.S. Department of State
Bureau of Educational and Cultural Affairs**
<http://www.exchanges.state.gov>

**U.S. Department of State
Bureau of Population, Refugees and Migration**
<http://www.state.gov/g/prm/>

Universitas 21
<http://www.universitas21.com>