



Life in the U.S. Lecture Series: ISS Employment Conference

Global Engagement Office
International Students and Scholars



Welcome and Housekeeping

- Hold questions until the end of each presentation. Keep them on topic to the presentation and not personal.
- Breaks / Restrooms
- Slides will be posted to [Life in the U.S. Lecture Series website](#)
- Evaluation will be sent to you this afternoon
- Additionally events in the [Life in the U.S Lecture Series](#)
 - Pro-tips from students
 - U.S. Politics
 - U.S. Social Norms
 - Banking and Credit



Let's Break the Ice!

Global Engagement Office
International Students and Scholars



Santa Clara University Employment Resources

- **Global Engagement Office International Students and Scholars**
 - Primary resource for immigration advising
 - Also available for general career guidance, advising on U.S. employment norms
- **Program Specific Career Advice**
 - Offer specialized workshops, web content, individual advising and feedback.
 - Undergraduate Students - [SCU Career Center](#)
 - Graduate Engineering - [SCU Career Center](#)
 - Graduate Business – [Grad Business Career Management](#)
 - ECP - [SCU Career Center](#), [Practicum / Placement Coordinators](#)
 - Law – [Office of Career Management](#)
- **Networking with Faculty, Staff and Students**
 - [Clubs and Organizations](#)
 - [Centers of Distinction](#)
 - [Maker Lab](#)
 - [Frugal Innovation Hub](#)



Lunchtime Barnyard

- During lunch we'd like to mix it up and have you spend time with new people.
- On the back of your name tag, there is a sticker that has a picture of an animal. Take a look, and then put your nametag back on.
- The challenge will be to find all other people that have the same animal as you.
- The catch is that you cannot talk or look at each other's cards. You can only make animal sounds.
- Once everyone has found their animal group, we will excuse everyone one group at time to get lunch.
- Your name tag lists the lunch you requested
 - TC (Turkey Croissant)
 - GM (grilled mushroom)
 - DR (dietary restriction, vegan meal)
- During lunch we'd like you to get to know each other, but also to talk about your employment experience and goals.



Student Panel

Global Engagement Office
International Students and Scholars



S.M.A.R.T. Goal Setting

Global Engagement Office
International Students and Scholars



Wrap-up and Next Steps

- Use the resources you've learned about today.
 - Set-up your handshake account.
 - Sign-up for email reminders, follow social media accounts
 - Resources offer workshops, web content, individual advising
- Attend an ISS workshop when the time is right
 - [CPT Workshop](#) (Winter or early Spring for Summer CPT)
 - [OPT Workshop](#) (The quarter before you graduate)
 - [STEM OPT Workshop](#) (3-4 months before your OPT EAD card expires)
 - [Life After F-1 Workshop](#) (attend the year you're graduating or after graduation)
- Get involved, make friends, attend campus events.
- Ask questions.
- Take it easy!



Final Q&A

Please keep questions and comments general in nature (not specific to your situation).



Employment Rules for F-1 Students

Global Engagement Office

International Students and Scholars



What you can expect:

- General introduction to employment rules for F-1 students
- Q & A Session
 - Save your questions to the end please!
 - And nothing personal!



Some context

- The U.S. feeling toward international students, international workers and international students working.
- The SCU international student profile.
- The current immigration climate and the possibility for reform.
- Unauthorized employment has serious consequences.
- A note about pay vs. “productive work”.
- SCU Recent Success Stories



Work Authorization for F-1 Students

GRADUATION



START OF
ACADEMIC
PROGRAM

AFTER 3
CONSECUTIVE
QUARTERS

AFTER
COMPLETION OF
DEGREE PROGRAM



On-Campus Employment

- **WHO** is eligible?
 - Any F-1 student who is properly maintaining his or her immigration status.
- **WHAT?!**
 - You do not need prior authorization from our office to work on campus (essentially). It does not need to be related to your studies.
- **WHEN** can I start?
 - Immediately (basically) up until the day you graduate (but not after).
- **WHERE** can I work?
 - Only on the SCU campus for SCU or a direct student service provider.
- **HOW** many hours can I work?
 - No more than 20 (really 19) hours per week during academic session. Up to 40 hours per week during breaks.



On-Campus Employment

● Good Examples

- Research / Teaching Assistant
- Student Assistant
- Library
- Dining Services
- Gym
- Bookstore

● Not Examples

- Uber, Tapingo, “contractor”
- Babysitting, dog walking, house cleaning etc
- Translating or editing papers for other students online
- Participating as a research subject, consultant, survey taker
- Working for outside companies doing temporary work on campus.
- Working from home or dorm room.



Off-Campus (Before Graduation)

- **Curricular Practical Training (CPT)**
- **Academically Integrated, part of a degree program.**
- **Must be enrolled in a credit bearing course that requires off-campus placement**
- **May or may not be able to get paid.**
- **Advanced authorization from our office is required.**
 - This involves an appointment and a new I-20 that shows your employer
- **Strictly limited, strictly controlled, strictly monitored.**
- **The laws change, so keep in touch!**
 - Workshops each term (and soon to be online)!



CPT (Curricular Practical Training)

- **WHO** is eligible?
 - Any F-1 student who is properly maintaining immigration status
 - AND who has properly completed a full academic year of studies
 - AND who is properly enrolled in a course that requires off-campus placement
 - AND who has received authorization from our office.
- **WHAT?!**
 - Yes, it's complex. Let's go over it again.



CPT (Curricular Practical Training)

● Good Examples

- Internships
- Externships
- Co-op
- Off-campus Capstone

● Not Examples

- Barista at Starbucks
- Uber driver / “contractor”
- Full time / permanent jobs



CPT (Curricular Practical Training)

- **WHEN** can I start?
 - Not for at least an academic year
 - AND not without our authorization (on your I-20).
- **WHERE** can I work?
 - Within commuting distance, generally at a job related to your degree.
- **HOW** many hours can I work?
 - No more than 20 hours per week during academic session.
 - Full time (40+ hours per week) during breaks.



Off-Campus (After Graduation)

- Optional Practical Training (OPT) and STEM OPT
- Before you graduate, you apply for an employment authorization card (we help).
- No job required to apply.
- 12 months of work (90 days to find a job)
- +17 months of work (30 days to find a job)
- Special considerations for STEM Students
- The laws change, so keep in touch!
 - Workshops every term (and soon to be online)!



OPT (Optional Practical Training)

- **WHO** is eligible?
 - Any F-1 student who has properly maintained immigration status
 - AND is set to graduate
 - AND has properly completed at least one full academic year of studies
 - AND has sought authorization from our office
 - AND has applied with USCIS for an EAD card.
- **WHAT?!**
 - Yes, it's complex. Let's go over it again.



OPT (Optional Practical Training)

- **WHEN** can I start?
 - Not until you apply, graduate and get your card in the mail.
- **WHERE** can I work?
 - Wherever you want – as long as the job is it is related to your field of study.
- **HOW** many hours can I work?
 - As much as you want (but try to strike a work-life balance).



OPT (Optional Practical Training)

● Good Examples

- Employment (full or part time) in a job related to your field of study.
- Internship / Externship

● What Happens If...

- I take more than 90 days to find a job?
- I use up all my OPT and want to stay in the U.S. ?

● Not Examples

- Barista at Starbucks
- Unpaid work
- Uber / “contractor”

● Other considerations

- Consulting / placement agencies
- Policies on work visa sponsorship
- Everify enrollment (if you're in a STEM field)



Notes and Discussion Points

- Rights and responsibilities
- American job search norms
- On campus resources
- Goals and future planning
- Timing considerations



Q&A

On-Campus Jobs for International Students

Student Employment Office, Department of
Human Resources



Student Employment Staff Members

Mariela Rodriguez,
HR Operations Supervisor

Grecia Escobar-Emery,
HR Operations Assistant

Benefits of Working On-campus

- Convenient
 - Location
 - Time Flexibility
- Network
 - Build out-of-class relations with faculty
 - Connect and interact with University Staff
- Experience
 - Research
 - Learn about workplace tasks and how the University works
- Organization
 - Time Management
 - Communication
 - Budgeting



Where to Apply for an On-campus Job

1) Log into Handshake



2) Click on “On-Campus Jobs”



Welcome to Handshake, Grecia.

[View Profile →](#)

Your tasks for today

Add important information to your profile so employers can find you

[+ Update organizations](#)

From Your Career Center: [On-Campus Jobs!](#) [Enter Here For Going Global](#) [English Teacher/Mentor](#)

Employment Process Once Hired for an On-campus Job

1. Supervisor will send the Student Employment Office a Student Employment Action Request (SEAR) Form, letting Human Resources know you have been hired.
2. The Student Employment Office will send the student employee an email with “New Hire” instructions.
3. New student employee will come to the Human Resources Office to complete new hire paperwork and I-9 verification.

Necessary Paperwork for New Hires who are International Students

Once at the Human Resources Office, new student employees will fill out the following:

- New Hire Data Sheet
- Form W-4 (tax form)
- Direct Deposit (optional)
- Wage Agreement Sheet
- Student Employment Agreement Sheet
- Form 8233 (for non-residents who qualify for the Tax Treaty only)

Necessary Documents for I-9 Verification

International students must bring the following documents for I-9 verification:

- Passport
- I-20
- I-94
- Social Security Card

Note: All documents must be originals.

Need a Social Security Number?

1. Find a job
2. Request that your potential employer give you a job offer letter or “letter of intent to hire” and bring this to ISS.
3. ISS will create a “Request Letter” requesting for the US government to create your SSN. It can take up to a week for ISS to create this letter.
4. When the letter is ready, you will be contacted by email to come in to pick it up.
5. Go to the Social Security website and fill out a form ONLINE and print the form.
6. It can take one to six weeks to get your social security card with your social security number on it.

If you need any assistance with this, please contact the Global Engagement Office.

Student Employee Work Schedules

- Student employees are eligible to work up to **nineteen (19) hours per week** during academic terms. Due to visa restrictions, it is critical that international students, in particular, adhere to the 19-hour rule while school is in session.
- During academic breaks, and over the summer, all student employees may work full time (40 hours).

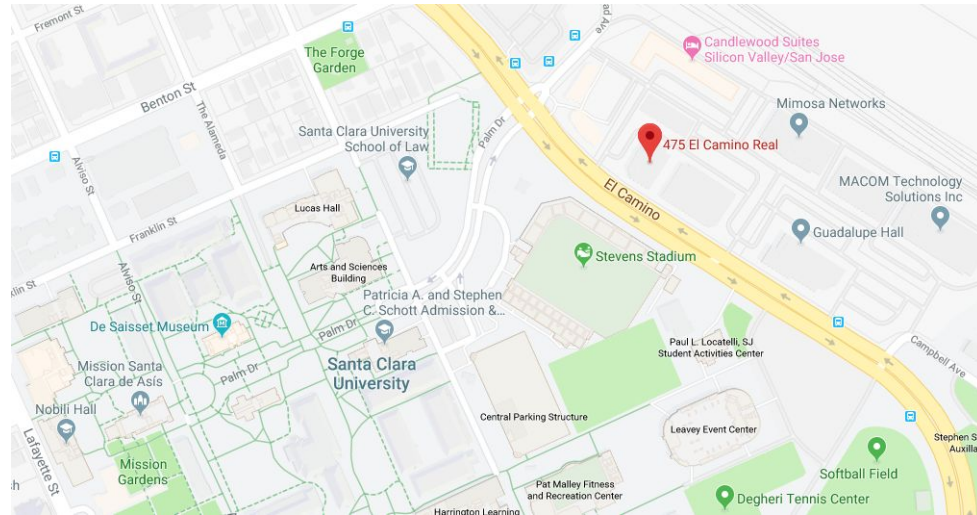
Things to Remember

- Sick Leave
 - Students can now accrue up to a maximum of 48 hours of sick time.
 - If you are sick during your scheduled hours, report sick time on your timesheet.
- Timesheets
 - Complete timesheets on a daily basis.
 - Look at timesheet schedule to see when timesheets are due. (You can download the timesheet schedule on the HR website.)

Contact Information

If you have any questions regarding student employment, please contact us at **studentemployment@scu.edu**.

HR Office Location



475 El Camino Real



CAREER CENTER

SANTA CLARA UNIVERSITY

ISS Employment Conference: The U.S. Resume & Recruitment Timeline

Amy L Peterson
Career Development Specialist
September 14, 2018

FROM
Possibilities
TO Purpose



Today's GOALS:

- ✓ Prepare a resume you can use for your on-campus job and/or internship search
- ✓ Find out what recruiters are looking for on a U.S. Resume
- ✓ Understand the U.S. recruiting process and timeline



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The Resume

Format and Content

U.S. vs. International Resume/Curriculum Vitae (CV)

U.S.	International CV
Concise	Detailed
Bullet points	Paragraph
Focused on accomplishments	Focus on work tasks and projects
Relevant experience only	All past experience, awards, publications, certifications, of academic & work
Limit 1 page	No limit
No personal data	Personal information desired

Recruiters spend

**20
seconds**

or less

reviewing a
resume



Needs to look good

- Clear
- Concise
- Consistent



Be Targeted

- 
- A red dart with a silver barrel and a red fletching is shown hitting the bullseye of a target. The target has concentric rings of black and white. The dart is positioned diagonally from the upper right towards the center. The text is overlaid on the target and the dart.
- **KNOW** what **YOU** want
 - **KNOW** what **THEY** want

- **Show RELEVANT EXPERIENCE**
- **Highlight RELEVANT SKILLS**

Results Oriented

- Stand out from others
- Accomplishment statements



Free of Errors



No Personal Information



- ❖ Reverse Chronological (within each section)
- ❖ Consistent

Joe Smith

100 Street Santa Clara, CA 95050 Ph: (555) 555-5555 email: ajay@gmail.com

- Name & Contact:
- Local address
 - Local phone
 - Email & LinkedIn

OBJECTIVE Software engineering position with technology company

Objective:
Concise &
targeted

EDUCATION **Santa Clara University**, Santa Clara, CA
Master of Science in Computer Engineering, June 2016
GPA: 3.53

- Education:
- School, location, degree, date
 - Coursework & projects

Honors and Awards: Silver medalist in Computer Science department competition 2014
Related Coursework: Wireless and Mobile Network, Web Service, Data structure, Operating System
Project: Developed an I-phone app for GPS and Time based Music Player

National Institute Of Technology, Warangal, India
Bachelor of Technology in Computer Science and Engineering, April 2012
GPA: 3.75

Technical Skills

Languages, C, C++, C#, C Objective, Java, Scheme, Assembly Language, MPI, Java Script, AJAX, HTML, CSS,
OS Platforms, Windows, Linux, Solaris.
Tools, Eclipse, Microsoft Visual Studio .net, Sql Server, Oracle 9i.
Development Platforms Android, iOS, Web Development in ASP.NET, UNIX tools, Emacs.

- Skills:
- Organized & relevant

RELATED EXPERIENCE

Dell India(R & D), Hyderabad Summer 2011
Internship

- Experience:
- Company, location, dates
 - Accomplishment statements

- Assisted in the development of a next generation corporate web portal
- Evaluated existing internal tracking tool and developed a new and improved tracking tool, e track for electronically recording documents.
- Co-developed business model and BPM server Biz-Talk for document tracking purposes.
- Managed the integration of key functions into new products with recent technology like ASP.NET

ADDITIONAL EXPERIENCE

Santa Clara University, Santa Clara, CA Fall 2011 -Present
Teaching Assistant and Grader

Top 10 Skills Employers Seek:

1. Leadership
2. Ability to work in a team
3. Communication skills (written)
4. Problem-solving skills
5. Strong work ethic
6. Analytical/quantitative skills
7. Technical skills
8. Communication skills (verbal)
9. Initiative
10. Computer skills

(National Association of Colleges and Employers)

Resume ATS Resource: www.jobscan.co

Accomplishment Statement Development:

C

- Think about the **CONTEXT**; problem or situation at hand

A

- State the **ACTION** and skills you used

R

- Emphasize **RESULTS** and quantify when possible



Hitachi, Philippines

May 20xx – January 20xx

Design Engineer

- Designed a perpendicular support system for the main steam, extraction steam, cooling water and condensate water system.



Hitachi, Philippines

May 20xx – January 20xx

Design Engineer

- Reduced the company's material expenses by designing an optimized and cost-effective axial and perpendicular support system for the main steam, extraction steam, cooling water and condensate water system.

Context

- Need for a cost-effective axial perpendicular support system

Action

- Designed the support system
- Used cost effective materials

Result

- Reduced company's expenses

Reduced the company's material expenses by designing an optimized and cost-effective axial and perpendicular support system for the main steam, extraction steam, cooling water and condensate water system.

Web Company, Sunnyvale, CA

200xx to present

Software Developer and Systems Administrator

- Work with and serve various customers



Web Company, Sunnyvale, CA

200xx to present

Software Developer and Systems Administrator

- Expanded customer base and services through strategic relationships

Context

- Working with customers

Action

- Understood who were the main customers and built strong relationships

Result

- Ended up expanding the customer base.

Expanded customer base and services through strategic relationships



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Recruitment

Timeline, Process, Strategy, & Resources

Recruiting Timelines by Industry

RECRUITMENT CYCLE

	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
Finance, Insurance & Consulting												
Technology, Science & Research												
Healthcare & Non-Profit												
Hospitality, Education & Government												
Media & Communication												

Source: Clark University Career Services
<https://www2.clarku.edu/offices/career/resources/company.cfm>

Sample Job/Intern Search Checklist:

Fall Quarter (First Quarter)

- Login to Handshake and complete your career profile.
- Explore the types of companies and opportunities available in the Bay Area
- Understand the U.S. job search and recruitment timeline/process. (Many companies recruit for summer interns during the fall and winter quarters, but part-time opportunities exist throughout year)
- Attend a Resume Writing & Career Fair Prep workshop.
- Attend the Career Fair
- Consider meeting with your Career Coach to strategize your job search, learn about networking, and refine your career goals.
- Attend a CPT workshop through ISS to understand your visa requirements

Winter Quarter (2nd Quarter)

- Attend the Career Fair and follow-up with potential employers
- Consider participating in the On-Campus Interview (OCI) program for off-campus employment
- Continue to seek and follow-up on opportunities through your network and online job boards
- Practice interviewing with Big Interview (via Job Prep Toolkit)

Spring Quarter (3rd or 4th Quarter)

- Be enrolled in your school's internship class (i.e. ENGR 288)
- Continue to follow-up with employers if you have not yet secured a position

Frequently Asked Job Search Questions:

- I'm just starting my masters, so what if I don't have the classes necessary to apply to the summer internships?
- What if none of my experience is in the area I'm interested in getting in to? Is it best to seek opportunities that fit with my past experience?
- How long does it take to get hired?
- How do I follow-up or should I follow-up?
- How many jobs should I apply for on a daily basis?
- I've applied to a lot of jobs and haven't heard back? Is there something wrong with my resume?

Resources to Get You Started

Handshake

- Postings for internships & recent graduates
- Events of interest or specific to your area of study
- Career Fair information

Job Prep Toolkit

- Resume, cover letter, and interviewing tips
- How to network / LinkedIn profile tips
- Best practices for communicating with recruiters

LinkedIn

- Postings
- Connections - those you know and those with similar professional interests
- Alumni tool - informational interviewing

MyVisaJobs.com

- Target companies who have sponsored candidates in the past



Career Services by Area of Study

The Career Center

Located in Benson Center | 408-554-4421

Serves ALL undergraduate students and graduate students in Schools of Engineering, Counseling Psychology, Education, & Pastoral Ministries

Leavey School of Business Career Management

Located in Lucas Hall | 408-554-3353

Serves graduate students within the School of Business, MBA, Business Analytics, Financial Analytics, Information Systems, and Supply Chain Management

School of Law Office of Career Management

Located in Charney Hall | 408-554-4350

Serves graduate students in the ?? School of Law





CAREER CENTER

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ISS Employment Conference:

Career Fair

Expectations and Strategy

Amy L Peterson

Career Development Specialist

September 14, 2018

FROM
Possibilities
TO Purpose

Agenda

- **Job Fair Preparation**
 - Employer Expectations
 - Doing Your Homework
 - Your Elevator Pitch
- Career Center Resources & Upcoming Events

Recruiter Expectations at the Fair

Visual

- Appropriate dress / How you present yourself
- Confidence / Enthusiasm / Energy
- Firm handshake

Are you prepared?

- Know what you'll say about yourself and what your looking for?
- What do you know about the organization? What is being offered?
- Are you able to connect your interest, experience, skills with the job?
- Is your resume clear, concise, free from typos and other errors?

Is this the person we are looking for?

- Is he/she a good fit with our team?
- Can he/she be counted on contributing to what we do?
- Why would I hire this person instead of someone else?



A Recruiter Does NOT Want to Hear...

- What does your company do?
- Do you have any openings for me?
- How much does it pay?



Exploring What's Offered

Do Your Homework

- Research and identify organizations and positions of interest
 - **Handshake**/ LinkedIn/Employer Websites
 - Download the Handshake App
- Prepare 1 or 2 targeted resumes
- Organize your materials
- Plan what to wear
- Develop and practice your elevator pitch



Prepare Your Elevator Pitch

In 60 seconds, address the following questions:

- Who are you?
- What have you done? Specific contributions you've made in your previous experiences and/or skills you bring (that they need) and make you unique.
- What is your interest in them? Do your research and tailor it to the organization.



Example Elevator Pitch

- ***“I’m Bucky Bronco, a sophomore, Psychology major. I’m a self-starter who is highly motivated in terms of learning how best to gain hands-on industry experience through internships while an undergrad at SCU. Having been first exposed to the high tech industry through an HR internship with Cisco I realize how much impact HR has on employee satisfaction and productivity. Because of this experience, I’m particularly interested in recruiting. I enjoy thinking about communicating a company’s brand, building relationships, and screening for fit. I’ve done a lot of this in my work as president of the Bronco Spirit club on campus.*”**



Your Turn

Write down your elevator pitch:

- Who are you?
- What have you done (what specific contributions have you made in your previous experiences)?
- What do you have to offer?
- What makes you an excellent candidate for the position you are interested in?



Have a Plan

- Bring your student id - There will be a check-in process at the door
- Know what employers you are going to visit and have a strategy (tables typically located in alphabetical order)
- Expect crowds and long lines so be patient
- Use the Handshake App to refresh yourself on the employer information
- Doors open at 4:00 p.m. Be an early bird



Employer Interaction

What happens when you approach a recruiter at a table?

- Smile, introduce yourself, shake hands
- Tell them about yourself and your interest in their position
- Offer them your resume
- Answer their questions and ask any of your own (prepare 3-4 in advance)
- Thank them for the chance to meet them and ask for a business card
- Be sure not to monopolize their time



Professional Dress

- Suit that fits properly (or dress pants/skirt with coordinated jacket, sweater, or cardigan)
- If skirt or dress, knee length or slightly longer
- Long sleeved collared shirt / Conservative tie (optional)
- Clean polished shoes and coordinated socks
- Polished, low-heel shoes
- Simple jewelry and make-up



After the Fair

- Immediately after each conversation, take brief notes on your interactions with employers; include your next steps
- E-mail a personal thank you note
 - Attach your resume so they have an electronic copy
- If you haven't heard back, forward the same e-mail 2-3 weeks later
 - Reiterate your interest and that you look forward to hearing back from them

Upcoming Career Fairs

A poster for the Fall Career Fair featuring a border of colorful autumn leaves (red, orange, yellow, green) on a light beige background.

FALL CAREER FAIR

WEDNESDAY SEPTEMBER 26, 2018
4:00PM - 7:00PM
MALLEY CENTER

CAREER CENTER
SANTA CLARA UNIVERSITY

A poster for the STEM Career Fair with a dark grey background. It features a teal silhouette of a human head in profile, facing right, with a yellow lightbulb inside containing a pink brain.

STEM CAREER FAIR

10/17/18
Locatelli 4-7pm

CAREER CENTER
SANTA CLARA UNIVERSITY

A poster with a pink-to-white gradient background.

RESUME & CAREER FAIR PREP LAB

Labs

September 20th
10:30am-12pm
Sobrato Commons

September 24th
3:30-5pm
Benson, Parlors
B&C

Career Services by Area of Study

The Career Center

Located in Benson Center | 408-554-4421

Serves ALL undergraduate students and graduate students in Schools of Engineering, Counseling Psychology, Education, & Pastoral Ministries

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Serves graduate students in the ?? School of Law



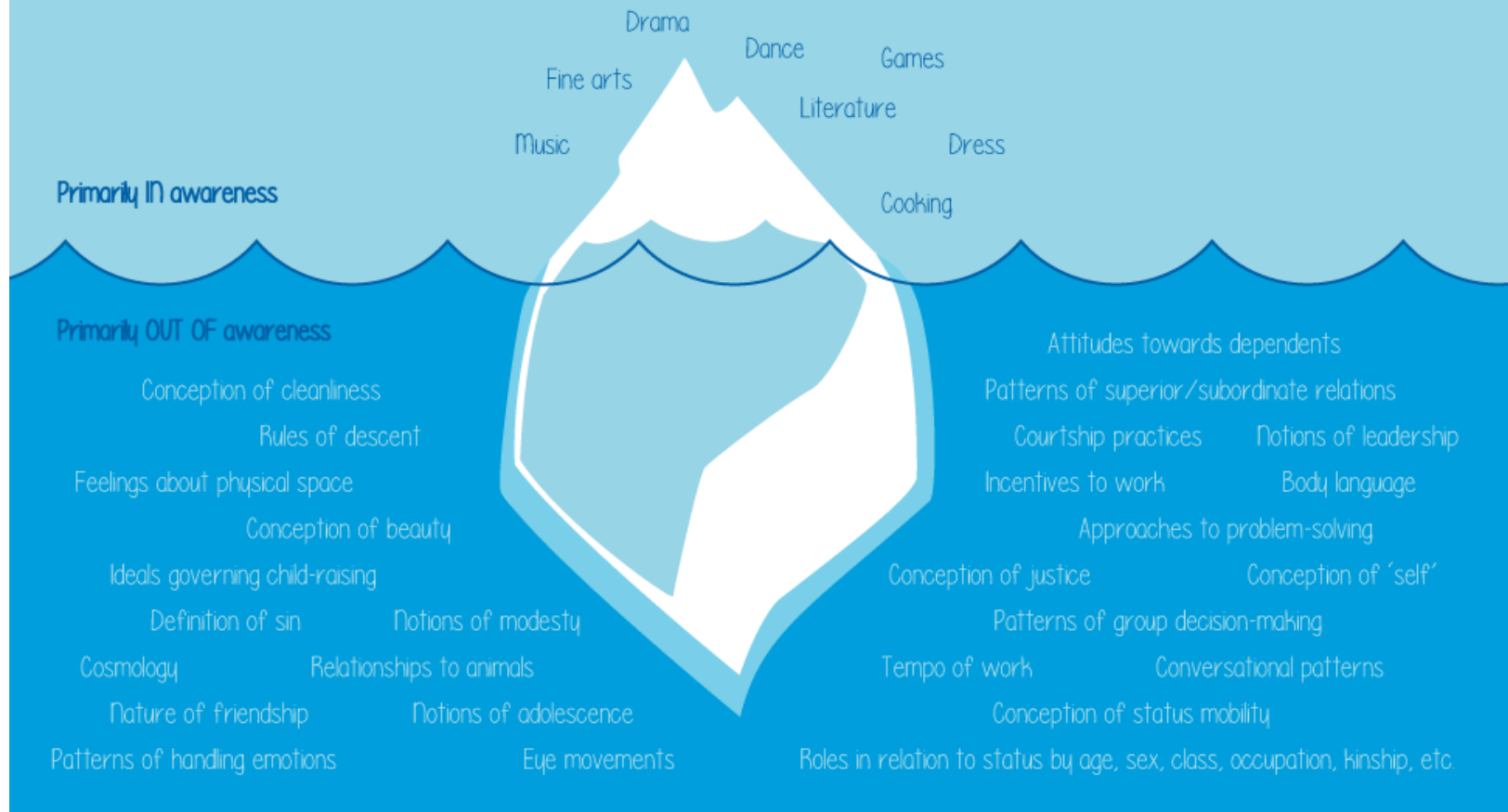


U.S. Work Culture

Global Engagement Office
International Students and Scholars



The Iceberg Concept of Culture





American Culture and Silicon Valley

- There is no one “American culture”
- Cultural norms and expectations vary by location, and by work place
- The bay area is one of the most diverse places in the U.S. and has the highest rate of immigration in the U.S.
- Companies in this area typically have global workforce, and this is especially true in most engineering and technology organizations.



American Values Define Our Work Culture

- *Independence and Self-Determination*
 - Americans believe in self-improvement, and the power to change their life.
 - Individual contributions, novel ideas are valued
 - Achievement Oriented
 - Competitiveness
- *All people are “created equal”*
 - Americans do not often show of deference to people in authority.
 - Formal titles, such as "sir" and "madam" are seldom used between adults.
 - It is considered unacceptable to treat people differently based on their identity or personal traits



American Values Define Our Work Culture

- ***Direct & Assertive Communication***
 - Speak up, express your opinions
 - It's okay to disagree
 - This often comes off as rude
- ***Time is Money***
 - Time is a commodity -- you can waste it the same way you can waste water or food
 - It may reflect poorly if you are late to an agreed upon appointment.
- ***Forward Looking, Always Moving***
 - Change is associated with innovation, progress, improvement.
 - Holding on to traditions can be considered negative and imply old and outdated ways.



Physical Space, Persistence and Social Interactions

● Physical Space

- Smiling
- Firm handshakes
- The American "bubble" (2-3 ft)

● Persistence

- Timelines are generally followed
- You do not need to regularly follow-up
- Being too persistent can be considered rude or even scary

● Social Interactions

- Idioms
- Informal, Casual
- Surface Level
- Americans generally make friends easily, open to new friends and people



Q&A

Please keep questions and comments general in nature (not specific to your situation).



Sources, Further Reading

- https://www.afsusa.org/educators/blog/article/?article_id=8261
- https://www.youtube.com/watch?v=a9Z83I_g4Hw
- <http://www.internationalstudentguidetotheusa.com/articles/culture.html>
- https://www.internationalstudent.com/study_usa/way-of-life/american-culture/
- <https://www.internations.org/usa-expats/guide/29456-jobs-business/us-business-culture-16263>

S.M.A.R.T. Goals

A dark blue diagonal gradient bar that starts from the bottom left corner and extends towards the top right corner, covering the lower half of the slide.

Specific

- Goals should be clearly written and define what you are going to do.
- Specific goals are the “what”, “why”, and “how” of your goal setting process.

Measurable

- Goals should be measurable so that you have tangible evidence that you have accomplished the goal.
- Usually, the entire goal statement is the measure for the goal itself, but there can be several short term or smaller measurements built into the goal.

Achievable

- Goals should be achievable; they should stretch you slightly so that you feel challenged, but defined well enough so that you can practically complete them.
- You must possess the appropriate knowledge, skills, and abilities needed to achieve the goal.

Results Focused

- Goals should measure outcomes, not activities.
- While the steps and activities necessary to accomplish a goal are important they should not overshadow the goal itself.

Time Bound

- Goals should be linked to a time frame that creates a practical sense of urgency, or results in tension between the current reality and the vision of the goal.
- Without such tension, the goal is unlikely to produce a relevant outcome.
- Time frames should also be practical in the sense that they must give enough time to accomplish the goal.

Example

- By November 1st, 2018 build and put into use a new cage for the zoo's monkeys, using steel frames and 20 cm glass, so that zoo patrons cannot reach into the cage and bother the zoo's monkeys.