

A large group of people, mostly young adults, are gathered in a modern building atrium. They are standing in a loose circle, some holding small plates or cups, suggesting a social or networking event. The space is bright with large windows on the right side, and the floor is light-colored. In the bottom left corner, there is a table with food. The overall atmosphere is professional yet relaxed.

# Immigration and Integration

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# ISSS SERVICES AT A GLANCE



## Internal Immigration requests processing

I-20s/ DS-2019s; CPT/OPT work authorizations  
Reduced Course Load / Transfer out requests/ Program Extension/ Travel signature, etc.  
SSN/ Invitation Letters for Students/Status Verification Letters / Certification Letter for ITIN



## Immigration Petitions to USCIS

H-1B  
E-3  
PR  
O-1



## Advising

Appointment advising: usually 10-12 am  
Walk in advising: 1-4 pm  
Students can see their assigned ISSS advisor on iPenn home page



## Integration Strategic Initiatives

Forerunner  
Intercultural Leadership Program  
Penn World Scholars  
IPOG, BISIG, ISAB, ISTAR and PARTS  
Graduation Reception/New Student Orientation, etc.

# INTEGRATION 101





# Resolving Differences



# Resolving Differences`

- **Why is it important to solve intercultural challenges in a structured, holistic way?**
  - Often when we are facing cultural dilemmas, we lose our perspective of the bigger picture and of potential avenues to aid us in establishing how to move forward in a relationship or situation
  - Rarely is a dilemma purely a cultural one. Other factors like personalities, histories, and the general environment affect a situation, so we need to take these into consideration.



# Resolving Differences: 360 Degree View

## Look BETWEEN

What role could CULTURES be playing?

How may the COMMUNICATION between the two of you be impacting the situation?

## Look WITHIN

What are the VALUES that could be driving each of you – which are aligned and which seem to be in conflict?

What are the likely GOALS and EXPECTATIONS each of you have?

## Look BEHIND

What PRESSURES and MOTIVATIONS could be influencing each of you? What is the impact of this?

What is the HISTORY of your interactions?



# Resolving Differences`

- **Key Learnings...**

- Taking a structured approach in complex intercultural situations can help prevent us from spinning around a situation or getting stuck in analysis paralysis
- By looking at other factors in a situation (e.g., history, a clues) we can generate more effective solutions that may not otherwise be obvious
- Keeping a balanced focus on potential barriers (e.g., communication styles, history of problem encounters) and potential enablers (e.g., shared values, common acquaintances you both trust) is important to find well rounded solutions for moving forward.





# Communicating Effectively



# Cultural Dimensions

## TIME SPAN-PAST ORIENTATION

- \* Key Variables: Appreciation for Tradition, Past Results, Past Achievements
- \* They value tradition
- \* Changing things for the sake of changing things seem unnecessary

## TIME SPAN-FUTURE ORIENTATION

- \* Key Variables: Company Vision, Change = Improvement
- \* They are motivated by new solutions, progress and changes



# Cultural Dimensions

## HIGH POWER DISTANCE

- \* Key Variables: Respect for Status, Consult Superiors, Direct Orders
- \* They respond to authority and are more willing to listen to someone with power

## LOW POWER DISTANCE

- \* Key Variables: Empowerment, Encourage and Inspire, Taking Initiative
- \* They are put off by hierarchy
- \* They feel people contribute their best when they are treated equally



# Cultural Dimensions

## DIRECT COMMUNICATION

- \* Key Variables: Hard Information, Clear Statements
- \* They respond well to clear precise statements and mistrust “fluffy” language

## INDIRECT COMMUNICATION

- \* Key Variables: Body Language, Statement Phrasing and Choice of Words, Hints and Suggestions
- \* They respond well to diplomatic language. Direct statements seem offensive



# Cultural Dimensions

## RELATIONSHIP FOCUSED

- \* Key Variables: Familiarity, Relationship Building, The Other's Identity
- \* They prefer to get to know people before they get down to business

## TASK FOCUSED

- \* Key Variables: Practicality, Goals and Objectives
- \* They work best if they focus on the project at hand without distractions



# Cultural Strategies: Communication

## DEALING WITH INDIRECT COMMUNICATION STYLES

- \* Pay extra attention to the way you phrase your requests or statements---directness may be interpreted as being abrupt or even rude
- \* Decipher the meaning of the nonverbal communication (body language, pauses, intonation)
- \* Choose a private not a public moment when you need to disagree or criticize

## DEALING WITH DIRECT COMMUNICATION STYLES

- \* Pay extra attention to hard information you are delivering and less to phrasing and style---hard information is what your audience is listening for
- \* Do not always wait for a private moment when you need to disagree or criticize
- \* Make very clear proposals---hints and suggestions may be missed



# Cultural Strategies: Communication (continued)

## DEALING WITH INDIRECT COMMUNICATION STYLES

- \* Deliver your message partly by hints and suggestions, not by final sounding statements
- \* Find an indirect way to communicate disagreement ("Shall we look at this later?" instead of "We could never agree to this") but check for reactions in body language and tone

## DEALING WITH DIRECT COMMUNICATION STYLES

- \* Find a direct way of to communicate disagreement ("I'm very sorry but we don't agree" will be more effective than "Shall we look at this later?" unless you want to resolve it later.
- \* Do not leave much room for interpretation in what you are saying --- vague, open statements may be considered confusing and unhelpful



# Cultural Strategies: Communication (continued)

## DEALING WITH INDIRECT COMMUNICATION STYLES

- \* Leave room for interpretation in what you are saying, and expect to interpret what is said to you
- \* Use private meetings to get extra information
- \* Do not deliver uncomfortable facts openly

## DEALING WITH DIRECT COMMUNICATION STYLES

- \* Rely more on public meetings to get key information
- \* Do not bury uncomfortable facts --- honesty will be appreciated more than diplomacy



# Cultural Strategies: Power Distance

## HIGH POWER DISTANCE

- \* Show respect for people with higher status
- \* Make sure that you understand the chain of authority and its implications
- \* Accept that employees may like strong supervision and feel comfortable with a directive, persuasive supervisor

## LOW POWER DISTANCE

- \* Make sure your staff feel empowered, if you want to get the best performance out of them
- \* Avoid close supervision --- it is likely to be counterproductive and seen as offensive



# Cultural Strategies: Power Distance (continued)

## HIGH POWER DISTANCE

- \* Do not put the employees in a position where they have to disagree with their managers
- \* Do not expect your being available to build your authority --- your staff will respect you even if you are distant
- \* Do not try to mix informally with your superiors unless the idea comes from them

## LOW POWER DISTANCE

- \* Focus on encouraging or inspiring your staff, not controlling or instructing them
- \* Make yourself available to your staff more often and share some informal occasions with them



# Cultural Strategies: Power Distance (continued)

## HIGH POWER DISTANCE

- \* Actively encourage your staff to take the initiative if you do not want them to follow your lead closely
- \* Consult your superiors before taking the initiative yourself
- \* Be ready to give direct orders to get things done

## LOW POWER DISTANCE

- \* Do not always wait for orders or authority to act --- others may be waiting for you to take the initiative
- \* Do not expect automatic respect and obedience
- \* Find out how much authority you have – an exercise it fully



# Cultural Strategies: Time Spans

## PAST ORIENTED

- \* Show your appreciation for tradition
- \* Use your arguments and examples based on past results and achievements
- \* Use established (not new) concepts and terminology where possible

## FUTURE ORIENTED

- \* Try to demonstrate how your activities fit into the overall vision for the future
- \* Consider the positive aspects of change
- \* Look for opportunities to make improvements through change
- \* use more references to the future (aims, vision, direction) when trying to persuade people



# Cultural Strategies: Time Spans (continued)

## PAST ORIENTED

- \* Make sure you show appreciation for their experience
- \* Look into their history --- it will help you understand them and they will welcome your historical knowledge

## FUTURE ORIENTED

- \* Give them your personal view of the future
- \* Use new concepts and terminology --- not established ones --- where possible
- \* Pay at least as much attention to positive future scenarios as negative ones



# Cultural Strategies: Tasks

## RELATIONSHIP ORIENTED

- \* Make relationship building one of your key tasks
- \* Give time getting to know your partners
- \* Do not wait to get to know your partners through cooperation, get to know them beforehand

## TASK ORIENTED

- \* Try to use the practical work as a way of getting to know your partners
- \* Be ready to make agreements before you are fully familiar with the partners
- \* Remember that achievement of your joint objectives may be the best way to build relationships



# Cultural Strategies: Tasks (continued)

## RELATIONSHIP ORIENTED

- \* Do not let deadlines and other pressures endanger the relationship
- \* Remember that your partners may judge a project to be a success if your relationship is strengthened at the end, even if some deadlines and milestones were missed
- \* Allow time for small talk

## TASK ORIENTED

- \* Your partners may not calculate time for socializing into the plans
- \* Remember that your partner may believe that not discussing personal matters shows greater respect
- \* To find more about your partner, you will have to sensitively and actively ask questions



# Cultural Strategies: Tasks (continued)

## RELATIONSHIP ORIENTED

- \* Give away some personal information --- even if it does not seem relevant to your work
- \* When discussing business, remember that your partner is paying attention to the kind of person you seem to be --- not just to the subject you are discussing

## TASK ORIENTED

- \* Offer objective views as well as personal opinions
- \* Be clear about the mutual advantage in the partnership --- it will be the whole basis of the relationship in the mind of your partner



# IMMIGRATION 101



# OVERVIEW



## Agencies

Agencies  
SEVIS system



## Key concepts

Visa  
Status  
Documents



## Categories

F-1 students  
J-1 visitors  
H-1B and more



## Services

Document Processing  
Work Authorization  
Advising, etc.



## GOVERNMENT AGENCIES

### Department of Homeland Security (DHS)

- 3 DHS Bureaus share immigration authority
  - **USCIS:** U.S. Citizenship and Immigration Services
  - **ICE:** Bureau of Immigration and Customs Enforcement
    - SEVIS - Student and Exchange Visitors Information System
  - **CBP:** Bureau of Customs and Border Protection

### Department of State (DOS)

- Consulates/Embassies
- Visas
- J Exchange Program

### Department of Labor (DOL)

- PERM
- LCA
- Prevailing Wages

### Social Security Administration (SSA)

- SSN

### Division of Motor and Vehicle (DMV)

- Driver License
- ID card



# SEVIS SYSTEM

- SEVIS (the Student and Exchange Visitor Information System) is the Department of Homeland Security's (DHS) Web-based system for maintaining information on international students and exchange visitors in the United States.
- Only SEVP-certified schools can sponsor F and J.



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## Visa

- Visa sticker on a passport
- Nonimmigrant visa: is issued to foreign nationals seeking to enter the United States on a temporary basis for tourism, business, medical treatment and certain types of temporary work, such as F-1/J-1 visa
- Obtain from a U.S. Consulate (Canadian and Bermudian students do not need visa)

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## Status

- Immigration status refers to the way in which a person is present in the United States
- Obtain at CBP or through USCIS adjudication



# DOCUMENTS

- **Passport** – permits the person to return to the issuing country, usually the country of nationality
- **Visa** – issued by a DOS official as a stamp in the passport. Only used to allow entry to the U.S.
- **I-94** – record important information about a particular admission of an alien to the U.S.
  - Air and sea ports of entry now use electronic Form I-94



U.S. Customs and Border Protection Securing America's Borders	
Get I-94 Number	I-94 FAQ
Admission (I-94) Number Retrieval	
Admission (I-94) Record Number: 69000888062	
Admit Until Date (MM/DD/YYYY): 10/10/2012	
Details provided on Admission(I-94) form:	
Family Name:	LI
First (Given) Name:	LYDIA
Birth Date (MM/DD/YYYY):	01/01/1990
Passport Number:	P123123213
Passport Country of Issuance:	Mexico
Date of Entry (MM/DD/YYYY):	04/11/2012
Class of Admission:	B1



# DOCUMENTS

- I-20 – for F-I students and dependents
- DS-2019 – for J-I students and dependents
- Approval Notice – Form I-797
  - Issued by USCIS when an application or petition is received or approved

Form I-20, Certificate of Eligibility for Nonimmigrant Student Status. This form is used by the Department of Homeland Security to certify the eligibility of a foreign national to enter the United States as a student. It includes sections for personal information, school information, and financial information. A large 'F-1' stamp is visible on the right side of the form.

Form I-797, Notice of Action. This form is used by the Department of Homeland Security to notify an applicant of the status of their application. It includes sections for receipt information, case information, and a notice of action. A large '30' stamp is visible in the center of the form.

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# Common Immigration Statuses

- **F-1 Students**

- Full time students
- Work authorization
  - Optional Practical Training (OPT) / Curricular Practical Training (CPT)
  - On campus employment
  - STEM OPT

- **J-1 Exchange Visitors**

- Exchange Students
- Visiting Scholar / Visiting Professor
- Short-term Scholar
- Academic Training

- **Others**





# H-1B Specialty Workers

- Temporary professional worker category for “specialty occupations”
- Specific to position/employer – i.e., department, work site, title, etc.
- Position must require a **minimum of a bachelor’s degree or higher** in the specific specialty/field, i.e., Bachelors in Finance.
- The H-1B employee must meet the **minimum qualifications for the position** at the time ISSS files the H-1B petition (experience, degree, license, certificate etc.).



## Visitors: B-1 / B-2 or WB / WT (ESTA)

- **Business (B-1 or WB), for Pleasure (B-2 or WT)**
  - Purpose
    - Consult with business associates in the US
    - Attend conventions, conferences, or seminars
  - May not receive a salary from a US source for services rendered in US
  - May receive *honorarium* from Penn if:
    - Stay at Penn is no longer than nine days AND
    - Has not received honoraria from more than five institutions or organizations over the last six months.





# E-3 Australian Treaty Workers

- Similar to H-1B
- Available to citizens of **Australia**
- Same qualifications as H-1B
- Up to two-year increments
- Dependents of E-3 may apply for employment authorization with USCIS.
- **Application Process:**
  - ISSS does Labor Condition Application (LCA) only.
  - Employee applies at the consulate
  - In special cases, ISSS can do c/s or extension; no Premium Available so not recommended



# O-1: Person of Extraordinary Ability

- For foreign nationals who **have achieved and sustained national or international acclaim** for extraordinary ability in the sciences, arts, education, business or athletics or who have demonstrated a record of extraordinary achievement in the motion picture and television industries.
- **Initial period of stay:** Up to 3 years with one-year extensions
  - No maximum cumulative duration limit like H-1B.
- Employment offer required. **Employee may not self-petition.**
- Possible option for foreign nationals subject to 212(e) 2-year home residence requirement
- Employer is responsible for **return cost of transportation abroad** if O-1 employee is dismissed before O-1 expires
- **Outside Legal Counsel program**



# Permanent Residence at Penn

- Special Handling for Teaching Faculty: Processing at ISSS
- **Outside Legal Counsel Program**
  - Employment-based PR applications
    - Standard labor certification cases
    - Outstanding Professor/Researcher cases
    - Other PR categories
- Program policies, fees etc. per Office of General Counsel (OGC) & ISSS
- Submit request form to ISSS to begin process







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