Context Key to International Business

What you see, and hear, may not be what you get when it comes to global business. Seemingly subtle cultural behaviors can have a profound effect on the success of international transactions, says CSUS management professor MingTung “Mike” Lee.

“There are fundamental differences in cultural systems,” Lee says. “Communication includes a variety of factors – body language, experience, silence, volume of voice – all of which are reflective of deeper meaning.”

Lee knows cross-cultural communication first-hand. He was born and raised in Taiwan before coming to the United States in 1985. He found people in the two countries to be very distinct in the way they adapt and accumulate experience and knowledge.

Lee believes business students should be trained in more than just trade agreements and foreign markets. Understanding how other cultures communicate can reduce complications between people from different cultural backgrounds, particularly between Americans and people from Asian countries, he adds.

Lee and colleague Laurence Takeuchi presented a paper on behavioral and communication characteristics of various cultures at the 1999 International Business Association Conference.

Some countries, like the United States, are low-context cultures, Lee says. What is written or said in a conversation is generally what is meant. On the other hand, in a high-context culture, like Japan or Korea, the environment and the relationship between the communicators affects the actual meaning of what is said.

“In Japan, the social aspect is very important in building relationships and building trust before you get into business operations,” Lee says.

“Gestures are important, but there is a deeper difference in terms of trust. In negotiations with Japanese people, there is a great deal of silence, time for thinking,” he says. “For Americans that can be very uncomfortable because they might misinterpret the silence as a lack of interest. The key to successful cross-cultural communication is building a contextual structure.”

In addition to Asian cultures like Japan, Korea and China, high-context cultures include Arab and South American countries as well as Mexico. Other low-context countries include England, Germany, France and Canada.

Lee moves the high-context versus low-context issue beyond the theoretical by relating it to real life situations. Many students who’ve gone into the business world say they were faced with specific examples we had talked about, he says.

He adds that the students also learn from each other. “CSUS students are from all over the world and many different cultures,” he says. “Each student is a reflection of a cultural background. They each give a window into a particular culture.”

Classes Will Prepare Students from Overseas

CSUS will begin offering courses from overseas an intensive English curriculum next fall, through the new English Language Institute operated by Regional and Continuing Education.

In eight-week sessions, students will learn English communication skills for academic and social settings. There will be reading, writing and speaking lessons, as well as introductions to cultural nuances, such as the high level of class participation expected in American classrooms.

Classes will be held in newly renovated rooms in Foley Hall and will have about 15 students each.

“Many of these students want to come here to earn a degree, but they need to fulfill their English admission requirement before they can really get started,” says Bill Sharrar, who will coordinate the program for RCE.

Sharar says offering intensive English as a second language instruction at the campus where students will eventually take other university courses will help draw international students to CSUS.

Eric Merchant, coordinator of international student programs at CSUS, agrees.

“This will be an additional way we can recruit these students,” Merchant says. “And we hope to be able to
Aileen Ross-Gutaw brings almost 20 years experience as a fund-raiser for various human service agencies to her new position as development director for the College of Health and Human Services.

Ross-Gutaw says she’s excited about her new challenge. And she enjoys the fact that her job allows her to help students who plan to work in service fields.

“My real passion is for making a difference in the health and human services area,” Ross-Gutaw says. “By working here in this position, I can help the future professionals in these very important fields get a great education.”

Ross-Gutaw comes to CSUS from Southern Florida, where she was a fund-raiser for one of the largest branches of the Make-A-Wish Foundation in the country. She has also worked for the Hope Center for the Developmentally Disabled and the Easter Seals Society.

Raising funds for health and human service agencies was a natural career path for Ross-Gutaw. Before moving to Florida, she took some refresher courses in speech pathology and audiology here at CSUS. She holds a master’s degree in the field from the University of Southern California.

Ross-Gutaw says her focus for now is on a few areas, including creating new scholarships; developing a “wish list” from each department in the College; and finding furniture, equipment and other in-kind donations for programs such as the new Life Center at the University’s Julia Morgan House.

She also wants to get the message out to potential donors that CSU campuses are not fully supported by the state and must raise outside funds.

Approved Sabbaticals for 2000-01

After reviewing recommendations from the Professional Leave Committee, department committees and college deans, Provost and Vice President for Academic Affairs Jolene Koester has approved the following sabbatical and difference-in-pay leaves for the 2000-2001 academic year.

Proposals with an asterisk are judged by the Professional Leave Committee to be among the best submitted.

Sabbatical
Ackerman, Patricia - Nursing Ballard-Rose, Maurine - Special Education, Rehabilitation and School Psychology
Bisharat, Keith A. - Civil Engineering
Carter, Robin E. - Social Work
Chopyak, James D. - Music
Clevenger, John L. - Computer Science
Crow, Stephen R. - Accountancy Davami, Akbar - Health and Physical Education Doolittle, John H. - Psychology


Wagner, Robert W. - Public Policy and Administration/International Affairs Watson, Anita B. - Nursing

Difference-in-Pay
Kimenyi, Alexandre - Ethnic Studies Liu, Tien-I - Mechanical Engineering Van Covenbergen, Carolyn - Nursing Zhang, Du - Computer Science

The CSUS Bulletin welcomes submissions to the Professional Activities section from faculty, administration and staff. Items are run on a space available basis. They should be no longer than 75 words and may be submitted to bulletin@csus.edu or faxed to 278-5290.

Schenker, Marc H. - Economics
Sullivan, Tom L. - Psychology

To submit material for publication:

The CSUS Bulletin is published on Mondays of the academic year. Campus news may be submitted by e-mail to bulletin@csus.edu, by fax to 278-5290 or may be delivered on disk or paper to Public Affairs, Sacramento Hall Room 202; campus mail code 6026. Deadline for all materials is 10 a.m. on the Wednesday before publication. Items will be published on a space available basis and are subject to editing. Writing should be in news style, short and direct. For inquiries call 278-6156.

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SABBATICALS

Scholarship


CATHERINE TURBULL, art, was co-chair and commentator for a panel “Among Strangers: Italian Expatriate Artists in the Renaissance” at the annual conference of the Renaissance Society of America, at the Kunsthistorisches Institut in Florence, Italy on March 22.


CAROLE MAKIN, speech pathology and audiology, presented a seminar on “What in the World is Auditory Integration Therapy?” at the annual meeting of the California Speech Language Hearing Association in San Diego on March 24.

FRED D. BOLDEN, kinesiology and health science, has been appointed regional representative for the southwest chapter of the American College of Sports Medicine.

CELESTE ROSEBERY-MCKIBIN, speech pathology and audiology, presented an all-day workshop on “Nonbiased Assessment and Treatment of Bilingual Students with Potential Language Disorders” to the San Mateo Speech and Hearing Association.

JOHN K. MIREL and JIMMI G. RUSSELL, chemistry, presented a paper on “Determination of Energy of Activation for Ring Inversion of 2,3-dihydro-1,4-dithiane via ab initio Calculations and Experiment,” at the 219th American Chemical Society national meeting in San Francisco March 26-31.

SUSAN M. CRAWFORD, chemistry, presented a paper on “Toward Understanding Titanium-Silicate: O-17 NMR Spectroscopy and Exchange Reactivity Studies” at the 219th American Chemical Society national meeting in San Francisco March 26-31.

LINDA VALDEZ, kinesiology and health science, presented two papers “Avoiding Burnout: Renewing the Passion, Rekindling the Spirit,” and “Education for the First Year Teacher” at the California Association of Health, Physical Education, Recreation and Dance state conference in Long Beach March 3-5.

DAVID BROWN and MARY FOX, UCCS are currently computing, presenting “Integrating the Technologies for Web Applications” at the Student Information System Users conference on March 10. The presentation addressed the various technologies utilized by CasperWeb.
Nursing Accreditation

The division of nursing has received a 10-year accreditation from the Commission on Collegiate Nursing Education. In its report, the commission commended the division for providing instruction delivered “in a highly caring environment.” It also praised the division for “mutually supportive and strong relationships with the community,” and “a sound curriculum that uses technology to enhance teaching.” Nursing was previously accredited with the National League for Nursing. The division sought accreditation from the Commission on Collegiate Nursing Education this time in part because that group specifically accredits baccalaureate and higher degrees.

Resilience Focus of Talk

“Risk, Resilience and Recovery” will be the topic of a talk by Emmy E. Werner, UC Davis research professor, who teaches violin part-time at CSUS.

“Sonata for Violin and Percussion” will be in a program of music along with traditional works such as a Mozart piano trio and a piece for violin and piano, “Trigane” by Ravel.

“We have a great audience and a very good rapport with them,” Barbini says. “We like to keep them involved in the performance. It’s not just a sit back, relax and enjoy it kind of concert. Audience members become active participants in listening. It can be at times challenging for the listener, but that’s all part of the listening experience.”

Chamber music encompasses all performances of music by instrumental or vocal music ensembles and is usually performed without a conductor.

Ennie Hills, CSUS interim music chair, says the ensemble has carved out a niche for themselves in the community. “They always manage to put together nice combinations of literature,” says Hills, who cites the University’s relationship with the Chamber as an example of the School of the Arts’ commitment to the Capitol Region’s art scene.

“For us to be able to use our hall as a home for this wonderful professional chamber society is a great fit,” Hills says.

Having the Chamber Music Society perform on campus gives students a chance to work with professional musicians. In turn, the relationship gives the Chamber’s musicians an opportunity to reach out to students and faculty members.

Chamber members participate in on-campus activities and festivals. Members have often performed at the University’s Annual Festival of New American Music as part of other ensembles.

CSUS will host a five-day conflict resolution workshop June 19 – 23.

The fifth annual workshop will train participants in various negotiation, mediation, conflict assessment and problem solving skills, and teach them how to become conflict mediators.

There will be a special emphasis on inter-group, interpersonal, commercial, community and public policy disputes, and youth conflict mediation.

The workshop is designed for those in community and non-governmental organizations, public and private agencies, businesses, human rights groups, professional and trade unions, and educational institutions.

The workshop trainers are Thelma Johnson, Ernest Uwazie and Daniel Yamshon.

Johnson is a community and youth mediator with more than 26 years of management experience in government and public agencies. She is the former executive director of the Sacramento Community Mediation Center. Johnson has conducted more than 50 mediation and cultural sensitivity workshops.

Uwazie is a professor of criminal justice at CSUS, specializing in dispute resolution and comparative justice. He is a graduate of the Harvard Law School Program on Negotiation and Mediation. He has conducted numerous conflict resolution training workshops in the United States and Africa, and is the director of the Center for African Peace and Conflict Resolution at CSUS.

Yamshon has been a commercial and public policy mediator for more than 10 years, and has conducted over 60 conflict resolution programs in the United States, Africa, Russia and Latin America. He is a judge pro tem of the California Superior Court and teaches mediation and negotiation articles on dispute resolution and law.

Enrollment is $485, which includes workshop materials and three lunches. Registration forms and more information are available at 728-6822.

– Sherri Herman

CSUS News

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News Digest

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Language Institute

The University’s Music Recital Hall has the best acoustics in town to hear chamber music, according to Chamber Music Society of Sacramento co-founder Bill Barbini. That’s why the orchestra has been performing regularly at the 349-seat venue.

“Our audiences like to come here,” says Barbini, a longtime concert master for the now defunct Sacramento Symphony.

Along with sound quality, Barbini says audiences appreciate the hall’s comfortable seating and its nearby parking in the campus parking garage.

The Chamber Music Society of Sacramento began in 1987, when several former Sacramento Symphony musicians “decided we needed more variety in Sacramento,” Barbini says.

Now, audiences come from all over the Sacramento Region, including Grass Valley and Davis, to hear the chamber’s unique blend of old standards and new compositions.

“We try to have a nice balance between classical masterpieces and new music,” Barbini says, a Davis resident who teaches violin part-time at CSUS.

For example, on their upcoming Sunday, May 7 program, the orchestra will include a premiere by Nevada City composer Howard Hersh. His piece, “Sonata for Violin and Percussion,” will be in a program of music along with traditional works such as a Mozart piano trio and a piece for violin and piano, “Trigane” by Ravel.

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Chamber members participate in on-campus activities and festivals. Members have often performed at the University’s Annual Festival of New American Music as part of other ensembles.

CSUS percussion professor Dan Kennedy and CSUS piano professor Lorna Peters are among University faculty who have performed with the Chamber. Faculty from other area universities also perform with the ensemble. For example, Matt Krogi, a flute player and music professor at University of the Pacific in Stockton, is the president of the chamber’s board of directors.

The chamber offers $90 season ticket packages. Season tickets can be used at any concert. A senior season ticket package is sold for $72.

The chamber is finishing its seven-performance concert series this spring.

Their next two performances will be at 7:30 p.m. Sunday, April 16 and at 7:30 p.m. on Sunday, May 7. Tickets are $15 general, $12 for seniors and $5 for CSUS students.

Tickets are available at the Central Ticket Office at 728-4325, or at BASB. Music students are admitted free.

– Robyn Efferson

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**Ongoing**

“A Passion for the Land,” recent works by artist Gregory Kondos, 10:30 a.m. to 3:30 p.m., Monday - Friday and 5 - 8 p.m., Wednesday and Thursday, University Union Exhibit Lounge. Exhibit continues to May 5.

Metal sculpture exhibit, William Warcham, noon to 5 p.m., Monday through Friday, Robert Elise Gallery, Kaduna Hall. Exhibit continues to April 28.

**Monday, April 10**

The Art and Adventure of Creating Children’s Books,” Melissa Bay Mathis, children’s book illustrator and California College of Arts and Crafts professor, National Library Week, 3 p.m., Library South Reading Room.

“The Creation of the Universe,” open forum, noon - 1:30 p.m., University Union Fochom Suite.

**Tuesday, April 11**

Center for Teaching and Learning Open House, 3 - 5:30 p.m., Lassen Hall 3004.


Faculty percussion recital, Dan Kennedy, 8 p.m., Music Recital Hall in Capistrano Hall. $6/$4 students. Tickets at Central Ticket Office, 278-4123, or at BASS.

“From Books to Film,” Roberto Pomo, department of theatre and dance chair, National Library Week, 3 p.m., Library South Reading Room.

**Wednesday, April 12**


“Risk, Resilience and Recovery,” Emmy E. Werner, UC Davis family studies research professor, 5 p.m., University Union Hinde Auditorium. Report on Bargaining, California Faculty Association, 3 - 5 p.m. in Mendocino Hall 1015.

**Thursday, April 13**


Todd Green, world music multi-instrumentalist, 11:45 a.m. - 1 p.m., University Union Auditorium.

The Boyfriend, musical comedy, 8 p.m., University Theatre, Shasta Hall. $13/$9 CSUS students and seniors/$5 group (10 or more). Tickets at Central Ticket Office, 278-4123, or at BASS. Continues to April 15.

**Friday, April 14**

Baseball vs. New Mexico State, 2 p.m., Hornet Field. $5/$4 seniors/8 children ages 6 - 12/CSUS students with I.D. and children under 6 free. Tickets at the field.

“Risk, Resilience and Recovery,” Terry Kupers, psychiatrist, Renaissance Society public forum, 3 - 5 p.m., Mendocino Hall 1005.

**Saturday, April 15**

The Boyfriend, musical comedy, 8 p.m., University Theatre, Shasta Hall. $13/$9 CSUS students and seniors/$5 group (10 or more). Tickets at Central Ticket Office, 278-4123, or at BASS. Continues to April 15.

“Other Worlds: We Are Not Alone,” 8 p.m., astronomy lecture, Amador Hall 150; 9 p.m., astronomy viewing, fourth floor of Amador Hall observatory, weather permitting. Call 278-6228.

“Prison Madness and Mental Health Crisis Behind Bars,” Terry Kupers, psychiatrist, Renaissance Society public forum, 3 - 5 p.m., Lassen Hall 1005.

**Monday, April 24**

Student Spring Career Fair, 10 a.m. - 2 p.m., University Union Ballroom.

**Tuesday, April 25**

“Symposium on Ethnic Studies: A 30-Year Celebration and Commemoration,” Bob Wing, ColorLines magazine editor, Visiting Scholars Series, 9 a.m., University Union Hinde Auditorium.

Outstanding Scholar Achievement Award, Nick Trujillo, “Taking Sports and Sex Seriously,” 4 p.m., University Union Lobby Suite.

**Wednesday, April 26**

Alma, rings of the Chaucer/Latinist experience, noon, University Union Ballroom.