Q1. Cultural competence is a popular term. How do you and/or your company define cultural competence?

- Generational
- Anthropological
- International
- Gender Issues
- Awareness of difference
- Communication
- Understanding
- Attitude
- Not just countries – gender and age and generational gaps
- Most companies define it as “corporate culture”
- Company Fit
- Values based
- Delight diversity mindset
- Look forward to new ideas, interaction
- Broad definition of CC – genders, geographic, age, ethnic diversity
- Think different as advantage
- Knowledge, skills and attitude of and towards people of different cultures
- Business culture verses human culture (diversity)
- International ability to do business
- Not to be clueless
- Knowing basic geography
- Aware of other cultures
- What to do and not do – difference
- Knowing about the “world” you will be working in
- Research where you are going
- What are the traditions
- Awareness of diversity
- Ability to work with different backgrounds
- Awareness of difference ethical behaviors
- Ethnicity
- Business lunch across cultures
- Within some culture; generational, ethics gaps balance young and new qualities of a true leader
- Need to be vigilant of time zones and timelines when dealing with global partners
- Issues with communications with non-native English speakers
- Issues with how organizations deal with individual, do they recognize and value diverse backgrounds and opinions
- Understanding that “your way” may not be the best way, and understanding why others do the things they do and why they do them
Q2. What skills or abilities do you look for in new hires that demonstrate they are culturally competent?

- Listen
- Do what is requested not more
- Will be provided by company
- Team
- Adaptable
- Flexible
- Problem solving
- Willingness to travel
- Will train for it
- Looking for feasibility, adaptability, etc.
- Teaming, relationship management
- Grades/projects/teams/goal-driven/innovation
- Work/life balance is important
- Leadership
- Engagement with students different than themselves
- Know how to articulate their accomplishments
- Want culture of inclusion and diversity
- Ability to manage conflict
- Generate higher level of solution
- Boot camp, work together with peers
- Measureable global competencies
- Co-curricular transcript
- Team building
- Willingness to travel
- Adaptable, flexibility
- Ability to manage conflict
- Service leadership
- Managing conflict with unlike thinkers
- Objectives results and communication
- Innovation
- Engagement beyond their norm
- Project management courses
- Working with a budget
- Awareness of different cultures
- Internal “soft skills” – easy to interact
- Openness to promoting working with students
- Foreign language is a plus
- On-campus involvement with groups/sports/organizations
- Effective communicators
- Awareness of audience
- Global awareness
- Personable
- Open minded
Q2. What skills or abilities do you look for in new hires that demonstrate they are culturally competent? (cont.)

- Good communication skills
- Body language
- Ability to listen
- Diversity training
- Evaluate cultural competency (resume, one-on-one)
- Study abroad experience
- Cultural and psychological training
- Embrace new ideas
- Today’s students have more opportunities (Internet) to be culturally diverse, maybe it is the industries that need to look to becoming more embracing and welcoming of diversity

Q3. Are there specific cultural differences that our graduates seem to be less comfortable with or competent to handle?

- Visa for international students
- Need to communicate – to move on
- Bigger picture
- Socializing
- Cultural awareness
- Business acumen
- Self-confident to communicate their ideas effectively
- Seems many S&T grads are mid-west-centric; they need to be travel flexible – location flexible
- Students need to learn some “humility” even though they are very good
- Lead by example, set expectations
- S&T students do not seem to have a good appreciation for other cultures
- Communication presentation skills (softskills) lost
- Back pack to briefcase – corporate culture – some can’t have cell phones, facebook, etc.
- Wearing ties
- Working with a more diverse group of people
- Knowledge transfers both ways
- Confidence is a key
- Getting used to taking “risks”
- Differences in religious beliefs
- Sexual orientation
- Gender equality perceptions
- Expectations
- Workforces realities
- Rural verses city up-bringing
- Etiquette dinner
- Language competency
- Resisting to learn a foreign language
- Translation of technical terminology
- Millennials come with the mindset to running the company in 3-5 years, need to recognize their roles in the company and recalibrate their expectations
Q3. Are there specific cultural differences that our graduates seem to be less comfortable with or competent to handle? (cont.)
   - Rigid in where they will work, resist moving locations

Q4. Are there topics we need to address to help our graduates perform better? What experiences do you suggest to help our students develop cultural competency?
   - Experiential learning
   - Awareness of differences
   - Level of practical engineering and science experience of S&T grads is phenomenal. A notch above other university grads.
   - Communication face-to-face is important – this generation needs that....
   - Social network online at work – culture of “working at home” – virtual work and management styles
   - Able to develop rapport quickly
   - Conversation partners (Birdie Morgan good ideas)
   - Middle management gap (don’t attend or lead)
   - Faculty use case studies
   - Combination of experience and reflection
   - Giving students experiences to help work with people – can talk about it in interview
   - Importance of communication
   - Interaction
   - Experience and reflection – assessment
   - Lead by example and set expectations
   - “Study Abroad” program can be made more attractive
   - Study abroad
   - Face-to-face critical
   - Humility
   - Humble leader
   - Learn another language
   - Experience out of box
   - Geographic bound
   - Disabilities
   - Self Awareness – case studies
   - Broadmindedness
   - Cooperate Rules – Facebook
   - Local Geography
   - It takes a village
   - Studying abroad
   - Co-ops, internships
   - Taking foreign languages
   - Religious differences
   - Cultural diversity
   - Who is one? It takes a village
   - Soft skill development
   - Attending etiquette dinners
Q4. Are there topics we need to address to help our graduates perform better? What experiences do you suggest to help our students develop cultural competency? (cont.)

- Exposure to cultural interaction
- Promote fun on cultural interactions
- The right and wrong ways to say “no”
- Communication
- New hires have very high expectations, need recognition
- Student can increase their multicultural experiences by participating in student organizations and professional societies