

出國報告（出國類別：其他）

經濟部派赴美國喬治城大學受國際經濟
商務人員語言訓練（英文組）

服務機關：經濟部國際貿易局

姓名職稱：邱意晴科員

派赴國家：美國

出國期間：106年8月21日至107年5月11日

報告日期：107年7月30日

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摘要

本報告係奉派赴美國喬治城大學受國際經濟商務人員語言訓練之回國報告，受訓期間為 106 年 8 月 21 日至 107 年 5 月 11 日，受訓地點為美國華盛頓特區。

本報告以課程簡介、課程成果展示為主，並介紹課程以外參與智庫活動演講之情形，再以個人心得作結。課程簡介部分包括上、下學期課表說明、課程規劃及進行方式等。課程成果展示包括上、下學期期末報告之說明及中文摘要(完整英文報告如附件 1、2)；個人心得則為報告人對於語言訓練之回顧與檢討。

課程簡介

一、 上學期課程（106 年 8 月至 106 年 12 月）

（一） 課程表

	星期一	星期二	星期三	星期四	星期五
9:00-11:30	商用寫作	商用寫作	自習/專題 演講	商用寫作	商用寫作
11:30-13:00	午休				
13:00-15:00	進階口說	專業人際 網絡	進階口說	專業人際 網絡	進階口說

（二） 課程說明

1. 商用寫作 (Written Communication in Business): 本課程由 Glen Penrod 講師講授，主要為閱讀及寫作課程，相關教材包括 Bovee and Thill, “Business Communication Essentials”、哈佛商業研究 (Harvard Business Review) 個案研究及其他相關文章。課程進行方式為課前閱讀指定教材、課程分組討論、每週撰寫閱讀日誌（摘要當週新聞 1 篇並撰擬個人心得）、撰寫個案研究、商業計畫（期末報告），每週並與講師定期會面一次，討論課程參與情形及進行個人寫作指導。
2. 進階口說 (Advanced Communication Skills): 本課程由 Heather Gregg Zitlau 講師講授，主要為聽力及口說課程，相關教材係主題別之影音教材，來源包括新聞、廣播、重要人士演講或課程等，主題包括 2008 年金融危機、商業道德規範、微型金融、商業談判、創業等。課程進行方式包括觀賞影片、練習筆記技巧以利後續小組討論、個人及團體口頭報告等。
3. 專業人際網絡 (Professional Networking in English): 本課程由 Heather Gregg Zitlau 講師講授，主要係每週參與華盛頓特區各智庫或研究機構之活動，除與參加活動前進行資訊蒐整以外，另須於活動當日與與會人士進行溝通及交流，並於會後撰擬活動日誌，並定期與講師會面討論活動參與情形或面臨困難等。

二、 下學期課程（107 年 1 月至 107 年 5 月）

（一）課程表

	星期一	星期二	星期三	星期四	星期五
9:00-11:30	專業閱讀 及寫作應 用	專業閱讀 及寫作應 用	自習/專題 演講	專業閱讀 及寫作應 用	專業閱讀 及寫作應 用
11:30-13:00	午休				
13:00-15:00	商業領導 及討論研 究	專業人際 網絡應用	商業領導 及討論研 究	專業人際 網絡應用	商業領導 及討論研 究

（二）課程說明

1. 專業閱讀及寫作應用（Professional Application in Reading and Writing）：本課程由 Heather Gregg Zitlau 講師講授，主要為閱讀及寫作課程，相關教材包括 Timothy A. Robbins and Stephen P. Judge, “Organizational Behavior”、John H. Zenger and Joseph R. Folkman, “The Extraordinary Leader”、Lawrence Friedman, “American Law: An Introduction” (3rd edition)、U.S. Department of State, “The NGO Handbook”。課程進行方式包括課前閱讀指定教材、課中小組討論、文法練習（關係子句、連接詞、連接副詞、轉折詞、被動語態、條件句型、冠詞、助動詞）、寫作練習等。
2. 商業領導及討論研究（Business Leadership and Discussion Seminar）：本課程由 Glen Penrod 講師講授，主要為聽力及口說課程，相關教材包括 Ann Cook, “American accent training : a guide to speaking and pronouncing colloquial American English”及其他指定影音教材，來源主要為 TED Talks 及其他領導學主題相關影音教材。課程進行方式包括依據指定主題於課前觀賞相關教材，以於課堂上進行簡報並帶領同學進行討論、分組拍攝影片活動、公共政策辯論練習及其他隨堂報告。每週並與講師會面 1 次，就發音等個人問題進行討論。
3. 專業人際網絡應用（Professional Application in Networking）：本課程由 Glen Penrod 講師講授，主要係參與華盛頓特區智庫或相關研究機構活動、擇定主題進行專題研究、訪問主題相關機構及專家學者、參與非政府組織相關課程、志工服務、口頭心得報告等。

課程成果展示

一、 上學期期末報告：商業計畫（個人報告，全文詳附件 1）

- (一) 報告說明：本項報告係應用課程所學商業計畫要素，撰擬個人發想商業計畫之執行摘要 (executive summary)。此摘要須包括計畫背景、所提供之服務、目標、目標顧客、潛在市場、市場競爭者、管理團隊、資金來源、離場機制等說明或分析。
- (二) 報告摘要：「Brightside 顧問公司」
1. 計畫背景：親子關係對於甫入職場、面臨多重身分轉換之年輕人可能為一大挑戰，且因其私人性質，可能難以向親友尋求協助。Brightside 顧問公司已有 6 名顧客，目前尋求招募更多顧問，擴大其服務範圍。
 2. 所提供之服務：Brightside 顧問公司提供一對一諮詢服務，包括問題診斷、標準課程、客製化課程、會員專屬新知分享、每月讀書會、模擬對談等服務，惟不提供涉及潛在法律或暴力問題之諮詢。
 3. 目標：短期目標（2 年內）為建立品牌特色及確定主要目標客群，並以建立長期關係為目標；長期目標（5 年內）為拓展服務範圍，例如增加反思課程、邀請父母參與課程、評估網路諮詢可行性等，並提供顧問進修機會，以提供更高品質之諮詢服務。
 4. 目標顧客：甫入職場之社會新鮮人為主要目標客戶，因其面臨來自社會、家庭等不同面向之變動及壓力，將可受益於 Brightside 顧問公司所提供之各項服務。
 5. 潛在市場：親子關係為人際關係之根本，且當前親子關係較過往面臨更多問題，父母涉入子女步入成年階段之程度更深。另因經濟不景氣，許多年輕人必須重新與父母同住，因而使親子關係面臨更大挑戰。
 6. 市場競爭者：免費互助社團可提供線上、即時服務，而具執照之心理醫師則可提供全面之心理諮詢治療。
 7. 管理團隊：包括營運、財務、顧問等主管。
 8. 資金來源：所需資金包括辦公室租金、薪資支出、行銷支出、保險費用及法律顧問費等。
 9. 離場機制：員工持股計畫及接受併購。

二、 下學期期末報告：非政府組織研析（團體報告，全文詳附件 2）

(一) 報告說明：本項報告係應用課程所學非政府組織（NGOs）運作相關要素，訪問華府地區 NGOs，並依據採訪發現，撰擬需求分析（needs analysis），報告內容包括非政府組織（NGOs）之成立緣起及宗旨、資金來源、相關計畫內容等背景資料，以及 3 項需求分析。

(二) 報告摘要：「Liberty's Promise 需求分析」

1. 成立緣起及宗旨：該組織由 Robert Ponichtera 博士於 2005 年創立，旨在協助青少年移民瞭解美國自由及民主文化，以順利融入美國當地社會、實現自我。

2. 資金來源：該組織資金完全來自個人、政府、企業等捐獻。

3. 計畫內容：

(1) Civics and Citizenship：Liberty's Promise 之最主要計畫，提供青少年移民與社會各職業人士交流機會，以利青少年移民融入社會；

(2) CE-BELL：提供青少年移民課後活動，提升該等青少年移民英語能力，以協助其發展學業及職場能力；

(3) Opportunities Plus：提供青少年移民實習機會，訓練其工作技能及協助未來職場規劃。

4. 需求分析(1)：提升募款。當未來企業面臨勞動力不足問題，Liberty's Promise 可推介相關青少年移民成為穩定之優秀勞動力來源，另尋求該等企業之捐獻，成為一正向循環。

5. 需求分析(2)：擴大青少年移民參與。Liberty's Promise 可在不同城鎮設立據點或與外國相關非政府組織合作，以服務更多青少年移民，實現其創立宗旨。

6. 需求分析(3)：擴大社區參與。擴大社區參與可協助 Liberty's Promise 取得更多可用資源、確切瞭解社區及青少年移民所需，並與社區內相關單位（如政府部門、學校等）建立合作平台，使青少年移民得實質參與社區相關活動，培養自由與民主價值。

三、 每月參與華盛頓特區智庫及研究機構活動

(一) 106 年 10 月：“The Iran Nuclear Deal: Assessing the Impact of Decertification” (October 10, *Cato Institute*)

卡圖研究所（Cato Institute）就川普總統日前宣布擬不認證（certify）伊朗限核

協定 (Joint Comprehensive Plan of Action, 以下簡稱 JCPOA), 並交由國會決定是否繼續執行 JCPOA 一事, 進行各可能發展走向之分析, 會中並開放與會人士提問及討論。

依據卡圖研究所研究員 John Glaser 及 Emma Ashford, 倘美國片面決定不再執行 JCPOA, 可能產生 4 項發展, 為各項發展均不甚樂觀。4 項可能發展為: (1) 美國恢復經濟制裁 (形同廢止 JCPOA, 將引發歐洲盟邦不滿, 且經濟制裁效果有限); (2) 尋求區域性可制衡伊朗之力量 (區域內部國家存有歧見, 未能同時抵制伊朗, 且此選項無助解決核武問題); (3) 尋求伊朗政權轉移 (國內未有統一之反對勢力, 亦無助解決核武問題); (4) 採取直接軍事行動 (倘不符合自衛及聯合國安全理事會授權等要件, 此選項將違反國際法規範)。

(二) 106 年 11 月

1. “The Trump Administration and the Future of the ROK-U.S. Alliance Session 1: The Trump Administration’s Policies toward the Asia-Pacific and Korean Peninsula” (November 8, *Heritage Foundation*)

本次活動以美國總統川普出訪亞洲之意涵為基礎, 討論川普政府甫提出之印太戰略 (Indo-Pacific Strategy), 以及朝鮮半島情勢。講者普遍以為, 美國及中國大陸在經濟議題及安全議題上處於競爭狀態, 北韓問題之解決及貿易問題為美國亞洲政策之兩大目標, 然此兩項目標本質上存有衝突。講者並強調, 美國應更重視亞洲盟邦之關係, 包括雙方共同之價值及利益。

2. “Great Powers in Asia: The Role of Asia in the Grand Strategies of China, Russia, and the U.S.” (November 9, *Center of Strategic & International Studies, CSIS*)

本次活動由 3 位講者分別說明俄羅斯、中國大陸以及美國之亞洲政策。

- (1) 俄羅斯: 中國大陸為俄羅斯亞洲政策中最重要之一環, 雙方共同強調多極體系之重要性。
- (2) 中國大陸: 大國政治 (即中美關係) 及與鄰近國家之關係為中國大陸外交政策之兩大主軸, 中國大陸並未有單一亞洲政策, 而是依據各區域採取不同政策目標 (東北亞: 朝鮮半島; 東南亞: 南中國海; 南亞: 與印度在區域層次上競爭, 在全球層次上合作)。整體而言, 中國大陸在亞洲政策上拒絕美國之領導地位, 尋求拓展其影響力, 並對於美國之印度太平洋戰略 (Indo-Pacific Strategy) 存有疑慮及敵意。
- (3) 美國: 維持其在亞洲之領導地位符合美國整體戰略利益, 與中國大陸處於戰略競爭狀態 (strategic competition)。在貿易議題上, 不同於過往強調自由貿易, 川普政府強調公平及互惠之貿易。

3. “Financial regulation – a post-crisis perspective” (November 14, *Brookings Institution*)

本次活動討論美國對於系統性重要金融機構 (systemically important financial institutions, SIFIs) 之監管法規，例如 Dodd-Frank 法案、Volcker Rule 等，以及現階段之監管法規應否鬆綁等議題。

(三) 106 年 12 月

1. “Straight Talk on Trade: Ideas for a Sane World Economy” (December 5, *Center of Strategic & International Studies, CSIS*)

本次活動介紹美國哈佛大學 Dani Rodrik 教授新書，介紹全球化及貿易已喪失正當性，以及當前全球化及貿易之反動。Rodrik 教授認為，解決問題之根本方法繫於各國政府，並提出各國政府不應過分強調貿易協定帶來之利益，而應回歸貿易政策之本質係專業化、效率提高及貿易帶來之利益，並提升貿易調整 (trade adjustment) 之運作以解決相關問題。此外，各國政府可擴展貿易論述之範圍，使之更廣 (more engaging)，擴及智慧財產權、金融服務業及勞工權利等議題。

2. “Building a U.S. Trade Enforcement Agenda that Works” (December 13, *Center of Strategic & International Studies, CSIS*)

本次活動討論貿易執法相關問題，包括美國國內法規及 WTO 爭端解決機制，並聚焦於中國大陸貿易問題，如國家資本主義、市場經濟地位，及其迅速有效之經濟報復能力等。

3. “Alternate Forms of Brexit and Their Implications for the UK, the EU, and the US” (December 15, *Woodrow Wilson Center*)

本次活動係有關美國智庫蘭德公司 (RAND Corporation) 公布英國脫歐之經濟分析報告，分析英國脫歐之 8 種可能情境對相關經濟體 GDP 之影響，並討論相關關稅、監管法規、金融服務業、愛爾蘭問題及談判前景等議題。依據該份報告，倘英國未能與歐盟達成任何形式之協議而適用 WTO 規則，英國將受害最深；最有利之結果則為英國、歐盟及美國三方達成協議 (TTIP)，對三方之 GDP 均有正向影響。

(四) 107 年 1 月

1. “Asia Forecast 2018” (January 24, *Center of Strategic & International Studies, CSIS*)

本次活動共分為安全、經濟及區域綜合情勢等三大主題。

(1) 安全議題

- 中國大陸與印度邊境問題：此為可能衝突熱點，係因中、印兩國皆自我認知為崛起中強權，可能因此發生誤算（miscalculation）情形。
- 朝鮮半島情勢發展：討論發生有限衝突之可能性、美中折衝，以及南韓冬季奧運對朝鮮半島情勢之影響。
- 臺海情勢：海峽兩岸爆發軍事衝突之可能性極低，美、中、臺三方政策為值得觀察之變數。

(2) 經濟議題

- 區域協定：TPP11 仍為高品質之貿易協定，對於周邊國家仍具吸引力，對於多邊貿易體系具有助益。有關日歐盟 FTA（EU-Japan FTA），除市場開放利益外，監管法規議題，如基改作物及地理標示，亦將影響多邊貿易體系。
- 雙邊協定：菲律賓因具戰略意義，且與美國無嚴重貿易赤字問題，為可能之貿易談判國，但美、菲雙邊實質談判議題不明。美、中是否產生貿易戰（trade war）尚難以預測，惟雙方貿易糾紛確實可能增加，包括如中國大陸產能過剩、美方投資限制、關稅、WTO 爭端解決等。
- 其他：美、中經貿關係之癥結在於，川普政府企圖尋求全面性問題解決，如市場經濟議題，但對於中國大陸而言，此係有關政權維繫之議題，此類討論因此難具實質意義。

(3) 區域綜合情勢

- 亞洲國家與中國大陸之關係：緬甸為值得關注其動向之國家，緬甸因國內人權議題而有受國際孤立趨勢，中國大陸可提供其他許多合作形式。日本亦有可能與中國大陸在一帶一路（OBOR）倡議上合作，為此尚非具實質意義之同盟關係。
- 東南亞國家與美中競合問題：東南亞國家將避免涉入美中可能之貿易戰，儘管對於美國退出 TPP 可能有所怨懟，東南亞國家仍將靈活、務實的處理對美關係。

2. “A World without NAFTA?” (January 25, Wilson Center)

本次活動分別從城市、企業以及區域關係角度探討北美自由貿易協定(NAFTA)存續議題。

- (1) 與會美、加、墨三國市長：均認同 NAFTA 之經濟效益。
- (2) 與會企業代表：認為 NAFTA 對於北美供應鏈之整合有顯著貢獻，倘 NAFTA 遭廢止，美國將失去其在加拿大及墨西哥之市場地位，且製造業未必回流美國，而是反映在商品價格之上升，其中之不確定性更將影響美

國生產力及在國際間之信譽。

- (3) 與會大使：認同 NAFTA 對於北美區域地緣政治及安全關係之助益，倘 NAFTA 未能順利完成談判，恐將影響加拿大及墨西哥之國內政治態度，不利區域關係之發展。

(五) 107 年 2 月：“Trump’s trade policy in Asia: A one-year review” (February 28, *The Brookings Institution*)

本次活動探討川普政府去（2017）年貿易政策，聚焦美國退出跨太平洋夥伴協定（TPP），轉而強調雙邊協定，並以貿易赤字觀點檢視貿易政策成效等作法，對於亞洲地區等國之影響。其中特別針對美國與中國大陸、日本、韓國及東南亞國家之貿易關係進行討論，並在最後檢視中國大陸之一帶一路倡議（Belt and Road Initiative）及區域全面經濟夥伴協定（RCEP）之可能成果。

(1) 美國貿易政策轉向之影響

- 提高貿易體系之不確定性（uncertainty）：美國退出 TPP 及質疑其既有貿易協定之作為大幅提高各國間貿易之不確定性，並形同公開挑戰多邊貿易體系。
- 降低各國對於美國作為可靠及值得信賴（reliable and trustworthy）之貿易夥伴之信心：美國政府的單邊措施（“going-alone” policy），無助於解決美國經濟所面臨之低競爭力問題，更對各國合作面對中國大陸扭曲市場經濟行為之可能性，產生負面影響。

(2) 美國與亞洲地區國家雙邊貿易關係

- 中國大陸：此雙邊貿易關係部分取決於中國大陸對於維繫現有多邊貿易體系之決心，因現有貿易體系仍有利於其經濟發展；是以迄今中國大陸之態度相當謹慎，力圖以符合現有貿易體系規則之方式，回應美國貿易保護措施。
- 日本：日本於美國退出 TPP 後，隨即與美國建立美日經濟對話（U.S.-Japan Economic Dialogue）。此項作為之外部因素包括，考量 TPP 為公開、公平、透明之貿易規則架構，且涵蓋政府控制企業、數位貿易、環境等議題，並盼此作為抵抗保護主義情緒之手段，亦可爭取美國重返 TPP；內部因素則考量安倍政府為達成 TPP 已投入大量政治資源，且 TPP 為安倍「三箭」經濟政策之重要一環。惟縱有此經濟對話架構，與會學者對於美日達成貿易協定幾乎不抱希望。
- 韓國：韓國為少數美國貿易赤字減少之對象國，原因為美國貨品出口增加，以及服務業貿易順差擴大。與會學者認為，川普政府並未就重啟美韓自由貿易協定（KORUS）談判通知國會，可見協定之修正幅度應相對

細微。

- 東南亞國家：東南亞國協（ASEAN）為美國第 4 大貿易夥伴，惟美國近年在此地區貿易額下降，中國大陸則在此期間大幅提升其經濟影響力。其次，東南亞國家則尋求進入美國市場之機會，並盼維繫與美國之區域關係，以分散中國大陸之經濟影響力，惟各國須同時維繫與美國及中國大陸之供應鏈關係，對於美國貿易救濟措施之後續影響，則感到憂心。

(3) 一帶一路倡議與區域全面經濟夥伴協定（RCEP）

- 一帶一路倡議對區域國家之吸引力及限制：一帶一路倡議為中國大陸對此區域政策之基準，部分對象國（如緬甸、寮國及柬埔寨）將樂於接受借貸優惠等方案，其他國家則可能受限於與中國大陸之既有雙邊關係，對相關計畫持相對保留態度。
- RCEP 之前景：儘管可預見東南亞國家將持續進行大型區域貿易協定（如 RCEP）之整合，惟談判前景不明，亦無法確定是否能成為高標準貿易協定。各國間（尤其是中國大陸與印度）仍存有市場進入問題，且缺乏以 TPP 為競爭對象之動能。與會學者提出”RCEP minus X”及”ASEAN way”等作法，包括重新考量各談判國對完成談判之決心，以及就不同發展程度之國家，設定不同之自由化進程，以利完成談判。

(六) 107 年 3 月

I. “The Return of Marco Polo's World: A Book Launch and Reception with Bestselling Author Robert D. Kaplan” (March 9, *Center for Strategic and International Studies, CSIS*)

本次活動探討 Kaplan 教授新書，討論內容主要包括地緣政治之重要性、歐亞區域（Eurasia）之再起，以及美國之相應政策等。

- (1) 地緣政治：Kaplan 教授認為儘管科技發展降低地理隔閡，地緣政治仍是正確理解國際關係現況不可或缺的一環，因各決策仍受地緣政治影響。此外，科技發展所創造之高度互聯性（interconnectivity）可能伴隨負面影響，例如區域內人民之焦慮感等心理層面之因素。
- (2) 歐亞區域（Eurasia）：得以歷史上衝突頻仍、治理不易之巴基斯坦為指標，觀察中國大陸之一帶一路政策是否能對此區域帶來穩定性。
- (3) 美國政策：美國傳統政策係防止東半球產生霸權，Kaplan 教授建議，美國在東半球之參與應從亞太地區擴展至印度洋，並為歐亞區域內人民因高度互聯而產生之焦慮感，帶來正面影響。

II. “Discussion of Taiwan-U.S.-Japan Relations” (March 12, *Center for Strategic and International Studies, CSIS*)

本次活動探討臺、美、日三方在亞太地區之經濟及政治關係，與會學者研析意見如下。

- (1) 臺、日關係：總體雙邊關係友好，惟在福島食品進口議題上，雙方尚有歧見。日本認同臺灣之戰略重要性，以及對於亞太地區繁榮與穩定之貢獻，並與美、日友共享之價值與利益。
- (2) 美國在亞太地區之參與
 - 印太戰略(Indo-Pacific strategy)：最早由日本提出，著重海洋及貿易面向。
 - 總體政策：強化同盟及自由貿易為美國長期在亞太地區之政策方向，具有高度國內共識。

(七) 107 年 4 月

1. “Blended Finance and Aligning Private Investment with Global Development - Report Launch” (April 3, *Center for Strategic and International Studies, CSIS*)

本次活動探討 CSIS 及丹麥大使館合作之報告，就開發中國家發展計畫之可行金融工具進行討論。混和融資 (blended finance) 係指政府發展機構透過緩和風險等方式，鼓勵私人資金 (private capital) 投入相關發展計畫。

2. “Politics and Policy of East Asia’s Economic Future” (April 19, *Wilson Center*)

本次活動分為美國在東亞之貿易政策前景及創新經濟之討論，貿易政策部分之討論要點如下。

- 美國並無義務維持現狀，享有政策調整空間，惟應知會其貿易夥伴，避免不必要之損失。當前美國貿易政策前景係於北美自由貿易協定 (NAFTA) 之談判，倘未能順利完成談判，則美國有可能施加更多壓力於東亞國家。
- 川普政府之談判模式係基於兩項觀點，其一為美國長期受其他國家利用，其二係對於多邊貿易體系之不信任。觀察美韓自由協定 (KORUS) 可知，川普政府追求於短時間內取得象徵性勝利，尋求有利提升美國出口及製造業基礎之條件，且不介意不遵守國際貿易規則 (如出口自動設限之使用)。
- 不確定性為川普政府貿易政策之一大面向，目前難以斷定美國之短期貿易政策目標，惟長期而言應朝保護主義政策方向前進。就美、中經貿關係而言，目前難以判定美國對中國大陸之貿易政策係有關產量過剩、全球供應鏈、科技優勢或貿易赤字問題。

- 臺灣對於可提供美國之條件或內容 (proposal to U.S.) 應有事先清楚認識，可行政策空間則將受到美中經貿衝突本質之影響；長期而言，臺灣應尋求經濟多元化 (economic diversification)。

個人心得

本次赴美國喬治城大學受國際經濟商務人員英語訓練收穫甚豐，對於精進自我語言能力及提升對於國際事務之瞭解等，均有所助益。相關心得及建議謹簡述如下：

(一) 語言能力

就口語表達能力而言，藉由本次課程，對於英語簡報之標準及格式有更進一步瞭解，例如良好簡報應有有力之開場、大綱說明及結論，在主要內文上則需具備有效之轉折詞或語句，以協助聽眾掌握簡報內容。另在發音上，透過與講師一對一練習，瞭解自身發音錯誤或其他可精進處，有助於良好口語表達。

就寫作表達能力而言，藉由本次課程，對於英語寫作習慣及文法練習有更進一步瞭解，例如轉折語句/段落之重要性，以及英語寫作係以「讀者」為核心，論點之進展應具一致及協調性，以幫助讀者迅速掌握文章要旨。另在基本文法練習上，則對於如何連結句子、使用正確時態、準確轉折詞等，有更全面之理解。

整體而言，喬治城大學之課程提供完整之口語及寫作練習，並為小班制（上、下學期各為9人），因而能與講師及同學充分互動，惟許多時候仍需藉由與講師之一對一練習，理解個人常犯錯誤並加以改進，爰倘日後參訓人員能依據個人學習所需，與講師另預約時間進行個人練習，則對於提升英語能力應將有所幫助。

(二) 參與智庫活動

除正式語言課程以外，本次語言訓練之另一大收穫為參與華府地區智庫活動（如前述）。藉由參與智庫活動，在語言練習上可更加習慣母語人士之語速及交談方式，在專業知識上則可瞭解國際政經情勢之最新討論趨勢及觀點，並透過活動與會講者不同觀點之討論，逐步培養議題思考能力。

雖國際政經情勢龐雜且個人觀點之養成需長時間之精力投入，非一蹴可幾，惟仍建議日後參訓人員可妥善利用華府智庫資源，多加參與相關活動，相信會是語言訓練以外之一大收穫。

❧ Brightside Consultant Company ❧

Executive Summary

I. Background

Building a healthy relationship with parents can be challenging and painful, but it also rewards us with irreplaceable feelings of connection and family. Most importantly, it's the kind of relationship that should not be discarded. Despite its great importance, a healthy relationship with parents is a topic people hardly discuss in public as parenting advice. Furthermore, it can be too personal to reveal what has been bothering us regarding the relationship with parents to friends or other family members.

By building a trustworthy brand and providing consulting experience of great quality, the Brightside Consultant Company has stable and fruitful relationships with a relatively few clients (currently six). It can be observed that the sessions have been helpful to the clients in terms of their positive attitudes toward rebuilding relationships with their parents. We are very motivated by these developments and therefore plan to expand our business by hiring and training more consultants as well as designing new services or sessions.

II. Services

We want to provide one-on-one consulting services with standard and tailored sessions to help clients improve the relationships with their parents, which is the significant foundation of life. We will begin the discussions by identifying the problem and conducting the following consultations about solutions and other skills to improve the relationship. Our consulting services include:

- (a) Problem-identifying sessions (45 minutes)
 - (b) Standard sessions (3 times/6 months)
 - (c) Tailored sessions (3-6 times/6months)
 - (d) Members-only articles and updates (weekly)
 - (e) Reading clubs (monthly)
- [After standard or tailored sessions:]
- (f) Mock-conversation practice sessions (45 minutes)
 - (g) By-appointment sessions (90 minutes)

To provide the best services to our clients, we need to specify that situations below are not covered by our consulting contracts, and we strongly recommend those in need to seek legal consultations through other appropriate channels.

- (a) Consultations regarding potential illegal matters
- (b) Consultations regarding litigation and matters involving any legal proceedings
- (c) Consultations regarding physical abuse or serious mental abuse

III. Goals

The Brightside Consultant Company aims at providing constructive advice and strategic thinking skills to clients being caught in a vicious circle of unhealthy relationships. We will cultivate a strategic approach that focuses on the problem, rather than the people; on the future, rather than the past; on the solutions, rather than the attributions. We will also help our clients transcend the old, limited mindset and aim at a broader benefits from an improved relationships.

Short-term (two years)

As a relatively new concept, the Brightside Consultant Company will focus on building its brand with a specific mission and targeting the most potential clients. Furthermore, because it's a rather new business, we will accentuate the uniqueness of this company with a view to building an original brand image.

Regarding the brand, the Brightside Consultant Company will separate itself from traditional psychotherapists by adopting a simple but strategic approach without intruding too much on the psychological traits that sometimes can be entangled and frustrating. We will also help our clients to identify their own interests and the broader benefits in solving these confrontations properly, which we believe will ultimately transcend the old, limited mind-set. In this regard, our short-term goals will be being interviewed by major media two times annually, including national and local newspapers, magazines or radio programs.

Regarding the potential clients, the Brightside Consultant Company will begin the business with the most potential clients and avoid over-expansion. Furthermore, we give prominence to the long-term relationships with our clients and therefore focus more on the quality of the business relationship than mere quantity. Our objective will be obtaining thirty new clients in the first year and expanding to seventy clients in the second year, which indicates that we need to train three to five new practicing consultants. New clients are expected to attend at least two sessions every month in order to receive the best consulting experience.

Long-term (five years)

With effective differentiation from other similar services, the robust relationship with our

clients, and a rather perspicacious business model of the company, the Brightside Consultant Company will cautiously expand its outreach in terms of its service and its clients.

Regarding the service, we will consider providing other approaches than the regular sessions, such as a reflective analysis every six months, and a thorough evaluation of whether to invite the parents to participate in the sessions. Furthermore, we will start differentiating our consultations and making individual consultant specialized in certain aspects to provide a better consultation experience.

Because the nature of consulting services is dependent on personal connections, the quantities of clients will be limited if there aren't many consultants. Therefore, regarding expansion of its client base, the Brightside Consultant Company will further invest in training new consultants if we find the demand from the market is over our current capacity. We will also consider adding parents as our targeted customers. Furthermore, we will begin to carefully evaluate if there are certain groups of clients that can be properly given consulting services through only online sessions.

Table 1: Brightside's goals

Short-term (two years)	<ul style="list-style-type: none"> ● Publicity and brand-building: being interviewed by major media two times annually, including national and local newspapers, magazines or radio programs. ● Clients: obtaining ten new clients in the first year and expand to twenty-five clients in the second year by adding three to five new consultants.
Long-term (five years)	<ul style="list-style-type: none"> ● Additional services: including reflective analyses; evaluations of inviting parents to participate in the sessions; targeting at parent clients; providing more specialized sessions. ● Expansion of clients: including targeting at parent clients, evaluation of online consulting sessions.

IV. Key customers

Young professionals who are newly graduated from school and beginning their careers will be our utmost group of clients. We target these young professionals for several reasons. First, these young professionals are in a transition phase of their lives and these transitions will impact them both as individual and their families as a whole.

Second, these young professionals are usually under various kinds of pressure from their multiple roles in different situations. For instance, they need to adjust themselves to the new role as employees and learn how to independently make a decision and be accountable as a grown-ups. In the meantime, they might still be viewed as children that need to be supervised or guided by their parents, which often aggravates the situation and leaves the two sides stranded in an unnecessary confrontation.

Besides targeting young professionals, considering the nature of consulting services, we will

further pinpoint those who have a tendency towards consultations regarding relatively personal affairs. One of the indicators includes a history of related experience such as working with a professional coach or participating in support groups.

To sum up, our key customers will be young professionals who are entering their significantly transitional phase of their lives. They can avail themselves of our consulting services aimed at helping them achieve a smooth transition, and eventually, a finer relationship with their parents.

V. Market potential

A natural issue and need

One study shows that there is an issue of relationships between adult children and parents and constructive strategies are needed to avoid potential detrimental situations. According to Dr. Kira Birditt (2009), a researcher at the University of Michigan Institute for Social Research (ISR), “the parent-child relationship is one of the longest lasting social ties human beings establish” but there are relationship problems such as “basic personality differences and parents providing unsolicited advice that tend to cause more problems.” Dr. Birditt further added that “avoidance doesn’t work as strategy for dealing with conflicts. It appears to make things worse.”

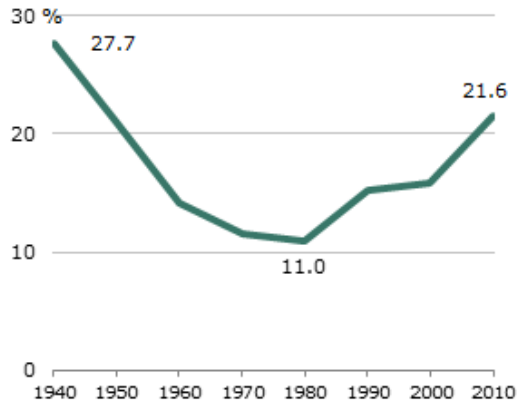
Another study also shows that parental involvement is an important factor in parent-child ties and that there is an increase of this involvement from 30 years ago. According to Fingerman, Cheng, Tighe, Birditt & Zarit (2012), “today’s parents are more involved with young adult offspring than parents in the past, but they are involved in ways that may foster (rather than hinder) a successful transition into adulthood.”

Difficult economy

According to Parker (2012), 39% of young adults saying that because of economic reasons, they are moving back with parents temporarily. People use “boomerang generation” to describe this phenomenon. There is also a trend that increasing numbers of young adults are living in multi-generational households. As the economy remains stagnant, it is not a radical projection that there will be a portion of young adults who need to live with their parents which may cause some problems in their relationship.

Rising Share of Young Adults Living in Multi-Generational Households

% of adults ages 25-34 living in a multi-generational household

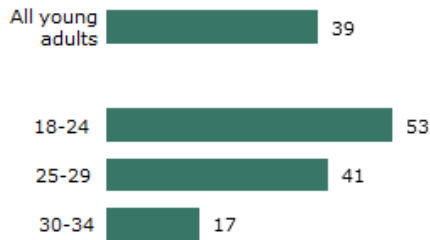


Source: Pew Research Center analysis of U.S. Decennial Census data, 1940-2000 and 2010 American Community Survey (IPUMS)

PEW RESEARCH CENTER

Youngest Adults Staying Close to Home

% saying they live with parents now or moved back in with parents temporarily because of economy



Note: Based on adults ages 18-34, n=808.

PEW RESEARCH CENTER OWNRENT, Q29a

Source: Pew Researcher Center <http://www.pewresearch.org/>

VI. Competition

Support group networks

Several non-profit organizations have worked in this area. To name a few, *Recovery International*, claiming to use “the cognitive-behavioral, peer-to-peer, self-help training system” to “help individuals gain skills to lead more peaceful and productive lives”; *National Alliances on Mental Illness (NAMI)*, “an association of hundreds of local affiliates, state organizations and volunteers who work in the community to raise awareness and provide support and education”; *Thero*, “dedicated to making it easy to find mental health resources by maintaining a directory of mental health resources, such as therapists, psychologists, psychiatrists, clinics, hospitals, treatment centers, and organizations that provide crisis intervention, advocacy and peer support”; and *Anxiety and Depression Association of America (ADAA)*, “dedicated to the prevention, treatment, and cure of anxiety, depressive, obsessive-compulsive, and trauma-related disorders through education, practice, and research.”

These organizations have established widespread networks and affiliates that can provide instant local support resources, which can be one kind of competition to Brightside Consultant Company.

Psychotherapists

The other major kind of competition we estimate will be the licensed therapists. They provide professional psychology therapy sessions that closely examine the mental conditions of their patients and the relevant factors before making a comprehensive diagnosis. However, these sessions can be financially unaffordable to an ordinary young adults. Furthermore, in some situations, people may be intimidated by these psychological sessions and find them too intrusive.

VII. Management team

Executive Manager

An executive manager will be in charge of the overall operation of Brightside Consultant Company and represent the company to the public. Strategic decisions and public appearances will be the major responsibilities of the executive manager.

Financial Manager

A financial manager will monitor the cashflow and is concerned about the expenses for regular office operation and service fees from our clients. The financial aspect of business is relatively simple in Brightside Consultant Company since our capital is relatively small and we don't have a lot of investment in the financial market. Therefore, the role of the financial manager will mostly be to participate in the evaluation of developing new services or projects and their financial implications. A financial manager will acquire at least a master's degree in financial management and at least five-years of experience in related industries.

Consultant Manager

A consultant manager is at the helm of the management of the consultants, assigning first-visit clients to suitable consultants after the first session. The consultant manager supervises the consultants by handling the complaints from our clients and evaluating their performances by a series of indicators. A consultant manager will acquire at least a master's degree and at least five-years of experience at the management level.

Consultants

Our consultants obtain at least three-years of experience in related businesses such as personal or interpersonal consultant companies, peer support programs, and other strategic management companies. Consultants will acquire at least a master's degree and other essential training.

Staff

A college graduate who will be responsible for the routine office work, including arranging appointments and the regular contact of the company with clients and other companies. The person in this position will acquire a business or sociology degree as well as competent communication and organizational skills.

VIII. Financing

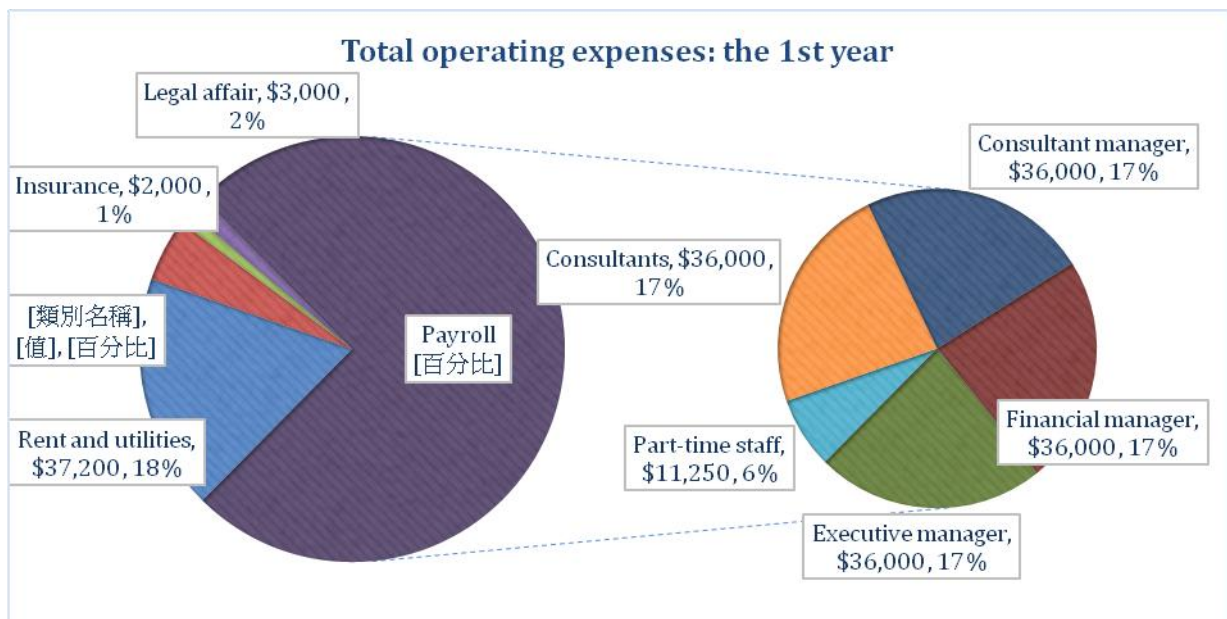
Initial investment

Our initial investment will be the estimated expenses of the first year operation, because the relationships with clients require time to become well established and nurtured. We don't expect that we can break even in the first year, and therefore we require that the initial investment will be able to cover the basic expenses during the first year.

The initial investment includes the following operation costs. The total operating expenses will be \$207,720.

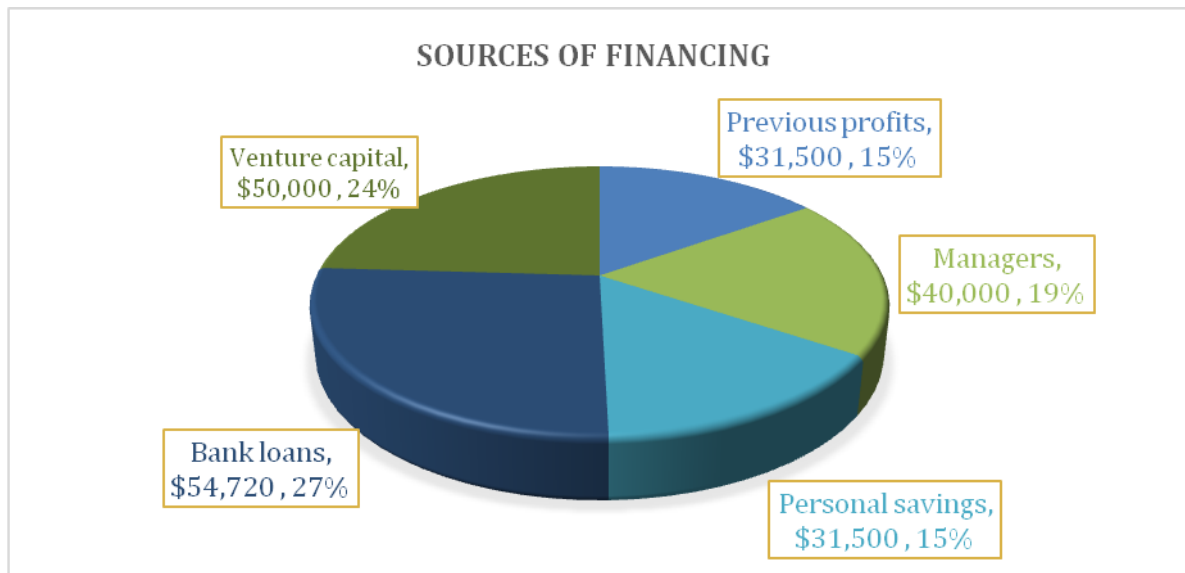
Table 2: Brightside's Initial Investment

Item	Expenses	Notes
Office rent and utilities	\$37,200	\$3100 for one month
Payroll	\$155,520	<ul style="list-style-type: none"> • Part-time staff: \$11,520 (\$960 for one month) • Two Consultants: \$36,000 (\$1,500 for each person for one month) • Three Managers: \$36,000 (each)
Marketing expenses	\$10,000	
Insurance	\$2,000	
Legal affair	\$3,000	
Total	\$207,720	



Sources of financing

To obtain the start-up capital as specified above, we choose various financing sources to be diversified financially and therefore more resilient to the uncertainty and the risk in this market. As specified below, we have managed to possess almost 75% of the start-up capital and we need the remaining 25%, which is \$50,000, from the venture capital.



IX. Financial forecasts

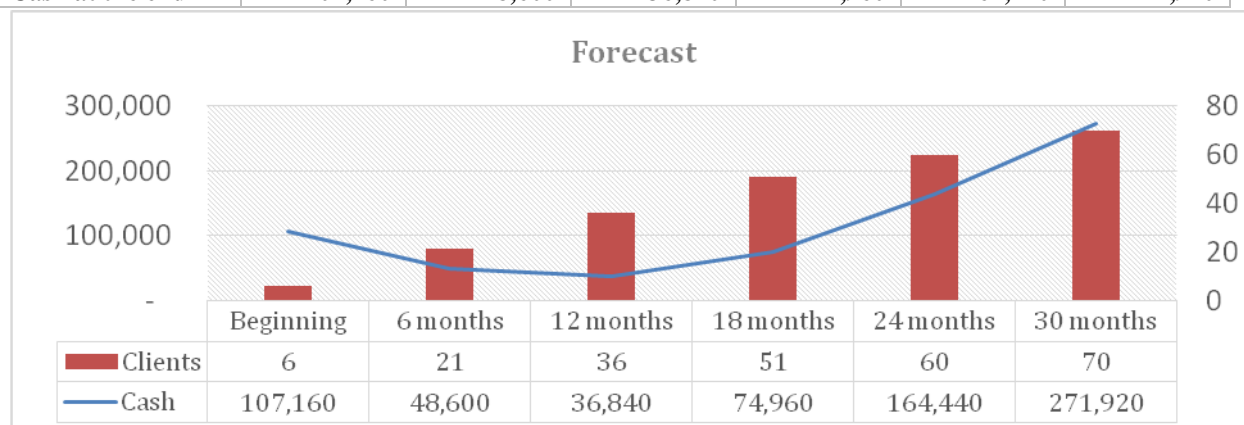
The financial forecasts of Brightside Consultant Company are overall positive because of the steady growth of clients. The consultation experience and the relatively low charge will be the main reason why our clients choose Brightside to help them amend the relationship with their parents. Here we would like to elaborate why Brightside can grow steadily and

profoundly, both financially and professionally. Financially, we provide lower prices than the psychotherapists; professionally, we provide more specific consultations than those free support networks.

Table 3: Brightside’s Cash flow Analysis

(Unit: U.S. Dollar)

	Beginning	6 months	12 months	18 months	24 months	30 months
Cash at the start	0	107,160	48,600	36,840	74,960	164,440
Cash Coming In						
Sales Paid	10,800	37,800	84,600	159,480	195,840	213,840
Loans & Transfers	207,720					
Total Cash In	218,520	144,960	133,200	196,320	270,800	378,280
Cash Going Out						
Rent/Utilities	18,600	18,600	18,600	18,600	18,600	18,600
Payroll	77,760	77,760	77,760	77,760	77,760	77,760
Marketing	10,000	0	0	10,000	0	0
Legal affair	3,000	0	0	3,000	0	0
Insurance	2,000	0	0	2,000	0	0
Loan payments				10,000	10,000	10,000
Total Cash Out	111,360	96,360	96,360	121,360	106,360	106,360
Cash at the end	107,160	48,600	36,840	74,960	164,440	271,920



X. Exit strategy

Brightside Consultant Company aims at being a sustainable company that provides services continually and growing from our long-term relationships with our clients. However, to make a precise projection of this company and better react to different possible scenarios, we propose two potential exit strategies.

Employee Share Ownership Plan (ESOP)

Brightside Consultant Company requires talented and devoted employees and keeps its growth as we expand. Therefore, we provide stock equity plans that allow employees to acquire ownership in the company. We believe that by carefully choosing those senior

consultants that will be suitable for the ESOP, it will foster the sense of dedication, drive for excellence, and profit motive among these employees.

Acquisition

We might recognize at some point that we no longer have the capacity to grow on our own. Therefore, to better serve our clients and be more competitive in a rapidly changing market, we will plan an acquisition to our potential strategic alliance businesses such as an interdisciplinary consultant company aimed at growing its business to interpersonal consultancy. Collaboration can be more influential and profitable for us in the long run.

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What is an ESOP? (2017). Retrieved December 8, 2017 from ESOP Builders
<http://esopbuilders.com/resources/what-is-an-esop>

II. Websites

Anxiety and Depression Association of America (ADAA)
<https://adaa.org/>

National Alliances on Mental Illness (NAMI)
<https://www.nami.org/>

Recovery International
<https://www.recoveryinternational.org/>

Thero
<https://www.thero.org/>

NGO Needs Analysis: Liberty's Promise

I. Introduction

NGOs have been covering a wide variety of concerns, such as environmental preservation and humanitarian relief with different sizes and focuses, ranging from small local NGOs to well-established transnational NGOs. The roles of NGOs are also astonishingly divergent from one other; some of them could be complementary actors to governments, while others could oversee or constantly protest against authorities. As NGOs' very nature and their work remain complex, it is indeed worth a close examination of their accomplishments and the room for improvement for their great impact on issues that are otherwise often neglected. One example of such overlooked issues that merits more public attention could be engaging immigrant youths in civic communities, where a Washington-area NGO called Liberty's Promise has interceded and has been demonstrating its capacity to be a constructive actor. Current success of Liberty's Promise notwithstanding, three potential areas for improvement and corresponding solutions are examined in this analysis, with a view to augmenting the programs of Liberty's Promise and eventually amplifying its positive impacts on immigrant youths and the communities it aims to serve.

II. Background

Mission and history

Liberty's Promise is a nongovernmental organization that supports immigrant youths

who are between 15-21 to be involved in the United States (What We Do, n.d.). These young immigrants have a small incomes, so Liberty's Promise aims to "provide each young immigrant with the freedom to pursue his or her personal American Dream: earning a college degree, entering their chosen profession, raising a family, or living where they wish" (What We Do, n.d., para 5). The United States welcomes immigrants from all over the world; however, not all these immigrants have a chance to obtain the benefits and the opportunities to be socially and academically active. That is why Liberty's Promise is there to help these young people show their talents, skills, and intelligence. Liberty's Promise believes that if they help immigrant youths to be civically engaged in the society, they will be responsible citizens to be active members in the democratic government (What We Do, n.d.).

Liberty's Promise was founded in 2005 by Dr. Robert Ponichtera to provide internship programs and civic programs to immigrant youths (R. Ponichtera, personal communication, April 7, 2018). Dr. Robert Ponichtera devotes his time to develop the organization and achieve its goals to satisfy more immigrant youths (Our Staff, n.d.).

Funding and programs

According to the website of Liberty's Promise (Our Programs, n.d.), its fund completely consists of donations and grants from individuals, government, and companies. Donors are provided with five options; for example, a five dollar donation is used to buy a SmarTrip card for one participant, and a one hundred dollar donation is for an intern's food and travel expenses. Donors are promised that all donations will be used for operating costs of their programs, such as commuting fees, food expenses, and accommodation fees. Staff's salary is, therefore, considered to be covered by grants.

The NGO operates three projects: Civics and Citizenship, which is the largest one and gives immigrant youths opportunities to meet a variety of professionals so that they will get inspired and be able to be engaged in their community; CE-BELL, which is a free

after-school program aimed at enhancing participants' low-level English abilities in order that they will get confidence in their future academic life and job; and Opportunities Plus, which is an internship program for immigrant youths that helps them acquire professional skills and prospects for desirable career paths (Our Programs, n.d.).

The social impact of Liberty's Promise is clearly measurable in concrete figures, and these figures are disclosed on their website (Our Impact, n.d.). Since they started their core project, Civics and Citizenship, they have served over 40,000 immigrant youths from 119 countries. Additionally, according to their website, 99 percent of their program alumni have earned a high school diploma or General Educational Development (GED), whereas, statistically, the rate of general minority students' high school graduation is only 74 percent, and 64 percent of their alumni have completed some post-secondary education.

III. Needs analysis

Increased participation and need for increased fund-raising

The executive director, Robert Ponichtera, mentioned that the most pressing issue of the NGO now was to gather more funds (personal communication, April 6, 2018). During our interview with three core members of Liberty's Promise including Ponichtera, he surprisingly said that now the number of participants of their core program (Civics and Citizenship) is over 800, which is more than twice the number listed on its website (Our Programs, 2018). The participants have kept increasing in accordance with the increase of immigrants to the U.S. That number, according to Camarota and Zeigler (2015), has kept increasing since the 1970s, and is expected to continue to go up at least until 2060s. Therefore, the need for Liberty's Promise's work will be probably much higher.

Although the growth in participation is positive, it seems that Liberty's Promise has not been able to show similar growth with respect to fund-raising. The NGO does not sell

anything and is 100% dependent on donations and grants. Unlike private companies which can boost sales as their business expands, NGOs cannot make money immediately. It is because beneficiaries and donors of NGOs are different in many cases. Unless they try to attract more donors and raise more funds, the NGOs will have difficulty meeting their increasing participants' needs with limited funds. That is the dilemma Liberty's Promise is facing now.

Solutions

For sustainable further fund-raising, it is important to find new donors who will benefit from the Liberty's Promises' projects. According to Blanco (2017), the U.S. workforce will dramatically shrink in the next 20 years because of the decrease of people who are born in the U.S. unless the country continues to welcome immigrants. This means that many companies will face a labor shortage and need to secure a route for stable employment. Such companies are the possible donors whom Liberty's Promise should target. In return for receiving funds from the companies, the NGO will be able to preferentially introduce to the companies their talented immigrant youths' alumni, 99% of whom have earned a high school diploma or GED and 64% of whom have completed some post-secondary education (Our Impact, n.d.).

As Blanco (2017) mentions, there are some arguments that immigrants have been exploited as cheap labor only in some limited industries such as "private households" and "textile, apparel, leather manufacturing," so if more companies in more industries work with immigrants in the near future to make up for the labor shortage, it will have an added benefit; job opportunities will be more diverse for immigrants. As mentioned by Binder-Aviles (2012), private companies tend to require "return" on their "investments." In short, the competent human resources of immigrant youths will be the "return," and Liberty's Promise and the donor companies can make the win-win relationship, which will lead to

long-term stable donations since the NGO has already been successful in terms of helping immigrant youths become competent in their programs.

Need for expansion to serve more immigrant youths

Although liberty's promise aims to help low income immigrants be professionally and academically successful and be active in civic life, the services and opportunities that Liberty's Promise provide do not satisfy all immigrants' needs (R. Ponichtera, personal communication, April 7, 2018). It is logical that the number of immigrant youths does not meet the organization's goals because Liberty's Promise has only one location in Alexandria. Moreover, the number of employees in the organization was not optimal; that is why recently Liberty's Promise has hired extra employees to serve more immigrant youths (R. Ponichtera, personal communication, April 7, 2018).

Moreover, Liberty's Promise is somewhat not known for everyone, so the staff of the organization should make such a good effort to help immigrant youths reach the organization and leverage from its advantages (R. Ponichtera, personal communication, April 7, 2018). Liberty's Promise is restricted to have national relationships rather than international relationships with other NGOs which could not be classified as a significant need to accomplish the organization goals, but it does make a difference (M. Abdelwahab, personal communication, April 7, 2018).

Solutions

Although Liberty's Promise performed such a great effort to serve local immigrants, the number of immigrants coming to the organization is still not very high (R. Ponichtera, personal communication, April 7, 2018). It is recommended that Liberty's promise has more than one location in every state in the United States. For example, Liberty's Promise has only one location in Alexandria in Virginia, so instead of having one location in Alexandria,

it is preferable that the organization has at least three locations in Virginia since the organization in Alexandria is small and it would not satisfy the immigrants' needs as the number of immigrants keeps growing. Second, it is recommended that Liberty's Promise be visible and overt for Public by making this organization popular in the social media, so beside the official website of Liberty's Promise, it is preferable that the organization have Facebook and twitter accounts that show the organization's activities and programs to encourage immigrants to engage in these activities. Third, Liberty's Promise has only one international relationship with another NGO in France. It is preferable that Liberty's Promise expand its horizons by building its international relationships with other NGOs to have new ideas and new plans that support the mission of Liberty's Promise.

Lacking broader community participation

As its mission suggests, Liberty's Promise focuses on supporting low-income immigrant youth to actively participate in civic life, an area in which Liberty's Promise could form harmonious relationships with local communities to better accomplish its goals. These community groups could be local government agencies, schools, churches, businesses, and other associations that community members voluntarily formed. Community participations, in terms of NGOs' work, could be illustrated in several ways, such as cultivating new leaders within communities, conducting shared missions with community members, and upskilling community members as regards advocacy planning, all of which could help NGOs bring sustainable change in communities (Binder-Aviles, 2015). Similarly, Liberty's Promise could benefit from collaborations with local communities in terms of additional resources and appropriate platforms for its programs for immigrant youths, such as inviting young immigrants to participate or observe city council meetings or other associations' regular meetings. Aging 15-21, these youths are faced with imminent and drastic challenges in a critical phase of their lives with relatively small amount of support

from their communities, stated Dr. Robert Ponichtera, the founder and executive director of Liberty's Promise (personal communication, April 6, 2018). However, the current major approach of Liberty's Promise, simply focusing on feedback from its main participants, these immigrant youths, without tapping into resources available from the broader community (R. Ponichtera, personal communication, April 6, 2018), seems to be insufficient for the following two reasons.

First, as enshrined in its mission and vision statement, "American ideals of democracy and freedom" have been a core idea of programs from Liberty's Promise, and that "active community involvement and civic education" would help immigrant youths responsibly participate in democratic government (What We Do, n.d.). One great starting point for these immigrant youths would be at the local community level because local communities are what these immigrant youths might be most familiar with and presumably where they are most comfortable expressing themselves. Local communities can thus play an important role in programs of Liberty's Promise in terms of providing necessary platforms and networks for these immigrant youths to observe and learn how local communities work democratically.

Second, each community has its own unique features or problems, which could be hard to identify without real-life interactions with that particular community. If Liberty's Promise does not involve members of local communities in identifying communities' needs and their preferable methods of meeting those needs, but simply focuses on the feedback from immigrant youths, it might not be able to receive helpful insights because these immigrant youths are rather new to the community with relatively limited understanding of communities. This limited knowledge of communities will eventually weaken the capability of Liberty's Promise in helping immigrant youths participate in their communities.

Solutions

Liberty's Promise could significantly elevate the level of their community participation

by progressively adopting the following two approaches. Both approaches require committed effort and time; however, the results could be positive with long-lasting effects, not only for the immigrant youths, whom Liberty's Promise aims to help, but also for communities and Liberty's Promise itself. The first approach is a complete overhaul of its program design, implementation, and review, based on its accomplishments and its vision for the future with input from the communities where the young people live. Liberty's Promise has been providing a solid foundation of supports for immigrant youths with regard to college and career consultations and field trips to local government agencies. However, these programs might be insufficient for these immigrant youths to truly apprehend the underlying democratic values of the United States as well as for Liberty's Promise to distinguish itself from other similar NGOs and therefore attract additional funding. To better achieve its mission of educating young immigrants about American values and reshaping itself, Liberty's Promise could invite interested community members for hospitable exchanges about potential common goals between communities and the organization; in addition, it could also encourage feedback from community members regarding the current programs of Liberty's Promise.

After proactively soliciting opinions from community members, the second way for Liberty's Promise to successfully engage communities in its programs would be forging new mechanisms for small yet meaningful participation of immigrant youth in local community affairs. Seldom would anyone consider that youths could fully participate in any public policy area; nevertheless, Liberty's Promise could work with local communities to identify a few appropriate issues in which immigrant youths could play a part and develop their sense of responsible citizenship. Moreover, these participative opportunities could be further connected to the regular curriculum in schools, such as projects for civics class or research topics for history class regarding learning the history of communities. By properly connecting to school, these activities could be more welcomed by immigrant youths and

communities and with greater impact. Taking these two approaches, renovating its programs with involvement of communities and establishing participative frameworks between immigrant youths and communities, Liberty's Promise could noticeably increase its low degree of community participation and lay the foundation for future vigorous initiatives regarding immigrant youths within communities.

IV. Conclusion

Putting their capacity into action, NGOs can make themselves virtually indispensable to a well-rounded civil society that benefits from NGOs' resources and attentiveness to the broad array of issues that need to be taken into account in formulating clear and coherent public policy nowadays. Liberty's Promise, founded for supporting low-income immigrant youths to actively participate in American civic life, has displayed its dedication to the mission and its adherence to forging a civil society with immigrant youths being involved. In spite of its current achievements, three aspects of work of Liberty's Promise could be further deepened and improved to deliver more welcomed results to all stakeholders. The three proposals in this analysis would be focusing on serving more immigrants, targeting possible employers for further fund-raising, and establishing instructive relationships with communities. Each proposal would demand a considerable amount of effort; however, Liberty' Promise could more fittingly fulfill its "promise" by adopting these recommendations.

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