出國報告（出國類別：語言訓練）

112 年經濟部國際經濟商務人員
赴華府語言訓練報告

服務機關：經濟部國際貿易局

姓名職稱：王寧膺 科員

派赴國家/地區：華盛頓D.C.

出國期間：112 年 1 月 2 日至 112 年 3 月 10 日

報告日期：112 年 5 月 8 日

摘要

職奉經濟部派於 112 年 1 月 2 日至 3 月 10 日赴華府喬治城大學進修教育學院(Georgetown University School of Continuing Studies)接受語言訓練，修習課程為「密集專業英語課程」(Intensive Professional English, IPE)，包括「專業英語閱讀及寫作」(Professional Reading and Writing)、「學術英語溝通技巧」(Academic Communication Skills)與「進階文法」(Advanced Grammar)等三門課。

本報告共分為四大項：目的、進修過程與心得建議、日常生活建議事項及附錄。在進修過程與心得建議部分，介紹上述三門課的授課方式、校園與課餘活動與學習心得、語訓期間參與駐華府經濟組安排之活動等。日常生活建議事項則是分享華府地區住宿、交通、飲食等方面之個人生活體驗。雖然本次語訓僅在華府地區停留 10 週，短期經驗或有不足之處，惟仍願以個人在這段期間內之觀察、體會與心得分享，提供未來欲赴華府語訓者行前準備之參考。

目錄

一、　　目的

　　經濟部為提高駐外經濟商務人員外國語文及涉外事務工作能力，自民國 98 年起訂定「經濟部派送駐外經濟商務機構商務人員赴國外接受語文訓練實施計畫」，並依該計畫派送新進商務人員出國接受語文訓練。本屆由於受到新冠肺炎（COVID-19）疫情等因素影響，語訓實施計畫由 110 年延至 112 年，且上課期間縮短為 8 週。

　　本屆共有 6 名新進商務人員赴華府喬治城大學進修教育學院(Georgetown University School of Continuing Studies)接受語言訓練，喬治城大學為全美頂尖學術研究型大學之一，軟硬體設備、師資及班上同學皆為一時之選，對於提升學員英語聽說讀寫能力成效卓著。又華府為美國政治中心及著名智庫所在地，藉由我駐華府代表處經濟組安排至 Crowell & Moring 與 Akin Gump 事務所參訪並聽取簡報，講述美國貿易政策制定機制與分析拜登政府貿易政策，對於學員專業英語能力及涉外事務工作能力皆有極大幫助。

二、 進修過程與心得建議

（一） 課程簡介

喬治城大學進修教育學院英語課程春季班共兩期 (semester)，每期以 8 週為單位，本屆語訓學員僅註冊第一期，上課期間為 1 月 9 日至 3 月 2 日，每週 4 天，每天 9：00 至 11：20、13:00 至 15:20。

課程名稱為「密集專業英語課程」(Intensive Professional English, IPE)，包括「專業英語閱讀及寫作」(Professional Reading and Writing)、「學術英語溝通技巧」(Academic Communication Skills) 與「進階文法」(Advanced Grammar)等三門課。課程開始前即公布完整的課程大綱、每週授課進度、結業要求等，讓學生有所依循。學期開始後即照表操課，每週須完成指定的作業，期末則提交一份完整的期末報告或上台簡報，課程內容規劃緊湊且充實。

時間	週一	週二	週三	週四
09:00 至 11:20	課程：Professional Reading and Writing 教師：Professor Kathleen F. Kearney			
13:00 至 15:20	課程：Academic Communica-tion Skills 教師：Professor Andrew Screen	課程：Advanced Grammar 教師：Professor Jane Stanga	課程：Academic Communica-tion Skills 教師：Professor Andrew Screen	課程：Advanced Grammar 教師：Professor Jane Stanga

1. Professional Reading and Writing：專業英語閱讀及寫作課程重點在訓練學生於期末提交一篇符合學術期刊規範之簡短論文。課程開始由學生自行挑選感興趣之非政府組織(Non-Governmental Organization, NGO)，蒐集該組織資訊，後隨課程進度按部就班寫出論文引言、NGO 背景、組織分析、建議與結論等部分，並須確實遵照 APA 格式引用文獻、重組詞句避免抄襲與誤用以尊重學術倫理等，各方面都顯示出研究型大學面對學術文章之嚴謹態度。

　　Professor Kearney 以 The NGO Handbook 與 Skills for

Effective Writing 兩本書作為課程教材，輔以教授文章分析、組織分析工具、蒐集資料、句辭重組等各項論文撰寫技巧，引導學生如同拼圖一般循序漸進，每週完成論文之一部分，8 週之後寫出合格之期末論文(如附錄)。每當週末提交作業，Professor Kearney 會即時審視並提出修正建議，因此學生不會再犯同樣的錯誤。

2. Academic Communication：學術英語溝通技巧課程重點在訓練學生在公眾場合能夠合宜表達意見、融入團體對話、帶領小組討論、進行簡報等，因此上課方式經常是以不同的議題、不同的小組成員、不同的角色分工來進行，訓練學生在各種議題與情境下均能適切表達想法，並輔以簡報製作、錄影口說表達、筆記技巧等。

　　Professor Screen 以生動活潑的上課方式，鼓勵學生勇於表達自身想法；同時亦提供許多在華府週邊的生活資訊，期望以各式各樣的話題，吸引班上同學更加融入喬治城大學與 D.C.地區生活。Professor Screen 於課堂上設計簡短上台報告(3 分鐘內)、由學生帶領討論的團體議題討論(近 1 小時)、以及期末簡報(約 10 分鐘)，仔細記錄學生優缺點並在事後給予反饋，可以加深學生對溝通

技巧的印象並掌握自身英文口說之短處後加以改進。

3. Advanced Grammar：進階文法課程重點在訓練學員熟悉重要的文法規則，包括句子結構、連接詞、時態、形容詞與副詞子句、假設語氣等。文法課程是屬於必要但內容略顯枯燥的課程，惟 Professor Stanga 仍設法利用分組討論、小遊戲等方式，提升同學對文法學習的興趣；另每週固定的課後作業與期末測驗，讓同學可以藉由不斷的練習逐漸掌握文法規則與語感。

(二) 心得與建議

1. 喬治城大學係全美最佳研究型大學之一，教學資源豐富、師資優良且教學認真，即使課程只有短短 8 個禮拜，仍可充分感受到學校教職員的辦學與教學熱忱。尤其是教授英文讀寫課程的 Professor Kearney，不僅於課堂中充分為學生講解各單字、用語之間的細微差異處，更會在週末仔細修改課後作業、給予建議與反饋，激發學生英文寫作與閱讀的興趣。

2. 除了教室、圖書室、討論空間等完善的硬體設備之外，喬治城大學亦善用 APP、GOOGLE 各項應用程式等，以線上互動的方式有效拉近學生與學校教職員之間的距離。

例如學校開發 Canvas APP 及網頁版，功能完整且內容豐富，包括課程大綱、每週授課進度、課堂簡報、以 Google 文件做為上課討論筆記、學生上傳影音或 PDF 檔完成指定作業、教師同樣以影音或文字批示給予反饋、學生每一項作業的成績與即時總成績百分比等，均可透過網頁一站式完成。

3. 除了學生與學校教職員之間的縱向聯繫之外，三門課程的教授之間亦有密切的橫向聯繫與合作，適度分配各課程之課後作業避免學生有負擔過載致作業品質不佳之情形。另外如閱讀及寫作課程撰寫之 NGO 分析報告，其內容亦可作為溝通技巧課程之期末簡報，因此學生在期末報告完成之後，還需將其進一步圖像化、濃縮為 10 分鐘簡報，練習將論文內容以精簡的文字、圖像輔助向其他同學作說明。

4. 作為一語言進修機構，喬治城大學進修教育學院主要扮演短期中繼的角色，作為他國年輕學子未來在美國求學的跳板，因此許多的學生都是在此經過一期或兩期的語言訓練，接著申請到華府或其他地區的大學即離開。進修教育學院也很稱職的扮演其作為外國學生來美第一站

的角色，學期開始即舉辦各項說明會，主題涵蓋 F-1 學生簽證、華府地區及校園安全簡報、論文撰寫及學術倫理研討會、學期開學及結業式、學生 Social Hour 等，盡力幫助校園新鮮人能夠快速熟悉華府地區及融入校園生活。另外教授也會安排學生參與校本部舉辦之研討會，如 Georgetown Symposium on Data Privacy: Engineering Solutions for Evolving Global Policy、Milk and Cookies Series: Social Impact Making a Difference；以及校外教學參觀文字博物館(Planet Word Museum)等，藉由豐富的課餘與校外活動安排，進修教育學院幫助新同學們在短時間內適應校園生活與瞭解華府地區，很大程度的緩解新同學們初抵美國時的不確定感。

圖 1：校本部舉辦資訊隱私權法規調適研討會

（三） 與我駐華府代表處經濟組之互動

1. 1月4日至經濟組報到：6名學員於1月3日抵達華府後，翌日即至經濟組報到，組長與幾位秘書向學員們提點安全注意事項、分享華府生活經驗、建立緊急聯絡管道等，讓初抵華府的學員們內心感覺安定許多。

2. 2月9日課後：經濟組安排 Crowell & Moring International LL 參訪活動，主題：美國貿易政策制定機制與拜登政府貿易政策，內容講述美國貿易政策主管機關及政策制定過程、美國行政各部會與立法部門對制定經貿政策所扮演之角色等。另外在美中貿易關係方面，拜登政府對與中國的貿易對話持開放態度，目標是捍衛美國利益，避免受中國不公平經濟政策和做法的負面影響，並藉由「跨黨基礎建設法」（Bipartisan Infrastructure Law）、「晶片與科學法案」（Chips and Science Act）和「降低通膨法案」（Inflation Reduction Act），確保美國能在與中國的競爭中保持優勢地位。

3. 2月22日課後：經濟組安排 Akin Gump 法律事務所參訪活動，主題：Seminar on Trade Dynamics in the United States，講述拜登政府係尋求「夥伴關係」式的貿易協定，而非

傳統的全面自由貿易協定，因此重點放在「印太經濟架構」（Indo-Pacific Economic Framework, IPEF）、「美洲經濟繁榮夥伴關係」（Americas Partnership for Economic Prosperity, APEP）、「臺美 21 世紀貿易倡議」（U.S.-Taiwan Initiative on 21st-Century Trade）等。貿易政策則在推動以美國勞工為核心、捍衛國內勞工權利，輔以加速減碳、支持美國農業與提高半導體、電池、關鍵礦物及藥品供應鏈韌性等議題。

三、 日常生活建議事項

（一）住宿

在國外租屋首重安全，華府治安與美國其他大城市相比尚稱優良，但仍與名列全球最安全國家之一的臺灣有很大一段距離。華府及周邊區域之間的治安狀況落差極大，西南邊 Arlington 的 Virginia Square、Ballston 兩地鐵站附近是治安較好的新式商業大樓/住宅區，距離進修教育學院所在的 Gallery Place-Chinatown 地鐵站約 30 分鐘的通勤時間。華府西北區(NW)Mt. Vernon Square、Shaw-Howard Univ、U Street 地鐵站周邊則是傳統獨棟住宅街區，有豐富多元的餐廳、文化、生活機能，治安亦無虞。

由於本次語訓在華府停留的時間僅 10 週，無法循一般方式簽訂長期租屋合約，故學員係由 Airbnb 找到兩處住所，因短租的關係也無法壓低租屋費用；再加上疫情過後美國通膨率節節攀升，華府的租屋費用也是水漲船高，一般 3 房 2 廳的大樓單位月租金普遍落在 4,000~5,000 美金或以上，如 3 人分租平均一人月租金負擔約 1,500 美金左右，預期未來華府具有良好生活機能的區域租金仍會日益高漲。Airbnb 在華府地區有不少短期屋源可供選擇，建議出發前可預訂二週或以上的短期住宿，抵達後方有充裕時間可尋找預算內符合需求之租屋選項。

（二）交通

　　華府地鐵系統尚稱便利，惟準點率與清潔程度無法與台北捷運相比；上下班時間相當擁擠，夜間則女性最好偕伴同行，因為地鐵上與地鐵站周邊充斥形形色色的人，仍須謹慎提防。另外華府的公車路網則是四通八達，補足地鐵路線未達之處。華府地區的 Capital bikeshare 共享單車、Lime 電動滑板車、Uber、Lyft 等叫車 APP 也都是非常便利，可視需要搭配使用。

　　華府周邊有三個機場：離市區最近的雷根機場(DCA)、最

多國際與國內班機起降的杜勒斯機場(IAD)，此二機場皆可搭乘地鐵抵達，另有離市區最遠、無地鐵直達的巴爾的摩機場。美國各大城市空中交通繁忙，連續假期期間常有班機誤點、取消等情形，建議行程多預留一些彈性以免應變不及。

如要前往紐約、費城等其他都市，美國國鐵 Amtrak 的票價偏高但較省時，長途巴士如 Greyhound、megabus 或 peter pan bus 也都可做為城際旅行之往返交通工具。美國的租車公司如 Enterprise、Hertz、Avis 等據點及車種選擇眾多，有些站點可在非營業時間自助還車，非常便利；如有多人出遊分攤費用的話，租車為一方便且實惠的選擇，建議從臺灣出發時即備好國際駕照，租車時也儘量保全險為宜。

（三）飲食

由於通膨的關係，美國的外食費用變得相當可觀。一般常見的速食、拉麵、越南河粉、泰式餐廳、中東料理等用餐含小費及消費稅都在 20 美金以上，如在正式一點的餐廳或觀光區則每人的平均消費在 50 美金以上，且小費也逐漸由 18%漲至 20%以上。華府地區常見的超市如 Giant、Whole foods、Trader Joe's、Costco 等均可買到亞洲常見的食材與調味料，建議可由台灣帶電鍋、微波餐盒等，簡單為自己準備料理以

節省外食費用，喬治城進修教育學院茶水間亦備有微波爐方便同學加熱午餐。

四、 附錄

The Prospect of The Climate Reality Project

Ning-Ying Wang

Georgetown University

ENFL 057-010: Professional Reading and Writing

Professor Kathleen F. Kearney

March 1, 2023

The Prospect of The Climate Reality Project

Executive Summary

In this report, I introduce the Climate Reality Project (CRP), which was founded by former Senator and Vice President Al Gore and has championed the reductions in greenhouse gas emissions and the adoption of renewable energies for almost two decades. I then evaluate CRP from its legitimacy, accountability and transparency based on the guidelines of *The NGO handbook* (Binder-Aviles, 2012). I address Gore's investment firm that may have impeded the development of CRP given that critics argued he could profit from his environmental activism. The NGO leaders or founders must be willing to empower staff to take more responsibilities and to let others lead, thus the NGO can outlive the founders and achieve sustainable growth (Binder-Aviles, 2012). Therefore, I suggest Gore resign from the chairman of the board to avoid conflicts of personal interest. Finally, I also recommend the NGO establish a platform or allies to redistribute donations to the needy and make the philanthropy more transparent and fair.

Introduction

Imagine a picture of no summer ice to be seen in the Arctic Ocean in the next decade. Scientists once predicted it might not happen before 2065 if global temperatures

only increased 1.5°C. However, the temperatures have been growing dramatically, far

beyond the scientists' expectations (Borunda, 2020, para. 4). The average temperature

of the 2010s hit record highs, and in 2022 ranked the sixth warmest year in history,

based on National Oceanic and Atmospheric Administration (NOAA)'s temperature

data ("Annual 2022 global climate report," 2023, para. 1). Global warming is melting

Arctic sea ice and causing extreme weather disasters. Therefore, "the reality we now

face implores us to act," said former Vice President Al Gore, who founded The Climate

Reality Project (CRP) to advocate for the use of green energies and push for global

efforts for climate solutions ("Our mission," n.d., para. 2). CRP has been established

for more than a decade. It is well funded, well known, and is now taking the leading

role in finding solutions to the climate crisis. Although it is also confronted with

conundrums in the changing world. The purpose of this report is to review the history

of CRP, its mission and initiatives, its strengths and potential challenges, and how it can

generate sustainable transformations to achieve further growth and continue fighting

against global warming.

The background of The Climate Reality Project

CRP was merged from two environmental groups, the Alliance for Climate

Protection and The Climate Project, in July 2011. As a pioneer organization, it addresses

global warming issues by using online and offline advertisements as well as grassroots

events ("Climate reality project," n.d., para. 1). Phyllis Cuttino has been the president

and CEO since 2022 (Chow, 2022, para. 1). Former Senator and Vice President Al

Gore is its founder and chairman. He was the progenitor of the documentary movies:

An Inconvenient Truth and *An Inconvenient Sequel: Truth to Power*. His endeavors on

climate change issues granted him the 2007 Nobel Peace Prize.

CRP's mission statement is igniting public attention and immediate movements

to solve the climate crisis. Diversity, Equity, Inclusion and justice are the four

backbones of its core values ("Our mission," n.d., para. 6). It encourages using green

energies such as wind, solar, and hydropower to replace gas and oil fuels. To achieve

these, it launched a variety of campaigns, such as 24 Hours of Reality: an annual,

multimedia event to emphasize the urgency of the climate crisis in every time zone

(Anzilotti, 2017, para. 1); Repower America: championed the reductions in greenhouse

gas emissions and catalyzed Americans to use renewable energies (Eilperin, 2008, para.

21); 100% Committed: motivates cities, businesses, schools, and individuals switching

to eco-friendly electricity ("Our initiatives," n.d., para. 4) .

Evaluation of legitimacy, accountability, and transparency

First of all, an NGO earns its legitimacy by devoting itself to social needs that the

public regards as human welfare-related and urgent, and the stakeholders must be convinced that the NGO is not driven by personal interests (Binder-Aviles, 2012). I believe CRP has met the criteria to a large extent. Climate change and global warming are such vital issues of the Earth that each government and society has recognized their urgency. There is no doubt that CRP's legitimacy has been granted.

Furthermore, an NGO is perceived as transparent when it strives to present operational information as much as possible, including its fiscal reports, external and internal activities (Binder-Aviles, 2012). CRP has fulfilled the criteria as well. It updates its board of directors, managers and staff online to increase bureaucratic transparency. It also discloses financial information punctually and rigorously, such as audited financial statements, annual reports and tax returns. These procedures help CRP's stakeholders to see through it, and convince them CRP is aligned with its stated values, vision and mission.

Last but not least, accountability of an NGO is crucial in building its trust and credibility with all stakeholders and the community. Because stakeholders have a variety of needs and expectations, an NGO should listen to and make efforts to fulfill them (Binder-Aviles, 2012). CRP is associated closely with former Senator and Vice President Al Gore, who is the founder and chairman of the board of directors. Gore is the pioneer who has addressed the climate crisis for over 15 years and the progenitor of

the well-known documentary movies: *An Inconvenient Truth* and *An Inconvenient Sequel: Truth to Power*. People do not question his accountability most of the time. However, there was once some criticism of Gore's investment on the renewable energy industry, which he admitted to investing in green energy companies in a congressional hearing in 2009. Critics argued that he could profit from his environmental activism (Bell, 2013, para. 29). The fact that Gore is holding financial interests in the eco-friendly energy industry may harm CRP's legitimacy, accountability and reputation to some degree.

A further concern is the crowding-out effect. According to CRP's 2019, 2020 and 2021 audited financial statements, its support and revenue, and net assets have reached the top in the past three years. CRP drew $19 million of support and revenue in 2019, $21.6M in 2020, and $26.3M in 2021. Meanwhile, its total expenses maintained the same level as around $18M. Consequently, its net assets have roughly multiplied four times within three years, from $6.1M to 23.8M. Additionally, Greenpeace USA, the most well-known NGO, also has acquired massive net assets growth in 2021, from $23.9M to 43.1M within a year ("Greenpeace 2021 annual report," p.24). It is understandable that support and revenue of NGOs fluctuate from time to time, so CRP and Greenpeace USA might just take advantage of 2021 and benefit. But it may raise some disputes if NGOs drew too many donations in a short term, especially

when it has definitely crowded out support for other charity foundations, such as health care of seniors, children, the poor, education, and the care for disadvantaged social groups.

Proposed Solutions

To build trust and credibility with the community, the board of an NGO should demand high ethical standards (Binder-Aviles, 2012). People donate to NGOs because they believe the NGOs will put social needs above their personal interests. They hope NGOs' leaders will make the most of their donations and only devote themselves to social welfare but not individual benefits. That is why Gore should resign from the chairman of the board to avoid conflicts of interest. It is understandable that Gore wants to accelerate the development of green energies through personal investments, and green energies are one of the viable solutions of the climate crisis. However, it is difficult to clarify the financial complexity to the public and differentiate between social needs and personal interests. In the end, it may have negative impacts on CRP's legitimacy, accountability and trustworthiness.

Regarding the concern of CRP's rapid-growing net assets in recent years, probably the government or a third party should establish some practicable mechanisms to relocate the donations to those in more urgent need. On the one hand, it is good that

CRP has drawn a great amount of attention and donations during the pandemic. It has successfully raised people's awareness of climate change in the past two decades. On the other hand, it means some charity organizations were neglected and are demanding more resources. Mechanisms should be built to prevent the crowding-out effect and to utilize people's benevolences. It might not be easy for CRP or Greenpeace USA to announce that they have received enough support, but they can initiate programs aligning with other NGOs to redistribute benefactions into more compelling but less-well-known charity needs. Eventually, all NGOs will benefit from the mechanism because the public trusts them more and may be willing to donate more money to help the needy.

Conclusion

All organizations, whether commercial or non-profit, should be conducted organizational transformations as they grow. If the leaders do not notice the changing circumstances and enforce transformations beforehand, it will eventually restrain the organizations from further growth. Battilana and Kimsey (2017) have studied a variety of social change initiatives and categorized three types of social change leaders: agitator, innovator and orchestrator. They indicated that when facing movements of social change, organizations need different types of leadership, or leaders need to switch

roles among agitator, innovator and orchestrator based on different contexts. Gore is the founder of CRP and has been the chairman of the board since 2011. He was successful in playing the role of agitator, innovator and orchestrator. However, as CRP becomes well developed, it should focus more on orchestrating but not agitating and innovating. That is why Gore should at least resign from the chairman of the board, especially when his investment firm kept investing $600M in UK's Octopus Energy (Jumchai, 2021, para. 1). It may weaken CRP's legitimacy when people question whether Gore's championing of the climate crisis is for his own profits but not for social needs.

On top of that, as people are more aware of the climate crisis and global warming, climate-change-related NGOs should draw adequate but not excessive donations. After all, climate change is a long-term issue and can not be solved anytime soon. In other words, it is better for the NGOs to have stable and satisfactory support and revenue, but not burst within a short period of time. For this reason, setting up a platform or allies to redistribute donations based on the needs and priorities is of great benefit to the community, stakeholders and NGOs.

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