



**INTERNATIONAL
EXCHANGE
CONFERENCE**

OCTOBER 6 - 8, 2025

THE WATERGATE HOTEL | WASHINGTON, D.C.



**INTERNATIONAL
EXCHANGE
CONFERENCE**



Welcome & Meeting Kickoff



Jim Pellow
President & CEO,
CIEE



Martine Mangion
Senior Vice President,
International Exchange
Programs, CIEE



Carye Duffin
Senior Vice President,
External Affairs, CIEE





INTERNATIONAL EXCHANGE CONFERENCE



Jim Pellow
President and CEO, CIEE

A little about Jim...



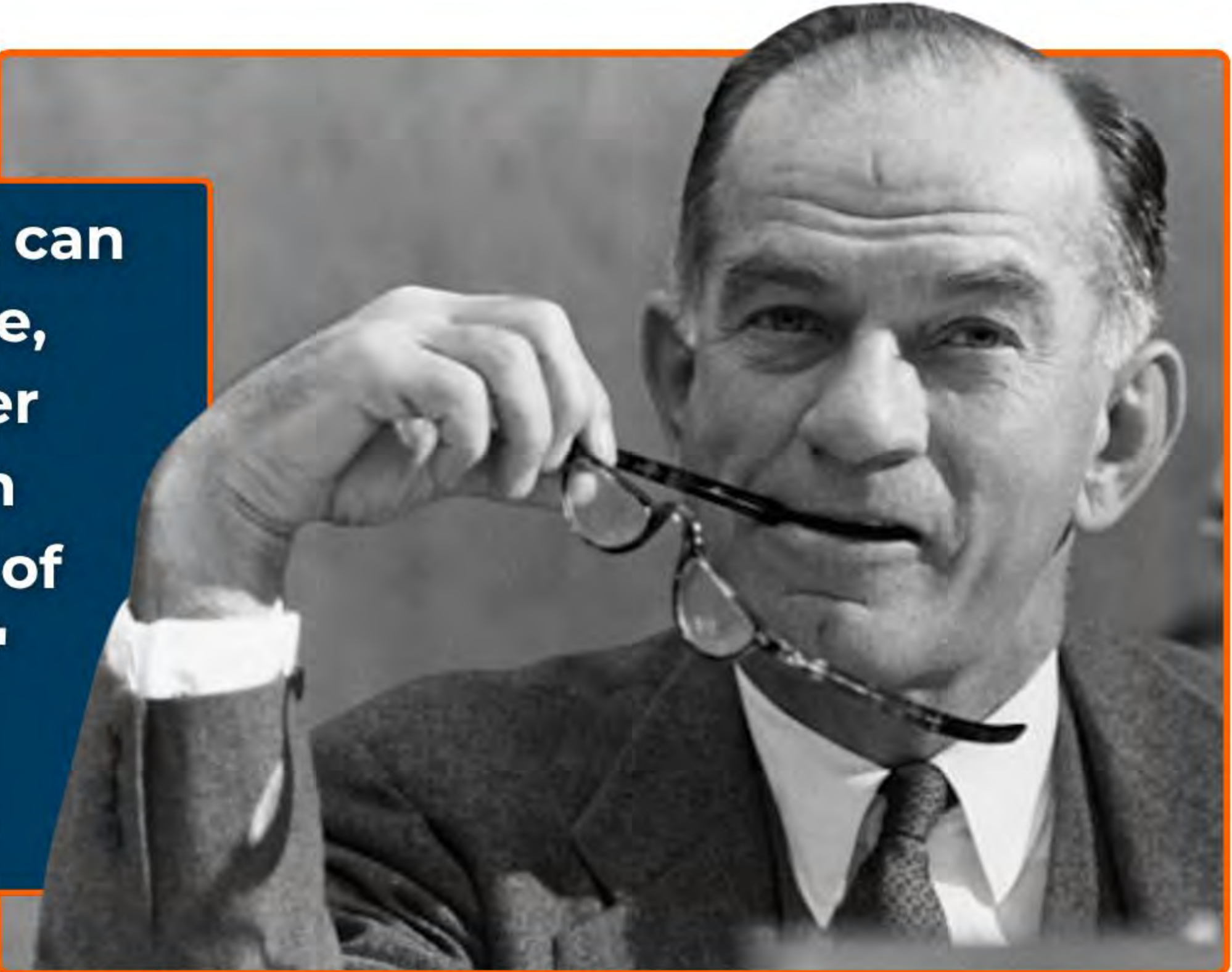
CIEE - Founded 1947



Fulbright-Hays 1961

"Educational exchange can turn nations into people, contributing as no other form of communication can to the humanizing of international relations."

— J. William Fulbright





**“Every dollar we spend,
every program we fund,
every policy we pursue must be
justified by the answer
to one of three questions:**

***Does it make America safer?
Does it make America stronger?
Or does it make America
more prosperous?”***

**- Secretary of State Marco Rubio
January 22, 2025**



Ambassador Young Civic Leadership Summit – Myrtle Beach, SC



INTERNATIONAL EXCHANGE CONFERENCE



Martine Mangion

*Senior Vice President, International
Exchange Programs, CIEE*

A little about Martine...



A Life Changed From Taiwan to Yellowstone



A Family's Story

"Not Just a Student but a Son"



A First Step British Student at Big Sky



Every placement is a bridge built

31,000  **BridgeUSA**

**Participants
Annually**

1.5 million Lives Impacted The legacy of CIEE BridgeUSA



BridgeUSA Impact

- **\$1.2B economy**
- **4,000+ businesses**
- **200+ partners**

Raising the Bar
Rebuilding • Expanding • Leading

cīee + BridgeUSA



“You can’t connect the dots looking forward.....”

- Steve Jobs

Every action builds a bridge.

*Partner with CIEE—the oldest, largest,
most trusted name in exchange.*



JOIN US.



THE 2ND ANNUAL

**INTERNATIONAL
EXCHANGE
CONFERENCE**





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Carye Duffin
*Senior Vice President,
External Affairs, CIEE*



Welcome & Meeting Kickoff

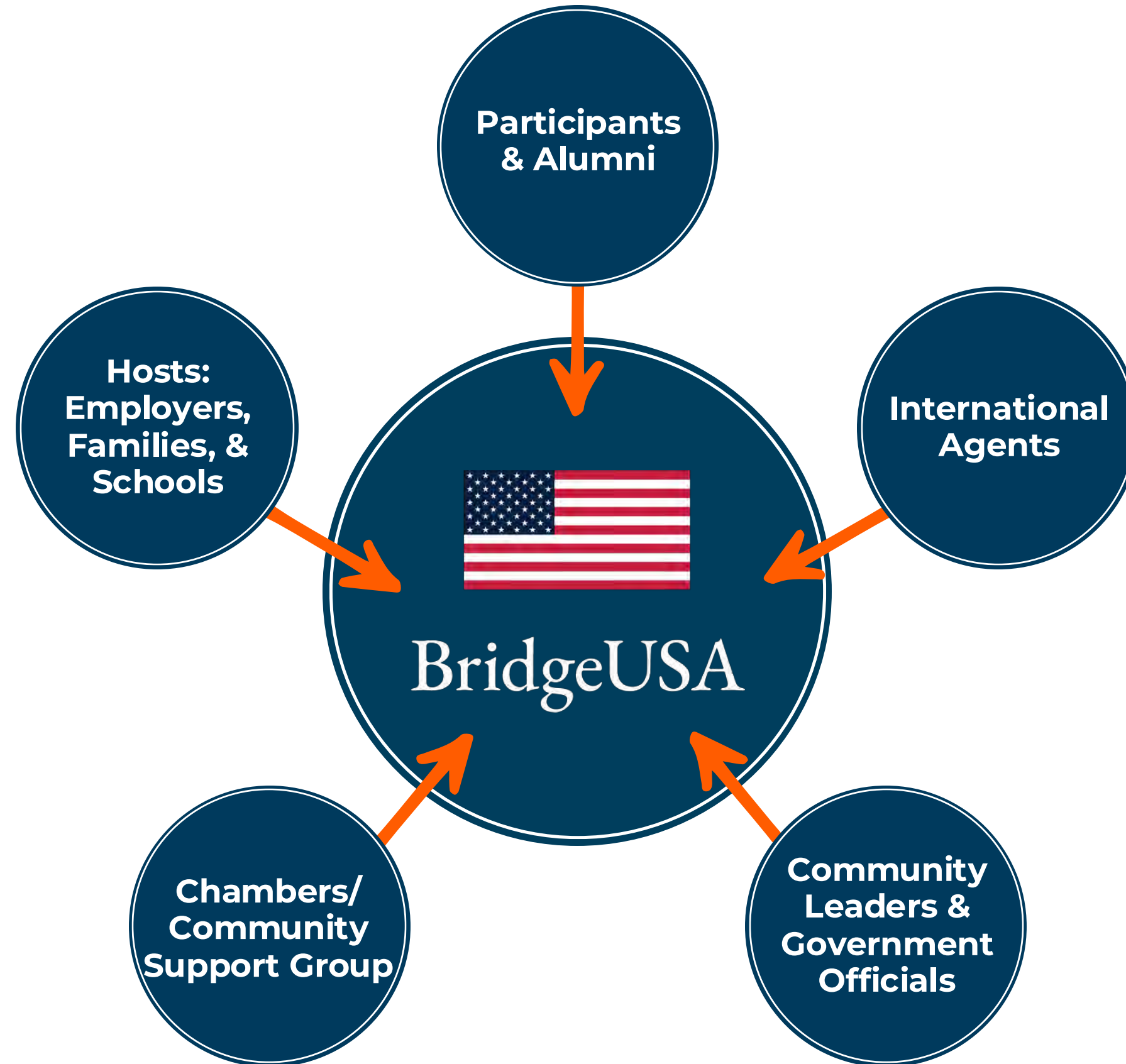
- *A little about me..*
- *Reminder regarding the Vision of the Annual CIEE International Exchange Conference (IEC)*
- *Reminder re: CAPDL Initiative*
- *Key Takeaways/Learnings from the Inaugural IEC*
- *Call to Action*
- *Goals of IEC*



A little about Carye...



The Vision of the inaugural CIEE International Exchange Conference (IEC)



The Vision of the Annual CIEE International Exchange Conference (IEC)

ECONOMIC PROSPERITY



Yellowstone National Park, Wyoming

PUBLIC DIPLOMACY



Kennebunkport, Maine

NATIONAL SECURITY

“The essence of intercultural education is the acquisition of empathy-the ability to see the world as others see it, and to allow for the possibility that others may see something we have failed to see, or may see it more accurately. The simple purpose of the exchange program is to erode the culturally rooted mistrust that sets nations against one another. The exchange program is not a panacea but an avenue of hope.”

- J. William Fulbright

The Vision of the Annual CIEE International Exchange Conference (IEC)

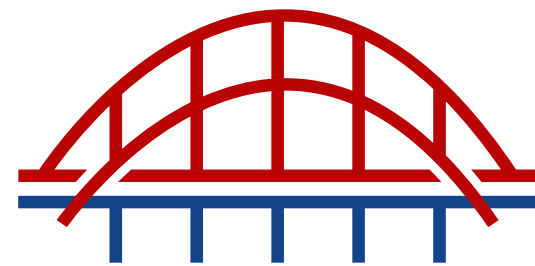


Celebrate our Key Stakeholders

- *Hosts – Families, Schools, and Employers*
- *International Agents*
- *Current Participants/Alumni*

Celebrate our Key Partners

- *Bureau of Educational and Cultural Affairs (ECA)*
- *Chamber of Commerce/Community Support Groups (CSGs)*
- *Industry Associations*



CAPDL

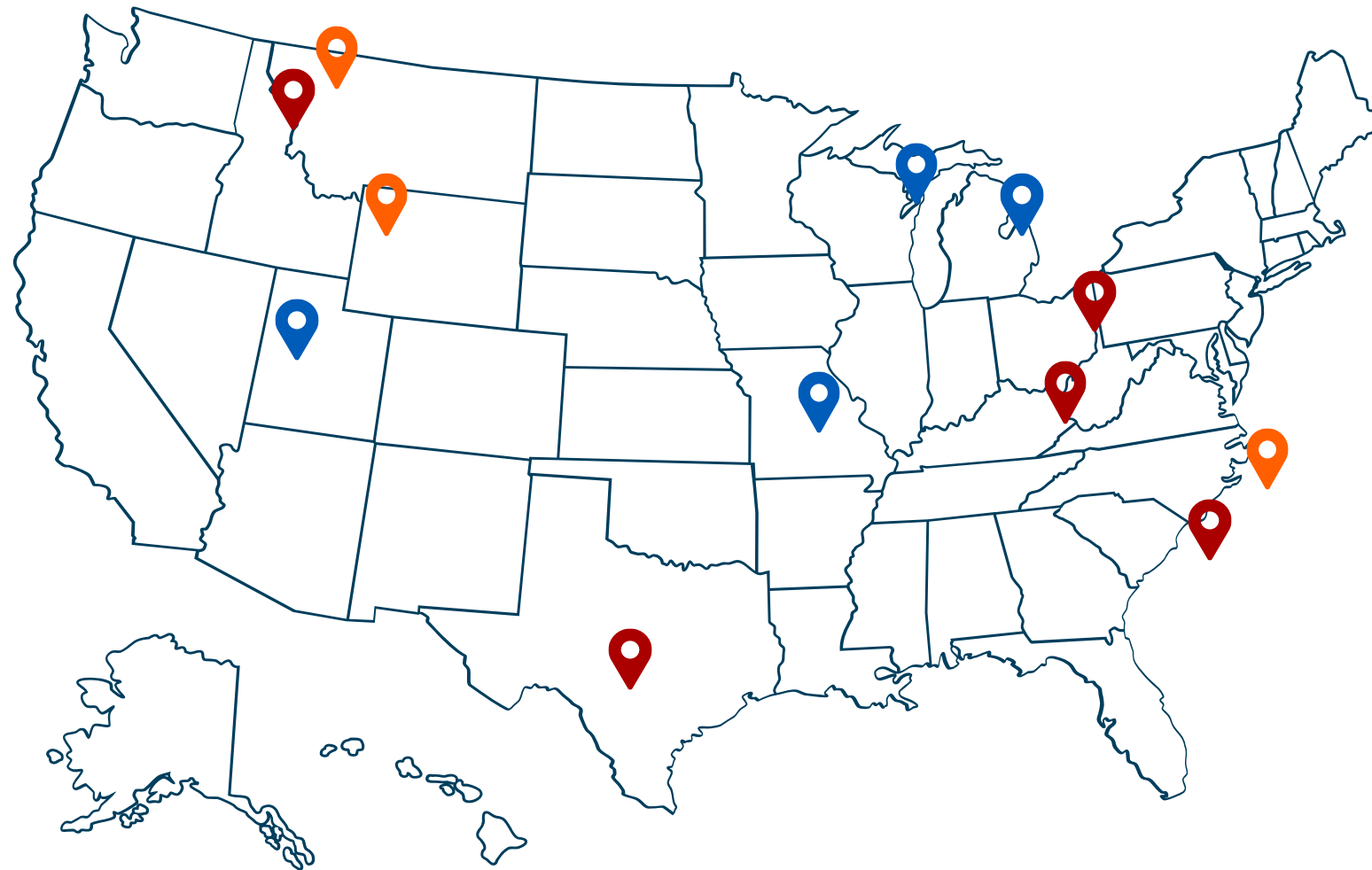
Coalition for American Public Diplomacy and Leadership



Key Takeaways from Inaugural IEC

- Thankfulness for bringing all of our key stakeholders together.
- Stakeholders' Appreciation that we asked how can CIEE be better – striving for excellence & the gold standard.
- Our Stakeholders like to have fun!!
- “You don’t need to convince us of the importance and power of the BridgeUSA program – you need to get out into the American communities and let them know.”

3 Year BridgeUSA Celebration Tour



June 2025 – Ohio & Kentucky

July 2025 – Montana & Wyoming

August 2025 – South Carolina

September 2025 – Texas

March 2026 – Utah (Park City)

June 2026 – Michigan (Mackinac Island)

August 2026 – Wisconsin (Wisconsin Dells)

September 2026 – Missouri (Branson)

March 2027 – Montana (Whitefish)

June 2027 – Wyoming (Jackson Hole)

August 2027 – North Carolina (Charlotte)

9 CIEE BridgeUSA Celebration Stops June through September!!





CALL TO ACTION



BridgeUSA

WE NEED YOU!

***Share the stories.
Share the impact.
Show the power
of BridgeUSA.***



Goals of IEC



We hope that you will depart DC having gained the following:

- *The Power & Impact of BridgeUSA*
- *Deeper Understanding of the Benefits of BridgeUSA*
- *Understanding of CīEE's Mission & Priorities*
- *Further Education & Learnings on Best Practices*
- *Understanding of our Commitment & Gratitude*
- *Some Fun & Laughter!*



**INTERNATIONAL
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SAVE THE DATE
OCTOBER 5 - 7, 2026

THE WATERGATE HOTEL | WASHINGTON, D.C.



**INTERNATIONAL
EXCHANGE
CONFERENCE**

Carye Duffin

Senior Vice President | External Affairs

CIEE BridgeUSA

IEC Opening Plenary: The Story of BridgeUSA's Past, Present, and Future

Panelist:



Rick Ruth - Former Senior Advisor, Bureau of Educational and Cultural Affairs, U.S. Department of State

Moderator:



Jim Pellow
President & CEO, CIEE

The Power of BridgeUSA – Economic Prosperity and Diplomatic Relations

Panelists:



Daniel Mulhall - Former Ambassador of Ireland to the United States

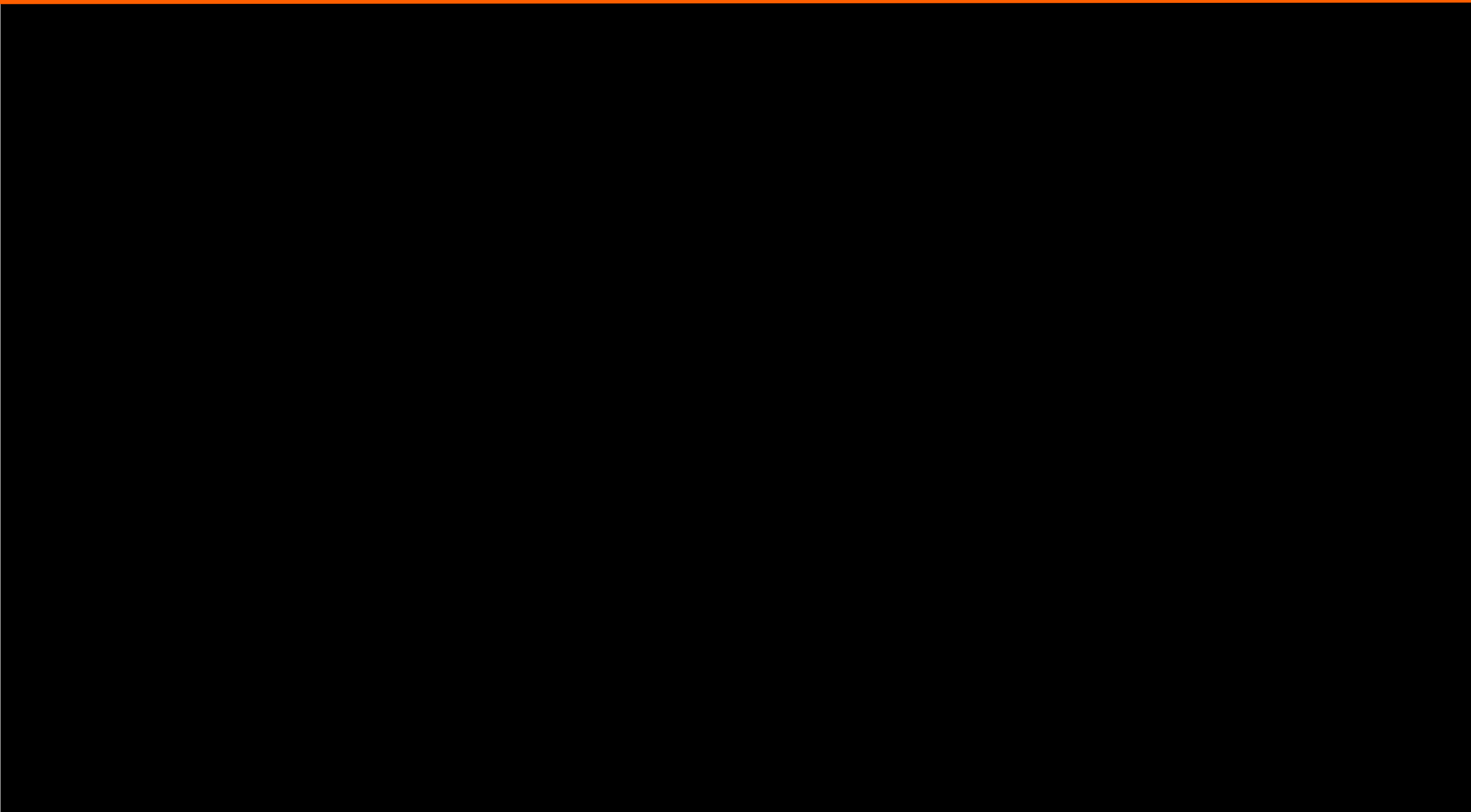


Marie Royce - Former Assistant Secretary of State, Educational and Cultural Affairs, U.S. Department of State

Moderator:



Carmen Iezzi Mezzera - Executive Director, Coalition for American Public Diplomacy and Leadership (CAPDL)



Made Impact – Million Stories

Speakers:



Chris Arnold -
Founder, Made Impact



Jackson Muneza M'vunganyi -
Award-Winning Broadcaster,
Multimedia Storyteller, Global
Speaker

| Welcome

The Critical Connection



Chris Arnold

Founder Made Impact Founder, Camp Leaders, Smaller Earth and World Merit



Jackson M'vunganyi

Broadcaster, Multimedia Storyteller

madeimpact.org



The Value of Exchange

International exchange and purposeful travel **are the best strategy** for personal growth, prosperity and peace.

madeimpact.org

MADE
IMPACT



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The Challenge

The **impact of exchange** is profound – but recognition is fragmented, undervalued and overdue



MADE
IMPACT

The Solution

Prove **impact**.

Amplify **impact**.

madeimpact.org

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The How

M**MOBILIZE**

Million Stories Initiative
World Storyteller Project

A**AMPLIFY**

Nobel Peace Prize Nomination

D**DEVELOP**

The Opportunity Bank

E**ESTABLISH**

Unified & Connected Industry

madeimpact.org

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IMPACT**

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CONFERENCE

Million Stories Initiative

Proving the power of international exchange and meaningful travel

madeimpact.org



World Storyteller Project

26 young
people documenting global
exchanges



madeimpact.org

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Power of Storytelling

Stories connect.

Stories prove impact.

Stories inspire action.

madeimpact.org



From Refugee Camp to Global Stage:

Sharing Stories that Matter.



madeimpact.org

Jackson
M'vunganyi

How You Can Get **Involved**

Join our Mission!

Join Boards and Councils

Support initiatives and campaigns

Share your story

**Mobilise your network. Let's
reach our Million.**



madeimpact.org



Best Practices: BridgeUSA Community Engagement

Panelists:



Dan Bullock -
President,
Holtz Companies



Courtney Kobos-Smith -
BridgeUSA High School
Local Coordinator and
Host Parent



Noel Mayes - Executive Director
of Operations, Xanterra Travel
Collection, Yellowstone
National Park



Louisa Creighton Smith -
Director, Host Relations, CIEE



Andrea Nunes -
CEO for Servicio Educativo
Internacional (SEI) from
Colombia



Kathy Winfree -
Work and Travel Community
Liaison, Myrtle Beach
Chamber of Commerce



Albert Zulps -
Director of Emerging
Technology, Skanska USA

Moderator:

BridgeUSA Participant Spotlight

Panelists:



Carol Cecilia - Front Desk Trainee at Shutters on the Beach, Santa Monica, CA from Indonesia



Ketevan Chincharadze - BridgeUSA Summer Work Travel and YCLS Alum from Georgia, Current Junior Research Fellow, Casimir Pulaski Foundation



Mihkel Märten - Baltic-American Freedom Foundation Research Scholar, Center for European Policy Analysis (CEPA), Washington, DC from Estonia

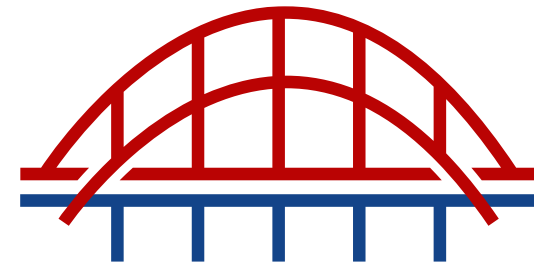


Marta Sanz Gómez - BridgeUSA High School Alum from Spain

Moderator:



Stacy Benjamin - Director of Special Programs, CIEE



CAPDL

Coalition for American Public Diplomacy and Leadership

**Speaker:*****Carmen Iezzi Mezzera -***

Executive Director, Coalition
for American Public Diplomacy
and Leadership (CAPDL)

- **CAPDL went live** on January 15, 2025
- **Market Distinctions** come from our focus on
 - o Education through Tools, Resources, Modules
 - o Sharing Best Practices Online and In-Person
 - o Positive Storytelling, especially in communities across the US
 - o Accessibility to all sizes, all roles, and all locations throughout the worldwide BridgeUSA ecosystem
- **Membership** brings together **all BridgeUSA Stakeholders**:
 - o Alumni
 - o Associations / Groups (Chambers, Schools, etc.)
 - o Host Employers
 - o Host Families
 - o International Agents
 - o Local Coordinators
 - o Service Providers
 - o Sponsors
 - o Friends of the Program





Jon Baselice,
EVP and Head of
Government Relations,
Vanteo (USA)



Denise Beckson,
VP and CAEAO, Morey's
Piers & Resorts (USA)



Board of Directors *(as of October 2025)*



Russ Hedge,
President & CEO,
Hostelling
International USA
(USA)



Modesto Reyes,
CEO and Founder,
OFIT (DR)



Rick Ruth, Former
Senior Advisor for ECA,
US Dept. of State (USA)



Marina Seet,
Manager, Speedwing
Training (SG)



Carye Duffin,
Senior VP of External
Affairs, CíEE; **Board
Chair** (USA)



Bastian Weinberger,
Board Chair,
HanoverCRM (UK)



Bettina Wiedmann,
Executive Director,
Experiment in
International Living in
Germany (DE)

Activities include

Best Practices Sharing

- o Regulations 101 Handouts for the largest six BridgeUSA categories
- o Working Groups curating examples of excellence in program delivery
- o In-person workshops across the US
- o Webinars on how to reduce visa overstays, improve the cultural exchange components of J-1 programs, address J-1 housing concerns, and more

Storytelling and Promotion, including

- o Support for State Department 2025 Social Media Campaign around SWT
- o Reasons Why US High Schools Should Participate in BridgeUSA
- o Reasons Why US Employers Should Participate in BridgeUSA
- o Reasons Why Young Leaders Should Participate in BridgeUSA
- o Alumni Profiles on Social Media
- o Host Quotes about the Power of BridgeUSA
- o Member Profiles on Social Media



Not yet a CAPDL Member?

Join now in less than two minutes!

Quick Form!

**Not sure if you are (your employer is)
already a CAPDL Member?**

Ask!

All Welcome!

All countries. All sizes. All roles. All categories.
Individuals and Organizations within BridgeUSA!

**Contributions in 2025 go to the
CAPDL BridgeUSA Scholarship Fund**

Suggested donations for 2025

Need more information?

Let's connect at IEC or cmezzera@capdl.org

Next Info Session: Oct 15



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Thank you!

CAPDL celebrates a generous
contribution of \$25,000 from
AIFS to support the
CAPDL Scholarship Fund for
BridgeUSA!



Learn more about the
Scholarship Fund at
www.capdl.org

The Intersection of BridgeUSA, Public Diplomacy, and a Safer, Stronger and More Prosperous America

Panelist:



Dr. Vivian Walker -

Practitioner in Residence at the Walsh School of Foreign Service at Georgetown University and Co-President of the Public Diplomacy Council of America

Moderator:



Asenith Dixon Bell -

Vice President for Government Affairs and Advocacy, CIEE



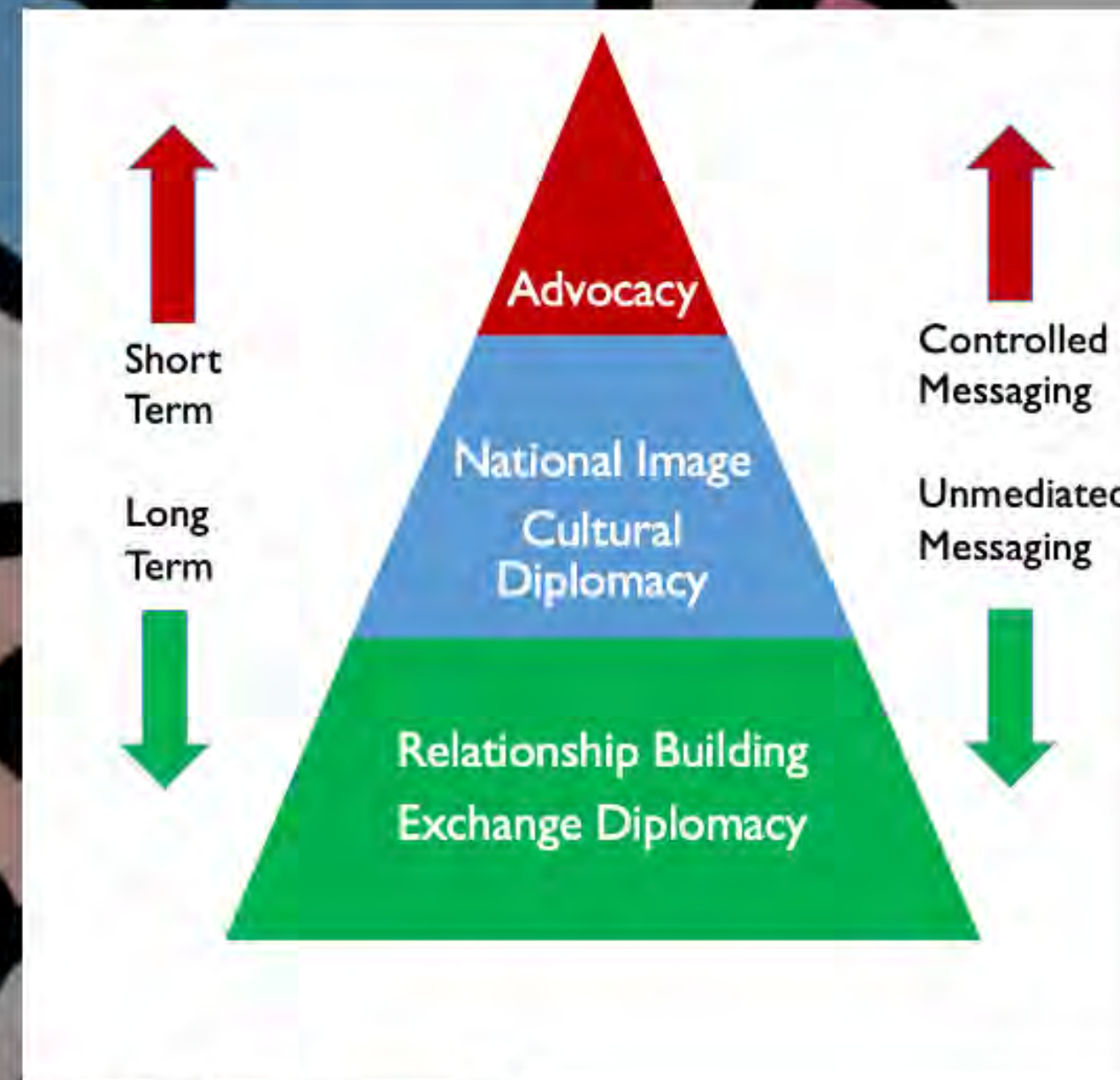
What is Public Diplomacy? How Does it Promote National Security and Prosperity? How Does BridgeUSA Contribute?

Dr. Vivian S. Walker

October 7, 2025

What is Public Diplomacy?

The means by which a sovereign country communicates with publics in other countries aimed at informing and influencing audiences overseas for the purpose of promoting the national interest and advancing foreign policy goals.



Public Diplomacy and Soft Power: How are they related?

Soft power is more than just persuasion or the ability to move people by argument. It is also the ability to entice and attract.

Public diplomacy is an instrument that governments use to mobilize these resources to communicate with and attract the publics of other countries, rather than merely their governments.

In international politics, the resources that produce soft power arise in large part from the values an organization or country expresses in its culture, in the examples it sets by its internal practices and policies and in the way it handles its relations with others.

Joseph Nye, Public Diplomacy and Soft Power





Advocacy

A state's attempt to manage its interests in a global environment by undertaking communication activities to promote foreign policy objectives at home and abroad via traditional and social media platforms.

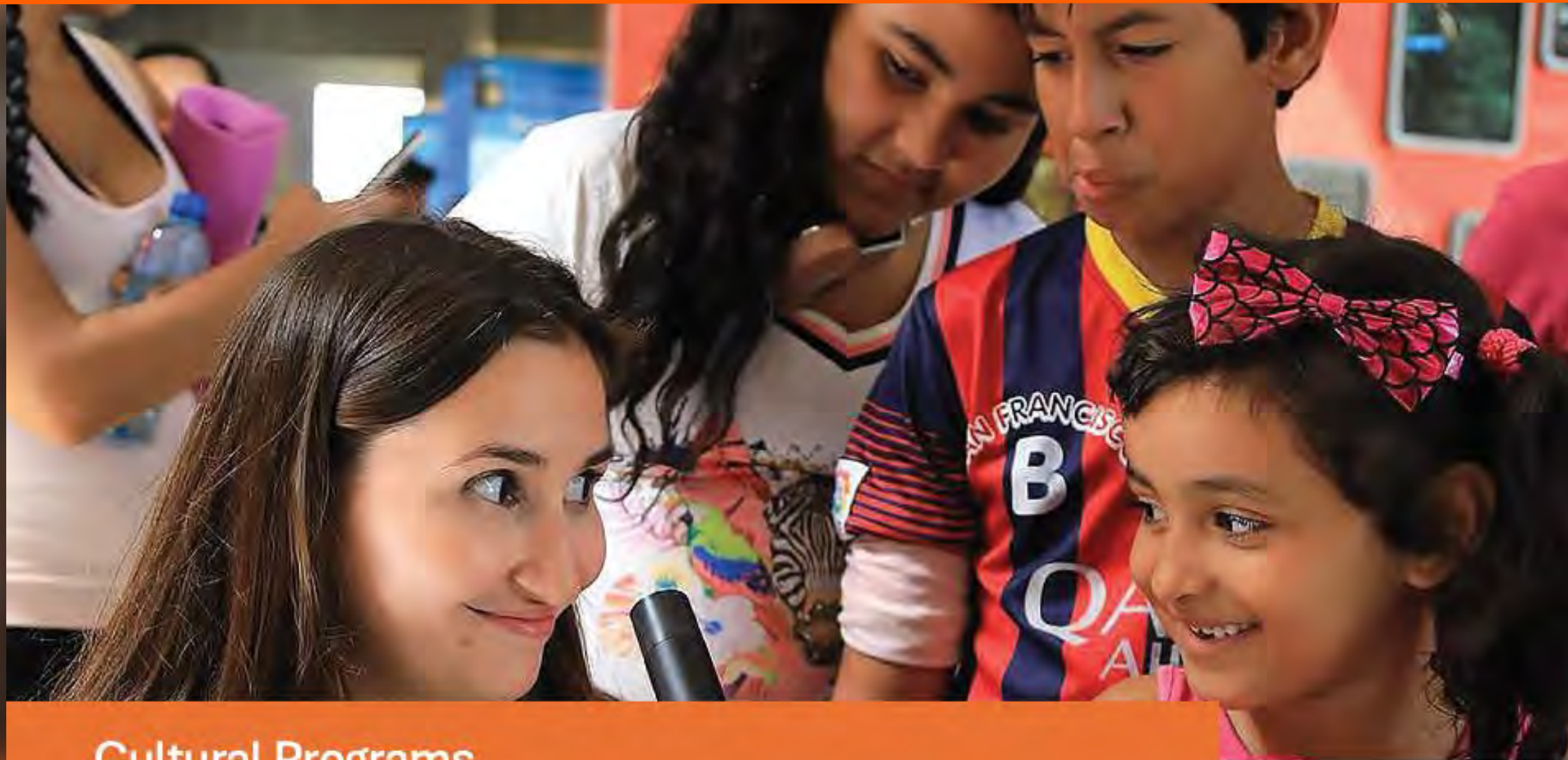
- Department of State press briefings supplemented by prepared statements, talking points, and targeted content for domestic and foreign audiences.
- Key leader traditional and social media engagements—messaging to inform and influence.
- Embassy engagement with publics overseas in the form of media outreach, panels, conferences, training, etc.



Exchange Programs

A state's attempt to manage its interests in a global environment by sending its citizens overseas and reciprocally accepting citizens from overseas for a period of study and/or acculturation.

- Promotes greater understanding through active engagement rather than passive knowledge transfers.
- Creates context through exposure to different national cultures, identities, and languages.
- Provides the foundation for long-term relationships and alliances.



Cultural Programs

A state's attempt to manage the international environment through making its cultural resources and achievements known overseas and/or facilitating cultural transmission abroad.

- Builds trust and credibility through open, unfiltered insights into national behavior and culture.
- Enriches/expands appreciation for shared values and experiences.
- Fosters direct contact to bridge gaps in mutual understanding and build empathy.

POP QUIZ

What do these three images have in common?



Promoting
America's
Security:
Understanding of
Values and Culture



Builds trust and credibility through open,
unfiltered insights into American behaviors
and culture.

Promoting America's Security: Relationship Building



Creates a coalition of the willing, especially among successor generations, reinforcing relationships with likeminded allies while also creating the foundations for mutual understanding with the unconvinced.

Promoting America's Security: Countering Negative or Harmful Perceptions



Addresses negative narratives about American policies and behaviors, and counters disinformation campaigns designed to discredit America's legitimacy in the global information space.

Promoting America's
Economic
Prosperity: Tourism,
Trade, and
Investment



Attracts foreign investment and tourism,
creating jobs at home, promotes existing
U.S. products and services abroad, and
opens new markets for American
businesses.

Promoting America's
Economic
Prosperity: Research
and Innovation



Successor generation focused research
and innovation partnerships promote
product development, expand investment
opportunities, create demand and boost
competitiveness.

Promoting American
Prosperity:
Professional Training
and Development



Brings international talent to U.S. schools and businesses, prepares the next generation of American students to participate in the global workforce, and generates revenue. In 2021-22 international students contributed almost \$38 billion to the U.S. economy and supported more than 335,000 U.S. jobs.

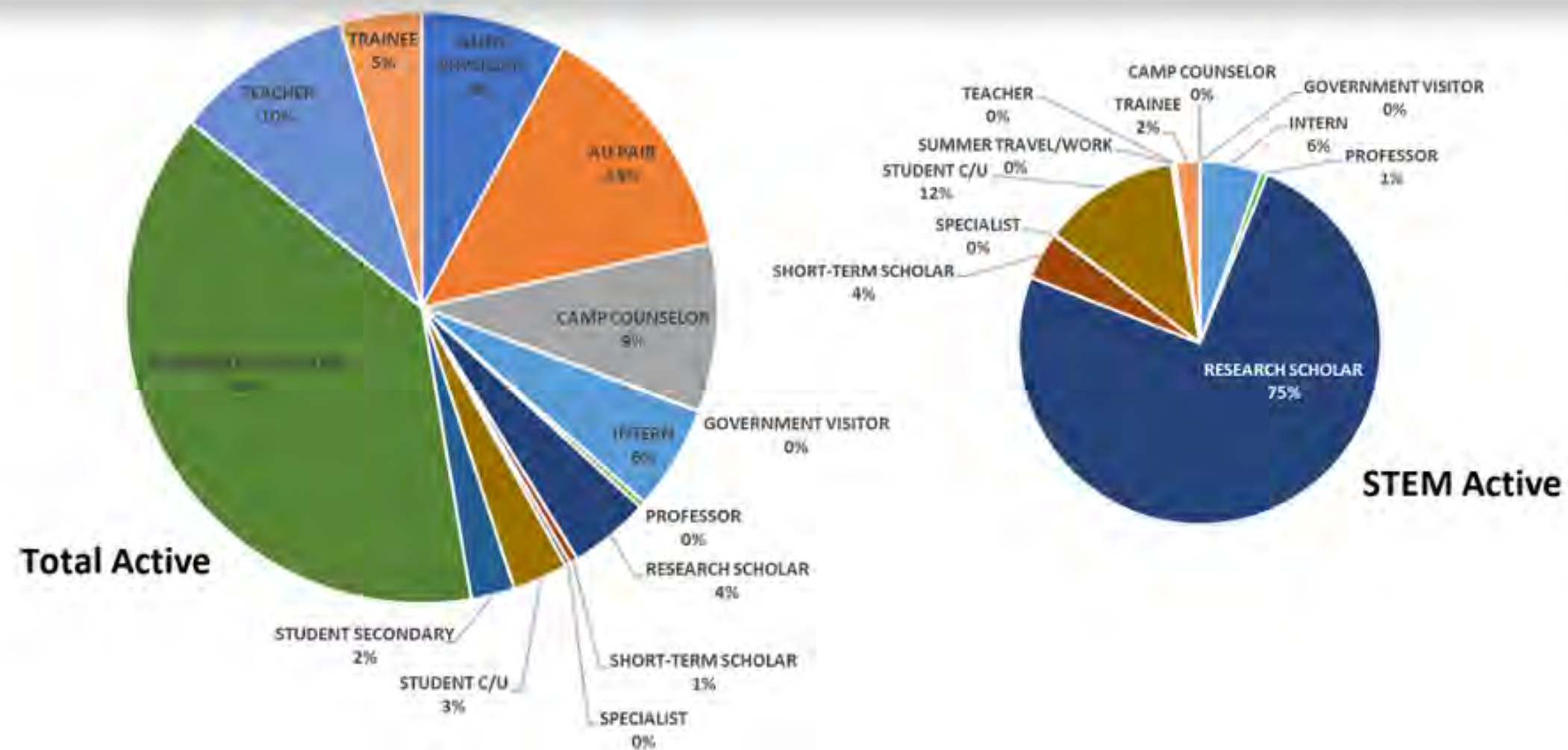
Public Diplomacy Promotion of National Security and Prosperity

Ranking of PD Spending by Overseas Mission--USACPD Report 2024

	Bureau	Post Name	FY 2021 Total	FY 2022 Total	FY 2023 Total	Percentage Change from FY 2022
1	SCA	Pakistan	\$28.84 million	\$27.59 million	\$26.20 million	-5.04%
2	NEA	Iraq	\$10.50 million	\$10.50 million	\$9.76 million	-7.09%
3	SCA	India	\$7.93 million	\$8.01 million	\$9.32 million	16.32%
4	EUR	Russia	\$11.73 million	\$11.49 million	\$9.28 million	-19.20%
5	EAP	Indonesia	\$6.431 million	\$5.60 million	\$8.63 million	54.27%
6	EAP	China	\$9.69 million	\$9.32 million	\$8.61 million	-7.62%
7	SCA	Afghanistan	\$17.67 million	\$19.60 million	\$8.50 million	-56.62%
8	EUR	Ukraine	\$11.76 million	\$20.45 million	\$8.01 million	-60.85%
9	EAP	Japan	\$8.37 million	\$7.96 million	\$7.81 million	-1.94%
10	SCA	Uzbekistan	\$5.79 million	\$7.06 million	\$7.59 million	7.52%
11	WHA	Mexico	\$5.12 million	\$5.58 million	\$7.53 million	34.94%
12	EUR	Armenia	\$3.48 million	\$3.52 million	\$7.03 million	100.02%
13	EUR	Moldova	\$4.92 million	\$4.67 million	\$6.84 million	46.64%
14	EUR	Germany	\$6.57 million	\$6.14 million	\$6.67 million	8.71%
15	EUR	Belarus	\$1.51 million	\$1.87 million	\$6.18 million	230.99%
16	EUR	Georgia	\$5.20 million	\$5.30 million	\$6.16 million	16.24%
17	WHA	Brazil	\$5.04 million	\$5.91 million	\$5.94 million	0.56%
18	NEA	Israel	\$5.47 million	\$5.50 million	\$5.59 million	1.59%
19	AF	Nigeria	\$4.72 million	\$4.47 million	\$5.12 million	14.38%
20	EUR	Bosnia and Herzegovina	\$4.48 million	\$4.23 million	\$4.89 million	15.69%
21	EUR	Serbia	\$3.87 million	\$3.86 million	\$4.87 million	26.18%
22	NEA	Saudi Arabia	\$3.10 million	\$3.12 million	\$4.52 million	44.85%
23	SCA	Kazakhstan	\$4.19 million	\$3.35 million	\$4.44 million	32.67%
24	NEA	Palestinian Territories	\$4.23 million	\$4.27 million	\$4.34 million	1.53%
25	EAP	South Korea	\$4.76 million	\$4.22 million	\$4.14 million	-1.87%

BridgeUSA as Public Diplomacy

Mission Statement: To increase mutual understanding between the people of the United States and the people of other countries through educational and cultural exchanges that support the development of peaceful relations.



PRIVATE SECTOR EXCHANGE: BRIDGEUSA J1 PARTICIPATION LEVELS BY CATEGORY

BridgeUSA Categories	2019	2020	2021	2022	2023
Au Pair	21,551	7,107	16,454	21,449	21,419
Camp Counselor	25,661	219	5,856	21,810	28,622
Intern	26,602	6,437	5,402	16,819	19,023
Physician	2,912	2,858	3,193	3,302	3,713
Professor	846	214	450	691	660
Research Scholar	31,708	10,254	16,150	22,653	23,323
Short-Term Scholar	17,910	3,808	3,775	11,373	12,708
Specialist	747	175	496	1,222	888
Student College/University					
Student - Associate	7	0	2	1	2
Student - Bachelor	1,943	400	925	1,777	1,303
Student - Doctorate	670	270	764	751	615
Student - Intern	5,501	947	824	2,514	3,187
Student - Masters	1,360	326	1,262	1,163	1,174

TOP TEN SENDING COUNTRIES FOR BRIDGEUSA J1 PROGRAM 2019-2023

2019		2020		2021		2022		2023	
Country	EV Counts	Country	EV Counts	Country	EV Counts	Country	EV Counts	Country	EV Counts
China	35,336	South Korea	4,138	Mexico	10,399	Germany	13,615	Mexico	15,8
U.K.	17,472	China	3,796	Germany	8,551	Mexico	13,501	U.K.	13,7
Germany	15,877	Germany	3,557	Colombia	8,518	U.K.	12,423	Germany	12,5
Brazil	12,396	France	3,510	Spain	7,812	Brazil	11,599	Colombia	12,0
France	11,100	Brazil	3,038	Argentina	5,878	Spain	10,525	Spain	11,1
Spain	10,117	India	2,575	Dominican Republic	5,779	France	10,419	Brazil	11,0
Türkiye	9,718	Italy	2,357	Peru	5,417	Colombia	10,094	France	10,8
Mexico	9,612	Canada	2,177	Brazil	4,913	Peru	9,260	China	9,9
South Korea	9,061	Ecuador	1,991	Jamaica	4,850	Türkiye	9,162	Jamaica	9,3
Thailand	9,000	Spain	1,884	Italy	4,778	Thailand	8,738	Peru	9,2

BridgeUSA's Measurable Contributions

USACPD Report 2024

➤ In 2023 BridgeUSA welcomed nearly 280,000 exchange visitors from 206 countries and territories to the U.S.

➤ In 2023 these exchanges contributed 1.5 billion to the U.S. economy, at virtually no cost to the U.S. taxpayer.

➤ Top sending countries for BridgeUSA in 2023 include key strategic allies and competitors.



The most meaningful experience I had in the U.S was spending time with people who teach you something, who make you grow as a human being. **Alejandra Cox, Ecuador**
Sandusky, Ohio

I got to see and learn so much about America and American people in an environment that allowed easy and honest exchange. **Kenner Sanchez, Nicaragua**
Park City, Utah

BridgeUSA's Immeasurable Contributions

I learned that it is possible for me to live on my own in a different culture and different environment where I can call myself an independent woman. **Hannah Reyes, Philippines**
Yellowstone, Montana

Q & A



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OCTOBER 6 - 8, 2025

THE WATERGATE HOTEL | WASHINGTON, D.C.



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Introduction to the Collaborative Improvement Process



By:

Martine Mangion

Senior Vice President,
BridgeUSA Programs, CIEE

Top 5 Themes from 2024's Collaborative Improvement Session



Participant Readiness & Expectations

- PAX often don't read/digest/understand information provided to them prior to/during their time on program.
- PAX often have mismatched expectations from the reality of the program.



Host-International Representative Engagement

- CIEE should facilitate more direct interactions between international representatives and hosts.



Messaging Consistency & Responsiveness & IT

- CIEE needs to be more consistent with messaging, and our response times need to be quicker on urgent issues.
- Beacon's capabilities (especially around visa decisions) need to be vastly improved.



You gave feedback and ***we listened***



How has CIEE implemented this feedback?

-  **Enhance Participant Readiness**
 - Rolled out a new orientation platform with refreshed, digestible content to improve participant understanding before and during the program.
-  **Align Expectations with Program Reality**
 - Introduced clearer pre-arrival communications and realistic program previews to better manage participant expectations.
-  **Strengthen Host–International Representative Engagement**
 - Facilitated shared meetings for bulk hiring and increased roadshow stops in 2025 and ongoing work on expanding opportunities for direct interaction between hosts and international reps.
-  **Improve Messaging Consistency & Responsiveness**
 - Implemented mass communication protocols for urgent updates (e.g., summer visa pause); ongoing refinement to ensure timely and unified messaging.
-  **Upgrade Beacon Functionality**
 - Prioritized improvements to Beacon’s capabilities, such as host reporting, evaluations, and training plans.

Breakout Session Room Assignments

To locate your room assignment, use one of the following options:

- Scan this QR code
- Review the printed list on your table
- Find any CIEE staff member to help!



**We want to continue the collaborative process
and solidify CIEE position as the definitive leader
in BridgeUSA**



Showcasing CIEE's Gold Standard Announcing CIEE to invest:



\$500,000

in scholarships for BridgeUSA Internships &
supporting US Gold Standard hosts across America



THANK YOU!