Enhancing Learning at a Global Conference

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In fulfillment of the requirements for the degree of
Doctor of Education
in Leadership and Learning in Organizations

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Acknowledgements

Throughout the writing of this study, and the three-year journey it completes, I have received a tremendous amount of support and assistance.

My cohort is a wonderful group of people who provided countless aid and support through the challenges of navigating work, family, grad school, and the year 2020. Special thanks to Annette Galindo for above-and-beyond support and friendship.

Thanks to my capstone advisor, Dr. Tracey Armstrong, who patiently endured my stress-induced over-reactions to the process to guide me through to a meaningful and fulfilling final product.

Thanks to Dr. Michael Balcomb for graciously providing his time, perspective, and his previous survey results.

Thanks to the dedicated people of UPF. Dr. Thomas Walsh, Dr. Michael Jenkins, Lynn Walsh, and Genie Kagawa went out of their way to accommodate my needs amidst their busy schedules.

Special thanks and love to my wife, Shu Juan, whose love and patience sustains me. Thanks to my children Marina, Orian, and Cerina, for giving me hope for a brighter tomorrow.

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I.   **Executive Summary**

This quality improvement study focused on the Universal Peace Federation (UPF), a United Nations-credentialed NGO, and specifically on the large global conferences it convenes several times each year. The study tackled two questions: a) How can UPF improve planning of its global conferences to enhance learning of participants?; and b) How can UPF improve evaluation of its global conferences to enhance learning of participants? These questions are relevant and directly pertain to the long-term sustainability of the organization. If conference attendees do not perceive UPF conferences and their activities as engaging and valuable, they will stop coming. If UPF's financial backers question the efficacy of these events, they may cease to provide funding.

A literature review looked into areas including conferences as sites for learning, conference planning, and conference evaluation. Etienne Wenger's *Community of Practice* (CoP) framework was the study's conceptual framework, as its social learning perspective appeared in much of the literature as relevant for understanding the conference activity.

Data sources collected for the study included participant observation (the author attended UPF's World Summit 2020 conference in Seoul, South Korea), document analysis, attendee responses, and semi-structured interviews. The study illuminated 4 findings.

Finding 1

Meaningful situated learning is taking place at UPF conferences in settings and contexts outside of the planned conference activities.

The UPF community members find meaningful social learning and mutual engagement during their conference experience in such mundane activities as meals and breaks, while sharing hotel rooms, and being transported to and from conference events.

Finding 2

UPF conferences afford its members opportunities for mutual engagement that are not possible in members' other sociocultural contexts.

From the top down, UPF leadership creates a culture of "not taking sides." This enables a diverse array of conference members to join the CoP without discriminating on issues of policy, belief, or other biases and prejudices extant in members' local sociocultural settings. From the bottom up, the UPF volunteer staff creates a safe and caring environment that further enables diverse engagement.

Finding 3

Current UPF conference planning focuses heavily on one-way communication practices.

A review of UPF global conference schedules estimated less than 10% of planned conference time was interactional. Most activities involved only listening and observation. This aspect of UPF conference design limits opportunities for meaningful social learning discovered in Finding 1.

Finding 4

Current UPF conference evaluation practices lack constructive attendee feedback, and do not assess member learning.

UPF's current practice of soliciting unstructured reflections or testimonials from conference participants suffers from selection bias and is not a representative sampling of its attendee population. Without seeking indicators of success in accomplishing conference goals, the current practice limits acquisition of actionable findings.

Based on these findings, the study makes three recommendations:

Recommendation 1

UPF should reduce the dominance of one-way communication practices in its conference planning.

Finding 1 shows meaningful social learning occurring in unintentional and unstructured parts of the conference schedule. UPF should increase these opportunities in the overall conference design to facilitate this inventiveness of its members. Two easy steps it could implement right away would be to a) increase mid-session break time; and b) eliminate or decrease speeches during meals. Both steps would increase time for mutual engagement.

Recommendation 2

UPF should experiment with alternative social and interactive practices for its conferences.

To further combat Finding 3, UPF should experiment with alternative activities and techniques at its conferences that are interactive and engage more than just the listening and observing faculties of the CoP. The study suggests several activities from the literature review as initial suggestions.

Recommendation 3

UPF should implement a conference evaluation framework for its global conferences.

As a response to Finding 4, UPF should implement a more robust and consistent evaluation framework for its conferences. Based on its literature review and findings, the study recommends the following framework:

OBJECTIVES
1) Build Capacity
2) Networking
3) Increase understanding/awareness of issues
4) Facilitate dynamic knowledge acquisition & transfer
5) Build strategies for solving sector issues

PURPOSE OF EVALUATION
1) Assess general conference performance/participant reactions
2) Assess conference impact on practice

EVALUATION METHODS
1) Questionnaire with quantitative coding
2) Interviews/questionnaires with qualitative coding

INDICATORS OF SUCCESS
1) Participant satisfaction
2) Attendance trends/intention to return
3) Use of knowledge acquired in new practice

THEORY/MODEL
Communities of Practice

UPF Conference Evaluation Framework

Finally, the study provides a proposed framework for incorporating its recommendations into UPF's conference convening processes, with the goal of creating a *continuous conference improvement cycle.*
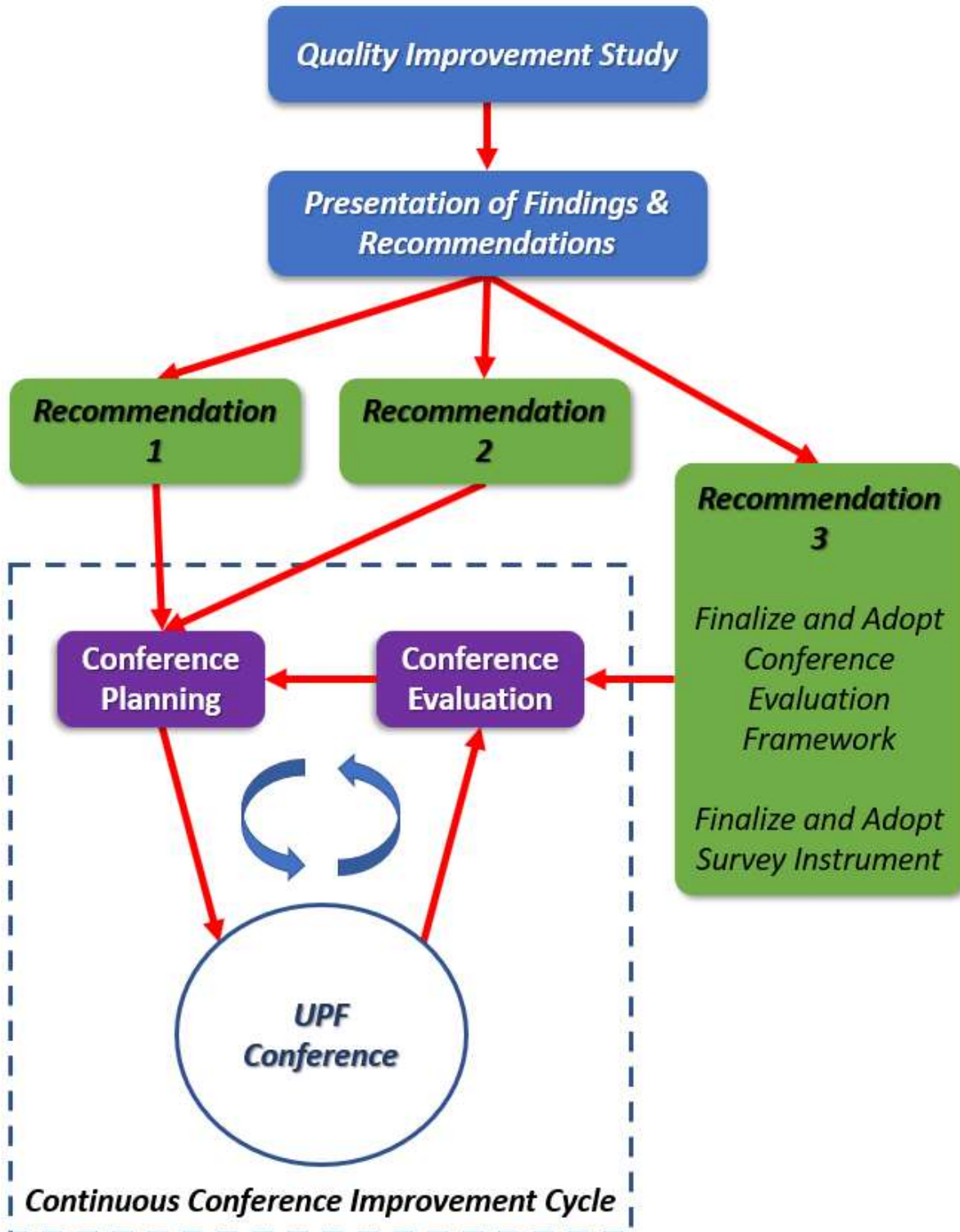
II.   Introduction

Site Description

The Universal Peace Federation (UPF) is a non-profit, non-governmental organization (NGO) founded in 1999. It attained special consultative status with the Economic and Social Council of the United Nations (ECOSOC) in 2004, and in 2018 it was reclassified as one of only 138 NGO's having general consultative status.[1] ECOSOC describes the work of these general consultant NGO's as "covering most of the issues on the agenda of ECOSOC and its subsidiary bodies. These tend to be fairly large, well-established international NGOs with a broad geographical reach."[2]

Figure II-1. UN Sustainable Development Goals

UPF describes itself and its mission on its website as "a global network of individuals and organizations dedicated to building a world of peace in which everyone can live in freedom, harmony, cooperation and prosperity." UPF awards or designates individuals who work with it as "Ambassadors for Peace," and it implements its programmatic activity via this network it creates. "Through forums, seminars, conferences, service programs and interfaith peace

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[1] http://csonet.org/content/documents/E.2018.inf.5.pdf, p.1.
[2] http://csonet.org/content/documents/ECOSOC%20Brochure_2018_Web.pdf, p.38.

initiatives, UPF is building a global network of peacebuilders to contribute to a world of sustainable peace in which everyone can live in freedom, harmony, cooperation and prosperity."[3]

UPF has an extensive international ecosystem, with members and activities at local, national, and regional levels. However, a cornerstone of the organization's annual programmatic activity is large global-level "International Leadership Conferences" and other summits. Table 1 lists these global conferences that have occurred since 2016. These events are characterized by a large number of attendees travelling from around the world, lodging and eating most meals together, and attending various sessions of speeches, presentations, award ceremonies, and organized entertainments for several days. These large-scale, global UPF conferences are the focus of this study.

Table 1. UPF Global level conferences, 2016-2020

Conference	Location	Start Date	Length (days)	Reported Attendance
International Leadership Conference	Seoul, Korea	2/12/2016	5	340
International Leadership Conference	Washington, DC, USA	11/28/2016	4	187
World Summit 2017	Seoul, Korea	2/1/2017	5	703
Interreligious Leadership Conference	Seoul, Korea	11/11/2017	7	400
Africa Summit 2018	Dakar, Senegal	1/18/2018	2	1,200
International Leadership Conference	Seoul, Korea	2/18/2018	4	550
International Leadership Conference	Vienna, Austria	4/28/2018	2	250
Latin America Summit 2018	São Paulo, Brazil	8/2/2018	4	466
2nd Africa Summit 2018	Capetown, S. Africa	11/21/2018	4	1,058
Asia Pacific Summit 2018	Kathmandu, Nepal	11/30/2018	4	1,500
World Summit 2019	Seoul, Korea	2/7/2019	4	1,200
International Leadership Conference	Seoul, Korea	5/15/2019	3	80
3rd Africa Summit 2019	Johannesburg, S.Africa	6/7/2019	2	2,200
International Leadership Conference	Seoul, Korea	8/15/2019	3	300
Africa Summit 2019	Sao Tome and Principe, Africa	9/4/2019	4	874
Japan Summit 2019	Nagoya, Japan	10/5/2019	2	750
Southeast Europe Peace Summit 2019	Tirana, Albania	10/25/2019	3	469
Asia Pacific Summit 2019	Phnom Penh, Cambodia	11/19/2019	3	897
The Africa Continental Summit 2019	Niamey, Niger	11/27/2019	3	2,150
Asia Pacific First Ladies Summit 2019	Koror, Palau	12/9/2019	3	550
Latin America and Caribbean Summit 2019	Santo Domingo, Dominican Republic	12/14/2019	2	545
World Summit 2020	Seoul, Korea	2/2/2020	7	6,000
		Average:	3.6	1,030

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[3] http://www.upf.org/mission

Picture taken by the author while attending World Summit 2020 in Seoul, South Korea.

Problem of Practice

Forums, seminars, and conferences are a primary activity for UPF. Bringing diverse people from different fields of expertise and walks of life together so they can build peacebuilding networks is a core strategy of the organization. Even though these conferences are significant components of UPF's activities and budget, the organization does not have a formalized structure for evaluation and assessment to guide and inform the planning and design of these conferences.

UPF is not alone; many conference organizers are challenged in planning and evaluating their events in order to maximize participant engagement and satisfaction:

> Given the complexity of some of the issues discussed at these large multi-day conferences, many organizers have struggled to establish clear objectives for their conferences and ultimately, how their conferences will influence policy and practice. Furthermore, most conferences lack comprehensive evaluation strategies and as a result, their success based on pre-determined objectives is rarely captured. This has led numerous stakeholders to question the usefulness of such large, expensive and time-consuming conferences and the quality of the associated evaluations (Neves, Lavis, & Ranson, 2012, p. 1).

If conference attendees do not perceive UPF conferences and their activities as engaging and valuable, they will stop coming. If UPF's financial backers question the efficacy of these events, they may cease to provide funding.

Importance of the Study

Members of the UPF community will have access to the findings of this study and will be able to utilize the information as documented group history and a catalog of artifacts produced. Findings may also inform UPF of ways to enhance, strengthen, and ensure continued existence of the group.

III.   **Literature Review**

Despite the large frequency and variety of regularly held conferences, and the large numbers of people who either are required to or voluntarily attend them, conferences have not been heavily studied academically. This is somewhat surprising, given that most scholars and educators are required to attend research conferences or professional development events. "Professional conferences, both academic and nonacademic, are an under-researched domain. Given their importance and frequency in the life of those who attend, it is remarkable that they have been the focus of so little study" (Jacobs & McFarlane, 2005, p. 317). In an email exchange with Ibn Ravn at Aarhus University, he described the area as "a slow-moving field, with not much academic attention – on a field which consumes vast resources and really has a lot to learn!"

The Importance of Conferences

Meetings volume by meeting type and host type (2016)

	Meetings	Participants	Share of participants
Total	1,887,782	251,236,000	100.0%
By meeting type			
Corporate and business meetings	1,354,651	134,110,000	53.4%
Conventions, conferences and congresses (without exhibit floor)	248,485	44,727,000	17.8%
Trade shows (including conventions, conferences and congresses with exhibit floor)	9,422	39,978,000	15.9%
Other meetings	190,228	17,120,000	6.8%
Incentive meetings	84,997	15,299,000	6.1%
By host type			
Corporate	1,038,280	109,019,000	43.4%
Association / membership	453,068	86,083,000	34.3%
Non-government, not-for-profit	245,412	35,745,000	14.2%
Other	75,511	10,572,000	4.2%
Government	75,511	9,816,000	3.9%

Figure III-1. US Meetings: volume and participants, 2016[4]

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[4] Ibid.

Conferences and meetings are a significant social activity in our society. A 2018 report from the Events Industry Council highlights the vast size and scope of the conference and meetings industry. The report counts over 1.8 million meetings of all kinds occurring in the US during 2016, with over 250 million participants (

Figure III-1). Overall, the total economic impact of the meetings sector in 2016 included $845.3 billion of economic output, 5,905,000 total jobs, and $104.5 billion of federal, state and local taxes. For the subcategory of conventions, conferences, and congresses, there were over 248 thousand events with over 44 million participants.[5]

Conferences as Sites for Learning

Table 2 provides some representative definitions of conferences from the literature. Most extant literature incorporates some form of learning in its conceptualization and definition of the conference activity. There is traditional transfer or conveyance of knowledge at academic and professional gatherings, but there is also social learning taking place in terms of collaboration, networking, and community formation.

The social learning aspect of conferences makes this activity well-suited for Wenger (1998)'s *communities of practice* (CoP) social learning framework. One description of a CoP given by Wenger could have been written specifically for conferences: "Groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in the area by interacting on an ongoing basis" (Wenger, McDermott, & Snyder, 2002, p. 4). As will be seen in the remainder of this literature review, the CoP framework appears prominently, and as such it is an excellent choice for the conceptual framework used in this study (Chapter 0).

Ravn (2007) is an important early work in the area of formulating a learning theory and framework for improved conference design. Using CoP as a conceptual framework, along with developmental learning ideas from Piaget and Vygotsky, the aspirational goal of a conference is stated as "a forum for human co-flourishing" (p. 215). Design principles are offered, including increased attendee interaction and participation and more concise expert lecturing. Learning techniques, such as facilitated group work and individual reflection, are also outlined. Ravn and Elsborg (2011) expanded on this framework by implementing these design concepts and collecting feedback data from attendees.

Zuber-Skerritt (2017) expands on this learning conference framework and systematizes it with a "participatory action learning and action research (PALAR)" model (Figure III-2). "The purpose of learning conferences is to maximize learning, holistic, cognitive– socio– affective development/growth and knowledge creation…" (p. 225).

New Learning (NL) is another important learning-based conference framework developed in the late 2000's. Using CoP, learning organizations, and knowledge creation as

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[5] https://insights.eventscouncil.org/Full-Article/ArtMID/398/ArticleID/69/Economic-Significance-of-Meetings-to-the-US-Economy

theoretical frameworks, the NL process focuses on identifying specific spaces and moments where attendees experienced learning at conferences. "NL helps identify multiple purposes and expectations useful to shape conference design and facilitate life and growth in a CoP that includes diverse members with varying needs and expectations beyond learning" (Wiessner et al., 2008, p. 381). Haley, Wiessner, and Robinson (2009) expanded the NL process to create a model for encountering ideas in conference contexts (see Figure III-3). Engagement and Intent to Act are major categories of the model.

Table 2. Conference Definitions

|	
a) a meeting of two or more persons for discussing matters of common concern; b) a usually formal interchange of views	Merriam-Webster dictionary
a managed event for progressing research and/or professional practice	Jacobs & McFarlane (2005)
a site for new learning and knowledge construction	Storberg-Walker, Wiessner, & Chapman (2005) Hatcher, Wiessner, Storberg-Walker, & Chapman (2006) Wiessner, Hatcher, Chapman, & Storberg-Walker (2008) Louw & Zuber-Skerritt (2011)
a forum for learning, mutual inspiration, and human co-flourishing	Ravn (2007) Ravn & Elsborg, S. (2011)
a context for encountering new ideas	Haley, Weissner, & Robinson (2009)
a site for learning and knowledge transfer	Andersen & Wahlgren (2015)
a site for learning and development	Zuber-Skerritt (2017)
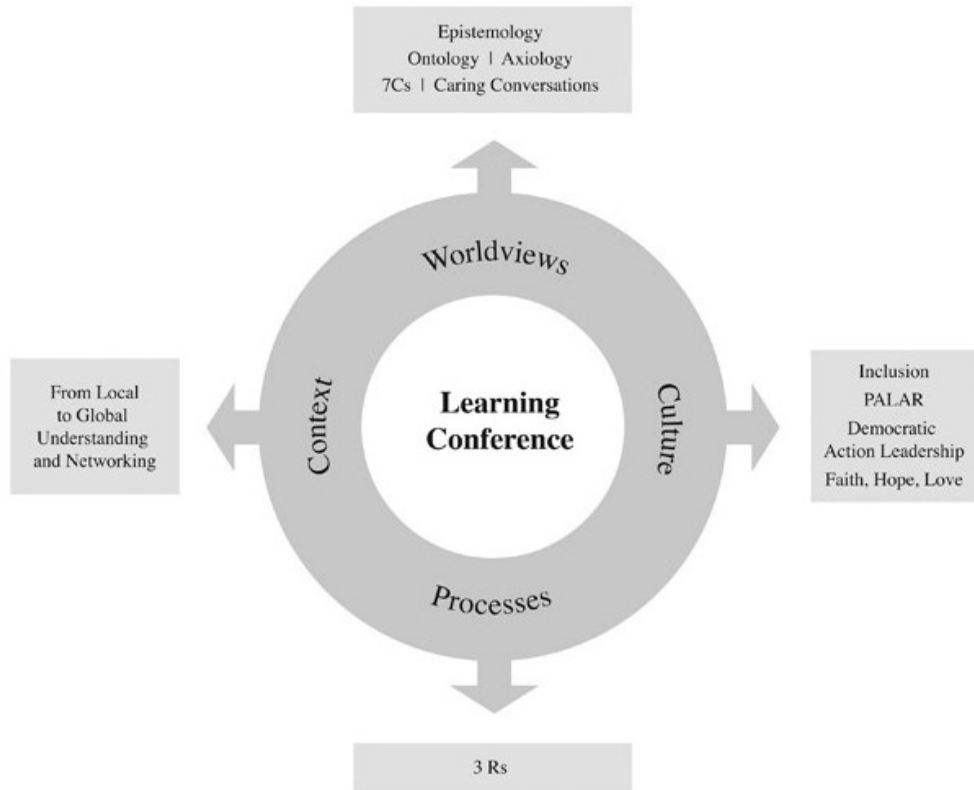
Figure III-2. Model of developing a learning conference (Zuber-Skerritt, 2017, p. 226)
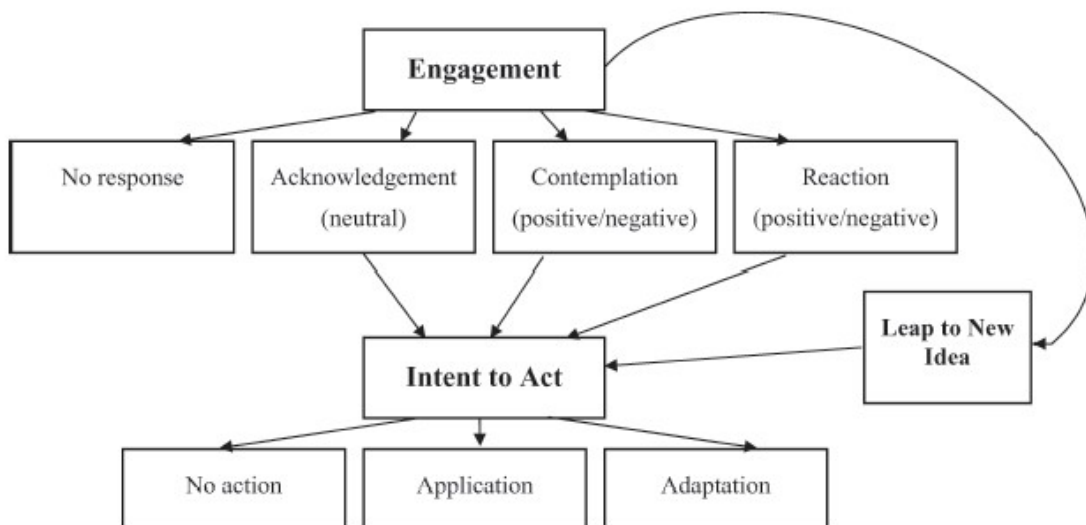

Figure III-3. Encountering ideas in conference contexts (Haley et al., 2009, p. 79)

Both frameworks depicted in Figure III-2 and Figure III-3 either use or are consistent with the CoP framework. In the case of the Zuber-Skerritt (2017), context and culture are two of the four elements to consider in conference development. Conference participants navigate and negotiate their multiple socio-cultural memberships as they participate and engage with the conference CoP (Wenger, 1998, pp. 152, 158). In the Haley et al. (2009) model, engagement is the initial activity in the formation of new learning in conference contexts. For Wenger (1998), enabling mutual engagement of CoP members is critical for social learning: "Whatever it takes to make mutual engagement possible is an essential component of any practice" (p. 74).

Conference Planning

A brief testimonial by Graham and Kormanik (2004) is cited by later articles and studies as an early vocalizer of the frustration of conference attendees:

> While we are warmly engaged by our academic colleagues and feel totally welcome and respected as members of the academy, we are nevertheless distanced by the presentation format of research in symposium style. Three questions at the end of forty-five minutes of hurried research presentations or brief comments exchanged while walking from the keynote address to the first symposium of the day do not embody meaningful dialogue and substantive interaction (p. 391).

Large global conferences such as those convened by UPF are particularly susceptible to the difficulty in establishing clear objectives, which are a necessary first step in planning conferences to maximize value to participants. "Given the complexity of some of the issues discussed at these large multi-day conferences, many organizers have struggled to establish clear objectives for their conferences and ultimately, how their conferences will influence policy and practice" (Neves et al., 2012, p. 1). In an effort to categorize and compile conference objectives, Neves et al. (2012) conducted an extensive scoping review of conferences mentioned in academic literature, and identified eight conference objectives cited for academic ("A"), political/government ("P") and business ("B") conferences.

OBJECTIVES	A	P	B
1. Build capacity (7)	20,23,54,57	-	24,35,40
2. Increase understanding/awareness of issues (6)	23	43,47,52	21,40
3. Develop guidelines (6)	-	11,41,43,46,49,52	-
4. Facilitate dynamic knowledge acquisition and transfer (6)	4,17-19,23,49	-	-
5. Build strategies for solving sector issues (4)	-	2	24,29,50
6. Networking (3)	4,54	-	24
7. Foster intra/intergovernmental communication (2)	-	35,41	-
8. Disseminate research and illuminate gaps (2)	58	-	50
Not Reported (NR) = 17			

Figure III-4. Conference objectives (Neves et al., 2012, p. 5)

Dissatisfaction with the lack of "meaningful dialogue and substantive interaction" (Graham & Kormanik, 2004, p. 391) at conferences has led to some attempts to experiment with technology, participant assistance measures, and other activities to improve social interaction during planned conference practices. Jacobs and McFarlane (2005) experimented with the use of a conference chatroom and blog at a conference, finding some evidence that the technology could help disseminate useful supporting information among participants concurrent with primary presentation activities. Nebrig, Munafo, Goddard, and Tierney (2015) implemented a "conference facilitator model" based on adult learning theory which assigned facilitators to small groups of participants to assist them with improving attendance value of a nursing conference. By guiding participants before, during, and after the conference experience, participants' "likely to recommend" and "impact on learning" ratings significantly improved. Baas and Hjelm (2015) experimented with "jam-sessions" at a sustainable development research conference. These interactive workshops at the site of nearby participant business practitioners were judged to be a success and enhanced the research output of the conference. Ravn and Elsborg (2011) tasked event consultants with persuading 30 conferences to implement eight experimental "learning conference" design ideas and techniques. The study yielded some positive results: "Our data show that you can indeed change and improve the traditional, one-way communication format of the traditional conference" (p. 97).

Conference Evaluation

Neves et al. (2012) combines conference objectives, as per Figure III-4 above, with four additional "key elements in planning a conference and its evaluation" (purpose of evaluation, evaluation methods, indicators of success, and theories/models), into a "conference evaluation framework" (Figure III-5). Conference organizers and evaluators can customize this framework, selecting the components of each element that are relevant for their conferences, to craft an evaluation protocol. A complete listing of components of each of the five elements is provided in Appendix E.

It is of note that CoP is one of only two models utilized for conferences identified in Figure III-5. One of the theories listed, New Learning (NL), utilizes the CoP model. NL "is an innovative process aimed at collaborative learning in professional and scholarly events and is a new way of approaching evaluation at professional conferences" (Chapman, Wiessner, Storberg-Walker, & Hatcher, 2007, p. 261). End-of-conference evaluation surveys were replaced at a 2005 conference with "NL forms," where attendees journaled their location and experiences of learning throughout the conference. The core NL question on the form was: "Please tell us about any new learning you have experienced or any new questions that have occurred to you as a result of the program" (Haley et al., 2009, p. 75). Not only do conference organizers obtain useful information about what conference elements are facilitating learning, but the attendees themselves are more focused in identifying their learning.
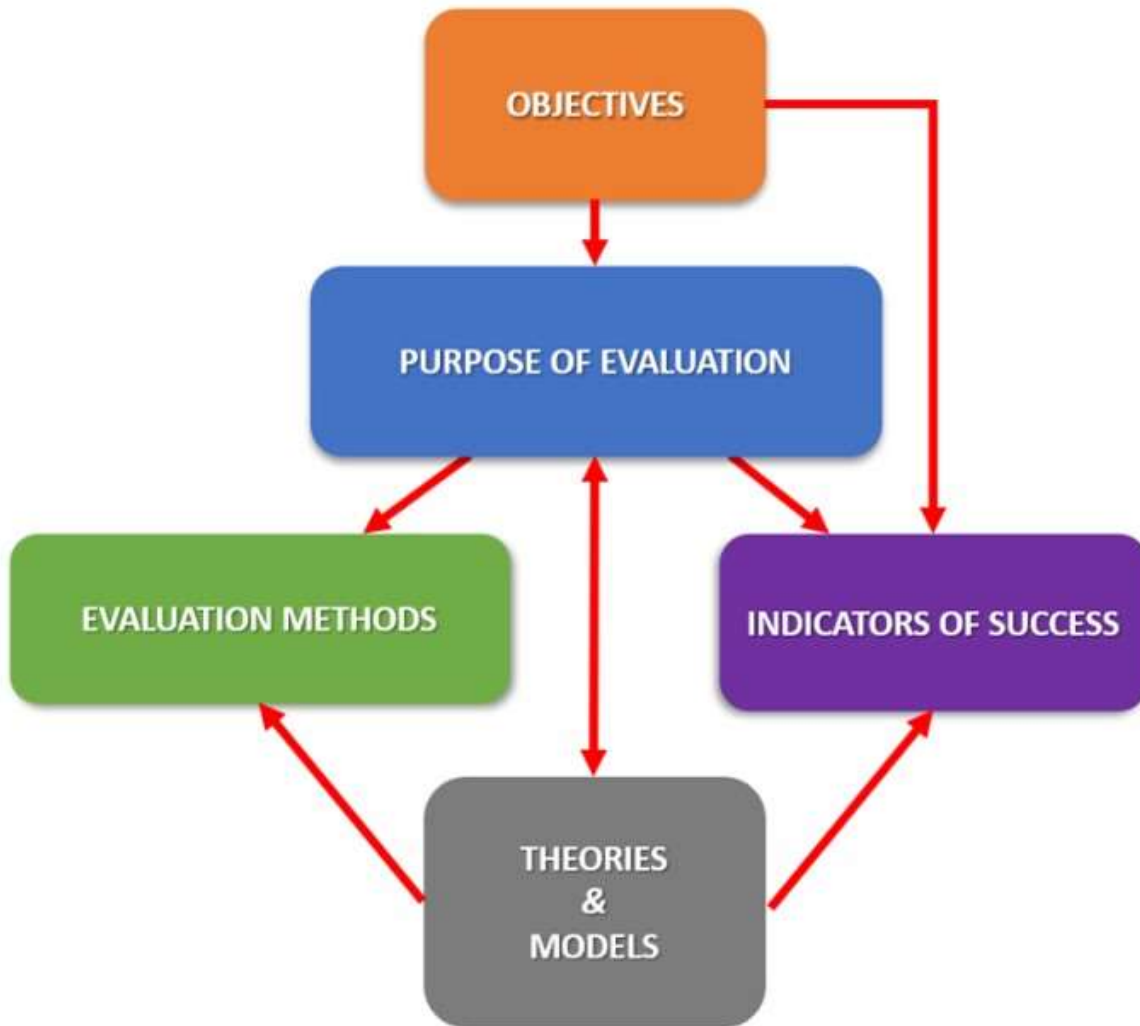
Figure III-5. Conference evaluation framework (Neves et al., 2012, p. 5)

Hoyt and Whyte (2011) provides and tests a useful participant evaluation survey tool for continuing education workshops and conferences (Figure III-6). The survey includes standard categories of participant satisfaction, customer service, quality of facilities, and adequacy of topics, but it augments these categories with learning, perceived value, and image sections. Of note in the study's results was that learning and perceived value joined adequacy of topics and customer service as predictors of participant satisfaction (p. 100).

Subscales	Means*
Learning (Alpha = .68)	5.6
The workshop increased my knowledge of writing and illustrating in the young adult genre.	
I gained helpful knowledge to increase my skills in the field of young adult literature and illustration.	
I gained few insights or little useful information from this workshop.	
Satisfaction (Alpha = .72)	5.5
I greatly enjoyed my experiences at the Writing and Illustrating for Young Readers Workshop.	
My expectations were fully met at this workshop.	
I am dissatisfied with my experiences at this workshop.	
Customer Service (Alpha = .72)	5.5
BYU staff members were always responsive and provided help when needed.	
BYU staff members were always friendly and courteous.	
BYU staff members failed to resolve my concerns in a professional manner.	
Image (Alpha = .73)	5.4
BYU conferences and workshops have a very positive image.	
People hold high opinions of BYU conferences and workshops.	
BYU conferences and workshops have a mediocre reputation.	
Quality of Facilities (Alpha =.76)	5.3
The facilities adequately accommodated the workshop.	
The facilities were comfortable and enhanced the program.	
Facilities were very well-maintained and attractive.	
Perceived Value (Alpha = .78)	5.2
The registration fees for this conference are comparable to similar conferences.	
The workshops were worth the cost of tuition and fees.	
I received exceptional value for the price that I paid.	
Adequacy of Topics (Alpha = .67)	4.7
This workshop needs to offer more topics to meet my needs.	
Relevant topics were always available during the workshop.	
The workshop fully covered all the relevant and important topics.	
Relevant topics were always available during the workshop.	

Figure III-6. Conference participant survey components (Hoyt & Whyte, 2011, p. 99)

IV.   **Conceptual Framework**

Communities of Practice

The research and recommendations in this study will be guided and informed by the *community of practice* (CoP) framework. Lave and Wenger (1991) first developed this framework while studying apprenticeship learning systems within local craft guilds and other communities. Wenger et al. (2002) define CoP as "Groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in the area by interacting on an ongoing basis" (p. 4). According to Wenger (2010), the CoP concept "has its roots in attempts to develop accounts of the social nature of human learning inspired by anthropology and social theory (Lave, 1988; Bourdieu, 1977; Giddens, 1984; Foucault, 1980; Vygotsky, 1978)" (p. 179).

For Lave and Wenger (1991), "learning is an integral part of generative practice in the lived-in world" (p. 35). Learning is not an acquisition or transfer of knowledge or patterns into the minds of individuals. Rather, it involves what they call legitimate peripheral participation (LPP) in a CoP (p. 30). This LPP process involves individual CoP participants that share a profession or a common goal engaging in a process of progressing from newcomer to old-timer. This LPP process includes real-world practice, guided by the masters or old-timers, that progresses and advances learners to fuller levels of participation and membership in the CoP. In a conference setting, conference organizers and presenters have a master-like role in guiding newer attendees ("apprentices") into fuller participation via the LPP process.

In formalizing the CoP framework as a social theory of learning, Wenger (1998) identifies and defines four "deeply interconnected and mutually defining" components:

1) *Meaning:* a way of talking about our (changing) ability – individually and collectively – to experience our life and the world as meaningful.

2) *Practice:* a way of talking about the shared historical and social resources, frameworks, frameworks, and perspectives that can sustain mutual engagement in action.

3) *Community:* a way of talking about the social configurations in which our enterprises are defined as worth pursuing and our participation is recognizable as competence.

4) *Identity:* a way of talking about how learning changes who we are and creates personal histories of becoming in the context of our communities. (p. 5).
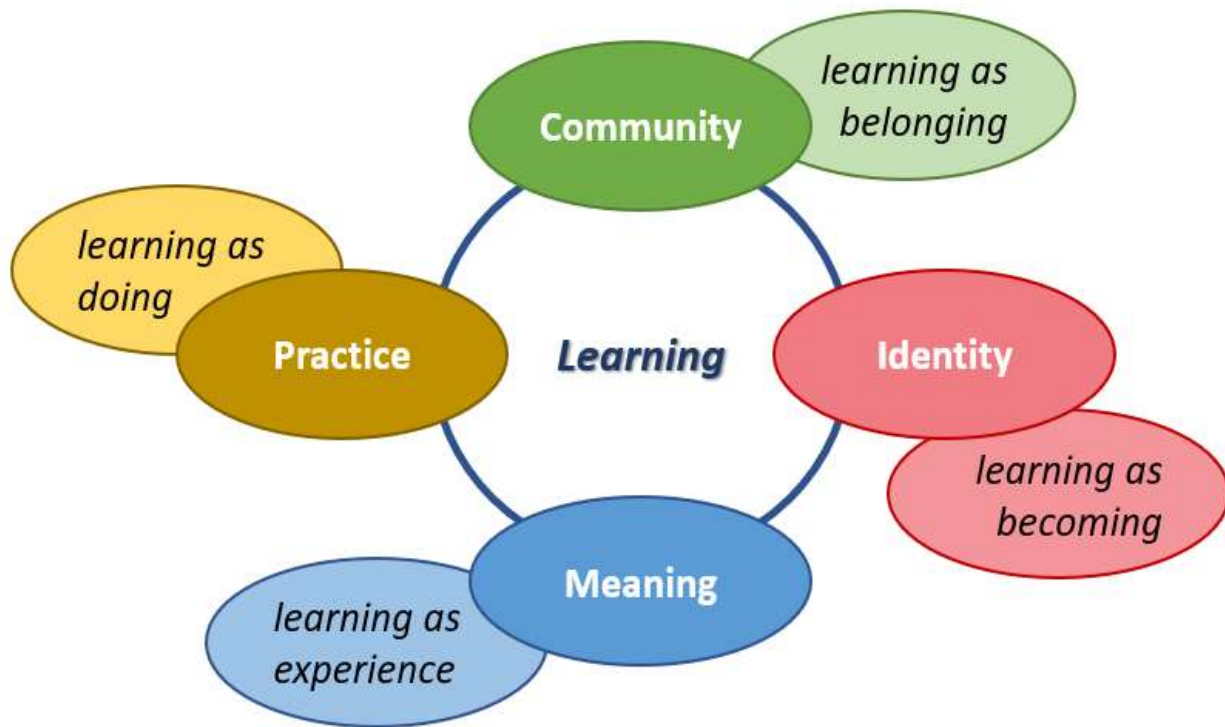
Figure IV-1. Four aspects of social learning in a CoP (Wenger, 1998, p. 5)

Framing conferences as a CoP offers many advantages. In the case of an organizer such as UPF, where member participation is voluntary, this framework helps emphasize that conference attendees must be integrated into a *community* of *practice* that provides them *meaning* and *identity* such that they want to continue to participate and self-identify as a member of the UPF CoP. Understanding the dynamic nature of community participation can guide and inform conference design and evaluation to maximize the likelihood that attendees will become fully engaged participants in the UPF community of peacebuilders.

CoP as a Social Theory of Learning[6]

Wenger (1998) intends the CoP framework to be a comprehensive, multi-disciplined, *social theory of learning* ("sociocultural" is used in place of "social" by many education scholars to emphasize the critical role of culture in society). "Such a theory of learning is relevant to a number of disciplines, including anthropology, sociology, cognitive and social psychology, philosophy, and organizational and educational theory and practice" (p. 12). The wide range of intellectual traditions needed to understand learning (Figure IV-2) emphasizes the importance of learning in all aspects of human society:

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[6] Portions of this section were adapted from the author's learning design doctoral coursework.

It shows that developing such a theory comes close to developing a learning-based theory of the social order. In other words, learning is so fundamental to the social order we live by that theorizing about one is tantamount to theorizing about the other (p. 15).

Sociocultural theory of learning frameworks have gained popularity in US education scholarship over the past few decades in part as an attempt to explain the poor performance of the public K-12 school system in teaching segments of the population who are not from the majority white American cultural tradition. Under a traditional, cognitive framework of education, which the US school system is largely based on, teachers are deliverers of knowledge, which is a construct that can be transmitted into the minds of students. These constructs are generalizable, and as such they should be able to be received by any student in a classroom setting. A student's specific background or demographic characteristics should not greatly help or hinder the receipt of knowledge.
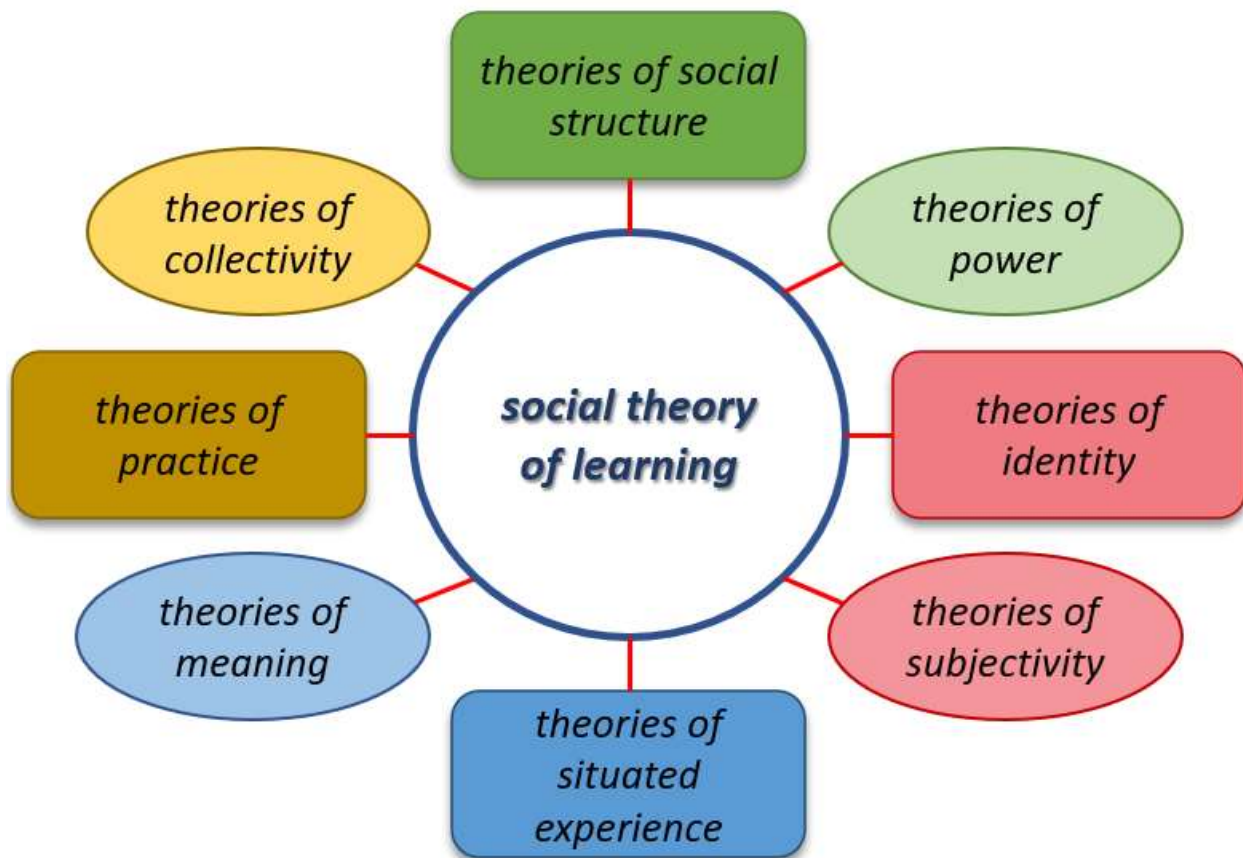
Figure IV-2. Relevant intellectual traditions for CoP (Wenger, 1998, p. 14)

Reality does not support a purely cognitive framework for understanding how all children in America are learning. Youth from nondominant communities such as racial and ethnic minorities, immigrants, English language learners, and children of low socio-economic status families, do not learn as well in the public-school system as children who are full participants in

the mainstream American culture. Rather than succumb to unsupportable and immoral notions of cultural, racial, or ethnic inferiority ("they are just slow learners," for example), some education scholars and practitioners have shifted focus to the social, historical, and spatial contexts of individual lives and how these elements are inseparable and integrated into the activity of learning:

> Instead, from a cultural historical theoretical view of learning…, it is much more productive and accurate to focus on how people live culturally, to understand people's history in involvement in practices and the meaning and value attributed to them, and to account for the repertoires that people develop in sociocultural practices (Gutierrez & Johnson, 2017, p. 251).

This framework has important implications for learning design in a community. All activities within a community afford participants an opportunity to learn. In fact, learning takes place within the context of community places and activities whether the community intends it or not. A community should remain cognizant of this on-going learning in contexts and settings beyond the traditional lecturer-listener model. Positive opportunities to learn can be identified and supported; unintended negative opportunities to learn can be lessened or removed.

Additionally, the community can customize and enhance its learning designs by making the effort to understand the sociocultural contexts of its participants. Under this framework, there is no generalizable "one-size-fits-all" learning design that is superior to a design that is augmented by context-specific elements that increase individual participant engagement. This "bottom-up, learner-first" approach to learning design could be described as "engaged anthropological education" (Gonzalez, Wyman, & O'Connor, 2011, p. 491).

1.   Funds of knowledge

A sociocultural framework can be helpful in identifying the learning resources available to a CoP such as UPF; what Greeno and Gresalfi (2008) would call opportunities to learn in an activity system. Under a cognitive learning model, diversity is at best a neutral element in education, but might in fact be considered a source of inefficiency as cultural and lingual differences may be obstacles to seamlessly and evenly transmit knowledge to students. With a sociocultural lens, the more diversity the better; the opportunities for activities and engagement with different people, cultures, languages, and parts of the world are all assets and resources that provide opportunities to learn. These mundane assets within local communities and households can be called funds of knowledge:

> Thus, through this approach, one could view learning and development as not necessarily the result of teaching, but rather as the outcome of situated practices, often invisible to communities, that can be identified as "funds" or "networks" of knowledge. These various spheres of situated cultural practices, and the social relationships they entail (e.g., family relationships and community relationships), may be marshaled as resources for learning as well as for designing rich educational opportunities (da Silva Iddings, 2018, p. 8).

The on-going challenge and opportunity for a CoP such as UPF will be the utilization of the community's ample funds of knowledge to afford new-comers of the community opportunities to acquire a full-participant community identity. The significant social diversity present at UPF global-level conferences is an asset, as it affords abundant opportunities for what Wenger (1998) calls mutual engagement of CoP members. "Crucially, therefore, homogeneity is neither a requirement for, nor the result of, the development of a community of practice" (p. 76)

2. Legitimate peripheral participation (LPP)

The LPP concept was the intellectual predecessor of the CoP framework and was developed in part by studying apprenticeship learning activity systems in trades in various cultures around the world. Because this learning process is not cognitive but social and interactive, all aspects of the environment and context are relevant and impactful. In addition to the social connections and people making up a CoP, the activities, identities, and artifacts of the surroundings all play an important role in learning. In assessing how well a CoP is providing its new-comers opportunities to learn, these situational factors need to be analyzed from the perspective of how new-comers are provided with affordances which allow for the process of LPP to occur and so that learners can become a "full participant in a sociocultural practice" (Lave & Wenger, 1991, pp. 36, 29).

UPF conferences are a good example of a CoP, as the participants engage in regular practices and discourses, and as newcomers (new conference attendees) must be brought into the flow of community activity. Elders of the CoP will eventually pass away and LPP must occur for "social reproduction" to take place and for new-comers to eventually become old-timers (pp. 56-58). The identity of community membership is a mutual, negotiated process with the CoP members and practices. "As an identity, this translates into a personal set of events, references, memories, and experiences that create individual relations of negotiability with respect to the repertoire of a practice" (Wenger, 1998, p. 153).

3. Positioning theory

Wenger's notions of negotiation and the mutuality of engagement between individuals and CoP's are expressions of positioning theory. A positioning theory perspective focuses on discourses and conversations people have with each other. In such conversations, persons take up relative positions with respect to each other and with respect to the "storyline" of a situation. The metaphor of positioning helps us "grasp how persons are 'located' within conversations as observably and subjectively coherent participants in jointly produced story-lines" (Langenhove & Harre, 1994, p. 362). This perspective "highlights ideas of people as characters in storylines, their presumed duties, and the meanings of their actions- all of which are dynamic, evanescent, and mutually constitutive" (Anderson, 2009, p. 291).

From this perspective, UPF is a conference setting for storylines that take place during the participation of the attendees in conference practices. Positioning within this setting gains a "degree of recognizable fixity," and "helps constitute genres of social activity and their reproduction." Such "intuitional genres," like "plenary session" or "panel discussion," "link

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persons and their situated actions as micro-social constructs to institutions and non-locally resonant *kinds* as macro-social constructs" (p. 294). These different levels of social processes (micro-, meso-, and macro-) can be occurring simultaneously within the ongoing situated activities that occur in a CoP. This multi-dimensional framework gives us the ability to account for the micro-level "personal agendas" and macro-level "extraneous pressures" that effect organizational behavior and can't be explained by an organization's structural architecture (Bolman & Deal, 2017, p. 48).

People adopt a position in a conversation, either by positioning themselves or being positioned, by utilizing "rhetorical devices by which oneself and other speakers are presented as standing in various kinds of relations. These include relations of power, relations of competence (knowledge/ignorance), relations of moral standing (trustworthy/trusting) and so on" (Langenhove & Harre, 1994, pp. 363,362). The dynamic nature of positioning leads to changes in relative and reciprocal positions of persons over time: "positioning theory can be reconceived as dialectically negotiated across multiple feedback loops of enactment and interpretation that criss-cross mediated *kinds* of persons, activities, and settings" (Anderson, 2009, p. 308). Wenger (1998) describes this multi-dimensional social aspect of identity relative to their many CoP memberships as a nexus of multimembership:

> …we all belong to many communities of practice…some as full members, some in more peripheral ways. Some may be central to our identities while others are more incidental. Whatever their nature, all these various forms of participation contribute in some way to the production of our identities (p. 158).

4.   Power and privilege

If power is defined as the ability to influence others, then in positioning theory participants in conversations may dynamically shift from positions of powerfulness to powerlessness depending on the various dimensions of social processes and interactions. Participants may possess organizational power, such as legitimate power from structural architecture, power to reward/incentivize, or power to punish/coerce (Lunenberg, 2012, pp. 2-3), but other participants may challenge such positions within the specific context of a conversation and storyline. Individuals may have expert power due to perceived skills or abilities, or referent power due to respectability or charisma (p. 5), and these kinds of power may trump organizational power in some conversations.

Organizational power in a NGO setting such as UPF may have a certain degree of fixity and stickiness due to the institutionalized nature of the setting, but situational characteristics and the micro- and macro-level social processes may undermine this power either in specific conversations or permanently. The crew may mutiny against the captain; micro- and meso- social forces may lead to participants rejecting the fixed storyline of an organizational setting and crafting storylines of their own with goals and moral orders that may not align with those of the meso-level institution. Langenhove and Harre (1998) refer to this rejection of attempted imposed positioning, which leads to a negotiation process to establish new positioning, as "second order positioning" (p. 20).

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In positioning theory, there are "a whole set of rights, duties, and obligations that speakers have, particularly with respect to what has been called the illocutionary or social force of what is being said" (Langenhove & Harre, 1994, p. 362). If these rights are granted at the meso-level of the organization itself, and are an explicit function of job roles, then they may be considered earned (or at least bestowed). However, if positioning rights are granted to some speakers but not others due to macro-level constructs, these rights may be considered unearned and can be defined as privileges.

An organization may thus have policies and goals of granting conversational rights in a fair manner and according to talent, ability, or specific requirements of a role, but macro-level affordances of privilege may enter institutional conversations. Additionally, undesirable affordances of privilege (such as male privilege or white privilege) which exist on the macro-level in society, may find their way into the conversations of an organization from the micro-level. Individuals who have privatized and habituated such moral orders may publicize them into their local situated activities, as per Langenhove and Harre's two-dimensional model of the localizations of psychological phenomena (p. 365).

Existing in a nexus of multimembership which includes social structures and CoP's including race, socio-economic status, gender, nationality, religious affiliations, and others, attendees of UPF global conferences bring with them diverse negotiated identities and conceptions of power. Because this CoP comes together with a goal and purpose, it can negotiate and produce its own response to these external influences:

> …power – benevolent or malevolent – that institutions, prescriptions, or individuals have over the practice of a community is always mediated by the community's production of its practice. External forces have no direct power over this production because, in the last analysis (i.e., in the doing through mutual engagement in practice), it is the community that negotiates its enterprise (Wenger, 1998, p. 180).

5.   Identity acquisition

All these social forces, and the positioning and negotiation processes associated with individuals participating in a CoP amidst these forces, are constitutive in people's relations to their community activity as well as the acquisition of their identity at and within it. Per Anderson (2009), macro- and micro-level social orders may play a role in this acquisition process, altering the opportunities and affordances different individuals possess within the same meso (institutional)- level ascribed position. Per Langenhove and Harre (1998), individuals may resist or oppose efforts within institutions or within specific discourses to ascribe positions or identities to them. (Gee, 2001) identifies a spectrum based on the degree of an individual's role in this participation, noting that many identities

> …can be placed on a continuum in terms of how active or passive one is in 'recruiting' them, that is, in terms of how much such identities can be viewed as merely ascribed to a person versus an active achievement or accomplishment of that person (p. 104).

Figures IV-3 and IV-4 attempt to illustrate the multi-dimensional aspect of the various levels and layers of social forces an individual engages with via mediated discourse in the on-going process of acquiring an identity in a CoP. This is an important design concept for the UPF community; there are a myriad of competing social forces, many of them larger and stronger than the community, in discourse with its participants that impact their self-acquired identity as a participant/member.
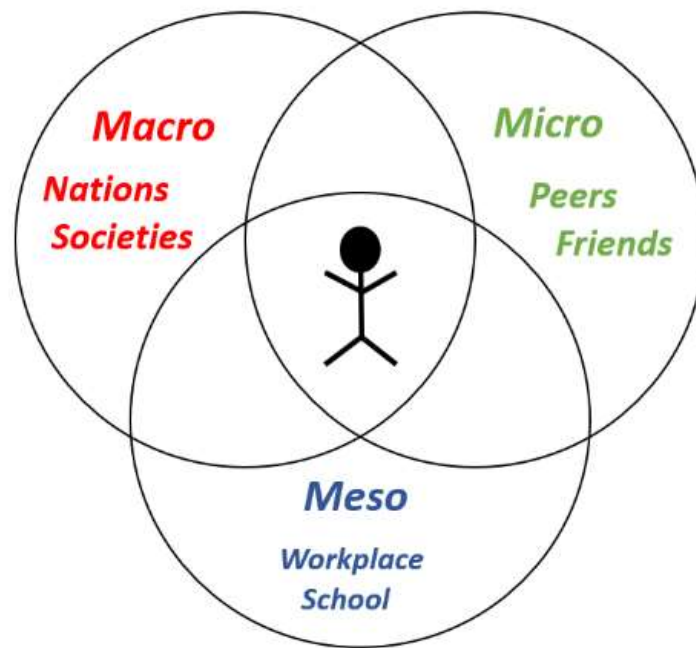

Figure IV-3. Social forces in the mediated activity of identity acquisition (Anderson, 2009)
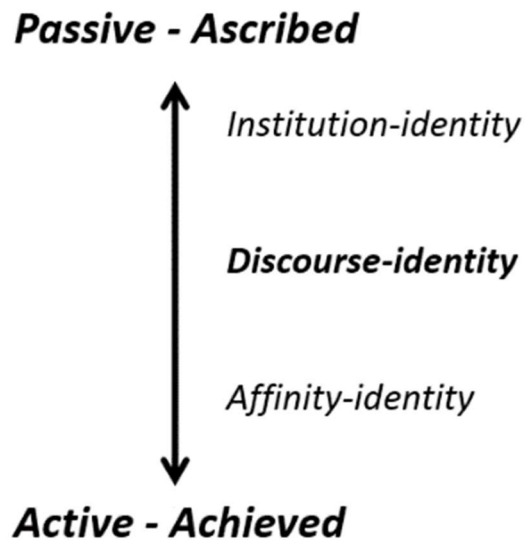
Figure IV-4. People's role in their identity recruitment (Gee, 2001)

This situated learning and positioning theory framework provides a dynamic model for individual acquisition of identity within a CoP. Individuals are not intrinsically a type of person; Hand and Gresalfi (2015) define identity using this framework as "a joint accomplishment developed through one's participation in an activity or set of activities…" (p. 191). Opportunities and positions that are afforded, negotiated by, or denied an individual are all constitutive in this acquisition or recruitment of identity. This joint accomplishment perspective helps us understand "how human and activity make each other" (p. 201).

Using this framework as a guide, a community can investigate the situations and contexts it affords (and denies) its participants with a goal of enhancing their CoP membership identities. The influence of undesirable macro-level social orders can be located and mitigated. Micro-level forces negatively impacting individuals can be addressed. Meso-level structural and institutional uses of power and authority which may limit participation or unequally distribute affordances and opportunities can be altered. In short, "designed interventions" can be implemented that can "disrupt limits and expand possibility for social change" (Hand & Gresalfi, 2015, p. 201). In an organizational setting such as an NGO like UPF, these improvement initiatives can empower and engage participants to become what Wrzesniewski and Dutton (2001) call *job crafters*, who are "agentic architects of their own jobs," and who are " proactive and creative identity builders who take opportunities they see in their work setting to engage others in ways that change work identity and work meaning" (p. 194). In a CoP such as the UPF conferences, engagement and progress towards full participation can be improved and enhanced for both old-timers as well as newcomers. Striving to create such positive storylines can help acquire and retain productive members by enhancing affordances and opportunities within the CoP.

V.   **Study Design**

Research Questions

The research questions for this study were:

1. How can UPF improve planning of its global conferences to enhance learning of participants?
2. How can UPF improve evaluation of its global conferences to enhance learning of participants?

Methodology

This study utilized a qualitative case study method. This method "assures that the issue is not explored through one lens, but rather a variety of lenses which allows for multiple facets of the phenomenon to be revealed and understood" (Baxter & Jack, 2008, p. 544). The CoP framework was the template used to review and understand existing data and data collected through observations and interviews.

An unpublished 2008 PhD dissertation by Jane Bozarth at North Carolina State University was a valuable guide and resource for this study's design. In her study, Bozarth tested Wenger's CoP framework to determine the extent it could provide useful insights and knowledge about the internal dynamics of a professional association of employee trainers. She concluded that

> For the most part the Wenger (1998) framework did prove useful in helping to understand the internal dynamics of the TRAIN CoP…. Issues related to learning, in terms of practice, to the CoP's experience of learning over time, and in terms of the way tacit knowledge is managed, were largely surfaced through approaching them via the lens of Wenger's framework (p. 265).

1.   **Data collection**

Qualitative data collection and analysis methods were used. Four out of the five sources of data mentioned in Wiessner et al. (2008) were employed: document analysis, conference attendee responses, participant observations, and semi-structured interviews (p. 373). These sources are among the primary sources of evidence for case study research described in Yin (2017).

Document analysis. Extensive public-facing material was reviewed, including articles, videos, and photographs. UPF staff provided additional material to fill in gaps when requested. This material helped assess historical conference design and planning, and other demographic data on past conference attendees.

Attendee responses. UPF at the present time does not have a formal survey/feedback protocol for their large global conferences (this will be discussed in the Findings and Recommendations sections), and this study was not able to initiate any attendee surveys. However, from April 2007 through January 2009, over 3,600 attendees of 13 international conferences were asked to take surveys, and over 700 attendees responded. The surveys had both Likert scale questions and an open-ended component, and included questions in the areas of general satisfaction, effectiveness of content, new insights/learning, and recommendations for change. The detailed survey data was no longer available, but the UPF staffer who conducted these surveys wrote up his results in an unpublished doctoral dissertation, and he graciously made this material available for this study. While not an instance of quantitative data collection of this study, this data source was used to cross-validate and corroborate the study's qualitative findings. This data is also of interest in that it provides some historical and longitudinal information about UPF conferences as they existed more than 10 years ago.

While it has no formal survey or feedback mechanism for its conferences, UPF staff will often solicit "personal experiences, testimonies, and reflections" from attendees (see Appendix C for an example of a request for reflections). A total of 218 attendee reflections from six conferences were collected from the UPF website and directly from staff. These responses are unstructured and in prose form and were analyzed in the same qualitative method as other documents and the semi-structured interviews.

Conference	Reflections
ILC 2016	27
WS 2017	11
LatAm 2018	17
WS 2019	18
ILC 2019	27
WS 2020	118
Total	**218**

Male	153
Female	65

Nation	Reflections
Japan	33
U.S.	23
Brazil	11
Chile	7
Malaysia	7
Isreal	6
Nepal	6
Argentina	5
Cambodia	5

8 countries with 4

7 countries with 3

20 countries with 2

22 countries with 1

Figure V-1. Reflections by conference, gender, and nation

Participant observation. The author attended the World Summit 2020 conference in February 2020 as a conference attendee. Conference activities were monitored and observed, field notes and photographs were taken, and informal responses from attendees were solicited. This experience provided valuable context for the author, and was also useful in cross-validation

of other data sources. Due to the outbreak of COVID-19, as of this writing UPF has halted in-person conferences, but the author attended two virtual meetings which are part of UPF's interim programmatic activity to fill the void until normal activities can re-commence.

The author (second from front) at World Summit 2020.

     Semi-structured interviews. Interviews were conducted with members of the UPF conference community, including recent attendees, regular attendees, volunteer staff, administration, and leadership. The interviews averaged a little over an hour in length, were recorded by zoom video conferencing software and later transcribed. Snowball sampling was used to obtain and invite 37 individuals to participate, and all 18 respondents were interviewed. This sampling technique was necessary due to privacy concerns of UPF; "the knowledge of insiders to locate people for study" was required (Biernacki & Waldorf, 1981, p. 141).

Demographic	Interviews
Male	12
Female	6
Person of Color	7

UPF membership	Interviews
New attendee	3
Regular attendee	4
Staff/volunteer	8
Leadership	3

Nation	Interviews
U.S.	6
Canada	3
Japan	2
Lebanon	2
U.K.	2
France	1
Korea	1
Sudan	1

Figure V-2. Semi-structured interviewee characteristics

A semi-structured interview process was chosen, and the interview guide used was adapted from Bozarth (2008). The CoP framework guided the interview and allowed exploration as to how interviewees experienced learning in the context of the CoP. Within those guideposts, however, interviewees were able to tell their personal stories of experience, belonging, practice, and identity with UPF conferences.

2.   Data analysis process

Analysis of the data in this study sought to identify information relevant to the research questions: a) How can UPF improve planning of its global conferences to enhance learning of participants; and b) how can UPF improve evaluation of its global conferences to enhance learning of participants? The working framework of aspects, analytic components, and markers shown in Table 3, which was adapted from Bozarth (2008, pp. 83-89), was used as the primary tool for organizing and analyzing data.

The interview transcripts were analyzed in a three-step process. Initially, they were read through manually to acquire familiarity with the material, and segments were highlighted for interest and the formation of preliminary themes. Next, the material was uploaded into Nvivo software and coded more formally as per the CoP coding scheme (Table 3). Finally, the material was sorted by coding and reviewed to identify and inform study findings.

The attendee reflections were uploaded to Nvivo and included with the interviews in the second stage coding process. Additionally, they were reviewed and coded for positive and negative sentiment (a built-in feature of Nvivo) as it related to specific conference activities or generally.

Table 3. Coding Scheme Based on Wenger (1998) Framework

Aspect	Analytic components	Markers
Practice as Meaning: learning as experience	*Participation:* living in the world, membership, acting, interacting, mutuality	...goes beyond specific activities with specific people Mutual recognition ...shapes both our experience and the community
	Reification: forms, points of focus, documents, monuments, instruments, projection	Creating points of focus Final product differs from intended use
	Duality: interplay of participation and reification	Participation and reification transform each other
Practice as Community: learning as belonging	*Joint Enterprise:* negotiated enterprise, mutual accountability, interpretations, rhythms, local response	Enterprise is negotiated Mutual accountability
	Mutual Engagement: engaged diversity, doing things together, relationships, social complexity, community maintenance	Diversity and partiality Enabling engagement
	Shared Repertoire: stories, artifacts, styles, tools, actions, historical events, discourses, concepts	Repertoire functions to further negotiate the enterprise via history and ambiguity.

Practice as Learning: learning as doing	*Evolving Forms of Mutual Engagement:* learn subtleties of relationships: how to engage, what helps and what hinders; establishing who is who, who is good at what, who knows what, who is easy or hard to get along with (p. 95)	Members gain CoP-wide awareness of subtleties of relationships
	Understanding and Tuning Enterprise: aligning their engagement with it, and learning to become and hold each other accountable to it; struggling to define the enterprise and reconciling conflicting interpretations of what the enterprise is about" (p.95)	Aligning engagement with the enterprise Defining the enterprise and reconciling conflicting interpretations Learning to become and hold each other accountable to the enterprise
	Developing Repertoire Styles and Discourses: "renegotiating the meaning of various elements; producing or adopting tools, artifacts; recording and recalling events; inventing new terms and redefining or abandoning old ones; telling and retelling stories; creating and breaking routines," (p. 95)	Generational discontinuities Ongoing and interactional process

Identity: learning as becoming	*Negotiated Experience:* Identity emerges as "we encounter our effects on the world and develop our relations with others" (p. 151). Identity exists "in the constant work of negotiating the self" (p. 151) as we give meaning to participation and reification (above). Identity "is not an object, but a constant becoming" (p. 154).	Participants identify their own markers of transition Participation becomes reified
	Community Membership: "…our membership constitutes our identity, not just through reified markers of membership but more fundamentally through the forms of competence that it entails" (p. 152).	Accountability to an enterprise Mutuality of engagement Negotiability of a repertoire
	Learning Trajectory: "not a path that can be foreseen or charted but a continuous motion—one that has a momentum of its own in addition to a field of influences. It has a coherence through time that connects the past, the present, and the future" (p. 154).	Identity is temporal and evolving Interaction of multiple convergent and divergent trajectories Temporality of identity is not linear
	Nexus of Multimembership: "we all belong to many communities of practice…some as full members, some in more peripheral ways. Some may be central to our identities while others are more incidental. Whatever their nature, all these various forms of participation contribute in some way to the production of our identities" (p. 158).	Identity requires multimembership Reconciliation required to maintain one identity across boundaries
	Local vs Global: "In the same way that a practice is not just local but connected to broader constellations, an identity- even in its aspects that are formed in a specific community of practice- is not just local to that community" (p. 162).	Local energy is directed at global issues and relationships

VI. Findings

Research Question 1

1. Finding 1

Finding 1: Meaningful situated learning is taking place at UPF conferences in settings and contexts outside of the planned conference activities.

UPF global conferences are a CoP whose members travel to be together for several days with a common goal to create, grow and sustain, as the organization's website tagline says, "a global network of peacebuilders." As this author discovered when participating in the World Summit 2020 conference in February, the conference organizers set up a packed schedule of activities (see the at-a-glance schedule in Appendix D). Banquets, plenary and concurrent sessions, awards ceremonies, and entertainments filled most of the days.

As the author reviewed and reflected on what the most meaningful experiences were during that time, however, most of them were not associated with the planned activities. Perhaps the most memorable experience was getting invited to a late evening dinner with some delegates from Japan and Korea, who could guide and lead around areas of Seoul with native familiarity. This sharing of a meal and more personalized time with CoP members provided meaningful engagement and community participation that the conference organizers did not plan or intend.

Author (right) at dinner with Japanese and Korean conference attendees

The CoP's common goal, and the geographical proximity of conference attendance, affords members opportunities to mutually engage in contexts and settings that are not limited to attending the planned activities. If building a network of peace builders were possible by traditional knowledge transfer and transmission methods alone, then extracurricular activities would not matter.

But if we believe that people in organizations contribute to organizational goals by participating inventively in practices that can never be fully captured by institutionalized processes, then we will minimize prescription, suspecting that too much of it discourages the very inventiveness that makes practices effective (Wenger, 1998, p. 10).

This inventiveness on the part of the community members in finding meaning and constructing community membership identity in the mundane acts of living together and mutually engaging with each other for several days was one of the more abundant discoveries from the interviews and attendee response data. As a long-time UPF conference CoP member shared:

I personally feel that there will always be something that happens in live interaction and even the simple matter of eating together. And you know… going to rest in the same place. The motto of UPF is one family under God and one thing that a family does typically is eat and sleep and live together. And even if it's only for a few days that experience is very memorable.

Sharing meals was echoed by others as memorable experiences of community participation:

It's been very inspiring when you're in a cafeteria and you'll see people sitting at one table together from different parts of the world, different faiths and different professions and sharing things in common together. It's quite… unique and inspiring.

…it's been quite instructive to see the mix of people that can come together doing things like going to the Holy Land and going from the Palestinian side to the Jewish side and noticing that they eat the same food and they have similar customs. You know, there's just a thin veneer that actually separates them, helps me understand that we really are the same people regardless of our differences.

It was that single luncheon that they remembered as having provided them with an insight into his character rather than any of the formal presentations and publications that we had produced.

…when you're just sitting chatting with people informally with a plate of cookies or whatever, you know, that's in many ways more significant than whatever the formal presentation is, but I just think the nature is such that you can only tolerate so much of that.

Sharing of lodgings was also noted by others. This practice is of note in that it often included two people, strangers except for their UPF CoP membership, sharing the same hotel room. UPF would often pay for travel and lodging for conference participants, especially if they were coming from lesser-developed countries, and those being sponsored would be assigned at least double occupancy in their hotel rooms.[7]

> …and almost always they find people who they've met at a conference or they say they ended up room sharing with and you know there's undeniably a strong bond of friendship that has survived over many years.

> They talk about it, you know years later, because you know, they went to a conference, and then they shared a room. You know, he will let's say, he's a Christian and then the for the first time you shared a room with the Muslim guy, you know, he would never have talked with before. And you know, there was a like…, some kind of eye-opening experience….

There is a lot of transportation activity during these large conferences, including busses or taxis to and from the airport, or to event venues and back to hotels. Even this mundane activity afforded some meaningful stories for participants:

> I was on a bus with all the so-called VVIPS from all over the world, …and while we were heading for a big event from the hotel in Seoul we ran into traffic jam and our bus was late. I remember how nervous people like <UPF staff> were…, but you know the ambassador to Egypt he was very calm and making jokes about it and other people on the bus, I think I have the President of some African country sitting next to me and he spoke French and we got it off, but they were all common. So I realized you know, even these folks they were used to challenges like that that may happen and they're not any different from the rest of us.

> He was in office from 2006 to 2015 and he came and spoke, but also given the fact that I was hosting him, I spent a good six or seven hours one-on-one with him and discussion about all kinds of topics in the car to and from the airport and so forth.

Even something as innocuous as a chance meeting in an elevator can afford an opportunity for mutual engagement and community building:

> …and one of our people that was there from where was it, was from Israel. You know, he was riding in the elevator with a legislator from Syria, a member of Parliament from Syria. These are archenemies. There's no way face, you know, they testified that night, "without UPF, I don't know if I would ever have met a member of parliament, a sitting

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[7] Sadly, the author did not afford himself this opportunity at World Summit 2020 and paid extra for a single hotel room. He was very busy with his job and his doctoral coursework at the time!

member of parliament from Syria, or much less even saw that they were really a good person."

The CoP framework enhances understanding of the value of these easily overlooked "everyday" activities and practices that can afford opportunities for meaningful learning:

> Whatever it takes to make mutual engagement possible is an essential component of any practice…. For a family, it can be having dinner together, taking trips on weekends, or cleaning the house on Saturdays. Given the right context, talking on the phone, exchanging electronic mail, or being connected by radio can all be part of what makes mutual engagement possible (Wenger, 1998, p. 74).

2.   Finding 2

Finding 2: UPF conferences afford its members opportunities for mutual engagement that are not possible in members' other socio-cultural contexts.

UPF conference participants are extremely diverse and are members of a wide array of social memberships, many of which do not peacefully coexist with each other in their local settings. Coming together for a conference CoP offers these participants the opportunity to engage in what Wenger (1998) calls "negotiation of meaning." In fact, diversity is a resource that provides opportunities for this negotiation:

> Indeed, mismatched interpretations or misunderstandings need to be addressed and resolved directly only when they interfere with mutual engagement. Even then, they are not merely problems to resolve, but occasions for the production of new meanings. Sustained engagement in shared practice is a dynamic form of coordination, one that generates 'on the fly' the coordinated meanings that allow it to proceed (p. 84).

UPF leaders implicitly understand the above concept of negotiation of meaning, and that diversity is a resource that can be exploited to peruse the "production of new meanings." They have established a shared repertoire of discourses and practices that intentionally avoid taking stands on ideological, political, or other social issues that would be polarizing and lead to a reduction in diversity among the UPF conference CoP. In his interview, the UPF chairman described this policy as being "wishy-washy:"

> So we in that sense are you know, the biggest criticism you can say? Well, you're kind of wishy-washy, you know… we want to know are you Pro Trump or against Trump are you know, which side are you on Israelis or the Palestinians? And we avoid that not because we don't understand the issues and the complexity, but we are trying to see if we can be a forum that allows people to build some trust and through dialogue that can help move toward solutions.

Other CoP members talked about this stance:

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I think TW has done a good job to keep the purpose of UPF, is to create unity, relationships, friendship. It's like a Thanksgiving dinner, you know, you get the whole family together, but the moment you talk about, you know particular politics, you're going to blow the dinner right up, and you know, the whole family's going to be upset because you like, you know, Al Gore or Hillary, and the other part of the family is going to want to you know, stomp out because you're for the conservatives….

And therefore we are bringing together diversity people of diversity whether they be a more than only Ukrainian and Russian, Muslim and a Christian whether they be a scientist from this field and that field, and we create the environment where they can meet.

And I think that the great success of the UPF event was the ability to make people feel quickly that they were in a safe environment where discussions could take place.

It's like an environment that works that lets people be freely happening, be themselves, not be shoved into a corner or pay money or forced or used, but they feel that they can be themselves and meet each other. We create an environment.

This standard of protocol at the conferences has become a shared repertoire among the CoP, and its membership has created a *regime of mutual accountability* (Wenger, 1998, p. 81) and the members enforce this standard:

So yeah, I think people generally feel this is a community of family that they would like to remain part of and one thing is we don't permit. We don't permit people to attack each other or to launch into ad hominem type of assaults and we don't need to police the delegates themselves if they notice someone new to the series, you know, speaking a little too forcefully or emotionally they'll they will take them into hand themselves and say, you know, there's… other places for that but here, you know, we don't encourage or permit that and it's a self-policing spirit. I would say.

UPF's "wishy-washy doctrine," along with the associated regime of mutual accountability that the CoP has formed over years of convening conferences, affords the opportunity for a highly diverse membership community to participate in UPF conferences. The organization's status as a United Nations credentialed NGO affords participants permission from their macro-, meso-, and micro-social CoP memberships to attend these conferences. This combination of a safe environment within UPF and permission to attend from outside social forces affords participants the opportunity to engage with individuals that in other contexts they would refuse or not be allowed to talk to:

For example, we have a lot of ambassadors of Peace, a lot of programs in Lebanon. I've been there myself a few times. If you have an Israeli stamp in your passport, or if there's any sign that you've ever been to Israel, you will not be allowed to enter into Lebanon yourself. And if a Lebanese is photographed or seen collaborating with or even speaking with an Israeli. There can be severe repercussions at home almost, you know, like you're

traitorous. So but that doesn't stop us from inviting people from you know all these nations to come to the conference.

What happens is that in the conference when they speak to you know, there are people who were not speaking to each other at all before they came to our conference. For example, if you have a Jewish person and a Palestinian or an Arab person from Middle East not even allowed to talk to each other, and that's the first time they spoke to each other was in our conference.

This is a spiritual aspect of it, you know, some Muslim they never met in their life. A Jew and then when they meet at…, you in our conferences somehow, they don't behave… like they behave in their normal life. They kind of respect them, and work and through the debris. Some people are kind of changing their mind, really literally changing their mind.

Volunteer staff at World Summit 2020

Mutual engagement is further enabled at UPF conferences by the dedicated volunteer staff, who provide service and care for participants during their conference experience. This shared repertoire of style, action, and tradition of service has been cultivated and perpetuated over years of conferences. "Staff Attitude" was by far the most popular UPF conference attribute in the 2007-2009 survey data (see Figure X-1 in the Appendices). Appreciation and respect for the staff appeared in this study's interview and reflection data as well:

Conference is different because of not quality of speakers, but how they are taken care of, and I know quite many participants are bringing some small gift in a from their Nations, just give something to staff members to somebody, and so I know the people, the staff

members, who is in the winter, they have to go to the bus stop to welcome them in a snowing.

I can't tell you how many times I encountered participants on their way back to the airport or at some point after the conference was over and their comment was they never felt more taken care of than at one of our events and they often would remember the person that met them at the airport and not necessarily what they heard at the podium.

I think that they're fascinated by it. They did just can't understand it. Also, they're just treated like kings for five days straight…, you know, everything's like amazing treatment.

No, I don't know of anything, you know, particularly funny other than they feed you too much. They really do pamper you and it's amazing.

And then you know they because there's these tireless workers.

They're faithful people who work 24 hours a day.

The UPF conference CoP acts as a "social enclave," where for a few days its members can feel safe enough to ignore many negative social forces which would compel them to act, or refuse to act, in ways detrimental to community formation. The UPF CoP can negotiate its own joint enterprise, and the membership segments of leadership, staff, and attendees all contribute meaningfully:

These relations of accountability include what matters and what does not, what is important and why it is important, what to do and not to do, what to pay attention to and what to ignore, what to talk about and what to leave unsaid, what to justify and what to take for granted, what to display and what to withhold, when actions and artifacts are good enough and when they need improvement or refinement (Wenger, 1998, p. 81).

Extensive simultaneous translation at World Summit 2020

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3.   Finding 3

Finding 3: Current UPF conference planning focuses heavily on one-way communication practices.

The literature review identified conference participant frustration at a lack of interactive activities at large conferences. Graham and Kormanik (2004) noted that the symposium structure of lengthy presentations with limited question-and-answer time at the end "do not embody meaningful dialogue and substantive interaction" (p. 391). Ravn (2007) posits that this frustration may be due to changing needs for learning in the information age:

> In the knowledge society, the managers and professionals attending conferences are often as well educated and experienced as the experts on the podium. Delegates are generally busy people engaged in important projects of their own, and they have just barely been able to free themselves from their interesting work to attend the conference. Chances are that they want opportunities to present their ongoing concerns and meet other people with like interests (p. 213).

UPF conference planners face similar challenges as their attendees also express this dissatisfaction. As far back as the 2007-2009 surveys, the "lack of group work" was the worst measured conference component (Figure X-1), and "more interaction" was by far the most recommended suggestion for conference improvement (Figure X-2). This concern also appeared in this study's interviews and attendee responses:

> I just I don't know there's a lot of value because of the dynamics that happen with people interacting and rather than just sitting in wall-to-wall meetings from morning until evening.

> I think what's missing in many of our conferences, there's no kind of interaction, as so often we basically rushing through from one meeting to another and to another, because this such tight schedules and we usually only there for two or three days.

> In that context, perhaps the only objection that I have is that there should be more time for relaxing, or sightseeing in the city, including informal meetings.

Following Ravn (2007), who surveyed the activities of a one-day conference and estimated it had "six hours of podium talk and twenty-five minutes for delegates to become involved" (p. 212), conference schedules and written executive summaries of recent UPF global conferences listed in Table 1 were obtained and analyzed. Table 4 summarizes the planned activities of these conferences.

Question-and answer sessions were the only activity that could unambiguously be considered interactive, and this activity was limited and did not appear in most conferences. Crafting resolutions and selecting awards recipients involve some interaction, but this portion of

the activities were taken care of pre-conference by select committees of UPF leaders and veteran CoP members. At the conferences, these activities are ceremonial and include more congratulatory speeches and proclamations. The author personally observed banquets at World Summit 2020 included several speeches and video presentations, and even regular meals often included speeches.

Table 4. Planned activities at UPF conferences

Conference	Banquets	Plenary Sessions	Concurrent Sessions	Q&A sessions	Special Event	Resolutions Adopted	Awards Bestowed	Enter-tainment
International Leadership Conference	√√	√√		√√	√	√		√
International Leadership Conference	√	√√					√	√
World Summit 2017	√	√√	√		√		√	√
Interreligious Leadership Conference	√√	√√				√		
Africa Summit 2018		√√	√				√	√
International Leadership Conference	√√	√√	√					√
International Leadership Conference	√	√√	√	√	√			
Latin America Summit 2018	√√	√√					√	
2nd Africa Summit 2018	√	√√	√		√	√		
Asia Pacific Summit 2018	√	√√			√	√√		
World Summit 2019	√	√√	√				√	√
International Leadership Conference	√	√√			√			
3rd Africa Summit 2019	√√	√√			√	√	√	
International Leadership Conference	√√	√√	√√		√			
Japan Summit 2019	√	√√		√	√			√
Southeast Europe Peace Summit 2019	√	√√	√√		√	√		
Asia Pacific Summit 2019	√	√√	√		√	√	√	√
The Africa Continental Summit 2019	√√	√√	√		√	√		
Asia Pacific First Ladies Summit 2019	√	√√			√			
Latin America and Caribbean Summit 2019		√√			√	√	√	√
World Summit 2020	√√	√√	√√		√	√√	√	√

√ - denotes one instance, √√ - denotes more than one instance identified

It was readily apparent from this analysis that UPF conferences were consistent with Ravn (2007) in that less than 10% of intentionally planned conference time was social or interactive. If you were a UPF conference participant and were not one of the few asked to speak at a banquet or session, your engagement at the conference was dominated by listening and observing. The author's participation at World Summit 2020 corroborated this frustration expressed by Ravn and others. When not scrambling to eat or get coffee or bussing to and from the hotel, the schedule was packed with listening to speeches or presentations or observing entertainment. The author personally resonated with one interviewee who aptly described the potential negative effect of this kind of conference scheduling:

> A large international conference can actually be quite a lonely experience. If you don't have an outgoing personality, you could easily spend a whole day sitting in programs and not really getting to know people.

For Wenger (1998), CoP participation is "both personal and social. It is a complex process that combines doing, talking, thinking, feeling, and belonging. It involves our whole person, including our bodies, minds, emotions, and social relations" (p. 55). Listening and observing are components of participation, but a CoP which constrains its members to these two activities limits the opportunities for mutual engagement and causes frustration in its community.

Research Question 2

4.   Finding 4

Finding 4: Current UPF conference evaluation practices lack constructive attendee feedback, and do not assess member learning.

UPF's call for "personal experiences, testimonies and reflections" from World Summit 2020 is included in the Appendix C. Base on document analysis and interviews with UPF leaders and staff, this practice is the only protocol the organization currently employs to obtain feedback from its global conference participants. As this process does not attempt to obtain a response from all participants, it is not a random sampling method, and these responses cannot be considered a representative sampling of the population of UPF conference participants. The process also implicitly encourages staff to pre-screen for favorable responses, as the organization makes no effort to guide the staff towards representativeness. Any attempt to draw meaningful conclusions from these responses will therefore suffer from overgeneralization and selective observation bias (Babbie, 2013, p. 6).

As an unrepresentative subset of participants who were selected by UPF staff and who were willing to provide unstructured feedback, these reflections provided some limited contribution to the qualitative analysis as a supplement to the semi-structured interviews. However, the positive bias to this data source is readily apparent from a cursory review. In an attempt to provide a simple indication of this skewness, these reflections were coded using Nvivo software's built-in sentiment coding (Table 5). Statements of satisfaction or appreciation about conferences in general or about specific conference attributes were subjectively coded as

Table 5. Attendee reflection sentiment coding summary

Sentiment	References
Positive	*120*
Very Positive	48
Moderately Positive	72
Negative	*15*
Very Negative	13
Moderately Negative	2

(very or moderately) positive or (very or moderately) negative. Nearly 89% of all coded statements from this data source were coded positive.

The unstructured nature of this feedback process makes it difficult to attempt to see how it fits within the conference evaluation framework in Figure III-5. There is no inclusion of conference objectives in the request for reflection. In terms of purpose of evaluation, it could be categorized as "assess general conference performance/participant reactions." The evaluation method may be loosely categorized as a questionnaire with no structure or method. There are no discernable indicators of success or theories/models behind this process.

This current evaluation process does not provide enough structured information for actionable intervention and response to a changing CoP membership over time. Adaptability is critical for a CoP to sustain itself through generational discontinuties:

> An essential aspect of any long-lived practice is the arrival of new generations of members. As long as membership changes progressively enough to allow for sustained generational encounters, newcomers can be integrated into the community, engage in its practice, and then – in their own way – perpetuate it (Wenger, 1998, p. 98).

VII.   Recommendations

Research Question 1

1.   Recommendation 1

Recommendation 1: UPF should reduce the dominance of one-way communication practices in its conference planning.

Finding 1 determined that the UPF conference CoP finds meaningful and inventive ways of mutual engagement "that can never be fully captured by institutionalized processes" (Wenger, 1998, p. 10). To exploit this community resource, UPF should (at least some of the time) get out of the way of its membership and increase time allotted for unstructured engagement. Two planning decisions that could easily be implemented which would achieve this would be a) increase coffee break time in the middle and between sessions, and b) eliminate or reduce the speeches during meals. Finding 1 showed that break- and meal-times afforded opportunities for meaningful mutual engagement. During the author's time at World Summit 2020, the North American delegates stayed at the same hotel, and there was a banquet hall there for meals not at the conference venue. Yet even during these breakfasts or late dinners, the room had a stage and podium, and these mealtimes usually had speeches or presentations in order to pack the schedule with as much speaking as possible.

Speech during mealtime at the North American delegation's hotel at World Summit 2020

Finding 2 also supports this recommendation. UPF conferences afford opportunities for people to form community membership that would not otherwise be possible in their local contexts and settings. Participants can engage in lectures and seminars and other meetings in their home environments, but the shift in geographical proximity of conference attendance, along with UPF's commitment to a safe environment that enables engagement, brings a diverse international group of people together to eat, sleep, and otherwise live together as a community.

Finding 3 demonstrates that current UPF conference planning is detrimental to many of the types of social learning seen in Findings 1 and 2. "*Learning cannot be designed:* it can only be designed *for* – that is, facilitated or frustrated*" (Wenger, 1998, p. 229).

2.   Recommendation 2

Recommendation 2: UPF should experiment with alternative social and interactive practices for its conferences.

Table 6. Alternative conference practices/techniques

Jacobs and McFarlane (2005)
Group chat technology
Ravn (2007)
Individual reflection
Buzz dyad
Peer coaching/consulting
Facilitated group work
Knowledge exchange
Networking lunch
Ravn and Elsborg (2011)
Break up presentations mid-way
Presentation as interview
Mini-meetings
Question cards
Participants direct the speaker
Meet people
Baas and Hjelm (2015)
Practitioner jam-sessions
Nebrig et al. (2015)
Conference facilitators

As a corollary to, and for similar reasons as Recommendation 1, UPF should attempt to identify activities and practices that enable the CoP membership to participate with their "whole person, including our bodies, minds, emotions, and social relations" (p. 55). Traditional conference practices do not afford such holistic participation:

> In contradistinction to the recurrent sessions of management development programs, which often employ quite advanced instructional techniques beyond classroom teaching (coaching, peer one-on-ones, team work, reflective writing, experiential exercises, etc.), the one-shot professional conference is largely a relic of academic teaching practices in 19th century Germany: the all-powerful professor speaks to an auditorium of obedient students (Ravn, 2007, p. 213).

Table 6 summarizes alternative conference practices and techniques from the literature review. This list is not intended to be exhaustive, but rather it can aid UPF in beginning a process for alternative conference practice design and experimentation. UPF's local and regional conference ecosystems would be an excellent locale for pilot programs of alternative practices, as smaller conferences would be more manageable for trial runs.

Research Question 2

3.   Recommendation 3

Recommendation 3: UPF should implement a conference evaluation framework for its global conferences.

The historical context of the 2007-2009 surveys offers a mini-case study, specific to UPF conferences, which highlights the usefulness of an evaluation framework and protocol. The creator of that survey and the study which resulted from it is still an active participant in the UPF conference CoP, and was the subject of one of this study's interviews. He described the context of the surveys and some of the outcomes from his study:

> Around 2007 there was a nervousness that the UPF wasn't doing enough to introduce the teachings of the founder in more detail. And so for about two years, which is the time of my study as much as half of the conference would be dedicated to presentation of the unification principles….

> But after my study was concluded the evidence showed that these philosophical or ideological presentations were the least attractive part of the conferences and we gradually moved back to focusing again on the goals of the UN simply because this was an easy thing to explain and made it easy for people to attend our conferences knowing that they were going to come to the discussion of matters that are widely regarded as both safe and important.

Because a systematic evaluation method was consistently applied over a series of UPF conferences, a declining trend in overall conference satisfaction could be identified and presented to UPF leadership (Figure X-3). In response to this evaluation study, the unpopular lectures were gradually replaced with the well-received plenary sessions which allowed CoP participants to speak to the community directly.

This modified conference design has survived to the present day, and UPF conferences have increased in popularity and acclaim. The average reported attendance of the 13 conferences in the 2007-2009 study was less than 300. Average attendance increased to over 1,000 for the conferences from 2016 to 2020 (Table 1). This improvement contributed to the unique environment UPF affords its CoP outlined in Finding 2, and if it had not been implemented Finding 3 would have been more pronounced, as conference activity would have included lectures. As Ravn (2007) emphasizes, "educators generally agree that the presentation or lecture is a poor vehicle for learning," and participants can become bored and frustrated from "having been kept passive for hours on end" (pp. 212-213).

The observable increase in conference attendance is an anecdotal evaluation measure that UPF conferences are performing well. But this last significant improvement is now over 10 years old, and UPF has no current evaluation data to assess if changes are needed to adapt to new CoP members. For example, when conference attendance was around 200, plenary sessions could allow 10% of the conference community to participate by speaking. At a conference of 1000 or more attendees, no significant portion of the CoP can participate in this way. In fact, there was evidence in the interviews that jockeying over precious speaking slots has become an internal conflict within the CoP.

Using the Neves et al. (2012) conference evaluation framework (Figure III-5), and based on the findings of this study, a proposed framework with components relevant for UPF was designed and is depicted in Figure VII-1. The primary evaluation method in this framework would be a survey that could be administered during a conference as one of the concluding planned activities. Including evaluation and feedback assessment activities during conferences is consistent with Finding 3 and Recommendation 2, as it will decrease one-way communication practices and be an alternate activity to increase participant interaction. The instrument and guidelines in Hoyt and Whyte (2011) could easily be adapted for UPF to provide indicators of success consistent with its conference objectives and purposes for evaluation.
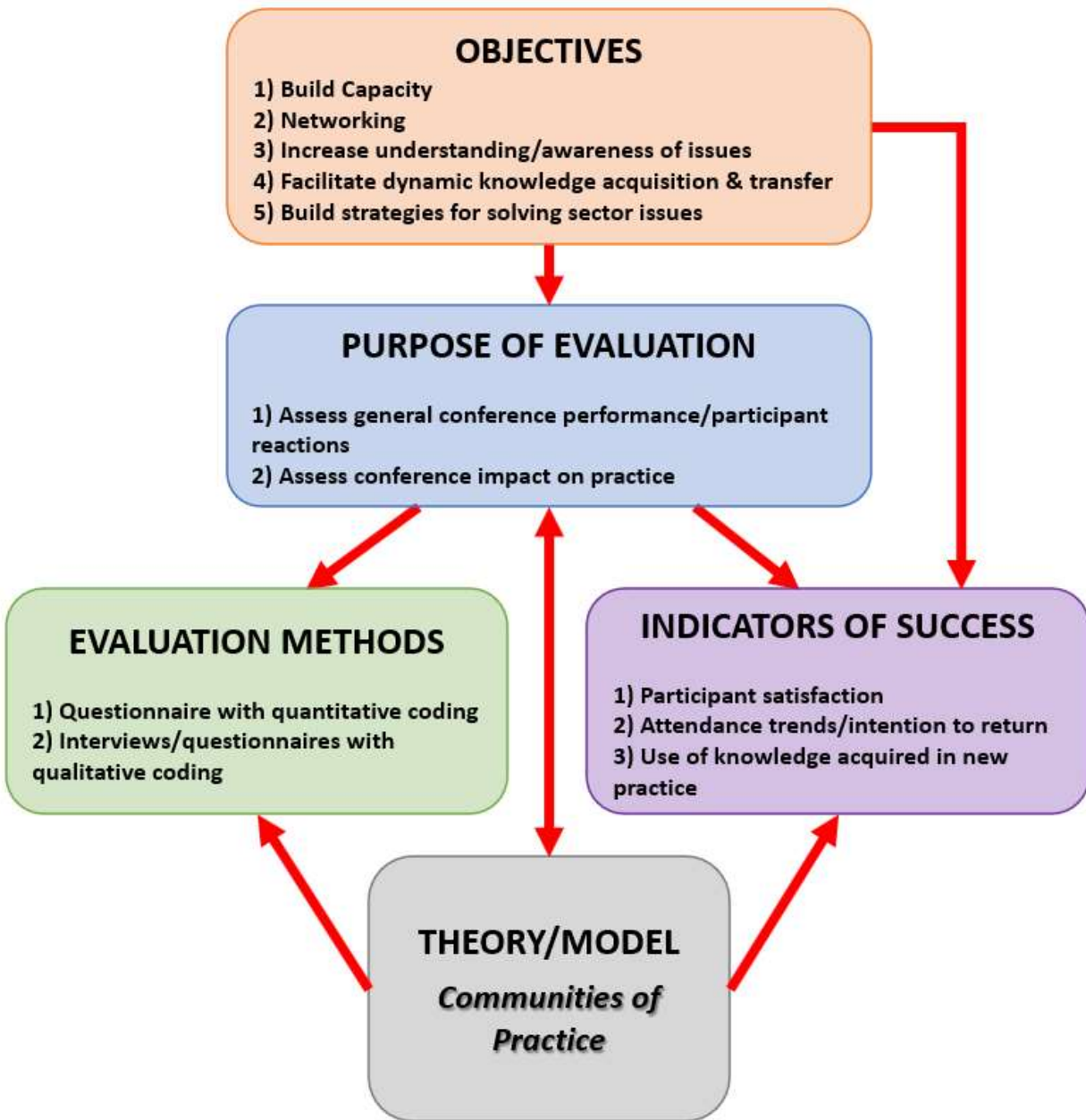
Figure VII-1. UPF conference evaluation framework

Implementation of Recommendations

Figure VII-2 illustrates how the recommendations of this study could be implemented by UPF. As a quality improvement study, its structure and design are consistent with the first five steps of the CDC's program evaluation framework: engage stakeholders, describe the program, focus evaluation design, gather credible evidence, and justify conclusions.[8] These steps are represented in the uppermost box of the figure. The final step, ensure use and share lessons, begins with the next box, presentation of findings and recommendations, but continues with UPF's decisions and actions with respect to accepting and implementing the recommendations.

If Recommendations 1 and 2 inform UPF's conference planning, and Recommendation 3 is implemented such that a consistent evaluation framework is established and perpetuated, then the organization can create a "continuous conference improvement cycle." The planning of each subsequent global conference will be informed from evaluation findings of the previous one. UPF will be able to adapt its conference design to maximize the mutual engagement and social learning of its community of practice.

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[8] https://www.cdc.gov/eval/framework/index.htm
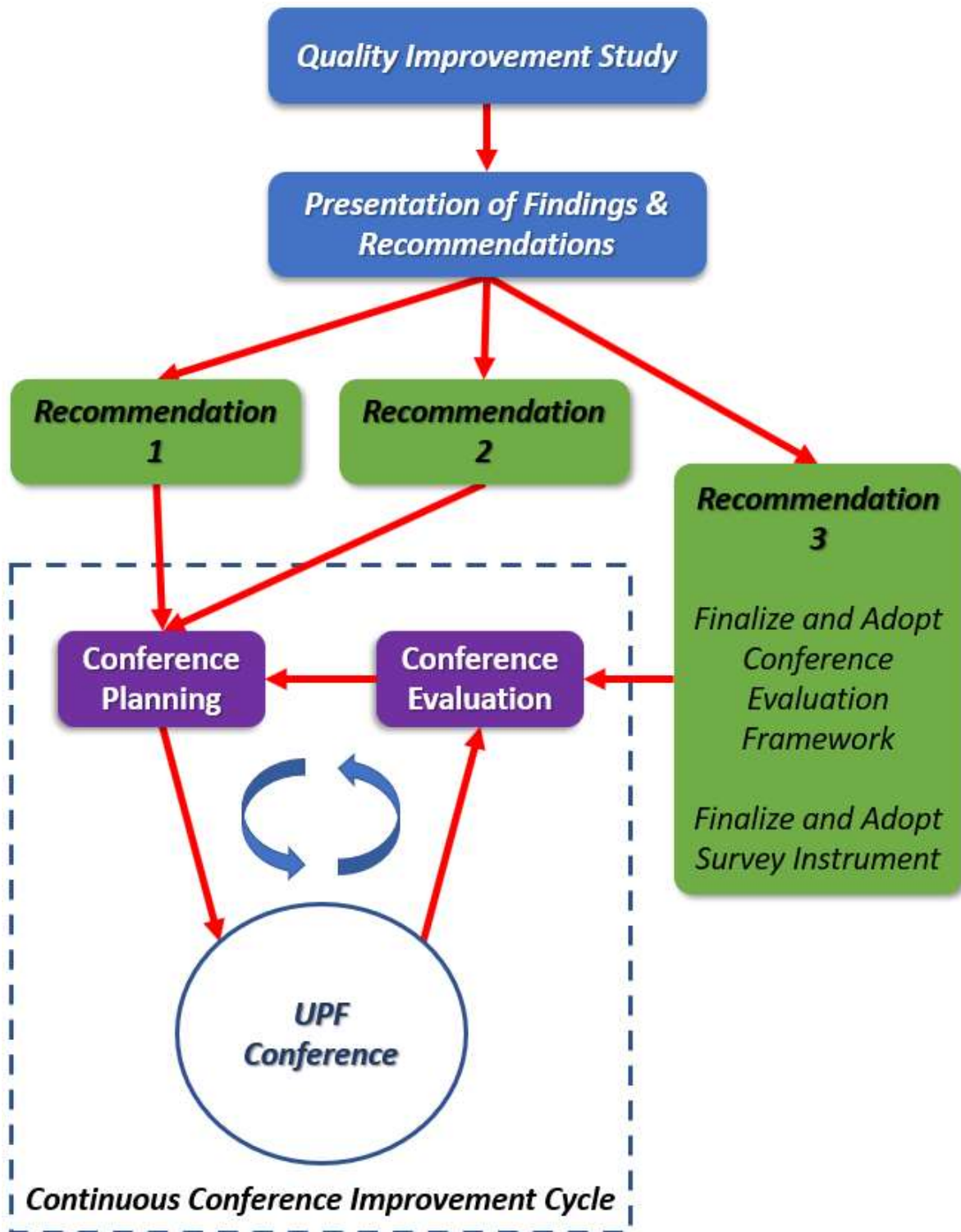
Figure VII-2. Continuous conference improvement cycle

VIII.   Study Limitations

Practical considerations limited the time and other resources for this study. The author had a full-time job and doctoral coursework to manage concurrent with this study. Research assistants were not available to provide cross-validation and bias-checking of the author's qualitative analyses.

The limited frequency of UPF global conferences, combined with the outbreak of COVID-19, permitted only one conference participation in this study. World Summit 2020 was by far the largest global conference UPF had ever convened, and as such it may have had characteristics different from other UPF conferences.

The UPF conference community is large, global, and diverse. Community data obtained cannot be confirmed as being fully representative of this population. Furthermore, the methods used suffered from selection bias, as their sources were almost entirely current participating members of the community. There is little or no representation of members who have left the UPF CoP.

IX.   **Conclusion**

The UPF global conference community is a vibrant community of practice, and it has sustained itself for two decades. Conference attendance is significantly larger now than it was 10 years ago, and it draws the attendance and participation of social influencers across fields of government, diplomacy, faith communities, business, and academia.

Former UN Secretary General Ki-moon Ban speaking at World Summit 2020

The intentionality of UPF's leadership to prioritize enabling engagement among diverse members over any doctrine or ideology (Finding 2) has created a safe environment for this community to come together and live as a CoP for several days each year. The author's optimistic side wonders if there might be lessons to learn from this choice that could be applied to the American community of which he is a member.

UPF does not currently have sophisticated program evaluation methods. One reason for this is likely that it is heavily reliant on volunteer staffing, and does not have financial resources to deploy to a back office devoted to studies relevant for future improvements when all hands are on deck for the here-and-now. The author is hopeful that a way can be found to implement the recommendations of this study in a practical way that can benefit the organization for years to come.

As of this writing, UPF has temporarily suspended all global conference convenings due the COVID-19 pandemic. As an alternative, the organization has held several large webinars,

including a virtual multi-session International Leadership Conference in September 2020. These activities are much cheaper than the traditional global conference, and UPF may be tempted to permanently shift to a virtual format even after large public gatherings are permitted and safe again. Findings 1 and 2 of this study suggest that meaningful social learning and community building would be lost if such a decision were made. The interaction and engagement of traveling and staying together cannot be replicated virtually, and participants escape the confines and limitations of their local social memberships and engage with others they otherwise would not or could not interact with. To repeat one long-time UPF CoP member: "…one thing that a family does typically is eat and sleep and live together. And even if it's only for a few days that experience is very memorable."

X.   **References**

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Appendix A

Invitation to participate in interview

Request for Interview Re: UPF Conferences

Dear _____:

As part of my doctoral program in Leading and Learning in Organizations, I am conducting research on the Universal Peace Federation. Specifically, I am looking into the organization's planning and evaluation of professional and advocacy conferences.

As someone who has been involved with UPF conferences in some way, I would like to interview you as part of my data collection. I anticipate an interview to take approximately 1 hour.

I would ensure your anonymity in all aspects of the interview and research process. I will utilize an encrypted cloud server to protect the data, I will de-identify the interview transcripts such that only numerical identifier codes are used, and only I will have access to the identification key on the secured server. No names or other identifying material will be used in any public access final research product.

Please let me know if you would be willing to participate in this research which will hopefully provide useful information to advance the understanding of the role conferences can play in social learning.

Sincerely,

Markus L. Karr
Doctoral Student
Department of Leadership, Policy, and Organizations
Peabody College of Education
Vanderbilt University
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https://www.linkedin.com/in/markus-karr/

Appendix B

Semi-structured interview guide[9]

<DON'T FORGET TO RECORD!>

1. Please tell me about UPF Conferences.

2. *CoP Aspect: Meaning* (questions as needed)

a. How do you participate in UPF Conferences? In what ways are you involved outside of the regular meetings?

b. What are the areas of focus of UPF Conferences, as you perceive them?

c. How would you say UPF Conferences look to an outsider? What would that person say UPF does? Would that person's view agree with what UPF would say it is or does?

d. Do you feel UPF Conferences have made a mark on the world, or created a legacy? How?

3. *CoP Aspect: Community* (questions as needed)

a. UPF Conferences has existed for over 20 years now. What would you say sustains it?

b. How do you see people in UPF Conferences working together?

c. What would you say is your place in UPF Conferences? Do you feel "included"? Would you describe yourself as a core member, someone more on the edges, or somewhere in between?

d. Would you say UPF Conference members share similar goals and values? What are they? How do they influence UPF Conference activities?

e. Can you talk about a project you've seen UPF Conference members take on together? How did it start and end?

f. What kinds of conflicts exist? How are they managed?

g. What expectations do UPF Conferences members have of each other? What are "rules" for participating?

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[9] Adapted from (Bozarth, 2008).

h. What are some favorite UPF Conference stories or in-jokes? Acronyms?

4. ***CoP Aspect: Practice*** (questions as needed)

a. How has your own practice changed as a result of your UPF Conference participation?

b. UPF Conferences have members with a wide range of ages and varying years of experience and UPF Conference membership. Do you see any "generational" issues? If so, what are they?

c. Please tell me about relationships. How long have you been a member? What kinds of relationships have you developed with other members? How have those relationships changed over time?

5. ***CoP Aspect: Identity*** (questions as needed)

a. What other groups do you belong to, including groups of coworkers, professional associations, or even church or community groups? How are you "different" depending on which group you're with?

b. Would you say UPF Conferences have changed who you are? In what ways?

Appendix C

UPF Request for reflections

To: UPF Regional Chairs and UPF Leadership
From: UPF International
Re: World Summit 2020 Reflections and Testimonies
Date: February 19, 2020

Greetings from UPF International.

Thank you for contributing to the success of World Summit 2020.

We have an urgent, high priority request: **each Regional Group is asked to collect and prepare a report of the personal experiences, testimonies and reflections of World Summit 2020 participants.**

These Regional Group reports should be submitted as soon as possible. Please send to gkagawa@upf.org.

The Regional Group participant reflections will be presented directly to the Founder.

Thank you for your understanding and cooperation.

Sincerely yours,

Thomas G. Walsh, Ph.D.
Chairman
Universal Peace Federation

Appendix D

World Summit 2020 attendee welcoming material

UNIVERSAL PEACE FEDERATION *Seoul*
WORLD SUMMIT 2020

Welcome to the World Summit 2020!

We're honored and excited to host you here at the Millennium Hilton Hotel in the beautiful city of Seoul for this historic international conference. Thousands of participants are expected from over 170 countries to attend a dozen concurrent sessions at the Kintex Center, culminating in the spectacular celebrations at the Cheongshim Peace Center.

Our dedicated staff is happy to serve you and help make this a wonderful and smooth experience. If you have any questions or need assistance, please feel free to visit the information desk or reach out to one of our friendly ushers.

Thank you,

UPF North America Regional Group

UNIVERSAL PEACE FEDERATION
WORLD SUMMIT 2020 *Seoul*

REALIZING WORLD PEACE AND REUNIFICATION OF THE KOREAN PENINSULA THROUGH
INTERDEPENDENCE, MUTUAL PROSPERITY AND UNIVERSAL VALUES

February 2-8, 2020 • Seoul Korea

Schedule-At-A-Glance

SATURDAY, FEBRUARY 1	MILLENNIUM HILTON
7:30 PM	Welcoming Dinner for IMAP Participants & early arrivals in Atrium Room 3rd floor

SUNDAY, FEBRUARY 2	LOTTE HOTEL SEOUL CRYSTAL BALLROOM
All Day	Arrival of World Summit 2020 Participants
7:00 AM	Breakfast for IMAP Participants & early arrivals in Atrium Room 3rd floor – Millennium Hilton
8:30 AM	IMAP Participants Depart for Lotte Hotel
10:00 AM	**IMAP Assembly: International Media Association for Peace**
5:00 PM	Registration for World Summit 2020 Participants – Grand Ballroom Foyer
7:30 PM	**UPF North America Regional Welcome Dinner in Grand Ballroom LL – Millennium Hilton**

MONDAY, FEBRUARY 3	HOTEL VENUES AND KINTEX CENTER
7:00 AM	Breakfast in Grand Ballroom Lower Level – Millennium Hilton
8:00 AM	UPF North America Regional Group Orientation
11:30 AM	Lunch in Grand Ballroom Lower Level – Millennium Hilton
12:30 PM	Departures from Hotel to KINTEX
2:00 PM	**World Summit 2020 Session I: World Peace Conference Opening Ceremony (HALL 4)**
3:30 PM	Break
4:00 PM	**World Summit 2020 Session II: World Peace Conference (HALL 4, 1st fl)**
6:00 PM	(Select group will return to Millennium Hilton for Dinner)
6:00 PM	**World Summit 2020 Welcoming Banquet and Ballet Performance (HALL 3, 1st fl)**
8:30 PM	KINTEX banquet participants return to Millennium Hilton

TUESDAY, FEBRUARY 4	KINTEX CENTER
6:30 AM	Breakfast in Grand Ballroom Lower Level – Millennium Hilton
8:00 AM	Departures from Hotel to KINTEX
10:00 AM	**World Summit 2020 Session III: ISCP Assembly: International Summit Council for Peace (HALL 4, 1st fl)**
12:30 PM	**World Summit 2020 Commemorative Luncheon (HALL 3)**
2:00 PM	**World Summit 2020 Session IV: World Summit Concurrent Sessions**

ISCP Assembly – HALL 5B	**IAAP Assembly – Room 306 + 307, 3rd fl**
IAPP Assembly – HALL 4	**Section 1 – Room 304**
IAPD Assembly – Grand Ballroom, 3rd fl	**Section 2 – Room 306**
IAED Assembly – Rooms 212 +213	**Section 3 – Room 303**
	Section 4 – Room 305

5:00 PM	Break
6:00 PM	(Select group will return to Millennium Hilton for Dinner)
6:00 PM	**Banquet Program to Inaugurate the Mother Foundation and Founder's Autobiography (HALL 1, 1st fl)**
8:30 PM	KINTEX banquet participants return to Millennium Hilton

WEDNESDAY, FEBRUARY 5		KINTEX CENTER
6:30 AM	Breakfast in Grand Ballroom Lower Level	
8:00 AM	Departures from Hotel to KINTEX	
10:00 AM	**4th Sunhak Peace Prize Award Ceremony (HALL 4, 1st fl)**	
12:00 PM	**Sunhak Peace Prize Award Ceremony Commemorative Luncheon (HALL 3)**	
1:30 PM	**World Summit 2020 Session V: World Summit Concurrent Sessions**	

<div align="center">

ISCP Assembly – HALL 5B   **IAYSP Assembly – HALL 1**
IAPP Assembly – HALL 4   **IAAP Assembly:**
IAPD Assembly – Room 204, 2nd fl   **Section 1 – Room 304**
IAED Assembly – Rooms 212 +213   **Section 2 – Room 306**
IAFLP Assembly – Room 206   **Section 3 – Room 303**
Central Asia Forum – Room, 211, 2nd fl   **Section 4 – Room 305**
WCLC Assembly – Grand Ballroom

</div>

3:30 PM	Break	
4:00 PM	**World Summit 2020 Session VI: Concurrent Sessions: Developing a Strategic Plan of Action**	

<div align="center">

ISCP Assembly – HALL 5B   **IAYSP Assembly – HALL 1**
IAPP Assembly – HALL 4   **IAAP Assembly:**
IAPD Assembly – Room 204, 2nd fl   **Section 1 – Room 304**
IAED Assembly – Rooms 212 +213   **Section 2 – Room 306**
IAFLP Assembly – Room 206, 2nd fl   **Section 3 – Room 303**
Balkans Peace Initiative – Room 211   **Section 4 – Room 305**
WCLC Assembly – Grand Ballroom, 3rd fl

</div>

6:00 PM	Return to Hotel for Dinner	
7:30 PM	Dinner in Grand Ballroom Lower Level – Millennium Hilton	

THURSDAY, FEBRUARY 6		CHEONGSHIM PEACE CENTER
6:00 AM	Breakfast in Grand Ballroom Lower Level – Millennium Hilton	
7:00 AM	Departures from Hotel to Cheongshim Peace Center	
9:00 AM	**Special Centenary Celebration and Cultural Performance**	
1:00 PM	Return to Millennium Hilton	
2:00 PM	Lunch in Grand Ballroom Lower Level – Millennium Hilton Optional Sightseeing & Cultural Program	
7:30 PM	Dinner in Grand Ballroom Lower Level – Millennium Hilton	

FRIDAY, FEBRUARY 7		CHEONGSHIM PEACE CENTER
6:00 AM	Breakfast in Grand Ballroom Lower Level – Millennium Hilton	
7:00 AM	Departure from Hotel to Cheongshim Peace Center	
9:00 AM	**Special Centenary Celebration and Family Festival**	
12:30 PM	Return to Millennium Hilton	
2:00 PM	Lunch	
Afternoon	Departures	
7:30 PM	Closing Dinner in Grand Ballroom Lower Level – Millennium Hilton	

SATURDAY, FEBRUARY 8		HOTEL VENUES
6:00 AM	Breakfast in Grand Ballroom Lower Level – Millennium Hilton	
All Day	Departures	

2

UNIVERSAL PEACE FEDERATION
WORLD SUMMIT 2020
Seoul

Millennium Hilton Hotel • February 2 - 8, 2020 • Seoul, Korea

Important Information

Meals: The conference meal program begins with the Welcome Dinner on February 2 at 7:30 PM in the Grand Ballroom on the Lower Lobby floor. The last conference meal will be breakfast on February 8. UPF will not be providing meals before and after these times.

Incidentals: A deposit of $100 is required at the time of check in. If you use any of the amenities in the room such as the phone, laundry, or room service, or if you consume any of the beverages or snacks from the mini-bar, you will be charged accordingly (the water on the table, coffee and tea packets are complimentary). The unused portion of your deposit will be returned to you upon checkout.

Personal Belongings: Please take care of your personal belongings. Do not leave your conference materials or your personal items such as handbags and cameras in the meeting rooms at the end of each session. UPF does not take responsibility for damage or loss of belongings.

Name Badges: Please wear your name badge to all sessions and meals. You will only be permitted entry to the event with your name badge. If you misplace or need changes to your name badge, please come to the registration desk located adjacent to the meeting location.

Translation: The main events at the conference will be translated into Korean/English, Japanese, French, Spanish, Russian and Arabic languages. Please do not take the translation headsets out of the conference room.

Off-site Coordination: The main conference sessions are all off-site, in the Kintex Center from February 3-5 and the Cheongshim Peace Center on February 6-7. As participants from each region are staying in different hotels, we ask that you kindly remain with our North American Group and find the ushers with sky blue umbrellas to guide you back to the right bus at the end of each day.

Flight Reconfirmation: You must reconfirm your own flight. Flight confirmations must be made personally through online check-in 24 hours ahead of the flight or by calling the airline using the numbers provided by the carrier. Plan to depart four hours before your flight time. A travel desk will be set up on the afternoon of the 7th near the lobby elevators where you can go for further information.

Check Out: Hotel checkout time is 12 noon. You must return your key(s) to the hotel front desk and settle your incidental charges before departing.

Medical Conditions: Please let us know if you have any medical conditions that would hinder your mobility at the conference, or if you have a medical condition that we should be aware of. For medical emergencies, please dial the hotel operator and they will assist you. Please be advised that UPF is not responsible for medical expenses.

Phone Calls and Internet: We recommend using Internet-based messenger apps like WhatsApp to communicate. Using the hotel room phone will incur phone charges on your hotel bill that will be deducted from the $100 incidental fee. Millennium Hilton provides free standard Wi-Fi in each room, with a couple of paid options as well.
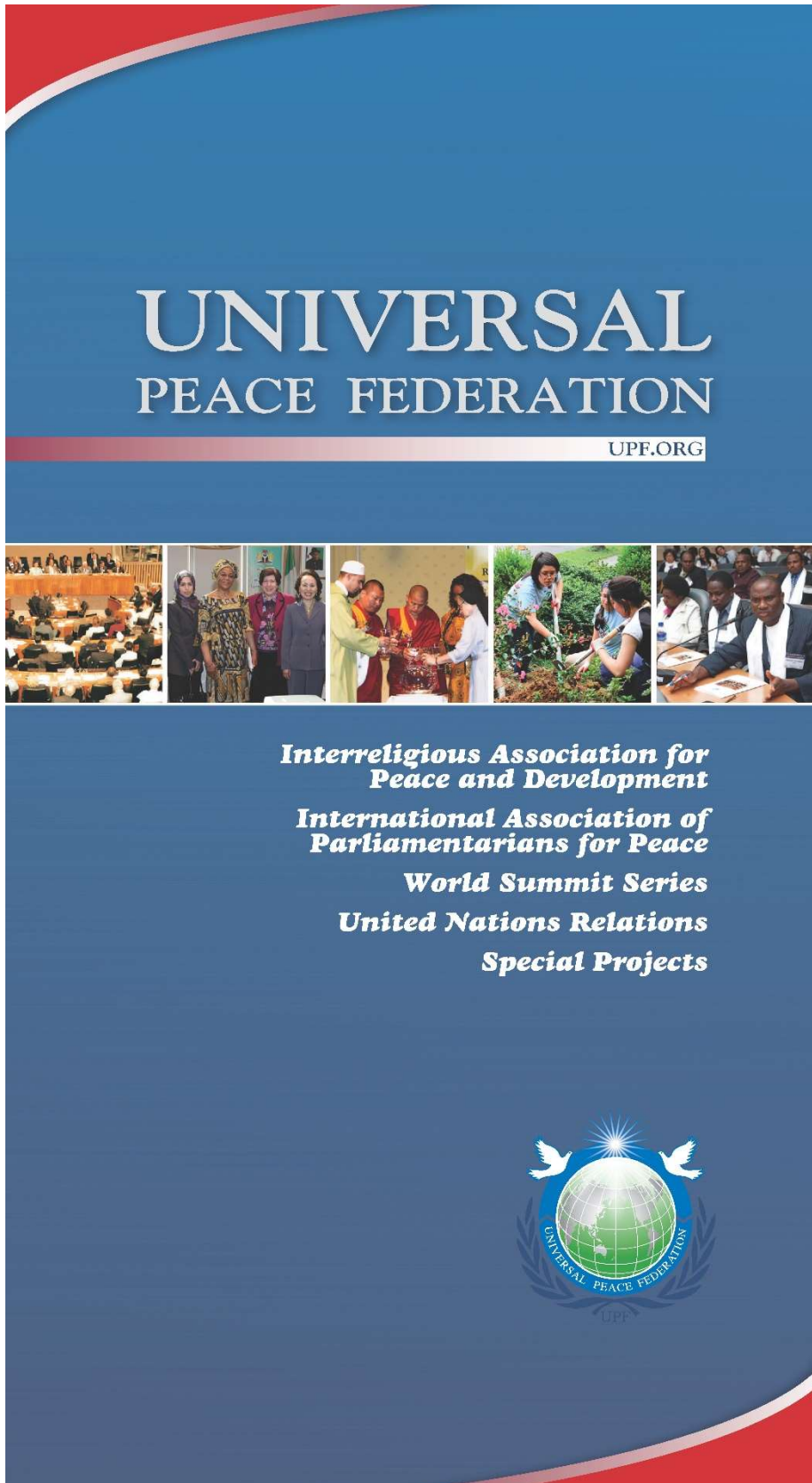
OUR VISION AND MISSION

UPF and its global network of Ambassadors for Peace affirm and apply universal, spiritual principles to the task of resolving conflict and reconciling the divided human family.

CORE VALUES
- We are one human family created by God.
- The highest achievements of men and women are rooted in spiritual and moral development.
- The family is the "school of love and peace."
- Peace comes through dialogue, cooperation, and principled action.
- Service to others is the foundation of the good society.

Rev. Dr. Sun Myung Moon and Dr. Hak Ja Han Moon
Founders, UPF International

21ST CENTURY PEACEBUILDING

International Leadership Conferences, symposia, and peace councils offer opportunities for capacity-building among leaders from all sectors. Peace and security considerations are complemented by "track two" diplomacy and grassroots programs that build support for a culture of peace.
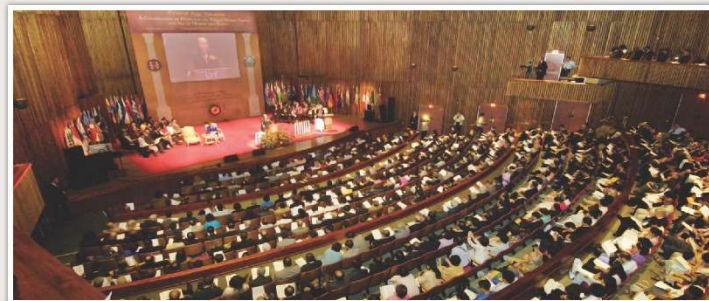
Founding of the Universal Peace Federation. Lincoln Center, N.Y., September 2005
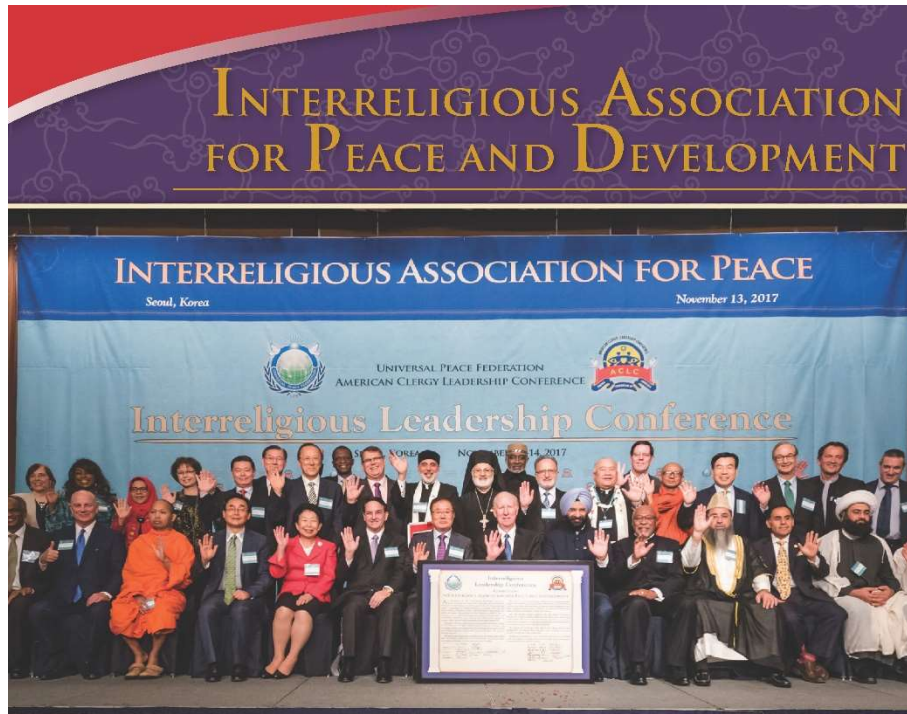
DIALOGUE AND COOPERATION

Interfaith conferences and forums challenge people from all faiths to identify universal aspects of their scriptures and traditions that can benefit all humanity. Interfaith dialogue encourages understanding, respect, and cooperation, recognizing that we are all members of one family under God.

INTERFAITH PEACEBUILDING

On local, national, and global levels, interfaith councils provide a platform for people of diverse faiths to contribute their wisdom and work effectively for peace alongside representatives of government, business, and civil society.

PEACE AND DEVELOPMENT

Interfaith pilgrimages, consultations, and grassroots encounters build understanding and respect which fosters religious movements as catalysts for peace, resulting in economic empowerment, good governance, and deterrence to extremism.

INTERNATIONAL ASSOCIATION OF PARLIAMENTARIANS FOR PEACE

INTER-PARLIAMENTARIAN DIALOGUE

UPF acknowledges the need for "soft-power" approaches to peace. Parliamentarians can play a very significant role. The International Association of Parliamentarians for Peace was established to facilitate dialogue and collaboration among parliamentarians. UPF has been a leading exponent of "track two" diplomacy, with particular emphasis on the role and responsibility of parliamentarians to transcend historical self-interest and pursue the ideal of "one family under God."

AREAS OF FOCUS

- Conflict Prevention
- Development
- Education
- Marriage and Family
- Environment

PEACE LEADERSHIP

UPF's seminars and leadership conferences focus on the urgent need for new vision and leadership based on core values and universal principles of peacebuilding.

WORLD SUMMIT SERIES

INTERDEPENDENCE AND MUTUAL PROSPERITY

UPF's World Summit series convenes experts and leaders from all sectors to address critical problems such as climate change, conflict, displaced populations, corruption and crime, working collaboratively for the sake of peace and human development, interdependence, and mutual prosperity.

RECENT SUMMITS
- World Summit 2017
- Africa Summit 2018
- Latin America Summit 2018
- Asia Pacific Summit 2018

LEADERSHIP AND GOOD GOVERNANCE

Leaders in government and religion who exemplify the highest ideals of good governance—accountability, respect for human dignity, honesty, and service—are honored with UPF's Leadership and Good Governance Award.

UNITED NATIONS RELATIONS

A CONSULTATIVE NGO AT THE UN

UPF is an NGO in General Consultative Status with the Economic and Social Council of the United Nations. We support and promote the work of the United Nations and the achievement of the Sustainable Development Goals.

SUPPORT FOR UN INITIATIVES

- World Interfaith Harmony Week
- Women's Day
- International Day of Families
- Global Day of Parents
- International Day of Peace

PARTNERSHIPS

Together with the African Union, UPF organizes *Africa Day* celebrations in New York and around the world. In support of *World Interfaith Harmony Week*, UPF works with interfaith and faith-based NGOs to convene programs at the UN and in many nations.

SPECIAL PROJECTS

ILC SERIES

Since its inception, UPF has sponsored a series of International Leadership Conferences aimed at addressing the critical challenges of our time. Participants of all national, religious, cultural, and ethnic backgrounds have participated and benefited from this series over the years.

OFFICE OF MARRIAGE AND FAMILY

Marriage, parenting, and the family are the foundations of sustainable human development and the building blocks of society. Educational programs present the personal and social benefits of marriage, promote a marriage-friendly culture, teach relationship skills, and encourage spiritual growth through relationships.

PEACE ROAD

UPF partners with the World Peace Road Foundation on a global level to promote the vision for a "peace road" that brings the world together through a global system of highways, railways, bridges, and tunnels, helping create an interdependent, interconnected, and harmonious world.

SUNHAK PEACE PRIZE

UPF has established the Sunhak Peace Prize Foundation to promote the vision of the Sunhak Peace Prize, which honors distinguished individuals and organizations that have dedicated themselves to living for the sake of others and for the sake of future generations.
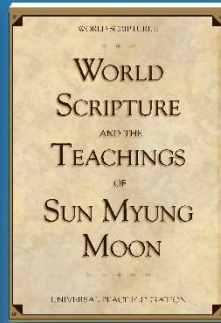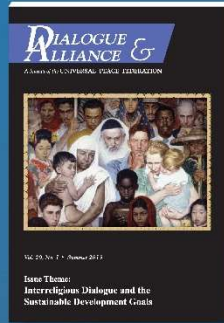
Appendix E

Conference evaluation framework complete list of possible components

Conference evaluation framework (Neves et al., 2012)

OBJECTIVES
1) Build Capacity
2) Increase understanding/awareness of issues
3) Develop guidelines
4) Facilitate dynamic knowledge acquisition & transfer
5) Build strategies for solving sector issues
6) Networking
7) Foster intra/intergovernmental communication
8) Disseminate research & illuminate gaps

PURPOSE OF EVALUATION
1) Assess general conference performance/participant reactions
2) Assess conference impact on research/practice
3) Assess conference output's impact on policy changes/sector development
4) Determine publication rates of abstracts
5) Assess knowledge acquisition/exchange
6) Assess quality of conference deliverables
7) Assess conference equity

THEORIES
1) New Learning
2) Theory of Planned Behavior
3) Theory of Reasoned Action
4) Social Cognitive Theory
5) Social Capital Theory
6) Constructivism

MODELS
1) Communities of Practice
2) NGO engagement model

EVALUATION METHODS
1) Research/policy documents search
2) Interviews/questionnaires with qualitative coding
3) Qualitative case study
4) Questionnaire with quantitative coding
5) Questionnaire – unknown/mixed methods

INDICATORS OF SUCCESS
1) Publication rates
2) Use of knowledge acquired in new research/practice
3) Agenda/policy changes based on conference outputs
4) Intention to act
5) Participant satisfaction
6) Attendance trends/intention to return
7) Quality of conference reports
8) Conference recommendations incorporated into law

Appendix F

UPF 2007-2009 conference surveys (Balcomb, 2009)

Table 7. 2007-2009 Survey response rate summary

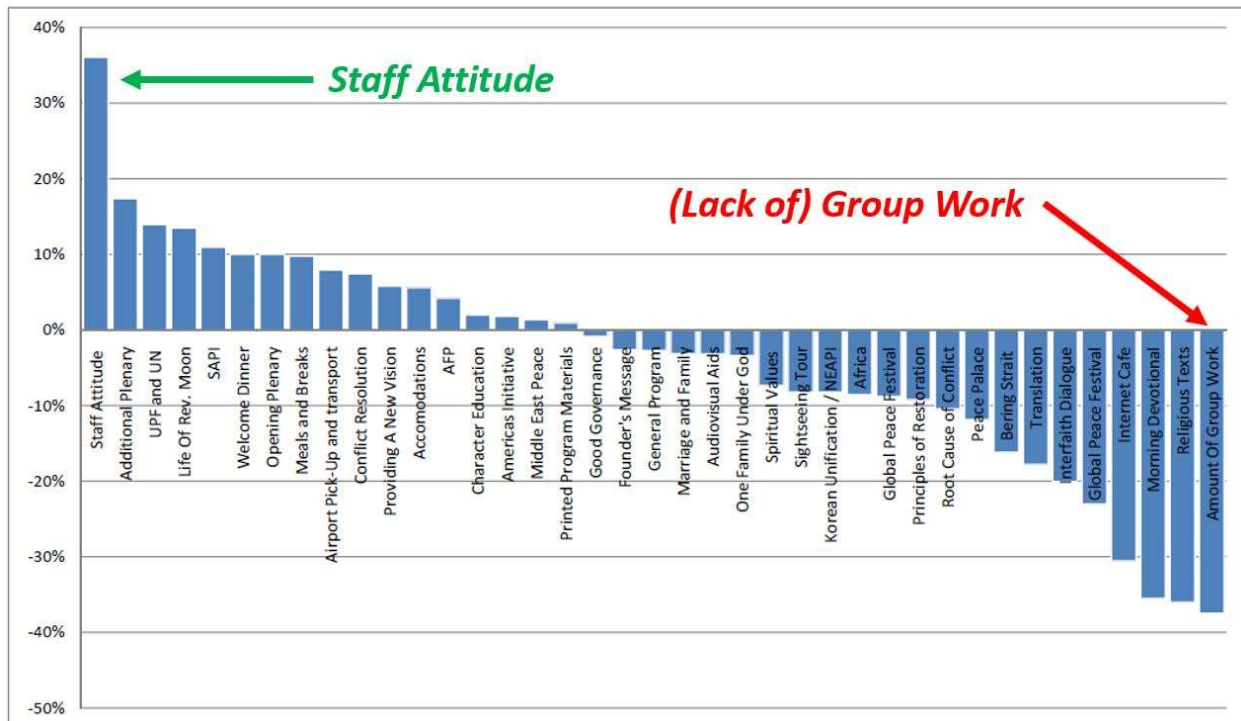| Total Number of Participants Surveyed		3,640	100%
Total Number of Surveys completed		734	20.2%
Survey with "Likert Scale Section" AND Open Ended Responses	637		17.5%
Surveys with Open Ended Responses Only	97		2.7%

Figure X-1. Overall performance of measured components (annotated)

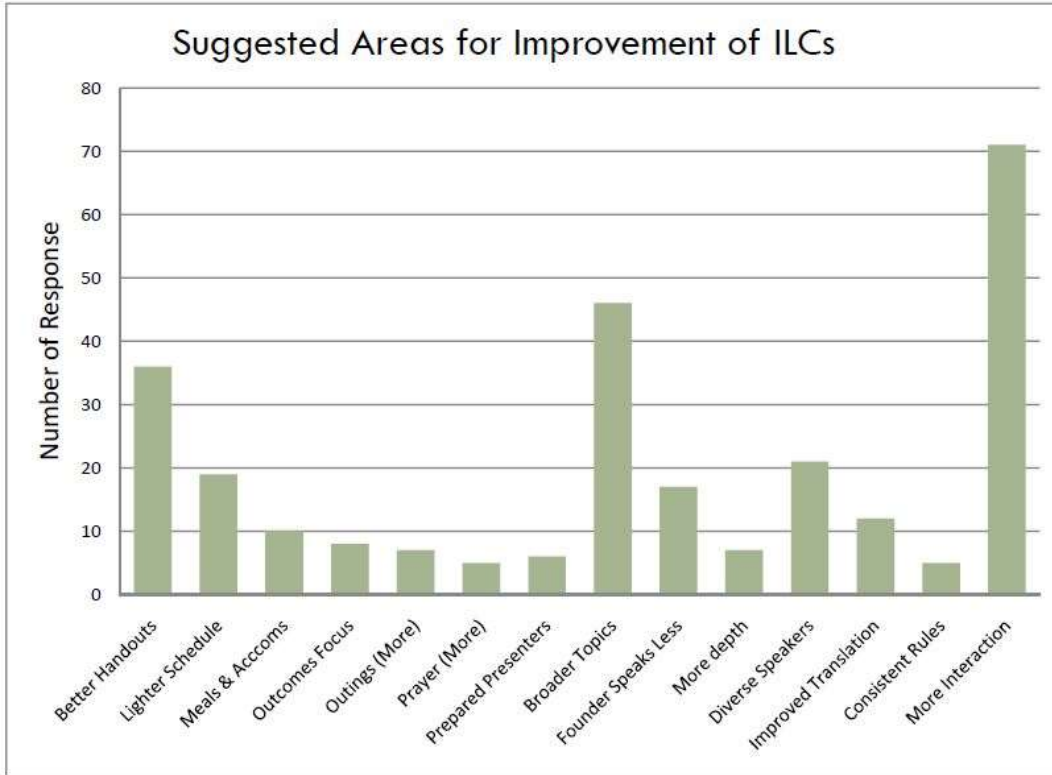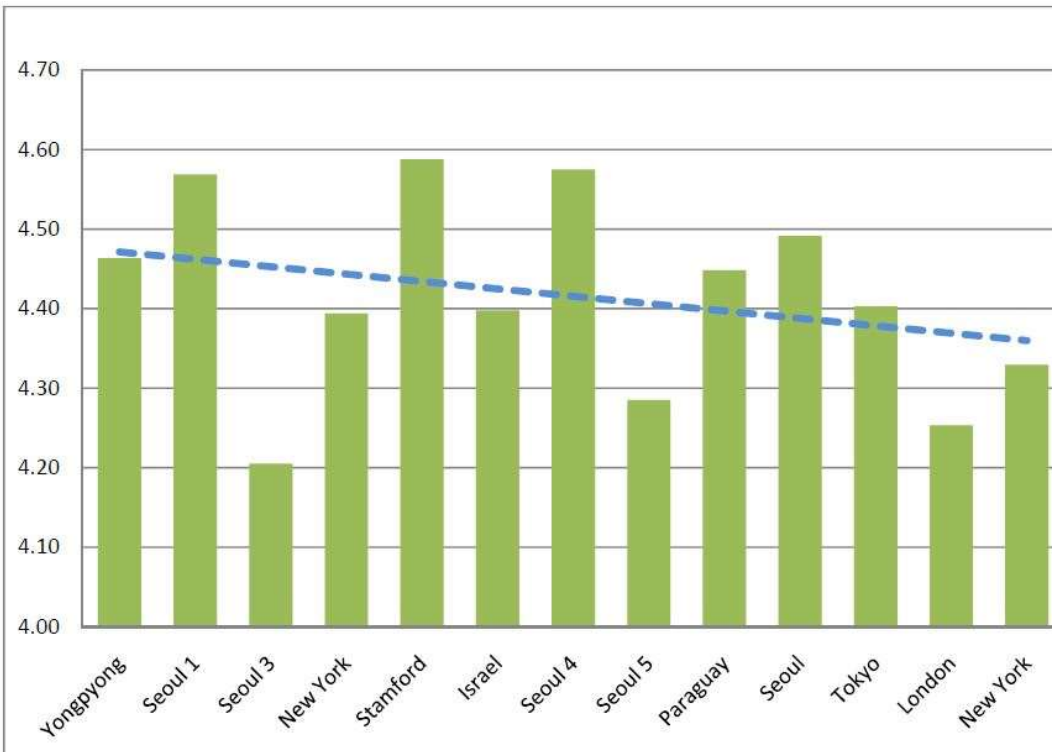*Figure X-2. Suggested areas of improvement*

Figure X-3. Overall conference satisfaction over time

Master Data Table

Conference / Date	Median	Mean	Y'pyong 4/1/07	Seoul 1 4/15/07	Seoul 3 8/15/07	NYC 9/23/07	Stamford 11/16/07	Israel 12/4/07	Seoul 4 4/16/08	Seoul 5 6/15/08	Paraguay 7/7/08	Seoul 6 11/6/08	Tokyo 11/15/08	London 11/22/08	NYC 1/29/09
Responses n= 637		49	114	23	19	92	45	11	62	55	23	63	31	12	87
Overall Ranking	4.40	4.42	4.46	4.57	4.21	4.39	4.59	4.40	4.57	4.29	4.45	4.49	4.40	4.25	4.33
GENERAL PROGRAM	4.41	4.39	4.48	4.58	4.20	4.45	4.64	4.23	4.56	4.22	4.31	4.48	4.30	4.41	4.20
Overall Design	4.40	4.43	4.48	4.40	4.39	4.45	4.70	4.20	4.55	4.30	4.31	4.63	4.41	4.40	4.38
Program Materials	4.40	4.39	4.58	4.76	4.50		4.57	4.25	4.56	4.20		4.33	4.19	4.40	4.00
Audiovisual Aids	4.39	4.38	4.39	4.56	4.39					4.49				4.25	4.22
Translation	4.24	4.24								3.90				4.57	
Religious Texts	4.06	4.06		4.58	3.53										
CONFERENCE SERVICES	4.53	4.52	4.44	4.69	4.56	4.26	4.53	4.73	4.68	4.40	4.36	4.62	4.65	4.52	4.39
Airport Pick-Up	4.45	4.50	4.32	4.65	4.68	4.32	4.26	4.70	4.76	4.44	4.25	4.45	4.64	4.73	4.33
Accommodations	4.58	4.50	4.40	4.83	4.58	3.72	4.70	4.50	4.75	4.59	4.31	4.69	4.62	4.45	4.35
Meals and Breaks	4.63	4.53	4.70	4.83	4.63	4.16	4.64	4.70	4.80	4.45	4.31	4.64	4.55	4.27	4.15
Staff Attitude	4.77	4.77	4.77	4.91	4.68	4.83	4.88	5.00	4.93	4.62	4.56	4.70	4.79	4.64	4.71
Internet Cafe	4.16	4.11	4.02	4.25	4.20		4.18		4.14	3.87					
PLENARY SESSIONS	4.49	4.51	4.52	4.43	4.58	4.57	4.73	4.22	4.64	4.45	4.65	4.49	4.44	4.48	4.41
Welcome Dinner	4.48	4.52	4.41	4.68	4.63	4.44	4.54		4.47	4.48	4.67	4.57	4.47	4.40	4.44
Opening Plenary	4.49	4.50	4.62	4.18	4.53	4.70	4.91	4.22	4.66		4.64	4.36	4.44	4.33	4.36
Additional Plenary	4.49	4.55							4.80	4.41		4.55	4.42	4.71	4.43

Conference / Date	Median	Average	Y'pyong 4/1/07	Seoul 1 4/15/07	Seoul 3 8/15/07	NYC 9/23/07	Stamford 11/16/07	Israel 12/4/07	Seoul 4 4/16/08	Seoul 5 6/15/08	Paraguay 7/7/08	Seoul 6 11/6/08	Tokyo 11/15/08	London 11/22/08	NYC 1/29/09
UNIVERSAL VALUES	4.40	4.37	4.51	4.53	4.11	4.51	4.68	4.43	4.47	4.26	4.35	4.38	4.40	3.98	4.19
Providing A New Vision	4.45	4.47	4.50		4.16		4.78					4.45		4.45	
One Family Under God	4.38	4.39	4.55	4.32	4.21	4.51	4.63	4.20	4.55	4.35	4.31	4.40	4.50	4.18	
Spiritual Values	4.32	4.32	4.36				4.59	4.60	4.59	4.27		4.26	4.28	3.64	
Root Cause of Conflict	4.36	4.32	4.46	4.41	4.11		4.63	4.50	4.28	4.19		4.41	4.30	3.91	
Principles of Restoration	4.45	4.35	4.46	4.60	4.00		4.73	4.30	4.47	4.31	4.31	4.45	4.47	3.73	
Conflict Resolution	4.45	4.49		4.45	4.32		4.70								
Life Of Rev. Moon	4.72	4.55	4.69	4.87	3.89		4.75								
Marriage and Family	4.43	4.38	4.57		4.05		4.64	4.56	4.47	4.17	4.42	4.28	4.43		4.19
GLOBAL INITIATIVES	4.41	4.44	4.61	4.61	4.04	4.39	4.59	4.41	4.55	4.36	4.34	4.55	4.36	4.50	4.36
Character Education	4.47	4.44		4.53	4.16		4.64	4.44		4.29	4.50			4.50	4.42
UPF and UN	4.58	4.53	4.61			4.22	4.87	4.80	4.66	4.18	4.54		4.33		
AFP	4.53	4.46				4.44	4.62		4.64		4.13				
Interfaith Dialogue	4.41	4.28			3.94	4.51	4.41	4.00				4.55			
Bering Strait	4.40	4.25			3.89		4.40			4.47					
Global Peace Festival	4.36	4.36			4.16				4.36	4.51	4.28		4.47		
Good Governance	4.30	4.41		4.69							4.23	4.55	4.27		4.3
REGIONAL INITIATIVES	4.36	4.35	4.38	4.49	4.22	4.08	4.59	4.44	4.49	4.32	4.36	4.36	4.21	4.28	4.30
NEAPI	4.35	4.32		4.35	4.11		4.49		4.49	4.23		4.36	4.20		
MEPI	4.41	4.43	4.38	4.61	4.32		4.59	4.44	4.41	4.40				4.28	
Africa	4.33	4.33				4.08			4.58						
SAPI	4.35	4.42		4.35			4.70							4.21	
Americas	4.36	4.43		4.64								4.36			4.30

Conference / Date	Median	Average	Y'pyong 4/1/07	Seoul 1 4/15/07	Seoul 3 8/15/07	NYC 9/23/07	Stamford 11/16/07	Israel 12/4/07	Seoul 4 4/16/08	Seoul 5 6/15/08	Paraguay 7/7/08	Seoul 6 11/6/08	Tokyo 11/15/08	London 11/22/08	NYC 1/29/09
OTHER SESSIONS	4.01	4.02	4.24	4.36	3.83	3.80	4.08	3.95	4.16	3.81	4.28			4.01	3.69
Morning Devotional	4.14	4.06	4.25	4.05	3.71		4.33	3.80	4.22						
Amount Of Group Work	4.01	4.04	4.22	4.67	3.94	3.80	3.83	4.10	4.10	3.81	4.28			4.01	3.69
OFFSITE EVENTS	4.46	4.34	4.30	4.66	3.74	4.50	4.36	4.33	4.63	3.99	4.77	4.56	4.47	3.60	4.46
Founder's Message	4.49	4.41				4.50	4.36			4.08		4.49			4.62
Peace Palace/Founder Event	4.34	4.30		4.81	3.74										4.34
Sightseeing Tour	4.33	4.33	4.30	4.50				4.33	4.63	3.91					
Global Peace Festival	4.55	4.37									4.77	4.63	4.47	3.60	
World Peace Blessing	4.42														4.42
OVERALL SUMMARY															
General Program	4.41	4.39	4.48	4.58	4.20	4.45	4.64	4.23	4.56	4.22	4.31	4.48	4.30	4.41	4.20
Conference Services	4.53	4.52	4.44	4.69	4.56	4.26	4.53	4.73	4.68	4.40	4.36	4.62	4.65	4.52	4.39
Plenary Type Sessions	4.49	4.51	4.52	4.43	4.58	4.57	4.73	4.22	4.64	4.45	4.65	4.49	4.44	4.48	4.41
ILC Presentations	4.40	4.37	4.51	4.53	4.11	4.51	4.68	4.43	4.47	4.26	4.35	4.38	4.40	3.98	4.19
Peace Building Initiatives	4.41	4.44	4.61	4.61	4.04	4.39	4.59	4.41	4.55	4.36	4.34	4.55	4.36	4.50	4.36
Regional Initiatives	4.36	4.35	4.38	4.49	4.22	4.08	4.59	4.44	4.49	4.32	4.36	4.36	4.21	4.28	4.30
Offsite Events	4.46	4.34	4.30	4.66	3.74	4.50	4.36	4.33	4.63	3.99	4.77	4.56	4.47	3.60	4.46
Overall		4.42	4.46	4.57	4.21	4.39	4.59	4.40	4.57	4.29	4.45	4.49	4.40	4.25	4.33

General Program

Your responses will help us plan more effective conferences and activities in the future. Written additional comments are also helpful to the program organizers.

Please rate each question, using the scale given, as it relates to your experience in the conference. Circle the number that best represents your experience, ranging from 1 to 5, with 5 representing excellent.

Edit Question | Move | Copy | Delete

1. Please rate the following aspects of the General Program

	Very poor	Poor	Satisfactory	Good	Excellent
Overall Design and Structure of the Conference	○	○	○	○	○
Program Materials	○	○	○	○	○
Opening Dinner	○	○	○	○	○

Additional comments: in particular, please explain anything that rated a 1 or 5

2. Please rate the following aspects of the ILC Core Values presentations

	Very poor	Poor	Satisfactory	Good	Excellent
Providing New Vision (Walsh)	○	○	○	○	○
A Vision for Peace: One Family Under God (Corley)	○	○	○	○	○
Spiritual Values as Foundation for Peace (McLackland)	○	○	○	○	○
Root Cause of Conflict (Ledesma)	○	○	○	○	○
Principles of Reconciliation (Corley)	○	○	○	○	○
Family as School of Love (McLackland)	○	○	○	○	○
UPF UN (Walsh)	○	○	○	○	○

Comments

3. Please rate the following aspects of the Special Sessions and Events

	Very poor	Poor	Satisfactory	Good	Excellent
National Assembly	○	○	○	○	○
Opening Banquet at Marriott	○	○	○	○	○
Plenary Interfaith Cooperation 1	○	○	○	○	○
Plenary Interfaith Cooperation 2	○	○	○	○	○
Role of Parliamentarians	○	○	○	○	○
Peacebuilding Initiatives	○	○	○	○	○
Global Peace Festival	○	○	○	○	○

Comments

[ ]

4. Conference servies

	Very poor	Poor	Satisfactory	Good	Excellent
Airport Pick-Up and transport	○	○	○	○	○
Accomodations	○	○	○	○	○
Meals and Breaks	○	○	○	○	○
Staff Attitude & Responsiveness during conference	○	○	○	○	○

Additional comments: in particular, please explain anything rated a 1 or 5

[ ]

About You

Feel free to give as much or as little information about yourself as you wish.

Add Question Here

Edit Question | Move | Copy | Delete

5. Name

[   ]

Add Question Here | Split Page Here

Edit Question | Move | Copy | Delete | Add Logic

6. Status

○ Male

○ Female

Add Question Here | Split Page Here

Edit Question | Move | Copy | Delete

7. Participant Status

	Yes	No
Ambassador for Peace	○	○
First Time Participant	○	○
UPF Staff	○	○

Add Question Here | Split Page Here

Edit Question | Move | Copy | Delete | Add Logic

8. Vocational Field

☐ Government

☐ Academia

☐ Religion

☐ Business

☐ Arts

☐ Media

☐ Health and Human Services

☐ NGO

Additional Questions

9. How has this program benefited you?

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[                                        ]
[                                        ]
[                                        ]
```

Add Question Here | Split Page Here

Edit Question | Move | Copy | Delete

10. What I liked best about this conference was

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[                                        ]
[                                        ]
[                                        ]
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Add Question Here | Split Page Here

Edit Question | Move | Copy | Delete

11. If I could change one thing about this conference it would be

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[                                        ]
[                                        ]
[                                        ]
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Appendix G

Qualitative coding

1.   Coding reference counts

Table 8. Coding reference count summary

Code / Analytic Component / Marker	References
Practice as Meaning: Learning as Experience	*45*
Participation	37
goes beyond specific activities with specific people	11
Mutual recognition	13
shapes both our experience and the community	7
Participation Reification Duality	1
Reification	7
Creating points of focus	1
Final product differs from intended use	3

Code / Analytic Component / Marker	References
Practice as Community: Learning as Belonging	*57*
Joint Enterprise	16
Enterprise is negotiated	9
Mutual accountability	4
Mutual Engagement	39
Diversity and partiality	10
Enabling engagement	28
Shared Repertoire	2

Code / Analytic Component / Marker	References
Practice as Learning: Learning as Doing	*19*
Developing Repertoire Styles and Discourses	3
Generational discontinuities	0
Ongoing and interactional process	1
Evolving Forms of Mutual Engagement	4
Understanding and Tuning Enterprise	12
Aligning engagement with the enterprise	0
Defining the enterprise and reconciling conflicting interpretations	11
Learning to become and hold each other accountable to the enterprise	0

Code / Analytic Component / Marker	References
Identity: Learning as Becoming	*24*
Community Membership	7
Accountability to an enterprise	1
Mutuality of engagement	4
Negotiability of a repertoire	2
Learning Trajectory	4
Identity is temporal and evolving	4
Interaction of multiple convergent and divergent trajectories	0
Temporality of identity is not linear	0
Local vs Global	1
Negotiated Experience	0
Participants identify their own markers of transition	0
Participation becomes reified	0
Nexus of Multimembership	12
Identity requires multimembership	3
Reconciliation required to maintain one identity across boundaries	9

2.   Coding tree map

Figure X-4. Nvivo software coding references tree map

3.   Code references

Name: Codes\\Practice as Meaning\Participation\goes beyond specific activities with specific people

<Files\\Interviews\\INT03 Transcript> - § 1 reference coded [0.58% Coverage]

Reference 1 - 0.58% Coverage

So it's a different perception. We have a certain perception of what we do, and then when we hear the VIPs inputs, we're always anyway, yeah, well, it's parental heart in one sense, right your kids, the kids have no idea what's going on.

<Files\\Interviews\\INT04 Transcript> - § 1 reference coded [0.41% Coverage]

Reference 1 - 0.41% Coverage

A lot of time is that there's given and take action, and that action based upon a higher common purpose, and if that common purpose is achieved there, is an increase of trust and respect if that happens, there's a desire to move to a new level.

<Files\\Interviews\\INT10 Transcript> - § 2 references coded [0.80% Coverage]

Reference 1 - 0.48% Coverage

And also the physical things we put them in a 5 stars hotel. We feed them very well. We give them gifts, and give them books, but they leave the book there and they go.

Reference 2 - 0.32% Coverage

They're faithful people who work 24 hours a day. And force is our ability to assemble people in so little time.

<Files\\Interviews\\INT12 Transcript> - § 3 references coded [1.01% Coverage]

Reference 1 - 0.25% Coverage

It was that single luncheon that they remembered as having provided them with an insight into his character rather than any of the formal presentations [00:20:26] and Publications that we had produced.

Reference 2 - 0.50% Coverage

I personally feel that there will always be something that happens in live interaction and even the simple matter of eating together. And [00:25:59] you know going to going to rest in the same place. We the motto of UPF is one family under God and one thing that a family does typically is eat and sleep and live together. And even if it's only for a [00:26:14] few days that experience is very memorable.

Reference 3 - 0.26% Coverage

And almost always they find people who they've met a conference or they say they ended up [00:36:48] room sharing with and you know there's undeniably a strong bond of friendship that has survived over many years.

<Files\\Interviews\\INT13 Transcript> - § 1 reference coded [0.66% Coverage]

Reference 1 - 0.66% Coverage

And I think people feel [00:12:59] validated in the experience that they're having. I feel like they walk away from it feeling like it was worth their time and let you know they've made connections in other parts of the world.

<Files\\Interviews\\INT14 Transcript> - § 4 references coded [4.16% Coverage]

Reference 1 - 1.63% Coverage

I had the opportunity to meet other members of the International Association of Parliamentarians for peace. [00:01:02] I had the opportunity to network, I guess in a very social learning environment with many different people from around the world and I had the opportunity to learn and I believe [00:01:17] it was very empowering it gave me a chance to grow As a person as an individual and also learn from various different people of different cultures from different nations.

Reference 2 - 0.92% Coverage

For me the continuity in it is has been the ability for me to really build amazing relationships with people who are like-minded who share the same values [00:10:14] and who share the same mission and goals that I have in terms of what I would like to see in the world.

Reference 3 - 1.26% Coverage

We exchange ideas. We exchange phone [00:11:16] numbers we exchange contact information after you leave people are contacting you based on your speech based on presentations that have been made based on interactions at dinner or lunch or wherever and they [00:11:31] they contact to ask you to speak at events in your in your nation in your country in your communities.

Reference 4 - 0.34% Coverage

So [00:25:35] she was my roommate. She and I get along wonderfully we have an amazing relationship.

<Files\\Interviews\\INT15 Transcript> - § 1 reference coded [0.61% Coverage]

Reference 1 - 0.61% Coverage

So regardless of whether the fact that I'm at the conference, I also take advantage of an opportunity to [00:29:25] to go out and see different sites in the city. So I enjoy that part of the conference as much as I enjoy the conference itself.

Name: Codes\\Practice as Meaning\Participation\Mutual recognition

<Files\\Interviews\\INT01 Transcript> - § 1 reference coded [1.02% Coverage]

Reference 1 - 1.02% Coverage

There's not a strong sense of joining and This is the only thing I'm going to do. I'm going to become one of you but it's like well, I like this enough. I like what you're doing to want to participate, you know, we don't have data on those grades of how much you're involved post conference, but So it is somewhat unsystematically implemented its very relational as opposed to having a strong Global membership management system that tracks participation responses.

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [2.39% Coverage]

Reference 1 - 2.39% Coverage

I was on a bus with all the so-called VVIPS from all over the world, and myself and DH were asked to take special care of these people. And while we were heading for a big event in CP from the hotel and Seoul we ran into traffic jam and our bus was late, and we were supposed to sit in the front row and I remember how nervous people like <UPF staff> were who, as they were also on this VVIPS bus, but you know the ambassador to Egypt he was very calm and making jokes about it and other people on the bus, I think I have the President of some African country sitting next to me and he spoke French and we got it off, but they were all common. So I realized you know, even these folks they were used to challenges like that that may happen and they're not any different from the rest of us.

<Files\\Interviews\\INT06 Transcript> - § 2 references coded [1.84% Coverage]

Reference 1 - 0.98% Coverage

That enemies can come into the UPF conferences and have an experience of being respected, and being heard and not being threatened, and yet still not really, you know, leaving their position as enemies of others, but certainly those people who did feel the call of God or the call of a greater power. I see those enemies, or no longer just standing as enemies, or they're coming forward

Reference 2 - 0.86% Coverage

They find that the Japanese sisters are there in Senegal, the Japanese sisters are there in Costa Rica, there in Russia, there in Cambodia. They're even there in North Korea. Honestly, I mean, it's amazing, and not only Japanese sister, but our members I think that the fact that everybody that comes to UPF is connected with some member.

<Files\\Interviews\\INT09 Transcript> - § 1 reference coded [1.63% Coverage]

Reference 1 - 1.63% Coverage

I think that participants, there is a conscious and some unconscious way of thinking about it. In other words, I think consciously people say, you know in most cases, are very impressed by the conferences because there's such an investment, you know, I mean, we're talking about big

conferences in most cases, and the purpose of the conference is to bring together people religious leaders, and so on so forth peace.

I think people have this kind of broad sense that we working towards peace. Sometimes maybe we don't articulate enough the very specific goals, you know, and where are we going afterwards, and what are the steps following that, and that's a criticism I think in actually over many of our participants is that you know, especially those who attended many of our conferences.

<Files\\Interviews\\INT10 Transcript> - § 1 reference coded [0.48% Coverage]

Reference 1 - 0.48% Coverage

And also the physical things we put them in a 5 stars hotel. We feed them very well. We give them gifts, and give them books, but they leave the book there and they go.

<Files\\Interviews\\INT11 Transcript> - § 1 reference coded [0.70% Coverage]

Reference 1 - 0.70% Coverage

we are trying to embrace everyone and bring everyone to the table and [00:16:51] and try to work out some kind of a Understanding amongst us so that we can work together to avoid conflict and also not only avoid conflict but create a loving society [00:17:06] and a society where everyone can flourish.

<Files\\Interviews\\INT12 Transcript> - § 4 references coded [1.59% Coverage]

Reference 1 - 0.24% Coverage

most of the attention is on the practical challenges of peace how the initiatives of the United Nations might be improved with more consideration of spiritual religious and ideological questions.

Reference 2 - 0.28% Coverage

One thing that did emerge in the course of my study was that people [00:16:39] value the UPF conferences highly but the thing that they valued the most was the opportunity to network and discuss with people unlike themselves.

Reference 3 - 0.79% Coverage

But often people find themselves, you know out of out of our out of politics with no notice, but [00:43:23] they haven't changed that much since the day before they lost their position and may feel that you know, they want to place where they can express their passions and interests and paradoxically because they're now free of the demands of office. They have [00:43:38] more time to devote to those. So, you know, I would say that on the whole UPF, you know is it's specialty is in reaching out to people who've recently held positions in public office or influence [00:43:53] and providing them away to continue making a contribution.

Reference 4 - 0.28% Coverage

Yeah, so far I would say that's one of the main reasons this opportunity to provide people with the way to continue making a contribution after their primary career either planned [00:44:40] or unplanned ways come to an end.

<Files\\Interviews\\INT13 Transcript> - § 1 reference coded [0.18% Coverage]

Reference 1 - 0.18% Coverage

And then you know they because there's these tireless workers.

<Files\\Interviews\\INT14 Transcript> - § 1 reference coded [1.23% Coverage]

Reference 1 - 1.23% Coverage

I have been very blessed to be a part of it that not just in terms of the upliftment or the empowerment but in terms of the human relationships [00:02:17] that I've been able to build with members of the group and I have very wonderful great friends people like F who I'd consider mentors and colleagues and just amazing [00:02:32] really humble people.

<Files\\Interviews\\INT15 Transcript> - § 3 references coded [3.21% Coverage]

Reference 1 - 1.01% Coverage

I would say I'm a core member. I rarely am on the edges of anything [00:16:34] if I'm going to get involved this with both feet up to my knees and I am my wife often complains about that. You can say no she says I said, I'm Catholic I can't just say no at the nuns and the priests used to you know, impose all kinds [00:16:49] of guilt feelings on his if we said no so so I'm definitely a core member.

Reference 2 - 0.96% Coverage

Some of the the newer members are just learning that and obviously they [00:20:07] come like sponges trying to stop up every bit of experience that they can and I don't think anybody goes away a non-believer in the UPF Mission and the UPF values you [00:20:22] come away thinking I can take what I've learned here or take what I've been inspired to do here and do more at home about it.

Reference 3 - 1.24% Coverage

but at UPF conferences regardless [00:27:25] whether was in Washington or Toronto New York been to conference in New York or three or four in Seoul South Korea never seen anything, but people earnestly trying to come together and work together to be honest with you.

 So winded answer but [00:27:40] very proud. I am very proud of that to that that people go there for a reason and a purpose and they go there to learn and to share their love and family values that I've never been disappointed.

Name: Codes\\Practice as Meaning\Participation\shapes both our experience and the community

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [1.39% Coverage]

Reference 1 - 1.39% Coverage

I'll give you an example this past term where our former prime minister attended an International Conference. The late honorable SH who was prime minister just before T was prime minister of C. He was in office from 2006 to 2015 and he came and spoke, but also given the fact that I was hosting him, I spent a good six or seven hours one-on-one with him and discussion about all kinds of topics in the car to and from the airport and so forth.

<Files\\Interviews\\INT06 Transcript> - § 1 reference coded [0.75% Coverage]

Reference 1 - 0.75% Coverage

I think their greatest mark on the world is the fact that there is a home for people who feel called by God, or respect the Divinity of God and people. There is a place where they can come and really relate with the whole world. I think that that is so unique and they definitely see behind it.

<Files\\Interviews\\INT08 Transcript> - § 1 reference coded [0.49% Coverage]

Reference 1 - 0.49% Coverage

And so I can't tell you how many times I encountered participants on their way back to the airport, or at some point after the conference was over, and their comment was they never felt more taken care of than adore one of our events, and they often would remember the person that met them at the airport, and not necessarily what they heard at the podium.

<Files\\Interviews\\INT10 Transcript> - § 2 references coded [0.87% Coverage]

Reference 1 - 0.67% Coverage

This is a sincerity of our brothers. It's a sacrifice which is happening in the region, the brother, the Japanese lady who doesn't speak language, any language, and she goes they are knocking on the doors, and bringing these people.

Reference 2 - 0.20% Coverage

That's the kind of investment behind the scene, which people don't see.

<Files\\Interviews\\INT11 Transcript> - § 2 references coded [1.01% Coverage]

Reference 1 - 0.52% Coverage

UPF is [00:13:18] the organization to create the environment for building the kingdom of heaven. So once you create the environment, then true parents can work in that environment to educate people and build the Kingdom.

Reference 2 - 0.50% Coverage

creating a forum for dialogue bringing together different religions different races different tribes [00:14:36] Etc. to sit down together and discuss the issues at hand and be able to find hopefully find a solution.

<Files\\Interviews\\INT14 Transcript> - § 1 reference coded [1.90% Coverage]

Reference 1 - 1.90% Coverage

So in terms of what the conference is achieving I think the conference is certainly giving people an opportunity to interact [00:06:54] with each other. First of all to network that's a huge opportunity is to people to network. It provides an environment for cognitive learning.
You know, it [00:07:09] provides an environment for people to observe to imitate and to model the behavior that you learn from there and take it with you home to your respective Nations where you can Implement [00:07:24] some of the best practices that you have learned there.

Name: Codes\\Practice as Meaning\Participation Reification Duality

<Files\\Interviews\\INT04 Transcript> - § 1 reference coded [1.95% Coverage]

Reference 1 - 1.95% Coverage

Of course, I know the person who's the Turkish lady, who works at them, and I see a friend who works in between as a go-between when I go to sit down with him, and you know I say to him; You know before we start anything else my student in Syria told me one thing that lets me respect Islam very much, and I can tell you it in one word. And I said the word is unduly long which means he knows of course. Thank God because Islam teaches you that if you are lucky and doing very well, you should thank God because he is blessing you, and the things are really going badly, you should thank God because you trust him.

Anyway, in other words, they teach gratitude and it's a spiritual principle that every religion teaches, as I told him that his eyes lit up. When I saw the eyes, I thought God can use this man to make these because I saw it in his eyes. I thought I don't care about his politics. I don't care if he's a nuclear energy engineer, who probably works for their nuclear program. He was the minister of energy. He's a man who loves God, and I thought here is a channel, is like it's a window into a culture which I didn't even know existed.

Name: Codes\\Practice as Meaning\Reification\Creating points of focus

<Files\\Interviews\\INT06 Transcript> - § 1 reference coded [2.18% Coverage]

Reference 1 - 2.18% Coverage

I think outsiders until they go to a UPF conference. They really believe it's another conference. That's those that know us. Well, no, it will be a quality experience, but they really have no idea what they're in for, and that's why getting them to Korea, or in New York when we've had them there for South Africa. It's a transformative experience.

Because suddenly you're in a an environment that very few people ever get to experience unless they work at the United Nations, and even working at the United Nations you get the formality of everybody being in the same building, but you don't get the kind of heart that's behind it. So, I think that what outsider see is that there is some very fascinating aspect of
being able to bring people's original goodness out, and one of our people that was there from where was it; it was from it was from Israel.

<Files\\Interviews\\INT12 Transcript> - § 1 reference coded [0.80% Coverage]

Reference 1 - 0.80% Coverage

However, where we can make a difference is by [00:28:45] helping people come to realize the universality of some of the challenges that that people face that conflicts which in one country might fall down religious lines. In other countries might [00:29:00] be geographic or ethnic and you know that in fact the the elements of what leads people to be in Conflict for allows them to come to resolution are fundamental issues of the human [00:29:15] character and and spirit and there are tools and solutions that can be helpful including you know this effort to bring people from all sides together to try to recreate [00:29:30] a family experience.

<Files\\Reflections\\2019 02 WS Reflections> - § 1 reference coded [1.54% Coverage]

Reference 1 - 1.54% Coverage

It has indeed changed my thinking pattern and created a paradigm shift with better understanding of peace and all related matters with good governance, stability, mutual bilateral relationship and global current affairs.

Name: Codes\\Practice as Meaning\Reification\Final product differs from intended use

<Files\\Interviews\\INT12 Transcript> - § 1 reference coded [0.28% Coverage]

Reference 1 - 0.28% Coverage

a large international conference [00:48:13] can actually be quite a lonely experience. If you don't have an outgoing personality, you could easily spend a whole day sitting in programs and not really getting to know people.

<Files\\Interviews\\INT15 Transcript> - § 2 references coded [1.22% Coverage]

Reference 1 - 0.69% Coverage

It's been very inspiring when you're in a cafeteria and you'll see people sitting at one table together from different parts of the world [00:14:18] different faiths and different professions and sharing things in common together. It's quite it's quite unique and inspiring.

Reference 2 - 0.53% Coverage

I don't know of anything, you know, particularly funny other than they feed you too much. [00:29:40] They really do pamper you and it's amazing. First time arrivals are just blown away by the quality of the hotel.

Name: Codes\\Practice as Community\Joint Enterprise\Enterprise is negotiated

<Files\\Interviews\\INT01 Transcript> - § 1 reference coded [0.64% Coverage]

Reference 1 - 0.64% Coverage

And it has been central to how we build relationships. Let's get us together and then we can better build the relationship and that will then strengthen us because we will have friends and allies expanded in other areas. It's expensive. But it has been perceived to be worth the costs involved.

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [1.06% Coverage]

Reference 1 - 1.06% Coverage

So therefore the approach of Universal Peace Federation is to educate religious leaders for peace, to bring them together, to get them to sit around the table to dialogue with each other, and interface with each other, and to do projects together that may lead to more substantial cooperation beyond the dialogue, when it comes to issues of common concern.

<Files\\Interviews\\INT03 Transcript> - § 1 reference coded [0.57% Coverage]

Reference 1 - 0.57% Coverage

And so that's why that you have people saying they never seen that atmosphere, or they never saw this kind of interaction that has no that's smooth, and the depth of the sharing people are open and they feel comfortable to share.

<Files\\Interviews\\INT05 Transcript> - § 1 reference coded [0.93% Coverage]

Reference 1 - 0.93% Coverage

They are coming and becoming like a group of like-minded people.

It's very important and they can meet with people who are also thinking the same way, and we are at the people are really encouraged to see how I am not alone. My group is not alone. It's amazing to see the people, some leaders in a different country is doing remarkable and let me learn from them, and then that developing global network, and then giving them opportunities to learn each other, and then in any ways they can help each other

<Files\\Interviews\\INT06 Transcript> - § 1 reference coded [0.73% Coverage]

Reference 1 - 0.73% Coverage

Also, they're just treated like kings for five days straight, you get the ballet, you get the beautiful dancers. Get show after show and it's like, you know, everything's like amazing treatment, but then when they go back to their local area, they find the same love and heart with people

<Files\\Interviews\\INT08 Transcript> - § 1 reference coded [1.15% Coverage]

Reference 1 - 1.15% Coverage

But the reality for everyone else is that you have to earn your way up, so I can say with great confidence that I earned my seat at the table, because when I first came in, definitely I was in, I was in the position of being told what to do, and we're not really interested in what you think about it, and frankly speaking it made sense. I didn't know the people I was working with were already 10 years our veterans of doing this kind of work, they had, they had dozens and dozens of experiences. What do I know? So I dutifully followed that and was able to accept their leadership, and their direction. But as we went along it became pretty clear that I, than I was a force to reckon with, and that I was a person that was United with the leaderships intention out, you know, whatever they to do as they has been informed from above.

<Files\\Interviews\\INT10 Transcript> - § 2 references coded [1.37% Coverage]

Reference 1 - 0.72% Coverage

They want them to be known, they want them to have a place to speak, but you can't make 300 people speak. That's why we tell people five minutes, not even five minutes, we stop them before they get there. So they that's kind of the one of the problem.

Reference 2 - 0.65% Coverage

I don't remember anybody left our conference because he's upset, somehow they turn around, and they swallow their pride, and they sit down and they are fine, after that all we find a way to massage their pride and since workout.

<Files\\Interviews\\INT12 Transcript> - § 1 reference coded [0.54% Coverage]

Reference 1 - 0.54% Coverage

I like coming to UPF because [00:42:22] here people treat me as though my experience and my life work has still some value and there's something to learn from but you know back home. I'm just another old man on the street. So, you know, I think people, [00:42:38] you know, people are looking to leave a legacy and the UPF family the UPF conference and its various activities provided ways for people to keep on making a contribution.

<Files\\Interviews\\INT14 Transcript> - § 2 references coded [3.78% Coverage]

Reference 1 - 2.34% Coverage

They were [00:14:17] asked they asked me to address the session and I you know, I was

I jumped at the opportunity to do that because I just felt it was such a great honor to do that. And once I spoke, you know, my colleagues were so. [00:14:33] I'm so humbled by how they they just were so supportive and so they just made me feel great.

And then they asked me at the last minute. Like when we had the closing [00:14:48] banquet, they asked me up to speak like surprised me until he got to speak and I was just so blown away by it that they really felt highly enough of me to place that kind of confidence in me [00:15:03] to and just to support me. It's not just the confidence.

Reference 2 - 1.44% Coverage

I keep wrestling with the idea of what more can I do to make sure they know that I feel like I'm one of them because I feel like I'm [00:16:33] a core member but I don't like sign a membership or but I do feel like I belong and that I feel that they feel like I am one of them and I'm a core member among them, but I'm [00:16:48] still looking for the form that I have to sign off on to really be officially part of them.

Name: Codes\\Practice as Community\Joint Enterprise\Mutual accountability

<Files\\Interviews\\INT03 Transcript> - § 1 reference coded [0.89% Coverage]

Reference 1 - 0.89% Coverage

They feel it's almost like some of them do express that they found their family.
That's a very interesting thing for VIP to say the atmosphere that was created through the conference. They found they felt like their brothers and sisters, and they ditch is the messages say delivers a message that we are going beyond boundaries of race religion and all of that.

<Files\\Interviews\\INT08 Transcript> - § 1 reference coded [0.62% Coverage]

Reference 1 - 0.62% Coverage

This puts you in…, takes you out of your comfort zone, creates an opportunity for deeper reflection, you know. Hey leave me alone, I want to go to sleep or you know, why do you keep asking me for more…? But you know in that moment, that can be an agency moment where you transform yourself and say no, you know, at least for the next three days. I'm going to you know, I'm really going to leave my own concerns at the door and take care of these people.

<Files\\Interviews\\INT10 Transcript> - § 1 reference coded [1.33% Coverage]

Reference 1 - 1.33% Coverage

I see as all everybody is good person. Every human being have his spirit of God in them. They may be going this way, or that way, or the wrong way, or whatever, but I think when they come to our conferences, something touches their original mind, and that created change in them.

It doesn't speak only to the intellect. At the speak to something deeper than their intellect speak, to their what we call heart or whatever, but it's rather safe the original mind.

<Files\\Interviews\\INT17 Transcript> - § 1 reference coded [1.35% Coverage]

Reference 1 - 1.35% Coverage

So it was interesting for me. I never been to Korea and to attend a peace talk. It was very interesting to me as well. And I went there it was. [00:01:46] It was quite interesting for me to attend to these meetings to see you know, all of the conferences and the speakers and the interactions between, you [00:02:02] know, people from across the world interacting with each other for the sake of peace. It was really interesting for me. But the things that I really don't like about all conferences that I attend the ones [00:02:17] in women's political leaders is that we don't see, you know a road map.

Name: Codes\\Practice as Community\Mutual Engagement\Diversity and partiality

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [1.49% Coverage]

Reference 1 - 1.49% Coverage

And then I've had just last year one of our people who is a conservative Member of Parliament was shocked to see DC on stage and being honored with the what was it a peace governance award or something to that effect and said, you know, this was just like days after that movie called V had shown up on the screen. In fact, I recall watching that on the plane what happens so, you know, there are reactions by people who notice that we have an ability to attract people from all shades.

<Files\\Interviews\\INT03 Transcript> - § 1 reference coded [0.98% Coverage]

Reference 1 - 0.98% Coverage

And the conference, oh what I mean, is it the first terms we would say we attract the able to people, and they can kind of people can that's really like us. Yeah, so that's why in an invisible way common minds are coming together the conference. Yep, and then they find hope and they are yeah, they are giving hope, that they can do something when they go back to their countries and find a new focus.

<Files\\Interviews\\INT04 Transcript> - § 1 reference coded [1.65% Coverage]

Reference 1 - 1.65% Coverage

if people understand our heart we create the right spaces on the right opportunities, you know, in this last conference in summit conference something interesting happened before and during, and I got a request from a CP, you know, whoever was managing accommodation. We've got an Israeli and somehow we can do, we put an Israeli in the Syrian in the same room together.

Now that's the kind of anomaly you would never do that. But I knew the Syrian would have been living in Italy for 20 years, and he had just been at the conference in New York.

And I said ask them both. So we went back to the Syrian. Do you want to be in a room with an Israeli? And we went back to the Israeli who turns out to have been somebody who did the ROI is in 1987 in Spain and deliberately asked to be with somebody from another culture. They both said yes, and they had a wonderful experience staying in the same room from enemy cultures because they had chosen to do it.

<Files\\Interviews\\INT07 Transcript> - § 1 reference coded [1.74% Coverage]

Reference 1 - 1.74% Coverage

Oh, yeah, so definitely like a participants become like a friends, and like a yeah, connection some people come to make, a connection to use our conference for their benefit, you know that, but that's still good, and don'ts circle become bigger that those people are like old other friends, or ally, or supporter in many ways.

<Files\\Interviews\\INT10 Transcript> - § 1 reference coded [1.04% Coverage]

Reference 1 - 1.04% Coverage

This is a spiritual aspect of it, you know, some Muslim they never met in their life. A Jew and then when they meet at…, you in our conferences somehow, they don't behave they are like, they behave in their normal life. They kind of respect them, and work and through the debris. Some people are kind of changing their mind, really literally changing their mind.

<Files\\Interviews\\INT11 Transcript> - § 1 reference coded [0.66% Coverage]

Reference 1 - 0.66% Coverage

I think that this has become much more obvious in the last recent last seven to eight years and it's something people don't see and when they see it they think oh, yeah, you're right. How could we make peace [00:26:38] without having every element of society involved in discussions?

<Files\\Interviews\\INT12 Transcript> - § 3 references coded [1.73% Coverage]

Reference 1 - 0.78% Coverage

So many people said, you know, I go to conferences quite regularly, [00:16:55] but everybody looks like me this is different because there's people from different religious backgrounds different language backgrounds people from Nations even with which my country has poor relations at UPF confidences [00:17:10] it's quite common to see Jewish and Arab delegates sitting down together realizing how much they have in common sometimes a discussion They simply could not have back in their own country, especially given the very poor relations [00:17:25] between Israel, which has been a strong supporter of UPF. Most of the Arab Nations.

Reference 2 - 0.62% Coverage

So people enjoyed that and a second thing was that they genuinely appreciate the opportunity to [00:17:41] to see how these conferences and even the principles had found Traction in very different cultures. For example in South America and Asia and Africa that you know, it wasn't

just a western phenomenon and it wasn't something that required [00:17:56] even a democratic background or Christian background, but that genuinely people from almost every conceivable Walk of Life were finding value in it.

Reference 3 - 0.32% Coverage

And they're disappointed that UPF [01:30:44] is perpetuating the sort of the male bias. I think this is a big weakness and it's odd in an organization headed by a woman that women are still being marginalized and not being [01:30:59] given sufficient space.

<Files\\Reflections\\2020 02 WS Reflections.EUME> - § 1 reference coded [0.73% Coverage]

Reference 1 - 0.73% Coverage

It was the first time for me and I was impressed by the climate of brotherhood and love that reigned during this week throughout the various ceremonies and conferences. All these people from all over the world, from different backgrounds and cultures, united in respect and mutual love, these are unforgettable moments.

Name: Codes\\Practice as Community\Mutual Engagement\Enabling engagement

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [1.87% Coverage]

Reference 1 - 1.87% Coverage

We have a Lutheran pastors here who's been with us as a UPF supporter and member for 20 years, and he himself will organize out of his own church with nothing to do with us. He'll get the rabbi and the imam together to do seminars in his own church, and he'll get his congregation to serve the other groups and vice versa. Also this kind of thing has been happening. So I think in many places around the world people naturally become friends through attending these events, and they start networking with each other and they stimulate each other with ideas of what they can do together, and so that's a way that things evolved.

<Files\\Interviews\\INT03 Transcript> - § 2 references coded [2.60% Coverage]

Reference 1 - 1.70% Coverage

The atmosphere was created at the conferences through the dialogue, through the understanding, and I've never saw the kind of respect and bonding and you know, the yeah the atmosphere, I believe that an atmosphere of genuine dialogue and understanding is created there, that no one experiences another because they go to usually their face a lot of you know, opinions and conflicting opinions and you know difficult exchanges, but somehow perhaps the themes that we present to people attract a certain kind of person to the conference that, when they arrived there they already want to contribute, and it's a different atmosphere that people have ever experienced so it will surprises us.

Reference 2 - 0.90% Coverage

What happens is that in the conference when they speak to you know, there are people who were not speaking to each other at all before they came to our conference. For example, if you have a Jewish person and a Palestinian or an Arab person from Italy's not even allowed to talk to each other, and that's the first time they spoke to each other was in our conference.

<Files\\Interviews\\INT04 Transcript> - § 5 references coded [3.33% Coverage]

Reference 1 - 0.49% Coverage

We need parallel tracks in the Middle East. You can try and put it all together, and the concept was one way with the Arab world, and one way that Israel developed them both, because they can both function well, but if you try to put them together, it's not going to work on a local level.

Reference 2 - 0.44% Coverage

I mean for Korea. It's a massive job. Just getting visas for Arab people over for America, frankly, yeah, the hardest regions to get people in, and I can give you stories of people turned around other, and these tragic stories in terms of conference participation

Reference 3 - 0.93% Coverage

As rooted in the principle of give and take action. And therefore we are bringing together diversity people of diversity whether they be a more only Ukrainian and Russian. I'm Muslim and a Christian whether they be a scientist from this field and that field, and we create the environment where they can meet.

It's like an environment that works that lets people need freely happening, be themselves, not be shoved into a corner or paid money or forced or used, but they feel that they can be themselves and meet each other. We create an environment.

Reference 4 - 0.88% Coverage

you have a conference where you had DC you had NG, you had… former president of Israel and you had the former vice president of the….

Understand the former vice president of Iran all sitting in the same room, but it was not political negotiation. It was not a religious conference. Here was people meeting each other and going beyond their boundaries, and I think our training and our life gives us the strength to open these doors, and I just one anecdote related to that.

Reference 5 - 0.58% Coverage

So what is the scope and area? It is to bring people whatever their different into an environment where they can meet and overcome that difference, and that is what life is about bringing people together. And that's the meaning of the word conference. I studied Latin by the way Symposium, you know, the meaning of Symposium. Yeah bring together.

<Files\\Interviews\\INT06 Transcript> - § 2 references coded [2.99% Coverage]

Reference 1 - 1.34% Coverage

and one of our people that was there from where was it; it was from it was from Israel.

You know, it was riding in the elevator with a legislator from Syria, a member of Parliament from Syria. These are archenemies. There's no way face, you know, they testified that night without UPF. I don't know if I would ever have met a member of parliament, a sitting member of parliament from Syria, or much less even saw that they were really a good person in that. You know that kind of thing, so I think that's unique another thing.

Reference 2 - 1.65% Coverage

keep the purpose of UPF, is to create unity relationships friendship. It's like a Thanksgiving dinner, you know, you get the whole family together, but the moment you talk about, you know particular politics, you're going to blow the dinner right up, and you know, the whole family's going to be upset because you like, you know, Al Gore or Hillary, and the other part of the family is going to want to you know, stomp out because you're for the conservatives and extreme Trumpers in the… and I've had that happen at my dining room table. Yes experience a world scale. I think you behave like Thanks Giving dinner….

<Files\\Interviews\\INT08 Transcript> - § 2 references coded [1.38% Coverage]

Reference 1 - 0.96% Coverage

And they're living out their faith in this microcosm sort of, you know conferences, why it's not real life? It's a moment in time, you know, and you go back to your reality whatever that is, but it's important we, I think and I believe that Dr. W would agree with me that having those experiences and tasting the possibility of having living in harmony with other humans, even if it's three days or four days, he's…, it is a very important defining experience you realize that can happen, people can get along. They can have civil conversations. They can agree to disagree. They can discuss big topics and come away, you know as friends and you know, you know, this is not, this is not just talk.

Reference 2 - 0.42% Coverage

But because the spirit of what we bring to the table is this kind of conciliatory understanding that people are all of one family, then you want to you know, you're not trying to estrange anybody, you're not trying to remove them from the conversation with, you're trying to bring them into the conversation.

<Files\\Interviews\\INT12 Transcript> - § 5 references coded [3.76% Coverage]

Reference 1 - 0.23% Coverage

And I think that the great success of [00:18:11] the UPF event was the ability to make people feel quickly that they were in a safe environment where discussions could take place.

Reference 2 - 1.21% Coverage

Our main function is to introduce people to each other who might not otherwise have met particularly.

Everyone's wearing a badge that says who they are and what countries they're from [00:48:59] and typically the best introductions are with with neighboring nations people, you know, there's often friction between neighboring countries. Sometimes people from another part of the world. even though [00:49:14] it people like to meet it's too far away and maybe to Exotic and for example the issues of South America may not have much relevance for somebody from Turkey but they're very interested to know what's going on in Bulgaria or Greece [00:49:30] which are near but also not so near and in Europe, for example, one of the big remaining barriers between the Nations that are in the European Union and those that are not and want to be and [00:49:45] often we are able to bring people to meet colleagues from within the European Union or to allow them to have a way to Network.

Reference 3 - 0.84% Coverage

So I recognize that you know, slowly and quietly this this networking was really it was real and it had made an impact. That far beyond what could be [00:51:16] measured sometimes and it's only when you got to kind of scratch the surface you begin to realize the common connections and what happened before.

 So yeah, I think again it's [00:51:31] intentional networking the fostering of relations the ability intention to try to introduce people to people that they normally would stay away from to help them recognize that in the end most of us [00:51:46] are working for the same goal and that's one of the lasting contributions and that's why they continue to be successful.

Reference 4 - 0.90% Coverage

So one point one of these [01:04:23] guys was in jail for 17 years and police officers' job was to put people like him in jail. But once they came to meet each other and process the initial areas of hostility. [01:04:39] They realize actually we're trying to accomplish the same thing because he's our you know, he's reformed but the you know, the goal of the police is not really to fill the prisons with prisoners. It's to try to create a society where there's no need for prisons or [01:04:54] you know that the numbers can be reduced.

So, you know in Israel I participated in projects where you know it turned out that some of the strongest Interfaith connections were imprisoned between guards [01:05:09] and prisoners.

Reference 5 - 0.59% Coverage

For example, we have a lot of Ambassadors of Peace a lot of programs in Lebanon I've been there myself a few times. [01:08:13] If you have an Israeli stamp in your passport, or if there's any sign that you've ever been to Israel, you will not be allowed to enter into Lebanon yourself.

And if a Lebanese is photographed or [01:08:28] seen collaborating with or even speaking with an Israeli. There can be severe repercussions at home almost, you know, like you're traitorous.

<Files\\Interviews\\INT13 Transcript> - § 1 reference coded [1.00% Coverage]

Reference 1 - 1.00% Coverage

So I'm on the bus sort of mumbling to myself as I'm reading through it, you know, but there was an Imam from Bosnia. [00:23:42] Now he's based in Chicago. I think you might know his name but you know, I enjoyed meeting him and and so I mean it really is like a this is a positive aspect of sort of supposedly bringing the nations together.

<Files\\Interviews\\INT14 Transcript> - § 1 reference coded [1.79% Coverage]

Reference 1 - 1.79% Coverage

there's a common sense among attendees at these conferences that this is a very positive very uplifting [00:18:19] environment in which people can learn from each other they can gain from each other they can take back when they leave there information that they have observed or things that they observed it's really about the senses.

When you when you go to [00:18:34] the one of these conferences you activate all the senses you activate your eyes your ears your you speak you touch you taste even the food is amazing.

<Files\\Interviews\\INT15 Transcript> - § 1 reference coded [0.57% Coverage]

Reference 1 - 0.57% Coverage

very dedicated to the mission to you know [00:10:31] to help people understand the importance of family and the importance of faith in God in family and the importance of building bridges between communities and faiths and people

<Files\\Interviews\\INT16 Transcript> - § 1 reference coded [0.73% Coverage]

Reference 1 - 0.73% Coverage

I think it's good to bring people together and to create this atmosphere of coordination [00:13:07] of comprehension, which will prepare action among people. It is important.

<Files\\Reflections\\2017 02 WS Reflections> - § 1 reference coded [1.18% Coverage]

Reference 1 - 1.18% Coverage

I congratulate the event coordinators for their spotless organization of the welcome, accommodations, meals, and the prompt and helpful support from the people assigned to care for participants, both local and foreign

<Files\\Reflections\\2018 08 LatAm Summit Reflections> - § 1 reference coded [0.51% Coverage]

Reference 1 - 0.51% Coverage

Enhancing Learning at a Global Conference
Markus Karr

All the young staff were impeccable and extremely attentive and efficient with the participants without exception.

<Files\\Reflections\\2019 08 ILC 2019 Reflections> - § 2 references coded [0.47% Coverage]

Reference 1 - 0.14% Coverage

The people who are in UPF are all persons of integrity and vision.

Reference 2 - 0.34% Coverage

I could perceive the good vibes and the positive attitude of all present, without fear of expressing themselves to bring spirituality and love to God of each person.

<Files\\Reflections\\2020 02 WS Reflections.EUME> - § 1 reference coded [0.19% Coverage]

Reference 1 - 0.19% Coverage

We were very touched by the sensitivity and kindness with which you welcomed us all.

<Files\\Reflections\\2020 02 WS Reflections.Latin America> - § 2 references coded [0.60% Coverage]

Reference 1 - 0.38% Coverage

The feeling was to feel cared for and safe, upon arriving in Korea and meeting a team of friendly people, extremely organized and with a disposition to make our stay as pleasant as possible.

Reference 2 - 0.23% Coverage

The organization of the event is impeccable, the infrastructure at all times provided us with support and care.

Name: Codes\\Practice as Community\Shared Repertoire

<Files\\Interviews\\INT01 Transcript> - § 1 reference coded [0.83% Coverage]

Reference 1 - 0.83% Coverage

I like to think and I believe it's true that there's a general culture created that is encouraging constructive dialogue the meetings don't tend to result in divisive polemical discussions people are seeking Common Ground. We do affirm Universal values and I think that is also appreciated in an environment where people can speak people try to appreciate what is being said.

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [0.91% Coverage]

Reference 1 - 0.91% Coverage

Well UPF has taken the position that were nonpartisan. Okay, and one of the things is that we try to make sure that people understand that there are people, there are different persuasions,

religiously, politically, and that should be mutual respect regardless of the differences of opinion non one story.

Name: Codes\\Practice as Learning\Developing Repertoire Styles and Discourses

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [0.91% Coverage]

Reference 1 - 0.91% Coverage

So personally this has been great education for me to realize that no matter how high these people are, they are really human beings just like the rest of us and these conferences have an ability to serve as an equalizer. You know, that's I think how that has affected me. I've circulated in these events.

<Files\\Interviews\\INT05 Transcript> - § 1 reference coded [0.79% Coverage]

Reference 1 - 0.79% Coverage

It's always really hard work. But when people leave, when we send them off safely without any problems, it's about joy, and so nothing.., that is why when every time I meet with guest at their international conference, see to it just make sure they feel they are welcomed by True Parents, because we are acting on behalf of True Parents. So therefore we care, and all care has to be thoroughly, and checked from beginning to the end.

<Files\\Interviews\\INT15 Transcript> - § 1 reference coded [0.90% Coverage]

Reference 1 - 0.90% Coverage

it was UPF. That was the that was the common thread that sewed all of these people together too so it certainly has had a significant impact on my ability to I always [00:38:08] said to my wife I can literally email or phone somebody from any Community or any faith in the in Canada because of the friends I've developed through UPF for the last 17 18 years.

Name: Codes\\Practice as Learning\Evolving Forms of Mutual Engagement

<Files\\Interviews\\INT01 Transcript> - § 1 reference coded [1.06% Coverage]

Reference 1 - 1.06% Coverage

So we in that sense are you know, the biggest criticism you can say? Well, you're kind of wishy-washy, you know for our training are you against we want to know are you Pro Trump or against Trump are you know, which side are you on Israelis or the Palestinians? And we avoid that not because we don't understand the issues and the complexity but we are trying to see if we can be a Forum that allows people to build some trust and through dialogue that can help move toward Solutions.

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [1.21% Coverage]

Reference 1 - 1.21% Coverage

So I mean some become quite close. I mean, I know the former Secretary of State of Canada doesn't have the same kind of role as the American one, but and former cabinet minister, who's our ambassador for peace been quite close to where he says. Oh anytime you're in Ottowa, please stay over at my home and you know, it's like today fun way.

Let's put it that way. There's been a trust that's developed.

<Files\\Interviews\\INT05 Transcript> - § 2 references coded [1.89% Coverage]

Reference 1 - 1.26% Coverage

Conference is different because of not quality of speakers, but how they are taking care of, and I know quite many participants are bringing some small gift in a from their Nations, just give something to staff members to somebody, and so I know the people, the staff members, who is in the winter. They have to go to the bus stop to welcome them in a snowing.

So one of the staff members welcome staff members as day at the bus stop in Korea, and then she received beautiful gift, and then so stuff. The guest said I'm so thank you, so much. You really took care of me and then, you know waiting for me in the winter and in the snow, for so people really respond to that, only the big…

Reference 2 - 0.63% Coverage

You said, you know the quality of food that they are eating, but more like people are really impressed by the humble staff members, who how we are working how they are being treated. So this is very rewarding to see staff members who work behind the scenes, helping also loved and then giving some good impressions on behalf of True Parents.

Name: Codes\\Practice as Learning\Understanding and Tuning Enterprise

<Files\\Interviews\\INT09 Transcript> - § 1 reference coded [0.68% Coverage]

Reference 1 - 0.68% Coverage

The main issue would be if someone is really anti-religious, or doesn't like religion, that they would not come, because we always have religious leaders, and that could be one issue where people feel that they don't want to come, because we give too much emphasis on the religious side. I think that could happen with some people.

<Files\\Interviews\\INT10 Transcript> - § 1 reference coded [1.62% Coverage]

Reference 1 - 1.62% Coverage

A lot a lot of them, a lot in a way. It's kind of…, different kind of relationship because actually, I am lucky in some way, especially at the UN, because when people see me, they get confused at the beginning. Am I a Muslim? Am I an African, my Arab, my money, what am I?

So they don't know exactly who I am, unless people who are close to me, and then I tell them. So that actually give me access to all these areas I talk to you about, and with the black hmmm. That is the Muslim with the Christian. I'm a Christian so I kind of…, somehow it was an advantage.

<Files\\Interviews\\INT11 Transcript> - § 1 reference coded [0.83% Coverage]

Reference 1 - 0.83% Coverage

That kind of conflict we run into a lot especially when it comes to regions, you know, so the Africans are very sensitive that the Europeans [00:42:45] or the Americans try to see their VIPs, even though they are much lower ranked as being more valuable more powerful and deserving of more respect. We have that kind of conflict with our with our own people.

<Files\\Interviews\\INT12 Transcript> - § 5 references coded [4.68% Coverage]

Reference 1 - 0.75% Coverage

As I said in the beginning [00:18:56] however, there were those among the stakeholders of UPF and particularly the funders who thought well, wait a minute. We can't afford to pay for this type of soft networking where there's no intentional outcome. [00:19:11] If if not of conversion at least, you know, a pedagogical emphasis that people who come to our conferences leave knowing deeply what UPF is all about being familiar with its [00:19:26] principles. Having met the founders in person and you know, in fact being able to answer the question just like me. What is UPF. What is it? What is it thinking?

Reference 2 - 0.54% Coverage

We had too many people who [00:38:21] wanted to speak we had former Prime Ministers and presidents and others who, you know could only contribute for a few minutes and we even added many side programs in an attempt to give people a platform and an opportunity [00:38:36] because one thing we've noticed is that and this is again as a problem of the physical event people are happiest when they have a chance to speak and contribute.

Reference 3 - 0.92% Coverage

It's probably hard for them to justify the time away [00:38:51] and then the commitment if they're not going to make a practical contribution or paper or presentation or even to take on an acceptable manner. I mean, we do have people who simply come [00:39:06] to participate but not many almost everybody these days is pretty insisted that they be given a platform and that's a challenge if you continue to try to increase the size of the event [00:39:21] and it's in the past we experimented with offering video platform so that you know people who couldn't present in a live presentation we would film them and we would tell them that their film presentation would form part of the final [00:39:36] record. Sometimes it did sometimes it didn't.

Reference 4 - 0.78% Coverage

So yeah, I think people generally [00:45:10] feel this is a community of family that they would like to remain part of and and one thing is we don't permit. We don't permit people to attack each other or to launch into ad hominem type of [00:45:26] assaults and we don't need to police the delegates themselves if they notice someone new to the series, you know, speaking a little too forcefully or emotionally they'll they will take them into hand themselves and say, you know, there's [00:45:41] there's other places for that but here, you know, we don't encourage or permit that and and and it's a self-policing spirit. I would say.

Reference 5 - 1.69% Coverage

I mean, that's the way it goes [01:09:28] and sometimes the Japanese delegates having you know heard the latest diatribe against Japan has been really quite upset and you know, they've kind of demanded the rights of response [01:09:43] or for retaliation, you know, we can't let this outrageous claim go uncontested.

What we'd usually try to do in those circumstances and explain well actually the best way is [01:09:58] for us to tackle that through a neutral party or a third party. If you simply get up to refute what somebody else has just said it's going to it's going to descend into a he said she said kind [01:10:13] of battle and both of you will look bad. And in fact, you'll look worse because because you went second you'll be the one that people remember.

Much better to not descend to that but to try to [01:10:28] allow somebody else to take a more parental position reverend moon used to talk about the idea of heavenly the tried to bring the right and left wing together with a higher perspective. He called it a parental perspective.

So in the case of [01:10:43] Lebanon and the Israel and its its enemies, I mean, typically we find that ambassadors of peace and other countries Britain the United States Russia even it's very important that they all get involved [01:10:58] because no one likes to feel that everyone's siding up against them.

<Files\\Interviews\\INT13 Transcript> - § 3 references coded [4.51% Coverage]

Reference 1 - 0.88% Coverage

I do sense the most of them believe in God if not all of them. So I take that as a very significant thing. There is also [00:15:51] somewhat of a dichotomy that I pick up between you'll forgive this term, but I'm just going to call them the UN types and the general body [00:16:06] of participants.

Reference 2 - 2.56% Coverage

But I do chafe at one thing that keeps popping up and I feel it's so antithetical [00:16:52] to what I believe the moon organization stands for and certainly to what I stand for that it really rubs me the wrong way and that is I'm sick of hearing about climate change brought up as a legitimate [00:17:07] issue. It's a completely illegitimate issue. It's fabricated to allow governments to control and especially foreign governments. In preference the United States to do control the lives of people [00:17:22] by controlling their energy and virtually everything they do and it's

like it's some serious problem. The only ones that think it's a serious problem are the climate scientists and every single one of the clients scientists [00:17:37] gets funding from their governments which reinforces their false theology of the climate science. It's a self-perpetuating.

Reference 3 - 1.08% Coverage

We got a long diatribe about that and you know, I don't want him doing five people like [00:22:11] this that is speaking false doctrine that, you know people on the right are respectful and so they don't just act like jackasses and hooligans like the ones on the left do I've [00:22:26] never seen that and in the UPF conferences and hope never to see it.

<Files\\Interviews\\INT14 Transcript> - § 1 reference coded [0.87% Coverage]

Reference 1 - 0.87% Coverage

There was one person in particular I won't name, but I was not [00:21:35] I felt she her speech she came down against her government quite a lot in the speech. I felt in my heart that perhaps that wasn't the most appropriate place for that kind of speech

Name: Codes\\Identity\Community Membership\Accountability to an enterprise

<Files\\Reflections\\2019 02 WS Reflections> - § 1 reference coded [1.81% Coverage]

Reference 1 - 1.81% Coverage

When I speak before the assembled participants, who represent so many different organizations and countries of the world, I feel I can speak openly and truthfully because I know the people in this organization are truly serious about making the world better.

Name: Codes\\Identity\Community Membership\Mutuality of engagement

<Files\\Interviews\\INT02 Transcript> - § 1 reference coded [1.42% Coverage]

Reference 1 - 1.42% Coverage

I'd say that yes, it's been quite instructive to see the mix of people that can come together doing things like going to the Holy Land and going from the Palestinian side to the Jewish side and noticing that they eat the same food and they have similar. He said, you know, there's just a thin veneer that actually separates them, helps me understand that we really are the same people regardless of our differences. I think that this has been strongly impressed upon my mind.

<Files\\Interviews\\INT14 Transcript> - § 1 reference coded [0.75% Coverage]

Reference 1 - 0.75% Coverage

I just find people in UPF I've found [00:35:03] are genuine. They're more humble. They seem to care more they seem to be more interested in this family cohesiveness. And that's what why I am so pulled into this group.

<Files\\Reflections\\2020 02 WS Reflections.Latin America> - § 2 references coded [1.45% Coverage]

Reference 1 - 0.64% Coverage

According to these two orthodox leaders, with sadness for causing concern to the organizing staffs. They themselves declared that the stuffs were immediately treated them not only with respect and affection, but with the concern and attention that only people of the same family can give to a person who would feel sick.

Reference 2 - 0.81% Coverage

Not a single minute we did not feel foreigners, nor strangers, and when one is at the risk of a disease, it is when the most delicate and sensitive one feels. Each of the close members of UPF, starting with the concern of Dr. W and Dr. Y, include of the direct representatives like H, and our translators and companions, was simply the greatest opportunity to meet UPF's Love made to people.

Name: Codes\\Identity\Community Membership\Negotiability of a repertoire

<Files\\Interviews\\INT13 Transcript> - § 2 references coded [4.50% Coverage]

Reference 1 - 3.81% Coverage

I don't like these things to drone on forever. And it really, you know, when we have to hear from 20 different people drone on each for 25 minutes about whatever their pet [00:26:53] peeve is, you know, and it's 9:30 at night or something. We've been there since 7:00. I don't like that. I don't want to hear all of that. I want a program that's short and to the point. And you get out.

And I've told M when they have these things [00:27:08] involving former members of Congress and office holders. They need to have more variety more interesting things to do. I mean, I've gone the Seoul thanks to the organization. Well twice a year for since 2010, [00:27:23] so I guess I've been there about I couldn't have been there that many times but I've been there a lot.

I've hardly ever seen Seoul other than sitting on the darn bus, but the hour and a half bus ride up to whatever that big Stadium [00:27:38] thing is called and I would like to see that Creek that runs through downtown Seoul that I've seen in Airline magazines. I just I don't know there's a lot of value because [00:27:53] of the Dynamics that happen with people interacting and rather than just sitting in wall-to-wall meetings from morning until evening. It's all I don't know if that's what you wanted me to say.

Reference 2 - 0.69% Coverage

And we all understand that there's only so much of that that people can handle in the day. And at a certain point you just tune out and start thinking about something [00:31:24] else but that principle doesn't seem to be recognized.

Name: Codes\\Identity\Learning Trajectory\Identity is temporal and evolving

<Files\\Interviews\\INT06 Transcript> - § 1 reference coded [0.32% Coverage]

Reference 1 - 0.32% Coverage

And so it's kind of like a reunion when we all get together. It's kind of like a, you know, they kind of brings back the memory.

<Files\\Interviews\\INT12 Transcript> - § 1 reference coded [0.98% Coverage]

Reference 1 - 0.98% Coverage

I've met people in different countries and even though we haven't met before because because of the work of UPF is giving me a calling card that's allowed me [01:39:20] to quickly, you know be friendly and familiar and to be respected and no matter what anyone says if you have that ability that start with a warm Foundation. It's very different than just coming [01:39:35] in cold.

At the same time. I think my UPF experience has taught me to be more open and appreciative of the views of others even those I don't agree with or the views of [01:39:50] other faiths and other positions that I want to think I've recognized is I want people to tell me what they really think they really believe I don't want to hear a watered down version because people think they might offend me or upset me.

<Files\\Interviews\\INT13 Transcript> - § 1 reference coded [2.09% Coverage]

Reference 1 - 2.09% Coverage

I'm going enough now that I'm starting to recognize, ou know [00:13:14] some of the people like there's a lady from Nicaragua whose husband I think was the president once and she's a member of the National Congress or the and there's one from Paraguay. Maybe I'm there's two I know there's at least two from Latin America ones from Paraguay. [00:13:29] I think the other was Nicaragua, but you know, I'm starting to go enough now that I'm remembering some of those people so that's kind of fun. And then people from Japan Minister O is [00:13:44] usually at these I like him, as long as well. As other people is just you know takes the takes a while. I got to meet him a few times to really remember them.

<Files\\Interviews\\INT18 Transcript> - § 1 reference coded [3.80% Coverage]

Reference 1 - 3.80% Coverage

So for instance when I approach to meet some current or former heads [00:40:52] of state so they not open door easily. So I have to send my bio. so in my three pages bio that kind of described [00:41:07] about what my what I have done so far and what was my mission what I did and in

my bio I was at, you know terminal point since hotel board [00:41:22] and chairman of OP and sometime I have to show my kind of business background. Then people [00:41:37] have more interest besides just political issue and other issues and also Middle East peace initiative even Northeast Asia [00:41:52] Korean Peninsula issues that I dealt and I was chairman of WT Foundation, but that also big kind of title in their eye.

[00:42:08] So I have media background business background and some kind of political background a religious background and as a korean-american somehow my [00:42:24] boundary and the capacity can show a bigger larger than my own, you know background.

So everything all of these credits I [00:42:39] should give to my great teacher and the father and founder of UPF.

Name: Codes\\Identity\\Local vs Global

<Files\\Interviews\\INT18 Transcript> - § 1 reference coded [2.03% Coverage]

Reference 1 - 2.03% Coverage

I came from Korea and Korean Peninsula [00:52:38] and also I'm Asian but why I'm walking this UPF beside the Family Federation. I was church leader many years now [00:52:53] like a more almost half of my life working beyond religion. Through these I myself opened [00:53:08] eye more widely more what really and could approach understand about the vision of founder.

[00:53:23] so I always whenever I face any situation. I see, like through Founders aspect that [00:53:38] become given it to me good kind of lesson and insight. So small country man become [00:53:53] kind of global level.

Name: Codes\\Identity\\Nexus of Multimembership\\Identity requires multimembership

<Files\\Interviews\\INT04 Transcript> - § 1 reference coded [0.72% Coverage]

Reference 1 - 0.72% Coverage

I had to run around after the [conference] telling people not to print the particular picture, because we had a Lebanese Sheik on the stage with an Israeli. Rabbi already know and if those pictures are got out, he might have gone to jail. Wow, so, you know these people because they love us they trust us, but we have a responsibility because they trust us not to endanger their life by exposing their genuine desire for peace.

<Files\\Reflections\\2019 08 ILC 2019 Reflections> - § 1 reference coded [0.59% Coverage]

Reference 1 - 0.59% Coverage

I realized that people from such a wide range of expertise must be integrated in order to achieve peace. Only UPF can do it. There are many organizations working domestically, but UPF is the

only organization that can create a network of various kinds of people beyond national boundaries.

<Files\\Reflections\\2020 02 WS Reflections.Asia Pacific> - § 1 reference coded [1.65% Coverage]

Reference 1 - 1.65% Coverage

Side stepping barriers of nations' boundaries and religious fences, every participant was trying to explore his or her role in what they perceived as a noble mission. Fragrance of positive vibes was emanating in every nook and corner.

Name: Codes\\Identity\Nexus of Multimembership\Reconciliation required to maintain one identity across boundaries

<Files\\Interviews\\INT01 Transcript> - § 1 reference coded [0.78% Coverage]

Reference 1 - 0.78% Coverage

We're reaching out to a wide sector of people because a big part of our mission is kind of to build broader solidarity underscore values of interdependence. We are all interconnected. We need to work on building harmony and cooperation. You should work for mutual prosperity and let's underscore the universal values that cut across our various identities.

<Files\\Interviews\\INT03 Transcript> - § 1 reference coded [0.87% Coverage]

Reference 1 - 0.87% Coverage

And the bond grew so close cells were surprised that they made that deep relationship very quickly in our conference. And I think that's something that is just a something that's coming from Heaven. I feel, say in words you have says there were trying to bring enemies together to reconcile, but that process is happening within the conference itself.

<Files\\Interviews\\INT09 Transcript> - § 2 references coded [2.00% Coverage]

Reference 1 - 1.10% Coverage

because we bring in our conferences people, who are usually very different politically speaking, religiously speaking, you know, people come in all kinds of religious garbs and, you know so different, and usually these guys don't speak with each other, you know in the in the world, you know, but they come to our conferences, and they meet people, that I used to meet, and that's a very important aspect, you know, the racial aspect, the religious aspect, the ethnic aspect, whatever, you know born rich, especially even right and left,

Reference 2 - 0.90% Coverage

They talk about it, you know years later, because you know, they went to a conference, and then they shared a room. You know, he will let's say, he's a Christian and then the for the first time you shared a room with the Muslim guy, you know, he would never have talked with before.

And you know, there was a life…, some kind of eye-opening experience, so many of these, and that is why I think we could build up this kind of broad Network

<Files\\Reflections\\2017 02 WS Reflections> - § 2 references coded [4.49% Coverage]

Reference 1 - 3.04% Coverage

For this conference we were supposed to be four representatives from Chad, consisting of four ladies: two from the ruling party and two from the opposition. But a lady from the opposing party couldn't come at the last minute. Nevertheless, since we were three women parliamentarians instead of four, we were obliged to build closer relationships. I could become closer than ever before to my sister of the opposing party. I felt that the UPF conference has led us to unity and that we have the potential to bring peace among opposing political convictions.

Reference 2 - 1.45% Coverage

The platform for international cooperation that you have organized is unique and will contribute to the strengthening of friendship and understanding between individuals and peoples. We hope for long-term cooperation and constructive relationships in promoting peace.

<Files\\Reflections\\2018 08 LatAm Summit Reflections> - § 1 reference coded [0.83% Coverage]

Reference 1 - 0.83% Coverage

The most important thing is that we assembled together with a common purpose. I believe that this was an opportunity given to us by the Creator to work for greater unity in the world.

<Files\\Reflections\\2020 02 WS Reflections.EUME.ME> - § 1 reference coded [1.81% Coverage]

Reference 1 - 1.81% Coverage

Bringing together people from enemy nations - to meet and discuss issues that promote conflict resolution. This is the most important and unique thing that UPF is doing,

<Files\\Reflections\\2020 02 WS Reflections.Latin America> - § 1 reference coded [0.30% Coverage]

Reference 1 - 0.30% Coverage

The guests are all respectful of each other even though they are from different countries and of different beliefs. I am from Easter Island originally.

Name: Codes\\Z 2007 Surveys

<Files\\Interviews\\INT12 Transcript> - § 4 references coded [3.20% Coverage]

Reference 1 - 0.52% Coverage

And so for that we had to give some more thought to outcomes assessment and measure the impact of the programs [00:06:51] that we were delivering now, although the programs were usually quite short just one or two days, but some of them were longer and because we were by then we were receiving a significant amount of government funding. There was a requirement [00:07:06] to to measure and provide feedback on the outcomes.

Reference 2 - 0.57% Coverage

So I applied for a job with UPF. originally as the communications director and immediately started to attend these conferences and it wasn't long before I realized that the [00:08:36] issues that had been a problem 15 years earlier in terms of measuring outcomes and having a way to assess the participants experience were still lacking [00:08:51] and so I Had already decided that I would have to do something about that as one of the coordinators of the project.

Reference 3 - 0.92% Coverage

So my project was indeed about designing an outcomes assessment tool and using that to inform and guide the leadership of UPF to adjust its program [00:09:36] offering so that I remained in UPF working on that the project itself. I think I collected data over a period of two years [00:09:51] in conferences all over the world actually. In south America and Brazil and Paraguay in Asia and Japan Korea Mongolia, probably Beijing I think and all over Europe [00:10:06] and even yes, it was a wide-ranging survey an opportunity to see how participants responded almost independent of their cultural and religious background even language. [00:10:21] Although the seminars will always presented In English the dominant languages were translated.

Reference 4 - 1.19% Coverage

Around 2007 there was a nervousness that the UPF wasn't doing enough to introduce the teachings of the founder [00:13:07] in more detail. And so for about 2 years, which is the time of my study as much as half of the conference would be dedicated to presentation of the unification principles, which underlie the [00:13:22] Reverend Moon's teaching.

But also that would be time to discuss the Practical applications of the things that UPF is doing not sure that I could posit cause and effect. But after my study [00:13:37] was concluded the evidence showed that these philosophical or ideological presentations with least active part of the conferences and gradually move [00:13:52] back to focusing again on the goals of the UN simply because this was an easy thing to explain and made it easy for people to attend our conferences knowing that [00:14:07] they were going to come to the discussion of matters that are widely regarded as both safe and important.

4. Attendee reflection sentiment coding

Name: Sentiment\\Positive\Very positive

<Files\\Reflections\\2016 02 ILC 2016 Reflections> - § 30 references coded [7.26% Coverage]

Reference 1 - 0.24% Coverage

was very touched and inspired by the celebration of the Founders' Birthday

Reference 2 - 0.24% Coverage

Finally, the Little Angels and Universal Ballet concert was the best moment

Reference 3 - 0.13% Coverage

he really enjoyed the musical "Butterfly."

Reference 4 - 0.17% Coverage

The celebration of the Founders' Birthday was excellent

Reference 5 - 0.21% Coverage

The Little Angels and Universal Ballet performance was excellent.

Reference 6 - 0.23% Coverage

Little Angels and Universal Ballet program was encouraging and wonderful.

Reference 7 - 0.17% Coverage

The celebration of the Founders' Birthday was amazing

Reference 8 - 0.24% Coverage

The experience at the celebration of the Founders' Birthday was remarkable

Reference 9 - 0.14% Coverage

the ILC conference sessions were spectacular.

Reference 10 - 0.14% Coverage

the National Assembly program was fantastic

Reference 11 - 0.10% Coverage

Peace Road program was remarkable

Reference 12 - 0.17% Coverage

The Little Angels and Universal Ballet were fantastic.

Reference 13 - 0.22% Coverage

ILC conference sessions and National Assembly program were fantastic.

Reference 14 - 0.27% Coverage

The experience at the celebration of the Founders' Birthday was great and inspiring.

Reference 15 - 0.28% Coverage

The ILC conference sessions were great, especially the session on "Overcoming Extremism."

Reference 16 - 0.22% Coverage

The Little Angels and Universal Ballet were the best moment for him.

Reference 17 - 0.34% Coverage

The Little Angels and Universal Ballet astonished him by the fact that these young girls performed so well.

Reference 18 - 0.27% Coverage

The Little Angels and Universal Ballet were the most amazing experience in his life.

Reference 19 - 0.14% Coverage

The ILC conference sessions were beautiful,

Reference 20 - 0.31% Coverage

The Little Angels and Universal Ballet were so beautiful, it felt as if she was in heaven on earth.

Reference 21 - 0.21% Coverage

The celebration of the Founders' Birthday was an excellent moment

Reference 22 - 0.27% Coverage

The ILC conference sessions were a feast for minds on a common search for world peace,

Reference 23 - 0.25% Coverage

The National Assembly program was excellent, and so was the Peace Road program.

Reference 24 - 0.24% Coverage

The ILC conference sessions were excellent, extraordinary and well organized.

Reference 25 - 0.30% Coverage

The Little Angels and Universal Ballet performance was the most extraordinary time of his life.

Reference 26 - 0.22% Coverage

The Little Angels and Universal Ballet were excellent and brilliant.

Reference 27 - 0.44% Coverage

The ILC conference sessions were very educational, and the featured speakers had vast and deep experiences which made the sessions great.

Reference 28 - 0.67% Coverage

The National Assembly program was a great program as an initiative, since it is expected to bring together parliamentarians in order to make the world peaceful. The program was well organized and rich in context.

Reference 29 - 0.22% Coverage

The Little Angels and Universal Ballet were heavenly angels on earth.

Reference 30 - 0.21% Coverage

The messages of the speakers were very encouraging and full of hope

<Files\\Reflections\\2017 02 WS Reflections> - § 4 references coded [2.91% Coverage]

Reference 1 - 0.36% Coverage

That Broadway musical at the Peace World Center was off the charts!

Reference 2 - 0.35% Coverage

I was so impressed by the birthday celebration for the founders.

Reference 3 - 1.19% Coverage

I congratulate the event coordinators for their spotless organization of the welcome, accommodations, meals, and the prompt and helpful support from the people assigned to care for participants, both local and foreign.

Reference 4 - 1.01% Coverage

The content was extremely rich, comprising presentations not only from legislators but also from high authorities from various countries, in the most diversified areas of human knowledge.

<Files\\Reflections\\2018 08 LatAm Summit Reflections> - § 2 references coded [1.06% Coverage]

Reference 1 - 0.61% Coverage

I felt that it was one of the best events I have ever participated in, especially in the sessions when we heard Dr. H speak.

Reference 2 - 0.46% Coverage

Congratulations to the organizers of this summit for peace and for having chosen brilliant speakers.

<Files\\Reflections\\2019 02 WS Reflections> - § 4 references coded [2.83% Coverage]

Reference 1 - 0.45% Coverage

The presentations are very remarkable and vitalizing for society.

Reference 2 - 0.98% Coverage

In my humble opinion, the Sunhak Peace Prize Award Ceremony was the most inspiring, not only for the audience but also for the whole world.

Reference 3 - 0.54% Coverage

In particular I enjoyed the celebration at the Cheongshim Peace World Center.

Reference 4 - 0.85% Coverage

The deliberations were of the highest caliber and represented the world's most public-minded and serious civil servants.

<Files\\Reflections\\2019 08 ILC 2019 Reflections> - § 2 references coded [0.26% Coverage]

Reference 1 - 0.15% Coverage

The music, the performances and the images on screen were spellbinding.

Reference 2 - 0.12% Coverage

The performance at the Memorial Ceremony was outstanding.

<Files\\Reflections\\2020 02 WS Reflections.Africa> - § 2 references coded [2.46% Coverage]

Reference 1 - 1.02% Coverage

Sunhak Peace Prize was very inspiring and filled with a unique success stories in various domains.

Reference 2 - 1.44% Coverage

For her to think of awarding these prizes is the most generous and public minded act that I've ever witnessed. It boggles my imagination.

<Files\\Reflections\\2020 02 WS Reflections.EUME.ME> - § 1 reference coded [1.87% Coverage]

Reference 1 - 1.87% Coverage

I felt that I am part of large beautiful spiritual community which is oriented to do good, to strengthen peace energy and to create a safe path for making peace in the world.

<Files\\Reflections\\2020 02 WS Reflections.Latin America> - § 2 references coded [0.52% Coverage]

Reference 1 - 0.24% Coverage

I was impressed with the Sunhak Award, in recognition of the ex-secretary of the United Nations. It was wonderful.

Reference 2 - 0.27% Coverage

The prize given today to BKM was wonderful. The ceremony was very effective. It went straight to the heart. I am happy for him.

<Files\\Reflections\\2020 02 WS Reflections.North America> - § 1 reference coded [0.63% Coverage]

Reference 1 - 0.63% Coverage

I was overwhelmed by the beauty of the performances. The highest level.

Name: Sentiment\\Positive\Moderately positive

<Files\\Reflections\\2016 02 ILC 2016 Reflections> - § 14 references coded [3.17% Coverage]

Reference 1 - 0.27% Coverage

At the celebration of the Founders' Birthday, he really enjoyed the musical "Butterfly"

Reference 2 - 0.18% Coverage

He was satisfied with most of the ILC conference sessions.

Reference 3 - 0.18% Coverage

The ILC conference sessions were very refreshing for him

Reference 4 - 0.29% Coverage

The National Assembly program was fruitful, just listening to parliamentarians' experience

Reference 5 - 0.37% Coverage

Despite the freezing cold, the Peace Road program conveyed a good message to the international community for peace.

Reference 6 - 0.24% Coverage

the ILC conference sessions worked as a bridge to the new world and peace.

Reference 7 - 0.17% Coverage

appreciated the panels of the ILC conference sessions

Reference 8 - 0.20% Coverage

the National Assembly program was a good initiative for the UPF.

Reference 9 - 0.20% Coverage

was deeply touched by the celebration of the Founders' Birthday.

Reference 10 - 0.16% Coverage

The ILC conference sessions were very interesting.

Reference 11 - 0.45% Coverage

The National Assembly program was well planned, and the presence of the speakers and the members of ILC added a concept of unity in diversity

Reference 12 - 0.16% Coverage

The National Assembly program was well organized.

Reference 13 - 0.23% Coverage

The topics at the ILC conference sessions were intelligent and important.

Reference 14 - 0.08% Coverage

The ILC was well organized

<Files\\Reflections\\2017 02 WS Reflections> - § 1 reference coded [0.21% Coverage]

Reference 1 - 0.21% Coverage

I am so grateful to have been invited.

<Files\\Reflections\\2018 08 LatAm Summit Reflections> - § 9 references coded [3.45% Coverage]

Reference 1 - 0.26% Coverage

UPF did a tremendous job and showed a sterling commitment,

Reference 2 - 0.28% Coverage

I am very happy to have participated in this important event.

Reference 3 - 0.19% Coverage

I felt very comfortable in this conference

Reference 4 - 0.37% Coverage

I consider the Latin America Summit 2018 held in São Paulo, Brazil, very important

Reference 5 - 0.26% Coverage

I consider the Latin America Summit 2018 a great success.

Reference 6 - 0.15% Coverage

With joy I attended the sessions

Reference 7 - 0.71% Coverage

To the UPF family, what an experience this has been for me. Life changing, empowering, transformative and invigorating describe my experiences and feelings.

Reference 8 - 0.61% Coverage

I want to say thanks to God and the founders who made possible this great event. The activities were wonderful from beginning to end.

Reference 9 - 0.62% Coverage

It was an unforgettable international meeting, very enriching and fruitful. The organization of the event was excellent in all aspects.

<Files\\Reflections\\2019 02 WS Reflections> - § 6 references coded [3.44% Coverage]

Reference 1 - 0.44% Coverage

The Sunhak Peace Prize ceremony was my highlight of the Summit.

Reference 2 - 0.68% Coverage

I have attended one of the greatest conferences I have ever participated in for the past 30 years.

Reference 3 - 1.02% Coverage

Each of the sessions reflected a high degree of responsibility, with important thought about for the public good, peace, security and development.

Reference 4 - 0.54% Coverage

In particular I enjoyed the celebration at the Cheongshim Peace World Center.

Reference 5 - 0.55% Coverage

The UPF World Summit 2019 was a life-changing event for me in several respects.

Reference 6 - 0.20% Coverage

It was a really great program

<Files\\Reflections\\2019 08 ILC 2019 Reflections> - § 8 references coded [2.40% Coverage]

Reference 1 - 0.25% Coverage

I applaud the work and ministry of UPF and the Founders. The activities are extremely important and bring the spirit of God.

Reference 2 - 0.35% Coverage

The ILC conference encourages and empowers us to be more aware of the dangers and evils lurking in the shadows and the imperative to accelerate our collaborative efforts.

Reference 3 - 0.17% Coverage

I have participated in various conferences, but this is the most interesting one.

Reference 4 - 0.22% Coverage

Overall, the conference was excellent both in terms of logistical arrangement and the issues deliberated.

Reference 5 - 0.50% Coverage

I thought this conference would be just speeches and a get-together, but once I was here, I noticed that it's an interactive program. There were not only good speeches, but people were asked to participate actively to think about the future.

Reference 6 - 0.12% Coverage

I was very impressed by today's event at the Peace Center.

Reference 7 - 0.33% Coverage

The conference was very constructive. Today's group discussion [on the International Association of Parliamentarians for Peace] was quite good and to the point.

Reference 8 - 0.47% Coverage

The thematic areas of the conference we found to be very insightful and appropriate, especially in the context of a changing universe and the characteristics that are required for peace and sustainable development in the new era.

<Files\\Reflections\\2020 02 WS Reflections.Africa> - § 3 references coded [1.91% Coverage]

Reference 1 - 1.02% Coverage

A lot of people are gathered from all over the world in fantastic summit under the word of peace.

Reference 2 - 0.54% Coverage

This was the one of the best experiences in my life!

Reference 3 - 0.35% Coverage

The conference was well organized.

<Files\\Reflections\\2020 02 WS Reflections.Asia Pacific> - § 3 references coded [2.18% Coverage]

Reference 1 - 0.45% Coverage

The World Summit 2020 is truly an important and memorable event

Reference 2 - 0.43% Coverage

It was a Great Event even by UPF's impossibly high standards.

Reference 3 - 1.30% Coverage

KUDOS to you and your team for the excellent way the entire program - different sessions and the topics which are relevant to make the society a peaceful one, were drawn and organized.

<Files\\Reflections\\2020 02 WS Reflections.EUME> - § 10 references coded [4.34% Coverage]

Reference 1 - 0.34% Coverage

It was really an enrichment for me and a great opportunity to gain new experiences. From the organization to the program, everything ran smoothly.

Reference 2 - 0.39% Coverage

A truly inspiring and motivating gathering, encouraging us to try (each according to his or her capabilities and position) to push the boundaries of peace and cooperation.

Reference 3 - 0.34% Coverage

The organization was perfect- from the welcome at the airport to all transportations, hotels, event organization in Kintex, technical skills, etc.

Reference 4 - 0.35% Coverage

Starting at the airport everything was taken care of for us. We arrived in a new country and there were people waiting with signs to bring us to the hotel.

Reference 5 - 0.80% Coverage

The reason I share this with you is not to complain, because the whole conference is seen by me as a great success, and I feel privileged to have been able to participate. Rather, it is to help you. It is my personal experience that it does not help to only receive positive feedback. And sometimes people find that tact has a higher value than truth.

Reference 6 - 0.26% Coverage

I have never met such an excellent organization requiring the involvement of hundreds, or even thousands of people.

Reference 7 - 0.30% Coverage

In summary, I was surprised by all the professionalism, duty of mission that each volunteer had, the greatness of the whole event

Reference 8 - 0.73% Coverage

World Summit 2020 was a unique experience for all of us, I am sure. All segments of this event was superior and since I have 30 years of experience in my professional life (as a film, television producer, culture manager, conference and event producer), I can say that this is the best conference event in all my life.

Reference 9 - 0.42% Coverage

The Sunhak Peace Prize is a wonderful way of drawing attention to individuals who have made a major contribution to peace in various fields and highlights the inspiration this can bring.

Reference 10 - 0.41% Coverage

Words cannot describe the feeling how I feel after seeing a spectacular celebration of great leaders being awarded with the Sunhak Peace Prize for their contributions to humanity

<Files\\Reflections\\2020 02 WS Reflections.EUME.ME> - § 4 references coded [4.59% Coverage]

Reference 1 - 0.29% Coverage

the event today was superb!

Reference 2 - 0.86% Coverage

There were significant and interesting discussions that reflected mutual respect.

Reference 3 - 0.98% Coverage

We enjoyed the ceremonies, speeches, essays, academic researches, reports of the speakers.

Reference 4 - 2.46% Coverage

It was an exceptional experience for me to be among this great number of people from cross cultures, religions and backgrounds and re- explore concepts resonating in my Islamic belief as well as other religions and philosophies.

<Files\\Reflections\\2020 02 WS Reflections.Japan3> - § 4 references coded [2.64% Coverage]

Reference 1 - 0.33% Coverage

this time, the conference had the best quality and quantity than ever before.

Reference 2 - 1.21% Coverage

In last year's comments I pointed out a number of issues. But this time I could see that coordination, operation and hospitality all are very well prepared and I could see all staff did an excellent job. It was a stunning event. I really appreciate being able to participate this time.

Reference 3 - 0.46% Coverage

At the special banquet, children performed dances and songs beautifully and I was impressed by their beauty.

Reference 4 - 0.64% Coverage

I was very moved and inspired throughout whole time. Even the United Nations can't hold such an event. Of course, the private sector can't do it also.

<Files\\Reflections\\2020 02 WS Reflections.Latin America> - § 8 references coded [3.40% Coverage]

Reference 1 - 0.18% Coverage

Participating in the World Summit 2020 in South Korea was a rich and incredible experience.

Reference 2 - 1.54% Coverage

My greatest learning these days may have been that there are other nations. What I mean, is that knowing that we are millions of people living on the same planet, is quite different than having an experience with thousands of people different from us who need to learn to respect each other.

How difficult it is to live in a country other than ours, how difficult it is to eat food different from ours, how difficult it is to face the cold of others and how difficult it is to understand the language and customs that are not ours. We live in a "bubble" with our way of making and understanding the world and when we are challenged to live with people different from us, it makes us exercise "non-judgment", makes us reflect how limited we are and how intolerant we are.

Reference 3 - 0.18% Coverage

This event, which took place in Seoul, South Korea, made all the difference in my life.

Reference 4 - 0.16% Coverage

The events were really spectacular, so much that I was thrilled in many of them!

Reference 5 - 0.40% Coverage

The organization of the event, the presentations were something incredible and everything was perfect, service, hotel and the Brazilian Ambassadors for Peace, it was union and interacting with love.

Reference 6 - 0.40% Coverage

In conclusion, we are all very grateful for the wonderful experience of the World Summit 2020 and related events, and determined to do our best for all providential activities in Chile in the future.

Reference 7 - 0.17% Coverage

The prize given today to BKM was wonderful. The ceremony was very effective.

Reference 8 - 0.37% Coverage

The World Peace Summit 2020 held in South Korea was truly spectacular and moving. It was a most historic event reinforcing World Peace through the Soft Power of dialogue and compromise;

<Files\\Reflections\\2020 02 WS Reflections.North America> - § 2 references coded [0.75% Coverage]

Reference 1 - 0.45% Coverage

The Sunhak Peace Prize ceremony was very, very nice.

Reference 2 - 0.30% Coverage

Overall the program was excellent.

Name: Sentiment\\Negative\Moderately negative

<Files\\Reflections\\2016 02 ILC 2016 Reflections> - § 1 reference coded [0.31% Coverage]

Reference 1 - 0.31% Coverage

he felt that the Republic of Korea should include other nations in the discussion about unification

<Files\\Reflections\\2018 08 LatAm Summit Reflections> - § 3 references coded [1.51% Coverage]

Reference 1 - 0.47% Coverage

Unfortunately, I found the rally, venue too large and the chairs not especially comfortable; otherwise,

Reference 2 - 0.61% Coverage

the time allotment of seven minutes per speech was too brief, especially when politicians are invited to speak and address the theme.

Reference 3 - 0.43% Coverage

I think that participants must be more serious about the presentations than enjoying mealtimes.

<Files\\Reflections\\2019 02 WS Reflections> - § 1 reference coded [0.88% Coverage]

Reference 1 - 0.88% Coverage

I recommend forums be provided for human right activists and ex-freedom fighters, even former members of Boko Haram and ISIS.

<Files\\Reflections\\2020 02 WS Reflections.EUME> - § 5 references coded [3.20% Coverage]

Reference 1 - 0.26% Coverage

My suggestions for improvement: too many speeches are too general and topics for speakers should be more specific,

Reference 2 - 0.21% Coverage

Rarely could you hear something more than just platitudes on peace and general statements.

Reference 3 - 1.55% Coverage

You have chosen many speakers, all speaking for a short time. The way I would describe the effect of this choice was that most speakers had too little time to work out a deeper thought for the audience. As a consequence their focus was on what they, as an organization were doing positively (not daring to scrutinize themselves), and finishing up with committing themselves to peace. My criticism to this lies in the idea that some of the speakers assumed they needed to give a sermon, and were so loud, that I could not find peace in the room (it actually hurt my ears several times), and I came out of the sessions exhausted and not uplifted, and certainly not better informed.

Reference 4 - 0.81% Coverage

An alternative would be to have each speaker focus on one element of the main theme about peace, developing the theme as time passes in the session. Less speakers, too, makes it possible to have some feedback from the audience. The audience sat a lot, and listened a lot, without actively participating. Many people have a relatively short attention span.

Reference 5 - 0.37% Coverage

In that context, perhaps the only objection that I have is that there should be more time for relaxing, or sightseeing in the city, including informal meetings.

<Files\\Reflections\\2020 02 WS Reflections.Japan3> - § 1 reference coded [0.62% Coverage]

Reference 1 - 0.62% Coverage

I think the Summit would be enhanced if we could have more time to discuss on a more narrowed-down theme in order to develop substantial action.

<Files\\Reflections\\2020 02 WS Reflections.Latin America> - § 2 references coded [1.42% Coverage]

Reference 1 - 0.19% Coverage

The Spanish woman translator was not good. She did not seem to get the point of the speaker.

Reference 2 - 1.23% Coverage

On the other hand, with respect to the International Association for Peace and Economic Development, on the 4th and 5th day, in my opinion and observation, were more theoretical and with very little practical information on what we should do, it even failed to exchange experience about what is coming and what is proposed to do. Moreover, during the Break, I could visit other associations, very different, more organized than the one I belonged, even the academic and inter-religious association delivered material to its assistants. In conclusion, I would say there was a lack of organization in this association.

Name: Sentiment\\Negative\Very negative

<Files\\Reflections\\2020 02 WS Reflections.EUME> - § 2 references coded [1.38% Coverage]

Reference 1 - 0.77% Coverage

The Musical or Opera that went on for over 2 hours reminded us too much of the performances we know from China and North-Korea that are used to educate the simple people by means of propaganda. This style is just not common in Europe and not appropriate to convey a message for people brought up in the context of the European culture.

Reference 2 - 0.62% Coverage

The style of the many videos that we showed to our guests was often very fast sequences of great numbers of conference photos with various VIP and a lot of special effects. It gives the impression that these people and the conferences are only decoration or accessories.