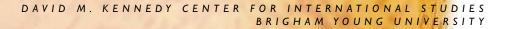


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Matching Pr with Oppor

Matching Preparation with Opportunity— Serendipity Intervenes



Shahram Paksima

couple of years ago I was sitting on a flight to Hawaii for a professional conference. Being somewhat a social person, I struck up a conversation with the gentleman sitting next to me and asked him, "Are you going for business or pleasure?"

"Well, kind of both. I'm going to a conference," he said.

To which I replied, "Oh really, a conference, which conference are you going to? I'm doing the same thing."

As it turned out, we were both going to the same conference. After our discovery, he asked me to tell him more about myself. I began, "Well, I'm a doctoral student focusing on South Asia, and the Middle East...."

When I mentioned the *Middle East* he interrupted with, "Our company happens to be bidding on some projects in the Middle East right now. We are looking for a Middle Eastern educationalist. Would you be interested?"

"Absolutely, I'd be interested," I responded.

Although I had moved my family to my wife's home state— Minnesota—and had been looking for a job there, my search had failed to uncover his small, Minneapolis-based company, Seward Inc. Over the last year and a half, I have been helping them develop their international division.

Much of my work with Seward has been in the Sultanate of Oman, a country on the east end of the Arabian Peninsula. In 1970, Oman had only seven miles of paved roads, one formal school, and one hospital. In the ensuing years, they have made many improvements, largely with the help of imported labor from other countries, and they are currently in the process of a major human capital development campaign. Part of that campaign is an intensive effort to upgrade the skills of their school leaders and teachers. I have been conducting workshops and presentations on school leadership and parent and community involvement. This includes training policy makers from the Ministry of Education, who then train principals who will serve as master trainers. These master trainers will then be responsible to train people around the country in an effort to build local leadership capacity. In addition to the teacher training, I work with ministry-level officials to teach them everything from strategic planning to program evaluation and how to implement the various educational reforms.

I think it is important to note here that this job was not in my initial plan, but I believe that each of us has a unique place, position, and calling in this world, and we are charged to fulfill our call to action. After my mission in India, I was accepted to BYU in the public policy program with an emphasis in international development. While I was at BYU, I participated in the Arabic intensive program, completed an internship in Jerusalem, and completed the Arabic minor, because, unfortunately, BYU did not offer Middle Eastern studies at that time. I served as president of Students for International Development, and, to gain some work experience, I worked part-time at the Kennedy Center.



While working at the center, I realized my initial training in public policy had not provided the methodological training I needed, so after receiving a combined BA/MA in public policy,

I worked full-time at the center while pursuing an MS in sociology. Thereafter, I was accepted to the doctoral program at the Harvard Graduate School of Education. My dissertation research in India focused on individual and organizational networks and their impact on education outcomes in the context of decentralization.

My father is half Punjabi (from India) and half Iranian. My mother comes from another very exotic place called Idaho, and somehow their worlds coalesced around what is now BYU-Idaho. My grandfather, who was from Punjab, was born in a remote village with no nearby school. He was quite an inquisitive person, and my greatgrandfather used to brag to all the people in the village how he had an educated son—one of only two in the village who had six months of formal education. His passion and his dream right from the beginning was to establish a school in his village. He inspired that vision in my father, who likewise passed that on to me, which is partially where I get my passion for education and international development. When I was accepted to Harvard, my father said to me with tears in his eyes that I was fulfilling my grandfather's dream.

From a Latter-day Saint perspective, I know the world will experience terrible events, but I cannot use scriptures or prophecy as a call to inaction and think, "Woe is me, and woe is the world. I can't do anything about this because death and destruction is fated to be." Quite the contrary! I and all of us have an obligation to work in our individual communities and sphere of influence. There is a need to think about ways to fulfill the command given by Jesus Christ: go out and bless the lives of others around the world.

Here is my advice on how to accomplish this command:

- Follow your passion. Do some soul searching: think about who you are, what makes you happy, and what makes you want to go out and make a difference in the world.
- Look to your patriarchal blessing and individual revelation. This is not a one-time thing. Rather, it is a lifetime endeavor.

someone like you cares a whole lot, nothing is going to get better. It's not."

"Unless

- Don't be in a hurry; take your time.
- Do the things that are going to give you the experiences, the frames of reference, and ways of thinking to be someone who is really effective in your chosen field.
- On the other hand, don't stick around longer than is necessary. Sometimes you can get in a comfort zone that is pacifying.
- Do good work and take advantage of all the opportunities that come your way. Once you have done that, once you have done everything that you can do, trust that you are going to be given opportunities along the way that will make a difference. Have the faith to say. "Okay, I have done what I can."
- Be a generalized specialist. You have to make a commitment to an area you are good at, but you should not think only of that specialty. Broaden your abilities to be as useful as possible outside your specialty and actively work to build bridges with those working in other related fields.
- Be flexible and be forgiving of yourself. Especially as Latter-day Saints, we have a great sense of purpose and mission, a feeling that we are special and unique, which is absolutely true, but sometimes we can be too hard on ourselves. Sometimes we can be perfectionists, and we do not allow ourselves to make mistakes that we might learn from. There is a lot to be learned from failure. There is a lot to be learned from what happens in those small, or in some cases big, moments when we have not measured up to what we would like from ourselves or what others would like from us.

The Kennedy Center means a lot to me in a number of different ways. The center, the International Study Programs office, and the range of faculty that work with them have inspired me to go and do the things that I am involved in. I would like to say to you: go and do the things you are passionate about, be the people who are making the difference in organizations and institutions around the world, and dream big—do the things that you feel called to do. As Theodor Seuss Geisel (Dr. Seuss) wrote in his book the *Lorax*, "Unless someone like you cares a whole lot, nothing is going to get better. It's not."

Sourcing in the Global Market

Gabe Ohms

ollowing graduation from BYU, I was overheard speaking Chinese on a flight Beijing by a U.S. businessman who struck up a conversation with me about my language skill. At a later date, he offered me a job with his company. My language skills had inadvertently landed me a job with Dura Global Sourcing, an import sourcing company.

I quickly advanced up the ranks from Asian projects manager to China office general manager, vice president, and finally, president. Since I have taken over operations, the company has grown from a small company based out of Las Vegas with agents in Asia and a fledgling office in China, to a true multinational company with a large office in Shanghai, employees across China, two wholly owned manufacturing facilities in China, as well as regional-based U.S. sales representatives. Dura Global Sourcing has had a 150 percent growth in revenues in the past three years alone. I credit the great team of people I work with for this success.

The field of import sourcing (or trading, as it is traditionally known) is and will always be a viable way of doing business across national borders as long as diverse cultures and languages exist. I like to think of good import sourcing companies as well trained and educated tour guides in a foreign country. For example, people will have a better vacation if all the arrangements are taken care of ahead of time, as opposed to if they wing it with a pocket translator and their nose in a self-help travel book. When it comes to import sourcing in a foreign country, experience and service is well worth the price.

Some barriers to international sourcing have been alleviated by the widespread knowledge of market-based economic theory and by the increasing use of English as the primary lingua franca of the business world. However, many barriers still exist and middlemen, import sourcing companies, will always be the safest and most convenient way to bridge the gap between foreign companies and their customers.



Sourcing companies provide communication, negotiation, quality control, and logistical support. In other words, we try to make buying a product from a foreign company as effortless and as safe as buying from a domestic company.

The challenges an import sourcing company faces are cyclical depending upon the source. For example, a few decades ago, Japan was the low-cost, labor-intensive producer for a large majority of products imported into the U.S. As Japan became a developed country, low-cost, labor-intensive jobs moved to Taiwan and Korea. In the past fifteen years, those jobs have now migrated to China, Vietnam, Indonesia, the Philippines, and other developing countries around the world. China has emerged as the preeminent manufacturing center of the world, specifically for laborintensive, low-technology products.

Trends have shown that as countries have become more developed, there is less need for sourcing companies. In developed countries, manufacturers learn how to play the international game. Companies in developed countries are wealthier, therefore, they can afford to have larger marketing budgets and internationally savvy, well educated sales and marketing staff. In other words, they no longer need a bridge to get to their customer base in another country as they did before. As a result of this trend, import sourcing companies follow the migration and are more successful in lessdeveloped countries than in developed ones.

Other challenges import sourcing companies face are created by U.S. clients of trading companies who learn to play the international game by themselves. As clients increase in size and global reach, eventually they will set up shop in the source country to handle the transactions themselves and eliminate the need for a sourcing company.

BRIDGES



However, this is not 100 percent fail-safe. I have seen companies come to China, hire the wrong people, try to push their foreign business culture on their operation and their suppliers, and get burned again and again. Also, companies that own a buying office in the source country do not always get the best deals on products. For example, I currently have some billion dollar clients that have massive buying offices in China, and yet, I am their source for certain product lines. Why? Because relationships and connections have and may always play a major role in Chinese society. This is just one example for the necessity of import sourcing companies.

As with any other business, the key to success is to evolve to meet the needs of the dynamic world we live in. The survival of the fittest reigns supreme in import sourcing companies. Sourcing companies have tried to adapt and change to accommodate client needs by running services twenty-four hours a day. For example, as east coast people come online in the morning, China is just going offline. As the west coast goes down, China is coming back up. By running twenty-four-hour service, companies ensure that the needs of their international customers are being met.

Another way some companies are evolving is by placing quality control inspectors in the factories and on the production lines to ensure the quality that their clients request. Others work with factories to develop ultra fast lead times by controlling their supply chain more efficiently than their competitors. Some sourcing companies will take the plunge and become the source themselves in order to add more value. In other words, instead of being a traditional buy-low, sell-high broker, they evolve.

In 2000, I graduated from BYU with two majors: international relations and Chinese. I chose to graduate from the Kennedy Center instead of the Humanities College because I wanted people to see me as a person with broad international experience rather than just Chinese language. I also interned following graduation with the State of Utah China Trade Representative Office in Beijing, China. That experience was more government relations than business as we were trying to convince government officials on various levels to buy into the technology of "online government." Utah

l will never be a bean counter or a data-entry person.

son. had done well at implementing many government services online, and the

office in Beijing was trying to propagate that idea and perhaps work with some Utah companies in the process. In hindsight, I learned how to maneuver within the bureaucracy of the Chinese government. The way government works in China is quite the opposite of the comparative laissez faire government we have here in the U.S. There are many hurdles and red tape in doing almost any kind of business in China. It is imperative to understand which branch of the government makes the decisions that affect your business, and then make sure you follow their requirements closely and never do anything to be in opposition to them.

My goal was to do something international *with* China, but I never imagined I would be the president of a company. Some may think my career would better suit a graduate from the Marriott School of Business. When I pick up a newspaper, I can spend an hour in the international politics section, but after thirty seconds in the business section, I am bored out of my mind. Business to me is all about transactions. I will never be a bean counter or a data-entry person. I like the operational side of making deals and transacting business across cultures. It is always an adventure.

However, I think that is the beauty of an international relations degree: it is a little bit of everything international. Although I was not groomed to be the ideal businessman, I offer a fresh perspective and set of skills and viewpoints many international businessmen lack. When making transactions I take into account international economic factors, political issues, monetary policy, and cultural nuances-and all the classes I took at BYU have influenced my perspective on business. All the political science classes I took, and thought were a waste of time, have actually come full circle and are a boon to my understanding of the international political economy and its influence on my business.

Diplomatic Security

Jason Griffin



he Bureau of Diplomatic Security (DS) is the law enforcement and security arm of the U.S. Department of State. Our mission is to provide a safe and secure environment for the conduct of U.S. foreign policy, a mission that has grown increasingly difficult as terrorism against Americans has risen to unprecedented levels over the past several years. I have served as a special agent with DS for four years, and I have found it to be a challenging and rewarding career.

While certainly not as well known as the Federal Bureau of Investigation or the U.S. Secret Service, the Diplomatic Security Service (DSS) is the most widely represented law enforcement organization in the world. Nearly fifteen hundred DS special agents are assigned to field offices, various Joint Terrorism Task Forces throughout the U.S., and more than 265 diplomatic posts abroad. DS agents are specialists within the U.S. Foreign Service who protect American and foreign dignitaries, conduct criminal investigations, and manage overseas security programs at U.S. embassies and consulates.

DS provides around-the-clock protection for U.S. Secretary of State Condoleezza Rice in the U.S. and internationally. Special agents also protect other senior U.S. government officials as well as visiting foreign dignitaries, including members of royal families, former heads of state, and other prominent visitors such as the Dalai Lama.

Prepared to meet special security needs as they arise, DS agents provided protection and trained presidential protective services for President Hamid Karzai of Afghanistan and President Ellen Johnson-Sirleaf of Liberia. DS is the leading federal agency for U.S. security and planning coordination with host nation authorities during Olympic Games and other high profile international sports events. Every September, DS works with counterparts in local law enforcement in New York City to provide approximately forty protective details for foreign ministers and top officials of dozens of countries attending the UN General Assembly.

These special agents are federal law enforcement officers and trained criminal investigators. By partnering with local, state, federal, and foreign law enforcement authorities, DS investigates, apprehends, and prosecutes individuals suspected of crimes ranging from passport and visa fraud to human trafficking, espionage, and terrorism. As the attacks of 11 September 2001 have demonstrated, DS's responsibility to



investigate passport and visa fraud is a vital part of U.S. national security.

Another aspect is the Rewards for Justice program, a vital asset in the global war on terrorism. Since its inception, Rewards for Justice has paid in excess of seventy-two million dollars to more than fifty individuals who provided credible information leading to the location and capture of terrorists and other criminals. In 2006, DS helped resolve 126 international fugitive cases in forty-seven nations, returning fugitives from U.S. law back to the States for prosecution

Agents are responsible for protecting all State Department facilities worldwide and are dedicated to providing a secure living and working environment for its Foreign Service colleagues. Over four hundred DS agents assigned to Regional Security Offices manage the security programs of U.S. embassies and consulates. These agents live and work overseas, supervise local guard forces, and often have operational command of a detachment of U.S. Marines. The senior DS agent at the post is the ambassador's chief law enforcement and security advisor. When a crisis abroad jeopardizes the security of U.S. diplomats and their families, DS agents take action. In summer 2006, DS agents on the ground in Beirut, Damascus, Ankara, Tel Aviv, and Nicosia, planned and executed the evacuation of nearly 15,000 American citizens from Lebanon during the conflict between Israel and Hezbollah.

The Kennedy Center exposed me to the many public service opportunities available to an international studies graduate. As a matter of full disclosure, the publisher of *Bridges*, Jeffrey Ringer, was my U.S. foreign policy professor. I studied at both Brigham Young University and

... the Diplomatic Security Service (DSS) is the most widely represented law enforcement organization in the world.

the University of California—Los Angeles, receiving a BA in political science with an emphasis in international relations from UCLA.

Previous to my university education, I served a two-year mission for the Church in the Philippines. This experience solidified my interest in foreign affairs and helped me to gain

in-depth proficiency in a foreign language. I decided to join DS after serving as an officer in the Marine Corps for four years. Because of my experience as a student, missionary, and officer in the Marine Corps, I felt well prepared when I applied for the DS agent position.

DS agents have a wide range of responsibilities and opportunities that I have only touched upon in this article. The variety of assignments and the international scope of our mission enable our agents to become the most versatile in federal law enforcement. Many candidates for DS special agent positions have prior military or local law enforcement experience. However, it should be noted that DS, and the State Department as a whole, seeks to hire a diverse work force. Those who have an interest in national security and law enforcement, as well as a passion for international affairs should consider a career with the U.S. Department of State's Bureau of Diplomatic Security.

Special Agent Jason Griffin is assigned to Diplomatic Security's Washington Field Office. He recently returned from a two-year assignment to the U.S. Embassy in Ankara, Turkey. Visit http://www. diplomaticsecurity.state.gov to learn more about careers with the Bureau of Diplomatic Security.

Accessing Health Care



Starr Stratford

rowing up, my dad had a stable teaching job with state health benefits. And with my doctor/ uncle living next door, my family had few run-ins with illness that couldn't be attended to by heading next door when Uncle Kim's Jeep pulled up in the driveway.

When I was five, I went into his small for x-rays after breaking several bones in my right foot while jumping some stairs. I remember taking our family dog to the same x-ray machine when she broke her foot after underestimating the height of a cliff she jumped down.

Access to health care was never a big deal for me or our pets. It wasn't until years later, as I traveled with my family and witnessed poverty and poor health across several continents, that I was exposed to the privileged care I took for granted as a child. I realized that we have amazingly advanced technologies and health care here in the U.S. But it wasn't until years after my traveling experience, that I realized it wasn't my advantage as an American that provided my healthy life, but the fact that for me, and a fraction of the U.S. population, access to health care is relatively straightforward and an easily attainable commodity.

The uninsured make up 16 percent of our nation's population,¹ and or the millions of Americans who live without health care, it is a big deal. Walking through the complicated maze of our health care system is confusing at best, even for those who have insurance, speak English, and have the education to maneuver through the system. As health care costs continue to rise, as premiums continue to increase, and as small businesses find it increasingly difficult to provide employmentbased insurance for their employees, we are on the precipice of change.

I work for a health access program that on a very local level tries to fill the gaps in availability to the

low-income and uninsured, so my perspective on the system is certainly biased. I work with amazing health care providers who have sworn oaths to provide quality care and whose edicts include providing care regardless of ability to pay. But these generous providers can only see patients for free on a limited basis and only while they are compensating the free care with paid claims. With Medicare helping the aged, and Medicaid helping some of the poorest members of our communities, there are still many gaps in the system and many people who go without coverage. For some, the emergency room feels like the only option for care, and this is both costly and usually ineffective.

As the 2008 Presidential Campaign rolls on, the polling numbers continue to show that health care is a significant issue for many voters. This issue focuses primarily on one's ability to access health care, not on the quality of the health care. Both the state and the nation are looking for alternative systems and means of providing health care.

The Massachusetts Plan to require health insurance for all residents was an innovative way to tackle the problem on a statewide level. Hawaii and Maine have adopted plans that provide coverage on a near-universal level, and many other states are working on plans to cover more children and, in some cases, more adults.

On a national level, the State Children's Health Insurance Program (SCHIP) has been getting frequent media coverage, as it is up for reauthorization. SCHIP offers health care coverage (including dental and mental health) to children of low- to moderate-income-level families. Six million children in the nation receive these benefits; however, forty thousand children in Utah are uninsured, and across the nation uninsured children are numbered at 9.4 million.²

As an undergraduate, I studied anthropology. I loved studying about people and culture, and the new lens that came with

these discoveries allowed me to see the world in a whole new way. I felt that studying anthropology would give me the framework for understanding others, and that studying international development would give me the tools to undertake the "help" part of the equation. I envisioned rolling up my shirtsleeves and digging into the dirt of international relief and development with my shovel of cultural competency.

During my senior year at BYU, I completed a field study in Guatemala through the Kennedy Center and researched the affects of outside development agencies on the structure of local governance and on

building a new physical community. The more I watched, and the more I thought about lessons I learned from my sustainable development courses, the more I wondered about my actions, and how they were affecting those around me. I watched my idealism crumble into a pile of cynicism as I experienced the subtleties and sensitivities that had to be considered while working across cultures, especially in someone else's country telling "them" how "they" should improve "their" lives.

I realized that even as a mere field study student researching in an isolated town, I was affecting the lives of those around me. I had heard the horror stories of humanitarian aide: a village that got tractors they couldn't maintain; a rural community's egalitarian social structure being disrupted by an unsuspecting, well intended outsider building greenhouses in one neighborhood and not another; the dam that saved one destitute village but destroyed the downstream neighbors... and the stories went on.

Armed with my cultural competency training, anthropological background, and good intentions, I naively assumed I was ready to repair the world. During my field study, I began to wonder if the nature of my "fixing" the world's problems wasn't itself perpetuating the problem of ethnocentrism. Where do the boundaries lie? How do we know who we are obligated by history to help, and who we are obliged to allow to create a better future for themselves? I backed off, but I still wanted to "help," so I started to look for opportunities a little closer to home, where I could avoid the moral dilemma associated with the guilt I felt to do something, balanced against the fear that I was really only helping myself.

As health care costs continue to rise, as premiums continue to increase. and as small businesses find it increasingly difficult to provide employmentbased insurance for their employees, we are on the precipice of change.

I spent a year in AmeriCorps, a national service program referred to as a domestic version of the Peace Corps. I worked with a housing agency, volunteered with a youth program, and worked a a health clinic for homeless youth. I decided to return to school and study public administration, a field where I knew I could get the skills necessary to work at home but still keep in mind the opportunities and adventures abroad. With a dual emphasis in nonprofit management and international affairs, I hoped to ready myself for a job with some adventure, where I felt like I was doing the world some good. Eventually, I hoped to reconcile my moral dilemma.

I didn't plan on working in health care. As I look back, I can see that I didn't plan much at all. Many people claim to have "fallen" into their profession—I used to imagine the fall as one event or decison. What I have learned along the way is that there are few accidental events or encounters that define our lives—no single decisions that turn our world but many decisions, actions, and events that slowly shape our future.

For now, my current job with Community Health Connect in Utah County, Utah, allows me to contribute to a good cause and exposes me to individuals from a variety of cultural backgrounds. One day I feel incremental decisions will lead me to a more international setting.

One thing is certain, our health care problems are complicated, and there is no simple solution. As one of the wealthiest nations in the world, there have to be ways we can protect the most vulnerable among us. There are policy groups on both sides across the country that are working on ways to improve the system. It may never be as easy for some as it was for me to walk next door to see Uncle Kim, but reducing the barriers associated with health care costs will at least increase accessibility to the doctor or the dentist, and reserve the emergency room for only when appropriate.

NOTES

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Management Education in Switzerland

Allen Morrison

n Switzerland, the state dominates higher education. Most Swiss students graduating from high school stay in Switzerland to further their university training. Generally, Swiss universities have either free or very low tuition rates for Swiss nationals. It is quite rare to hear of students continuing their studies in France or Germany.

As a professor at the International Institute for Management Development (IMD) in Lausanne on Lake Geneva in Switzerland, I have had the opportunity to interact with and teach students from various backgrounds. IMD is a private, nonprofit institute with fifty-two full-time professors from thirty-one countries and is consistently ranked either number one or two in the world for our executive programs.

In 2007, the *Wall Street Journal* ranked IMD the number two MBA program worldwide. While IMD's MBA program consistently ranks in the top ten in the world, our real focus is on executives. (Over 90 percent of our revenue comes from executive programs.)

A major difference between IMD and other business schools is we do not have a tenure system. To my knowledge, we are the only top-ten school without tenure. Most of our faculty gladly gave up tenure and, in some cases, academic chairs to teach at IMD. (Of course our faculty also have the reputation of being well compensated for their work.) We have a very performance-oriented culture—no one is resting on their laurels. As a result, IMD is a place filled with hustle, vibrancy, and cuttingedge, real-world thinking.

We place high emphasis on a multidimensional view of business and life-enhancing learning experiences. IMD is a modern and high-tech establishment. Many of our programs rely on case studies, video, and the like. Our Executive MBA program includes a large amount of Internet-based assignment work and virtual teamwork. Every year, over eight thousand executives from every country in the world come to IMD's Lausanne campus for a wide array of programs, including company-specific programs and open programs.

IMD is a unique campus in that the student body represents over ninety-eight nationalities. I am currently running an executive program with participants from the following countries: Germany, France, Switzerland, Japan, Italy, Netherlands, UK, Brazil, Philippines, Australia, Russia, Denmark, Spain, U.S., Argentina, etc.

Our students are perhaps the most international-minded and experienced student group you could find anywhere in the world. It would not be much of an exaggeration to say that 100 percent of our students speak at least one foreign language. Everyone who attends has lived and worked internationally for all or part of their careers. International experience is an essential prerequisite for studying at IMD and a lack of international experience will prevent you from being accepted into the MBA program. The invariable exceptions are the Americans who attend our programs. Generally, they are the least international-minded of our participants. I think that one of the reasons IMD appeals to Americans is the international mix





of IMD's participants and faculty. Americans want the decidedly non-American experience that IMD has to offer.

As a faculty member, I also benefit from the diverse student body that is drawn to IMD. In a typical year, I will work with about five hundred different executives from a wide range of companies. Much of this work is customized for teams of managers from the same company. These companies might include E&Y, Akzo Nobel, or Toshiba. Each has its unique set of issues and challenges, but they also share some common concerns. A chief concern is how to globalize what are often very country-centric subsidiaries. Another concern is how to strengthen and deepen their management bench-strength. In most companies, there are too many who are comfortable following and not enough who are comfortable-and competent-leading. Leading in a global world is very challenging.

This requires being out "there" constantly pulsing global markets and clients and interfacing with employees around the world. And it isn't just the wear and tear of travel that is required. There is intellectually tough work to stay on top of the often conflicting tensions and complexity inherent in global business. As a result, many would be more comfortable staying at home and not stretching themselves.

One of the things I like best about my job is the ability to transfer what I learn working with companies back into the classroom. I interview senior executives and am constantly working on materials for different programs. Right now I am writing up three different case studies that I will use in the classroom. They involve reallife situations—some tell inspiring stories, others talk of mismanagement and poor decision making. All play critical roles in advancing the practice of management.

My interest in international business was heavily influenced by my mission in Paris, France, for the Church.

In most companies, there are too many who are comfortable following and not enough who are comfortable—and competent leading.

The time I spent in France gave me the international bug, and it has never left. After my mission, I earned an undergraduate degree in international relations from BYU. My studies at BYU were an incredible experience, and I had the most

wonderful professors. After my time at BYU, I went on to complete my MBA in Canada, and then earned a PhD in international business from the University of South Carolina (arguably the top PhD program in international business in the country). I can safely say that I have been well trained in international business issues.

After my PhD, I joined the Ivey Business School in Canada, the oldest business school in Canada with a top reputation. After three years, I moved to Arizona where I was promoted to first associate professor and then full professor of international management. I was also the head of the International Management Department. After six years in Arizona, I returned to the Ivey Business School, where I was a full professor and head of the Bombardier Chair of Global Management. I also served as associate dean of Executive Development.

During my six years in Canada, I was enticed to come to Switzerland to join IMD. My family and I have been here for three and a half years. Living in Switzerland has been a great experience for me and my family.

While formal education is one thing, it is quite another to stay abreast of what is happening in the world today. Much of what I learned twenty years ago in my PhD is now old news. You have to keep learning and embracing new ideas, new ways of thinking. Formal education is the easy part.

U.S. Foreign Service and Development Assistance



Jay Rollins

s an auditor of U.S. foreign assistance for nearly two decades, I have seen some dramatic changes take place—particularly during the last few years. I am currently managing an office of eight auditors and two investigators based in Baghdad covering U.S. Agency for International Development (which forms one of the more appropriate and memorable acronyms in the federal government—USAID, or simply AID) reconstruction efforts in this war-torn country. As this is an unaccompanied post, my family has remained in the U.S.

After several years of administering large contracts to help rebuild and modernize Iraq's infrastructure, USAID has now shifted toward programs to build the capacity of Iraqi national, provincial, and local governments to enable them to provide essential services to their citizens. Such programs are designed to help stabilize communities by providing enhanced security, employment, education, and economic opportunities.

A new tool that USAID has been using to better reach communities throughout Iraq is called the Provincial Reconstruction Team (PRT). PRTs are a joint civil and military effort, and they are the primary interface between the U.S. government and provincial Iraqi governments. There are currently about two dozen PRTs located in cities such as Basrah, Mosul, Irbil, Falluja, Kirkuk, and Najaf. About half of the PRTs are embedded with U.S. military troops in Forward Operating Bases (FOBs). Coalition partners and other countries also participate on the PRTs. In fact, three PRTs are led by the UK, Italy, and South Korea.

My career began in the Office of Inspector General for USAID. USAID's history goes back to the Marshall Plan which was put in place to help reconstruct parts of Europe after World War II. In 1961, the Foreign Assistance Act was signed into law and USAID was officially created by executive order. Since that time, USAID has been the principal U.S. agency to extend assistance to countries recovering from disaster, trying to escape poverty, and engaging in democratic reforms.

My first assignment with USAID was based in Cairo, Egypt, where I spent eight of the next ten years auditing the agency's programs and operations in Egypt, as well as other countries in the Middle East. The majority of my time was spent in Egypt since that's where a large portion of U.S. foreign assistance was directed. Based on the 1978 Camp David Accords and the Israel/Egypt Peace Treaty signed the following year, Egypt received nearly one billion dollars of U.S. nonmilitary aid on an annual basis. During the 1980s, only Israel received more foreign aid from the U.S.-but Israel's aid was a cash transfer whereas Egypt's was programmed, administered, and audited by USAID. At that time, USAID was principally funding agricultural, educational, economic, and local government programs, as well as some large water/wastewater infrastructure projects and a commodity import program.

Nancy, my wife, and our five children under the age of nine, accompanied me to Cairo. While in Egypt, two more children were born giving me the honorific Arabic title of Abu Saba'a (Father of Seven). Our children attended Cairo American College, a K–12 international school near our home in Ma'adi—a suburb of Cairo. We enjoyed attending the Latter-day Saint Cairo Branch which fluctuated between fifty and one hundred mostly expatriate members, who met in a rented villa on Fridays—the Muslim holy day. While in Egypt, we also made trips to BYU's Jerusalem Center a number of times.

After Egypt, I spent a few years at USAID headquarters in Washington, D.C., until being

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assigned to Pretoria, South Africa, as Regional Inspector General. During our stay in South Africa, our family continued to shrink in size as the older children went to college and got married.

For the next four years, I managed an office that provided audit and investigation services

for USAID programs in more than twenty countries in southern and eastern Africa. The main area of focus in that region was health including prevention and treatment programs for HIV/AIDS, malaria, and tuberculosis. We spent a lot of time and resources auditing components of President Bush's five-year, fifteen billion dollar Emergency Plan for AIDS Relief announced during his State of the Union address in 2003. We also audited reconstruction projects following massive floods in Mozambique and Madagascar, as well as humanitarian assistance efforts in Angola and Sudan following the end of long-standing civil wars in those countries. Following another stint in Washington, D.C., I volunteered to serve my current one-year assignment in Iraq.

Getting Foreign Service officers to work outside of major capital cities is an important component of the State Department's new transformational diplomacy, designed to help build and sustain democratic and well governed states that respond to the needs of their people and conduct themselves responsibly in the international community. As part of that effort, development has joined diplomacy and defense as the three "Ds" or principal elements of U.S. foreign policy.

As stated by Secretary Condoleezza Rice in January 2006, "The resources we commit must empower developing countries to strengthen security, to consolidate democracy, to increase trade and investment, and to improve the lives of their people. America's foreign assistance must promote responsible sovereignty, not permanent dependency." I am

Foreign Service officers to work outside of major capital cities is an important component of the State Department's new transformational diplomacy....

Getting

proud to have contributed a small part toward the accomplishment of that worthy goal.

My interest in countries beyond America's borders began with a call to be a missionary in Central America in the mid-1970s. It was my first time to be outside of the U.S., and I enjoyed learning a new language as well as experiencing new cultures. This led

to a post-mission BA in international relations with a minor in Spanish from BYU. Unfortunately, the David M. Kennedy Center for International Studies had not yet been established. However, I did participate in BYU's Washington Seminar program which allowed me to work and study in Washington, D.C., for a semester. My faculty advisor was Dr. Stan Taylor, and I also remember getting a lot of advice and encouragement from Dr. Ray Hillam, both of whom are former Kennedy Center directors.

Although I missed out on the full Kennedy Center experience, the center adopted me upon its opening in 1983, and I have managed to keep in touch with the center throughout my professional career. Through the years the Kennedy Center has provided me with transcripts of many of its interesting presentations and forum discussions. My family was featured in one of the center's publications on U.S. expatriates living abroad, for which we received a complimentary set of the early *CultureGrams*.

After receiving an MBA from BYU, I became an auditor in the Office of Inspector General for USAID. And so began my two decades with the U.S. Foreign Service.

Operating and Organizational Excellence Allen Todd Wilkes



n 2004, my family and I returned to Utah, when I became Barrick Gold Corporation's regional manager for Continuous Improvement. Barrick is the world's largest gold producer with twenty-seven mines in North and South America, Africa, Australia, and Asia. Barrick's goal is to become the "best gold mining company" in the world through a focus on its core values, responsible mining, and continuous improvement.

While Barrick is a global corporation, my role in North America is focused on our seven Nevada gold operations, two Canadian mines, and developments in the Dominican Republic. I led a network of mining professionals dedicated to making our mines safer, and making employees jobs easier, more efficient and enjoyable. Our team helps employees "put their ideas to work." We work to implement improvements effectively, value the gains in financial, safety, or environmental terms, and then recognize/reward the people that have done the work—we then put that idea to work at the next mine.

Operating and organizational excellence are growing trends in industrial corporations like Barrick Gold. Most of the world's mining and petroleum corporations have implemented programs to drive improvements, engage their employees, and maintain their cost and strategic advantages. Many of these corporations employ combination approaches under the banner of "continuous improvement"—at Barrick, this translates to anything that can be done to make our mining operations safer and more efficient.

This work is based on both "top down" and "employee engagement" approaches as the source of improvement ideas and management initiatives can come from all sides. Barrick's approach is a combination of employee-focused efforts that include a "Lean Manufacturing" improvement approach founded in the rebuilding of Japan after WWII, brought back to the U.S. in theory through Peter Drucker's work and as applied in practice by manufacturers such as Toyota Motors. In summary, the LEAN approach focuses on:

 eliminating wasted activities and materials not valued by our customers
building by following and sustaining our production and quality standards
using a more visual approach in our communications with employees and management

4. organizing our workplaces for efficient and safe motion and use of equipment5. managing the value created in our operations, targeting improvement opportunities

6. planning our work first, reviewing it often, and doing it right the first time

An improvement methodology, Six Sigma, uses statistical measures and other information to find the source of problems and solve those recurring problems in order to remove defects or mistakes from the work that we do. This approach was used extensively by companies such as Motorola (to not produce defective cell phones), General Electric (to not produce faulty airplane engines), and BHP Billiton (to increase the amount of copper they extract from each truck load of mined material). This structured approach to improvement work focuses on:

 basing our business decisions on information, not hunches or egos
solving problems in a structured way using methods that have been proven to be efficient and effective



3. leading project work effectively through a process of a) *defining* problems, b) *measuring* results, c) quality *analysis* to choose the best course of action, d) *improving* the process and results, and e) putting *controls* in place to keep the process stable and to maintain the improved results.

My father's thirty-year career with the Department of the Interior, Bureau of Land Management, meant that we moved many times in my youth: east, west, and plenty in-between. He retired from the U.S. Government and took three successive consulting positions providing agricultural and livestock industry expertise to the African nations of Mali, Mauritania, and Somalia. My parents were in Africa for the next nine years, including most of my junior high, high school, and mission years. With all those moves, I found ways to adapt and enjoy where I was living. Mali, in particular, was a favorite place for me, as I enjoyed the people very much and had many adventures fishing on the Niger river and exploring cities like Bamako, Mopti, Bandiagara, and Timbuktu, home to the many ancient and colorful cultures of Mali. A mission call to Argentina brought an opportunity to learn Spanish and share the gospel with the people of Buenos Aires. These cultural experiences built an interest in an international career in business and nonprofit organizations.

Studying international relations at the Kennedy Center provided the foundation in the subjects that interest me the most, namely languages, political economy, and development economics. That, combined with a degree from BYU's globally recognized accounting program, has proven to be an excellent combination in meeting my career goals and personal interests.

A year following graduation, I accepted a job offer from Broken Hill Proprietary Corporation (BHP), a multinational based in Melbourne, Australia, one of the largest iron, coal, copper, and diamond producers in the world. I completed a four-year assignment at the New Mexico Coal Operations on the Navajo Reservation and another four-year assignment at the San Francisco Minerals Headquarters, followed by a position as finance manager for their Brazilian

Organizational excellence and other improvement efforts must incorporate a skill set in technical and strategic solutions as well as cultural understanding.

operations. I was responsible for financial operations during BHP's Brazilian expansion into iron ore mining, petroleum exploration, and power generation. This role required a great appreciation for and understanding of Brazilian business operations and Rio de Janeiro's Carioca culture. With a background in French and Spanish, the transition

to Portuguese was relatively easy. My previous mission to Argentina, an appreciation for South American cultures, and a love for the Brazilian people, established by serving as the bishop of a local ward, made that expatriate assignment a career and family success.

While I am currently living closer to family, friends, and BYU, I have found other ways to pursue international interests. In 2004, I joined the Mali Rising Foundation's Board of Directors. This foundation was organized in Utah with the purpose of empowering the youth of Mali through education and health initiatives.

The foundation has partnered with several villages in rural Mali to build small schools for their middle-school-age children. Eighty percent of the building costs come from donations. A process to put the schools in place without the problems that slow or stop many other initiatives in rural Africa has helped to complete four schools for around \$35,000 each.

Organizational excellence and other improvement efforts must incorporate a skill set in technical and strategic solutions as well as cultural understanding. This skill set may begin through studying languages, cultures, economics, political science, anthropology, and history, but the opportunities for application may come through one's career or while finding other ways to make that international connection.

A short KSL news feature on the Tentou School opening from 23 July may be found online at http:// www.ksl.com/index.php?nid=148&sid=360445. To learn more about The Mali Rising Foundation, see the web site at http://www.malirisingfoundation.org.

AT THE CENTER

International Goes High Profile with President's Leadership Council

Cory W. Leonard



n 1962, President Ernest L. Wilkinson framed a new university slogan for a sign that was eventually posted at the campus entrance, "The World is Our Campus"—a phrase well known to students and alumni.

The first-ever brochure published by the Kennedy Center in 1983 prominently displayed this familiar campus phrase, and on 17 October 2007, the center provided a renewed interpretation of the phrase through a high-definition film presentation called *BYU International Stories*, as part of the International Vice President's office presentation to the President's Leadership Council (PLC). The first such opportunity for the Kennedy Center, and the first PLC event held in the newly dedicated Gordon B. Hinckley Alumni and Visitors Center.

Formed in 2000, the PLC consists of a select group of 120 of BYU's most committed supporters who have been asked to evaluate university programs, assist with fund-raising, and give counsel. Twice each year they hold meetings on campus and receive updates from key parts of campus.

So how do you present the story of a university whose history includes the rise

from a strong regional college to a global university with 72 percent of its student body speaking a foreign language, with international-focused research in almost every college and department, and with one of the largest international study offerings in the country?

During the past five years, the center has sponsored eight documentary films in the *Beyond the Border* series, partnering with Combat Films & Research. As a result of these experiences, we opted to reconnect with Dodge Billingsley, producer and director, to craft a visually engaging film that would be shot on location from Paraguay to the Scottish Parliament and from the London Centre at Kensington Park to the U.S. Consulate at the Nogales border.

Our global connections—as a center and a university, including many colleges—received the spotlight using filmed and live segments of current and former students, faculty and program successes, as well as behind-the-scenes perspectives on select international programs, such as the ambassador's lectures and International Study Programs' employment resource services program. The forty-five-minute slot opened with Sandra Rogers, BYU's international vice president, who welcomed the PLC and spoke of BYU's broad and deep international involvements on campus and spanning the globe. Included were the Center for Law and Religious Liberty (started with Kennedy Center funding), the Marriott School's Global Management Center, scores of language course offerings through the College of Humanities, new initiatives in the College of Engineering, research and activities in the College of Nursing, and more.

Jeff Ringer, Kennedy Center director, described the center's priorities and achievements, as well as introduced the live segments with Miles Hansen (international relations major), who recounted his international internship in Kyrgyzstan with the International Trade Center, and Maybelline Smithee (Latin American studies major), who recalled attending a luncheon with the Panamanian ambassador to the U.S. that turned into a summer working with UNICEF in Central America.

John Dinkelman (principal officer, U.S. Consulate, Nogales, Sonora, Mexico), Amini Kajunju (CEO, The Workplace for Business Opportunities,





New York), and Bill Perry (legal counsel, Perry Homes, Salt Lake City), were just three of a number of alums interviewed on location from around the world. They spoke about how their Kennedy Center education prepared them to serve and take advantage of professional opportunities.

However, the key interview featured Elder Jeffrey R. Holland, former president of BYU and spokesperson at the Kennedy Center dedication, November 1983.

The PLC's response was warm and heartfelt. As a result, plans are being made to edit and repackage the film for broadcast on BYU Television in 2008. Also, in November 2008, the center will mark its twenty-fifth anniversarywatch for more stories, events, and activities to highlight progress, engage alumni, and create new opportunities for our students. 🗺



AT BRIGHAM YOUNG UNIVERSITY our global vision has always been tied to our spiritual perspective. The Gospel is first and foremost part of who we are—and as Elder Neal A. Maxwell noted, "... our citizenship is in the Kingdom and [our] professional passport takes [us] abroad into

[our] specialty. It is not the other way around." This approach makes us increasingly unique in higher education.

> —Sandra Rogers, introducing **BYU** International Stories



WHEN I FIRST ARRIVED ON CAMPUS as a new president . . ., I declared publicly that we couldn't do everything here, that which we chose to do we intended to do superbly well. Because of natural strength and unique need, we have chosen to make international activity and expertise one

of our pinnacles of excellence. Perhaps no other university in the world has on its campus the undergraduate, graduate, and faculty experience in the international arena that BYU has.

> —Elder Jeffrey R. Holland, Kennedy Center inauguration, 17 November 1983

Working in the Intelligence Community

Ahmed I. Qureshi



he phrase "Homeland Security Industrial Complex" (HSIC) has come to represent the massive, overarching industry that has sprung up since 9/11 to protect the United States of America. This includes the Intelligence Community (IC) and various other organizations that support one another in the homeland security mission. The center of gravity for this industry is the Washington, D.C. area, where thousands of private-sector companies compete for federal government contracts that are awarded each year to support the various organizations that make up the HSIC.

Within the IC there has been a massive effort to hire thousands of people to fill the critical jobs needed to keep our country safe. It is estimated that 60 percent of the current IC work force has been working in this segment of the HSIC for less than five years. While this poses a short-term challenge to the community, it spells out tremendous opportunity for those looking for employment. With the Department of Homeland Security (DHS) and other organizations within the HSIC it is no different. Recently it has been reported that 20 percent of the top-tier jobs in DHS remain unfilled due to a lack of qualified candidates.

This lack of qualified people to fill the United States Government (USG) positions has led to a massive increase in the use of private-sector contractors who seek out the experienced, and often those with little experience, to respond to requests from the USG to fill the vacancies.

There is not only a renewed effort to hire new people but an increased effort to spend resources

to train the new hires in the next generation skills needed to be successful in protecting the country. Those who come with already needed skills and tools from schools such as the Kennedy Center are sought after. People who have a background in Islamic studies, Middle Eastern studies, or Asian studies, and language ability in Arabic, Chinese, Farsi, etc. are particularly sought after.

One trend that has been strong for awhile and may now be changing is the use of contractors. From a policy point of view, the current administration has favored using private-sector contractors over the past few years, but that trend may now be adjusting toward using more permanent government employees. In the past, agency employees and others working for the USG could make more money as a contractor than they could in the same job as a government employee. With the appointment of General Michael V. Hayden to head the CIA, he has stated that CIA employees have to wait eighteen months before contracting back to the agency.

The extra scrutiny recently faced by Blackwater USA, a large private security contractor, may also be a harbinger of things to come that the contractors' world is drying up to some degree and more emphasis will be placed on the career USG jobs in a specific agency. It is my opinion that no matter how hard the USG tries to fill all of it's available jobs, there will remain a strong private-sector contractor niche to support the USG.

In the 9/11 commission report, the commission stated that the USG must look to the private sector to solve many of the security challenges that face our country. The innovation and ability to turn things around



in a timely fashion is a challenge that is difficult to overcome in the USG but easier to achieve in the private sector. Thus, this led to the private-sector boom of many HSIC-focused security and technology companies. As you drive up and down the Dulles corridor area of Virginia one can only look to their right and to their left to see the many private-sector companies that have sprung up to answer this call.

As job seekers move into today's work force, they are coming into a world that is full of opportunities in both the private and public sector. In particular, those such as Kennedy Center alumni are positioned well to add value to organizations across all sectors of the marketplace by applying their much needed skill set of understanding languages, cultures, religions, geography, etc. In today's ever increasing global-interconnected, Internet-based world, the need to understand theses cultural concepts is key to building winning teams and organizations that can achieve the missions and objectives of the organizations they seek to enhance.

For many decades, our educational institutions have not produced enough people who have an understanding of the key languages, cultures, and religions needed to fill the jobs that are fueling the post 9/11 jobs in the ever-growing HSIC industry. My studies at BYU and specifically the Middle East studies and Arabic, have been crucial to every step of my career and have opened many doors for me in both my military and my private-sector careers.

In the military, serving as an intelligence officer, my Kennedy Center training was crucial to the assignments I was given serving in various operations related to the global war on terrorism. In particular, the training in languages and area studies was most helpful. In the private sector, I was specifically told after graduating from

As job seekers move into today's work force, they are coming into a world that is full of opportunities in both the private and public sector.

MBA school that it was my ability to work with locals and understand the language that landed me the job to start up and run Papa John's International Middle East operations. This job gave me tremendous business experience in a global setting that led to a position as VP of Global

Business Development for a financial analytics training company. And that position allowed me to go beyond the Middle East and conduct business operations all over the world.

In 2004, I combined all of my experience into co-founding Harbinger Technologies Group, an HSIC firm focused on training military and law enforcement in cultural "soft skills" to assist them with their assignments dealing with homeland security and global war on terrorism operations. In addition, we developed software search solutions based on cultural and linguistic principles to enhance identity resolution and search technology for both USG and privatesector organizations. Each career step built on each other, but the foundation was the area studies core obtained through the Kennedy Center's area studies program.

For those seeking employment in the HSIC, the prospects look good. Patience in dealing with the lengthy background checks and investigations necessary to gain USG security clearance is needed but opportunities abound. For those who already have government security clearances this should significantly reduce the time to obtain a position in both public- and private-sector organizations that support the HSIC. In the end, the HSIC is a sixty billion plus global industry that is here to stay for the foreseeable future.

For more career information, please see http:// www.intelligence.gov.



Student Delegation Wins at National Model UN

For the third consecutive year, BYU's Model United Nations program won two top honors, this time representing Syria and India at the recent National MUN conference. They returned the New York competition as the most decorated in its more than twenty-five-year history. Both delegations won the highest designation, "Outstanding Delegation," an award given to just ten of the 193 competing delegations. Both delegations also won policy-writing awards.

"This has been an extraordinary experience to study and learn about diplomacy firsthand," said Dylan Roberts, a Model UN teaching assistant and public relations major who competed in New York on Syria's General Assembly 4th Committee. "The greatest recognition came from the comments of other students who appreciated working with BYU students throughout the week."

This year BYU Model UN alumni served on the conference staff. Drew Ludlow, Sarah Kemney, and Jana Kopienig helped run three different committees focusing on the Yugoslav Tribunal, narcotic drugs, and disarmament.

For the first time the NMUN conference allowed each committee to select students for specific commendation. As a result of peer voting, six BYU students received individual committee honors, including Middoni Ramos and Samuel Weeks (India—CCPJ), Carl Britton and Maybelline Smithee (India—ECOSOC) and Zachary Davis and Marcilyn Mann (India—IHP).





Campus Connections across the World.

Thanks to an ever-widening BYU alumni presence abroad, the Kennedy Center is establishing international internships through this expanding global network. Take a look at a sampling of the current locations and ask...

Asia



Hualien, Taiwan Teaching English at National Hualien University of Education



Yangtze River, China Cruise ship hosting and translating for Regal China Cruises



Guangdong, China Marketing high-end furniture design and production at Mondoro Company Limited



Africa

Nanjing, China Studying and interning through Nanjing University

Maputo,

Mozambique

Educating university

disciplines at ADPP/

One World University

Promoting health,

development with

Ouelessebougou Alliance

education, and

Ouelessebougou, Mali

students in various



Tokyo, Japan Assisting at Deutsche Bank



Bishkek, Kyrgyzstan Researching Central Asian developing markets for the International Trade Center/UN

Latin America



Santa Cruz, Bolivia Promoting health literacy with Ascend Alliance and ProLiteracy Worldwide



Chimaltenango, Guatemala Teaching square foot gardening with SHARE/ ADADP through HELP International



La Paz, Bolivia Promoting female and infant health and education at ProMujer

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Europe



Edinburgh, Scotland Researching policy for various political parties at the Scottish Parliament





Schwäbisch Hall, Germany Studying and interning through Goethe-Institut

Brussels, Belgium Researching policy for various political parties at the European **Union Parliament**



Coleraine, Northern Ireland Conducting biomedical research at the University of Ulster



Marseilles, France Serving patients for Les Petits Frères de Pauvres

Riga, Latvia

for DELNA/

Transparency

Researching policy

"Does my company or organization have internship placement opportunities for BYU students?"

Please e-mail your proposal to Aaron Rose, international coordinator, aaron rose@byu.edu.



London, England Researching policy for various political parties at the Parliament of the UK



Geneva, Switzerland Interning for the Worldwide Organization for Women and other **UN** agencies



International



Siena, Italy Serving patients for the Italian Confederation of the Misericordia

Moscow, Russia Editing and translating at Moscow Times

Colonia Juarez, Mexico Student teaching at Academia Juarez



Cabarete, Dominican Republic Assisting in teaching life skills to children at Guzmán Ariza Campamento

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Music, Medicine, and Mampong

Ben Wilson

Road leading out of the village of Penteng, where we often visited to observe and learn from the traditional healer Nana Gyasi.

AN TRANSPORT AND INCOMENTS AND

don't know what came over me in late 2003, but I suddenly had a strong urge to have an international experience, particularly in Africa. After a few clicks of the mouse on BYU's International Study Programs web site, I discovered a medical anthropology field study program to Ghana, West Africa. Though I knew almost nothing about anthropology, and an old desire to go into medicine had long since been abandoned, I knew the Ghana field study was exactly what I wanted to do.

Soon I learned that our group would spend about three months in the town of Mampong, visiting both hospitals and traditional healers. Within that context, I decided to focus my research project on one of my loves—music. After a semester of background research, I was excited to head to Mampong and explore the role of drumming in traditional healing ceremonies.

One of the first things I noticed about the Ghanaian people was how happy, friendly, and giving they were. I remember first meeting the family of the healer in the village of Nyinampong. They were not financially well-off, but without hesitation they greeted us with smiles and invited us into their home and offered us food. Their kindness was quite a contrast to the more apathetic Western culture I had grown up in.

Ghanaian culture also came with a few quirks. Once, as I was waiting at a *trotro* (bus) station, a man came up and asked if he could have one of the cookies I was holding. After I handed one to him, a nearby woman gasped and looked at me in disgust. "What in the world did I do?" I thought. Only then did I remember the important fact about Ghanaian culture that it is inappropriate to give with the left hand. Because I wasn't in tune with the culture, an act I thought was kind ended up being insulting.

One doctor I met, Dr. Jectey, *was* in tune with Ghanaian culture, and, as a result, he was a very effective physician. He understood well the financial circumstances, religious beliefs, and other aspects of life in Ghana (like not giving a prescription with his left hand), so his patients loved and trusted him. I learned from Dr. Jectey the importance of valuing the unique cultural and personal characteristics of the people with whom I do and will work.

My experiences in Ghana affected me personally in a way beyond what I had expected. After weeks of walking dirt roads, visiting hospitals, shopping in markets, and visiting traditional healers, I came to love the Ghanaian people—their genuine friendliness, their love for life, their deep gratitude. Ghana felt like home.

BRIDGES



Our field study group (from the left: Tyler, Eric, Jake, Kevin, and me) with our guide, Albert, at Mole National Park. Three of us from this group are going into medicine.



Trotro stations often have various vendors selling fruit, bread, and snacks. Riding for hours on a trotro on a hot day with a herd of goats on the roof ended up being a really bad idea. (You can imagine why!)



Yam sellers at the market in Mampong. On market day, venders from all the villages near Mampong come together to buy and sell their goods.

I not only developed tolerance for cultural differences, but I came to love the diversity.

Ghana also had a big impact on me academically. By the end of the field study, I had made valuable observations on the drumming used in traditional healing ceremonies. I was excited to have discovered something that no one else in the world knew. And I actually enjoyed writing my findings in a research paper. Since I wanted to share what I had learned, I submitted my research for publication. Much to my surprise, my work was accepted and published in the *Pacific Review of Ethnomusicology* in late 2005.

I'm not sure whether it was the hours in the Mampong hospital children's ward or the good conversations I had with my pre-med colleagues, but after being in Ghana, my interest in a medical career re-surfaced. In the few short years following Ghana, I jammed in all my pre-med coursework and MCAT preparation. Before I knew it, I was applying for medical school.

It's fairly well known that pre-meds are some of the most insanely competitive people in existence. Getting into medical school nowadays requires so much more than a high GPA and a good MCAT score. Although initially going to Ghana had almost nothing to do with going to medical school, my Ghana field study ended up being the key to my getting accepted into a quality medical school. I had done original research and published it—not a very typical accomplishment for an undergraduate student. I had also gained an extra-cultural awareness that is imperative for success as a physician in our increasingly diverse country. One of my medical school interviewers told me that after reading my research paper, he wasn't sure if I was Caucasian. He felt I had shown my ability to step outside my own culture.

I consider my experiences in Ghana the most significant of my undergraduate education. My decision to go to Ghana was an impulse that helped me develop personally and led me to pursue a career in medicine. Ironically, Ghana was also the key that opened the door to medical school.

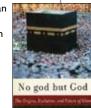
I enjoy reminiscing about Ghana with the good friends I made within my field study group, and I look forward to contact with them as our lives progress. Three of those friends are also pursuing careers in medicine, one of whom I joined at the University of Utah School of Medicine this fall. I will always be grateful to BYU International Study Programs for providing experiences that have led me to such extraordinary opportunities as I begin medical school at the University of Utah.

xpand Your Work

Fall Book of the Semester focuses on Islam

In his first book, No god but God: The Origins, Evolution, and Future of Islam, Reza Aslan stated, "The principal lesson to be learned from the failure of Europe's 'civilizing mission' is that democracy, it if is to be

viable and enduring, can never be imported. It must be nurtured from within, founded upon familiar ideologies, and presented in a language that is both comprehensible and appealing to the indigenous population."



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Aslan, who was born in Iran and raised and educated in the U.S., spoke to a campus audience on the topic of

"Revolution, Reformation, and Regime Change: Contemporary Iran" at the JSB auditorium on Friday, 2 November. He pointed out that sanctions against Iran had not proved to bring change. Instead, he proposed that the U.S. should adopt the "China Policy" with Iran. In other words, take regime change off the table and work on building a market economy with Iran as the U.S. has done with China. Aslan said if that were done, he believed the regime change that even the Iranians want would then occur in time.

A BYU faculty panel had discussed the book at the Kennedy Center on Wednesday, 31 October in preparation for Aslan's lecture. Panelists were: **Glen Cooper**, assistant professor of history; **William J. Hamblin**, professor of history; **Daniel C. Peterson**, professor of Islamic studies and Arabic, editor-in-chief and director of the Middle Eastern Text Initiative; and **Becky Lyn Schulthies**, adjunct professor of anthropology.



The panel is archived for viewing online or may be podcast via iTunes at http://kennedy.byu. edu/events/archive.php.

Thomas E. "Ted" Lyon— "Life is not a single, compartmentalized major"

J. Lee Simons

Note than one careful observer has noted that our lives are like colored threads intertwined to create a tapestry that evolves with each twist and turn of events. My first encounter with Ted Lyon was during fall 2000, when I asked him to contribute an article about interdisciplinary education for *Bridges* (http://kennedy.byu.edu/bridges/pdfs/ BridgesWin01.pdf). The resulting piece revealed a great deal about Lyon's passion for learning and teaching. "Life is simply not a single, compartmentalized major," he declared, and his life has borne that out.

Lyon's father, T. Edgar, was named the historian for Nauvoo Restoration in 1963. On the board of directors was a man named David M. Kennedy. As Lyon's father made regular summer visits to Nauvoo, a long-lasting friendship formed between T. Edgar and Kennedy. This relationship and the Kennedy name would mean much more to Ted Lyon years later.

Lyon was raised in the community of East Mill Creek in the southeast sector

of the Salt Lake Valley. He became a "mountain Lyon": backpacking, fishing, caving, and climbing in the mountains of Utah and Wyoming. At Olympus High School, he participated in football, wrestling, and track. In his junior year he met Cheryl Larsen; they were married in 1962. Among their five children, two are adopted: a girl from Wisconsin and a son from Guatemala. "We thrill to our sixteen grandchildren," said Lyon.

After serving a mission to Argentina for The Church of Jesus Christ of Latterday Saints from 1959 to 1961, Lyon returned to the University of Utah and quite casually took an introduction to Spanish literature course from Ricardo Benavides, a visiting scholar from Chile. That professor and course shifted Lyon's academic interest from biology to Latin American literature, and set his professional path in a new direction.

A Utah native, Lyon graduated Phi Beta Kappa and *magna cum laude* with a bachelor's degree in Spanish from the University of Utah in 1963. In 1966, he was a Fulbright scholar at the Catholic University of Chile to research his dissertation on a 1938 group of Chilean writers. He received a PhD in Latin American literature from the University of California—Los Angeles in 1967, returned to Chile in 1968 to arrange for the publication of his book, *Juan Godoy*, and returned again in 1972, when he was invited to speak at a literary conference.

He taught at UCLA, the University of Oklahoma, and the University of Wisconsin, before joining the faculty at Brigham Young University in 1972. Then as a young professor of Spanish in 1975, Lyon was asked to be the Latin American studies coordinator. He met with Spencer Palmer [later to serve as a director of the Kennedy Center] and suggested "pooling" resources. Lyon recently quoted from his personal diary in 1975 (diary-keeping was a habit he acquired on his mission) "it's time we quit being isolated programs of this or that different area studies; let's bring us together under a single roof." From this initial encounter, subsequent



Juan Godoy



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meetings resulted and soon a Center for International and Area Studies was created at BYU. In 1983, that entity solidified into the David M. Kennedy Center for International Studies—an exciting turn of events for Lyon as threads past and present intersected.

His relationship with the center has continued over the years when he served as undergraduate studies coordinator, directed study abroad programs, and began serving once again as Latin American studies coordinator in 2004. Former and current students have witnessed and know Lvon's dedication to them as he has provided academic counsel and directed their study abroad to the Dominican Republic, Mexico, Guatemala, Spain, and Chile, where in 1991 he helped to organize a program. After six months directing the BYU Study Abroad in Spain, the Lyon family remained in Europe where Lyon taught at the University of Glasgow, Scotland, He taught the first class in Chicano Literature in Great Britain, and lectured in universities throughout the country.

A call to serve as president of the Church's Chile Osorno Mission took Lyon and his wife, Cheryl, back for three years from 1996 to 1999. Then with a second call in 2002, he served two years as president of the Missionary Training Center in Santiago, his service overlapping that of Elder Jeffrey R. Holland of the Quorum of the Twelve Apostles who functioned as Area President in Chile.

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In addition, Lyon has traveled to every Spanish-speaking country in Latin America and has completed service projects in Mexico, Guatemala, and El Salvador. His experiences abroad and his institutional longevity have given him a profound perspective on the benefits of the Employment Resource Services (ERS) program that began six years ago. As Latin American studies coordinator, Lyon has had the advantage of seeing his students before they leave, while they intern on site, and when they return.

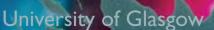
"I'm convinced that this experience will help them after graduation. They experience teaching in Spanish and have a unique opportunity to lift people. This will most certainly create job opportunities when they get out into the working world," Lyon reflected. "This experience abroad has given them confidence and makes them much more employable."

He was quick to add that this is a benefit to BYU language majors or minors because they get "practical language beyond the theoretical, critical, or literary language learned in classes, or the religious and philosophical language gained through missions."

Church members in the countries where ERS is operating also reap benefits. As their skills improve, their employment opportunities increase. In turn, Lyon makes a clear connection between their opportunities and their Church participation now and their future role as leaders who will serve in the Church. "If we take a long-range view of this program, students are not just helping an individual find a job, they are at the least, eliminating or reducing unemployment in the world," he said. "That's big!"



Brigham Young University



University of Wisconsin

Lyon recently received a visit from a former student. She had taken a Spanish 101 class and then "made a decision to sacrifice, save money by dropping out for a semester, in order to go on the Spain study abroad in 1979," he reported. Now, Laurie Budge is married to a successful businessman and is the mother of six children. They have lived in Tokyo for the last twelve years. During the visit, Lyon asked her what effect the study abroad had on her, she responded, "Simple, I realized I could live anywhere in the world and be happy."

"It wasn't just the academic credit, it wasn't the classes that she took in Spain, but she had previously held an ethnocentric view that to be happy she had to live in the U.S.—so there's another benefit of our study abroad programs," he recounted.

The Mexico Literacy program is another valuable experience his students have been involved with. Students teach reading and writing skills in Spanish to adults, often women, who then encourage their children to be literate and desire an education. "The

students who participate in this program come back with a whole new image about immigration—an attitude they need to have about immigrants to this country, both legal and illegal immigrants. They come back with better-formed opinions and can make better choices" he said.

Service is an integral part of the experience in these remote villages that only recently received electricity and still do not have running water. But there is knowledge to be gained from the residents as well. "I learn something and so do our students. They learn that there are other approaches to life, other ways of living besides the one that they've grown up with," he declared with passion. "We all need to learn this, and we can't always learn it in books; we learn about life and about the world by being in the field, that is, the world."

"We preach to our students from two statements that appear at the entrance to our campus. 'The World is Our Campus'—I wish that were true. Sometimes it's the opposite: the campus is our world, and

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for International Studies

we don't go very far beyond this limited space," he lamented.

"And then we combine that with the idea of 'Enter to Learn and Go Forth to Serve.' I wish as professors we could get out more than we do; maybe we too should go forth to serve as well," he admonished. "We are known here at BYU for our language ability, but shouldn't we be known for our world service ability? There are places where problems exist that we can assist in solving. Look at Professor Warner Woodworth as an example.

"If I could impart one piece of advice, it would be to get back to Latin America frequently," he said. "There are colonies of expatriates in every major city in Latin America. They have found that there is 'life' there, an exciting life beyond the limitations of living in a single country."

In August 2006, Lyon was installed as honorary consul of Chile in Utah, having met the approval of both the U.S. and the Chilean government. Fernando Urrutia, consul general of Chile, conducted the installation ceremony in the governor's

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Santiago Chile Temple

boardroom at the state capitol, with Governor Jon Huntsman, Jr. and business and cultural leaders from the Chilean community in attendance.

The threads for this honorary position had been woven in Lyon's life long before Urrutia made a visit to BYU in 2005-a visit that left an impression on him to ask the Church for the names of possible consul candidates. Due to Elder Holland's recent service in Chile (2002–04), the Church turned to him for recommendations. Elder Holland had been tutored in Spanish by Lyon while they were both in Chile, thus he and five others were recommended. Lyon was chosen by the Chilean ambassador in Washington, D.C., and he was approved by the U.S. Department of State. His years of study and service in Chile prepared him well for this new opportunity to serve Chileans in Utah and surrounding states.

At the time, Lyon remarked that "the most challenging thing will be finding time to solve all the problems and do all the work," since he was a full-time BYU professor, the Latin American studies coordinator, a branch president at the MTC, and had a family.

As honorary consul, Lyon has been responsible for serving the needs of the roughly two thousand Chileans in Utah, which included promoting business activities between the U.S. and Chile, assisting Chileans with U.S. legal matters, and approving visas for U.S. citizens and passport renewals for Chilean citizens—an honor rarely given to non-native dignitaries.

Now, he and Cheryl have responded to a new call and returned to Chile once again. In November, they began serving together as president and matron of the Chile Temple—new threads to be added, and the tapestry continues. Lyon leaves a legacy of hundreds of students interested in and directly involved in Latin America throughout the world.

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Did You Know It's Online?

The Kennedy Center's web site offers access to various student produced scholarly journals and conference proceedings. Here's where you may find them online:

Inquiry Journal http://kennedy.byu. edu/events/inquiry/ archives.php

Connections http://kennedy.byu. edu/partners/CSE/ connections/

Sigma http://kennedy. byu.edu/student/ SIGMA/

The Rice Papers http://kennedy. byu.edu/academic/ asian/

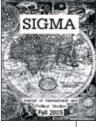
Pacific Rim Studies: Understanding the Pacific Islander http://kennedy. byu.edu/events/ pacconf.php

Also, if you join the International Society for an annual \$25 fee, you will receive access to their annual conference proceedings and semiannual newsletter. Find them online at http://ldsinter nationalsociety.org.





CONNECTIONS







Kennedy Center Photo Contest 2006–07

Each year the Kennedy Center's International Study Programs sends an estimated 1,300 students to points abroad. Some of you may have been participants, and a few of you may have entered the annual photo contest. Here we present the winning photographs that were taken during the 2006–07 academic year and unveiled this year during International Education Week in November.

First Place



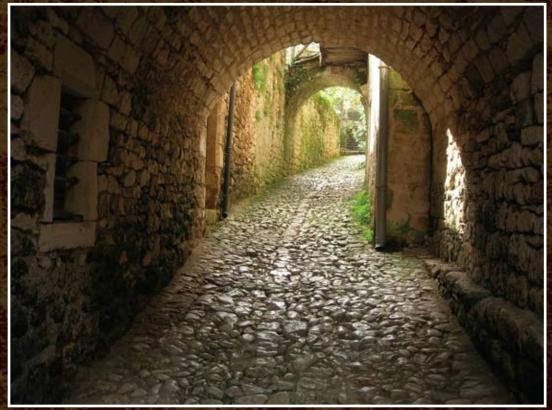
Daniel Hoer, Young Child Begging for Food, Chonakneas, Siem Reap, Cambodia

Second Place



Joseph Harmon, Valle de la Luna, La Paz, Bolivia

Third Place



Lizzie Nielson, Gateway, St. Cirq LaPopie, France

Expand Your World

KC Student Receives Education Scholarship

Clay Adair, a senior majoring in Middle Eastern Studies/ Arabic, has been awarded the National Security Education Program David L. Boren Undergraduate Scholarship. Adair was selected to receive the scholarship along with 140 other students. The pool of applicants included 729 applicants nationwide, eight of whom were from BYU.

The scholarship is designed to assist students interested in studying world regions that are critical to U.S. interests, and provides up to \$20,000 for these students to study abroad. Adair will spend the 2007–08 school year at the American University in Cairo to study at the Arabic Language Institute.

His acceptance of the scholarship commits Adair to work for a U.S. federal government department or agency for at least one year after completion of his education, with the expectation that he will utilize the language and regional expertise he gains as a result of the scholarship in his work.

Expand orly

Lost Tribes Subject of Trinity Scholar

K. Lawson Younger Jr., a professor of



Old Testament, Semitic languages, and ancient Near Eastern history at Trinity Evangelical Divinity School, presented "Finding Some of the Lost Tribes of Israel" on 10 October at the Kennedy Center. Younger is the author of Ancient Conquest Accounts: A Study of Near Eastern and Biblical History Writing and has edited many publications about the biblical world. He is a **Rotary Foundation Fellow** at the Hebrew University of Jerusalem, a Tyndale House Fellow at Cambridge University, and a National Endowment for the Humanities Summer Fellow at Yale University. Prior to joining the faculty at Trinity, Younger served as a professor of biblical studies at LeTourneau University and also taught at Sheffield University. He received a bachelor of theology cum laude from Florida Bible College, a Master of Theology with honors from Dallas Theological Seminary, and a doctorate from Sheffield University.



Will Corruption Affect You?

andes Holbrook, security analyst, BYU.

Corruption and lack of transparency is a very serious problem worldwide as it infiltrates societies in the form of greed and political expediency. As you prepare to travel abroad, ask yourself the questions:

"How do I perceive corruption may affect me in my travels, associations, and activities?" "What challenges will I encounter abroad in the country of my destination?"

For example, last year I crossed the border overland from Jordan into Syria with ease and without incident. Upon my return into Jordan, an immigration official held me at bay for more than an hour while he stamped the passports of many travelers who had arrived after me. Knowing that there was no processing fee, I offered the border official \$10 to stamp my passport. He declined and left me standing at his window for another twenty minutes as he continued to stamp the passports of arriving visitors. It wasn't until I offered him \$25 that he was willing to stamp my passport! This particular incident was unexpected—I was glad I had an extra \$25 in cash on me at the time!

Today, corruption and its impact are becoming more known worldwide as researchers, government, and nongovernment organizations are attempting to unearth and expose corruption at all levels. One organization at the forefront of corruption research is a global coalition called Transparency International. Each September they publish a *Corruption Perceptions Index* that ranks 180 countries by their perceived levels of corruption. This tool, along with another they publish, the *Global Corruption Barometer*, will help travelers, from the average tourist and study abroad participants to business and nongovernment organizations, to better understand what to expect in the destination county(ies) prior to travel.

Before you travel, I would strongly suggest doing the following:

- Review Transparency International's web site at http://www.transparency.org.
- Become familiar with current and longterm cultural patterns in the destination country(ies).
- Talk to others who have traveled to your destination before. What issues did they experience or what problems did they have?
- The U.S. Department of State Consular Information Sheets provide details on corruption by international country and city.
- Finally, smile when you are paying bribes!



VORLD

Enjoy Your Life, Enjoy Your "Socks style"... on Official Business in Japan

Aaron Rose, ISP internship coordinator

While in Japan last summer on a Fulbright scholarship, I was intrigued by the creative use of the English language as expressed by the Japanese. An image of a geisha standing by a window was entitled "lady making a cool," a university motto was referred to as a "password," and a drink on a menu was described as a "Japanese garden in a glass." The winner was a shoe store sign which read, "enjoy your life, enjoy your socks style." At first, the quirkiness of the translation struck me as hysterical, but the declaration seemed to carry a deeper meaning.

Perhaps the Japanese enjoy their socks style since they spend more time in their socks than I do? I recalled how many times I removed my shoes upon entering a Japanese home, school, restaurant, or special office, and how happy I was that I had clean socks without holes. I reflected on how bad socks style could make

> your life horrible. Consider Paul Wolfowitz and his apparent lack of socks style captured by international news media last January as he removed his shoes to display his toes—on both feet—before entering the Selimiye Mosque in Turkey. He sure wasn't enjoying his life that day.

I concluded that the Japanese hadn't lost anything in translation with this sign, it was true to their life. In Japan, I could enjoy my life if I had good socks style.

Faculty picks from our area experts.

International Relations



Jack Weatherford, Genghis Khan and the Making of the Modern World

"A history of the Mongol conquests of Asia and Europe during the 1200s that offers an excellent view of the modern issues in international relations from the historic perspective of the Mongol Empire. The Mongols ruled over a very diverse set of cultures and peoples. Their rule was characterized by many

institutions and practices we associate with the modern world. For example, they were strong proponents of free trade. This book is well written, and it is a fun read."

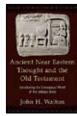
-Kerk L. Phillips, coordinator

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Ancient Near Eastern Studies

John H. Walton, Ancient Near Eastern Thought and the Old Testament: Introducing the Conceptual World of the Hebrew Bible

"For anyone interested in exploring the religion and literature of ancient Israel in the broader context of the ancient Near East—both fascinating similarities as well as significant differences—this volume provides an accessible, well organized, and quality introduction."



-Dana M. Pike, coordinator



Ye Sang, trans. and ed., Geremie R. Barme and Miriam Lang, *China Candid: The People on the People's Republic* "This book has received excellent reviews. It is a collection of observations, experiences, and thoughts of twenty Chinese from various walks of life. It provides insight to the daily lives of ordinary Chinese."

-James A. Davis, coordinator

European Studies

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Philip Jenkins, God's Continent: Christianity, Islam, and Europe's Religious Crisis

"In the face of hyperbolic accounts of rising Islamism and the 'clash of civilizations,' Jenkins takes a sober and analytic look at the state of religion in contemporary Europe. He underscores the blind spots of contemporary European secularism while insisting on the moderate and reasonable nature of most Muslims living in Europe. He seeks (and finds) common ground where people of different faiths may coexist peaceably."



-Scott M. Sprenger, coordinator

Latin American Studies

Fernando Henrique Cardoso, *The Accidental President* of Brazil: A Memoir

"Fernando Henrique Cardoso received a phone call in the middle of the night asking him to be the new Finance Minister of Brazil. As he put the phone down and stared into the darkness of his hotel room, he feared he'd been handed a political death sentence. This work presents his story and his

love song to Brazil—a memoir of the former Brazilian president, who discusses the complex history of his country, the political, social, and economic obstacles he encountered in his efforts to modernize it, and his successes in bringing about stability and prosperity."

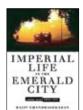
-Christopher C. Lund, coordinator

Middle East Studies/Arabic

Rajiv Chandrasekaran, Imperial Life in the Emerald City: Inside Iraq's Green Zone

"Rajiv Chandrasekaran, an editor at the *Washington Post*, has captured the contradictions of the early months of the U.S. occupation of Iraq in this account of U.S. efforts to reconstruct a devastated nation. Chandrasekaran has an excellent eye and a deft pen.

The stories he reports are both hilarious and dismaying, as policies made in Washington fail to translate into progress rebuilding Iraq and set the stage for problems which continue to play out."



-Donna Lee Bowen, coordinator

Brigham Young University David M. Kennedy Center for International Studies 237 HRCB Provo, UT 84602

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"Unless someone like you cares a whole lot, nothing is going to get better. It's not."

Theodor Seuss Geisel in his book the Lorax