

ASPIRE INTERNATIONAL ADVISORY BOARD (IAB)

*Dr. John E. Koehler, ASPIRE IAB Chair, President, J. Koehler & Company, Inc.
Ambassador William Bodde Jr., IAB Vice Chair, First Executive Director of APEC
Dr. Richard Drobnick, Vice Provost, International Affairs, University of Southern California
Jerry Fulton, Regional Director, Strategic Human Resources, Motorola Asia Pacific Limited
David Kingston, Downstream Planning Manager, Exxon Company International
Rohana Tan Sri Mahmood, Director of Special Projects, Malaysian Strategic Research Centre
Eddie Ng, Human Resource Director, Lucent Technologies Asia Pacific Inc.
Kenneth Rogers, Associate Dean and Director Indiana University Office of International Services
Dr. John W. Ryan, Interim Chancellor, State University of New York
Dr. Seet Aj Mes, AML Sci-Ed Consultants Pte. Ltd., Singapore
Chote Sophonpanich, Chairman, Green Spot (Thailand) Ltd
Weeks, Manager Human Resources Chemical Sector, Amoco Corporation
Willy W. Wiguna, President Director, PT Asuransi Inda Tamporok, Indonesia
L.R. Williams, Manager, Human Resources Operations, IBM Asia Pacific
Jose Luis Yulo, Jr., President, Philippine International Trading Corporation*



*President
Connie Perdreau
Ohio University*

*President-Elect
Cary Althen
University of Iowa*

*Past President
Margaret D. Pusch
Intercultural
Communication Institute*

*Vice President for
Professional Development
Jon V. C. Booth
Syracuse University*

*Vice President for
Public Affairs
Geoffrey R. Wood
University of Pittsburgh*

*Vice President for
Member Relations
Thomas E. Carey
North Hennepin
Community College
Minneapolis, MN*

*Executive Director
Naomi F. Collins*

December 29, 1996

Ms. Any Forest
Advising and Student Services Branch (E/ASA)
U.S. Information Agency
301 4th Street, SW
Washington, DC
20542

Re: Project ASPIRE Final Program/Financial Report IA-ASMA-G3190142

Dear Ms. Forest,

I am sending you the final written program and financial report for Project ASPIRE. This report reviews the four years that ASPIRE received funding for ASPIRE from USAID, describes the transition of the program to becoming self-sustaining at the end of the fourth year, and concludes with a description of the program as it is today.

NAFSA has enjoyed working with USIA and USAID and has greatly appreciated having had the opportunity to develop such a novel program. As you will see from the report, ASPIRE continues today using components of the original program to gain support from the private sector.

If you have any questions, we will be pleased to answer them.

Sincerely,

A handwritten signature in cursive script that reads "Susan R. Luchs". The signature is written in dark ink and is positioned above the typed name.

Susan R. Luchs
ASPIRE Director

c: Dr. Naomi Collins
Dr. Randy Yamada

1875 Connecticut Avenue, NW, Suite 1000, Washington, D.C. 20009-5728 USA
Telephone: 202.462.4811 Fax: 202.667.3419 Internet: INBOX@NAFSA.ORG

Project ASPIRE
Final Program/Financial Report
December 31, 1996

IA-ASMA-G3190142

INTRODUCTION

ASPIRE, APEC Student Professional Integration and Reentry, began in 1991, as a part of the U.S.-APEC Partnership for Education Program to contribute to the APEC human resource development efforts in Southeast Asia. ASPIRE was funded by the United States Agency for International Development and administered by the United States Information Agency through a cooperative grant to NAFSA: Association of International Educators. Originally a five year grant, ASPIRE received no new funds after June 31, 1995. However, the program has continued, sustained by private sector support and foundation awards.

The purpose of ASPIRE was to provide a comprehensive program of outreach to the more than 40,000 students from the ASEAN (Brunei, Indonesia, Philippines, Malaysia, Singapore, Thailand) and South Pacific Islands nations who were studying in the United States. In 1995, ASPIRE's outreach to South Pacific Island students ceased while the number of students included in its ASEAN outreach increased to approximately 45,000. In September 1996, ASPIRE extended its outreach to include students from China, Hong Kong, and Chinese Taipei.

In the past five and a half years, ASPIRE has developed an extensive program involving ASEAN students, U.S. campus-based international education professionals, multinational businesses, and government representatives from the students' home countries aimed at facilitating the personal and professional reintegration of the students back into their home countries and economies once they have completed their studies in the United States. ASPIRE's student outreach is to all of the more than 900 colleges and universities in the United States that enroll students from the countries targeted by ASPIRE.

ASPIRE was designed to:

- Keep students abreast of home-country economic trends and developments, thus helping them focus their studies in disciplines needed and useful at home.
- Help students learn how to locate suitable home-country employment and to develop appropriate, country-specific, job search skills.
- Facilitate linkages between students and employers to help students find jobs in their home countries.
- Prepare students to successfully reintegrate into their own cultures and economies. The reentry process is often overlooked, but it is critical to foreign students who spend a considerable time away from home. They will not only face changes in their families and countries, but will also have developed into young adults while living in a culture where values and personal interactions are often quite different from home. Preparing for the reentry process can greatly ease this transition.

Since the beginning of the program, ASPIRE has established three regional centers; awarded 34 Incentive Grants to individual institutions; produced a tri-annual *ASPIRE Newsletter*; developed electronic outreach, which currently includes an ASPIRE email listserve, ASPIRE-L, and an ASPIRE World Wide Web homepage; produced seven national video and telephone conferences; co-sponsored seven job fairs; organized and run four ASPIRE job fairs exclusively for Asia Pacific students; and developed a student recruitment database. Some of these components were a part of the original program while others developed as the program progressed from a government funded project to a self sustaining one.

This final report will review the four years that ASPIRE received funding from the U.S. government, describe the transition of the program to becoming self-sustaining at the end of the fourth year, and concludes with a description of the program as it is today.

ASPIRE FROM 1991 TO JUNE 1995

Regional Centers

In the first year of the program, ASPIRE established three U.S. Regional Centers to offer a variety of ASPIRE activities and to serve as information clearing houses and contact points for the private sector, foreign student advisers, and students in their regions. One was located at Metro International in New York (1991 - 1994); one at Ball State University in Muncie, Indiana (1991 - 1994); and one at the USC, in Los Angeles, CA (1991 - 1995).

The Centers provided the full range of ASPIRE activities including some of the more specialized ones like video and telephone conferences and country specific job fair training. Because ASPIRE was an APEC program, Centers were encouraged to incorporate information about APEC and home country economic developments in their activities. They found that they could do this successfully in activities that included direct contact with prospective employers and government officials from the region. (Please see attachment A)

One special project undertaken by the Western Regional Center at the University of Southern California was a pilot TransPacific Leadership Project that integrated the economic, human resource and leadership development concerns expressed by students, their home countries, the U.S., and APEC into a meeting/study program. T-PAC, as it became known, ran for two years and later served as the model for a similar program for which NAFSA has recently received an award from the Freeman Foundation for ASPIRE to run a nation-wide T-PAC program.

Incentive Grants

A very important part of ASPIRE's student outreach was achieved through small Incentive Grants awarded to universities, associations, and other institutions for programs for the students who did not live near enough to a Regional Center to participate in their

activities. Incentive Grants provided much of the same programming which was offered through the Regional Centers except that Incentive Grants generally focused on one particular theme. These grants were very modest, most only up to \$2,500, and yet they were extremely effective at leveraging human and financial support from participating organizations far in excess of the modest Incentive Grant funding.

ASPIRE awarded Incentive Grants for:

Professional Reentry Workshops, orientations, career days, and job fairs were among the activities which incentive grantees held to help prepare students to find jobs in their home-country settings which make the good use of their U.S. educations.

Activities included:

- reviews of students' academic objectives (were students' majors and courses appropriate to their countries employment requirements);
- information on home-country employment trends;
- country specific job search skills training;
- leadership training.

Personal reentry A number of incentive grants included activities designed to help prepare students to deal with reverse cultural shock and to learn how to avoid personal and professional stumbling blocks at the onset of their return home.

Activities included:

- situation role playing;
- advice from returned graduate students who had been through the reentry process;
- discussions about the role of ASEAN women in the business world;
- one workshop to discuss and interpret research findings on ASEAN South Pacific Island reentry issues;
- the production of resource materials, handbooks, and alumni resource databases.

Incentive grantees included local business representatives and representatives from ASEAN embassies and consulates in their activities. They produced numerous publications, bibliographies, and handbooks and developed a large number of databases. (Please see attachment A for a brief description of each Incentive Grant awarded by ASPIRE)

ASPIRE-L

In 1992, ASPIRE developed a moderated ASPIRE listserve, ASPIRE-L, dedicated to serve ASPIRE objectives electronically to ASPIRE focus audiences. Over this service, which was operated out of Indiana University, students have shared information about their concerns about their studies in the U.S. and their return home; businesses have used it to post recruitment announcements; and embassies have used it to announce their student services and programs.

Today, there are more than 5,000 subscribers to this listserve and it has become an important component in sustaining the program.

ASPIRE Newsletter

Averaging three issues per year, fifteen issues of the *ASPIRE Newsletter* have been distributed free of charge to students, embassies, community organizations, businesses, and to over 1,000 foreign student advising offices nationwide since the middle of the first year of the program. With an initial distribution of 37,000 copies per issue, distribution increased to 55,000 copies in September 1996, and because of the expansion to greater China, in the late Fall of 1996, ASPIRE will distribute more than 100,000 copies in February 1997.

Newsletter articles have supported ASPIRE objectives - information about APEC; personal and professional reentry concerns; home country economic updates; and job search skills development. A number of articles were written by students about their own personal experiences of reentry and looking for jobs. Some were written by campus educators and staff in foreign student offices and others by embassy officials. ASPIRE has also received permission to reprint relevant articles from other publications.

Announcements for home-country job opportunities have been a very popular feature of the *ASPIRE Newsletter* and are currently one of the features contributing to the continuation of the program. (Please see attachment M)

Outreach

In addition to direct outreach to students and businesses through the Regional Centers, Incentive Grants, the *ASPIRE Newsletter*, and electronic mail, ASPIRE staff have presented in a number of different venues to tell people about the program and to involve them whenever possible.

ASPIRE staff have participated in or developed and run sessions and workshops at NAFSA's annual conferences. These have served to inform campus personnel about ASPIRE. Informed campus staff are more likely to undertake Incentive Grants and to cooperate more in the distribution of *ASPIRE Newsletters* and other materials. One such workshop led to the publication of a useful reentry paper, "Full Circle and Beyond." (Please see attachment L)

The Program Director has spoken to APEC delegates about ASPIRE in the General Assembly Meetings at three APEC Human Resource Working Group meetings: Vancouver, January 1994; Seoul, June 1994; and Manila, January 1995. She participated in a U.S. Department of Commerce Human Resources Development Roundtable in Jakarta, November 1994, which was organized around the events surrounding the APEC Summit. She also participated in an USIS East Asia Regional Conference on Educational Advising in Bangkok, September 1994.

Since the program has become self sustaining, the Program Director had made three major promotion trips to ASPIRE focus countries to involve businesses, governments, and associations in the program. While on these trips, she has been the guest speaker at more than twenty American and local Chamber of Commerce breakfast and lunch meetings, met with many government officials, and numerous individual businesses. The primary reason for the meetings with businesses and chambers of commerce have been to encourage businesses to buy the packages of recruitment services

which ASPIRE has developed to sustain the program. (Please see attachment B for promotion trip reports and attachment J for some overseas publicity about ASPIRE)

ASPIRE Selection Committee

From 1991 to 1995, ASPIRE had a Selection Committee made up of campus professionals to help guide ASPIRE in the selection and administration of Incentive Grants and to advise ASPIRE staff on matters concerning campus activities and outreach to students. The Selection Committee met twice a year for four years. The first meetings took place at NAFSA's Winter Leaderships Meetings in February, and the second meetings at the NAFSA's Annual Conferences at the end of May. ASPIRE staff and committee members also met through conference calls to review Incentive Grant proposals.

Staffing

The staffing pattern for ASPIRE has changed a little over the past five and a half years to reflect the developments in the program. The original staff included a part-time Program Director, a full-time coordinator, a part-time assistant, and a one quarter-time Director of Special Programs. That pattern changed in the fourth year of the program when the Program Director and Program Assistant became a full-time. Since the program has become self-sustaining, the staff have increased to a full-time Director, a full-time Manager, a full-time Coordinator, a full-time Assistant, a part-time assistant, and a one quarter-time Senior Advisor of Special Programs.

TRANSITION TO A SELF-SUSTAINED PROGRAM

In the original cooperative agreement, ASPIRE was to have had U.S. government funding for five years. It was also agreed that ASPIRE would seek to become self-sustaining at the end of that time. With this in mind, in the middle of the fourth year, ASPIRE invited Ambassador William Bodde, Jr., the first Executive Director of the APEC Secretariat, to join ASPIRE to help ASPIRE establish an International Advisory Board (IAB) whose task would be to provide a better link between the private sector and

students and to help find funds to sustain the program. The response to the invitations to join the IAB were gratifying and by the beginning of 1995, the IAB was ready to meet for the first time. (Please see attachment C for a list of IAB members)

The first meeting was set for March 21, 1995. This would give ASPIRE one year and three months to become self-sustaining. However, on January 12, 1995, NAFSA received a letter from Mr. John Loiello, Associate Director, Bureau of Education and Cultural Affairs, stating that because of USAID budget cuts, USAID did not have the funds for ASPIRE's fifth and final year. In a follow-up letter February 22, 1996, Mr. Loiello said that he agreed with the advice of both AID and USIA "That ASPIRE devote the remaining resources in the FY94 grant to concentrate on sustainability efforts." And on June 9, 1995, NAFSA received a revised amendment which authorized no additional funds, but which noted the total agreement funds for the four years of the program at \$1,297,924. (Please see attachment D)

Thus, when the IAB met in March 1995, their mandate remained the same, but without the fifth year of government support (\$202,069), the time-frame for achieving sustainability was moved up by a year. Working within this short time-frame and aiming for long term sustainability, the IAB recommended that rather than going to foundations for grants, ASPIRE use the recruitment services which the program had developed in the first three and a half years, in combination with some new recruitment services, to sustain the program. These services were to be sold in the form of packages of **ASPIRE Human Resource Recruitment Services** to interested companies.

Within two and a half months, ASPIRE staff had put together the first "High Option Corporate Recruitment Package" (since renamed to "ASPIRE's Standard Option Human Resources Recruitment Services") and had begun to market it. This package offers businesses a combination of services that link them to students and help them maintain a high profile with students throughout the year. From the original program, ASPIRE included newsletter recruitment ads, email recruitment ads, and job fairs. To these, ASPIRE added electronic corporate listings, a university directory of the institutions attended by Asia Pacific students, and a student database. In the past year, ASPIRE has developed a World Wide Web homepage and all email recruitment ads are also posted in the ASPIRE homepage. Students may "hotlink" from these directly to

the corporate homepage of any participating business that has its own homepage. Indiana University has played a big role in the development of this package by running the electronic services and database from the University. ASPIRE pays graduate assistants to manage these components and Indiana University, working closely with ASPIRE staff, provides the supervision.

Businesses may take a package of recruitment services anytime during the year and services remain in effect for twelve months from the time they are taken. The ASPIRE's Standard Option Human Resources Recruitment Package includes:

- **Student Recruitment Database.**
- **Email and WWW Recruitment Advertisements** - available to ASPIRE focus students * throughout the United States and worldwide. **
- **WWW Corporate Profiles** - ASPIRE places a description of a business in ASPIRE's email network and on the ASPIRE WWW site where students can easily find it. A "hotlink" to a business's corporate WWW homepage is provided upon request. *
- **Job Fairs** - a recruitment booth, pre-screening, and interviews at two job fairs.
- **University Directory** - A directory of the 800+ colleges and universities that enroll students from the countries included in ASPIRE's outreach.
- **Recruitment Advertisements in the ASPIRE Newsletter** - More than 100,000 copies of this newsletter are sent to 800+ colleges and universities for distribution to the ASPIRE focus students studying in the United States.

* As of September 1996, ASPIRE has focused on students from Brunei, China, Hong Kong, Indonesia, Malaysia, Philippines, Singapore, Chinese Taipei, Thailand, and Vietnam. (Note: students from Greater China were added to the outreach September 1996)

****** Businesses without email capabilities can fax or send their recruitment notices directly to ASPIRE for posting. ASPIRE will handle the email/WWW ad placement for them.

In addition to the “standard option,” ASPIRE has developed a “limited option” for smaller businesses to take on an individual basis and a “group option” for employer associations to administer for their small and medium businesses members - to give these businesses a cost effective way to reach their nationals who are studying in the United States. (Please see attachment K for copies of the ASPIRE recruitment packages)

ASPIRE: PROGRAM STANDING AFTER THE CONCLUSION OF U.S. GOVERNMENT SUPPORT

At the first IAB meeting, when it was decided that NAFSA would try to sustain ASPIRE through the sale of ASPIRE recruitment services, NAFSA recognized the need to continue only those parts of the program that would generate revenue. This would need to continue until the recruitment services were earning sufficient funds to support both the recruitment services and the non-revenue earning components, e.g., campus-based activities. This meant adding several new recruitment services and further developing existing ones, but not awarding any new Incentive Grants and supporting Regional Center activities only so far as they were a part of ASPIRE’s recruiting activities, e.g., job fairs. ASPIRE honored all outstanding Incentive Grant awards, but has not awarded new Incentive Grants since January 1995. However, as will be described shortly, ASPIRE has recently been able to resume campus-based activities through a grant from a foundation.

ASPIRE sold the first recruitment package in June 1995, and has steadily increased the number of participating companies in the past year and a half. By the end of December 1996, ASPIRE will have raised a total of \$394,483 through the sale of recruitment services and an additional \$120,000 in foundation grants. Promoting and running recruitment services are both expensive and require considerable staff time. Although this is a reasonable sum of money to have raised in a year and a half, ASPIRE needs to continue to build private sector participation to be able to maintain recruitment services that compete favorably with the big recruiting agencies that serve the Asia Pacific.

(Please see attachment E for a list of the companies who have taken packages since June 1995)

Outreach to the private sector:

The reports from the promotion trips (Attachment B) describe a substantial part of ASPIRE's outreach to the private sector. They also contain notes on several other connections that support ASPIRE's outreach to the private sector. Two of special note are the Indonesian Minister of Education and Culture's endorsement of ASPIRE and an agreement with the Singapore National Employers Federation. Further support has come through Ambassador Bodde's association with the Pacific Basin Economic Council (PBEC).

- *Indonesian Minister's message to students and businesses:* In a message endorsing ASPIRE, the Minister encourages Indonesian students in the United States to use ASPIRE's free services and further, "Strongly encourages companies to utilize the services provided by ASPIRE as a low-cost opportunity to MATCH their own human resource requirements with a rather large pool of talented students." (Please see attachment F)
- *Singapore National Employers Federation (SNEF):* During her first promotion trip, the ASPIRE Director met with the Executive Director of SNEF. The purpose of the meeting was to seek ways to help small and medium businesses compete more favorably with large companies for returning U.S.-educated graduates. The result of this meeting was the creation of an "ASPIRE Group Option Recruitment Package". This package offers group recruitment advertisements through ASPIRE email/WWW ads, a limited number of database searches, and participation at one job fair. Interested candidates will send resumes to the SNEF who will manage the package for SNEF participating members. Once the "Group Option" is fully established in Singapore, ASPIRE will promote it to associations in other countries. (Please see attachment K for a copy of the "Group Option")
- *Pacific Basin Economic Council (PBEC):* As the result of recommendations from Ambassador Bodde, in March 1996, the PBEC US Board of Directors agreed to endorse

ASPIRE and to include its programs as a human resource development component in the new PBEC US-chaired Special Committee on Technology. Later, at the PBEC International General Meeting, this relationship was officially recognized by PBEC International.

In addition to mutual recognition in publications and the Internet, ASPIRE will develop a special project to help students and employers share information to assist students with the transition from being students in the United States to settling into work environments in their home countries. This project is still in the early stages, but it is likely to involve the creation of a electronic newsgroup and a series of *ASPIRE Newsletter* articles. (Please see attachment G for the PBEC Conference Statement and an ASPIRE Newsletter article about the PBEC/ASPIRE cooperative agreement)

ASPIRE expands student outreach:

At the May 1996, ASPIRE International Advisory Board meeting, the Board made the recommendation that ASPIRE extend its student outreach to include China, Hong Kong, and Chinese Taipei. There are other countries in the region that ASPIRE would like to consider including, but expanding is costly, so the program must do so in stages.

Almost all of the companies currently participating in ASPIRE have or are planning to open operations in China and they have told ASPIRE that they would like ASPIRE's services to include students from China. The IAB decided that if ASPIRE did this and if ASPIRE were ever to also include Chinese Taipei, it should do so at the same time as it expanded to China. Therefore, ASPIRE decided to include students from China, Hong Kong, and Chinese Taipei in its outreach. (Note: For a number of reasons, ASPIRE is using the names followed by APEC for these economies)

ASPIRE announced this expansion in September 1996. So far, the response from businesses and students has been good. ASPIRE staff have already established some good contacts, among them the Washington Center for China Studies. The Center has excellent connections with businesses in China and want to cooperate closely with

ASPIRE. The ASPIRE Director and Ambassador Bodde have been invited to the Chinese Embassy in January.

NAFSA has also received a \$20,000 grant from Citibank to assist ASPIRE's outreach to China. The grant will cover some of the cost involved in building networks with Chinese students in the U.S. and with businesses with operations in China. It will also pay the better part of two trips to China in the next two years and be used to look into some of the issues that specifically address the concerns of returning Chinese students and the businesses that hire them. (Please see attachment H)

Return to campus-based activities:

As noted earlier in this report, NAFSA had to temporarily discontinue activities that did not bring in revenue while the program was privatized. However, NAFSA believes that the campus-based activities that this affected are important to the mission of ASPIRE and to the synergy of its various components (including the recruitment services). For this reason, NAFSA has continued to look to foundations to fund these activities until they can be supported from income earned through ASPIRE's recruitment services. These efforts are beginning to be fruitful.

In August 1996, NAFSA received a \$100,000 grant to support a Trans-Pacific Leadership Program (T-PAC) modeled on the T-PAC program developed several years ago by the ASPIRE Western Regional Center. However, the new T-PAC will be a nation-wide program that will involve students and NAFSA mentors at a number of universities around the country.

T-PAC is designed to help Asia Pacific students studying in the U.S. and interested American students explore globalization and the implications it has for them personally and for their countries. This is a two-year pilot project and an additional grant of \$100,000 will be considered for the second year of the project contingent on the outcome of the first year's work. (Please see attachment I)

The APEC connection:

NAFSA wishes to continue ASPIRE's association with APEC. "APEC" remains as a part of ASPIRE's name (APEC Student Professional Integration and Reentry) and the information that ASPIRE is a former U.S.-APEC Partnership for Education Program is included in all publications and presentations about the program. ASPIRE has established a "hotlink" to the APEC WWW homepage so that interested students and businesses that participate in ASPIRE have easy access to the APEC network via ASPIRE. ASPIRE continues to publish articles about APEC in each issue of the *ASPIRE Newsletter*. Both Ambassador Bodde and the Program Director have, at different times, called upon the APEC Executive Director at the Secretariat in Singapore. The most recent occasion being a visit by Ambassador Bodde to the Secretariat in September 1996.

CONCLUSION

In many ways, the ASPIRE program today closely resembles the one created in 1991. It continues to offer students a variety of services that prepare them to deal with the issues of personal reentry, get ready for the job search, and find jobs in their home countries.

Most of the components of the program have been enhanced as they have become a part of the packages of recruitment services which are being sold to sustain the program. The newsletter is longer and carries more job announcements. Its distribution has increased from 37,000 copies per issue to more than 100,000. The numbers of students in the ASPIRE email list, ASPIRE-L, has increased by 500%. In addition to posting job announcements in ASPIRE-L, ASPIRE broadcasts them to a large network of students associations. ASPIRE has added a World Wide Web homepage to its electronic outreach and provides "hotlinks" to the homepages of participating businesses from the ASPIRE homepage. Rather than doing ASEAN sections at job fairs organized by others, ASPIRE is now running its own job fairs. Participation at these increased 100% from the first two offered in 1995, to the two offered in 1996. To these original components, ASPIRE has developed a student recruitment database and offers participating businesses a specially edited version of the IIE university directory. NAFSA has an agreement with IIE which makes this possible.

ASPIRE is far better known overseas. Articles about ASPIRE have been published in a number of American Chambers of Commerce newsletters and several local association magazines. The Program Director has delivered countless talks about ASPIRE to a variety of audiences overseas. She has met with government officials in a number of countries and met with a very large number of individual businesses, both American and local.

ASPIRE has agreements with the Pacific Basin Economic Council and the Singapore National Employers Federation and has been endorsed by the Indonesian Ministry of Education and Culture.

ASPIRE has extended its outreach to include students from China, Hong Kong, and Chinese Taipei. Citibank has awarded ASPIRE a \$20,000 grant to help with the program's expansion to China students.

With the exception of Incentive Grants, which had to be temporarily discontinued, every other component of the program has become bigger and more complex. Recently, with the grant from the Freeman Foundation, ASPIRE is once again able to offer some campus-based programming.

The formation of the ASPIRE International Advisory Board has been a tremendous addition to the program. The Board's advice has been invaluable in ASPIRE's outreach to the private sector and Board members have been instrumental in helping ASPIRE make good contacts with both businesses and foreign governments. All of the Boardmembers have flown long distances (many of them transpacific trips) at their own expense to attend IAB meetings.

Three members of the Board deserve special note. Ambassador William Bodde, Jr. has given hours of his time and energy to ASPIRE. He was very instrumental in establishing the IAB and has given special counsel (voluntarily) to NAFSA on a regular basis for the past two years. He has written newspaper articles, arranged for ASPIRE's participation in overseas events like the Department of Commerce Human Resources Roundtable, the PBEC/DOC Mega Mission, and the PBEC International General Meeting. Dr. John E. Koehler joined the IAB as its chair while he was still living in

Japan serving as the CEO of Hughes Asia Pacific. He is always available to be called upon for advice and does a masterful job of chairing IAB meetings - which are day-long events and have very demanding agendas. A final IAB member to note is David Kingston of EXXON. Dave has been very encouraging to ASPIRE throughout the process of privatization. He personally calls businesses to talk about ASPIRE's recruitment services and EXXON was the first company to take a recruitment package. EXXON associate offices have helped with the logistics for the overseas promotion trips and provided the venue and meals for the last IAB meeting in Singapore.

NAFSA has been excited by this challenge. The program components as they are today are far more complex than they were in the past and they require considerable staff input. Developing recruitment packages and promoting them have added another very large component to the program. Not only must ASPIRE provide good services, but ASPIRE staff must promote these services within the United States and abroad. Gaining the participation of one single company or one government or business association often takes many contacts over a period of time. The challenge is not over yet, but NAFSA looks forward to the coming year with promise.

**Project ASPIRE Final Financial Report
December 31, 1996
IA-ASMA-G31901-42**

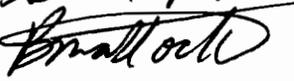
1. PROGRAM EXPENSES

	Total budget as per Amendment 7	Total expenditures as per May 25, 1995	Expenditures 5/ 2595 - 6/3196	Final total expenditure
a. In-Country/ International Activities	6,389	389	7,108	7,497
b. Regional Center/ASPIRE-L	217,435	203,893	7,622	211,515
c. Competitive Grants/ Trans Pacific Program	66,849	80,241	2,598	82,839
d. ASPIRE Newsletter/ Brochure	191,636	155,904	34,600	190,504
e. Business & International Links	18,830	37,629	-5,395	32,234
f. NAFSA Advisory Board	13,505	11,521	2,946	14,467
	\$514,644	\$489,577	\$49,479	\$539,056

2. ADMINISTRATIVE EXPENSES

	Total budget as per Amendment 7	Total expenditures as per May 25, 1995	Expenditures 5/ 2595 - 6/3196	Final total expenditure
a. Partial salaries & benefits	305,959	281,994	33,089	315,083
b. all transportation & per diem	27,922	18,068	2,550	20,618
c. Office expenses	55,889	46,181	11,199	57,380
d. Overhead	391,256	324,820	38,713	363,533
	\$781,026	\$671,063	\$85,551	\$756,614
e. GRT	2,254	2,254	0	2,254

	Total budget as per Amendment 7	Final total expenditure
Agreement Totals	\$1,297,924	\$1,297,924

Reviewed by: 
Prepared by: 

ATTACHMENT A

**Project ASPIRE
Regional Center and Incentive Grant
Summaries (1991-1995)**

In support of ASPIRE's goals ASPIRE coordinated career-development activities through grants to U.S. institutions in an effort to prepare ASEAN students for their transition back home and eventual employment searches. These goals were to:

- Promote the successful personal and professional reintegration of ASEAN students into the cultures and economies of their home countries;
- Encourage an understanding of U.S./ASEAN policies on economic and trade issues
- Encourage an interest in and an understanding of the Asia-Pacific Economic Cooperation (APEC)

REGIONAL CENTERS (1991 - 1995)

Project ASPIRE had three Regional Centers to coordinate ASPIRE regional activities. The Centers offered a variety of ASPIRE activities and served as information clearing houses and contact points for embassies, the private sector, career and foreign student advisers, and students interested in Project ASPIRE.

**A. ASPIRE Western Regional Center
The University of Southern California (USC)/SCICC (1991-95)**

As part of the outreach effort to Southeast Asian students in the United States and to strengthen the economic and cultural ties between the United States and the Asia-Pacific region, Project ASPIRE's Western Regional Center initiated and accomplished a number of programs and activities in the areas of skill-development training (e.g., interviewing, networking, and resume-writing skills), information-sharing and publications, home-country employment promotion, research, and networking. In 1992, the Western Regional Center presented "The ASEAN Job Market in the 1990's." This workshop provided students with an overview of the ASEAN job market by looking into the significant macro and micro trends and the various indicators which influence employment in the region. Dr. Richard Drobnick, Director of the USC International Business Education and Research (IBEAR) Program presented a lecture on "The ASEAN Economic Integration in the Context of the Changing World Economy."

In 1993, country specific employment workshops were offered. These workshops addressed the issues of reentry and employment in the ASEAN region by inviting speakers who could share their insights, experiences, and expertise. Out of these workshops many publications were created and distributed, including printed programs, workshop kits which contained ASPIRE publications, current lists of jobs from various companies, directories of U.S. businesses in these countries as well as those foreign companies operating in the U.S., lists of contact organizations and resource materials for students on the West Coast, and materials on resume writing, interviewing and networking skills.

In 1993-94, the Western Regional Center (WRC) launched an innovative, new project called the Trans-Pacific Leadership Program. The aim of the program is to create global individuals who can grasp the complexity of an increasingly interdependent world, who can analyze emerging world trends and events and see its implications in their respective line of work. The training program is an attempt to develop in the students an appreciation of what is going on in the world and a conscious effort to acquire a global mindset and its appropriate skills. Thus, the training program is divided into two parts. The first part, the training, was composed of workshops, lectures, group discussions, film showing, and group exercises focusing on important perspectives, skills, and issues related to global leadership. The second part, the volunteering program, will entail involving the participants as unpaid volunteers in the activities and projects of ASPIRE-WRC such as organizing workshops, job fairs, and discussion forums; database management; networking with employers, students and international organizations; publications, and so on. A weekly meeting was held to discuss and process task assignments and learning experiences. It is anticipated that through these efforts and exercises, a new breed of leaders and professionals will emerge that will grasp, compete and thrive in this period of globalization.

Publications and other materials: Workshop kits were produced for country-specific employment seminars which contained ASPIRE publications, current job listings from various companies, country-specific directories of U.S. businesses, a list of contact organizations and resource materials for ASEAN/SPI students, materials on resume writing, interviewing and networking, and statistics on the individual countries

Special Features: A leadership program to train students to integrate a global perspective within local concerns; and country specific employment workshops.

**B. ASPIRE Midwest Regional Center
Ball State University (1991-94)**

ASPIRE's Midwest Regional Center located at Ball State University developed a number of innovative programs to aid ASEAN and South Pacific Island students in their home-country employment search. Since the distances between schools in the Midwest region are great, Ball State University focused its efforts on video and electronic conferences rather than traditional workshops. Students wanting to participate in ASPIRE activities could become involved without leaving their institution.

Ball State's Telipon-Link was an interactive telephone conference call, where students were given the opportunity to discuss ASEAN-related topics with invited speakers. Any school nationwide could participate.

In April 1993, Ball State University broadcast its first live ASPIRE Video Conference to over 65 U.S. institutions nationwide. This one-hour conference featured a panel of U.S. multinational recruiters, students who had completed home-country internships, and international employment consultants. A second video conference was televised on November 6, 1993. A third, Project ASPIRE Video Conference is planned for the Fall of 1994.

Ball State established a computer-accessible electronic mail information service, called ASPIRE-L, for use by ASEAN and South Pacific Island students, employers, embassies, student associations or groups interested in international education and Southeast Asian and South Pacific Island issues. It was a collection of people linked by computers to form a network which was used to distribute information to each of its members. Student-related news bulletins, APEC updates and information, home-country employment news, and information on upcoming Project ASPIRE activities were accessible through ASPIRE-L.

Special Features: Telipon-Link; nationally televised ASPIRE Video Conference; and ASPIRE-L

**C. ASPIRE Eastern Regional Center
Metro International (1991-94)**

Metro International activities focused on the personal and professional reintegration of ASEAN and South Pacific Island students in New York City and surrounding areas. Activities included country-specific workshops, Citibank roundtable discussions on the Southeast Asian business environment, and discussions with United Nations officials on United Nations Development Programs in the Asia-Pacific region.

In April 1993, Metro International sponsored a corporate visit to Exxon Company International. This highly successful event provided an opportunity for qualified ASEAN/SPI students from countries with Esso affiliates, to learn about Exxon and their international hiring procedures, as well as giving participants an individual screening for hire. The applications and resumes were then forwarded to the hiring affiliates overseas who contacted qualified applicants directly for interviews.

Special Features: Corporate visits including screening for hire.

ASPIRE INCENTIVE E GRANTS (One year grants)

ASPIRE periodically issued a request for proposals for Incentive Grants of up to \$5,000. These grants were available to campuses and community organizations to design and implement skill-development workshops and seminars for ASEAN students. These activities were intended to promote home-country employment and reintegration training.

1. University of Illinois-Champaign/Urbana (1991-92).

The University of Illinois-Champaign/Urbana developed a series of workshops to enable and encourage ASEAN and South Pacific Island students to review their present academic and post-graduate career objectives and to be aware of the conditions under which they will return to their home countries. These workshops provided the essential job-search strategies, resume-writing, and interviewing skill-development activities needed by students, as well as an opportunity to network with the local private-sector during off-site field trips.

As part of their Project ASPIRE efforts, the University of Illinois-Champaign/Urbana published two resource guides: (a) ASEAN Linkages, which was a listing of U.S. multinational corporations with operations in the Asia-Pacific region; (b) Job Search Strategies and Resources: A Handbook for International Students, which was a guide to resume-writing, interviewing techniques, and other information useful to students in their job search. Workshops are also offered along these lines. Another activity included a workshop, entitled "Interview Techniques and Visa Regulations", to familiarize students with work options that are possible with their visa type. Another seminar, "Investment Strategies for the Small Investor: A Global Perspective" gave information on the various types of personal investments, how they work, and how to invest small amounts of money even as a student.

Publications and other materials: An ASEAN Directory of Home Country Employers; Job Search Strategies and Resources: A Handbook for International Students; ASEAN Linkages; and various handouts

Special Features: A seminar focusing on strategies for personal investment for students

2. University of Wisconsin-Stout (1991-92)

This program developed a pilot project to create a network of contacts to link Malaysian students at UW-Stout and Stout alumni living and working in Malaysia. Even though various efforts were made to contact students abroad, the response rate was low. UW-Stout concluded that there is a need to explore more effective ways to link overseas graduates with U.S. campuses and students.

3. Institute of International Education-Chicago (IIE) (1991-92 and 1993-94)

"Professional Opportunities in Their Home Country for ASEAN and South Pacific Islands Students" was a one-day seminar which discussed home-country employment trends and opportunities for ASEAN/SPI graduates of U.S. institutions. As a special feature, representatives from the Consulate of Thailand and Indonesia presented information on current employment trends in the Asia-Pacific region and how they impact job opportunities. In addition, corporate and university representatives discussed various reentry issues.

IIE's 1993-94 activities will include a one-day seminar, "Leadership Training for ASEAN and South Pacific Islands Students," will assist ASEAN and South Pacific Island students to review, select, and learn leadership skills appropriate to their home countries. Since students from the Asia-Pacific region come from diverse backgrounds, each student needs different combinations of leadership skills for their home country situation. Simulations, self-evaluation tests, etc., have been created to provide students with the opportunity to determine the skills which work best in light of their personal and

cultural characteristics. In addition to these activities, the seminar will provide students with an opportunity to network with U.S. business and community leaders as well as their fellow ASEAN and South Pacific Islands students.

Publications: Simulations, self evaluations, tests, miscellaneous brochures, handouts, reproduced articles.

3. Indonesian Professional Association (IPA) (1991-92)

“The Indonesian Career Connection (ICC) Program” was funded partially by Project ASPIRE to establish private sector linkages among IPA, Indonesian and U.S. multinational corporations, and Indonesian student organizations at universities and colleges across the United States. Through this effort, IPA was able to match the recruitment needs of corporations with the needs of those Indonesian students who are seeking employment in Indonesia. The ICC program was a two step process: (a) an awareness campaign; and (b) an establishment of ties.

In brief, ICC’s awareness campaign consisted of identifying Indonesian organizations, companies, and other foreign student organizations (e.g., PERMIAS) and international student offices at U.S. colleges and universities that have large Indonesian student populations. Once identified, these organizations/offices were sent IPA material concerning ICC objectives. Shortly thereafter, the Indonesian student organizations and international foreign student offices were contacted as a follow up on material sent. Organizations who were interested in the ICC, were asked to complete a letter of intent to join the IPA. Outreach to Indonesian corporations was accomplished by in-country visits and personal contacts to establish company profiles.

As a result of these efforts, the Indonesian Professional Association in conjunction with the Indonesian Student Organization-Berkeley have published the Guide to Career Opportunities in Indonesia, which is a guide to Indonesian companies that hire U.S. educated Indonesian students.

Publications: Indonesian Companies’ Profile Book; Resume book of Indonesian Students in the USA; and The Guide to Career Opportunities in Indonesia

Special Features: Established professional contacts between Indonesian employers and students

4. Institute of International Education-San Francisco (IIE) (1991-92)

In September 1992, IIE’s San Francisco office presented a one-day workshop for ASEAN and South Pacific Island students to provide them with insights and tools for making the best possible use of their U.S. education upon returning to their home country. The workshop focused on developing leadership and job-search skills. Knowledgeable resource persons including foreign student advisers, career placement and planning staff, public and private sector representative, and others participated in the discussions with students. The panelists and presenters were noted experts in their subject areas and were very effective leaders of lively discussions, contributing to the overall success of the day.

Publications and other materials: Preparing to Return Home: Quick Tips; The Home Country Job Search Survival Quiz; International Careers Bibliography; Foreign Student Resource Guide for Home Country Employment; and Reentry Issues Questionnaires.

Special Features: How to effectively apply a U.S. education at home and reentry leadership

5. Michigan State University (MSU) (1991-92)

In developing ASPIRE activities, Michigan State University used the coordinated efforts of the Career Development and Placement Services Office, Strategies for Advancing the Internationalization of Learning Program, the Internationalizing Student Life Program, and the Asia-Pacific American Student

Organization. Through these resources, MSU's ASPIRE Program was able to assist ASEAN and South Pacific Island students in their preparation for their home country job markets.

At the beginning of their Spring term, MSU hosted an informal luncheon ASEAN/SPI student organization and club leaders to determine the students' personal and professional reentry concerns. As a result, a Project ASPIRE Mini-Series was established. This series include a variety of skill-development and instructional activities such as interviewing techniques, cover letter writing, two Telipon link conferences, a video conference in conjunction with the ASPIRE Midwest Regional Center, a volleyball game, two sessions on reentry offered at the end of each semester, and a seminar on employment with respect to politics.

A final activity was a workshop called "Worldwide Employment: Career Workshop for International Students". The activity combined a presentation by a faculty member on the qualities sought by interviewers and potential employers, a panel discussion by international students on re-entry issues, and a mock interview with an international student. This last activity was particularly appealing to the international students.

Publications and other materials: Miscellaneous handouts and flyers.

Special Features: MSU invited participation from the country specific student organizations/clubs to determine topics for future workshops; career workshop including a mock interview with an international student

6. Southern Illinois University-Carbondale (SIUC) (1991-92)

SIUC's Project ASPIRE program integrated the efforts of the International Programs and Services Office, alumni groups, and the ASEAN and South Pacific students on campus to accomplish three objectives: (a) to develop a central clearing house for activities related to the Asia-Pacific region; (b) to develop a comprehensive program of out reach to ASEAN and South Pacific Island students at SIUC; and (c) to build sustainable linkages between SIUC, Illinois businesses, and alumni that will continue after the period of grant funding. The outreach portion of this program required an extensive effort to reach the students. Whenever poor activity attendance was a problem, project planners explored alternative methods of reaching students and promoting interest in the project. Likewise, to develop the first comprehensive computer database on Southern Illinois University's international alumni, the organizers brought together three different units on the campus.

Special Features: SIUC was a clearinghouse for activities for ASEAN and South Pacific Island students; outreach to ASEAN and South Pacific Island students; and created links between schools, local businesses and SIUC alumni.

7. Stanford University (1992-93)

Stanford's ASPIRE activities included a number of varied workshops for ASEAN and South Pacific Island students, focusing on reentry issues and job search skill-development activities. These workshops also included presentations from private sector representatives such as The Singapore Economic Development Board and Hewlett-Packard. Immigration issues and country-specific discussions were also addressed in workshop presentations. Organizers found that a multi-faceted, one-day workshops attract larger numbers of students than do shorter, single-topic workshops.

Special Features: Presentations including private sector representatives

8. Syracuse University (1991-92)

As part of its Project ASPIRE programming, Syracuse University designed and hosted a highly successful, two-day conference for students and educators entitled "The Reentry Experience of ASEAN and Pacific Island Students" to discuss and interpret research findings on reentry issues. The conference focused on four specific goals: (a) to create a network of people and resources on the topic of reentry; (b) to analyze specific case studies of reentry; (c) to bring together students, faculty, and ASEAN Consulate representatives in a discussion of the reentry experience; and (d) to assess the reentry needs of Science and Engineering students returning to ASEAN and South Pacific Island countries.

Conference participants included a delegation from the Indonesian Consulate in New York which presented a symposium, State University of New York-Buffalo, and University of Rochester faculty to make presentations. The workshop was well publicized prior to the event via the university newspaper, foreign student adviser's in the area who were enlisted to promote the event, and a presentation organized at the regional NAFSA conference. Flyers and telephoning were also used. Students have already begun planning an event for 1993-94 and hope to include more embassies, as well as NAFSA and ASPIRE staff.

Publications and other materials: A 500 page notebook of readings describing some of the best research being done on reentry; a paper presentation at the NAFSA Regional Conference in White Plains describing 12 critical incidents reported by students who have already returned home; six hours of conference videotape; and "blue prints," which can be used to replicated the conference at other institutions.

Special Features: A Two-day conference on the scientific aspects of reentry discussing four hypothetical student reentry cases were presented to participants for discussion, questions, and potential solutions to the case studies.

9. University of Minnesota (1991-92)

The University of Minnesota presented a series of workshops to address career development and professional integration issues for ASEAN and South Pacific Island students. The workshops were as follows: "Overview of Professional Reintegration"; "Beginning Your Job Search"; "Job Search Strategies for Employment and Internships"; "The Basics of Resume Writing"; "Job Interviews: How to Prepare, What to Expect"; and "Good Writing for Good Scholarships."

Special Features: Developing student and mentor professional relationships; and Telipon-Link with Ball State University

10. University of Oregon (1992-93)

In terms of the total foreign student population in the United States, students from the Pacific Rim are clearly a minority. Because of this status, there are few support programs and/or groups to address the needs of South Pacific Island students. The University of Oregon designed it's project to develop a program to assist South Pacific Island students with their personal and professional reintegration to their home islands. To do this, a systematic approach was taken to: (a) identify students from the South Pacific Islands who were attending colleges and universities in Oregon; (b) develop a network among potential public and private employers in the South Pacific Islands; (c) develop a support network of alumni and graduates of colleges and universities who currently reside in the islands; (d) link South Pacific Island students currently attending Oregon colleges and universities with potential employers and alumni on their home islands; and (e) generate private sector funding to continue development of the program.

Special Features: Established a professional network exclusively for South Pacific Island students.

11. American Graduate School of International Management (Thunderbird) (1991-92 and 1993-94)

Title: "You Can Go Home! A Program for Professional Reintegration of ASEAN and South Pacific Island Students I and II." Thunderbird's Project ASPIRE activities catered to a unique group of international management graduate students who were interested in business in the Asia-Pacific region as a whole, rather than one specific country. The focus of Thunderbird's program was to develop a process by which professional reintegration begins at the time students accept admission to the Thunderbird degree program, continues throughout their educational sojourn, and provides preparatory experiences prior to departure for home as well as professional and social support during the job-search process.

Thunderbird 1993-94 program is newly designed using experiences from their earlier grant. New ways to facilitate the home-country reintegration of ASEAN/SPI students after their study abroad sojourn in the United States will be explored. Workshops, lecture/discussion sessions, predeparture counseling and advising, and a reentry handbook will be featured.

Publications and other materials: An ASEAN student handbook; business contact list; and a resume database.

Special Features: Discussions on the role of ASEAN women in the business world. Professional reintegration beginning with admission to graduate school and continuing until leaving the university.

12. East-West Center (1992-93)

The East-West Center's ASPIRE Program was designed as a three-part comprehensive approach to reentry-training for ASEAN and South Pacific Island students. The component parts of this program included: (a) a resource center for materials related to professional integration and reentry available for both student and staff use; (b) a series of workshops on professional integration and reentry utilizing East-West Center alumni, graduate students, and NAFSA reentry and reintegration material; and (c) an alumni resource database, which identified alumni in each of the ASEAN and South Pacific Island countries who were/are interested in assisting students and recent graduates with reentry and job networking.

Special features: Several off-campus retreats were offered to students which served as uninterrupted brain-storming sessions where students could discuss reentry issues with fellow students and staff. (Also, see page 16 for "New Grants").

13. Iowa State University (1992-93)

To adequately prepare ASEAN and South Pacific Island students for their home country return and employment search, Iowa State University (ISU) developed a number of skill-development workshops, which dealt specifically with the problems of reverse culture shock and improving student job-search and marketing skills. These workshops were lead by advisers from ISU's Office of International Students and Scholars, Career Planning and Placement Services, and students from the ASEAN/SPI region who have had experience relevant to the workshops.

On October 28, 1992, the students had an opportunity to use their training with employers attending Iowa State University's International Opportunities Festival (IOF). The IOF is an annual event designed to alert the campus community to the variety of options that exist for study, work, and travel abroad, as well as the variety of campus organizations currently offering international experiences at ISU. There are two components to this event: (a) the exhibition of study, work, and travel programs; and (b) the seminars on the topic of working abroad. Two sets of seminars were presented; one primarily for American students interested in short-term employment and career opportunities abroad, and one for international students interested in strategies for the job search and employment opportunities in the U.S. or in their home countries.

25

Special Features: A full-day festival on study, work, and travel opportunities abroad for both American and International students.

14. University of Hawaii-Hilo (1992-93)

The University of Hawaii at Hilo has specifically targeted South Pacific Island students with a series of workshops and seminars aimed at helping them reintegrate into the culture and economies of their home countries. Activity topics included cultural values and learning styles, how to make the most of your student employment experience, and applying for scholarships and financial aid.

Specific workshop and seminars included: "Working in the Pacific in the Year 2000: Needs and Prospects"; "Private Sector Development in the Pacific: A Role for You?"; "Discovering Career Opportunities"; "Starting a Business in the Islands"; "Creating a Job for Yourself in the Islands"; "Reentering the Home Culture"; and "Reentering the Home Economy and World of Work."

Special Features: A Project ASPIRE Weekend Retreat focusing on issues of leadership and cultural values for South Pacific Island students as well as academic planning for the upcoming year.

15. Virginia Polytechnic Institute and State University (1992-93)

The "Integration and Reentry of ASEAN Students (IRAS)" project provided students with an orientation to available resources, job-search skills training, assistance with identifying appropriate pre- and post-graduation home country internships and employment opportunities, and assistance with professional reentry upon completion of their studies in the United States.

Throughout the program, students were encouraged to participate in other relevant activities such as the ASPIRE video and Telipon-links, and the APEC Home Country Co-op Placement Project. Students had the opportunity to use and test their acquired skills with multinational recruiters by attending American University's International Student Job Fair in Washington, D.C. In addition, the program planners collected information on resume writing, networking, and the interviewing differences between the U.S. and the ASEAN region to share with the students.

Special Features: Students participated in the Indonesian Career Connection Resume Book for which graduating Indonesian students could submit a resume for inclusion. The book promotes the link between students and Indonesian professionals in the Indonesian business community.

16. University of Nebraska-Lincoln (1992-93)

The University of Nebraska-Lincoln's (UNL) Project ASPIRE Program, "Preparing for Employment in Southeast Asia and the South Pacific: A Training Seminar for the Job Hunt" was designed as a one-day activity to refocus ASEAN and South Pacific Island students on the Asia-Pacific job market and to recognize some of the unique characteristics of "doing business" in Southeast Asia. At the same time, the program highlighted some of the important job-search skills necessary for their home-country employment search.

"Preparing for Employment..." was presented on November 14, 1992 and was attended by approximately 130 people and included 6 major sessions, which were either panel presentations or roundtable discussions by UNL faculty, staff, students, and local business experts with experience in the Asia-Pacific region. The sessions covered 5 themes: (a) identifying opportunities; (2) personal and business networking; (3) resume writing; (4) job interviewing; and (5) reentry and communication. A bibliography prepared for the seminar lists available job-search materials that can be found in most university libraries.

Publications: A bibliography of job search-related materials.

Special Features: An all day event concerned with refocusing students on employment and business opportunities in Southeast Asia and the South Pacific Islands.

17. The Ohio State University (1992-93)

Program title: "The ASEAN Connection: A Workshop and Networking Program." Prior to the start of their ASPIRE activities, the Ohio State University (OSU) surveyed 356 ASEAN students to determine what skills they anticipated would be useful for their home country return and eventual employment search. Survey results indicated that students were particularly interested in job-search strategies, networking skills, practical training opportunities, interviewing techniques, and resume-writing skills. Based upon these findings, OSU designed its ASPIRE program to focus on these skill-development activities.

OSU developed an ASEAN Resource Directory to help link ASEAN students in the U.S. to alumni and potential employers back home. To do this, OSU developed an alumni survey, which asked them to share their experiences of reentry and job searches with ASEAN students in the U.S. and to give the names and contact information on organizations/employers which recruit new graduates. Activities included: (a) a Telipon link with both Exxon Company International and Arthur Anderson Consulting which provided a brief overview of their company and then allowed for specific questions from participating ASEAN students; (b) a networking/professional integration roundtable discussion with Graduate Students from Malaysia, Philippines, Indonesia and Singapore who had studied in the United States, returned to their home country to work and then returned to the United States for further studies; (c) an interviewing techniques/resume writing workshop; (d) students also had the opportunity to observe a video conference taking place at Ball State University on job search techniques for foreign students; and (e) a session on how to apply to American graduate schools and related immigration regulations.

Publications: An International Job Resource List; ASPIRE Directory (containing Ohio State University ASEAN Alumni Directory, Business Directory, and Employment Resources Directory); and video on interviewing techniques.

Special Features: A survey of 356 ASEAN/SPI students was conducted to determine and develop appropriate activities for students.

18. California State University-Fresno (1992-93)

California State University-Fresno's (CSUF) "Meeting the Challenge: Return Home Successfully" was designed to present a series of forums, lectures, and seminars for ASEAN and South Pacific Islands students during their sojourn in the United States. These activities focused on: (a) assisting ASEAN and South Pacific Island students to develop professional networks within the CSUF and the Fresno community and their home country; (b) analyzing and clarifying the economic and political changes in the students' home countries and the effect of these changes on the job market in the Asia-Pacific region; (c) visiting business sites, giving students an opportunity to observe professionals on the job; and (d) introducing the concepts and issues of student reentry and reverse culture shock.

Guest speakers at events included ASEAN alumni and representatives from the respective ASEAN consulates. The alumni were back in the United States for further study after having worked in their home countries and were able to give first hand accounts of their job searches in the ASEAN countries. Consulates guests spoke about current economic and political developments, employment trends, and job market in the Asia-Pacific region. Students rated this as the most useful event. Students were permitted to enroll in this conference as a one unit course. Ten of the participants did so.

Special Features: Offered a series of forums, lectures, and seminars for ASEAN and South Pacific Island students for one unit credit. Also, ASEAN alumni were used as presenters to relate their home country job search experiences.

19. American University (1992-93)

The American University (AU) focused its efforts on professional reintegration, job-search strategies through its "International Student Job Fair: How To Prepare Your Students." To adequately prepare ASEAN and South Pacific Island students for the job fair, students were invited to a special pre-job fair information session, which provided company profiles, interview coaching, and a resume critique.

The AU job fair was a highly successful event, which included students from fifteen D.C. schools and was attended by twenty-two organizations. In the Spring of 1993, in anticipation of the next international student job fair, additional efforts were made to identify employers interested in recruiting ASEAN and South Pacific Island students for home country employment.

Publications and other material: An International Student Job Fair Resource Guide and various promotional brochures and flyers distributed prior to Job Fair

Special Features: Special pre-fair outreach and preparation sessions were conducted for ASEAN and South Pacific Island students in Washington, D.C. and surrounding areas.

20. Purdue University (1993-94)

To enhance the job search and procurement skills of ASEAN and South Pacific Island students, Purdue University conducted a one-day skill development workshop on November 6, 1993 called "Enhancement of Job Seeking Skills for Students from ASEAN and South Pacific Island Countries." This workshop included lectures, cover letter and resume writing instruction and review, networking skill-development, and a variety of other job search and procurement-related topics.

21. University of California-Davis/The Northern California International Career Consortium (NCICC) (1993-94)

"NCICC-International Career Day: ASEAN Student Outreach." This project will focus on preparing ASEAN and South Pacific Island (SPI) students attending the Northern California International Careers Consortium (NCICC) International Career Day through: (a) targeted recruitment of ASEAN/SPI employers to afford them an opportunity to become involved in the student community and to expose small to mid-sized companies to ASEAN/SPI students; (b) a panel discussion with an ASEAN employer, an employed ASEAN alumnus, and an international career adviser; (c) conducting focused outreach to students at NCICC member campuses; and (d) designing evaluations to obtain direct feedback from ASEAN students regarding their career development and jobs search needs and from corporate recruiters interested in hiring ASEAN students for home country employment. Note: Whereas this project deals specifically with students attending the NCICC International Career Day, its basic concepts are applicable to all students attending international career fairs.

22. Kansas State University (1993-94)

Kansas State University's (KSU) "International Renewable Energy Network" linked, via audioconference, 25 U.S. universities with top experts in renewable energy and conservation as they apply to developing countries. In addition, these audioconferences discussed the career possibilities for students whether they were studying marketing, finance, management, or engineering in the South Pacific Islands and in the ASEAN region. The conference were the beginnings of an ongoing international renewable energy network to "Help explore appropriate program options, identify new resources and to build professional networks for student reentry to their home countries."

Special Features: A network focusing on the issues of renewable energy.

23. California State University, Fresno (1993-94)

California State University-Fresno's "American-Educated International ASEAN Women and Psychological Issues in Reentry to Their Home Countries" was a one-day conference dealing with the psychological issues of reentry facing U.S.-educated international students, especially women. Other conference themes included student-identified reentry concerns and potential problems.

Special Features: A focus on the psychological issues of reentry facing U.S.-educated international students, especially women.

24. Colorado School of Mines (1993-94)

Colorado School of Mine's(CSM) "Database for Employment of ASEAN and South Pacific Island Students: Mineral and Energy Industries," was a project intended to assist ASEAN and South Pacific Island students in the United States to make contact with potential national and multinational mineral and energy industry employers in their home countries.

The project involved modifying an existing database of companies established by the Mineral Economic Department at CSM to target ASEAN/SPI corporations. Information on government agencies, local and regional companies, and related groups in the Asia-Pacific region which deal with minerals and energy and were added to the database.

Special Features: A database featuring student-oriented information and profiles of ASEAN/SPI organizations in the mineral and energy industries.

25. State University of New York (SUNY) at Buffalo (1993-94)

SUNY-Buffalo's "Back to the Future: a Professional Integration seminar for ASEAN Students," was the first incentive grant for the production of a special Project ASPIRE topic video. The video focused on preparing ASEAN and South Pacific Island students for their post-graduation home-country employment search.

To enhance the educational value of the video, a resource workbook was used in conjunction with the video and included in an ASPIRE Video package. Hence, this grant will provide a low-cost ready-made reusable resource for campuses to use for their ASEAN and South Pacific Island student activities.

In addition to the video activities, SUNY-Buffalo hosted a one-day seminar for ASEAN and South Pacific Island students to discuss the recent developments in the Asia-Pacific region and their impact upon graduating students.

Special Features: A topic video on home country reintegration for ASEAN and South Pacific Island students .

26. East-West Center, Honolulu, Hawaii (1993-94)

The East-West Center's "From Hawaii to Homecoming: Part II," was a continuation of an alumni development and reentry program for which the Center had an ASPIRE grant the previous year. However, this grant's activities focused on preparing current East-West Center students to become alumni contacts for future graduates returning to the Asia-Pacific region.

The East-West Center's ASPIRE activities also included reentry retreats. These retreats helped students focus on the issues of reentry and reintegration and provided a discussion forum for student needs and information.

27. The American Chamber of Commerce in Singapore (1993-1994)

The American Chamber of Commerce's project, entitled "The Singapore Link," provided an access point for American multinational corporations in Singapore to list job opportunities for students via ASPIRE-L. In addition to linking students in the United States with U.S. corporations overseas, the United States Information Agency Student Counseling Service provided prospective students who were seeking information about studying in the United States and those students who were departing for the United States with an introduction to the U.S.-APEC Partnership for Education.

Special Features: Singapore job opportunities posted directly to ASPIRE-L with an option for the students to reply directly to employers via electronic mail.

28. "ASEAN Career Conference" Project ASPIRE Regional Center (1993-94)

The Western Regional Center at the University of Southern California held a one day workshop April 9th, 1994 to address various country-specific employment issues in the Asia-Pacific region. At the suggestion of NAFSA, the center sent in a proposal to do a topic video of the conference, which together with a handbook, can be used by ASEAN student groups as a preparation for students returning home.

29. "Utilizing Leadership skills for a Successful Return Home" IIE Chicago (1993-94)

This was a one day workshop on utilizing leadership skills to help with the return home. It was held on April 30, 1994 at Roosevelt University in Chicago. The workshop was designed to help ASEAN students in the Chicago area colleges and universities review the varying leadership styles they had seen and, to some extent, absorbed in the United States and adapt these techniques to a style that would be appropriate and successful on their return home.

30. The American Graduate School of International Management "Thunderbird" (1993-94)

This was a second grant to continue developing a model program to facilitate professional reintegration of ASEAN students upon their return home.

The focus of this program was to develop a process and supporting materials to facilitate professional reintegration which begins at the time students accept admission to the Thunderbird degree program, continues throughout the educational sojourn, and provided preparatory experiences prior to departure for home as well as professional and social support during the job-search process. The Foreign Student Office and the Career Services Center cooperated in developing this program.

31. "The First International Job Fair for Thailand" The Thai-American Chamber of Commerce (TACC) and Association of Thai Professionals in America and Canada (1994-95)

Five hundred Thai students and twelve companies participated in this Thai only job fair. The Thai ambassador to the United Nations, H.E. Nitya Pibulsonggram opened the program, gave the keynote address and welcomed the students, professionals, and company representatives. The ASPIRE Project Manager spoke during the program part of the fair. All company booths were crowded for the duration of the event.

Because of the enthusiasm shown by the Thai students for the event, a future project is being planned that will serve as a year round clearing house and information center for both students and companies. Another job fair is planned as well.

32. "Training Video for International Students" Cleveland State University (1994-95)

The Career Services Center of Cleveland State University produced a two part employment search training video for ASEAN students.

The first video will highlighted the value of work experience gained in the U.S. while attending school. An outline of the steps necessary to prepare for such experiences were provided: analysis of career goals, current skills and past experience, networking within the campus and local community, understanding the U.S. work environment and the needs and expectations of American employers and the means to identify opportunities available. Interviews with ASEAN students who have worked, are working or are seeking work experience in the U.S. were utilized. Interviews with employers and work supervisors who could discuss their experiences, needs and expectations of student employees.

The second video outlined and introduced job search strategies to assist students in their home-country employment search. Beginning with long distance networking techniques the focus was on utilizing alumni networks, chambers of commerce, other country-specific organizations, ASPIRE-L and other email networks. Interviews with ASEAN students and employers introduced country-specific strategies and techniques.

33. "International Conference for Southeast Asia: Transition to the Working Environment in the Home Country," Wichita State University (1994-95)

The purpose of this program was to provide an opportunity for Wichita State University students from the ASEAN region to learn how to ease the transition process from being a student in the United States to being productive in a career in their home country. It explored issues related to career development as well as adjusting to a new social and cultural environment. The specific objectives of this program included: providing information about conducting a job search including country specific resume writing, networking, and developing contacts in their home country; discussing social and cultural issues in the students' home countries using the expertise of members of the individual countries' diplomatic delegations; providing an opportunity for the students to begin networking among themselves so they can sustain relationships when they return to their home countries.

34. Singapore Students' Association, Indiana University (1994-95)

This grant, of only \$1,000, was to help support a Midwest conference for Singapore student associations, "CROSS-ROADS—What after graduation?". The conference, held at Indiana University, was attended by the Ambassador of Singapore and a number of guest speakers who covered topics selected to help with the process of reentry. They included: discussions about the options after graduation, job search advise, and the realities of the reentry experience.

ATTACHMENT B

Project ASPIRE

Summary Trip Report: Indonesia, Malaysia, Singapore, and Thailand

June 19 - July 6, 1995

Susan Luchs

August 7, 1995

The purpose of this trip was to promote Project ASPIRE to the private sector and governments in the ASEAN countries served by the program. This was the first trip of this nature since Project ASPIRE began in 1991. I set up appointments based upon information and contacts developed in the U.S.. For the most part, the people with whom I met were appropriate and we should remain in touch with them. Many of the people I saw had good suggestions about whom else I should see. Whenever I could, I followed up on these leads. There is no substitute to actually being in a place and having the right introductions to make the best connections.

Not only was this a good way to promote ASPIRE's services, it also offered opportunities to pick up information that may help in decisions we make about Project ASPIRE Corporate Recruitment Packages and help us assess the possibilities for home government use and support of the project.

I have divided the report into three sections. The first, brief summaries, cover Corporate Recruitment Packages; ideas about possible ASEAN Government Support/Use of Project ASPIRE; notes about introducing Project ASPIRE; and overseas publicity. The second section is brief comments about the countries I visited. The final section contains notes on individual meetings. I have included contact addresses and numbers for these visits. I included them for my use. However, this information may be useful to the board members who are from these countries or if U.S. based IAB members have the time and inclination, they might consider seeing some of these people when they are in the region.

I. Summaries (packages, government support, introduction, publicity)

A. "PROJECT ASPIRE CORPORATE RECRUITMENT PACKAGE" : VARIATIONS

There may be several other ways to combine ASPIRE's services that would serve some overseas businesses or business associations better than the existing packages.

1. New "Limited Option Corporate Recruitment Package" (\$5,000): Many businesses overseas, especially small and medium businesses, did not show much interest in the student database. They tend to handle the process differently than U.S. recruiters do and most will not actually come here to recruit. A number are not known by the students and need exposure. They need a chance to tell about themselves, what kind of jobs they have to offer, and what qualifications they are seeking. Directors of business associations and AmChams said they expected small and medium businesses to show more interest in a limited package that offers 12 ASPIRE-L advertisements and a company profile in the ASPIRE-L directory menu rather than one which offers the advertisements and the database. We have already made this change, but will honor any request for the original combination.

2. "Limited Group Option Corporate Recruitment Package" - A special package for business associations representing small businesses (\$5,000/group of 10): Many small businesses are looking

for just one or two graduates and need a cost effective way to find them. ASPIRE could offer a "Limited Group Option Corporate Recruitment Package" that uses ASPIRE-L to help businesses become known to students. The idea for this option developed from a conversation I had with Mr. Ong Teong Wan, Singapore Institute of Management. Mr. Ong, a friend of Dick Drobnick, agreed to see me to help identify possible contacts. Mr. Ong and I discussed this group option and he arranged for me to meet Koh Juan Kiat of the Singapore National Employers Federation to get his reaction to the idea. I have since written to Mr. Koh and several other associations, including all the AmChams, to offer them the following:

12 ASPIRE-L recruitment advertisements that included:

- a list of the names of 10 (or fewer) businesses;
- a general description of the types of businesses included (This could not be a company by company description - just "accounting firms", "hotels", "banks", "computer software", etc);
- degrees/qualifications being sought;
- a name and number (AmCham, Federation) to serve as a contact point for further information.

The same ten businesses would be listed in all 12 advertisements, no substitutions or additions.

If ten businesses shared a "Limited Group Option," each would pay \$500 to have their name listed in the group ASPIRE-L advertisements. If fewer businesses shared a single "Limited Group Option," the cost to each businesses would be higher, depending upon how many businesses were involved. The "mother organization" (e.g., the Federation which also happens to be a non-profit association) would serve as a contact point for further enquiries and facilitate communication between students and individual businesses.

Mr. Koh thought he would be able to come up with at least 50 companies willing to participate. If such an arrangement did indeed involve that many businesses, it would mean \$25,000 for ASPIRE and enrich ASPIRE-L's business offerings to the students by ten businesses. (A very important consideration)

3. "Full Group Option Corporate Recruitment Package" (\$15,000): Carol Walker, Executive Director AmCham Indonesia, suggested that the AmCham take a \$15,000 package and use it to support their members representing small businesses. She understands that we would not accept this use of the package for companies that can otherwise afford to take either one of the regular options. She was going to discuss this possibility with her board later this month to see what ideas they can come up with. If they are in favor of this idea, one of the issues they will need to address is how to decide which businesses would be eligible for their sponsorship. This is still just an idea. I will consult you before ASPIRE makes any firm commitments and would appreciate your comments.

4. Government Sponsorship: In talks with the Secretary General, Bakir Hasan, at the Indonesian Ministry of Trade, I suggested that the Indonesian government might consider sponsoring small and medium Indonesian businesses. They could help them take the regular "Project ASPIRE Limited Option Corporate Recruitment Package" listed in our brochure or the limited group or full group options discussed above (2. and 3.), or we could work out some other arrangements with the Ministry that would give these businesses exposure/access to the students in the U.S.. The Secretary General was receptive to the idea, but this will take more time to develop.

I am sure that combining ASPIRE's services in "packages" to meet the needs of individual small businesses, associations, and governments will be a main agenda item at our next IAB meeting. However, most of that discussion will be for the '96 packages. The decisions about what variations will be acceptable between now and the end of the year will be made in the next month. Therefore, your comments about the above variations will be very helpful. Other ideas are also welcome.

Miscellaneous corporate recruitment package comments:

- As ASPIRE-L gains a reputation, we are going to need to charge more for individually placed ads.
- Donne Petito and Alan Goodyear, AmCham Singapore, liked the full "Project ASPIRE Corporate Recruitment Package" and felt that the price is right for the larger businesses in Singapore. However, both think that it will take a one on one approach to sell it.
- Some of the ASEAN businesses that have never recruited in the U.S. might consider coming to ASPIRE job fairs if they have more information on how to go about it and a rough breakdown on the expenses involved.
- As we already know, most overseas businesses and governments have lists of "approved" schools. These lists consists of the obvious institutions plus some that have been added because they were attended by people who have succeeded in government or the private sector. I would like to see some of these lists and have asked several people for theirs. It would make sense to make special efforts to involve students from these in ASPIRE.

B. POSSIBLE ASEAN GOVERNMENTS' SUPPORT/USE OF PROJECT ASPIRE:

The following is mainly based on a visit with the Secretary General at the Indonesian Ministry of Trade. However, ideas resulting from meetings in Singapore and Malaysia are also incorporated. The suggestions about possible arrangements between ASPIRE and the Indonesian government noted here are applicable to the other ASEAN countries.

Skip Roby, of the Trade Implementation Policy Program (TIP), helped arrange a meeting with the Secretary General, Bakir Hasan, at the Ministry of Trade. The discussions at this meeting were a beginning to what I hope may eventually result in some government support for ASPIRE. The people attending the meeting did not sit passively, they asked many questions, and we had a very good discussion. The approach to introducing ASPIRE, discussed below, was very important in this setting. Once they were comfortable about NAFSA and Project ASPIRE, we discussed the goals of the project, its focus, methods of outreach, and components.

The Director General was interested in what ASPIRE does to help students face the issues of reentry, both personal and professional. (Many of those present were educated overseas) They are concerned about those who lose touch with Indonesia when they go overseas, about those who go to other Asian countries rather than returning home, and those who want to return home but have a difficult time finding suitable employment.

We talked about three ways Project ASPIRE might help: • ASPIRE as a link to keep students in touch with Indonesia, • government sponsorship of small and medium businesses, and • ASPIRE programming

that provides home-country dimensions to U.S. training.

- Appropriate government departments or contracted institutes could write articles for the *ASPIRE Newsletter* and ASPIRE-L that help students remain in touch with Indonesia. Information on economic trends and manpower projections help students focus their studies where they are needed and serve to keep their expectations more in line with reality. Other information and articles can help students remain psychologically more connected to their homeland. In Singapore, there is a program in place (see SIF below) to do just this.
- As suggested above in the variations on the corporate packages, governments could sponsor small and medium businesses to help them gain access to the pool of talent coming out of the United States.
- Home governments could also use ASPIRE to help students bridge the gap between what they are learning and experiencing in the United States and the realities of what they will find in the workplace at home.

A private institute like the Institute for Management Education and Development could be contracted to do "mini series/courses" on topics such as doing business in the home setting, accounting practices, special legal considerations, work place etiquette, worker-employer relations, and other areas that require adjustments when students return.

In most of the ASEAN countries there are steps graduates must take for professional recognition in accounting, law, architecture, and engineering. Some American degrees are not accepted in a few professions. The appropriate government agencies could provide students with current information on existing regulations.

C. INTRODUCING PROJECT ASPIRE:

Some of the things we normally talk about when introducing Project ASPIRE were especially important overseas. I usually began with a brief description of NAFSA and ASPIRE. People always visibly relaxed when I told them that NAFSA is almost 50 years old, is a non-profit association (not an agency), and has 7,700 members who are the professionals that serve 90% of the foreign students in the United States. The fact that ASPIRE began as an APEC project is also a positive connection in most settings. We have modified all of our materials to emphasize these points. The line "A Non-profit Association" has been added under the NAFSA logo on the cover of the corporate brochure. Also important is the fact that Project ASPIRE focuses on both the graduate and post-graduate ASEAN students studying in the U.S. (We had been saying "students" or "undergraduate and graduate")

D. PUBLICIZING PROJECT ASPIRE OVERSEAS: ASPIRE staff will continue to:

- regularly provide articles about ASPIRE to AmChams, local Chambers of Commerce, and other business associations for their publications and newsletters;
- supply the USIS offices and the local government agencies that do student pre-departure orientations with ASPIRE student brochures;

- send student brochures to the programs that have twinning arrangements with U.S. schools for them to distribute to students just prior to their departures for the U.S.; and
- send newsletters to selected individuals with whom ASPIRE staff or IAB members have made personal contact on behalf of ASPIRE on overseas trips.

II. COUNTRIES

A. Malaysia

Rohana arranged meetings with the Prime Minister's son, Mr. Mirzan Mahathir, and Dr. Noraini Abdulla, Senior General Manager of Renong Berhad. These meetings were very useful in that they highlighted some of the issues that we face in marketing ASPIRE's services in Malaysia and in some of the other ASEAN countries. They also made me begin to think about changing the limited option to do a better job of meeting the needs of small businesses.

Both Mirzan and Noraini said that Malaysian businesses prefer to hire graduates of Commonwealth institutions. However, given that the Malaysian government spends 60+ million dollars a year educating Malaysians in the U.S. and an additional 9,000 students finance their own educations here, there must be a need/market for U.S. trained graduates. I am fairly certain that Project ASPIRE has a role in Malaysia. Whether it is with the government, multinational companies, and/or Malaysian businesses still needs to be determined.

The government: The Malaysian government places the students they sponsor in jobs when they return. (This was not the case when I lived there, but has been in recent years.) However, the Malaysian government may find some of the suggestions covered under "Government Support" of interest from the point of view of HRD resource development for Malaysia. Rohana is going to ask the Minister of Education for his support and will also approach the HRD and Planning Department.

The private sector: Many, but by no means all, of the graduates who have financed their own educations in the U.S. will go into family businesses. The rest are the students ASPIRE can help.

- American companies are one obvious avenue. I have the AmCham and American Embassy directories and will target some of the businesses listed in them on my next visit and try to arrange an AmCham breakfast meeting.
- Many Malaysian businesses need to be educated about the employee pool coming from the U.S. Rohana is going to identify some of the Malaysian businesses that might be, or already are, interested in U.S. graduates and approach them. If the Minister of Education endorses Project ASPIRE, it will make this much easier.

B. Singapore

I met with people from both the government and the private sector. I concentrated mainly on individuals representing large business groups and associations to gain an insight into their needs to assess how ASPIRE might best address their requirements. It also gave me the opportunity to tell them about

ASPIRE's services. I did visit a few individual businesses as a result of earlier leads and will do much more of this on a return visit.

C. Indonesia

I did not have many leads about whom to see when I set up the meetings for Indonesia. However, those that I did have, were good ones. The meeting at the Ministry of Trade was especially useful from the point of view of possible government involvement in the project. Almost everyone I saw had a good idea about someone else to see. However, it was generally not possible to set up appointments on the spur of the moment. My trip was the first visit of this sort for ASPIRE in Indonesia. A representative of the Co-op Placement, another component of the U.S.-APEC Partnership for Education, has been there quite often and has consequently developed good support for their program. Co-op has used ASPIRE's newsletter and email, much to its advantage, over the past four years.

We are very fortunate that Willy Wiguna and possibly A burizal Bakrie are joining the IAB. I think ASPIRE's services are quite relevant to Indonesia and their guidance will be invaluable.

- * I have written follow up letters to most of the people I saw in these countries. I have also provided the associations with newsletter articles for their publications and sent additional brochures (and a flyer about the "Limited Group Option Corporate Recruitment Packages") where appropriate.

D. Thailand

Chote Sophonpanich accepted our invitation to join the IAB just before I left on this trip. Since I was going to be in the region, I asked if he would like to have a chance to meet to discuss Project ASPIRE. He extended an invitation to me for dinner the evening of July 4th. I appreciated the opportunity and very much enjoyed meeting and talking with Chote. We are very fortunate that he is on the board.

III. MEETINGS

Malaysia

Mr. Mirzan Mahathir
77, Jalan Setiabakti
Bukit Damansara
Kuala Lumpur 50490
Malaysia
Tel: 254 5955
Fax: 254 6526

There is a very great immediate need for well trained experienced employees in business, engineering, and computer science. (ASPIRE recently built a database of the graduate programs in the U.S. in these fields that ASEAN students attend for special outreach this Fall.)

According to Mr. Mahathir, Malaysian companies do not tend to plan ahead. They are interested in the "now" and do not hire people that they will need to groom. Instead, they seek experienced people, often hiring them away from the multinational companies who have given them training and on the job experience.

It is an employees' market.

Businesses are more interested in graduates of Commonwealth universities. I also heard this in Singapore. However ever since Lee Kuan Yew endorsed U.S. technological training, this attitude has been changing.

Dr. Noraini Abdullah
Senior General Manager
Group Communications
Renong Berhad
MCOBA Building, 42, Jalan Syed Putra
50460 Kuala Lumpur
Malaysia
Tel: 603-274-2166
Fax: 603-274-3391

Earned her PhD at the University of Washington.

Many of the comments made by Mirzan Mahathir were echoed by Noraini. Her company hires only from Commonwealth universities, although she thinks U.S. training has the edge on entrepreneurship. Renong targets some students at a very early age (elementary), educates them at a special school, and finances their tertiary training.

Mr. John Hawes
Executive Director
American Malaysian Chamber of Commerce
Unit 11.03, Level 11, AMODA
22 Jalan Imbi
55100 Kuala Lumpur
Malaysia
Tel: 603-248-2540, 2407
Fax: 603-242-8540

Explained Project ASPIRE and left brochures to be made available in the office. Mr. Hawes expressed concern about the cost of the packages.

I gave Mr. Hawes an article (and a picture) for the next AmCham newsletter.

Will request a breakfast meeting to present the recruitment packages if I return to KL.

Received a copy of the AmCham directory.

Paul Scoogna
Commercial Counselor
American Embassy
376 Jalan Tun Razak
P.O. Box 10035
50700 Kuala Lumpur
Malaysia
Tel: 603-248-9011
Fax: 603-242-1866
Boni Chua, assistant

Also concerned about the price.

Received the Embassy Directory of American Businesses.

Suggested I contact Binariang Sdn. Bhd. since they have expressed a special need to reach the students in the U.S.

Suggested Tan Sri Aizizan (Petronas) for the second IAB board member. Petronas sponsors 500 students. However they also place these students in jobs so Petronas does not need ASPIRE's services for recruitment. Nevertheless, his name came up several times as a good ASPIRE contact.

Keith L. Sowell
Executive Director
Network Design, Engineering & Operations
Binariang Sdn. Bhd.
Ground Floor, Block B
Wisma Sementan, No. 12
Jalan Gelenggang
Bukit Damansara, 50490 KL, Malaysia
P.O. Box 13447
50180 KL, Malaysia
Tel: 603-252-2000
Fax:603-252-1920

Gave him the corporate recruitment brochure and other materials.

The Binariang HRD Director, Deane Hughson, recruits in the U.S.. SRL to follow up.

Next trip to Malaysia:

Rohana suggested an interview with the newspapers. If the Minister endorses our services, this would be very helpful.

Possible contacts:

National Semi Conductor
Carol Bradford, Ogilvy & Mather
Mr. Lee Chen Suan, Federation of Malaysian Manufactures
Nik Mohamed Yaacob, Sime Darby
Mr. Robert Kuok Hock, Foundations & Scholars
Miss Janis Tan, Asia Pacific Exposition Centre?

SINGAPORE

Dr. Seet Ai Mee
A M Laboratories Pte. Ltd.
#05-19 Tanglin Shopping Centre
Singapore 1024
Tel: 65-235-6955
Fax: 65-733-8563

Ambassador Bodde invited Dr. Seet Ai Mee to join the IAB last April. When I was planning my trip, I suggested that we meet to discuss Project ASPIRE.

We are pleased to say that Ambassador Bodde has just received a letter from Dr. Seet accepting his invitation to join the board.

While I was in Singapore, Dr. Seet gave me a list of the Human Resource Managers at a number of the major banks in Singapore. I have written to them, using her name, to tell them about our services.

Dr. Seet recently established the hospice, Dover Park.

Sharon Siddique
Sreekumar Siddique & Co Pte Ltd
9A Duxton Hill
Singapore 0208
Tel: 226 2887
Fax: 226 0038

Sharon, a good friend of Ambassador Bodde's, is an American, who runs her own consulting firm. She is married to a diplomat in the Singapore Foreign Service.

She offered a lot of useful information about Singapore. She noted that Singapore is losing some of its talent to neighboring countries sighting the rising cost of living as one of the reasons for this new development. (Returning home, therefore, is becoming an issue.)

Sharon would like us to remain in touch and will be available for information and advise.

Goh Chor Lim
Government of Singapore Investment Corp
250 North Bridge Road #33-00
Raffles City Tower
Singapore 0617
Tel: 65-336-3366
Fax: 65-330-8722

GIC is a private investment corporation formed to invest the governments excess revenue. Although GIC targets just a few U.S. schools (I have asked for a list), Miss Goh expressed definite interest in ASPIRE recruitment packages. I suggested they might consider expanding their list using Gorman's "most competitive rating".

Ms. Goh expressed concern about the legality of limiting nationality in recruitment advertisements. I told her that the businesses that have used "students legal to work in Singapore," have had no problems.

Mr. Ong Teong Wan
Singapore Institute of Management
41 Namly Avenue
Singapore 1026
Tel: 65-462-9315
Fax: 65-468-0779 (469-1559)
Jolynn Chow - assistant

Dick Drobnick suggested I see Mr. Ong.

Remarked several times that ASPIRE is a worthy endeavor.

Arranged a meeting for me with Koh Juan Kiat, Singapore National Employers Federation and discussed how an organization like the Federation could use ASPIRE.

Invited me to lunch. Son, Yu Ee Ong, is a student at USC.

Miss Goh Hwee Lian and
Mr. Hernaikh Singh
Singapore International Foundation
111 Somerset Road
#11-07 PUB Building
Singapore 0923
Tel: 65-738-5955
Fax: 65-738-5234

The SIF runs a program of outreach similar to our Peace Corps. We are familiar with SIF because they also maintain links with Singaporeans abroad via an email and newsletter. The Professional Information Programs Management Services (PIPS), a non-profit organization set up under the Ministry of Finance (Public Service Division) produce the newsletter and run the email. SIF cooperate with the Singapore Economic Development Board (EDB) and the Singapore Embassy to help students return to jobs in Singapore. SIF, the embassy, and EDB use ASPIRE regularly.

SIF does pre-departure orientations. Gave them 500 ASPIRE student brochures for their July orientation. They will distribute them at all future pre-departure orientations for U.S. bound students.

Hernaikh Singh helped set up a meeting at the Singapore Economic Development Board (EDB).
Ambassador Madamba
Deputy Executive Director
APEC Secretariat
438 Alexandra Road
#19-01/04, Alexandra Point
Singapore 0511
Tel: 65 27-51880
Fax: 65 276-1775

Ambassador Madamba will be the APEC Executive Director in 1996. He is a retired Vice Admiral and Deputy Chief of Staff, Philippine Armed Forces.

Discussed HRD in the Philippines. Suggested I meet with Dr. Dante Canlas, Deputy Director General, National Economic and Development Authority (NEDA).

Since both he and Dr. Canlas will attend the APEC meetings in Osaka, he suggests we meet and discuss how ASPIRE can work with them to help encourage Philippine students to return home.

Ambassador Madamba will help arrange meetings with appropriate people in the Philippines.

Donne Petito, Executive Director
Alan Goodyear, AmCham HR
The American Chamber of Commerce in Singapore
#16-07 Shaw Centre
1 Scotts Road, Singapore 0922
Tel: 65-235-0077
Fax: 65-732-5917

I attended an AmCham breakfast, an AmCham network night, and met at the main office with Donne Petito and Alan Goodyear, Deutsche Bank.

Donne and Alan said the full corporate package is not too expensive for larger companies, but that it needs a one on one approach to sell it. They will arrange a breakfast meeting for me to talk with interested businesses if I return.

They were very much in favor of the new package options (1 & 2) noted at the beginning of the report.

Several people I met through AmCham asked for more ASPIRE materials. Adeline Poh, Marina Mandarin Singapore (HR Manager Henry Quah); Tony Rogers, ABSA Bank; and Gregory Brusberg, Nations Bank. I have sent the latest brochure that offers the revised limited option.

Koh Juan Kiat
Executive Director
Singapore National Employers Federation
19 Tanglin Road #10-01 - #10-07
Tanglin Shopping Centre
Singapore 1024
P.O. Box 104, Singapore 9124
Tel: 65-235-8911
Fax: 65-235-3904

The SNEF represents 1166 companies. Mr. Koh was quite enthusiastic about coming to some agreement that would help smaller businesses become known to the students in the States. Although their HR needs are not great, many might be interested in this particular pool of graduates. The second option discussed in the beginning of this report is one developed as a result of conversations with Mr. Ong, Singapore Institute of Management and Mr. Koh.

He thought that some of his companies might be interested in the revised limited option as well.

Mr. Koh wants to place an advertisement in the *ASPIRE Newsletter* and may consider taking the full package for the SNEF. We need to think about how AmChams, and groups like the SNEF can use our services without undercutting the Project ASPIRE Corporate Recruitment Packages.

He volunteered to write an article (economic developments in Singapore) for the *ASPIRE Newsletter*.

Robert Chew, Country HR Director
Rose Lim, Manager Recruitment
Citibank
1 Shenton Way, #07-05
Robina House
Singapore 0106
Tel: 65-229-6633
Tel: 65-225-5221
Fax: 65-224-9844

I visited them at the request of a Citibank recruiter whom I met at a Singapore Student Conference at Indiana University.

Citibank's main U.S. recruitment is handled by their NY office. They also target certain schools.

Needed to be assured that NAFSA is a non-profit professional association, not an agency.

Mr. Kua Soon Khe, Deputy Executive Director
Mr. Tan Ee Khoon, Director Research & Publications
Singapore Chinese Chamber of Commerce and Industry
47 Hill Street
#09-00 Singapore 0617
Tel: 337-8381
Fax: 339-0605

Mainly interested in a special package for business groups and associations.

They will publish an article about ASPIRE recruitment services in their newsletter.

Ms. Shirley Chan and Mrs. Christine Keung Ho Van Yen, Director Business Development Centre
Singapore Manufacturers' Association
SMA House
20 Orchard Road
Singapore 0923
Tel: 65-338-8787
Fax: 65-338-3358

Mrs. Keung said she would mail our brochures to her members. However, since this would mean 1,400 brochures which may not yield much, if anything, I provided her with a special flyer (in house) much along the lines of the articles we are doing for AmChams. We will offer them the "Limited Group Option Corporate Recruitment Package" as well as the two original packages.

Mr. Albert Sim
Human Resource, Senior Director
Angelique Khoo, HR Manager
Seagate Technology International
202 Kallang Bahru
Singapore 1233
Tel: 290-3932/3948
Fax: 295-1486

Visited Seagate as the suggestion of Mr. Weeseong Seow, EDB San Francisco.

Quite receptive. They will consider taking the full package and coming to the job fairs.

Many questions about recruiting in the U.S.

Mr. Glenn Cross
Project Administrator
PAE Singapore Pte Ltd
1 Scotts Road #19-01
Shaw Centre, Singapore 0922
Tel: 65-737-3600
Fax: 65-737-3476

PAE Singapore is an affiliate of a Los Angeles-based multinational engineering/construction firm, Pacific Architects and Engineers Incorporated.

Mr. Cross says ASPIRE appears to be well suited to support PAE HR efforts.

They have used ASPIRE-L with "Surprisingly good results." Most of the resumes he received were appropriate. They even received a good resume from Turkey!

PAE will plan to take a package, need to decide which level.

Joyce Rasmussen
US ASEAN Council
1 Colombo Court #07-08
Singapore 0617
Tel: 65-339-8885
Fax: 65-339-1982

Joyce knows the region well and made some good suggestions for other IAB board members from both Singapore and Malaysia.

Said that U.S. degrees have gained more recognition in recent years, but that businesses tend to look at just the well known schools. They do not know how to assess the others. The school a person attends is very important in the local job market.

Left her some brochures which she will give to appropriate businesses.

Cher Thon Jiang, Senior Officer, Planning & Development
Lim Sew Hua, Head, Professional Placement
Both of the Manpower & Capability Development Division
Economic Development Board (EDB)
250 North Bridge Road
#24-00 Raffles City Tower
Singapore 0617
Tel: 65-330-6705
Fax: 65-337-8552

Singapore tries to stay in touch with its overseas students. The Singapore International Foundation (SIF) runs pre-departure orientations; PIPS produces a newsletter and manages an email network; and the EDB helps students find employment when they return.

There are six EDB offices in the U.S.

EDB has used ASPIRE regularly in the past (We will need to begin to charge them for their recruitment advertisements)

Asked for 200 corporate brochures to distribute. We sent the revised ones.

They will consider taking the "Limited Group Option" for small and medium businesses. They would either underwrite the cost or pass the charge of \$500 per company to the individual companies.

If they do not assist ASPIRE in any other way, it may be worth seeing if they want to take the full option to advertise their services or use it in a way similar to that being discussed by the AmCham in Indonesia. (They could not use the ads for individual companies).

Mr. Graham G. Hayward
Executive Director
Singapore International Chamber of Commerce
6 Raffles Quay #10-01
John Hancock Tower
Singapore 0104
Tel: 65-224-1255
Fax: 65-224-2785

Founded in 1837, SICC is the oldest association of its type in Singapore. Once assured that NAFSA is not an agency, Mr. Hayward was quite willing to talk.

He will do a write up for their next newsletter and asked for 30 brochures.

Asked for my help in reaching U.S. schools in conjunction with a scholarship fund run by SICC. Said I would place the information over our Inter-L. Suggested he use the NAFSA newsletter.

Mr. Ng Yuk Ping
Manager (PIPS)
Public Service Division
Treasury Building
8 Shenton Way
Singapore 0106
Tel: 65-225-9911
Fax: 65-226-2095

Lim Siong Fun and C. Selvaraj, who represent PIPS in the U.S., joined me in a meeting with Mr. Ng. The meeting was mainly a goodwill exchange. We cooperate with PIPS and they with us.

Possible contacts for the next visit to Singapore:

- The companies who used the ASPIRE grant, Singapore Link
- Mr. Robert Chua, President SMA
- Singapore National Employment Centers (suggested by Ong Teong Wan, would need to suggest special group packages.
- Peter Chan CEO Shell Singapore (recommended by Seet Ai Mee)
- Adelaine Lim, Information Technology Park Pte Ltd (She was a PIPS rep, is familiar with ASPIRE, and requested a meeting but was not in town)
- HR Thakral Brothers (should send letter with brochure now)
- Use the AmCham directory to visit some of the larger AmCham businesses
- Visit some of the larger businesses that are members of the other associations, e.g., Singapore Chinese Chamber of Commerce, SMA

INDONESIA

Willy W. Wiguna
PT Asuransi Inda Tamporok Life
Lippo Plaza 11th Floor
Jalan Jend. Sudirman Kav. 25
Jakarta 12920
Tel: 62 21-5204565
Fax: 62 21-5204563

Very cordially received by Willy in his office. Over lunch we discussed Project ASPIRE in detail. Willy wanted to know what being on the IAB would involve. (Taking a full option package, interesting other businesses in the packages, offering his advice and comments in response to occasional faxes from ASPIRE staff, and two meetings a year) Willy said that he would accept Ambassador Bodde's earlier invitation to join the Project ASPIRE International Advisory Board.

Mr. Aburizal Bakrie
President KADIN Indonesia
Gedung Chandra
Jalan M.H. Thamrim 20
Jakarta 10350
Indonesia
Tel: 62 21-324-
604 - Dr. Suud
Fax: 62 21-315-0241

Met at KADIN (Indonesian Chamber of Commerce and Industry) with Drs. Reza Suud, Executive Director; Amir Zain, Program Director; and Utama Kajo, International Economist. "KADIN Indonesia is the central organization for associations and business groupings and functions as the forum of communication and consultation between Indonesian entrepreneurs themselves and with the government as well as with foreign businesses entrepreneurs concerning matters related to trade, industry and services in the widest context and covering all economic activities."

Good discussion with many questions about NAFSA and ASPIRE. At the end of meeting, it was suggested that we send a formal invitation to Mr. Bakrie, as President of KADIN, to join the IAB. We had done so last April, but not as the President of KADIN.

They also tried to arrange a meeting with Mr. Tantri Abeng, Bakrie HR, but he was not available during the time remaining to me in Indonesia.

I HAVE SENT an open letter about Project ASPIRE to the KADIN Newsletter with information directing interested companies to contact Drs. Reza Suud for further information and brochures.

KADIN reps may visit Washington and NY in September.

Carol Walker
Executive Director
AmCham Indonesia
The World Trade Center, 11th Floor
Jalan Jendral Sudirman, Kav. 29-31
Jakarta 12084
Tel: 62-526-2860
Fax: 62-526-2861

Carol was very helpful. She has placed an article in an AmCham magazine being produced especially to honor Indonesia's 50th anniversary. The magazine will have very wide circulation.

She arranged a breakfast meeting at which PT Semen Cibinong took a full recruitment package. She was very pleased with the way the meeting went, however many who had expressed an interest in coming were out of town. She wants to do another if I return.

One interesting comment at the breakfast: Someone asked if I had heard of the AmCham book, "Returning to Indonesia." I said "Yes, in fact we advertise it in the *ASPIRE Newsletter*," at which point Carol said that the greatest number of orders for the book had come as a result of hearing about it through ASPIRE.

We also discussed how AmCham might use ASPIRE. Right now, companies pay about \$750 each to be in "Returning to Indonesia." AmCham makes around \$8,000. She is interested in seeing how we can work together (might even give up doing "Returning" but would need to consult IEF who co-edit it) Please refer to item 3. under "Project ASPIRE Corporate Recruitment Package" : Variations. Carol will include this in the agenda for the July AmCham board meeting.

Need to send brochures for her to distribute.

Suggested I contact the AmCham HR board member, Doug Howard.

Peter Meyers at the AmCham breakfast knows Graeme Freeman and thinks that ASPIRE is just the sort of project that would interest him. (We had already written to Graeme Freeman. I have spoken to him since my return and we will be meeting with Graeme and his father in September.)

Mr. David S. Jarvis
Executive Director
Gajah Tunggal Group
Wisma Hayam Wusuk
8 Jalan Hayam Wusuk
Jakarta
Tel: 62 21-380 4722
Fax: 62-21-380 4752

Lunch meeting with David. Gajah Tunggal Group consists of more than 50 companies involved in a wide

range of business activities in Indonesia and the Asia Pacific region.

Said I was touching base with the right people. Suggested I meet with Lou Clinton, Freeport Indonesia. Believes that small and medium businesses have a great need for U.S. trained graduates, but they will need government assistance (or our 10 for one pack?)

He, as did Dr. Pekerti, spoke of the challenges faced by graduates of overseas universities when methods, approaches, equipment, protocol, etc. used in their training are quite different from what they will find in Indonesia. (Some of this could be addressed by appropriate individuals/groups on ASPIRE-L and the newsletter as noted in the section of this report on government involvement with ASPIRE)

He said he would like Gajah Tunggal to take a package and will discuss it with their HR director)

Louis A. Clinton
President and CEO
Freeport-McMoRan Pacific Inc.
Plaza 89, 8th Floor
Jl. H.R. Rasuna Said Kav. X-7 No. 6
Kuningan, Jakarta 12940
Indonesia
Tel: 62-21 526-1865
Fax: 62-21 526-1890

After discussing ASPIRE with Lou Clinton, he asked that I meet with Mr. Adrie Machribie, Director & Executive Vice President of P.T. Freeport Indonesia. I did so the next day. Again I was well received. He asked me to get in touch with their HR director in New Orleans, Jerry Folsie.

Mr. Machribie also suggested that I meet George Tahya, a Singaporean, who he thinks might be very helpful to the project. "He is U.S. educated and has excellent credibility." (I tried to do so when I returned to Singapore but could not reach him at the number given me. Will check it when I write to Mr. Machribie.)

Secretary General, Ministry of Trade, Mr. Bakir Hasan

Skip Roby who is with the USAID TIPP Project, Jakarta, Indonesia, helped arrange a meeting at the Indonesian Ministry of Trade. The meeting is covered under ASEAN Government Support/Use of Project ASPIRE. Of the meeting, Skip said, "I am impressed by the goals and successes of your project, and I am sure the same is true of the Ministry of Trade staff who attended the meeting on June 27". The meeting was attended by:

Dr. Mary Norris, USAID Project Officer for TIPP
Mr. Rudy Lengkong, Director, Foreign Trade Development Agency, MOT
Mr. Adhi Sunarto, Director, Training & Education Center, MOT
Ms. Lily Rosyana, Public Relations Officer, MOT

Mr. Ahmad Syafri, Chief, Foreign Cooperation Office, MOT
Mr. Houston (Skip) Roby, Nathan Associates, USAID TIP Project, MOT
Dr. Anugerah Pekerti
Inst. for Management Education & Development
Lembaga Pendidikan dan Pembinaan Manajemen
Gedung BINA Manajemen
Jalan Montong Raya 9
Tel: 2300313 Fax: 2302051

Contact made through Dick Drobnick. Dr. Pekerti understood and appreciated the goals of Project ASPIRE. He offered good advise and suggested people to see. However, I was not able to get appointments on such short notice. Bill had also recommended several of the same people and I had written to them before leaving Washington, but with no result. However, I am not surprised and will continue to try to reach them. Bill and Dr. Pekerti both suggested Ambassador Ramly and Mr. Wanandi. Dr. Pekerti thought that Mr. James Riyadi, President Lippo Group and Herman Endo, Endofood HRD VP would be good. Both were in the U.S. at the time.

Government sponsored students do not need ASPIRE as they are guaranteed positions. However, sometimes the positions are not appropriate or satisfying and some of these students seek jobs in other ASEAN countries.

Dr. Pekerti thinks there is a real need to help students become re-orientated to their home countries. I often hear this when I speak to the people who have experienced the unique issues of reentry faced by these students - becoming adults overseas, prolonged absence from home, making the transition to the working world.

His dream is to make good education available to the masses.

Dr. Slamet Tjokro
Director of Labor Information and
Manpower Planning & Development
Jalan Gatot Subroto, Kav. 51
Lantai 7A
Jakarta, Indonesia

I met Dr. Tjokro when I visited Jakarta November 1994 to participate in the Department of Commerce Roundtable. I had hoped that Dr. Tjokro would provide us with information on projected manpower requirements for Indonesia for us to share with the students. He has said that he would do this and we will contact him once students return to the campus and give it a try.

He suggested that I see Professor Sri Hardjoko.

Tim McCarthy
US Commercial Center
US Embassy
Wisma Metropolitan II, 3rd Floor
Jalan Jendral Sudirman Kav. 29-31
Jakarta 12920
Tel: 526 2850 Fax: 526 2855

I wrote to the Commercial Officers at all of the American Embassies in the countries I was to visit well ahead of time. In each case, they made my hotel arrangements, at special U.S. Embassy rates, and let me send materials in advance to them at the embassies. Tim also did some follow-up to people to whom I had written, but not received replies.

Skip Roby
TIP Project (Ministry of Trade) (sec. Julia Loedin)
Jalan M.I. Ridwan Rais 5
Blok II, Lantai 1
Jakarta Pusat 10110
Tel: 7998711 or 385 8192

Skip met Paul Morigi, ASPIRE Program Manager, at the APEC HRD Working Group Meeting in Manila last January. Skip was interested in learning more about Project ASPIRE. I wrote to him with information before my visit and suggest that we meet. He set up the meeting with the Ministry of Trade.

I met with him about an hour before the meeting at the Ministry to discuss the program and possible government support and use of the program. He then attended the meeting with me. He was very helpful and will continue to be a good contact for the project.

Ambassador Abdul Rachman Ramly
JI 1R H. Juanda 22
Jakarta 10120
Indonesia
FAX 345 3358

Mr. Jusuf Wanandi
Chairman, CSIS
Jalan Tanah Abang III/23-27
Jakarta 10160
Indonesia
Tel: 380 9637 - 39 Fax: 375 317

Dr. Dorodjatun Kuntjoro-Jakti
Dean , Faculty of Economics
Fax: 727 0024

Mr. James Castle
Business Advisory Indonesia
Kuringan Plaza, Suite 304 North To
Jalan H.R. Rasuna Sald C 11-14
Jakarta 12940
Tel: 520 7696 Fax: 520 2557

Chairman, Bakrie Group
Jalan H.R. Rasuna Said Kav B-1
Jakarta
Indonesia
Tel: 525 0081 Fax: 525 0316

Chote Sophonpanich
Chairman, Green Spot (Thailand) Ltd.
244 Srinakarintara Road
Hua Mark, Bangkok
Bangkok 10240
Thailand

doing follow up to ones who show interest in pks, special arrangements, thank yous

Joyce's recommendations for IAB

For Singapore - Koh Boon Hwee, Chairman of Telecom; Rafiq Jumahboy, Managing Director, Scotts Holdings; Tommy Koh, Former Ambassador to the U.S.; Dr. Lee (Ms.) Tsao Yuan, Deputy Director of Institute of Southeast Asian Studies. For Malaysia - Tunku Ahmad, Sime Darby; Tan Sri Azizan, Petronas.

By way of history The project's first Program Director, Colin Davies, attended a USIS overseas advisor conference in Malaysia in 1992. I have given presentations at three APEC HRD Working Group meetings (Van Couver, January 1994; Seoul, June 1994; and Manila, January 1995) and attended a USIS overseas advisor conference in Thailand in 1994. In 1994, I participated in PBEC activities and presented at a Department of Commerce Roundtable in Jakarta at the time of the November APEC Summit.

PROJECT ASPIRE INTERNATIONAL ADVISORY BOARD (IAB)



*Dr. John E. Koehler, ASPIRE IAB Chair, Executive Vice President and COO, Titan Corporation
Ambassador William Bodde Jr., IAB Vice Chair, Pacific Basin Economic Cooperation (PBEC)
John F. Campbell, Vice President, Executive Resources, Amoco Corporation
Dr. Richard Drobnick, Vice Provost, International Affairs, University of Southern California
Jerry Fulton, Regional Director, Strategic Human Resources, Motorola Asia Pacific Limited
David Kingston, Downstream Planning Manager, Exxon Company International
Rohana Tan Sri Mahmood, Director of Special Projects, Malaysian Strategic Research Centre
Eddie Ng, Human Resource Director, Lucent Technologies Asia Pacific Inc.
Dr. John W. Ryan, President Emeritus, Indiana University
Dr. Seet Ai Mee, Managing Director, A.M. Laboratories Pte. Ltd., Singapore
Chote Sophonpanich, Chairman, Green Spot (Thailand) Ltd
Willy W. Wiguna, President Director, PT Asuransi Inda Tamporok, Indonesia
L.R. Williams, Manager, Human Resources Operations, IBM Asia Pacific*

Project ASPIRE 1995 Fall Promotion Trip: Report Susan Luchs February 22, 1996

*President
Margaret D. Pusch
Intercultural
Communication Institute*

*President-Elect
Connie Perdreau
Ohio University*

*Vice President for
Regional Affairs
Jon V.C. Booth
Syracuse University*

*Vice President-Elect
for Regional Affairs
Thomas E. Carey
North Hennepin
Community College
Minneapolis, MN*

*Executive Director
Naomi F. Collins*

**Osaka, Japan: November 15 - 19
Bangkok, Thailand: November 19 - 23
Kuala Lumpur, Malaysia: November 23 - 28
Jakarta, Indonesia: November 28 - December 2
Singapore: December 10 - 13**

Purpose: To promote Project ASPIRE 1996 Corporate Recruitment Packages (CRP) and to cultivate linkages that enhance the project's usefulness as a human resource development program.

The first draft of this report was written en route and remained in draft form until now. Follow-up with the many contacts, both business and government, have taken precedence. The trip was a success, with some immediate returns and many possibilities. Project ASPIRE has raised slightly more than half of the funds needed for 1996 in the first six weeks of the year. While the remaining funds may take longer, there are good indications that the program will meet its 1996 financial requirements to continue to offer a full range of recruitment services. Furthermore, we are beginning to make progress toward developing support to renew and expand campus-based personal and professional reentry activities.

This report begins at the beginning of the trip in Osaka, Japan. It then is divided into five sections:

- U.S. and ASEAN Governments -** Help from the U.S. and ASEAN government contacts.
- Groups and Associations -** American Chamber of Commerce (AmCham) and other group meetings.
- Businesses -** Meetings with individual businesses.
- IAB -** Notes from visits with Project ASPIRE International Advisory Board members.
- 1997 Promotion -** A time table to promote the 1997 CRP and related IAB meeting dates.

PROJECT ASPIRE INTERNATIONAL ADVISORY BOARD (IAB)

*Dr. John E. Koehler, ASPIRE IAB Chair, Executive Vice President and COO, Titan Corporation
Ambassador William Bodde Jr., IAB Vice Chair, Pacific Basin Economic Cooperation (PBEC)
John F. Campbell, Vice President, Executive Resources, Amoco Corporation
Dr. Richard Drobnick, Vice Provost, International Affairs, University of Southern California
Jerry Fulton, Regional Director, Strategic Human Resources, Motorola Asia Pacific Limited
David Kingston, Downstream Planning Manager, Exxon Company International
Rohana Tan Sri Mahmood, Director of Special Projects, Malaysian Strategic Research Centre
Eddie Ng, Human Resource Director, Lucent Technologies Asia Pacific Inc.
Dr. John W. Ryan, President Emeritus, Indiana University
Dr. Seet Ai Mee, Managing Director, A.M. Laboratories Pte. Ltd., Singapore
Chote Sophonpanich, Chairman, Green Spot (Thailand) Ltd
Willy W. Wiguna, President Director, PT Asuransi Inda Tamporok, Indonesia
L.R. Williams, Manager, Human Resources Operations, IBM Asia Pacific*

Project ASPIRE 1995 Fall Promotion Trip: Report Susan Luchs February 22, 1996

Osaka, Japan: November 15 - 19
Bangkok, Thailand: November 19 - 23
Kuala Lumpur, Malaysia: November 23 - 28
Jakarta, Indonesia: November 28 - December 2
Singapore: December 10 - 13

Purpose: To promote Project ASPIRE 1996 Corporate Recruitment Packages (CRP) and to cultivate linkages that enhance the project's usefulness as a human resource development program.

The first draft of this report was written en route and remained in draft form until now. Follow-up with the many contacts, both business and government, have taken precedence. The trip was a success, with some immediate returns and many possibilities. Project ASPIRE has raised slightly more than half of the funds needed for 1996 in the first six weeks of the year. While the remaining funds may take longer, there are good indications that the program will meet its 1996 financial requirements to continue to offer a full range of recruitment services. Furthermore, we are beginning to make progress toward developing support to renew and expand campus-based personal and professional reentry activities.

This report begins at the beginning of the trip in Osaka, Japan. It then is divided into five sections:

- U.S. and ASEAN Governments - Help from the U.S. and ASEAN government contacts.
- Groups and Associations - American Chamber of Commerce (AmCham) and other group meetings.
- Businesses - Meetings with individual businesses.
- IAB - Notes from visits with Project ASPIRE International Advisory Board members.
- 1997 Promotion - A time table to promote the 1997 CRP and related IAB meeting dates.

This report will be sent to members of the Project ASPIRE International Advisory Board and some members of the NAFSA staff and Board. We welcome your comments and ideas. Project ASPIRE is going through some rapid changes that should result in an even stronger personal and professional reentry program for the ASEAN student studying in the United States. Given time, NAFSA will consider expanding the program to include other Asian countries and the students from those countries who are studying in the United States.

PBEC Symposium and APEC/PBEC related events.

Osaka Japan

November 16 - 18, 1995

Attending the PBEC symposium and related events at the time of the APEC Summit offered many opportunities to meet with business leaders whose businesses have interests in the ASEAN countries. Some play an important role in or direct HR activities, while many others, for whom HR is not a direct responsibility, are in positions to strongly influence HR decisions. I was permitted to display ASPIRE materials in the PBEC Secretariat at the Hyatt, where most of the symposium participants stayed. I attended a number of symposium/APEC related events the first two days. The symposium was the final day. The Japanese PBEC organizers helped to transfer ASPIRE materials to the Royal Hotel. They were placed on a table participants had to pass to enter the symposium and were snapped up quickly. I could have used more. As such things go, some will be read and some did not make it beyond a hotel room, but I think the exercise worth the expense. I have written to the people I met who expressed interest in using ASPIRE, notably, representatives from Polaroid, United Airlines, Trimble, Samsonite, HFI Foods, Placer Dome, and XCAN. However, I suspect it will take more than a one-time meeting to see results.

PBEC (support/endorsement for Project ASPIRE)

Before the symposium, there was some discussion about the possibility of PBEC's endorsing Project ASPIRE. In Osaka, Mary Lou Lackey, who is the Vice President and Director of International Trade Relations and Government Relations for Motorola, brought it up again. (Gary Tooker, Vice Chairman and CEO of Motorola, will chair PBEC International next year.) We discussed "What's in it for PBEC" and Mary Lou suggested that we set up a meeting back in Washington to pursue the idea.

Ambassador Bodde, Ann Wise (the US PBEC Executive Director), Mary Lou, and I have had that meeting and Ambassador Bodde has prepared a paper to present to the PBEC International Committee on Technology (ICT). One of the committee's goals is "to develop human resources in the region". ASPIRE's networks offer a vehicle for ICT to offer "transfer training" to help students studying in the U.S. bridge the gap between their overseas training and experiences and settling into jobs at home. This benefits both the individual companies that hire these students and the region. Most large companies put new recruits through orientations and some "transfer training". By using ASPIRE to disperse the "generic" aspects of this training, the transition process can start before students leave the United States. Indeed, it can also serve to keep students (from freshmen to seniors) more focused and more realistic about their futures.

There are also more obvious mutual benefits. ASPIRE can disseminate PBEC information via the newsletter, ASPIRE-L, the WWW, and at job fairs. Our contacts

are both to businesses in the region and students. Many of the students will enter businesses or the join the government when they return home. It doesn't hurt to tell them about PBEC at this stage! For ASPIRE, a box in the PBEC newsletter, a place to display CRP information at PBEC events (most notably the International General Meeting and the symposium), and a "hotlink" to the PBEC WWW site. The very fact that PBEC endorses the project would be of tremendous value to the program.

Philippine Chamber of Commerce

During the symposium lunch, I had a good conversation with Jose Luis Yulo Jr., the President of the Philippine Chamber of Commerce and Industry. Both his connection to the Chamber and the fact that he and the Philippine Chamber of Commerce will play an important role in the events surrounding the next APEC Summit in Manila, November 1996, interest me. The Philippines plan to feature human resources development and education. In fact, Jose wanted me to drop everything and come to the Philippines later that week to meet with him and Chamber representatives. Had I not had meetings already set in Bangkok (the AmCham one could not be rescheduled), I would have made serious efforts to go. I sent a letter and materials to his hotel before leaving Osaka and am pursuing from here.

U.S. and ASEAN Government:

Cooperation from U.S. government departments, both in the U.S. and overseas made this trip easier. The Department of Commerce asked their overseas offices to assist where possible. In all four countries, the Commercial Sections arranged for hotel accommodations, at embassy rates, and let us send materials in advance to their offices via the pouch. Both saved the program a considerable sum. However, this is likely to have been the last trip for this type of assistance. We had some government funds carried over from the fourth year of the program and were still technically a U.S. government initiative.

Except in Thailand, representatives from the embassies attended all of the AmCham events. In Bangkok, I met separately with Carol Kim, the American Embassy Commercial Officer. Carol commented that ASPIRE seemed like a very worthwhile project which should be well received in Thailand. It was. Nalin Phupoksakul, her assistant has helped with a few addresses since my return.

ASEAN Governments:

Before I left, I called on all four embassies in Washington and have been in touch with each of them since my return. In fact, during these visits, I asked that the embassies do

articles for the newsletter. All have done so.

Ministry of Education and Culture, Indonesia: Dr. Dirk P. Lijesen, Senior Technical Advisor to the Minister

John Koehler wrote to Dr. George Lewis, U.S. Technical Advisor to the Minister for Research and Technology, before I left suggesting that he see me. Dr. Lewis put me in contact with Dr. Lijesen. Dr. Lijesen is American, educated at Stanford, and has offices both in Jakarta and California. We met for a good hour and a half. He had many, many questions about Project ASPIRE and NAFSA. He was very interested in NAFSA's status as a non-profit organization and our relationships with U.S. universities. The Ministry has had a contract with a university that had been another part of the U.S.-APEC Partnership for Education and was not pleased with the final results from that agreement. He wanted to be quite clear about NAFSA's and ASPIRE's relationship (financial) to universities. I was able to assure him that in terms of dollars, ASPIRE is the giver, and in terms of services, the benefits are mutual. Universities, notably Indiana University, the University of Southern California, and the Incentive Grantee universities have given the program many hours of in-kind and related service and facilities. In addition to this, institutions all over the country voluntarily help distribute ASPIRE materials. ASPIRE, in turn, gives universities a unique reentry program to offer their ASEAN students. These facts, NAFSA's status as a non-profit association, and NAFSA's mission statement were of great interest to Dr. Lijesen. He, like so many I meet in Asia, was also very interested in the aspects of the program which deal with reentry.

At the end of the meeting, he said ASPIRE is a creative and worthwhile program. He said the Ministry did not have any money to donate and asked what I hoped to have from them. I said an endorsement and I am quite certain he wrote the very good one we received.

Ministry of Education, Malaysia

Rohana arranged a breakfast meeting with Michael Coggins to discuss the possibility of his speaking to the Minister to request the Minister's support for Project ASPIRE. Michael, Director F/A-18 Operations McDonnell Douglas, is President of the American Chamber of Commerce, Malaysia. The AmCham has some special outreach projects and is considering "adopting" ASPIRE as one. Michael agreed. Rohana and Michael went to the Ministry later that week.

Rohana is following up with Michael and the Ministry. Several weeks ago Michael asked me to write a draft for a statement from the Minister. If the Minister decides to endorse ASPIRE and does so before mid March, we will feature it in the April issue of

the *Aspire Newsletter*.

Petronas, Ahmad Kamil Mohd Yusof, Manager Group Public Affairs Division

Rohana arranged this meeting. Although most Petronas students are bonded (there are 500 in the US), Ahmad Kamil is involved in a special committee, the Malaysian-US Private Consultative Group, made up of 20 top leaders of Malaysian businesses. While all of the businesses involved in the committee have their own HR strategies, the group is interested in developing additional linkages that serve their needs and foster good relations with American businesses. Interestingly, they coordinate their activities with those of the Malaysian National Chamber of Commerce and Industry's Private Investment Trade Organization (PITO) which serves a similar function for small and medium businesses. (PITO use to receive some support from the United States Agency for International Development.)

Ahmad Kamil will share our materials with the Petronas HR directors and the Malaysian-US Private Consultative Group. We discussed two focuses: the first being the use of corporate recruitment packages; the second, contributing information to the newsletter and ASPIRE-L.

We spent considerable time on the latter. It is very important to the life of Project ASPIRE that we offer more timely information on economic trends, employment trends, and other developments at home. This is a vital and unique part of ASPIRE's student outreach network. The best input should come from reliable sources from the home countries and I am continuously on the lookout for sources in my travels. For instance, Malaysia is building a new supper airport and intends to develop their aerospace industry. Students need to know this sort of thing now.

He spoke for some time about the adjustments students need to make when they join the local workforce - the different ways of doing things, legal and accounting matters, office procedures, the different ways of treating people, the fact that one's foreign education and experiences might be resented (all reentry issues). Ahmad Kamil's niece has just returned and he did an "orientation" with her to prepare her before she began work. I would like to do more to help students in this respect using ASPIRE-L and the newsletter to disseminate information submitted by people like Ahmad Kamil. (In fact I will see if he can do an article for the next newsletter, it will come out six weeks before students leave for home.)

Ahmad Kamil asked if our network could be used to tell students "What it is to be Malaysian." I said that it is important for ASPIRE and NAFSA to remain non-political. He seemed to accept this. At this point he suggested that I visit the Minister of Education. I told him about the Rohana's Thursday meeting (noted above).

Economic Development Board (EDB), Singapore: Attended by:

From the Manpower & Capability Development Division

Cher Tong Jiang, Director

Miss Lee Shuit Kuin, Head, Policy & Immigration Facilitation

Cher Thon Jiang, Assistant Head Planning & Development

Tay Jih-Hsin, Senior Officer, Professional Placement/Development Projects

From the Prime Minister's Office, Public Service Division

David K L Ma, Director Foreign Talent

The meeting began with good questions about NAFSA, ASPIRE, and our recruitment services. We then discussed ideas of how EDB might make use of ASPIRE: sponsor small and medium businesses through group or limited option packages; supply information on economic trends; provide information to help with workplace adjustments; and keep students current on regulations for professional recognition where applicable.

Miss Lee said that it was so "refreshing" to have a project like this run by a non-profit, especially one with a mission such as NAFSA's. Mr. Tey said it was good of the U.S. government to have sponsored such an outreach effort. Mr. Ma firmly agreed with both comments.

When we discussed ways EDB might use ASPIRE, I said that NAFSA is open to new, mutually beneficial, ideas. My guess is that the EDB will use ASPIRE mainly to recruit. Their role, in this case, would be that of an agent and that would mean an "high option" package at agency rates. However, it would be nice to have them more involved.

Miss Lee's departing comment: "We want to join you and will think about the best ways." The most recent fax from Cher Tong Jiang said, "Miss Lee and myself are currently in the midst of our Division's workplan exercise and will be exploring various ideas on the recruitment of fresh graduates. Project ASPIRE will certainly be an area that we will be looking into."

Meetings with Groups and Associations:

American Chamber of Commerce Meetings

I am tremendously grateful to Dave Kingston for his help in making the right things happen on this trip. Dave asked his ESSO associates in Thailand, Malaysia, and Singapore to assist with the arrangements for the AmCham breakfasts and, where possible, with other meetings. They invited human resource colleagues to come to the

AmCham meetings and helped coordinate meetings with some of the other people to whom I had written. I sent an announcement about ASPIRE to the AmCham Executive Directors which they distributed to their members and ESSO helped respond to some of the enquiries that resulted from these mailings.

The AmChams in all four countries gave me an opportunity to speak. All, but the meeting in Singapore, were breakfast meetings. Forty people attended the Thai and Malaysian meetings, twenty five the Indonesian, and ten the Singapore. In Singapore, Chan Kwok Keong from ESSO, arranged a second meeting for non-AmCham members which was attended by twenty people.

Considering the very early hours (7:00 am in Thailand and Indonesia) and the fact that ASPIRE was an unknown to most of the people who came, the turnouts were good. In all cases, there was a good mix of US, local, and other multinational companies. Representatives from the American Embassy attended all four AmCham meetings. It was quite apparent that people are very concerned about satisfying their human resources needs. Participants were very attentive, had good questions at the end, and a number expressed genuine interest. After the meetings, many people stayed behind to ask individual questions. (In Malaysia, more than half the room did this.) In several cases, people let me know that they had changed travel plans to attend.

The concluding comments at these gatherings were indicative of their overall tone.

- The President of the Thai AmCham, Bob Wilson, said, "ASPIRE is a very worthwhile program. It is very good value for the money. It is something all of you here can afford and I encourage you to use it." I was very pleased and a bit surprised. The evening before he had been somewhat discouraging.
- The Executive Director in KL indicated that the AmCham would consider making ASPIRE a special project.
- In Singapore, the chair of the AmCham Human Resources committee, James Ryan of Monsanto Singapore, encouraged others members to support ASPIRE and announced that he would take a "high option" package this year. At the same meeting, Peter Connell, Managing Director of Arthur D. Little International Inc., said he would send materials to his Boston office and will recommend that they take a package.

Discussions at the meetings brought up some questions that NAFSA needs to consider.

- How to advise package users to help them get the desired pool of resumes: A lot of talk, but no real conclusions, about what to put into ads to get the right resumes.

Should businesses ask students to answer a short series of questions to submit along with their resumes to help recruiters do a first cut?

In some cases recruiters are just trying to find the best qualified students for the jobs. In other cases, they are looking for the best qualified who also meet other criteria such religion or gender? The Indiana University computer ethics committee is looking into this to help NAFSA establish appropriate guidelines.

- **Campus visits:** I suggested that businesses, who do some of their own on-campus recruiting, use some of their email ads to tell students about upcoming interviews and have resumes sent to them well in advance to pre-screen and invite just those whom they want to see.
- **Internet restrictions:** Is it legal to post student recruitment database information to package holders via the Internet? Even with a password, it might be best to send this information in hard copy or on disk. At present that is what we are doing.
- **Students not studying in the U.S.:** Will ASPIRE permit students studying in other countries to join the database? We have had requests from Canada and Australia.
- **Non-profit users of ASPIRE's services:** Will ASPIRE offer recruitment services to non-profit organizations at reduced prices?

Other comments.

- **Job fair booth space:** The ESSO HR manager in Thailand, Rangsang Supamong, suggested that ASPIRE give job fair booth space to businesses that have a "high option" package but cannot attend the fairs and provide someone to distribute materials on their behalf. (IU actually set a precedence for this at the Midwest ASPIRE fair last October.) It is a good idea. I had three countries to go and told people this would be available to them. We are putting it into the brochures.
- **Head hunters:** A few people said to watch out for head-hunters. Some attended each meeting.
- **There was talk in every country about the problems of retention and I was asked if I had any suggestions. I didn't.** (Chote said that Bangkok Bank does its HR service to the country by giving new graduates their start. I heard the same thing later at PTTEP.)
- **Cooperation with the former USIS Overseas Advising Centers:** Representatives from these centers attended several meetings. Many of the USIS Overseas Student Advising Centers have to seek their own funding if they are to continue. The centers provide information about U.S. institutions (they are not agents for any schools), administer tests, and offer pre-departure orientations. Is there a way that ASPIRE can work with the existing centers that would be mutually beneficial? As long as these groups remain non-profit, it might be useful to have them serve as in-country "agents" who would:

introduce students departing for the U.S. to ASPIRE, distribute CRP promotion materials to local businesses and remain alert to possible business participants, help set up promotion trip meetings and appointments, and help gather country-specific information (job skills and economic up-dates) to distribute to students over ASPIRE-L. What kind of financial arrangements would we offer? A fixed sum like a regional center, a payment for each package they are instrumental in promoting, or a combination of both?

Meeting with business leaders at the Economic Development Board (EDB), Singapore

I had two meetings at the EDB. One with officials of the EDB followed by another meeting with Singapore business leaders. Chan Kwok Keong arranged for the use of the EDB conference room for a meeting with the people who were not members of the AmCham. We had a good turnout that included some of Kwok Keong's colleagues, a good number of the people whom Ai Mee had suggested we contact, and a few others with whom I had been in touch.

The meeting followed a format similar to the AmCham gatherings. Many of the same questions, including one that came up repeatedly, does ASPIRE plan to extend its focus to students from the PRC? A number asked to be included on our distribution lists and a few seemed like good candidates for either this year or next. Several people who could not be there contacted me at my hotel to discuss the project.

National Chamber of Commerce and Industry of Malaysia, Mohamed Idris Kamaruddin,

I had a very long meeting with Mohamed Idris, Executive Director of the National Chamber of Commerce and Industry of Malaysia. From what I gathered, the National Chamber is the umbrella chamber for such Malaysian associations. About two hours into our meeting, he said that he was beginning to get a good sense of how a relationship between the National Chamber and Project ASPIRE might serve their objectives. We discussed the merits of the two regular options and the group option. We also talked about how the Chamber could contribute to the newsletter and ASPIRE-L. I noted that contributions from them to help students maintain contact with Malaysia would be distributed free over ASPIRE-L and when space was available in the newsletter. This would give ASPIRE more to offer to students, serve to keep them better connected to Malaysia, and give the Chamber some free publicity as the source. Before leaving KL, I gave him a letter to distribute along with CRP folders to the Chamber's leadership.

Malaysian International Chamber of Commerce and Industry

I met with A. Chelvarajasingam, the Commercial Secretary and Head of the HR

Committee. This chamber of commerce has about 900 members, 80% of whom are with international businesses. Collectively they employ 400,000 people in Malaysia. Chelvra, as Head of the HR Committee, is trying to run a project similar to ASPIRE for students in Malaysian universities. (Interestingly enough, the need for this type of program for students in local universities, was mentioned at the AmCham breakfast in Indonesia too.) Chevra said he would write an article for their newsletter based upon our materials. We have sent brochures for him to give to people that request more information.

Jakarta Rotary luncheon with Willy Wiguna

Willy arranged for me to be the guest speaker at a Rotary luncheon in Jakarta. Twenty people attended the lunch, six of whom, gave me cards and asked to be included in our mailings. All participants took ASPIRE folders. Willy sent a "Corporate Recruitment Package" folder to each of the 70 Rotary chapters in Indonesia. We included information about the "Group Corporate Recruitment Package" in the folders since this option may be more appropriate for some of these groups.

Singapore National Employers Federation (SNEF)

When I met with Koh Juan Kiat last June, he asked if ASPIRE could offer some sort of group package that would suit the needs of the small and medium business members of SNEF. His suggestion led to the development of the "Limited Group Option," now called the "Group Option Corporate Recruitment Package." (A copy of the flyer for this option is included with this report.)

This time, I met with Ben Chow and Tong Pik Yi to discuss the implementation of the package. They think that it will take them some time to educate their members about this service. After I returned, I wrote an article for the SNEF newsletter which they will use to introduce the "group option". They think that this is only the beginning. Many of the members will want to have individual meetings with SNEF to discuss it. I suggested that SNEF target certain members to try to form the first group of ten. If we can get one group going long enough before the end of the current academic year and have some success with it, it may make it easier to involve other members. We looked over the sample of an ASPIRE-L recruitment ad in the CRP folder to see how it can be adapted to show what a group ad would look like. SNEF could publish this along with the newsletter article about the package. Pik Yi said that she will try to form the groups from the different industry sectors of the association. This way the ads can be more targeted, but remain within the guidelines for group packages.

After the June meeting, SNEF asked if ASPIRE would agree to their asking businesses, who will each pay US\$500 to be one of a group of ten, for an additional \$50 each to help cover their administrative costs. NAFSA has agreed to this.

Given sufficient warning, SNEF will arrange for me to speak to their members on my next trip. In the meantime, SNEF will place the article in their newsletter, talk about it at some of the SNEF group meetings, and give our brochures to any members who show interest in individual corporate packages.

Singapore Manufactures Association (SMA)

This is my second visit to the SMA. Last June, I met with Ms. Shirley Chan, Director Business Development Center. This time, I saw Ms. Emmeline Lam, Senior Director. We had a good meeting. The SMA can see the value of our services and will let their members know about them. They are interested in the "group option" but do not want to handle the administrative details. We have arranged for the SMA members interested in the "group option" to join through the SNEF.

Since my return, I have sent her an article for the SMA newsletter, CRP folders for members who want to know more about the individual recruitment packages, and flyers about the "group option." Ms. Lam responded with the following, "SMA will help you to publicize your interest to our members. If you require any assistance, please do not hesitate to contact me. I look forward to maintaining a close working relationship with you."

A final note. Ms. Lam said that a number of SMA members are currently establishing businesses in China and they want overseas trained PRC nationals to staff them. Once again, China!

Thai Federation of Commerce and Industry

I visited the Federation in 1994, and was very well received. However, the Federation moved and I did not locate the new address nor learn that Mr. Manus Saguandeesakul had replaced the Executive Director I saw in 1994, until two days before leaving Washington. The Federation wrote to say Mr. Saguandeesakul would be out of Bangkok until November 20th. I called his office on the 20th. He had not returned - he was in Osaka! I continued to try for the next two days, but finally rearranged my flight in order to meet David Wang in KL on the 23rd. David represents GE and had asked me to change my flight so that we could meet before he left for Vietnam. No sooner had I done so, than I received a call to say Mr. Saguandeesakul could see me on the 23rd. I was very tempted to change plans again, but GE was leaving it up to David to make a decision about whether or not to take a "high option" package, so I did not. I was very sorry to miss meeting with Mr. Saguandeesakul and hope that he will see me next time. By then, we may have a success story from the SNEF which should interest the Federation.

AUAM (American Universities Association of Malaysia)

We want to develop closer ties with the large American universities alumni associations in the ASEAN countries. Marti Thomson, Director of MACEE in KL, gave me the numbers for some of the leaders of the American Universities Alumni of Malaysia (AUAM). I spoke with Teng Kok Sing who agreed to find someone to do an article about reentry experiences (cultural shock, looking for a job, what I wish I had known or done, starting a new job, etc.). It will be in the next newsletter.

Individual Meetings With Businesses:

PTT Exploration and Production Public Co., Ltd (PTTEP), Thailand: Khun Suwit Pitchart, Vice President Human Resources and Administration

We learned of this company through Dr. Changibongsi when Project ASPIRE helped sponsor a U.S.-Thai Chamber of Commerce job fair in the Fall of 1994, in New York. ASPIRE invited PTTEP to join the 1995 ASPIRE job fairs, but at the last minute, they could not make it. I had a good meeting at the corporate headquarters in Bangkok. At the conclusion, Mr. Pitchart said he needed to make some budgets adjustments, but would take the high option package in 1996.

GE Malaysia: David Wang, National Executive - Malaysia, Singapore & Brunei

I changed my flight schedule in order to be able to meet with David. David's comment after our discussion about Project ASPIRE was, "You know, the American Embassy should take advantage of every opportunity they have to brag about Project ASPIRE. Here is a program which they put money into as a human resource contribution to the region that has been able to develop into a successful self-sustaining program which continues to contribute." David said GE will take a high "option package" and he will do anything he can to help the project.

Hitachi, Malaysia: Abu Bakar Omar, Senior Manager Personnel

Abu Bakar participated in the ASPIRE Midwest job fair in October. He attended the fair to see how recruitment is done in the US. He like what he saw wants to participate again next year. Abu Bakar is stationed in Penang, but came to KL to talk. We went over the contents of the package and he said he would ask his supervisors to take the high option package.

Motorola, Malaysia: Baharuddin (Dean) Ibrahim, Manager, University Relations, Asia Pacific Region

I am very glad I had a chance to talk with Dean. Motorola took a package last year and has done so again this year. We had a good exchange and I look forward to hearing how things go for him this year. He experiences may encourage other businesses in Malaysia to use ASPIRE's services.

Avon, Malaysia: Salmah Basri, Director of Human Resources

Salmah heard about ASPIRE when Indiana University invited them to participate in the ASPIRE Midwest job fair. They did not make it this year, but intend to in 1996. Salmah said that she would like to take the high option package and would make this recommendation to her supervisor.

Bakrie & Brothers, Jakarta: Sjawalman Agus, Senior Manager, HRD & Administration

I met Drs. Reza Suud, the Executive Director of the Indonesian Chamber of Commerce and Industry (KADIN), last June. At that time, he suggested I contact Tandri Abeng, the President and CEO of Bakrie Brothers. I could not arrange a meeting with Mr. Abeng in June, but wrote to him before leaving this time. He arranged for me to see Sjawalman Agus. We had a good and thorough discussion about ASPIRE. Sjawalman then suggested we invite Tandri Abeng to join the IAB. He was educated at the University of New York, Buffalo, and is interested in helping the Indonesian students who are studying in the United States. Sjawalman knows Dick Drobnick and Eddie Ng.

Gajah Tunggal Group, Jakarta: Yenny

I have met with David Jarvis, the Executive Director, several times. He tried to set up a meeting with the partner who will ultimately make the decision about using ASPIRE's services. However, she was not in town. Instead, I saw Yenny who attended both ASPIRE job fairs in 1995. She handles most of the U.S. recruiting for the group and would like them to take the "high option". I think that they may eventually do so.

PT Semen Cibinong, Jakarta: Nik Petroff, Senior Adviser

Cibinong took the 1995 "high option" last June. Nik said that he was quite satisfied with ASPIRE's services and would take it again this year. I have encouraged him to take advantage of all of the package components in the coming year. Cibinong only

used the student database, the university directory, and attended one job fair in 1995. They did not use any of their email recruitment advertisement! Nik was quite pleased with the USC job fair where he interviewed 40 students. His only suggestion was that businesses should be given more time for the company presentations (at least 45 minutes) and suggested that these could be run simultaneously, provided businesses of different genre were on at the same time. I spoke to Nik the day before the AmCham meeting and was therefore able to tell AmCham members about Cibinong's satisfaction.

P.T. Matahari Putra Prima, Jakarta: Drs. Sigit Triyono, Head of Department and Ferdinand Tanjung, Human Resources Manager

The president of Matahari heard about ASPIRE from an article we placed in the magazine the AmCham produced to celebrate Indonesia's 50th anniversary. I received a fax of inquiry before my trip and asked for an appointment. The people with whom I met had limited English so we took our time going over many questions about NAFSA, ASPIRE, and package components. Once again, I was told how important the issues of reentry are, that students need help with them, and how beneficial this preparation would be to the businesses that hire them. (expectations, attitudes, etiquette.) They were confused by the way the prices were listed in the brochure - \$15,000 primary business - \$30,000 agency - we may need to change that to "agency/headhunter". I have had considerable correspondence with them since then. Matahari have placed an ad in the current newsletter for "proof" before taking the "high option."

Price Waterhouse, Jakarta: Udjang Sulaksana, Partner

Udjang began by talking about the problems of reentry. Again many questions about NAFSA and ASPIRE. He took me to meet the Director and several other people and offered to distribute 100 sets of brochures to clients. ASPIRE staff mailed them to him within the week. Udjang said he knows Willy and offered to help promote ASPIRE.

We received a fax soon after my return saying that his office and some clients were interested in taking the "high option" and asking for information on prices. I wrote back right away with the prices and then briefly again later. They have not yet responded. I found it curious that Udjang asked about the prices since he already had the brochures that listed them. Was he asking for a special rate? Will discuss with Willy.

Cargill, Singapore: Wong Kam Chang, Human Resources Manager

I met a Cargill representative at the AmCham breakfast in Thailand who advised the Singapore office to talk with me. Cargill need to recruit for a number of countries, but are only looking for a few students for each country. We discussed how to focus

newsletter, ASPIRE-L, and WWW ads to find the types of people they want. This concern about how to draw responses from the desired pool of students is an often repeated concern.

Cargill have taken the "high option" package this year.

T.W. Lord Associates, U.S.A., Thomas Lord, III

Mr. Lord, a member of NAFSA, was in Indonesia on business during my stay there. He made a special effort to attend the AmCham breakfast and later met me for lunch. He is in the insurance business. Mr. Lord is not interested in recruiting graduates. He is interested in reaching students before they leave for the United States. This touches on issues that need to be discussed at NAFSA. However, we might consider the possibility of asking Mr. Lord to underwrite the printing and mailing of the ASPIRE Student Brochure that is distributed by the USIS overseas advising offices at pre-departure orientations. In exchange, the brochure would credit T.W. Lord Associates, Insurance Company, and list the company's address on the back.

Infosys Pacific, Singapore: Sidney T. Lee, Managing Director/Publisher

Infosys Pacific operates as a quasi recruitment agency in that it publishes company profile books of businesses in the ASEAN region. Over the years, ASPIRE has announced the availability of these books in the ASPIRE Newsletter and ASPIRE-L. We have never charged for this as it was done to provide the students with another recruitment tool. The books are free to students, but businesses must pay to be included. (I asked how much, but did not receive a concise answer) Mr. Lee has also recently begun to build a student database.

Mr. Lee says he would like to work with ASPIRE. We have the network, while he has the in-county contacts. He said he could be our "agent" and was very eager to know which companies I had visited in Malaysia and Singapore. I demurred. I suggested that he give us more information about his company and exactly what he has in mind and I would discuss it with NAFSA and the IAB.

I also suggested that they take a "limited" package at agency rates. Mr. Lee said he could not afford it.

Possible problems:

1. Association with Infosys Pacific could compromise ASPIRE's two strongest assets. First, the fact that ASPIRE is run by a non-profit association is very important. Infosys is a for-profit business. Second, ASPIRE has a special entre into the NAFSA network

that is unique.

2. ASPIRE should be represented to businesses and governments by people who understand and support all of the program's goals.

MP Asia PTE LTD, Singapore: Catherine Chin, Senior Project Manager

MP Asia is a subsidiary of Meeting Planners International Pte Ltd (MPI), a member of the Pico Group. MPI organizes and manages national, regional and international events, including exhibitions and conferences.

Ben Chow (SNEF) suggested I see Ms. Chin. SNEF have recently signed a ten year agreement with MP Asia for career fairs to help employers reach prospective employees. The first fair will be September 13, 14, and 15, 1996. It will be attended by employers from all over the region.

Ms. Chin offered ASPIRE a booth at the September fair in exchange for the use of ASPIRE email and newsletter ads. It is a very good opportunity and the dates fit well into the 1997 promotion schedule. I offered to give MP Asia two 1/2 page ads in the newsletter in exchange for the booth. They wanted to use ASPIRE-L for company profiles for fair participants as a value-added service to their clients. I said this could not be done, but they could take a small package (at agency rates) to publicizing the fair. Their ads could list the fair participants and the type businesses they represented, but not give particulars about individual businesses. (In the old days, we would have done this).

As things have developed, MP Asia is taking the two 1/2 page newsletter ads in exchange for booth space for ASPIRE. Ms. Chin has allocated ASPIRE a booth nearest to the Global Partners and Entrepreneurs to give us easy access for networking with the employer exhibitors who will be there. I just received a letter from SNEF inviting me to do two 45 minute sessions during the exhibition to present Project ASPIRE to potential employers. A very good opportunity!

At the end of our meeting, Ms. Chin asked what arrangements ASPIRE could offer if she put together a group of businesses to attend the job fairs. I agreed that it is a good idea. ASPIRE will look into offering a reduced rate for each business that came as a part of the group.

STC Group of Companies, Thailand: Dr. Santhad Rojanasoonthon

I met Dr. Santhad a year ago when I attended a USIS OSEAS conference in Bangkok. We met then to discuss ASPIRE's participation in a job fair which he was helping the Thai American Chamber of Commerce in New York plan. He is interested in helping

promote ASPIRE in Thailand.

ASPIRE International Advisory Board (IAB):

The trip provided a good opportunity for me to meet with some of the IAB members in more casual settings giving us a chance to become better acquainted. I had supper in Osaka with Willy and later attended a Rotary lunch with him. Chote had a small dinner gathering at the Hilton in Bangkok. I had lunch with Ai Mee in Singapore and met Rohana for several meals and meetings in Kuala Lumpur.

Rohana and I had a good talk about Project ASPIRE's goals and the role of the International Board. I told her that it concerned me that we have not had the time at IAB meetings to talk about these things. At this stage, we have needed to use our limited time working to sustain the program. Rohana suggested that she, Willy, Chote, Ai Mee, and I get together in Singapore to discuss aspects of the program that are not so directly related to recruitment. There are probably connections ASPIRE should be making that would enhance our efforts to help students with the other aspects of reentry. It was an excellent idea, but for several reasons did not work out this time.

Ai Mee and I discussed the nature and timing of IAB meetings. Ai Mee suggested that the IAB have a main meeting just once a year to which all IAB members would make an effort to come and an "executive" meeting in between. After talking it over with John Koehler and Ambassador Bodde, we have decided to use this format in 1996.

1997 Promotion (a time table):

As we noted at our last meeting and as was confirmed during this trip, promotion for the 1997 Corporate Recruitment Packages should be well underway by the end of August. Ideally, we need to have an IAB meeting two to three months before this. We were scheduled to have a full board meeting March 21st, but have decided to make this meeting a progress review and a preliminary planning meeting for the 1997 packages and program objectives. Ambassador Bodde, Dick, and I will be at an IBEAR conference at USC March 18-20, 1996. John Koehler will join us and any other IAB members who can make it on March 21 for a half day IAB meeting. So far, Eddie Ng and Dave Kingston are planning to join us.

The full meeting will be in May. I have asked the board to give me their preferred dates (May 23, 24, or 25th) so that we can decide upon the most agreeable one.

PROJECT ASPIRE INTERNATIONAL ADVISORY BOARD (IAB)

*Dr. John E. Koehler, ASPIRE IAB Chair, President, J. Koehler and Company, Inc.
Ambassador William Bodde Jr., ASPIRE IAB Vice Chair, First Executive Director of APEC
Dr. Richard Drobnick, Vice Provost, International Affairs, University of Southern California
Jerry Fulton, Regional Director, Strategic Human Resources, Motorola Asia Pacific Limited
David Kingston, Downstream Planning Manager, Exxon Company International
Rohana Tan Sri Mahmood, Director of Special Projects, Malaysian Strategic Research Centre
Eddie Ng, Human Resource Director, Asia Pacific Region, Lucent Technologies Asia Pacific Inc.
Dean Kenneth Rogers, Associate Dean and Director Indiana University Office of International Services
Dr. John W. Ryan, Interim Chancellor, State University of New York
Dr. Seet Ai Mee, Managing Director, A.M. Laboratories Pte. Ltd., Singapore
Chote Sophonpanich, Chairman, Green Spot (Thailand) Ltd
Weeks, Manager Human Resources Chemical Sector, Amoco Corporation
Willy W. Wiguna, President Director, PT Asuransi Inda Tamporok, Indonesia
L.R. Williams, Manager, Human Resources Operations, IBM Asia Pacific
Jose Luis Yulo, Jr., President, Philippine International Trading Corporation*

ASPIRE 1996 Fall Promotion Trip: Report
Susan Luchs
October 24, 1996

Manila: August 27 - September 3
Kuala Lumpur: September 3 - 11
Singapore: September 11 - 19
Jakarta: September 22 - 28
Bangkok: September 29 - October 3
Hong Kong: October 3 - 6

The purpose of this trip was to promote ASPIRE's recruitment services, develop linkages for the PBEC/ASPIRE project, and meet with businesses using ASPIRE's services to understand how to help coordinators and associate offices make the best use of their packages.

In addition to meeting with a number of individual businesses, I addressed members at ten AmCham and local chambers of commerce, met with government departments in three countries, and participated in a three day Career Employers 96' recruitment fair in Singapore. Many people expressed interest in ASPIRE and we are very hopeful that over the next few months, some of them will join.

An immediate and very welcome event of this trip was having Jose Luis Yulo, Jr., President, Philippine International Trading Corporation, join the ASPIRE International Advisory Board. I first met Jose at a lunch at the APEC Summit in Osaka in 1995, and thought at the time that we would be very fortunate if he would become a member of the IAB. Jose met with Ambassador Bodde and me during our visit to Manila and accepted Ambassador Bodde's invitation to join the board at that meeting. He also had his car meet me at the airport (very welcome after a long flight) and arranged a meeting with board members of the Philippine Chamber of Commerce and Industry (PCCI) and the Employers Confederation of the Philippines (ECOP).

Although Jose is very involved in the upcoming APEC Summit that will be in Manila in November, he is attending the November IAB meeting in Singapore. As you will see from his biography, he is a person of considerable influence in the Philippines and we are delighted to welcome him to the ASPIRE International Advisory Board.

An additional note: Ken Rogers who has come to all of the IAB meetings on behalf of Dr. Ryan has agreed to officially join the IAB as the representative from Indiana University. Dr. Ryan

remains on the IAB is the Interim Chancellor of the State University System of New York. As you know, Ken Rogers and Indiana University are very important to ASPIRE and we are very pleased that Ken has agreed to serve on the IAB.

I am grateful to the IAB members who helped with this trip - Ambassador Bodde advised and consulted during the planning stages and arranged for me to join some of the PBEC/DOC Mega Mission activities in Manila; Dave Kingston again asked ESSO representatives in Kuala Lumpur, Singapore, and Thailand to assist with AmCham and other meetings; Willy and Chote suggested some people to meet and had staff in their offices set up appointments with them; Eddie made the meeting with the Hong Kong Institute of Human Resource Management possible. A big thanks to everyone.

I visited representatives of all ten of the corporate package users that coordinate their packages outside of the United States. Setting up the appointments and seeing the representatives took time, but was extremely useful and, I think, very important. In some cases, I saw representatives for the same company in several different countries. A few like Cargill wanted me to visit all of their offices (including four in Malaysia!) This was not possible, but I did try to reach all of them by phone and succeeded with most. What I learned, and the changes we will make as a result, is covered in a separate section. I have also included specific information on individual meetings with some of the participating companies at the end of the business contact information for each country.

The report is divided into the following sections:

- American and Local Chambers of Commerce (3 - 5)
- Visits with Government Departments (6 - 7)
- PBEC/ASPIRE Project (8 - 9)
- ASPIRE Promotion Trips (10 - 11)
- Overseas Advising Centers (12 - 14)
- Corporate Use of ASPIRE's Recruitment Services (15 - 17)
- Career Employers 96' (18)
- Meetings With Individual Businesses and Participating Companies (19 - 32)

AMERICAN AND LOCAL CHAMBERS OF COMMERCE

American Chambers of Commerce

During the promotion trip last November-December, 1995, I spoke at the American Chambers of Commerce in Malaysia, Singapore, Indonesia, and Thailand. I wasn't too sure if a return visit this soon made sense, but I decided to give it a try. In each case, more people attended these meetings than the meetings at the end of last year.

The smallest audience was in Penang where a dozen people came for a Saturday lunch and the largest were in Singapore and Indonesia with about fifty in attendance at each. Some audiences were very responsive with many questions from the floor. Notable among these were the gathering in Kuala Lumpur and Penang. At others, people waited to ask questions after the meetings. This was especially so in Hong Kong where the questions went on for quite some time. Many people left their cards and asked to be added to our lists. Some expressed very strong interest. However, I suspect that a number of these people need to go up a level or two before anything definite can be decided. Nevertheless, these meetings are a good way to introduce people to ASPIRE.

I had time one morning in Singapore to telephone a number of the people who had left cards. I found this extremely useful and will try to build time into my schedules for this in subsequent trips. We have sent the people who left cards a special follow-up letter signed by Ambassador Bodde. I will write or call some of them again after the IAB meeting in November. I will also write another article to send to all of the Chambers for their newsletters. They have been happy to put these in their news bulletins in the past and some of the inquiries that led to individual meetings on this trip were the result of these articles.

The AmCham meeting in Penang was the first time that I have gone out of a capital city to promote ASPIRE. This was a last minute development and came about when AmCham members in Penang expressed a wish to have a meeting. Since there were twelve people interested in my coming, Hope Moore, AmCham KL, arranged a Friday evening flight for a Saturday lunch. It was a good meeting and I have had some further inquiries as a result.

* Looking over the attendees lists from the AmCham meetings in most of the countries, it is clear that ASPIRE needs to make a special effort to involve students attending the leading institutions for the hotel industry.

Philippine Chamber of Commerce and Industry (PCCI) and the Employers Confederation of the Philippines (ECOP)

Jose arranged a meeting with the board members of these two associations to see if there are ways ASPIRE can work with them. We discussed the "Group Option" that was designed for the Singapore National Employers Federation (SNEF). ECOP has another arrangement with SNEF and know Koh Juan Kiat, the SNEF Executive Director. Several ECOP members were interested into looking into this further. We also talked about the full range of ASPIRE's services and I left promotion folders for members interested in individual packages.

PBEC General Membership Breakfast, Manila

This was one of the final Mega Mission events and was attended by important Filipino business leaders and Mega Mission participants. I had an opportunity to say a few words about ASPIRE. Several people came over with their business cards at the end.

An especially nice moment was meeting Corazone De La Paz, Chairman and Senior Partner of

Joaquin Cunanan & Co. - Price Waterhouse. We featured a good article written by her in the June *ASPIRE Newsletter*, in which she was encouraging a relative to return home to the Philippines. I saw it in a magazine several years ago and the Philippine Embassy in Washington helped us obtain permission to use it in a special reentry issue.

Makati Business Club: Guillermo Luz, Executive Director

I met Guillermo two and a half years ago when I attended an APEC HRD Working Group meeting in the days before ASPIRE privatized its services. He will place articles in their news bulletin about ASPIRE and will keep promotion folders on hand for those interested. He writes economic up-dates for the Makati Club publications and would be willing to do articles for the *ASPIRE Newsletter*. Guillermo also gave me contact information for STAC-SF (a brain gain network) and the another person who should have information on Philippine associations in the U.S.

* STAC (SF) - Dennis Fernandez 76323.1631@compuserve.com and STACnet

* Federico Macaranas 9\F DFA Building, 2330 Roxas Blvd., Pasay City, Philippines

Malaysian-US Private Consultative Group: Ahmad Kamil Mohd Yusof, Manager Corporate Development Unit, Petronas

Rohana set up a meeting with Ahmad Kamil during my last visit and his niece later contributed an article for the *ASPIRE Newsletter*. I contacted him again on this trip because of his association with the Malaysian-US Private Consultative Group, a group of twenty top Malaysian businesses. It was a good meeting. Ahmad Kamil asked for twenty more promotion folders to give board members of this and several other groups. When I mentioned that Mahathir's speech was going to be featured in the September *ASPIRE Newsletter*, he asked that we courier mail copies to him to include with the folders.

Singapore Confederation of Industries: Emmeline Lam

I did not meet with any of these members, but had a good talk with Emmeline Lam who keeps ASPIRE promotion materials available for interested members and who published a full page article about ASPIRE in an association magazine.

Singapore National Employers Federation

One of the objectives of my participation in the "Career Employers' 96" fair was to generate interest among SNEF member to join a "Group Option". However, since this option is designed for small and medium businesses and relatively few in that range participated in the fair, I did not make much progress. Three businesses expressed interest. Participating in the fair did give me an opportunity to discuss the "Group Option" at greater length with the people at SNEF who would administer it. I think we should consider doing three free trial offers, one for the SNEF, one for the Thai Federations of Industries, and one for ECOP. This is covered a bit more in the section on "Promotion Trips".

The Financial Club, Jakarta

Willy invited me to attend a lunch at the Financial Club, whose members are among the top business leaders in Indonesia. The guest speaker was Mr. Bacelius Ruru, the Director General for State-Owned Enterprises. There was some opportunity to talk with members before and after the meal. One in particular requested ASPIRE materials.

* Ms. Mila Mawira, Financial Club Advisor, was very cordial and said she would be interested in placing an article about ASPIRE in the Financial Club publication.

Hong Kong Institute of Human Resource Management

Eddie helped set up this meeting. This was not set up as early as the other group meetings, nevertheless about twenty five people attended. They had a lot of questions. This association is going to be an important connection for the program in the future. After looking over the types of special programs the association arranges for its members, we should definitely try to involve them in the ASPIRE news group that we plan to develop as a part of the PBEC/ASPIRE project.

Thai Federation of Commerce and Industry

Khum Manas Sagnuandikul (attended the APEC Summit in 1995) I have been in touch with people at the Thai Federation off and on for the past two years. I had not met Khum Manas, but had heard that he had replaced the person I had met on an earlier trip. I wrote to let him know I would be in Bangkok. He left a message at the hotel asking that I call when I arrived. I had sent him a copy of the "Group Option" we are trying to develop in Singapore and when we spoke over the phone, he said that the HR Committee would meet at the end of the month and would discuss this as a possibility for the Federation. He also asked that I send him some of the promotion folders for individual packages.

Bangkok Associations

At the conclusion of my meeting with Komkai and Suralai at Bangkok Bank, Komkai mentioned several business associations to contact on the next trip.

VISITS WITH GOVERNMENT DEPARTMENTS

Institut Teknologi Mara (ITM), Malaysia: Dato Dr. Zaidee, Director; Dr. Sahol Hamid Abu Bakar, Assistant Director International and External Relations; Dr. Zaini Hamzah, Head of the Center of Preparatory Education; Dr. Rmona Mohd. Tahir, Office of International Relations

Sahol (whom I knew when I worked in Malaysia) arranged a full day of meetings at ITM which included a briefing and lunch with the Director; a visit to the American Degrees Program; and the Office of International Relations. ITM currently enrolls 44,000 students and anticipates increasing this number to 100,000. It is involved in a number of twinning arrangements and very much involved in Malaysia's human resource development plans. Sahol's interest in ASPIRE may come from two things. Number one, he is interested in helping with HRD in Malaysia and participating with ASPIRE's transition training is something that ITM may be able to do without too much effort. Secondly, ITM is very interested in becoming better known by US institutions so that students with ITM degrees or credits will be able to transfer more easily (and with less loss of credit and time) into US institutions. In any case, Sahol has agreed to see what ITM can contribute toward the PBEC/ASPIRE "transition training" project.

Ministry of Education and Culture, Indonesia- Dr. Dirk Lijesen

Dr. Lijesen, the Senior Technical Advisor to the Minister, is the person with whom I met on my last visit and who wrote the letter of endorsement from the Minister. My meeting with him this time was just a courtesy call. He was very cordial and at one point said that he visualizes "A great future for ASPIRE". We talked about the PBEC/ASPIRE project and his suggestion that ASPIRE start a newsgroup on the ASPIRE WWW homepage is very exciting.

Preecha Vajrabhaya - Formerly Minister Counselor (Education) at the Royal Thai Embassy in Washington

Khun Preecha returned to Thailand just two weeks before my visit. We met at Knowledge Plus and then went to supper. Khun Preecha is a good friend of NAFSA and has been very supportive of ASPIRE. Just before he left, he told his staff to be sure to "hotlink" the Embassy's homepage to ASPIRE's homepage as soon as the embassy's homepage is established. Many Thai businesses ask the Thai Embassy for help in finding U.S.-educated graduates and this will be a good connection for ASPIRE.

Khun Preecha is very likely to become the Director for a special school for training management level civil servants.

* Follow up Thai Embassy Web link. Preecha did not have his cards - need to get his current contact numbers.

PIPS (Professionals Information Programmes Services)

PIPS helps overseas Singaporeans maintain links with Singapore and also provides assistance to foreign graduates and professionals who wish to work or settle in Singapore. I had a very good meeting with PIPS. They would like to work with ASPIRE and are willing to hotlink from their WWW homepage to ASPIRE's. We will not be able to fully reciprocate since their homepage lists major employers. However, most of their WWW information would be very appropriate for ASPIRE's homepage, newsletter articles, etc. PIPS will help us download information on professional registration, living in Singapore, immigration, and economic overviews of Singapore.

EDB (Singapore Economic Development Board)

EDB plays a strategic role in manpower development in Singapore. Over the years, ASPIRE has given EDB considerable free press and recruitment assistance through ASPIRE's electronic outreach, newsletter, and job fairs. Since privatizing the program, ASPIRE has continued to give EDB space in the newsletter for "why return to Singapore" articles. They were also invited to both of the 1996 job fairs to talk about Singapore. They collected quite a few resumes at the ASPIRE job fair held at UCLA.

ASPIRE would like to continue a relationship with the EDB - - using ASPIRE's networks to help encourage Singaporeans to return home. However, now that ASPIRE is self-sustaining, ASPIRE cannot offer free assistance with the recruiting. EDB serves as a recruiting agency for a number of Singapore companies and in lieu of any definite suggestions from the EDB on what basis they would like to work with ASPIRE, I have suggested that they take ASPIRE's full standard package, at the recruitment agency rate. They point out that they too are a non-profit organization and have not either accepted this suggestion nor made others. EDB has a guaranteed budget from the Singapore government so they are not really like ASPIRE in that respect. Since my return, I have written to say that the IAB will be meeting and that we are open to their ideas of how we can work together.

We need some firm guidelines for dealing with government recruiting departments, company groups, and headhunters.

USIS: Julie Gianelloni Connor, PAO, U.S. Embassy Malaysia; James Ellickson-Brown, Cultural Attache

USIS requested a meeting. ASPIRE was administered for four years by USIA in Washington and overseas posts have been aware of our activities. However, the main reason they wanted to meet was to have a look at how ASPIRE is managing to sustain itself. Many of the Overseas Advising Centers, which are under USIS supervision, are losing USIA funding and must find alternate means of support. This is discussed under Advising Centers.

They suggested that I meet with Dennis See in Penang who may want to participate with the PBEC/ASPIRE project. Dennis was educated and worked in the US and is currently the Special Assistant to the Chief Minister of Penang, Dr. Toh Kin Woon.

Marti Thomson: Director of Regional Education Advising Consulting - East Asia

Marti ran the KL Overseas Advising Office (MACEE) for many years and trained and supervised the staff for all the advising centers in the region. She left MACEE this summer, but continues in her role as director for the region. She knows many people in the region and is willing to help ASPIRE with contacts and information.

Marti had several good suggestions for contacts for ASPIRE in Malaysia and the region. There were three in particular that she mentioned: Dr. Toh Kin Woon serves on the MACEE Board; Asthma Abdullah who is also on the MACEE Board (she wrote a book on cross cultural management training and adjustment and may be helpful to the T-PAC program); and Tan Sri Dato Haji Ani bin Arope, the former CEO of Tenaga.

PBEC/ASPIRE PROJECT: "A Recruiter's Wish List for New Hires"

ASPIRE in conjunction with the Technology Committee of the Pacific Basin Economic Council (PBEC) is going to run a series of articles in the *ASPIRE Newsletter* to help students make the transition from a student environment in the United States to the working environment at home.

The material for the series, "Getting Ready for the Job," needs to come from the people who hire and train newly returned graduates and professionals. This project is a chance for the businesses hiring internationally educated and trained new hires to let these potential employees know what they expect of them and what they should expect from their fellow employees and work environments.

Articles might cover things like workplace etiquette, worker-employee relations, salary and benefit expectations, practical information on how to join local professional associations, or even a wish list of particular courses prospective employees should take if they plan to be civil engineers, accountants, etc., with companies in the region.

ASPIRE would like to involve businesses, local associations, and appropriate government institutions and departments in this project.

Although I have talked with a number of people who like the idea and who say they are willing to participate, we need some mechanism to "prime the pump". I prepared some sample questions and asked a few people to return them to ASPIRE. (copy attached). I also told them that if they wanted to contribute a brief article addressing these issues, they and their company would be credited with the contribution.

However, the best suggestion I have had so far about the project came from Dr. Dirk Lijesen at the Ministry of Education and Culture, Indonesia. He suggested that ASPIRE begin a newsgroup in the ASPIRE WWW homepage and get students and businesses into an interactive dialogue. Newsletter articles could be drawn from the resulting dialogues.

Some of the people who said they would participate are:

Petronas: Ahmad Kamil Mohd Yusof said that Petronas already does something similar with the students they sponsor when they return to Malaysia. He will discuss the project with the Petronas training unit.

Institute Teknologi Mara (ITM) : Dr. Sahol Hamid Abu Bakar says that he will help involve ITM in the project.

PCCI and ECOP Philippines: Some of the members of these associations may be interested in participating.

AmChams and other associations: Once the newsgroup is underway, we will publicize the project in association newsletters.

George Tahija: PBEC (President Director, P.T. Austindo Nusantara Jaya) I met George last May at the PBEC IGM and called upon him to discuss possible links for the PBEC/ASPIRE project. He made three suggestions:

1. The people who would have the greatest vested interest in such a project would be the people in charge of privatizing some of the State-Owned Enterprises (SOE's). George suggested that I get in touch with Mr. Bacelius Ruru, the Director General for State-Owned Enterprises. This was interesting since Mr. Ruru had been the guest speaker at the Financial Club lunch that Willy had taken me to the day before. The reason behind this suggestion is that one of the concerns in privatizing is the ability of people to make the transition from doing things and thinking in "the old ways" to fit the current rapid development occurring in Indonesia.
2. It might be useful to talk to Toenggoel Siagian, who runs a large state-owned school system (K-12). George, his wife, and some friends have been trying to set up a Montessori school and Mr. Siagian is helping them convert some of the state schools into Montessori style programs. Mr. Siagian may have some suggestions and connections to help. (telephone: school: 345 6193 and 362 2768 home: 722 2904)
3. Price Waterhouse has a big contract with the government to help privatizing SOE's. They may find value in using the ASPIRE network to reach/educate/communicate with Indonesians on campuses in the U.S. (Not for recruitment purposes). Two other firms, AT Kearney and Booz Allen may also have some ideas in this regard.

ASPIRE PROMOTION TRIPS (Timing of promotion trips, Logistics, Package Components)

Timing:

I visited six countries on this trip in order to reach businesses before they finalize their recruitment budgets for the year. It was a long trip and I could have used even more time in three of the countries. With the addition of three new countries, timing and duration are going to become even more important considerations for ASPIRE promotion trips in the future.

From what I could tell, the dates of this trip were good with respect to talking to businesses at a time when they were planning recruitment strategies for the coming year. However, I also sensed that it would have also been all right to have approached many companies earlier in the year. Results from visits made earlier in the cycle would not be immediate and follow-up would be important, but this could be done. Alternate times to visit countries will be an agenda item at the IAB. Three shorter visits a year would be better.

Logistics:

Knowing whom to contact, asking for appointments, and coordinating them from the U.S. is one of the main hurdles for promotion trips. Dave had the ESSO representatives in Malaysia, Singapore, and Thailand follow up on some of the contacts I had made for this trip and Chote and Willy suggested several people to see and had staff in their offices assist with arrangements. These things were a big help.

However, we may also wish to consider using the American Embassy Gold Key services in some of the new countries in the coming year and paying a nominal fee to some of the Overseas Advising Centers (OAC) to receive advance materials and coordinate meeting times for all of the activities planned for any given country.

The Commercial Sections at the American Embassies helped on this trip as they have in the past. They made hotel reservations (at Embassy rates); received materials through the pouch; and in a number of the countries, attended the AmCham meetings. However, ASPIRE cannot expect to continue to receive this kind of support. Instead, ASPIRE's relationship with the U.S. Commercial Centers will be on the same basis as it is for other American businesses.

They will be available to meet and talk about ASPIRE's objectives in the region and may give advise on whom to see. ASPIRE could use their Gold Key Services. A fee service to help identify and arrange meetings with relevant businesses and government representatives.

IAB members who travel a good deal in the region may have some helpful hints on hotels with good rates that are located near business districts.

Package Components:

People continue to ask if they can substitute package components, e.g. exchanging the job fair in the "Limited Option" for a corporate profile in the WWW.

The more difficult question and one that we need to come to a decision on is how we handle groups and consulting firms like Price Waterhouse, Deloitte & Touche, and Dharmala. The latter two have expressed strong interest in taking a standard package.

We also need to look again at headhunters.

Might it be a good idea to offer SNEF, ECOP, and Thai Federation of Industries each one "free" group package to administer? Success with one, may be all we need to get them and their members going. This is not unlike the years of free service we gave to large companies who have since become full subscribers to ASPIRE's services. It would also give our students more employment options.

Can two businesses "share" a package?

OVERSEAS ADVISING CENTERS

For many years USIS has funded Overseas Advising Centers which were run by a few permanent employees, but mainly staffed by volunteers. These centers provided a library of U.S. college and university catalogues, helped people interested in studying in the U.S. understand the application process and helped them use books and computers to identify the schools that fit their needs, administered entrance tests, and provided a venue for schools visiting the region to meet with possible applicants. The centers did not represent or recruit for particular institutions and all services, except testing, were provided free. ASPIRE has regularly distributed *ASPIRE Student Brochures* through the Centers.

However, all of this is in the process of changing as Centers face diminishing government support and in a few cases no support at all. Each center is exploring ways to continue. Several have closed altogether.

Singapore

The Singapore Center is the first to become self-sustaining. Peterson's of Peterson's Books has taken it over. Under their management, the center will continue to offer the same services as it has in the past, but will now charge for all but a few of the basic ones. While this is a disadvantage to some people in Singapore, charging for services will be even harder for a number of people in the region if the other centers go the same way.

I met with Dr. Jack Holder who is the Managing Director of the Singapore Center for Peterson's. With almost no preamble, Jack said that ASPIRE would need to pay the Center \$7,000 per year to continue to distribute the ASPIRE Student Brochures. This is the fee they are charging businesses to keep their literature at the Center. They have been giving out about 2,000 ASPIRE brochures a year. He then said that if ASPIRE did not agree, they would probably begin their own recruitment program, but would not do so if ASPIRE "would work with them". He added that if ASPIRE paid the \$7,000, he would also give ASPIRE promotion materials to interested businesses. He has joined many of the local business associations and spends a fair bit of time meeting with business representatives. Some businesses come to the Center to ask for help in reaching Singaporean students in the U.S.

- \$7,000 to distribute 2,000 brochures costs \$3.50 per brochure. Given the good distribution of the newsletter to these students after they arrive in the U.S., is this worth it?
- How real is the threat, "We will begin our own recruitment services"? Probably not immediate, but having the initial contact with many students and being in the region where the businesses are is in his favor.
- Would Peterson's really hand out ASPIRE promotion materials? How would we get some assurance that they will actually do this? Trying them out for a year to see if any businesses join as a result of this connection would be the only real test.
- Can we afford to do this? Can ASPIRE afford not to do this? Peterson's hopes to take over all of the Advising Centers in the region. I asked Jack to send us his proposal. A copy is attached.

- We have never had agents in the region. They could be useful if they could be depended upon to accurately represent ASPIRE and did not compete as a recruitment service.
- The notes from the November-December 1995 trip report go into details about the Advising Centers and other "competitors" who are interested in linking with ASPIRE. ASPIRE may need to form some ties with other organizations, but the issues need to be carefully assessed for immediate gains and implications for the future.

Jakarta

The Jakarta Overseas Advising Center, the American-Indonesian Exchange Foundation, AMINEF, is also in the process of looking for alternate funding. I spoke with the Director, Ardythe Huber-Fenwick. She says that she will be meeting with Peterson's later this month. She would like to avoid charging and if they join forces with Peterson's would like to modify what the Singapore Center is doing. In the meantime, she is quite willing to continue to distribute ASPIRE materials. She also asked for ASPIRE promotion materials to give to businesses that come to her asking for help reaching U.S.-educated graduates.

Thailand

Knowledge Plus Siriporn Mahatharadol, Executive Director; Vichai Chitvimarn, Executive Director

Siriporn and Vichai launched Knowledge Plus June 1996. Before that, Siriporn directed the USIS Overseas Advising Center. For the past five years, this Center has only run pre-departure orientations and served as a testing center. They have not helped students with the application process.

Knowledge Plus is a study center designed to help people who wish to further their studies in overseas English-speaking countries. They do courses in basic English; TOEFL, GRE, GMAT, and IELTS preparation. They also teach writing. These courses are offered on a fee basis, but for the first few years, they are going to offer placement advising free of charge.

Siriporn has offered to distribute ASPIRE brochures to students leaving for the U.S. and give promotion brochures to interested businesses.

Marti Thomson, the Regional Director for all USIS Centers in the Asia Pacific would like to see Centers continue their association with ASPIRE. She had several ideas about how they can help in the future. Both Ardythe in Indonesia and Siriporn in Bangkok are interested in helping in these ways:

- Centers could help ASPIRE with the arrangements for promotion trip appointments. They could take over after ASPIRE makes the initial contact. (This would be a tremendous help in planning trips. ASPIRE would pay for this service, but the charges mentioned were very low.)
- Centers could receive the ASPIRE promotion materials sent in advance for promotion trips. (Since ASPIRE no longer has government support, ASPIRE will not be able to continue to send materials to the Commercial Centers.)

- ASPIRE may want to consider paying centers a finders fee for businesses for which they are directly responsible for bringing into the program. (Fee based upon actual application forms sent by the Centers to ASPIRE)
- One further note: ASPIRE should approach existing Centers for help in putting together a list of references to help overseas businesses know where to look when trying to assess the quality of U.S. universities and colleges. This list might be useful for overseas businesses trying to deal with this confusing issue. It is because people overseas have a hard time assessing the quality of the less well known institutions that so many businesses are only interested in graduates from schools like Harvard and MIT.

(A personal note. Educational exchange is by far one of the lowest cost and most effective forms of "diplomacy". Over the years, the USIS Overseas Advising Centers have provided very fine free services to facilitate educational exchange. They have done this on very low budgets, helping countless numbers of people. Centers have been very efficiently and professionally run and the volunteer staff have always made the centers very pleasant and easy places to visit. This government cut goes far deeper than many seem to realize!)

CORPORATE USE OF ASPIRE'S RECRUITMENT SERVICES

I visited, or in two cases spoke with, the coordinators for all ASPIRE corporate participants that administer their packages from within the region. Whenever possible, I also talked with people in the associate offices for participants whose packages are coordinated from the United States. Aside from the importance of the personal touch, I picked up a lot of useful information that is going to help ASPIRE guide participants in the use of ASPIRE's services. Some may also be of use in promoting ASPIRE.

The most surprising discovery was how unconnected some of the coordinators and associate offices have been. In a few cases, the associate offices knew their coordinator had the use of the package, but neither they nor their coordinator were doing much to address the needs of the individual offices. ASPIRE staff had provided each coordinator with a letter to introduce ASPIRE to associate offices so that they would know what services their coordinator would have to assist them. But few were really working together to make the package serve recruitment objectives in the different countries. In a few instances, coordinators have provided a bromide for newsletter ads, a profile, and one email ad to be used over and over again, but have not made use of the rest of the services. Clearly, ASPIRE needs to step in and do more to make things happen.

Associate offices need to keep their coordinators informed of their needs on a monthly basis so that the coordinators can accurately reflect their needs in newsletter and electronic ads. This is especially true for email/WWW ad copy. ASPIRE will put an instrument in place to help make this happen. This will most likely be a two page "Associate User's Guide" that includes instructions on how associate offices may do their own database searches and includes fax forms (one for each month) for associate offices to send to their coordinator so that they will know their most pressing recruitment objectives.

ASPIRE will also redo the "Coordinators User's Guide", to further simplify it. And although ASPIRE has encouraged associate offices to work with ASPIRE through their coordinators, in the future, ASPIRE will send the following directly to each associate office: a copy of the "Associate User's Guide", newsletters, and perhaps their own copy of the university directory.

Ads (both electronic and newsletter)

ASPIRE staff will redo the "helpful hints" section of the "Coordinators User's Guide" to include the following:

- Consider having interested candidates send resumes directly to the offices that will actually process them. Relaying them from office to office is too slow. One ASPIRE graduate (an electrical engineer) told ASPIRE that a company she would have considered did not contact her until after she had already accepted another offer. List the fax numbers or contact addresses to which candidates should reply for each country.
- If you have a preference about the resume style you wish to receive ("American style" or regional, i.e. "Singapore style"), state this preference in your ads next to the "send your resumes to....".

- Recruitment advertisements need to follow U.S. equal opportunity regulations. However, they may say “Legal to work in (country)” and you may ask interested candidates to submit “biographical” information along with their resumes.
- It is very important to be specific about the qualifications you will consider. Although ASPIRE cannot write your ad copy, ASPIRE will send you short surveys from time to time to see how well your targets are being met and will look carefully at the ads that are that are generating too many inappropriate resumes.
- Electronic ads need to catch the reader in the first few lines A ___ is looking for ___”.
- Your newsletter and electronic recruitment advertisements receive very wide broadcast. Do not limit your ads to just "fresh graduates" this is especially true for your email/WWW ads.
- If you have been using ASPIRE's services just to hire MBA's or graduates at the Master degree level, but do hire "fresh graduates" from other sources to train further, you might consider recruiting candidates with good U.S. BA results through ASPIRE and putting them through the next stage of training.
- If you offer internships, special training, or help with advanced degrees, include this in your ads. Letting candidates know what you will do for them is important.
- Varying the ads from one month to the next is a good idea. Some short and immediate, other with more detail that list both immediate openings (for people already available) and coming job opportunities (e.g., information in November for those graduating in May).
- At the end of all email/WWW and newsletter ads, include a code or actually use the word "ASPIRE" in your instructions about where to send resumes. (e.g., "Send your resumes to: XYZ company/ASPIRE").

Note: While I made it clear that ASPIRE is not an ad agency and cannot write ad copy, some companies said they would like ASPIRE to look over their copy carefully and make suggestions when appropriate. ASPIRE has already been doing this (very cautiously) to help clarify information. So far this assistance has always been appreciated.

Email/WWW ads

This will be included in both guides:

- At least one ASPIRE email/WWW recruitment ad should be distributed each month. It will get tremendous broadcast. Therefore it is very important that associate offices let coordinators know what candidates they are seeking every month.
- To make this easier for ASPIRE package coordinators to do and to help associate offices get the best results from these ads, it is very important that associate offices send their coordinators a monthly update on their current recruitment objectives.

- ASPIRE has provided associate offices with fax forms to send to their coordinators, one for each month. These should be submitted regularly without the need for coordinators to ask for them.
- Associate offices should submit the form for the current month even if their needs have not changed from the previous month. This is to save coordinators the time that they would need to use if they had to phone or fax associate offices to find out why they had not submitted a form that month.
- Email/WWW ads are a good place to note exactly what your company is seeking on a country by country basis. (e.g., paragraph one: Malaysia is seeking.....; paragraph two: Singapore is seeking.....)
- Not only should ads reflect current needs, they should not be limited to fresh graduates. Although ASPIRE's best reach is to graduate and postgraduate students on campuses in the United States, it is not limited to this audience. In some countries, email/WWW ads seem to generate about a 20% response from candidates who are in the countries. These may be returned U.S. graduates or people trained within the country or elsewhere. If you are looking for actuarial science majors, graduates from hotel management schools, finance majors with two years experience, say so.

Job Fairs

There were a fair number of questions about the job fairs. In the future ASPIRE will provide more information about them earlier. This is especially true for people coming from overseas to participate who may have little or no experience of such events. They need information early on about how many handouts to bring, what type of AV equipment will be available (PAL or NTSC), and whether or not they should have free standing or wall hanging displays. Since many are not very familiar with American style job fairs, they could also use more information about what each level of participation involves.

Student Recruitment Database (should ASPIRE change the title of this?)

It is important for all participants in the packages, both associate offices and coordinators, to use the student database. To make this easier, ASPIRE is providing each office with simple instructions explaining how to do this electronically and/or by submitting a search request by fax.

Since people are constantly joining the database, it needs to be searched often.

ASPIRE is going to add several drop-down entry menus to the databases to control the way students enter information and businesses search it (notably date and field of study). This is to ensure that a search will gather the maximum number of possible candidates.

We have temporarily slowed down our outreach to students from China, Hong Kong, and Chinese Taipei so that we can correspond directly with the president of each association to see if they want their association to be included. This is because of the upset caused by the original wide broadcast announcing ASPIRE's expansion to "Chinese Taipei".

"CAREER EMPLOYERS 96"

I participated in the "Career Employers 96" recruitment fair in Singapore September 13 - 15. My participation came about as a result of a meeting arranged by Koh Juan Kiet (SNEF) with MPAsia on my visit to Singapore last December. MPAsia has a ten year contract with SNEF to do career fairs. This was the first. MPAsia is a subsidiary of Meeting Planners International Pte Ltd (MPI), a member of the Pico Group. MPI organizes and manages national, regional and international events, including exhibitions and conferences. MPAsia is also a direct competitor in that they are partners in Career Mosaic. So far, ASPIRE's association with MPAsia has been mutually supportive with no conflicts of interest. MPAsia placed two 1/2 page ads in the ASPIRE Newsletter about the career fair. MPAsia included notice about ASPIRE in their homepage and yearbook and gave ASPIRE a free booth at the Career Employers 96' fair.

ASPIRE was a bit of an anomaly at the recruitment fair, but MPAsia gave us a booth in the middle of the employers section so that I could meet and talk with the employers there. I sent a message over ASPIRE-L in May, asking Singaporean students who would be home on vacation to help me at the booth and as a result, I had at least one helper at all times. The students were delightful and very good advertisement. At one point, someone from the EDB joined us and in the course of the conversation asked the student if she was familiar with the EDB. She was a little familiar with the name, but did not know much else. She then perked up and said that everyone knew about ASPIRE. It was completely spontaneous and very nice.

Although ASPIRE does not actively seek the participation of students being educated anywhere other than the United States, we did, on this occasion, distribute recruitment database registration forms to graduates from the UK, Australia, and National University of Singapore. Because of the student helpers, I was able to leave the booth to talk with the other employers, some of whom I will follow up by letter and on future promotion trips.

MEETINGS WITH INDIVIDUAL BUSINESSES AND PARTICIPATING COMPANIES

MANILA

Aetna Life Insurance, Inc.: Edward Tilling, Chairman and CEO

Ed read about ASPIRE in an AmCham newsletter article and asked his home office in Connecticut to get in touch with us. He has just established the Aetna office in Manila and hopes to eventually make it into a regional training center. Although he is interested in hiring U.S. graduates, it may be a little early for his operations in Manila. However, he believes that other Aetna offices in the region are ready now and he would like the PR from their participation. He hopes that the Hartford office will begin to include Asia Pacific students in their intern training programs.

He definitely wants to use ASPIRE, but feels that it should be coordinated out of Hartford and was not sure that they would be willing. I tried calling Ed after my return, but did not reach him and have since spoken with the Hartford office. They are very pleased that Ed wants to use ASPIRE and will finalize arrangements with their other offices. Mary Wallace, in the Hartford office, indicated that they would coordinate their package. (Ed said, and Mary indicated, that the cost of the package is no problem)

* Elenita Hernandez (Leny), the Assistant VP in Ed's office, has offered to send the names of HR colleagues in Manila who she believes will be interested.

Ayala Corporation: Ramon Medina, Managing Director, Corporate Services Group; Sogorro Suarez, Senior Division Manager HR; Pia Marie Reyes, HR Research & Dev. Manager

They say that they are mainly interested in U.S. schools in the East (Harvard and Yale?) and asked if they could take just the university directory and emails (it is possible to take emails separately, but not the directory). They were not too interested in job fairs, but did perk up when they understood that Ayala could use one pack for their whole group (unless the IAB decides otherwise before Ayala comes to a decision). Ayala sends managers to the U.S. from time to time and I suggested that they take a pack and use the emails and directory in combination to reach a targeted group. I also emphasized the wide distribution of the newsletter and the good PR they would get from appearing in it.

Mr. Oscar J. Hilado, the Chairman and CEO attended the PBEC General Membership breakfast meeting that I attended later that same week.

PHINMA Inc.: Francis Felizardo, Research & Development Manager; Chiqui Posadas
PHINMA found ASPIRE in the WWW and contacted us asking for access to the ASPIRE database. This was not long before my trip so I arranged to see them. They are interested in finding some internationally educated engineers to train as managers. They mentioned that PHINMA plans to expand to Vietnam and possibly other countries in the future.

Although the visit seemed to go well, they have gone back and forth about what they want to do. At first they wanted a "Limited Option" package, but when they realized that it did not include two job fairs, changed their minds and are now just coming to the fairs. They have been told that if they decide to take the full package within three months, we will deduct the cost of the fairs.

* Francis said he would do an article about reentry for the newsletter.

Philippine Geothermal (Unocal): Stephen Pye, Manager, Resource Technology; Fredesvinda Yoingco, Manager, HR

I visited this Unocal office and the one in Thailand. While this visit was positive, the one in Thailand was more so and I will pursue through the Thai office. Stephen did say that he would talk with Bob in the U.S.

ASM Group: Bee Manzano, Recruitment Assistant

Bee learned about ASPIRE from the AmCham article published last February. She was involved in a series of all day meetings when I was in town, but we did manage a brief meeting.

According to Bee, they have considerable recruitment needs. It would be nice to involve ASM as they are a publishing company and are looking for a wide range of qualifications. She took a folder to give to each of her regional HR managers.

McDonald's Philippines: Carlos Leonor, Director of Human Resources

McDonald's is expanding very rapidly in the region (about 70 new sites in the Philippines alone) Carlos is a friend of Noel (Black & Veatch) who helped set up the meeting. He was very positive and this lead needs to be pursued further. A shared package would be a very cost effective recruitment tool for an operation such as McDonald's.

Makati Business Club: Guillermo Luz, Executive Director

I met Guillermo two and a half years ago when I attended an APEC HRD Working Group meeting before ASPIRE privatized its services. He writes economic up-dates for their newsletter and would be willing to do articles for the *ASPIRE Newsletter*. He also gave me contact information for STAC-SF (a brain gain network) and another person to contact regarding Philippine associations in the U.S., Federico Macaranas.

* STAC (SF) - Dennis Fernandez 76323.1631@compuserve.com STACnet

* Federico Macaranas 9/F DFA Building, 2330 Roxas Blvd., Pasay City, Philippines
Tel: 834 3201 Fax: 834 1451

Caltex (ASPIRE participating company) Marife Jose

They are quite pleased with their results so far. She noted that about 20% of the applicants that reach them from the ASPIRE WWW are already back in the Philippines. It was from this meeting and one with Cargill that I began to get a better picture of what we should do to get the associate offices more involved in the use of their packages.

MALAYSIA

FHI (Federal Hotels International): James Khoo, Assistant to Directors HRD.

Ms Ng Siew Chin submitted a newsletter "recruiters form" asking to be added to the *ASPIRE Newsletter* distribution list. I wrote to her and was given an appointment with James Koo.

James said that at the time FHI requested to be added to the newsletter distribution list, they had definite recruitment needs, but in the interim, FHI has signed an agreement with Inter Continental Hotels who will handle their recruiting. When told that FHI-Inter Continental could use a single package for up to nine countries, he asked for an additional brochure to send to their HR department.

He was one of the original board members of the Boston Alumni Association in Malaysia (which has 300 members) and gave me the name of the President, Sharee Kamaluddin of Shareen Communications.

* Will get in touch with her now to begin to familiarize her with ASPIRE. Perhaps I can speak with a group of alumni on the next trip - some may be interested in recruitment services and/or helping with the transition training. Tel: 603 255 7401 or 1322; Fax: 603 254 5720.

Hume Management Company: Angelina Yeoh and Sylvia Chan, Executives, HR
Rosli Mohn Yusof of ESSO sent letters to some of his HR friends before my visit. Hume requested a meeting as a result of Rosli's letter. We had a rather long meeting with some good questions. They seemed interested, but most likely are not the decision makers. They will report to their supervisor about the meeting.

Arab-Malaysian Merchant Bank: Juita Tahir (leaving the bank soon, said she would be briefing her replacement)

Juita originally wrote in response to a promotion letter, under Ambassador Bodde's signature, sent to the Chairman of the board. Juita, who is a manager for the Group Public Affairs, says that recommendations from their office serve as the guidelines for HR strategy and that she would be doing a report and making a recommendation to consider using ASPIRE based upon our discussion.

* She was about to retire and I have already heard from her replacement.

Binariang Sdn Bhd: Dean Hughson, Senior Manager Recruitment

On an earlier visit, Paul Scogna, Commercial Counselor at the American Embassy, suggested that I contact D.F. (Duffy) Swan, CEO of Binariang. They seem to be into everything related to telecommunications and were responsible for putting up the first Malaysian satellite.

They have extensive recruitment needs and about 25% of their new hires are fresh graduates. They also hire over a range of disciplines.

Sungei Way Management Sdn Bhd: Puan Sri S. C. Susan Cheah, Executive Director; Sarena Cheah, Executive Corporate Affairs; Chee Kah Khuim, General Manager, Group Human Resources; Chris Cham, The Media Shoppe - Advisor

Chris Chan participated in ASPIRE activities when he was a student in the U.S. Early this year, he found the ASPIRE WWW homepage and wrote asking us to distribute a recruitment notice to

Malaysian students (We did this for free in his days.). After several back and forth emails, Chris arranged a lunch meeting (three hours) to discuss ASPIRE services. It was a pleasant meeting, lots of general chat, and some very good discussion about ASPIRE. They are a very large group and very much in the forefront in the rapid development taking place in Malaysia. Chris was really pushing for the full pack and I think the chances are good that they will take it (Sungei Way Group own Sunway College).

The Boston Consulting Group: Cameron B. Bailey, Manager

According to Cameron, BCG only recruit the very best and have never needed to work very hard at getting top people. However, due to their rapid expansion in the region, they are beginning to recruit more actively.

He is a graduate of Wharton and was interested to learn that Ambassador and ASPIRE had taken part in a recent MBA conference there.

Polaroid: Lance Roulic, Regional Manager; Vicent Ng Eng Hock, Finance & Admin. Manager

This meeting was set up at the request of Joe O' Leary whom I had met at the APEC Summit in Osaka. It was a hard meeting to arrange because Lance has a busy travel schedule. I spent one whole morning going out to his office only to find that Lance had left for Bangkok and forgotten to let me know (I had reconfirmed the meeting). We eventually met on my way to the airport my final day in KL. Polaroid is expanding in the region and it would seem to make sense that ASPIRE would be very useful to them. Lance is about to relocate to Bangkok to set up an office there.

* Follow-up with a call to Joe when back in the U.S.

Olympia Industries: Ong See Leng, Assistant Human Resources Manager

Rusli Mohd Yusof of ESSO made this contact and set up the appointment. Olympia is a large group of companies which collectively have substantial recruitment needs. May be worth pursuing at a later date.

Petronas: Ahmad Kamil Mohd Yusof, Manager Corporate Development Unit

Ahmad Kamil said that Petronas is going international and this is eventually going to affect their recruitment needs. Petronas may want to hire other country nationals (whom they have not sponsored) for positions outside of Malaysia.

We spoke some of the special ASPIRE/PBEC project on transition training and he said he would discuss it with the Petronas training unit -- they do something similar with the students they sponsor when they return to Malaysia. He will be someone to contact when we start up the newsgroup.

He also took 20 folders to give to a special group of business leaders.

* Do a follow-up letter to see what reaction he got from the folders.

Caltex and Cargill (ASPIRE Participating companies)

I met with representatives in associate offices for both Caltex and Cargill. It was apparent from these visits that they do not understand what is available to them and in the case of Cargill, do not even remain in very close touch with the coordinator for the ASPIRE package. As a result of the meetings, we will produce an "Associate Users' Guide" to ensure that they make better use of the services available to them.

* Need to try to get the name of the new Executive Director of the KL Human Resources Club.
A. Wahab Bakar has moved to Australia.

SINGAPORE

Hewlett Packard: Lim Wee-Ping, Senior Recruitment Administrator; Lee Chin Hong, HR Specialties Manager; Low Peck Kem, Personnel Administration Manager

Very positive meeting. With high recruitment needs regionally, they were quite interested. Low Peck Kem drove me back to the hotel in order to collect twelve more folders to send to regional offices.

Nabisco International: Kevin Barr, VP Human Resources, Asia

Kevin first heard of ASPIRE through promotion materials we had sent to their NY office. We have been in correspondence since January 1996. Kevin said he plans to take the full pack.

Chartered Semiconductor Manufacturing Ltd: Grace Sam, Senior HR Administrator; Tan Seng Chai, Human Resource Manager

The initial contact with CSM was through Yap Eu Win of Singapore Technologies. Grace wanted to know more about job fairs and ASPIRE's other services. She appeared interested, but in reviewing my correspondence with her, I note that they also receive help from EDB in their efforts to reach overseas Singaporeans.

Bechtel: Gary Yau Yat Loong, Financial Reporting Analyst

Gary said that he got his job with Bechtel through ASPIRE (I have asked him to do a brief story for the newsletter). He was impressed and said he would be recommending that Bechtel join.

AT&T: Christine W.C. Chan, Compensation & Benefits Director, Asia-Pacific/China Global HR

I met Wendy Lim through the NAFSA Development Department at the 1996 NAFSA Annual Conference. Wendy suggested I meet Christine Chan in Singapore and John Lobianco in Hong Kong. Christine agreed to meet. John did not reply to my faxes and I did not have enough time in Hong Kong to pursue. The meeting with Christine was long with a lot of good questions. She said that I should see John and sent an email to him suggesting that he attend the AmCham breakfast. However, at the moment, AT&T does not have extensive recruitment needs and those that they do have are being filled by reshuffling rather than new hires. They anticipate growth in Vietnam and India in the near future.

ACORN: Kenneth Tan, Director

Lim Siong Fun from the Singapore Embassy in Washington, D.C. suggested that I write to Kenneth. ACORN is a new consulting company that has grown rapidly. Their main offices are in Singapore and Hong Kong. They like to hire new graduates and train them. Up to now, most of their recruits have been locally trained people. Now that they are expanding, they are interested in hiring people with multicultural experiences who have very good English and Mandarin. At the end of the meeting, Kenneth indicated that they would probably do something with ASPIRE.

I had several hours one morning to do some follow-up phoning to a few people who had given me cards at the AmCham meeting:

Global: Nick Masee, Managing Director

Nick took folders to send to his regional HR managers who will meet in October. Global's home office is in San Francisco.

Ed-Lin Associated Pte Ltd: Betsy Graves, Associate

They recruit for three regional offices; Jakarta, KL, and Singapore. They do not hire new graduates, but might consider using ASPIRE WWW/Email ads because of their wide broadcast.

International Rectifier: Joanne Chan, Director of Administration

She is quite interested and will be reviewing the materials.

Rosenbluth International: Shamay Scimeca, International Project Manager

She had lots of nice things to say about the AmCham meeting. She plans to discuss ASPIRE with her HR manager in the U.S. I offered to speak to them if they have any questions.

Bovis: Scott Gilchristl, Human Resource Director

They are currently looking for architects and mechanical engineers for China and Taiwan. Scott asked if they could substitute a hotlink with the job fair in the "Limited Option." Told him that we have not done this, but if we did change our policy, I would let him know.

* He thinks they would like to take out a newsletter ad in the February issue of the newsletter and possibly do another in the April issue.

National Panasonic: Tan Khay Quee, Director Corporate Personnel Center

He was impressed and asked for more promotion materials to send to some companies that are not managed by him, but with which he is associated.

Pepsico Restaurants International (Pizza Hut, KFC, Taco Bell) Adrienne Wong, Personnel Executive

I met Adrienne at the Career Employers 96' Fair. She took folders to send to the regional HR office. Will follow up on next trip if we do not hear from them in the meantime.

Lend Lease Asia: Geoff Brew (Sydney Australia)

Geoff could not make it to the AmCham meeting and asked for notes from it. I wrote to him from Jakarta and sent a promotion folder. He has been back in touch and we are in correspondence.

Cargill: Wong Kam Chang, Human Resource Manager (ASPIRE participating company)

Kam Chang said that the newsletter and email ads generate a lot of response, but she would like it to be better targeted. Although ad copy has to come from the businesses involved, she would like ASPIRE to help them bring in more responses that meet their needs. Kam Chang wanted me to visit all of the Cargill offices on this trip and although I did not make it to all of them, I visited or spoke with most. While each regional office does its own hiring, Cargill instructs all interested candidates to send their resumes to the Singapore office. This is slow. The Cargill office in Thailand is going to have their resumes sent directly to them. I will include this as a suggestion in the next "Users' Manual".

JAKARTA

Argo Manunggal International: Marcia Sutedja, Corporate Human Resources

Not very familiar with recruiting in the U.S. for returning graduates. This meeting introduced ASPIRE as a possible tool to use for recruitment in the future.

Bahana Securities: Witjaksono Abadiman

Met Witjaksono at a lunch at the Financial Club. He was very interested in ASPIRE and asked to be given materials. Will follow up immediately and visit next time.

Bakrie & Brothers: Asmir A. Agoes, Assistant to the President/CEO; Mr. Iqbal Amran, Recruitment Manager

In May, Bakrie signed up for the job fairs, but just before I reached Jakarta, they wrote to say that they have not yet determined their strategy for the year and would not attend the fairs.

However, they made a point of contacting me at the hotel to ask that I come in to meet with them. We spent about an hour and a half discussing ASPIRE and Bakrie's escalating need for human resources. Asmir is currently spending most of his time developing an HR strategy for the future. He showed me their HR projections and said that the need is too great to even really contemplate. He made the statement that "In order to develop quickly, we must go very slowly at this stage." Thus, they are in the process of carefully making plans before moving ahead full tilt. Without actually saying so, this is why they drew back on the fairs. At the end of the meeting, Asmir said that he now understands ASPIRE and will consider a possible future relationship.

Bank Bali:

I was to have met with Mr. Sulianto Leoris, HRD Jakarta Business, but he was not able to come so I talked with someone else in the department. There was a bit of a language barrier, but I think we covered the basics well enough. She said she would pass the materials to Mr. Leoris.

Bank Dharmala: Fonny Julia, Recruiting Coordinator

Willy arranged for this meeting. It was a good one and may develop into something in the future. They are part of the Dharmala Group with whom I met the following day.

PT Dharmala Intitutama: Gerry Kasih Ir. MBA, Managing Director; Sonny Sidjaja, Deputy General Manager

Willy also arranged this meeting. It was a very positive one and may well result in the Group joining ASPIRE. After the first ten minutes, a third person was invited to join. After a rather long discussion, Gerry said that Dharmala will be working with ASPIRE. A strong statement.

However, this does raise questions that the IAB needs to consider at the next meeting. At the moment, head hunters may join ASPIRE, but must pay double. Groups, while single entities of a sort, represent a number of companies and when their recruitment is centrally controlled, they resemble head hunters in function.

There are about eleven major groups in Indonesia. A company never belongs to more than one group. Dharmala is not the only group seriously considering ASPIRE, Sungei Way Group in Malaysia is also quite interested, and there are going to be more.

As things stand, groups may take a \$15,000 package. Our current promotion materials do not address this and I do not think we can change it this season. There are certainly enough groups in the region to offer ASPIRE students plenty of choices and income to the program. However, ASPIRE may eventually place groups in a price category between that of individual companies and headhunters?

Barents Group: Mr. Martin Kenny, Senior Associate

Mr. Kenny came to the AmCham breakfast and we later spoke over the phone. Martin interested in ASPIRE and I think will recommend the program to appropriate clients.

Bira Aset Manajemen: Howard Chu, Managing Director

Howard found ASPIRE on the WWW. He is originally from Hong Kong and is currently an American citizen, married to an Indonesian. His company is new, not large, but he expects it to grow rapidly. He is interested in ASPIRE's database, but it is probably too early for Bira to use a package. I suggested he try an E-mail or newsletter ad.

Black & Veatch: Stacy W. Hoy, III (Bill), Deputy Representative

I met with a B & V representative in Manila and will see another in Bangkok. The Manila office made the initial contact with ASPIRE and is very interested in seeing B & V use ASPIRE for its regional recruitment. Bill said they really do not have a regional recruitment plan and rely heavily on Manila for guidance and even for some employees. Final decisions on strategy are made by the home office and the home office is undecided about how to staff overseas offices. The regional offices would like to see more U.S.-educated nationals hired. Several other people I met said that they wish their home offices were less provincial and more knowledgeable and responsive to the needs of the region.

* Bill gave me the name of Director for Human Resources (James Farr) in the U.S. and suggested that I call him when I return.

BP Indonesia: Anton G. Wibisono, Superintendent Human Resources

Good meeting. Should follow up next visit.

PT Dian Graha ElektriKA (DGE): Osman R.I. Bako, President Director

This company has fairly limited recruitment needs which they fill mainly with European graduates. Interesting talk about the way the 25-36 year-olds job hop. Mr. Bako believes it is better to recruit someone just under the "best" qualified and groom them. He thinks they give better and longer service in the end. Keeping someone 5-10 years would be "nice". A problem endemic in the region.

Ganz, Ham & Riley: Richard C. Arsenault

I met Richard at the AmCham breakfast. He seemed quite interested and asked that ASPIRE stay in touch with him through his Boston office.

Koll IPAC: Rusman Huandra, Human Resource Manager; Suwito, Finance Manager; Agustina Soegiharto, Corporate Communications Manager and Training Coordinator

Last May, Suwito sent an E-mail to ASPIRE asking about recruitment services. He knew about ASPIRE because he "Always read the *ASPIRE Newsletter*" when he was in the U.S. It was a very positive meeting and they all agreed that they are going to request that Koll use ASPIRE. I later met the president at the AmCham breakfast and told him about my visit with his staff. It

also turned out that Agustina is a very good friend of Willy's daughter whom I met on my last visit.

* They suggested that instructions for newsletter ads say "camera ready/bromide". Bromide is more frequently used in the region.

* Based upon their comments and those from others, the page describing ASPIRE in the cut-always should be adjusted to explain NAFSA a bit better showing the unique access the association offers ASPIRE to students. They also like the history - APEC, etc.

Unocal: Bambang Mudjiono, VP Human Resources & Administration

Bambang attended the AmCham breakfast. He is very interested and pleased that I met with Unocal in Manila and have an appointment in Bangkok with the office there.

Prudential: Tan Yee Ming (ASPIRE Participating Company)

Yee Ming recently transferred from Hong Kong to Jakarta to manage Prudential's HR activities for the region. This Prudential, based in the U.K., is not the same as the U.S. company. In fact, their ad in the *ASPIRE Newsletter* was held up while waiting for permission from the American company to use the name in an American publication.

Yee Ming was very eager to join ASPIRE because of the company's rapid expansion in the region. Their greatest needs are in Thailand and Indonesia. Although she is in charge of recruitment for the region, applicants must be reviewed by the U.K. office. Prudential has a recruiting scheme in the U.K. that involves internships and training for the people hired there. Yee Ming is using ASPIRE to fill specific positions which do not involve any special training, but all candidates must be approved by the U.K. office. This means that all candidates applying through ASPIRE must respond through the U.K. office. This is a very slow process and one that probably causes them to lose good candidates.

Semen Cibinong: Nick Petroff (ASPIRE participating company)

Nick was very pleased with his success through ASPIRE. He hired four people at the California job fair last year, two with whom he is especially happy, an engineer and an Information Systems grad. I asked if we could do profiles on these successes and he said he would ask his board. He is reluctant because the response they get through ASPIRE is so big. This brought up another concern of mine regarding Cibinong's use of the program. They use only a very small portion of the services. Nick says this is because they are getting what they want and do not want to deal with a flood of applicants.

GE: Ika Siagian (Participating ASPIRE company)

David Wang especially requested that I see Ika. It took a number of faxes and telephone calls to tie her down for a meeting. Ika travels a great deal and seems quite overwhelmed. She had not focused much of what ASPIRE offers. Very useful meeting. Discussed how ASPIRE can make her life easier - rather than being another demand for her time.

Note: Carol Walker, the Executive Director of the AmCham in Indonesia, published an article about ASPIRE in the AmCham's special publication honoring Indonesia's 50th anniversary. She placed an ASPIRE update in the September AmCham bulletin and did a new-member's profile of me in the October issue. I wrote this and it is much more about ASPIRE and what it does than about me. Carol mentioned several times that the AmCham may not continue to publish

"Returning to Indonesia". This should help ASPIRE draw more AmCham Indonesia members to consider using ASPIRE. However, the latest edition is just out so this would not really affect ASPIRE until this time next year if they do indeed decide to discontinue the publication.

THAILAND

Unocal: Edward Morgan, Director, Organization Development

This is the second individual meeting with a Unocal representative. The first was in Manila. Although there is an office in LA that recruits for the region, the offices in each country handle their own in country recruitment and have their own strategies. Ed showed me a chart of Unocal's recruitment strategy for Thailand. U.S. graduates are second in a list of six recruitment pools. He appeared quite interested in ASPIRE. Ed liked the idea that one package may be used by all offices in the region, dividing the cost among them. Their HR needs are fairly large now and growing.

Bangkok Bank : Komkai Rodloytuk, Executive Vice President; Suralai Panikabutr, Vice President

Khun Chiraphan from Chote's office arranged meetings with Bangkok Bank and Union Asia Finance and Asia Credit. In addition to arranging the meetings, she provided transportation and attended the meetings.

I had met both Komkai and Suralai at supper with Chote on my last visit to Bangkok and they plan to attend the IAB meeting in Singapore. We had a very pleasant meeting which I think was useful to all of us. We discussed the upcoming IAB meeting and Komkai had a number of questions about ASPIRE's services. Toward the end of the meeting Komkai made some suggestions on whom to visit on the next trip to Thailand and indicated that Bangkok Bank would be using ASPIRE's services.

Asia Credit: Mukda Sunthornrat, Senior Vice President; Walaiporn Chaichana, Assistant Vice President

Union Asia Finance Public Company Ltd.: Charranporn Vuthitada, Vice President

Khun Chiraphan arranged for us to meet with these two companies together. Neither recruits many new graduates, at any level, but both expressed interest in limited participation. They wanted just the database, but since it cannot be taken separately, asked about sharing a package. Something to discuss with the IAB.

Black and Veatch: Larry Blackburn, International Business Manager

This was the third visit with a B & V representative on this trip. The initiative began with Noel Royandoyan in Manila. All are interested and will let the home office know that they want to participate. Noel will coordinate their services.

ASPIRE Participating Companies:

Lever Brothers (Thailand) Ltd. Chitti Dansubutra, Personnel & Corporate Affairs

Director; Sawitree Khiatbanlue, Management Trainee Recruitment and Training Manager

Sawitree attended the AmCham breakfast last November and is responsible for Lever's taking a package. They are pleased with the response to their ads and are currently pursuing about fifty (ASPIRE) candidates. In fact they were doing final interviews on three of them that same afternoon. In the end, they hired two of them.

In going over the package components, it became clear that they have only used ASPIRE to seek MBA and Master degree candidates. They hire people with BA degrees whom they train and in a number of cases, put them through Master degree and MBA programs. They had not thought

about using ASPIRE to look for good U.S.-educated BA graduates, but are interested in giving it a try. Lever's main problem in hiring U.S. graduates is understanding the U.S. system and being able to identify good schools. They are looking for good quality training and do not necessarily go for the "top" schools. Graduates from these schools have the reputation of being job-hoppers. Several other companies have made similar statements.

I suggested that they visit the USIS Overseas Advising Center to check the publications that list schools and degrees and discuss their problem with the advisers.

* ASPIRE should discuss this problem with USIS centers and try to develop a few simple guidelines and a list of the publications available to help overseas businesses deal with this confusing issue.

Cargill: Douglas Eden, Chairman; Chavalit Akhomthon, Human Resource Director, Sila-Ek Soontraphai, Personnel Specialist

This was an especially useful meeting. Cargill ads currently list only the Singapore office address for resumes. This slows up the regional offices considerably if they want to pursue any candidates. Cargill is seeking applicants with some more unusual degrees and wanted to know how to go about finding the schools that offer these degrees. They need a similar tool to that noted above for Lever Brothers to help them locate institutions that specialize in the areas important to Cargill, eg. meat management, grain, etc.

It has also become apparent in my discussions that it may be useful to associated offices to receive the university directory.

Caltex: Dhanadol Harnamornest, Senior Human Resources Manager; Ueamduean Klongtruajrok, Recruitment Coordinator

They are pleased with the response and doing final interviews for some now. They, like others, are looking mainly for MBA and Masters. Made same suggestions as per Lever regarding this. They too want to know how to assess schools.

Dhanadol belongs to the Personnel Management Association of Thailand (which is a member of the World Association of Human Resources?) He asked for twelve more ASPIRE folders to distribute.

Lucent Technologies: Khun Karnjana

Khun Karnjana attended the AmCham breakfast and asked that I send her two more ASPIRE folders.

PTTEP:

Positive meeting. They have hired an engineer, due to begin in a month and are seriously considering two others. Said they are very pleased with the support they are receiving from NAFSA and seemed fairly sure they will renew in January. I asked for a testimonial from the new recruit and they will ask her to write one and send it with a picture for the next newsletter. They said some applicants cut out the ASPIRE newsletter ad and include it along with their resumes.

Many questions about the job fairs. Both will attend (he is a Vice President) They are putting considerable effort into preparing for them. They will bring a notebook with the PTTEP WWW homepage and are preparing special handouts and signs.

Hong Kong

I included a few days in Hong Kong in my itinerary to make some initial visits. I arrived on a Thursday afternoon and had just Friday and half of Saturday for meetings. I was also to have met a representative from GE the day I arrived, but that was canceled at the last minute.

Friday morning, I spoke to a group of about 40 people from the AmCham and later that afternoon to the thirty members of the Hong Kong Institute of Human Resource Management. My last meeting of the day was with people at EDS. Saturday morning, I met with Denise Chan and Keith Au Yeung from Lucent Technologies and Elaine Wang from Amoco. Both Lucent and Amoco use ASPIRE's services.

PBEC/ASPIRE PROJECT: "A Recruiter's Wish List for New Hires"
Agenda Item 7

Objective: To seek IAB's advise regarding the set up of an interactive news group as a part of the PBEC/ASPIRE project.

ASPIRE in conjunction with the Technology Committee of the Pacific Basin Economic Council (PBEC) is going to run a series of articles in the *ASPIRE Newsletter* to help students make the transition from a student environment in the United States to the working environment at home.

The material for the series, "Getting Ready for the Job," needs to come from the people who hire and train newly returned graduates and professionals. This project is a chance for the businesses hiring internationally educated and trained new hires to let these potential employees know what they expect of them and what they should expect from their fellow employees and work environments.

Articles might cover things like workplace etiquette, worker-employee relations, salary and benefit expectations, and practical information on how to join local professional associations, or even a wish list of particular courses prospective employees should take if they plan to be civil engineers, accountants, etc., with companies in the region.

ASPIRE would like to involve businesses, local associations, and appropriate government institutions and departments in this project.

Although I have talked with a number of people who like the idea and who say they are willing to participate, we need some mechanism to "prime the pump". I prepared some sample questions and asked a few people to return them to ASPIRE. (copy attached). I also told them that if they wanted to contribute a brief article addressing these issues, they and their company would be credited with the contribution.

However, the best suggestion I have had so far about the project came from Dr. Dirk Lijesen at the Ministry of Education and Culture, Indonesia. He suggested that ASPIRE begin a news group in the ASPIRE homepage and get students and businesses into an interactive dialogue. Newsletter articles could be drawn from the resulting dialogues.

Some of the people who said they would participate are:

Petronas: Ahmad Kamil Mohd Yusof said that Petronas already does something similar with the students they sponsor when they return to Malaysia. He will discuss the project with the Petronas training unit.

Institute Teknologi Mara (ITM): Dr. Sahol Hamid Abu Bakar says that he will help involve ITM in the project.

PCCI and ECOP Philippines : Some of the members of these associations may be interested in participating.

AmChams and other associations: Once the news group is underway, we will publicize the project in association newsletters.

George Tahija: PBEC (President Director, P.T. Austindo Nusantara Jaya) I met George last May at the PBEC IGM and called upon him to discuss possible links for the PBEC/ASPIRE project. He made three suggestions:

1. The people who would have the greatest vested interest in such a project would be the people in charge of privatizing some of the State-Owned Enterprises (SOE's) . George suggested that I get in touch with Mr. Bacelius Ruru, the Director General for State-Owned Enterprises. This was interesting since Mr. Ruru had been the guest speaker at the Financial Club lunch that Willy had taken me to the day before. The reason behind this suggestion is that one of the concerns in privatizing is the ability of people to make the transition from doing things and thinking in "the old ways" to fit the current rapid development occurring in Indonesia..
2. It might be useful to talk to Toenggoel Siagian ,who runs a large state-owned school system (K-12). George, his wife, and some friends have been trying to set up a Montessori school and Mr. Siagian is helping them convert some of the state schools into Montessori style programs. Mr. Siagian may have some suggestions and connections to help. (telephone: school: 345 6193 and 362 2768 home: 722 2904)
3. Price Waterhouse has a big contract with the government to help privatizing SOE's. They may find value in using the ASPIRE network to reach/educate/communicate with Indonesians on campuses in the U.S. (Not for recruitment purposes). Two other firms, AT Kearney and Booz Allen may also have some ideas in this regard.

ATTACHMENT C

ASPIRE INTERNATIONAL ADVISORY BOARD (IAB)

Dr. John E. Koehler, ASPIRE IAB Chair, President, J. Koehler & Company, Inc.

Ambassador William Bodde Jr., IAB Vice Chair, First Executive Director of APEC

Dr. Richard Drobnick, Vice Provost, International Affairs, University of Southern California

Jerry Fulton, Regional Director, Strategic Human Resources, Motorola Asia Pacific Limited

David Kingston, Downstream Planning Manager, Exxon Company International

Rohana Tan Sri Mahmood, Director of Special Projects, Malaysian Strategic Research Centre

Eddie Ng, Human Resource Director, Lucent Technologies Asia Pacific Inc.

Kenneth Rogers, Associate Dean and Director Indiana University Office of International Services

Dr. John W. Ryan, Interim Chancellor, State University of New York

Dr. Seet Ai Mee, Managing Director, A.ML Sci-Ed Consultants Pte. Ltd., Singapore

Chote Sophonpanich, Chairman, Green Spot (Thailand) Ltd

Weeks, Manager Human Resources Chemical Sector, Amoco Corporation

Willy W. Wiguna, President Director, PT Asuransi Inda Tamporok, Indonesia

L.R. Williams, Manager, Human Resources Operations, IBM Asia Pacific

Jose Luis Yulo, Jr., President, Philippine International Trading Corporation

ASPIRE IAB Member and Representative Biographies

Ambassador William Bodde, Jr. United States Ambassador (ret.)

President of WBJ Associates and an advisor to Fortune 500 companies, Ambassador Bodde is also Special Advisor to the Pacific Basin Economic Council (PBEC) U.S. Member Committee and Vice Chairman of the International Advisory Board of ASPIRE. A Foreign Service Officer for 32 years, he has been Deputy Assistant Secretary of State for the European and Canadian Affairs as well as a senior advisor to Presidents Reagan and Bush. He also served as Ambassador to Fiji, Tonga, Tuvalu, Kiribati, and the Republic of the Marshall Islands. In 1993, he was appointed the first Executive Director of the Asia-Pacific Economic Cooperation (APEC) forum. Author of a number of articles on foreign policy and international trade, he has written a book on his APEC experiences, *The View From the 19th Floor: Reflections of the First APEC Executive Director*, published by the Institute of Southeast Asian Studies in Singapore.

Dr. Richard Drobnick Vice Provost, International Affairs University of Southern California (USC)

In July 1994, Dr. Drobnick, an authority on Pacific Rim trade and economic issues, was named Vice Provost for International Affairs at the University of Southern California.

In this capacity, Dr. Drobnick works closely with the Provost to accelerate the ongoing internationalization of USC's teaching and research activities. Dr. Drobnick served as Director of the USC School of Business Administration's International Business Education and Research (IBEAR) Program from 1982 to 1994 and is the founding Director of the university's Center for International Business Education and Research. The center is one of 25 national resource centers funded by the U.S. Department of Education to promote America's international competitiveness. Dr. Drobnick continues his direction of the center. From 1967 to 1969, and again from 1971 to 1972, Dr. Drobnick served in the Peace Corps in Malaysia. He is a Vice Chairman and a Director of the U.S. National Committee for Pacific Economic Cooperation (US-PECC) and a Director of the Japan-America Society of Southern California. He is a member of the Council on Foreign Relations, the Advisory Committee of the Asia Society's Southern California. Dr. Drobnick earned his BA in Economics from Bradley University and his MA and Ph.D. in Economics from USC.

Mr. Jerry Fulton Regional Director, Strategic Human Resources Motorola Asia Pacific Limited

Mr. Fulton is currently based in Hong Kong as the Regional Director for Motorola's Strategic

Programs. He has been a key member on start-up teams that established Motorola operations in the Philippines, Malaysia, Japan, and Taiwan. Mr. Fulton joined Motorola in 1968 as a college recruiter and progressed through increasingly significant human resource assignments both domestically and internationally. He has been directly involved in college recruiting and university relations throughout his career. Mr. Fulton has developed and implemented Motorola's university relations programs in most Asia-Pacific countries as well as Brazil and Mexico.

Mr. David A. Kingston
Manager, Downstream Planning
Exxon Company, International

A native of the United Kingdom, David Kingston started working with Exxon Research and Engineering in 1965 as a Research Assistant in Linden, New Jersey and was promoted to various engineering and supervisory positions at Exxon's Bayway Refinery. From 1971 to 1981, he held various managerial positions in Exxon Company USA, before transferring to the Petroleum Productions Department of Exxon Corporation in 1981. From 1981 to 1986, he held various managerial positions with Exxon Corporation, Exxon International Company, and Esso Eastern. In 1986, he transferred to Exxon Company, International as Manager of Budget and Investment Analysis in the Refining and Planning Department, and Manager of Operations in the Supply Department. He was assigned to his present position in June of 1994. Mr. Kingston holds a BS in Chemical Engineering and Fuel Technology from the University of Sheffield in the UK.

Dr. John E. Koehler
President
J. Koehler and Co., Inc.

Dr. Koehler founded J. Koehler and Co., Inc., a venture capital and consulting firm in November 1995. From November 1992, Dr. Koehler was President of Hughes Asia Pacific, based in Tokyo. Prior to this appointment, Dr. Koehler oversaw and created new ventures, international operations, and strategy for Hughes' Telecommunications and Space Sector. He was also a Vice President of the corporation and a member of the Hughes Corporate Policy Board. Prior to Hughes, Dr. Koehler was Deputy to the Director of Central Intelligence and Director of the Intelligence Community Staff for the United States Government. He was awarded the National Intelligence Distinguished Service Medal in recognition of his accomplishments. Dr. Koehler received his BA and Ph.D. in Economics from Yale University. He has authored a number of papers on economics and national security policy and currently serves on telecommunications and aerospace advisory committees for the U.S. Departments of State and Commerce.

Dr. Koehler is the Chair of the Project ASPIRE International Advisory Board.

Rohana Tan Sri Mahmood

Director, Special Projects

Malaysian Strategic Research Centre (MSRC)

Rohana is the Director of Special Projects and a founding member of the nonprofit Malaysian Strategic Research Centre. The Centre was established in September 1993 to advance the understanding of both the domestic and international activities of Malaysia and its impact on the region and the rest of the world. Before establishing MSRC, Rohana was the Executive Director of Public Affairs at the Institute of Strategic and International Studies (ISIS) Malaysia. She joined ISIS in 1986 and served in a number of positions. Prior to this, Rohana was attached to the political division of the Ministry of Foreign Affairs. She is also a guest lecturer at two colleges in Kuala Lumpur.

Rohana is the Director General of the Pacific Basin Economic Council (PBEC) Malaysia Committee. She also sits on the boards of several companies including IPMUDA Berhad, a publicly listed trading company.

Rohana has written and presented papers in international seminars. She was the editor of the Asia-Pacific Roundtable series at ISIS Malaysia. Among her publications are *Myanmar and the Wider Southeast Asia* (with Hans Joachim Esderts, 1991); *Southeast Asia: The Way Forward* (1992); and *ASEAN Future Economic and Political Cooperation* (1993).

Rohana holds a BA (Hons) in Politics from the University of Essex and a MA in International Relations from the University of Sussex. She is currently a Ph.D. candidate with the University of Hull. The topic of her dissertation is "Malaysia's Foreign Policy and the Third Indochina Conflict".

Mr. Eddie Ng

Human Resource Director, Asia Pacific Region

Lucent Technologies Asia Pacific Inc.

Mr. Ng is the Human Resource Director of Lucent Technologies Asia Pacific Inc., supporting the operations of over 15 country human resource organizations of Lucent Technologies in the region. Before joining Lucent, Mr. Ng had worked for other multinational corporations in human resource management including Citibank Global Finance Asia Pacific, Motorola, and Mitel. Mr. Ng is currently the President of the Hong Kong Institute of Human Resource Management, President of Asia Pacific Federation of Human Resource Management, Chairman of the Personnel Management Committee of Hong Kong Management Association, and Chairman of the Planning Committee for the 1996 World Congress on Personnel Management that was held in Hong Kong in June. Mr. Ng is also a member of the Business School Advisory Board of the Baptist College of Hong Kong. Mr. Ng graduated from the Chinese University of Hong Kong with a B.Soc.Sc., and the University of Hong Kong with his M.Soc.Sc. and Graduate Certificate on Personnel Management.

Kenneth Rogers
Associate Dean and Director, Office of International Services
Indiana University

Mr. Rogers has been an Associate Dean of International Programs and Director of the Office of International Services at Indiana University since 1977. His background experience includes assignments with U.S. Agency for International Development (USAID) and the Peace Corps staff in Washington, tours of duty in Southeast Asia as a Foreign Service Officer of the U.S. Information Agency, and work as an international programs administrator *cum* consultant on foreign student admissions/services in both private and public institutions of higher learning. Long active in NAFSA: Association of International Educators, he was the Association's 1994-95 Vice President for Regional Affairs. Mr. Rogers holds an A.B. from Dartmouth College and an M.P.A. from the Woodrow Wilson School of Public and International Affairs at Princeton University

Dr. John Ryan
Interim Chancellor
State University of New York

Dr. Ryan served as President of Indiana University from 1971 to 1987. He also served as Interim President at Florida Atlantic University in 1989 and as Interim President at University of Maryland at Baltimore in 1994.

Since 1995, Dr. Ryan has been Chief of Party for the City of Knowledge Project in Panama, Academy for Educational Development, Washington, D.C. In addition, he has been a consultant to the Administrator for Management Training in Central and Eastern Europe through the Agency for International Development, Washington, D.C.

Dr. Ryan has held numerous positions at several large public university systems including Vice President and Chancellor for Regional campuses at Indiana University where he was later President; Chancellor, University of Massachusetts; Vice President for Academic Affairs at Arizona State University; Executive Assistant to the President and Secretary of the University, University of Massachusetts; Associate Professor, Assistant Professor, Political Science and Associate Director, Bureau of Government, University of Wisconsin; and Assistant Director Institute of Training for Public Service at Indiana University.

He is the author of numerous publications on government and public policy issues, both national and international. Dr. Ryan holds a BA from the University of Utah and a MA and Ph.D. from Indiana University.

Dr. Seet Ai Mee
Managing Director
A.M. Laboratories Pte. Ltd.

Dr. Seet began her career with eight years of Clinical Biochemistry in the government department of Pathology before working as a research fellow at the Singapore Institute of

Standards and Industrial Research. She was part of the team working on the gold plated RISIS Orchid. In 1977, she left public service and started her own medical laboratories. In 1988, she contested and won a seat in Singapore's Parliament and was appointed Minister of State to two Ministries: Education and Community Development. She was appointed Acting Minister of Community Development in 1991. In 1992 she returned to her professional practice. Dr. Seet is very active in community work; she has been President of the Singapore Association for the Deaf (1985-88) and is currently Chairman of Dover Park Hospice and the Singapore Hospice Council. She is a Fellow of the Institutes of Chemistry of Singapore and America and a Fellow of the Royal Society of Chemistry, United Kingdom. She is a Director on the Boards of four Singapore publicly listed companies.

Dr. Seet was awarded a Colombo Plan Scholarship to study Science in Adelaide University and graduated with a B.Sc Honours (First Class) in 1964 in Biochemistry. She then took a post-graduate tutorship at the University of Malaysia and then returned to Singapore to work as a Clinical Biochemist gaining her Ph.D. in 1969.

Mr. Chote Sophonpanich
Chairman

Green Spot (Thailand) Ltd.

Mr. Sophonpanich is currently the Chairman of Green Spot (Thailand) Ltd., a bottling and distributor of soft drinks. He is also Chairman of Krungdhep Sophon (Public) Co., Ltd, a warehouse company listed on SET; Eternal Petrochemical Co., Ltd., a petrochemical manufacturer; and Bangkok Investments Limited, a country fund listed in the London Stock Exchange to invest in listed securities in Thailand. In 1965, after graduating from the University of Sydney with a bachelors degree in Economics, Mr. Sophonpanich joined Bangkok Bank Ltd.--Thailand's largest bank with extensive international operations worldwide. In 1978, he became responsible for the international operations of the Bank and was elected a director in 1980. During his career at the Bank, he was elected President of The Asia-Pacific Bankers Club, Chairman of ASEAN Finance Corporation in Singapore, and President of The Thai Forex Club, and Chairman of S.W.I.F.T. (Thailand) Association. Mr Sophonpanich left the Bangkok Bank in 1988, but remains an advisory director of the Bank. He also serves on the Board of Directors of the following nonprofit organizations: Narcotics Control Foundation, Foundation for the Welfare of Needy School Children Under Royal Patronage of Her Majesty The Queen, and the Thailand Management Association.

Brian G. Weeks

Manager, Human Resources Chemicals Sector

Amoco Corporation

Mr. Weeks is responsible for the coordination of Human Resource matters across the Chemicals Sector worldwide, together with providing input and support to many corporate wide initiatives.

Mr. Weeks has been with Amoco for 6 years primarily working in the Australian operation in

a variety of general management functions, and more recently moving to Chicago, to take up his current position in July 1995. Previously he was the Group Human Resource Manager for Bonds Industries, a large Australian textile and garment manufacturer, spending a total of 16 years with that company.

Mr. Weeks graduated from the Sydney University Law School specializing in Labor Law.

Willy W. Wiguna

President Director

PT Asuransi Inda Tamporok, Indonesia

Mr. Willy Wiguna was born in Sukabumi, West Java, Indonesia, and educated in Indonesia, Europe, and the United States. Mr. Wiguna, an engineer by training, is an International Associate of Stanford Research Institute International and will serve on the International Advisory Council for the 1997 International Industrial Conference in San Francisco. He is Director of Trade of the Indonesia Canada Business Council (ICBC), Chairman of the Mercantile Club Membership Committee, Vice Chairman of the Pulau Seribu Aero and Aquatic Club in Jakarta, Indonesia. He is a past Board Member of Indonesia National Air Carriers Association, and past Chairman for International Relations of the Federation of Aero Sports Indonesia.

Mr. Wiguna was Governor of Rotary International District 3400 Indonesia from 1988 to 1989. He helped double the size of the Rotary International (RI) membership of District 3400 and was instrumental in implementing the "RI Polio Plus" project in Indonesia for the immunization of 33 million Indonesian children against polio. with funding of a total of US\$9.6 million donation to the Department of Health of the Republic of Indonesia. In 1990, he was the first Indonesian to be appointed by the President of Rotary International, Paulo V.C. Costa, to serve in the RI President's Standing Committee Extension in Evanston, Illinois USA. In 1991, he was appointed by RI President Clifford L. Dochterman as Task Force Coordinator Asia for Extension.

From 1955 to 1965, he was extensively involved in the operations and management of several industries (e.g., tea, electronic, textile, and rice industries). Since 1965, he has retained an advisory position in these industries. Mr. Wiguna is presently the President Director of P.T. Asuransi Inda Tamporok General Insurance Company, Chairman of P.T. Asuransi Indatamporok Life, and Chairman of P.T. Matra Telrex, a telecommunications company and Chairman of P.T. Texarin. He is also Director of an air charter and transport services company and an electronic/manufacturing company in Indonesia.

Mr. L.R. (Pete) Williams

Manager, Human Resources Operations

IBM Asia Pacific

Mr. Williams is responsible for the development of strategies and processes for all human resource programs in 19 Asia Pacific Countries. His responsibilities include: human resource

systems strategy, and development of the systems which manage employee databases and design country compensation and benefits programs. Mr. Williams also oversees the Asia Pacific Headquarters site, which includes direction to management on their operational responsibilities. He joined IBM in the human resources function in 1962 and has held a variety of management positions including: Corporate Manager of Recruiting and Employment, International Assignment, and Education and Development. Each of these positions provided worldwide direction to the operating unit in these respective areas, as well as advice and counsel to the IBM Vice President of Human Resources on subjects relevant to the corporate officers. Mr. Williams is a graduate of Lehigh University.

Jose Luis U. Yulo, Jr.

President

Philippine International Trading Corporation

Mr. Yulo is the President of the Philippine International Trading Corporation (PITC) and immediate past President of the Philippine Chamber of Commerce and Industry (PCCI). He has served as volunteer Secretary-General of the ASEAN Chambers of Commerce & Industry (ASEAN CCI) and Honorary Treasurer of the Confederation of Asia-Pacific Chambers of Commerce & Industry (CACCI).

Concurrently, Mr. Yulo is also the Chairman of the International Association of Trading Organizations for a Developing World (ASTRO) based in Slovenia and Geneva; Chairman of Unitrust Development Bank; Chairman of Philippine Exhibits & Themeparks Corporation; President of Centrex Corporation and founding Vice President of Asia Pacific Countertrade Association (APCA) based in Singapore.

He also serves as the Philippine representative member to the APEC Business Advisory Council (ABAC).

He co-founded the country's first international trade exhibit center—Philippine Center for International Trade & Exhibitions (Philcite) and was featured in the AsiaWeek Magazine and was an Agora Awardee for Marketing Excellence of the Philippine Marketing Association and co-authored the primer on "Countertrade in Government Procurement".

J:\aspire\bios

ATTACHMENT D



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

January 12, 1995

John P. Loiello
Associate Director
Bureau of Educational and Cultural Affairs
US Information Agency
301 4th Street, SW
Washington DC 20547

Dear Mr. Loiello,

SUBJECT: Interagency agreement to USIA for Project ASPIRE under
the USAID-financed APEC Partnership for Education

This letter is to advise USIA that the budgetary constraints within USAID this year have imposed particularly difficult hardships upon all our programs and projects. While we have been pleased with the progress of Project ASPIRE's sustainability efforts and inclusion of more substantive APEC issues within the program, USAID budget cuts have forced a curtailment of all our activities.

Therefore, we regret to inform you that USAID currently does not have \$202,069 of FY95 funds to transfer to USIA for Project ASPIRE's fifth and last year of our interagency agreement. The Asia and Near East Bureau will be conducting a mid-term budget review this April to examine whether any funds might be forthcoming for as yet unfunded activities. Project ASPIRE would be considered with other demands that will exist. If funds do become available, it will certainly be significantly less than the \$202,069 proposed for this year.

We will keep you advised of the results of our mid-term budget review this April.

Sincerely,

Lewis P. Reade, Director
US-AEP Secretariat

**United States
Information
Agency**

Washington, D.C. 20547

Office of the Associate Director
for Educational and Cultural Affairs



February 22, 1995

Dr. Naomi Collins
Executive Director
NAFSA: Association of International Educators
Suite 1000
1875 Connecticut Ave., NW
Washington, DC 20009

Dear Dr. Collins:

Thank you for your two recent faxes in which you raised concerns about continued funding for several of NAFSA's programs. As you know, I am a strong supporter of your organization and wish to assure you that the Agency highly values NAFSA's contribution to international education. I am compelled, however, to repeat to you what I said at a recent Bureau of Educational and Cultural Affairs town meeting: change is not coming; but it is here. As much as I would like to reassure you unconditionally, we must all grapple with the fact that the transformation which has been mandated by the President and the 104th Congress could change the scope and focus of our international exchange programs markedly.

I have a great deal of sympathy for your frustration at having funds for the ASPIRE re-entry program cut off suddenly for the final year, just as your efforts to make the program sustainable were producing results. Certainly the advisory board you have put together is impressive and your fund-raising plans seem focussed and realistic. As the funds for ASPIRE came via inter-agency transfer from AID, there is little I can do to reverse the decision to eliminate support. In your discussions with AID representatives, if you feel that an endorsement from USIA would be helpful, please let me know. I do differ with your analysis that continued programming is a prerequisite for garnering outside support. ASPIRE has an enviable three year record of innovative and productive programs which you can highlight as evidence of what you can do with adequate support. I must echo the advice of both AID and USIA program staff to devote the remaining resources in the FY94 grant to concentrate on sustainability efforts. Given the current budget climate, that is your most viable option.

Your comments on the "top-up" scholarship program for students from the NIS were very useful. No final decisions concerning funding beyond 1995 have been made. Our FY1996 budget situation is still unclear, particularly for Freedom Support Act funded projects. Certainly the "top-up" program is a stellar example of Government-private sector cooperation, with universities more than matching USIA's contribution dollar for dollar. I also wish all of our programs could boast of 11% administrative costs. A decision on the program's continuation beyond our initial three-year commitment will depend on FY1996 budget realities.

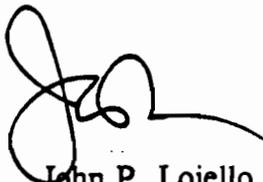


Your efforts to enhance minority participation in international exchange are commendable, and I'm sure the Agency could profit from your experience and efforts. I am grateful for your direct cooperation with the Agency this area, most recently Ms. Hochhauser's discussion with leaders from HBCUs last month. I encourage you to discuss your strategies for promoting greater internationalization of U.S. campuses with the Advising and Student Services staff and to incorporate these efforts into the traditional Field Service and Co-op grants whenever possible.

The Vice-President's announcement concerning future funding sources for educational advising is in keeping with the sweeping reassessment of the role of Government, to which I alluded earlier. The Advising and Student Services Branch is considering this question very carefully, as is the Office of the Inspector General. Certainly no final decisions have been made and none would be implemented without thorough consultations with our partners in the academic community, NAFSA being foremost among them. I invite you to be an active player in the dialogue which will shape the future of the E Bureau, to help us avoid "changes that may harm the reputation and view of U.S. higher education abroad," as you put it in your letter, and, more importantly, to provide us with some of the creative thinking that will be needed in these challenging times.

As always, I value your opinions and look forward to our continued discussion on these important matters.

Sincerely,

A handwritten signature in black ink, appearing to read 'John P. Loiello', with a stylized, looping flourish extending to the right.

John P. Loiello
Associate Director

**United States
Information
Agency**

Washington, D.C. 20547



June 9, 1995

Dr. Naomi Collins
Executive Vice President
NAFSA: Association of International
Educators
1875 Connecticut Avenue, NW
Washington, D.C. 20009

Dear Dr. Collins:

Enclosed are three copies of proposed Amendment No.7 to Agreement IA-ASMA-G1190203 which have been signed on behalf of the Agency. This amendment revises the Items of Expenditure with no additional funds.

Please have this Amendment signed by a duly authorized official over his/her typewritten name and title. No changes are to be made in the text without prior approval of a grants officer. Please return two of the enclosed copies of this Amendment as soon as possible. The third copy may be retained for your files. If there are any questions concerning this Amendment, please call me on (202) 205-5477.

Sincerely,

Maggie Ahern
Grants Officer
Office of Contracts, M/KG

Enclosures:
As stated

UNITED STATES INFORMATION AGENCY
AMENDMENT OF GRANT AGREEMENT

The above-numbered agreement, entered into with NAFSA: Association of International Educators, as amended, is hereby further amended, in part, as follows:

I. Article III, Sections C&D are hereby revised to read as follows:

C.	<u>Items of Expenditure</u>	<u>Amount</u>
1.	<u>PROGRAM EXPENSES</u>	
	Per diem expenses shall not exceed the rates authorized under the Federal Travel Regulations.	
a.	<u>In-Country/International Activities</u>	\$ 6,389 ✓
	(1) International and ground transportation and per diem.	
b.	<u>Regional Centers/ASPIRE L Project</u>	217,435
	(1) Partial salaries and benefits.	
	(2) Operating budget, inclusive of program supplies, communications, local travel, and equipment rentals.	
c.	<u>Competitive Grants and Trans Pacific Program</u> (estimated 30 grants between \$2,500 to \$3,500 and 4 mini-grants @\$500 each).	66,849
d.	<u>ASPIRE Quarterly Newsletter/Brochure</u>	191,636
	(1) Printing and bulk/direct mailing and campus mailing expenses.	
e.	<u>Business & International Linkages</u>	18,830
	(1) Intern to provide research.	
	(2) International video conference costs.	
	(3) Honorarium and travel for consultant.	
	(4) Domestic transportation and per diem for APEC working group.	

-2-

g. WAFSA Advisory Board - includes honoraria 13,505
@an average of \$42 per day and communications. _____
Sub-Total Program \$514,644

2. ADMINISTRATIVE EXPENSES

(1) Partial salaries and benefits.	305,959
(2) International, domestic and local transportation expenses and per diem.	27,922
(3) Office expenses, inclusive of communications, equipment rentals, postage, reproduction and printing.	55,889
(4) Overhead.	391,256

Indirect expenses of the Recipient based on the provisional rate of 45.1% of total direct costs for the period July 1, 1991-June 30, 1993 and 39% of total direct costs, excluding assistance awards to selected institutions for foreign students, for the period July 1, 1993 until amended. These provisional rates are subject to adjustment based upon the final rates agreed upon by the Recipient and the Government agency having negotiation cognizance for indirect costs with the Recipient, but in no event shall the Agency reimburse the Recipient for any costs which are in excess of the total amount awarded under this Agreement.

Sub-Total Administrative	\$781,026
Total Program & Administrative	\$1,295,670

D. Domestic Transportation

The Agency will withhold domestic air transportation funds provided under this Agreement. The Recipient shall use Government Transportation Requests (GTR) for domestic air travel performed under this Agreement.

TOTAL AGREEMENT FUNDS	\$1,297,924
-----------------------	-------------

II. All other terms, conditions and specifications of this Agreement shall remain in full force and effect.

125

III. This amendment is in the best interest of the Government and is made in accordance with Section V of the General Conditions for the following reason:

Revise Article III with no additional funds.

FOR THE RECIPIENT
NAFSA:ASSOCIATION OF INTERNATIONAL
EDUCATORS

FOR THE GOVERNMENT OF THE
UNITED STATES OF AMERICA
UNITED STATES INFORMATION
AGENCY

Naomi F. Collins

Signature

Maggie Ahern

Naomi F. Collins

Typed Name

Maggie Ahern

Executive Director

Title

Grants Officer

Office of Contracts, M/KG

June 15, 1995

Date

June 9, 1995

ATTACHMENT E

**ASPIRE Human Resource Recruitment Packages
Companies which have participated between
June 1995 - December 1996**

American Power Conversion
Amoco Corporation
Caltex Petroleum Limited
Cargill Asia Pacific Limited
Chartered Semiconductor Manufacturing Limited
Colgate-Palmolive
Core Pacific Company Asia Limited
Exxon Company, International
GE International, Inc.
IBM Asia Pacific
Intel
Johnson and Johnson International
Lever Brothers (Thailand) Limited
Lucent Technologies Asia Pacific Inc.
Mobil Corporation
Morgan Stanley Asia Pacific
Motorola
PT Semen Cibinong
PTT Exploration and Production Public Company Limited
Prudential Corporation Asia Limited

ATTACHMENT F

**A Message from Prof. Dr.-Ing. Wardiman Djojonegoro
Minister of Education and Culture, Republic of Indonesia
In Support of ASPIRE
Jakarta, January 16, 1996**

I would like to take this opportunity to express my personal support for ASPIRE. ASPIRE is a most useful means to assist Association of Southeast Asian Nation (ASEAN) students who are studying in the United States to find productive and rewarding employment in their home country upon completion of their studies. Because the Project fully utilizes state-of-the-art communication technology, i.e., the Internet, it can do so in the shortest possible time and to the greatest benefit of students and employers and thus to the home country itself. ASPIRE is an effective solution to an inherent problem in overseas study, namely the difficulty which ASEAN students in the United States experience when they attempt to reenter their home country under the most favorable conditions.

I would like to encourage Indonesian students in the United States who are looking for employment opportunities in Indonesia to utilize the free services provided by ASPIRE. ASPIRE provides them with real opportunities to LINK with the requirements of Indonesian industries and companies and organizations who are actively searching for their talents. By the same token, I would also like to strongly encourage companies to utilize the services provided by ASPIRE. For Indonesian industries and companies, ASPIRE provides a low-cost opportunity to MATCH their own human resource requirements with a rather large pool of talented students educated in the United States, students who desire to become part of Indonesia's successful development. In particular, in this era of continued globalization and increased competition in hiring the most competent personnel becomes a survival issue.

Finally, I would like to applaud those directly associated with the ASPIRE for having created a much needed application of a policy which I introduced when I became Minister of Education and Culture in Indonesia; our LINK and MATCH policy. Briefly stated, educators and students alike must LINK with, and MATCH the requirements of the "world of work", in order to increase the external efficiency of the education process. This policy requires many changes in terms of how we look at education. However, most importantly, it requires greatly improved communication between educators, students, and graduates on the one hand, and those who employ the "products" of the education process on the other. This is precisely what ASPIRE provides. ASPIRE is a not-for-profit effort, that can only benefit the development of ASEAN in general, and of Indonesia in particular. I certainly hope that the Project will continue to become stronger in the future. Not only through the participation of students, but especially through the active support of as many companies and institutions in Indonesia as possible.

Prof. Dr.-Ing. Wardiman Djojonegoro
Minister of Education and Culture

ATTACHMENT G



Conference Statement
Washington, DC, USA

Pacific Basin Economic Council
29th International General Meeting
May 17-22, 1996

The 29th International General Meeting of the Pacific Basin Economic Council (PBEC) was held in Washington, DC, USA on May 17-22, 1996. This conference was attended by more than 1,000 senior business and government leaders from twenty-two Pacific economies. A highlight of the meeting was the official acceptance of Indonesia and Thailand as full PBEC Member Committees. In addition, Ecuador was accepted as an Applicant Member Committee.

PBEC was privileged to have the participation of the President of the United States, Hon. William Clinton, the Prime Minister of Malaysia, H.E. Dato Seri Dr. Mahathir Mohamad, the President of Peru, H.E. Alberto Fujimori, the Deputy Prime Minister of Thailand, H.E. Dr. Amnuay Viravan, as well as fourteen government ministers from around the Pacific region, and the heads of the Asian Development Bank, the Inter-American Development Bank, and the Organization of American States.

The conference theme, "Beyond Rhetoric: Implementing Free Trade and Investment in the Pacific Region," reflected PBEC's desire to move beyond the debate about open trade and investment in the region and to see tangible results that positively affect the region's business community. Pacific business leaders discussed what is meant by the term "free trade and investment" and how the region's leaders – in the business community and in government fora such as APEC – can achieve this goal.

Addressing the conference theme, President Clinton noted his vision of "an Asia Pacific community built on shared efforts, shared benefits, and shared destiny," as well as his full endorsement of the APEC goals of free trade and investment in the region by 2020. In a strong showing of this commitment, President Clinton also announced his decision "to extend unconditional Most Favored Nation trade status to China."

During the meeting, PBEC adopted a wide ranging policy paper, entitled "Implementing Free Trade and Investment in the Pacific Region," which identifies key business issues in the region, and expresses PBEC's recommendations to improve the business environment in which PBEC member companies operate. The paper makes recommendations to governments in the Pacific region on the issues of market access for goods and services, intellectual property, government procurement, investment, domestic regulations and taxation, transparency, business facilitation, technology, the environment, and labor. These comprehensive policy recommendations are a sign of the commitment that PBEC members have, toward opening the region to competitive and free trade and investment.

132

Also discussed during the meeting were the differences among cultural values in the diverse Pacific region; security in the Pacific; Japan in the 21st century; business in China today; NAFTA, the FTAA, and the Pacific; and the critical subject of financing the region's capital needs to keep growth and development moving forward into the next century.

The conference participants discussed many of the critical issues facing the Pacific region today, including infrastructure development, the automobile industry, the different models of market economies, and management education. Other important regional business issues addressed during the meeting were Russia and the Pacific, the need for energy in the coming century, the environment, technology transfer and intellectual property rights, the World Trade Organization, and the telecommunications, aircraft, and agriculture and food industries.

For more than 29 years, PBEC has been working to achieve a business environment in the region that ensures open trade and investment and encourages competitiveness based on the capabilities of individual companies. In addition, PBEC has a responsibility to business in the region to provide input to governments regarding important business and policy issues. PBEC's input and advice during this meeting came in the form of its policy paper and recommendations from its five working committees.

PBEC's five working committees are the driving voice of business on key issues in the region. In addition to a meeting of the Food Products Committee – which has long been an active voice in regional agricultural issues – this meeting saw the inaugural meetings of PBEC's four new working committees, which address the four key business issues as established in *PBEC 2000*, PBEC's five year plan. It is these five committees that will be the driving force behind PBEC policy formulation in the coming years.

The working committee on Administrative Barriers, chaired by PBEC Hong Kong and Vice Chaired by PBEC New Zealand, narrowed a list of 22 issues down to five main topics that will be analyzed during the next year, and presented during the 1997 IGM in Manila. The five issues include restrictions to market access & competition policy, transparency, right of establishment and non-establishment, restrictions on personnel & immigration, and access to or use of telecommunications, transport services, and cargo.

The working committee on the environment agreed to address in the next year, the compatibility between environmental protection and economic development in collaboration with NGOs and universities, including publishing environmental information in PBEC economies and establishing a PBEC environmental award.

The working committee on food products considered a paper, *Asia Pacific Food Markets and Trade in 2005: A Global Economy-Wide Perspective*, which had been commissioned by the committee. Based upon a detailed econometric model used to analyze a complex web of economic data, the paper concluded that the Malthusian assessments – that a growing Asia Pacific regional population, with shrinking resources, will eat its way to starvation – are ill-founded. The paper warned that failure to liberalize the region's economy, in all sectors, will inevitably lead to a slower growth in overall trade in the region. In particular, that will lead to slower growth in food products in the region.

The working committee on foreign direct investment agreed that their focus in the coming months will be the principle of transparency and its implications – and also asked PBEC member economies to identify the five most important investment principles in their respective economies, to serve as the basis for future projects. In addition, the FDI committee prepared for PBEC's first-ever symposium with The World Bank, to address investment opportunities in the Asia Pacific region immediately following the IGM.

The working committee on Technology identified a mission statement and began to focus on the interconnectedness of industrial technology transfer, human resource development, and intellectual property protection. The committee also agreed to work with Project ASPIRE, a non-profit HRD program founded as a part of the APEC Partnership for Education, in conducting a series of interviews of PBEC business leaders regarding their HRD needs for new hires.

Gary L. Tooker, Vice Chairman and CEO of Motorola Inc., was elected PBEC Chairman, and Dr. Helmut Sohmen, Chairman of World-Wide Shipping Agency Ltd., PBEC Vice Chairman. In addition to electing a new Board of Directors, PBEC thanked Chairman Emeritus Russell J. Fynmore AO for his two outstanding years of leadership and for moving PBEC forward as a stronger voice of business in the region.

PBEC expressed its sincere appreciation to the United States Member Committee for hosting a successful meeting. It was agreed that the 30th International General Meeting will be held in Manila, Philippines on May 16-21, 1997, and that the 31st International General Meeting will be held in Santiago, Chile.

ASPIRE To Cooperate With The Pacific Basin Economic Council

By John Auerbach

ASPIRE has formed a strategic alliance with the US Member Committee of the Pacific Basin Economic Council (PBEC US) to promote human resource development goals in the Asia-Pacific region. The PBEC US Board of Directors agreed to a motion to endorse ASPIRE, and to include its programs as a Human Resource Development (HRD) component in the new PBEC US-chaired Special Committee on Technology.

The Pacific Basin Economic Council is a private, regional, multilateral association of business leaders dedicated to the expansion of trade and investment in the Pacific region. Founded in 1967, PBEC works to foster a favorable business climate in the Pacific, strengthen the free enterprise system, generate business opportunities for members, and promote the exchange of information on trade and investment. The Council has also established committees to develop PBEC policy on emerging issues such as foreign direct investment, intellectual property rights, technology transfer, and the environment. It is also engaged in the expansion of Asia-Pacific Economic Cooperation (APEC) programs.

Through the US Committee and other national Member Committees, top executives develop new business relationships and cooperatively address Pacific Rim economic issues. PBEC US represents the interests of its corporate members to policy-makers in the US government, and facilitates meetings between US members and business contacts in the Pacific Basin. PBEC US also keeps members informed about other regional organizations and governmental policies.

Today, PBEC includes more than 1,200 firms in 19 Pacific Rim economies. There are Country Member Committees in the United States, Australia, Canada, Chile, China, Colombia, Fiji, Hong Kong, Japan, Korea, Malaysia, Mexico, New Zealand, Peru, the Philippines, Russia, and Chinese Taipei. There are also PBEC applicant Member Committees in Indonesia and Thailand.

Each year PBEC sponsors an International General Meeting (IGM), which is held in a member country on a rotating basis. This May, PBEC US will host the 1996 IGM, which will feature US President Bill Clinton as the keynote speaker. PBEC US will use the May IGM to bring the activities of ASPIRE to the attention of the other PBEC Member Committees, with the goal of having the whole of PBEC endorse ASPIRE at its Steering Committee Meeting in October 1996. ASPIRE and PBEC US will use their respective newsletters and World Wide Web homepages to promote each other's activities, and will look for ways to cooperate on projects of mutual interest.

John Auerbach is a PBEC (PBEC US) Project Manager in Washington, D.C.

ATTACHMENT H

HELPING THEM HOME

A RE-ENTRY PROGRAM FOR U.S.-EDUCATED CHINESE STUDENTS

NAFSA: Association of International Educators promotes the international exchange of university students to and from the United States. While the majority of NAFSA's programs are designed to help international students have a positive experience while in the United States, one particular global education program, Project ASPIRE, prepares students for their return home. ASPIRE (APEC Student Professional Reintegration and Reentry Program) has developed a variety of activities - job fairs, a newsletter, electronic listserv, workshops - to assist students with career planning and provide information on Asia-Pacific economic developments and human resource needs of multinational companies.

Until recently, ASPIRE has focused on students from ASEAN. Recently, in response to demand and the changing political and economic climate abroad, ASPIRE is being expanded to include students from China, Hong Kong, and Chinese Taipei. Due to unique issues pertaining to this world region, and specifically issues U.S.-educated and trained Chinese students must confront in planning to return home, NAFSA feels that targeted activities must be designed to enable returning Chinese students to benefit from ASPIRE's innovative programs.

NAFSA is seeking \$39,900 over two years to initiate such activities. The outcomes of the funded project will build momentum for new initiatives by U.S. educators to develop sustainable linkages with groups sending Chinese students to the United States, focus attention on the complex issues which affect students' reasons for returning or staying in the United States, and initiate activities for Chinese students which encourage their return home.

PROGRAM OBJECTIVES

The program targeted at Chinese students will have the following objectives:

- (1) design easily accessible activities which will bring Chinese students into regular contact with multinational corporations with an interest in human resources development in China;
- (2) provide information for campus advisors and HRD personnel on some of the special issues involved in hiring and working with U.S. educated Chinese students.

Activities will be undertaken on two levels:

- * Develop activities which integrate Chinese students directly into ASPIRE - into the networks which link students returning home to the HRD interests of multinational corporations interested in hiring these students;
- * Disseminate information to campus and HRD personnel on the key issues driving the current wave of interest in educational linkages between the United States and China, in order to develop personal and professional re-entry programs and employee packages which will specifically address the concerns of returning Chinese students.

NAFSA is well-positioned to undertake this project. NAFSA has a growing presence in Southeast Asia, particularly through its highly successful Project ASPIRE. NAFSA has direct experience in managing and administering information resources, due in large part to its

NAFSA organized educational trips abroad for delegations of U.S. educators, and hosted visiting Chinese higher education officials. Over 300 U.S. institutions were involved in the initial formal Clearinghouse activities.

In addition, a special interest group on China was formed in the NAFSA governance structure. This network of NAFSA members, linking internationally to other groups interested in education and exchange with China, continues to meet annually at the NAFSA conference. NAFSA produced a number of publications about China. China Bound, the Clearinghouse's guide to academic work and life in China, is in its fourth edition, and is now published by the National Academy Press. In 1992 NAFSA published a comprehensive guide to institutions of higher education in China; a companion publication, planned for 1997, will examine additional selected aspects of Chinese education.

In 1991, NAFSA's continued active involvement in Asia resulted in the establishment of Project ASPIRE. Through ASPIRE, NAFSA assists in the successful transfer of technology and knowledge to the ASEAN nations of Singapore, Indonesia, Thailand, Malaysia, the Philippines, Brunei, and Vietnam. It does this by developing and supporting activities promoting the successful personal and professional reintegration of U.S.-based ASEAN students into the cultures and economies of their home countries. A strength of the program has been its newsletter and electronic bulletin board, linking student leaders, faculty, career counselors, the private sector, and community groups. Job fairs for returning students are part of ASPIRE, as are campus-based workshops aimed at personal skill development. These workshops include resume-writing, interviewing and networking, professional reintegration and leadership training. In 1996, ASPIRE's International Advisory Board, made up of representatives of U.S. and non-U.S. private sector groups, suggested the addition of China, Taiwan and Hong Kong to ASPIRE.

The Citibank-funded project will build on NAFSA's extensive activities in Asia, its members' need for current and practical information about student flows to and from China, and NAFSA's awareness of China's concern regarding brain drain. Linking the interests and needs of the private sector to U.S. educated and trained returning Chinese students through ASPIRE is a logical step for NAFSA and one for which we are uniquely positioned.

PROJECT DESCRIPTION

As outlined above, NAFSA is requesting funding to undertake activity on two levels: (1) to develop means to link Chinese students directly into the career development activities of ASPIRE; (2) to produce information for targeted audiences on some of the special issues involving U.S. educated and trained Chinese students. The two related activities are described below.

Activities

(1) Integration of U.S. educated and trained students in ASPIRE networks. NAFSA will work closely with campuses hosting Chinese students, to encourage the students to participate in ASPIRE. Students will be profiled in the ASPIRE student database, solicited to attend job fairs, linked to ASPIRE's e-mail network, and included in the global perspective

leadership development project. Program funds will enable a member of the ASPIRE staff to undertake two development trips to China, similar to ones taken to other ASPIRE countries, to set up linkages to associations, government agencies, universities, and the private sector. These groups will be connected to the ASPIRE network of multinational corporations and groups interested in facilitating the return of the Chinese students home. Articles in the *ASPIRE Newsletter* on the U.S. business environment will be written to specifically address issues Chinese students might face in working for a U.S. corporation; at the same time, information will be disseminated to the U.S. private sector regarding human resource development and Chinese employees.

(2) Dissemination of information on resources and networks for the re-entry of Chinese students. In order to sustain the inclusion of Chinese students in the ASPIRE network, it is crucial to disseminate current sources of information for students, campus advisors, and potential employers. As part of the project, NAFSA plans to facilitate contacts between academe and private sector trade groups, such as the U.S.-China Business Council and the Washington Center for China Studies, which are interested in promoting linkages between the private sector and U.S. educated and trained Chinese students. NAFSA also will collect information about model re-entry programs, Websites of student organizations, publications and other sources of information, and offer ASPIRE participants detailed data and assessment regarding the use of all these resources for campus-based program development to assist Chinese students home.

Through its networks in the United States and abroad, NAFSA will collect information on the current climate for educational exchanges with China. It will also look at some of the social, economic and cultural issues U.S. educators will need to know as they develop programs on campus for Chinese students. This information will be available through print as well as electronically in order to encourage broad use of the knowledge base. NAFSA's Occasional Paper Series, articles in the *NAFSA Newsletter*, and through NAFSA's and ASPIRE's World Wide Web pages are examples of the types of delivery channels NAFSA will use. The electronic dissemination will make this project an interactive exchange of information.

Given the project's aims and the constraints of the academic year, we plan to structure this project as a two-year initiative. The activities of the project will directly feed into the on-going activities of NAFSA, including ASPIRE and the China special interest group.

CONCLUSION

NAFSA believes that outcomes from this project will encourage a U.S./Chinese dialogue on educational linkages. It will focus campus-based activities on re-entry, and create networks for the Chinese students which will encourage their return home. Through the ASPIRE connection, it will establish sustainable linkages between returning Chinese students and the private sector interested in human resources development abroad.

ATTACHMENT I

*Dr. John E. Koehler, ASPIRE IAB Chair, President, J. Koehler & Company, Inc.
Ambassador William Bodde Jr., IAB Vice Chair, First Executive Director of APEC
Dr. Richard Drobnick, Vice Provost, International Affairs, University of Southern California
Jerry Fulton, Regional Director, Strategic Human Resources, Motorola Asia Pacific Limited
David Kingston, Downstream Planning Manager, Exxon Company International
Rohana Tan Sri Mahmood, Director of Special Projects, Malaysian Strategic Research Centre
Eddie Ng, Human Resource Director, Lucent Technologies Asia Pacific Inc.
Dr. John W. Ryan, President Emeritus, Indiana University
Dr. Seet Ai Mee, Managing Director, A.M. Laboratories Pte. Ltd., Singapore
Chote Sophonpanich, Chairman, Green Spot (Thailand) Ltd
Brian Weeks, Manager, Human Resources Chemical Sector, Amoco Corporation
Willy W. Wiguna, President Director, PT Asuransi Inda Tamporok, Indonesia
L.R. Williams, Manager, Human Resources Operations, IBM Asia Pacific*

**NAFSA: Association of International Educators
ASIAN-U.S. STUDENT OUTREACH AND LEADERSHIP TRAINING
A Proposal to the Freeman Foundation**

NAFSA: Association of International Educators is requesting funding from the Freeman Foundation to develop and administer a nationwide *Trans-Pacific Leadership Program* (T-PAC). The program will help students from the Asia Pacific region learn together about globalization and its implications in their personal lives and in the future of their countries. NAFSA is requesting \$100,000 per year for two years. A two year pilot program will leave the concept, materials, and training in place for new T-PAC groups to develop on their own initiative with some support from NAFSA in future years.

T-PAC would be an activity under NAFSA's APEC Student Professional Reintegration and Reentry Program (ASPIRE). This program was started in 1991 as a part of the U.S. contribution to the APEC human resource development efforts in the Asia-Pacific region. ASPIRE is designed to assist with the successful personal and professional reentry of U.S.-educated Asian students to their home countries.

TRANS-PACIFIC LEADERSHIP PROGRAM (T-PAC)

T-PAC will be based on the idea that as the world becomes more interdependent, there is a need for Trans-Pacific leaders who possess the capacity to operate successfully in a constantly changing world. T-PAC will be designed to help students use their "Trans-Pacific" experiences to develop knowledge and skills that will help them succeed in their careers, contribute to the development of their home countries, and promote growth and cooperation among the Asia Pacific countries and the United States.

NAFSA will develop a network of twenty T-PAC groups at institutions across the United States and lead these groups through a "curriculum" designed to help students begin to understand and appreciate the dynamic changes underway in Asia. T-PAC would be open to all students from the Asia Pacific region as well as interested American students.

T-PAC Objectives

- Encourage an interest in international affairs that includes an understanding of global economic trends;
- Introduce students to the basic perspectives and skills required for global leaders and professionals;
- Help students identify, explore, and use information sources, technology, professional network, and contacts;
- Facilitate volunteer opportunities for students on campuses and in the community that will expose students to this American "virtue", enhance their leadership capabilities, develop their technical and career-related skills, and enable them to experience working in a multicultural environment.
- Support an appreciation for cultural diversity;

T-PAC Program Design

NAFSA will establish twenty independent groups of students (10-30 participants per group) and help them organize and run T-PAC activities. Activities will include lectures by prominent faculty members, group discussions, workshops, leadership training exercises, visits to local businesses, and community outreach volunteer services. Ideally, groups will be formed by the middle of the first semester in the Fall of 1996, and continue through the latter part of the Spring 1997, semester.

NAFSA will create information kits, provide training in using the kits, and develop session models to lead groups through the T-PAC "curriculum". Under NAFSA's guidance, students will select leaders within each group and divide responsibilities to run the activities in the session models. Using NAFSA's models, students will learn to utilize the valuable resources already available on campus and in the community for program activities. These resources may be faculty, staff, embassies and consulates, local businesses, community and civic leaders, publications, computer networks, or films. NAFSA will encourage its members to participate as mentors.

Although each campus group would operate as an individual entity with students as leaders and organizers for the activities, NAFSA would coordinate T-PAC throughout the year so that all groups would follow the same timetable and cover similar material during the year. The advantage of an interactive national program is that the problems and solutions of each group, when shared, make the program far more dynamic and offer greater scope. As the program administrator, NAFSA would use its networks to insure involvement and support from faculty and advisers from around the country.

ATTACHMENT J

Members invited to learn about program that helps companies recruit American educated Asian-Pacific students

Susan Luchs, the Director of ASPIRE, a program providing human resource recruitment services in the Asia Pacific region, will be in Jakarta in September. AmCham's Human Resources Committee will be holding a meeting, open to the general membership, with Susan, on Thursday 26 September.

The mission of Project ASPIRE is to help companies recruit US-educated graduates and post-graduates from the Asia-Pacific region who are returning home. ASPIRE was developed as a part of the US-APEC Partnership for Education Program by NAFSA, the world's oldest and largest professional association working directly with international students on campuses throughout the United States. ASPIRE offers recruitment services, priced according to the level of services selected, that have been used by a number of companies with excellent results.

ASPIRE's outreach over the past five years has been to graduates from ASEAN countries. In September,

the program is being extended to PRC, Hong Kong, and Taipei. ASPIRE's services include a student recruitment database; e-mail and World Wide Web recruitment advertisements; e-mail corporate profiles; job fairs, a university directory; and recruitment advertisements in the ASPIRE newsletter. Companies that are not on line can still participate in ASPIRE's on-line services by providing their materials directly to Project ASPIRE for posting.

At the meeting on the 26th, Susan will speak about the history of ASPIRE, discuss the program's components and its networks, explain the services developed to facilitate linkages between students in the United States and employers in their home countries, and share feedback from employers and students. If you would like to attend, see the box below for details. (After the meeting, materials will be available from AmCham about Project ASPIRE if you are unable to go but would like more information.)

All AmCham members are invited
to breakfast with

Susan Luchs
Director, Project ASPIRE

7:30 am, Thursday 26 September
Cempaka Room, Hilton Executive Club
Price: Rp 40,000

Please RSVP to AmCham

Reservations not canceled 24 hours before the event will be billed at full cost

American Embassy Announcement

Due to the possibility of tension and sporadic violence in Indonesia during the period leading up to the election in May 1997, all American citizens may wish to exercise prudence and common sense, and to avoid demonstrations and other activities that could turn violent.

Getting the Job Done



Supposedly the “e” in “e-mail” stands for “electronic,” but in Asia some companies and graduating students might say it stands for “employment.” Thanks to a new e-mail service operated by Project ASPIRE, there is an effective method that links firms doing business in ASEAN countries with job-seeking young citizens of those nations who are US-educated. As Intel Corporation, Malaysia, reported, “The success of our postings [was] tremendous. We had almost 150 people respond with resumes. After screening, we invited 40 to Phoenix for interviews with hiring managers from Malaysia. From that activity, 35 offers were made.” To participate, companies don’t even have to be hooked up to e-mail themselves; they can simply communicate their needs to Project ASPIRE, and for a fee (which varies depending upon the services purchased) ASPIRE does the rest.

ASPIRE stands for APEC Student Professional Integration and Re-entry. Project ASPIRE began four years ago as a part of the US-APEC Partnership for Education Program, which is aimed at strengthening human resource development in the Asia-Pacific region. It is administered by the nonprofit NAFSA Association of International Educators. Today, ASPIRE is a well-established program poised for further growth. Its success at helping students to understand and deal with the issues of re-entry and to network with employers in their home countries has drawn strong private sector support.

Project ASPIRE activities

Project ASPIRE conducts student outreach to all of the almost 800 colleges and universities in the United States that enroll students from ASEAN countries. (The official ASEAN region now includes Indonesia, Malaysia, Singapore, Brunei, Philippines, and Thailand.) ASPIRE does outreach to about 45,000 undergraduate and graduate students in the US. Close to 12,000 of these students are Indonesians who live in the US from one to eight years to meet a variety of educational objectives.

ASPIRE maintains direct contact with these students through university offices, a national newsletter, an electronic mail listserve, seminars, workshops, video, and telephone conferences. Job recruiters and ASEAN governments use the network to reach students.

In addition to linking business and students, ASPIRE keeps students abreast of home-country economic trends and developments, thus helping students to focus their studies in disciplines that are relevant back home. ASPIRE activities help students to learn appropriate, country-specific skills to locate and apply for jobs.

ASPIRE activities also prepare students to successfully reintegrate into their own cultures and economies. The re-entry process is often overlooked, but it is critical to foreign students who spend a considerable time away from home. Not

only do changes occur in their families and their countries, but the students themselves develop into young adults while living in another culture where values and personal interactions are often quite different from home. An awareness of these phenomena can greatly ease the transition.

Recently, Project ASPIRE has initiated a project with ASEAN student groups to develop a special campus-based activity, the Trans-Pacific Leadership Program, or T-PAC. T-PAC is designed to help students explore the issues of globalization and develop leadership skills appropriate to their home settings.

The Project ASPIRE newsletter is distributed three times a year through campus international student and career offices, student associations, and community organizations. ASPIRE also sponsors a variety of campus-based events such as career days, job fairs, re-entry workshops, country-specific job skills seminars. They produce videos, handbooks, and manuals to help with the re-entry process.

While many ASPIRE activities are designed to benefit all ASEAN students, some are country-specific. Indonesian organizations have received several Project ASPIRE Incentive Grants. For example, Project ASPIRE contributed funding to the Indonesian Professional Association (IPA) to establish private sector linkages among the IPA. Indonesia and US multinational corporations, and Indonesian student organizations at universities and colleges across the United States. The grant resulted in the publication "Guide to Career Opportunities in Indonesia" that helped many Indonesian students as they completed their studies and prepared to go home. Another example is a grant awarded to the Indonesian Student Association at the Ohio State University to coordinate a job fair that is scheduled for October, 1995.

The corporate connection

As Project ASPIRE matures, it is focusing increasingly on meeting the needs of the private sector as a means of achieving its goals for students while securing support. In late 1994, Project ASPIRE established an International Advisory Board (IAB) to further develop the connections be-

tween students and employers. Dr. John E. Koehler, Executive Vice President and COO, Titan Corporation, chairs the IAB. Its members include Ambassador William Bodde Jr. as Vice Chairman, and representatives from Amoco, AT&T, EXXON, Green Spot Thailand, IBM, and Motorola, as well as distinguished educators from the United States and abroad.

In response to suggestions made by the IAB, ASPIRE has developed an innovative "Corporate Recruitment Package" to expand the linkages between students and employers. Contributors can choose to participate at varying levels; the high-option package includes all of the following:

- select booth space at job fairs arranged by Project ASPIRE for ASEAN students and employers;
- a university directory of the schools that enroll ASEAN students, with information on the total number of graduate and undergraduate students from each ASEAN country, and a breakdown of academic disciplines;
- a student database, containing names, schools, majors, and contact details (this is a new endeavor in which over 100 schools have already agreed to participate);
- recruitment advertisements in the ASPIRE newsletter; and
- recruitment advertisements distributed via ASPIRE's e-mail.

Inquiries about the package, or any aspect of ASPIRE's activities, are welcomed.

For more information, contact:

**ASPIRE/NAFSA
Association of International Educators
1875 Connecticut Avenue, NW
Suite 1000
Washington, DC, 20009-5728**

**Telephone (202) 462-4811
Fax (202) 667-3419**



AMCham
American Malaysian
Chamber of Commerce

11.03, Level 11, AMODA,
 22 Jalan Imbi, 55100 Kuala Lumpur, Malaysia.
 Tel: (603) 248-2540, 248-2407, 248-2072.
 Fax: (603) 242-8540.

INVITATION

AMCHAM invites all members and guests to a breakfast discussion with

SUSAN LUCHS
The Director of Project ASPIRE

on

RECRUITING MALAYSIAN GRADUATES OF US UNIVERSITIES

Project ASPIRE, founded in 1991, facilitates the personal and professional reintegration of students from Malaysia, Brunei, Indonesia, the Philippines, Singapore, Thailand, People's Republic of China, Hong Kong and Chinese Taipei back into their home countries once they have completed their studies in the United States. Project ASPIRE assists both students and companies through an extensive outreach program. Given the large number of Malaysian students studying in the US, Project ASPIRE should be of great interest to Malaysian companies.

Johnson & Johnson's International Recruiting and Development Coordinator had this to say about ASPIRE. "Thanks to ASPIRE, we have been able to target and reach students who are returning home after finishing their studies in the U.S. We have found ASPIRE to be a fantastic recruiting tool and look forward to continuing to use ASPIRE's services." These services include: a Student Recruitment Database, Email and WWW Recruitment Advertisements, Email Corporate Profiles, Job Fairs, a University Directory and Recruitment Advertisements in the ASPIRE Newsletter.

Susan Luchs, the Director of Project ASPIRE, returns to Kuala Lumpur during an ASPIRE promotional trip to the region. Ms. Luchs will discuss this exciting human resources project as well as recruitment opportunities for Malaysian businesses.

Join us: Date: Tuesday, September 10, 1996
 Time: 7:30 am to 9:00 am
 Place: Renaissance Hotel - Functions Room 3-4

FAX REPLY SLIP

TO: AMCHAM 03-242-8540

Please reserve _____ seats for the September 10th breakfast with Susan Luchs.

Payment of RM 50 per person will be made () at the door, or () by check payable to the American Malaysian Chamber of Commerce. Guests and spouses are always welcome at AMCHAM events.

R.S.V.P. by September 9, 1996. No cancellations after this date, but additions and substitutions are welcome.

Name of Company

Name of Member/Guest

147

AMCHAM News & Events

BEST AVAILABLE COPY

"PROJECT ASPIRE HAS BEEN VERY SUCCESSFUL RECRUITING MALAYSIAN STUDENTS STUDYING IN THE U.S. as they work under the principle that students respond best when they hear about a service on an on-going basis over a long period of time in a variety of media." Susan Luchs of Project Aspire met with AMCHAM Northern Region Chapter members on September 9th and later in the week addressed the K.L. members. ASPIRE's corporate members utilize a variety of services including a student newsletter (circulation - 50,000), E-mail ads in which ASPIRE helps students know where in their systems to look for information, job fairs, video conferences, workshops, seminars, and a recruitment database. One of the strengths of this program is that it keeps students connected to their home country. As the economy continues to develop, they are continually made aware of job opportunities at home. For Materials on Project ASPIRE contact AMCHAM Secretariat or Susan Luchs directly at Fax: 202-667-5728 or Internet: Susan@nafsa.org.



Ambassador Malott looks on as Mack Banner discusses a point with Ambassador Brazeal.

"THE 21st CENTURY BELONGS TO ASIA with the strongest economy and state of the art infrastructure," began Susan Sinclair of EOSAT. "With this tremendous growth (an estimated 2 trillion US dollars in the next 10 years) satellite technology offers the means to manage this development and change." Her slide presentation of images from communications satellites and environmental/earth observation satellites allowed guests to visualize how satellite information will help to predict change, when addressing such things as deforestation, sustainability of food production and deterioration of the urban and marine environment. As for the future, Susan predicts that like the computer industry in the '80s, small personal satellites will be available in the not to distant future.

LA CHIVAS WAS THE SIGHT for the September 20th TGIF with AMCHAM and the American Association of Malaysia. Many members and friends joined together to socialize, eat and drink and later do some dancing. It was La Chivas after all.



Susan Luchs & Mack Banner answer questions on Project Aspire

AMBASSADOR BRAZEAL MET WITH AMCHAM MEMBERS IN A ROUND TABLE DISCUSSION following her participation in the US/ASEAN Dialogue in Indonesia. Deputy Assistant Secretary of State for East Asia and the Pacific, Ambassador Brazeal introduced herself as a long time advocate of business and sensitive to how the government can help, or not, as the case may be. She described the US/ASEAN Dialogue as a very productive exchange of information in which the frankness among members was refreshing. During this September breakfast round table, members took advantage of the opportunity to discuss issues including how U.S. international policy impacts American businesses in Malaysia.



Nick Zeffreys thanks Susan Sinclair for an interesting presentation.



**SINGAPORE
CONFEDERATION
OF INDUSTRIES**
新加坡工业联合总会

SMA House, 20 Orchard Road
Singapore 238830
Tel : (65)3388787
Fax : (65)3383358 / (65)3365385
E-mail : scihq@sci.org.sg
URL : <http://www.sci.org.sg/sci>

26 March 1996

Ms Susan Luchs
Program Director, Project ASPIRE
NAFSA Association of International Educators
1875 Connecticut Avenue
NW Suite 1000
Washington, D C 20009-5728
United States of America

Dear Ms Luchs

PROJECT ASPIRE

I refer to the above subject.

I would like to inform you that the Singapore Confederation of Industries (SCI), formerly known as the Singapore Manufacturers Association (SMA) has publicised the above project in our March issue of the Manufacturers Digest which can be found on page 36.

I have pleasure to enclose a copy for your reference.

Thank you.

THE SINGAPORE CONFEDERATION OF INDUSTRIES

Emmeline Lam (Ms)
Senior Director

Enc - SCI Manufacturers Digest (March 1996)

Ref : EL/a/gcor96/mis

BEST AVAILABLE COPY

149

RECRUITING MADE EASIER

Attracting U.S. Trained Graduates and Post Graduates Home

Project ASPIRE (APEC Student Professional Integration and Reentry) was created to help establish contact between students and the private sector, to bring these two groups together to encourage future employment opportunities when the students return home. Its programmes and activities are also designed to assist students with the issues of personal and professional reentry. ASPIRE programme components include a national newsletter, a dedicated electronic mail listserve, and campus based workshops, seminars, job fairs, videos and telephone conferences.

Today, ASPIRE is a well-established programme, serving students from the Asean region, helping them understand and deal with the issues of reentry and to find employment in their home countries.

ASPIRE, administered by NAFSA Association of International Educators, draws upon NAFSA's 47 years as a non-profit association serving the needs of international students and the professionals who work with them and its extensive network of almost 8,000 members. Project ASPIRE has recently established an International Advisory Board (IAB) to further develop the contacts between students and employers.

Corporate Recruitment Packages

In response to suggestions of the IAB, ASPIRE has developed an innovative programme to expand linkages between students and employers. The *Corporate Recruitment Packages* come in three levels of services.

Level I - The High Option Corporate Package. This is the most comprehensive package available.

Level II - Limited Option Corporate Recruitment Package, which offers mainly electronic mail recruitment services.

Level III - Group Option Corporate Recruitment Package, where small businesses can participate in group electronic recruitment advertisements to find U.S. - trained employees (graduate and post-graduate).

Depending on the level selected, the following is a description of its components:

Student Recruitment Database

- * A convenient way for businesses to review students academic information and find new talent. Available on disk or hard copy.

Email and WWW Recruitment Advertisements

- * Available to Asean students throughout the United States and worldwide.*

Email Corporate Profiles

- * Provides a description of your business to ASPIRE's email networks where students can easily find and learn

about your company and your recruitment needs. "Hotlinks" to corporate WWW home pages provided. *

Job Fairs

- * Recruitment booths, pre-screening, and interviews at two job fairs.

University Directory

- * A directory of 800+ colleges and universities that enrol Asean students. The directory is indexed by country, state and degree and offers addresses of the institutions that enrol ten or more Asean students.



Recruitment Advertisements in the ASPIRE Newsletter

- * This newsletter is sent to 800+ colleges and universities for distribution to the more than 45,000 Asean students studying in the United States.

For more information about Project ASPIRE and the ASPIRE Corporate Recruitment Packages, please contact:

Mr Koh Juan Kiat

Executive Director

Singapore National Employers Federation

19 Tanglin Road #10-01 to #10-07

Tanglin Shopping Centre Singapore 247909

Tel: (65) 235 8911 Fax: (65) 235 3904

or

Ms Susan Luchs

Program Director, Project ASPIRE

NAFSA Association of International Educators

1875 Connecticut Avenue

NW Suite 1000

Washington, D.C. 20009-5728

United States of America

Tel: 1-(202) 462 4811 Fax: 1-(202) 667 3419

- * **Note:** Businesses without email capabilities can fax or send their recruitment notices directly to Project ASPIRE for posting.

PROJECT ASPIRE

NAFSA Association of International Educators
1875 Connecticut Ave, NW
Suite 1000
Washington, DC 20009
UNITED STATES OF AMERICA
Tel: 202-462 4811
Fax: 202-667 3419
E-mail: susanl@nafsa.org

The mission of ASPIRE is to help companies recruit US-educated graduates who are returning home. ASPIRE facilitates the successful personal and professional return of students to ASEAN, the People's Republic of China, Hong Kong and Taipei.

Johnson & Johnson's International Recruiting and Development Co-ordinator had this to say about ASPIRE:

"Thanks to ASPIRE, we have been able to target and reach students who are returning home after finishing their studies in the United States. We have found ASPIRE to be a fantastic recruiting tool and look forward to continuing to use ASPIRE's services."

ASPIRE offers businesses a combination of recruitment services that link them to students and help them maintain a high profile with students throughout the year. ASPIRE's services include newsletter and electronic recruitment advertisements, job fairs, a university directory of institutions attended by Southeast Asian students, and a student database.

In 1991, the non-profit association, NAFSA: Association of International Educators, developed ASPIRE as a part of the US-APEC Partnership for Education Program. NAFSA is the world's oldest and largest professional association working directly with international students on campuses throughout the United States. NAFSA provides ASPIRE with the best possible linkages to graduate and post-graduate Asia

SINGAPORE CONFEDERATION OF INDUSTRIES

(formerly known as Singapore Manufacturers Association)
SMA House
20 Orchard Road
Singapore 238830
Tel: 338 8787
Fax: 338 3358/336 5385
E-mail: scihq@sci.org.sg

Singapore Confederation of Industries (SCI), was founded in 1932 by 17 pioneering manufacturers, is now a multi-industry organisation with wider scope of business contacts and range of activities and information resources.

As the national body for all manufacturers, manufacturing related industries and industry associations, the SCI aims to promote a conducive environment and achieve a program for its members to grow, globalise and contribute to the progress and prosperity of Singapore. It does these through:

- * regular dialogues and representations to relevant organisation and quasi-government bodies;
- * forging closer interaction with local and foreign commercial organisations;
- * promoting productivity, automation and technological upgrading of the manufacturing and service sectors;
- * disseminating information on commercial and technological trends and standards;
- * promoting Singapore industry and services both at home and abroad;
- * identifying and strengthening industry's role in the economic development of Singapore;
- * working towards globalisation of Singapore's industry and its integration into the world economy; and
- * promoting co-operation with like-minded and counter-part organisations all over the world.

SCI membership is open to all manufacturing and services companies and associations, registered according to the Singapore law.

Announcement for "Choice Employers 96" a career fair organized by SNEF

*Be nice to the people on the way up,
because you'll meet them on the way down.*

Wilson Mizuer