



National Council on U.S.-Arab Relations

1730 M St NW, Suite 503
Washington, DC 20036

Phone: +1-202-293-6466
Fax: +1-202-293-7770
Web: ncusar.org

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U.S.-Arab Relations at a Crossroads: What Paths Forward?

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“ARAB-U.S. BUSINESS, EDUCATION AND HEALTHCARE”

Chair:

Mr. H. Delano Roosevelt - Member, Board of Directors National Council on U.S.-Arab Relations

Speakers:

Dr. John A. Ulatowski - Interim CEO, Johns Hopkins Aramco Healthcare

Mr. Khush Choksy - Vice President for Turkey and Middle East Affairs, US Chamber of Commerce

Ms. Nahlah A. Al-Jubeir - Senior International Affairs Fellow, National Council on US Araba Relations

Dr. Randall W. Burt - Professor Emeritus of Medicine, University of Utah

Mr. Mohammed Abou El-Enein - Chairman Cleopatra Group

Remarks as delivered.

[H. Delano Roosevelt] Good afternoon. That was a tough act - this is going to be a tough act to follow. Those are two tremendous speakers, and I think that we're going to be going into a little bit more of the business section of our discussions over these two days, and I'm hoping that as we've been talking about things that are challenges throughout the Mid East and identifying areas that we all need to work on in our personal lives, in our organizational lives through organizations like the National Council, and communicating what we really need to have happen in the region.

I'm just a business guy and I'm very proud - I'm the new rookie board member for the National Council and I'm so pleased and honored and intimidated and excited to be a part of this group. I've noticed - the one thing that I've taken away so far is there's such tremendous cerebral power that it's a little overwhelming. I'm going to try to keep up the best as I can.

As a businessman, I do have some politics running through my DNA and my veins, but basically as a business guy what I've noticed in the ten years that I've spent working in Saudi Arabia - I work for the Ali Reza family that are based in the city of Jeddah, I work out in the Eastern Province and throughout the GCC - and one thing that I've noticed is that business has always seemed to have been a terrific type of a glue that's been holding this region together.

Politicians do their part, organizations like this do their part, but business and commerce I'm hoping has - I've seen played a tremendous part in maintaining peace, and I'm hoping that we can continue to maintain peace through further commerce because I believe on the most basic levels that if we're doing business together and your family is eating well, my family's eating well, we have our health taken care of, maybe we're fortunate enough to have a vacation or two a year, and we have good education for our children I'm going to be less apt to want to do harm to you when we walk out in the morning to go to work.

I might look at you and say you know, we're doing okay, you're doing okay. Let's worry about this later because this is a good thing, and I'm praying that we can continue this effort of employing peace through commerce throughout the region, so to that end we have our business section.

You have in your programs, and I've been told to save time of course you can read the bios of our distinguished speakers today. I'm going to get right to it and announce the first speaker. The only thing that I'm going to ask is that I know that there are a lot of businesspeople that view this, these sessions, and that are attending these sessions and that I'm hoping to ask one question before all questions is to try and at the end or maybe when we get to the question part to try and describe in the various areas of education or health or in business is that what are the opportunities or how is it that American businesses can participate in this terrific economic boom that's happening throughout the region despite all of the

horrible things that are happening around us. Business is still growing, the growth is off the charts, and what I'm seeing after my ten years of being there with respect to the business in the region all the big guys are there.

The Halliburtons, the Schlumbergers, the Chevrans, the Alcoas - you name it, they're there - and what I'm hoping and what I'm banking on is that now there's going to be a tremendous opportunity for SMEs - small to medium enterprises - to American companies that are making the bits and pieces that go into these large organizations and these large operations that they need on a daily basis. And I think that there's going to be tremendous opportunities for U.S. SMEs within the region, and I'm hoping that we can hear more about that.

We're working very hard towards making that happen. Organizations like the US EX-IM bank is targeting SMEs, U.S. SMEs to help fund and promote them in the region to come over and start businesses. So we're hoping to tie all this in together, and I'm very excited about the speakers. So with that why don't we start with my dear friend Dr. John Ulatowski from - he's the interim CEO for the new Aramco-John Hopkins hospital venture.

[Dr. John Ulatowski] Thank you, Mr. Roosevelt, and thank you, Dr. Anthony and the Council, for this opportunity, and just before we started Dr. Anthony mentioned to me this is the first time that we've done health care as part of this symposium, so I thank you and the Council for allowing me to begin that dialogue and propose to you that health care is one of the ways forward in U.S.-Arab relations going forward.

I don't think I have to introduce to those of you who live and work in the Washington area Johns Hopkins, but perhaps I will introduce something you may not know about us and that's for the last 20 years John Hopkins medicine has been reaching out in a new way into the global community. Johns Hopkins Medicine, made up of the School of Medicine and the Johns Hopkins health system, created Johns Hopkins International, and it's been in business for about 20 years. In fact it started really in the Middle East, first in Lebanon, then in Turkey, and now for the last ten years in the United Arab Emirates where we manage hospitals, and two years ago we started a joint venture with Saudi Aramco Oil Company.

The vision of creating that company was to leverage the strength of an academic health center, to begin to look at the challenges of health care in a different way. The idea is not only to deliver health care in the usual way through hospitals, but to look at opportunities to bring in education and research, and in our case leverage that tripartite mission of Johns Hopkins.

Johns Hopkins Aramco Health Care is responsible for 400,000 lives in the company of Saudi Aramco Oil Company. Now, a majority of those patients live in the Eastern Province, and it is there that we have five company-owned facilities. However, a good proportion of the care of the employees, their dependents, and retirees exists spread out throughout the Kingdom, and that care is delivered through partnerships where

we contract with local health care facilities to provide that care in-region.

But as we grow we want to take more and more of that responsibility into the company and try a new system of health care delivery. As we begin to grow we're seeing some of the challenges but also some of the opportunities. First and foremost and part of our brand is to ensure quality in health care delivery. And what does that mean in medicine? It means deciding what are the best metrics to follow, starting to gather those metrics, analyzing those metrics, and acting upon them for the betterment of patient care, but it also means that we need to think about the future and to build capacity.

With the definition of quality we bring a resource from Johns Hopkins, the Armstrong Institute for Quality and Patient Safety. We're bringing the tools to deliver that kind of quality change and revolution right from the ground up, starting in the units of each hospital and each clinic that we oversee.

One of the other challenges in health care delivery is the capacity and capacity building. Unlike - I should say like most of the GCC countries, health care is provided largely by government entities. That's true in the U.A.E., that's true in Saudi Arabia where two-thirds of the health care spending is done by the government. The other third in the private sector is under-resourced with regard to some of the tools needed. Less than twenty percent of the health care spending in the private sector is through pre-paid health care plans. So that means a large proportion is out of pocket in that sector.

Spending is not the same as investment, and so our mission is to try to change the dialogue to investing in health care. The recent announcement by His Royal Highness King Salman of Saudi Arabia - we were excited because he opened the doors by removing some of the limitations for foreign companies to actually own the companies inside of Saudi Arabia. Right now that involves the retail market, but I'll come back to the implications for health care.

Also, on a recent visit by the Minister of Health His Excellency Minister Al-Falih he outlined a new vision and a strategy for the future. Part of that was capacity building, and when you think about capacity building you automatically go to hospitals. There are 450 hospitals for instance in Saudi Arabia, probably one hundred less than what is needed, and they're aggressively planning for those in addition to five new medical cities.

But capacity is not only hospitals, and I believe the next investment in his vision is to create a network of primary care, and this is extremely important if we're going to attack population health in a new way. He also mentioned the importance of public-private partnerships and the involvement of the international community, but currently there's a limitation. There's a policy that says that for companies that have primarily foreign investment, they can't own health care facilities unless they're hospitals of greater than 150 beds.

Well that leaves aside primary care clinics, it leaves aside the pharmaceutical industry, it leaves aside things like rehabilitation and chronic care, and we're hoping that the announcement of His Royal Highness to open up the market there to foreign investment will also include health care in the coming months.

Another challenge is the work force all of the GCC countries are faced with, the challenge of a greater demand than the supply. That has led most of the countries there to depend on expatriate workforce. Now, Saudi Arabia is a little bit different. They have been investing for a number of years in medical and nursing training, and unlike some of the other Arab countries a third of the physician workforce are Saudi nationals, and a larger number of nurses are Saudi nationals, and it's due to the fact that they've invested in medical schools and nursing schools, and created programs which have allowed students to travel abroad for specialty training, and you're going to hear a little bit more about that from Mr. Al-Jubeir later.

We've done an assessment of the nursing capability there and the one thing we've noticed is that there is not the great career path that nurses have in our country, and so we decided rather than to invest in building a nursing school we're going to start graduate programs in nursing, and we started our first program this year with 14 masters-prepared nurses who are going to get a doctorate in nursing practice and become the leaders and the role models for careers in nursing for women in Saudi Arabia. We're going to build capacity and leave it there.

Another concept woven into this is the opportunities I think as Mr. Roosevelt said for interacting with education on a number of levels in health care. Allied health education, bringing residency and fellowship training to the Kingdom, and an investment in education for information technology so keen to health care.

And finally research and innovation, using innovation and technology to leapfrog some of the challenges like a workforce that is in need of further augmentation. Taking advantage of telemedicine, linking patients with resources around world. There are some limitations to that requiring a policy revision because many of the countries in the GCC do not allow transmission of patient data outside the country and it's something we have to continue our dialogue on.

In the area of research there's no formal funding sources in Saudi Arabia and just the beginnings of it in the United Arab Emirates, akin to the NIH. And His Excellency Mr. Al-Falih when he was here began those conversations with the NIH. We intend to leverage that to help him because Johns Hopkins is one of the largest grant earners from the NIH. We are also going to introduce new programs based on that research through our new company.

And finally, addressing the disease burden. Most of the GCC countries are blessed because they have a very young population and youth usually means health. However, there are some dangerous things that are happening. There is a mounting

and an increasing disease burden in this population that requires aggressive plans and strategies. We hear about MERS, but MERS effects very few patients.

There have been tremendous advances in public health to eliminate most childhood disease with vaccinations, but there are still some nagging infectious diseases like tuberculosis and malaria. But by far the biggest challenges are cancer and cardiovascular disease. Fostered by diabetes, heavy tobacco use, and the entry of high-fat diets, inactivity leading to obesity.

Now to attack these we have created fourteen partners in excellence programs designed to bring the talents of Johns Hopkins to the country to build state of the art programs to address these. And there's the opportunity of population health. Our vision is in the model of creating an opportunity to care for a body of patients in a company. We would like to use that as a model for the Kingdom to potentially show a new way focused on population health starting with those young people before they get disease through education, through healthy lifestyle, and avoid the tremendous cost of health care once those diseases have taken root in the body.

It is our pleasure to begin this joint venture and approach the challenges and the opportunities that health care blends in these kinds of partnerships. Thank you, Mr. Chairman.

[H. Delano Roosevelt] If that's going to be an indication of this panel, you were just five seconds over ten minutes. That was fantastic. This is making my job easy. That's very exciting to hear, Doctor, about the programs that you're bringing in. Infection control I know is a huge issue throughout Saudi Arabia. We have a business division that deals with nothing but that, and it's something that desperately needs closer attention with respect to setting up processes, and even the littlest things in hospitals where you might have a maintenance guy and he's just trying to do his job and goes and he works on something in the boiler room with the same tools and the same belt, and then he's fixing something up on a patient floor. It's little things like that that make all the difference in the world, so I'm very happy to hear that you're looking at the little pieces, too. Thank you very much.

Okay. Next, moving right along. Mr. Khush Choksy has been a great friend of mine from the Middle East. He's vice president for Turkey and Middle East Affairs from the U.S. Chamber of Commerce, and you can read more about him. I can just tell you from a personal point he has been doing this for a long time. He's been a tremendous educator to me to bring me up to speed on how things work with respect to the U.S. Chamber of Commerce over the years, and I don't know what I would have done without him, and I'm excited to hear about what he's going to talk about. Khush, ready? Welcome, good to see you.

5:26:54

[Khush Choksy] Likewise. Thank you, Del, for that overly generous introduction. I want to begin by thanking John Duke Anthony and the National Council on U.S.-Arab Relations for hosting this important conference. A few months ago the Chamber was honored to have Dr. John Duke Anthony in New York at a roundtable we did on the changes in Saudi Arabia and we're truly always honored to support this event.

The U.S. Chamber to those that may not be familiar is that big building across ... and the White House. The Chamber is America's and the world's largest business advocacy organization, and we represent the interest of about 3,000,000 American companies including about 2,000 state and local chambers throughout the United States. When you drive and you see that little sign that says welcome to town ABC that little chamber is a member of a larger chamber and in turn part of the U.S. Chambers network.

We are known for our domestic work, but what is not known is that we have the largest single government affairs, international government affairs department in Washington. I run the Chamber's Middle East team that includes all the way from Turkey in the north and then Egypt and then throughout the GCC countries including the Levant and Iraq. Just a word on how we work, and then what we do, and then my thoughts on the subject matter of this panel.

In terms of how we work - we work with partners, so we have partners in the major chambers of commerce throughout the region. Saudi Arabia, we are proud that the Council of Saudi Chambers is our partner. We have the U.A.E. Federation of Chambers. In Turkey we have DOBB, and in Egypt we are blessed to have a very strong American Chamber of Commerce also known as AMCHAM Egypt. They are referred to our relationship; we have American Chambers of Commerce in every major city throughout the Middle East. The American Business Group in Riyadh, to the American Chamber of Commerce in Bahrain, to the American Chamber in Egypt, and so forth.

What do we do? Our goal is to further the commercial relationship between the countries of the Middle East and the United States on behalf of corporate America. We are 100 percent private in spite of a name that sometimes confuses us with the Department of Commerce and with all due respect and affinity to the Department of Commerce we do not have anything to do with the U.S. government. We are independent. We fund ourselves through member companies.

I have been working in the Middle East for a long time and it reminds me of a phrase from Dickens, "It's the best of times and the worst of times." It is my opinion it is the best of times. I think that at no point in history in spite of the challenges in the region do you have the confluence of a number of different factors that bring optimism.

You have youthful but educated workforce in the region reaching a stage where they

are becoming consumers, consumers of education products, consumers of health products. You have the governments throughout the region that have now an educated cadre of technocrats, and I'll speak to that, but I'm constantly amazed at the educated cadre of technocrats that you have as interlocutors in the region from the governmental side. And the business community has grown from being excellent businesspeople to growing to instill a corporate culture based on sound management systems. So for corporate America we've never seen a time where there's been such high optimism.

What we are also seeing is that entrenched companies have expanded their depth and footprint, and we are now seeing a second tier of American companies entering the market. You're seeing companies that are suppliers of products ranging from water purification systems to auto components, all feeding into the large manufacturing base in many of these countries.

American commerce in particular stands to gain. I think that American products are recognized as the gold standard in the region. At one point of time I think you saw products from east Asia and China in particular enter the Middle East, but I think that the consumer base and the government base, which is also a large procurement agent, now realizes that the service contracts that go with it, the quality that goes with it just doesn't stand the test of time.

A little bit in terms of what we do and why we do it. I know there's been some discussion of health care. Health care is a significant area of focus for the U.S. Chamber and our members in the Middle East. We have robust working groups comprised of American companies, local companies, and other entities such as the pharmacies and other players in Saudi Arabia, in Egypt, in the United Arab Emirates. Focusing on addressing issues that are impediments to the growth of the industry and more recently the U.S. Chamber roiled out a global program and I'm proud to say that in the Middle East we will be holding our first session in Saudi Arabia in December. That is addressed to bring together a broad range of corporate stakeholders to address non-communicable diseases.

That range of stakeholders that we have put together in the United States ranged from not just the pharma company such as Lillie, but large employers such as Chevron to the manufacturing base. Domestically I think our corporations realize that a healthy workforce is in its business interest, and you've seen company's reward employees for doing things and you've seen a whole agenda of activities that have worked to bring about a healthier workforce.

We want to take that set of skills and knowledge base global, and in the Middle East we are launching it in Saudi Arabia. Certainly a knock on Hopkins door, but the idea is to bring together a broad range of corporate players together with the host country players so that we can raise awareness of the cost of non-communicable diseases to business. We can then talk about some of the tools that government and the private sector can bring to bare, and also highlight the opportunity cost, the real

consequences to the economy and to companies from having a prevalence of non-communicable diseases inflicting the region.

The other areas of growth that I wanted to talk about very briefly - technology, and I think you've seen a gravitation of the relationships between the region and American companies move from the buyer-seller relationship to where there's a true partnership and technology is increasingly tied to education. Later this year we are doing something in the U.A.E. that brings together technology and educational companies, the idea being that technology can be used increasingly to be able to decimate education and knowledge sharing.

We are also seeing Arabic is the second most popular language I believe on the internet and its tremendous opportunities not just for localization of American developed software, but for genuine development in the region, and that's something we are seeing again across the health care spectrum. We are seeing that in the education spectrum, and we are seeing that increasingly in how these countries can draw upon big data for solving local problems.

One of the other things that we like to do is business-to-business interaction, and we foster this in two ways. We are working together often with the U.S. government on structured economic dialogues. Next week we will have one with Qatar that the foreign minister, the finance minister, Secretary Kerry, and Secretary Lew will lead together, and we have brought the business community together on that.

We are looking at Saudi Arabia and how we can expand upon the CEO dialogue that took place very successfully during His Highness' visit, and in Egypt we recently concluded a strategic dialogue that Secretary Kerry led together with the business community.

So with that I just wanted to conclude that in many ways the landscape ahead in terms of commercial relationship be it in business transcending education, health care is optimistic, and I'll be happy to in the course of discussion expand on that.

[H. Delano Roosevelt] This is just the best panel. Everyone's so punctual. Okay, well as long as we're kind of - Khush had just spoken about the purpose of the Chamber of Commerce but also touched on a few medical themes. So as long as we're on this kind of theme, on a roll with regard to medicine and business why don't we - at this point why don't I ask up Dr. Randall Burt from the Huntsman Cancer Institute, and he'll have some great things to tell you. Dr. thank you for coming.

[Dr. Randall Burt] Thank you for that nice introduction and also would like to thank Dr. John Duke Anthony for organizing this conference this year and the many years in the past and inviting us to this session of this conference.

Now, we are just new guys on the block. We are starting collaborations with the

Middle East and we're specifically involved in cancer collaborations, and as you heard earlier cancer has become one of the major health issues in the Middle East as it has been for some time in the United States. Now, there was a statement yesterday made by one of the speakers where it was said selling armaments was a most important issue for Arab-American cooperation and stability.

You know, I guess those are the times we live in. I was a little bit disappointed to have to hear that. I hope in ten years, maybe 20 years, I hope this session will be the first session, and we'll be able to say the stability of the relationship between Arab countries and the United States depends on business, science, technology, and medicine. That's what we're on this panel working for, and as soon as you get rid of these little wars then we can do that even better.

Now, we're working in the area of cancer both for research, education, and patient care, and it's because - why cancer? Well, it's a huge disease in the United States, in Arab countries, and in the world. We also - why cancer? - Another reason is we now know what causes cancer, and I'll describe these in just a little bit. So it's prime time to work on this disease for prevention, for diagnosis, and for better treatments. And finally we have a special resource at Huntsman Cancer Institute that parallels some resources in the Middle East that we'd like to collaborate and cooperate with.

First of all, cancer is an important disease. Over 7.5 million people die every year in the world from cancer. In the United States that's over 600,000 people die every year from cancer, and in Arab countries if you adjust for population sizes and age it's almost the same. So cancer has become a huge issue everywhere.

Now, even the common cancers are the same. Breast cancer, colon cancer, thyroid cancer, lung cancer, and others are similar between the two areas.

Now, we understand cancer. We now know that cancer is a genetic disease, period. It's sometimes inherited, but genetic doesn't mean always inherited. It means it arises from mutations of the DNA, or abnormal expression of the DNA. Sometimes those DNA mutations are inherited. Perhaps more often they're acquired, but cancer is always a disease of DNA. I think you mentioned earlier DNA of business or something. Well, cancer is a real DNA disease.

So we now know what causes it so we're finding out what causes those mutations. We're finding out how to detect them. We're finding out how to diagnose those who have a predisposition. We're finding out how to better treat cancers based on the genes that are mutated, and this is already happening to a large extent, but it needs to continue to expand and grow, and the Middle East has a lot to offer which I'll talk about in a minute.

Now, many genes have been identified which cause inherited forms of cancer. The gene we were fortunate to be involved in the discovery of the APC gene for colon cancer working with some of our colleagues from Johns Hopkins. But you all know about the BRCA 1 and 2 genes for breast cancer. Well, they're available now. Ten

percent of women may have inherited predisposition based on mutations of these diseases. Genetic testing needs to go forward. Once we know who has these inherited predispositions based on DNA mutations special screening can be done, and cancer can be often prevented.

In one disease called familial polyposis we can change the risk of getting colon cancer from 100 percent to zero by knowing which people have the specific DNA mutation that causes this disease and by performing proper screening and surveillance. Again, knowing the DNA of cancer helps us for better prevention because once we know who's predisposed we know how to screen them already for better diagnosis and for specific directed therapies.

Now we give people radiation and chemotherapy, and that's great, but chemotherapy is just poison, and we try to give just enough poison to kill the cancer and not kill the patient. Well, DNA mutations when identified, and a lot of these markers are already used, which chemotherapy is best, and some therapies have been developed directed precisely against the mutation that is present.

Now, so how does this relate to what we're doing with the Middle East? Well, in Utah we have a huge database of families. It comes from the genealogies of the Mormon Church or LDS church. We can trace families back 14 generations at least. Many of these families contain from five to 30,000 people, and by looking at the relatedness in these families and the cancer occurrence in these families we've been able to find many cancer predisposing genes, many genes that are important to cancer.

Well in the Middle East there's also a rich resource of family histories, but it's often somewhat different. Often there's a lot of intermarriage in the families, which makes it a gold mine because it brings out autosomal recessive diseases. We can find here in the U.S. mostly autosomal dominant diseases, but many recessive genes cause cancer also. We are already collaborating with scientists in Saudi Arabia who've discovered recessive genes for colon, thyroid, and other cancers with genes we've discovered for colon, breast, thyroid, prostate, and others.

We're exchanging those gene markers to find out how common those recessive genes are in the U.S. population and how common are the dominant genes we've found in the Arabian population, and that's already going on and we intend to expand and grow that because more cancer predisposing genes are being found all the time.

But now we also are working on beginning a cancer education program where graduate students from Saudi Arabia in particular will come and learn how to work with large families, how to do gene discovery in large families so that they can return and even be in larger numbers in the Arab countries and in the Kingdom.

We're also already accepting patients, specifically now from Saudi Arabia so we can learn the cultural sensitivities in dealing with cancer. There are much cultural

sensitivity. For instance, very few women need to die of breast cancer anymore if proper breast cancer screening takes place. However, it doesn't take place very much in the Middle East. Why? Well, their cultural sensitivities, and we need to work within those cultural sensitivities to find out how we can better attract more women to want to get breast cancer screenings. We can't just go out and say you've got to have this. You've got to work within the population properly. So we're learning that and that will help us a great deal.

We're also looking as is Johns Hopkins on health care delivery systems and cooperating with several businesses to look at how cancer care in particular, the latest and most up to date cancer care can be delivered in a cost effective and culturally sensitive way so that it's viable, and if you can't be financially viable then none of the science helps, so we're working on that too.

So again the bottom line is medicine can help us with strong collaborations and commitments to each other, and for us it's particularly the science and technology of cancer medicine. Thank you.

[H. Delano Roosevelt] Outstanding. This is so exciting to hear these themes, and the theme I think lends to what it is from a business aspect that we're trying to accomplish within Saudi Arabia but absolutely within the entire GCC is for so many years the region has been a terrific consumer, and now we would very much like to not only to continue consuming but we want to innovate, and we want to research, and we want to discover, and we want to build.

So these themes are terrific to be able to hear from Dr. Burt about the desires of this fantastic organization, the Huntsman Cancer Institute, their willingness to create these opportunities for research and young people to tackle these most devastating aspects of life. It's just very exciting. This is a great theme.

So as he mentioned, education, I think I'll have to call on my dear friend Nahlah Al-Jubeir to come up, and she is from the Saudi Cultural Mission here in Washington, D.C., head of career development, and you can read more about it, but she is a very passionate and engaging person with respect to what she is trying to accomplish which is creation of careers for Saudi students, and she'll have a great program to tell you about. With that, please welcome my friend, Nahlah.

[Nahlah Al-Jubeir] Thank you, Del, for this nice introduction, and thank you, Dr. Anthony and the National Council, for doing this interesting and very informative conference.

Before I start I have a question. How many of you have visited a college or university lately? Anybody? Well, you probably saw one of our students on that campus because we have over 94,000 thousand students attending U.S. universities and colleges. That's quite a large number and that is due to the King Abdullah Scholarship Abroad Program, which was started in 2005 when we had under 3,000

students. So it's quite a large number to go from under 3,000 to 94,000 students. Our students are studying every imaginable major, so any major you've heard of and some that you haven't heard of our students are studying it.

With the rise in the number of students studying in the United States we've seen an increased interest by the students seeking opportunities to train in the United States, either as interns or post-graduate students. And we also saw a rise in number of companies whether it's in the United States or in Saudi Arabia who are interested in training Saudi students. So when we saw that need the Saudi Arabian Cultural Mission decided to establish the Center for Career Development in 2013, and we wanted to assist the students in finding opportunities where they can actually translate the academic knowledge that they've acquired into practical training that they can later use.

We also established it to help companies whether it's in the United States or in Saudi Arabia to find Saudi talents, to meet their business staffing needs, and also to comply with the Saudization rules and regulations that have been put in place in order to encourage the employment of more Saudis in Saudi Arabia.

Having said that, why are we getting into this? I mean we've mentioned - what would the students benefit from doing these internships? Well, first like I mentioned they gain experience, which will be very useful and make them better able to enter the Saudi labor market because now they have some experience. Also by working with U.S. companies in the U.S. especially they gain some knowledge of what it's like to work for U.S. companies, what is the business environment like here in the United States so they can take that knowledge with them back home. And then also educate companies in Saudi Arabia or coworkers in Saudi Arabia how Americans conduct their business to lead to better business communications between U.S. and Saudi companies, and also to prevent some of the mistakes that occur because of lack of knowledge of each other's way of doing business.

And continuing on that point by working with companies in the United States our students get to learn about Americans first hand, learn about what it's like to do business, but also at the same time they are teaching Americans who we are, what we do. They present an image that they don't often see because most of the times all they know about Saudi Arabia is what they see in the media, and unfortunately it's not always an accurate picture of who we are as Saudis. So by going, working with them our students gains the cultural experience while at the same time teaching Americans about our culture. So I think both sides win.

So now I've somewhat covered the benefits for students to doing internships, but what are companies going to win or gain by hiring or training our students? What will you gain?

Well there are many things that you gain. For one, as I've mentioned you can get an insight of the Saudi culture - how we are, how we act, how we think - which is very

important. If you're planning to do business in Saudi Arabia you need to know who you're dealing with, so by learning first hand how we do business you will get an understanding which will help you better make decisions or better interact with Saudis.

Maybe some of you have worked with Saudis and have learned from first hand experience if you don't know a culture, not only Saudis other cultures, if you don't know their cultures you can make cultural mistakes which can be very costly. So this will give you an opportunity to if not eliminate those problems at least you can minimize them.

Another thing is by hiring or training Saudi students besides meeting your staffing needs and the Saudization rules of Saudis you build a permanent contact with Saudis. If you hire a Saudi student that's training here that contact - you have that contact forever, and that person can help you by promoting your products and services. That person can connect you with potential partners and companies with whom you can collaborate in the future.

Those people most importantly help you navigate our system whether it's the health system, the legal system, the commercial system - they're there, they know the system, and if they don't know they know the person who they should contact to help you get where you want to be. So I think these are very important things.

And most importantly, another factor that many people don't realize, some of our students that are studying here, not many, they end up in high ranking positions where later on they may be at the point where they have signatory authority so maybe they can make decisions and they can sign, and from your personal experience who do you call upon first when you're looking for somebody to do your work? The companies you've dealt with, somebody who's familiar. So they might come to you first and say we have this project, we want you to come bid on this project. So you might have an insider to help you get invited to submit your proposals.

So these are just some of the things that I think both the students would benefit and companies would benefit by hiring or training our students in the United States. There are a lot of benefits from both sides. That's why we are promoting it.

Now the question comes okay, you want to connect with Saudi students, but how do you connect with them? Well that's where we come in. Our center has access to all of those students. We can help you reach those students. Can we provide you their personal information? No, we cannot, because we're bound by privacy laws, but we have ways of connecting you through ads on our website, social media sites. We can reach our students via e-mail targeting if you're looking for specific students or students at specific universities.

We have a job board that we can give you access to. We have webinars where

companies can introduce the companies to the students and talk about what it's like to work for their company, and so raise the interest among our students, and if not at least raise awareness, do some branding. If a company has events going on that they think might be of interest to our students we'd be happy to post them, and most of these services we're providing them for free. So I don't think you can find a better opportunity than that, something for free. So we're doing that.

Our goal being a government entity is to assist our students in finding opportunities that will better position them for the labor market, but also assist companies in meeting their staffing needs and reaching and complying with the new Saudization rules and regulations. So we're here to help you. Please take advantage of the services we provide.

I didn't want to give you any specific statistics because nobody wants to hear specific statistics, but outside I've left two flyers. One basically describes what I just said, the services we provide, and it also gives you the contact information, who to contact. You can contact me directly at NahlahNAI-Jubeir@SACM.org, or you can contact our office at CCD@SACM.org. I've also left another flyer which basically gives you the statistics on our students. It has the students based on what they're studying, male and female, which at the time we did the flyer we had 94,472 students. Probably we have a bit more because it's very fluid. Every day more students get added to the list. And not only does it give you what we're having today, we also give you a comparison of the number of students we had in the previous two years.

So I think it gives you some interesting data. It also tells you where we have a lot of students and we show you that our number one, the largest group we have is in the business field followed by engineering and then IT and medical and health services. So I'm sure that whatever your needs are with regard to majors we're here to help you, and if you have any questions later or you would like to meet me afterwards I'm here until the end of the day. Thank you so much.

[H. Delano Roosevelt] Again, as the rookie board member here, Dr. Anthony has probably already picked up on the fact that I'm kind of a guy that's going to ask for forgiveness instead of permission, so with that theme in mind we'll also post those two flyers that Nahlah had mentioned on our website at NCUSAR.org. So as soon as we can we'll get them up and you can access them there as well. It was - I don't believe there are coincidences in life. I don't believe that anything happens by chance.

We have a number of business divisions at the company that I work for in Saudi Arabia. We're constantly looking for tremendously talented young people and tremendously talented young Saudis, and we thought wouldn't it be interesting if we could create relationships with our American partners, our Resident Group American partners. We could find fantastic Saudi students. Once they graduate internships are great, but we want jobs for Saudi students. That's the goal at the end

of the day. Wouldn't it be great if we could create an opportunity where we know the positions that we need and what if we could partner with ASCAR, our American partners, that when these students graduate can they come to you for four months or four six months to really appreciate and understand the U.S. if not Western work culture, and then in your field of expertise, and then have a job waiting for you when you got back to Saudi with us.

And there are other companies that want to do this as well. Not knowing at all that Nahlah was working on a similar program, when I called the Embassy - and by the way those of you that don't know her brother was one of the best Ambassadors to Saudi Arabia has ever had here in the United States, His Excellency Adel Al-Jubeir - I thought I better clue him in on this idea, and he said stop talking Del, stop, stop, stop. My sister is working on this exact same program and you need to go talk to her, and that's where we first met and we've been working on this project together.

So inshallah I hope that this will work out and it will be a terrific opportunity for bridge building through education for jobs.

With that we have a - oh, excuse me, hold on. We have a late entry, and most welcome I must say. I'm really excited that they chose my panel to have this speaker. I would - I can't refer you to your programs because he's not in your programs, so I'm going to take a brief thirty seconds here to let you know about Sheik Mohammed Abou El-Enein.

Mohammed is an active economic, social, and political figure. In the brief experience that I've had in meeting him he's not only that but a force of life. He has a proven track record in presenting all of his activities in industry, agriculture, tourism, in the political and parliamentary action, in the social and parliamentary diplomacy. He has won numerous international awards and certificates in the various activities that he practices. In addition he was honored by numerous international forums, and so we will find out together more of what he is into. Please join me in welcoming Mohammed Abou El-Enein.

[Mohammed Abou El-Enein] Ladies and gentlemen, good afternoon. Indeed, I'm happy today to participate in this meeting, especially that I have been introducing to a lot of friends which I didn't see them since a long time, and those who in the same time I have been approaching a lot of opinions, a lot of serious people, honest people in different sectors.

During my speech with them, during my talk with them they ask me for many questions. They start to talk about Egypt. What happened in Egypt? Why would we invest in Egypt? Now we're talking about business. The political issue probably you are going to have another time to talk, but today we talk about in business. So the question was why we come to invest in Egypt what are the opportunities, which is available there?

We saw our President, President Sisi was in New York two weeks ago making a great speech in the United Nations, and he addressed a lot of messages to the American people. What happened for security and stability in Egypt, what happened for the peace process in the area, and what happened for the roadmap, which President Sisi has been declaring since the revolution of the 30th of June, 2013?

This is some question which have been addressed a lot to my friends yesterday and yesterday before and I am glad to answer this question today. Egypt is stable. Egypt, the security and stability is there now, and you can be sure all the colleagues which have been there last year and recently they can realize that there is a huge of wrong information in the media. False information just to make a bad picture about security and stability in Egypt.

Now, you must be sure that Egypt today is back or nearly back to normal. Why? Because the Egyptian will, the Egyptian desire is declared to everybody, and you can read it very easy when you see the picture of the 35,000,000 which go to the street on the 30th of June, 2013 making the revolution saying we don't like anymore these terrorist people. The terrorists we will confront with our determination.

We say to the world nobody on the planet who can change our desire. We need to build modern Egypt, we need to be one union, we need to see the future, friend to everybody. This was the Egyptian will which declared in the revolution and our military has been supporting this revolution because it is a duty of the military everywhere in the countries to support the desire and the will of the people.

Since this revolution there's a roadmap to build a new constitution is done which keep the light, which shore the duty of everybody. Done with the majority which never happened in the history of Egypt that the people went to say yes for this new constitution, and this is now the constitution for all Egyptians, all Egyptians on one level guarantees a social justice say to the world to all the people that you must go to work to get them.

No different between man and woman, no different between religions. No any other difference between any majority or minority in the country. Everybody's equal to the other. This is the goal of the new constitution, which is done.

Second stage was how to elect the new president, and who was going to be the new president, which will achieve this desire, which will build the new vision, the Egyptian vision for the next 20 years? Who is going to protect the right of the people? Who is going to build the modern Egypt, a civilized Egypt, away from all these groups, which has been as I said they make occupation for Egypt, they would like to take everything for themselves for a small group.

People start to say no. Egypt for all Egyptians. Egypt is a friend and for all the history if you see we are a people which are feeling ourselves to be friend to everybody. We don't attack anybody. Of course Egypt has some enemies, which it doesn't like that

Egypt be a country, to be modern country, to be civilized country. A lot of people who plan to destroy Egypt, to destroy the government, to destroy the Egyptian will, and I assure you today nobody on the planet can do it.

They failed - this is the first message which assure you for the future, assure you that we are in the right track. We are Egyptian and we are proud to be Egyptian and we went to elect our president, President Sisi, which has the first goal how to confront the terrorist everywhere.

He went to Sinai, and Sinai - you know the history of Sinai is enough to tell you that god has been talking with Moses, you know this story is enough to say this because we don't like ... other stories they are happening. This is a religious areas. The people plan to be these areas another Tora Bora and to transfer all the people from Afghanistan, from Tora Bora the terrorism to stay there, to be very near to Europe, to be very near to the area of the Middle East and to make the Islamic State.

This is a joke. This is a big joke which the media has been talking about for a long time and hiding the truth for the public opinion in America and everywhere. These people, we know their history, we know what's happening and what they did, and until today you are confronting them in Sinai to clean it completely, and I can tell you that 95 percent in Sinai are clean now except a few things. This is a big effort which done by our military.

This is not only for Egypt, but for all the people worldwide because if this happen there the terrorists will be there not only for Egypt, not only for the Middle East, but they're going to be for worldwide. This is a state for the terrorists which are building there, but this plan is failed because of the Egyptian desire and the will, the determination of our military with our will have been succeeding to do this.

Going back to the business after having all these stories, and there's lots of stories happening, and unfortunately a lot of media people try to handle this matter in other way. They didn't say the truth, and I was having the honor to invite a lot of my American friends here from the Congress and from the business community and they visit me in Egypt to be sure of what's happening, and they say you are completely out of the reality.

President Sisi has been making a lot of trips worldwide to explain what's happening in Egypt and to say the truth of the reality there. We start to build Egypt; we start to talk about how to secure the investment. When we call somebody from foreign investment he has to come to be sure that there is stability and security in Egypt and this is what happened. We make a very big conference, which has been attended with 3,000 for the most important business community worldwide.

At that time it was one year ago nearly. It was in March - I'm sorry, it was seven months ago - March, and successfully the people start to understand, and the huge project started. One of these projects I can confirm you because yesterday

somebody talk about it yesterday was the Suez Canal project. What is Suez Canal project? It's the connection between Mediterranean Sea to the Red Sea. It was one channel before, now there are two channels, but the idea is not only to make a passage for boats which is going to certainly going to help all the shipping agencies because it's going to relieve the cost around fifty percent.

But this area will be the new image, the new capital of Egypt - the new economic capital which is going to have certain law special for these areas, and this law is going to apply that all countries to have their places could be industrial park - Japanese industrial park here. Could be Chinese industrial park there. Could be Italian industrial park here, and they has their own management. They own everything, they manage everything. There is special law, which they call Egypt Special Economic Zone. This is guarantee a lot of facility.

The second project, it was ENI project, the new discovery for the gas and oil in the Mediterranean Sea, a huge amount of gas. Nobody believed this amount, but this is the first one. Still a lot of our discovery is in process. Four Italian companies and also four American companies. Of course this is a big opportunities for more investment, for more chances for other industries can be done there, and between this and that what I would like to say what about the market?

People say that Egypt is 90 million inhabitants, yes, but the market is one billion inhabitants. Why? Because Egypt is connected with all the Mediterranean with 22 countries, Arabic countries with a special agreement which allow the follow of the goods and commodities between these countries without custom. So we have 22 different countries that you can export your production. Not only this, another agreement with COMESA another 23 countries in Africa. Not only this, the free trade agreement with European community - also the same.

So I am sure at least for the time, but I'm happy just to tell you what's happening. Okay, thank you very much. Anyway. This project is indicating you how Egypt is now stable and the people trust the investment in Egypt. New investment too has been issued and everybody can have a copy from our embassy, also on the Internet, and the chances are there. So when you talk about market of one billion inhabitants - is a huge market. Can be for completely free.

Of course today you can establish your company and you can own 100 percent of your company in one day. There is no limitation for any capital. There is no term that you have to have a partner or an Egyptian partner. No - foreigners are equally 100 percent the same as Egyptian citizens. No difference. A lot of opportunities now is coming to make industrial zone, not only in Suez Canal but also in upper Egypt. 1,500,000 hectare for agriculture are now the government are marketing to give it to the people to make agriculture. Of course agriculture with agro industry and the huge demand for both of them in the local market and also for the extended market.

Indeed, this is only briefing for what's happening in Egypt and I don't like to use

more time because of the time, but I'm really glad to invite all of you to come to Egypt as tourists. I am working also - one of my business in the tourist, I don't know if you have been going to Sharm El Sheikh or Hurghada or Marsa Alam or you know the occupancy yesterday in Egypt in my resort is 95 percent. This is a message, this is a message - we are a producer of ceramic tiles. I'm probably, my industry - I am number three worldwide as a capacity.

These production exported to 107 different countries. We are fully booked ahead three months especially for the local market because a huge construction Egypt has done now. Well, I'm happy to invite you again. Come to Egypt, see what's going on, recognize the reality, don't believe the false information, which sometimes people are purposely doing it. Come to see what's going on in Egypt. Enjoy our seashore in Hurghada, in Sharm al-Sheik, in the north coast Marsa Matrouh. Enjoy living in Egypt, and I will come again, and thank you all for all the attendance. Thank you Mr. ... Thank you.

[**H. Delano Roosevelt**] That was terrific information. I'm sure that the new economic development zones in Egypt are going to be music to my friend Chris's ears with respect to opportunities for American businesses. Now, we've had some questions come up and were there a couple that came up over here that I didn't see that were handed directly to you or no? Anybody on this side? Okay, then we'll go with these. I know that there's one over here for Dr. John. Why don't you go ahead and start off and read that one and then I'll get to these.

[**Dr. John Ulatowski**] Well I think the one interesting question was really focusing back on the need for primary health care not only in oil rich countries but in the non-oil producing countries, and really that is the right message. It's the message that we would like to I think proceed on in our strategy for the region.

You know the investments in health care have been focused on building big buildings. It's obvious you see a big hospital; you can make a statement of how you're delivering health care. We've for years focused now on the high cost technology in medicine and that drives patients to specialists, and what we've ignored unfortunately is the fact that the best investment in health care is really primary care, and I think that's the point of the question here. And how do we achieve that especially in places where the supply of primary care physicians is low, and one approach is to take a different look at it.

I mentioned a couple of programs that we're involved in to train nurses to a higher level. Well in fact nurses practicing at the higher level of their education can do a lot of primary care, and I believe we have to take that innovative approach. So we have decided to invest in that kind of program. In fact we're encouraging our colleagues in education and in the ministries of health to think about elevating nursing to a higher level while we build capacity in other ways, and that does two things, especially in this region. Most nurses are females, so this gives and opportunity for a new identity, a new career path for women in Arab countries, and I think that's one innovative

way of looking at it.

[H. Delano Roosevelt] Thank you. I have a question here that I hope that you're not shy because I'm going to need an answer to your question before I can fulfill it. Most of the people living in the Gulf are not citizens. Most are from Asia. Is there an opportunity there for American institutions - what type of institutions? Is the person still here who asked that question? I'm not quite sure what you're meaning by that. I know that there are opportunities, but it depends on what type of an institution. So if you're going to be shy I can't continue on. Dr. John?

[Dr. John Ulatowski] I looked at that question also. I think they're absolutely right. I mentioned earlier that there's a huge influx of expatriates in health care and in all industries and that provides a particular challenge to health care needs, cultural as well as a wide variety of abilities to pay. The nice thing that we're seeing is in countries like the U.A.E., Saudi Arabia, Oman, Qatar, the government is insisting on every person who comes into the country having health care insurance, and so that's a great commitment to a diverse work force, which is really the major part of the work force in the Middle East, and I think that may be one way of answering.

[H. Delano Roosevelt] I hope that helped. Also, with respect to institutions, one of the things that's a challenge for instance for American business associations, which are in Saudi Arabia we have to call ourselves an American business association. We can't really call ourselves an AMCHAM. There are three of such ABAs. There's one in Jeddah, one in Riyadh, and one in the Eastern Province.

We can't become an AMCHAM because for us to be because they haven't yet created the vehicle within Saudi law for us to create - to be an American institution on Saudi soil we have to go under the umbrella of the Saudi Chamber of Commerce. That would be fine except for the fact that when we come back to the United States once a year as a group of American members of these American Business Associations, to go to Capitol Hill to talk to elected leaders and various departments, foreign affairs, defense and such, about issues affecting Americans and affecting American companies in Saudi Arabia, we cannot do that underneath the Saudi Chamber because then we would have to register as foreign agents, as lobbyists, and that's not going to happen.

So the answer I guess to your question would be yes, depending on what the institution is and the purpose.

We have a question specifically for Khush. Khush, what is the most common cause of business relationships between GCC-U.S. companies failing to thrive?

[Mr. Khush Choksy] What is the most common cause of business relationships between GCC and U.S. companies failing to thrive? That's a good, thought-provoking question. I think that there can be more linkages to grow ties in the financial services area. That's one area that certainly comes to mind, services area in general,

but you've seen health services, education, but financial services is certainly one area.

[H. Delano Roosevelt] Perfect. Along those lines of business and the success and failures, social aspects, how can the U.S. help to ensure - this is I guess for the panel, and I'll chime in, and Dr. Anthony, please - how can the U.S. help to insure safe and fair working conditions in Arab nations?

Well, on the U.S. side I think that we've alluded to that in the sense that we as the AMCHAM chapters and the American Business Associations are constantly meeting and listening to our American companies that are based over there as well as Americans that live there and work for Saudi companies like myself, and we listen to these issues and concerns of their day to day operations, good and bad. We then boil these concerns and issues up throughout the year and prioritize them, and then we come back to the United States and talk about these issues to American elected officials. We've been - really that's pretty much - go ahead, you want to chime in?

[Dr. John Duke Anthony] I just - if anyone could address the nature of the competition, say from France, Great Britain, China, Japan? We have very restrictive laws, three sets at least. 1975, the anti-Arab boycott legislation. No other country has that. 1976, the Foreign Corrupt Practices Act, and there's a European Brussels-based anti-corruption movement organization that's making some headway there, but that's still on the books and other countries do not have that specific law.

We have two agencies of the U.S. government that enforce that. I think the Department of Commerce, Department of Treasury. I don't know of other countries that have that. They have let's say more creative marketing techniques. That's a euphemism for being able to sweeten an offer in order to win the contract.

And lastly the amendment to the Tax Reform Act of 1978 I believe. In order for an American to live in the region she or he has to be paid substantially more than a Canadian. I believe I used to hear that you could get 2 Canadian engineers for the price of 1 American engineer, three British engineers for the price of 1 American engineer, and 6 Pakistani engineers or Indian engineers for the price of 1 American, simply on the basis of tax. Anyone want to address that?

That renders the United States somewhat less competitive than the engineers alone, let alone the health care professionals from the Philippines, from India, and elsewhere. Would you comment, John?

[Dr. John Ulatowski] Yeah, certainly. First of all I think that's a very dynamic question, primarily because of the expense but also because of the reluctance for Americans to actually come to the Middle East and work, and I think part of that is a stereotype that needs to be broken.

Obviously the cost of labor is the highest in the health care industry and so it's an

important part of it. I would venture to say, though, that the answer to the question is that American companies that are doing business there need to set an example, need to set an example that fair treatment of the work force is part of what we do in our American culture, and to support things, particularly in health care like the ability to ensure that we're promoting health, educating people on proper diet, educating people on health care for the work force.

I think we set an example, and also as an American health care company we have to speak to that public need.

[H. Delano Roosevelt] If I might add - just hang onto that very quickly - with respect to specifically fair working conditions and safe working conditions, the more that we have seen American companies come into the region we've seen a number of things improve in those specific areas, along the lines as well of sustainability practices, environmental and green technologies being implemented.

We have in Saudi Arabia the - Aramco is the oil arm of Saudi Arabia, Maaden is the mining arm of Saudi Arabia. Maaden has recently created a massive joint venture with Alcoa Aluminum, which is significant for jobs, significant for opportunities, but also significant because wherever Alcoa goes on the planet, anywhere on the planet, they have stringent green guidelines that they have to adhere to. So when they came to Al-Khobar in the Eastern Province and were looking for something as simple as office space they said okay, well we're happy. Just find us a nice building and it must have LEED LED technology. It must be LEED certified.

People were saying what's a LEED. So this by in itself by the involvement of U.S. companies in the region, the standards for their workers, the standards for environmental and green technologies are definitely on the rise, and as far as ensuring a safe place to work this was always difficult and I get this all the time, and my wife Jan does too when we go home to Long Beach, California. How are you - aren't you nervous living over there?

And again, we've all said it up here and you've heard it for the last 30 hours roughly from various panels that we have this situation where people are getting - developing their theories and outlook on the region specifically from Fox and CNN and MSNBC, where we said before and we'll say it again that at best they're fabrications and at the very worst they're just out and out lies of what's happening with respect to life in the region.

The only thing I can answer is that in the ten years that I've been there I have never once in any social situation where it's been in middle of summer and I'm walking through the souk in Manama and it's 12 o'clock at night, 1 o'clock in the morning, because that's the only time you want to walk around during the summer - I have never felt safer, I have never felt more welcome, I have never felt from anybody in any of the Arab nations a scintilla of what we say in the United States of attitude. Why are you here? What are you doing?

It's always been welcoming, it's always been gracious, it's always been - you could pick a table of grumpy old looking guys like John Pratt and Toobs and they look non-approachable, and you walk up and you smile as an American and say salaam alaikum, marhaba, and then they just break out in smiles and big grins and they want you for coffee. So I don't really know how to answer that question of safety.

Jan says she feels safer walking around over there at all hours of the night than in any major U.S. city. We don't have drivebys. We don't have home invasion robberies. We don't have gangs. I don't know how to continue on that so I'm not going to.

Last question, and see if I can get this right. Economic equality at every level of pay grade has been shown to be negatively impact the health of lower classes, i.e. Britain's black report. How can countries like Saudi Arabia help remove the wealth gap to improve the health - I would assume they're meaning physical and economic - health of their people? Is this recognized as a priority?

And my two bits are they absolutely are. I think with the advent of Saudization requiring that Saudis and Bahrainization and everywhere else where there are mandates to hire citizens, this by itself is creating what desperately needs to happen, which is to create that middle class.

It's been years, decades if not more of uber rich and dirt poor, and at some point in time someone's going to come along and ask the dirt poor what exactly has the king done for you lately? And so by creating these hiring requirements and creating fantastic educational opportunities like Nahlah is with her organization, Saudi Cultural Mission, by bringing in educational opportunities with Johns Hopkins and the Huntsman Institute and with SMEs being promoted like crazy with the U.S. Chamber of Commerce, I think that that challenge is being addressed. We're trying to do our part as Americans to create that middle class that will just make life better overall.

With that, unless anyone else on the panel has anything else to add to this, I call us closed. Thank you very much for coming. It's great to see you all and what a great panel. Thank you.

[Dr. John Duke Anthony] To add to Dr. John Ulatowski's aspects on competitiveness, standards, weights, measures have hurt us. It was a very difficult challenge when Ambassador Walter Cutler was America's ambassador to Saudi Arabia, where Japanese, Dutch, French, British had standards experts in the Kingdom writing their specifications for refrigerators for you name it for transformers without American engineers being there. The American engineers being absent the standards were not written to American standards. This can translate into the loss of tens if not hundreds of millions of dollars.

Secondly, during Ambassador Cutler's two times in Saudi Arabia the person who

succeeded me at the Department of State running the diplomatic training program was Dr. Peter K. Bechtel and he went and did a study and documented the people who went to Saudi Arabia and elsewhere in the Gulf who went bananas within a week to ten days to a month after they had relocated there. And he did a chart and it seemed like the ones who could not adjust psychologically and the image of fear and intimidation and threat that occurred with them from the Fox news and others to the region would be [...] if they had gone to an orientation program before they came where they could study the culture and talk to people who live there and work there who have the authenticity and validation and the credentials to indicate that it was far safer than here when people would say “will I be attacked when I go there” and the answer would be that you are more likely to be attacked if you remained home here than if you went there. That’s not a joke that would be statistically validated.

Saudi Aramco and Aramco services I believe in Houston had I believe up to a week orientation program before it would send people into the Kingdom into another culture. And for those who had that kind of, just for one week and it costs nothing. Meridian international used to do this for a lot of business people and executives and the Business Council for International Studies, for international understanding has been doing that for half a century. It makes all the difference in the world and it cost peanuts.

If you pay about 125, 50,000 to send someone to another culture and you haven’t trained then in what the culture is like and what to expect and have somebody to validate them and ensure them psychologically, emotionally, culturally and otherwise of course they are going to have massive culture shock and they are going to quit. And where is that investment? Down the drain.

So he taught it that the ones who located most effectively and early on were those who had had up to a week of cultural training before going, the next most successful were those who had half a week, and those that were least successful the ones that really went nuts and said “I hate this place and I’m not going to leave the compound” were those who had no pre departure training at all. So that makes a big difference.

And of course the French and the British would not want us to repeal our Anti Foreign Corrupt Practices Act and they sort of smile all the way to the bank as a result of those kinds of laws that we have enacted that have amounted to self inflicted wounds.

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