



EAST-WEST CENTER  
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## EAST-WEST CENTER ORAL HISTORY PROJECT

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# Larry Smith Interview Narrative

9-19-2006 interview in Honolulu, Hawaii

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The **East-West Center Oral History Project** strives to capture the Center's first 50 years as seen through the eyes of staff, alumni, and supporters who have contributed to its growth.

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## Larry Smith

9-19-2006 interview in Honolulu, Hawaii

### **Personal Background**

My family came to the United States from Britain pre-Revolutionary War, and I won't give you a blow-by-blow, year-by-year account of that, but they were loyalists in the Revolutionary War, so after the war ended, they moved, as one might expect, and they moved farther south. So both sets of grandparents were pioneers moving to Arkansas, and they felt they were pioneers, but considered themselves Southerners, even though most people don't think of Arkansas as being Southern. And I think that people in Arkansas don't generally think of themselves as being Southern, but I was raised in a very Southern way, in a very Southern culture. So that's my sort of cultural history.

It never occurred to me that I might leave the South. There was no place better to go was how my family felt. So when I was at school and was asked about taking a foreign language, I said, "Why?" Why would I take a foreign language? I never planned to speak anything but the kind of English that I spoke. So I didn't take a foreign language.

### **Life Before EWC**

#### *Peace Corps, Thailand*

Then, in 1960, when President Kennedy was elected and followed up on an idea of President Eisenhower's to begin what was called the Peace Corps, I was caught up in this wave of patriotism and we must do for the rest of the world what has been done for us. So I volunteered. And was accepted to be in what was then called Group Three, the third group to go to Thailand. And so I went, and I think that that perhaps is one of the defining moments of my life – to leave.

I remember leaving Arkansas and we had our training at the University of Washington in Seattle and some people commented, my peers who were in the same training program, what a charming accent I had. And I said, but I don't have an accent. You have an accent. So that, too, was kind of jarring for me, to realize that not everybody was like me.

Thailand was a terrific experience. I spent four-and-a-half years there, two years in the north, about two-thirds of the way to Chiang Mai -- most people know where Chiang Mai is -- in a town called Uttaradit. It was significant because it was in that town where the central dialect continued to be spoken. If you went north of that, you began to speak in northern dialects. So then after two-and-a-half years there, I moved to Bangkok and spent two years in Bangkok. And then it was time to do something else, and this was in late '66 and early '67. And the Vietnam War was going on, and I applied to several different universities. Received scholarships -- not scholarships. Fellowships -- to go to only two -- one was the University of Wisconsin, Madison and the other the University of Hawai'i, at Manoa. And I had a friend at the University of Hawai'i, Manoa -- she was a Peace Corps friend -- and she said, oh don't go to Wisconsin because they're demonstrating and the administration building is closed now. So you'll never get an education if you go there, so come to Hawai'i where everything is peaceful and quiet.

*[Before living in Thailand]* I don't think I ever looked at the United States with any objectivity. And living that far away -- we didn't get, of course, any television programs, and we got the newspaper and Time magazine only weeks after -- when I was living in Uttaradit -- when President Kennedy was killed, I remember it was broadcast, of course, in Thai, and my Thai colleagues came to tell me, and I understood the words, but I couldn't believe what I was

hearing. So, it was a pivotal point was to realize that Americans weren't thought of the way we often thought we were being thought of abroad. And that was a shock to me.

### *Attending UH*

So I thought, why not come to Hawai'i. I had no intention of staying anyplace. I was going to go back and live in Thailand. So, I had stopped in Hawai'i once as a tourist and didn't like it at all. I stayed in Waikiki and felt it was very plastic-aloha like. So, coming to Hawai'i was no great thing for me, but it was a place where you could get Asian food and it was a good school. I wanted to study teaching English and socio-linguistics, and so the school was very good. And so I came, then, to the university, thinking that I would get a degree and then move on. Either do a Ph.D. or do something else, but eventually go back to Thailand to work and live.

After I did the degree, I was hired at the curriculum center to be a curriculum planner in reading and I thought that that would be fun to do something for a year, to learn how people learn to read. I spent a year there and discovered that nobody knows how people learn to read. And I thought, well, if nobody knows, I've done enough of this. And then I was invited to come to the East-West Center, so that's how I got to the East-West Center.

Actually, I don't think I gained an appreciation of Hawai'i until I came to work at the East-West Center. All of the time I was at the university, I was so busy with graduate school and I had no plan to stay, and so it was to be just a time to get this academic credential. And it was more than that. I really did want to learn, and the faculty was excellent, but it had really nothing to do with Hawai'i. And I was content with that. And it's really very sad, but that's the truth.

## **Life at EWC**

### ***Joining the Staff, 1970***

I came in 1970 at the invitation of Greg Trifonovitch, and it was a turbulent time at the Center because Dr. Everett Kleinjans was the president. Well, I guess he was called the chancellor still at that time. So he was the chancellor, or maybe even the vice chancellor -- and he had decided that for the Center to continue, we would have to have problem-oriented institutes. The Population Institute may have existed when I got here, but if so, it was the only one. There was an Institute of Student Interchange. There was the Institute for Technical Interchange. And there was the Institute of Advanced Projects.

### ***Institute of Technical Interchange***

And I was hired to be a part of the Institute of Technical Interchange, even though my position was as a program officer to actually coordinate a program for English as a Foreign Language administrators -- that was the program title.

There were all kinds of programs. The technical meant anything that people wanted it to mean. If it wasn't student interchange and if it wasn't advanced projects, then it was technical interchange. So it could mean anything. It was quite eclectic. And very exciting. And some very fine work was going on.

Baron Goto was the head of the division that I was a part of, and there was another Chinese man -- Dai Ho Chun -- was the head of another division. Both extremely fine people, fine scholars. Of course, Everett Kleinjans was a linguist, and Jack Brownell was the vice president of academic affairs, both of whom had very good experience in Japan. Kleinjans in China as well. Very capable academics.

And I didn't realize that Kleinjans had put forth -- that it had been agreed by the powers that be that these problem-oriented institutes would take place. And one of them would be centered around culture and language. So that's the one I was put into. Agnes Niyekawa, who was at that time married to a linguist whose name was Howard, so she was Agnes Niyekawa-Howard, and Verner Bickley were working together on this.

### *Culture Learning Institute*

Later, Dr. Niyekawa returned to the University of Hawai'i, and Dr. Bickley became the director of the Culture Learning Institute. And I became a research associate and was part of that until, oh I don't know, the late '70s or early '80s even.

We were always arguing about what is culture. What does it mean? What do you mean by culture learning? Is it possible to learn another culture? Can one become bi-cultural as well as bilingual? If you become bilingual, do you become bi-cultural? All those kinds of questions. It was quite a dynamic place and it was very interesting.

### *Institute of Culture and Communication*

So, Kleinjans left. Victor Li came as a new president. And there was a merger. What had been the Communication Institute and the Culture Learning [Institute] became the Institute of Culture and Communication. And Dr. Mary Bitterman was hired as director. A very dynamic woman with lots of extremely good ideas and I continued to work in the area of the consequences of the spread of English.

### *Conference on World Englishes*

And in 1978, I had organized a conference called English as an International Auxiliary Language. And then as a result of the conference, we began to talk about varieties of English which led to the concept of world Englishes and I worked with a colleague at the University of

Illinois, Urbana-Champaign, Braj Kachru, who was doing something very similar at the University of Illinois, and we worked with Edwin Thumboo from National University of Singapore who was doing something very similar in Singapore and we brought this group together at the East-West Center to discuss this. Mary Bitterman was very positive, as had been Verner Bickley about this looking at the phenomenal spread of English and then the consequences of that spread.

*[We identified] both good and bad [consequences].* You know, the people saying that the spread of English is a terrible thing. It's just neo-colonialism. It's linguistic imperialism. So what you're trying to do is spread English so you can spread American culture and sell American products and promote liberal democracy.

And we tried to say, well, there are people using English very fluently who are communist and they don't seem to feel any sympathy toward the United States or an American way of life, and yet they are very fluent speakers of English. And all of their writing is in English for international consumption and it's anti-Western. It's anti the West. And it's particularly anti the United States. So we tried to give evidence of the opposite happening as well as -- there is plenty of evidence that indicates that the spread of English is not always good, but anyway -- that's what we were looking at as a study.

I realized that in my naiveté as a Peace Corps volunteer, I had actually been a part of a kind of neo-colonialism, that with all good intentions, I was teaching people to use American English and I was saying, here, as you are speaking English, here's what you should sound like or here's the way you should behave. Here's the way you should eat your food and here's the food you should eat. And here's the way you should raise your children, and here's the way you should build your buildings. Well, that's pretty colonial.

I hadn't realized that. You know, one would think -- well, maybe any intelligent person would -- but I hadn't realized that until I began to look at this with some objectivity and then to see, oh, the Peace Corps very easily could be identified as an organization for the U.S. government to spread its propagandistic ideas about what's good about the country and not talk about racism or not talk about inequality of the people who are living, who are all American citizens. So then that helped me to look at perhaps Gandhi and Nehru, using English to unite a region of the world, to fight against a group of people who were also English speakers and talk with them about liberty and democracy and what it means to have equality.

### *Tu-Wei Ming*

Mary Bitterman left, I think, in '88 and soon we had a wonderful man from Harvard whose name was Tu Wei-Ming, and he agreed to stay for a temporary period of time. It wasn't defined to us. Now, he may have decided with Victor Li. He and Victor Li were friends. And he came at Victor's invitation. Just a magnificent scholar and a very fine gentleman and he was our director and then he left.

### *Oksenberg Presidency*

And I remember talking with colleagues about how much we benefited from Tu Wei-Ming and his scholarship and his ability to handle difficult situations. And I remember saying, I really pity the poor sap who's going to have to follow him, and it turned out that I was the one who followed him as an interim director.

And so that happened, and then we got a new president, Michel Oksenberg came, and I continued to be the interim director. Oksenberg then decided to make some significant changes at the Center and I was asked to become the Dean of Graduate and -- or maybe it was undergraduate and graduate -- I don't remember -- but of Graduate and Undergraduate

Curriculum. And I did that. Oksenberg wanted a program of study at the Center to supplement, to complement what was going on at the University, which I thought was a very good idea. And so I was happy to be involved in that, and then Oksenberg developed a program on education and training. Bruce Koppel, by that time he's become a vice president for Academic Affairs perhaps. I've forgotten his title, but he was a vice president and a very fine man. He was a scholar and he was a good administrator I thought, too. And then I was asked to become the director of that program and I did. And I didn't think the title of director was the best title to be used with other people at universities. They didn't seem to know what that meant, director of what? And so I decided it might be good to be called a dean because the Center had had a Dean of Student Affairs and Open Grants -- it seems like we'd had a dean of something else, so I suggested and personnel agreed that I could be called director and dean, and then I usually just signed my name over to dean. And people thought they knew what that meant, so that was good. And I left the Center in 1999 from that position.

## **EWC's Impact**

### *On Career*

I came for a year. I was very clear about that. I wasn't going to stay here. I wasn't married when I came here, to the Center, but I was seeing my wife, who is local, and we married in 1975. And so she had no plans to leave, and that meant that I would stay and by that time, I really did enjoy my work.

But when I came, I only signed -- and the Center only offered year-to-year contracts, so every year it was, as soon as I get the right job in Thailand, I'm going to Thailand. And I think it must have been the third year that I had this job offer, the ideal job offer, from Chulalongkorn University. The job that I thought would be perfect.

And so I told the East-West Center that I was leaving and I would take that job. And it was really strange. I had a headache with no pain. I don't know how else to describe it, but it was kind of -- I need to lie down, or I need to sit down, or I need to do something -- and so I thought, well maybe I'm not making the right decision. So I remember Jack Brownell had been the official who had hired me and he was the official I told I was leaving, that I wouldn't continue, I wouldn't extend my contract.

I called him, and I said, "Dr. Brownell, would it be OK if I took a few days to think about this decision?" And he said, "Larry, take as much time as you want to." So, I did take, I don't know, two or three days, and I called him and said, "If it is OK with you, I will continue." And he said, "Oh, we'd be very happy if you continue," and that headache left when I said that. So I don't know if that was a sign that I had eaten something bad or whatever. Anyway, that kept me here. And my work was always different and exciting. There are so many changes happening. It was always a dynamic place. And I could say, "Oh, I don't want to do this anymore. I want to do" -- and whoever I was working with would say, "OK, try that." So what more could one want?

### *On Family*

I would like to believe that I've been a conduit for people to have a place to talk and say, this is what's happened to me. I don't understand why it's happened. I don't know why I'm feeling this way. And I can say, well, have you considered such-and-such.

I think the people I've influenced most because of the East-West Center have been my children, because people from the Center have come to our home and our children are different because of that. They're not afraid of strangers, and they're not afraid of difference, and they're not afraid to disagree, and they don't feel that it has to be, that there was a particular way that it has to be. Like when I was growing up. Very different from my own upbringing.

I don't know that I have influenced the East-West Center actually. Institutional memory is pretty shallow. And the Center is not an old institution. It's less than 50 years old, so -- probably in 100 years, if the Center continues to exist, and I certainly hope it does, I won't be one of the people that people will remember and write about or read about.

I think some of the people I've mentioned will be those people, but I don't expect that I would be one of those people.

### ***Education Program***

Well, certainly I had a very close relationship with many students. That was valuable for me. Very valuable. And tremendous contribution to me personally, as I mentioned earlier. I decided that I needed to leave the Center so that I could spend more time doing the kinds of things that I had learned from these students. So I don't know if there was a reciprocal kind of arrangement, that I had had the same kind of effect on them that they had had on me. Because there were so many of them to have this affect. I was only one, just one person in their life. So, I don't know. I wouldn't think it [*his impact on students*] was too dramatic.

Now it is called the "Education Program." It's not called "Education and Training," and they're doing some very exciting things. There is a leadership certificate that I had interest in, and that continues. And it's much better and it has developed, along with the Asia Pacific Leadership Program. So, I think what's happening now is certainly built on and based on the experiences that occurred when I was here, but I don't know that I did anything that's really of great matters of consequence

### ***Best Memories***

I guess my best memories all involve the people at the East-West Center. Hazel Tatsuno was such a wonderful person to work with. She was the administrative officer, and of course she was

the one that ran everything. We all knew. The directors of course had these titles and these big offices, but it was the administrative officer that you had to get things past. And Hazel was tough as nails, but always just so kind and very clear. She was unambiguous as to what the rules were and what could be done and what couldn't be done. So trip reports had to be done, and they had to be done in a certain way and on time. So I worked with Hazel.

Pat Kim, who became Pat Matsunaga, who still works at this Center, was delightful. She was Verner Bickley's secretary, and just a fun person to work with. Richard Via, I worked with him. We did a book together one year. And I looked forward to those sessions with him. Every week we'd get together to work on this material.

Greg Trifonovitch, I mentioned, was the person who hired me. The best cross-cultural trainer I've ever seen. Just really remarkable. Harrison Brown. Just really a giant in his own field. Tu Wei-Ming, as I mentioned, from Harvard, such a wonderful and brilliant man. So I think that it will always be the people.

I had the chance, because I was in education, to work with what we called degree fellows, students at the university, and over the years, having a chance to watch people, very bright people, develop, and their careers blossom. David Li from Taiwan stands out among those people. Arun Kashyap from India. Anjum Haque from Pakistan. There's just so many, but I think what my memories of the Center will be, of those many, many people -- Wesley Park, who was the vice president of Administration, and who was so skillful in managing change.

*[Editor's note: Smith was asked what it was like to go from working in a research-focused position to coordinating and working with student programs, especially in a time of transition.]*

It was quite different. And at the time, I liked it. I don't know if I would have wanted to continue that for a long, long time; I'm not sure if I had started there, that that's where I'd have

wanted to stay -- but Dr. Bitterman asked me to be the head of what she called the Graduate Study Committee. And I said, "Surely you can find somebody else to do that. That really doesn't have much interest to me." And she said, "Well, no, as a matter of fact I can't find anybody to do it. I want you to do it."

So I said, OK. It was wonderful. It was a great committee. The people were very committed and getting to know the students and helping them as they prepared to apply for field work and all of the work they were doing in the University -- it was a great way to be introduced to the program. And so it made me think -- oh, that could be quite exciting. And I did enjoy it. But it was different. You're right.

### *Negative Memories*

I remember a year at the Center where I learned that I can't work with everybody. Well, it was in the '70s. It wasn't in the '90s. (laughter) Or maybe it was in the '80s. But I was so surprised, because up until that time I thought, well, you know, people of good will, people who want to understand should be able to live and work together. Oh, this person almost drove me to not suicide, to murder. So I did learn that, and that was a very good lesson to learn, that it's not always possible to work with everybody.

Then, of course, in the '90s, when we faced that horrible budget crunch, and people had to be released through no fault of their own, just knowing that we didn't have enough money, and just by happenstance, I was a part of the management team that had to come to some agreement about that. That was very, very painful. Not a pleasant thing to work through at all.

### *The Mission*

Well, we were rather indoctrinated with the mission. I remember because the staff was so small -- we would have Center staff meetings when I came in 1970. And everybody would be in the

Asia Room of Jefferson Hall at the Imin Conference Center. And Dr. Kleinjans would stand up and speak and speak very inspiringly about the potential and the search for understanding. And so he would remind us that the mandated goal of the Center is to promote relations for better understanding among the people of Asia, the Pacific and the United States.

And so then we would go out and people would say, what is the mission, and I would say it was to promote better relations for understanding, or promote relations for better understanding among the people of Asia, the Pacific -- and I believed that. I thought that that's what we were supposed to be doing, and it's a bit broad, but it does allow you to do many things if you are trying to do this with the feeling that, oh yes, this will promote relations for better understanding among the people of Asia, the Pacific and the United States.

So that's how I looked at the programs I was involved in with English, and these people who were studying English and who had wanted to study English, they have the same linguistic code, so that would perhaps help them find each other intelligible or comprehensible. It might not be what I'd call interpretable. Because the mission was so broad, then you could have a lot of different activities, that different presidents could come and go and initiate different things, quite different things, still with that mission. So I thought that was very intelligent, almost genius, to do that kind of thing.

The latest strategic plan and the latest mission statement, I like, but it's not so easy to remember. So, I think, if people do mission statements, they shouldn't be longer than 10 words in my view. You want something that people will be able to say, oh yes, here's the intent. And here are the words we use. And so you can say it.

But of course the philosophy of the mission statement I like very much. Understanding is not easy. And, of course, understanding doesn't mean that you agree, so even after you understand,

you may be in opposition to, so I think we learned that much later. So, at first we worked under the delusion that all we needed to do was this search for understanding and once we had understanding there would be peace and harmony. Nonsense. You can understand someone and still want to kill them. So we then learned, oh, understanding is just the beginning. You've got to really get different perspectives of this and then search for some sort of harmony and diversity.

So I don't think the Center is anywhere near accomplishing that mission of 40 years ago, but it's still a worthy mission. And the mission that's stated now -- and I think the Center is really needed now more than ever.

## **Institutional Transitions**

### ***EWC Presidents***

I think there must be some similarities in the people who have held the office of President of the East-West Center, but the situations were so different. So, in those early years, I think Dr. Kleinjans had come to Hawai'i in '67, too. I think we arrived at about the same time, and he realized the Center, as it was established, wasn't going to continue to get funding. So he came up with this problem-oriented institute idea which was quite successful.

Then as that matured, as that played itself out, I'm not sure how to describe it -- and then he left, and when Victor Li came, Victor had created very dynamic, very innovative ideas, and they were quite different from Dr. Kleinjans, and then Victor left and I think Lee-Jay Cho was chosen to be interim president and Dr. Cho was another one of those people who certainly has made a real impact on the Center.

And then Oksenberg was chosen and Kenji [*Sumida*] was brought in as vice president of Administration under Oksenberg. When Oksenberg left under not-very-pleasant circumstances,

Kenji was asked to serve and then he became president. And in those days, those were very dark days, but I don't know if we could have had a better person than Kenji Sumida. I think he was exactly the right person for that period of time.

He had to help people to see that you're being released from the Center, but through no fault of your own. We don't have enough money, and it looks like we may be on the way to close down. The Congress has said we're going to zero you out by the year 2000. We're going to try and prevent that from happening, but we're losing half of our budget next year. So, it's been determined that you will not be continued. And he did that with such skill, and helped the rest of us to do that.

Of course, people were crushed. It was just such an awful time, but he was, I think, without him here, I don't know if the Center would have continued. He did a very good job. And he had a good Board of Governors who he worked with skillfully, too. And then Charles Morrison was chosen, and Charles, I think, was the right person at the right time. So maybe it's not the similarities of traits and characteristics, but that they had the necessary traits for the period of time that the Center was experiencing them.

## **Life After EWC**

### ***Leadership Education***

I remember talking to Kenji Sumida and I said, "If I'm ever going to do anything different, I need to begin to plan to do it. I love my work, and I love the people I'm working with, and I'm fully committed to the mission of the Center, and I could easily stay the rest of my career here, but I would like to do something different. And because of my work with young people, and young, dynamic, very intelligent people, I felt there is something that can be done in leadership

education. And I ought to be about that. I've learned so much from these people that I ought to share that information.”

So that is what I said to Kenji. And then when Charles became president, I said to him, I will stay one year, and then I need to be on my way to do something else. And Charles was very gracious and asked if I was not satisfied with something, if something needed to be changed. And I said, “Oh no. I'm perfectly happy with everything -- the people I work with, the situation - - I couldn't be more satisfied. It's just that I've got to do something soon or I won't be able to do anything. I'll be too old to start something fresh.” So that's why I left.

I established a company, Christopher Smith and Associates, and most people think I'm Christopher Smith, but actually, Christopher is Elizabeth Christopher, a British woman, who lives in Sydney, Australia. And since I'm a man, I wanted to work with a woman. And since I'm American, I wanted to work with a non-American. And then these associates would be people who, when we were asked to do things that we weren't capable of doing, we could hire people as contract workers or whatever they're called who would do these specific assignments. So that's where the associates come in.

So that company, it's a limited liability corporation, legally -- that was established in 1998 before I left the Center in '99. And that's called leadership consultants, I guess. Then, in the non-profit corporation that's been established in the state of Hawai'i, that I'm also the executive director of, is the International Association for World Englishes, and that has to do with the spread of English and the consequences of that spread. And we are a group of researchers and students and businesspeople and diplomats and entertainers, all of these people in so many different areas, who use English in their professions. But very different Englishes. So, that's what I've been doing.

Elizabeth came through the East-West Center. She had finished her Ph.D. in organizational behavior, and she was on her way to take up a fellowship at Boston University. She stopped here in Honolulu and came to the East-West Center because she had a former student who was here. I met her. She's just such a fascinating woman. She's British, from an aristocratic family, who moved to Australia, and her children grew up in Australia. She's certainly not Australian. She's still very British. And so her skills are in helping people to debrief an activity. I've never seen anyone who is able to debrief something as skillfully as she can. That's what I think her skills are. She's one of the few people in the world who speaks RP, "Received Pronunciation." For years, the BBC only hired people who spoke this received pronunciation. It's an Oxford-Cambridge pronunciation that is very limited. I don't even think three percent of the British population speaks RP, but Liz does.

So she came here and she was quite taken with the East-West Center. She went to Boston. Didn't like Boston very much and came back early. She came back early and so she did some work with Sumi Makey in Open Grants.

And I got to see her, and we began to talk about ideas that we had in common, but very different perspectives on. So, that began this association with her, and she would come back every year, and we've done four books together: on leadership, on management, on recruitment, and she's a very fine person to work with. And of course, she's become a very good friend of mine.

### ***International Association for World Englishes***

We try not to sponsor things as an organization, but instead to be aware of the many things that are going on and to encourage diversity. We do have an annual meeting, and we have, by tradition, this year we're meeting in Japan. This will be the 12th annual meeting. And by

tradition, we've met in North America and then outside of North America. So we've met in Japan before. We have met all over the United States. We will meet in Germany next year. We have encouraged participation in this project called the International Corpus of English, where a million words are collected so that you can have them and there are newspaper, academic, all kinds of genre of material, plays, novels. And then that's studied. So then you'd have a corpus -- I mean, Hong Kong has done a corpus. The Philippines has done a corpus. The United States, different parts of the United States, working on these collections of words. And we've encouraged that kind of research. We're very interested in the kinds of training that is given to diplomats, given to businessmen before they go abroad. All of those kinds of things. They report on those at our conferences.

### ***Work with World Englishes***

I have been the co-editor, or the co-founding editor of this journal called *World Englishes*, which is separate from the professional association for the last 20 years, and so that's been important in my career, and certainly that came out of work from the East-West Center. Then this International Association for World Englishes came out of my work at the Center. And my own personal professional work has been in this area of intelligibility and mutual understanding and dimensions of understanding. All of those things. So professionally, yes, the Center is the root cause of this. I would never have done that, I think, had I not been at the Center.

### ***Looking Forward***

I once read a book by a Thai scholar and he was asked that question about Thailand and he said, "Oh, I can't answer that question because that has to be answered by people living in years to come." It's determined by what the situation is in years to come, and I think he's absolutely right. For us to decide what the Center should be focusing on 10 years -- even five years -- down the

road, needs to be very flexible so that as things change, we can say, ah, but things have changed. So it has to be dynamic.

I don't think we would have thought about terrorism 10 years ago, but that has to be discussed now. Of course, there are some issues -- there are the environmental issues, there are problems of resources and limited resources. There are population movements. That's going to probably continue, so that nationalism and ultra-nationalism, those questions will need to be dealt with.

But I just don't think we know enough to determine. So the Center has got to be a flexible, very dynamic place. Oh yes. I think the Center is up to it.