eJOURNAL USA | U.S. DEPARTMENT OF STATE

EJ|USA

Fourth of July

everyone's invited

IN THIS ISSUE: ACID OCEANS | SUPER LUNCHES | FINDING REFUGE | SUMMER CAMPS

Summertime in America means camps, internships and celebrations.

COURTESY OF PALI ADVENTURES

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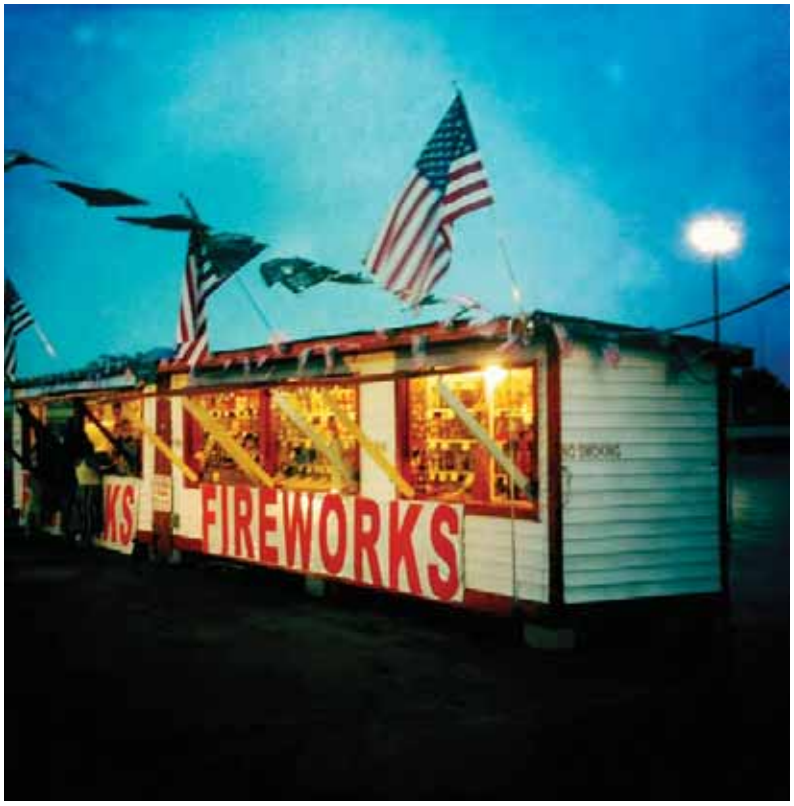

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Where We Come From

COURTESY A. ZWANIECKI

I say a few words to a stranger, and she or he asks me: "Where are you from?"

I grew up in Poland, and U.S.-born Americans pick up on my foreign accent right away, even if they are not quite sure from which European country I hail.

Two of my fellow editors on the *EJ|USA* team, Lauren Monsen and Kourtni Gonzalez, have a foreign-born parent. Lauren's mother came from Brazil, and Kourtni's father from Panama. While my colleagues report that their parents do not speak English with as strong an accent as I, their parents' non-American origins have at times stirred curiosity. Third-generation Polish-American graphic designer Julia says every time someone mispronounces her last name — Maruszewski — she is patient, because it only reminds her of her much-valued heritage.

When Americans detect differences in each other, they usually volunteer information about their own roots. Immigration is a unifier. We know that every year thousands of immigrants become citizens who will boost our economy and enrich our culture.

This year's Independence Day celebration, a theme in this issue, is sure to include recognition of the country's immigrant beginnings. In these pages you will read about newer immigrant communities and how they plan to celebrate the Fourth of July and about refugees resettling here. We include a report on the American taste for barbecue; this form of cooking is so popular that it is viewed as an institution.

This issue includes stories about business students learning from other countries' firms, big or small, and American startup companies expanding their plans to include outer space. Here are teenagers learning to eat healthy and scientists and surfers alike saving endangered oceans. You are sure to find something of interest, wherever you are from.

–Andrzej Zwaniecki

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Teach

We offer resources for students of all levels

Learn

Improve your English and learn about culture

©AP IMAGES

A White House Fourth

Fourth of July festivities at the White House, although bigger in scale than most Independence Day parties, feature the same sort of hospitality found at more modest celebrations, according to Deesha Dyer, White House deputy social secretary.

This year, the Obamas will host a barbecue for military families on the South Lawn, as they've done every year. "There are games for kids — it's always fun to watch kids play with the [hula] hoops — musical performances and, of course, the celebratory fireworks over the Washington Monument," said Dyer.

What's on the menu? Summer foods, including grilled chicken, hot dogs, hamburgers, fruit, potato salad and a crowd favorite, corn on the cob.

Laser Focus on the Future

Laser light shows may not have the bang, whoosh or crackle of fireworks, but they're gaining in popularity. Proponents say they are better for the environment. They can also be less expensive and safer than fireworks, especially in states with high wildfire risks. For recent Independence Day festivities, communities in California, Texas and other states passed up the old-fashioned fireworks, opting for these tamer strands of light in the sky.

Ignite the Touch Screen?

Fireworks are an essential part of the United States' Independence Day celebration. Every year, a third of the country watches one of more than 14,000 fireworks shows. That makes the fireworks industry happy: Its total revenues nearly doubled to $965 million between 1999 and 2012.

With a computer chip in almost every shell, sparkling light shows have become more elaborate. Computer-controlled blasts can spell words and form images like peace signs or smiley faces. With apps available for iPhones and Android phones, people who want to avoid the crowds can create virtual shows at home on smartphones or tablets: By touching the screen, they determine where a firework explodes.

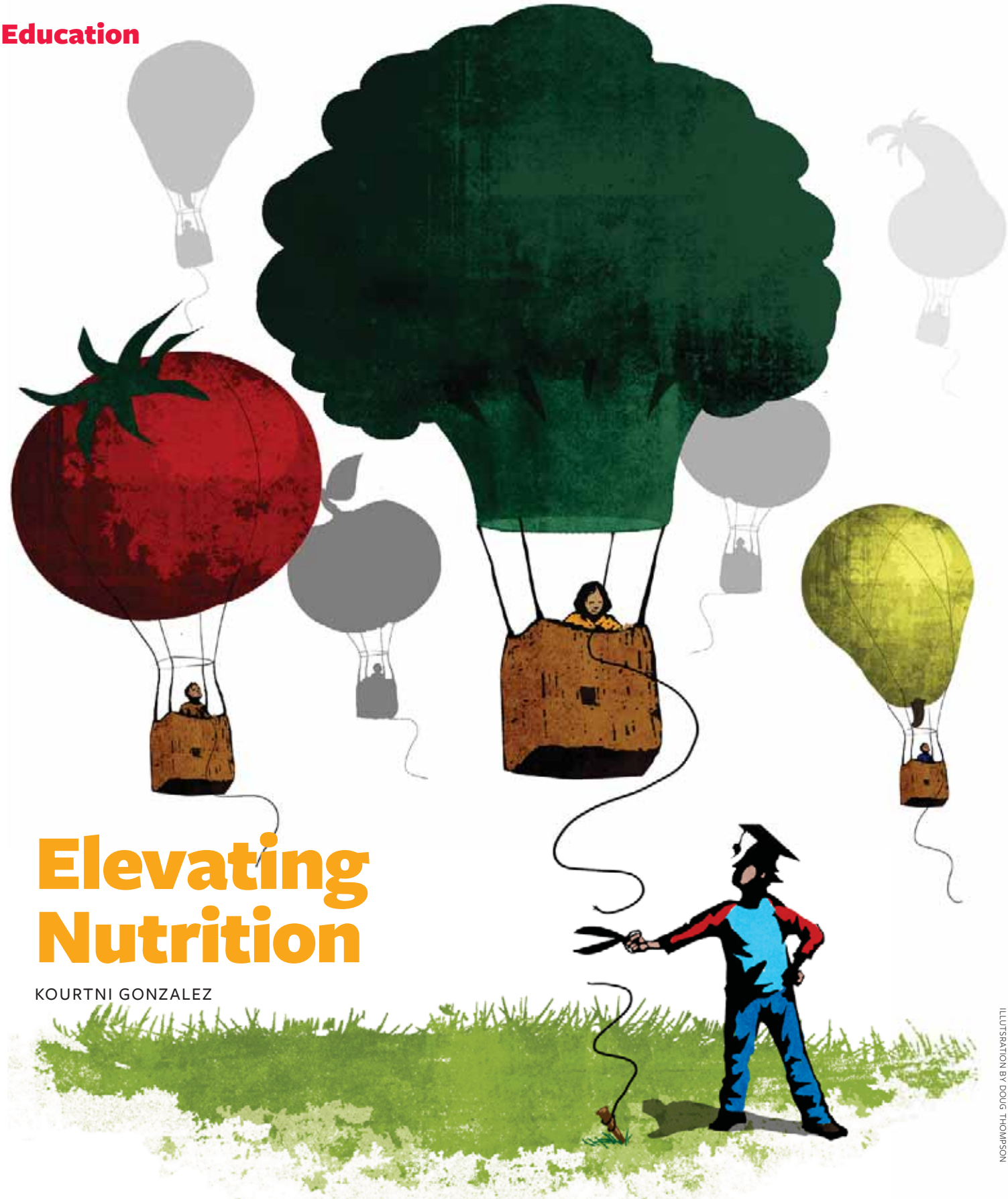
©SHUTTERSTOCK

Making a Dangerous Holiday Safer

For many Americans, celebrating Independence Day includes drinking alcohol, which has prompted the nonprofit National Safety Council to name the Fourth of July the most dangerous holiday.

There is some good news, however, in the steady 15-year decline in fatalities related to drunk driving on the Fourth. One reason is stricter laws. Each of the 50 states has lowered the legal limit of blood-alcohol concentration allowed for drivers, and many have required past offenders of blood-alcohol limits to install vehicle devices that test a driver's breath before allowing an ignition to start.

Such changes often result from advocacy groups, such as Mothers Against Drunk Driving (MADD), an organization started in 1980 by one mother after her daughter was killed by a drunk driver. MADD estimates that its campaigns against drunken driving have saved 300,000 lives.



Elevating Nutrition

KOURTNI GONZALEZ

ILLUSTRATION BY DOUG THOMPSON

Alexxis Lugo, a secondary school student in New York, is thinking about going to college to study nutrition.

Her interest may well relate to the new drive she possesses since joining a program called EATWISE (Educated and Aware Teens Who Inspire Smart Eating). As an EATWISE intern, Lugo trains students from other schools to teach their own classmates about nutrition. In the program, managed by Food Bank For New York City, interns like Lugo have advisers and plan and lead classes on their own. The interns check in with adult directors of the program to discuss how lessons are going at their schools, trade tips and brush up on general nutrition knowledge, explained Caitlin Fitzpatrick of the EATWISE program staff.

The idea is to improve the physical health of New York teenagers. But for Lugo, it has also brought a boost in self-

confidence. "Before this, I never thought I'd be able to speak in front of a group of people," she said. "One of my biggest fears is just having a conversation with a person." Her anxiety diminished each time she got up in front of a class to teach.

The students have mastered how to cause healthy changes at the grass-roots level. Niree Garcia-Sims, another EATWISE intern, talked to her school's softball team about sports nutrition, which spurred the team to create a diet plan to improve its performance. Lee-Sean Snaggs, an intern from Brooklyn Bridge Academy, applies her knowledge at food banks, soup kitchens, homes for the elderly and centers for disabled children, all of which are places where she sometimes volunteers. "I try to implement things that I've previously learned about nutrition when I teach people," she said.

Closer to home, some EATWISE teens have seen changes in their own families. Elizabeth Owens, an EATWISE intern from the Bronx Academy of Health Careers, said her family used to drink sugary beverages such as juice or **Kool-Aid*** during dinner. She introduced her family to the fruit fizzy, a drink made of fruit juice and soda water. It tastes like soda because it's carbonated and sweet, but it has less sugar and fewer calories, she said. Her family liked it so much her mom decided to bring it to work and share it with co-workers. "Everybody at her job has incorporated that with the meal they eat," said Owens.

The directors point to Owens as someone else whom they see as gaining confidence and likely to stick with the program. When Owens started as an intern, she doubted she would be able to teach a health class as effectively as the teacher. "A teacher would have more information and more facts on how to help a child achieve his or her goals," she said. But after Owens taught a few lessons, teachers came to her and told her the kids she taught were changing. They were asking for more healthy diet suggestions.

"I had to stick to this program!" Owens said. ▧

Intern: a student or recent graduate who works for a period of time at a job in order to get experience...
Blog: a Web site on which someone writes about personal opinions, activities, and experiences

***Kool-Aid is a sweet, flavored juice drink.**

Getting the Word Out

COURTESTY OF EATWISE

The EATWISE program attracts a steady flow of participants who remain dedicated to nutrition education long after they've finished their internships. Directors attribute much of that success to social media. Interns regularly update a blog, http://eatwiseteens.org. "The content is developed and prepared by the students, so it's an extension of peer education, online," said Freddy Sanchez, an EATWISE staff member. Besides the blog, EATWISE runs Change One Thing, a social media campaign that encourages teens to make one small healthy choice per day.

Visit **#ChangeOneThing**

Do it Yourself

To start your own peer-education group, consider the wisdom of the staff at EATWISE.

1. Seek out students interested in your cause, whether it's healthy eating or stopping bullying.
2. Ask school administrators for permission to teach peers during classes.
3. Share the knowledge with your family. Model a desired behavior at home.
4. Reach more people: Incorporate lessons into volunteering or extracurricular activities. Hold training sessions tailored to sports teams, for instance.
5. Meet with a core group to exchange tips about effective ways to reach peers

POLICY POINTS: HEALTHIER LIVING
CONNECTING THE DOTS: NEW YORK

Left to right: Campers rehearse lines for acting camp, perform a jump for Hollywood stunt camp, spin a turntable for disc jockey camp.

Not the Outdoor Type?

PHYLLIS MCINTOSH

Learning to drive a race car or jump off a building like a Hollywood stunt performer at summer camp may sound a bit bizarre, but more U.S. teenagers are attending specialty camps that focus on such offbeat experiences.

Every summer, about 11 million children in the U.S. attend primarily coed camps that last from three days to eight weeks, according to the American Camp Association (ACA). The majority of campers engage in such traditional activities as arts and crafts, swimming and nature hikes. But due to recent tastes for more exotic or educational experiences, about half of the 2,600 camps affiliated with ACA now offer some type of specialty program.

"[Teens] today tend to collect a 'menu' of activities," said ACA chief executive Peg Smith. "They like to try different things." She said some are building their résumés, in hopes of boosting their chances of acceptance by a top-tier college.

Such opportunities are not limited to the wealthy. In fact, the majority of campers come from middle- and low-income families. Camps of all sorts offer scholarships or discounts to families that cannot afford the fees. A number of church organizations, charities and foundations support camps specifically for underprivileged teens.

At camps with an educational focus, campers can build a robot, design a building, create a computer game, learn to draw or paint, immerse themselves in another language or participate in an archaeological dig. Academic camps target instruction to specific groups, such as gifted and talented youth, kids struggling to improve their grades or those with intellectual challenges.

"More than 40 percent of our camps work directly or indirectly with schools because learning is year-round," said Smith. "There's a great quote that says, 'Fun is the feeling you get when you're learning,' and camp is a perfect model for that."

Large camps offer an impressive array of choices for fun and learning. At Pali Adventures, a coed residential camp in the mountains of Southern California, campers aged 9 to 16 can choose among 18 avocations, from action sports — such as rope courses, mountain biking or water skiing — to learning to be a disc jockey, rock musician, fashion designer or movie-makeup artist.

Some ambitious campers value the skill development acquired through specialties like culinary camp or filmmaking, according to Ian Brassett, general manager at Pali Adventures. "But some of our camps are just plain fun."

While many specialty camps are offered in traditional sleepover camp settings, such as Pali's, others take place at schools, universities and museums. For more than 30 years, the U.S. Rocket and Space Center, a museum in Huntsville, Alabama, has offered a Space Camp, at which campers train as astronauts in simulated space missions. Camp BizSmart, based at Stanford University in Palo Alto, California, offers teenagers the opportunity to work with corporate professionals to solve actual business problems and design new products.

The last five years have seen a different trend — a growing demand for camps with a more down-to-earth focus, such as cooking, organic gardening and animal care — said the ACA's Smith. Even with all the specialty options, old-fashioned cabins, campfires and crafts still have appeal, she said. ▧

Stunt: ...a difficult and often dangerous action
Coed: ...having or including both men and women
Offbeat: different from the ordinary, usual, or expected

Singing at rock star camp

ALL PHOTOS COURTESY OF PALI ADVENTURES

Something for Everyone

Camp Jam

Would-be rock stars learn from professional musicians.

Camp Motorsport

Drivers get behind the wheels of scaled-down race cars.

Circus Camp

Campers practice juggling, clowning and swinging on a trapeze.

Camp Kids 'N Comedy

"We promise not to make you paddle any canoes," advertises this indoor camp, based at a comedy club in New York City.

Shark Camp

Teens certified in scuba diving travel to Fiji to dive with sharks.

Tall Ship Camp

At sea, campers learn to sail and perform shipboard duties, from captain to cook.

José Feliciano sings the national anthem during the National League baseball championship series in 2012.

Oh, Say Can You Sing?

DOUGLAS WOLK

Although "The Star-Spangled Banner" is performed before every baseball game and at many other public events, it's notoriously hard to sing. But in its history, the song has allowed the performers who *can* sing it to create memorable and unique interpretations of the United States' most prominent musical symbol.

When "The Star-Spangled Banner" became the national anthem in 1931, the *New York Herald Tribune* famously described it as "words that nobody can remember to a tune nobody can sing." Its melody is adapted from an 18th-century drinking song, and its lyrics from a poem that Francis Scott Key wrote 200 years ago (describing a battle in the War of 1812). And it's fiendishly hard to hit all the notes — the highest is an octave and a half above the lowest.

A 2004 poll found that only 39 percent of Americans could correctly complete the song's third line.

Franklin Bruno, songwriter and author of a forthcoming history of songwriting, *The Inside of the Tune*, points out that the anthem anticipated the country's musical future in the way the rhythm and rhyme scheme of each verse's third couplet ("And the rockets' red glare, the bombs bursting in air ...") change the song's tone by softening the martial quality of the other lines.

"It's fitting that our national anthem wouldn't be in *quite* the strict English ballad form," Bruno said.

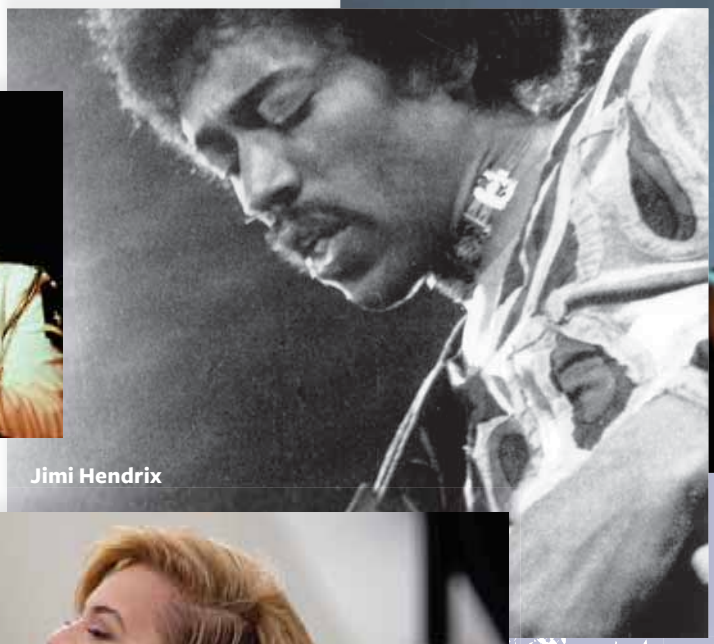
The national anthem's symbolic weight also means that when it is performed in anything but a straightforward way, listeners ascribe meaning to the deviation. On July 4, 1941, against the backdrop of World War II, composer Igor Stravinsky premiered an orchestral arrangement of the anthem that incorporated a few unusual harmonies. That performance led to a brief skirmish between Stravinsky and Boston police, who thought he'd violated a state law against "tampering" with the national anthem.

Watch!

See Whitney Houston perform the Star Spangled Banner.

Whitney Houston

Marvin Gaye


Jimi Hendrix

Beyoncé

During the 1968 Major League Baseball World Series, Puerto Rican singer José Feliciano performed "The Star-Spangled Banner" in the style of a contemporary folk-pop song, accompanied by acoustic guitar. It caused a flurry of controversy: "Some people wanted me deported," he later said, "as if you can be deported to Puerto Rico." (Puerto Rico is a territory of the United States.) But Feliciano's version became a minor hit single, and he said that by the time he reprised his version at a 2012 championship baseball game, it was generally understood by the audience as "an anthem of gratitude to a country that had given me a chance."

Marvin Gaye's slow, spectral, gospel-tinged rendition performed at the 1983 National Basketball Association All-Star game, accompanied by a drum machine, made the song sound shockingly modern. Former Los Angeles Lakers star Earvin "Magic" Johnson said Gaye's performance gave him a feeling of "pride at being an American ... you almost cried, it was so devastating."

While singing "The Star-Spangled Banner" is most often a statement of national pride, it can also be a vehicle for political protest. A 2006 Spanish-language recording of the song (as "Nuestro Himno") criticized American immigration policy.

Jimi Hendrix famously performed his rendition of the anthem at the 1969 Woodstock music festival as a protest against the Vietnam War. Complete with "bombing" sound effects, it is the best-known radical reworking of the anthem. "It's not unorthodox," Hendrix told television interviewer Dick Cavett in September 1969 about his interpretation of the anthem. "I thought it was beautiful."

At the time of the 1991 Super Bowl, when Whitney Houston sang "The Star-Spangled Banner" — with a flourish on the high note of "land of the free" that propelled it even higher — America was in the middle of the Gulf War, and she dedicated her performance to the country's military. It became a hit when it was released as a single a few weeks later. It was even more successful when it was re-released a decade later, with proceeds to benefit New York firefighters and police after the September 11, 2001, attacks. Beyoncé Knowles' recent performances of the anthem (at Barack Obama's 2013 inauguration, among other venues) have loosely followed Houston's template, including its extra-high note.

That the anthem is hard to sing may be apt; Americans enjoy freedoms that have not come easily. Over time, "The Star-Spangled Banner" has become a song that invites expressions of individuality and of unity. There's something fitting about that, too. ▧

Fiendish: extremely bad, unpleasant or difficult
Forthcoming: appearing, happening or arriving soon

CONNECTING THE DOTS: BOSTON ●; NEW YORK ●

Saving the World's Treasures

LAUREN MONSEN

Tanzania
Off the coast of Tanzania are the islands of Songo Mnara and Kilwa Kisiwani, which shelter important cultural treasures such as Gereza Fort. The islands boast architectural ruins that date back more than 800 years. Remains of palaces, mosques, houses and other structures testify to a sophisticated mercantile culture.

STATE DEPT.

Since its inception 13 years ago, the U.S. Ambassadors Fund for Cultural Preservation has contributed millions of dollars to preserve cultural sites and objects, and traditional forms of expression, worldwide.

These projects include the restoration of buildings, conservation of manuscripts, protection of archaeological sites and documentation of vanishing crafts. The preserved sites and objects are all testaments to the experiences of humanity. ▧

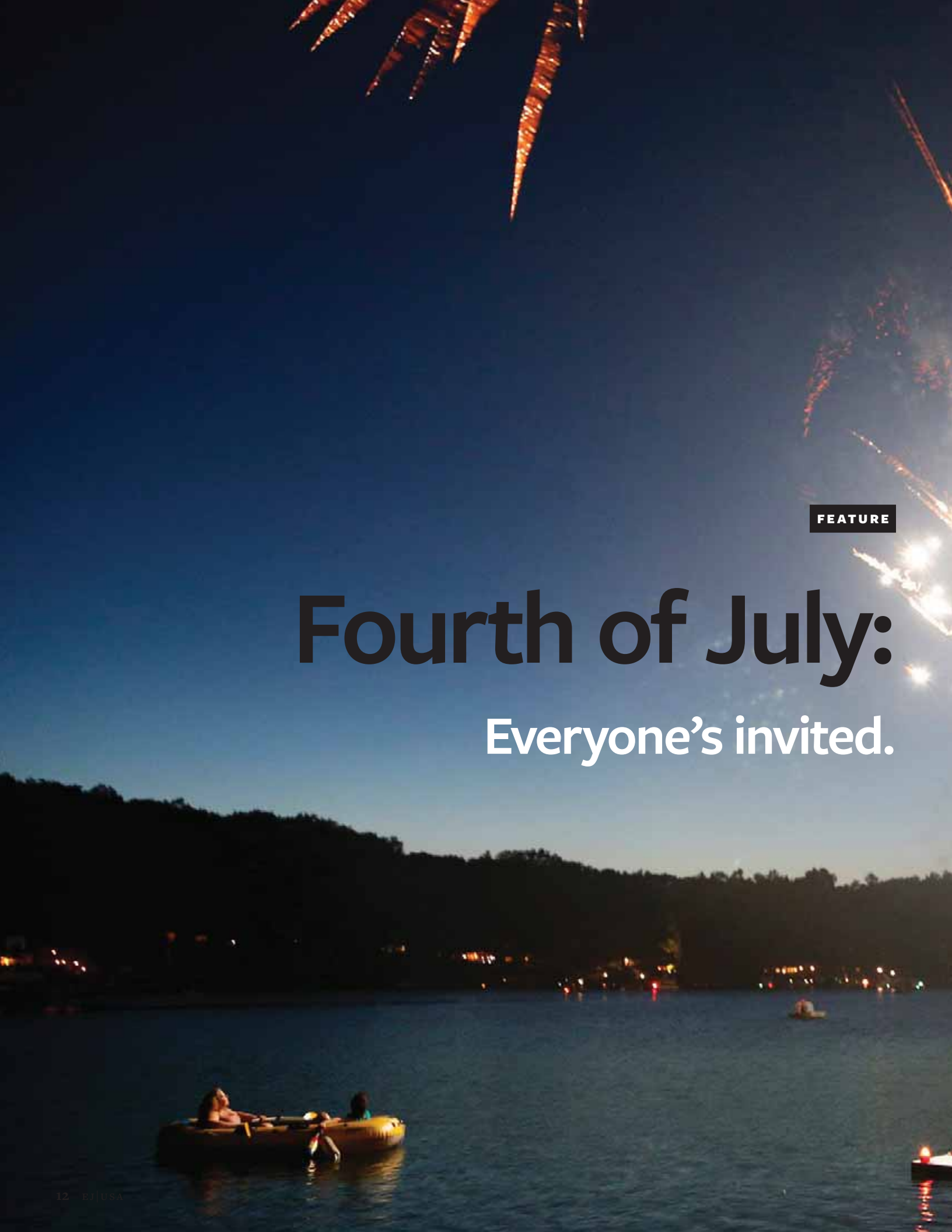
Explore!

Learn about the U.S. Ambassadors Fund in the book *Priceless*.

http://goo.gl/Fvqy6l

The Ismamut Ata in Turkmenistan will be featured in next month's issue of *EJ|USA*.

COURTESY OF U.S. EMBASSY ASHGABAT



FEATURE

Fourth of July:

Everyone's invited.

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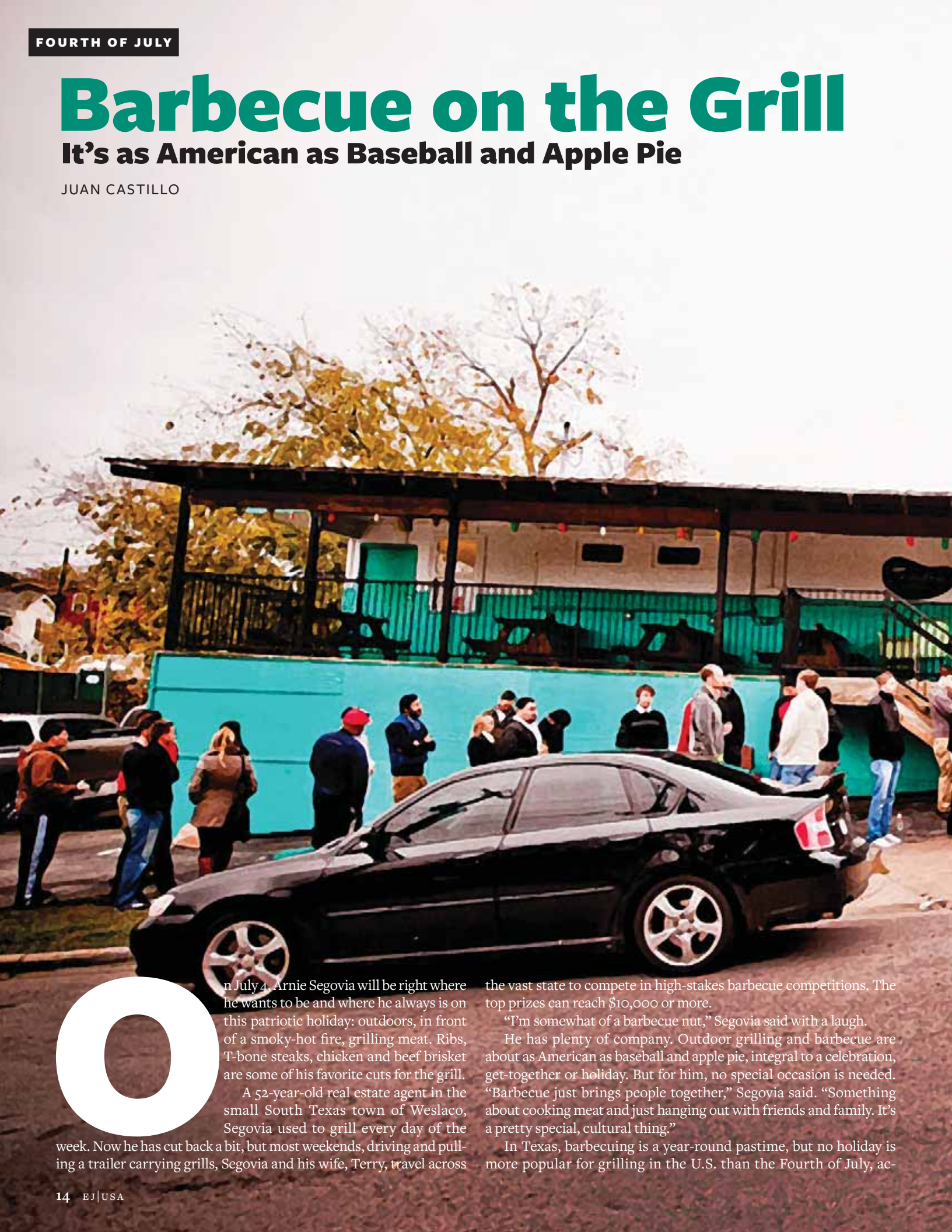
Barbecue on the Grill

It's as American as Baseball and Apple Pie

JUAN CASTILLO



On July 4, Arnie Segovia will be right where he wants to be and where he always is on this patriotic holiday: outdoors, in front of a smoky-hot fire, grilling meat. Ribs, T-bone steaks, chicken and beef brisket are some of his favorite cuts for the grill.

A 52-year-old real estate agent in the small South Texas town of Weslaco, Segovia used to grill every day of the week. Now he has cut back a bit, but most weekends, driving and pulling a trailer carrying grills, Segovia and his wife, Terry, travel across the vast state to compete in high-stakes barbecue competitions. The top prizes can reach $10,000 or more.

"I'm somewhat of a barbecue nut," Segovia said with a laugh.

He has plenty of company. Outdoor grilling and barbecue are about as American as baseball and apple pie, integral to a celebration, get-together or holiday. But for him, no special occasion is needed. "Barbecue just brings people together," Segovia said. "Something about cooking meat and just hanging out with friends and family. It's a pretty special, cultural thing."

In Texas, barbecuing is a year-round pastime, but no holiday is more popular for grilling in the U.S. than the Fourth of July, ac-

AARON FRANKLIN

cording to a survey by the Hearth, Patio & Barbecue Association, a trade group.

Barbecue lovers say their fascination is not just with the food. "It's more of an event. They can get outside, entertain, be with family and friends and unplug for just a little while," said Sue Crosby, a spokeswoman for the trade group. She is quick to point out that 80 percent of all households in the U.S. own at least one grill or smoker.

Barbecuing or "grilling out" varies across the U.S., depending on the meats or vegetables, wood or charcoal, and sauces. The city of Memphis, Tennessee, the Carolinas and certain towns in other Southern states brag about their barbecue. But Texas brings a special swagger to the table. There, beef is king and the natives joke that barbecue is the state food.

"In this Texan's opinion, Texas has the best barbecue in the country," joked Aaron Franklin, the 36-year-old owner of Franklin Barbecue, a laid-back barbecue restaurant in Austin, Texas, that is popular with diners, many of whom are themselves expert grillers. People line up before dawn to be among the first to get inside when the doors open at 11 in the morning.

On a recent day, Kathy Stott, an ardent griller from Las Cruces, New Mexico, was the first in line, joined by a few relatives in town for a family reunion. About 250 people waited patiently behind Stott,

Aaron Franklin, owner of Franklin Barbecue, stands ready to grill.

who relished the chance to taste Franklin's brisket because, she said, it is prepared with a barbecue rub, not a sauce. That's the way Stott barbecues her brisket at home.

"My husband and kids got me a full-size smoker and barbecue," Stott said. "Because that's how important barbecue is."

Texas' history with barbecue goes back thousands of years to when the Caddo Indians cooked game over wood fires. Texas' winning barbecue formula is still uncomplicated, according to Franklin. "It's such a primal way to cook," he said. "The mindset in Texas is just meat and fire, and cook till it's ready."

Fueled by Franklin's appearances on national TV cooking shows and commercials, the buzz about Franklin Barbecue has spread across the country and beyond. While waiting in the line that routinely snakes around the block for his barbecue, neighbors from Thailand recently bumped into each other, much to their surprise.

"That goes back to how it's always been," said Franklin. "Barbecue really does bring people together." ▧

CONNECTING THE DOTS: AUSTIN, TEXAS ●; WESLACO, TEXAS ●; LAS CRUCES, NEW MEXICO ●; MEMPHIS, TENNESSEE ●; LOS ANGELES ●; MONTEREY PARK, CALIFORNIA ●

AARON FRANKLIN

©AARON FRANKLIN

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Ben Ford discusses American cuisine with a reporter in Hong Kong.

BROOKS PR

Barbecue Diplomacy

Last November, American chef Ben Ford, owner of Ford's Filling Station in Los Angeles, traveled to Hong Kong to participate in the State Department's culinary diplomacy program. His mission? To bring American barbecue to the people of Hong Kong. He visited markets, which he found to be "incredible" for their varied offerings. He cooked at local restaurants, including a well-known Cantonese Michelin-starred establishment. And he hosted a barbecue for the Asia Society, a nonprofit that educates the world about Asia.

At each stop, he talked about American cuisine. "It's not just hamburgers and hot dogs," said Ford, who is also a master butcher. His audiences, while familiar with American food, appreciated some of the unique aspects of a cookout, or barbecue. "The wood taste on food was probably the biggest difference," he said, describing the result of cooking over wood to impart a smoky flavor to the meat.

Ford, who happens to be the son of film star Harrison Ford, was impressed by Hong Kong's diverse cuisine and picked up a few indigenous cooking techniques. "They've been exposed to so many different things," he said. "There are so many different currents flowing through that area. … You can literally get anything you want."

Ford said the trip was a success, and he enjoyed the collaboration. "I've never really been able to do anything for my country before, and this was a nice way to be able to do that," he said. *–Kourtni Gonzalez*

Will Vegetables Take Over the Grill?

Grilled vegetables may be hard to find in Texas, but beyond the meat-loving South, Americans also enjoy produce, a healthier option than meat, according to experts. Enter "vegetarian barbecue America" into Google and close to 51 million links appear on subjects ranging from "how to" recipes to "a vegetarian's guide to surviving barbecue season." Americans traditionally have grilled corn and potatoes, but recently more vegetables (and sometimes even fruits) have made their way onto the grill: peppers, eggplant, onion and zucchini squash. Carol Adams, who co-authored a cookbook on vegetarian barbecue, said: "There isn't a thing in the world you couldn't veganize." And so Fourth of July menus will also include tofu hamburgers, Buffalo "chicken" wings made of cauliflower and grilled peaches for dessert.

©AP IMAGES

Customers look at fireworks for their Fourth of July celebration.

Fourth of July, Immigrant Style

RUXANDRA GUIDI

Monterey Park sits only 15 kilometers east of sunny downtown Los Angeles, but it has a suburban feel that's different from the hustle and bustle of the city. Noodle restaurants and tea shops, many with signs written in Mandarin, line the streets of Monterey Park. This small city has the largest concentration of Chinese-American residents in the country.

But like much of the rest of Southern California, Monterey Park is anything but homogeneous. It has a growing number of residents who are Vietnamese Americans and has become home to many other immigrant groups. This is especially evident at the city's Brugge-meyer Library, which has hosted literacy classes for almost 2,000 immigrant adults who went on to become citizens.

One of these new citizens is Irina Selkova, from Russia, who recently took a class at the library and ad-mits that before then she knew little about the significance of the Fourth of July holiday beyond the fact that Americans like to celebrate it outdoors, with lots of food, flags and fireworks.

"I knew it was a big holiday since before coming here," said Selkova. "But what really surprises me is the degree to which people get involved in the celebrations: Nobody is pushing them to go out and be patriotic."

Selkova is one of the dozens of newly naturalized U.S. citizens whom the City of Monterey Park will invite to its Fourth of July celebration this year. For more than two decades, the city council

has used the federal holiday as an opportunity to introduce its new citizens to the rest of the community and recognize them with a certificate that welcomes them to town.

"This is unique to our city — I'd never heard of another place doing it," said Robert Aguirre, who plans the event, which welcomes an average of 100 new citizens each year. "Every year we commemorate the Japanese Cherry Blossom Festival, Chinese New Year and Cinco de Mayo. But our Fourth of July event brings everyone together and invites even more diversity into town."

It invites cultural cross-pollination too — like families' picnic spreads that include hamburgers, hot dogs, Mexican carne asada and Chinese chicken with rice noodles.

Eduardo Sevilla has been living in Monterey Park since 1986, when he moved here from his native Honduras, and has been celebrating the Fourth of July for almost as long as he's been in his adopted country.

"Tell me about a Latino immigrant, like myself, who doesn't celebrate Fourth of July," he said. "It's impossible!" Family and community are so important to immigrants from throughout Latin America, he said. "And we love to party."

Sevilla's wife, Gabriela, of Mexican heritage, cooks traditional Mexican foods for the big holiday, including tacos, carne asada and pozole, a traditional stew with corn and many different kinds of meat.

Since he always gets July Fourth off from work, Sevilla usually spends it outside, helping to cook, listening to music and welcoming friends — especially those who are recent arrivals from Honduras. But this year it will be different. Sevilla will celebrate a personal milestone: becoming a U.S. citizen after almost 30 years in the country.

Latino immigrants throughout Los Angeles typically join in on the Fourth of July festivities. One of the best-attended fireworks displays takes place near downtown Los Angeles, in the historically Mexican neighborhood of Boyle Heights.

"We like to go out with a bang every year," said Diana del Pozo Mora, who was born to Mexican parents and raised in Boyle Heights. "We get some of the wildest fireworks displays around."

From afternoon until well past sundown, families occupy every patch of grass on Hollenbeck Park for grilling, playing games and listening to live mariachi music and DJs playing salsa.

"Our Fourth of July celebration just keeps getting bigger," said del Pozo Mora, who estimates that around 10,000 people will come this year. "The immigrant families in Boyle Heights have been craving a place where they can gather and celebrate their new roots in Los Angeles. There was a need, and they've found a way." ▧

Holiday Mashups

No matter if you live by the Gregorian calendar, the Hebrew or Islamic, in a nation such as the U.S., populated by people of different races, cultures and religions, some holidays are bound to overlap. This year, the Fourth of July happens during Ramadan, when Muslims fast from sunrise until sunset as one pillar of Islam. "I personally cut out all social events to fully focus on the month," said weight-loss consultant Fenda Tambajang of New York

Rabia Chaudry, an attorney in Maryland, will observe the day differently. "I plan on spending the Fourth of July resting and then preparing for a barbecue iftar with family which will probably include dates, samosas, hot dogs, tandoori chicken, burgers, different salads and fresh fruit. After that we'll go see the fireworks."

Some holidays might be easier to blend than others. A dash of cultural creativity was used for "Thanksgivukkah" in November 2013, since Thanksgiving, when Americans feast in appreciation for what they have, fell on one of the eight days of Hanukkah, a Jewish holiday commemorating the rededication of the Temple in Jerusalem. Leading up to the day, Google reported that searches for "Thanksgivvukah" spiked. People embraced the similarities on that rare Thursday — which won't occur again for some 70,000 years — such as the tradition of serving potatoes. Some people also created hybrid dishes, such as adding Jewish-style rye to Thanksgiving's beloved pumpkin pie. Another fusion of tradition: People lit candles on the menorah and then watched American football, as is often the custom after a big Thanksgiving meal.

In 2010, the Lunar New Year — celebrated in China and other East Asian countries — coincided with Valentine's Day, when people are encouraged to express their love for family, friends and partners. "Chinese New Year is the most important holiday of the year where families come together," said Chinese-American Susan Yin. If the overlap happens again, she says she'd bring her boyfriend to the celebration. "I think it's perfectly fine to bring your significant other to dinner with family, and there may be a toast for lovers present. In that sense, there is some melding of the two holidays." Both holidays also embrace the color red, which symbolizes prosperity in Chinese culture and love in American culture.

In March of this year, the joyful celebration of St. Patrick's Day by Irish Americans came on the heels of Purim, a carnival-like celebration commemorating the rescue of the Jewish people from extermination in ancient times. An unusual festivity took place at a Washington bar, The Star and The Shamrock. Patrons dressed up in costumes, ate shepherd's pie with matzo ball soup, watched Irish step dancers and then listened to klezmer, Jewish music typically played at weddings. "Two ancient cultures come together into one modern-day neighborhood melting pot," said owner Jay Feldman. "It's all in the name of good fun." – *Sasha Ingber*

CONNECTING THE DOTS: WASHINGTON ●; COLLEGE PARK, MARYLAND ●

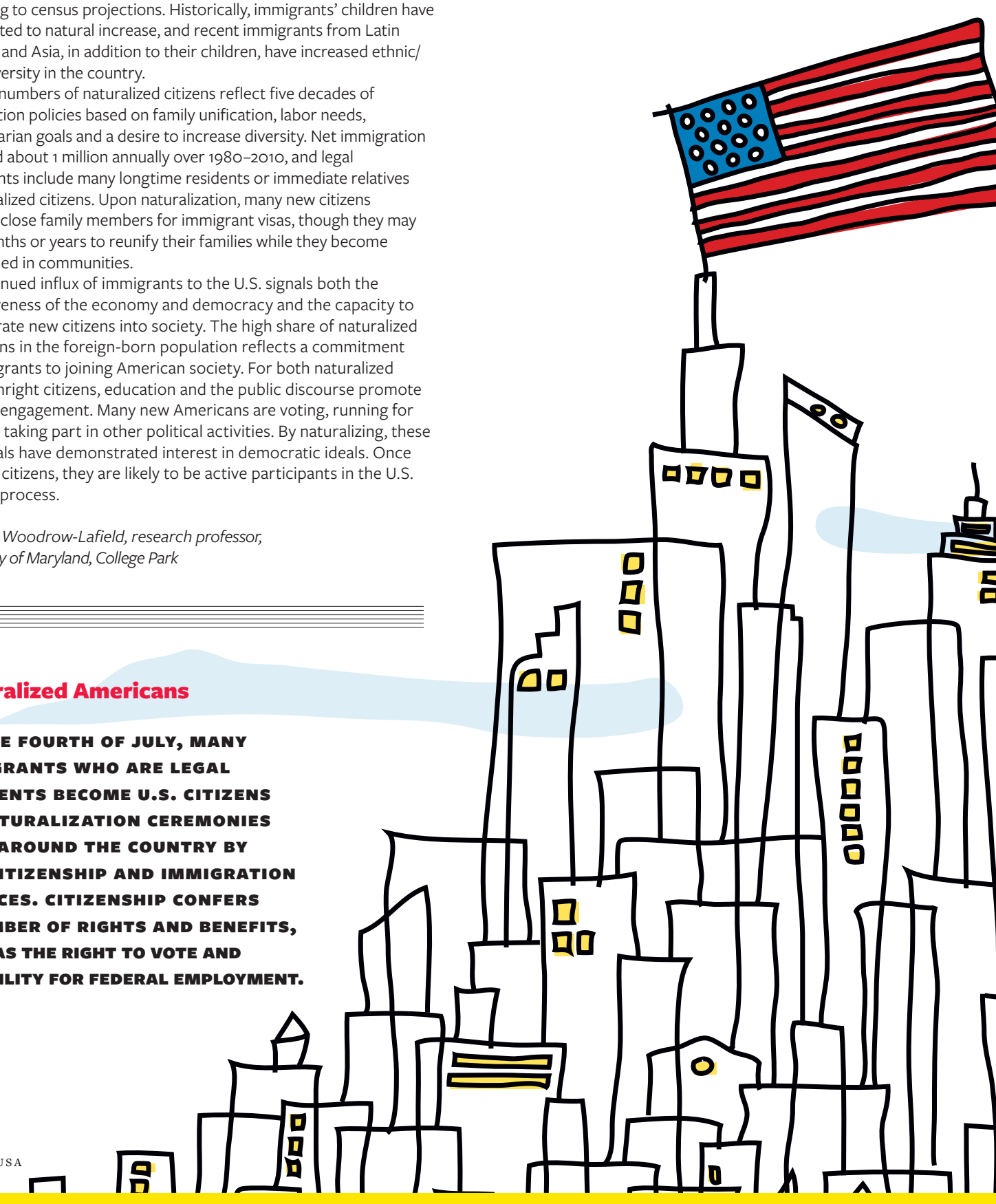
New Arrivals Change America

In about 20 years, immigration will be a bigger contributor to population growth than natural increase (births minus deaths), according to census projections. Historically, immigrants' children have contributed to natural increase, and recent immigrants from Latin America and Asia, in addition to their children, have increased ethnic/racial diversity in the country.

High numbers of naturalized citizens reflect five decades of immigration policies based on family unification, labor needs, humanitarian goals and a desire to increase diversity. Net immigration averaged about 1 million annually over 1980–2010, and legal immigrants include many longtime residents or immediate relatives of naturalized citizens. Upon naturalization, many new citizens sponsor close family members for immigrant visas, though they may wait months or years to reunify their families while they become established in communities.

Continued influx of immigrants to the U.S. signals both the attractiveness of the economy and democracy and the capacity to incorporate new citizens into society. The high share of naturalized Americans in the foreign-born population reflects a commitment by immigrants to joining American society. For both naturalized and birthright citizens, education and the public discourse promote political engagement. Many new Americans are voting, running for office or taking part in other political activities. By naturalizing, these individuals have demonstrated interest in democratic ideals. Once they are citizens, they are likely to be active participants in the U.S. political process.

Karen A. Woodrow-Lafield, research professor, University of Maryland, College Park



Naturalized Americans

ON THE FOURTH OF JULY, MANY IMMIGRANTS WHO ARE LEGAL RESIDENTS BECOME U.S. CITIZENS AT NATURALIZATION CEREMONIES HELD AROUND THE COUNTRY BY U.S. CITIZENSHIP AND IMMIGRATION SERVICES. CITIZENSHIP CONFERS A NUMBER OF RIGHTS AND BENEFITS, SUCH AS THE RIGHT TO VOTE AND ELIGIBILITY FOR FEDERAL EMPLOYMENT.

by 2030

A MAJORITY OF IMMIGRANTS WILL OWN THEIR HOMES.

SOURCE: 2011 CENTER FOR AMERICAN PROGRESS REPORT

1 million

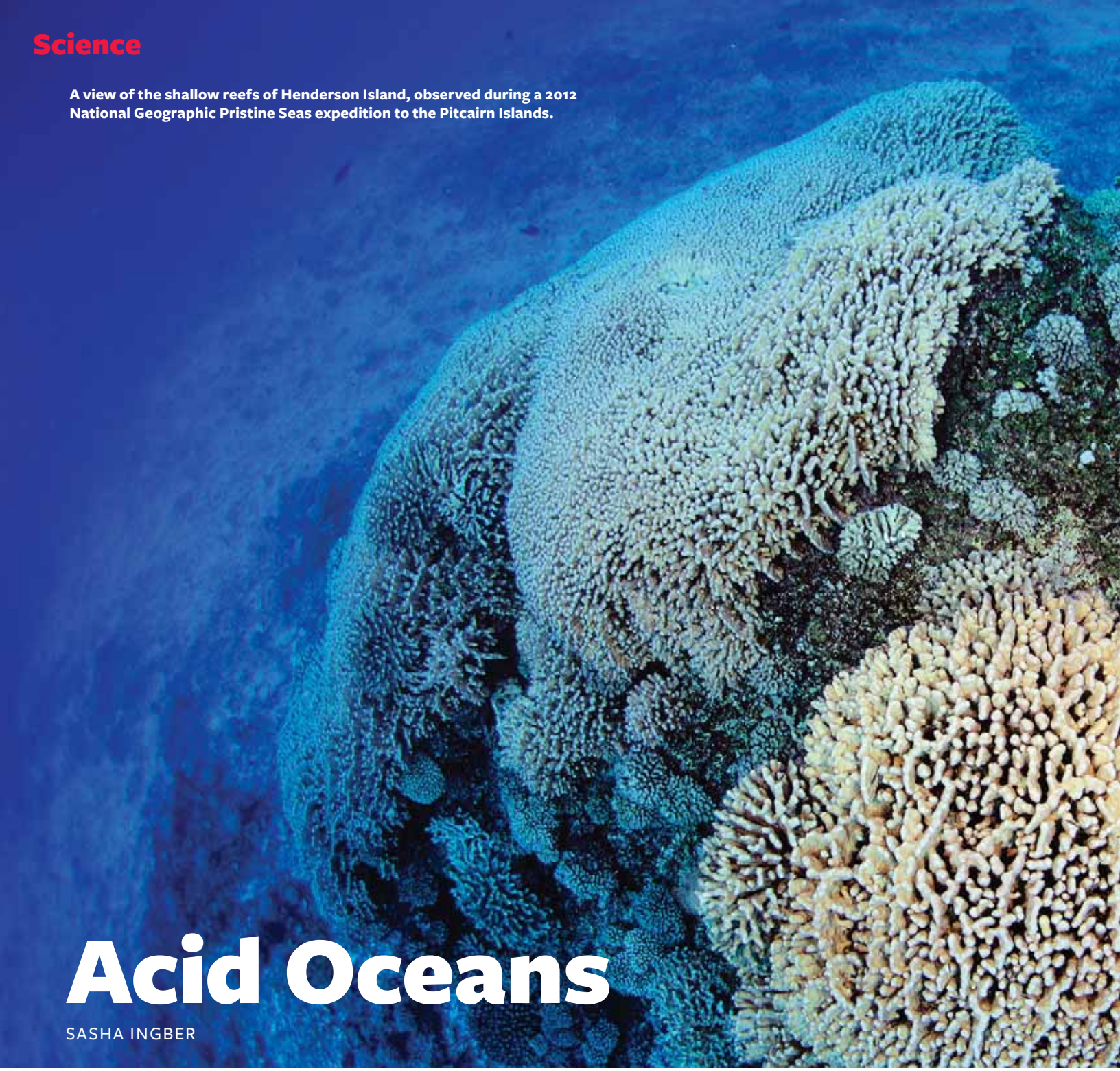
IMMIGRANTS ANNUALLY HAVE BEEN GRANTED PERMANENT RESIDENCY — OR "GREEN CARDS" — IN THE U.S. SINCE 2005. THAT IS DOUBLE THE NUMBER DURING THE 1970S AND 1980S.

SOURCE: 2012 HOMELAND SECURITY DEPT

38%

OF NEW WORKERS WILL BE IMMIGRANTS OR THEIR CHILDREN DURING THE NEXT 20 YEARS

SOURCE: 2013 CENTER FOR AMERICAN PROGRESS STUDY



A view of the shallow reefs of Henderson Island, observed during a 2012 National Geographic Pristine Seas expedition to the Pitcairn Islands.

Acid Oceans

SASHA INGBER

Before oysters grow in clusters on the muddy banks, before the saltwater of the bay soaks into their coarse shells, tiny brown larvae float in the tanks at Taylor Shellfish Farms in Washington state. Eventually, they will become the tasty morsels that West Coast restaurants and grocery stores offer. But in 2007, the floating freckles drifted to the bottom of the tanks. The hatchery was left with motionless brown piles.

"It was a gradual thing where death became more the normal than survival," said manager Bill Dewey, himself a shellfish farmer who works the tides. For the next two years, Taylor's production was off by 75 percent, and more than 500 employees wondered day after day if they would lose their jobs.

Around the same time, a large hatchery in Oregon, Whiskey Creek, experienced such devastating loss that its customers were reaching into their pockets to keep the operation in business. "The oyster industry was in a world of hurt," said Dewey. There was talk of bacteria in seawater but for two years, few people knew what was really happening.

Truth on the Tides

As crop farmers depend on the rain, shellfish farmers depend on the oceans. These roiling surfaces cover 71 percent of the Earth, regulating our climate and weather and cycling nutrients. But in the last decade, scientists claim that oceans have absorbed about a third of the carbon dioxide (CO_2) produced by humans — roughly 22 million tons every day. This greenhouse gas, which humans

ENRIC SALA/NATIONAL GEOGRAPHIC

"Our Ocean" Conference

The State Department will bring participants from more than 80 countries to Washington on June 16–17. One goal is to spread awareness about ocean acidification, highlighting affected industries and new tools to monitor this debilitating trend. The conference will also focus on marine pollution and sustainable fisheries and, addressing pressing issues facing the world's oceans. **A healthier ocean means a healthier planet.**

3/4

of the planet is ocean

generate through electricity production, land development and transportation, dissolves in the water. But it doesn't vanish. It turns into carbonic acid, which alters the ancient chemistry of the Earth's oceans.

Though acidification isn't new, scientists claim that it's happening at a rate 10 times faster than it did 65 million years ago. Since the Industrial Revolution in the 1800s, oceans have become 30 percent more acidic. And the effects of CO_2 are just beginning to be felt. In the American West, it has led to devastating losses at major hatcheries such as Taylor Shellfish Farms, where it has inhibited oyster-shell growth as tanks draw in acidic water from Dabob Bay.

"Whenever CO_2 levels change rapidly in the geologic history of our planet, there have been major extinction events. We are currently in the middle of a major extinction event right now," said George Waldbusser of Oregon State University, who is assessing the potential impact of ocean acidification and identifying hot spots. He claims that beyond the Pacific Northwest coast, places like the Mississippi River Delta, the Gulf of Maine and Chesapeake Bay are all at risk of acidification.

Acidic seawater could affect other species low on the food chain, such as shrimp, sea urchins and corals, causing their shells and skeletons to corrode. Though they make up just a kaleidoscopic 1 percent of the ocean floor, coral reefs support a fourth of all marine life by serving as spawning and feeding grounds. They also boost tourism — about $364 million each year in Hawaii alone — and act

A deckhand with Taylor Shellfish Farms reaches for a container as he transplants Totten Virginica oysters.

©AP IMAGES

as natural coastal barriers during storms.

Scientists have found that the Coral Triangle, which includes the waters of Indonesia, Malaysia and the Philippines, may be especially vulnerable to acidification. They predict that a third of the world's coral may vanish in the next 30 years if human threats aren't reduced. "Scientists are concerned that the combined stresses from ocean acidification and global warming will cause the extinction of corals by the end of the century," said senior scientist Lisa Suatoni of the Natural Resources Defense Council. "We need to identify the most vulnerable countries and engage with them now."

In the U.S., federal agencies are addressing the changing chemistry of our oceans and its impact on marine life, human life and economies. **The Department of State is contributing $1 million to the Global Ocean Acidification Observing Network in Monaco, where scientists from around the world are monitoring the "vital signs" of our oceans.** By 2020, the network aims to protect 20 percent of the world's coral reefs, grass beds, mangroves and salt marshes. It also wants to develop monitoring equipment and enlist more countries in these efforts. The Caribbean and Pacific islands are already getting involved.

"Each country wants to exercise its own sovereignty. But that's not the way the ocean works, and that's not the way migratory species behave," said Secretary of State John Kerry at the Economist World Ocean Summit on February 25. "We're all connected to these, and we have to find a global structure."

Floating Solutions

In an industry typically driven by competition, oyster farmers have been working together for survival. Today, Taylor Shellfish Farms monitors the chemistry of its water and uses an automated buffering system to protect its oyster larvae. Whiskey Creek relies on similar mechanisms. The breeding season has switched from summer, when winds draw in older, more acidic ocean water, to winter. Things seem to be stabilizing — at least in these watery nooks.

But as oceans continue to absorb CO_2, diluting the effects of climate change, the long-term health of the planet remains uncertain. The oceans' capacity to act as a greenhouse gas storehouse could diminish over time, leaving more carbon dioxide in the atmosphere. If that happens, the droughts, floods, erosion and other impacts associated with climate change would intensify.

To curb his own carbon footprint, Dewey now leads an eco-friendly lifestyle. He takes short showers. He uses long-lasting light bulbs. He recently bought a hybrid vehicle. In fact, Taylor's parking lot is filled with hybrid cars and boasts one of the first nongovernmental charging stations for electric cars in Washington.

Ocean acidification is personal to Dewey: all of those luminous summers spent on a beach on Cape Cod in Massachusetts as a child, all of those hours spent studying marine biology as a student. He even got married on his clam farm, laying down predator nets as the wedding aisle. Guests threw clam seeds instead of flowers as he and his wife walked toward the horizon.

He is part of a burgeoning community of people urging others to be aware of the changing composition of our oceans. "When I speak to people I say, 'I've been a shellfish farmer for 30 years. Here's what ocean acidification is doing to my baby oysters,'" said Dewey. ▧

Larvae: a very young form of an insect that looks like a worm
Corrode: ...to gradually destroy or weaken (something)

CONNECTING THE DOTS: CAPE COD, MASSACHUSETTS
POLICY POINTS: WORKING TOGETHER FOR OCEANS

A member of Project AWARE picks up trash off Roatan, Honduras.

ANJA GARRIDO BARNET / PROJECT AWARE

Diving In, Cleaning Up

C.A. SOLOMON

Ocean Ambassador Jen Schumacher doing what she loves most — an open-water swim.

BARBARA SCHUMACHER

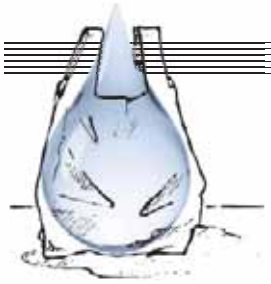
Born in Northern California, Doug Woodring has always loved the water. He swam in college at the University of California-Berkeley, which has a top swim team, and later took up ocean swimming and outrigger paddling. Like many other young Americans today, Woodring's passion for adventure sports didn't stop when he came ashore but spurred his career choices.

Concerned about pollution in the oceans, Woodring co-founded a science expedition in 2009 to the North Pacific Gyre, a circular system of ocean currents often called the "Great Pacific Garbage Patch." After sampling fish at extreme depths, the explorers found that, even there, "10 percent of small fish had plastics in their stomachs," Woodring said.

Plastic is a huge problem in the ocean. "The ocean for a long time — forever, really — was treated as a dump," said Woodring, who was recognized for his ocean-conservation efforts by being named a U.N. climate hero. "The idea was that these things would go away. But these things don't go away. The ocean is downstream for everything." What's more, about 90 percent of the world's plastic that is not recycled can stay in the environment for hundreds of years, harming or killing wildlife.

Woodring went on to found the Ocean Recovery Alliance in 2010, based in the U.S. and Hong Kong. The alliance's goal is to get people who use the ocean for pleasure or for work to come to its defense. The alliance has kicked off an effort tied to World Ocean Day (June 8). Called Oceanic Big 5 Day, the event brings together participants in the five biggest open-water sports — surfing, sailing, swimming, paddling and diving — as they head out in groups to clean up an area they use. With funding from the World Bank, Woodring hopes soon to unveil Global Alert, mapping software that will allow a beachcomber or a fisherman to map and report trash found along waterways or shorelines.

Woodring is not alone in finding a higher, environmental aim while enjoying his pastime. The Surfrider Foundation was born in 1984 after three California surfers rallied to save their local



7 million tons of plastic

end up in the world's oceans each year.

SOURCE: UNITED NATIONS

Volunteers pick up trash during a cleanup of famed surf spot Huntington Beach, California.

KYLE LISHOK / SURFRIDER FOUNDATION

Saving At-Risk Species

Divers working to protect sharks support the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

CITES, one of the earliest international agreements addressing the plight of endangered species, was adopted in 1973 in Washington. The U.S. was among the 21 original signatories. **Today, 180 nations are parties to the treaty**. CITES protects at-risk species through restrictions on commerce. The CITES system for controlling international trade in such species relies on export and import restrictions by signatory nations.

Malibu surf break from development. The foundation has ballooned to more than 100 chapters around the U.S. and the world. But the group's mandate remains the same, according to chief executive Jim Moriarty, who says members work to keep access to healthy coastlines.

Surfers in the past might have had a reputation as hedonists who cared only for the next perfect wave, but today many care deeply about the suffering environment, Moriarty said. Ocean health "is not abstract," he said. "When the water's dirty, we get sick."

These days, Surfrider Foundation is involved in more than 80 campaigns, including one aimed at halting seismic testing for oil and gas deposits in the Atlantic Ocean because of claims by some that the testing harms marine wildlife.

Scuba divers worldwide, for their part, have coalesced through Project AWARE, which has held more than 1,000 Dives Against Debris since 2010 — pulling to the surface and documenting hundreds of thousands of kilograms of garbage, from flip-flops to shopping carts.

Project AWARE's other big effort? Protecting sharks. "We like to say that divers are some of sharks' closest friends" because divers get closer to them than any other humans do, said Ania Budziak, a diver and the group's associate director. In 2013, the group helped establish new rules under the Convention on International Trade in Endangered Species of Wild Fauna and Flora, rules that now regulate trade in eight shark and ray species. (See sidebar.)

"Scuba-diving is transforming," Budziak said of why divers take up conservation so readily. "You breathe underwater, you see sea life, and you form this connection with the ocean. There's a sense of oneness."

Once you view a place as your home, you want to protect it, she said. ▧

Ballooned: to become bigger quickly
Hedonist: a person who believes that pleasure or happiness is the most important goal

CONNECTING THE DOTS: HUNTINGTON BEACH, CALIFORNIA ●; MALIBU, CALIFORNIA ●
POLICY POINTS: WORKING TOGETHER FOR OCEANS

A Million Lunches, No Errors

JON TOLLESTRUP

U.S. business-school professors who teach case studies — analyses of business operations to learn causes of success or failure — are using examples from overseas to expand students' understanding of companies' business approaches.

One well-known study involves a group of 5,000 workers in Mumbai known as *dabbawalas*, who deliver home-cooked lunches to office workers. Their efficiency has been highlighted in the *Wall Street Journal* and studied by FedEx Corporation, a worldwide delivery company with headquarters in Memphis, Tennessee. *Dabbawalas* have even found cinematic fame, playing a small but important part as unlikely matchmakers in the critically acclaimed Indian film *The Lunchbox*.

Each week, *dabbawalas* deliver close to a million lunches, rarely making an error. Their delivery system has been operational since 1890, and they have become legendary for their dedication, delivering lunches during monsoons and conflicts. They don't rely on mobile phones or information-technology systems, but rather a coding system of numbers and colors. "I've known people who have had their lunch delivered to them for 10 or 20 years, and they say they've never missed a lunch," said Stefan Thomke, the professor at Harvard Business School who wrote the case study.

Underlying their success is the fact that the *dabbawalas* have not deviated far from their core mission in more than a century. Their system has achieved a near-perfect harmony of organization, management, process and culture, allowing its workforce to achieve exceptional results.

"[My senior executive students] find this case so inspirational because of what the *dabbawalas* achieve," Thomke said. "It's relevant to them because being able to get extraordinary performances out of employees is a puzzle they all struggle with." ▧

ALL IMAGES ©AP IMAGES

Cracking the Code

Each lunchbox is coded to indicate the dabbawala, the lunchbox he will deliver and the train he will take.

A color symbol and number show the originating station of the lunchbox and the district it will go to.

The first number indicates the dabbawala who will make the delivery. Letters show the building the lunchbox is destined for. A final number indicates the floor.

Case by Case

Workers assemble machinery used in the rescue of trapped miners in Chile in 2010.

Humble Leadership

THE CASE: A Chilean mine rescue saved all 33 workers who had been trapped underground for 69 days when the mine's central passage became blocked by 700,000 tons of rock.
WHO: *Harvard Business Review*'s case study reveals insights into the role leaders play in uncertain, time-sensitive situations. The authors have used the study in executive-education programs in the fields of healthcare delivery, energy and pharmaceuticals.
REASONS FOR SUCCESS: "Nobody had a solution, but the single-mindedness of the rescue made the leadership humble to ask for help [from foreign partners, such as NASA]," said Harvard's Amy Edmondson, a professor and one of the study's authors. Under pressure, André Sougarret, a mining engineer leading the rescue effort, coordinated hundreds of people across several organizations, areas of expertise and countries. He avoided having excessive hierarchy in the rescue effort, allowing him to direct teams of experts to collaboratively design, test and then modify or abandon options until they found a solution.
TAKE-AWAY: For high-stakes leadership to be successful, leaders should use a horizontal approach to enable multiple groups to quickly find and share solutions.

Quality Over Profit

THE CASE: A focus on limiting growth to maintain product quality ironically helped Tamago-ya grow from a small family business to become Tokyo's top lunch-production and -delivery service, making and delivering 70,000 lunches daily.
WHO: Seungjin Whang and his colleagues at Stanford Graduate School of Business in Palo Alto, California, studied the company, which has been approached by government officials from Atlanta and Dubai expressing interest in Tamago-ya helping them to start similar food-delivery systems.
REASONS FOR SUCCESS: Tamago-ya gives its workers, most of whom are secondary-school dropouts, leeway in how they do their work — including allowing them to devise their own favored ways to collect money, do marketing and recruit new customers. Workers are much more than just truck drivers. "The founder himself was once lost in his life in youth, so he wants to pay back society by helping them," Whang said. Also, by collecting reusable lunch boxes, workers interact with customers, gathering instant feedback on menus and information to help them gauge future demand.
TAKE-AWAY: Empowering regular employees with authority in their work improves day-to-day operations. This type of focus on supporting a workforce and maintaining a quality product over expanding profits and business can lead to success. "[It's] an interesting contrast to what we teach in MBA [master of business administration] classes," Whang said.

CONNECTING THE DOTS: MEMPHIS, TENNESSEE ●; PALO ALTO, CALIFORNIA ●; ATLANTA ●

A 7-Eleven open-air shop accommodates locals affected by earthquakes in northern Japan in 2004.

Reinventing Retail

THE CASE: Customer service improvements helped Seven-Eleven Japan Co. Ltd., an affiliate of the U.S. chain with headquarters in Dallas, become the largest chain of convenience stores in Japan, with nearly 10,000 locations, serving 9.5 million customers daily.
WHO: Massachusetts Institute of Technology's Sloan School of Management produced a case study analyzing how Seven-Eleven Japan reshaped the convenience store model. Seven-Eleven Inc. of the United States took notice and decided to test innovations in American locations.
REASONS FOR SUCCESS: Because of Japan's small land area and dense urban development, convenience stores have too little space to maintain large inventories. The Seven-Eleven Japan stores use a computer system to collect and analyze consumer-purchases. For example, cash registers will not open until the cashier enters the gender and estimated age of the customer. From analysis, Seven-Eleven learned what hot-selling items to keep in stock and what store-branded products would sell, increasing customer loyalty.
TAKE-AWAY: Different cultures can offer different solutions to a familiar inventory problem.

A New Space for Business

ANDRZEJ ZWANIECKI

NanoRacks releases small satellites called CubeSats from the International Space Station.

COURTESY OF NASA

Space tourism alone could generate up to **$1.6 billion** in revenue in the next decade

SOURCE: THE TAURI GROUP

Robotic vehicles mine asteroids for precious metals. Tourists tweet from the moon. Broadcast media stream reality television shows from the Earth's orbit. These scenarios will become reality in the not-so-distant future if entrepreneurs deliver on their promises to boldly go where no business has gone before.

NASA as Customer

NASA had been the only U.S. player in outer space, with only a few — mostly big — aerospace companies, such as Boeing Company and Lockheed Martin Corporation, supplying vehicles to the space agency. But faced with budget constraints, NASA has turned to a broader range of private firms, aerospace entrepreneurs among them.

"Some of us have fought for decades to make space exploration no different from any other commercial activity in the U.S.," said Jeffrey Manber, a co-founder of NanoRacks LLC, which facilitates research in space. "By bringing in the creativity and efficiencies of the private sector, we will lower the cost of exploration." (See sidebar.)

But, many space-related startups have a long way to go before they can achieve their goals and become profitable.

"It's going to require a lot from the government on the policy side and a lot more private capital," said Eric Anderson. He is a co-founder of Space Adventures, a space tourism startup, and Planetary Resources, an asteroid-mining company. (See sidebar.)

The commercialization of outer space will create numerous business opportunities for innovative small businesses along the way, according to Brendan Curry, a vice president of the Space Foundation.

Two companies that NASA initially subsidized — Orbital Sciences Corporation and Space Exploration Technologies Corporation (SpaceX) — are delivering cargo to the International Space Station using their own rockets.

The next step will be flying astronauts in privately owned vehicles. Since the end of the shuttle program in 2011, NASA has depended on Russia and its Soyuz rockets to fly U.S. astronauts to the space station at a significant cost.

"Everybody recognizes that restoring U.S. astronaut transportation and domestic access to the space station is a national priority," said Dan Hendrickson of the Aerospace Industries Association.

From among the private U.S. companies claiming they can organize safe, manned missions at lower costs, NASA has selected three: SpaceX, Sierra Nevada Corporation and Boeing Company.

Uncharted Territory

But for many relatively new companies, collectively known as NewSpace, NASA is no longer a gatekeeper.

The number of space-related businesses has quadrupled to more than 500 since 2010, according to research firm NewSpace Global. Most are still in the early stages of development. The companies range from those with pragmatic missions, such as NanoRacks, to more innovative visions, such as Bigelow Aerospace, which makes inflatable space habitats, to ambitious concepts, such as Mars One, which aims to establish a human settlement on Mars.

So far, the NewSpace businesses are concentrated in the U.S. and Europe. But some of the more than 50 countries with space programs are considering opening them to private initiatives for weather forecasting, land and water management, telemedicine, education or other applications.

Often backed by savvy entrepreneurs who have made fortunes in other industries, such as Richard Branson of Virgin Group and Jeffrey Bezos of Amazon.com Inc., and managed by NASA and aerospace-industry veterans, NewSpace companies assume risk by putting up money, which more easily attracts investors, and develop new technologies.

Driven by their passion to get "dreams off the ground," as Curry of the Space Foundation puts it, they are lifting off. He cites as a key advancement the development of space vehicles that can be reused rather than lost in space as they are now. At least six firms are building 11 such vehicles.

Once these innovators master reusability, prohibitively high launch costs will decline and the space industry will accelerate, Richard David, a co-founder of NewSpace Global, told the NewSpace Investor Conference in 2013.

Space tourism alone could generate up to $1.6 billion in revenue in the next decade, according to a study by the Tauri Group. Early space tourists are expected to be wealthy, well-connected and influential, which Hendrickson believes will boost interest in space enterprises.

Ten years from now, Manber of NanoRacks said, "we will see a normal, American-style space marketplace." ▧

Spillover: something that flows out of or spreads beyond a container, space, area, etc.
Spinoff: something useful that results from work done to produce something else

Expanding Earth's Resources

How does it feel to live science fiction? "It cuts to the very core of human curiosity," said Eric Anderson. "We want to know what's up there." His Planetary Resources takes a serious, stepwise approach to the extraction of precious metals from near-Earth asteroids. First, it will launch satellite telescopes into space to study the asteroids, then send robotic spacecraft to explore them.

Planetary Resources' investors understand that the company's goal is long-term, Anderson said. The fundamental technology already exists. But "putting it together in a commercially feasible, reliable and financially attractive way" will take time.

Crowdfunding for the company's first space telescope has exceeded its goal by 50 percent.

©AP IMAGES

Experimenting in Space

Jeffrey Manber's company, NanoRacks LLC, leases space on the International Space Station, where it places experiments designed for microgravity environment in cube-shaped labs. From the space station, the company also launches small satellites known as CubeSats. NanoRacks customers range from secondary schools to a cancer institute to the German space agency.

Manber said his startup's success relies on prices similar to those of Earth-based research, strong protection of intellectual property rights and customer service.

But because profit margins are thin, NanoRacks plans to scale up. It has ordered a platform attached to the station for research and testing in the harsh space environment and developed a launch system that can deploy more than 90 CubeSats at a time.

Beth Frank, with Church World Service in Egypt, at work with a Sudanese refugee.

ALL PHOTOS COURTESY OF CHURCH WORLD SERVICE

70,000

Refugees are expected to come to the U.S. in 2014 from more than 60 nations.

U.S. DEPARTMENT OF STATE

Finding Their Way

KAREN CALABRIA

George Kasonko, from Kasindi, Democratic Republic of Congo, is just months away from achieving his dream of a college education in Buffalo, New York. A women's collective in Denver that sells handcrafted wares made by refugees from around the world is on its way to profits. A Cuban lesbian couple is finding acceptance and opportunity in Lancaster, Pennsylvania.

They're all recently arrived refugees who have been aided as part of the State Department's Refugee Admissions program. Since 1975, the U.S. has accepted more than 3 million refugees — and they've all had help along the way from a countrywide network of service organizations providing assistance to new arrivals.

The State Department, in concert with nine partnering resettlement agencies, guarantees refugees access to food, shelter, clothing, orientation and assistance acquiring social, medical and employment services for the first 30–90 days after their arrival.

But the support doesn't end there.

When Kasonko, 20, arrived in the U.S. in 2012, he held fast to his dreams of attending college. Nearly a year and a half later, he's ready to sit for his General Education Development (GED) — an

Refugees participate in an English class at Kakurma Refugee Camp in Kenya.

"Opening our docks and our doors to refugees has been part of the great tradition of our country. It defines us."

–Secretary of State John Kerry, Washington, DC, June 20, 2013

In concert: together
Fencing: the art or sport of fighting with swords

CONNECTING THE DOTS: BUFFALO, NEW YORK ●; LANCASTER, PENNSYLVANIA ●; DENVER, COLORADO ●
POLICY POINTS: OUR ROOTS

exam that, once passed, can stand in for a secondary school diploma — and has applied to several colleges in the Buffalo area. He credits his success to Journey's End Refugee Services Inc. and its alternative-to-secondary-school program, which is called Making a Connection. The program provides GED classes for older students for whom English is a second language.

Making a Connection also helps introduce them to American society with regular field trips and demonstrations. At one of these demonstrations, Kasonko discovered the sport of fencing. He has since competed in statewide competitions and earned a number of trophies.

"A lot of refugees are hard workers; they want to be here and be successful. But the way they teach [secondary] school here can be unhelpful if you don't understand the language," Kasonko said.

"Without community support our program wouldn't work," said Larry Bartlett, who oversees Refugee Admissions for the U.S. "[Resettlement] is a great opportunity, but often [refugees] don't speak the language and don't know a lot about the culture. They cope, and they do so with really strong local support."

"We try to respond to the needs of the communities that we're serving," said Allene Wright of the Ethiopian Community Development Council (ECDC). In addition to providing the basic services guaranteed to refugees by the State Department, almost all of ECDC's 16 affiliates sponsor additional programs, from summer camps to leadership training to scholarship funding. In Denver, a microenterprise program called We Made This teaches women how to sew and produce objects, like purses and bags, using colors and fabric that echo their cultural backgrounds. The final products are sold at shops around Denver and on Etsy, a popular online retailer.

Molly Short, director of Journey's End, sums up the work of resettlement agencies simply: "We're here to give these individuals what they need to succeed and help them give back. If we succeed, we're community-building."

Mariela Rivero and Nidia Suarez escaped their native Cuba because of persecution for being lesbians and began a new life in America. Initially afraid to disclose their relationship, the women began to feel more comfortable when they saw the **LGBT**-friendly banners that greet visitors to the Miami branch of the resettlement agency Church World Service (CWS). They've since found a home in Lancaster, are considered model employees at their factory jobs, and have established strong bonds in the community. Recently, the couple signed on as ambassadors for CWS, intent on sharing their stories with fellow LGBT refugees.

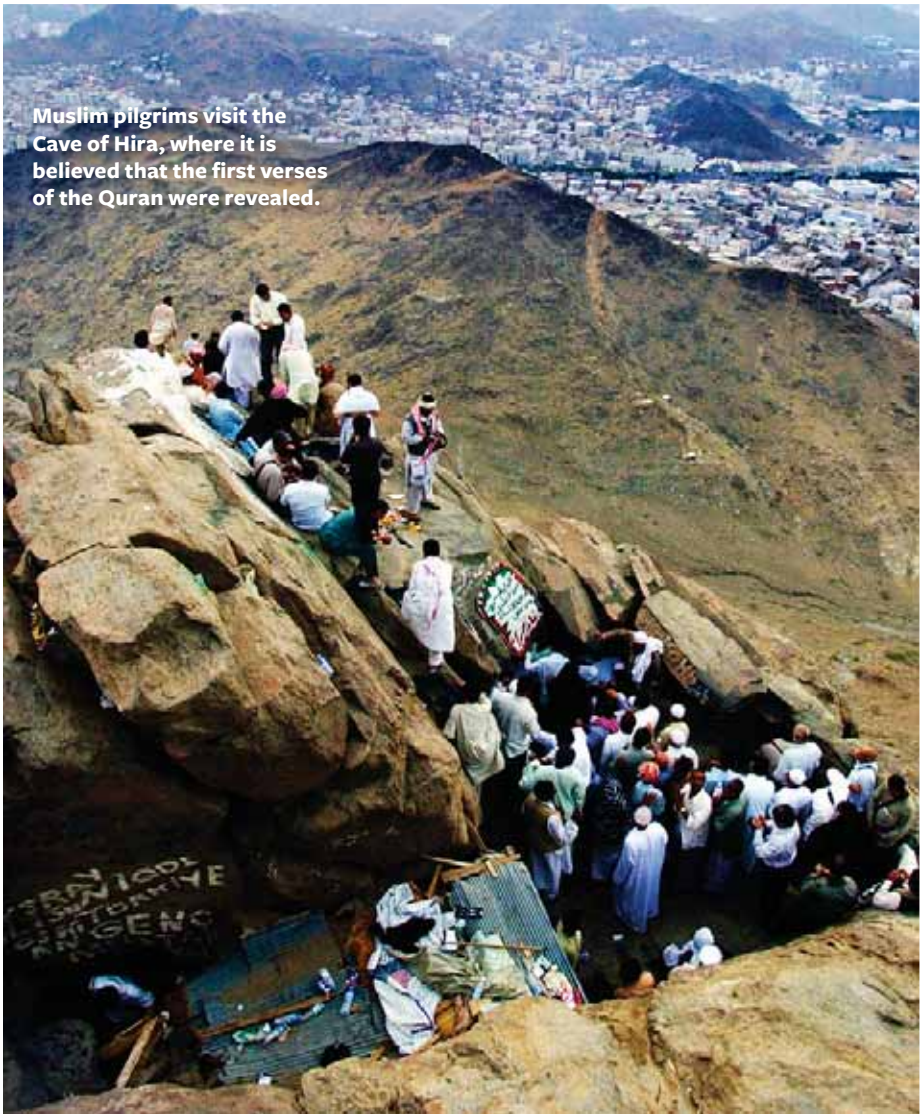
"They told me, 'You never judged us — never didn't help us — because of who we are, and that's made the whole difference in our resettlement,'" said Mabel Hernandez of CWS Miami.

"They've done phenomenally well." ▧

***LGBT is short for lesbian, gay, bisexual and transgender.**

Inspired by Ramadan

LAUREN MONSEN



Muslim pilgrims visit the Cave of Hira, where it is believed that the first verses of the Quran were revealed.

©AP IMAGES

Ramadan is "a one-month intensive training program for your soul, a sort of spiritual boot camp," according to Uzair Siddiqui.

"You're focusing on being a better version of yourself," he said, "and when you have so many people focused on bettering themselves, it builds a great sense of community."

To promote the spirit of Ramadan year-round, Siddiqui — a 20-year-old student at the University of Cincinnati — attends and organizes programs offered by Muslim Youth of North America, a nonprofit organization in Plainfield, Indiana, with branches throughout the United States and in Ontario, Canada.

The organization holds camps to help Muslim secondary-school and college students enjoy time with peers and learn more about the tenets of their faith.

Siddiqui has attended the camps since he was 13, initially prompted by his parents but soon at his own request. The camps' programs are planned by students. Fariha Hossain, 18, a student at Indiana University, calls the mix of recreation with spiritual-growth seminars and visiting speakers "phenomenal." As she is beginning to think of her life after college, she also enjoys the career advice and emotional support.

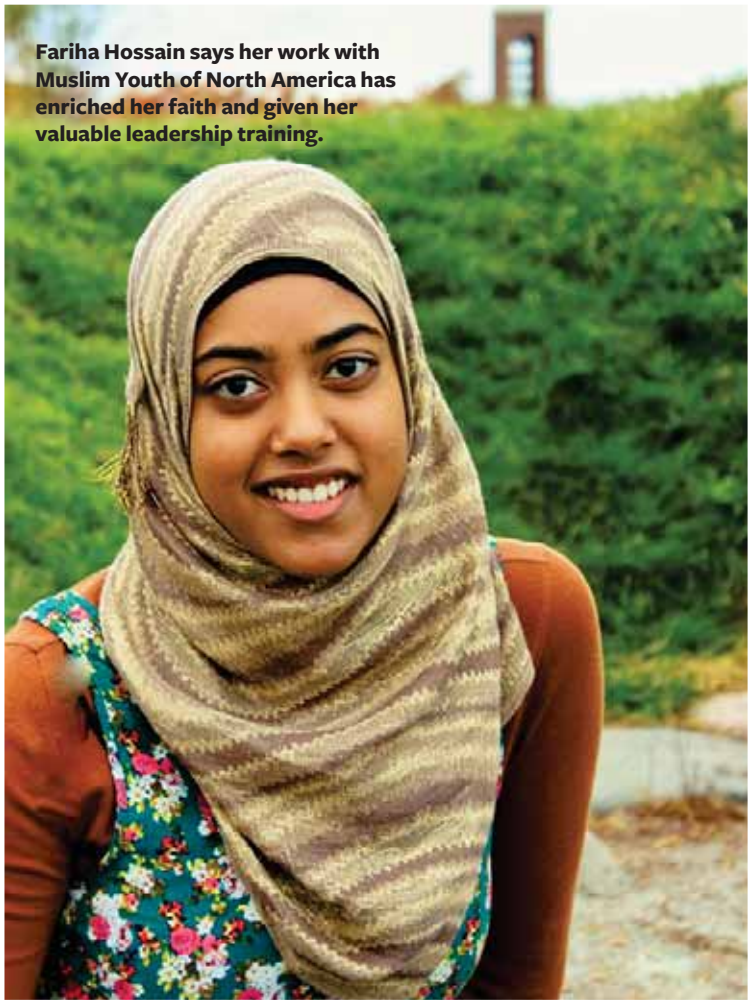
During Ramadan, because potential campers are likely to have lower energy due to the daytime fast, there are online lectures by professionals — whose occupations range from neurosurgeon to basketball player — and question-and-answer sessions afterward.

Hossain and Siddiqui are looking forward to the debut of the organization's Hira Institute, a retreat named for the Cave of Hira, where it is believed that the first verses of the Quran were revealed. Making its debut in 2014, the institute will become an annual three-week event in August at which young people can meet scholars and artists who will help them explore their faith.

"I think it will be a life-changing event," Siddiqui said. ▧

"...When you have so many people focused on bettering themselves, it builds a great sense of community."

Phenomenal: very good or great: unusual in a way that is very impressive
Virtual: ...existing or occurring on computers or on the Internet



Fariha Hossain says her work with Muslim Youth of North America has enriched her faith and given her valuable leadership training.

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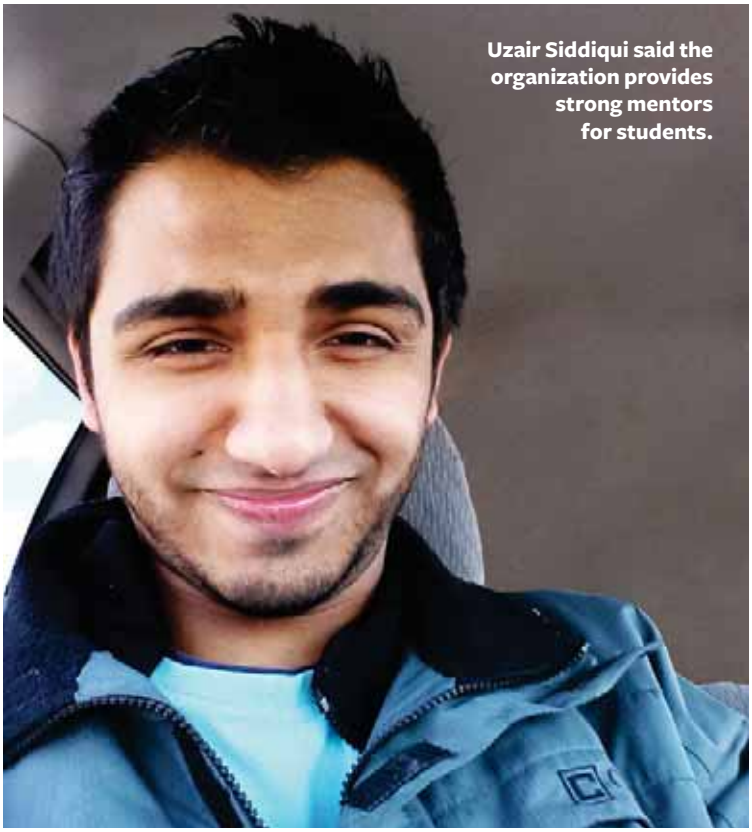


Uzair Siddiqui said the organization provides strong mentors for students.

COURTESY OF UZAIR SIDDIQUI

COURTESY OF IMAM SUHAIB WEBB

Ramadan in America

IMAM SUHAIB WEBB

The author, Imam Suhaib Webb, is resident scholar at the Islamic Society of Boston Cultural Center.

When I travel to other countries, one of the first questions I'm asked is, "What is Ramadan like in America?" For American Muslims, like Muslims everywhere, it is a time to reconnect with God by observing fasts and through personal reflection and an increase in prayers and charity.

Most Islamic centers stay open all the time so it is easy to visit one during the month and worship. Oftentimes, there are lectures held in the mosque, so in addition to the acts mentioned above, there are opportunities to rekindle an intellectual interest in faith.

Guests frequent Islamic centers in higher numbers. Non-Muslim family members accompany recent converts, co-workers share a meal with a friend, and in conjunction with universities, schools or other religious institutions, guests are invited to experience the food and spiritual blessings of the month. Oftentimes, civil and political leaders visit centers, acknowledging the important contributions of American Muslims.

Most mosques host daily iftars — a dinner at the time of breaking the fast. You find everything on the menu, from strictly American cuisine to choices from Southeast Asia, Arab countries, Africa and Europe. It is a food lover's dream. Extra prayers are held at night, usually led by a skilled reciter of the Quran, and the community experiences a spiritual high that is unique to this blessed month.

Ramadan in America brings together an individual sense of responsibility with a greater sense of community and pride. Ramadan here is unique, just like it is unique in other countries, and a time for stomachs to stay empty while hearts are filled.

Anne Richard (right) meets with Malian refugees in Damba Refugee Camp, Burkina Faso.

STATE DEPARTMENT PHOTO

Refuge in Time of Need

ANNE C. RICHARD

Anne Richard — assistant secretary of state for population, refugees and migration — worked earlier with the International Rescue Committee, helping victims of conflict.

Refugees are different from other immigrants. They have fled their homes to escape the threat of death or persecution. They have been targeted because of their race, ethnicity, nationality, religion, political beliefs or membership in a social group. Many have survived terrible ordeals: the deaths of loved ones, torture, upheaval, dangerous journeys and the loss of everything they knew.

The United States works to spearhead humanitarian relief for refugees overseas. But we also lead in welcoming refugees to our shores. Every year the United Nations High Commissioner for Refugees, UNHCR, identifies tens of thousands of refugees eligible to be resettled. Since 1975, three million of them have come to the United States. In 2013, the United States admitted 70,000 refugees from 65 countries.

They have been resettled under a program sponsored by the Department of State, in cooperation with other U.S. government agencies, UNHCR, the International Organization for Migration and hundreds of civic and church groups.

The State Department provides funding for resettlement organizations in cities and towns all across America, which help refugees such as those described on pages 32-33 to find apartments and jobs, enroll their children in school and establish themselves in their communities.

I have met with refugees in many cities — a Congolese family in Oregon; Iraqis running a restaurant in Maine; Somalis living in Minnesota and Cubans in Florida. The amazing thing about refugees is how resilient they are. Most find jobs, learn English, support themselves and their families, and put down roots. After five years, refugees may take the test to become U.S. citizens. There is no limit to what they can achieve. Former Secretary of State Madeleine Albright first came to this country as a refugee, fleeing with her family from communist Czechoslovakia. She and other refugees have not only found new hope and opportunity here. They have also helped make our nation stronger. ▧

ILLUSTRATION: DOUG THOMPSON

policy points

Rocketing Innovations

"By buying the services of space transportation — rather than the vehicles themselves — we can continue to ensure rigorous safety standards are met. But we will also accelerate the pace of innovations as companies — from young startups to established leaders — compete to design and build and launch new means of carrying people and materials out of our atmosphere."
—President Obama, John F. Kennedy Space Center on Merritt Island, Florida, April 15, 2010. See pages 30–31, *A New Space for Business*

Healthier Living

According to the Centers for Disease Control and Prevention (CDC), 1 in 8 U.S. preschoolers is obese, and children who are obese are five times more likely to be overweight or obese as adults. "We must continue to strengthen and expand proven strategies that help our children live healthier lives by avoiding obesity in the first place."
– Janet L. Collins, director of the CDC's Division of Nutrition, Physical Activity, and Obesity. **See pages 4–5, *Elevating Nutrition***

Our Roots

"[O]pening our docks and our doors to refugees has been part of the great tradition of our country. It defines us. It really is who we are. Most people came to this country at one point or another from another place."
— Secretary John Kerry, World Refugee Day event, June 20, 2013. See pages 32-33, *Finding Their Way*

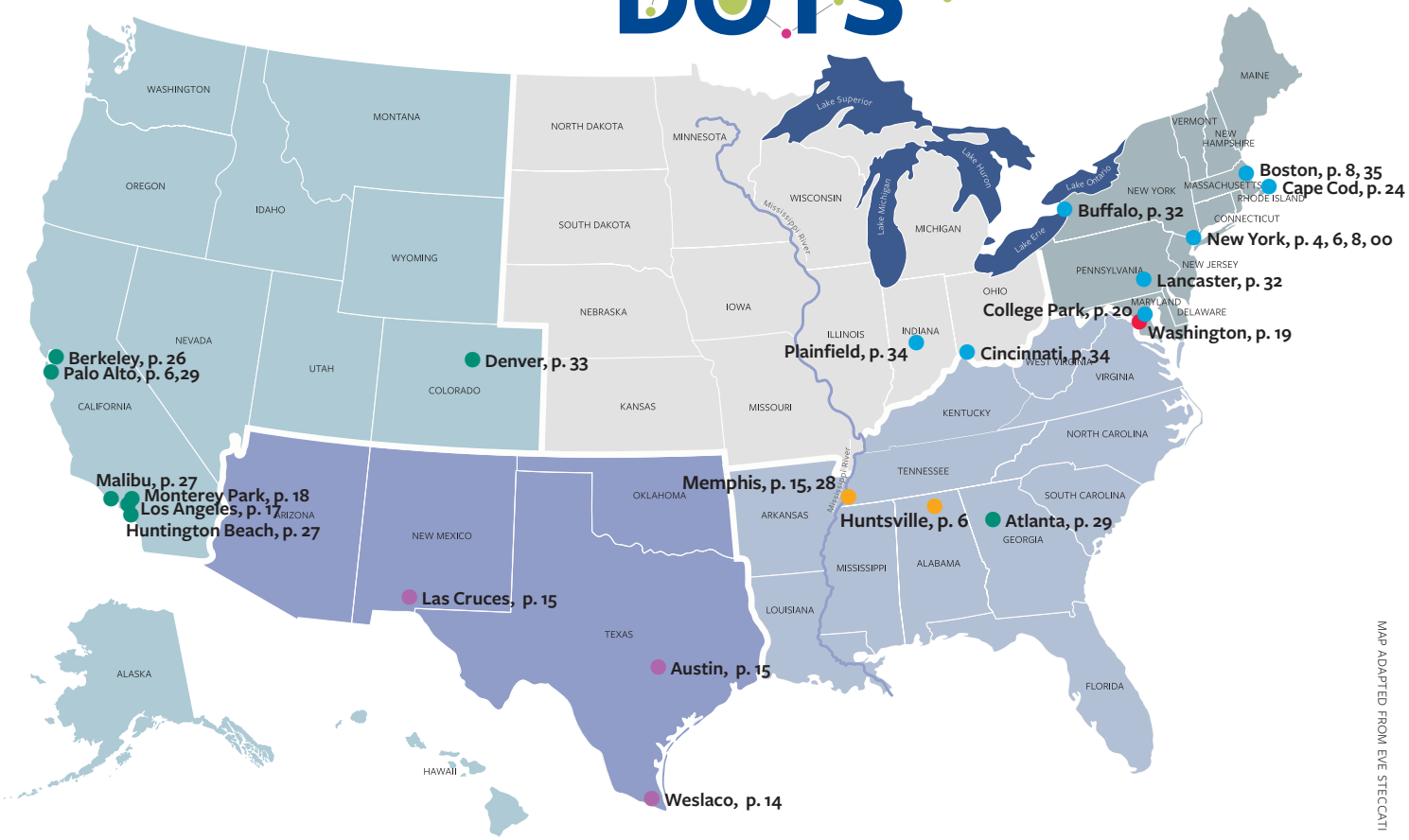
Working Together for Oceans

"We know exactly what is threatening our oceans, and we have a very good understanding of what we need to do in order to deal with these threats. We don't yet have the political consensus or the urgency translated into political action. And we know that there's no way that governments are going to tackle this enormous challenge, frankly, without significant impetus from the private sector, the NGO community, academia, media, and others."
—Secretary John Kerry, Economist World Ocean Summit, February 2014. See pages 22-27, *Acid Oceans; Diving in, Cleaning Up*

An American Mindset

"As we look out across this room, we're reminded that what makes somebody American isn't just their bloodlines, it's not just an accident of birth; it's a fidelity to our founding principles, a faith in the idea that anyone, anywhere can write the next chapter in this American story."
—President Obama, ceremony to swear in new American citizens at the White House, March 2013. See pages 20-21, *New Arrivals Change America*

CONNECTING THE DOTS



MAP ADAPTED FROM EVE STECCATI

Embassy of the United States of America

UNITED STATES DEPARTMENT OF STATE
BUREAU OF INTERNATIONAL INFORMATION PROGRAMS