



DFW International

Community Alliance

# International Dallas 2008: Bridge to the Future

by Jorge Herrera, Andrew Chen and Anne Marie Weiss-Armush

presented to  
Dallas Mayor Tom Leppert

March 28, 2008



"The American consumer economy depends on him.....  
He is at the heart of a great culture war in Texas – and the nation, credited with bringing us prosperity and blamed for abusing our resources. How should we deal with this stranger among us?"

*Dallas Morning News, Dec. 30, 2007*



This report has been prepared by DFW International Community Alliance, the portal for global North Texas, a 501(c)3 network of 1,600 internationally-focused civic, community and educational organizations. Our mission is to build mutual understanding and respect by linking diverse international cultural communities. The organization promotes and links North Texas global groups through our website and cultural calendar at [www.dfwinternational.org](http://www.dfwinternational.org).

# International Dallas 2008: Bridge to the Future

More than 40% of the residents of North Texas are immigrants: foreign born and their children.

by Jorge Herrera, Andrew Chen, and Anne Marie Weiss-Armush

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## Part I. Analysis and Introduction to International Dallas 2008

### A. DALLAS TX: a COWBOY and PIONEER DESTINATION with an INTERNATIONAL TWIST

In the century and a half since Dallas' founding, the city has grown from a remote settlement on the three forks of the Trinity River to a sprawling metropolis of six and a half million residents. The first three flags that flew over what is today Texas were those of Spain, France, and Mexico. The constant during these generations of growth and settlement has been the flow of people into the city. Whether they were 19<sup>th</sup> century families heading west towards the new American frontier or 20<sup>th</sup> century immigrants seeking to build new lives, each member of the Dallas community brought a rich heritage and renewed hope for prosperity.

One could very well say that Dallas did not have a reason to exist. There were no mountains, no navigable rivers, no ocean or other natural feature as is found in most major population centers around the world. Our existence is almost accidental—except for the fact that for centuries the area has drawn people of all origins, cultures and creeds.

The fascination with the Texas Pioneer Spirit, the uniqueness of Texas and Texans, and the breadth of our open spaces are all recognized around the world, making the state a very desirable destination for those looking for a refuge from a hard past, the promise of a new freedom and the possibility of a better future.

In recent years, the intimate citizenship ceremonies that took place in federal court houses have given way to mega events in huge stadiums and convention centers, but the words spoken remain the same. As the judge asks the assembled crowd to state out loud the name of the country where they were born, we hear the responses:

Canada  
India  
Mexico  
Colombia  
Turkey  
Nigeria  
Lebanon  
Thailand  
China  
and on and on.

*In 43.4% of the City of Dallas homes, English is not the language spoken, and the rate for suburbs ranges from 43.6% (Garland) to 49.4% (Irving).*

Source: US Census

These are the New Americans, people who *chose* America and who decided to make North Texas their new home. In spite of our current immigration challenges, they are America—the only nation built by immigrants—and they are here to stay. This report will share information about who they are and how we, in North Texas, are benefiting from this great human resource.



## B. A BRIEF HISTORY of DALLAS

Historically speaking, Dallas has always thrived as a hub for trade and commerce. Originally intended as a frontier trading post between settlers and Native Americans, the community of Dallas was gradually transformed into a prosperous town. As the country expanded and railroads began to weave throughout the region, Dallas became a vital juncture connecting commerce from one half of the country to the other.

With the end of the Civil War and the steep decline of the traditional Southern agrarian economy, Dallas was able to maintain its economic prosperity through industry and trade. While many cities in the Southern United States experienced dramatic economic downturns during the Reconstruction era, Dallas prospered, becoming a beacon of hope where many Southerners, both black and white could start anew. The growing population and relatively stable economy allowed Dallas to grow into one of the premiere cities in the Southwest. Investment continued to be diverse and ambitious. Love Field was established during WWI as a testing ground for the latest aviation technologies.

During the Great Depression, Dallas fared better than other cities after oil was discovered in East Texas. This allowed banks that would otherwise folded to become the chief financiers of oil excavation in East Texas. Post-WWII Dallas continued to attract fresh workers and corporate investment. High tech companies such as Texas Instruments and EDS, as well as low-tech companies like Mary Kay Cosmetics have their corporate headquarters in Dallas.

As the Cold War faded into the history books, so too did the once prosperous oil fields of East Texas. During the 50's and 60's our development was marked by two significant events: the revolutionary creation of the computer chip by Jack Kilby of Texas Instruments in 1958, and the tragic assassination of John F. Kennedy in 1963. Years of negative media portrayal made Dallasites apologetic as they tried to avoid the limelight, while every visitor to our city brought questions.

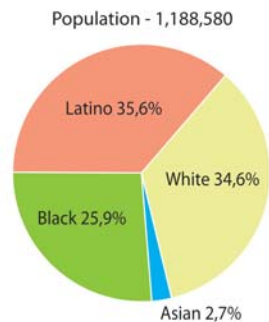
1974 gave us the opportunity to refocus the attention of the entire world with the opening of the world's largest airport, which positioned our metroplex as one the leaders for transportation, cargo and distribution of goods internationally. From that point we became more aggressive and competitive in the global marketplace.

1990's brought in new companies and skilled labor from around the world into the city. Hailed as the "telecom corridor", the metroplex was home to dozens of startups and several well established tech companies. Thousands of foreign nationals with backgrounds in information technology flocked into Dallas, adding to the area's intellectual capital and economic prosperity. As market conditions changed and the Sun Belt became the target for corporate relocations, Dallas grew. It is now the 9th largest city in the United States, a trading post to the entire world, with Texas's largest economy.



## C. DALLAS: A GLOBAL VILLAGE

### Dallas Demographics



Source: US Census

With each chapter in Dallas' eventful past, scores of immigrant families have recognized the city's potential and have come to participate in its ever-growing prosperity. In 1855, a group of European artists and musicians set up a Utopian community west of Dallas called "La Reunion". When that venture collapsed in 1857 many of the artists moved to Dallas, where they established the base of a culture, which is now reflected in creative neighborhoods like Deep Ellum and lower Greenville Avenue. During the decades following WWII, as the Cold War became the predominate geopolitical issue, a new wave of immigrants and refugees from unstable regions across the globe left their native lands and sought a fresh start in America. Many of them choose Dallas.

After the fall of Saigon in 1975, Vietnamese evacuees began reaching Dallas and were relocated by refugee agencies in East Dallas. Soon they were joined by neighboring refugees from Laos and Cambodia. Following the Iranian Revolution in 1979, many of Iran's most educated and prosperous citizens fled to America seeking political asylum. Tens of thousands of these political refugees fled to Dallas — among them many physicians, businessmen, lawyers, and other highly skilled professionals.

Farther east, the fallout from China's communist revolution as well as the conflicts on the Korean Peninsula and Vietnam resulted in a mass migration of families looking to escape the instability of their homelands. Today, the children of these immigrant families have the highest college enrollment rate among all minority groups in the country, and across North Texas, Asian Americans contribute the lion's share of valedictorians and salutatorians. As the political situation in their homelands has calmed following the end of the Cold War, many Asian Americans are now looking to capitalize on the new global economy and facilitate the economic exchange between their parents' homeland and the US.

The Vietnamese Community Center, founded by community members with grants from the City of Garland and the Meadows Foundation, is now located on Belt Line just east of Jupiter. Thirty years after they began arriving, the Iranian community has just established the Persian Cultural Center in west Richardson, and between the two, sitting right between Little India and Chinatown, seven new Arab restaurants are clustered within a few blocks in Richardson.

The most recent large wave of immigration to the Dallas area is from Latin America. For thirty years civil wars ravages the countries of El Salvador and Guatemala. Guatemaltecos and Salvadorenos reached Dallas, to be joined by desperate, landless farmers after Hurricane Mitch destroyed much of Central America's infrastructure. As the economy collapsed in Argentina in 2001, and internal violence created by the FARC and Sendero Luminoso threatened civilians in Colombia and Peru, South Americans too



made the trek northward in search of work and survival. While Latino immigrants from Colombia, Argentina, and Venezuela included physicians, professionals and prosperous businessmen, between 20 and 50% of the newcomers from Central America and Mexico, as well as others from South America, are undocumented and/or with limited years of formal education.

At the turn of the millennium, Muslim refugees from Bosnia, Somalia, Iraq and Kosovo added their languages and cultures to North Texas' tapestry, and today African refugees from the devastated countries of Sudan and Burundi are the most recent arrivals.

### D. DEMOGRAPHIC DATA

Immigrant growth across the country has kept Dallas – as well as New York, Los Angeles and Boston - from losing population as native-born Americans move to more suburban and rural areas. Only the Atlanta metropolitan area has added more new residents than North Texas since 2000. The DFW metroplex, with a population of more than six million, is currently the country's 5<sup>th</sup> largest urban region and has the nation's third largest Mexican population.

Three factors draw migrants to North Texas:

- high quality of life rating
- cheap housing
- expanding job market

The relatively cheap cost of food, shelter, and transportation combined with the lack of a state income tax create an environment well suited for newcomers to thrive in comfort and stability.

Though population estimates announced by the North Central Texas Council of

Governments in March of 2007 showed a slight slowdown in growth from 2005 to 2006 in the Dallas-Fort Worth area, the region – led largely by immigrants – continues to outpace much of the nation in the sheer number of people moving in. An estimated 842,449 residents have moved into North Texas since 2000, just ahead of the Houston area's 824,547. In DFW International's 2003 Report on North Texas Immigration, Dr. Manuel Garcia y Griego of UT Arlington estimated that 100% of the City of Dallas' population growth was due to immigrants.

Compared to the US average, residents in the City of Dallas in 2005 (most recent year for Census data)

From US CENSUS report 2005 for CITY of DALLAS			
Social Characteristics -	Estimate	Percent	U.S.
Average household size	2.66	(X)	2.61
Average family size	3.50	(X)	3.20
Population 25 years and over	749,939		
High school graduate or higher	(X)	70.4	84.1%
Bachelor's degree or higher	(X)	26.6	27.0%
Foreign born	321,253	26.9	12.5%
Speak a language other than English at home	469,844	43.4	19.7%
Housing Characteristics	Estimate	Percent	U.S.
Owner-occupied housing units	206,188	46.7	67.3%
Renter-occupied housing units	235,444	53.3	32.7%



- have larger families
- have more people living in the home
- are less educated
- are twice as likely to be foreign born
- are more than twice as likely to speak a language other than English
- are less likely to own their home and more likely to be renting

Furthermore, the Census indicates that up to 28 percent of Dallas population arrived within a span of five years beginning in 2000. As the Census notes, on average there are two children born to every foreign-born couple, thus suggesting that in 2007 more than 50% of the city’s residents – or 656,649 people – were either foreign-born or first-generation U.S. citizens.

	Total	Number of Foreign-born Residents	Percent of Residents who are Foreign-born	Total	Number of Foreign-born Residents	Percent of Residents who are Foreign-born	Total Population Growth	Growth of Foreign-born Population
Total	4,589,769	752,667	16.40%	5,040,157	980,468	19.45%	9.81%	30.27%
Dallas	2,218,899	463,574	20.89%	2,345,815	574,987	24.51%	5.72%	24.03%
Tarrant	1,446,219	183,223	12.67%	1,671,295	263,652	15.78%	15.56%	43.90%
Collin	491,675	65,279	13.28%	543,996*	87,451*	16.08%*	10.64%*	33.97%*
Denton	432,976	40,591	9.37%	479,051*	54,378*	11.35%*	10.64%*	33.97%*
	2000			2006			Change	

\* data calculation based on average growth in Dallas and Tarrant Counties

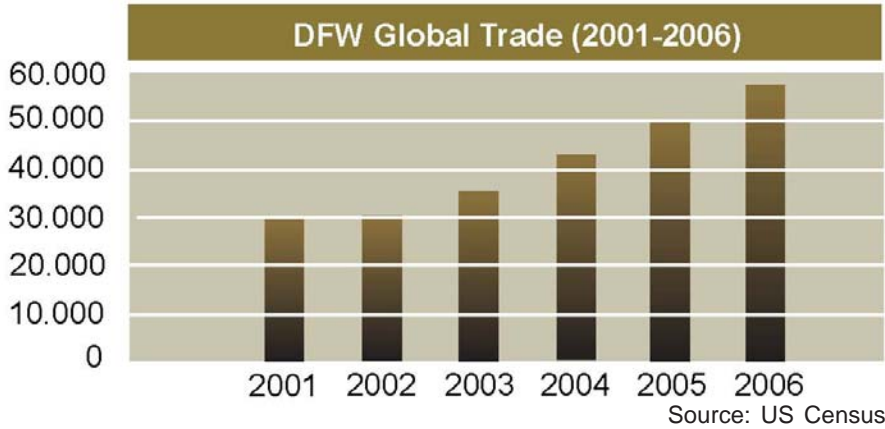
Source: US Census

According to the US Census, between 2000 and 2006, the foreign-born population in Dallas County increased by 30.27%. Tarrant County, which previously had a relatively small number of immigrants, saw a growth of nearly 44%. But the greatest increase in foreign-born population in 2008 is expected in the northern counties of Denton and Collin, as internal migration from Dallas increases, and new immigrants select the northern neighborhoods of North Texas for their residences.

## E. NEW AMERICANS and the REGION’S PLACE in the GLOBAL ECONOMY

At the same time its population has grown and diversified, DFW has become a major national and international business center. Approximately 50% of Dallas-area residents are foreign-born or first-generation U.S. citizens, and the labor pool they have created and their skill sets is as varied as the regions they represent.

Ten immigrant or foreign-owned banks serve the region, along with more than 2,000 foreign-born physicians.



### A sampling of foreign owned companies in DFW

Alcatel USA	(France)	Huawei USA	(China)
Alcon Laboratories	(Switzerland)	LSG SkyChefs	(Germany)
Bimbo Bakeries	(Mexico)	Nokia	(Finland)
Cadbury Schweppes	(UK)	Nortel	(Canada)
Ericsson, Inc.	(Sweden)	Samsung	(South Korea)
Fujitsu	(Japan)	STMicroelectronics	(Switzerland)

Source: Greater Dallas Chamber of Commerce

Texas is the largest exporting state in the United States for the third year in a row with \$16.7 billion, with a 15.5% increase in revenue from 2005 to 2006.

- North Texas is responsible for 12% of Texas's exports, or \$20.6 billion.
- Total global trade in Dallas-Fort Worth has increased by over \$8.6 billion and 17.5% from 2005 to 2006 for a total of over \$58.2 billion, representing activity between the Metroplex and 227 other countries or regions world-wide.
- Dallas-Fort Worth is home to over 2,250 global companies including 24 Fortune 500 headquarters and 7 Global 500 headquarters.
- There are over 425 foreign owned businesses and multinational corporations in the region responsible for over 250,000 jobs.

It is suggested that through the office of Economic Development for City and State a study be made of special agreements (Free Trade and other commerce concessions) that have been signed with other countries around the world. To open further opportunities for economic development, we should determine what those countries are in need of in terms of goods and services; research the North Texas area for companies who may be interested in exporting goods and/or services to those countries, particularly among small/medium size companies.

*Recommendation: to create new business leads by researching trade agreements and identifying prospects through US Department of Commerce and Commercial Attaches at US Embassies*

### Outstanding New American:



**Dr. Basheer Ahmad**  
 Indian/Pakistani-American psychiatrist, educator, community health activist

*Born in India, Basheer studied in Pakistan, completed his studies in England and Scotland, and taught at Universities in New York, Ohio and Texas. He is the founder and chairman of Muslim Community Center for Human Services, a medical, and a social service organization that helps indigents residing in Dallas Fort Worth area. The MCC for Human Services offers free medical services to indigent residents of the Dallas/Ft. Worth areas and offers counseling services to clients with marital problems, emotional disturbance, and victims of domestic violence.*



## Foreign-owned Companies Operating In North Texas

Number of foreign-owned companies: 93

Approximately 50% of the foreign-owned companies are focused on manufacturing and information.

Source: US Census

There is a also need to work with US Department of Commerce and Commercial Attaches at US Embassies and Consulates to identify prospects and create business leads in those countries as well as locally. We further recommend that suppliers and buyers be brought together

under one roof and that business be promoted through appointments arranged between these companies. The Dallas Convention Center would be an ideal venue for this type of business exchange.

*Recommendation: to secure new consular offices for the North Texas region.*

*Recommendation: to establish an Immigrant Investment Zone as part of the U.S. Immigrant Investor Program*

In order to expand our trade opportunities, we must also make a concentrated effort to secure consular representations for DFW area. When we look at cities like Houston we note that they host a large number of Foreign Consulates. While Dallas is not a seaport destination, we are definitely in a unique position with our International Airport, cargo services and duty free zone, and can present the area as an alternative to other cities in the USA.

## F. IMMIGRANT ENTREPRENEURS

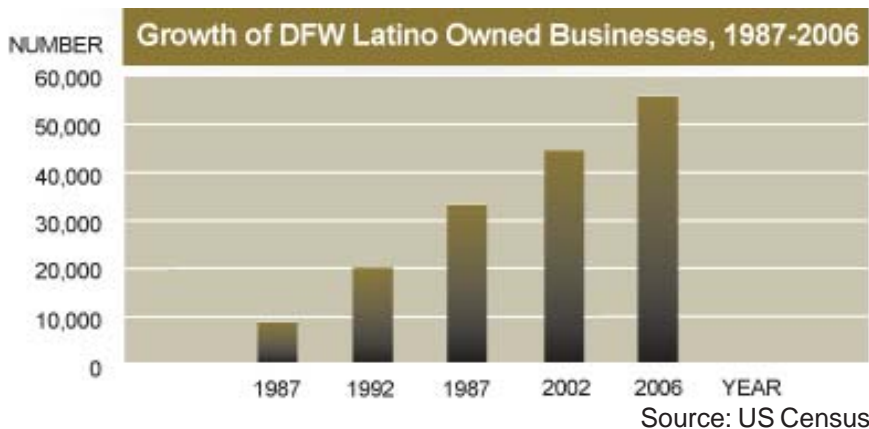
Within the local and global economy New Americans encompass the entire economic spectrum, occupying lower-end day labor jobs, as well as managerial positions requiring advanced degrees and specialized knowledge.

The most influential sector of the DFW immigrant community is that sector comprised of local businessmen and women that have immigrated into the area with little more than their entrepreneurial prowess and will power. These individuals have particularly vested interest in the future of the metroplex. They are the international soul of Dallas and have established their professional lives here.



From taquerías to nail salons to import-export ventures, immigrant entrepreneurs are having a Texas-sized impact on Dallas' economy. In every 10-year census from 1880 to 2000, the percentage of immigrants who are self-employed was higher than the percentage of natives who are self-employed. Research (*Duke University and UC-Berkley*) shows that immigrants are more likely to become successful entrepreneurs than native-born Americans, and that their children follow that pattern. By the mere act of leaving their countries and moving to North Texas, Bosnian physicians and Mexican farmers alike have shown that they are willing to take risks to improve their lives. That willingness to risk informs their decisions to pursue their own businesses and fuels their entrepreneurial spirit. Many immigrants (Arabs, Iranians, Gujeratis) come from strong merchant cultures, making entrepreneurship of especially appealing. As a result, in certain fields (engineering, technology, restaurants) the percentage of immigrant-owned businesses is more than double the average for US-born entrepreneurs.

The effects of their 'can-do' attitude are seen in a surge in minority-owned businesses across the region. For many families moving to Dallas with no technical skills, opening markets and restaurants featuring their native culture and cuisine is a means to establish themselves in the community. Over time these locations can grow more numerous and ethnic neighborhoods begin to sprout up across the city. One of the first was Little Ethiopia / Eritrea on Park Lane east of 75. Shortly thereafter a dilapidated area around Harry Hines Blvd and Royal was been transformed into Korea town, an abandoned strip center on Greenville in Richardson became an epicenter of Chinese culture, and a seedy zone around Bachman Lake was transformed by family-owned businesses serving Mexican and Central American immigrants.



Individual industries have come to be known for their appeal to immigrants as means of employment and opportunity. Between 30 and 40% of our region's hotels are owned by Indians (*Indo American Chamber of Commerce*). 90% of our donut shops are owned by Koreans (*Korean American Foundation*) and 90% of our Italian restaurants are owned by Albanians / Kosovars (*Dallas Morning News*).

"Immigrant Entrepreneurs" in North Texas have specialized in the following types of businesses, among others:

- mechanic shops
- beauty and nail salons
- restaurants
- travel agencies
- ethnic media
- donut shops
- pizza parlors
- ethnic supermarkets
- child care
- home health, physical therapy
- cleaning and maintenance services
- gardening
- import and wholesale
- wedding services
- bakeries
- internet services, information technology
- hotels
- gas stations
- quick food marts



Skilled immigrants have become a significant driving force in the creation of new businesses in North Texas and their economic contributions have increased over the past decade. To keep our global competitive edge, we need to continue to attract more of the world's best and brightest.

Towards this end and to promote synergy between the metroplex and economies abroad, ethnic chambers of commerce have formed. There are 4 Asian Chambers of Commerce in the region, two African Chambers, four Hispanic Chamber, one Australian, one Bangladeshi, one French, three Chinese, one German, one Philippine, one Russian, one Swedish, one Indian, one Korean, one Italian, one Ethiopian, one Thai and one Vietnamese.

Nevertheless, DFW immigrant entrepreneurs continue to encounter obstacles, from language barriers to financial difficulties. Houston offers immigrants access to their One Stop Business Center, an information centers that would doubtless be helpful for North Texas immigrant entrepreneurs as well.



*Recommendation: to design a Center for Entrepreneurs to help immigrants (and native-born) open their own businesses*

The Center for an Urban Future reported in 2007 that immigrant entrepreneurs are having an increasingly powerful impact on the economies of our cities and recommended the following actions in order to help foreign-born entrepreneurs be an even more dynamic engine of growth in the future.

- Integrate immigrant entrepreneurs into each city's overall economic development strategy.
- Partner with local organizations that have credibility in immigrant communities.
- Push for well-established economic development organizations to collaborate with newer groups that have roots in immigrant communities.
- Develop a new framework for providing business services to immigrant communities.
- Create a marketing campaign to promote each city's major ethnic business districts as unique destinations for shoppers from throughout the region.

Another program that would benefit the North Texas region is the U.S. Immigrant Investor Program, which offers green cards to qualifying foreign investors and their families who invest a minimum of \$1 million (or \$500,000 in targeted employment areas). The businesses they create must employ at least ten full-time permanent jobs for U.S. workers. Provided that the investment is maintained and achieves the job requirements of the program, permanent green cards will be issued after two years.

## Outstanding New American:



### **Anousheh Ansari** Iranian-American astronaut

*Anousheh immigrated to the United States from Iran as a teenager who did not speak English and earned a bachelors degree in electronics and computer engineering followed by a masters degree in electrical engineering from George Mason University. On September 18, 2006, Anousheh Ansari captured headlines around the world as the first female private space explorer and first Iranian astronaut. Anousheh is a Plano-based serial entrepreneur and co-founder and chairman of Prodea Systems. She currently works with nonprofits to enable social entrepreneurs to bring about radical change globally.*



## G. WELCOMING NEWCOMERS

How can Dallas leaders work in a creative and unified manner to integrate New Americans faster into mainstream America so that they can more quickly become productive citizens? With the same percentage of foreign-born as the North Texas region, Canada's programs that help immigrants assimilate are truly a great model.

*Recommendation: to create through the Office for New Americans a City of Dallas informational webpage of "Advice for Newcomers"*

At minimal expense website named 'Welcome to Dallas: What You Should Know' could offer information on the same subjects covered in a similar Canadian page:

- how to apply for your Social Security number, ID, drivers license
- language training: where to study English
- basics about employment and finding work employment
- housing and how to purchase a home
- how the US educational system works and how to register a child in school
- banking and saving
- your rights, freedoms and responsibilities
- government
- permanent resident status and what you need to do to keep it
- how to become a US citizen

Additional topics that might be included in the Welcome page would be

- links to City of Dallas offices
- resources, such as the Dallas Public Library System
- how to pay taxes
- contacting fire/police in an emergency
- registering a motor vehicle

*Recommendation: to produce through the Office for New Americans a series of informational Guides for Newcomers*

In addition, Guides for Newcomers could be printed and be distributed through the intake centers of our principal school districts as well as our library system. Such a Guide has already been created by DFW International Community Alliance, one of a series of seven titles to provide guidance and access to resources so that New Americans can improve the quality of their lives. Titles created so far include:



# Newcomer's Guide



## Dallas / Fort Worth Guide for Newcomers

In both Spanish and English versions

*Where - When - Why - How...*

You'll find the answers to all the questions you may have about our exciting metropolitan area in this guide, which provides information on

- locating consulates, ethnic newspapers, and international organizations
- registering a vehicle, get a library card and a social security card
- finding housing and registering children for school
- contacting fire/police in an emergency
- exchanging foreign currency and transferring money overseas
- obtaining and using a credit/debit/bank card, paying taxes.... and more!



## TITLES in the 2008 Series of Guides for New Americans

- I. Guía de Servicios Económicos para Cuidar su Salud (Spanish language Health Guide)
- II. Guide to English Classes (ESL) for Adults
- III. Guía Para la Educación de Nuestros Hijos (Spanish Language Education Guide)
- IV. Guide to Economical Health Services
- V. Guide to Scholarships for New Americans and Minorities
- VI. Guide for Newcomers





- Guía de Servicios Económicos para Cuidar su Salud (Spanish language Health Guide)
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- Guía Para la Educación de Nuestros Hijos (Spanish Language Education Guide)
- Guide to Economical Health Services
- Guide to Scholarships for New Americans and Minorities
- Guide for Newcomers
- Guía Para Residentes Nuevos en Dallas/FW

*Recommendation: to establish an Office for New Americans*

The establishment of an Office for New Americans, as proposed and supported by Mayor Leppert, would provide an umbrella for public, private, religious and nonprofit organizations wishing to help and work together in addressing the human and governmental issues of this segment of our community. An Advisory Council for said office, composed of foreign-born leaders like those featured in Part III-Outstanding New Americans, could serve as resources to the public, advisors to the Mayor and City Council, and liaisons to promote citizenship and civic participation by newcomers.



## H. THE UNDOCUMENTED

Recent political pushes advocating more stringent control of unauthorized immigrants have brought to light the potential economic consequences of a politics of fear, such as mass deportations and the aggressive crackdown on hiring undocumented labor.

Although the undocumented in North Texas have gained a disproportionate share of attention, their presence in the labor force of Dallas is crucial and often overlooked. The overwhelming majority of this demographic are low-skilled human capital that survives by performing manual labor jobs for little pay. They are the unseen workers that keep, maintain, and clean offices, businesses, and homes, enabling all of us to enjoy a low-cost but high quality of life.

For many of these lesser skilled immigrants, the past five years have been tough. Without any specialized skills or training, their ability to find work relies heavily on the secondary economies such as hospitality and food. Many of these immigrants are often the first to suffer during an economic downturn. Employed as cheap, manual laborers, they are usually an easy expenditure to cut when a business is downsizing.



## City of Dallas Office for New Americans



The City of Dallas Office for New Americans will facilitate New Americans' transition into Dallas' economic, social, cultural, and political life, there by providing a productive and cooperative environment for all Dallas residents, by

- acting as a liaison between New Americans and those who serve them.
- encouraging access by all residents of the City of Dallas, regardless of origin or birth, to the benefits, opportunities and services which are provided and administered by the City of Dallas.
- implementing programs and policies that promote non-biased and nondiscriminatory practices for New Americans.
- providing educational and information services for New Americans, including user-friendly and multi-lingual directories.
- offering educational and information to City Council, city employees and other service providers (i.e. libraries United Way, YMCA, churches, consulates, immigrant / refugee agencies, and other education, health, and social service offices).
- encouraging new citizens to vote and to participate in civic duties.



Furthermore, the Advisory Council of the City of Dallas Office for New Americans, which includes members representing the different sectors of the immigrant community, including a representative from Homeland Security's Immigration Services, will

- analyze federal and state legislation affecting New Americans,
- advise the Mayor and City Council on issues affecting New Americans,
- act as a liaison between city government, immigrant communities, and Homeland Security and the League of Women Voters with relation to citizenship ceremonies and voters registration,
- assist, organize, and support citizenship workshops, voter registration and other efforts that are aimed at promoting civic participation of New Americans,
- conduct monitoring and advocacy efforts on an ongoing basis, analyzing data to identify areas, opportunities and benefits with government not ordinarily accessed by New Americans,
- enhance and provide support services to New Americans that facilitate the naturalization process.





The actions taken against undocumented workers by various municipalities have become counterintuitive to the progress of the metroplex as a whole. While the anti-immigrant rulings of cities like Irving and Farmers Branch might seem local in scope, the profound effects of these policies ripple throughout the region. A report in spring of 2007 by Drs. Bernard Weinstein and Terry Clower of UNT regarding the controversial vote in Farmers Branch that sought to ban illegal immigrants from residences cited several negative impacts that would befall the city should such a ban be enforced. Among the most significant would be a steep decline in sales at local business and a reduction in income generated from taxes. As hundreds of immigrant families who had rented apartments fled to safer areas of the metroplex, unseen effects on the housing market would inevitably occur.

At the close of the year n 2007, schools in Richardson, Irving, and Farmers Branch all experienced an unexpected loss of students—precisely as the report predicted.

If metroplex civic leaders see the value of working in a unified manner to present Dallas as an international destination, anti-immigrant actions by Farmers Branch and Irving are certainly a step backwards in the process. While such political decisions may appeal to an excitable and uninformed public they sell both municipalities and the entire metroplex short in the long run.

## I. DALLAS – CHALLENGES TO BEING AN INTERNATIONAL DESTINATION

Our international residents serve as ambassadors for our city, influencing family and friends to visit. Nevertheless, global visitors encounter major disappointment when they arrive and find that we are a modern city without roots. While we are not experts in the area of marketing, it would seem logical to take advantage of the popular and well-received “Western Heritage” image with which Texans are associated around the world. The western image reflects our history, while its cowboy values speak of down to earth concepts appreciated in the international market: hard work, pioneer spirit and success.

*Recommendation: to create a new image for Dallas that will resonate at the local, national, and international levels*

The city’s lack of a brand image was reported in the Bain & Company study conducted in 1998 for the Dallas Council on World Affairs: “While highly recognizable, the image is not particularly favorable or effective in communicating the city’s key strengths.” The report noted that we are recognized for the Dallas Cowboys and for the Dallas tv show, but not as the ‘Crossroads’ of North America’ and a major communications hub.

We do know that when looking for a symbol for the city, Dallasites proudly used to refer to the Mobil “Pegasus” as the most prominent icon that was visible 20 miles in the distance. During the administration of Ron Kirk Pegasus was used as a symbol for the city to welcome the new millenium. Perhaps this internationally-recognized name and symbol could be marketed for global recognition for our city. A tag line such as “Dallas, the city with no limits, the best is yet to come” could be added to this icon, sparking interest and pride locally as well as globally.



Presenting still a further problem, as Europe brings down barriers between nations, North Texas erects them. Recent anti-immigrant actions in various cities of the metroplex have created an unfortunate perception overseas that the region is inhospitable to foreigners. Again, as we have not defined a clear image for the area, the news paints one for us.

Despite the vast array of ethnic diversity in the Dallas area, the local municipalities still lack the necessary mechanisms to fully utilize this underappreciated resource. One needs to remember that whether a visitor is here for business or for pleasure, he is not interested in learning that they are in Arlington, Irving or Grapevine; they only know that they are in Dallas or Fort Worth and that the proximity of these two cities makes them unique major, metropolitan destinations in the US.

► *Recommendation: to secure the use of the DFW International Airport by additional international carriers*

Still, the issue of international connectivity continues to be another handicap for economic growth in the metroplex. While DFW International Airport is among the largest and busiest airports in the world, it remains an international airport controlled by a single domestic airline. The shortage of non-stop international flights is a disincentive for many multinational corporations desiring to establish offices in





the region. On the contrary, Atlanta's Hartfield Airport has added over 20 non-stop international flights since the completion of the 1996 Olympic Games. Furthermore, the domination of air routes by one locally-based airline limits competition on ticket prices as well as routes for shipping merchandise.

In addition to, or as a result of, the shortage of international flights into DFW the number of foreign consulates for such a large, diverse population is surprisingly low. For immigrants or MNCs looking to spend time in the area, the lack foreign government offices means delays in receiving travel visas or in addressing other problems that may arise.

Another large impediment to Dallas' becoming a true international destination is the make up of its municipalities. Neighboring towns and suburbs such as Plano and Richardson have drawn many residents from the City of Dallas itself, as immigrants look for cheaper housing and better education systems for their children. In particular, Asians have moved from Dallas / East Dallas northward to Richardson, and now to Plano and Frisco as they seek the highest-ranked school districts in the region. Prospective immigrants planning a move to North Texas often select these suburbs over the City of Dallas proper and new ethnic markets are now located across the region.

A more crucial impediment is that the separate policies of other municipalities' sometimes conflict with the goals of Dallas. From an outsider's perspective, the afore-mentioned cities of Irving and Farmers Branch which have adopted overtly anti-immigration policies reflect negatively on the metroplex as a whole. For Dallas to make a concerted effort to garner more international appeal it is imperative to determine a way to build a positive collaborative relationship with these neighboring cities.



*Recommendation: to promote regional efforts through all cities / towns in the metroplex whenever possible*

The multiple municipalities are accompanied by a myriad of competing civic organizations, many working against each other. Recognition as 'the community leader and spokesperson' for an immigrant community can become a point of contention, further limiting potential for collaborative growth. In the large populations of the Indian, Chinese, and Pakistani communities, when several prominent individuals claim to be the sole representative for the community, it becomes impossible to successfully organize large cultural events. Infighting can often make organizing large cultural and civic events an impossible task. In the Mexican and South American communities, 'shadow organizations' whose only members are the self-designated leader and a few relatives sometimes purport to represent entire communities. With press conferences and television interviews they proclaim their own importance and personal agendas, while actually paralyzing growth and blocking community initiatives.

However, immigrant communities remain a crucial factor in internationalizing Dallas. The current 40% who are foreign-born and first-generation U.S. citizens lends a certain degree of credibility when multi national companies are looking at Dallas as a possible site for a local branch. For foreign investors, communities with a diverse ethnic palette and vibrant cultural identity are a significant factor in the selection process, as a strong local international community becomes a beacon for others to move into the city.

In a highly publicized episode in 2001, Dallas was among several major US cities bidding for the new corporate headquarters of aviation giant Boeing. While Dallas lost the bid, it was not for a lack of first rate



facilities. Several of the visiting delegates from Boeing who toured Dallas were Chinese and despite the large Asian population in the region, they cited a notable lack of an international community here. The Boeing bid should be seen as a cautionary tale in the story of Dallas' development, when the perception of a lack of international culture was a deciding factor that cost us dearly. Yet any demographic map would have shown around 70,000 ethnic Chinese residing in the area at that time.

If Dallas is to maintain its tradition as a center of commerce and prosperity in the 21<sup>st</sup> century, its ability to transform into an international destination is a must. Several factors can determine a city's ability to not just connect with the global economy, but become a hub for international commerce. Cities like Hong Kong or New York have drawn heavily on their access to sea lanes and a massive regional population to maintain their leading positions in the global economy.

When compared to the Northeastern states or China, Dallas lacks both a major sea lane and a significantly large regional population. What it does offer in great abundance is open, developable land and a telecommunications infrastructure that remains from the failed tech boom of the 1990's. Efforts to revitalize this sector of the local economy could go a long way towards attracting high-tech multinational firms.

## J. INTELLECTUAL ASSETS Elementary and Secondary School

The greatest challenge to our region is the loss of intellectual potential due to poor-quality public school education and the brain drain of our leading students and international youth. The region ranks in the bottom third of the nation in literacy while at the same time, the demand within the metroplex for new technically trained labor outstrips the entire statewide supply. Numerous new private schools open each year, yet the shortage of quality private school space remains. Subsequently, the growth of businesses in the metroplex may be constrained due to a shortage of high-tech, educated labor.

The serious problem of student dropouts continues to plague the state, along with all the North Texas school districts. Minorities account for 50% of the region's public school enrollment (*North Texas Future Fund*) but between half and 2/3 of Hispanic 9th grade students across the North Texas region will not graduate. In many districts, 30% less Hispanic students enter 10<sup>th</sup> grade as were in 9th. (9th is the first year in high school and if students don't pass enough classes, they are held back. This is the year with the highest dropout rate and many students repeat the year.)

Plano's student body is 16.2% Hispanic in enrollment but only 9.2% of the graduating class is Hispanic. Carrollton Farmers Branch is 48.8% Hispanic, and 29.1% of the graduating class is Hispanic. In Grand Prairie Hispanics are 59.9% of the enrollment but only 41.9% of the graduating class

DISD is the 12th largest school system in the country, and has undergone extraordinary demographic changes in the past two generations. 79% of DISD's students in 2007-8 are economically disadvantaged. Although the residents in the district are predominantly Anglo, only 4.7% of the students are white. 65.4% of today's students are Hispanic, a figure reflecting larger family size, Anglos moving to the suburbs, an aging Anglo population and the choice of private schools by Anglo families. 68% of the Hispanic students attending DISD drop out (*Dallas Morning News*) and 33% of the students are LEP (Limited English Proficient), the highest of any large district in Texas.



One school offers a close-up image of these changes. Forty years ago, Bryan Adams High School (NE Dallas at the corner of Millmar and Peavy) was the largest high school in Texas with 3300 students in grades 10-12. Each year between 1000 and 1150 students graduated each year, and the student population was 99% Anglo, 1% Hispanic. Today, Anglos are only 9.1% of the students, and Hispanics are 62.6%. The graduating class in 2006 numbered only 288 students.

## K. INTELLECTUAL ASSETS Higher Education

One of the main draws for foreign nationals looking to reside in the US is our education system, particularly at the university level. Dallas area universities have a strong international student population studying a myriad of academic disciplines. Outstanding New Americans figure heavily in the academic team that directs their studies.

For many of these students, the opportunity to remain in the US, and possibly in Dallas, depends heavily on the availability of a strong job market after their graduation. We need to retain this bright talent that comes here with a global outlook and a hunger to succeed. They understand the culture and values of the countries with whom we are competing in the new global economy. We want these young and brilliant minds to remain in our region.

In the December 2007 issue of Fortune Magazine, columnist Geoff Colvin stressed the importance of human capital as a valued economic commodity in the upcoming decades. As little as 10 years ago, the US was the overwhelmingly favored destination of bright international students to study and possibly find employment.

Today countries like China and India are going to great efforts to present their universities as internationally-friendly. For these countries, the ultimate hope is that students will study at their respective national universities and eventually contribute to their economies by staying at home. Even Saudi Arabia, a nation that sits atop a quarter of the world's current oil supply, is aware of the premium human capital will play in the upcoming decade. It recently established a \$12 billion trust to create a one of the premiere scientific research institutes in the world. These are the same models of immigration-employment that the US has long been using.

Many of the world's corporate leaders are beginning to take notice of the changing currents of intellectual capital. For the US, the issuing of H-1B worker visas still relies more on family connections than skill sets brought into the country, and the current visa system is becoming a handicap for many American corporations.

### Outstanding New American:



#### Miriam Rodriguez

Cuban-American educator

*Miriam holds a degree in Library Sciences from Havana University (Cuba) and an MLS from the University of North Texas. As Multicultural Services Coordinator for the Dallas Public Library she links resources and customers to enhance lives, in particular of those who are Limited English Proficient and Immigrants. Knowing that education is the key to success she promotes programs and resources available to all. In her off time she is involved with the immigrant community in Dallas helping with acculturation issues and referral issues to services needed to those new to the community.*



Framing this concept of human capital into a more localized perspective, Dallas faces an issue of brain drain as young graduates, both foreign and native born, tend to relocate elsewhere in search of better opportunities. The result is a reduction in the pool of skilled workers, which ultimately costs the city lost tax revenues and other economic benefits.

Dallas' current international population at its four large universities stands around 8800 students. Collectively, that is nearly double the number and four times the percentage of international students attending the University of Texas at Austin. Included in this demographic are majors in engineering, medical, and other high tech fields. As many as 50 percent of the current international student population in Dallas are here from Taiwan, China, South Korea, and India.

## International Students in North Texas

Number of international students\* in 7 principal North Texas Universities: 8,798\*

Approximately 50% of the international students in North Texas are from India, China/Taiwan, and Korea

### Top 13 countries that send international students to North Texas\*\*

1	India	2468	8	Canada	146
2	China / Taiwan	1353	9	Saudi Arabia	141
3	South Korea	473	10	Thailand	140
4	Japan	313	11	Turkey	135
5	Mexico	304	12	Bangladesh	121
6	Nepal	263	13	Nigeria	119
7	Pakistan	157			

\* SMU, TCU, TWU, UDallas, UNT, UTA, and UTD: Does not include permanent residents, undocumented students, or naturalized citizens.  
\*\* Data from SMU, TCU, UNT, UTA and UTD

### Outstanding International student:



#### **Mustaque Ahmed**

*Graduated from the University of Texas at Arlington in 1981 with a BS in Economics. He spent some time working in Dallas after his graduation but returned to Bangladesh to found a one-person international logistic company which grew to a 200-person operation – Trade Clippers Cargo Ltd. His leadership in philanthropy and volunteerism is extraordinary, in particular through the Center for Rehabilitation of the Paralyzed, which offers therapy and treatment to poor laborers who are injured in industrial, agricultural, or transportation accidents.*

In regions such as California's Silicon Valley, renowned universities such as UC Berkeley and Stanford bring in a steady flow of bright, young minds, technology firms like as Apple, Google, and IBM and attract the best and brightest engineers from around the world. As a result, Silicon Valley has grown to become one of the richest areas in the country, boasting the most millionaires per capita in the US.

But while Dallas area universities collectively draw a large international student population, we lack both a world-class university such as UT Austin or Harvard and also an internationally renowned industry or specialty firm that can employ workers and keep our successful youth from leaving the area (*Bain & Company report*).

The competition to become a beacon for international education is by no means easy, especially in recent years when other nations have made efforts to draw international student to their universities. However, if Dallas decides to establish itself as a prime destination for foreign investment and show itself to be a city with international culture, it will certainly need to make louder efforts at attracting intellectual capital to the area.



## L. DallasCulture.com

In the Bain & Company report for the World Affairs Council, Dallas was given a poor grade for 'Cultural Excellence/Diversity', because "it lacked a breadth and depth of global cultural events." The study was based on interviews and discussions with traditional civic leaders and corporate figures representing mainstream firms and did not reflect the essence of what is Dallas today...nor its dramatic demographic changes in the past 20 years.

The Dallas Morning News, for their report 'Dallas at the Tipping Point', used the same methodology. The study uncovered a series of startling government failures and offered a sober conclusion: "If Dallas does not reverse its course, the city will spiral into a cycle of decline that could gut services and hollow out civic life".

A detailed analysis of problems and potential solutions were offered by both of these studies, but neither took into consideration the phenomenon of the extraordinary demographic changes seen in recent years. Not a single foreign-born leader was consulted for the first report, and only one figure into the second. Both studies were designed to follow demographic categories designed by our government, with traditional categories of "African American", "Hispanic" and "Asian". Researchers failed to realize that while this may be acceptable to our governmental, civic and corporate mentalities, it actually marginalizes large numbers of our residents who don't see themselves as part of these so called ethnic groups.

African-born residents in the U.S. do not identify with the African Americans of the USA. The term "Hispanic", frequently intended to apply to individuals born in Mexico, may be acceptable to a few, but does not really address the way the Latin communities see themselves. In the same way, New Americans born in the Middle Eastern (are they Asians? Africans?) do not share basic cultural, racial, and linguistic patterns. The same is true of people from the huge continent of Asia.

As a result, the civic and business leaders who consulted the two well-publicized studies remained unaware of the extraordinary changes taking place as the population internationalizes in neighborhoods all over the region. Consequently, in 2004 when Dallas Protocol hosted a visit of prominent consuls from Houston, the Spanish-speaking dignitaries were miffed that a representative from one of our local organizations in charge of marketing and promoting Dallas praised our 'international roots' by listing a series of European architects, sculptors and concertmasters but failed to refer to the city's majority Latino population who continue to build this region.

Beyond the economic possibilities Dallas has to offer, the city still lacks a certain cultural identity. The area has shopping and fine dining, but lacks any sort of unique niche that would attract tourists from other parts of the country. Cultural epicenters like Chicago and New York whose profound histories have merged over the decades with newer trends attract tourists from around the world. Those cities are living histories that can be experienced with all five senses. Dallas on the contrary, is still culturally young.

While almost every American (and a fair number of foreigners) recognize the Dallas Cowboys and name at least one character on the TV show 'Dallas', few are aware of the city's cultural attractions. While



most major cities can boast about their Symphony Hall, Art Museums, Opera Halls, etc few can claim to have such an important collection of modern sculpture as is the Nasher Sculpture Center. This world-renowned collection should be promoted aggressively by the organizations in charge of marketing the image of Dallas as a businesses and leisure destination.

We may not have the quality of cultural and artistic menu of cities as New York, Washington D.C., Chicago, however, we certainly have very important and unique art collections and extraordinary architectural award-winning buildings designed by some of the most prestigious architects of today in which we can view works of art and to enjoy musical performances. In addition to the Morton Meyerson Symphony, Dallas Museum of Art, Crow Collection of Asian Art and Meadows Museum we can enjoy the many cultural attractions of Fort Worth, and the Van Cliburn competition at Bass Hall.

Individually none of the metroplex cities can effectively compete in the cultural marketplace, but when viewed as a whole package, we have attractions and activities that no other destination in the country can offer. From an international tourist's point of view, while Dallas may have the name recognition as a city, many of the activities the visitor wants to enjoy are not exclusively located in Dallas' area. But if we look at the entire region, the menu of activities in its museums and cultural centers, rodeos and ranches, museums, amusement parks and restaurants will rival those of major cities in the US.

While Dallas hosts numerous small festivals, sometimes on the same weekend, it has yet to produce a major event. Addison, on the other hand, has taken an aggressive role as cultural leader. Fort Worth promotes a series of well-attended street festivals, cultural attractions and a Western experience. Arlington sports family entertainment such as Texas Rangers and Six Flags.

While Dallas' city-supported Latino Cultural Center (capacity 300) at times has presented theater and music shows to empty houses, Indians and Chinese pack the Eisemann Center in Richardson (capacity 2000). Garland's Performing Arts Center and Convention Centers regularly sell out to Indian and Chinese audiences for programs produced locally as well as others featuring international stars. We have more than enough international cultural activities to merit recognition from our local governments. Because of the demographic placement of our global residents, no one city can claim to host enough venues and activities, but collectively the capacity is extensive.

Over 1600 internationally focused groups are based in North Texas and while this figure may be significant, no one institution has recognized the potential and cultural richness these individuals bring to our communities. Only through the efforts DFW International Community Alliance have these cultural, educational, and global

## Outstanding New American:



### **Miguel Harth-Bedoya** Peruvian-American conductor

*Born in Peru, Miguel is in his seventh season as Music Director of the Fort Worth Symphony. Under his leadership, both the artistic level of the Fort Worth Symphony and its contribution to the cultural life of the community has grown enormously. He has made many guest conductor appearances in both the US and Europe. Winner of the 2002 Seaver/NEA Conductors Award, he has also served as Music Director of the Auckland Philharmonia, Eugene Symphony, and the Philharmonic Orchestra of Lima.*



religious groups have found a place to share their cultures, one where the challenges adjusting to their new home can be heard and where oftentimes the cross-cultural issues resulting from immigration can be resolved. The organization represents over 100 nationalities, and its members are responsible for more than 4500 globally themed events (performances, exhibits, conferences, workshops, etc.) each year.



*Recommendation: to revive the annual Dallas International Festival as a major city-sponsored celebration that incorporates and showcases the cultural centers of the Fair Park area.*

City of Dallas support for the creation of a first-class annual Dallas International Festival would truly unite the entire region. With the dramatic change of demographics during the past three decades, the Dallas International Festival would have tremendous support not just from the 40% who are foreign born and their children but from every resident of the area. It is a 'smart' move that offers significant political and marketing benefits. A major internationally-themed event of this nature will integrate our global residents into the mainstream while providing the cultural and arts initiatives with broad-based community collaborations.

## M. NEW AMERICANS and POLITICAL PARTICIPATION

Looking at the economic, educational, and cultural elements of immigration, it is clear that no issue stands alone. Instead, each element is part of a crucial societal system, one that has existed in the Dallas area since the city was nothing more than a remote trading outpost. Immigrants that have moved to Dallas over the decades have developed communities that retain a good portion of their native cultures. These communities in turn provided a beacon for more immigration.

Over time, specialized businesses developed to serve these communities and weekend schools preserving the native languages and cultures were created. International youth across the region can select from two Korean language schools, one Japanese, one Vietnamese, eight Chinese, several Scandinavian, and two German. (Although Hispanic children are the majority of immigrants, there is no Spanish-language school.) Corporations, when examining the metroplex, often miss this kind of self-perpetuating immigrant culture. Instead they see a cityscape with a good technological infrastructure and a modest workforce, but marginal international flavor.

From a political standpoint, immigrants-turned-new-American-citizens present a unique demographic. Local political issues are often lost on these groups. In the recent vote regarding the Trinity River project, voter turnout by immigrant communities was minimal. A common problem is the complexities of local government. While the actions of Congress and the President are very well publicized to the rest of the

### Outstanding New American:



**Joe Chow**  
Taiwanese-American mayor

*Born and raised in Taiwan, Joe came to the US as a foreign student and is the current Mayor of the Town of Addison. Joe is also the owner and general manager of the award winning May Dragon Restaurant in Addison, a realtor and Allstate Insurance agent. He is a member of the Taiwanese Chamber of Commerce and other boards.*



world, few immigrants are aware of local issues and fail to realize their immediate impact on everyday life. Immigrant votes during national elections are often also hard to come by.

For most immigrants, political matters and the democratic process are a secondary concern to that of business and a stable income. One of the few times ethnic communities will turn political is when dealing with matters of their homeland and other issues pertaining directly with their particular ethnic group.

- In 1996, when Mainland China test fired missiles over the Taiwan Strait in an attempt to intimidate the island against national elections, hundreds of Taiwanese resident conducted a demonstration in front of Dallas City Hall.
- Muslim immigrants, directed by experienced African-American Muslim activists, protested weekly against the Dallas Morning News for months in 1996 for what they viewed as biased reporting.
- The 2006 debates over immigration control prompted thousands of Latin American residents to take to the streets in protest.
- By 2007 Anglo and African American Muslim leaders had learned positive techniques for influencing the political process and were successful in their attempts to support the accused during the Holy Land Foundation trial.

For the children of new immigrants, the story is much different. Many first generation Americans have a level of political awareness equal to or greater than those of longstanding Americans. In the upcoming decade, as these first generation children matriculate through college and enter the workforce, perhaps some will become more politically active. Until then however, the political potential of new Americans remains marginal and untapped.

## N. CONCLUSION: DALLAS in the FUTURE

This study, with its limitations, is meant as a point of reflection to help us seek out opportunities as we come to grips with the changes in this area. Let's remember that our marketplace is the entire the world, while our competition is ALSO the rest of the world. It is imperative that we re-define Dallas as a business destination – what makes this city successful from the business point of view as well as for the human element found in here. There are many opportunities for us to capitalize on the political and business environments .

In the 21<sup>st</sup> century, the world has become global village, and within that concept, all people need to maintain ties with their roots while opening up to new concepts and ways of thinking. If we force New Americans to transform themselves into part of our traditional mainstream, we will lose opportunities. The nation richest in cultural heritages must not become a provincial state, bending to pressure from local society for newcomers to conform and abandon that very resource that makes them unique and of value.

Although the future of Dallas in this next century is certainly open to speculation, several trends (both local and global) are already beginning to take shape that will undoubtedly affect a city as large as ours.



If the opening years of this Digital Age are any indication, the world is quickly becoming smaller and flatter. But while cities such as Atlanta and San Francisco have made great efforts to garner international investment, the international appeal of Dallas remains lackluster. The emergence of global telecommunications has transformed information technologies into a resource as prized as oil and grain. The newfound mobility of information and intelligence means that economic prosperity is no longer exclusive to areas with strategic geography.

For a city like Dallas, economic prosperity is only hindered by our ability to attract the best minds and provide an environment for businesses to grow. Many elements of this infrastructure are already in place. The enormous international community already established in the metroplex has yet to be fully utilized as an economic force.

We need to look at the composition of our city and utilize the international community not only for a progressive economy and society, but also to help us understand and establish our relations with the rest of the world.

## DOMINGO GARCIA, P.C.

Attorneys and Counselors at Law



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## Part II. Recommendations

To build the image and the essence of Dallas as an international city, our international leaders have made the following suggestions:

1. establish an Office for New Americans
2. create through the Office for New Americans a City of Dallas informational webpage of Advice for Newcomers
3. produce through the Office for New Americans a series of informational Guides for Newcomers
4. design a Center for Entrepreneurs to help immigrants (and native-born) open their own businesses
5. create a new image for Dallas that will resonate at the local, national, and international levels
6. include Outstanding New Americans (as in Part IV of this report) on city-wide committees and commissions
7. add street signs and destination signs in selected foreign languages to welcome global visitors
8. improve signage in general
9. initiate a 'bilingual university'
10. secure new consular offices for the North Texas region
11. revive the annual Dallas International Festival as a major city-sponsored celebration that incorporates and showcases the cultural centers of the Fair Park area
12. create new business leads by researching trade agreements and identifying prospects through US Department of Commerce and Commercial Attaches at US Embassies
13. aggressively market our excellent medical facilities overseas
14. secure the use of the DFW International Airport by additional international carriers
15. promote regional efforts through all cities / towns in the metroplex whenever possible
16. establish an Immigrant Investment Zone as part of the U.S. Immigrant Investor Program



## Part III. Outstanding New Americans

We are proud to present just a few of the foreign-born leaders who are contributing to our city's growth and well-being.



### **Dr. Basheer Ahmad**

Indian/Pakistani-American psychiatrist, educator, community health activist  
*Born in India, Basheer studied in Pakistan, completed his studies in England and Scotland, and taught at Universities in New York, Ohio and Texas. He is the founder and chairman of Muslim Community Center for Human Services, a medical and social service organization that helps indigents residing in Dallas Fort Worth area. The MCC for Human Services offers free medical services to residents of the Dallas/Ft. Worth areas along with counseling services to clients with marital problems, emotional disturbance, and victims of domestic violence.*



### **Anousheh Ansari**

Iranian-American astronaut

*Anousheh immigrated to the United States from Iran as a teenager who did not speak English and earned a bachelors degree in electronics and computer engineering followed by a masters degree in electrical engineering from George Mason University. On September 18, 2006, Anousheh Ansari captured headlines around the world as the first female private space explorer and first Iranian astronaut. Anousheh is a Plano-based serial entrepreneur and co-founder and chairman of Prodea Systems. She currently works with nonprofits to enable social entrepreneurs to bring about radical change globally.*



### **Shawn Bhagat**

Pakistani-American businessman

*Shawn is Vice President of the Pakistani American Association. In addition to having founded the One World Bank, he possesses an impressive portfolio of business successes, from restaurants to full service car washes to fuel distribution. The SMU Cox School of Business listed one of his companies as the sixth fastest growing privately held business in the region for 2007. He was awarded '2004 Citizen of the Year' by the Metrocrest Chamber of Commerce and is Past President of Carrollton-Farmers Branch Rotary Club.*



**Joyce Brown:**

Sierra Leonian-American educator and administrator

*The first Sierra Leonian recipient of the “United Nations Scholars” program for the study of Tourism and Marketing, Joyce moved to the US in 1989, where she founded the East Fort Worth Montessori School (now EFWMAcademy), an early childhood school for low income and minority children. With a Barbara Bush literacy grant she provided evening adult education and child care classes for refugees. EFWMS, Inc. offers English as a Second Language for Hispanic and refugees through the National Even Start Program. In Sierra Leone, Joyce used personal funds to purchased prosthetics for refugee amputee children after the civil war, and with a new grant she will develop a sustainable early childhood program in Sierra Leone.*



**Joe Chow**

Taiwanese-American mayor

*Born and raised in Taiwan, Joe came to the US as a foreign student and is the current Mayor of the Town of Addison. Joe is also the owner and general manager of the award winning May Dragon Restaurant in Addison, a realtor and Allstate Insurance agent. He is a member of the Taiwanese Chamber of Commerce and other boards.*



**Dr. Tefvik Dalgic**

Turkish-American educator

*After finishing his studies in Turkey, Tefvik joined the Turkish Scientific and Technical Research Council (TUBITAK) as industrial information scientist. After teaching at several universities, he joined the UT Dallas Management School in 2000, as a professor. He serves as editorial review board member for many reputable academic research publications. He is a member of Board of Trustees of International University of Geneva, Switzerland.*



**Khodor Elnashar**

Palestinian-American engineer

*Born and raised in Lebanon, Khodor came to the US as a college student in 1981. He currently is a product engineering manager at Texas Instruments, where he he has held technical and managerial positions during his 22 year service. He holds six US patents in digital design and Phase Locked Loop (PLL) design. Khodar is one of the founders of Brighter Horizons Academy in Garland, the region’s first Muslim school, and served as their board chairman for 10 years.*



**Dr. Hesham El-Rewini**

Egyptian-American educator

*Egyptian-born, Hesham chairs the Department of Computer Science and Engineering at SMU. He is the co-author of five books, of which the two latest have been translated to Chinese, and a researcher in parallel processing, sensor networks and mobile computing on projects funded by the NSF and the U.S. Department of Defense. He has also been the Principal Investigator of a number of international projects funded by USAID to establish training programs in Mexico and the Middle East. He was the chair of the 3rd ACS/IEEE International Conference on Computer Systems and Applications in Cairo and chaired the Software Technology Track in HICSS from 1992 to 2003.*



**Dr. Da Hsuan Feng**

Chinese-American physicist and educator

*Vice President for Research and Graduate Education and Professor of Physics at the UTD, Da Hsuan was born in New Delhi, India and raised in Singapore. He was a professor in universities in Denmark and Great Britain. He is an expert in mathematical physics, nuclear physics, nuclear astrophysics, quantum optics, fundamental issues of quantum mechanics, network architecture and computational physics. He has been a consultant to the theoretical physics groups of Los Alamos National Laboratory, and to various government scientific delegations. Da Hsuan's objective at the University of Texas at Dallas is to rapidly build the research breath and depth of the University.*



**Elba Garcia**

Mexican-American civic leader

*Elba is Mayor Pro Tem of the city of Dallas, and Dallas City Council member for District #1, is a dentist and community leader who was born in Mexico City. Married to former city councilman and state representative Domingo Garcia, she played a primary role in the creation and funding of the Latino Cultural Center, the implementation of Plazas Comunitarias in the Dallas Library System, and the acceptance of Matricula Consular ID card for Mexican Nationals by city of Dallas offices.*



**Lorenzo Gonzalez**

Paraguay-American musician

*One of two Paraguayan harpists in the US, Lorenzo arrived in the US in 1968 through the Cultural Exchange Program that introduced some of the finest traditional folk musicians from Brazil, Peru, and Paraguay. He has performed in the White House and has recorded solo and ensemble records, as well as performances with various symphony orchestras. As a member of the ensemble Los Paraná he toured internationally and recorded 10 albums. Since 1978 he has resided in Dallas, and has been recognized as 'The Best of Dallas' on many occasions.*



**Dr. Fatma Gul**

Turkish-American physiotherapist

*Specializing in physical medicine and rehabilitation, Fatma is the Medical Director of the Center for Rehabilitation at Medical City Dallas and was selected by Dallas Magazine as one of the best physical medicine/rehabilitation specialists in Texas. She has a special interest in spasticity management, pain management, and neurological rehabilitation.*



**Dr. Germán Gutiérrez**

Colombian-American conductor and educator

*Born in Colombia, Germán is currently the Director of Orchestras at TCU and founder of the biennial Latin American Music Festival. Since June 2000, Germán also serves as director of the Youth Orchestra of Greater Fort Worth (YOGFW). Both the TCU Symphony Orchestra and the YOGFW have traveled internationally under Germán's baton, obtaining magnificent reviews. He is a frequent guest conductor of professional orchestras in South America, New Zealand, and the United States. He was awarded TCU's highest honor, the Chancellor's Award for Distinguished Research and Creative Activity.*



**Miguel Harth-Bedoya**

Peruvian-American conductor

*Born in Peru, Miguel is in his seventh season as Music Director of the Fort Worth Symphony. Under his leadership, both the artistic level of the Fort Worth Symphony and its contribution to the cultural life of the community has grown enormously. He has made many guest conductor appearances in both the US and Europe. Winner of the 2002 Seaver/NEA Conductors Award, he has also served as Music Director of the Auckland Philharmonia, Eugene Symphony, and the Philharmonic Orchestra of Lima.*



**Jorge E. Herrera**

Colombian- American marketer

*Jorge moved to Dallas in 1975 and while working with a major Hotel Company convinced the Dallas Chamber of Commerce to promote the city as a Tourist Destination. Joining the Convention and Visitor's Bureau in 1987, he began a major campaign to market the city to tour operators and media, and opened marketing representations in six countries. During his tenure at the DCVB, Dallas became the # 1 Visitor Destination in Texas. He is currently President of The Americas Marketing Group.*



**Dr. Allusine Jalloh**

Sierra Leone-American educator

*Allusine is the Founding Director of The Africa Program at UT Arlington. Born in Sierra Leone, he has a strong commitment to service through community outreach and, specifically, building a bridge between the African and African American communities in the United States. In addition, Allusine has served as a consultant to several educational institutions, news media organizations, businesses, and religious groups.*



**Goran B. Klintmalm**

Swedish-American surgeon

*Born in Stockholm, Goran established the liver and kidney transplant programs at Baylor University Medical Center and currently directs Children's Medical Center's liver transplant program. More than 30 transplant surgeons have been trained at his program. He has been engaged in UNOS (the national database for transplants), is the author or co-author of more than 400 publications in transplantation and has edited 5 textbooks on liver transplantation. He serves as an associate editor at the American Journal of Transplantation and is a reviewer on a large number of journals. Goran currently serves as President of the American Society of Transplant Surgeons.*



**Dr. Charles Ku**

Taiwanese-American dentist and educator

*Charles has been a practicing dentist in Lewisville since 1974. Born in Mainland China and reared in Taiwan, Charles is the founder and chairman of four Sunray Chinese Schools in the metroplex, the mission of which is to teach Chinese children about their culture and heritage, as well as to how to speak and write Chinese. He is on the Board of Directors of the R.I.C.E. Foundation, Baylor Oral Health Foundation, Dallas Red Cross, SMU Deadman College Board and SMU Asian Advisory Board Chairman. He served on the Texas State Board of Dental Examiners and the Texas Health Coordinating Council.*



**Raul Magdaleno**

Mexican-American activist for the marginalized and impoverished

*Director of Diversity in Community Outreach at SMU's Meadows School of the Arts, Raul was born in Mexico. Growing up poor and sometimes homeless, through scholarships he was able to earn a college degree. Raul has rechanneled years of negative experiences into more than 30,000 hours of volunteer service for the working poor and diverse ethnic groups in the inner city. At the age of 13, he earned a U.S. Congressional Gold Medal, the highest award for volunteer service to the community. He has also received the Reconciliation Outreach "2002 Volunteer of the Year" Award and the U.S. President's Student Service Award for outstanding leadership in the community.*



**Gordon Jago, M.B.E.**

British-American sports manager

*Born in Poplar, London, England, Gordon is Executive Director of the Dr. Pepper Dallas Cup International Soccer Tournament. Formerly a soccer coach for the US national soccer team in 1969, he also coached English clubs Millwall and Queens Park Rangers. In 2006 he was awarded the MBE in the Queen's Birthday Honours List for services to international youth football. Mr. Jago has coached NASL teams. He became President of the World Indoor Soccer League from 1998 until the merger with the MISL for the 2002 season.*



**Dr. Anthony Nguyen**

Vietnamese-American gerontologist

*Anthony was one of nine children, and arrived in the U.S. in 1975. He studied at UT Austin and UNT. He works at the Baylor Senior Health Center as a gerontologist, and directs three or four community health fairs each year in Garland. Anthony is an active community volunteer, and has organized a scholarship program for the Greater Dallas Asian Chamber of Commerce.*



**Dr. Walter H. Nguyen**

Vietnamese-American social service

*Once a Vietnamese refugee, Walter began working as a bilingual caseworker for Lutheran Social Services in 1984, helping unaccompanied Vietnamese minors. In 1990, he founded East Dallas Counselling to provide medical intervention and education to indigent families and immigrants. Renamed Mosaic Family Services, the agency offers refugees programs for HIV education and outreach, human trafficking, immigrant civil services, and medical services for the elderly. Recently he opened the first and only shelter for battered immigrant women in the southwest USA.*



**Dr. Charles Pak**

Korean-American internist and educator

*Born in Seoul, Korea, Charles came to the US as a young boy just before the Korean War. After completing his residency in Internal Medicine, he joined the National Institute of Health, and later the Heart & Lung Institute. He currently holds the Distinguished Chair in Mineral Metabolism, and is the former director of the Charles & Jane Pak Center for Center for Mineral Metabolism and Clinical Research named in his honor in 2003 at UT Southwestern. A world-renowned leader in mineral metabolism research and author of over 500 scientific articles, he also received the International Urolithiasis Society's Lifetime Contributions in Stone Disease Award.*



**Sameer Pendharkar**

Indian-American information technology scientist

*Sameer transferred to the University of Wisconsin for his Masters Degree after graduating from the Indian Institute of Technology. He works at TI, where he develops semiconductor technology to improve power efficiency in electronic products. Sameer has been awarded 35 patents since 1996, and has been honored by the Academy of Medicine, Engineering and Science of Texas for his innovations.*



**Mario Cesar Ramirez**

Mexican-American entrepreneur and political activist

*CEO of La Paloma, a Dallas corporation that has grown to ten taquerias and two bakeries, Mario is an advisor and spokesperson on Mexican political issues and Mexican communities in Texas. As coordinator for North Texas' IME representatives, he has organized Mayor Leppert's trip to Mexico and annual IME congress in Dallas - with a visit from Mexico's president - in 2008. La Paloma's sponsorship supports community programs organized by LULAC, La Voz del Anciano, Dallas Public Library, etc.*



**Naeem Randhawati**

Pakistani-Canadian - American filmmaker

*Naeem's feature-length documentary American Ramadan was featured on PBS. Born in Pakistan and raised in Canada, Naeem has been at the forefront of diversity-based journalism for the last 10 years, writing feature articles for publications and websites oriented towards innovative and extreme travel, social and community columns.*



**Dr. Hector Rivera**

Salvadorian-American educator

*At age 17, Hector, the son of a reporter living in exile and a community health nurse, left war-torn El Salvador for a new life in Los Angeles. While employed full time in a variety of immigrant-owned restaurants at night, he attended high school. After working his way through college and obtaining his doctoral degree in Developmental Psychology his research has served immigrant children through child and community development, research, and teacher professional development. Hector is an Assistant Professor in the School of Education and Human Development at SMU.*



**Miriam Rodriguez**

Cuban-American educator

*Miriam holds a degree in Library Sciences from Havana University (Cuba) and an MLS from the University of North Texas. As Multicultural Services Coordinator for the Dallas Public Library she links resources and customers to enhance lives, in particular of those who are Limited English Proficient and Immigrants. Knowing that education is the key to success she promotes programs and resources available to all. In her off time she is involved with the immigrant community in Dallas helping with acculturation issues and referral issues to services needed to those new to the community.*



**Dr. Ahmad Sbaiti**

Lebananese-American businessman and community activist

*CEO of the Al Shall Group, Ahmad is a successful international real estate development and investment consultant. After working with the Arab Fund for Economic and Social Development (AFESD) in Kuwait and the Council for Development and Reconstruction (CDR), he served as Chairman of the Board of the Arab-American Anti-Discrimination Committee (ADC), a Washington-based civil rights group, and founded the Muslim Community Center to help refugees. He is a popular speaker on Islam and international issues.*



**Ben Stephenson**

British-American artistic director

*A native of Portsmouth, England, Ben is the Artistic Director of the Texas Ballet Theater in Fort Worth. Trained at the Arts Educational School in London, he was awarded the Adeline Gene Gold Medal, the highest award given to a dancer by the Royal Academy of Dancing. He appeared with the Sadler's Wells Royal Ballet and English National Ballet and served as artistic director of Houston Ballet from 1976-2003, raising the company from a regional troupe of twenty-eight dancers to an internationally acclaimed ensemble of over fifty artists. For his contributions to international dance, Ben was named an Officer of the Order of the British Empire (O.B.E.) by Queen Elizabeth II 1999.*



**Dr. Esther K. Yang**

Korean-American chemist and researcher

*Esther is Director of the Research and Design center at Abbott Labs Dallas Site, which she established in 1997. She has received numerous awards including: Technical Achievement Award from Abbott, 2006; President Award from Abbott, 2004; Entrepreneurial Award from Abbott, 1998; Three Accomplishment Awards from DuPont. Esther has also served as President of North Texas Chapter Korean Scientists and Engineers Association in USA and is currently on the board. She established the Young Generation Communication/Leadership Forum at UTDallas in 2006 and is actively involved in community development and education, particularly for women.*



**Dr. Mine K. Yücel**

Turkish-American economist

*VP and senior economist at the Federal Reserve Bank of Dallas, Mine is an energy economist who analyzes the regional economy and energy markets. Mine is past president of the United States Association of Energy Economics (USAEE), and the Dallas Area Business Economists, she has received the Key Women in Energy Global award and the USAEE Senior Fellow Award.*