

Wave of Hope Retrospective: Thailand Capacity-Building After the Asian Tsunami in the Indian Ocean

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Abstract

This research reports and analyzes the launch of a small Non-Governmental Organization (NGO) called Wave of Hope to assist in helping Thai villagers along coastal areas to confront tragedy and death from the 2004 tsunami. The terrible destruction of mass flooding is reported and the subsequent design and launch of this little effort is described. A report on the social and economic changes that emerged over the years that followed is made. Finally, the promising potential of university students to use their course learning with real-world applications is summarized and a call to action for further outreach responses to future disasters is articulated.

Key words: Social Entrepreneurship, Microcredit, Tsunami, Thailand Non-Governmental Organization

Introduction

“I am of the opinion that my life belongs to the community and as long as I live, it is my privilege to do for it whatever I can.” — George Bernard Shaw

This is an applied research case of mobilizing university young people to change the world. It’s a retrospective of looking back 15 years since the disastrous Asian earthquake in the Indian Ocean caused a massive tsunami that wreaked havoc in hitting the coastlines of fourteen countries, killing many thousands of individuals, injuring over a million more, and destroying or badly damaging hundreds of towns and coastal villages. The regions slammed into the hardest included Indonesia, Sri Lanka, India and Thailand. The shocking incident quickly inspired many people globally to desire to help, leading to financial contributions of \$14 billion. But the human capital donated by volunteers across the world was perhaps valued even more in the years afterward. The case below is but one example involving U.S. college students from the state of Utah.

In this paper, I seek to identify four themes: 1) provide a summary of the Asian tsunami disaster and give it a comparative context; 2) analyze how students initiated a social entrepreneurial plan in college and implemented it in Thailand; 3) articulate strategies and systems used by college students in this case that generated impacts which were rolled out, both short term and over subsequent years; and 4) draw on this humanitarian legacy in articulating a call to action for future millennial volunteers seeking to address new potential global crises in the coming decades.

Overview: The Asian Tsunami Crisis

The damage from the Asian tsunami began on December 26, 2004 starting off the coast of Sumatra, Indonesia as an unprecedented 9.3 earthquake exploded some 20 miles below the earth’s surface. It generated a 500 mile-an-hour powerful tsunami with waves of up to

60 feet high making a disaster of epic proportions. The region of Banda Aceh, Indonesia was turned into a massive junkyard of twisted steel and cement, uprooted yards, rubble from tons of cars, and thousands of human corpses strewn over the area. It quickly became a large breeding ground for terrible diseases such as dengue, malaria and other infections.

The waves rushed to engulf everything in their path, sucking up bodies and violently smashing debris with massive waves three yards high, going as far as six miles inland. The percentage of those killed in the destruction of Aceh alone was 60 percent, according to UNICEF officials. In Sri Lanka, the death toll was 24,000, with another 7,000 missing. Over 1.5 million people in that country alone were forced to flee their neighborhoods, including 880,000 who no longer had houses at all (Jayasuriya & McCawley, 2010).

Countries were affected from Asia to Africa. Official death rates were 270,000 dead or missing and many were never recovered. But the unofficial toll may have been higher since it was never fully known. For example, in Thailand where the case for this research is described, government estimates were that 8,500 were killed, but that number did not include some ten thousand missing aliens, mostly Burmese laborers who, because of desperate conditions in their own country, had been doing menial jobs in the tourist area of Thailand. The same occurred elsewhere as well. Thus, it may be assumed, that the overall region's total death toll was closer to 300,000 people. That was from the first incident, but in addition a large 8.7 quake followed up in March 2005 that killed hundreds more. Hundreds of aftershocks since kept many people on edge ever since as many have been apparently scarred for life.

Then there were the 1.7 million individuals who were displaced. With so many severely injured, without houses, jobs, schools or medical care, the overall need was almost unfathomable. Experts estimate that some places like Sumatra and Sri Lanka were set back decades. Towns and villages were completely demolished, industries destroyed, education systems decimated, and transportation in shambles. Infrastructure like roads, bridges and rail lines were obliterated. Wonderful beaches and upscale tourist amenities have disappeared. Tens of thousands of families lost their loved ones. The so called "survivors" lacked food, water, shelter and security.

As the map above shows, the countries impacted to various degrees were considerable. In addition to the four major nations mentioned earlier, they included tsunami waves reaching other Asian regions such as the Maldives, Myanmar, Bangladesh, Malaysia, and African locations of Tanzania, South Africa, Kenya, and Somalia. Government relief from nations around the earth was quick and helpful, and groups like the Red Cross and United Nations were soon on the scene. However, some of those large multilateral organizations soon withdrew from damaged areas. The Red Cross halted even taking donations. Much of the promised cash from world governments never did materialize.

How Students Became Social Entrepreneurs

Hence, with the beginning of new winter semester of my courses in January 2005, as a management professor in a large U.S. business school, the Marriott School of Brigham Young University in Utah. I felt the time was ripe for mobilizing my class to see if the concepts and theories we would be exploring could be helpful in cases of human suffering and economic disintegration. So these questions were raised in the very first class session: Were we relevant? Were we only about leadership and power and money? Or could we also be about embracing those who suffer, empowering those who had just lost their loved ones, their homes, and their communities?

The course on that occasion was Organizational Behavior 490: “Becoming a Global Change Agent/Social Entrepreneur.” So I considered that perhaps a small group might be interested in taking action. If there were a degree of willingness, maybe we could organize an intervention model to help tsunami victims begin to recover a bit.

Course requirements included considerable reading and doing short thought papers, along with a final examination. Additionally, each student was to design and execute a personal action project during or following the semester. It would be a significant part of their final grade. At first, perhaps a dozen students expressed interest in my query about the tsunami crisis. The class included 33 registered students. Approximately half of them were undergraduates from sociology, international development, pre-med, business, the sciences and/or humanities. The other half were master degree seekers: MPA, MBA, accounting, neuroscience, law, education, social work, international studies and so forth. Over the following two weeks, more students joined the cause as several planning teams began to be established. The teams began considering where the most likely area could be to provide services, the degree of student safety, which I emphasized heavily as a professor concerned with deep learning, but also security for all volunteers.

In addition, over a dozen other students from across campus sat in the class. They either couldn't carry the extra credit hours because their course load was too heavy, or they only learned about the course after the add deadline had passed. One person even drove an hour from Salt Lake City each class session to participate, a distance of 40 miles each way. But they too joined in, read the material, took the tests, and participated in a service-learning team. No one received credit as a grade for their commitment to join Wave of Hope. However, individuals were graded according to their rigorous academic performance: heavy reading, quizzes and tests, papers on self-reliance, social entrepreneurship, project design and implementation, team research and planning strategies, and in-class presentations.

We felt going to the hardest hit area of Banda Aceh, Indonesia or Sri Lanka would be too chaotic and stressful, and the massive amount of death and destruction too overwhelming for our little group. Not knowing the language or even much about the culture seemed too complex. Thus, we decided on the coastal area of Khao Lak, Thailand an hour north of the resort island of Phuket. Several students had at least vacationed there so we had a bit of first-hand experience. It was located in southeast Thailand, Phang Gna Province, about nine hours by bus. Laboring there as Americans suggested there would be a degree of

English-speaking staffers who understood Western ways. We figured there was more development there, a more stable government situation, and perhaps better infrastructure.

In the first month or so we knew we needed to train our potential volunteers about the realities of going to Thailand after the tsunami's destruction. We wanted to ensure them of hardships and difficulties rather than promising them all "sweetness and light." A realistic orientation would be critical so as to weed out anyone expecting a fun summer at area beaches. Among our preparation meetings we stressed such concepts as these, explaining that most volunteers initially go through the following stages when working in a new environment: "First: Rejection. Second: Trying to change the 'system' because they are wrong and I'm right. My way is right. Third: Take a step back, try to understand, figure things out. Fourth: Work with 'it.' Chill out. Fifth: Keep learning. In doing so you just took a BIG step forward" (Wave Training, 2005). With orientation sessions along these lines, we began to determine which students could handle the stress and complexity of helping rebuild Thailand's coastal villages. Also, we started to see a few individuals who probably were not going to handle the pressure or be very productive.

Inventing a New NGO

So within the first month of the semester in 2005, we had five teams operating as self-organizing groups studying not only about management and social entrepreneurship, but also Thai history and culture, programs that we could offer to help rebuild the region, ways to think about fundraising, expected costs for volunteers willing to spend their summer in Khao Lak, and more. After the initial meetings and planning, groups reported what things they were learning, challenges they saw, and next steps needed. There were several proposals for coming up with a name for the project so we could begin developing marketing materials, recruiting more student volunteers, and raising money.

Eventually the project was named "Wave of Hope," a contrast to the tsunami's waves of destruction and sorrow. Student volunteers began to become serious about going to Thailand and helping. There was a feeling that we should focus on the tough and complex work of small scale jump-starting small Thai village economies and help to rebuild destroyed villages from the bottom-up. We knew we were not a big, rich NGO with millions of dollars and donors. Rather, we were just a small group of volunteers who possess the moral energy and college-age skills to make a modest impact. We couldn't do everything, but we could each do something. Through Wave of Hope, useful tools were developed to rescue the poor among the tsunami victims. The Thai people were desperate for jobs. They needed incomes sufficient to buy rice and beans. They wanted education for their children and their houses would need to be rebuilt. We gradually realized that what was most essential, what we could offer the most, would be to help build people's capacity, help them increase their resilience in the face of disaster.

So our teams planned how to do microcredit projects, how to initiate simple school experiences in rural areas, how to establish simple construction projects for cheap self-made homes and new wooden furniture. We began communicating with aid groups

already in the Kao Lak area to learn what was occurring and how we might help further their cause.

Designing and rolling out a humanitarian strategy in a little college course was certainly audacious. As students informed their parents back home, there were worries, but also admiration. On the other hand, university bureaucrats were doubtful if not outright critical. But having successfully launched two other social ventures in my courses earlier in 1989 and 1999, I was confident we could succeed in 2005. A new dean and department chair who knew little about those successes didn't make things easy. However, I sought to share past social and economic impacts of my earlier projects that were increasingly successful in the Philippines and Honduras. Those facts over the semester gave me a growing degree of credibility with administrators and parents.

In the two weeks before our class first met, I'd observed friends, extended family and neighbors sit stunned in front of television screens, shocked at the horrendous devastation of the Asian tsunami. Some wrote out checks to provide emergency aid, as did people from various other nations. However, four months later, the flow of money had stopped, and media attention shifted to "important" new events such as spring baseball, a royal wedding in England, the coronation of a new Pope, TV's "American Idol" and the Michael Jackson trial.

But as Wave of Hope began to take shape, my focus remained on tsunami orphans' suffering alone. There were thousands of broken-down families trying to eke out an existence as refugees in tent camps. Day-to-day survival became the norm for millions of individuals, and we felt we needed to take action.

So Wave of Hope was launched as a response by a few individuals to see how much we could do. We were considered as a kind of "Students-Without-Borders" project. Over a thousand hours of collective volunteer group project work occurred outside of regular class periods. Plus, students attended four training meetings during certain evenings: a devotional session, a new volunteer orientation and project management session, a Kao Lak logistics briefing session, and a final send-off meeting beginning in April 2005.

In my earlier global change agency recruiting and teaching for previous projects, I learned that engaging in doing good also helped students build a sense of stewardship. As volunteers, whether joining the Thai humanitarian effort for four weeks, or the entire summer, they would become part of a work in which we as human beings learn to go beyond ourselves. Wave of Hope global change agents were able to think more consciously and broadly than themselves, and respond to the suffering of others. Social entrepreneurs with Wave of Hope would look beyond the here-and-now to greater social justice in a better future.

My original goal for that summer of 2005 had been to take my wonderful wife on an around-the-globe tour for two months of humanitarian service. We planned to first work with the poor in Latin American *barrios* where we had earlier created several NGOs. Next, we would move on to labor with rural villagers through our partner organization in

Mali, West Africa. Then we would fly to Manila where we planned to serve the poor of urban Philippine cities. Lastly, we planned to head further on to the South Pacific for collaborative projects with Polynesian islanders. But after the shocking devastation of the 12/26 tsunami, we changed our plans in order to launch this new strategy specifically focused on Thailand's coastal villages. But perhaps our mission to the Khao Lak region that summer did as much good as circling the earth to labor in multiple locations.

An interesting feature of our project was that soon after the start-up, we realized we could gain more charitable donations if we were actually registered as an NGO with the IRS so donors could receive a tax benefit by giving to our charity. It so happened that three of my students had worked with me to launch another nonprofit a year earlier. We had planned to launch a project in Somalia with a couple villages I'd worked with. But just before our departure, serious terrorism attacks occurred so I halted everything. However, we'd already incorporated as a 501(C) 3 nonprofit registered as a U.S. charity, Empowering Nations. So we decided to fold Wave of Hope into Empowering Nations which would give us legitimacy, more contributions, and enable the larger and more inclusive NGO to move forward, albeit in different efforts (Empowering Nations, 2007).

Design of Wave's Strategies and Systems

What were some of our plans for short-term impacts in Thailand, as well as longer term outcomes? First, here are but a few of the results during the first couple of intense years summarized as follows:

We had cobbled together a lead team of the brightest, most organized students to run the efforts of Wave of Hope. The first three students arrived in early May 2005, and within two days they had food, housing, and service arrangements made so that the first group of 20 volunteers flying in in the next few days could be put to work.

From 35 individuals in the class, the group grew to around 60. Eventually about a hundred volunteered for a month or more rebuilding villages and devastated lives along the hard-hit coast of Khao Lak. Students came from seven countries, from universities between Cambridge and Berkeley, along with a few of my older friends and neighbors: Housewives, entrepreneurs, CPAs, and consultants. We all labored together to empower the 12/26 survivors along the Indian Ocean's coastline. Collectively we were horrified by the scenes of destruction and shed tears at the nearby Buddhist temple where thousands of bodies waited to be identified, buried, or cremated in the long months of our time in Thailand.

The in-country leader of the Wave team in Thailand was Sarah Carmichael, a Canadian graduate student studying neuroscience. While her fiancé was fighting as an American soldier in Iraq, she decided helping the poor of Thailand would be a meaningful way to manage her life while he was in harm's way in the Middle East. Her leadership was superb, and much of the credit for our team's success was certainly due to her. The rest of the lead team consisted of both undergrads and graduate students from various disciplines.

Back managing our efforts from within the United States was Enoc Velazquez, a graduate student from Panama who had been a U.S. Peace Corps manager in Kenya for several years before returning to school. The leadership and dedication of these two and various other students all helped make Wave of Hope a genuine success.

The fact that our group was well-trained, and the additional benefit that we developed high expectations ensured our experience was positive. We had strict ground rules: Everyone up, eat, pack a lunch and be ready to go by 7:00 AM. No alcohol. No drugs other than prescribed medicines. No dating or sex. While a number of other young volunteers went to the area, they were often perceived as party goers who danced and played at night, slept in late each morning, and many had no coherent plan or commitment. In contrast, Wave of Hope was seen as hardworking honest and committed. The result was our enjoying a lot of credibility.

Below is a list of the ongoing projects we carried out that first summer as highlighted in an earlier article (Woodworth, 2013):

- Permanent Housing Construction for Displaced Victims
- Thaikea Furniture Shop
- Classroom English Teaching
- Basic Flooding Cleanup
- Staffing for the Tsunami Volunteer Center
- Distributing Donated Hygiene Kits and Clothing
- Building & Repairing Long Tail Fishing Boats
- The Women's Pearl Cooperative
- Repairing Damaged Buildings and Other Structures
- Providing Nursery Care for Children of Victims,
- Offering Microenterprise Training and Microloans to Create Jobs and Jump-start the Damaged Economy
- Providing Assistance in Local Schools
- Supporting Other Community Reconstruction Efforts.

We were also able to secure lots of used clothing items in our home state before we went to Thailand which we took as extra baggage on our flights, along with suitcases full of children's toys and simple school supplies.

The Wave team launched its own small initiatives to begin in Thailand, but as the number of our volunteers continued to grow and more projects were necessary to give everyone meaningful experiences, we began partnering with other groups in Khao Lak. One was the Tsunami Volunteer Center (TVC). Another was the Mirror Art Group Foundation. A third that generated a good deal of involvement was the Thai army sent to manage the government's programs and oversee its use of federal funds.

It should be mentioned that Wave of Hope not only had a large team on the ground in Thailand. We also needed a small U.S. support team to help manage logistics, visas, travel and money back in Utah. They could assist in coordinating with me as the professor and the donors we wanted to inform and work with to raise more funding. Not all students in the Social Entrepreneurship course were able to volunteer in Thailand because of jobs, graduation deadlines, marriages or babies due, etc. So Wave leaders recruited applicants who, if they desired, could qualify for college credit or earn internship hours while in the U.S. These roles consisted of students in the U.S. who could offer the following support. a) General Management: Providing management to aid the project team, communicating between team leads, web updates, coordinating training meetings for new volunteers, fundraising, and public relations; and/or b) Volunteer Co-ordination: Responding to emails from interested volunteers, communicating important information regarding training meetings, departure dates; keeping track of volunteer information, accounting and budget efforts, managing large volumes of information and providing training materials for volunteers departing to Thailand; c) Logistics: Travel arrangements for volunteers departing to Thailand, purchasing tickets and tracking donations; Other: Providing guidance, direction to volunteers; Developing budget, submitting and managing the approved budget; Speaking to the media and making public events presentations; Participating in planning and weekly meetings. The desired skills and qualifications included: Project administration, volunteer management, administrative, multitasking and follow up skills; at a minimum some college and university or equivalent combination of education and experience; Good sense of humor and ability to work in a team environment.

Using creative personal and group fund-raising strategies, we ultimately secured \$118,000 in donations to cover our travel, housing and meals while in Thailand, and the purchase of tools, wood, cement, and more for our projects. We also convinced other NGOs to help fund larger, more expensive projects. For example, we helped native boat builders repair badly damaged vessels for their work, but the motors were destroyed or lost during the destruction. So one such organization agreed to pay for needed motors for fishing boats so Thai fishermen could get back to work on the seas to harvest their needed catches.

As a professor teaching social innovation and seeking to inspire students to help those who suffer and change lives around the globe, I was so gratified about the students from my humble little class in 2005. But not only them. They recruited siblings back home and friends who had already graduated. One was a construction worker in Los Angeles. Another worked for the federal government in Washington. There were two young British men who learned about us in the UK and flew over to volunteer with us. Even a television producer with Channel 5 (KSDK) in St. Louis, Missouri went with his son to build houses in Laem Pom village for four weeks and make a documentary film about our work. In my case, I convinced several neighbors to join our efforts, including a local banker, a real estate firm owner, and a consulting associate I've worked with from Dallas, Texas.

We were also blessed with small amounts of funding from local Utah businesses that we approached. Small grocers, hardware stores, and other types of enterprises each gave us money to roll out our plans.

Wave of Hope expanded in Thailand over the next several years as our Khao Lak projects continued in sustainable ways. Likewise, our new “parent” NGO, Empowering Nations, also grew elsewhere around the globe. Through the additional outreach of Empowering Nations, we had some 38 volunteers spend subsequent summers in northern Ghana laboring with rural women’s organizations as well as providing healthcare practices and teaching English. Another team began working with indigenous villages along the coast of Panama, and as the co-founder of both these NGOs, I was invited to spend a month in Panama working to facilitate the little start-ups there. Two more of our original class traveled to Paraguay and began providing technical assistance to rural farming villages outside Asuncion. Subsequently, I took some students there to help foster an innovative program in which agricultural families integrate their farms with a network of local schools in which they all collaborated in transforming the schools into ones that pay for themselves, now a movement throughout the Third World.

It needs to be pointed out that after a few years, Wave of Hope and Empowering Nations realized that their efforts paralleled the mission and purposes of another NGO launched from my courses back in 1999. In that specific case, it was a response to a different crisis, not an earthquake or tsunami in the Indian Ocean. Instead, it arose after Hurricane Maria destroyed much of Honduras, as well as damaging other Central American countries. Established in my microfinance course as HELP Honduras in 1999, 86 of my students were mobilized in that case to learn how and what they could do that very spring. After an intense summer in Central America, it continued to grow its social and economic impacts in subsequent semesters, expanding beyond Honduras, to Brazil, Venezuela, and El Salvador in 2000. As we integrated Wave of Hope’s programs into those of HELP International, we were soon generating more financial resources, attracting college students from Stanford, VA Tech, UCLA, Yale, and Oregon (HELP International, 2019).

Now, some 15 years since the merger of strategies, synergies and staffing, we have recruited, trained, and sent out teams of student volunteers globally including to impoverished areas of Fiji, Uganda Nepal, and Middle Eastern refugee camps. In other years, we opened new projects in Kenya, Brazil, Ghana, Peru, India, Nicaragua, and more.

But back to Wave of Hope. In summer 2005, we collaborated with village families in repairing or building small new houses along the Khao Lak coastline. We laid foundations, installed water and sewer lines, made family garden areas, and helped the individuals make new, simple wooden furniture: A kitchen table, wooden chairs, a couple simple beds, perhaps a couch, thatched walls that would let the breezes through, or plastered walls in some cases. All the furnishings were hand made in our simple wood shop, “Thaikea.” (Yes, a play on words connecting Ikea, the big Swedish corporation, with Thailand where we were laboring.) We purchased considerable woodworking tools and taught the village women how to make humble household furniture they wanted or needed.

The mix of power tools (jigsaw, drills, circular saws, sanders etc.) along with hammers, nails, measuring tapes wrenches, and more enabled us to help local folks develop new hands-on skills, as well as serve one another. For instance, the Wave of Hope teams made simple desks, chairs and book cases which we then delivered to newly-built rural schools. There the school children were invited to help by picking out their favorite bright colors and painting their own little wooden desks and chairs. A memory from those times includes the day that Condoleezza Rice, the U.S. Secretary of State, arrived to survey the flood damage and learn how the American government could be of assistance. She came to a new little school we had just helped complete. Thai government officials were there, teachers and school kids. So was Wave of Hope. After learning what our small team had been doing there as volunteers to aid in the region's recovery, she gave a public speech. Among other things, she pointed out that while she held the title of Secretary of State, she was merely a government official. She declared that young Americans like our small group from BYU "were the 'real' secretaries of state." It was a poignant experience for some of our volunteers.

Legacy of Social and Economic Impacts

In framing the methodologies used in our Wave of Hope enterprise, six distinct but interdependent roles were carried out to ensure long term success. Essentially, the students were trained and evolved from mere people in a university classroom to becoming social entrepreneurs, i.e. change agents engaged as on-the-ground consultants after the huge natural disaster in Asia. They worked to acquire various roles throughout the semester, and then carried out those roles while serving tsunami survivors in Thailand, managing projects, and more. The core responsibilities and roles included 1) Acquiring knowledge, 2) Applying knowledge, 3) Creating knowledge, 4) Sharing knowledge, 5) Leveraging knowledge, and 6) Challenging knowledge. Previous to our travel, we spent much of the semester in the United States, seeking to cultivate these various kinds of expertise and knowledge. Then after rolling out programs in Khao Lak, the emphasis shifted to application, experimentation, and utilization of old and new types of information.

As a new NGO, the Wave of Hope team learned a great deal during the winter semester of 2005, both back then during summer in the hot, humid realities in Thailand, and over the years afterward. We're still learning today through various iterations of education and the acquisition of new skills.

Our skill set in the design and implementation of our efforts consisted of the following core competencies:

- Project Management
- Understanding Thai Culture
- Volunteer Logistics
- Cross Cultural Awareness and Effectiveness
- Team-building
- Microfinance

- Leadership & Managerial Competencies
- Public Relations
- Business Training
- Fund-raising
- Teaching English (ESL)
- Travel Planning
- Refugee Needs
- Conflict Management
- Leadership & Managerial Competencies

Our efforts that first summer with Wave of Hope inspired students to continue doing humanitarian work even years after 2005. In fact, today there are four more NGOs started by students who first volunteered with us in Thailand. A number of young people from those first few years engaged in subsequent summer projects in Latin America and Africa, drawing on those hot months in 2005 when we spent our time in Khao Lak. Many learned how much they still didn't know, so after earning a bachelor degree, they went on to earn an MBA, law degree, MD, or Ph.D. Some of us have kept in touch over the 15 years since, sharing stories and remembering the challenges and the sheer joy of serving other people.

Based on survey feedback we gleaned from all volunteers at the end of each summer, several key themes emerged either back at the starting time in 2005, or over the years and reflections of participants since. They include such issues and action logic as the following: The need for *visions of empowerment and change*; the *passion* to dedicate oneself to a great cause; a willingness to shake things up, or in other words, "*If it ain't broke, break it;*" the importance of taking *radical steps*, not passivity or conformity; a *commitment to experiment* and try new things; and *positive deviance* in resisting the status quo and safety. In retrospect, each of these themes appear to be central to big, crazy interventions that promise a better future.

Each year after we returned from global ventures, we continued to further the evolution from Wave of Hope as a mere project the first year toward its becoming an ongoing NGO with real results and long term staying power. We accomplished this by doing several things: Debriefing the summer's experience and learning, taking a realistic look at pluses and weaknesses so as to grow more effective in the future. We also took considerable time to read reports from our volunteers overseeing the financials so we were confident of budgetary matters. Deeply knowing the sources of income, how the money was handled, and all expenses down to the tiniest details would help us be good stewards with the contributions of all donors, large and small. Each year after debriefing that year's accomplishments and outputs would help us as the management team debate organizational options for the future. After becoming legalized as a new social enterprise, we knew there were optional pathways for moving forward. Finally, these kinds of deliberations facilitated our beginning to plan for the coming year. This cycle was more or less repeated every subsequent year.

We discovered that from small, humble beginnings, long term sustainable results may be achieved. For instance, while I was in Khao Lak I was invited to meet with a group of women whose craft for years had included designing and selling simple native jewelry. But with the tourist market collapsed after the tsunami, they had no or little business opportunities, nor did they have adequate income so as to feed their children. So I proposed they shift from being individual creators to forming a women's worker-owned cooperative in which they would work together, share designs and support each other. Based on my consulting work with companies large and small around the globe, I felt if they were to align themselves as an artisan co-op, they would be empowered for a better future. Ultimately they did so, and several of our student team, a husband and wife, remained in Thailand for many months helping them flesh out their new business model. Thus, when they had success, they all shared in the fruits of their labor. When they had rough times, instead of excluding or laying anyone off, they would collectively sacrifice a bit to keep everyone productive and their families fed. Upon returning to Utah, I met with a friend whose pearl jewelry business was supporting Filipina women and I encouraged her to visit Khao Lak as a potential new source of fine products. She did so, and their relationship still continues today, a genuine success, a win-win for both sides.

Among additional key lessons and insights from our labors in Thailand are these:

- Rapid design and implementation is complex and time-pressured
- Shifting from aid to longer-term development requires new models
- University students, although young, can become empowered to make a difference in the world
- Wave of Hope shows that life-changing volunteers may have experiences that provide potential long-term applications in their future roles of work, education, and family

Finally, in synthesizing the social and economic impacts analyzed above, I hope this action research project articulates a kind of call to action for future millennial volunteers seeking to address new global crises in the coming decades. We know the world will continue to be hammered by natural and manmade disasters. It may be said that back in 2005, Wave of Hope quite effectively served the poorest of the Khao Lak poor after the Asian tsunami, helping them pick up the pieces of their devastated lives, one family, one house, one boat, one shop, one village at a time. That legacy continues through various reiterations of our labors until today. In the future, if students and professors are committed to authentic social change, university courses can become incubators in reducing human suffering in small, yet personal ways. Those developments may, over time, and if carefully cultivated, generate sustainable results for years to come.

I close with the words that Anne Frank wrote in her journal while hiding from the Nazis in Germany's terrible catastrophe: "How wonderful it is that no one need wait a single moment to improve the world."

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