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I. Life before beginning any university studies or employment

I am a first generation American. My family was well traveled in the sense that both of my parents worked for commercial airlines. My father worked for several international carriers over the course of his career and my mother worked for a domestic carrier but retired when she knew I was coming. Over the next few years we moved or were transferred, on average, once each year. We have lived coast to coast, several points in between, and overseas.

It was during these “international” trips that I began to appreciate the fact that people of different nationalities look at situations quite differently. It was from these differences that I eventually began to construct a pattern of similarities and needs. Because I was allowed the luxury of observing and not directly participating (as a child), I became enamored with the concept of the world not just as a set of agreed upon boundary lines but as a collection of many divergent people groups living in close proximity.

As I grew older, I became increasingly more aware of who I was and what I wanted to become. At the prime age of twelve I informed my parents (I was an only child) that I wanted to be an international corporate attorney. This vision held until my final year in college. I also began to understand how unusual it was to travel to so many places and to experience so many varieties of life and life-styles.

II. Formal and informal education

I spent the last two years of high school studying in Stockholm, Sweden, where I learned the value of strict academic discipline. During my time in Sweden, I saw how other countries view the United States of America. They did not always agree with our position but they usually respected the view point. The student body was fairly diverse and extremely academically oriented. This academic orientation showed me that it is possible to study hard and play hard and to be good at both. A balanced life is a good idea – start young and get proficient at it.

Upon returning home to the United States I reported to Arizona State University (ASU). It was at ASU that I first realized that there were lots of other students going to college, and thus competing for limited resources and funds. I set myself to a strict regimen of academic studies, part-time work and active reserve military duty which left, as you can imagine, very little time for relaxation.

From ASU I learned that one must do the basic requirements before attempting the complex. I worked hard to earn not only a BS but also the coveted International Business Certificate awarded by the College of Business where I had majored in International Marketing. My academic advisor was a former naval captain who appreciated students who took school seriously and put it first on their list of priorities. He and I got along well and he even wrote one of my letters to graduate school, which it turns out was a deciding factor in my ultimate admission. During my final year at Arizona State University I saw the legal profession for what it was – it was something that I did not want to be or become.

Thus my contingency plan was to apply simultaneously to the American Graduate School of International Management (Thunderbird): a most prestigious graduate school founded on the principles of international trade following the Second World War.

Here I felt at home for the first time. I was among peers who actually saw the global community, were active in it and thrived in its diversity. The word “international” became alive to me as a mode of life, not just some empty platitude to be trifled with. Some of those students have become life-long friends and these friends have bonded onto worldwide networks. After majoring in International Management and studying the German language, I was ready to enter corporate life and all that came with an executive position.

III. Employment experience

My first, and best, attempt at corporate life came early and came quickly. I was in my third year at ASU when I was offered the opportunity to go to work for IBM in a sales and marketing capacity. IBM was looking for undergraduate students who were versatile in both engineering (my time in the Marines) and business (my studies at ASU).

The thought in those days was to create a hybrid individual competent in two extreme disciplines. At IBM I flourished and very much appreciated the guidance and encouragement I received. The day came when I had to choose between a career at IBM (locally) or advance my dream of international pursuits – I chose Thunderbird.

Upon graduating from Thunderbird I accepted a creative position within American Express. It had a management orientation program designed to provide the individual with a one-year term of duty within each function of the corporation. The idea was to create well versed executives in training. During my first and only year, I spent time in operations and logistics. It was there that I first understood that not all corporations are created equal and not all people fit within all systems.

Twelve years ago I co-founded an international consulting and training firm - Moorhill International Group, Inc. To date, I have been blessed to have worked on 112 projects in both the manufacturing and service sectors. Leadership is a welcome challenge – one I accept willingly.

IV. Accomplishments and other aspects of your life

In my freshman semester at Arizona State University I joined the United States Marine Corps Reserve (USMCR), an institution dedicated to removing the individual mentality and re-inventing the team Marine. Over the next eight years I became proficient at two unique skills – rapid reverse engineering and long-range target acquisition. It was in the United States Marine Corps that I saw how military (command and control) systems differ from corporate (consensus building) systems.

The highlight of my life came in January of 1990 when I married. Marriage has turned out to be the best thing ever to happen in my physical life and has given me increasing joy year after year. That joy in part comes also from my two wonderful children: a son and a daughter.

These two children give me a run for my personal energy level unprecedented in my professional career. God is indeed good to those who listen and obey.

V. Mention some of your major goals and why you chose Rushmore to help you to reach them

One of my life's goals was to work internationally. That goal has, in part, been fulfilled through my own company - Moorhill International Group, Inc. The remainder of that goal involves teaching. I very much enjoy teaching. There are two occasions each year where I lead an advanced course on international standards at the local university.

I teach, not just on an *ad hoc*, visiting, or guest basis – but my own. I so look forward to those two weeks each year that the obvious has escaped me thus far – if you so enjoy teaching, then teach.

My desire is to obtain an advanced degree – a Ph.D. – in my area of expertise (international business) that would allow/afford me the opportunity to teach. During my intense research for on-line, remote, higher educational learning I found many, many “traditional” approaches to a degree program. The basic textbook, review, team assignment, take a test approach is not what I wanted. I have already done that through both an undergraduate and graduate program of study. Now is the time for me to shift my thinking and look at what is required and not what is expected.

It is my conviction that the Rushmore University style of higher learning will give to me the unique and directly applicable Ph.D. I desire – one focused on my work style, my educational prowess and my personal preferences.

VI. Outline the subjects and areas of special interest you plan to study

Subjects – management and business

Special interest – international relations

Dissertation – international quality management standards field guide