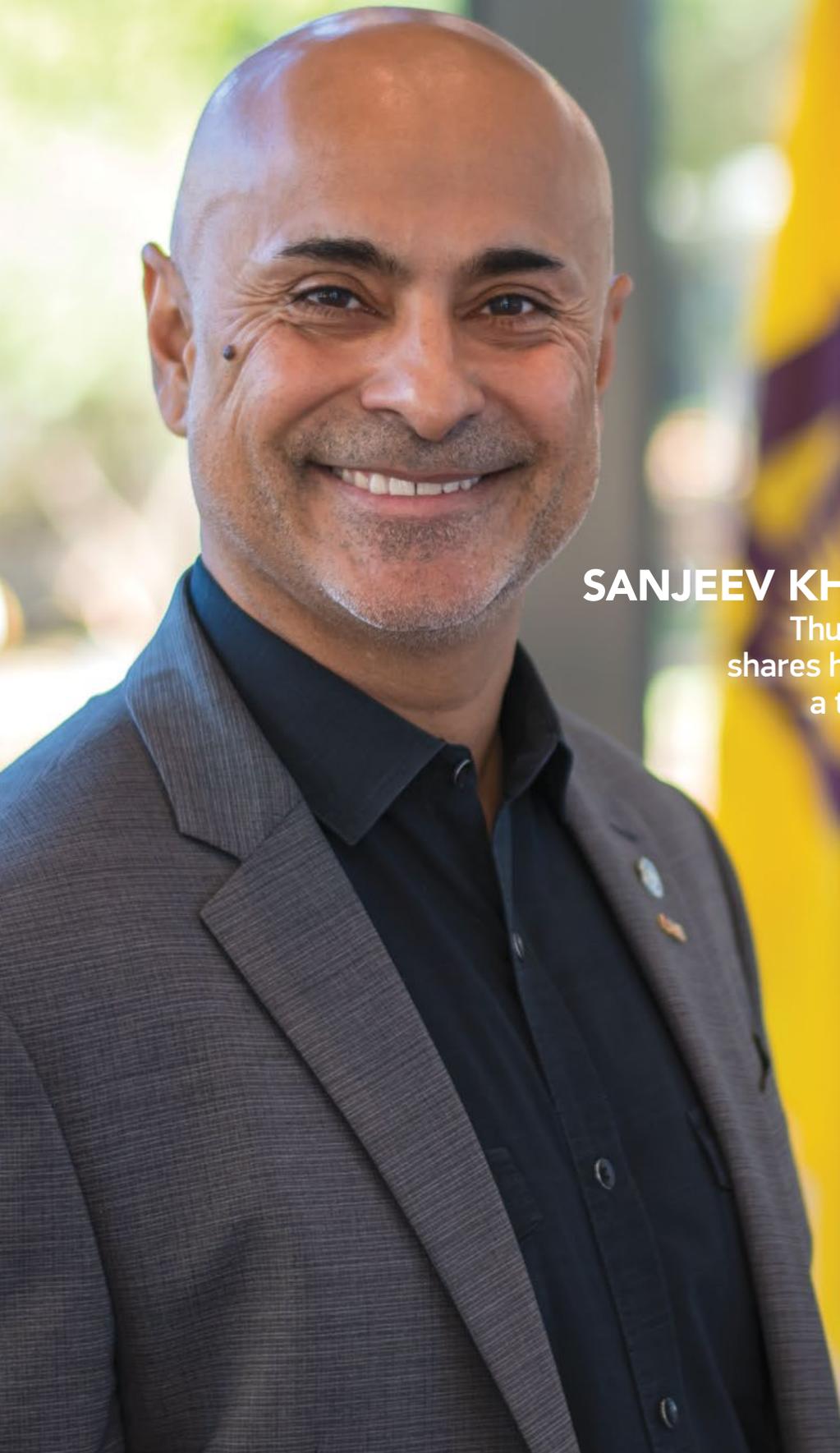


FALL 2018

THUNDERBIRD

magazine



MEET DEAN SANJEEV KHAGRAM, Ph.D.

Thunderbird's new leader shares his vision for impact in a time of global change.

APPLIED LEARNING

The Power of Social Proof of Mastery.

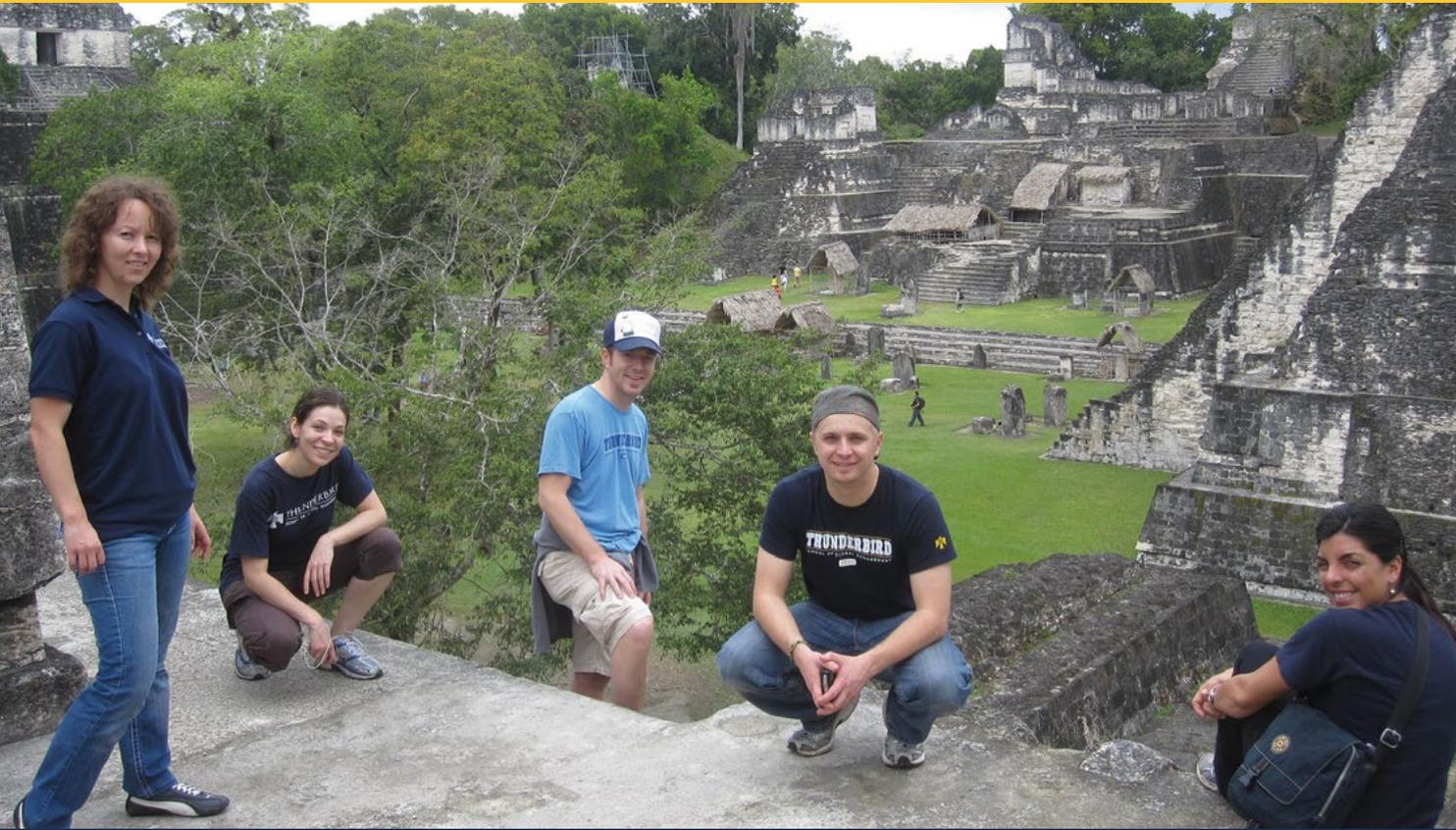
PAGE 15

THUNDERBIRD'S NEW CAMPUS

Learn more about ASU's downtown Phoenix campus that Thunderbird will call home.

PAGE 30

Show the world you're a T-bird!



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A unit of the Arizona State University Knowledge Enterprise



Thunderbird Magazine

VOLUME 68, No. 2, FALL 2018

Managing Editor
Jay Thorne

Art Director
Sean Durell

Content Managers
Robyn McLaughlin
Rhonda Mihalic

Editorial Proofreader
Suzy Howell

Alumni Staff Contributors
Paetra Yates
Megan Petty

Special thanks to
Arizona State University

Produced by ROX Media Group:

Principal & Account Manager
Elaine Earle

Creative Director
Tim Clarke

General Manager
Bea Lueck

Project Manager
Katie Mayer



All editorial, sales and production correspondence should be addressed to: Thunderbird Magazine, 400 E Van Buren St, Phoenix, AZ 85004. Changes of address, advertising inquiries and other subscription details can be e-mailed to: tbirdalumni@thunderbird.asu.edu.

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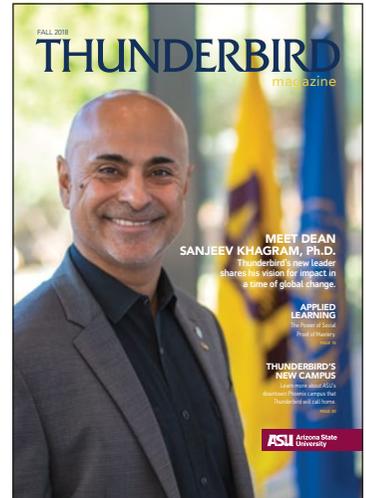
Editorial submissions and letters to the editor can be e-mailed to: tbirdalumni@thunderbird.asu.edu.

THUNDERBIRD

magazine : fall : 2018

features

It has been a year of change for Thunderbird with a move away from the school's historic home and a relaunch as part of Arizona State University's downtown Phoenix campus. As this integration progresses, a new building is being planned for Thunderbird that will reflect its historic past while signaling its mission for the future. All of this in the face of global change, brought on by the Fourth Industrial Revolution, a force shaping the marketplace that Thunderbird graduates will enter.



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A T-bird's Dream Job – The Opportunity for Impact in a Time of Change



They say it takes a special kind of crazy to move to Phoenix, Arizona in July.

From my perspective, it just takes the right motivation.

The vast majority of the T-bird alums I've talked with arrived at Thunderbird, as I did, when the greater Phoenix area seemed its most uninviting. The winter months are beautiful and it's easy to fall in love with the Valley of the Sun, but it seems only fitting that the calendar reinforces the principle we all know to be true: T-birds have a knack for coming onto the scene when the environment is quite a bit more challenging.

After a life and a career that has taken me all over the world, the most excit-

ing place I can imagine being today is downtown Phoenix, where Thunderbird School of Global Management is launching a new chapter in its history. My journey has taken me to this place, at this time, with a unique opportunity to make a meaningful impact at a moment when the world desperately needs Thunderbird to do what it has always done – mold women and men into global leaders.

My personal story, while unique, is not all that different from many T-birds who have come to Thunderbird over the years. My family was among the many East Indian families who had spent generations in Africa as laborers, and later, merchants, often rising to the heights of industry, who were expelled from Uganda in the early 1970s by Idi Amin. We fled in the middle of the night, my mother and father leaving everything behind. We lived in a refugee camp in Italy before being sponsored to come to the United States. My parents had one goal and that was to make sure my sister and I got an education. Now, more than more than four decades later, I owe all the success that has come my way to their sacrifice.

My role as Dean and Director General at Thunderbird is an opportunity for me to pay it forward and to help others reach their dreams, as I was supported

to do.

Since the announcement this April of my hiring, I've been hard at work assessing what the school can do, after some difficult years, to regain its footing as the vanguard of the vanguard for global leadership and management. And since my arrival in July, we have been moving forward, one step at a time, not only moving the physical location of the school to ASU's downtown Phoenix campus, but moving the school's mindset, as well.

In other parts of the magazine, you can learn more about our move and all the details about our plans for a sparkling new, technology-infused 100,000 square foot building – the soon-to-be global headquarters of Thunderbird. What I would like to share with you here is how Thunderbird will take its global expertise and leverage ASU's culture of innovation to deliver student success and graduates that employers want and need, that the world wants and needs.

The pace of change is faster than ever before; we all see it and feel it. We are racing to keep up as the Fourth Industrial Revolution advances digital, physical and biological technologies that are transforming companies, industries and societies. This shift is taking place at a breathtaking pace, disrupting almost every industry at a breadth and depth that is transformational in every way – from production, to management, to governance. The possibilities are mind-boggling and they are multiplied by emerging technological breakthroughs in areas such as artificial intelligence, autonomous vehicles, robotics, 3-D printing, nanotechnology, biotechnology, quantum computing, and more.

All of this is happening against the backdrop of climate change and overconsumption of natural resources. Sustainability must take center stage in all that we do, and those who live in emerging and underdeveloped markets cannot be left behind or exploited as our global society hurtles forward.

Master of Global Management Concentrations

- MGM in Global Business (Thunderbird)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Public Policy (College of Public Service and Community Solutions)
- MGM in Public Administration (College of Public Service and Community Solutions)
- MGM in Nonprofit Leadership and Management (College of Public Service and Community Solutions)
- MGM in Sustainable Tourism (College of Public Service and Community Solutions)
- MGM in Global Legal Studies (Law School)
- MGM in Sustainability Solutions (School of Sustainability)
- MGM in Creative Industries and Design Thinking (The Design School, Herberger Institute for Design and the Arts)
- MGM in Digital Audience Strategy (Cronkite School)

The Thunderbird global mindset and leadership fluencies are needed more than ever in the world in which we live and work, but not in the same old way. To prepare our graduates to be global leaders and managers in today's marketplace, and in a world moving into the Fourth Industrial Revolution, means we need to change, too.

From its inception, Thunderbird has always sought to remake itself to respond to the demands of the marketplace. Today's marketplace is sending us new signals. Employers want a combination of real world experience, advanced cognitive capabilities and social masteries – especially emotional intelligence and technical skills.

So, we are raising our game and making some changes. One concrete example is that we have already revamped our core degree - the Master of Global Management. Applied, experiential learning has been a part of Thunderbird for many years, but we are going to invest more heavily in it and make it a core emphasis of the MGM. Applied learning will be central to what every single student experiences at Thunderbird. It's what students want and, as important, it's what employers value most.

The transformed MGM will now offer a range of technical and substantive concentrations. Students will pursue specializations that suit their career goals, aligned with what employers are demanding. Supply chain, finance, and marketing will all play a role, but so will digital transformation, sustainability, entrepreneurship, and international development. Combined with the core global leadership, management and business skills at which Thunderbird excels, we will leverage the innovation, breadth and depth of ASU to provide our students with these transdisciplinary options.

In addition, we will return to being a school that requires the GMAT exam. We will also bring back language studies, complementing classroom training



with the use of technology and augmented reality to bring new methods of learning into our programs.

We've made organizational changes at the staff and administrative level to support this new vision. Faculty members Lena Booth and Mary Teagarden have joined our executive leadership team as Associate Deans, and our entire faculty has been deeply involved in evaluating and recommending changes to the Thunderbird curriculum. We will continue to add new faculty and staff to give us the expertise we need to take the school forward. And, we will continue efforts to integrate with ASU, Thunderbird-izing the university while at the same time taking advantage of what it can do to strengthen the learning opportunities for T-birds.

Our move into the Arizona Center in downtown Phoenix alongside other ASU colleges has brought the challenges you find with any move, but our students will tell you that their classrooms are better than ever and that the vibrancy of a downtown location places them in the center of one of the most energetic – and youthful -- cities in the country. Already, we have uncovered new opportunities and engaged with new private and public sector partners.

Plans for our permanent building are moving forward, a vision created through input supplied by our alumni,

our students and our faculty and staff. We are excited about what we can do to leverage technology in that new setting, while still reflecting our traditions and heritage of the past. The Thunderbird Pub will be joined by a Global Marketplace and the building will be a magnet for a global village that serves not only our school and the university, but the city of Phoenix, as well.

We have a lot of work left to do. More than anything, we need students with imagination, tenacity, curiosity, and drive. Please send them our way – as alums, you can spot and recruit future T-birds better than anyone!

For me, I am just another person who arrived in this desert oasis at a very hot time of year, filled with excitement and ambitions. Not so different from alumni all over the world who have told me their stories about arriving under similar conditions -- greeted by a scorching sun and fired up about the people they found here and the opportunity to learn and help change the world.

With Gratitude,

Sanjeev Khagram, Ph.D.
Dean & Director General



THUNDERBIRD makes a mark BY MAKING A MOVE!

By Anastasia Banks, Thunderbird Social Media Director

How do you take Thunderbird's historic, suburban Glendale campus, roughly the size of ASU's downtown Phoenix campus, and fit it onto three floors in a corporate high-rise? The answer is in our T-bird DNA...adapt.

One Arizona Center, built in 1989, a 19-story building that housed law offices and businesses for nearly 30 years, is now seeing its foyer and elevators busy with the traffic of a multicultural and energetic Thunderbird student body.

As global travelers and future business leaders, adapting is something that T-birds thrive on when they encounter the new and unexpected. This vibrant urban environment – a huge change from quiet Glendale – has been like a shot of adrenaline for students, faculty and staff as we navigate a bustling city center that will provide expanded opportunities and resources for Thunderbird.

Thunderbird's floors in our One Arizona Center space each house a different aspect of what makes the school great, and our archivist, Shannon Walker, is hard at work ensuring that every wall displays a piece of Thunderbird magic. In another Magazine article, Shannon explains how she is preserving our storied history. *(See the story on page 11)*

When you visit, here is what you'll find on Thunderbird's three dedicated floors, in addition to some expansive city and valley vistas.

Step off the elevator onto the **seventh floor** and discover the Thunder-

the downtown scene

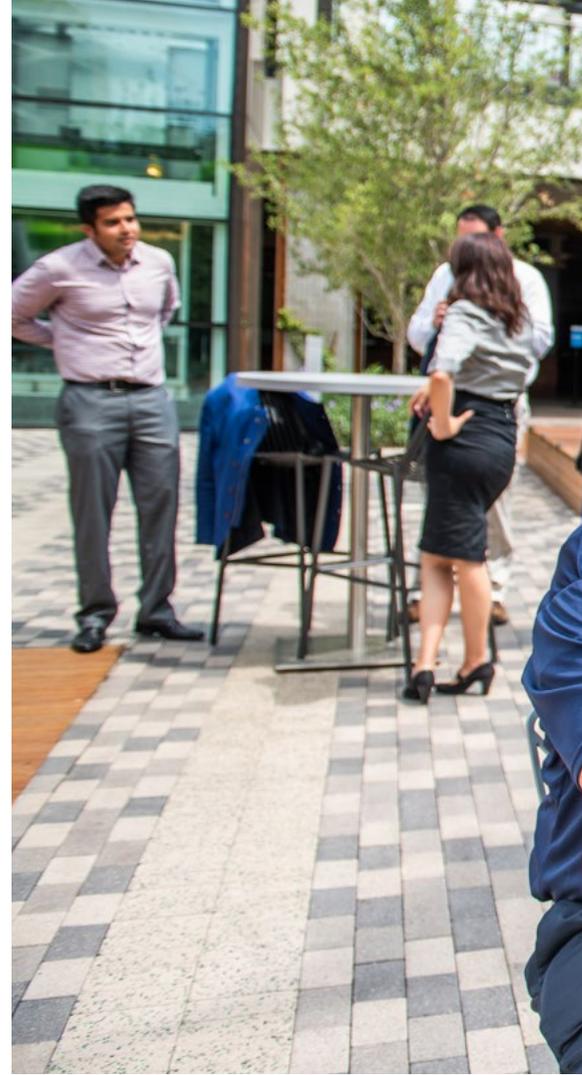
In addition to having the floor space necessary to house an entire school, the building is part of a larger mixed-use business and retail center adjacent to the ASU-Downtown campus.



bird Mystique alive and well in our students. This is their floor. As they engage in immersive classroom experiences, seek out resources, collaborate in common rooms, breakout rooms, and connect in communal areas, they remain our most important focus. The lowest of our three floors, the seventh floor is foundational and was designed with student success in mind.

The **eighth floor** is home to our faculty members, the admissions team, and the student services departments. It takes less than a minute for students to go quickly from the floor below, either by elevator or stairs, to locate the majority of the resources they need. That proximity neatly sums up the convenience and increased accessibility that One Arizona Center provides.

The **ninth floor** is the glue that holds it all together. Administration, global innovation programs like Thunderbird for Good and Consulting Labs, Executive Education, and our Alumni Relations teams reside on this floor and grouping these departments on one floor improves the management efficiency of Thunderbird.



So, why One Arizona Center? In addition to having the floor space necessary to house an entire school, the building is part of a larger mixed-use business and retail center adjacent to the ASU-Downtown campus. This gives Thunderbird students easy access to the many ASU and city center resources available, including the Sun Devil Fitness Complex.

T-birds also can choose from an extensive selection of restaurants, sports and cultural events, as well as use public transportation options such as the Light Rail Transit System. With nearby housing available to students, they are able to maintain the Thunderbird community and explore the opportunities afforded to them by living and studying in the fifth largest city in the U.S.

But The Pub, you ask? Fear not. The history and traditions of Thunderbird came with us in this move. A new, temporary, Thunderbird Pub location was established at the Arizona Center's 1130-Restaurant, just a short walk from the classrooms through a lovely desert-landscaped garden. There, students, staff and faculty already meet to continue building relationships and maximizing networking opportunities in the same ways that made Thursday nights at the Glendale Pub a must.



Thunderbird Rugby also continues to thrive – Give Blood, Play Rugby! – and some of our most successful initiatives such as the SHARE fellowships and Thunderbird for Good are well under way in our new metropolitan surroundings.

As we focus on today and prepare for tomorrow, all of us—alumni, students, faculty and staff—are adapting and making the move downtown a Thunderbird success. We have the opportunity to make a tremendous impact on Arizona State University and on the city of Phoenix. Thunderbird’s ability to adapt and thrive in the midst of change continues to be our greatest strength. 🦅



Thunderbird's Home for the 21st Century: It's More Than A Building

By Jay Thorne, Managing Editor

Beginning in June of 2018, as Thunderbird staff, faculty and students were moving off the Glendale campus and into three floors at the Arizona Center in downtown Phoenix, the school launched a planning phase for Thunderbird's new permanent building at 1st Street & Polk, adjacent to Arizona State University's Sandra Day O'Connor College of Law.

Dr. Sanjeev Khagram had yet to begin serving in his official capacity as Dean and Director General and already the project definition phase of the development timeline for the new building was under way.

"We had to move quickly on several fronts and had no time to waste when I started on July 1," said Dean Khagram. "Not only were we dealing with the logistics of moving an entire campus into 62,000 square feet at the

Arizona Center to satisfy our near-term needs, but the planning started right away on what we wanted in a new building, our 21st Century home."

In fact, Dean Khagram helped jump-start the planning process even earlier. Last spring, before graduation and convocation in May, Thunderbird and Arizona State University held a series of visioning sessions. Two were held with alumni members who serve on the Thunderbird Leadership Council and the Thunderbird Engagement Council; additional sessions were held with Thunderbird students, faculty and staff. One more session was held with the downtown Phoenix public, inviting neighborhood and civic organizations to share ideas and ambitions.

While stakeholders had unique perspectives, they shared remarkably similar ambitions. These common themes emerged:

- The Pub – prominently featured
- Borderless feeling of openness — windows, fresh air, open space, outdoor space
- Flexible classroom space
- Advanced technology
- Collaboration space
- Flexible-use event space
- Office space designed for changing nature of work
- Landscaping that offers shaded outdoor areas
- Global feeling / international themes
- Feature alumni prominently
- Feature history of Thunderbird
- Lobby / entry that makes a Thunderbird statement
- Clocks that display the time in major world cities
- National flags from around the globe
- Situation room
- Innovation lab / entrepreneurial incubator
- Global market
- Sustainability, LEED certification
- Adequate parking

Borders frequented by trade seldom need soldiers.

**William Lytle Schurz,
Thunderbird's Second President**

In addition to the practical, people were asked to submit big ideas and those ranged from a holographic globe, to high-tech postcards from alums around the world, to displays of maps/planes/news/stock exchanges from all parts of the globe, representations of international music and foreign languages, and more.

It was a discussion that stretched beyond making the building an asset for T-birds and Arizona State University, to making it a jewel for the city of Phoenix and the community. How do we create a global village that makes such a statement that it attracts visitors who may not want to earn a degree but who do want a taste of what Thunderbird has to offer?

All the input, ambition and ideation were poured into a planning process and blended with reality -- the size and layout of the site, a construction budget of \$60 million, 100,000 square feet of programmable space, and the design standards of the university. That was the planning framework.

Dean Khagram put together a lead team for Thunderbird comprising himself, Chief Engagement Officer Patrick McDermott, and the school's Director for Partnerships and External Relations, Jay Thorne. Countless others at Thunderbird are making

contributions to the process, including a Heritage Committee of alumni, chaired by **Eric Bing '94**.

The new building will be Thunderbird's, and we will be at the table every step of the way, but Arizona State University is the owner (ASU has an inter-governmental agreement with the city of Phoenix defining terms of a long-term lease that governs buildings on the downtown campus).

In early April, after initial groundwork by Jay Thorne and the ASU public affairs team, the Phoenix City Council voted to contribute \$13.5 million in municipal funding toward the building. Thunderbird's new home was one step closer to becoming a reality.

With its steady growth, managing the process of constructing a new building is something ASU knows how to do. From a procedural standpoint, the planning process is driven by the University, led by the university architect's office, the university planner's office, the office of the President, and the ASU Foundation. In the spring, ASU launched an RFP process to select private sector architects, landscape architects, sustainability consultants, and a general contractor.

The two selected architectural firms are Jones Studio, a local firm based in Scottsdale, and Moore,

Ruble, Yudell, of Santa Monica, California. The two firms work together, Jones Studio focused more on the exterior of the building, MRY focused more intently on the interior. The general contractor, Okland Construction, has done several projects with ASU and has proven to be an efficient and valuable partner. All three firms played a role in building ASU's Beus Center for Law and Society, the neighboring building on the site, which opened in 2016.

The project definition phase gave way to the schematic design phase in July of this year, during which several design choices were made and became fixed. By early next year, the design development phase will be in full swing with groundbreaking expected in summer of 2019. Currently, plans call for completion by the end of 2020. All dates are subject to modification, but as of fall 2018, that is the timeline.

For now, and long after we move into our new home, we will carry forward Thunderbird's vision and mission: We will create global village that feels like home to T-birds; will be a source of pride for the university; and will serve as an inspiration for global engagement in Phoenix and in the wider community.



Sanjeev Khagram:

A True Internationalist, Visionary and Problem-Solver

Sanjeev Khagram holds a B.A. in development studies/engineering, an M.A. and PhD Minor in economics (from the Food Research Institute), and a Ph.D. in political science, all from Stanford University. He lives in Phoenix with his two sons and his mother.

The Thunderbird community was first introduced to Sanjeev Khagram, the newly appointed Dean and Director General of the school, in the AT&T auditorium on the Glendale campus in April 2018. He stood alone in the well of the auditorium, speaking without notes, dressed in khaki slacks and an open collared shirt, smiling as he introduced himself in a soft voice. As he told us about his life and his vision for Thunderbird, he held in his hand a small, brass-colored Thunderbird coin with the original school logo on one side and the current logo on the other. The coin was, in a way, emblematic of the change he represents.

He began by telling us how to pronounce his name: "SUN-jeev, like Valley of the Sun," he said. As he addressed students, staff and faculty that day, we learned about an extraordinary life journey that began with his birth in Africa and eventually led him to Thunderbird.

Dean Khagram is a world-renowned scholar and practitioner in the areas of globalization, transnationalism, leadership, strategic management, entrepreneurship, social enterprise, cross-sector innovation, public-private partnerships, inter-organizational networks, good gov-

ernance, transparency, the global political economy, sustainable development, human security, and the data revolution.

But he is much more than his professional and academic accomplishments. He has lived and worked for extended periods in Brazil, India, Kenya, Mexico, Nigeria, South Africa, Thailand, Germany and the United Kingdom. Dean Khagram is of Asian Indian heritage, a Hindu, and a refugee from Idi Amin's Uganda, which brought him to the United States in 1973 via refugee camps in Italy.

His life story is so extraordinary and so *Thunderbird* that it might almost seem that he was predestined to lead the school on our newest journey. In his book, *Dams and Development*, the lens through which Sanjeev views issues of development – global business – is palpable:

"In today's world, a new era of global leadership is certainly needed in the private sector. But it also is in desperately short supply in government agencies and international organizations."

"Sanjeev is a transdisciplinary thinker who will reinforce Thunderbird's traditional areas of global management and leadership," said Mark Searle, executive vice president and university provost at ASU. "His scholarship on globalization, transnationalism, sustainable development and human security make him a natural fit to take the reins at a revitalized Thunderbird." Dean Khagram follows Professor Morrison as the head of the school; Allen will return to teaching and research on the faculty.

Dean Khagram envisions Thunderbird as intensely focused on its founding mission to bring peace to the world through commerce. "We will renew, deepen and broaden our commitment to training and empowering current and future executives of international enterprises and networks of all kinds," he said. "In today's world, a new era of global leadership is certainly needed in the private sector. But it also is in desperately short supply in government agencies and international organizations."

There are three areas where Sanjeev believes Thunderbird can take the lead in educating students from around the world:

- *the global and transnational nature of the world*
- *the cross-sectoral nature of the world*
- *the importance of entrepreneurship and innovation to comprehensive economic advancement*

"It's at the intersection of these three pieces, linked to our mission of helping to create a world in which there is cooperation and peace and understanding and respect," he said. "That's really the combination that we have to figure out and innovate with in order for Thunderbird and ASU to realize their full potential."

Welcome to Thunderbird and ASU, Dean Khagram. We're ready to work with you to achieve greatness.



"Dean Khagram envisions an amazing future for us built on the foundation of our beloved Thunderbird legacy that he embraces with unbounded enthusiasm. He exemplifies leadership--inspirational, engaging, supportive and fun--all of the things we teach! As the song goes, the future's so bright we have to wear shades!"
— *Professor and Associate Dean, Mary B. Teagarden*

Preserving the Past into the Future

by Shannon Walker, Thunderbird's archivist since 2010, now serves as the Assistant University Archivist at ASU

From the moment Thunderbird's move was announced in December of 2017, we began developing a strategy to manage the packing, moving and long-term care of all of Thunderbird's historic materials, including the extensive art collection, archival materials, and displays all over the Glendale campus. It is no small thing to extract ourselves from a physical space where we were interwoven with the history. While the people (students, staff and faculty) can physically move, it is another thing to keep the original mission and purpose of the school intact during this transition. It is much more than saving objects, it is preserving the vision, the uniqueness and the richness of a one-of-a-kind institution.

Here is a brief description of how the historic materials have been handled during the transition:

Art from all buildings across campus was gathered to one location and inventoried. A local art handling company expertly packed over 600 items and moved them to a climate-controlled warehouse space in the Phoenix area. Some of the art will be installed at the Arizona Center, the rest will be displayed in our new building.

The school's **archival collections** contain over 1200 linear feet of materials documenting the span of its history, including the operation of Thunderbird Field No. 1 during World War II. Within this collection there are documents, publications, reports, student newspapers, artifacts, signs, banners, clothing, patches, pins and much, much more. These materials have been carefully organized, cataloged, labeled and packed in archival-quality boxes. They are being moved to a climate-controlled storage space managed by the ASU Library. All materials are retrievable for future research and use.

There is also a collection of more

than 50,000 **photographs** (prints and negatives). These materials are being carefully organized, labeled, packed and moved to a climate-controlled site downtown. They will be readily available for research and future use.

Items from the **Pub** (signs, photographs, license plates and memorabilia) have been taken down, cleaned, inventoried and will be stored with Thunderbird's archival collections. The plan is to use everything in the new pub in the new building.

Materials in the **Tower** (art, artifacts and framed objects) are going to the Arizona Center for use in the interim space.

The **rugby display**, previously located in the Alumni lounge in Founder's Hall, has been taken down, inventoried and packed for storage. Some of the materials (large framed items and trophies) are being stored with the art collections. Other materials will be stored with the archival collections. Again, all of these materials have been carefully cataloged and are fully accessible for future use.

During our planning we were made aware of a **time capsule** buried on campus during the school's 50th anniversary celebration. The time capsule's location has been documented.

There are still some items that need creative storage and moving solutions. For example, The Continents sculpture, memorials, and more permanent fixtures on campus have proven to be complicated to extract and move. However, we continue to explore options for these materials, so stay tuned!

The good news is that while a significant part of the physical collections will be in storage, many materials have been digitized and are available online. These include photographs, yearbooks, student newspapers, the alumni magazine and movies. We will continue to digitize more materials and make them available online at



To be ignorant of what occurred before you were born is to remain always a child. For what is the worth of human life, unless it is woven into the life of our ancestors by the records of history?

– Marcus Tullius Cicero

<https://lib.asu.edu/collections/university-archives/thunderbird-archives>.

Reflection

As we plan for the safekeeping and future use of our historic items, we have the opportunity to review the depth and breadth of materials produced by the school over its 70+ year history. It is an amazing history with a global impact, and its significance should not be lost on anyone. All of our plans, preparations and work happen with a sense of responsibility to the Thunderbird story. It is an inspiring story and we look forward to the opportunity to study it, share it, and display it, both now and in the future.

Shannon Walker is the Assistant University Archivist at ASU. Her responsibilities include the ASU University Archives and the archival collections at Thunderbird. She began working as Thunderbird's archivist in 2010. She holds a Master's in Library and Information Science from the University of Denver and a dual undergraduate degree from the University of Colorado.



Shock and Awe: When Change Knocks, Open the Door

By Justin Hutchings '18

I was two weeks off the high of being elected Thunderbird Student Body President, and one week into my holiday break, when I received the email: Thunderbird was moving to downtown Phoenix. The news hit me hard, filling me with a mix of emotions swirled together into an indecipherable mess. My identity as a T-bird was tied to our historic campus – that identity was in jeopardy. The disappointment was palpable and the questions seemingly endless.

Many students shared my initial sentiments of disappointment and uncertainty, while others carried feelings of hostility and anger. The buildup of unfettered emotion was fueled by the myriad rumors floating around the student body, rumors trying to address: Why were we abandoning our home of over 70 years? When were we leaving? Where were we going? Where would we live? What were the short- and long-term educational and economic impacts on each of us? Why was no one providing details? Without answers, the conjectures about details of the move were many, varied, and a bit hairy.

My uncertainty and self-pity were short lived as realization settled in: I was voice and advocate for the students in what would prove a tumultuous transition to a new, temporary home. Recognizing this brought a wave of reason. With limited accessible details, I began a semester-long search for information to ensure that students were properly informed, and their needs represented. The resulting engagement with those holding titles of President, Deputy Provost, Dean, Director General, and Executive Director provided insights that not only assuaged my fears but kindled a warm fire of excitement for





what was over the horizon.

As the semester passed, increased communication from, and engagement with, senior administrators opened doors of understanding that many students allowed themselves to walk through. The tenor on campus began to shift as a vision of the new opportunities that would be proffered downtown came into focus. As classes finished for the semester, most students were at least tolerant of the changes afoot.

While I had a broader and clearer vision of Thunderbird's future than most students, due to my engagement with senior administrators throughout the semester, I still harbored some reservations about the move downtown. These hesitations remained unabated until I stood in front of Thunderbird's fall 2018 incoming class and welcomed them to their new home: downtown Phoenix. My greeting was not met with disappointment, fear, or anger, nor were there complaints about increased cost of living, commute time, or parking fees. Rather, I felt an almost tangible excitement as these new T-birds embraced the promise of their future and were ready to take advantage of everything Thunderbird had to offer, regardless of location.

In these few moments, the rhetoric I heard

time and again in the months after the announcement finally started to take on meaning: Thunderbird is not a place – Thunderbird is a feeling. Thunderbird is wherever T-birds are gathered together, and is whatever we, T-birds, make her. I was witnessing the gathering of T-birds with common purpose. I was witnessing the christening of downtown Phoenix as our new home.

I have learned that tomorrow always has the potential to be better than today. As we look forward to a new Thunderbird, I am excited to see the vision of new leadership come to fruition. I look forward to the restoration of Thunderbird as the vanguard of international business programs through embracing the future of business and technology in a bustling city of innovation and change.

Justin Hutchings '18 served as Thunderbird Student Body President through Thunderbird's move to downtown Phoenix. He is a Master of Global Management Candidate and Campus Ambassador. He also served as Foundations Captain for the fall 2018 incoming student orientation experience.. Justin can be reached at: Mobile: (801) 362-623 or Email: justin.hutchings@tbird.asu.edu

Thunderbird is wherever T-birds are gathered together, and is whatever we, T-birds, make her.



applied LEARNING

The Power of Social Proof of Mastery

By B. Tom Hunsaker, PhD
Global Strategy & Leadership
Applied Learning Director

Thunderbird School of Global Management at Arizona State University

Reimagining global integration at IBM. Co-creating a new service go-to-market strategy for Honeywell in Vietnam. Unpacking global mega-trends to help Siemens design for their future in the Andes region. Innovating knowledge transfer approaches to help Heifer International better serve rural entrepreneurs. Streamlining global client onboarding for Citi. Analyzing value chain voids for Libbey Glass in Myanmar. Landscaping Rio Tinto's impact investment opportunities. Invigorating premium product sales amid low-cost competition with 3M.

This portfolio reads like the work inventory at McKinsey, Bain, or BCG. Instead, they are just a few of the projects recently delivered by Thunderbird student teams.

As the fourth industrial revolution takes shape, the need for agile leaders – people who can think critically, act skillfully, and persuade compellingly in a rapidly changing world – is at a premium. Thunderbird's commitment to prepare these leaders is unrivaled. Enter the school's Applied Learning program. Building on leading-edge course instruction, Thunderbird students put their learnings to the test through high-stakes, relevant projects with active client systems conducted remotely from campus and on location around the world. The result is demonstrated expertise and savvy in highly dynamic settings. In fact, the term *social proof of mastery* was coined here at Thunderbird.

The value to students is tangible. **Take Brad Hoffa '17.** While at Thunderbird he led a TEMLab (Thunderbird Emerging Markets Lab) team that



There's no substitute for the types of high-profile, active client experiences I had at Thunderbird.

worked with a coalition of regional leaders in northern Peru to build a cohesive economic development strategy. Once home, he was part of a five-member team that helped IBM reimagine their approach to global deal engagement. The firm recognized that work as one of their top service innovations for the year. In Brad's words, "There's no substitute for the types of high-profile, active client experiences I had at Thunderbird. To be on a small team that works iteratively with client executives, receiving intimate faculty support behind the scenes, and then to stand and present that work product to someone running one of IBM's largest businesses – as a student – is remarkable. This really helped to set me apart." Brad is now putting those experiences to use on global assignments for FCA (Fiat Chrysler).

Current T-bird student Bonnie Piper hoped that Thunderbird could bridge her previous teaching career and her future interests in global economic development. Naturally, she was

elated when her team was selected to innovate Heifer International's entrepreneurship training program in Ecuador. The experience didn't disappoint. "It was life-changing. It instilled confidence in my abilities, reinforced trust in my colleagues, and left me optimistic about the future



for those we met. What we did for Heifer helped me to be successful in my internship. In fact, in addition to what I was originally hired to do, when the organization noticed shortcomings in their training curriculum I was asked to revamp it. I'm so grateful."

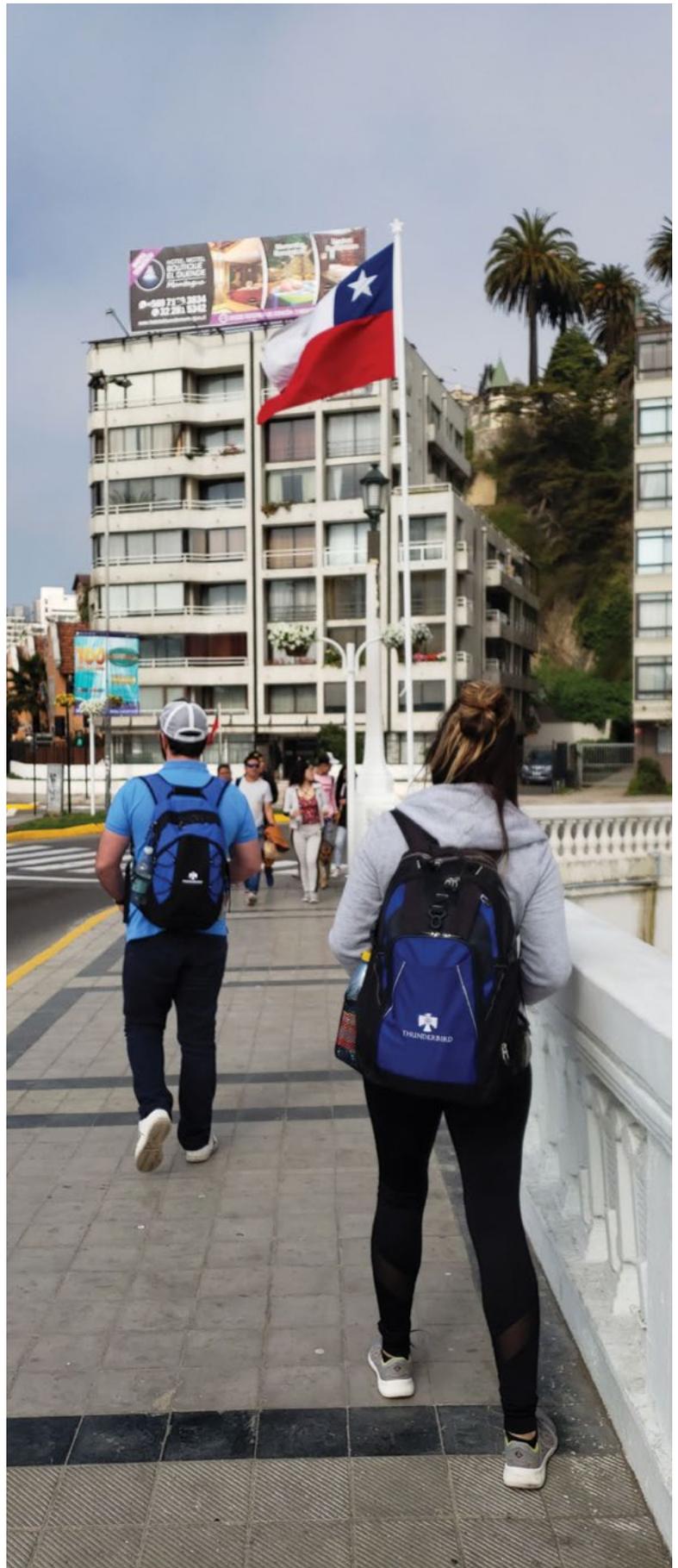
Industry has taken note. Heifer Ecuador's country manager quickly saw the value of what the Thunderbird team produced and went to work seeking broad adoption throughout the Americas. Johnson & Johnson Peru's country manager categorized the work product they received as deeply important to their business in the region. The CEO of Romania's Megatitan shared that his company successfully executed several new investments because of a Thunderbird team's findings. Adelca's head of strategy (and former A.T. Kearney consultant) may have described the familiar feedback sentiment best, "This work was as good or better than if we had commissioned it from a major consultancy." Clearly, there is something powerful to faculty-mentored, student-driven, applied experiences that blend academic pursuits and international organization challenges.

While Thunderbird has an impressive history in applied learning, the future is even brighter. Going forward the school will continue to lead out by deepening the scale and scope of these and other applied experiences. And alumni play an important role.

Most organizations have a 'parking lot' of global growth desires or improvement challenges – items they'd love to tackle or better understand but for time or resource constraints. These are ideal projects for Thunderbird teams. It's also anticipated that the new campus will house a simulation platform to expose T-birds to decision outcomes in real-time, situation rooms with cutting-edge feedback capabilities like high-performance athletes analyzing game film, and innovation space and resources to spur next generation Thunderbird-led enterprises. AI and VR technologies will be central to these experiences. Each presents a meaningful opportunity for alumni to get involved.

As a T-bird for life, applied opportunities don't end at graduation. The Alumni TEMLab rekindles the Thunderbird spirit – that sense of adventure and impact – through advising emerging market SMEs. Where else can you find graduates spanning 30 years traveling to an international location to deliver real impact by day and have a blast together by night?

This is a great time to be a T-bird. With leading-edge applied learning, the original in global management just got better. 🇺🇸



THUNDERBIRD share program:

A Decade of Changing Lives

By Mary Beth Faller/ASU Now

Thunderbird School of Global Management is well known for many things, but working across cultures is among its core values. When the school launched a generous scholarship program a decade ago, funded entirely by a group of committed T-bird alumni, the program was aimed squarely at that core value. This year, it celebrates a milestone.

Thunderbird is marking 10 years of SHARE Fellows, students from emerging market countries who receive a full scholarship, expense money and mentoring. Over the past decade, 59 students from 29 emerging market coun-

tries have received SHARE Fellowships to attend Thunderbird, which became part of Arizona State University four years ago. The fellows are encouraged to then give back to their communities. SHARE Fellows end up being very active on campus because they don't have financial worries, according to Thunderbird alumna **Maria Houle '87**, program director for the SHARE Fellowship.

The program was founded in 2008 by Thunderbird alumnus **Marshall Parke '77** and his wife, Veronique. Marshall is now a partner and vice chairman of Lexington Partners investment firm. Marshall's idea grew out of



Marshall Parke '77

his own experience at Thunderbird. He understood that students from developing countries enriched everybody's experience on campus, and that with a Thunderbird education they could make big changes in their own regions. But they needed mentorship, so Marshall enlisted several alumni – some from his graduating class – to raise money for the fellowship, with donors agreeing to be mentors to the fellows. But the mentorship piece didn't take off at first.

These were high-end donors and Thunderbird realized that this population of students, many of them from hierarchical cultures, were uncomfortable calling on mentors whom they saw as distant in status. There wasn't a formal procedure in place and the students were very shy to initiate. One student from Africa explained that he just couldn't call someone he didn't know. The fellows did not have experience in calling strangers, something that was unfamiliar or unknown in their cultures.

That's where Maria Houle comes in.

Although mentorship is a relationship that doesn't have an end game, the program does have a goal: That the fellows have a job when they



Rexcel Lagare '18



The fellows from 2017-18, from left: Maria Houle, program manager for SHARE, Han Zhang, Laura Quintero, Sebastian Sierra, Annie Wambita Okanya, Lemmy Gitahii, Irene Kinyanguli, Rexcel Lagare, Nana Oureya, Madif Yel and Fungai Mandaza. Photo courtesy of Thunderbird School of Global Management.

leave school. With that in mind, Maria started setting career goals with the students and identifying people to be mentors as needed.

The SHARE Fellows get coaching in how to overcome cultural barriers to networking. Mentors can be Thunderbird alumni or people that Maria knows professionally. The program offers a lot of seminars on how to network and how to call a stranger and what fellows can expect to get out of it. Maria tries to make them comfortable with the idea that if they call someone, it gives that person validation for their experience. Maria also gives the fellows a lot of attention.

"If they want to run every email by me for cultural appropriateness, they can. Sometimes I'll reach out on their behalf and I'll get the ball rolling for them," she said.

Nana Oureya '17, who is from

Togo, was a SHARE Fellow and graduated from Thunderbird last year. She said that making networking calls was difficult at first: "I was shy. I said, 'Maria, I can't do it.' But she said, 'No, you're giving something and you're asking something, and you can build these relationships.'"

Nana, a financial analyst at Intel in

Chandler, said learning to network was crucial because she rotates among departments every 18 months. "You have to be comfortable talking to senior people and know the politics and who to reach out to," she said. With the coaching, Nana was able to land a summer internship position at Intel in October of her first year. She added: "I

About SHARE

SHARE's mentor program includes individualized training, goal setting, tutoring, mentoring and high-level introductions from multiple experts and senior executives. Fellows are taught business communication skills and networking techniques, then are given introductions so they can build their professional networks and develop their own mentoring relationships – skills which last a lifetime. SHARE Fellows graduate with developed networks of executive mentors in their industries or geographies.

program spotlight



Class of 2011

was so relieved, and it was because of everything that Maria taught us. She taught us about our resumé, how to dress, everything from head to toe.”

Maria said that many of the SHARE alumni have mentored. Often mentors tend to be people who are more advanced in a career but SHARE Fellows are looking for the entry point and the best mentors are the ones who have just done it. “When you have a Vietnamese talking to a Kenyan, both have dealt with work authorization or issues with English,” she said.

Mentoring is one way the SHARE alumni can give back — something the program encourages once they are settled in their careers. Some SHARE alumni support the community through their jobs, such as working in a nonprofit. Others have launched initiatives. SHARE Fellow **Tenzing Paldon Nepali '14** co-founded Kalyani, a nonprofit to improve the health of women in rural Nepal. **Stefan Dyulgerov '15** of Bulgaria, a 2014-2015 SHARE Fellow, is a co-founder of the Society for Unity, which promotes education and civic values in Southeastern Europe.

Rexcel Lagare '18 is a current Thunderbird student and a SHARE Fellow who hopes to grow the economy in his native Philippines. “My game plan now is to boost my skills portfolio to make me more qualified for advanced management positions, which in turn will raise my network and influence by being a successful business leader,” he said. “That would provide that proverbial beacon of hope that will help eliminate poverty — currently the driving force in lawlessness and crime.”

Nana wants to help girls in her native Togo aspire to higher education. “You have to give back,” she said. “It’s like a chain and that’s how you amplify the effect of what SHARE gives you.” 🙌



Class of 2013



Class of 2016

THUNDERBIRD ALUMNI Ski & Snow Weekend



BRECKENRIDGE

C O L O R A D O

The Colorado Chapter invites you to join us for the 7th annual Ski & Snow weekend. Alumni from around the world will gather to ski, attend our business forum and enjoy beautiful Breckenridge, Colorado.

Thunderbird Ski & Snow Weekend

February 21-24, 2019

Breckenridge, CO

Go to thunderbird.asu.edu/skiweekend for more details.



A unit of the Arizona State University Knowledge Enterprise

faculty focus

Four Things To Know About Trade Agreements

By JONAS GAMSO, Ph.D.

ASSISTANT PROFESSOR OF INTERNATIONAL TRADE AND GLOBAL STUDIES

Between the U.S. withdrawal from the TPP, NAFTA's ongoing re-negotiation, and a global trade war heating up, trade agreements have dominated the news over the last two years. With Americans polarized over trade policies and with warp-speed news cycles, it can be hard to keep up or make sense of it all.

Trade agreements serve to reduce tariffs and facilitate trade between countries, good things for most people. However, there is more to it than that, and the complexities become clear when we look at how these deals are negotiated and

who they do and do not benefit.

In my role as a Thunderbird faculty member, I have had many opportunities to think, speak, conduct research, and learn about trade agreements, and about these complexities. Here are four key things everyone should know when trying to make sense of the environment surrounding the question of trade agreements.

1. TRADE AGREEMENTS HAVE A LONG HISTORY

For decades after the Second World War, trade liberalization was a multilateral effort advanced through

the GATT/WTO. Over eight rounds spanning 40 years, the GATT/WTO member-states successfully negotiated large tariff reductions. However, each new round of negotiations was lengthier and more difficult than the last, owing to a growing number of member states and an increasingly ambitious agenda.

As multilateral negotiations dragged on and eventually stalled, governments seeking reciprocal tariff relief negotiated smaller scale deals with fewer partners. To put it simply, it is easier to forge agreements with two or three partners than with 100+. In this context,



Jonas Gamso, Ph.D.

regional and bilateral trade agreements surged in the mid- to late 1990s after the final successful round of GATT/WTO talks concluded in 1994.

2. TRADE AGREEMENTS CREATE WINNERS AND LOSERS

Trade generates prosperity for countries and offers benefits for most people, but not everybody wins: Trade also hurts some business sectors. The same is true of trade agreements.

While NAFTA has lowered consumer prices and had a positive net effect on job creation in the U.S., it has also encouraged some U.S. companies to move facets of their operations into Mexico. As a result, workers who once assembled cars in Detroit and other industrial cities lost their jobs. By the same token, the foreign investment that flowed into Mexico due to NAFTA probably led to a net increase in jobs, but it also crowded out local companies that could





not compete with giant U.S.-based multinationals.

Helping the “losers” without sacrificing the benefits of trade is one of the most challenging facets of trade policy.

3. TRADE AGREEMENTS ARE ABOUT MORE THAN TRADE

In 2016, the American press seized on the length of the TPP agreement: 5000+ pages! Why does a trade agreement need to be so long?

The answer is that TPP covers much more than trade. It includes chapters on intellectual property, labor rights, environmental standards, and regulations, among other things. Other trade agreements are similarly comprehensive. This is because of the large number

of special interest groups that seek to influence trade agreements: Labor unions want labor provisions to keep the costs of production abroad from falling too low; multinational corporations want their intellectual property to be protected; environmentalists want safeguards for clean air and water. With all of these extra provisions, 5000 pages seems more reasonable.

4. TRADE AGREEMENT NEGOTIATIONS ARE HARD

Trade agreements are negotiated between national trade representatives. Once these representatives have reached an agreement that is amicable to both parties, the deal can be signed. But before the deal goes into effect, most countries require that

it be ratified by the legislature. For an agreement involving the U.S., majorities in both houses of Congress must approve. Likewise, every member state must ratify an agreement involving the EU.

This means that negotiators must craft an agreement that trade representatives can agree to and that legislatures will pass. That leaves a very narrow window for success.

MAKING SENSE OF IT ALL

Trade agreements can foster a more prosperous and peaceful world by lowering barriers to trade. Additionally, while the extra provisions in agreements like TPP may seem burdensome, some of these extras are things I am glad to have. Despite that, trade

agreements are by their very nature imperfect, not least of all because they can hurt workers in some sectors and, in doing so, may hurt cities and states that rely on those sectors.

The challenge is to embed agreements within a wider policy framework that also protects those who are vulnerable to job loss. It is up to policymakers, researchers, and other interested parties to decide how best to do that. Perhaps strategies can center on improving programs that retrain workers and on helping cities and states to support industries that will thrive in a world with fewer barriers to trade.

Overall, then, are trade agreements good or bad? On balance, I believe that trade agreements have a net positive impact on world economies.

THE 4TH INDUSTRIAL REVOLUTION: implications for digital transformation

BY SEIGYOUNG AUH, PH.D.

A new paradigm, the 4th Industrial Revolution, is transforming, and will continue to impact, many aspects of business operations around the world from advanced to emerging markets. One manifestation of this new wave is digital transformation. Digital transformation has direct and significant implications for how value is created, delivered, and captured. There have been many articles in the academic and business press praising the promise and positive outlook of digital transformation. However, in this article, I would like to turn the tables and take a different perspective by examining the potential dark side of digital transformation and what organizations can do to minimize, overcome and, better yet, prevent drawbacks associated with

such a transformation.

I'd like to share an example (see Tanner 2014 for further details). Cabela's, whose parent organization is Bass Pro Shops, is an outdoor retailer that sells camping, fishing, and hunting gear and apparel. A couple of years ago, Cabela's noticed that many of its online shoppers were leaving items in their shopping carts and were not returning to buy them. Equipped with the data to track who these customers were, Cabela's learned that when certain products were entered into the shopping cart first, the likelihood of emptying the cart increased significantly. Backed with this knowledge, Cabela's then initiated an email blitz by offering different "Basket Starters" to different types of customers (e.g., campers received camping offers while fishers or hunters got fishing and hunting offers, respectively) that



Seigyoung Auh, Ph.D.

eventually led to enhanced sales. The effectiveness of this promotional campaign, where different customers received different promotional merchandise offers, first was confirmed when Cabela's ran a parallel discount promotion to a separate group of identical types of customers and found that although no discount was given to the Basket Starter customers, it outperformed the discount promotion.

There is one clear advantage to using data and analytics as in the above example. An increase in sales! So, what's the problem here? Why the fuss? There can be two pitfalls with the proliferation of data and application of analytics but at two different levels: one organizational and the other individual. At the organizational level, companies may be inadvertently trading off long-term payoffs for

immediate returns. In the world of data and analytics, what other retailers are doing is decidedly more short-term oriented than the example of Cabela's. Some retailers use tracking and data analytics, by offering discounts, to entice customers back when they leave items in the shopping cart. With the abundance of data, marketers are tempted to use what they know about customers to boost short-term sales rather than to invest in building stronger brands that resonate and connect with customers at an emotional level that is more enduring (Horst and Duboff 2015). The conflict for managers is to identify the right balance between achieving instant gratification and investing in long-term returns that are more uncertain and riskier; but it is an important managerial decision that must be made in the era of digital transformation.

At the individual (i.e., employee) level, practice and application of data and analytics to drive decisions may adversely impact employees' psychological empowerment. Psychological empowerment reflects an employee's psychological state of active orientation towards the workplace through





enhanced meaning, motivation, autonomy and ability to make an impact. However, when decisions are generated through artificial intelligence (AI) and machine learning, employees' sense of self-worth and perceived locus of control may diminish, leading to lower task motivation and engagement.

Against the above backdrop, the natural question that begs to be answered is: what can be done to minimize and/or prevent the challenges associated with digital transformation? Although there are a number of options that organizations may choose, I suggest that the single most critical factor has to do with leadership. Despite the many different types of leadership styles, such as transformational, transactional, empowering, facilitative, and laissez-faire, just to name a few, the ideal leadership type for digital transformation has yet to be adequately addressed. There is no clear-cut answer to this, as it is still a work in

progress, but there are some critical elements that "digital leadership" should possess.

I propose four key attributes that are distinctive to such leadership. The first is integration and collaboration between data and non-data personnel. This encompasses the necessary ability to facilitate the coordination between data geeks and front-line personnel in non-data specialized positions. The more communication and intelligence sharing between these two types of positions, the more power that digitization can unleash while minimizing side effects.

The second is a holistic view of business performance that underscores the ability to see beyond the horizon and heed the macro - not just the micro - digital ecosystem by not succumbing to the perilous trap that data immersion can lead to.

The third is cross-fertilization between private and public sectors. Digital transformation has

widespread implications that are not confined to just the private sector but that can, and should, expand to the public sector. As local agents are increasingly pursuing smart cities and infrastructures, the need for digital leadership to collaborate with stakeholders beyond the immediate boundaries of the firm and to embrace a digital ecosystem is becoming more important.

The last characteristic is respect for empowerment and exploratory learning. Digital leadership must be cognizant that AI and machine learning that accompany the digital economy need not replace HI (human intelligence) and EI (emotional intelligence) but should play a complementary role such that the whole is greater than the sum of its parts.

Digital transformation opens up many opportunities that were unimaginable just a few short years ago, yet, at the same time, poses potent challenges that, absent keen thinking, can

derail and lead companies in unintended directions. Exercising digital leadership is one of many key steps that organizations can take to ensure that the ROI on digital transformation is maximized.

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Seiyoung Auh, PhD, is director of research and professor of global marketing at Thunderbird School of Global Management at Arizona State University and a research faculty member with the Center for Services Leadership. His research examines two broad areas: the impact of digital transformation on customer decision-making and sales force and what organizations can do to improve the interface between frontline employees and customers.



A SALUTE to service

The Senator made us laugh and then took on our biggest problems. What do we do now?

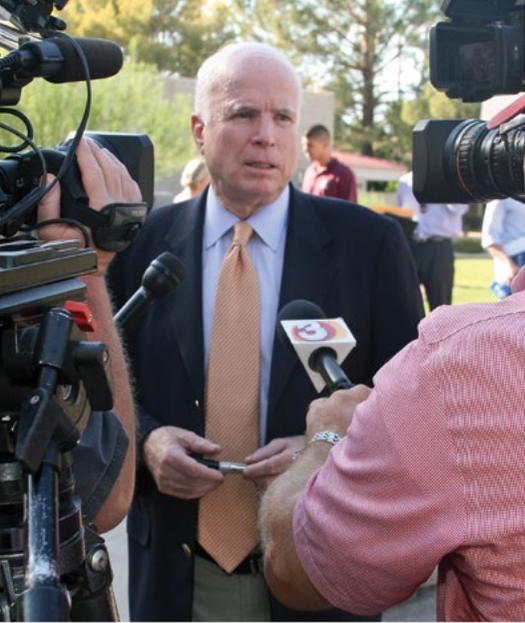
By Jeff Cunningham

As Senator John S. McCain rounded 80, it looked like he might have his mother's DNA: she is still alive at 106. When he died on August 25 (the same day Ted Kennedy died), I realized he was a mortal like the rest of us. But that didn't quite capture his magic. So, I turned to Hamlet for some wisdom: "He was a man. Take him for all in all. I shall not look upon his like again."

In 2016, I invited the Senator to come to Arizona State University to be the subject of my YouTube interview series in front of a student audience. It was during the middle of his reelection campaign, and he wasn't feeling the love: "it's going to be a tough one, Jeff, right down to the wire," which, of course, he won by 6%.

McCain was an enigma. In many ways, he lived up to his sobriquet of a maverick whose second favorite thing was dividing the two political parties. But his favorite was to unite the country. That's the message he brought to my twenty-something students. They heard a globe-trotting review that began with an airport story, classic McCain: "Total stranger walks up to me at Sky Harbor (Phoenix airport) and asks, "Anyone ever tell you that you look like that guy McCain?" I said, "Yeah, I hear that a lot." The guy says, "Don't it make you mad as heck?"

McCain survived more than insults. He outlived plane crashes, POW prison and torture, and over three decades of Washington D.C. Throughout his storied career, from the time he jumped into a Navy cockpit in 1958 to his becoming a senator in 1986, the most palpable part of his legacy was that America was his life force, and nobody loved her more.



My Story

'Six degrees of separation' was a phrase that could have been invented to describe McCain's network, which ultimately included me. I met the Senator through a man McCain adored, Michael Crow, ASU president and America's profoundest education philosopher, and a protégé, former NATO Ambassador, Kurt Volker, who runs the McCain Institute. My induction ceremony was listen to jokes, laugh, and if you like bird watching, better. Then you realized, he actually did live in a place called Cornville.

If you hung around McCain you caught on to his bag of one-liners. Some were ice breakers and others conveyed affection. For instance, he would introduce Senator Sheldon Whitehouse as "my Communist friend" or mimicked Senator Heitkamp's Norwegian lilt, "heard you had anudder nice vinter in North Dakota der Heidi, ja."

And if he hadn't seen you in a while, his favorite was, "where've you been? Betty Ford Clinic?"

McCain's ironic view of humanity also came out during moments of emotional intensity. When one student asked about the worst thing he experienced in Vietnam, he said, "My great piloting, which enabled me to intercept a surface-to-air missile with my wing."

Fighter

He loved young people. He even got along with their hero, the senator from Vermont. "Bernie and I co-authored a bill for veterans' medical care choice. This was before he started combing

his hair." He also recognized the intelligent cynicism of the next generation: "If anyone here thinks a 14% congressional approval rating is good, I don't want you driving an automobile, as you are a danger to yourself."

McCain had no illusions about the world we live in. Humans are capable of shocking, horrible things. He was Lincolnesque in this way, his enemies hated him dearly because his sheer good nature and candor inspired victories over the bad guys. The result was a lifelong Quixotic battle in which he stockpiled American values and carpet-bombed opponents with humor.

Rancher

Every spring, McCain would host the annual Sedona Forum at his McCain Ranch, a typical McCain hoedown where Davos mingles with High Noon. The guest list would make Queen Elizabeth jealous.

It's called the McCain Ranch for a reason. The food is ranch cooking and the music is cowboy. But not according to McCain's youthful colleague, Senator Jeff Flake, who informed us, "I grew up on a real ranch, and the most ranch-like thing you're going to find at the McCain Ranch is ranch dressing."

Flake was right. The McCain Ranch didn't have cattle or sheep. But ranchers mend fences and fix things that are broken, so McCain was a rancher.

Fixer

There were so many things McCain wanted to fix, and he spent 60 years working on a punch list. It included North Korea's Kim, "the rotund ruler," and women getting raped by human traffickers in Moldova, "the evil-est thing you can imagine." McCain wanted to help the Kurds' quest for an independent nation, "the largest ethnic community in the world without a country." His passions ranged from terminating ISIS and helping refugees, to putting Putin and Syria in their place. If you could help him take care of our Veterans or educate Arizonans, he was your best friend.

In the same spirit, he stood up to bullies, which of course, is an old rancher term. He came down hard on China's

Xi for imprisoning opponents to remove political obstacles. But he also criticized Obama for pulling out of Iraq prematurely because the polls said so, which opened the door for ISIS.

McCain said the hell with the polls, and then again, he would add, "that's why I'm not the president."

Joker

He thought Trump was deeply flawed. If anyone had a right to blast Trump, it was McCain, but he had an aviator cool. His comments were measured and he left the door open. That Trump didn't take the opportunity is one of the saddest moments of the 45th president's choppy tenure. Trump could have learned a lot from McCain, including a few jokes.

Winston Churchill said history would be kind because he intended to write it. McCain had the same philosophy. He published six history books, and the last one came out in May. It is titled *The Restless Wave: Good Times, Just Causes, Great Fights, and Other Appreciations*. The book is filled with reflections about power and geopolitical insights. It will be a difficult read for sentimental reasons, but there will be a lot of laughs.

The views expressed in this article do not necessarily reflect those of Thunderbird School of Global Management or Arizona State University as a whole.

Author's Bio

Jeff Cunningham is an advocate for enlightened global leadership, which he calls the most valuable natural resource in the world.

He is a Professor at ASU's Thunderbird School of Global Management and was the former publisher of Forbes Magazine, startup founder, digital content CEO, and ran an internet venture capital fund.

His career experience includes publisher of Forbes Magazine; founder of Directorship Magazine; CEO of Zip2 (founded by Elon Musk), Myway.com, and CareerTrack.com; venture partner with Schroders. He serves as a trustee of the McCain Institute and previously as a trustee of CSIS and Middle East Institute, and as an advisor to the Nobel Peace Prize Committee. He has also been a board director of 10 public companies.

Leaving Our Comfort Zones

By Tanner Weigel, Das Tor Staff Writer

Thunderbird attracts applicants who not only hail from all parts of the globe, but who also anticipate engaging in careers that are not necessarily limited to any one nation or region. T-birds are comfortable with the challenges of working across cultures and in different languages. And that's the point: cultivating a global mindset and learning to work successfully in culturally unique situations is challenging. Thunderbird probably wouldn't need to exist otherwise.

To be sure, many who are naturally drawn to the thrill of travel choose to work or study abroad. And those who are drawn to global affairs and global management have a natural curiosity about the world around them. I share this curiosity, but at the same time have far less affinity for adventure and travel than one might expect. I have lived outside of my home country for nearly three years, and every second, while fulfilling, was also difficult to varying degrees. Why put myself through something that was not entirely enjoyable? Because I value the growth that comes when I am outside of my comfort zone.

Leaving home at 19 to be a volunteer missionary in Chile was, and is still, one of the most difficult things I have ever done. Despite relative fluency in Spanish

when I arrived in Santiago, I lacked the vocabulary needed to purchase a subway pass. Likewise, it took a while to feel confident when calling people on the phone, asking for something in the local bakery, or talking to new acquaintances. Also, my suburban upbringing did not prepare me for the noise and bustle of this South American metropolis of well over five million people. Whether due to culture shock or jet lag, my initial weeks were filled with homesickness and sleepless nights. Not to mention that it was freezing in the middle of August (thanks Southern Hemisphere).

Why would I subject myself to this?

With growth comes pain, but also great benefits. While in Chile, I may have been chased by a dog or two, and felt one too many earthquakes, but I was also able to enjoy the majestic Andes, eat fresh watermelon daily in the summer months, celebrate independence day with music and dance, hear harrowing stories from survivors of the Pinochet dictatorship, learn how to eat a completo, and feel the warmth and generosity of the Chilean people. I formed friendships that continue to this day, and I am thankful for the way social media helps to maintain those connections.



Santiago, Chile Tanner Weigel

Chile was great, but did I really need to travel anymore? Hadn't I learned what I needed to learn? Apparently not, because after finishing my undergraduate degree, I began an English teaching fellowship in Madrid, Spain. And the cycle continued. I arrived in Spain on my own, struggling to find the right train to take me to the city center. Once there, I took a taxi to my Airbnb, which was in a less-than-safe neighborhood.

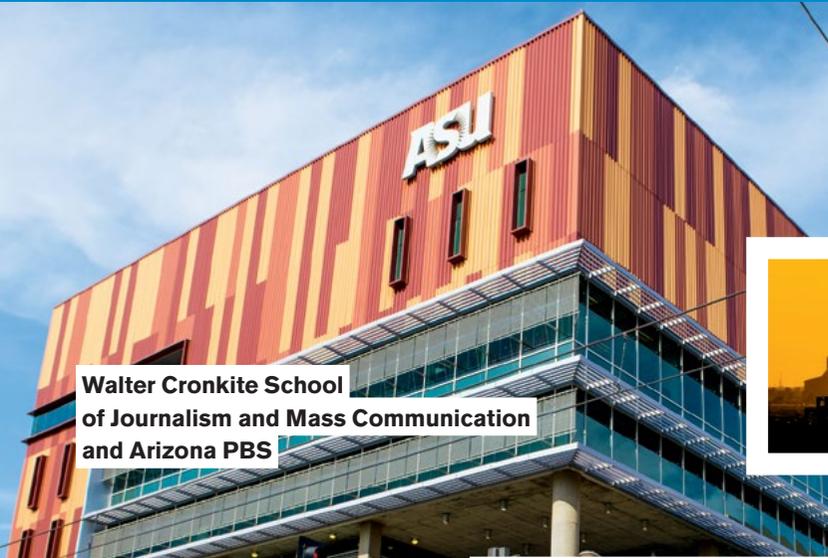
I had a week to find permanent lodging and get my affairs in order for the next year. Feeling stressed, I bought a SIM card for my phone, opened a bank account, and bought groceries. But when I returned to the Airbnb, my host was gone, and I could not get the front door open. Twenty minutes later I was sitting on the front steps, defeated and dejected. In those brief moments I was completely overwhelmed and could not believe I had decided to leave the comfort of my home country for this. My point is fairly clear: transitioning to living in another country is really hard. I was homesick again, sleepless in Madrid, and missing my friends.

Why did I subject myself to this? Again?

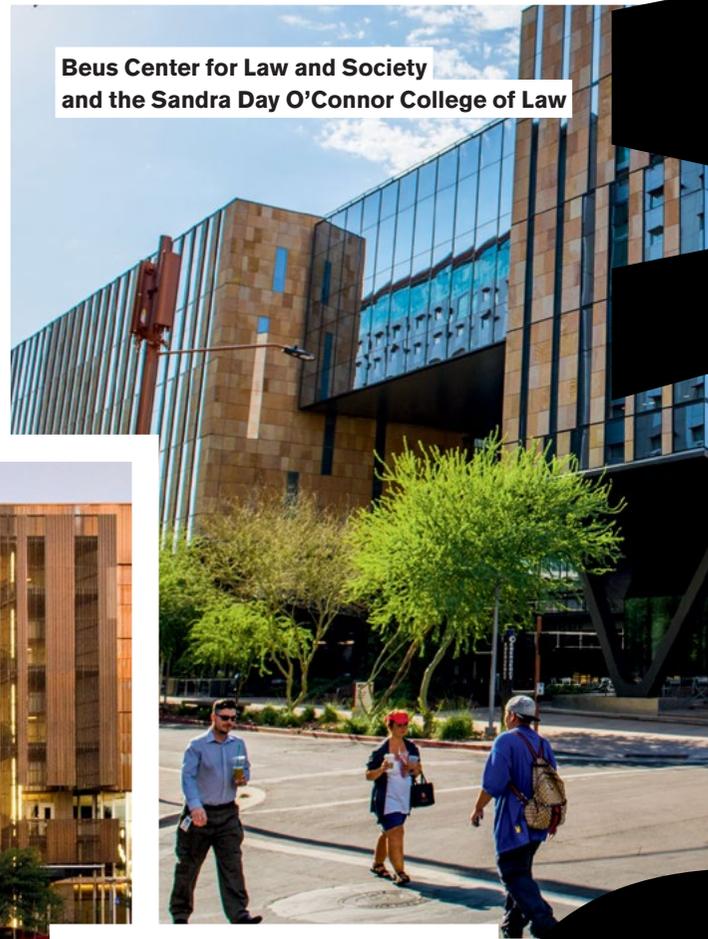
For the same reasons any T-bird would: to immerse myself in a new culture, learn Spain's history, explore the Iberian peninsula, see world-class art, enjoy time in El Retiro Park, and devour as many churros as humanly possible. And at the end of my teaching contract, I was genuinely sad to leave those rambunctious middle schoolers. I made wonderful friends and learned that I could, indeed, accomplish difficult things.

Attending Thunderbird is an extension of wanting to push myself beyond my comfort zone. I believe most T-birds are willing to face challenges in order to grow. I am humbled and impressed to be surrounded by so many inspiring individuals whose stories make mine pale in comparison. Thunderbird's campus may have moved, but its vision burns just as brightly. We want to use our business and cross-cultural acumen to create sustainable prosperity and encourage peaceful trade.

As T-birds, we are preparing ourselves to face the challenges of the day, and effect real, positive change in the world.



Walter Cronkite School of Journalism and Mass Communication and Arizona PBS



Beus Center for Law and Society and the Sandra Day O'Connor College of Law



College of Nursing and Health Innovation



Arizona Biomedical Collaborative



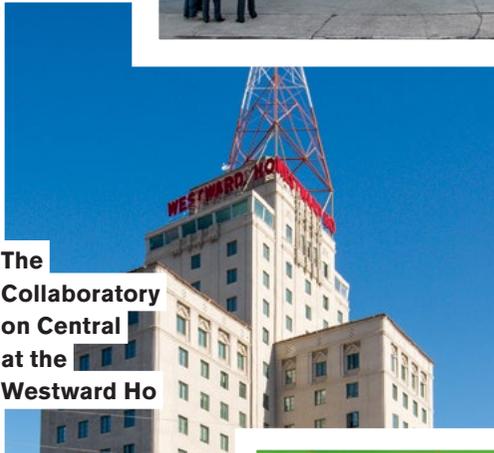
Phoenix

“Of all the things that have benefited downtown Phoenix, ASU having a presence in downtown has been the biggest game changer of all.”

—NICOLE STANTON, PHOENIX OFFICE MANAGING PARTNER, QUARLES & BRADY



Herberger Institute for Design and the Arts Grant Street Studios



The Collaboratory on Central at the Westward Ho



Thunderbird School of Global Management at Arizona Center



BY GEORGANN YARA

It doesn't take long to find a Phoenician who has a story or two about the years when downtown Phoenix pretty much went dark at 5:05 p.m. Sure, the arena and ballpark were there. But when the game or concert was over, most people hopped into their cars and hightailed out. Describing post-dinner food options as "limited" was generous. And nightlife? Ha.

Having worked in downtown for 20 years, Nicole Stanton, the Phoenix office managing partner for Quarles & Brady law firm, recalls when she brought in her own food for late nights at the office because the alternative was going hungry.

Today, a short evening stroll through these once-sleepy streets indicate those days are in the city's rear-view mirror. The bevy of entertainment venues, cultural events, hospitality services and recreational experiences have since generated multiple reasons to linger.

And Arizona State University's downtown campus — established in 2006 — is in the thick of the whirlwind resurgence that has made downtown Phoenix an enviable hot spot.

The timing of the arrival and progression of the downtown campus and surrounding community growth isn't coincidence.

“Of all the things that have benefited downtown Phoenix, ASU
Continued on page 35

Catalyzing moments in a downtown's evolution

Many elements make the center of Phoenix the vibrant place it is today. From campus development to community partnerships, many investments and events have come together to bring the Downtown Phoenix campus to life. A few highlights:

1989
Artlink connects art spaces
 Artlink forms and organizes Art Detour, a multi-day, self-guided tour of galleries, studios and businesses in and around downtown.

1990
ASU Downtown Center at the Mercado
 Day, evening and weekend courses, degrees and professional-development programs including urban design, policy and community service



The Mercado

are introduced. Programs bring faculty, students, local government, state agencies and other organizations together to work on local and statewide challenges.

1990-96
New artist enclaves emerge
 Due to construction of what are now Chase Field and Talking Stick Resort Arena, many artists in the warehouse district are displaced, leading them to purchase properties in new areas, including Roosevelt Row and Grand Avenue. USA Today later names Roosevelt Row one of the 10 Best City Arts Districts in America.

1994
First Fridays

Artlink and other downtown Phoenix artists start to officially promote this monthly art walk, which has grown to become one of the largest in the U.S. With many venues open free to the public each month, First Fridays succeeds in bringing people back to downtown Phoenix. The event currently attracts from 14,000 to 20,000 visitors monthly and continues to grow.



2001
Downtown Phoenix Ambassadors
 The Downtown Phoenix Partnership starts a safety program that would evolve into a hospitality service with specially trained downtown Phoenix customer-service ambassadors, who help with events and navigation of downtown.

2005
Phoenix Urban Research Lab
 Known as PURL, this working research center opens and fosters the idea for the downtown campus. Through a combination of supported research, coordinated coursework and public programming, PURL assembles different academic units within the university and the public sphere. PURL launches Phoenix Urban Design Week, a

The ASU Art Museum's Artist Residency program hosted a changing lineup of programming as artists spent time in the live/work/gallery arrangement.

series of highly anticipated annual events still active today.

2005
ASU, City of Phoenix partner on campus development
 ASU and the City of Phoenix announce a transformative partnership for the development of the ASU Downtown Phoenix campus, which is approved by a 2-to-1 margin by the city's voters one year later.

2005
Phoenix Public Market's open-air market debuts
 Located at what is now the Phoenix Public Market Café parking lot, this destination spot is composed of more than 80 independent vendors selling local produce and other goods every Saturday.



ASU's growth to many locations

1885
ASU Tempe campus
 The Territorial Normal School is created to train teachers and teach agriculture and mechanical arts. Today, ASU offers hundreds of majors that engage undergraduates and graduates in multidisciplinary research and exploration. The Novus Innovation Corridor will integrate mixed-use urban development with enhanced collegiate athletic venues.

1984
ASU West campus
 Established by the Arizona Legislature as the university's second campus, ASU West is located on the western edge of Phoenix. Today the campus offers more than 50 undergraduate and graduate degrees across six colleges. The Gary K. Herberger Young Scholars Academy on the campus is a learning environment for highly gifted students in grades 7-12.

1996
ASU Polytechnic campus
 Founded as ASU East on the former Williams Air Force Base, this campus offers degrees in interdisciplinary sciences, engineering, management, aviation, technology and education. Industry partnerships provide learning opportunities within advanced lab spaces. ASU Prep preschool, STEM Academy for K-8 and a STEM high school are on this campus.

2006

The new campus

The Downtown Phoenix campus officially opens with 2,766 students and three colleges — College of Nursing, College of Public Programs and University College — housed in two office buildings speedily remodeled for classroom use. Students move into a refurbished 1955 Ramada Inn, which serves as a temporary residence hall for the campus's first two years. Later in the year, the School of Social Work moves to the downtown campus, becoming part of the College of Public Programs. Two years later, the School of Criminology and Criminal Justice relocates from the West campus to join the college. Today the campus offers programs across eight degree-granting colleges and schools.

2007

Ground-breaking for Cronkite School

Former CBS News anchor Walter Cronkite breaks ground on what will become the campus's first newly constructed building, designed to house the Walter Cronkite School of Journalism and Mass Communication and Arizona PBS. In 2008, the fourth college of the campus opens its new home, a state-of-the-art digital communications complex.

2007

A biomedical collaboration

The Arizona Biomedical Collaborative Building opens as part of the Phoenix Biomedical Campus, a medical and bioscience campus. The LEED-certified building houses bioinformatic programs for ASU and research programs for the University of Arizona.



2008

Downtown living

Students move into Taylor Place, a newly built 13-story residential complex with a rooftop terrace, mountain vistas and city views. A second tower opens the following year.

2008

Phoenix Convention Center is revamped

A \$600 million demolition and expansion is completed, creating a new and improved venue to accommodate national conventions and crowd-drawing events like Phoenix Fan Fusion, Comicon and NFL Super Bowl fan activities.

2008

CityScape construction begins

Construction begins on a 1.2 million-square-foot urban multi-use development, to be used as office buildings, residential units, a hotel, retail shops, restaurants, bars and entertainment venues. It's also the site of an outdoor ice rink each winter.

2008

Light rail opens

Valley Metro light rail service begins, linking the Downtown Phoenix campus to Tempe.

2009

ASU Preparatory Academy Phoenix

The academy opens downtown. Today it includes preschool,

elementary, middle and high schools, and its curriculum helps students develop critical thinking and learning skills to prepare them for college.

2009

Civic Space Park

City officials dedicate Civic Space Park, a 2.7-acre grassy oasis that replaces abandoned storefronts and empty lots. The A.E. England Building, an abandoned 1926 auto dealership on the city's historic registry, is dedicated after a major renovation, and serves as an anchor in the park. It is used daily for classes, public meetings, art displays and special events.



With a dramatic multicolored net sculpture by artist Janet Echelman hovering above, an interactive water feature and open park space, Civic Space Park becomes a central gathering spot for the downtown community and ASU student activities.

2002

Mayo Clinic and Arizona State University Alliance for Health Care

Together, Mayo, the recognized world leader in patient care, education and research, and ASU, the nation's most innovative university, are bringing the brightest minds together to accelerate cutting-edge research discoveries, improve patient care through health care innovation and transform medical education to enhance health outcomes.

2008

SkySong Innovation Center

The center is responsible for more than 100 spinoff companies that have collectively raised more than \$600 million in venture capital. It is also home of the ASU Online/Starbucks degree program with ASU's EdPlus team.

2012

ASU at Lake Havasu

This collaboration between the Lake Havasu Foundation and ASU brings the university's innovative approach to higher education to a location unserved by the state university system. Students at Havasu now choose from more than 20 four-year undergraduate degree programs.

2018

ASU in Downtown Mesa

The city council approves a partnership with ASU for a campus in the center of Arizona's second-largest city. ASU agrees to bring at least 750 students and 40 faculty members, with at least 25 scholarships earmarked for students within Mesa city limits.

2009

New nursing building

The Downtown Phoenix campus dedicates its second new academic building, an 84,000-square-foot building, part of the College of Nursing and Health Innovation.

2011

Sustainability focus

The Downtown Phoenix campus dedicates its first solar power grid on the roof of the Cronkite School. Sustainability is a key feature of the campus, which has seven LEED-certified buildings.

2011

Crescent Ballroom opens

This music venue, bar and restaurant hot spot opens and quickly establishes itself as a premiere Valley music destination. It is the first of several downtown venues by promoter Charlie Levy; his second, the concert space the Van Buren, opens in 2017.

2012

Fifth college based downtown

The newly established College of Health Solutions opens on the Downtown Phoenix campus.



2013

Feast on the Street

This half-mile-long dining table set up on First Street turns the stretch into a pedestrian promenade in celebration of food and art in one of the largest outdoor events downtown to date, galvanizing art, food and neighborhood community ties. The feast is a free public event and community project initiated by the ASU Art Museum and the Desert Initiative, Roosevelt Row Community Development Corp. and artists Clare Patey and Matt Moore.

2013

Adaptive reuse

The new Student Center opens in the historic U.S. Post Office building on Central Avenue adjacent to Civic Space Park.

2013

McDowell Mountain Music Festival

Originally held in Scottsdale, the festival now known as M3M moves to Margaret T. Hance Park. This 100-percent nonprofit music festival has attracted visitors with major bands. The precedent

set by strong attendance, Viva PHX debuts soon after, bringing a live music extravaganza hosting 50 bands on 13 stages across downtown.

2013

Fitness center

Students celebrate the grand opening of the new Sun Devil Fitness Center, a 73,800-square-foot health and recreational complex featuring extensive cardio and weight equipment and a rooftop pool overlooking the campus.

2013

\$275 million

worth of goods and services created by ASU's 2013 nonpayroll spending around the downtown campus. These goods and services are supplied by Phoenix businesses.

2,100 jobs

\$101 million

in labor income

\$168 million

in gross product

directly created by ASU's spending downtown

2014

Grant Street Studios opens

This venue for the ASU School of Art in the Herberger Institute for Design and the Arts moves several of its graduate studio programs to the Phoenix Warehouse District.



2014

GRID Bike Share launches

The first ever city-shared bike system launches in the urban core of Phoenix with bikes available for rent via a mobile app.



Grant Street Studios marks a major move for ASU art courses and practice into downtown.

2014

Beus Center for Law and Society

Construction begins on the \$129 million, 260,000-square-foot complex that will become the new home for the Sandra Day O'Connor College of Law in 2016. The building space is designed to be inviting, engaging and accessible to everyone who is interested in learning about the law, its effect on our daily lives, and the many services and resources available through ASU and other BCLS partners.



Leo Beus addresses guests during the grand opening of the Beus Center for Law and Society.

2016

ASU's Collaboratory on Central in the Westward Ho

The community service clinic combining health and social outreach opens inside the historic Westward Ho hotel. This clinic includes office and event space on the first floor of the landmark 1928 hotel. It houses students studying social work, nursing, health monitoring and counseling, and the ASU Center for Applied Behavioral Health Policy.

2017

11,465

students

644

faculty members

2018

Phoenix backs expansion for Thunderbird

The Phoenix City Council approves a \$13.5 million investment for a new downtown building to house the Thunderbird School of Global Management.

ASU Downtown Phoenix footprint

The City of Phoenix has undergone many changes in land use since its founding in 1881. ASU's partnership with the city was designed to activate vacant parcels, increase pedestrian activity, create new urban housing models, foster mixed-use and retail development, build an urban park at the center of the city, support arts and culture, and cultivate civic ambition in the fifth-largest city in the U.S.

Buildings housing ASU programs or offices



Continued from page 31

having a presence in downtown has been the biggest game changer of all," Stanton says.

It's the result of a transformative partnership begun in 2005 between the city and ASU to develop a downtown campus. Less than a year later, Phoenix voters showed their support, approving a \$223 million bond by a 2-1 margin, an unprecedented investment in higher education by a city.

Wellington "Duke" Reiter, executive director of the University City Exchange at ASU and senior

\$223 million bond

was supported by Phoenix voters by a 2-1 margin, an unprecedented investment by a city in higher education.

adviser to President Michael M. Crow, lent his creative vision in the design of the Downtown Phoenix campus more than a decade ago.

"At the time, we were communicating the mutual benefit for the city and university around such an idea," Reiter says. "Having a relatively empty urban core in the fifth-largest city in the United States was not helpful in the attraction of new companies or research talent. Accordingly, both parties were motivated to fix the problem.

"Now that the campus is well established, the city is seeing more activity on the streets, increased retail and a renewed interest in the benefits of civic space — exactly what was anticipated. The park area around which many university and new private-sector buildings are gathered was purposefully designed to generate an enhanced relationship between residents, students, and employees in the area — a way for people to get to

know their city and the university anew. Such urban amenities grow out of great partnerships," he says.

The Valley Metro light rail line, hospitality services and corporate and independent businesses also play roles, changing the downtown landscape and culture with an influx of amenities that cater to locals' and visitors' needs.

According to a recent Downtown Phoenix Inc. report, this buzz is fueled by 7,000 residential units, 13,000 students, 400 tech and creative companies, and hundreds of hotel rooms that host business and leisure travelers. In combination with major sports, arts and cultural events, this development is a powerful factor in an estimated \$9.7 billion annual value of total goods and services in the area.

The vision of a traditional campus that's contained by geography to a few square blocks has diminished over the years. As buildings spread out to accommodate more programs moving downtown — most recently the Thunderbird School of Global Management — students and faculty have followed suit, becoming part of downtown community's social fabric and creating age, profession and background diversity, explains Jim McPherson,

downtown Phoenix advocate and executive director of Sustainable Communities Collaborative. Many have become true residents and see downtown as a spot to truly live, work and play alongside their nonuniversity neighbors.

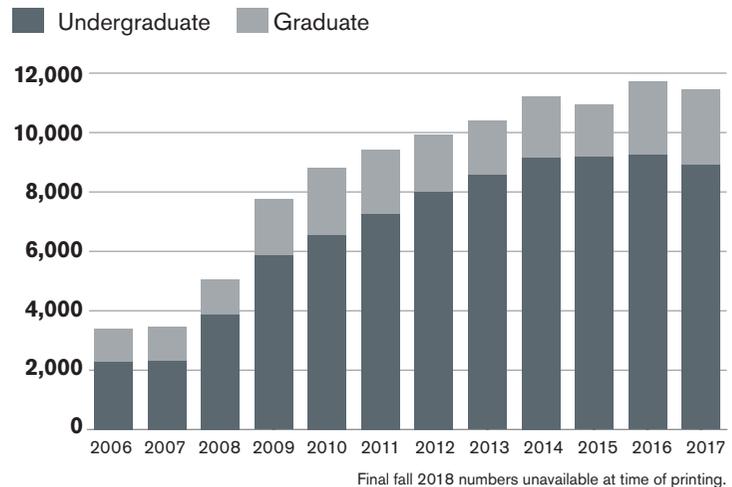
"The campus design has evolved

and become what the grassroots community envisioned," McPherson says.

"The campus design has evolved and become what the grassroots community envisioned."

—JIM MCPHERSON
LONGTIME DOWNTOWN
PHOENIX ACTIVIST

Students on the Downtown Phoenix campus



#2 program in the U.S. for graduate local government management and No. 1 in the Pac-12

ahead of Penn State, Georgetown and USC. It is one of nine graduate degree offerings in ASU's School of Public Affairs that is ranked in the top 10 in the U.S.

— U.S. News & World Report

Proximity and partnership with business

Downtown companies have also benefited from ASU's presence. Sandra Day O'Connor College of Law students take on internships or other jobs at downtown law firms. Among them, Quarles & Brady, which invites top students to participate in its summer associate class.

For a decade, The Arizona Republic/azcentral has collaborated with the Walter Cronkite School of Journalism and Mass Communication on a breaking news multimedia reporting class that places student interns in virtually every department in the newsroom, from photo and

Top 10 in public affairs for graduate programs

ahead of University of Chicago, Columbia University and Duke University

— U.S. News & World Report

#27 law school in U.S.

ahead of Wake Forest University, Pennsylvania State University, Ohio State University and University of Georgia

— U.S. News & World Report

digital production to features and sports. Each semester, about 14 students are assigned to the breaking news desk, where they get real-life experience speaking to police and fire personnel and witnesses, then generate stories for print, online and even Facebook Live content.

"What we get are additional young journalists who can be on the scene in many more places than we could without them," says Kathy Tulumello, news director for Arizona Republic/azcentral.

Building art audiences

From professional opportunities to a rich cultural life, downtown has evolved in skyline-changing leaps and fine-grain growths, too, especially in Phoenix's creative community downtown.

Roosevelt Row started as an informal idea among many artists who had relocated into the area. As a recent alum of the ASU School of Art, Greg Esser was working with others from his ASU studio to build projects on Roosevelt including galleries like Eye Lounge and 515 Gallery. He credits the evolution of downtown Phoenix in part to the high concentration of artists, one aspect of "making" a destination.

"One of the driving changes in the perception of downtown was by the artists and the building of First Fridays over the years. It created a catalytic impact that supported businesses relying on that First Friday audience," says Esser.

Now as a leader in the Herberger Institute for Design and the Arts, Esser is supporting expansion of ASU's art and design efforts downtown. His work is now focused on the next wave of artists, collaborating with the school's leadership and the more than 300 graduate students at Grant Street Studios on the next chapter of growth.

With a law school that offers affordable legal advice, several colleges serving health and well-being needs, hundreds of artists building creative works and an urban campus that is inviting to all, the university has bonded with the core of the nation's fifth-largest city.

"ASU's presence downtown has brought a vibrancy, a livelihood. People live downtown now, they don't just work here," Stanton says. "The benefit of that and the transformation it had on downtown cannot be understated." ■



Artist's rendering of the new building, expected to open in 2021.

Downtown Campus Welcomes Thunderbird

ASU's Downtown Phoenix campus had a new addition this fall when the Thunderbird School of Global Management began classes at the newly renovated Arizona Center.

The iconic school's graduate programs and Thunderbird Executive Education program will eventually be housed in a new building, slated for opening in January 2021, that will rise on the north side of Polk Street between First and Second streets, next to the Beus Center for Law and Society. It will include space for classrooms, meetings, public events, offices, Executive Education and a new Thunderbird pub.

"We are extremely excited about Thunderbird's move to the downtown ASU campus."

For Thunderbird to now be located in the fifth-largest and one of the fastest-growing cities in the country, and one with international connections and ambitions, is an incredible opportunity for us."

— SANJEEV KHAGRAM,
DIRECTOR-GENERAL AND
DEAN OF THUNDERBIRD

thunderbird

AROUND THE GLOBE

The heart and soul of Thunderbird lies not in any one place, but rather in the many places around the world where the chapter and alumni network exists: T-birds connecting with each other, continuing their learning through business forums, reminiscing on shared stories with their friends and faculty and discussing the School's vision and future. The events that take place around the globe, through First Tuesdays, Reunions, Business Forums and the like, are the backbone of our history and what will ignite our future. Our chapters and alumni are an important part of advancing the Thunderbird mission and highlighting our brand. This year we had many impactful events that brought alumni, faculty and staff together further strengthening the Mystique. The upcoming year promises to build on these incredibly successful events by bringing even more opportunity to engage with each other and the school.

CAMPUS TRIBUTE WEEKEND, GLENDALE, AZ

In April, more than 1,500 people from 23 countries returned to campus in Glendale for the Campus Tribute Weekend. The weekend was a mixture of nostalgia and celebration with three days of events designed to honor our past and look ahead to our exciting future. Alumni, students, faculty, and friends joined together to share stories and reconnect with friends from long (and not so long) ago. From a networking event led by alums **Kara Connell '13** and **Tom Strauss '82**, Pub Nights, World War II-era plane flyovers, to Regional Night, and a visit to the site of the future Thunderbird building in downtown Phoenix, the weekend was packed with opportuni-

ties to share stories of the past and make new memories.

THUNDERBIRD SKI WEEKEND AND BUSINESS FORUM, BRECKENRIDGE, CO

The Colorado Alumni Chapter hosted their seventh annual Ski & Snow weekend in beautiful Breckenridge, Colorado. Nearly 75 alumni from around the world got together to enjoy time in the snow and attend a Business Forum with Thunderbird faculty member Dr. Jonas Gamso. Dr. Gamso kicked off the weekend with a topical discussion titled The Populist Challenge to NAFTA, 25 Years in the Making and gave T-birds lots to discuss as they hit the slopes later that weekend.

The Colorado Chapter will be hosting the next Business Forum and Ski & Snow Weekend February 21-24, 2019 again in Breckenridge. If you love winter activities, engaging with T-bird faculty and other alumni then this event is not to be missed. More details are available at <http://thunderbird.asu.edu/skiweekend>

OPENING WEEK PLENARY AT THE NEW THUNDERBIRD HUB IN WASHINGTON, DC

In March, more than 60 T-birds attended Thunderbird's signature event as part of the opening activities for the new ASU Barrett and O'Connor Washington Center. Allen Morrison, Thunderbird's CEO & Director General at the time, opened the evening with a presentation on Globalism in the Age of Nationalism followed by a panel discussion with Hiroshi Hamada '91, David Young '91, Kris Balderston, Anne Simmons-Benton that was moderated by Jeff Cunningham, Distinguished Professor of Practice at Thunderbird. The center, located just two blocks from the

White House and next to the World Bank, positions Thunderbird as the go-to resource in the nation's capital for interdisciplinary and international dialogue and engagement.

THUNDERBIRD EUROPEAN REUNION, STOCKHOLM, SWEDEN

The 44th Thunderbird Alumni European Reunion brought together nearly 250 alumni from more than 20 countries making it one of the largest reunions to date. The reunion committee pulled together a spectacular event starting with networking and dinner at the lovely Scandic Hasselbacken Hotel followed by a business forum focusing on Game Changing Innovation that included highlights from several T-bird businesses. The final event was one to remember with a private Gala Dinner held at the beautiful Vasa Museum. During the dinner, alumni participated in the traditional change of leadership ceremony where Dr. Allen Morrison handed over leadership of the school to Dr. Sanjeev Khagram. The reunion was a tremendous success thanks to the hard work of the alumni planning committee, which included **Irene Ahren '94, John Cook '79, Yael Coifman '94, Donya Ekstrand '84, Charlie La Fond '80, Lawrence Masle '94, Anna Moore '97, and Vivian Shu '96**. The committee would like to thank the many sponsors who made this event possible, many of which are T-bird owned businesses: Le Brode, Smart Yields, Pisec Group, MJ Cabanel Coaching, Rock Lake Associates, Sojourn Flights, Into Results, Compliance Export International LLC, Leisure Development Professionals and the Thunderbird School of Global Management.

THUNDERBIRD ALUMNI CONSULTING LABS IN BOGOTA, COLOMBIA AND QUITO, ECUADOR

Thunderbird applied learning has always been one of the key ingredients in what makes Thunderbird unique and will play an increasingly important role in the school's future. The past two years we opened up the opportunity for alumni to participate in Thunderbird Consulting Labs. First, in 2017 with our pilot Alumni Consulting Lab to Bogota, Colombia where eight alumni worked with four Colombian small and growing businesses (SGBs) during a week-long sprint-consulting project. The second annual Thunderbird Alumni Consulting Lab took place in Quito, Ecuador, in August 2018. Eleven alumni, in small teams, conducted sprint-consulting projects with five Ecuadorian small and growing businesses. Thunderbird professor Tom Hunsaker, the academic director of Applied Learning, guided the week and the projects, along with Program Manager **Kate Robertson '11**, from the Applied Learning team. We cannot say enough about the power of this experience for both alumni and the local businesses. Watch for more information on the next Alumni Consulting Lab that will take place in 2019.

"The positive impact of this program is both immediate and long-term for both the businesses and consultants. This is a VERY powerful model of change. It models what I think many T-birds think is at the core of our culture and mystique. I have NEVER given four thumbs up. I may never again, unless it matches this experience!" – **Curt Ward, '77**

"Having the Thunderbird consultants working with us for one week has been invaluable to help us grow our businesses in a more intelligent way. If we apply the ideas that they provided us, we expect to position our business in a stronger way. I highly recommend this experience. We love Thunderbird people." – Jota Cordova, CEO, Distrito Creativo, Ecuador



CONFERENCE ON SUSTAINABILITY IN BUSINESS IN PENANG, MALAYSIA

In October, Thunderbird partnered with ASU and TIAA to deliver a once-in-a-lifetime experience in Penang, Malaysia. Nearly 150 alumni and friends attended this professional development conference held at the UNESCO World Heritage Site of George Town and at The Habitat on Penang Hill, T-bird alum Harry Cockrell's beautiful eco-park. The two-day business conference featured a lineup of exciting speakers focused on exploring the business of sustainability.

THUNDERBIRD BUSINESS FORUM ON LEAPFROGGING TECHNOLOGY, PARIS, FRANCE

The Thunderbird Alumni Chapter in Paris hosted its second annual business forum in October on disruptive and leapfrogging technologies. Panelists for the event came from a diverse range of backgrounds and covered topics on blockchain mobile payment systems, the role of robots in society, digital currency in Timor-Leste, and sustainable development and bio-cleaning of agricultural liquids. Sanjeev Khagram, Thunderbird's Dean and Director General, gave a special introduction during the event, followed by a

panel discussion moderated by Regula Schegg '05, COO and deputy executive director of the Global Apprenticeship Network. Panelists included Heidi Stephens Metz '98, Didier Tranchier, Fabiano Franz and Lucie Jean-Gilles. The event concluded with a networking reception and opportunity to further the discussion with the panelists. Many thanks to T-bird alumni **Roberto Abramovich '02, Stacie Desplanques '02, Todd Kramer '83, and Bernadette Martin '84.**

Each of these events, and countless others like them that took place this year, were successful because of the many hours alumni volunteers invested to make them possible. The diversity of our alumni, from every corner of the globe, makes each event a special opportunity to re-connect and strengthen the alumni community, much like the diversity of experience and backgrounds on campus have always been part of what makes Thunderbird so much richer. Every chapter meeting, every serendipitous encounter of T-birds in cities, airports, bars, at an Oktoberfest, anywhere in the world, in fact, is another stitch in the fabric of who T-birds are as they live the Mystique.

We look forward to another year of exciting Thunderbird events and hope to see everyone in September 2019 at our Global Reunion in Tokyo, Japan.

t-birds

ON THE MOVE



NINA FITE '88 U.S. AMBASSADOR TO ANGOLA

Nina Fite was appointed U.S. Ambassador to the Republic of Angola on November 20, 2017. A career member of the Senior Foreign Service, Nina was most recently the U.S. Consul General in Montreal, Canada from September 2014 to August 2017. She also served as U.S. Consul General in Lahore, Pakistan from September 2011 to May 2014. Her previous assignments include serving as the Deputy Economic Counselor in Kabul, Afghanistan; the Political/Economic Section Chief in Luanda, Angola; with the U.S. Trade Representative's Office; as Regional and Bilateral Environment, Science and Health Officer in Budapest, Hungary; and as the Director of the Policy Planning Office in the State Department's Bureau of Oceans, Environment and Science. She also served in Lisbon, Portugal and Kingston, Jamaica.



RAMON LAGUARTA '86 CEO OF PEPSICO

Thunderbird alumnus Ramon Laguarta '86 was unanimously elected Chief Executive Officer of PepsiCo, Inc. on August 6, 2018. "Ramon Laguarta is exactly the right person to build on our success," Indra Nooyi said in the official PepsiCo press release. "He is a terrific executive with a long and proven track record of growing businesses. He has a deep understanding of the changing preferences of consumers and other critical trends unfolding around the world, and he has demonstrated that he knows how to navigate them successfully. Ramon has been a critical partner in running the company, and I'm confident he will take PepsiCo to new and greater heights in the years to come." With this appointment, Laguarta will become PepsiCo's sixth CEO in the global organization's 53-year history.



BARBARA NOSEDA '14 WAS NAMED TO THE 30 UNDER 30 FOR THE INSTITUTE FOR SUPPLY MANAGEMENT

The Institute for Supply Management (ISM) recently named Barbara Nosedda to their 30 Rising Supply Chain Star Program. The program recognizes young professionals from around the world who are making an impact on the supply chain industry. Barbara joined LifeScan, a Johnson & Johnson company, in March 2015 as a member of the Procurement Leadership Development Program (PLDP), a highly selective two-year leadership program for recent MBA graduates that gives them a deep insight into the business and prepares them for future leadership. ISM selected Barbara for their 30 Under 30 List because she "has flawlessly driven business results through her ability to effectively lead colleagues from a variety of backgrounds and experiences. Her leadership and focus has generated substantial savings and efficiencies for Johnson & Johnson".



LADD WATTS '04 CFO TIE INDUSTRIAL

TIE Industrial, an after-market supplier of industrial automation parts, services and robotics repairs, named Thunderbird alumnus Ladd Watts '04 as Chief Financial Officer (CFO). In this role, Watts will oversee financial strategy, management and operations reporting/KPI analysis for TIE and its portfolio. "During his tenure here, Ladd has proven to be a valuable asset in managing the financial aspect of operations and sales for all of our affiliates including Fanucworld, TIE Automation Repair and most recently Master Robotics," TIE CEO Tony Wisniewski says in the company's press release. A 2004 graduate of Thunderbird School of Global Management, where he graduated with distinguished honors, Watts' previous roles have included senior finance positions at SVP Worldwide and Mars, Incorporated.

Innovation at A Granular Level

By SUZY HOWELL

Two of Thunderbird's star faculty members have accepted newly created roles in Dean Sanjeev Khagram's blueprint for reimagining the school's future as part of ASU's downtown campus.

Professors Lena C. Booth and Mary B. Teagarden, both beloved of T-birds for their excellence in teaching, globally focused expertise, and deep business and cultural acumen, will add strong faculty voices to Thunderbird's administration in their new positions: Lena as associate dean of academic programs, and Mary as associate dean of faculty and administration.

Explaining these positions is one of those 'getting in the weeds' things. Although both are core to sustaining Thunderbird's excellence, at a deeper level, for most alumni and students, their purpose might not be widely understood within the bigger picture.

"At this critical time in Thunderbird's evolution, I feel strongly that faculty need to be represented at the highest levels of the administration," said Dean Khagram. "And at a time when we are looking forward and to a future that will bring a great deal of change, it is particularly important that we have voices from Thunderbird's past because while we want transformation, we don't want to lose what is special about the School."

Faculty voices on the school's administrative team

will inform the development of new curriculum, ensure that professors' ideas for innovation will be heard, and encourage the entrepreneurial spirit that lies at the heart of every Thunderbird faculty member's teaching life.

Mary, in explaining her thoughts on her role as associate dean of faculty said, "Besides loving each other, T-birds love their faculty. My role is to ensure that faculty – past, present and future – are enabled to provide a rich learning environment for all students, are able to pursue their academic interests unfettered by resource or topic limitations and can work in an enjoyable environment for each faculty member, their colleagues and their students. Most importantly, I am responsible for infusing the Thunderbird DNA within our faculty community so that future T-birds love their faculty as much as earlier generation T-birds do." Mary's long tenure at Thunderbird and prior positions in faculty governance make her the ideal choice to bring faculty energy to the table.

Lena, who is responsible for academic programs, said this about the impact she hopes to have: "Our faculty are passionate about their teaching, so my primary objective is to optimize resources for their course offerings, ensuring smooth program delivery for our full-time, executive and online students. I will also work closely with our recruiting team and career management center to make sure that our elite students

are placed successfully when they graduate."

Lena loves engaging closely with T-birds as they achieve academic and career success. She is confident that Thunderbird's move downtown will allow the school to add breadth and depth to the curriculum as we partner with other colleges at ASU. Academic programs are not new territory for Lena; she has worked with Thunderbird programs over the years and knows the terrain well.

"It is more than creating positions for greater faculty participation and leadership, it is about tapping into extremely valuable resources with years of experience at Thunderbird," said Dean Khagram. "There are few people who can bring what Mary and Lena can bring. For me personally, someone new to Thunderbird, I am extremely fortunate to have their support. I will lean on their wisdom and learn from them as we create the pathway forward together."

Innovation at its best. It doesn't always mean bringing in something new. Sometimes it means doing something new with what you already have.

Lena Chua Booth is associate dean of academic programs, a finance professor and academic director of the online Master of Global Management (MGM) program at Thunderbird. She teaches strategic financial analysis, corporate financial management, global financial management, and advanced topics in finance such as global



Lena Chua Booth, Ph.D.



Mary B. Teagarden, Ph.D.

private equity. Born in Malaysia and educated in Singapore and the U.S., she speaks and writes English, Chinese, and Malay and speaks a few Chinese dialects. Lena has a Ph.D. in Finance from the W. P. Carey School of Business, Arizona State University.

Mary B. Teagarden is professor of global strategy and associate dean of faculty and administration at Thunderbird School of Global Management, and editor-in-chief of Thunderbird International Business Review. She teaches global strategic management and strategic human resource management. Mary consults widely in corporate and government sectors. Mary has lived or worked in 11 Latin American countries, five European countries and eight Asian countries. She is fluent in Spanish and conversant in French. Mary has a Ph.D. in Global Strategic Management from the University of Southern California.



Thunderbird Campus Tribute

From the time when it was first announced in December of 2017 that Arizona State University would move Thunderbird School of Global Management to its downtown Phoenix campus the parallel reality was that something was being left behind. The site of a military base that had trained fighter pilots for six years and had been home to international business students for more than 70 years was closing.

Thunderbird graduates, students, faculty and staff wanted a chance to say goodbye. And we needed some way to honor the place that had changed the lives of so many people, from so many different places for such a long time.

So, without yet knowing when the move would actually take place, plans began early in the year for Campus Tribute Weekend, a chance to “hug the dirt” as one T-bird put it. And it was to be a celebration, not a funeral.

In April, one of the nicest times of the year in Arizona, more than 1,500 people from 23 countries came back to Glendale to pay tribute to the school, to each other, and to a

campus that had served as a home away from home for thousands. It is a place of many happy memories.

The weekend was purposely light on planned activities, allowing guests to linger and bond with one another as they wished in an unscripted fashion. The Archives, IBIC, Founder’s Hall were open for self-guided tours and the ThunderShop did a brisk business as guests stopped in to buy memorabilia and swag. Regional Night closed out festivities on Saturday night and was attended by a large and energetic crowd of T-birds.

On Sunday, it was a look ahead. Guests loaded buses and took the trip to downtown Phoenix to see the site for Thunderbird’s new building, to tour the downtown campus, and to hear from ASU President Michael Crow, as well as to meet Thunderbird’s newly announced Dean and Director General, Sanjeev Khagram.

It was a tribute to the past that gave everyone a chance to say “goodbye” and embrace the transition to a new and bright future. And a reminder that much as we loved the Glendale campus, Thunderbird has always been about people, rather than a place.



classes

Comings & goings

We'll catch the big news about you: Nobel Prize nominations, when you take your company public or if you're the first T-bird in space. But we can only know about your less publicized news if you tell us. We're not too particular; we want to hear it all.

Send your information to tbirdalumni@thunderbird.asu.edu.

Class Notes have been condensed due to your overwhelming response. To view the entire list, please visit thunderbird.asu.edu/class-notes.

Where are you?

Stay connected to Thunderbird by providing valid mailing and e-mail addresses. To ensure we have your current contact information, e-mail tbirdalumni@thunderbird.asu.edu or call 602-978-7358. Also, let us know if you'd like to receive future issues of Thunderbird Magazine via e-mail rather than print.

1950s

William Rodgers '56, after graduation William took a job with EBASCO, an electric utility holding company in New York. Next, he was posted to Chile for three years, then moved with his family to New Mexico where he ranched but missed his overseas life. He joined the Peace Corps and went to Bogota, Colombia as the Deputy Mission Director, at that time the largest PCV mission. After two years, he joined the State Department and was posted to Lima, Peru where he managed the Agricultural development office in USAID. Then came Brazil, with six years at USAID, where he was in charge of the Agricultural program. He had two additional assignments in Ecuador and Guatemala.

Narce Caliva '56, continues to spend a significant amount of time volunteering, mainly with the Korean War Veterans Association. As a member of the Board of Directors, he attended a recent wreath laying ceremony at the Korean War Memorial in Washington, DC, where he met Korean President Moon Jae-in. President Moon's parents were among those rescued by the U.S.

military during the Chosin Reservoir retreat. Narce, an American Red Cross retiree, continues to volunteer with that organization. He and his wife, Leslie, now have a total of 104 years of Red Cross service.

George Blake '59, "After graduating from Thunderbird, I chose the first job that would take me to Mexico. We spent 25 years there and loved it, never tiring of Mexico's people, sights, food and climate. We raised our two girls there and one of them lives in the colonial town of San Miguel de Allende with her family. Since retiring over 30 years ago, we have travelled the world, but also revisited Mexico every year. I spent retirement sculpting, hiking, biking and traveling. We now live in a retirement community where I teach courses on robotics and artificial intelligence, and Bev line dances. Both of us will be turning 90 at the end of this year."

1960s

Stephen Hotchkiss '61, "After 40 years in finance, I have sort of concluded 16 years of college teaching as Associate Professor of International busi-

ness. Actually, I taught economics, finance, and (no oxymoron) business ethics. Life is good, volunteering and having a loving wife, children and grandchildren. The best is returning to Ecuador as guest of an internationally famous artist, Voroshilov Bazante, and sharing time with colleagues from 30 years ago.

Steve Cole '61, "I have worked in the healthcare industry for most of the time since I graduated. I worked for Abbott Laboratories, G.D. Searle, and A.H. Robins before I took early retirement and started my own consulting business, Cole & Associates. I lived in Japan with my family almost nine years working for Abbott and Searle and enjoyed my time there. My spoken Japanese is good and, as part of my consulting business, I still travel to Japan at least four times a year. I was responsible for Asia, Canada, and some joint ventures at Searle and then for worldwide international operations at Robins. I have been very lucky over the years inasmuch as my bosses have not only been good people but competent. I have sent small contributions to Thunderbird for many years and

notes



Stephen Jeffery '66

appreciate the education it gave me that has certainly helped my career. I have been married to the same woman for more than 50 years and we have two grown children but, sadly, only one granddaughter."

Andy Chrissolor '66, "After graduation in February 1966, and marrying another T-Bird, **Clair Brady**, we moved to Chicago where I started working for Baxter Laboratories International. Two years later, I joined a small ophthalmic pharmaceutical company in Santa Ana, CA, Allergan Pharmaceuticals, as an International Area Manager. I travelled the world looking for distributors for our line of products when a few years later, in 1972, I was asked to move to the UK to open up the European market and set up Allergan's European headquarters. In 1974, I was relocated to my native city, Montreal, to be President of Allergan Canada. At the beginning of 1976, I joined Bausch & Lomb as President of B&L France and Managing Director of the Soflens Division of B&L for the United Kingdom and Ireland, based

again in the UK. An opportunity arose in 1980 to purchase the majority of shares in an international company manufacturing contact lenses, artificial eyes, optical instruments and machinery to manufacture contact lenses. My intention was to retire in 2000, which I did. I took up golf and quickly got bored. Up to the beginning of August 2017 I was a Board Director for a number of companies based in Europe but because Clair and I had no family in the UK and our son and daughter both married with grandchildren live in the USA, we decided to move back and spend more time with our family two years ago. We are currently living in Boerne, TX, near San Antonio. Last September I founded a company, iAdvisors LLC to help companies in the eyecare industry develop and grow. Clair and I are very grateful to Thunderbird for the opportunity of a successful business career but more importantly, where we met. Now married for almost 52 years, with our children and four grandchildren nearby, we are indeed blessed."

Stephen Jeffery '66 Stephen, retired CEO of Wadia Digital and V.P. of Harman International, achieved his 80th birthday goal by completing the newly extended 192-mile hike on the Sierra Nevada's Tahoe Rim Trail. The eldest person ever admitted into the program's adventure, he hiked the challenging 24,000 ft elevation gains over eleven summer days!

Don Kilgore '69, "I was hired by First National City Bank upon graduation and joined American Express Military Banking Division one year later. I was sent to Vietnam during the war and became branch manager in Chu Lai, 23rd Infantry Division HQ. Then I transferred to Frankfurt and London for brief assignments. After 3 ½ years in banking I moved to the textile industry where I spent 34 wonderful years, mostly in the International Marketing field. In retirement, my wife of 47 years and I spend six months in NYC, five months on the Oregon Coast and a month in St. Maarten. Life is very good!"

1970s

Ric Lohman '75, "Thunderbird helped me get back to Brazil several times. One of my daughters was born there and still holds dual citizenship. As I left Thunderbird, I decided not to rest on my laurels as Doubles Pong Champion and went back into manufacturing systems. I worked in a variety of companies from a legal firm to a medical research group, with many defense contractors on the way. I spent 20 plus years in local politics protecting the California coast south of San Francisco. Three years ago, I retired, and we moved to a mini ranch in the hills of Montara. I even have a cowboy hat. I spend most of my time now with politics and restoring the ranch."

Rod Granger '75, "Like many in my class years, I recently retired. I worked for a major regional bank, later for KPMG as a CPA, and eventually as a CFO in transportation, senior living, and most recently an educational website. So, it was a varied career with turn-arounds



Catherine Cook LaCour '97

class notes

and startups often involved and now doing some occasional consulting. Aside from a stint in Brazil, the opportunities were all domestic. We currently live in Las Vegas, keep our sailboat in the Sea of Cortez, and have grandkids nearby in Arizona.”

Mark Bubar '77, “I’m helping financial services clients with their digital transformation and am continually excited to see where these changes take the world. I’m very grateful to have the global foundation provided by Thunderbird.”

Steve B. Stevenson '77 and Lisa Moore Stevenson '77, Lisa worked with an 8000 member non-profit Capital Area Soccer League in Raleigh, NC as Controller. Steve worked with various international companies, was Director of International Development for the State of North Carolina, taught International Management at North Carolina State University and Meredith College, as well as lecturing at the Duke Fuqua School of Business. He spent the last 13 years prior to retirement as owner of Tesco LLC an international sales company representing 12 major U.S. electrical manufacturers outside the United States. Steve and Lisa, with two sons, reside in Asheville and Cashiers, NC.

Jerry Mathews '78, “I joined the Navy and became a Naval Flight Officer, and did a lot of cool things. I retired somewhat honorably. I also ran the family

manufacturing business for 15 years. I got creamed by the recession. I received an accounting degree. I am retiring this year as a Supervisory Auditor with the Feds. I am moving to Hilton Head to work on my tan.”

1980s

Edward Fraijo Delgado '81 received an Honorary Doctorate from North Park Theological Seminary. Ed is the president of the Hispanic Center for Theological Studies-CHET after being the Compassion International Director first for South America, then Africa and Central America, Mexico and the Caribbean.

Harrison Snow '82, “I’ve been in the Washington DC metro area since 1982 but worked in 26 different countries as an organizational development facilitator. My recently published book, *Confessions of a Corporate Shaman*, recounts some of those adventures and learnings. I will continue to focus on developing global leaders who apply self, group and social awareness to their leadership challenges.”

Kimberly Ely '86 was named Development Director for Patronato San Xavier, the non-profit organization responsible for promoting the restoration, maintenance and preservation of the Mission San Xavier del Bac, a National Landmark near Tucson, AZ. Kimberly is the former Vice President of Development for the Tucson Symphony Orches-

tra. Prior to arriving in Tucson in 2016, she spent 20 years in Nashville, where she served as Vice President of Development for the historic Cheekwood Estate & Gardens and raised funds for the Frist Art Museum.

Ramon Laguarta '86 was recently named the CEO of PepsiCo and will be the sixth CEO in the company’s 53-year history. Ramon has been with the company for around 22 years. In his two-decade-long career he has held several posts including CEO, Europe Sub-Saharan Africa, president, PepsiCo Eastern Europe Region; commercial vice president for PepsiCo Europe; general manager for Iberia Snacks and Juices; and general manager for Greece Snacks. Laguarta became the president of PepsiCo in September 2017.

Benjamin Wolf '86, “I currently live and work in Italy as an English teacher and exam prep center administrator.”

Vijay Anand Jangiti '88 and Mohit Chuganee '89 co-own Charles Bridge, a three-year-old bay colt. Charles Bridge debuted with a maiden win at the races in Mumbai on April 28.

Nina Maria Fite '88, Nina, a career Foreign Service Officer with the State Department, was sworn in as U.S. Ambassador to Angola on January 5, 2018, following her nomination and Senate confirmation in November 2017.

Daniel Ward Jones '88 joined the Daniel Swarovski Corporation AG in Maennedorf, Switzerland on July 1, 2018. Dan is the omnichannel learning and development manager in Swarovski’s Global Retail Academy where he creates and delivers training programs for sales associates and managers in Swarovski stores around the world. Dan is also a thought leader and regular speaker at the Association for Talent Development’s annual international

conferences and spoke on “More Awesome Apps for Trainers” at the ATD conference in San Diego in May, 2018.

Eric McDonald '88 has taken voluntary early retirement with the U.S. Commerce Department. His career was that of a global trade professional with 25 years of domestic and overseas substantive knowledge in facilitating exports of U.S. products and services. Having moved to Williamsburg, VA, he is now seeking new opportunities for the next phase of his life.

1990s

Kyle Volluz '91 On July 15, Kyle was named Executive Vice President and General Counsel of Paceline Equity Partners, a newly-formed private equity fund based in Dallas, Texas. Kyle was most recently Managing Director and Regional General Counsel with Hudson Advisors, L.P., an asset management affiliate of Lone Star Funds since 2009. Previously, Kyle was Senior Vice President for Goldman Sachs Specialty Lending Group, an affiliate of Goldman, Sachs & Co., a position he held from 2005 to 2009. Earlier in his career, Kyle was an attorney with Baker Botts L.L.P. and Thompson & Knight LLP, where he supported clients in various types of commercial banking transactions, mergers and acquisitions, private and public securities offerings and debt financing transactions. Kyle served as a member of the board of directors of Continental Building Products, Inc. from February 2014 to March 2016 and currently serves as a member of the board of directors of Forterra, Inc. and Foundation Building Materials, Inc.

Jim Surek '92, a 25-year industry veteran, has been appointed Chief Commercialization Officer at Stimwave. Stimwave LLC is a medical device manufacturer and independent



Kelly Jones '98



Craig Hammond '12

research institute headquartered in South Florida.

Jeffery Whitcomb '92,

“Our family moved to Huntington Beach, CA and I joined Mitsubishi UFJ to lead their construction and industrial commercial asset finance growth. My work is primarily in Southern California and I am working more and more with sustainability initiatives. Increasingly, lease financing can be used by OEMs and installers to turn money savings from more efficient lighting, HVAC and the like into free upgrades of these systems for large corporations. Our six children are now ages 14 to 22.”

Derek Miller '93 has been named president of the International Housewares Association. Currently the vice president of global marketing at International Housewares Association, he will assume the role of president October 1. Derek joined IHA in December 1999 as director of international business development, and was named vice president of international services in October, 2001. He led IHA's international department until March, 2014 when he was named vice president, global marketing.

Katarina Dempsey '93 has joined Boyden, a premier global talent advisory and leadership solutions firm, as a Principal. Katarina most recently served as Global Practice Director at a

major global search firm, where she contributed to successfully growing the firm's supply chain and operations practice by 30% over three years, primarily in the industrial, consumer and financial sectors. She has also served in senior management roles with McKinsey & Company, Boston Consulting Group and AIG in the U.S., France and Austria.

Dan Rabil '94, “Our family has been in Baar, Switzerland since 2009. Our five children are all still in local schools and feeling quite native. I recently switched careers from golden beverages (beer) to actual gold. I now manage the local subsidiary of Royal Gold, Inc., a U.S.-listed precious metals royalty and streaming company. Though I was not one of Herr Donovan Penrose's star German students, the language foundation has been very beneficial and makes me think of Thunderbird often!

Erik van der Schaft '96 has founded CONIA, the Confederation of Independent Athletics. CONIA uses sports to create sporting, social, cultural and economic opportunities for ethnic minorities around the world. CONIA will organize the first global Unity Games in 2019 and has set up a training and development program for young athletes and sports associations, an ethical athlete agency and management firm and a global athlete network.

Catherine Cook LaCour '97 has been named Chief Marketing Officer of Blackbaud, Inc., the world's 24th largest cloud software company.

Randall Jackson '97

concluded an 11-year career with Saudi Aramco where he was employed in the Contracting Department as a supervisor overseeing procurements and developing systems to facilitate the supply chain transition of the world's largest oil company. He has mentored many, procured billions in services, and launched doctoral studies. He will be in residence at the Grenoble Ecole de Management until Mid-December where he will study and defend his doctoral dissertation. Randall and his wife will be returning to Frisco, Texas, to uncover new adventures and challenges yet to come.

Andreas Wolf '98 was recently appointed president at EyePromise. EyePromise provides supplements, technology and support to enhance and protect vision. Andreas' previous employment includes Novus International and Young Dental, where he was vice president and general manager. In his new role, he will be responsible for EyePromise's business operations and growth strategies.

Kelly Jones '98 s launched Notes of Wine perfumes inspired by the scents of a variety of wines. Her wine-inspired fragrance collection includes six Eau de Parfum varieties — Notes of Pinot Grigio, Riesling, Chardon-

nay, Merlot, Cabernet and Rosé. This summer she is also launching a roll-on Reserve Collection and an air freshener line.

2000s

Elizabeth Freedman '00, “I'm a Principal at a boutique consulting firm called Bates Communications based in Boston; we're a small firm but have worked with close to 20% of Fortune 500 companies, at the senior leader level. In the world of management consulting we're known for our work in bridging the gap from strategy to execution. We consult with leaders to help them engage, inspire, align and move people to act. I like to say we pick up where the McKinsey's exit when the strategy is on paper, and it is time to bring it alive. I live in the Boston area with my husband Andrew. We celebrated our 20th wedding anniversary last year and have two boys, Max (age 14) and Zachary (age 11).”

Catherine Callaway '00 recently joined the Visiting Nurse Service of New York (VNSNY) as VP, Marketing and Development. After 20+ years as a marketing and innovation leader, managing diverse brands from Dentyne and Sour Patch Kids to British Airways and Theraflu, she decided to follow a mission-driven passion and turn to the non-profit sector. She says: “I'm happily living and working in NYC, a first after 15+ years of travel for global brands. I'm enjoying marketing with passion, addressing



John Bevell '12

the constant challenges of our healthcare system today while giving back to my community.”

Irene Kontje '01, “After four years living in North Carolina and working at Duke University Medical Center, I returned home to the New York City area and am currently Director of Graduate Medical Education at Mount Sinai Beth Israel/Mount Sinai Health System. I’ve always been a do-gooder MBA and am thrilled to be working in education and hospital administration, overseeing training programs for interns, residents and fellows in their specialty and subspecialty training. It’s incredibly rewarding work and being back in the bustle of NYC and near my family is the icing on the cake. The NYC T-bird alums are active, friendly, and overall awesome. Grateful for the T-bird network!”

Paul Caldron '02 completed a PhD in Governance and Policy Analysis at Maastricht University, United Nations University - MERIT in the Netherlands after defending his dissertation regarding motivations, economic, and manpower inputs into short-term medical missions by U.S. physicians. Still practicing clinical rheumatology and research at Arizona Arthritis and Rheumatology, a group that has gained state and national notice for its successful business model in a challenged specialty in U.S. healthcare, Paul anticipates the Maastricht degree may enable a transition into the global health environment. AmeRuss Clinical Trials, founded by Paul and colleagues after finishing Thunderbird to conduct drug and device trials in Russia and its near abroad, continues to operate in this space.

Gaston Sandoval '02 has been appointed as Global Head of Marketing and Product Management for Panasonic. In this role, Gaston will lead Panasonic’s marketing and product strategy



as the company evolves into a digital platform and services company and delivers the next generation of passenger experiences. Before Panasonic, Gaston enjoyed a lengthy, successful career at IBM. Most recently, Gaston served as SVP, Global Marketing at Openlink Financial, a leading fintech enterprise software company, where he led its marketing transformation to a digital-first, outcome-based organization, repositioning the company that resulted in its accelerated successful acquisition by the ION Group.

Jill Tracy '02 just celebrated her 15th anniversary with Microsoft and has been named the new CDS Commercial Partners, Cloud and Solutions Channel Sales Director for the company. Jill has held roles in OCP, EPG, C+E Marketing, Worldwide Partner Group, Services and Worldwide Operations.

Josh Ballard '03 was appointed as the Chief Financial Officer for Energy Recovery, Inc., the leader in pressure energy technology for industrial fluid flows. In his new role, Josh will oversee Energy Recovery’s finance, IT, and investor relations organizations as the company continues to cultivate its core water business and further develop innovative PX® Pressure Exchanger® technology solutions for new markets. Josh has more than 20 years of experi-

ence and most recently held the position of Operating Partner at Orox Capital Management, a Dallas-based private equity firm.

Ercan Turkuner '03, “I am the Head of Internal Audit and Senior Banking Expert at Banking Regulation and Supervision Agency of Turkey based in Istanbul.”

Umar Ahmed '09, “After graduating from Thunderbird, I developed a passion for teaching International Business and Strategy. So, I taught for about seven years in a University in Pakistan. And now I am working on a PhD in International Business at Victoria University of Wellington in New Zealand.”

2010s

Sergio G. Castañeda Cortes '10 has taken on new challenges as Co-Founder of The Alternative Board Master Franchise in Mexico after a 28-year career in different top management positions in BBVA Bancomer. The Alternative Board TAB helps forward-thinking business owners grow their businesses, increase profitability and improve their lives by leveraging local business owner advisory boards, private business coaching and proprietary strategy services.

Craig Hammond '12 was newly appointed as the head of Marketing for GearLaunch, the leading E2E commerce platform. Craig has been called on multiple

times throughout his career to establish, build, and develop both businesses and departments in growing companies. Most recently, before joining GearLaunch, he built his own children’s pajama company that achieved immediate success, including holding the current record for the highest funded children’s apparel product in crowdfunding history. In his career, he has helped businesses scale globally, led the creation of marketing departments and strategy, and had numerous companies he’s helped start go through acquisition.

Barbara Nosedá '14 was named to the 30 under 30 for the Institute for Supply Management (ISM). Barbara joined LifeScan, a Johnson & Johnson company, in March 2015 as a member of the Procurement Leadership Development Program (PLDP), a highly selective two-year leadership program for recent MBA graduates that gives them a deep insight into the business and prepares them for future leadership.

Andres Porras '15 “I am Operations and Logistics Manager at Uber in Colombia for Cali, the country’s third largest city. Shortly after starting, I was assigned to work on the expansion of Uber in Colombia, 16 cities total, and in early 2017 was sent to Thailand to lead the expansion in that country. Now I’m back in Colombia leading the CRM and Remote Cities Teams.”

M. Brett McMickell '16 accepted the position of Senior Vice President of Global Product Development at AgJunction. Brett has over 12 years of experience in product development for several product types. He joined AgJunction from Honeywell, where he was the Senior Director of Engineer for Actuation Systems. He held several roles at Honeywell in Engineering and Business Management.

in memoriam

1950s

Vernon C. Wiggins '50

passed away on July 20, 2018 in Tucson, AZ. During World War II he served in the Navy in the Atlantic, Mediterranean, and Pacific theaters. He was a graduate of the University of Arizona and the Thunderbird School of International Management. He began his career as an accountant for Sperry Rand Corporation in Buffalo, NY before moving to Mexico City as the financial controller for Sperry's Mexico Operations. He relocated with his family to Phoenix in 1960 and continued to work for Sperry Rand until his retirement in 1988.

Normand Cabral '55 passed away on September 5, 2018 in Anaheim, California from complications with type 2 diabetes. He was a talented, charismatic unique individual unforgettable to anyone his life touched. After serving in the United States Army in Germany during the Korean War, he completed additional studies in Foreign Trade and International Management at Thunderbird in Glendale, Arizona. Later he earned an MBA and masters in Hospital Administration from the University of Florida. Normand had a long and productive management career. He was multilingual, well-traveled with many domestic and global assignments at The United Fruit Company in Honduras, Montgomery Ward in Albany, NY, and at Alexander Proud Foot Consulting, both early and later in his career.

Richard K. "Dick" Pooler '55 passed away January 8, 2018 after a courageous battle with metastatic melanoma. After graduation from Thunderbird he embarked on a career in the oil industry working for Chevron, Tidewater, Phillips Petroleum and eventually operated the

petroleum distributorships, San Francisco Petroleum Company and International Marine Fuels. He and his wife, Jacqueline, settled in the Bay area to raise their family of six children.

Charlene Duncan '56 passed away on Tuesday April 24 at the age of 86. She had been ill for several months. After college, Charlene briefly lived and worked in San Francisco. Charlene moved to Pasadena where she lived for most of her life. Charlene raised four children and had a successful career as a nursing home administrator in Southern California for more than 20 years. In 2004, Charlene relocated to the San Francisco Bay Area to be closer to her family. Charlene loved going out to lunch or dinner with her family and spending time with her seven grandchildren. Charlene loved to travel and later in life enjoyed cruises to Tahiti, Alaska, Hawaii and the Caribbean. Charlene was a resident of the Rossmoor retirement community and took great pleasure in participating in excursions to the symphony, theater, and trips to Monterey and Carmel.

David W. Berkey '57 passed away August 16, 2018. David volunteered to serve in the U.S. Army during the Korean War from Nov. 1951-Oct. 1953. He served in Heidelberg, Germany and Paris, France. Following his service, he returned to the University of Minnesota, graduating in 1955. Following graduation, David enrolled in the American Institute for Foreign Trade (Thunderbird) graduating 1957. He was hired by Goodyear International and was a manager in San Francisco working in rubber sales for seven years. He then went into real estate in Walnut Creek and Santa Cruz, retiring after 25 years. Following his retirement, David attended the

Multnomah University Bible College, graduating with a graduate certificate 1990. David was past president of the Pleasant Hill Rotary Club, past president of Presbyterians United for Mission Advance (PUMA). He was a 10-year winner of the Human Race for Habitat for Humanity. He helped build the first three homes west of the Mississippi in Soquel, CA. in 1988. He also helped build churches in Honduras for the Presbyterian Church and homes for Habitat for Humanity in Guatemala.

Clifford E. Harkness Jr. '58

passed away peacefully on October 30 of complications from senile dementia. He served in the U.S. Navy for four years and was honorably discharged in 1954 as a Lieutenant JG. Clifford worked for Manufacturers Hanover Trust International, living and working in Southeast Asia for 15 years, eventually settling in Cobble Hill, Brooklyn, NY.

Kenneth C. Cogdill '58

passed away peacefully on July 6, 2018. After graduating from the Thunderbird, he joined The First National Bank of Boston. Ken then worked five years in Buenos Aires, Argentina then moved to Cambridge, MA, where he earned his MBA at Harvard Business School and became a member of the Harvard Club. He worked for Exxon then Amerada Hess Corp. as V.P. Corporate Planning and Control until retirement.

Philip VanOsdol '58 passed away December 30, 2017 in Elmira, New York.

Linwood L. Reed '59 passed away on December 13, 2017 at I.U. Health Ball Memorial Hospital. After graduating from Thunderbird worked for Cummins Manufacturing. He lived in Japan, India, Sweden and England. He retired from Borg Warner.

Walter Irving Bates II '59

died peacefully in his sleep on October 14, 2017 in Wilmington, North Carolina. During the Korean War, he served in the Army and was stationed in Germany. After graduating from Thunderbird, he began a career in marketing for international corporations and later created and pioneered several businesses.

David Walter Francis Lloyd '59

died of kidney failure on January 3, 2018, in Asheville, NC. His career in international marketing of pharmaceuticals and medical equipment began in Trinidad, WI with American Cyanamid and ended 35 years and over 100 countries later as VP of International at Reveco in Asheville, which he proclaimed to be the best place in the world to live.

Aldon Pierce Jr. '59, passed away January 16, 2018. In 1973 Al founded Coronado Finance, Inc., in Las Cruces, NM, which is still run by his family today.

1960s

Alan Herro '60, of Phoenix, AZ, passed away peacefully on Good Friday, April 14, 2017, after suffering a heart attack.

Avery McCarthy '61 passed away on August 25, 2018 at the age of 84. Memories will be cherished by his wife, Dot, four children, six grandchildren, 10 great-grandchildren, and many friends.

Stephen G. Heiner '62, beloved husband, father, brother, grandfather, passed away on July 11, 2018. He enjoyed a successful career in the oil industry, which took him to the Middle East then Southeast Asia, where he met his wife, Margaret, in Singapore. After 19 years abroad, he brought his family back to California where he worked at Disneyland for 15 years greeting many with his trademark friendliness.

Thomas A. Brindley '62 passed away peacefully on Saturday, April 28, 2018, in his home in Huntsville, AL. Before becoming a professor of education at the University of Alabama in Huntsville, he received many degrees. Tom was a veteran of the U.S. Army, having been posted in Germany during the Korean War. From 1962-1965 he worked in Vientiane, Laos, participating in a program sponsored by the Binational Center, an offshoot of the U.S. Information Agency. Serving as Director of Courses at a grade school in Laos, he met Mengqi Qian, now Monica Chien Brindley, his future wife. He taught at the University of Arizona from 1968 – 1973 before joining the faculty in the Department of Education at UAH, where he taught for 26 years, until 1999. Tom was the founder and past president of the North Alabama Birdwatchers Society and a member of the Audubon Society and the Nature Conservancy. He was a resident of Madison County for 45 years.

Roger Mathew Huhnke '63, of Wichita, KS, lost his long battle against Alzheimer's Disease on April 25, 2018. Roger attended the California Maritime Academy, graduating in 1957 as a third mate. He sailed for American President Lines, circling the globe three times on their around-the-world service. When his "number came up," Roger left the merchant marine and sailed the South Pacific with the Navy. Eventually he came ashore, attending Thunderbird School of Global Management in Phoenix, AZ. He not only graduated from the international business program, but met and married Imelda Murphy, an elementary school teacher. Roger's adventuresome spirit was evident in his shore-side career as a shipping manager. He took his family along for the adventure, working in places as varied as Buenos Aires, New York City, and Wichita. He finished his career

with 22 years at Koch Industries
Craig Anthony Gladen '65 passed away Saturday, July 7, at the age of 76, in Sacramento, CA. Craig graduated from Stanford University, where he studied German language and literature, and the Thunderbird School in Glendale, Arizona. Craig was known for his sense of humor and huge laugh as well as his keen mind, passion and tenacity. He worked as a bank officer for many years in Europe and the United States, but later became a founding owner of the rice processing and storage company Great Western Growers.

David L. Boston '68 passed away in Argyle, TX. He leaves behind his wife of almost 50 years, a daughter and three grandchildren.

George Flynn Fletcher '68 passed away December 19, 2017. George enjoyed telling stories about his post-graduate studies at Thunderbird and reminiscing on his years living abroad in Italy. His professional career included working for corporations in marketing, owning Jones-Roberts Shoe Stores in Lubbock TX and surrounding areas, insurance and a stint at Texas Tech on the Horizon Campaign. He had a deep appreciation for music and the arts, and performed many years in The Lubbock Chorale. George was a prolific reader and his favorite authors included Ernest Hemingway, Robert Ludlum, Octavio Paz, and James Michener. He described himself as having a cosmopolitan outlook with strong values. George loved traveling, especially to Mexico. By air, train, and bus he took his young family on summer Mexico adventures. Wearing his guayaberas, smoking cigars and buying lottery tickets at the zocalos were among his favorite pastimes there. George was known to stay up late playing Gin Rummy with his family while vacationing in Cuernavaca, Mexico.

William Strong '67 passed

away on December 14, 2017. His death was unexpected and shocking. He left for his workout that day, took a fall, hit his head and never recovered. William worked in Los Angeles, CA for Lockheed International and was Vice President of the International Division of Teledyne, Inc. for 19 years. He and his wife, Linda, moved to Charlotte in 1989 where William directed international marketing for Teledyne Allvac, located in Monroe, NC for several years. After his retirement from Teledyne, he became a consultant at Ketema Inc. and finally, McCrometer in International Management for several years. He traveled the world for business, especially in South America and Southeast Asia.

William C. Dennis '68 passed away at age 74 at his home in Ocala, FL on July 28, 2018. Bill received his undergraduate degree from Texas Tech University then moved to Arizona where he graduated from Thunderbird. His passion to explore the world led him to travel the globe and live in El Salvador, Brazil, and Argentina to name just a few. He was previously the CEO of Latin America Operations for Laureate Education. He had a cattle ranch in the Ocala area and also grew olives and produced olive oil.

1970s

John C. Patterson '71 of Jackson, MI died peacefully at home on April 8, 2018, surrounded by his loved ones. In 1967 he married Donna Zimmerman and they recently celebrated their 50th anniversary. They both served as Peace Corps Volunteers in Hamadan, Iran. Later, John worked as a sales manager for a Saudi company in Al-Khobar, Saudi Arabia, where he, Donna and their two children lived for six years. In 1985, he accepted a position in Milwaukee as International Sales Manager for Cleaver-Brooks which began a 28-year history

until he retired in 2013. During his career, he traveled to over 80 countries and made many life-long friendships both in the U.S. and abroad. John treasured the many experiences with them. He enjoyed planning trips and vacations for his family, boating, reading and photography.

Michael L. MacAfee '71 passed away at age 80 on June 22, 2018 at his residence in McHenry, IL. He worked at his father's business, Painters Warehouse, and served in the U.S. Navy and the navy reserves. While working as a police officer for the City of Phoenix, he attended and graduated from ASU then left Phoenix PD to attend Thunderbird. After graduating from Thunderbird, Michael worked for the Arizona State Attorney General as a Special Agent until he retired.

John F. Ryan '72 passed away on Saturday August 11, 2018. John was a lifelong resident of New Jersey. He was a graduate of Thunderbird Graduate School of International Management and American International College. John was a Peace Corps volunteer in Colombia from 1967-1969. After that he never stopped traveling. He visited every corner of the world and was still globetrotting this year, crossing the equator during a 50-night journey around South America. John loved a good adventure, the outdoors, and the furthest reaches but he also made a home full of wonder and beauty where all were welcome. John was an educator who worked at Collier High School from 1980-1985 and served as the principal of The Center School from 1985 - 2008. In the last few years, he served on the board of directors of Collier Youth Services.

Keith Taylor '72 passed away March 4, 2018. After serving in the U.S. Air Force he worked as a sales engineer before attending Thunderbird. Jobs took him and the family to Brazil, Venezuela and England before he continued his

education at ASU for his doctorate. Keith taught finance at Utah State University (Logan) and Sonoma State University before he retired. He and his wife, Carmen, continued traveling in the U.S., Canada and abroad. Keith enjoyed collecting die-cast models of cars and trucks.

Paul D. Smith '75 passed away July 7, 2018 after a valiant fight with pancreatic cancer. After receiving his MIM degree at Thunderbird, Paul spent many years in the food industry, both in retail and food service, working with several large companies including Carnation, Colgate, and Rich Products for over 17 years, where he was Vice President of the Food Service Division. Most recently, after having worked with Burry Foods out of Chicago, he decided to venture out on his own, working closely with Starbucks sourcing new food ideas for their stores.

William R. Killeen '76 passed away on June 13, 2018. After receiving his degree from Thunderbird, William spent over 45 years living and doing business in Latin America.

Thomas Jackson Fullerton '77 died November 11, 2017. Tom was an avid political junkie with a broad understanding of global politics. The theatre, especially New York theatre, was a passion and a hobby. He helped secure the London production of *Shadowlands* for the New York theatre circuit. His distinctive and theatrical voice was recognized by all who met him and often caught the ear of commercial producers. It is said that all very bright people have a great sense of humor, and his sharp wit was no exception. He will be remembered as a fun, sophisticated and charming man that was the most sought-after dance partner at any party! The most descriptive word that embodied Tom is charitable. He was abundantly giving of his time and his love to, his family, church,

community and legions of friends. His personality and kindness filled any room he entered, and he will be remembered as vivacious and one of a kind.

Brian J. O'Connor '78 passed away on July 27, 2018 in his home. He graduated from the University of Des Moines, IA in 1977 then moved to Glendale to obtain his master's degree from the American Graduate School of International Management. Upon completion of his education, Brian began his career in business and specialized in public finance. Brian worked for Walter E. Heller and Company, Boetcher and Company and Hutchinson Shockey Erley and Company as an Investment Banker advising municipalities, public utilities and school districts. Brian was involved in charitable endeavors through the Phoenix Thunderbirds, raising millions of dollars for Arizona charities each year. Brian's favorite business venture was the acquisition and ownership of the Class A Minor League Baseball team known as the Salt Lake City Trappers. During Brian's co-ownership of the team with several partners and friends, the Trappers recorded a 29-game winning streak which remains a professional baseball record. The Trappers and their record season are enshrined in the National Baseball Hall of Fame in Cooperstown, New York.

Jeffrey Wise '79 passed away January 13, 2018. Jeff spent the majority of his professional career in the automotive retail automation industry, most recently as a Director at CDK Global, an industry and company that Jeff truly loved.

1980s

Gregory Scott Whitehorn '82 passed away December 6, 2017 after a short illness in Shanghai, China. In recent years, he worked in leadership, cross-cultural business, and executive coaching. He was an early

pioneer in the American expat community in Shanghai where, with John Portman & Associates of Atlanta, he was instrumental in the founding of Shanghai Centre, then the largest joint venture project in China.

John E. Rolfstad '85 died peacefully on April 4, 2018 surrounded by family and friends in Seattle after a short illness. John Eric's career and civic activism in his adopted hometown of Seattle is a testament to his compassion for others. He was a social worker for Providence Health in Seattle, and then for many years with Providence Hospice. For seven years, John Eric was the Executive Director of People's Memorial, and later he became interim director at End of Life Washington and was a passionate advocate for an individual's right to make quality end of life choices. While John Eric was a big guy, his heart was even bigger, as was his zest for life. He was a very social and outgoing person who loved spending time with both his family and friends, hiking, boating, enjoying music, choral performances, and dining together.

1990s

Christine Wilkins '93 passed away on January 16, 2018 following a brief illness. She dedicated her career to social development in Angola, Sudan, Jordan and Afghanistan. She promoted women's rights by meeting with world leaders to improve education and economic enterprise for women. During a time of conflict in Afghanistan, she worked with Afghan women entrepreneurs, at great risk to both herself and them, to empower them to improve their lives and the lives of their families.

Timothy Tribbett '94 died suddenly at his home on February 13. After a career working in international finance for several corporations, Tim owned and

operated a commercial sign business in Denver. Tim was proud of his pioneer roots in Yuma, Colorado and enjoyed hiking, camping, and hunting.

2000s

Roberto F. Cid '09 of Miami, passed away May 27, 2018 after a five-year battle with colon cancer. Roberto earned a degree in international relations from Boston University as well as an MBA from Thunderbird. Roberto joined the family business in 2007 and helped found Cid Botanicals with the vision of creating a preventative health and wellness company. An avid travel lover, he spent his time in and out of Miami researching the immense biodiversity and ancestral wisdom of the American continent and the world. Always eager to explore new places, Roberto was also drawn to make repeat visits to the Amazon rainforest, Chilean Patagonia, Paris, Quito, Hong Kong and amusement parks. He was also passionate about politics, played the guitar, and appeared in a Korean pop music video.

Lance J. Alexander '10 of Liverpool, NY, formerly of Watertown, passed away May 25, 2018 at his home. Lance was employed with the US Defense Contract Management Agency as a defense contract administrator in Syracuse. Previously he was employed with the Department of Labor as a labor services representative and was a liaison with the Human Relations Department for incoming soldiers at Fort Drum. He was a member of the board of directors for the Thompson Park Conservancy from 2014-2015. Lance loved grilling on his Weber grill, playing golf and lacrosse, reading – especially WWII history. He lived life to the fullest, was outgoing, knew everyone, talked to everyone, had lots of friends and had a special smile.

chapter

A roundup of First Tuesdays, events and mixers from T-bird Chapters around the globe



HONG KONG

Monterrey, Mexico:

The Monterrey chapter has reconnected and is back to hosting First Tuesday events.

Hong Kong:

Hong Kong Chapter annual junk trip on Sunday, July 22, with T-Birds, family, and friends.



MONTERREY

Los Angeles: In June, Dr. Khagram joined more than 60 alumni in Downtown LA at his first T-bird alumni chapter reception.



LOS ANGELES

Tokyo: The Thunderbird Tokyo Office welcomed Dr. Khagram and Dr. Yoko Ishikura from Hitotsubashi University in October for their first academic seminar event, Global Leadership for the Fourth Industrial Revolution.



KONA

Kona: April T-birds got together for lunch. Those attending L-R: Maryann Engers '82, Scott Engers '81, Michiyo Echle and Chapter Leader Jim Echle '72.



TOKYO



TUCSON

Tucson: Thunderbird staff members Robyn McLaughlin and Dinora Gonzalez joined the Tucson chapter for Super First Tuesday, which brought prospective student, now current student Torie Klocko.



SAN FRANCISCO

San Francisco: Chapter Leaders Patty Trosclair '90, Gladys Zygadlo '82 and the Greater San Francisco Bay Area 40+ alumni had a great turnout for their St. Patrick's Day celebration!

connections

Chicago: The Chicagoland T-birds enjoyed their June First Tuesday at Grand & Odgen on June 5th.

Colorado: Great turnout and weather for Colorado T-birds and their families at the Annual Summer Picnic.



Western Michigan: August First Tuesday in Western Michigan brought together Gayle Jacobs '03, Peter Gower '83, Pat McRae '04, Greg Allison '05, Jim Pearson '88, Frances Pearson, Bryan Miesel '84, Marta Petter '84 and sweet Lily McRae future T-bird holding the banner.



Twin Cities: The Twin Cities chapter had an impromptu gathering at Utepils Brewery in Minneapolis for First Tuesday and welcomed T-bird visitors Colleen Foster '84 from Kabul, Afghanistan and Shawn McCarthy '99 from Naples, Florida.

Silicon Valley: Another successful chapter BBQ at the home of Chapter Leader Andy Ogawa '98 honoring all alumni that attended one of the First Tuesdays over the past year. The group had great weather, food and a fun time together.

Munich: First Tuesday at the Hobraukeller in the Biergarten. Tom Lipton, David Humphrey USC, Wally Schoch '76, Dieter Lindh (Edeka AG), Athan Kostopoulos '85, Pascal Crepin '86.



Vancouver: Great turnout in Vancouver for the October First Tuesday! Attendance included Mario Ariza Stehling '09, Steward Anderson '85, Hector Robinson '06, David Li '04, Rodolfo Yoshii '05, Roy Zhang '05, Abdul '16, Erin Martin-Serrano '19, Eduardo Knautd '02, Siva Palli '15, Katherine Johnson '95, Tor Album '96, Jack Arthur '90, Marta Becker '95, Ross Mrazek '93.



New Zealand: First Tuesday April, Rosemary Wucinich '89, Brian Choi '83, Matthew Abel '93, Logan Deimler and Chapter Leader Tina Huesing '96 had a nice time together and enjoyed the Mexican fare at The Flying Burrito Brothers in Newmarket.

Thunderbird Pitch Competition

By Charles Reeves '09

Alumnus **Andrew Ogawa, '98**, had a vision to reinvigorate entrepreneurship at Thunderbird. And like a true entrepreneur, he brought the people and resources to the School to make it happen.

Andrew is the founder and a managing partner of Quest Venture Partners in the San Francisco Bay Area. He funded the “Thunderbird Pitch Competition” for three years with prize money for students and he brought along two alumni colleagues to serve with him as judges for the competition – **James Geraghty, '06**, and **Rabie Zahri, '10**, joined by SHARE Scholarship benefactor **Marshall Parke, '77**.

The 2018 Thunderbird Pitch Competition made a splash at the new Tbird/ASU downtown campus—the event was held on ASU’s downtown campus in a complex known as The Mercado, ASU’s original downtown Phoenix home dating back more than three decades and was featured in the “ASU Now” newsletter that is distributed throughout the university network. It also represented the start of a more defined focus on global entrepreneurship that Dean Sanjeev Khagram is championing along with alumni like Andrew.

So, what does entrepreneurship at Thunderbird mean to Andrew, and why is he so invested in launching the Pitch Competition? “Thunderbird is a very special place for me”, Andrew said. “It set the direction professionally for me that I’m very happy with. (The Pitch Competition) is a small step but by establishing it hopefully we can involve more alumni, add more mentors, and more students get excited about it and it continues to grow.”

The mutual goal of Thunderbird faculty and alums like Andrew is for students to learn that entrepreneurship is as much about the individual as it is the business plan.



“Especially when you are starting a new business and seeking investment, the investors are looking at you as a founder — are you able to implement this idea and make it a success?”, said Andrew. “ So, how do you clearly communicate your value, your ability, who you are, why the investors should invest into you?”

Current MGM student Nicholas Vandam, clearly made a the right impression to convince the judges. His venture, “Streaker”, won the competition and Nick took first prize of \$3,000. Streaker is a concept based on a platform that would allow people who bet on sports to find the best forecasters. The system would use the blockchain digital recorder to validate the results of people who make predictions. Successful predictors could sell their picks and Streaker would take a cut. “Sports fans around the world should have an ecosystem to monetize their systems,” said Vandam, explaining his rationale.

While winning is its own reward, Vandam found the Pitch Competition extremely valuable for the experience he gained. He called it “a fantastic opportunity to be able to pitch and then receive feedback from such accomplished panelists. The pitch competition was a great practice setting for presenting to VC’s out in the real world.”

Second place went to two Thunderbird students capitalizing on the trend of moving away from plastic straws, which are too small to recycle and create waste that, among other things, has resulted in harming life in

the planet’s oceans. Nicole Lei and Han Zhang created “MiStraw”, a venture that would produce straws made from rice paper that are not only biodegradable but also edible, with a lightly sweet taste. Lei and Zhang won \$1,500 for second place.

“We want to change the history of straw usage without changing consumer behavior,” Lei said in explaining the inspiration behind their concept.

The third-place venture, which won \$1,000, was “Collie Court”, a plan for an indoor dog park proposed by Amanda Frein and Mary Kelleher. The pair see a parallel between the conditions of Phoenix’s hot summer weather and Seattle’s rainy winter weather, environments where indoor dog parks have found traction. As T-birds everywhere likely remember from their time on campus, Phoenix summers drive people – and their pets – indoors; hence the value of air-conditioned play spaces for several months out of the year, not just the season known as summer.

In the end, the judges appreciated all of the students and their pitches so much that an extra \$2,000 was put forward by the judge’s panel to award \$500 to the remaining four presenters all of whom presented inspired concepts worthy of acknowledgement.

For Andrew and Thunderbird professor Tom Hunsaker, this was just the beginning. Students can expect more developments around entrepreneurship at Thunderbird in the future and, without a doubt, another round of the Thunderbird Pitch Competition in 2019.

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TO SUCCEED AS AN ENTREPRENEUR, be more like an immigrant

Some of the most successful entrepreneurs are immigrants. Many of them are billionaires. And the companies they founded have created trillions of dollars in value for shareholders, employees, and customers alike.

There's Google co-founder Sergey Brin, born in communist Russia. The man who could take us to Mars, Elon Musk, from South Africa. Arianna Huffington, founder of the eponymous news site, from Greece. (And the list goes on.)

There are lesser-known names, too, of course. Like Jenny Q. Ta, CEO of Squeeqee, who's from Vietnam. Tomas Gorny, CEO of Nextiva, from Poland. Claudia Mirza, founder of Akorbi, from Columbia.

And Fernando Cruz, CEO of Dynamond Building Maintenance, from Brazil.

Fernando Cruz credits "the immigrant mentality" – along with his mother – for turning him into a successful entrepreneur.

Cruz may not be a household name, but he has many things in common with immigrant entrepreneurs like Brin, Musk, and Huffington. Having began life in a Brazilian favela, Cruz is a great example of a successful entrepreneur who came to America with a dream and a spirit that he calls the "immigrant mentality."

And Cruz, who holds an executive master's degree in global man-

be more like an immigrant



agement from Thunderbird School of Global Management, represents a growing number of immigrants who succeed as entrepreneurs at a quicker pace than people born in the U.S.

BUSINESS SUCCESS OF THE AMERICAN IMMIGRANT

In the U.S., immigrants are almost twice as likely to become entrepreneurs as native-born citizens, according to the Kauffman Foundation's Index of Start-up Activity. Immigrants represent about 13% of the country's population overall but 27.5% of America's entrepreneurs.

And they are launching successful businesses. A report from the Partnership for a New American Economy found that in 2016, 40% of Fortune 500 firms had "at least one founder who either immigrated to the United

States or was the child of immigrants."

"Immigrants represent about 13% of the U.S. population overall but 27.5% of America's entrepreneurs."

This pattern of entrepreneurial immigrants extends beyond the U.S. The vast majority of 69 countries surveyed by the Global Entrepreneurship Monitor reported higher entrepreneurial activity among immigrants than among natives.

The immigrant story is often associated with men, yet 40% of immigrant entrepreneurs in America are women,

according to the National Women's Business Council. And 13% of all female-owned companies are run by women who were born outside of the U.S.

WHAT IS THE IMMIGRANT MENTALITY?

Of course, not all immigrants are entrepreneurial role models. And of course, plenty of natives are. But there are reasons – beyond stereotypes – why so many immigrants forge an entrepreneurial path.

Business leaders can find value in identifying factors that spark the entrepreneurial success of so many immigrants. It's helpful to understand the immigrant experience and to identify what they have to offer in their new adopted home. And figuring out what makes immigrants successful may help identify traits and behaviors that contribute to anyone becoming more entrepreneurial.

Fernando Cruz says his success comes from what he calls an "immigrant mentality." Once a negative, even pejorative, term, Cruz is reclaiming the phrase and using it to describe the positive attributes that have made him a success.

"Once a negative, even pejorative, term, Fernando Cruz is reclaiming the phrase 'immigrant mentality' and using it to describe the positive attributes that have made him a success."

Cruz credits his mother for instilling in him the mentality that has helped him thrive in life and business. "I grew up in a poor family, but I was blessed to have a mom who had a vision for me," he says. Education was very important, but so was hard work. As a young boy, Cruz helped his mother sell water on the beach and went door-to-door offering to do odd jobs. "We had that entrepreneurial spirit. I could've been out playing soccer. But you always work hard for what you want."



When he was 24, Cruz came to America, with \$250 in his pocket and the promise of a \$10 an hour job. But the job he'd been promised fell through.

"So I started mowing lawns," he says. "Then I learned to do snow removal. Then I got a job cleaning restaurants. I was going to school to learn English during the day. Then I'd go home, change clothes and mow lawns. At night, I'd shower and change and go clean restaurants. The next day, I'd do it all over again."

That's the immigrant mentality: "You do whatever it takes," Cruz says. "Working two or three jobs, 20 hours a day if necessary. And that mentality never really goes away – it becomes your competitive advantage."

"You do whatever it takes. Working two or three jobs, 20 hours a day if necessary. And that immigrant mentality never really goes away – it becomes your competitive advantage."

BEING AN IMMIGRANT IS LIKE BEING AN ENTREPRENEUR

Immigrants thrive in business because of the many skills they pick up navigating a new world. Many successful immigrants, like Cruz, arrive in their new home full of promise and dreams about a new life – and not much else.

It's not always easy. Whether they are fleeing dangerous conditions at home or just looking for new opportunities, immigrants often leave behind friends, family, and support networks. They then enter unfamiliar territory in a nation full of complex bureaucracy, discrimination, and uncertainty.

As a result, top of the list of attributes that come along with the immigrant mentality are assertiveness and creative thinking. Cruz also cites fear of failure as a great motivator. He was a skilled salesman, but never forgot what he faced if he failed: "If you don't sell it, you don't



Fernando Cruz credits "the immigrant mentality" – along with his mother – for turning him into a successful entrepreneur.

make money. And if you don't make money, you go back to the favela."

EIGHT CORE TRAITS OF AN ENTREPRENEURIAL IMMIGRANT MENTALITY

Many of the attributes that help an immigrant succeed are the same as those that make a successful entrepreneur. In addition to assertiveness, creative thinking, and fear of failure, the following attributes may help immigrants – and entrepreneurs – succeed. (Roll over the photos for more detail.)

WANTED: PEOPLE WHO GET THINGS DONE

Because immigrants are particularly likely to have those eight traits – they have to in order to survive and thrive – and because those eight traits are exactly the kinds of traits that entrepreneurs need to succeed, the conclusion is that the immigrant experience is particularly good training for entrepreneurial success.

But, even if you're not an immigrant, you can adopt the eight core traits of the immigrant mentality.

If you're an employer: As you interview new candidates and work to develop talent within your organization, think about the eight traits described above. Just as those characteristics make for successful entrepreneurs, they make for successful employees as well. And while immigrants come by those traits by virtue of their experience, you can inculcate those traits within your employees as well, through training.

If you're an entrepreneur: Of course, it's possible to be a successful native-born entrepreneur. But all entrepreneurs can benefit from developing in themselves the eight traits described above.

If you're a global leader: Many of the traits that make for successful immigrants and entrepreneurs make for successful global leaders as well. Seek out the kind of cross-cultural experiences that make you feel just a bit uncomfortable. It's going outside of your comfort zone that builds the kind of resilience you'll need as a global leader.

Bottom line: To succeed as an entrepreneur, or employee, or leader – be more like an immigrant. 🇺🇸

A Year Of Change And The Year Ahead

By Patrick McDermott,
Chief Engagement Officer

As I write this, Thunderbird is now firmly established in our new home here in Downtown Phoenix, having just welcomed nearly 1,000 alumni and guests at an Open House that gave our new neighbors a chance to become more familiar with us and for old friends to see our new environment. The team at the School spent several weeks busily putting the finishing touches on our space, including so many of our heritage items, art, furniture, and mementos of the School's 72-year history in Glendale. As with any move, opening our space to a social event motivated everyone to finish decorating.

The impact, was as we had hoped. The comment I heard over and over as Alumni 'returned' to the new Thunderbird for the first time was, "Wow!"

"Wow" for the new temporary home. "Wow" for the plans for our new permanent global headquarters now rapidly advancing. "Wow" for the energy of the students and staff and the ASU Downtown campus. And, "Wow, as they delighted at sitting at the General's Desk, taking photos in front of the flags, and celebrating our rich heritage now imbued in every corner of our new home. They were home, it looks different, but the Mystique is still here, just like it lives with each and every one of you.

When we announced our move downtown, one of our most senior and beloved T-birds, looked at me and said, "Thunderbird is an idea, not a place." I have shared that with so many of you this year as we have talked about our plans for the future, and I have heard that shared sentiment in return from T-birds through-



out our global community. I have heard what all of us felt – that we were all reflective and tugged by nostalgia as we left our Glendale home, but I have also heard the excitement that surrounds such a dramatic investment in the future and a renewed promise for our beloved School.

Place is important, but mission and direction are critical. This year has been a tremendous period of change and growth for Thunderbird. We have a new home, we have a new leader, we have new programs rich with new opportunities for learning and development, but most importantly, we have a renewed promise. It is a response to the challenges faced by our planet to grow a generation of leaders for an era of change and development that is already upon us. Dean Khagram has described his vision in these pages, and I hope you share my enthusiasm for the exciting future he has challenged us all to help Thunderbird realize.

What I want to note, is that all of us at Thunderbird have done this before. Thunderbird has always been a leader among leaders. We have always charted a path forward for others to follow. And today, we are doing it again. We are ready to lead, because that is Thunderbird.

I believe those of you who have joined us in the last 12 months, at reunions and chapter events around the world, here in Arizona, or virtually, have begun to feel this renewed sense of purpose, and investment. Many of you have heard us say that ASU invested \$10 Million in our temporary home. Many more have noted the

\$100 Million in overall investment in Thunderbird as we move toward our 75th Anniversary in 2021 and our new global headquarters. What you may not know, is that the city of Phoenix – also eager to embrace the School – has invested \$13.5 million in our new building. That's a lot of shared belief.

So, we march forward with strong commitment, renewed purpose and great inspiration. We hope all of you will join us on this journey. It's just one other metric in a series of growth indicators, but I am pleased to report that this past year the School raised over \$6.3 Million, of which 70% was from more than 650 Thunderbird alumni. We are deeply grateful to those of you around the world who have stepped up to support the School and in so doing, express their confidence in the future of Thunderbird.

Thank you to all of you, T-birds, who have re-engaged with the School this year, through referring a prospective student for admissions, mentoring a current student, joining us for alumni gatherings, organizing your local chapter, contributing to the Annual Fund, or just speaking with your classmates and fellow alumni about what you have seen and how it made you feel. Your message to them, that Thunderbird is once again on the move, is one of the most important things you can do for the School. Your constant attention to identifying the next generation of T-birds follows closely behind. And your involvement, in the idea that is Thunderbird, will ensure it continues and grows for many more chapters to come. Thank you.

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Thunderbird Opens Tokyo Office

By Paetra Yates, Executive Director, Thunderbird Office of Engagement

T-bird alumnus **Hiroshi Hamada '91** had a dream. On June 1, 2018, his dream came true with the opening of the Thunderbird Hub in Tokyo, Japan. The office is located in Roppongi Hills, a premium professional area in Tokyo, where we share space with Harvard Business School, The World Economic Forum and IESE, a top ranked business school in Spain. Led by Hiroshi, chair of the Thunderbird Leadership Council and chair of the Thunderbird Hug, and Ms. Ai Konishi, general manager of the office, the objectives for the Thunderbird Hub include student recruitment, alumni engagement, executive programs, marketing, event planning and developing stronger connections with Japan's government and business community.

This exciting journey be-

gan in 2013 when Hiroshi set up the Japan Fund to establish the Thunderbird Tokyo Hub. He was driven by the desire to once again fill the Thunderbird campus with Japanese students, as it was when he attended Thunderbird. He recognized the need for a local presence for the school in Tokyo in order to raise our brand awareness among potential students and increase recognition in Japan. To demonstrate his commitment, Hiroshi launched the fund with a challenge gift of \$100,000. Thirty-five T-bird alumni in Japan accepted the challenge and matched his gift, making it possible to open our new Tokyo space last June.

Thunderbird Tokyo Hub held its inaugural academic event on October 1, 2018 with Dr. Sanjeev Khagram, Thunderbird Dean and Director General. The



Tokyo Reunion 2019

We are holding the next Thunderbird Reunion in Tokyo between September 12 -16, 2019. Please mark the date on the calendar and do not miss out on the big event.

seminar was a collaboration with Academy Hills, an intellectual hub for working professionals in Tokyo, and was facilitated by Dr. Yoko Ishikura, Professor Emerita, Hitotsubashi University, who currently serves as an independent consultant in the area of global strategy, competitiveness and global talent. She is also a member of the World Economic Forum's Expert Network.

The session brought together more than 100 T-bird alumni who came to hear Dr. Khagram and Dr. Ishikura discuss Thunderbird's perspective on Global Leadership in the Fourth Industrial Revolution. The seminar is only the beginning of an exciting new venture for the school, thanks to the commitment of time and treasure from a group of passionate alumni.

Finally, in case you missed the news, the next Thunderbird Global Reunion just happens to be in Tokyo in September 2019.

What better opportunity to visit the office, meet the team, and reconnect with fellow alumni?

If you want to visit our office when you are in Tokyo or send a note, the address is:

Tokyo Thunderbird Hub:
Roppongi Hills Mori Tower
49F (Academy Hills)
6-10-1 Roppongi Minato-Ku, Tokyo 106-6149, Japan
o: +81.3.6890.2147
www.thunderbird-tokyo.jp



Thunderbird Reunion – Tokyo

September 12-16, 2019

Please join fellow T-birds from throughout Asia and around the world as Thunderbird Alumni Japan welcome you to the 2019 Reunion in Tokyo, Japan.

Tokyo Reunion Schedule

- Day1: Sep 12 Arrival day +Welcome Dinner (TBD)
Day2: Sep 13 Activity day + Gala Dinner (Happo-en)
Day3: Sep 14 Business Forum (Base Q) + Dinner Reception (Imperial Hotel, Tokyo)
Day4: Sep 15 Farewell Brunch (Imperial Hotel, Tokyo)
Day5: Sep 16 Optional tour to Kyoto Supported by Osaka Chapter (Japanese National Holiday)

VENUES

All venues are located in central Tokyo

- Happo-en: happo-en.com/banquet/
Imperial Hotel, Tokyo: imperialhotel.co.jp/e/tokyo/index.html
Base Q, Tokyo Midtown, Hibiya: baseq.jp/ (official English site will be coming soon)
**Note: specifications are subject to change.*



Airport information:

Haneda International Airport

located closer to central Tokyo than Narita International Airport. There are fewer transportation options from the airport to central Tokyo and the journey is much quicker and cheaper.

Narita International Airport

located further from central Tokyo than Haneda International Airport. There are plenty of public transportation options to reach central Tokyo from the airport including the JR Narita Express, the Keisei Sky liner, buses.



Accommodations:

Hotel options will be informed shortly.



Japan Rail Pass for overseas visitors to Japan:

Recommend to get the Japan Rail Pass if you are planning to travel around Japan.

The Japan Rail Pass is a joint offering of the six companies comprising the Japan Railways Group (JR Group), is the most economical means of travelling throughout Japan by rail. www.japanrailpass.net

CONTACT

Ai Konishi - General Manager

Thunderbird Tokyo Office

akonishi@thunderbird.asu.edu



THUNDERBIRD

SCHOOL OF GLOBAL MANAGEMENT

A unit of the Arizona State University Knowledge Enterprise

T-bird Wins “Best Intern Project” Award at HP



By Ashley Esquivel, Master of Global Management '19

Minaz Bamvakiades, Jr. set out this past summer to put his Thunderbird education to the test as an intern with Hewlett Packard and came back a prestigious award winner. In a class of 90 interns, many of whom derived from prestigious Ivy League programs across the United States, Minaz stood out with his strategic approach and global mindset.

As HP's Sales Plan Effectiveness Intern, he was responsible for internal and external research, statistical analysis, and participating in the Annual Intern Project Fair in Houston, TX.

When evaluating the company's sales department, he noted a gap in its overall efficiency processes. Minaz's critical observation inspired him to seek solutions.

"HP has more than 8,000 sales reps and about 420 sales plans to manage the compensation for among

the entire group. One of the key points of the project was to understand how sales plans were affecting margin and revenue and how that drives sales representative behavior. The goal was to help the company have the overall best return on its investment," Minaz said, who originally hails from Brazil.

To help the company manage, he created and developed a dashboard to track and report sales compensation, along with their effectiveness.

In the final week of his internship, Minaz had the opportunity to display and share the new sales performance system he had been developing all summer. Not only did his work win "best intern project," but it was also deemed the "best project of the year," by HP employees.

"I was really proud to represent our school and to bring that award to Thunderbird. I used so much of my education when I

was at HP. The connection between the learning and what I did it was really clear," Mina said.

The information Minaz gathered in his statistical analysis was extremely valuable to HP. It assisted in the design of in-depth sales plans, such that they would include the right number of metrics and input, line of sight, and improved the overall user interface for better satisfaction scores between sales representatives.

Carlos Ruffo, Minaz's HP evaluator was "impressed with his ability to take the initiative to take on the assignment and completely work independently to do research, reach to other groups or employees for information, etc. On a topic very complex and in a very short time he demonstrated great abilities and was able to deliver on the project."

Currently Minaz serves as the assistant to the Dean, Dr. Sanjeev Kha-

gram, and is honored to be a leader and voice for the student body as we transition and integrate into the Downtown Phoenix and Arizona State University Knowledge Enterprise communities.

"The integration with ASU was the wisest move for Thunderbird. We can contribute sharing our more than 70 years of experience in international affairs, which is a mandatory knowledge that universities must have nowadays, while they can open the door for a unique structure and support that will leverage our potential to educate more global leaders. I could not imagine a better combination, Minaz said.

HP is expected to finalize and implement Minaz's innovative dashboard system, just in time for his graduation in December 2018. When Minaz enters the next phase of his career, he hopes to secure a position in the IT or Manufacturing fields.



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U.S. News & World Report 2016, 2017, 2018, 2019



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2017 Open Doors Report, Institute of
International Education