POISED FOR THE FUTURE
After a challenging couple of years and a transition to become part of a major public university, Thunderbird is repositioning for a new era of global impact.

ONLY HERE
Help source the next generation of global leaders.

By referring potential students or executive education participants to Thunderbird, you are making an investment in the world and in our school that has unlimited potential. And it’s exactly how Thunderbird will grow.

Refer a T-bird today.
features

Thunderbird students and alumni can be found around the world in global leadership positions. As disruptive challenges threaten businesses worldwide, T-birds remain poised to surmount them. At the same time, Thunderbird has overcome its own challenges and is ready for a new and exciting future. Project Artemis recently trained its fellows from Afghanistan in India for the first time, while Executive Education launched a new business hub in the Middle East. This issue celebrates the 70 years of where we’ve been while embracing the exciting promise of where we’re headed.

3 Poised for the Future
Thunderbird advances toward a new and exciting future

13 Ten Leadership Lessons
Overcoming disruptive challenges facing global organizations

19 Afghanistan by Way of India
Long-running Thunderbird program trains Afghan women in India

38 Launching Dubai
Thunderbird launches new business hub in Middle East

departments

Program Spotlight 16
Faculty Focus 28
Only Here 34
Chapter Connections 46
Class Notes 48

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ince the merger with Arizona State University became final on December 31, 2014, Thunderbird School of Global Management has been an institution in transition, buoyed by a global reputation for excellence while transforming itself into an institution prepared to meet the challenges of a changing marketplace.

While embracing its principles of seven decades, Thunderbird has prepared for a new and exciting future. Today, the School is looking ahead with greater ambitions than ever before.

For 70 years, Thunderbird has been a school that innovates, reinvents and responds to the demands of the marketplace – that includes businesses, governments and non-profit organizations searching for talent, but it also means the students we serve. Students today require much more than a traditional classroom lecture format. The School recognizes this and continues innovating to meet these new learning paradigms. Thunderbird is doing this not only in its degree programs, but also in the way it approaches executive education and partnerships with multinational corporations and governments around the world.

While some of these advances may not yet be visible in what you see from the outside, Thunderbird is on the move.

**BACK TO THE FUTURE – THE MGM & MAGAM**

In June of this year, the *Economist* ran a story with the headline, “MBAs no longer prized by employers.” The same story ended with this sentence: “Perhaps, in a world where it seems practically everyone holds an MBA, being the lone person without one may make you stand out.”

For Thunderbird graduates who earned an MBA over the past two decades, there is no doubt that it was a career enhancing investment. As we look to the future, however, it makes sense for Thunderbird to be forward-thinking about market forces on the horizon.
So, the School has embraced a strategic perspective that evokes its past. The Master of Global Management (MGM) is a specialized degree that provides fundamental business and cross-cultural education for those who want a career in business, as well as those who want business skills for a path that may be in government, nonprofit organizations or NGOs. It blends core business skills with what many now refer to as soft skills, such as a global mindset, cross-cultural communication skills, career attributes and emotional intelligence, that give students the tools they need to succeed in a global environment. The MGM favors workplace experience for admission to the program.

The Master of Arts in Global Affairs and Management (MAGAM) is a sister degree, offered to students who come straight from a four-year undergraduate degree (although it also attracts early-career professionals with a few years under their belts). Designed for the student who is more interested in a service career than a corporate career, the MAGAM delivers specialized cross training in international affairs and all facets of global management. Students graduate with the tools and insight to effectively change lives, communities and circumstances for the better.

Undoubtedly, the most easily identifiable innovation is that Thunderbird has moved back into the undergraduate degree space. In partnership with Arizona State University, Thunderbird now offers both the Bachelor of Global Management (BGM) and the Bachelor of Science in International Trade (BSIT). While very new, both programs are growing and show the potential to grow even more. And more than that, both programs attract the same student that has always been drawn to Thunderbird’s degrees: well-traveled, globally minded explorers who see no borders.

As a part of our efforts to meet the demands of today’s student, Thunderbird is also expanding its online presence, which broaden access to the unique educational opportunities at the School. One initiative we are pursuing is online coursework designed specifically for emerging markets – an underserved and growing market with a hunger for higher education.

As the School expands its focus on online education, Thunderbird’s online programs will always offer and encourage a hybrid option that provides on-campus and immersive experiences in addition to the distance-learning ones. Our commitment is to respond to what the marketplace demands, while still offering what we know to be important building blocks in a Thunderbird education.

*TEM Lab (MBA 2015) consultants (from left) Dallin Kauffman, Michael Allen, Tom Yu, and Fiona Teerlink (2nd from right) with their Romanian clients*
IMMERSIVE EXPERIENCES – APPLIED LEARNING

Real-world experiences outside the classroom have always been a major part of what Thunderbird has to offer and are critical to creating the Thunderbird Mystique. And our offerings in this area are poised to get bigger and better. The opportunities for our students to learn and to bond are maximized when they engage outside the classroom—and we continue to build that into everything we offer.

The Winterims and Summerims that T-birds remember exist today in different forms and Thunderbird has plans to expand those opportunities. The School will offer immersive field experiences for every degree program, as well as certain executive education offerings and—in the near future—alumni-focused programs.

Today, the Thunderbird Emerging Markets Laboratory (TEM Lab) and the Executive TEM Lab are provided for our MGM students. The TEM Lab is a five-unit client-facing, project-based capstone course that involves a five-week immersion in either an emerging market or an economically unsettled country around the world (including the U.S., which is an international experience for our international students!). TEM Labs allow diverse T-bird teams to fully integrate every aspect of their coursework into real-world projects with real-world consequences.

MAGAM students can now participate in their own iteration of the TEM Lab, called the Global Consulting Laboratory (GCL). Structured similarly to a TEM Lab, the GCL often includes a faculty member on the ground with students and is a three-unit client-facing, project-based applied learning immersion experience.

Don’t confuse GCL or TEM Labs with field trips. They are not. These programs are curriculum-based, and apply course processes that involve either extensive use of simulations or team-based, client-facing, project-driven engagements. Simulations require participants to use either discipline-specific course content (e.g., finance) or complex trans-disciplinary content.

While program names will change, locations will change, and most certainly, students will change, Thunderbird’s commitment to immersive field experiences and applied learning will never change.

EXECUTIVE EDUCATION

Executive education, and the lifelong learning and professional development it provides, is an extremely important component of Thunderbird’s future.

Our work in this area has been behind the scenes, in many regards, and to some extent always will be. The most lucrative and sometimes most interesting parts of the School’s executive education initiatives occur with our corporate partners and their employees. The custom program side of Thunderbird’s executive education business is built on quality, competence and relationships.

Thunderbird has rebuilt its global sales staff and now has Key Account Directors and Client Relationship Directors across the United States, Europe, Asia and the Middle East. In addition to working with government and corporate partners, Thunderbird is developing initiatives to partner on joint programs with universities in key markets. These are long-term efforts that require a truly globalized school.

Thunderbird’s open programs for individuals have been re-evaluated and revamped. The biggest change is in the way we offer these programs to potential participants. In the past, Thunderbird simply presented an a la carte menu of programs. Pick the one you like, take the program, and, if you like it, come back.

Under the executive education leadership of Dawn Feldman, our team has developed a new approach. While Thunderbird continues to offer online courses and programs that can be poised for the future
taken individually, like the popular Advanced Management Program for Oil & Gas Industry Executives, other programs have been redesigned as Journeys.

These new programs recognize that professional careers are not always linear but are, in fact, journeys. Journeys may include multiple steps, stops and detours along the road to a destination. In the same way, our Executive Education Journeys are designed as comprehensive programs that may be taken as stand-alone programs or in succession to deliver an in-depth, full-circle learning experience in a particular global management focus area. The first two Journeys launched are the Global Marketing & Growth Strategy Journey and the Transformational Global Leadership Journey, with Crisis Management and Latin American Business Journeys in development.

While the program format of the Journeys is innovative in itself, a key distinction of these programs is that each includes its own immersive experience that takes executive education participants out of the classroom and puts them in an environment that adds a field experience ranging from the intellectual (a day at Mt. Vernon focused on leadership values) to the physical (a rope-climbing, team-building experience that teaches the value of trust and cooperation).

No matter which part of Thunderbird Executive Education you look at, we are on the move.

GLOBAL HUBS

Being global means always moving forward. Thunderbird can only live up to its global reputation and continue to grow the institution’s global footprint if its base of operation expands well beyond metropolitan Phoenix. The Thunderbird School of Global Management of the future needs, itself, to be more global.

To that end, Thunderbird has reinvested in, and recommitted to, its efforts in Geneva and Moscow. Orphaned during the turbulent times of the early 2010s, these two offices are being
brought back into the fold and will anchor important axes of the Thunderbird global footprint.

In addition, we envision hubs around the world – not classrooms, not campuses, but strategically selected geographic locations, with offices, that serve executive development, student recruitment, student job placement, and the facilitation of programs like TEM Labs or executive education. The hubs will also serve as locations for alumni engagement and regional bases for communications and marketing.

This year, we expanded our presence to Washington, D.C., with the help of ASU. In addition, we opened an office in Dubai to better advance Thunderbird’s opportunities across the Middle East.

In the future, we envision Thunderbird hubs in Asia Pacific, India, and a yet-to-be determined location that addresses South American markets. Thunderbird needs more than a label and field experiences to be truly global; it needs an expanded footprint. The School intends to move prudently, yet steadily, in that direction.

**INFRASTRUCTURE**

Another important step in preparing Thunderbird for the future is investing in our infrastructure. The School website was redeveloped and redesigned this year and launched in September. This was much more than a cosmetic adjustment; it was an investment in modernizing an important tool for reaching and serving our global audience, in all of its forms.

In addition, Thunderbird has invested in new Information Technology and is in the process of determining its capital needs for the Glendale campus, long left unattended. It is everyone’s desire – alumni, students, staff, administration and ASU – to keep the Glendale campus and improve it as enrollment and executive education revenues return to health and new vibrancy. The Thunderbird faculty, which also suffered losses prior to the merger, added five new members this fall and continues to grow.

Finally, the School has rebuilt its executive management team over the past year and added new members to its recruitment and career management services teams. Many of these roles were left empty before and immediately after the merger with ASU.

**STUDENTS**

Perhaps the most important part of the entire equation is the type of student Thunderbird attracts. Is what the School offers still relevant? Does it still attract the best and the brightest and do they go on to be successful in their careers and valuable members of the alumni network?

The answer is yes, and we know that Thunderbird alumni would be proud of the caliber and passion of the students who continue to join the T-bird ranks. This year, new students from 42 different countries came to Thunderbird. They have the same enthusiasm, energy and intellectual curiosity as students have for decades. And while the students of today – the young people of this decade – may not look like, or learn in the same way as, our students from earlier decades, their global mindset and their embrace of what is unique and different about Thunderbird is just the same. Our current cohort of T-birds has the desire to conduct business in a global context, the intention to use their Thunderbird education to make the world a better place, and embodies a sense of adventure, openness and enthusiasm matched by T-birds from every decade.

You can be confident, as we are, that what is happening today at Thunderbird ensures that this will continue to be true for students in 2020, 2030 and beyond.
Thoughts from the 70th Anniversary Thunderbird Alumni Reunion

By Mickie Senften French ’90

We’ve all said it a thousand times, “Wouldn’t it be great to have one more chance to go back to Thunderbird!” From April 9 – 12, 2016, nearly 1,000 T-birds did just that. In celebration of our beloved school’s 70th anniversary, alumni from 1954 to 2016 gathered on the Thunderbird Campus in Glendale, Arizona to pay tribute to our history and to celebrate the bright future that lies before us.

Dr. Allen Morrison, Thunderbird’s CEO & Director General, kicked off the weekend with a welcome speech that set exactly that tone and theme for the big event. “There are very few schools anywhere in the world that are celebrating 70 years,” Dr. Morrison said. “It is amazing to stop and think about what was happening here 71 years ago…and how the world has changed and continues to change.” In speaking about the importance of maintaining Thunderbird’s uniqueness, while benefitting from the synergies the merger with ASU brings, Morrison said: “We have a very different DNA at Thunderbird and the School will maintain its distinctiveness. That distinctiveness was critical to the Thunderbird of the past, it’s critical to Thunderbird today and it is essential for Thunderbird to prosper in the future.”

That distinctiveness and history were seen throughout the weekend. Old friends and roommates who had not seen each other for decades embraced and shared stories of their global adventures at both the old and the new pubs on campus. A fairly restrained version of a 1990s favorite event, Paella in the Desert, was held on campus where one alum was heard joking, “I’m glad they made this ‘age appropriate’ for us older alums! I’m not sure I could drink the Trash Can Kool-Aid concoctions we used to drink!”

In addition to formal and informal dinners and dancing, another Thunderbird staple was the Old Boys
While some of the former heroes of the game chose to be spectators, the Old Boys once again pulled out a win against the current Thunderbird Rugby team—a result that was appropriate for a weekend that reunited so many former students.

In addition to the fun and games, we had the opportunity to actually go back to school and learn from some of our favorite faculty members alongside some of the distinguished ASU faculty. The Educational Leadership Forum was a great chance to discuss, debate and open our eyes to some of the new trends in global management...just like when we were on campus. The world keeps changing and there is always something new to learn.

What I learned, even more this time than at other alumni events, was that the gift that Thunderbird gave to us was really to open up the world to each and every T-bird. We have lifelong friends scattered across the globe as a result of our
time on that mystical campus in Glendale and those friendships stand true despite distance and time. At the 70th Reunion, many of us reconnected with people who helped us find our first international jobs, or T-bird friends that we met along the way with whom we had never been on campus before. It reminded us of how it feels to be part of a community of like-minded, globally aware, adventurous, curious and brave individuals that does not exist anywhere else. #TbirdOnlyHere

Four days back on campus passed quickly. But it was enough time to remind us what it was like to be a T-bird, what is means now to be a T-bird and we left campus certain that the Thunderbird Mystique is alive and well today and will continue to be far into the future.

Thunderbird turned 70 this year and no matter what year you graduated, you’ll be glad to know the school continues to innovate and change, but remains just what it has always been. 🦅
thunderbird alumni live and work in nearly every part of the globe, in thousands of enterprises large and small, and all of them are on the path to – or already in – positions of global leadership.

Jeff Cunningham, Professor of Global Leadership at Thunderbird, and at the Walter Cronkite School of Journalism and Mass Communication at ASU, interviewed Jeff Immelt at GE headquarters where they discussed disruptive challenges facing global organizations and how vital it will be to have young, talented and diverse leaders to surmount them. Professor Cunningham was the former publisher of Forbes Magazine prior to his career as an internet CEO and venture capital partner.

The interview is part of Professor Cunningham’s series, Iconic Voices (IV), with leaders that inspire. The interviews can be viewed on YouTube channel IV at www.IconicVoices.TV. The leadership lessons distilled from the interview are valuable not only for their wisdom but for their very practical applicability across a wide range of industries.

Of the many things that could be said about Jeff Immelt; perhaps the most genuine – and true – is that he has lived the American dream.

Born in Cincinnati during the Eisenhower era into a GE family (his dad worked for what is now known as GE Aviation), Immelt grew up to become Chairman & CEO of General Electric. Along the way, he graduated Cum Laude from Dartmouth – with a degree in applied math and economics – where he now serves as a charter member of the board of trustees. Clearly set on a leadership career path, Immelt earned an MBA from Harvard in 1982 and joined GE almost immediately, rising through the ranks to eventually reach the top as leader of one of the world’s major...
global corporations. Immelt played football in high school, and at Dartmouth, and often speaks of the benefits of football to his career. Among his charitable activities he counts his leadership advocacy in seeking solutions to the risk of head trauma injuries to NFL players. He’s been instrumental in promoting GE Foundation’s initiatives to develop diagnostic equipment for use in head trauma injuries and in seeking to develop safer helmets.

Below are ten key leadership lessons from Jeff Immelt taken from Cunningham’s interview.

1. THE WORLD WILL SURPRISE YOU EVEN IF YOU’RE A CEO
   “I think the biggest surprise is the world twisted from one of benign growth to high volatility and geo-political risk. In many ways the environment today is nothing like what I thought it would be when I became CEO.”

2. THE COMPANY MAY BE A 100-YR SUCCESS, BUT IT HAS TO CHANGE
   “I had a sense we were more well-constructed for an American-centric economy, one that was not quite as volatile. We really started thinking the portfolio had to change to our new philosophy—we only wanted to be as broad as we were deep.”

3. YOU NEED TO DISCOVER WHERE YOU CAN WIN
   “We looked at those businesses where we had an essential competitive advantage. I thought about technology, globalization, installed base revenue as being our core competencies. We wanted to keep financial services to more than a third of the company and the financial crisis more or less took care of that.”

4. BE PREPARED TO FOLLOW A TOUGH ACT
   “When you replace a famous person [Jack Welch], you’re always reminded of things he said. I think what really makes great leaders or what made my predecessor great was he really didn’t care too much about history. It’s why today, we think about what’s right for now, not what was right ten, twenty, or thirty years ago.”

5. SUCCESS RESPECTS KNOWLEDGE AS MUCH AS CHARISMA
   “We used to think if you had good leaders you could be in any business. We still want to have good leaders, but we now believe deep
domain expertise is critically important. Business has no shelf life.”

6. YOU CAN BE WARREN BUFFETT BUT STILL BE YOURSELF
“Always look at what Warren Buffett is doing. The thing I admire the most is he never follows a fad. His thesis, what he believes in, how he invests, never changes. That is something I’ve tried to do in my own context at GE: stick to a very disciplined box of what makes a great GE business.”

7. YOU COMPETE WITH GOOGLE EVEN IF YOU DON’T KNOW IT
“We’re not going away. We’re paranoid, we’re investing, we’re changing, we’re relevant to our customers and the industries that we serve in. We don’t want to be Microsoft or Google, but we’re inspired by them. We want to be better because of them. I want to be in the top ten most valuable brands. It’s not okay for me to say, ‘Oh gosh, we’re too old.’ That’s not acceptable as a thought for our company.”

8. THE HARD STUFF IS GOING TO BE VERY HARD
“I’ve done this now 14 years. Anyone that says they think these jobs are easy... these are hard jobs and you have to learn every day. What I love about our company and what I try to match myself is resiliency. We’ve been able to change the portfolio, grow earnings, through three recessions and political unrest. In a very volatile world, we’ve stayed focused, accountable to our customers, our investors, and have this this sense that we’re never as good as we want to be and that no matter what happens we can get better.”

9. WHAT OPRAH CALLS ‘INCLUSION’ IS OUR SECRET WEAPON
“I’m in my 30th year of being trained how to run a meritocracy, how to be open, how to encourage an open workplace. There’s no excuse for people not to be open—no matter what you’ve done, if you can bring it, if you’ve got merit, if you’re winning, you’re going to get promoted.”

10. EXPERIENCE IS A FRIEND WHO ARRIVES LATE
“There’s no doubt in my mind, when I talk to other leaders, you haven’t led until you’ve been through a ‘flying close to the sun’ tail risk. Now your investors don’t love you when that’s happening. When you’re in the middle of the crisis you may not understand you’re getting better, and people that are investing in you are a little bit hacked off.”

“You can only tell about people when it’s 15 minutes till midnight and it’s crappy outside and horrible things are happening, then you can tell who’s good, and who can make it and who can’t. I think in my own case, I’ve learned from all the things that have happened over time and hopefully become better.”
hunderbird’s mentor program was launched in fall 2015 to provide students with real-world exposure and professional guidance during their Thunderbird academic tenure, and to offer an active and personal way for alumni to give back to their alma mater. This fall, over 200 students from two full-time programs, the Master of Global Management and the Master of Arts in Global Affairs & Management, will have been paired with T-bird alumni mentors who are industry leaders from around the globe.

Jim Thomas ’81 and Dixita Dinesh are a unique mentor-mentee pair that has been very successful. As an incoming student from India in the spring 2016 semester, Dixita was focused on strengthening her entrepreneurial background to build a career in strategic planning and management. She was also looking forward to leveraging the Thunderbird alumni network which she had heard so much about. Jim’s expertise in entrepreneurial ventures, specifically in product management, sales, marketing and supply chain, served as the ideal match to Dixita’s previous experience in building her family business in her hometown of Pune, India.

With close to a year of mentorship, both Dixita and Jim now express a great deal of enthusiasm for the organic process of coaching. Dixita puts it this way: Jim has “helped me gain clarity regarding my career plans but he has also given me a fresh perspective toward my everyday life which plays an important role in shaping my career and living a well-balanced life.” As a member of the Thunderbird Executive Leadership Council, Jim’s engagement with the School has acquired a holistic aspect. He believes that mentoring a current student benefits both partners in the mentoring relationship. Mentoring keeps him aligned with the core values of Thunderbird as it continues to offer students – and mentees – the tools they need to thrive in a complex business world.

JIM THOMAS ’81 - Dixita Dinesh and I were matched for the Thunderbird Mentor Program in early 2016. We speak monthly about her personal career development plans. The topics range from class selection to internships to post-Thunderbird opportunities. T-bird’s Mentor Program Coordinator provided us initial training and monthly tips and possible subject matter topics to help us move our relationship forward.

Dixita embraces Thunderbird’s core values of a diligent work ethic, global citizenship and a knack for managing ambiguity. I am happy to build and mentor a relationship with Dixita.

DIXITA DINESH - The first few weeks at Thunderbird are overwhelming, and obviously so; it is a new beginning with a new routine, multiple classes and various clubs. The mentor program was one of the many programs I joined as a new student. I was paired with Mr. Jim Thomas, based on my past experience and my future interests. Jim has over 35 years of experience in multiple industries and presently lives in Minnesota with his wife, who is also an alumna of Thunderbird, and their dog, Dobby. We schedule monthly calls to discuss progress with regard to my career, internship and how I can optimize my time at Thunderbird. I highly recommend that other students sign up for the mentor program. Mentor insights into their long work experience and the guidance that they provide adds to what we learn in our classes. It completes the circle and I could not be more thankful for having Jim as my mentor. Thunderbird stresses the importance of networking, and the mentor program is the first step you can take towards building relationships that last forever.
When the going gets tough, the tough go to India. That is exactly how a team of faculty and staff from Thunderbird found themselves running a training program for Afghan women in Hyderabad and New Delhi. For the first time ever, the school’s long-running program, Project Artemis, was held not only off-campus, but off-continent, outside the United States.

Started in 2005, Project Artemis is a two-week intensive entrepreneurship boot camp for Afghan women business owners. It was started after the Taliban fell in Afghanistan as a way to help empower women who had long been marginalized socially, politically, and economically.

Former Thunderbird President and U.S. Ambassador Barbara Barrett brought the original idea of a training program for Afghan women to the School. A member of the U.S.-Afghan Women’s Council (started by former First Lady Laura Bush), Ambassador Barrett knew that providing women with a way to earn an income could pave the way for social change in the country.

A Thunderbird for Good program, Project Artemis has been held on the Glendale campus five times in the last eleven years. The program has provided classroom training by Thunderbird faculty, visits to local businesses, and mentoring by American and European businesswomen. The 74 women who have graduated from the program may seem like a small number, but they have had a big impact on their communities. Collectively, they have created 3,000 jobs and provided business training to an additional 15,000 Afghans.

Artemis graduates have created successful businesses across the country in such industries as food production, construction, apparel and handicraft, carpentry, photography, marketing, education, and health care. Two of the graduates have even worked for Afghan President Ashraf Ghani as members of his senior advisory team.
Project Artemis has been undeniably successful, even being cited by the U.S. State Department as a best practice for educational programs in Afghanistan. However, in early 2016, the program faced a challenge that might have ended it. With the increased tension of the global refugee crisis, it became nearly impossible to secure visas for Afghans to come to the U.S. After being denied the visas needed to run the program originally scheduled for February, the Thunderbird team found a solution in its alumni. We would go to India.

India is a country that has a deep interest in the success of Afghanistan. There is strong government support and Afghans can freely travel to India. And India has something even more important to offer... a vast, committed and connected community of Thunderbird alumni.

India is home to some of Thunderbird’s most successful alumni. Many of them generously offered their time, expertise and resources to participate on panels, act as advisors, open their doors, and make connections. We could not have run the program without the help and support of Charu Modi ’98, Vrajesh Badruka (ASTI ’02), Rahul Handa ’02, Nikhil Arora ’98, Regula Schegg ’05, Shally Sarawgi ’12, Ravi Kaushik ’09, Griffith David ’96, Sonal Singh Wadhwa ’04, Maninder ‘Sunny’ Kohli ’88, Vijay Anand Jagtiti ’88, Dinesh Goel ’04 and the many T-birds who attended our networking events in Hyderabad and New Delhi.

Leveraging the enthusiastic support of Indian T-birds such as Vijay and Dinesh, the Project Artemis team was able to quickly pivot and reimagine the program in a whole new context. Co-Academic Directors Professors Steve Stralser and Mary Sully de Luque travelled to India with Artemis Program Director Wynona Heim ’08, and me. We were joined there by alumna Regula Schegg ’05, who flew from Switzerland to volunteer her time and expertise.

Project Artemis Version 2.0 still had some classes taught by the traveling Thunderbird faculty, but it also included a course on motivation taught by Thunderbird’s Russia-based Center for Business Skills Development instructor, Olga Ilyina.

One day was spent at the India School of Business, which runs a sister program to Thunderbird in the Goldman Sachs 10,000 Women Initiative. A class was taught by ISB faculty on negotiations, which included a panel discussion by 10,000 Women graduates in India. One of the more unique classroom days was centered on learning by doing. BTS, a business simulations and experiential learning company and partner to Thunderbird’s Executive Education programs, volunteered their services to facilitate a cash flow simulation that made finance a surprisingly fun topic.

Visiting local businesses and talking to successful entrepreneurs has always been a powerful part of the Artemis experience. In India, we took this practice to a new level. Successful T-bird restaurateur Griffith David, CEO of Habanero Foods International, hosted the group at one of his Tex-Mex upscale restaurants. Griffith shared how he got started and some of the secrets of his success, one of which is how hiring women led to smooth operations in some of his most challenging locations. After the talk, Griffith welcomed local T-bird alumni from Hyderabad for dinner and networking with the Artemis women.

When the group moved to New Delhi for the second week, alumna Sonal Singh Wadhwa was our guide through several of the business marketplaces. This proved to be a wonderful learning experience as the Artemis Fellows took away many ideas that they could apply to their own
Project Artemis graduates and the Thunderbird for Good team were graciously hosted by Ambassador Shaida Mohammad Abdali and his staff at the Embassy of the Islamic Republic of Afghanistan in New Delhi for their graduation ceremony on August 31. Also in attendance were several Thunderbird alumni and supporters who were key to making the program a success.

“Project Artemis in India was the best possible example of what makes Thunderbird unique. An international school that can leverage its local alumni network to create world-class learning that will truly make a global impact. #TbirdOnlyHere.”

The incredible welcome by the New Delhi T-birds didn’t stop there. Sunny Kholi and his wife, Shamila, opened their home to the Project Artemis Fellows for an authentic Indian home-cooked meal. Part of the magic of Project Artemis has always been getting to know the Afghan women on a personal level and inviting them into our Thunderbird home. Sunny’s generosity ensured that the women felt that personal warmth even thousands of miles from campus.

Project Artemis came to a close with a spectacular (and blisteringly hot) visit to the Taj Mahal, but perhaps even more inspiring was being hosted by the Afghan Embassy in New Delhi for the program’s graduation ceremony. It was the perfect conclusion to a once-in-a-lifetime experience for this inspiring group of women.

Dinesh expressed it very well when he said: “These women could be the cause of major change in the way the world sees Afghanistan. Their courage, compassion and contribution to their communities and country is something all of us could learn from.”

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Being welcomed into the home of a T-bird is always a highlight of any Artemis program. Maninder ‘Sunny’ Kohli ‘88 and his wife, Shamila, generously continued this tradition, welcoming our group and a small cadre of fellow Thunderbird alumni into their beautiful Delhi home on August 29.
The client company, Megatitan, was an exemplary European SME in many ways.

Its Romanian CEO was a visionary entrepreneur—Nelu was an economic refugee in Hungary when a man told him about a technology of the future: a precision laser cutting machine to fabricate metal. For Nelu, it became an animating purpose. He acquired the machine and started a family-oriented business in a small town outside of Cluj-Napoca, Romania, citing trust and loyalty between him and his employees as key to their initial success.

Megatitan was also savvy in obtaining European Union funding for SMEs in new EU countries. The company had obtained grant support for over €3 million euros worth of high-tech metal fabrication equipment. It could make everything from park benches to BMW dashboard parts.

The Thunderbird Emerging Markets Laboratory (TEM Lab) consulting team was engaged by Megatitan to add precision to its marketing. What were the best markets for its production capacity, and how to target them? But a few weeks into the project the TEM Lab team was perplexed: there was no dedicated sales staff and no market strategy. One expensive factory asset had 2% usage, and Nelu purchased new assets only considering if they were selling at a discount, not if they contributed strategic value.

So as many a TEM Lab consulting team has done, the group expanded its scope. They prioritized market segments, wrote job descriptions for a sales team, put everything in the factory on a stopwatch, and built break-even spreadsheets adaptable to any asset purchase. But here enters the Thunderbird consulting secret sauce: trust and relationships. Built after-hours, at lunches and dinners, on weekend trips, in every authentic interaction with the client, and of course, across language and cultural barriers.

When the time came to discuss strategic purchasing it was not done in a boardroom focusing on a PowerPoint slide. It was done during a visit to a warehouse that Nelu was considering buying because it was cheap. The team asked questions about the purchase and walked Nelu through the implications (it wasn’t a smart purchase). Then it happened: Nelu’s eyes widened as he turned to the team, “I get it,” the logic of data-driven decisions, the warehouse was not a good purchase! Just like it was his own idea.

These ‘aha’ moments, between Thunderbird students and their consulting clients, have happened all over the world since the inception of the TEM Lab program.
the Thunderbird Emerging Markets Laboratory in 2010. Since then, more than 60 projects, 30 countries, and 300 students later, Thunderbird has expanded its project-based, client-facing, team-driven applied learning opportunities for students to include real-world consulting projects in all degree programs: Executive, Online, Master of Arts and MGM. In sum, today’s field experiences encompass much more than a TEM Lab; these opportunities are called Thunderbird Applied Learning Programs (TALP) and are now part of every Thunderbird degree program.

Any T-bird from ’08 to ’16 will remember Professor Michael Finney—he started and propelled TALP to its current status. Dr. Finney retired in May of 2016 and left TEM Lab and TALP as the gem of his legacy. The new Academic Director, Professor Tom Hunsaker, is a strategy professor, a Latin America specialist, and someone who is committed to active learning opportunities. That commitment is important because there are many extra, unseen faculty hours that go into outside-of-class, client-facing global experiences. The Executive Director of TALP remains Charles Reeves ’09, who joined the program with Dr. Finney in 2010.

TEM Lab remains the flagship program in the MGM curriculum and the most robust consulting offering: five weeks of full-time field work with a team of four to five students, it represents a full half-semester.

The Global Consulting Laboratory (GCL) in the MAGAM degree program is the newest TALP offering, and features a three-week immersion period. The GCL launched this past May with three remarkably successful projects in Lima, Peru. Three MAGAM consulting teams under the supervision of Dr. Hunsaker consulted for companies like Johnson & Johnson and Citi. For many of the MAGAM students with light professional experience, consulting for a Fortune 500 company with such high expectations provided a level of professional confidence that propelled these students to even greater adventures, and into the workplace. (see the article by our GCL alumni who consulted in Madagascar).

The Executive and Online TALP offerings have been a differentiating feature in the EMGM and OMGM program for four years. The Executive TEM Lab features a client-project at a global location, with a scope of work designed to be completed in just one week. Online students participate in that program for the first time this October.

As Thunderbird expands its commitment to applied learning there remains one more frontier: our alumni! A TEM Lab travel option for alumni is under discussion, possibly to be rolled out in 2017. We think it may be an idea whose time has come. We would love to hear your feedback!
Lessons Learned, Lessons Applied

By Alex Marino, Melissa Gaylord-Ratsimbazafy and Nash Wills

The true value of being a T-bird lies in the access it gives you to a network of unique opportunities that place you in a position to let your ambitions and passions run wild. In this authentically misfit style, the desire to create meaningful solutions to global problems fuels T-birds’ persistence as they set out to engage in real-world consulting practicums.

Every semester, Thunderbird students branch out across the world on missions that transcend borders, promote our vision for a better humanity, and expand the network’s influence. We’d like to share our contribution to that shared mission by presenting our summer consulting project in Fort Dauphin, Madagascar, located off the southeast coast of Africa. Along the way, we will explain how interactive coursework from esteemed Thunderbird professors, invaluable training at the Net Impact conference, and our Global Consulting Laboratory (GCL) project in Peru, equipped us with a deep knowledge base heading into Madagascar.

Upon arriving in Fort Dauphin, located in a remote area of the island, we discovered that we were the fifth consulting group to work with our client, CARA (Centre d’Affaires Régional d’Anosy), within the last two years. CARA is a business development center created in partnership with the World Bank and mining conglomerate Rio Tinto (RT) to develop Small-Medium Enterprises (SME) in the Anosy region of Mada-
Thunderbird Emerging Markets Laboratory is the School's global consulting program creating economic and social value with projects tailored to the needs of our partner organizations. Popular with students for years – soon open to T-bird alumni.
Every semester, Thunderbird students branch out across the world on missions that transcend borders, promote our vision for a better humanity, and expand the network’s influence.

gascar. CARA’s original mission was to create shared value through entrepreneurial and financial management training for local SMEs, capacity that would ultimately minimize supply chain expenditures for RT. Currently, CARA is entering a new phase of its life cycle as its support funding from RT will gradually diminish, with the ultimate intention of redefining CARA as an independent and self-sustaining entity.

In such an important transitional period, and following several professional consultants who failed to deliver expected results, you may be wondering how three MAGAM1 Thunderbird students from across the globe with minimal work experience could make a worthwhile impact. The answer is simple: we’re T-birds. It’s what we do!

In the project discovery phase, we utilized our GCL experiences in Peru to formulate a triangulated approach to our mission that involved speaking with multiple stakeholders including SMEs—known colloquially as beneficiaries, CARA executives, RT collaborators, and board members. Through this process, we discovered that CARA’s primary issues were financial non-sustainability due to donor dependence, a poor internal organizational structure, and a vaguely defined strategy. To tackle these challenges, always keeping cultural sensitivity in mind, we shifted into a now well-developed global mindset and trusted the cross-cultural training base, as well as the hard and soft skill-sets that we had acquired through our experiences at Thunderbird.

CARA’s self-sufficiency depended on financial stability, but at a granular level the organization would have to undergo a complete company culture shift away from a donor-seeking non-profit way of doing business to a revenue generating model. Through each deliverable phase we presented strategic advice, interactive financial tools, and internal management processes to refocus the organization towards a revenue-seeking business mindset. Considering their social impact intentions and shift to a business orientation, we considered Net Impact principles: a social enterprise can deliver financial discipline and social impact.

However, diving deeper into the project dimensions revealed an unexpected twist.

We had been informed that CARA had been set up as a profit-generating NGO. During a meeting with a Malagasy legal expert, we discovered that this status actually did not exist in Madagascar and therefore CARA could only depend on grants to ensure its financial sustainability. Despite the unexpected news, we strategized a proposal to both maintain the NGO status while creating a new entity as a social enterprise to act as the NGO’s operational profit-making arm. This hybrid model will allow CARA to financially function as a business development center promoting an entrepreneurial culture through social impact operations while also maintaining an NGO status for access to donor funds.

The wealth of knowledge and experience that comes from having a Thunderbird education set us up to make an impact when real people’s livelihoods were on the line.

The GCL experience showed us the importance of taking the time to build strong relationships and take a collaborative approach to identify all the key stakeholders involved in a project, and then embrace that relationship at every level of the process. Net Impact’s conference helped us identify the perfect fit for our client based on their mission, vision, and values. Our highly accomplished Thunderbird professors gave us the tools that allowed us to link every aspect of the project together.

Our final deliverable’s importance to us was experiencing what it really means to transcend borders and work as a T-bird, bringing to bear, in one incredible capstone project, all the learning and resources that derive from acquiring a truly global Thunderbird education.

For CARA, we hope that the functional blue print resulting from our collaboration with our CARA colleagues will guide them, and their Malagasy SME beneficiaries, to a more certain financial future. We left Madagascar on a very positive note – a real high – knowing that we were the only consulting group to date who had actually delivered comprehensive findings to the CARA board.

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Local Global: Night of the Open Door

Thunderbird has long been considered a well-kept secret in its home community. People often say we are better known internationally than we are in greater metropolitan Phoenix. The School’s relationship with Arizona State University is helping to change that.

One way is through an annual campus Open House.

Last year, Thunderbird participated in its first-ever “Night of the Open Door” event—an ASU initiative to bring awareness about the cultural and educational opportunities available through the university to people in our local communities. All five ASU campuses hosted a “Night” event during the month of February 2016 and we will do so again this coming year.

As part of this event, more than 1,500 people from around the Phoenix metropolitan area— including a group of visiting Peruvian businessmen and more than 50 prospective Thunderbird students --joined T-bird faculty, staff and students on campus for a family-friendly event that truly reflected and represented the Thunderbird Mystique. Thunderbird’s “Night of the Open Door” was the most successfully attended, promoted and executed event across all of ASU, winning the School a “Zonie” Award from the International Live Event Association of Arizona (best non-profit event under $50,000).

Members of every Thunderbird department joined 20+ student clubs ranging from the Latin American Business Club to the Rugby Club to host booths where visiting attendees could participate in creative arts and cultural activities. The booths—which filled the Tower lawn and stretched across campus through the Pavilion to the Snell classrooms—welcomed participants ranging from veterans and historians to families, undergraduate students and preschoolers.

It was a chance to show our friends and neighbors in Arizona what is so well known across the world: Thunderbird’s name is synonymous with culture, class and quality.

“Thunderbird’s Night of the Open Door gave us an opportunity to introduce the School to people who had never been on campus, including many of our new colleagues at ASU,” said Jay Thorne, Executive Director of Marketing & Communications. “People were genuinely blown away by what they experienced, which was the mystique that comes from Thunderbird students, faculty and staff. They saw in great detail what makes Thunderbird such a different place.”

So, if you are in the vicinity early next year, please make plans to join us on February 18, 2017 from 4 p.m.–8 p.m. when Thunderbird hosts its second-annual “Night of the Open Door”. It is a day activities designed to share the Thunderbird with the local community and for them to personally discover what makes Thunderbird so special.

SAVE THE DATE!

Thunderbird’s “Night of the Open Door” Event
Saturday, Feb. 18, 2017
4 p.m. – 8 p.m.
Thunderbird Campus
1 Global Place
Glendale, AZ 85306

For more information, email ThunderbirdCommunications@thunderbird.asu.edu.
Creating value through innovation, ownership and opportunity

The resurgence of the U.S. oil and gas industry

BY PROFESSORS ANDREW INKPEN AND MICHAEL H. MOFFETT

Much has been made of the resurgence of oil and gas production in the United States over the past decade. Despite the collapse of oil prices two years ago, U.S. oil production has sustained production levels close to peak output (down 8% from the peak in 2015). Yet if one were to read the popular business press, most of this resurgence is attributed to technological change – horizontal drilling and fracking.

In our opinion many analysts and commentators have missed the most important driver of U.S. oil production growth - the unique combination of innovation, ownership, and opportunity.

INNOVATION

Innovation and technological change have been very important in the growth of U.S. oil and gas production. Independents such as Devon Energy, Continental Resources, EOG, Mitchell Energy, and XTO worked for years to make hydraulic fracturing of shale oil and gas commercially viable. None of these firms invented fracking—the technology was developed in the 1940s. These firms did what most entrepreneurs do. They worked with, and improved upon, existing technologies. They raised capital from investors, they failed at first, and often multiple times, and then tried again. The result was a huge increase in oil and gas production in regions like North Dakota and Pennsylvania, as well as previously dried-up areas of Oklahoma and Texas. Innovation is behind growing production onshore and offshore, with Gulf of Mexico production continuing to grow.

There are many countries, such as Argentina, Algeria, China, and Russia, with huge deposits of tight or unconventional shale oil and gas. So why is this same innovation not driving new development in other countries? The answer lies in the other two pieces of value creation – ownership and opportunity.

OWNERSHIP

The State (i.e., not private citizens) owns, controls access, and licenses most oil and gas activities in almost every country. The U.S. is one of the few countries that allows ownership and development of natural resources, including oil and gas, by private interests. This private ownership has created a very different competitive landscape in the United States.

· Access. Ownership of mineral rights in the U.S. follows property rights law. Private ownership of land and accompanying mineral rights are in the hands of private owners. Oil and gas resources are not the exclusive property of the State. This means that private interests do not require permission or charge by a State-directed government body to explore and develop – at their own cost and risk. Private parties, from property holders to rights seekers, are free to negotiate and contract and interact in a market without a single government bureaucracy directing their activities. The market, with hundreds of individual participants and players, is the U.S. driver.

· Infrastructure. Oil and gas development requires a substantial amount of infrastructure and capital investment. Drilling rigs and associated production equipment are needed on-site, and yet must be moved relatively quickly for their effective use and deployment in the field. Oil and gas, once produced, need access to appropriate transportation facilities and providers (pipelines and railroads) to monetize the product. The U.S. enjoys a substantial advantage in already possessing an extremely well developed network of railroads, pipelines, and interstate highways providing much needed transport. This infrastructure was developed by private companies in response to market demand and customer needs. In contrast, in the world’s major oil and gas producing nations, the entire value chain from production to gas stations is often controlled by governments with limited incentives for market development.

OPPORTUNITY

The U.S. is the land of opportunity—an old cliché, rolled out every election cycle. But that cliché is reality—the opportunities in the U.S. oil and gas sector are greater than in any other country. With an open marketplace, private interests are welcome to try their hand at risk and return. Business opportunities in most oil and gas producing nations are a function of State-based development plans executed through a government owned and directed na-
tional oil company, subject to changing political leadership cycles and budget restrictions. Companies enter and exit with the approval or charge of government bodies and not necessarily for competitive reasons. And government has never been known for innovation or efficient execution.

Central control over the industry is a poor substitute for the wide-open entrepreneurial U.S. industry – one that has been characterized by a cowboy mentality (the wildcatter) for more than a century. In most countries today, oil and gas operators are in many ways under contract not to fail. In the U.S., failure is always an option. As we teach in business, much is learned through failure. The typical state-controlled national oil company cannot fail because it can always be bailed out by the state. These firms have a set of objectives that are often at cross-purposes, such as maximizing oil and gas production, achieving energy security for the nation, generating revenue and profit, and employing nationals. The private sector company must generate a return on its owner’s capital, which means taking measured risks in order to compete and survive, and cutting costs when resource prices fall.

Oil and gas development requires a combination of skilled and unskilled labor and various labor service providers. In a large, well developed, and experienced oil and gas labor market like the U.S., this can be an overwhelming competitive advantage. Although industry labor has always been highly mobile, the cost and efficacy of moving that labor across states in the U.S., versus moving that labor from the U.S., UK, or Australia to the South Pacific, Central or Sub-Saharan Africa, or Central Asia on a rotational basis is an enormous advantage. The labor supply and employment numbers do go up and down depending on the business or price cycle; that is the discipline and dynamics of the market. In the current down market, U.S. oil and gas industry employment has dropped by nearly 150,000 jobs. In countries with state-controlled industries, reducing employment is almost impossible, which means productivity increases are equally impossible.

CREATING VALUE

Recent industry data illustrate how the combination of innovation, ownership and property rights, and opportunity continues to create value and drive the industry forward. Consider just one industry indicator —rig count. The total rig count (including both oil and natural gas) in the U.S. has declined from nearly 1,800 rigs in the fall of 2014 to a low of 404 rigs in May of this year. Yet production has fallen only marginally, demonstrating the relentless push by market players to innovate in order to cut operating and capital costs and survive in a world of $40-a-barrel oil. According to the U.S. Energy Information Agency, new-well oil production per rig in 2016 is more than twice what it was only three years ago in areas such as the Bakken (North Dakota), Eagle Ford (Texas), and Permian (Texas) fields. Growing offshore crude oil production in the Gulf of Mexico has also helped to offset declines in Lower 48 onshore production.

The global oil and gas industry has, for more than a century, been truly global. In an industry that has evolved and developed between private parties and government players, value has been largely driven by the entrepreneurial risk-takers driven by innovation, ownership, and opportunity. The resurgence of the U.S. industry is a manifestation of this maturation. No longer dominated purely by ownership of the cheap oil and gas by geology, the global industry is now reflecting the full breadth of business forces, where differing combinations of resource quality, entrepreneurial opportunity, and a relentless innovative spirit offer new ways to compete. Meanwhile, the OPEC countries and other state controlled oil producers hemorrhage cash and struggle to adjust to a much lower price environment. What does global business have to say about who will succeed?
AUTHORITY

figures

Suzanne Peterson, associate professor of leadership, ASU Thunderbird School of Global Management. (Photo: ASU Magazine)
When we think of leaders, what often comes to mind is the image of strong individuals, operating in a top-down command structure. Their outfit could be a military uniform or a finely tailored suit appropriate for corporate America. But that image represents just one kind of leadership, playing out in essentially just one kind of setting.

So, what does leadership really mean? How can we differentiate the good from the not-so-good? Researchers across ASU are looking at those questions, recognizing more and more that while some things about great leaders might be true across the board, being a leader is most often about creating a team environment with those who follow them.

**THE BRAINS OF THE OPERATION**

Suzanne Peterson, associate professor of leadership at Thunderbird School of Global Management, says that focusing on what leaders do, rather than just what they say, is crucial to understanding why and how they succeed.

“So much of the leadership research out there emphasizes personality and style,” Peterson said. “At the CEO level, tremendous amount of attention is given to the leader characteristics or approaches of well-recognized leaders such as Steve Jobs or a Mark Zuckerberg. But my interests lean more toward what makes the best leaders the best; I focus on the behaviors most utilized by the greatest leaders.”

Peterson also examines the neuroscientific origins of leadership, looking at which parts of the brain leaders are using for different leadership tasks. Much of her work begins with surveys, completed by the leaders themselves or their followers, but neuroscience can add more depth to the conversation.

“People think humans are static, you are who you are,” she explains. “But the human brain is actually quite malleable. So, if we understand the neurological differences between leaders and followers, we can potentially help people develop into better leaders.”

Peterson says that there are some things she believes are key to great leaders everywhere: they communicate vision and strategy effectively, they inspire others to want to do more, and they’re capable of building effective relationship networks. Importantly, communication, inspiration, and connections to others all have roots in neuroscience, which contributes to the rising interest linking business and neuroscience. “One of the things I’ve recently explored with one of my doctoral students is the neuroscience foundation of gender differences in leadership. Anecdotally, we’ve heard that women leaders are less averse to risk-taking, display lower levels of confidence, and that they’re more collaborative in their leadership style. Neuroscience research offers some support for these ideas, but not others, which makes for an interesting debate,” Peterson said.

“The bottom line is that organizations really want specific answers to leadership questions because leadership affects culture, recruiting, retention and performance. When dealing with human behavior, nothing is certain, but if psychology, management, and neuroscience work together, we can perhaps move a little closer.”

**LEARNING TO LEAD**

Having a hands-on environment to show how leadership can evolve and be effective is part of what’s behind the creation of the Academy for Innovative Higher Education Leadership. The eight-month fellowship was established in 2014, and represents a collaboration between ASU and Georgetown University. It focuses specifically on the leadership needs in colleges and universities; Jeffrey J. Selingo, senior advisor and professor of practice at ASU, is the founding director.

“We have 30 fellows in each cohort,” he explains. “It’s an intense program that addresses the talent shortage in higher education. Selingo says that the path to leading a college or university is different from the corporate ladder. In a traditional business setting, someone might obtain an MBA and aspire to become a CEO of a company. In educational settings, the usual path is from being a faculty member to a department chair, then becoming a dean and eventually a provost and finally, a college president. He notes, however, that the average age of college presidents is 63, and as Baby Boomers retire, there will be a greater need for those prepared to take on those leadership roles.

“Our curriculum is built around changing leadership and shifting mindsets,” he says. “All of our participants are mid-career. They’ve been in higher ed for a decade and are at the dean level or above. The feedback they’ve given us is positive – they are hungry for a network of people who understand their challenges, and this program puts them with like-minded professionals who are looking to achieve similar goals.”

Selingo says that colleges and universities are like mini cities, and leaders have to balance the needs of multiple constituencies, including students, parents, faculty and staff, as well as boards of directors and alumni. His program looks at the ways current university culture is changing, whether from demographics or finances or other forces, and gives participants the tools and latest research to navigate the shifting tides.

“We’re still in the early stages of building this program,” he says. “The goal is not only to train people to be more effective leaders, but to continually examine the issues that verosity looks like.”

By Holly Beretto
Only Here. Thunderbird CEO & Director General Allen Morrison, school staff, faculty and students have continued the tradition of global impact since the ASU merger by visiting alumni chapters, corporate partners and leading global organizations in educational and field experiential settings around the world. This map represents that the Thunderbird impact found “Only Here” is delivered in places everywhere.

North America
Anaheim
Arlington
Atlanta
Baltimore
Chicago
Cuidad del Carmen
Dallas
Detroit
Fort Lauderdale
Fort Worth
Glendale
Guadalajara
Guatemala City
Halifax
Houston
Idaho Falls
Los Angeles
Los Cabos
Mexico City
Monterrey
McClean
Minneapolis
Mountain View
New Orleans
New York City
Oakland
Palo Alto
Philadelphia
Pomona
Salt Lake City
San Diego
San Francisco
San Jose
Santa Monica
Silver Spring
Toronto
Vancouver
Veracruz
Washington D.C.

Europe
Arhauus
Barcelona
Basel
Be´clean
Belgium
Berne
Bonaire
Borovets
Brasov
Bratislava
Bucharest
Budapest
Cesky Krumlov
Cluj-Napoca
Cologne
Dublin
Dusseldorf
Espinho
Frankfurt
Geneva
Greenwich
Istanbul
Junik
Karlsruhe
La Hulpe
London
Mavrovo
Moscow
Munich
Opatija
Palma de Mallorca
Paris
Peje
Prague
Pristina
Puchberg am Schneeberg
Rome
Sibiu
Sitges
Skopje
Sofia
Stei
Timisoara
Torla
Venice
Vienna
Villers-le-Lac
Waterloo
Witten
Zagreb
Zurich

Asia
Bangkok
Basra
Batushe
Be’er Shiva
Beijing
Bengaluru
Bethlehem
Bintan
Bruno
Chengdu
Delhi
Dubai
Ho Chi Min City
Hong Kong
Hyderabad
Jakarta
Jerusalem
Johor
Kathmandu
Kuala Lumpur
Kuwait
Kuwait City
Malaysia
Manama
Mumbai
Muscat
Nazareth
New Delhi
NoKabul
Penang
Riyadh
Seoul
Shanghai
Singapore
Taipei
Tehran
Tiberias
Tokyo
UAE
Yangon

Australiia
Bright
Charlotte’s Pass
Melbourne
Thredbo

Africa
Arusha
Dakar
Faranah
Nairobi
Tanzania
Thunderbird CEO & Director General Allen Morrison, school staff, faculty and students have continued the tradition of global impact since the ASU merger by visiting alumni chapters, corporate partners and leading global organizations in educational and field experiential settings around the world. This map represents that the Thunderbird impact found “Only Here” is delivered in places everywhere.
When Jean-Baptiste Alphonée Karr wrote in 1849 that “the more things change, the more they stay the same” he could have been talking about Thunderbird. It’s an epigram whose meaning is often debated, but to me, it rings true. Despite the tumultuous past few years, and the resulting new programs, the Thunderbird Mystique is flourishing, and just as magical as it was when I graduated 25 years ago. Anyone who was on campus in April for the 70th Anniversary celebration felt it. The current students are amazing and are as T-bird as anyone I’ve ever met.

The Thunderbird Mystique draws people to the School, year after year, decade after decade. And it doesn’t just draw students, but faculty, staff, and employers as well. It’s also what drew the members of the Thunderbird Executive Leadership Council (TELC) when the call went out to alumni and other Thunderbird friends to apply for membership. The TELC, formed at the end of 2015 by Thunderbird CEO and Director General Allen Morrison, is an advisory group designed to help the School achieve its strategic vision. But what exactly is this group? Who is in it, what exactly do we do, how is it governed, and how does it function? The answer lies in its name.

Executive. While not all members are corporate executives in the traditional sense, the council is composed of approximately 55 individuals, drawn mostly from the Thunderbird alumni network. Ten percent are non-alumni—highly successful people who simply love what Thunderbird stands for and are in a position to help the School. The group is diverse, with people coming from a variety of industries, organizations, company sizes and geographic regions. Some members have a long history with Thunderbird, while others have only recently engaged with the School.

Leadership. While responsibility for the success of Thunderbird lies with the leadership team and its faculty, TELC supports the School in an advisory capacity as well as in very tangible ways. This includes substantial financial contributions, sharing our professional expertise, making introductions and opening doors for faculty and administration, assisting students through mentoring and funding specific activities, hosting events, supporting chapter leaders in our cities, and helping to disseminate accurate information about developments at the School.

Council. The structure of the council changes as issues and opportunities dictate, but is currently organized into working groups that focus on, among other topics, alumni engagement, current student experience, and recruitment, each led by a chair. Additionally, there are regional chairs. These leaders comprise the steering committee, which supports the TELC Chair. Members are expected to fill a three-year term, with the opportunity to renew for a second term. The TELC meet twice yearly, usually on campus but occasionally in other locations when appropriate, for example in conjunction with the 2016 European Reunion in Mallorca. T-bird alumna and Executive Director to the Office of the CEO, Chelsea Olson ’13, functions as an ex-officio member and can answer specific questions about TELC governance.

What has the TELC achieved so far? Although TELC is only a year old, the group is already having an impact. Here is a short list of some things we’ve accomplished:
• Mentor current students
• Create and manage a fund for current students to draw on to help them take advantage of various development or job-related opportunities
• Create opportunities for students to attend keynote events, such as the recent Global Leadership presentation of F.W. de Klerk, Chairman of the Global Leadership Foundation, Nobel Peace Prize Recipient and Former President of South Africa
• Help the School identify precisely how students, employers and thought leaders should think and feel about Thunderbird
• Work with the Marketing Department to help create communication materials, including the new Alumni Stories video series
• Create and implement chapter leader training to help bring more value to chapter members
• Host events to introduce Thunderbird to our companies

Why is it important to have a distinct council to do these things? The TELC are a very committed group, but not different from other T-birds. Now that the School is under new leadership and fully committed to lifting Thunderbird to new heights, the real catalyst to their efforts is a collective effort from T-bird alumni.

Within this context, the TELC is an important voice for Thunderbird alumni. It is, especially, a useful sounding board and launching pad for ideas and engagement. In short, the TELC supports the school that introduced us to a unique way of thinking and to a network of amazing alumni who have probably changed our lives; speaks well of Thunderbird within our business and extended networks; embraces Thunderbird students both before and after they become alumni; and continues to offer guidance to Dr. Morrison and the leadership team as the institution grows.

One of the best things about Thunderbird over seven decades is that it has never stood still — and that’s no accident. Innovation is highly valued and part of our DNA. Thunderbird’s relationship with ASU will bring about new opportunities and, undoubtedly, some challenges, so the need for alumni voices and energy to guide the School and its leadership towards robust growth within our new context has never been more important.

Whether you are a TELC member, an active local chapter member, or an individual alum, each of us can be a Thunderbird ambassador; each of us can create positive awareness of the School; each of us can help bring Thunderbird’s unique vision and mission to potential students and to employers seeking global leaders in a global economy.

As a T-bird, you know that a Thunderbird education empowers alumni with a global mindset, an entrepreneurial spirit, and a flexible skillset that allows us to thrive in unpredictable, unfamiliar and ambiguous situations. We are the Paratroopers of Global Business, and the TELC is here to serve and to preserve the Thunderbird Mystique. #TbirdOnlyHere

Your Thunderbird Executive Leadership Council
Serving Thunderbird alumni and the school we all love

CHAIRMAN: David Young ’91

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<td>Marty Jetton ’87</td>
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Diane Ruebling
John Salinger
Pablo Schneider
Michelle Senecal de Fonseca ’87
Mickie Senften Thorpe ’90
Douglas C Smith ’99
Shaun Smithson ’08
Jeff Snow ’90
Jacques Tapiero ’82
James (Jim) Thomas ’81
Ken Valvur ’88
John L Vette ’64
Kimberly Wiehl ’80
Heather Wise ’94
The DNA that connects all T-birds the world over includes a passion for diversity, entrepreneurial spirit, intercultural empathy and global business savvy; in other words, a global mindset. These qualities describe perfectly the strategic thinking behind the establishment of Thunderbird’s new business hub in Dubai, UAE.

The Middle East is a dynamic region replete with business opportunities, political and social diversity and multi-cultural complexities. Thunderbird understands and appreciates this because of our long history of business and cultural fusion, capacity building, economic and leadership development, globally and in the Middle East.

Aware and respectful of the Middle East region’s importance, and of their efforts to stand at the leading edge of global economic and strategic leadership, Thunderbird targeted this region as an important place to establish a physical presence to complement and strengthen our already substantial intellectual presence. The next step was determining where, exactly, to land.

**WHY DUBAI?**

Thunderbird’s footprint in the Middle East goes back nearly eight years and along the way has resulted in countless corporate engagements, university collaborations and ties to the business community through our
Until the office opened, Ahmed Ali and Rita Coelho ran the business from local coffee shops.

alumni chapters. In addition, infrastructure capabilities and strategic location made Dubai an obvious choice to launch the first of several planned Thunderbird Regional Hubs.

Dubai has emerged as a leading regional commercial hub in the last decade. It combines a business-friendly environment with world-class infrastructure, and its increasingly robust trade, travel, business and investments tie it not only to the rest of the Arab world but also to much of Africa, South Asia and other parts of Asia. Moreover, it has excellent logistics, warehousing, transportation facilities, and telecommunication networks and offers a high-quality lifestyle that welcomes nationalities from across the globe. Dubai has become a significant business and human capital development destination that aligns extremely well with Thunderbird’s global profile.

Strategically located at a junction between Europe, Africa, and the Far East, our Dubai Hub presents itself as a structured springboard to support Thunderbird clients and programs from a unique centralized time zone that combines east and west business hours and cultural practices.
MAKING LEMON MINT OUT OF LEMONS

As with most new ventures, this has been a challenging and exciting process and we are especially proud to be Thunderbird’s representatives on the ground. Setting up a company in the UAE, especially one owned by a foreign entity, can be quite time-intensive until all legal requirements are met. Despite finding the perfect location in a section of Dubai called Media City, the complexities of navigating the setup process from half a world away – Dubai and Arizona are separated by more than 8,000 miles – led to an extended setup timeline.

This, in turn, convinced us to look for an alternative temporary work space so that we could work together as efficiently as possible. We ended up touring and auditioning several coffee shops in Dubai; our selection parameters were based on quietness, Wi-Fi availability and, of course, last but not least, quality of coffee, food and Lemon Mint Juice! (Believe us, you haven’t lived until you’ve tried a Lemon Mint beverage).

THUNDERBIRD’S COMMITMENT TO THE DUBAI HUB

Historically, Thunderbird Executive Education’s business in the Middle East has primarily focused on talent and leadership development in the oil and gas industry. While we will continue to develop capabilities and competencies in this industry, our new physical presence will allow us to better support broader business development efforts including: partnering with governments in the region to support their workforce development and nationalization efforts; designing programs for companies that want to expand their employees’ global management capabilities; and offering global leadership programs tailored to the learning styles and cultural nuances of the Middle East.

We were fortunate to be able to share this new concept of a commute team by working with some of our colleagues visiting from Geneva and Glendale. Although the Coffee Office has been quite enjoyable, we are very much looking forward to moving into our Media City office in the near future – permanent office space will make things more efficient for us and will send a message to the marketplace that Thunderbird’s commitment to a presence in Dubai is solid.

We expect to introduce Thunderbird’s Dubai office to our MENA Alumni before the year’s end, so stay tuned for further developments. We promise that you will all feel comfortable and proud of our school’s new Regional Hub. Shukran (thank you, in Arabic) and see you soon in Dubai! 🌍

Rita Coelho, Thunderbird Dubai’s Key Account Director, is a Portuguese Ph.D. in Marine Biology who is also fluent in English and Spanish. She came to Dubai in 2011, initially working for a Swiss finance company supporting Onshore, FreeZone and Offshore company set ups in the Middle East plus 17 other international locations. Her diverse background and cross-functional experience, along with her passion for traveling, makes her very comfortable in both Thunderbird and Dubai’s multi-cultural environments.

Ahmed Ali, Thunderbird Dubai’s Client Relationship Director, has been based in the UAE since 2004. He has seven years of experience in sales and marketing in the MENA region. Prior to joining Thunderbird, Ahmed worked for Hult International Business School and for a Swedish manufacturer where he gained key insights on the nuances of business and learning in the region. Ahmed’s global mindset has also been developed through extensive travel. Ahmed is the Dubai team’s coffee snob and quality controller, responsibilities that limited the number of coffee shops they could work in while the new Thunderbird office is being fitted!
Your business is global
Your workforce is mobile
Your Leaders need to be nimble

Today’s business world is more volatile and more globally connected than ever. Success is impacted by a rapidly changing environment and your organization’s ability to have the talent in place to maximize opportunities.

Thunderbird School of Global Management knows global business. For 70 years, global business leaders have partnered with Thunderbird to co-design impactful global leadership development and talent management strategies. With a global focus and offices worldwide, Thunderbird partners with our clients to deliver custom, online or face-to-face executive education solutions anywhere in the world.

50% discount on open programs for T-bird alums.

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1 (800) 457-6959
Alumni couple opens unique gelato shop
Originally written by Teresa Politano | For Inside Jersey

The Black Label Vanilla, infused with Johnnie Walker whisky, is gelato gone rogue. At Bucket & Bay Craft Gelato Co., the setting is vibrant. Outside are Dutch-style bicycles, built to haul children to school, but repurposed to sell treats and offer samples across Jersey City.

The space itself is a historic landmark, a concrete warehouse built in 1900 for the Great Atlantic & Pacific Tea Co. The lamps were salvaged from ocean liners and the bathroom is wallpapered with pages of vintage maritime magazines.

The owners are Jen and Boris Kavlakov. She’s from Kansas and he’s from Bulgaria. They happened to attend the same school, the Thunderbird School of Global Management in Glendale, but met at an alumni event in Chicago. They are now married, with two daughters.

The shop is named after a wooden ice cream bucket that sat in the Kansas garage of Jen’s grandfather, the ice cream influence from her childhood. The furniture was built by Jen’s father, Harold Warner, in his Kansas workshop. The favorite flavor of the Kavlakov girls (at least for now)? Lemon Thyme.

Jen is partial to Rose Latte, which is made with Egyptian rose petals bought in Chinatown. It’s a flavor she developed as an homage to a late-night visit to a tea shop in Shanghai. The quirks and adventures that shape the lives of the Kavlakovs provide the backstory. But the star of Bucket & Bay Gelato is the milk.

The milk comes from grass-fed cows. From an Amish farm in Bird-in-Hand, Pa. — 60 to 100 gallons delivered each week. Milk that has been vat pasteurized, which is a more time-consuming process, done with lower temperatures, a process that better retains the milk’s flavor. Thus, milk like you’ve never tasted. Less sweet, but more rich. Pure, nutty, clean, earthy.

And, as rogue as it may be to infuse gelato with whisky, the goal here is not to bedazzle, but to cleverly bewitch. The flavors are subtle luxuries, meant to complement and not overshadow the complexity and richness of the milk. Even amid the other ingredients, which are sourced just as carefully — the smoked cardamom, the lavender, the dark chocolate from that bean-to-bar chocolate maker in Brooklyn — the milk comes through. It’s lush and has energy.

Some customers are disappointed to discover that Bucket & Bay doesn’t offer the full range of classic Italian gelato flavors. Others are disappointed by the shop’s lack of sprinkles. Nothing against Italy, or even sprinkles, say the Kavlakovs, but these are not their goals. Their goal is to set the standard for American artisanal gelato. “It’s our own category.”
Fall Foundations:  

Welcome Home:

Foundations week must have been inspired by Justin Timberlake’s, “Suit and Tie,” because all of the cohorts were running around looking so dapper in their business formal. Arizona also joined the party with its own heated hello.

When the weather channel talks about the “mean” temperature in Arizona, they’re talking about attitude, not average. Hence: Thunderbirds are forged by fire.

Foundations week was the sleep deprivation of Army boot camp, the carefree spirit of a childhood summer camp and a sprinkle of Tuckman’s Stages of Group Development: forming, storming, norming, performing, and, when we graduate: adjourning.
G-5 Negotiations:
The biggest chunk of Foundations was spent forming teams and tackling the G-5 Negotiations. Essentially a simulation of the world’s G8, or more recently the G7, because Russia is sitting on the sidelines. Teams had to argue different angles and make resolutions to be voted on. The majority of the resolutions were rejected, leading to heated arguments and serving as a great segue into genuine learning.

Career Management Center:
An important part of Foundations was getting students up to speed on their potential as future leaders. One day these newly-minted Thunderbirds will leave behind their Pokemon-Go accounts to go out into the world and soar.

Welcome to the Thunderdome – the ThunderCrawl and the ThunderOlympics:
Foundations week taught us that any word or thing that is cool on its own can be improved by adding a ‘thunder’ prefix. Going to study in your dorm room? No. You are going to THUNDERSTUDY.

The ThunderCrawl was a series of clues that led different cohorts around campus with events at each stop. This activity was a great way to learn about the School’s history, and to sweat off some pounds that students will eventually gain back from stress study eating.

The ThunderOlympics was apropos this year because the actual Olympics were simultaneously taking place in Rio. It was a time for students to take off their nerd glasses and lace up their athletic skills. Events included: water kickball, towel balloon toss, floor puzzle, pool scavenger hunt, and an event where students had to flip a tarp while never leaving its area.

Conclusion:
Despite the occasional grumbler, the consensus was, “WE MADE IT through Foundations and are proud to call ourselves Thunderbirds.” The student body as a whole is now more equipped for:
1. Forming teams, working together with uncertainty, and recognizing the level of leadership required to be a Thunderbird.
2. Understanding the vast pool of resources offered at Thunderbird.
3. Developing the building blocks to become true Global Citizens.
Thunderbird, a unit of the Arizona State University Knowledge Enterprise. What does that really mean?

By Chelsea A. Olson ’13

On January 1, 2015 Thunderbird and Arizona State University entered into a partnership, and, after taking a moment to reflect on it, I can say that I owe much of my T-bird life (#tbirdlife) to the fact that ASU and Thunderbird’s paths converged with my own much earlier. In 1995 I entered Arizona State University as a freshman and pursued my studies while also trying to create a place for myself in the midst of nearly 60,000 other students. Through participation in campus organizations and on-campus employment I was able to narrow the field into a strong group of peers and friends. Then, in the summer of 1997, I participated in an ASU program that changed my life; I completed a study-abroad program in Spain. I’m sure this won’t come as a surprise to most T-birds, but it was in Madrid, Spain that I first learned about Thunderbird. Who knew that, some 20 years later, I would be tasked with supporting the implementation of the partnership between ASU and Thunderbird.

Before I get to that, a little about the Thunderbird that I know and love:

At the end of August 2001, I stepped onto the Thunderbird campus for the first time as an employee. Two weeks later the attacks of September 11 occurred. The world stood still, and yet, being at Thunderbird in the moments that followed helped shape my thinking and approach so much so that just a few days later I was on a
centralizing the business operations of ASU under Thunderbird, and streamlining the executive and corporate education offerings undergraduate program, expanding and merging administrative and personnel resources from ASU were dedicated to supporting the launch of a full four-year program to manage the transition. I recall something truly special about this place.

What I realized over the next few years was that business was never ‘as usual’ at Thunderbird. Quite rapidly the school, the student body, the employees, felt the effects of increased visa regulations and expanded competition from other business schools claiming to be global. Yet the Thunderbird experience remained unique. Sure, it is different from year to year, cohort to cohort, and program to program, but the heart of the T-bird experience – its DNA – remains a constant.

Being a T-bird means you are adaptable, flexible, open to new ideas and eager to engage with change. After a decade of experiencing three presidents, several different positions and a lot of professional growth, I knew it was time to double down on my engagement with Thunderbird. The integration of Thunderbird into the ASU architecture is complex to say the least, and while much of this work is already happening, there is still much more to be done.

So, are things different today? Absolutely, yes. There are administrative bottlenecks, culture clashes, systems integration issues, breakdowns in communication, and other headaches, none of which are dramatically different from those experienced in private companies around the world every day. But there is also a creative freedom that comes from knowing that Thunderbird, its history, and its brand are well respected by our partner, and that we are being challenged to do more, and do it in a different way.

But if asked, I would have given a similar answer in 2001, 2005, 2011, or in any other year. When I think about how different our world was in 1946, Thunderbird’s first year of existence, how could Thunderbird not have adapted, grown, evolved, changed along with a changing global business environment? The School has, over time, not only changed, but been a change agent in global management higher education. That’s what being Thunderbird has always meant.

Take heart. The Thunderbird of today isn’t perfect, but honestly, it never was. In fact, it is within the context of its blemishes and flaws that so much learning and growth has always occurred. It is what makes Thunderbird, as well as individual T-birds, so special. There really is no other place like it.

I’m proud to be a Sun Devil; I’m proud to be a T-bird. I’m not a Sun-bird; I’m not a Thunder-devil. We are separate and unique, but like me, part of the same unit; stronger today due to the experiences of our past, focused on being better and doing better, and doing so as only we uniquely can.

Chelsea Olson is the Executive Director to the Office of the CEO and Director General at Thunderbird School of Global Management. She is a 2013 graduate of the Thunderbird Executive MBA program and a 1999 graduate of the Walter Cronkite School of Broadcast Journalism at Arizona State University.
A roundup of First Tuesdays, events and mixers from T-bird Chapters around the globe


Berlin: The chapter held its 1st Annual Berlin T-Bird BBQ in July. Attendees included Dominik Hess ‘01, Roland Quast ‘02, Jarek Budny ‘01, Cynthia Gloger ’92, Alexander Gloger ’92, Jay Boynton ’98, Sean Padfield ’14, Tracy Prentiss ’98 and spouses. The chapter would like to extend a big “thank you” to host, Roland. The chapter is going strong and more people are making it out to First Tuesdays.

Hong Kong: Held a farewell dinner on July 29 for Rahul Warkoo, who will be joining the incoming EMGM class. L-R: Michael Bendy ’99, Mark Ma, Michael Zhou ’02, Rahul Warkoo, Indra Warkoo, Marshall Gabin ’80, Linda Suen ’00, Chapter Leaders Kevin Rohrer ’82 and Viola Luo ’12, Cindy Zhou and Tyler McElhaney ’12.

Stamford: The chapter held a great T-bird potluck BBQ at the home of Jarl and Kelly Anerud ’82 – complete with a 70th Thunderbird anniversary celebration cake! T-birds from the class of 1973 to 2014 gathered for a great evening!

Held at Avalon Restobar with TEM lab students from Executive MBA.
Milwaukee: Top Left to Right: Catherine Deschamps-Potter, friend of T-birds; T-birds Terry Brown ’90, Ken Wasylik ’83, Saumil Mehta ’16 and Michael Oemichen ’85; Skippers Bob and Barry. Bottom Left to Right: Kristy Casey, friend; Greg Olson ’88, T-bird; Alexandra Sielaff ’89, Chapter Leader; Calilxta Munene ’15, T-bird; Dee Wasylik, spouse; Jodi Schneider ’15, T-bird; Jill Oemichen, spouse.

Seoul: T-birds gathered on the rooftop of High Street Market in the Itaewon district in Seoul. High Street Market is owned by T-bird Kip Richardson ’89 and he and his team provided cold beer, great food and a wonderful venue for alumni to celebrate the birth of the first child of T-bird Eric Thorpe ’92. Carmen Thorpe was born on August 31. Photo courtesy of T-bird Anuj Madan, who came up from Busan for the event.

Dallas: On September 17, a group of Dallas alumni, who were unable to attend the Mallorca reunion, got together to celebrate virtually.

Paris: In July, the chapter had a great gathering in the Péniche by the Seine with guests from Northwestern. It was a truly Parisian experience!
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 alumni@thunderbird.asu.edu.

1950s

Ernest Garfield ’52, is President of Independent Bank Developers, LLC and Chairman of Interstate Bank Developers, Inc. He is also the founder of the Alliance of Business Banks, the Arizona Financial Institutions Task Force for Arizona Legislators, the Financial Services Advisory Council and Community Bank Advisory Council for Arizona members of Congress. He is the founder and owner of internet businesses U.S. Criminal Records Agency, Criminal Tracker Alert, E-mail Pony Express, Justice Depot Foundation, Inc., and Alliance OutReach. The Phoenix Business Journal recognized him as one of the most influential Arizona business leaders of 2007. As an Arizona State Senator from 1967 to 1968 he was Vice Chairman of the Senate Education Committee. As the State Treasurer of Arizona from 1970 to 1974 he helped reform investment law in the State of Arizona. While serving as Arizona Corporation Commissioner from 1974 to 1978, during the middle east oil crisis, he twice chaired the White House Conference on Energy. Since leaving public office in 1979, he has been involved in bank organizations, real estate development, and publishing. To date he has successfully helped start 31 banks. …

Donald Carley ’55, is well and living in Sun Valley, Idaho. He’s still somewhat involved in international sales, marketing and very much enjoys his contacts with his clients. …

Narce Caliva ’56, was elected in March to the National Board of Directors of the Korean War Veterans Association for a two-year term. Previously, he completed terms as 1st Vice Commander and as Commander of the Shenandoah Valley KWVA Chapter in Winchester, VA. He and his wife, Leslie, have also served over 100 years of American Red Cross service, he for 30 years as an employee and 26 afterwards as a volunteer, and she for 46 years as a volunteer. They were among 12 Red Cross volunteers who received the President’s Lifetime Achievement Award at a White House ceremony last October. …

Fritz Friederich ’56, and his wife, Nancy, are still hanging in there. Although they are fighting pain in several places of their bodies, they still enjoy life and vacations to Europe. They are both going to exercises twice a week and Friederich golfs twice a week. They give their regards and love to all of their Thunderbird ’56 friends. Sorry to say, recently Phyllis Berg informed them about the death of their dear friend, her husband, Spencer Berg ’56. …

Myron Tomasi ’57, is retired from USAID Foreign Service and living in Scotts Valley, CA. …

Jerome Firsty ’57, left the U.S. Army in 1956 and went to AIFT. He lived in the Quad with Donald Kline, also a military veteran, and they had a great time. At that time, there were only four women in their class. Glendale was way out of town from Phoenix. Upon graduation, he moved to New York City looking for employment. He found a job working for Continental Can in NYC. While working, he was also looking for an overseas job. He located one working for Hazel Bishop, a cosmetic company who sent him to Puerto Rico. While working for Hazel Bishop, he met his wife Ruth. They were married in June 1959 and are still married more than 57 years later. They have two grown children and six grandchildren. Firsty and a friend in Puerto Rico started a business called Firbeck Inc. After a few years the friend decided to return to the U.S. and Firsty bought him …
out and has had his own business ever since. It is a firm of manufacturer’s representatives and represents many companies, on a commission basis, in school and office supplies and educational aids in the Caribbean. … … Ron Faust ’58, retired in 1996 after 30 years as an investment advisor. He and his wife have lived in Billings, Montana for 50 years. They both began their lives in Montana and received bachelor’s degrees from the University of Montana before enrolling at Thunderbird. … Patrick B. Mattison ’59, spent over 40 years a newspaper executive; Belvidere Daily Republican, Belvidere, Illinois, printing & publishing northern Illinois, southern Wisconsin region. He was married in 1961 to Nancy and has four children (Kathy, Jody, Steve and John), four grandsons (Johnathan, Mattison, Taylor and Marc). He is a fan of “Da Cubs,” “Da Blackhawk,” “Da Bears,” and “Da Bulls.” He appreciates the insight to the various cultures of the world and life that AIFT gave him. It seems like it was only yesterday that he enjoyed the 110-degree summer heat at midnight in September and practiced Espanol the short stories didn’t tax him and would not tax the readers as they read them.

1960s

Stephen Hotchkiss ’62, retired as CEO of Citizens Community Bank – Idaho after 40 years of international, commercial and community banking. He is now Associate Professor at Notre Dame College – Ohio. He has organized Idaho International Choral Festival, which has been ongoing for 17 years. He says life is good with his great wife, children and grandchildren. … Peter Reitz ’62, is in so-called retirement with the job of Executive Director of Small Property Owners of San Francisco after a long career with Care International, The Pan American Development Foundation and The Salesian Missions. Small Property Owners of San Francisco is a 2,000 member organization of rental property owners, “Protecting the rights of small property owners through education and advocacy.” … Edward C. Saenz ’63, attended Thunderbird after graduation from Texas A & M and a sojourn in the U.S. Army. Upon graduation he spent 40 years as a sales and new business executive including Vice President of International sales in the high technology medical equipment industry. In this role, he traveled and successfully negotiated business in 60 countries. Afterward, he spent the last 13 years as an international consultant to the same type of American manufacturers, and the last two years as a part-owner of a laser company developing medical lasers for dermatology and ophthalmology. He is fluent in Spanish and Portuguese and has been married for more than 37 years to a wonderful Brazilian. They have two sons and are grandparents. … Tom Aageson ’63, co-founded an accelerator for entrepreneurs in the Creative Economy. www.creativestartups.org The organization supports growing companies, with 17 of 21 in business and only four failing in first two years. This year, it has two T-bird entrepreneurs from Peru and is expanding to other cities. The Creative Economy is growing fast globally and catalyzed by entrepreneurs. … Jim Kelly ’64, worked internationally with two Washington defense firms and built three global startups, after his career serving the Reagan Administration. He and Janet are now headed for Pittsburgh where Kelly started out. Janet will be with the Point Park Media Innovation Center, while Kelly will be an Executive in Residence at Pitt. … Jim Gross ’64, is the head of the commercial division of Douglas Elliman Commercial Real estate in New York City. Great friends from his class include Peter De Vries, who he visited in Maine three summers ago; Leif Gunderson; Barry Preston and Steve Spenser. Gross has been married for 46 years with two sons, Tim and Peter. They live in Mamaroneck, New York. … Clayson (Chris) Lyman ’64, joined Carnation International as Export Supervisor for Central and South America and the Caribbean, upon graduation from Thunderbird. He was assigned to Carnation’s Brazilian subsidiary in Rio de Janeiro for a few years then joined Gerber International as worldwide Export Manager. Later, he re-joined Carnation International as worldwide Export Manager, managing seven Export Area Supervisors around the globe and shipping to 120 importing countries from six manufacturing countries at both Carnation and Gerber. He later left and became a Realtor/Broker in Southern California, closing over 4200 real estate transactions. He now lives in Orem, Utah and works as Realtor/Broker for Clayson W. Lyman, PLLC - A Professional Limited Liability Company. … Michael O’Keefe ’65, is still teaching a “bridge” class for Asian students in the MBA Department of Edgewood College, Madison, Wisconsin. It’s a lot of fun and the students are great. He draws upon some examples from his time in Panama and an agricultural enterprise in Culiacan, Mexico. He also worked in Madrid and Algeciras, Spain for Raytheon. He thanks God he took as much accounting as possible at Thunderbird. … Bob Gravell ’65, is living comfortably in retirement in Puerto Vallarta, Mexico with his wife, Sonya, and new standard poodle puppy,
Jim Verner ’66

Sterling, excluding his once-a-year drive to the San Francisco area, then on to Santa Fe, New Mexico for one or two weeks. … Joseph Burke ’66, retired from a project management post in Zimbabwe and moved to Ecuador in mid-2013. Right now, he is moving his base to Madrid, but will spend three or four months a year in Ecuador too. He has frequent contact with Tom Coler ’67, who was his classmate at Georgetown for undergrad and who is semi-retired in Sarasota. He also hears from Howard Crooks ’54 in Nairobi, who is still very active. … Mickey Shaw ’66 and wife Betty Sue moved from BVI to W. Palm Beach 8 years ago. Retired from self-employment, healthy and interested in hearing from T-birds in the area. … C. Michael Bennis ’66, I have four best-selling books on Amazon.com. The most recent Ralph’s Place: A Magical Experience. June 13, 2016- young adult novel. Earlier: Three romance novels: Dangerous and Desirable, Signs of Destiny & Rules of Engagement. … Diego J. Veitia ’66, retired as Chairman and Founder of INTLFCstone (INTL). He is spending most of the time with his wife Marsha in Telluride, Colorado and Carmel, California. He is still very active in private investments through his family company Veitia & Associates. He encourages any T-birds who pass by Telluride or Carmel, to say hi. … Jim Verner ’66, attended Thunderbird after graduating from the University of Arizona. He had dropped out of college to pursue a career in bullfighting in Mexico. But after a couple years of fighting in small town bullfights, he decided that he didn’t want to do that, but did want to continue as an amateur, an aficionado practico, and Thunderbird looked like an opportunity to go international, so that he could live in countries where he could continue his “hobby.” He went on to live in Colombia, Spain, Ecuador and Mexico, applying his education so that he could continue his hobby. In the last 50 or more years, he has continued to practice his hobby, although passion would be a better word. He has killed over 300 bulls and fought thousands. Thunderbird allowed him to live a life that satisfied Verner both economically and spiritually. The last bulls he killed were in Mexico in March, where, in spite of his 74 years, he was declared the ‘triunfador’ of the series of amateur bullfights where most of the toreros were half his age. … William J. Messett III ’67, is only working “half-time,” which is 40 hours per week! After 25 years living in South America and 25 years in Miami, he moved his office to his home near Palm Beach, Florida. He not only does executive searching in Latin America and the U.S., but also does the sales of companies in Latin America. Less frequently, he does searches in Mongolia, Thailand and China. His website is messett.com for any T-bird who wants to make a change or who needs a top executive. He has filled 922 positions and has only had to replace four in his career. … Peter Fowler ’67, said AIFT’s curriculum was a strong base for his career in international commercial banking and wealth management. His 41-year career took him to Latin American, Europe and Japan. He has retired and lives in Naples, Florida. … Ralph Simon ’67, retired from a 43-year career in the pulp and paper industry. His Thunderbird degree served him well with three different companies and doing business in over 43 countries. Ralph and his family have lived in Marietta, Georgia since 1978. … Courtney Carswell ’68, said that after 45 or so years, he and his wife Linnea (who he dated while attending Thunderbird) are attempting to “get out of the way” of the third generation operating their two restaurants in Santa Fe. … Bill Demmin ’68, finished his banking career after doing a startup as CEO of Commerce Bank of Temecula Valley — a nice way to end 40 years in international and then community banking. He has been retired now for over six years. He and his wife split time between homes in Murrieta and Big Bear, both in California. He is still doing some consulting for small businesses and has more hobbies than he can count. … David McIntyre ’68, is retired at age 79 but still enjoys traveling the world with his wife, Lois. They live in the Gulf Coast community of Englewood, Florida. McIntyre competes in master swimming all over the world at World Masters Games Championships (Germany, Australia, Italy, Canada & New Zealand) representing the U.S.A. and usually winning gold medals. He is also a selling artist painting in the style of Paul Gauguin. … Allen Pease ’68, practiced law for 40 years after graduating from the University of Oklahoma Law School in 1972. He was an Assistant District Attorney in Tulsa County for two years, before joining the Jones, Gotcher & Bogan law firm. Four years later, and after trying approximately 50 criminal and civil jury trials over his first six years of law practice, he joined the corporate world as a Senior Attorney for Williams Brothers Engineering Company. Later, he became General Counsel for C-E Natco, where he remained for 10 years before becoming General Counsel for the Grand River Dam Authority. He worked 12 years at GRDA and then relocated to the Kansas City area in 2004 to become the Associate General Counsel for the Black & Veatch Corporation. He retired from Black & Veatch in 2012 and moved back to the Tulsa area. He is still licensed to practice law in Oklahoma and all its federal courts as well as the U.S. Supreme Court. Pease has been involved with therapy dog work for over two years since. He and Miss Chance rescued one another three years ago. She is a small standard Poodle with a large heart and a calm demeanor. Together, they visit numerous facilities including children’s hospitals, veteran’s hospitals, retirement homes and more. They also participate in numerous school reading programs including the Tulsa County Library PAWS program. Miss Chance is a member of the Tulsa County District Attorney’s Special Dog Unit, where she assists children 13 and under when they are required to testify in court. She also volunteers for the Family Safety Center, providing dog therapy on a weekly basis to both petitioners and defendants in the Tulsa County Protective Order Court. … Barry Newcomb ’68, lives in Canada on Vancouver Island in a beautiful city called Victoria, which is the capital of British Columbia. He married Victoria in 1969 and the couple has four grown children, nine grandchildren and an English Springer Spaniel named Sophie. He spent most of his working life
involved with the America’s Cup. … Patrick Sharpe ’69, is retired and living in Sun City, Texas. Sharon had the twins, while at Thunderbird. They live in Georgetown, Texas, which is about 6 miles away. The Sharpe family has two granddaughters still living in CT, where Sharon and Patrick lived for over 40 years and a grandson nearly three years old living in Georgetown, Texas. … Stephen Ringler ’69, has written an eBook, “Baseball History of U.S. Postage Stamps.” It’s an American history book for baseball enthusiasts with amazing illustrations of 58 historical baseball stamps and the stories behind each one, like Ruth, Robinson, Clemente, Satchel Paige, Cobb, Mantle, Maris, the legendary ballparks, Casey at the Bat, baseball Olympics, charter Hall of Fame players, record setters and more. … Ronald Rowland ’69, has almost retired. He still occasionally contracts to Promotion Services, Inc. an international company that manages trade shows and other special events and programs for the new FCA, LLC Group and some of their Ram Truck BusinessLink dealers. Over the years, Ron was fortunate to have been employed by several great international companies, including Ryder Systems, PACCAR, Inland Kenworth, and for a while worked for Roger Penske, as the Branch Manager of the Sacramento, California Detroit Diesel facility. He became a ground transportation consultant, and also started three businesses, Road & Trail Yamaha, Inc. in Kansas City, Missouri, Vocational Truck Bodies, LLC in Columbia, Missouri, and now, American Concealed Enterprises, LLC a company that markets a revolutionary critical self-defense “Concealed Carry” handgun that he has designed, as well a new type of cartridge for the most popular handgun calibers. He has written some articles that were published in specialty magazines and books, driven in all 50 states, and is finally learning to play electric guitar and bass. He has supported various Wounded Warrior Projects, the NRA and many conservative political groups. … Edward Borgens ’69, successfully passed the Federal Service Entrance Examination (first the written portion and later the oral portion) upon graduation from Thunderbird. Having already worked in the food industry for seven years following graduation from U.C.L.A., Borgens initially reentered that industry upon receiving his Master’s degree from Thunderbird. He could not have been successful in teaching for the past 14 years at the community college and university levels without having 17 years of practical business experience with several firms in diverse industries. Prior to attending Thunderbird, he had double-majored in Political Science and History at U.C.L.A. and had achieved practical business experience by working seven years for an international fast food franchise company. He credits the Thunderbird experience with broadening his horizons and perspective. … Tom Krill ’69, retired from Clark Material Handling Company (Clark Equipment Co.) after more than 45 years which included 14 in Hong Kong with the Construction Equipment Division looking after dealers in the Far East. Upon returning to the U.S. in 1986, he joined Clark Forklift and continued to work the Far East and later managed International Sales Training translating programs into Spanish and conducting courses worldwide. He also spent a couple of years as Regional Manager for Mexico. The last 10 years were spent in aftermarket parts as manager. His son Ken, who has an M.D. and Ph.D. will be married in August 2016 and is in his third year of residency specializing in anesthesiology at the University of Michigan Hospital. 1970s Jan Jané ’70, was elected Chairman of the Board of Brazil-Finland Chamber of Commerce (FinnCham Brazil) in May. She founded the board and presided for the first two terms. She has also been the H. Consul General of Finland in São Paulo for the last 12 years. She is decorated by the Finnish government as Commander of the Order of Lion of Finland. She continues to put 10 hours a day into her profession as M&A expert and Private Equity advisor in the investment banking boutique (Invest Partners) that she founded 20 years ago. … William H. Barkell ’72 embarked on a career as a U.S. Foreign Service officer after graduating from Thunderbird. His Foreign Service career included assignments at U.S. Embassies in Bulgaria, Maritime Southeast Asia and Latin America and in the Department of State in Washington, D.C, as well as a State-Defense Exchange Officer assignment in the Pentagon. Since retirement, he continues to consult with the State Department, as well as with a Defense Department contractor, providing foreign policy scenarios in U.S. command staff military exercises. … Paul Fronczek ’73, led a successful career working, traveling and living overseas. He made a forced decision to trade his suitcases for a briefcase as a college professor, then a college administrator, along with further studies toward a Ph.D. in higher education. Life twists and turns have resulted in another career change to a business consultant and trainer in small business. His life of career changes of firms goes out of business, mostly related to the economy and buyouts, resulted in retirement. Now he is a historical fiction writer, who writes about his mother’s family dating back into the late 1500s. At 74, he has not slowed down, nor does he intend to. … Kenneth May ’75, has been appointed Operating Director of ClearPoint Investment Partners. ClearPoint is a private equity firm investing in business services and financial processing companies in the lower-middle-market. Throughout his 30 years of operating experience, May has led and grown a number of global businesses in travel services, consumer banking and other consumer related industries. As Chairman and Chief Executive Officer of Group RCI (now Wyndham Vacation Exchange & Rentals), he transformed the company into a global leader in resort travel. Through effective M&A and the introduction of innovative new products, he tripled revenue and EBITDA to $1.3 billion and $300 million, respectively. … Emmett Steed ’75, spent 25 years in the hotel industry, which included locations in Acapulco, Mexico and Panama City, Panama. He left an area vice-president position and returned to school for a Ph.D. As well, he started the hospitality management program at Southern Utah University and was promoted to a full professor last year. His graduates are working in various positions around the country. … Sue Gile Whitmer ’77, published her second book, “Dream Catcher” (Tate Publishing). She still loves her day job at GeoBlue. … James Thompson ’78, is now living in Oldsmar, Florida and has retired. His career after graduating from Thunderbird spanned more than 30 years with AT&T, American Express TRS, Thomas Cook Travel USA and Travelocity. He was credited with innovation and automation of the travel industry implementation of call center technology. He was a guest speaker at Thunderbird on several occasions. He and his wife of 39 years, Barbara (whom he met and married in Arizona while at Thunderbird), have two sons and two grandchildren.
1980s

Barbara (Mattie) Mertz ‘80 was recently promoted to Director of Business Administration at The Oppenheimer Group, an international marketer of fresh fruit. She celebrates her 30th anniversary with the company and has seen it grow from a small regional broker to a $1 billion company. Still going strong! . . . Marc Schaefer ‘82, President and Chief Executive Officer of Truant Federal Credit Union, received the honor of being named “2016 Most Admired CEO” by Triad Business Journal. . . . Jane Lael ‘82, moved to Ecuador six years ago. She currently teaches the first Chinese class in Vilcabamba, indeed, the first in the province of Loja. She edits books on China and more and also does the summer edition of the US-China Review. She first learned Chinese at Thunderbird, which was a life-changing experience for her. . . . Marco Gobbetti ’83, has been named CEO of Burberry Group PLC. Marco has worked in luxury for the past 20 years on brands such as Celine, Givenchy, Moschino and Bottega Veneta. . . . Daniel Dugas ’85, is an executive for Accenture’s Innovation & Thought Leadership group. He resides in Austin, Texas and travels the world advising Accenture’s clients. His most memorable engagement was advising a member of the House of Lords, resulting in dinner meetings at the Palace of Westminster. . . . Lawrence Allen ’87, joined Stanton Chase International. Recent experience has convinced him that being with a small boutique firm at this stage of his practice development is limiting and that continued success relies on offering clients the benefits and resources of a top global executive search firm. Stanton Chase is unique in the field of executive search, offering clients the global reach of one of the world’s 10 largest executive search firms, complemented by the industry expertise and personal relationships usually reserved for small, boutique practices.

1990s

Brian Benjamin ’92, has been hired by XL to run its new Global M&A insurance business. He will initially focus on hiring underwriting teams. He joins XL from American International Group, Inc., where he worked as a management liability and financial institutions officer. He’ll be based in New York. . . . David Chang ’92, has been named Director in Bridgepoint Consulting’s Houston office. Chang will help organizations realign themselves with new strategic plans, crisis management, repositioning and divestiture. Chang has 30 years of proven experience working with stakeholders as a financial advisor, chief restructuring officer and project manager. He specializes in financial planning and management, dispute resolution, goal identification and attainment, team building, and leadership. Chang has also assisted numerous companies in navigating the complexities of recapitalization, bankruptcy, reorganization, litigation issues, M&A, due diligence, operational integration and implementation. . . . Roger Takacs ’94, has been promoted to a new position at Crestron Electronics as the Director of Education Programs with a focus on the education market. Crestron is headquartered in Rockleigh, New Jersey and is the leading provider of audiovisual technology solutions. . . . Jarad Carleton ’99, migrated to Austria with his Austrian wife in late 2014, after working in Silicon Valley for 14 years. Working from Salzburg state he is helping to expand Frost & Sullivan’s consulting business across Europe.

2000s

Stephen Tseng ’05, has been running a web development and marketing agency in Shanghai since 2011. He and his wife, who is also a T-bird, moved to New York one year ago. Recently, he relaunched his company website (http://dminorstudio.com) to reposition it to the U.S. market. . . . David Riggs ’08, began working for VF Corporation and then MARS upon graduation. Since then, he has started two companies and runs them full-time now. His companies are www.sunfish-sales.com and www.walkingpalm.com. He founded and runs a factory in Kathmandu, Nepal to make his products. He has 25 artisan employees in Kathmandu, Nepal and eight in Nashville, Tennessee handling sales and distribution. . . . Tiffany Law ’14 was commissioned into the U.S. Army as a Second Lieutenant in May of 2016. She was accepted into the Military Intelligence branch and will continue training at her Basic Officer Leadership Course. Afterwards, she looks forward to joining her new unit in the Pacific Northwest.
During the Thunderbird 70th Anniversary celebration, class of '83 alumni Connie Drugon, Lisa Moore & Carol Schuster visit Founders Hall and reminisce while having their picture taken at General Yount's desk.

Want help finding a lost T-bird friend?

Need Transcripts?

Have a question about a chapter event?

Contact Alumni Central, the one-stop customer service point for and about Thunderbird alumni. You’ll find friendly, helpful service in response to your questions. If we don’t have the answer, we’ll connect you to the people who do.
in memoriam

**George Nicholaw ’49** the longtime general manager of KNX-AM (1070) who oversaw its rise into an award-winning, all-news giant and delivered on-air editorials that made his voice familiar to millions of Southern California listeners, died on Sunday August 10, 2014 in Los Angeles. He is survived by Betty, his wife of 50 years. He was 86 years old. … **James O. Maher ’47** died January 31 in Washington, D. C. He was one of the first graduates of Thunderbird. … **Murray (Mike) Rudd ’47** passed away on September 7, 2015, due to complications from Parkinson’s disease. He joined the Army Air Corps the week after Pearl Harbor. He served in the Pacific Theatre flying in B-24s with the 819 Squadron as an intelligence officer. He served his country with duty and pride and left the service with the rank of captain. Mike received his Bachelor of Foreign Trade degree and was a member of the inaugural graduating class. … **Marshall Charles Miller ’50**, of Chevy Chase MD, passed away on December 3, 2015. After graduating from Thunderbird he began his work career with the Singer Sewing Company in Brazil for three years, travelling widely in the Amazon region and throughout South America. After returning to the U.S. Marshall met his wife, June, on a blind date. They settled in Bethesda, Maryland, where their three boys were raised. Marshall opened three stereo/television stores called Sound Incorporated, and in the mid-70s, he moved into insurance sales, working the rest of his career with the Principal Financial Group. … **John Hays ’52** Longtime Arizona rancher and politician died June 2016 after a two-year battle with brain cancer. Hays grew up on his family’s ranch in People’s Valley and spent much of his life there. His ranching background led him to defend Arizona’s agriculture industry throughout his political career. … **Harold W. Yost Jr. ’54** passed away on March 2, 2014. He was 85 years old. After graduating from Thunderbird he was employed by Addressograph Multigraph. During his employment with AM he and his wife lived in Manila, Philippines for three years. He enjoyed living and working overseas. … **Ladimir Zvanovec ’56** passed away on May 5, 2016. His wife Ann said he had great memories of Thunderbird. … **Daniel Boller ’56** passed away April 12, 2016 in Tucson AZ. … **Robert A. Shuman ’56** passed away on April 5, 2014 in Puerto Rico. He was 84 years old. … **David Wayne Parkinson ’56** passed away at his home in Lawrence, KS on July 14, 2014. He was 87 years old. He grew up in the Bay Area, and received a business degree from the Haas School of Business at UC Berkeley, where he was active with the Kappa Alpha fraternity and rowed on the varsity men’s crew team. Wayne earned a graduate degree in International Management from Thunderbird, the American Graduate School of International Management, in Glendale AZ. He worked for Standard Oil International in Karachi, Pakistan. Wayne went on to work for Investors Overseas Services, a mutual fund company based in Geneva, Switzerland. He lived and worked in Bangkok, Thailand and in Jakarta, Indonesia. After returning to the U.S., Wayne worked for National ChemSearch and for Transworld Systems. Wayne had lived Lawrence since 1983. … **Lawrence Pentoney ’56** passed away March 26, 2014. … **Don Bohning ’59**, who spent three decades building up the Miami Herald’s Latin American coverage, died after a long battle with cancer. He was 82. From the mid-1960s to the turn of the century, there was scarcely a war, coup, revolution, massacre, assassination, volcanic eruption, hurricane or other act of political or environmental mayhem that Bohning didn’t cover. And when he couldn’t get there himself, he was editing copy from an all-star cast of reporters he assembled that won two Pulitzer Prizes under his command. … **Allan Brenteson ’60** died in Miami on January 20. He was former Rohm & Hass Latin American manager and Director of Baptist Health Systems Miami for many years. He is survived by wife, Maria. … **William (Bill) Kirkman ’62** passed away on March 19, 2016 in Sosua, Dominican Republic. He was 78 years old. Bill and his first wife Carol attended the American Institute of Foreign Trade after which they accepted job offers with Citibank with foreign assignments in Buenos Aires, Argentina, and later in Santo Domingo, Dominican Republic. Bill spent over 50 years in Dominican Republic in various positions launching entrepreneurial ventures in the tourism industry. Bill enjoyed the fruits of his creativity, for many years living in his house on the ranch and participating in Dominican life to the fullest. He played golf, tennis and traveled around the world. … **Richard B. Smith ’63** passed away in Florida, Feb. 22, 2016. … **Kathy M. Kosaitis ’64** formerly of Los Angeles, CA, died on October 26, 2013 at her home in Walnut Creek, CA. She received a bachelor’s degree from UC Berkeley and her master’s degree in 1979 from Thunderbird School of Global Management in Arizona. She was a Peace Corps Volunteer in Paraguay and worked most recently in Executive Tax Support in the East Bay area of California. She was a strong, brave person with an easy wit, winning personality and big heart. Her many colleagues and long-time friends miss her deeply. … **Kenneth W. Holbrook ’66** passed away on February 23, 2014. … **Peter Feddersen ’67** passed away in Bangkok Thailand on August 12, 2014. … **James Rooney ’67** who has been living in Bangkok Thailand passed away October 3 while on holiday in Seattle, Washington. … **Branner Miller ’68**, passed away May 29, 2016 in Bangladesh. He was born on May 23, 1945. … **Peter Bachhuber ’68** died of prostate cancer on April 18, 2015 in Kansas City MO. … **Suzanne Williamson ’69** of Naples Fl. passed away August 25, 2015 after a courageous battle with ovarian cancer. … **Richard Burris ’72** passed away on April 6, 2013. He was 68 years old. … **Byron G. Tosi ’73** died on May 23, 2014 of complications from emphysema at Greater Baltimore Medical Center. He was 70 years old. … **George Davis ’73**, passed away July 29, 2016 in Bend, Oregon. … **Michael Robert Convell ’74**, of Beaumont Texas, died Friday, November 28, 2014. Mike spent his career traveling the world and applying his knowledge and skills to numerous financial and trade institutions. … **Richard L. Saint-Amant ’75** of Marlborough, MA died peacefully on June 28, 2014 surrounded by family at Martha’s Vineyard Hospital after a two-year battle with cancer. He was 65 years old. … **M. Camper O’Neal Jr. ’75** died while jogging in San Diego, CA on March 8, 2014. He was 66 years old. … **Virginia McCampbell Plekenkop ’75** passed away Jan. 29, 2016 in Oklahoma City, after a courageous battle with cancer. Family and friends gathered on Feb. 20, 2016, to celebrate her life. … **Deborah Gaylord Woodall ’75** passed away in Phoenix AZ on March 9, 2016. … **Donald R. Gibson ’77** died on July 10, 2013 in a motorcycle accident while in New Mexico on a business trip. He was a government contractor based at Fort Huachuca, Sierra Vista AZ. … **Sherry Greaves ’77** passed away unexpectedly on July 22, 2013 at the Ottawa General Hospital. … **John D. Walker ’78** passed away suddenly in August 2012. After graduating from Thunderbird, he led the State of Tennessee’s fledgling export office which required substantial overseas travel. Later, he moved to international banking serving the trade needs of corporate clients for 26 years. He was actively engaged as a founding member or in leadership positions on the boards of the International Business Council of the Nashville Chamber of Commerce, the World Trade Council of Middle Tennessee and the Japan-America Society of Tennessee (JAST). Through his service with JAST, he was closely aligned with the longstanding partnership of seven member states of the Southeast US/Japan Association. As a tribute and in honor of his legacy to the international business community, JAST
Professor Karen Brown Leaves a Legacy

After bravely battling pancreatic cancer for several years, Professor Karen Brown passed away on Aug. 21, 2016. Despite her illness, she remained a prolific researcher and author and continued to make scholarly contributions until her final days. In fact, she recently had a paper accepted at the Journal of Operations Management and has another under review at MIT Sloan Management Review.

When Karen arrived at Thunderbird in 2006 to take up a position as a faculty member, she quickly forged ties with her colleagues and students. Coming from University of Washington, she was already a well-published scholar and an excellent teacher prior to working for Thunderbird. Her students enjoyed her classes because her teaching methods were immersive, hands-on, and applicable to real-world business situations. She partnered with colleagues to design and deliver innovative classroom learning experiences. Staff members and colleagues recall her kindness and thoughtful gestures, remembering birthdays, sending thank you notes, giving flowers. Anyone who worked with her knew that she brought incredible skill, knowledge and craftsmanship to any project she undertook – and always with a joyful smile.

Karen was a tenured Professor of Operations Management at Thunderbird until she retired in Sept. 2014 with emeritus status. During her time at Thunderbird, she worked with faculty colleagues and administrators to improve program curriculums, students’ learning experience and their post-degree career advancements. She was a beloved professor, adored and respected by her students, a world-class colleague who was truly inspirational to everyone.

Karen kept high spirits and an indomitable determination throughout her battle with cancer, serving as a role model to many friends, colleagues and other cancer patients. Her doctors boasted about how she hiked the Grand Canyon numerous times while battling her disease and undergoing chemotherapy. She refused to let her illness slow her down, and lived her life as completely as possible throughout. Despite her suffering, she was strong and cheerful. She put on a big, genuine ‘Karen smile,’ laughed, joked and said the kindest words of encouragement to those who had the privilege to visit her and say goodbye during her final days.

Karen touched many people’s lives in amazing ways while she was alive. She will be missed, but never forgotten. Her spirit, positive energy, and inspiration will remain forever in our hearts.
illie Nelson’s ‘On the Road Again’ has become my theme song since arriving at Thunderbird in January of this year, and the collection of country entry/exit stamps in my passport has exploded dramatically. If you’re a T-bird, you know why, of course, because your passport probably looks very similar to mine – only with many more stamps. T-birds are always on the move, and my experiences as Chief Engagement Officer quickly taught me to keep a bag packed and ready to go.

Over the past 10 months, since joining the team at Thunderbird, I have visited with T-birds in Alumni Chapters all around the world (30, to be exact!) and attended three reunions, including our 70th anniversary celebration on the Glendale campus. The welcome you have provided at every stop, the energy and enthusiasm you have shown for the School and for each other, and for the truly global experience that Thunderbird provides and represents, has been remarkable. The common thread of my Thunderbird journey with all of you over the course of this year has been the shared history of this unique community.

It’s not possible to tell all the stories I heard from T-birds, but below are a few highlight ‘postcard snaps’ from that journey from a few of the many remarkable T-bird alumni who made a lasting impression on me because of their work, their achievements, and their commitment to Thunderbird. The overwhelming conclusion drawn from my travels is that you, our alumni, are not only still engaged with Thunderbird but also beginning to see that our recent challenges are behind us. All of us at the School are confident that Thunderbird’s best days lie ahead, but we also know that we need all of you, working with us, to get there.

The path forward may, at times, be a bumpy one, and not every decision made will be easy. What I have learned in meeting so many of you is that Thunderbird alumni want to stay involved, you want to engage with the School and our students, you believe in the Thunderbird Mystique, and you trust the global T-bird network. For my part, I want to do everything possible to nurture and cherish that network for, and with, you.

Thank you for bringing me into the T-bird family and for bestowing on me the great privilege to serve Thunderbird and all of you. I look forward to being on the road again in order to continue working with each and every one of you, so that together we can once again answer the call and shape the world’s rising generation of truly global leaders. #onlyhere

Postcard from… Munich…and Auckland

**Dr. Tina Huesing ’96, longtime Munich Chapter leader, recent Ph.D., and just arrived New Zealand Kiwi**

Tina has worked for global companies in the U.S. and Germany. Her experience at companies like Motorola and her Thunderbird degree convinced her to eventually pursue a Ph.D. focusing on values-driven global leadership. She was awarded her degree in May 2016. Tina and her husband, Logan, had long talked about moving to New Zealand so in typical T-bird fashion they made the leap in September. Did she have a job? Not yet, but she’s a T-bird so it’s only a matter of time. Tina wants a position with an Auckland company seeking to grow its global business. But she’s flexible and would love an opportunity to teach at a business school in Auckland.
Postcard from Tokyo…

Genichi Tamatsuka ’98, Chairman & CEO, Lawson Group, Japan

As CEO of Japan’s largest convenience store chain and the group that operates it, Genichi explained, during a recent visit to Tokyo, that his Thunderbird education has made it possible for him to keep Lawson ahead of global trends. Lawson is at the very top of the domestic consumer market in Japan and Genichi credits his approach to teamwork directly to his cohort work at Thunderbird where he learned how to manage across cultures. The Lawson corporate philosophy, not surprisingly, is to create happiness and harmony in their communities. Very T-bird.

Postcard from Dallas, Texas…

Julie Goodman ’12, CEO & Founder, Goodman Global, Dallas Chapter Leader, TELC Member

Long before coming to Thunderbird, Julie knew she wanted to run her own company. Through the T-bird network, Julie discovered a unique industry that helps companies source funding to expand globally. She also serves on a number of international nonprofit boards in her hometown of Dallas, Texas. Julie told me: “I’ve been truly amazed at how T-bird alumni have gone above and beyond to help me professionally. Thunderbird continues to be the most effective way for me to get my foot in the door with top companies and I’m proud to call myself an alumna.” Her passport stamps include consulting work done in six countries on three continents. Does that sound familiar?

Postcard from Mallorca Reunion…

You know there’s real depth to the ties that bind T-birds when you attend a 40th reunion of alumni – planned and organized by alumni. Never to be outdone by the previous year’s event, the 40th Thunderbird European Reunion took it up a notch and held the event in Palma de Mallorca, Spain in September. The attendance was, of course, amazing, with more than 200 Alumni from at least 20 countries in Europe, the U.S., and Asia. Although all T-birds know how to have fun, the EU group has a special knack. Alums were treated to a cruise around the island on catamaran, and the weekend ended with a private tasting at dinner at the Santa Catarina Winery in the Hills above Palma. The event also had a serious side, with a business forum hosting industry and academic experts on a range of topics. Gracias to the European organizing committee. We are already looking forward to the 2018 European Reunion in Stockholm!

…and get your postcards ready for the 2017 Global Thunderbird Reunion, set for November 10-12, 2017 in Goa, India!
Every slogan, every tagline, every lyric to every song starts somewhere – it comes as a spark, a glimmer or maybe with a clap of thunder and flash of lightning. Sometimes, you borrow and reshape.

That’s where Nike’s “Just Do It” came from; inspired by, of all things, a convicted murderer’s last words. True story. Google it.

Happily, the new Thunderbird tagline was inspired by something much sunnier. It was inspired by the Thunderbird Mystique. And it carries that wonderful elasticity of application that communications professionals love.

Only here.

It’s not about a place in Glendale; it’s about a place that lives within all T-birds. It’s a reflection of what makes Thunderbird different and it’s a value proposition that is delivered in places all over the world. Only here means an educational experience that can only be found at Thunderbird and in all the places around the globe where that unique experience comes alive.

We live in the most unpredictable business environment in history. The interconnectivity between markets makes all business global, affected by global events. It takes a unique skill set to thrive in today’s world and a global mindset is more valuable than ever.

For 70 years, Thunderbird has led the way in international business education and in developing global leaders. And while the school can be rightly proud of its history, what those seven decades really reflect is that Thunderbird has always changed and innovated to be relevant in a global marketplace that does not stand still.

What alumni from years ago and what new students entering Thunderbird today will tell you about the school is this: it’s different. It’s like no other place.

Let’s embrace that difference – different degrees, a different approach to executive education, cohorts that are diverse, faculty that has unique real world experience. Different is who and what we are.

What that means is that students emerge from Thunderbird differentiated. That’s why we call them T-birds. When you graduate and leave Thunderbird, you won’t look like you did on the way in and you won’t look like other master’s degree graduates from other schools.

And that means you will stand out.

How do you know that it’s more than a slogan? How can you trust that it is real?

Our alumni. Look at who they are. Look at what they do – some are enormously successful with long titles in big companies with names you know. Some have taken the reins of a family business. Some are entrepreneurs who have carved their own way of doing something, often in an interesting part of the world. Our students want the careers and lives that our alumni have. And for good reason.

So, where can they get it?

Only Here.

Jay Thorne is the Executive Director of Communications and Marketing for Thunderbird.
Show the world you’re a T-bird!

New Borderless T-shirt for Fall 2016!

Get your ThunderGear: thunderbird.asu.edu/thundershop today!
Recipe for the Future, Thunderbird Style: The Enrollment Story

It’s a good thing that Thunderbird knows how to deal with challenges because there have been some during the past few years. To paraphrase from a recent speech, when enrollment is low, we go high. Thunderbird is now fiercely focused on rebuilding the student body pipeline. The number of students at the School declined from a high of nearly 1,500 in the early to mid-2000s to fewer than 400 in 2014-15. While the merger with Arizona State University has introduced a new pipeline of potential applicants, that alone is not enough.

As a first step, our Thunderbird recruitment team has been rebuilt and has rededicated itself to worldwide efforts to attract qualified, globally engaged students. The goal – one earmarked by members of the alumni-led Thunderbird Executive Leadership Council – is to attract at least one student from every country in the world.

When fall classes began in August, with local temperatures still more like summer than Autumn, our Class of ’16 cohorts of full-time MGM, MAGAM, and Online MGM students got their first taste of what it was like to be a T-bird during their Foundations week orientation and started their programs in earnest.

In all, Thunderbird welcomed 78 new Master of Global Management students, 65 new members of the Master of Arts in Global Affairs and Management students, and a record number of online MGM students – 70. As Thunderbird seeks to improve access to students worldwide in developed and in emerging markets, our online enrollment numbers are expected to climb significantly. For now, the majority of the online enrollment comes from the United States.

While the School still has a long way to go, these enrollment numbers represent a robust improvement of 80% over fall ’15 numbers for on-campus students and an astounding 300% increase for our online students. The growth in the School’s Online MGM (OMGM) enrollment numbers reflects an increasing demand for quality graduate degree offerings virtually as a necessity for both recent graduating degree holders in addition to long-time working professionals. Thunderbird sees this as an avenue for substantial and sustainable growth.

In addition, these numbers represent an improved balance of domestic vs. international student enrollment, an important component in developing high-quality, diverse cohorts.

Thanks, in part, to coordinated marketing campaigns with Arizona State University, Thunderbird has seen several positive enrollments trends: domestic versus international student enrollment...
reflects a balanced ratio of 50/50; and we’ve witnessed a greater range of diversity, with greater traction with recruitment of Asian-American, African-American, Native American, Hispanic-American, women, and veteran student populations.

Thunderbird’s commitment to global diversity remains a core principle – the new class has representation from 43 different countries, with 85% of the overall incoming class demonstrating multilingual proficiency. At the top end of the multi-lingual spectrum, we have one student who is proficient in five different languages.

Our alumni have always been a key source of new students. No one knows better than a T-bird what ingredients go into making a T-bird. For those alumni who want to continue to help the School connect with great candidates, the Thunderbird Alumni Referral Program is still very much in effect and we encourage you to lend a hand. Your assistance helps the School and it helps the students.

This referral program provides the student who is recommended with up to a 40% Global Excellence tuition scholarship; 30 students benefitted from this program this year. You can find the information on how to do this on our newly designed website at thunderbird.asu.edu.

As you might expect, personal contact is the strongest element in recruiting great T-birds. In addition to our alumni referrals, Thunderbird’s global recruitment team is hard at work, recently embarking on its annual World Tour, with stops throughout the United States, Latin America, Europe, Asia, Africa and the Middle East. Information on this tour is also on the website and chapter leaders are good contacts for information for announcements about tour stops in your area.

When deciding to admit a new student, nothing is more compelling than the personal recommendation of someone who’s been there and knows what the Mystique means. So, check your local listings, as they say, and if the recruiting team is stopping in a city near you, we invite you – we encourage you – to help us meet with prospective students at recruitment fairs, engage in a prospective student/alumni gathering, or connect a promising candidate to Thunderbird program information and updates.

We hear it all the time: Thunderbird changed my life. Truism though it may be, no one knows better than you, a T-bird, how Thunderbird can make an audacious difference in someone’s life. When you recommend a student, you bring us the future. #OnlyHere
When you are truly attached to a brand, you want some swag to show it. And when something new comes out, you want that, too.

During Thunderbird’s 70th Anniversary celebration in April many students, faculty, and staff were approached by alumni asking “Where’d you get that shirt?!” While it’s a simple question to answer—a graduating class designed a class t-shirt that the School reproduced for the campus community – that really isn’t the complete answer. Like the lyrics to a great song, you’ll find more if you look a little deeper.

Here’s the backstory.

The BORDERLESS shirt was designed during a significant time of change, disruption, ambiguity and uncertainty – a mystical call to a T-bird. The t-shirt is how the students responded to a transition they did not ask for and that, in all honesty, few really wanted at the time.

“Our school had just merged with Arizona State University and a lot of students were concerned about the future of the Thunderbird Mystique. Spring ’15 TSG President Sabah Hussain pioneered the BORDERLESS shirt initiative to remind students that the future of the School’s culture and the continued existence of the Thunderbird Mystique depended on them. As TSG Vice President, it was a pleasure to work with Sabah to support this initiative; students and alumni must continue to represent the School and have pride in the fact that we will always be Thunderbirds.”

Tion Barnaby ’15
TSG Vice President

The students tapped into something that generations of their predecessors connected with as well, hence, the demand. But its source of inspiration was uniquely personal for the Class of ’15 and ’16. The original goal wasn’t as grand as the impact it has had. The idea was simple:

“Spring trimester of 2015 encompassed our first few months as part of ASU and saw a lot of change. To raise Thunderbird spirit and see more blue around campus, TSG held a t-shirt design contest where the winner got some #tbirdlife swag. Our last regional night of the trimester, we each took home a shirt that summed up our identity as global citizens. I still love seeing that shirt on social media!”

Sabah Hussain, ’15
TSG President, Spring 2015

Today, the BORDERLESS shirt is worn by students, faculty, staff, and recent alumni all the time, not because it was a free shirt, but because it demonstrates their Thunderbird pride in a very simple – and visual – way.

Yes, it is just a shirt, born from a moment in time and imbued with a global mindset. But it tells a larger story about the true identity of T-birds. We live, work and explore this globe; T-birds are the original borderless executives. Take pride in that, always, and enthusiastically wear your BORDERLESS mindset wherever your travels take you.
Welcome Back to Thunderbird Executive Inn & Conference Center!

If you are planning a meeting, press release kickoff, board retreat, training program, holiday celebration, spring training excursion, or you just need to get together with fellow alumni to catch up on the latest news, why not come home to where your global education program started?

According to Successful Meetings top trends, one of the biggest changes on the horizon is the changing expectations of attendees. They want more than just a trade show and a couple of dinners; they want an experience.

Nearly two-thirds of the meeting planners polled in the Successful Meetings “2016 Trends Survey” said the “need to create a compelling meeting experience” for attendees was one of the most important trends to follow in order to create effective meetings.

“First and foremost, we’re seeing a definite increase in the demand for experiential learning,” said International Association of Conference Centers’ Mark Cooper. “People don’t meet in the corridor or over the water cooler anymore, so an important part of bringing people together is to build relationships and bond. To do that [planners] need to find ways to create a meeting experience, such as teambuilding or experiential learning.”

Cindy Fisher, of Carlson Wagonlit Travel (CWT), added, “More companies are looking at integrated value when it comes to their strategic meetings programs and events. Absolutely, return on investment is critical, but so is ensuring that it’s an impactful event experience for those attendees that they walk away with a memory.”

This type of “high-sensory” experience leads to a greater emotional connection, Fisher said, noting that this in turn is “what can ultimately drive better brand recognition, sales, client retention and behavioral change.”

What better location to create a high-sensory experience and emotional connection than Thunderbird Executive Inn & Conference Center? The classrooms and auditoriums you remember from your educational programs are available to host your organizations’ next meeting, training or event.

Every meeting or event held at Thunderbird Executive Inn & Conference Center includes our Platinum Service which aims to create the key trends outlined by industry experts:

• Experiential learning
• Building relationships & bonding
• Walking away with memories
• Compelling meetings
• Greater emotional Connections.

Our evolutionary and proprietary Platinum Service is always improving with age. Taking its early cues from the legendary Ritz-Carlton service model, Platinum Service is rooted in the painstaking and ongoing training of our associates and an exacting attention to every last detail. Our Platinum Service culture leaves nothing to chance. Our consistent exemplary level of service is the result of our commitment to the highest level of training which focuses on inspiration, motivation, discipline and ongoing education.

Continue to share the Thunderbird experience with all of your participants and attendees, and then stop by The Pub for some team-building! Thunderbird is your home, where you have made connections with the people you have met and the memories you have shared and experienced.

Continue that tradition by bringing your organization to connect and meet at Thunderbird Executive Inn & Conference Center!
It is with great enthusiasm and institutional pride that we provide you with this copy of Thunderbird Magazine. It’s back.

I have had the privilege of visiting many of you all around the world in the past two years and more than once I had the occasion to see an old magazine resting on a desk in someone’s office, or on a coffee table in their home. Many of you have told me how much the magazine means to you and how it helps you stay connected with the School. The question was always, “when is it coming back?”

So, here it is and I hope you enjoy it.

As always, there are a number of great stories because Thunderbird and its graduates always have interesting and inspiring stories to tell. For my part, I’d like to share a bit with you about what has happened since the merger with Arizona State University in 2015 and the vision we have for Thunderbird’s future.

First, let me share with you that neither I, nor the administrators at ASU, nor likely you, had any idea in December of 2014 how broken Thunderbird was. The School was in financial despair, its infrastructure was broken, its staff was demoralized, its faculty was in survival mode, and its pipeline for new students had virtually run dry.

Clearly, we had a mountain to climb.

There has been a strong and steady rebuilding job over the past two years that continues today even as we look to plans for expansion in the future. We have re-conceptualized and launched new programs, we have added faculty, we have hired new staff, we restructured operations and infrastructure – like the new web site that was launched in September – and we have turned around enrollment numbers, more than doubling intake from 2015 to 2016.

As important, maybe even more so, our alumni have had their faith restored. In April of this year, almost 800 alumni from around the world came home to Thunderbird. It was a rebirth and a rediscovery – and a renewal. The feeling on campus in April was markedly different from the mood that existed when I arrived in the winter of 2014. This celebration of our 70th birthday was repeated in Asia (May) and Europe (September).

The most important thing I can share with you is not so much what is different, but what is the same – our amazing students. You would recognize them. They are naturally inquisitive, creative and entrepreneurial. They are very bright young men and women, eager for an international career, possessing a global mindset. They speak different languages and come from many different countries. They enter eager, but uncertain. They discover one another and find themselves in the process. They blossom into T-birds.

It is just as it always has been – a different time, a different school structure, different degrees, but the same high quality, the same pride and the same T-bird DNA.

Our vision for going forward is to truly globalize Thunderbird. This year, we opened an office in Dubai. We see opportunities to establish similar hubs in Asia Pacific, in South America, and ultimately in Africa. These are opportunities that cannot be realized from a campus in Glendale – so we will expand with offices, not classrooms, around the globe.

In addition, we will accept that education is now increasingly delivered online – and we will embrace that platform in addition to our more familiar classroom experiences. Thunderbird education will always include rich opportunities for field experiences, and our online students will be invited to share in those. We will not turn our back on those who want the Thunderbird experience but need access to be provided online in ways that will allow us better access to the world. We will innovate and we will deliver.

By refocusing on global management and shifting away from the MBA degree, Thunderbird will continue to look at specialized master’s degrees that complement the Master of Global Management (MGM) and Master of Arts in Global Affairs & Management. These decisions will be both responsive to marketplace demand and strategically sound for the School.

Our alumni network will always be at the core of what we do. You carry the brand with you each and every day. Thunderbird probably does not look the same way it did when you were enrolled. It is our duty to keep changing. In doing so, we are mindful of the global mindset that has always guided the School and continues to do so. And as the media reminds us, millennials are a different breed, but while generations change, our focus on high-quality students remains a priority.

One need only look at the 2016 incoming class members to see that Thunderbird remains a leader in attracting and educating global leaders, carrying on the tradition that thousands of T-birds, like you, so well represent.

Dr. Allen J. Morrison
CEO and Director General

Letter from the CEO

We’re back!

Magazine return shows positive Thunderbird trajectory
Thunderbird Global Reunion
November 10-12, 2017

Join your fellow T-birds from throughout Asia and around the world as Thunderbird Alumni India host the Global 2017 Reunion in Goa, India hosted by:

Dr. Michael Crow
President of Arizona State University,

and

Dr. Allen Morrison
CEO and Director General of Thunderbird School of Global Management
Thunderbird is your home – where you’ve made your connections. Why not continue that tradition by bringing your connections to meet here?

WE OFFER:

- Over 40,000 square feet of meeting space
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- Thunderbird Event Center (TEC)
- Distraction-free environment
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