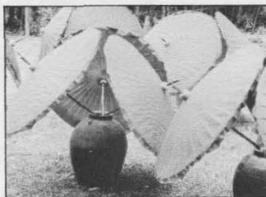
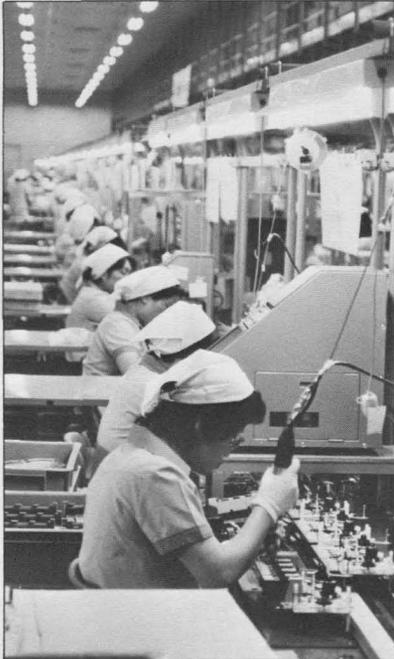


# THE THUNDERBIRD

Summer 1979



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## THE THUNDERBIRD

is the quarterly alumni publication of American Graduate School of International Management.

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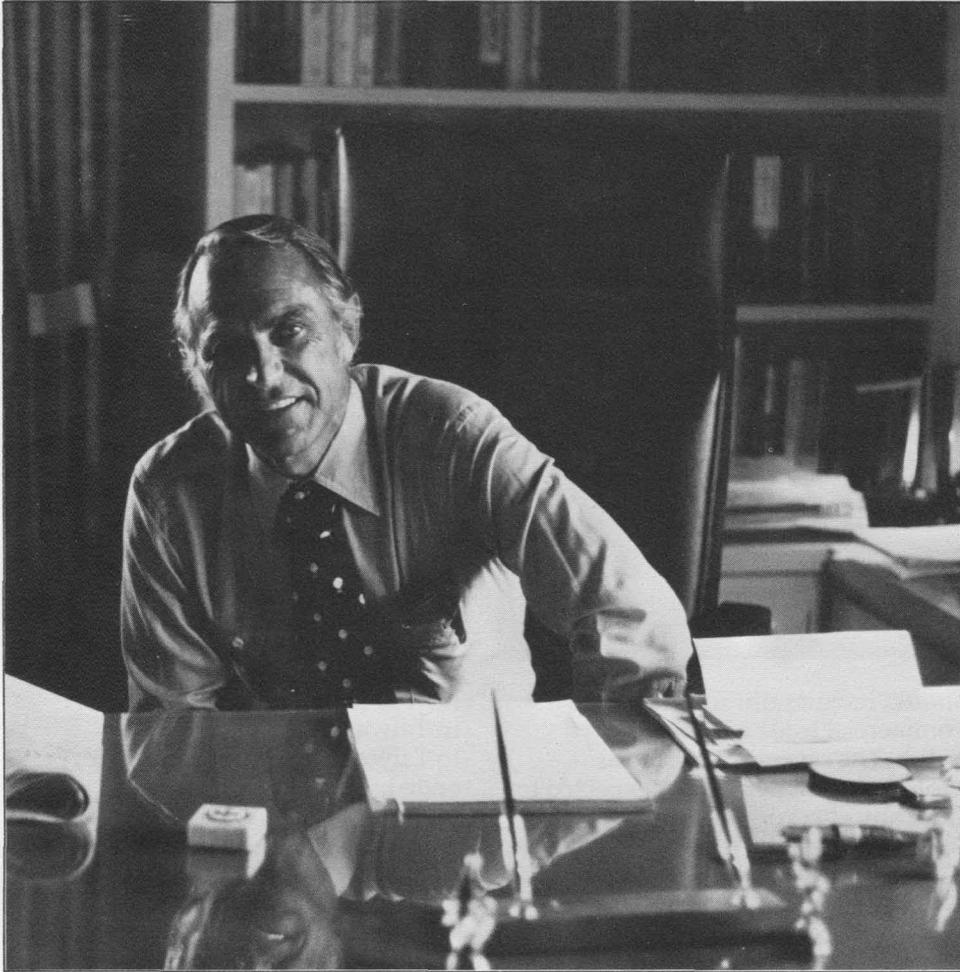
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# THE PRESIDENT'S MESSAGE



The Far East is rapidly becoming the economic boom area of the world. We at AGSIM feel the tremors through the quickening effort of companies recruiting graduates interested in far eastern assignments and the increased popularity of the Chinese and Japanese course offerings. According to our latest count there are now 104 Thunderbirds working in Japan, 52 in Hong Kong, 43 in Korea, 37 in the Philippines, 25 in Thailand and 18 in Taiwan.

At AGSIM we now have 31 Japanese students to top the list of foreign students. In addition there are 17 students from the Republic of China and 15 from Korea.

Our joint venture with the Institute of International Studies and Training in Japan continues to be of great value. There are currently a group of 15 Thunderbirds studying there for the spring semester. This summer a group of IIST students will visit AGSIM.

Of particular interest for future AGSIM activities in the Far East was an April visit to the campus of ten visitors from the Peking Institute of Foreign Trade in the Peoples Republic of China. They voiced great interest in developing a mutual program of cooperation with us.

We are vitally interested in the economic prospects in the Far East and the School will continue to develop programs and contacts in the area.

William Voris  
President

# The tip of the iceberg . . .

by Michael E. Blimes

*(Editor's note: We wrote to a number of Thunderbird alumni contacts in the Far East to ask their personal opinions regarding the changing economic climate. Of the nearly forty T-Birds we contacted, 25 per cent responded with detailed answers. Others wrote back to express their regret that they were away when our letter arrived and were not able to answer by the copy deadline. To all, we wish to express our heartfelt thanks for their assistance in making this issue of The Thunderbird especially informative.)*

Recent news reports indicate that Japan and Taiwan lost their massive trade surpluses in the first half of 1979. Because of huge price increases for oil and each nation's efforts to trim favorable balances with the United States through increased imports, an adverse financial shift has developed. Japanese analysts are predicting an overall deficit of between \$1.8 and \$2.2 billion for 1979.

Although both countries were successful, under pressure from the United States, in increasing their purchases in this country to achieve more balanced trade, it was the cost of oil that threatened their positions as successful global traders.

The very fact that both of these nations have an established record of phenomenal growth in their trade development arouses a sense of wonder as to what the future will hold. With the addition of the People's Republic of China as a new trader with the United States and the switch in diplomatic recognition from Taiwan to mainland China, several questions arise.

For example, what will be the economic and political future of Taiwan without the diplomatic backing of the United States?

Clifford Bevens, '50, managing director of Goodyear (Thailand) Limited, writes from Bangkok that he believes the future is still bright.

"Taiwan, with its economic success and large favorable balance of trade,



should have continued growth in its commercial trade with the United States. The severance of official diplomatic relations is not expected to have any effect on the already established companies (whether Taiwanese, Taiwan joint venture or foreign), which have enjoyed expanding business," according to Bevens.

Beaumont Lower, '63, vice president of Marine Midland Bank's Jakarta, Indonesia office, agrees that the withdrawal of the diplomatic backing by the U.S. will have little adverse effect. "On the contrary, at least from the political standpoint, I believe that the opening of U.S. relations with Peking could be of some benefit. In the past, the U.S. and its ally, Taiwan, were considered by the PRC to be antagonists. The opening of relations with Peking by the U.S. should now at least provide an avenue for discussion and negotiations whereas no channel previously existed.

"On the economic side, it would not appear that major changes are forthcoming. With the recent opening of the American Centre in Taipei, it would appear that the U.S. intends to

abrogate its various trade treaties with Taiwan. It is my opinion that the Taiwanese will be able to look after themselves," added Lower.

L. Kent Densley, '72, Southeast Asia representative for the Industrial National Bank, observes from his base in Singapore that during an April visit to Taipei, "it was obvious that the people were not pleased with the recent recognition of (Mainland) China . . . but, nevertheless, their attitude was that the U.S. had made a decision and they (the Taiwanese) should get about their business maintaining Taiwan's economic development.

"One interesting phenomenon which I think is worth mentioning is that of renewed investment interest from non-traditional sources (i.e. European). Since the U.S. recognition of China, many of the European banks have expressed a desire to do business in Taiwan. This, in my opinion, will be to Taiwan's advantage," Densley added.

Not everyone let the U.S. off the hook so lightly. Chin Wah Ying, '77, district manager — Far East for Clark Equipment's Melroe Division, expressed his concern over the loss of trust in the word of the United States.

"Perhaps the saddest part of it is that Taiwan put all their trust in the American wagon and was shafted in the process."

He felt that providing some defensive considerations could, at least, help the situation.

"As long as there is some form of defense pact, they (the Taiwanese) would feel more secure," according to Ying.

Ying will certainly be pleased to learn that an application by Taiwan to purchase parts for the production of 48 fighters, 29 laser target designator sets and 48 Maverick missile modification kits for \$165.6 million has been published in the Congressional record.

No objections to the proposed transaction, which includes logistical



Far left, Temple ruins at Ayutthaya, previous capitol of Siam (Thailand). Photo provided by Clifford Bevens, '50.

Above, Video recorder assembly line at the Hitachi Tokai factory in Mito, Japan. Photo by Kerry Hofferth, '79.

Temple of the Dawn at Sunrise. Photo provided by Cliff Bevens, '50.

Below, Rice barges in Thailand. Most agricultural products are transported via the large canal system. Photo provided by Cliff Bevens, '50.



support and spares for earlier aircraft and Sidewinder missile purchases, are expected from the Senate.

Taiwan will lose \$240.6 million from its favorable balance with the United States, if the Senate approves the application.

Ying also noted that the reaction in Singapore to the switch in diplomatic ties with the U.S. was somewhat unique. "Singapore is in rather a unique position. For the past three decades, neither (the People's Republic of China nor Taiwan) have had full diplomatic ties with Singapore. But, both trade equally aggressively. Recognition of one would jeopardize the trade relations with the other. I firmly believe that this status quo will remain for a while until the PRC presses for full ties," he added.

Theodore Ryan, '62, vice president of E.D.S. World Corporation's Singapore office, said he felt the reaction in Singapore had been passive. "Most people in the World really wonder why we didn't do what we did four or five years earlier," he noted.

Ryan also indicated that the PRC will be able to handle the switch from self-reliance and anti-capitalism to enthusiastic encouragement of foreign investment and trade on a permanent basis.

"The People's Republic will be able to handle the switch nicely. They are awakening to what must be done to survive in the world. They are studying carefully the experience of Yugoslavia as a progressive socialist/communist state," he added.

Jung-Bae Kim, '75, general manager of the export and business division of Asia Cement Mfg. Co., Ltd., wrote from Seoul, Korea, that "the current constitution of Red China has nothing to do with the inducement of capitalism into (the country).

"When considering the doctrine of Marx, government control over the means of production is regarded as socialism. The Red Chinese will never stay away from it.

"It is possible that the investment of foreign capital might affect the trade and most of the markets in Red China in many aspects, but there will scarcely be the possibility that it will exert control over the entire social structure of Red China," according to Kim.

Kent Densley suggested that the answer is difficult as China's policies seem to flip-flop from day to day. "I recently met with a Chinese trade delegation in China regarding financ-



ing major projects in the Peking area," said Densley, "and it was obvious that this trade delegation had received a mandate from the top to enter into contracts in the amount of \$50 — \$100 million.

"This is a drop in the bucket, given the overall projects, but nevertheless a conscious decision has been made to modernize the country. How long this conscious decision will last remains to be seen. It is obvious that China does not have the financial resources sufficient enough to finance its major projects," he added.

Cliff Bevens reacted to the question as to whether or not the communist ideology will prevent effective economic modernization in China by observing that, "The communist ideology will probably have to be reduced or modified if the capitalistic system develops as would be expected through the eyes of an American." He noted that there are compromise routes.

"The successful exporters and factories in Israel are not necessarily capitalistic as we know it," according to Bevens.

Ralph Hetzel, '68, writes from New Zealand that "the communist ideology will use any factors to meet its goals. The ideology may be modified to meet the goal of modernization."

William Wagner, '68, representative of the WABCO Trade Company in Singapore, advises us that, providing the current leadership stays in power, China will give greater freedom to the people. However, the process will be very slow.

"The people of China are more than happy to accept the capitalistic way of thinking. The problem is the Communist Party. The Party, as any group, has people both for and against this

new way of thinking," advised Wagner.

Considering Japan's current status as a major industrial power, we asked our select T-Birds their personal opinion as to whether or not they saw the center of world economics shifting from the West to the Far East if China succeeds in realizing economic modernization.

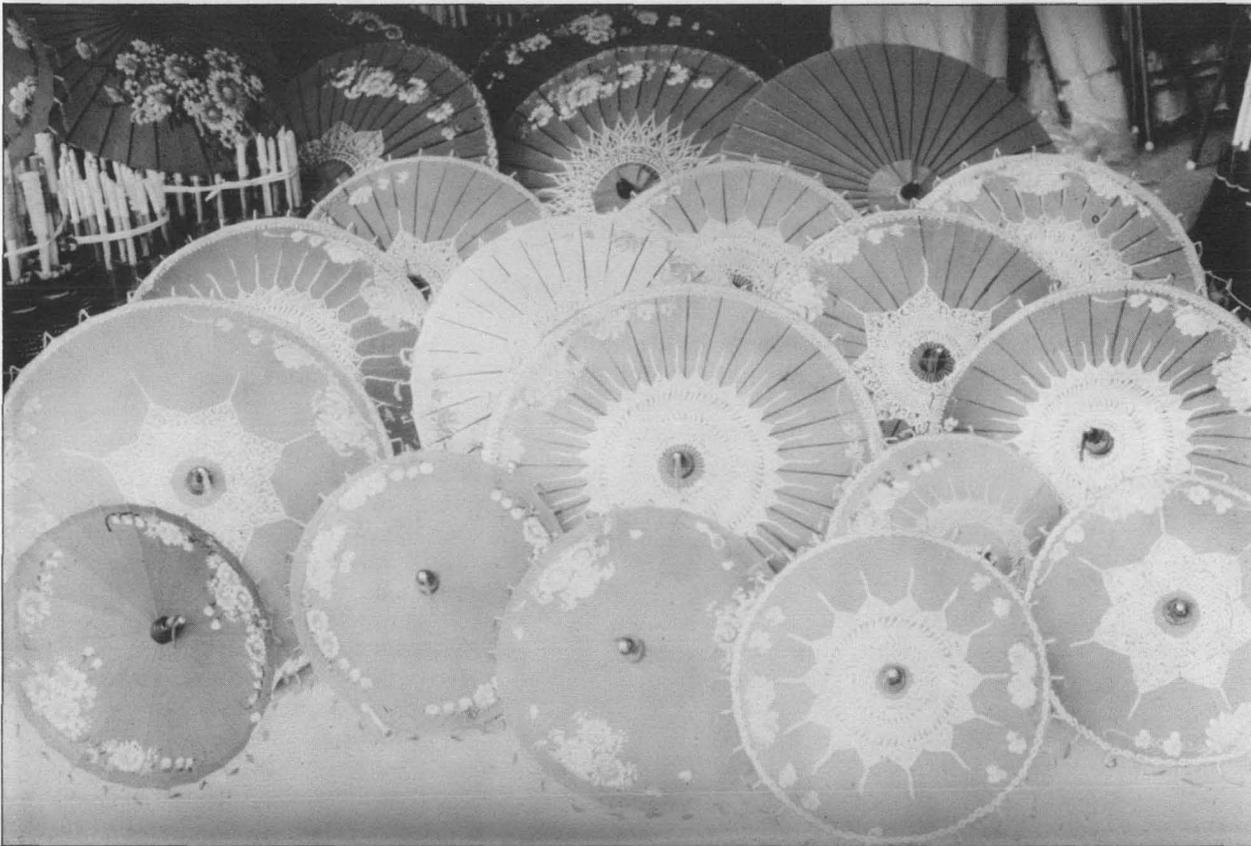
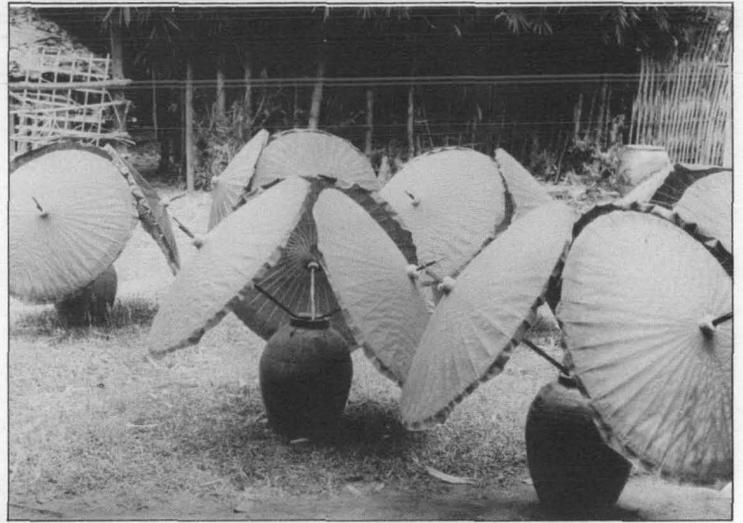
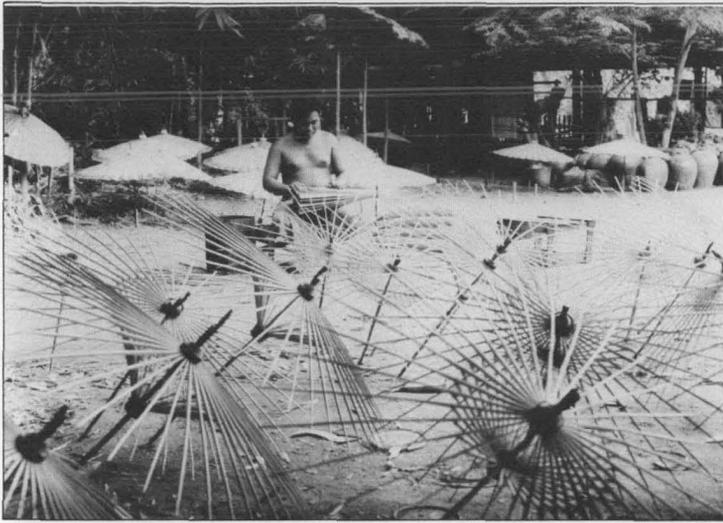
To balance our perspective, we also asked Prof. Martin Sours, a member of the faculty in the International Studies department at the Thunderbird Campus, to weigh the question. Prof. Sours advised us that, "there is no question in my mind and in the view of others (i.e. the Hudson Institute) that the Pacific Basin is becoming the focal point of the world economy.

"This will require shifts in attitude and judgement and, thus, the 'intangibles' will be more important in the future as the objective forces in this direction become increasingly undeniable," according to Prof. Sours.

Jae Suk Lee, '73, a representative of the Korea Development Bank's office in Kuwait, commented on the probability of such a shift from half way around the world, "I believe that this sort of shift would not take place in a short time. Some parts of trade may shift to China due to low prices, but the established relations with the West could not be shifted so easily. The West's know-how and the way Europeans deal with other areas cannot be easily forgotten. There are other considerations, of distance and the manner and customs of the Chinese, to which the world market is not yet accustomed."

Kent Densley added, "Keeping in mind that China has been isolated for 30 years, I cannot see them modernizing overnight. Given this and since Japan has very few natural resources, it is my opinion that the West will be the centre of world economics for the next 20-30 years."

Cliff Bevens observed that China, with concentrated technical help from Japan, could develop to such a point that a shift in economic influence could result. "An equally important consideration is the recent acceleration in the activities of ASEAN, the association of Thailand, Malaysia, Singapore, Indonesia and the Philippines. With a total population in excess of 250 million, developing countries and growing gross national product levels, ASEAN, if properly orchestrated, can be a most important



*Far left, Inspecting video recorders at the Hitachi Tokai factory in Mito, Japan. Photo by Kerry Hofferth, '79.*

*Above, An umbrella village in Chiang Mai, Thailand, demonstrates the assembly process from framework to finished product in paper and silk. Photos by Stuart Warner '80.*

*Right, Using hemp to repair decks of boats is a common sight in Singapore. Photo by Dan Ryan, son of Ted Ryan, '62.*



grouping," according to Bevens.

He cited the downward cycle of the economic patterns in many Western nations, especially in Europe, that could contribute to this Eastward trend.

Ralph Hetzel was not as optimistic in New Zealand. He noted that there seems to be developing a negative feeling toward the Japanese. He attributes this to "an uneven balance of payments problem and Japan's unwillingness to compromise. This inability of the now economic leader (Japan over China) may jeopardize the Far East's position in the future."

Back in Jakarta, Bo Lower expressed his personal feeling that a certain amount of shifting has already taken place.

"Japan has led the way in helping to establish Asia as a significant economic force of the future. Even without the modernization of China, this shift has been significant. Growth rates in Southeast Asia are continuing at a relatively high level when compared to the West and it is expected that this relative increase will continue.

"With a population in the vicinity of one billion people, the effect of China as a market cannot be ignored. . . I believe development in China will proceed slowly and in line with Chinese objectives. The balance of Asia will continue to develop at a relatively

*The forlorn look of the routine is captured by this picture of a woman pulling vegetables to market. Photo by Dan Ryan.*

more brisk pace than those nations of the West.

"While I do not see a shift in the centre of world economics occurring towards Asia, I do foresee a significant lessening in the dominance of half-a-dozen nations in the world as far as industrial production is concerned. This I view as a very healthy shift, providing more nations with a fairer slice of the industrial production pie," said Lower.

Ted Ryan concurs that the shift will not take place, but for a slightly different reason: "The West continues to be the creative centre of the world. Our friends in the Far East have infinite ability to produce and infinite ability to work, but only to plans which essentially are created in other parts of the world."

While it is the general consensus that the shift in economic power may not occur in this generation, there is no denying the potential in China and other nations in the Far East. Like a giant iceberg, the bulk is hidden below the surface. And like the iceberg, we do not yet know whether the Far East will prove a hindrance to the channels of world trade or the vitally needed source of new resources and markets.

It will be up to the men and women of the world who are especially well versed in international management to serve as guides and counselors to fulfill that potential. . . individuals like our Thunderbirds who have provided such a valuable insight into the ever mysterious and intriguing Far East.

## T-Birds pioneer progress

*(Editor's note: Enrollment of women as candidates for the Masters of International Management has increased more than 40 times since 1964. From a mere 2% in 1964, women students at AGSIM now account for 25% of the student body. Currently there are some 230 women students on campus and each semester brings in a greater proportion.*

*Women are becoming more numerous at Thunderbird because of increasing opportunities in management positions — both domestic and foreign.*

*In order to attempt to evaluate their actual acceptance in business dealings, we wrote to a random sample of alumnae, asking them to share their experiences with us. Our intent was to better understand the difficulties that women in business face, their disadvantages in the U.S. and abroad, and the possible limitations in their career aspirations. Instead, we heard of expanding opportunities, determination and success. We would like to share with you the optimism we found in the responses of these Thunderbird women.)*

Laurie Krieger, '77, is a pioneer in the agricultural industry. She is an international trade executive with the Michigan Department of Agriculture and is responsible for promoting their products overseas. Ms. Kreiger is one of a handful of women professionals in a department of 700 people and one of two women in the country with that position. Her activities in the past year have included: six weeks traveling through the Midwest and California with a 28 member delegation from the People's Republic of China, three weeks in Mainland China with an agricultural delegation, and promotional travels to Algeria, Tunisia and Morocco, a trip to Venezuela, as well as London and Switzerland.

In almost every instance, she is dealing exclusively with men and finds there are certain obstacles to this that she has had to deal with. Ms. Kreiger explained, "Basically, I think being a woman is an obstacle at first. Women, more so than men, have to prove themselves when dealing with American and foreign men. They must know what they are doing, and must be serious about it. It takes hard work and determination, but after that is established, I feel being a woman is an



## for women in international trade

by Brenda Sexton

advantage — often companies prefer to work with me — it's a refreshing change for them!" Regarding difficulties in dealing with foreign cultures and traditions, she added, "I love my job and feel I can meet the challenges as they come along."

Another alumna pioneer, Nina Walchirk, '76, is meeting the challenges of the international film industry. Having heard of the program through AGSIM Career Services, Nina applied to Warner Bros. International and was accepted as their first woman management trainee. Her training took place in Peru and Brazil prior to serving her first position as manager in Portugal. She is now working in Panama.

Nina feels that, "since this particular industry is less conservative and regimented than other businesses, I have as equal a chance for any opportunities and promotions as my male colleagues. My performance and experience are the basis for any judgements of this kind — not my sex." And in dealing with clients, she says, "Fortunately I have never felt restricted by the fact that I am a woman in this position. After the client's initial surprise, business is business even in Latin countries where career women are so rare."

Kathryn D. Barrios, '76, an assistant treasurer for Chase Manhattan Bank, is in Guatemala as a second lending officer, and regards Chase's policies towards equal employment and placements as highly laudable. During her third semester at AGSIM, Kathryn

interviewed not only with Chase, but with two other major U.S. banks as well. From the outset she felt Chase evaluated her solely on her own merits, though the other banks questioned her extensively on her marital status and husband's profession.

In Guatemala, where she is the only female lending officer in the country representing a foreign bank, it seems that her biggest problem is finding other business women to relate to since there are so few local career women. In dealing with her clients she states, "I am not at a disadvantage being a woman, although I deal exclusively with male customers and am sure it is a novelty for them to deal with a woman in my capacity."

Christine Wilfer, '76, is working for Continental Grain in New York. As an internal auditor she is often sent abroad and finds in this position it is frequently an advantage being a woman. Though she doesn't claim to be a psychiatrist, she suspects that women auditors are viewed as less threatening. She also finds, "there is definitely equal opportunity for promotion in this company," though wonders whether in foreign divisions this would hold true.

In Germany, Cynthia Ogburn, '73, is representing and promoting five states in exports, tourism and reverse investment, with The Old West Commission as deputy director and has had some very positive experiences. "As far as I am concerned, there are equal opportunities for me in

advancement and placement both domestically and internationally. For every position I've held, I've been in direct competition with others. Almost always they were men. I am not aware of one occasion when I applied for a position and was not hired because I was a woman," advised Ms. Ogburn. In her business relations she finds that, "Thunderbird is excellent training for a woman who is planning a business career. It gives her the opportunity to perform in a male-dominated society much like the one she will enter upon graduation." She has encountered resistance in certain foreign countries where the businessmen are at first reluctant to deal with a woman in important matters. She finds acceptance and success in the end based on capabilities. She added, "It is certainly possible, though, to have success in these countries too . . . You've got to know what you're doing — and do it well."

The Thunderbird woman graduate seems determined to succeed. From these accounts it appears that she has been able to combine her education, experience and personality effectively in her career. She is, therefore, being accepted and respected by her male business associates. These Thunderbird women are pioneers and their successes are paving the way for the increasing numbers of Thunderbird women graduates. It is an exciting and innovating time for women in general, and it appears that Thunderbirds have that determination, confidence and skill to lead the way.

## Two new overseas study programs announced

Dr. William Voris has announced overseas study program agreements with the American University in Cairo, Egypt (AUC) and the Escuela Superior de Administración y Dirección Empresas (ESADE) in Barcelona, Spain.

The AUC program gives students the chance to study in Cairo for one semester. Students may then transfer credits received there toward their degree at AGSIM.

The program agreement with ESADE allows for students to receive 40 hours of instruction in Barcelona and 30 hours at AGSIM. After completion of the total credit hours, students will receive dual degrees — a Master of International Management from AGSIM and an MBA from ESADE.

The addition of these two programs makes a total of eight cooperative and exchange programs at AGSIM. Other

programs at AGSIM include a dual program arrangement with Southern Methodist University in Dallas, cooperative programs with the University of Arizona and Drury College in Springfield, Missouri. Overseas study programs include agreements with the Institute for International Studies and Training in Japan, the Autonomous University of Guadalajara and the Oxford Management Centre in England.

## Fund raising effort initiated by students

Spring semester, 1979, will long be remembered as the beginning of the Thunderfund. A student initiated and conducted fund raising effort, the Thunderfund came out of the Associated Students Legislative Council (ASLC) development committee discussions with the alumni and development offices.

The first effort, which set the pattern for subsequent successes, was centered around Thunderfund captains who were assigned 10 to 12 names to contact personally and obtain pledges as investments in the future. The success was immediate. More than half the graduating semester students pledged nearly \$36,000. The second effort had a similar return with 43% of the summer semester graduates pledging nearly \$22,000. Both efforts exceeded their initial goals of \$20,000 and \$12,500, respectively, by wide margins.

Recognizing that Thunderbirds will need time to get themselves established after graduation, the Thunderfund effort was designed to allow up to two years to begin honoring a pledge and from three to five years to complete the commitment.

Many of the graduates are expected to go to work for companies with matching gift programs whereby the employer matches the contributions dollar for dollar and sometimes two or three for one. This may greatly increase the actual amount returned from what is expected.

## Fifth annual balloon race scheduled

The fifth annual Thunderbird International Balloon Race, sponsored by the Friends of Thunderbird and the Glendale Chamber of Commerce, will highlight the weekend of November 9, 10 and 11 at the Thunderbird Campus.

An international banquet, auction and silent Calcutta will lead off the weekend's activities. More than 50 hot air balloons are expected to participate in the two days of races and competition. "Art Reach '79," an arts and crafts show sponsored by AWARE will be a featured activity, as well as the many student booths which will feature the same mouthwatering morsels of international cuisine past years have enjoyed. Thunderbirds from around the world may plan to attend the Homecoming and Reunion activities being planned.

Awards to winning balloonists will be made by Arizona Governor Bruce Babbitt amid the live entertainment that is traditional with this very popular weekend.

Alumni are asked to send items for the international auction to:

Ms. Betty Turner  
T-Bird Balloon Race Office  
AGSIM, Thunderbird Campus  
Glendale, Arizona 85306

All items donated will be auctioned to provide funds for scholarship assistance to Thunderbird students.

## Palkhivala speaks on India

The Honorable Nani Ardeshir Palkhivala, Indian Ambassador to the United States, addressed students at the Thunderbird Campus in March. The ambassador spoke to students regarding "India Moves Toward Political, Social and Economic Stability."

Palkhivala also addressed a dinner meeting of the Council on Foreign Relations at the Phoenix Country Club that evening.

## First American Woman China Trader Addresses AGSIM Graduates

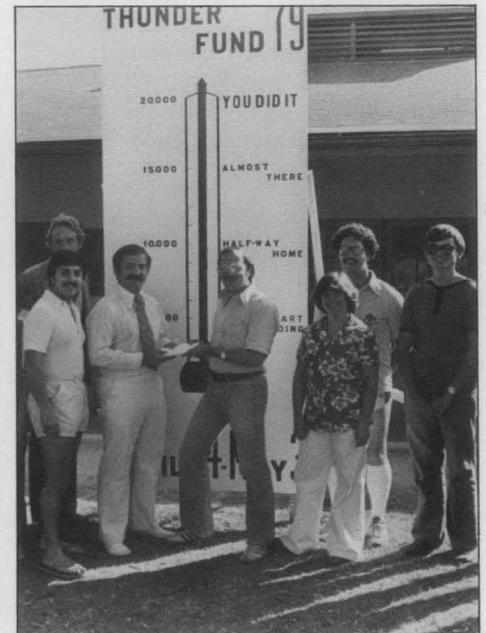
Mrs. Lee Sobin, president of Friendship International Corporation, Boston, Massachusetts, delivered the commencement address at American Graduate School of International Management's 72nd graduation, on Friday, May 18.

Mrs. Sobin discussed "Trade and Cultural Exchanges As Arms of Foreign Policy".

Mrs. Sobin made her first trip to China in 1972 when she accompanied her husband, Julian M. Sobin, when he was the first U.S. businessman invited to Peking. Together with Chinese trade officials Mrs. Sobin founded Friendship International in Peking in 1972. She is the only American person who has attended all of the 15 semi-annual Canton Trade Fairs since Americans were first invited.

Friendship International first imported labor intensive products out of China, but quickly moved to representation of others. Friendship International now trades in basic and heavy industries, medical instrumentation, capital equipment, design and construction and technology transfer.

Director of Alumni Relations Michael E. Blimes gratefully accepts the student Thunderfund pledge commitments from the graduating classes of Spring and Summer 1979. Their combined effort has meant nearly \$58,000 pledged to the school . . . an investment in the future of a program they believe in.



## Thunderbird loses a friend

Mrs. Jordan (Doris) Paine passed away April 29, 1979 after a long illness.

Mrs. Paine was the founding president of Friends of Thunderbird and will long be remembered for her sincere desire to enhance the Thunderbird experience for students and create a special awareness of the school in Arizona.

She organized the first Thunderbird Invitational Balloon Race and has annually been one of its most enthusiastic participants. She was most recently a member of the committee which organized a "Roast and Toast" of Berger "Mr. Thunderbird" Erickson, executive vice president of the school.

Mrs. Paine's husband, Jordan, is a member of the Class of '47.

The Doris Thompson Paine Memorial Scholarship Fund has been established at the Thunderbird Campus. A close personal friend pledged to match each contribution and her family and friends have assured her a special place in the hearts and minds of the campus community. Doris Paine was a true friend of Thunderbird.

## Thunderbird Receives \$100,000 Challenge

The Thunderbird Campus has been awarded a \$100,000 matching grant by the Kresge Foundation, Troy, Michigan, for the construction of a new classroom building, according to President William Voris.

This grant is one of 177 new grant commitments totaling \$35.1 million made by The Kresge Foundation after considering 1,190 qualified proposals in 1979. The grants went to organizations in 35 states, the District of Columbia and three foreign countries. These grants were generally toward projects involving the construction and major renovation of facilities. Usually, recipients had raised initial funds and grants were authorized on a challenge basis to help obtain the balance of funds required.

The Kresge Foundation was created solely by the personal gifts of the late Sebastian S. Kresge and is not associated or affiliated with any other organization or corporation. Since 1924, appropriations of over \$346 million have been made to institutions in the areas of higher education, health services, the arts, social welfare and conservation.

## British U.N. Ambassador at Thunderbird Campus

The Honorable Ivor Richard, British Ambassador to the United Nations, and member of the Security Council, spoke at American Graduate School of International Management on Wednesday, April 11. His talk was entitled, "Israel and the Mideast: The Ultimate Test of the United Nations as Peacemaker."

Ambassador Richard is a Queen's Counsel, a member of the Fabian Society, the Society of Labor Lawyers, the International Institute for Strategic Studies, and of the Royal Institute of International Affairs. He was a Governor of the Atlantic Institute and has contributed articles to various political journals. He is the co-author of "Europe or the Open Sea," published in 1971.

## Thunderbirds translate

The trade developments in China are only one example of current business situations where language and cultural barriers exist. In order to compete and succeed in any market, effective communication is of paramount importance and can often be the determining factor in acceptance versus total rejection in a foreign country.

Two Thunderbird grads, Heng Yo ('78) and Pierre Charbonneau ('75), are tackling these barriers for international businesses. They are part of a successful and growing firm, Agnew Tech-Tran, that specializes in technical and audio visual translations in virtually every language on earth. Heng Yo is head of the Chinese department which is capable of producing upwards of 7,000 typeset characters, while Pierre Charbonneau is the marketing manager.

In view of the importance of this service, its usefulness for T-Bird graduates in particular and our focus on the Far East, we have included an example of their work in Chinese. For any further information, contact either

of our two alumni at Agnew Tech-Tran Inc., P.O. Box 789, Woodland Hills, California 91365

## 雷鸟校友在翻译界

在工商业往来中，常常面临语言和文化方面的障碍，这一点在最近时期的对华贸易上也可以得到证明。要想在任何市场上进行竞争并获得成功，语言文化上的充分相互了解是一个非常重要的因素，在外国市场上的成败往往取决于这一点。

雷鸟校友恒由(七八届)和皮埃尔·夏波诺(七五届)正在致力于为国际工商界排除这种障碍。他们两人都任职于爱格

纽技术翻译公司，这是一家发展迅速、成绩显著的公司，擅长技术翻译和电影翻译，能够翻译世界上几乎任何一种语言。恒由任中文部主任，这个部的打字机能够打印汉字七千个以上。皮埃尔·夏波诺任经销部经理。

由于这项事业很重要，既对本校毕业生有用，也对本校的远东问题研究有用，现将这家公司的一篇中文和英文翻译文件选登于后，以资说明。如需进一步了解情况，请同恒由或皮埃尔·夏波诺校友联系。

# RECIPES

The Far Eastern cuisine we highlight this issue is excerpted from the *Thunderbird Wives' Club International Cookbook*, which is still available to alumni and friends.

The 262-page publication makes your mouth water in several languages. Checks should be made payable to the Thunderbird Wives' Club in the amount of \$6.50 and may be sent c/o the alumni relations office.

Our Korean friends say, "Mani jabsuseyo!" We, too, hope you enjoy these tasty dishes.

## Chawan Mushi: Japan

- 1 can (5 oz.) boned chicken, cut in small pieces
- 2 tbsp. soy sauce
- 12 cooked shrimp, peeled and deveined
- 1-1/2 cup of one-inch pieces watercress or spinach
- 6 large mushrooms, cut in half
- 6 thin slices lemon
- 3-1/2 cups chicken broth
- 1-1/2 cup eggs, (about 8) well-beaten

Mix together chicken and soy sauce. Place in each of 6 cups (1-1/2 cups) an equal amount of chicken, shrimp, watercress, mushrooms and lemon. Fill with broth beaten with eggs and salt. Set cups in a large shallow pan of hot water over direct heat (water should be deep enough to come half way up sides of cups), and lay a baking sheet over cups to cover if cups have no lids. Poach in hot — not boiling — water until custard is firm in the center, when dish is shaken. This takes about 25-30 minutes. Serves 6.

## Beef in Grape Leaves: Vietnam

- 1 lb. lean ground beef
- 3 cloves garlic, pressed or minced
- 2 tsp. soy sauce
- 2 tsp. dry Sherry
- 1-1/2 tsp. minced fresh ginger
- 3/4 tsp. sugar
- 1/8 tsp. pepper
- 1/4 cup finely chopped green onions

Mix together the above ingredients. Rinse 25 canned grape leaves in hot

water; drain. To fill, place 1 leaf on a flat surface with vein side up and stem end toward you; cut off stem. Place a rounded tbsp. of meat mixture near stem end, pat into a log shape, then fold sides of leaf over filling and roll away from you. Continue until all the filling is used. Run a skewer through the center of each, placing several rolls on each skewer. Cover and chill if made ahead. To cook, arrange skewered rolls on a rack in a broiler pan or on a barbecue grill over medium-hot coals. Brush rolls lightly with salad oil and broil or grill 6 inches from heat, turning once, until meat is no longer pink inside, about 10 minutes. Dip stuffed grape leaves in sauce (recipe follows) to eat. Makes about 25 appetizers or 4 entre servings.

### Dipping Sauce:

- 4 or 5 thin slices of fresh ginger
- 4 or 5 thin slices of carrot
- 2 tbsp. soy sauce
- 3 tbsp. water
- 1 tbsp. vinegar
- 2 tsp. sugar
- 1/4 tsp. crushed red pepper
- 1 clove garlic, pressed or minced.

Cut the ginger and carrot into thin shreds to make about 1 tbsp. each. Mix together the remaining ingredients. Stir in the shredded ginger and carrot. Cover and chill if made ahead.

## Beef barbecue appetizer: Korea

- 1 lb. chuck roast, cut 1-1/2 to 2 inches thick
- 2 tbsp. salad oil
- 1/4 cup soy sauce
- 1 tsp. garlic powder
- 1-1/2 tsp. vinegar
- pepper
- 1/2 tsp. crushed toasted sesame seed
- 1/4 tsp. cayenne
- 1 green onion, sliced

Cut meat across the grain in very thin slices. If slices are longer than 3 inches, cut them in half. Place meat in a bowl with the oil, soy sauce, garlic powder, vinegar, a sprinkling of pepper, crushed sesame seed, cayenne and onion. Mix with your hands until well blended. Cover and chill for at least 4 hours. To cook, place meat strips on a rack over charcoal and barbecue for one minute on each side. Meat should be brown but not crusty. Or if you wish, heat a large frying pan, toss in meat and cook over high heat for 2 minutes, stirring occasionally. Provide bamboo skewers or toothpicks for spearing meat. Serves 4-6.

## Won Ton soup: China

- 1/4 lb. minced pork, beef, chicken or shrimp
- 1/4 tsp. salt
- 1/2 tsp. sugar
- 1/2 tsp. cornstarch
- 1-1/2 tsp. soy sauce
- 1-1/2 tsp. cooking oil
- Won Ton skins
- Few sprigs green onion or 2 slices onion, minced

Mix all ingredients together. Place about 1/4 tsp. filling on a square of a Won Ton Skin. Moisten edges, fold to form a triangle, press together. Wet two corners, bring together and press or gather edges. Place in boiling water for soup or fry in oil and steam.

## Mixed Vegetables: Indonesia

- 1-3 small, dried, hot chile peppers, seeds removed
- 1 small onion, cut in chunks
- 2 cloves garlic, minced or pressed
- 2-1/2 cups water
- 2 tsp. crushed dried lemon grass or half stalk dried lemon grass (opt.)
- 1 tsp. ground coriander
- 1 tsp. chile powder
- 4 carrots, cut in half-inch by 2 inch pieces
- 1/2 lb. green beans, ends trimmed and cut in 2 inch lengths
- 1 small eggplant, cut in 1-1/2 inch cubes
- 1 can (12 oz.) frozen coconut milk, thawed or make your own (directions below)
- 1-1/2 tsp. salt
- 1 tsp. sugar
- 4 cups cabbage, cut in 1-1/2 inch squares

Combine in a blender jar the peppers, onion, garlic and half cup of the water; whirl until smooth. Pour onion mixture into a 5 qt. Dutch oven, add remaining 2 cups water, lemon grass (if using the crushed form, place it in a teaball or wrap in cheesecloth), coriander and chile powder. Simmer, covered, for 15 minutes. Add carrots, bring to simmering; cover and simmer for 3 minutes. Add beans, eggplant, coconut milk, salt and sugar; cook, covered, for 10 minutes. Add cabbage; simmer, uncovered, stirring occasionally, for 5 minutes or until cabbage is barely tender. Remove lemon grass, if used. Serve hot or at room temperature. Makes 6-8 servings.

# THE ASIAN WALL STREET JOURNAL.

## WEEKLY

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### The Thunderbird Connection: It Links Many Of Today's Top International Managers

By PAM LAMBERT

In a small Arizona town 16 miles outside Phoenix stands a most unusual graduate school of business—Thunderbird.

At Thunderbird, formally known as the American Graduate School of International Management, would-be managers learn not only how to deal with their foreign counterparts but how to think like them.

Thunderbirds know that when a Japanese reacts negatively toward a proposal he usually won't tell you, and that the Chinese, who are extremely group-oriented, are likely to form an unfavorable impression of the businessman who dots his conversation with too many I's.

#### Learning by Living

But it's really only natural that Thunderbird graduates avoid some of the more common faux pas that often have businessmen on overseas assignments floundering like so many fish out of water. With a student body that is 26% foreign, living at Thunderbird can itself be a lesson in international understanding. "The students are as much a part of the education at Thunderbird as the classroom," says Dr. William Voris, the school's president.

This year the 937 students, a quarter of them women, who have come to Glendale to earn their Master of International Management degrees hail from 59 countries. Japan's 31 students form the largest foreign contingent. Nine other Asian countries are also represented at the school; there are currently 17 students from Taiwan and 15 from South Korea.

The students at Thunderbird this year attended 434 undergraduate institutions, where they majored in 82 different fields. The average age is 26; most students have worked for at least a year or two before coming to the school. For instance, Larry Bradley, a 1975 graduate, worked at such odd jobs in the Chicago area as high school janitor and shoe salesman between his graduation from Western Illinois University (where he majored in geology and French) and his arrival at Thunderbird.

Thunderbird differs most importantly from its rivals in one respect—its emphasis on proficiency in a foreign language. All students must master a minimum 2,000-word vocabulary before they graduate, a requirement which often stretches the usual three semesters to four, particularly



Charles C. Colley/ASU

in the case of those studying Chinese, Japanese and Arabic (it also takes some foreign-born students that long to acquire sufficient mastery of English). Although bilingual students aren't required to study a third language, 90% of them do.

#### Focus on Asia

Over the years, the interests of Thunderbird students, most of whom will go into international banking or marketing, have shifted along with the changing trends in international business.

"In the early '70s it was Asia, then the Middle East and now Asia again," says Dr. Robert T. Moran, director of the school's program in cross-cultural communication. Currently, vice presidents of three competing American banks in Hong Kong are all Thunderbird graduates.

It was just three years ago that Thunderbird added Chinese to the languages offered. Since then, the number of students studying Chinese has shot up to 150.

Another recent addition to the Thunderbird curriculum is the course Prof. Moran teaches, "Cross-Cultural Communication for International Managers." It's designed, he says, to "help students understand the cultural assumptions underlying behavior and learn to bridge any gaps so they can work effectively in a new environment."

#### Reading Non-Verbal Cues

Worried because a Japanese businessman isn't making eye contact during negotiations? If you'd taken Prof. Moran's course you would know that the Japanese are taught as a demonstration of respect to look at the Adam's apple of the person to whom they're talking. On the other hand, you might do well to be wary of Arabs who don't meet your gaze; the Koran says that if you don't look at a person, you have something to hide, according to Prof. Moran.

The idea for the Thunderbird course came from Prof. Moran's own cross-cultur-

al experiences. As a Catholic priest (he left the priesthood in 1973), his first assignment was to the Franciscan Language School in Tokyo. While there, Prof. Moran, a Canadian who had played in the Montreal Canadian farm system as a teenager, began coaching local amateur hockey clubs. In 1972 he was invited to coach the Japanese Olympic hockey team.

"I was trying to use very aggressive and competitive Canadian hockey techniques to train the Japanese team. It just didn't work," Prof. Moran recalls. "I discovered that I had to work within the culture."

At Thunderbird, Prof. Moran tries to give his students the same kind of experience. Class members take the parts of foreign and American businessmen, then role play in typical situations. The course material draws on examples from many cultures with the goal of giving students "basic skills they can use in any culture."

"Students at the graduate level really don't know where they'll end up," Prof. Moran says. "They may have been majoring in German but their company might send them to the Middle East."

For example, J. Frederick Merriman, who majored in French as an undergraduate at Vermont's Middlebury College, concentrated on European studies at Thunderbird. But his travels as an inspection officer for Citibank have taken him to bank branches in Asia, the Middle East and Africa.

#### Sensitivity Important

Prof. Moran thinks sensitivity to cultural differences is critical for the individual who wants to be successful in international business. "Too often when companies select people to go overseas, all they look at is technical skill and willingness to go," Prof. Moran observes. "But the individual should also be able to adjust to different situations, to be willing to learn new customs, to be willing to work on relationships as well as on the job."

"Americans have a tendency to separate the product from the person," Prof. Moran says. "In other cultures, particularly in Asia and the Middle East, the totality of the person is important."

In keeping with the growing interest in China, Prof. Moran has included a chapter on "Doing Business in the People's Repub-

lic of China" in the forthcoming book he co-authored, "Managing Cultural Differences." And he led a workshop on the subject at an American Management Association-sponsored conference last month.

Based on his conversations with American businessmen who have been working in China for a number of years, Prof. Moran has a few tips for doing business with the Chinese. Among the suggestions he gives his students:

—Technical competence is the most important quality members of a negotiating team can have. Several American companies have had to leave China during a visit to bring over more technically knowledgeable people.

—Patience is also very important as negotiations can be extremely lengthy.

—The personal touch counts. Avoid trying to do business on the phone or over telex if personal contact is possible. But when meeting the Chinese, be aware that the speaking distance between business people is greater in China than in the West.

Like the Japanese, the Chinese tend to be reticent in expressing their emotions and hard for Americans to "read." Prof. Moran tells the story of one company that felt it was doing well in negotiations but was asked to go home, while another group that telexed home "to say they'd blown it" was invited to visit the Great Wall over the weekend.

But despite their similarities, Prof. Moran says there is one big difference in doing business with the Japanese and the Chinese—familiarity. "Japan has had so much contact with the West that if people do their homework they can understand the Japanese fairly easily. But since China has been without contact with the West for 30 years, there are so many unknowns."

#### Exchange in Sight

Thunderbird is hoping that soon the Chinese and their business practices will become a lot more familiar. Following a recent visit to the school by a 10-member delegation from the Peking Institute of Foreign Trade, Thunderbird was asked to submit a proposal for a joint venture with the Chinese.

If the plan is approved, the Chinese will send over a professor next January, to be followed by a Thunderbird faculty member's going to China. Eventually, selected students would be exchanged.

Although it's a long way from the Great Wall to Glendale, the Chinese should feel right at home.

Reprinted, courtesy of the Asian Wall Street Journal.

#### Coconut Milk:

In a blender jar combine 1-1/2 cups shredded unsweetened coconut with 2 cups boiling water. Whirl on medium speed for about 45 seconds. Let stand 30 minutes. Pour through a wire strainer, pressing coconut to remove liquid; discard coconut. Makes 1-1/2 cups.

#### Almond Cookies: China

1 cup butter  
1 cup sugar  
1 egg  
2-1/4 cup flour  
1/2 tsp. baking soda  
1/4 tsp. salt  
3/4 tsp. almond extract

Cream butter and sugar well, add egg. Add sifted flour, baking soda and salt. Add extract. Drop by teaspoon on cookie sheet. Dot center with food coloring. Bake at 300° for 12-15 minutes. Makes 5 dozen.

# ¿QUÉ PASA?

## Denver

It was a T-Bird Oktoberfest at the Old Heidelberg Inn last November 4 that saw nearly 30 T-Birds gather. Lois Brown, '77, coordinated the efforts of those T-Birds who are breathing new life into the Colorado T-Bird group.

Another dinner meeting was held August 17, 1979 at The Ranch Country Club in Denver. Alumni Director Blimes attended to meet and greet Colorado T-Birds. If you are not on the mailing list, contact the alumni office at (602) 978-7135 for further details.

## Madrid

Our T-Birds in Spain have been really organized under the leadership of Michael Bennis, '66. A dinner meeting at the Bennis home last November was followed by an April invitational dinner at the highly regarded Vihara restaurant. Alf Johnson, '57, hosted the evening of cocktails, hors d'oeuvres and a delicious dinner, which included an ample selection of Indian cuisine. The 24 T-Birds attending appreciated Mr. Johnson's generosity and hospitality.

A pot-luck gathering of 26 T-Birds at the home of Norman and Jean Gray, '48, capped the recent activities. More are planned.



Colorado

## Detroit

Nearly 30 Michigan T-Birds met at the Detroit area Pizza Hut managed by Roger Vedak, '76 on February 28 to meet Mike Blimes and the new Director of Development and Public Affairs Robert G. Horn.

## San Francisco

Northern California T-Birds enjoyed a picnic on Angel Island August 20, 1978. This combined effort on the part of the many active T-Birds in the Bay area made a fine summer outing. December saw a well-attended dinner at the Cattleman's restaurant.

T-Birds attending welcomed Michael Blimes from campus and heard Dr. Linda Cypres, '77, discuss her recent trip to China. Bruce Eberly, '74, and several other T-Birds directed these activities.

## Guatemala

The Camino Real/Biltmore Hotel in Guatemala City was where 15 T-Birds and their wives met last November 22. All who attended enjoyed the meeting.

Another meeting is being planned for early September, when Director of Alumni Relations Mike Blimes plans to be in Guatemala. Keep the evening of September 8 clear as a possible dinner meeting date.

Ethan Book, Jr., '77, recently visited the Thunderbird Campus and was one of the organizers of the November meeting.

## New Orleans

The Louisiana and Mississippi area T-Birds were treated to an evening in New Orleans' fabulous French Quarter . . . "Dutch treated," that is! Charles Mannel, director of career services, and Carol Hazelett, assistant director, visited from the Thunderbird Campus and updated all who attended as to what is happening on campus.

Cocktails at the International Trade Mart and dinner in the French Quarter organized by Bob Hesson, Jr., '77, Keith Cromley, '75, and Bob Hine, '75, made it a memorable evening for all.



Guatemala

## Tokyo

The Tokyo Alumni Club met at the Pub Royale for their third meeting this past April 14.

A strong turnout of Tokyo alumni was complemented by the presence of Prof. and Mrs. James Mills, six current AGSIM students, three visiting T-Birds and several students who will be coming to the Thunderbird Campus this year.

The next meeting will be August 28 and will serve to greet Prof. Duane Hall, executive director of the school's INTERCOM program.

Nobukazu Yamaguchi, '73, advises us that David Hayman, '74, has been elected president of the Tokyo chapter. If you are going to be in Tokyo, contact Mr. Yamaguchi at The Lion Dentifrice Co., Ltd., Tel. Tokyo (624) 1111.

## Miami

Nearly 60 T-Birds gathered at the Coral Gables home of Allen Brenteson, '60, in December to greet Berger Erickson, executive vice president of AGSIM and better known as "Mr. Thunderbird." A marvelous barbecue and renewed friendships made it a memorable evening for all.

## Dallas-Fort Worth

Dave Trott, '74, organized a picnic at White Rock Lake in Dallas and nearly 40 T-Birds attended. The weather was lovely and many of those who participated had not seen each other for quite a while. Ernie Escobedo, '73, hosted Mike Blimes' visit to Dallas. More such gatherings are planned for the future.

Tokyo



Miami

### Washington, D.C.

The second annual Washington, D.C. area Christmas party was held last December at the home of Larry and Cheri Ursich, '75.

The party was a hit as 40 T-Birds, some from as far away as New York and Southern Virginia, attended the Capital Hill party.

### Panama

Nearly 30 T-Birds, spouses and friends are fondly remembering the January 5 party at the Holiday Inn in Panama City. Bob English, '76, advised us that it was the first time in three or four years that Panama T-Birds had met and was well received.

Another meeting is being planned for the evening of September 11 when Mike Blimes plans to be in Panama and the Canal Zone.

### Paris

A marvelous opportunity to meet T-Birds and make new friends took place in Paris last November 15. Some new arrivals had the chance to not only make some friendly ties and discuss their days at Thunderbird, but several were able to have lunch with Dr. William Voris on Saturday. President Voris was in Paris as a part of his efforts as a member of the international task force on business education. Robert A. Dienhart, '65, coordinated the effort.



Singapore  
Panama

### Düsseldorf

Four distinguished (in their own words) T-Birds gathered in Düsseldorf last December for those German suds and to "remember the good ole days in Glendale."

Pictured (left to right) are Jeff Hollers, '75, Henning Paulsen, '70, A.C. "Bud" Hamburg, '75, and Axel Mees, '76.

### Singapore

Give or take one photographer and you have a count of 34 T-Birds who met in Singapore last December, according to James Echle, '72.

Another meeting is scheduled for August 8 to greet Prof. Duane Hall, visiting from the Thunderbird Campus.

### London

AGSIM President William Voris met with about 65 T-Birds and their spouses February 11, at the Cafe Royal on Regent Street, London.

Dr. Voris spoke to the group about the Thunderbird Campus and answered a number of questions from the alumni.

He was in London as a part of his duties as a member of the international task force on business education. Dr. Voris said it was a warm and friendly alumni meeting. He added that Sunday afternoon meetings seem to be especially well received, as they do not involve late night hours for those who have to work the next day.

We appreciate the efforts of Jack Taylor, '71, and all who made Dr. Voris' visit a memorable one.



Dusseldorf

### Chicago/Milwaukee

The Mason Del Lago was the scene of cocktails and hor d'oeuvres for T-Birds in Chicago on March 27. Dr. Robert Horn and Charles Mannel visited from campus. Robert Bean, '48, and several other T-Birds organized this happy meeting.

T-Birds from four states gathered at a lake half way between Chicago and Milwaukee for a fabulous summer outing August 18, 1978. Alumni Director Blimes welcomed the more than 100 who attended. Several very "pro" quality outside-seam softball games showed that T-Birds are not all business. Swimming, tug-of-war, frisbees and other forms of general mayhem resulted in the same outing being scheduled for this year. It will take place August 19, 1979 at Cedar Lake's Sherwood Park picnic area. Paul Collins, '72, and several T-Birds from Wisconsin, Illinois and Indiana coordinated this very successful outing.

### Newport Beach

The Southern California alumni chapter held a sumptuous dinner buffet at Del Webb's Newporter Inn last September 30. More than 75 T-Birds welcomed Mike Blimes from campus and enjoyed the outdoor dinner on the scenic Carousel Plaza, followed by disco dancing in the Lido Lounge. There were no casualties on the dance floor. Doug Hayden, '74, Scotty Dannison, '75, and Hank Hudson, '76, organized the event.

### Houston

Nearly 100 T-Birds turned out on a muggy Saturday last July to enjoy some old world charm and brew at the festive Bavarian Gardens and Restaurant in Houston.

Michael Hanrahan, '74, coordinated the gathering which saw T-Bird Alumni Director Michael Blimes and Dean of Students Steve Beaver attend on behalf of the school.



Chicago/Milwaukee



## Resource Person/ Alumni Association

# CONTACTS

If you are visiting, job-hunting, moving or new to their area, the T-Birds marked "RP" will help you. If you'd like information about alumni meetings and activities in their area, the T-Birds marked "AA" will advise you of times and places. Let me know if you'd like to add your name to this distinguished list of AGSIM alumni who are proudly serving their School and other distinguished alumni world-wide.

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(202) 566-8842 (O)

John Votta (RP)  
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Fredericksburg, VA 22401  
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Thomas J. Metcalf (RP)  
The Gem Boutique  
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Tel: (608) 251-9142 (O)  
John D. Willyard, II (RP, AA)  
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Waukesha, WI 53186

## OTHER COUNTRIES

### SOUTH WEST AFRICA

Bill Vaught (RP)  
Nord Mining Exploration, LTD.  
P.O. Box 3676  
Windhoek, South West Africa

### ARGENTINA

Robert B. Garrison (RP)  
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1317 Buenos Aires  
Argentina  
Patricio Seidel (RP)  
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7 Piso  
Capital Federal, Argentina  
Tel: 743-5801

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### BAHRAIN

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Dennis J. Orio (AA)  
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British West Indies  
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Napoleon and Jo Anne (Spatz)  
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James Stanley (RP, AA)  
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### DOMINICAN REPUBLIC

Sherry Dolores Greaves (RP)  
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### EL SALVADOR

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Castel Volturno  
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Italy  
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Lomas de Chapultepec  
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Joe Petryshyn (RP)  
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c/o Robert Shuman & Associates  
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Tel: 725-7365

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Thomson Road  
Singapore 11, Singapore  
William (Bill) Wagner (RP)  
197 B Goldhill Centre  
Thomson Road  
Singapore 11, Singapore  
Chin Wah Ying (RP)  
44-C Eng Neo Avenue  
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Bruce & Marsha Crumley (RP, AA)  
c/o FMC Int'l.  
Apartado 67205  
Caracas, 105, Venezuela  
Susy Kulcsar (Sagy) (RP, AA)  
Apartado 50817  
Caracas, 105, Venezuela  
Ingrid Podbewchek (AA)  
c/o IBM de Venezuela  
Dpto. De Tesoreria, Apto. 388  
Caracas, Venezuela



Dana A. Nelson '52



Brian J. Reilly '66



Peter Grassl '67



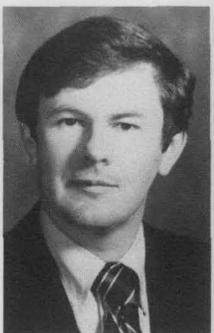
Richard E. Ragsdale '67



Larry P. Campbell '68



John A. Farrington '68



Robert A. Martin '68

## UPDATE

### CLASS OF '47

**Sidney Braufman** is working for Sperry Rand Corporation as a vice president in charge of industrial affairs in New York.

### CLASS OF '48

Two 1948 Thunderbird alumni, **Hal Wright** and **Larry Bocci**, and their wives gathered together for their 30 year reunion in Buenos Aires, Argentina last year. **William R. Doyle** is president of the Union Courier Company in Stockton, California.

### CLASS OF '50

**S.J. Buccheri** is the director of international sales for Facet Enterprises, Inc. in Stamford, Connecticut. For the Provident Bank of Cincinnati, Ohio, **James A. Markley, Jr.** has assumed the position of executive vice president. In January 1978, **Sherman J. Olson** was transferred from San Francisco to New York with AFIA and is now residing in Parsippany, New Jersey.

### CLASS OF '51

In 1978 **Dr. Shelton W. Marlow** became the director of New Mexico State University at Carlsbad.

### CLASS OF '52

**Dr. Dana A. Nelson** has written a 792-page critical reconstruction of "El Libro de Alixandre," which has been published in Spain and is causing a flurry among literary critics in the Spanish press. Dr. Nelson is currently a professor at University of Arizona. As a partner of Century Financial, an investment brokerage firm handling tax shelter investment programs, **Ted Withers** is living in Pasadena, California.

### CLASS OF '53

**Roland E. Garcia**, president of Roland E. Garcia Consulting, resides in Fresno, California. Last year **James F. Manning** retired in San Rafael, California.

### CLASS OF '54

**Charles Whitcomb** is currently working as executive vice president in Miami Beach, Florida for Intercontinental Bank.

### CLASS OF '55

**Barbara Yunker Bettison** has joined Smathers & Co., an investment counseling firm in Long Beach, California, as an executive sales representative. **John R. Izard** has been awarded the Vanguard Award, the highest award bestowed by New England Mutual Life Insurance Company. This prestigious honor is granted only to those agents who have attained the four most outstanding symbols of accomplishment in life insurance; becoming a Chartered Life Underwriter, and attaining life membership in the Leaders Association, the Hall of Fame and the Million Dollar Round Table. As director of utility finance, **Billy F. Martin** works for A.G. Edwards & Sons, Inc. in St. Louis, Missouri. **William L. Shallberg** is now the regional director of Booz-Allen & Hamilton in Houston, Texas.

### CLASS OF '56

**Harry Laubach** is now the regional manager for the Far East with Challenge-Cook Brothers in Industry, California. **Charles Swarts** is the owner and manager of Management Recruiters in Seattle, Washington.

### CLASS OF '58

As associate professor at Sangamon State University, **Edward Busch** now resides in Springfield, Illinois. **Peter Nobu Kawakami** is now self-employed as a real estate broker in Oakland, California. **Henry Schlichting** is an administrative manager for the Parker Pen Company in Janesville, Wisconsin. After 19 years in Venezuela, **Betsy Sherman** and her family have returned to the states and are residing in Asheville, North Carolina.

### CLASS OF '59

**David Akerberg** owns his own business, Gedag, Inc., in hair and facial cosmetics in Knoxville, Tennessee. **Andrew Furlan** is working as director of marketing of Consumer Operations for Schering-Plough International based in New Jersey. Last year, **Charles E. Kammerer** started his own business, Kammerer Associates, a manufacturers representative company based in Denver, Colorado. **Louis R. Tascott** has been promoted to vice president of marketing for the Pacific Far East area with Economics Laboratory International, Ltd. in Honolulu, Hawaii. Working in extension education at Washington State University, **David Youmans** is residing with his family in Prosser, Washington.

### CLASS OF '60

In El Salvador, **Mike Boyatt** became the assistant general manager of Esso's Central American operations. **D.F. Bravender** has been promoted to a vice president with Chase Manhattan Bank in New York City. **Shelly Morick** is now the vice president of sales for Mattel Toys in Hawthorne, California. **Terry Ross** is living in Phoenix, Arizona where he owns a Kwik-Kopy franchise. **D.I. Wallace** is now the director of the Performance Incentives Company in Sydney, Australia. **David E. Wilson** is working in Washington, D.C. as a research associate for Colorado State University.

### CLASS OF '61

After having recently returned to the U.S., **J.S. Cole** is the vice president of the Asian Pharmaceutical Consumer Products Division for G.D. Searle & Co. Recently promoted to executive director or special projects, **Thomas G. Gaspar** is working for Merck, Sharp and Dohme International in Rahway, New Jersey. **Paul Scherzer** recently formed his own company, Edant Energy Corporation in Midland, Texas, to explore oil and gas.

### CLASS OF '62

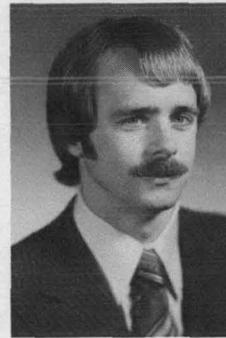
As director of Northern Asia operations, **Paul T. Clark** is working for Brown & Williamson (Asia) Ltd. in Hong Kong. **Richard E. Hayes** recently joined Brasilinvest, a private development company, as the director of the Investment Bank in Sao Paulo, Brazil. **Stephen G. Heiner** recently accepted a position as a consultant as crude oil coordinator with Philippines-Cities Service, Inc.

### CLASS OF '63

**Gerald E. Church** is now working for the Miller Brewing Company in Fulton, New York. Now working for Lee Pharmaceuticals, **Don Hellbusch** is director of international marketing in South El Monte, California. While residing in South Jersey, New Jersey, **Marquis H. Gilmore** works for the First Pennsylvania Bank as a vice president. **Beatrice Brown May** and her husband are owners of the Friendly Pines Camp in Prescott, Arizona. In Seoul, Korea, **James A. Riddle** is a vice president for Teledyne International Marketing. **Richardson B. Smith** is now president of the Acli Soya Company in Stamford, Connecticut.

### CLASS OF '65

As the vice president and sales manager of the Export Division for the Ford Meter Box Company, Inc., **Carl R. Doran** is residing in Wabash, Indi-



Brent J. Sanford '68

R. M. Mike Smithers '74

Alun H. Wilson '68

John S. Stanton '69

James L. Wilson '69

Gary Cunningham '71

Thomas G. Norton '71

ana. Residing now in Mexico, **Tom McSpadden** is working as the senior international advisor for the Banco Nacional de Mexico, S.A.

### CLASS OF '66

Having recently begun working at Breneman Inc., **Alan Fredette** is a vice president of marketing in Cincinnati, Ohio. **Brian J. Reilly**, former manager of Armco-Eurotec's Southern District in Paris, France, has been promoted to manager of export sales. He will be based in Middletown, Ohio. **John A. Schantz** is now in San Francisco with Bank of America.

### CLASS OF '67

**Victor C. Fontaine** is the manager of Market Services Division for Caterpillar Brasil S.A. in Sao Paulo, Brazil. **Peter Grassl** has been named a vice president in the International Division of Chemical Bank. He is responsible for Chemical Bank's business with the U.S. subsidiaries and affiliates of central European multinational companies. Recently appointed as assistant vice president for Coldwell Banker, **Erik Hansen** is working in their San Francisco office. **Ronald E. McCowen** returned to Washington, D.C. as the deputy exhibit manager with the U.S. Department of Commerce. **J. Mark Paden** is a vice president and director for the Latin American Division of the North Carolina National Bank in Charlotte, North Carolina. In Nashville, Tennessee, **Richard E. Ragsdale** was promoted to director of treasury operations of the Hospital Affiliates International, Inc. **Malcolm T. Sanford** has assumed the position of assistant professor of the Department of Entomology at Ohio State University. **Joel T. Wineburgh** has been promoted to vice president of Commercial Metals Company in Glendale, Arizona.

### CLASS OF '68

**Ronald T. Alonzo** is manager, field sales in the International Division of Kohler, Co., in Kohler, Wisconsin. **Charles M. Barringer** of Maddenfield, New Jersey, is now working as the international sales engineer for the Langston Company. **Larry P. Campbell** was recently named managing director of Cincinnati Milacron for Southeast Asia based in Singapore. **Sang H. Choo** is now president of his own company, World Airmarine in Oakland, California. **William J. Davis** is a product specialist for Chemetron, Gases International in Chicago. **John A. Farrington** has been appointed manager, International Treasury Operations of Allis-Chalmers Corporation in Milwaukee, Wisconsin. **Robert A. Martin** was named director of advertising for Rand Public Relations, Inc. in New York City. Now working in commercial real estate

development, sales and leasing for Business Properties Brokerage Company, **Fred Saah** is residing in San Diego. **Brent J. Sanford** has been appointed manager, welding export sales, for Armco International in Middletown, Ohio. **Alain Vannetzel** moved to Milwaukee, Wisconsin to become the international marketing manager of the Autorol Corporation. **Rebecca Ann Vories** was elected to the American Section of the International Solar Energy Society Board of Directors in Colorado. Whirlpool Corporation has promoted **Alun H. Wilson** to marketing manager, international sales. **Norman F. Woods** is working for Hughes Aircraft Company, Microwave Communications Products in Torrance, California. **Richard J. Zecher** has been promoted to regional vice president in the Travelers Cheques Division of American Express and is now in the Dallas office.

### CLASS OF '69

**Erven Kincaid** has been promoted to assistant vice president of the Peoples Bank in Eugene, Oregon. **James C. Maloney** is in Madrid, Spain where he is working for Rasgo-Grey S.A. **Wayne E. Saxon** is working as a field representative for Bookkeeper Business Services in Tempe, Arizona. **John S. Stanton** has been named a vice president in the Houston office of Russell Reynolds Associates, Inc. **James L. Wilson** was named executive vice president, general manager of Bacharach Instruments Co. in San Francisco.

### CLASS OF '70

**G. Grant Bowerman** is working as an administrative assistant in international marketing for Evergreen Helicopters, Inc. in McMinnville, Oregon. **John L. Costa** is now the product manager of new products for Johnson Wax Company in Racine, Wisconsin. Having recently been transferred to Bangkok, **John L. Muncy** is working for the Bank of California. He encourages any T-Birds in the area to stop in and say hello. **William Murphy** accepted a position as administrator of Cornell Memorial Hospital and relocated to Gatesville, Texas. **Jeffrey F. Ruzica**, vice president for the Northern Trust Company in Chicago, has been named a member of the Advisory Board of the Council of the Americas. Recently transferred to Malaga, Spain, **Hardy Thomsik** is a quality control engineer with the Ralph Parsons Company. **William C. Walker** was promoted to vice president and operations manager of the Northern Trust International Banking Corporation in New York City. Having retired from the Navy, **Harold S. Westphal, Jr.** is residing in San Francisco, California. **Jerry C. Whitted** is head of J.C. Whitted and Associates, an advertising and marketing agency in Tempe,

Arizona. The agency recently scored a major coup by being the first valley agency to produce and sell programming for network television.

### CLASS OF '71

Having relocated to Los Angeles, California, **Thomas E. Cleveland** is a vice president for the Bank of America. **Gary Cunningham** is currently working as a sales manager — blast hole drills with Bucyrus-Erie. Recently promoted to product manager, **Anthony B. da Silva** is working for Ingersoll-Rand in Sao Paulo, Brazil. **David M. Flecker**, is now an account executive in the Commodities Sales Division for Smith Barney Harris Upham & Company in Portland, Oregon. After transferring to Santiago, Chile in 1978, **William Hayes** began working for Exxon Corporation as the manager of planning and analysis. **Thomas G. Norton** has been elected a vice president of the Marketing and Advertising Division of Wells Fargo Bank. As vice president in charge of sales **Klaus D. Schoening**, is working for the investment firm of Robinson Humphrey in Greenville, South Carolina. **James C. Willis** is vice president of Crocker National Bank in San Francisco, California.

### CLASS OF '72

Employed as a product manager, **Kris W. Anderson**, is working for Olympic Prefabricators in Kirkland, Washington. **Raymond Burrus** is the general manager of an International Harvester dealership in Hong Kong. He and his wife, Susan, have two daughters who were born in Hong Kong — Elizabeth in July 1977 and Katherine in August 1978. Having recently joined U.S. Shoe, Inc., **Lyle E. Brumfield** is the associate director of marketing and corporate development in Cincinnati, Ohio. **James W. Echle** is currently the Asian Division's marketing director for Salsbury International, Inc. in Singapore. Now at the University of Arizona, **Roger P. Fuller** is working towards his Masters in Finance. **Barton A. Francour** is a second vice president for the Continental Bank in Cleveland, Ohio. In Denver, Colorado, **Kent D. Gregory** accepted a position with the Republic Financial Corporation. **Khalil Hachem** has been promoted to trading manager of Chagrill Investor Services at the Chicago Board of Trade, and is responsible for supervising all commodity trading transactions. **Susy Sagy Kulosar** is the brand manager for Johnson & Johnson in Caracas, Venezuela, and not the branch manager as previously reported. Now an executive vice president for Tech Furniture Inc., **Sean Luscher** is working in Shelton, Connecticut. United California Bank has elected **McDiarmid Messenger** a vice president. **Dennis Oshiro** was promoted to assistant vice president of the International Banking Division

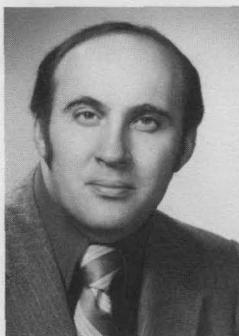
of the First National Bank of Hawaii. **Stephen L. Petroes** is now working as the assistant comptroller for Citibank N.A. in Mesa, Arizona. **Donald E. Pierce** and another T-Bird are in business together in Orem, Utah. They are establishing a nationwide fast food pizza chain-franchise company. Having received a promotion to vice president of the International Department, **Nicholas Renna** is working for the Bank of Dallas. **William Rye Jr.** was named manager of merchandising for RCA Records in Nashville, Tennessee. In London, England, **Fariborz H. Safinya** is the managing director for Fromoco Division. In October, **Craig E. Stevenson** was promoted to vice president of the International Banking Corporation, a subsidiary of the North Carolina National Banking Corporation in New York City. Currently a member of the Washington Bar, **Meriwether D. (Mike) Williams** is practicing law in Spokane, Washington.

### CLASS OF '73

**Rudolfo Alvarez Baca** is now the executive vice president of Corporacion Hondurena del Banano in Honduras. Working for the Bank of America, **Charles J.P. Betz** is an administrative officer in New York City. **Randall A. Bishop**, and his wife, Lorraine, have both finished 1½ years in Law School in California. Having recently joined Hydril Company, **Holland B. Evans, Jr.** is an international marketing administrator for mechanical products while based in Houston. **Santiago N. Hinojosa** is living in Rio de Janeiro, Brazil where he is an account director with McCann-Erickson. As general manager of Cover Pools Inc., **Richard L. Larson** exports pools and automatic covers to various countries from Utah. **Gerry O. Sibley** recently joined Eclipse, Inc. in Rockford, Illinois as a manager in international marketing. Working as an international banking officer responsible for Mexico, **Margaret Ann (McCoy) Smith** is employed by the Manufacturers National Bank of Detroit. **Perry Smith** has been working as the manager of international marketing services for the AM General Corporation. Having recently received a promotion to vice president and general manager, **Jurgen F. Strasser** is working for the London branch of the North Carolina National Bank. **Kevin R. Tam** is employed by DJB Engineering as a regional manager in Columbia, Maryland. While employed by the Slosman Corporation, **Thomas C. Wong Jr.** was appointed corporate treasurer-chief financial officer in Asheville, North Carolina.

### CLASS OF '74

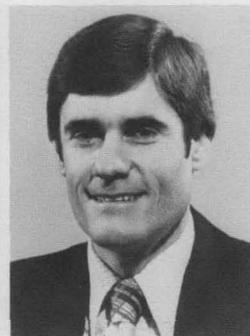
**Marikay Lee August** is currently attending the University of New Mexico Law School specializing in international and natural resources law. **Bhom Banta** is president of Charles Mendelson, Inc. in New York City. **Lorraine Abell Bishop** and her husband, Randall, have both finished 1½ years in law school in California. **Steven S. Bullock** has been promoted to product manager/crawler cable machines with Bucyrus-Erie Company's Construction Machinery Division. **Roger K. Cunningham** is a partner and vice president of Capella Corporation, which exports oilfield equipment to Latin America. While working for Bell Helicopter in Iran, **Marc B. Deahl** and his wife, Maureen, were evacuated on Pan Am "Freedom Flight #8". The Deahls now reside in Ft. Worth, Texas, where Marc is a cost estimator



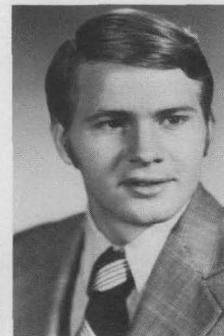
Lyle E. Brumfield '72



William C. Rye '72



Holland B. Evans '73



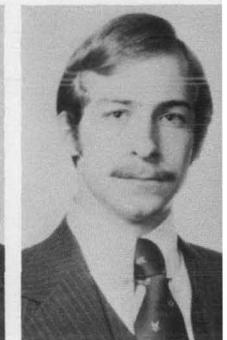
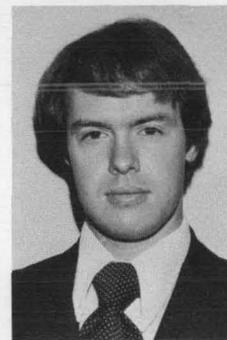
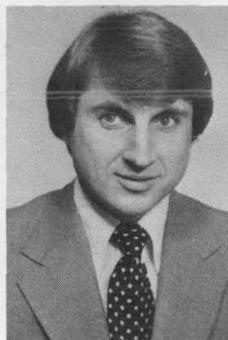
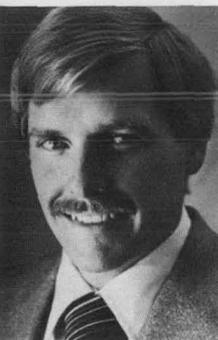
Steven S. Bullock '74

for General Dynamics. After accepting a new position, **William S. Duursma** is now sales and marketing manager with Hempel's Marine Paints in Saudi Arabia. **Lawrence B. Fry** has joined O'Malley Realty and Development Company in Phoenix, Arizona as a retail commercial real estate agent. **James J. Gilligan** was appointed international marketing associate for the Carboline Company in St. Louis, Missouri. **Barry L. Heimbigner** is now with Bank of California as a representative in Taipei, Taiwan. **Ralph Johnson** sent us a postcard from Monterrey, Mexico where he was on business selling computer peripheral equipment. **N. James Nedelkow** and his wife, Juliana, have recently returned from a year in Paris and opened a company manufacturing tubs and spas in San Pedro, California. After moving to Canada, **Rick Newcombe** has accepted a sales management position with Bogardus, Wilson, Limited, a subsidiary of Libby-Owens-Ford Co. **William Paty** has been promoted to assistant vice president of Lloyds Bank International in Miami, Florida. **Randall G. Pearson** has been transferred to New York City with The Bank of Nova Scotia. **Charles A. Peterson** is now in Phoenix working with Professional Planning Associates. **Thomas J. Pinion** has enrolled in the MBA program at Kearney State College in Kearney, Nebraska. **Joseph B. Salter, Jr.** is working for the Boeing Company in Seattle, Washington in industrial relations. **Stephen B. Schaefer** is now working for Southcom International, Inc. in Escondido, California. Recently promoted to district manager of the South American Sales Division, **Richard (Mike) Smithers** is working for Caterpillar Americas Company. Since January 1977, **Ronald L. Stutesman** has been working as the general manager of Stewart & Stevenson de Venezuela, the distributor for General Motors diesel engines. **Edward T. van Breen** is employed by the Kendall Corporation in Boston, Massachusetts. As a management consultant for A.T. Kearny International, Inc., **Katsuyoshi Wada** resides in Tokyo, Japan.

### CLASS OF '75

**S. Robert August** is now director of marketing and sales for The Ranch, in Denver, Colorado. Having recently joined Wilson, Haight & Welch Advertising Agency, **Robert J. Bauer** is a senior account executive. **Leonard M. Brockman** has been promoted to the newly created position of division manager with the American Soybean Association. He will manage ASA operations in Asia and Latin America. After 3½ years in Latin America, **Kyeson A. Cummings** has returned to the United States to work for Exxon Corporation in Baltimore, Maryland. **Gregory D. Donnan** is now working as special hazards manager for Cosco Fire Protection Division of

Zurn Industries, Inc. in Anniston, Alabama, **Bradley M. Feinberg** is a transportation planner for the U.S. Department of Transportation. Recently promoted to assistant vice president of the Bank of America's Corporate Lending Group, **John A. Flasco** is living in Caracas, Venezuela. **Bob Forbes** has been transferred to Coral Gables, Florida and is working for Exxon Chemical Latin America. Now working as coordinator of market planning and research, **Alan Gottlieb** is employed by Cameron Iron Works in Houston. Presently working within the office of International Marketing at the U.S. Department of Commerce in Washington, D.C., **George H. Grafeld** is a project office. **Greg Grinnell** was recently promoted to international officer of the Security Pacific Bank. Recently, **Vernon A. Hatch** was promoted to manager of market development of Latin America for GTE International, the Sylvania Lighting Products Group. He currently resides in Bogota, Columbia. Having assumed the position of assistant manager, **Jim Hildebrandt** works for AFIA in Hong Kong. **Larry W. Ishmael** was promoted to regional manager for the Clark Equipment Company and has relocated to South Africa. As a consultant to the Hudson Institute, **Pincas Jawetz** works in New York City. Now working as the Government Affairs Representative for the J.I. Case Company, **Michael S. Moe** recently transferred to Washington, D.C. **Alan G. Nixon** is now employed by the Hertz Corporation in New York City. Currently working for the ASOMA Corporation in Japan, **Keiichi Ohata** has assumed the position of manager of the Chemicals Division. **Brian M. Payne** accepted a position as junior industrial engineer with Leaf Confectionery, Inc. in Chicago. In June, **Carlos Roncal** assumed the position as financial analyst with ITT-Canon in Los Angeles. **Richard L. Saint-Amant** joined United California Bank in August as an account officer in the New York Office International Finance Group. Now working for Connecticut Bank & Trust Company, **Peter B. Sargent** is in the International Department located in New Britain, Connecticut. Since graduation, **Emmett Steed** has been employed by the Marriott Corporation as the controller of the Paraiso Marriott in Acapulco, Mexico. Elected to the position of director of finance and administration for the National Council of Church's, Division of Overseas Ministries and World Church Service, **James B. Styer**, resides in New York City. **Philip M. Thorne** is an assistant manager for the Al-Bank Al-Fransi in Damman. With the U.S. Department of State, **Paul Tveit** has been transferred to Vienna, Austria. **Larry D. Ursich** is currently working for Air Panama International Airlines, as director in Florida. As a riveting mechanic for Boeing Company, **Robert L. Willard** resides in Marysville, Washington.



Lawrence Fry '74

James J. Gilligan '74

Robert J. Bauer '75

Leonard M. Brockman '75

Vernon A. Hatch '75

Larry Ishmael '75

Perry E. Ball '77

### CLASS OF '76

**W.T. Atkinson** has been named director of sales for the General Aviation Division of Cooper Air motive in Dallas, Texas. Last Spring, **Sarah K. Bellman** transferred jobs to Western Electric in account management located in New Jersey. As the assistant manager for the Foreign Credit Insurance Association, **Virginia K. Cazeault**, is working in Houston, Texas. **Peter W. Clark** has accepted a position with Diamond Shamrock Corporation in Cleveland, Ohio as a senior corporate auditor in the International Division. Having recently relocated to the Philippines, **Bruno Cornelio** continues to work as a credit administrator for the Bank of America. **William C. Craddock** now works in Madrid, Spain with Poclain Hispana, S.A. In Miami, Florida, **Doug FencI** has been promoted to parts and services sales representative for the Caribbean Islands for Caterpillar Americas, a subsidiary of Caterpillar Tractor Company. **Victor Florian** was transferred to the position of international planning analyst with Security Pacific National Bank in Los Angeles. Having recently received a promotion to product manager, **George M. Gaida** works in the international division of Josten's, Inc. Ideal Industries in Sycamore, Illinois, promoted **Robert C. Geddeis** to director of export. **Douglas A. Hand** works for the Furnace Division of Kinetics Technology International Corporation. The Skil Corporation in Portland, Oregon promoted **John Huisman** to district manager. After moving to Venezuela, **Marie L. Kosewicz** was employed by Corning Glass Works as a sales representative. **Bryan Manning** recently assumed the position of sales export manager for Elmwood Sensors, Inc. in Attleboro, Massachusetts. Residing in San Francisco, **Kirby Maples** has been assigned to the Far East Operations of the Bank of America as a system's analyst. **Thomas M. McCaffrey** is now in New York City with Benton & Bowles. In Seoul, Korea, **Kenneth A. McNeil** was promoted to manager of Smith Kline & French Laboratories. The owner of the Gem Boutique in Madison, Wisconsin is **Thomas J. Metcalf**. Recently promoted to sales engineer with Fafnir Bearing Division of Textron, **Philip O'Connell** resides in Los Angeles, California. **Judy S. Purze** is employed for the Real Estate Research Corporation in Chicago. Working as chief of the branch of the U.S. Nuclear Regulatory Committee, **Lynn B. Scattolini** is responsible for providing information and documentation on nuclear energy to the public. **John A. Schantz** is in San Francisco with the Bank of America. As a product/market specialist, **Mark C. Schoeneman** is employed by Caterpillar Americas Company in a Latin American marketing subsidiary. In Washington, Illinois,

**Helm Stachowske** is an assistant staff engineer for Caterpillar Tractor Company. **Susan L. Stein** accepted a position as systems engineer for IBM in Cleveland, Ohio. AGRIFIM Irrigation, Inc. appointed **Frank Sull** sales manager for Colombia, Honduras, Texas and Florida. **Leslie Spector Varkonyi** is now with International Planned Parenthood Federation in New York City. **Nina Walchirk** has the distinction of being the first woman overseas manager of a foreign film distribution company, Warner Bros., in Panama. **Cheryl A. Woford** has been transferred to Brussels as an internal auditor with Clark Equipment A.G. Living in West Germany, **William L. Wray** is working for Red Kap. Having recently moved to Valencia, Venezuela, **Tom Zapp** is working as an agricultural marketing representative for the John Deere Intercontinental Ltd. **Sophia Zinoviev** has accepted a position with R.R. Donnelley & Sons, The Lakeside Press, as a manufacturing management trainee in their Old Saybrook, Connecticut division.

### CLASS OF '77

**Lisha A. Allen** has been promoted to an assistant to a director at the Citibank branch in Mexico City. **Beth E. Babich** is doing multinational marketing planning as a marketing assistant for Phillip A. Hunt Chemical Corporation in New Jersey. **Perry E. Ball** is now working as a commercial officer for the Foreign Service at the American Embassy in Mexico City. **Cynthia J. Benci** was promoted to assistant marketing representative for IBM in Norwalk, California. **Joseba A. Chertrudi** is working for Chrysler Organizacion Financiera in Madrid, Spain. **Steven D. Clarke** is now working for International Harvester Company as a pricing/market research manager of the Southern Pacific area based in Victoria, Australia. After a year in Rio de Janeiro, Brazil on an O.A.S. scholarship, **Michael M. Dixon** is now working as a credit analyst for Manhattan National Bank in Detroit, Michigan. **Christopher Doman** has accepted a position with American Sterilizer Company as international market manager. In San Francisco, California, **Julie Fordyce** is working for Container Transport International. Now working for Mellon Bank N.A., **Peter V. Glenn** is a corporate sales representative in their Portfolio and Funds Management Division in Pittsburgh. **Tom Halder** has been promoted to an international accounting manager for Redken Laboratories, Inc. in Canoga Park, California. Metropolitan Life has promoted **William Head** to sales manager of their Golden, Colorado office. Mr. Head was transferred from the Phoenix office. **Lewis H. Hitchcock** is an examiner/auditor for the National Association of Securities Dealers, Inc. in San Francisco, California. In Taiwan, **Ke-Hwa**

**Hsu** works in the marketing department of IBM Taiwan Corporation. After finishing his Swiss military service, **Frank Jent** accepted a position with Proctor and Gamble in charge of the Central American markets. In the position of U.S. manager for Descente, **James S. Johnston** is residing in Englewood, Colorado. **Kim Kramlich** is the field sales engineer for Texas Instruments in Sunnyvale, California. Working as a sales representative in the International Products Division for Johns-Manville, **Carolyn Krantz** is living in Norcross, Georgia. As assistant to the president, **Jonathan E. Kranz** works for Citisport in New York City. With the Michigan Department of Agriculture, **Laurie Kreiger** is an international trade specialist in Haslett, Michigan. **Peter A. Lamb** is working in the Commercial Note Division of Commerce-Manchester Bank in St. Louis, Missouri. **Tom Lindahl** is now a financial analyst for Electro Scientific Ind. in Portland, Oregon. Now living in Auburn, New York, **Eric Locke** is the area representative — Far East for Crouse-Hinds Company in Syracuse. **Lewis** and **Joy Williford Lucke** are in Bamako, Mali, West Africa where both are working in the Foreign Service area of the Agency for International Development, U.S. Department of State. In Oakland, California, **William Madison** is the vice president of Aerolectra Inc. Promoted to market specialist, **Philip E. Martin** works for the Industrial Products Division of the Brady Adhesive and Graphics Chemistry Co. in Milwaukee, Wisconsin. **Ross P. Miller** has been assigned as the marketing coordinator for the Allen-Bradley Company in charge of the Middle East and Africa. **Steven Mobley** is being transferred to Guatemala as a business advisor for agricultural cooperative development with the Peace Corps. **Meredith Bell Nowak** was promoted to credit analyst in the Credit Services Dept. of Rhode Island Hospital Trust National Bank in Johnston, Rhode Island. **Mark A. Nystuen** was named corporate planning officer at the Exchange National Bank of Chicago. For the past year, **William J. Richoux** has worked as a project specialist for J.I. Case in Brazil, Argentina and Venezuela. **Doris V. Severinghaus** is a professional representative of Pfizer Laboratories Division, Pfizer, Inc. and recently completed the sophisticated medical information program at the company's New York training center. **Robert A. Slater** is president and **Boyd E. Brady** is director of corporate marketing of American Trade International Corporation, which is an import/export firm in Tempe, Arizona. They are negotiating with Auto Becker of Dusseldorf to send up to 100 modified Trans-Am Firebirds to West Germany in the next year. **Elizabeth Moore Stevenson** is now living in Charlotte, North Carolina where she is a credit analyst with North Carolina National Bank. **Frank (Steve) Stevenson** is assistant to the



James R. Tracy '77



Eric Sletten '78

director of international sales at Homelite, a division of Textron, Inc., in Charlotte, North Carolina. While working for E.D.S. World Corporation, **Thomas Sumner** was a systems engineer in Tehran, Iran. **June Pearson Sweetser** is an international order administrator for Paccar International in Seattle, Washington. Currently employed as the office manager for Metalclad Insulation Corporation, **Thomas Sweetser** is residing in Seattle, Washington. **James R. Tracy** has been elected a banking officer by the directors of Trust Company Bank in Atlanta, Georgia. Mr. Tracy is assigned to the International Division of the Banking Department. **Javier G. Vasquez** has been promoted to general manager of Publicidad Siboney in Santo Domingo, Puerto Rico. **Martha Wahoski** joined Wilson Jones as an assistant sales development manager for Standard Dairy in Chicago. **M.T. Woodworth** is now the pricing manager for Latin America for International Harvester in Schaumburg, Illinois.

### CLASS OF '78

**Eric M. Adams** is a management trainee for the Arizona Bank in Phoenix, Arizona. Now working for Fabricacion de Maquinas, S.A., **Rogelio Alanis** is in charge of export sales for Central and South America while based in Mexico. **Yasumichi Aoki** is working for Mister Donut of America, Inc. as an operations manager in Japan. **Barry Browning** is now an account manager in commercial industrial systems for the NCR Corporation in Houston, Texas. **Pierre Charpentier** is working for NCR Corporation in the International Advertising Department in Ohio. **Bryce Cleghorn** is manager of the Roweday Inn on I-15 in Salt Lake City, Utah. Living in Saudi Arabia, **James A. Cline** is with Barber-Binzgrig, a division of Barber Steamship Lines. **Henry W. Dirkmaat** is now working for the Saudi Investment Banking Corporation, a subsidiary of Chase Manhattan Bank, in Saudi Arabia. **Peter Flaherty** and his wife, Katy, are enjoying their Southern California lifestyle in Long Beach. Peter is working for the Family Health Program. **Geert Geisterfer** has recently accepted the position of lending trainee for Citibank in Asuncion, Paraguay. Recently hired as a marketing management trainee for Citibank N.A., **Rick Griffin** is living in New York City. **Margo Hamilton** has accepted a position as assistant marketing manager for international operations of the Sheaffer Eaton division of Textron, Inc. in scenic Pittsfield, Massachusetts. As a senior financial analyst, **Greg T. Hansen** works for Wordplex Corporation in Westlake Village, California. **Per Hem** is living in Norway where he works as an export consultant for Kverneland A/S. **Rolla B. Holland** is now with Dairy Equipment Company in Madison, Wisconsin. **Scott A. Johnson** is an export sales

office manager for Harris Corporation in Stonington, Connecticut. **William A. Judy** and his wife were recently transferred to Tokyo, Japan and will subsequently end up in Korea with The American International Group as manager of the Korean branch. Since June 1978, **John P. Klecker** has been employed as a budget analyst with Lockheed Aircraft Service Co., a subsidiary of Lockheed Corporation, in Ontario, California. **Johnell J. Kusler** has accepted a position with Clark Equipment Company as a senior accountant in the International Marketing Department of the Construction Machinery Division. **Mark O. Larsen** is with Evergreen International Airlines in Tucson, Arizona. **James A. Lavarato** has been transferred to the New York office of Mellon Bank where he serves as controller for foreign operations. Jim and his wife, Wendy, are looking forward to their association with New York area T-Birds. **Elaine A. Lindquist** is now with International Harvester-Payline Division in Chicago, Illinois. As junior administrator, international operations, **Richard K. Lyon** is working for Garrett A. Research in Los Angeles. Now residing in London, England, **D. Jeffrey Manners** is working as an underwriter trainee for A.I.G. Currently living in Singapore, **Phillip Martineau** is traveling regularly to Japan, Korea, other Asian countries and Australia as marketing manager with Onan International. **Francis McCutcheon** has accepted a public relations post with Hamad General Hospital in Qatar. **George B. McReddie** is currently training as a credit analyst in the international department of the Republic National Bank of Dallas. Stationed in Kinshasa, Zaire, **Robert G. Penny, Jr.** received an appointment as an international development intern for the Foreign Service, U.S. Department of State. **Leo C. Peroni** is a foamlet process specialist for Nordson Corporation in Blackwood, New Jersey. **R. Jay Powell III** is working in Dallas, Texas at First National Bank of Dallas. **Gilles Rancourt** has accepted a position as assistant manager in the International Division of Akron Brass in Wooster, Ohio. **Mark Rudolph** is living in Brussels where he is working for International Harvester Export Company. **J. Richard Sanborn** is an account officer for the Agribusiness Segment of Citibank, N.A. in Mexico City and was promoted to assistant manager in May 1979. **John P. Schneider** is working in the advertising office of Holiday Inn in Oakland, California. Appointed recently as a sales trainee, **Eric Sletten** is working for the Clark Equipment Company in Langdon, North Dakota. **James A. Thompson** has been promoted to marketing coordinator for Ellio's Pizza Division of Purex. **W. Bruce Walters** has accepted a position as a research analyst in the Administrative Document Control Center of Morrison-Knudsen Saudi Arabia Consortium. **Timothy Watkins** has accepted a position with Service & Supply International, Ltd. of Athens, Greece as an oilfield camp manager in Nairobi, Kenya.

### MARRIAGES

**Carol A. Brittain** ('77) was married to Neil L. Osborne on June 4, 1979 in Coventry, England. Last year, **Michael M. Dixon** ('77) married Clara Ramirez from Venezuela. **Ashok Jham** ('78) was recently married to Shamldd Hari in Bombay, India. **William A. Judy** ('78) and Susan Brooks were married in August '78. In February '79, **Miriam Kaplan** ('71) married Harry Gardner in California. **Susy Sagy** ('72) was married to Julio Kulosar in Caracas in October '77. Now

living in Germany, **Manfred Lo Locher** ('69) and Angelika Fleisher were married last year. **Monica J. Minowitz** ('77) was married in March '79 and is now residing in Houston. Last year, **June Pearson** ('77) and **Tom Sweetser** ('77) were married and are now residing in Seattle, Washington. **Leo C. Peroni** ('78) and Diane Lynn Schnirring were married last year. In April '78, **John Quinn** ('76) and **Benita Elgorriaga** ('75) were married and are now living in San Francisco. **Susan B. Stern** ('77) and **Peter D. Browne** ('77) were married in Los Angeles. In Bethlehem, Pennsylvania in October '78, **Frank B. Stevenson** ('77) and **Elizabeth Moore** ('77) were married.

### BIRTHS

A daughter, Katherine, was born in August '78 to **Raymond Burrus** ('72) and his wife, Susan in Hong Kong. Previously, they had welcomed another daughter, Elizabeth in July '77. Elizabeth Ann English was born to **Robert English** ('76) and his wife, Shirley in January '79. A boy, John Anthony, Jr., was born to **John** and **Naomi Flasco** ('75) in March '79. Born to **Simon** and **Hava Hakim** ('75) their third child, a daughter in January '79. A girl, Anne Elizabeth was born to **Barry** and **Twila Heimbigner** ('74) in January '79. Stephen Lawrence was born to **Stephen** and **Margaret Heiner** ('62) in March '79. Mr. and Mrs. **William B. Jasper** ('69) are happy to announce the adoption of William Cameron Jasper, born in August '78. A girl, Tania Carolina, was born to **Maximo Lau** ('72) and his family in November '78. Born to **D. Jeffrey Manners** ('78) and his wife, Ljiljana, a daughter, Ursula Jessica in '78 in Yugoslavia. A girl, Donna Asako, was born to **Dennis** and **Gertrude Oshiro** ('72) in July '78. **Michael** and **Beverly Reich** ('71) have a new baby boy, Galen Andrew who was born in November '78. Perry David Smith, Jr. was born to **Perry** and **Margaret Ann Smith** ('73) in October '78. **Geoffrey** ('73) and **Christine Tosi** welcomed the birth of their daughter, Christina Maria Elena in February '79. **Peter Wellman** ('70) and his wife are expecting their first child. They are currently residing in Milan, Italy where Peter is a vice president with the Bank of America.

### DEATHS

On March 15, 1979, **David Brown** ('56) passed away in Torrance, California. Susan Rose Kloepper, widow of **David Rose** ('48) passed away in October 1978. Last year, **Douglas A. Laries** ('61) died in New York. **John F. Madden** ('53) passed away in San Francisco on March 29, 1979. On April 17, 1979, **Nan C. Nabers** ('74) died in Tyler, Texas. **Don T. O'Shea** ('54) passed away in April 1979 while visiting in Winchester, Virginia. He was a salesperson for National Mac Truck Corporation while living in Mesa, Arizona. **Charles N. Roberts** ('47) passed away in June 1978. In Quito, Ecuador, **Prospero Romeo** ('73) passed away. In October 1978, **George McCord Schaefer** ('59) died in Arizona. Mr. Schaefer had been an international concert pianist and authority on fine arts. We have just learned that **Donald L. Swihart** ('72) died in October 1977. **Penelope (Penny) Kingsbury**, wife of Lin D. Kingsbury, '61, passed away in Colorado Springs August 19, 1978. She is fondly remembered by many T-Birds and sorely missed by Lin and their two daughters, Carina and Michelle.

# Chicago Tribune

Sunday, February 18, 1979

## International executives trained at Thunderbird school in Phoenix

By Elizabeth Brenner

AMID THE sagebrush and scrub of an Arizona desert valley, 16 miles from downtown Phoenix, lies what is perhaps the best-kept secret among America's graduate business schools.

It has the largest student recruiting program of any business school in the world, making more than 300 campus visits each year. Last year, it granted degrees to more graduates than Harvard, Stanford, Northwestern, and the University of Chicago put together.

It is built on the site of the old Thunderbird Air Force Base, and that's what its graduates are called: Thunderbirds.

IT'S THE American Graduate School of International Management in Glendale, Ariz. The name may not be familiar to laymen, but in the complex, top-dollar world of multinational business, identifying yourself as a Thunderbird is an outstanding credential.

tion of formal diplomatic and trade relations with China.

"There hasn't been enough time for industry to decide what functions they want to create and who they want to send," he said.

When industry does, Thunderbird—which has 13,500 alumni in 105 countries around the globe—will be ready.

Graduates currently fill every imaginable business function worldwide. Thunderbirds are working in Bahrain for American Express; in Guam for Hallmark Cards; in Pakistan for Citibank; in Singapore for First National Bank of Chicago; and in Venezuela for Levi-Strauss.

THE SCHOOL began as the brainchild of Lt. Gen. Barton Kyle Yount, who headed the Army Air Force training command during World War II.

Yount believed that U.S. business would be widely involved around the world once the war ended. He also thought that most Americans were poorly trained for the inevitable overseas assignments.

The image of the "ugly American" was still a strong one worldwide. With the help of a group of internationally minded residents of Phoenix, Yount founded the school in April, 1946, as the American Institute for Foreign Trade.

THE SCHOOL moved to the 160-acre abandoned training field at the Thunderbird base. The name was changed in 1968 to the Thunderbird Graduate School of International Management, and again in 1973 to the American Graduate School of International Management.

Classes at the low, sandy-stone cluster of buildings that is Thunderbird today include traditional business studies, plus those with a distinctively international emphasis: "Diplomacy, Negotiation, and Bargaining," "International Crises," and "Differing Value Orientations."

International business ethics are treated upon lightly. Professors discuss cultural differences and encourage students to talk to the nationals overseas to get a better picture of what is acceptable in that country.

The school—commonly called just "Thunderbird"—is unanimously recognized as the top training ground for international business in the country, and probably in the world.

Though it's now 32 years old, Thunderbird's founding principles are ideas whose time has finally come again.

Mammoth American multinational firms are constantly opening hundreds of new markets overseas. Established foreign companies are hustling to establish new beachheads here.

DESPITE SOCIAL turmoil in Iran and South Africa, there has never been a better time for international business.

In South America, in the oil-rich Middle East, and soon in China, American corporations have an intense need for executives familiar with the language and the culture of the countries they do business in.

Thunderbird answers that need, with a unique "tripartite" curriculum. Three areas are jointly

LANGUAGE STUDIES, on the other hand, are heaped on students via the "total immersion" technique, said admissions officer John J. Arthur.

Students are required to become proficient enough in a second language to pass the university's fluency test. Options include French, German, Japanese, Arabic, Chinese, Spanish, and English as a second language.

"It's a very strong program," Arthur said. "We try to scare people. We tell them it will hit them like a speeding train and not leave any victims in its wake."

CASUALTIES OR not, Thunderbirds learn the language.

Kenneth Miller, International Operating Manager at Sears, Roebuck and Co. and a 1949 Thunderbird graduate, said he still thinks, and occasionally dictates memos, in Spanish, based on the basics he learned in school.

Miller spent 12 years in South America for Sears, teaching merchandising to nationals in Peru and Venezuela.

"At the school I learned what to expect of the nationals, the people in the country, before I got there. I was better able to fit into their culture when I arrived."

HIS SON, Randolph K. Miller, carried on the family's international business tradition. The younger Miller received his degree from Thunderbird in 1973 and is a vice president of international banking at Continental Illinois Bank.

Thunderbird graduated 918 students last year. One-fourth were women, and almost one-fourth were foreign nationals, from 50 countries.

Most graduates took jobs in sales, marketing, or finance. And most had worked an average of five years before coming to the school.

"Most people consider this program a work reorientation," Arthur said. "And we encourage work experience. We don't want to attract any dreamers or stargazers."

SO VALUABLE is the training received at Thunderbird that outside corporations are attempting to tap into its curriculum for special executive training courses.

stressed—International Studies, Modern Languages, and World Business—striving to create the perfect international manager.

"WE'RE GRADUATING 50, 60 students a year with an Arabic concentration, and they're all being snapped up to take jobs in the Middle East," said Charles H. Mannel, career services director at the school.

Three years ago, Thunderbird had no students enrolled in any Arabic sequence. Now it has a separate Arabic department and language studies, as well as 128 alumni currently working in Middle East countries.

"Being a small school like we are, we're able to be flexible," Mannel said. "We can change immediately to the needs of industry."

MANNEL HASN'T noticed any surge of interest in the school's Chinese studies programs following the declara-



Students at the American Graduate School of International Management must study world concerns and foreign languages as well as business.

The Key Managers courses were set up in 1951 to provide intensive cultural and language training for managers and their spouses prior to assignment overseas.

And Thunderbird's professors—half of whom are former executives—are also called upon to act as consultants on special problems. Last year the school was contacted by a Dutch company in Thailand to teach them marketing techniques. Raytheon, Inc., also requested intensive language training in Farsi, an Iranian dialect.

American Graduate School  
of International Management  
Thunderbird Campus  
Glendale, Arizona 85306 USA

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# The Thunderbird Ring



A unique design available only through the alumni relations office, the Thunderbird ring is cast in sterling silver or 14 karat gold, with a turquoise chip inlay. Standard ring sizes may be ordered in whole, half or quarter sizes. Alumni and their spouses may order T-Bird rings.

The 14K gold rings are special orders; the final cost may vary according to the gold market.

|       | Sterling Silver | 14 Karat Gold |
|-------|-----------------|---------------|
| Large | \$51.00         | \$245.00      |
| Small | \$49.00         | \$165.00      |

Please add \$2.00 for handling charges;  
Arizona residents add 5% sales tax.

photo by Jerry D. Jacka