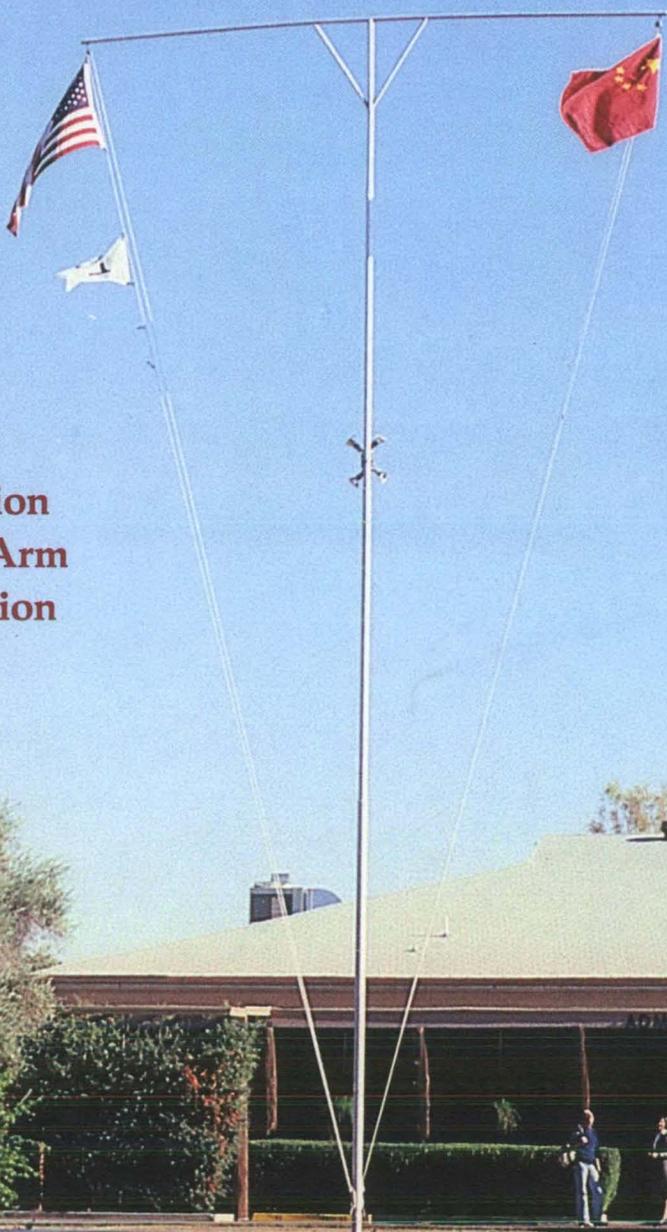


THE THUNDERBIRD

Winter, 1986

Inside:

- The China Connection
- AGSIM's Research Arm
- The Art of Negotiation



FLAG FOR THE DAY
PEOPLE'S REPUBLIC
OF CHINA

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Cover Management

Volume 80, No. 2

THE THUNDERBIRD

Quarterly magazine of the Alumni Office of the American Graduate School of International Management

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Editor's Note:

The domestic and international list of contacts (resource persons and Alumni Association representatives) will appear in the next issue of "The Thunderbird." Until then, the names of these alumni are available from the Alumni Office.

Front Cover: Photography by Steve L. Hawkins.

The U.S. flag and the People's Republic of China flag fly on the day of the formal signing between the American Graduate School of International Management and the Beijing Institute of Foreign Trade. The "E" and "Star E" flags are special awards from the U.S. government.

The marquee, which daily carries messages either about the flag of the day or other campus activities, was donated by World Business Professor John T. Lindholtz, '48, in memory of his wife Marjorie Nagle Lindholtz, '48, who died of cancer in 1978.

The American Graduate School of International Management continued to progress rapidly during the fiscal year 1979-80. The impact of the institution on the world of international business and trade has been substantial. The school now has more than 15,000 graduates working with multinational corporations and governments in more than 100 countries around the world. The largest proportion of them (in excess of 75 percent) now reside in the U.S. Of this 75 percent a considerable number have had international domiciles, but have been returned to their headquarters' international divisions.

Student Body

There were 221 new students accepted for fall semester, 1979, and 326 new students accepted for spring semester. The admissions office made a special effort to attract new students to our one-month January winterim, and more than 90 students enrolled. The full-time equivalent enrollment for the fall semester of 1979 was 988. For the spring semester it was 930.

The number of women students continued to increase. For 1978-79 the percentage was 26.5 compared to more than 30 percent for 1979-80. The foreign student enrollment leveled off at about 25 percent from last year's 26.9 percent. Continuing the trend of last year, the largest number of foreign students came from Japan. During the year a growing proportion of European students enrolled, particularly from France and the Scandinavian countries.

Faculty

The faculty continued its impeccable reputation as an outstanding teaching group, and also continued to increase their professional activities on a worldwide basis.

My own professional activities during the year included continuing as a member of the International Affairs Committee of the American Assembly of Collegiate Schools of Business, and serving as a representative of this committee on the Task Force for the Joint Project between AACSB and the European Foundation for Management Development.

The Joint Project culminated in an International Conference in Paris

THE PRESIDENT'S MESSAGE

ANNUAL REPORT 1979-1980

(June 1980) where business school professors, administrators and businessmen gathered for a three-day conference on the qualifications, characteristics and education of managers for the twenty-first century.

As immediate past chairman of the International Management Division of the Academy of Management, I became chairman of the election committee of the IMD.

During 1979-80 I was elected to the National Advisory Board of the Monterey Institute of Foreign Studies in Monterey, Calif.

Finances

The school experienced another very good financial year during 1979-80. Total revenue for the year was \$6,684,108 compared to \$5,912,270 last year. This income resulted in a net surplus of \$226,195 which was \$142,795 over budget. Again, all cost centers including food service, book store, dormitories and faculty housing operated with a surplus. The INTERCOM program (Executive Development) contributed \$110,000.

Board of Trustees

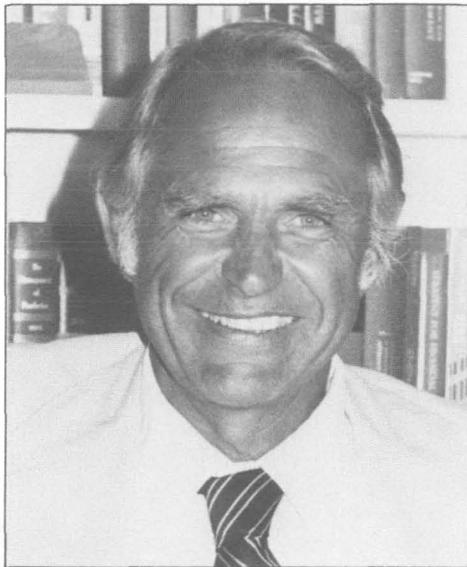
The Board of Trustees met Oct. 12, 1979, and March 7, 1980, on the Glendale campus, but broke with tradition by meeting May 29, 1980, in New York at the headquarters of the American Management Associations. Following the AGSIM meeting, a joint session was held with the AMA Trustees.

Three new trustees were elected at the October annual meeting, each for a three-year term ending in 1982. They are Roger Lyon, president, Valley National Bank; Mae Sue Talley, civic leader; and Darrow Tully, publisher and executive vice president of Phoenix Newspapers, Inc.

In April 1980, the school and its friends were saddened by the death of founding trustee Walter R. Bimson, and a resolution of tribute adopted by the Board was presented to his family.

Campus Improvements

The most significant campus improvement this fiscal year is the construction of a new classroom building by Barker Construction Company. This facility has 29 rooms, including a



President William Voris

lecture hall. Sources of funds for this project are bonds, grants, and contributions. The patio area is to be enhanced by a fountain donated by an alumnus.

The systematic renovation of existing structures has been continued. H dormitory was completed and F dormitory will be completed this fall. The remaining east apartment units are being converted to single rooms. Two key manager suites were redecorated, the student health center enlarged and remodeled, air conditioning installed in the bookstore, and major redecorating was accomplished in several of the faculty houses.

This year marked the purchase and installation of the new Prime 400 computer which has added greatly to the school's capability in the academic programs and data processing.

Development and Special Events

Gifts and grants in 1979-80 from all sources totaled \$907,582. This is the largest total income in the history of the school. Major gifts during the year included the scholarship fund from the Thunderbird Invitational Balloon Race of \$24,927. This is an annual event sponsored by the Friends of Thunderbird who have done so much for the institution over the years.

The Alumni Affairs office accelerated its efforts to improve services to alumni on a worldwide basis. The new director, Dr. Thomas Bria, has successfully organized alumni groups in

the major cities in the United States and some outside the States.

In addition to various local feature articles about the school, AGSIM hit the national wires again this year through United Press International and the New York Times. An article, "Students All Business at Arizona School," by Mark Barabak, appeared in the Los Angeles Times and was picked up from the UPI wire by numerous papers across the country. In addition, a story about AGSIM "Training Overseas Managers," a result of an interview by Elizabeth Fowler with me, appeared in the New York Times. That story was also picked up by various U.S. papers. Forbes magazine in its publisher's column also noted our awarding of the honorary degree to Sheik Yamani.

Placement Activities

Career Services Center under its director, Charles H. Mannel, had the most successful recruiting/placement year in the history of the school.

Of the 906 Master of International Management degree candidates in the 1979-80 academic year, 838 actively used the Career Services Center facilities. During 1979 there were 241 company visits to the campus, and in 1980 an increase of 12 percent saw this number grow to 268. These firms and government agencies conducted 4,306 interviews. The average starting salary jumped 11 percent from \$20,211 in 1979 to \$22,467 in 1980. The salary range received by the graduates was \$14,000 to \$40,000.

Conclusion

The American Graduate School of International Management is an amazing story of achievement. Its reputation is based primarily on the worldwide success of its graduates.

Because of long-time traditions of institutions established over 100 years ago, it is difficult for a younger institution to achieve any sort of stature. American Graduate School in its brief 34 years of existence has managed successfully to carve out a significant niche in the academic world. Each year it continues to gain additional respect from its academic colleagues and from its corporate clientele. I see this continuing on through the next decade.

The China Connection

By K. Jean Gilbert Hawkins

With the signing of the formal agreement with the Beijing Institute of Foreign Trade about two months ago, the American Graduate School of International Management became the first American educational institution to have an exchange program with the BIFT, in the People's Republic of China.

President William Voris called this program "of great importance to the future of our two countries." Speaking through a translator, BIFT's president Tien Guang-Tao said this exchange program would serve as a "bridge between the two schools . . . we are proud to have taken the first step." The two presidents then signed the formal agreement as students, faculty and staff and the AGSIM Board of Trustees looked on during the Oct. 3 ceremony in the quad.

History

In the spring of 1979, representatives from BIFT traveled to the U.S. and visited several colleges offering advanced business degrees. In addition to AGSIM, Stanford, Harvard and the University of Chicago were among the dozen or so colleges the BIFT delegation toured. The school administrators knew about AGSIM from Mr. and Mrs. Julian Sobin who deal in trade with the People's Republic of China through their company Friendship International Corporation. Sobin is also on the Board of Trustees for AGSIM so he had a catalogue to show the Chinese.

When they arrived on campus, according to Marshall Geer III, dean of the Faculty, they already knew quite a bit about the school. They also seemed "very anxious and very un-Chinese," Geer said, in describing their interest in AGSIM. Meetings between the BIFT

administrators and AGSIM officials soon established agreement on the enormous potential benefits that could be realized through the establishment of formal arrangements between the two institutions.

Before the administrators visited any of the East Coast schools, they asked the AGSIM representatives to prepare a proposal for an exchange program between the two schools. They asked that this plan be airtailed to them before they left the States, but Geer added, "I suspect there were others (proposals)."

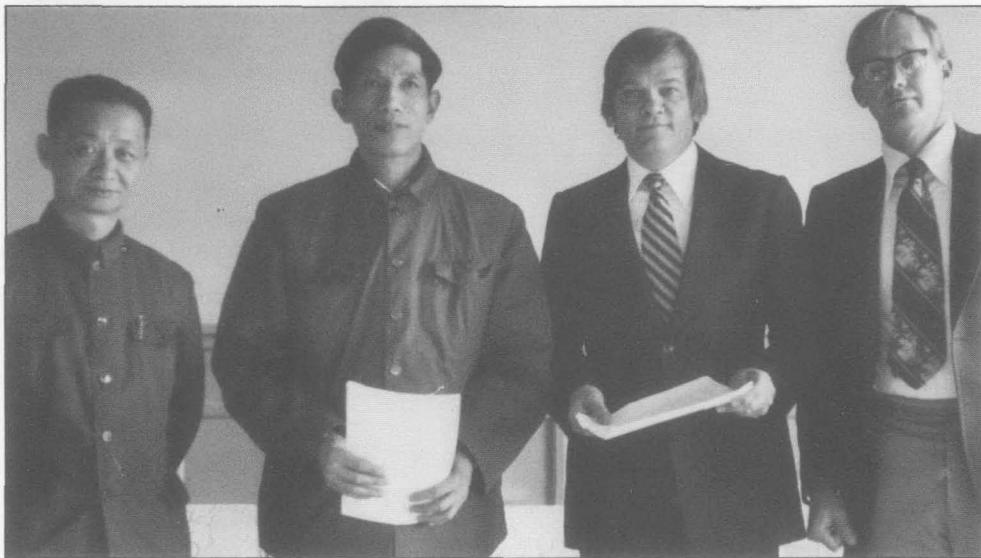
When the Chinese administrators returned to Beijing, they invited AGSIM to send a delegation to China to carry forward the exploratory talks regarding faculty and student exchanges.

Memorandum

Less than one year later, in January



During negotiations with AGSIM officials are BIFT representatives, from left, Liu Chao-jin, director of the Department of Foreign Trade; Zhou Fu-jiu, dean; Zhang Wen-sheng, vice-director of the office of the president; Zhang Fon-ming and Miss Li Yue-fen, interpreter.



AGSIM President William Voris and President Tien Guang-Tao sign the formal agreement while the AGSIM Board of Trustees, students, faculty and staff look on.

Robert Horn, director of Development and Dean Marshall Geer III, far right, during negotiations at the Beijing Institute with the school's administrators, Dean Zhou Fu-jiu, left, and Xu Shi-wei, BIFT vice president.

1980, Geer and Robert Horn, director of Development at AGSIM, traveled to Beijing to negotiate the signing of a formal Memorandum of Understanding. Two U.S. corporations funded the trip.

The memorandum specified:

—AGSIM would send two groups of two faculty to BIFT for four weeks to conduct curriculum review, seminars and research.

—BIFT would send to AGSIM one senior professor for one month, and three junior faculty members to spend at least one semester and possibly become candidates for the Master of International Management degree offered by AGSIM.

—It was agreed that the sending institution would be responsible for travel expenses, and that the receiving institution would be responsible for local expenses such as room, meals and travel.

Geer and Horn met several times with Xu Shi-wei, vice president, Zhou Fu-jiu, dean, and with other officials of the BIFT while in Beijing. According

to Geer, AGSIM's curriculum appealed to the Chinese, and they hoped to update the offerings at BIFT by adapting similarities in the two schools' programs.

Horn and Geer also met with Ambassador Leonard Woodcock at the U.S. Embassy in China. Woodcock told the two AGSIM representatives that BIFT is a very important part of China's future in international trade. For example, unlike other educational institutions in China, the BIFT is under the direction of the Ministry of Foreign Trade, not the Ministry of Education. Therefore the more flexible attitude of the Chinese toward foreign business is reflected in the fact that many of the BIFT graduates become employed by the Ministry of Foreign Trade, and secondly that the Chinese have established trade relations with more than 150 countries and regions.

The Similarities

AGSIM and the BIFT are similar in many respects. While the Beijing school

does train employees for the Ministry of Foreign Trade, the school also prepares some of its students to be customs workers. The school is therefore divided — like AGSIM — into three parts. (A fourth section is reserved for courses for the students who will become customs officials.) The three departments are English, other foreign languages and foreign trade. The other languages the BIFT offers include Russian, French, German, Japanese, Italian, Spanish, Korean and Vietnamese. The third department seems to be a combination of AGSIM's two departments, International Studies and World Business. In the foreign trade department, BIFT instructors teach such courses as foreign trade procedure, changes in world economy, history of China and principles of foreign trade. Also in that department is an administrative office which deals with the political economics courses.

There are a few general differences in the two schools. While most of the students who attend BIFT are eventually

中美关系迈进一步 双方院校建立交流计划

Special thanks to Professor Andrew Chang, of AGSIM's Modern Languages Department, for drawing the Chinese characters, which translated mean "China-American Relationship Makes Big Giant Strides. Schools Both Sides Conclude Exchange Program."

employed either as customs officials or work for the Ministry of Foreign Trade, AGSIM graduates are employed in government as well as private sector positions all over the world. Also, the immediate past president of the Beijing Institute of Foreign Trade is currently the vice-minister of the Ministry of Foreign Trade. There is no similar tie between AGSIM and the U.S. government.

Finally, there are, it appears, more students at BIFT than at AGSIM — 1,200 students with plans to expand to 4,000 — and more faculty members — 800, approximately 150 of which are in the English Department.

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BIFT Professor's Visit

Editor's Note: Professor Yao Nien-ching spent a month on the Thunderbird campus of the American Graduate School of International Management. While he was here we observed him at his lectures, talking with students, faculty and staff. The 63-year-old professor who spent two years studying in England at the London School of Economics in the late '40s, was articulate, at times humorous, at other times strictly business. Yao, who spoke with a clipped British accent, was capable of discussing a wide range of topics ranging from American literature to economic principles. One AGSIM professor recalled a particularly intense question and answer period from an audience which had heard Yao speak: "The questions were fired at him like tracers. But the hotter they got, the cooler he was." We met with him on a few occasions, questioning him about the Beijing Institute of Foreign Trade, its faculty and himself. Some questions were answered as he puffed away on his Chinese cigarettes. Other answers would be pensive, full of pauses, and he would respond first by removing or re-adjusting his black-rimmed glasses and rubbing his hands over his thinning gray hair.

The Foreign Trade Department started to enroll post-graduates since 1978. The purpose of our taking post graduate students is to train people with a higher standard. For those in the English Department, our aim is to train a more competent teacher in that particular department and since we are a school of foreign trade, not an ordinary language institute, so we don't go about trying to train them too much in linguistics or literature — though they must have some of these. The main purpose is they must be able to speak English with foreign trade and economic content.

... I am a professor in the English Department and also the vice chairman of the academic committee which is a group newly formed to assist the school leadership on academic affairs, an advisory organization.

What are the backgrounds of the professors? How many women are there at BIFT, in the faculty?

Variety of that, you know. Few of them have been abroad. There's several, quite a few, who studied in this country. One, a statistician, studied at the University of Chicago. One, in New York University. Females, about half of the faculty in our department, in all departments. But they are mostly junior faculty but with professors' rank including associate professors, there are less women than men.



Why do you believe you were chosen to be the first professor to come here?

Well, it's really up to them to answer that, don't you think? ... it's very difficult, because I really can't say for sure ... as long as you think I'm all right I suppose that's why. My presence is the living proof of the new policy, can I say that? Now during the cultural revolution there was no chance for a man like me who comes from the old society, being trained in Britain, to have been considered formerly (important, formerly) as a "bourgeois intellectual" — in quotation marks — whose mental outlook is essentially that of a bourgeois. Is hardly possible for a man like me to come. But now under the present government leadership many things have to be corrected, many of the ultra left. We're no longer considered as bourgeois intellectuals. We're simply intellectuals, even though we're working for the ... for China,

then we are patriotic and intellectuals. We work for the working class, I mean ... for the proletariats because it's a government by the proletariats, so we are proletarian intellectuals. This is the present theory. This is very roughly but generally. No need to go into the theoretical intricacies.

How long have you worked for the Beijing Institute?

... Before that I worked for 10 years as a research economist in the Institute of Economic Research of the Ministry for Foreign Trade. (*How were you placed? Did you have to take a test?*)

No, we started work and then there was a meeting among all the members to ascertain our ranks ... essentially.

My official title was associate research fellow but I was made a full professor last year. An associate research fellow is really equivalent to an associate professor in rank ... At the beginning of 1966, that is when the cultural revolution was unleashed, there was no possibility of any academic teaching, any schooling ... anyway we were classified as people who helped to push the revisionist line so we were criticized. The president of our institution was called a capitalist roguer, and ah ... well it ... was rather unpleasant. And then after a few years, in 1969 we went down to the countryside to what was called May Seventh, Codre School, c-o-d-r-e, means anybody who is not a shop-worker or a codre member who works in the hills. It's very difficult for you to understand ... anyway, it's called May Seventh Codre. I worked in the paddle fields at first, planting rice, weeding in the fields, you know, water fields. Later I was a laborer on a construction site, carrying cement, water. Later on my job was to manufacture indigenous bacteria fertilizer. ha! A great interesting life. And mind you, I don't mind so much this life. I think to be with the people, farm laborers and to go through what they have come through or what ordinary workers come through is a great experience for me, naturally. What made us suffer was really the doubtfulness in its various manifestations of ultra left. It was part of the agony. But, however, we don't take that personally. They are in jail, the gang of four, and will be shortly on trial. And we are free. And then I was called back in 1972 first to write the teaching materials for basic English.

Would you please describe physically the Beijing Institute of Foreign Trade.

Construction work is still going on. The site was originally the Peking Film Studio. We originally were in another place but during the cultural revolution when we moved down to the countryside that place was taken over. So we were given this building instead. So you go into the gate, you see there's a building originally built by the Peking Studio and there are several rooms which have been made into classrooms and offices. We have all the sort of equipment like washing basins for the film, sound system, cork floor and it's a two-story building. A little to the

The Beijing Institute of Foreign Trade.



right there's a building which is generally called the glass building because they have a glass facade . . . which is about five-story high. Well, not high according to your standards, pretty high according to our's. And then mainly the offices for president and vice president and apartments, the library and then we have built a main building for all the classrooms and also for the teachers' staff. That's for third department, the foreign trade department, here's the kitchen — no, no, I'm sorry, eating place, eating hall. Here's building here for the people who do the binding and printing of teaching materials. Here some offices for the staff of the general service department in charge of the dining hall and dormitories . . . here is the ground sports field and there's a swimming pool here.

It seems similar to AGSIM.

Similar? Well, not quite as good but in a way I suppose you could say it is. The swimming pool was built by the students themselves back in 1974 I believe.

It's flat and now from here if you want to go to the main road then it's 20-minute walk through the fields. There is a paved road leading right down here. This is our living quarters here. There are one, two, three, four, five, six, seven blocks flats there for the staff. And another one is being built, people say it's being built, for people of the professorial rank so that each

one of them will be given a study. Whether that's true I don't know, but that's what people say.

You probably would like to know about my living conditions. I have a two-room flat.

Housing, you know of course, in China — there are so many people. Housing's difficult. It's really only recently that government has paid attention to public, like housing . . . it wasn't like this during cultural revolution. So we have managed to add three blocks to the old building. It's five story and I have a two-room flat, apartment, with a kitchen and a toilet (in addition, yes). My study is my bedroom as well. It's not very big. But the other room is slightly bigger. Now we have a veranda, or a porch, you call it, do you call it a porch? The one I mean is four stories. I'm in the second floor which is considered to be one of the best locations.

We use bicycles for transportation. I have a bicycle. Each one of us has a bicycle.

During the course of the interview, Professor Yao added:

People have been very, very friendly and there's a great interest in our students, in my own country, in what's happening, what's taking place. And their hospitality, friendship and their interest I feel my stay has been very successful, fruitful and I'm taking back with me the good will of the AGSIM people. I shall expect a report not only to the school authorities when I go back but also to large audience telling them about how I feel, what I've observed here and also I suppose single out a few points in which I think we should learn about the school, in what way we could benefit from the experience of this school. I expect to do that.

—KJGH



Professor Yao Nien-ching: "People have been very, very friendly and there's a great interest in our students, in my own country, in what's happening, what's taking place. And their hospitality, friendship and their interest — I feel my stay has been very successful, fruitful and I'm taking back with me the good will of the AGSIM people."

The Exchange Begins

Professor Yao Nien-Ching arrived Sept. 16 as part of the exchange agreement between the two schools. Professor Richard Mahoney of AGSIM's International Studies Department coordinated Yao's schedule while he was on campus for one month.

In addition to continuing negotiations with AGSIM about the BIFT exchange, Yao also attended classes at AGSIM, lectured to the public and the students, met with U.S. representatives from business, government and academia. According to Mahoney, Yao was constantly on the go — keeping at least five to six appointments daily with various interested and influential persons in addition to meetings with individual students. On more than one occasion, Yao began his day with a 7 a.m. breakfast meeting and ended it late in the evening after a dinner engagement.

Yao delivered three open lectures on the economy of China at AGSIM. He was interviewed by several media representatives. He attended more than 15 classes at AGSIM, representing all of the three departments. He spent some time at the University of Arizona at Tucson, with professors and students in the university's oriental studies division.

All the while, Mahoney found a "strong core of interest that has elevated the dialogue . . . otherwise this would have turned into a social occasion. It was a hell of a lot more than that."

Furthermore, Mahoney said he believed that the attendance at Yao's trio of lectures given at AGSIM "are indicative of the interest in China." Mahoney estimated that between 80 to 100 persons attended each of Yao's evening lectures, including 28 senior citizens from the Sun City Civitan Club. "I know because I counted them," he added.

Mahoney and two World Business professors — Wallace Reed and Barbara Reed — will visit the Beijing Institute for more than 40 days during the end of the fall semester at AGSIM and the beginning of the spring semester. This was agreed upon when BIFT's President Tien and Zhang Fon-ming, director of overseas programs, came to AGSIM to sign the formal agreement. In addition, the Beijing Institute will send three professors to attend AGSIM classes

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Student's Visit to China

Editor's Note: To present a student's view of the People's Republic of China, we attended a lecture given by AGSIM student Philip Auerbach who was among a group of about 60 persons who traveled to Shanghai, China, this past summer to learn the Chinese language at East China Normal University. This was the first time a group of Americans was allowed to take courses in Shanghai since the 1949 revolution. Auerbach, who speaks French and Japanese, spent 10 weeks in the People's Republic of China — eight weeks learning Chinese and two weeks traveling. His sponsoring institution was Columbia University in New York. As part of the AGSIM Liaison Committee, Auerbach lectured to about 125 students earlier this fall.

"The Chinese have an insatiable curiosity about life outside China," Auerbach said.

Although Auerbach and the other students in his group stayed in the specially renovated foreigners' dormitory and ate in the foreign students' cafeteria, he was able to talk with some Chinese people. Most were the society's political and educated "elite," however.

Auerbach said he found the Chinese "warm, friendly, open and very kind . . . and very frank." They would often speak together about the differences and strengths of the two countries. And, he said, most Chinese were aware of the freedoms they lacked.

As Auerbach described himself, he is about the height of an average Chinese man and has similar coloring. So, unlike his blue-eyed, blond peers, Auerbach could walk relatively unnoticed — until

he spoke Chinese and then the crowd around him would quickly increase. He said he found this disconcerting.

Auerbach learned about Chinese life from talking with other students from China, but he cautioned that some of their impressions should not be generalized because the Chinese generally lack the money and the time to travel very far.

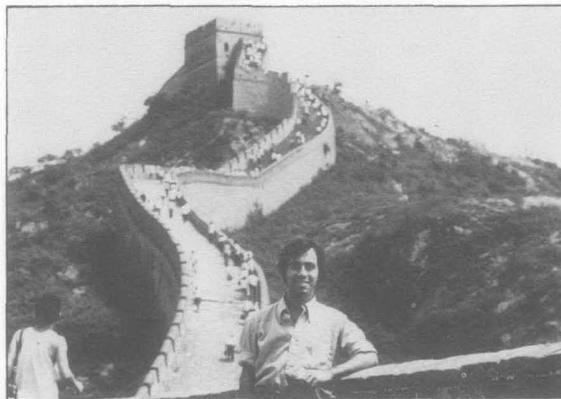
He estimated about 3 to 5 percent of the population is considered the intellectual or cultural elite, while the vast majority remain in small towns or rural villages as peasants. Their lifestyles, he said, are almost incomprehensible to U.S. citizens.

During the cultural revolution, however, Auerbach said, contrary to current practices of merit promotions, there were two ways a person could gain upper level employment or college entrance: By being pro-Communist or having what Auerbach termed "revolutionary furor," or by coming from a peasant or worker background — not from an intellectual family.

Auerbach found one Chinese practice "especially shocking — the total lack of choice in most aspects of life." For example, he said, most all of the Chinese are appointed to a job for life. That means no job mobility, he added, no cross training, little chance for promotion or for transfer and lots of job monotony.

The second semester AGSIM student said he learned about Chinese life while talking with other Chinese students and intellectuals and by visiting in their homes (which he did twice). He emphasized that many Chinese simply "can't conceive of American life and life in the outside world." On the other hand — and on a more somber note — Auerbach said, "The Chinese authorities know lots of what's going on."

—KJGH



AGSIM student Philip Auerbach at the Great Wall. Only a small portion is open to the public and, in parts, the wall slopes at almost a 45-degree angle.

Negotiating International Business

By Al Ilch
AMA Staff

The current thinking on the art of negotiation is that it is not to be conducted as a game or a war, but as an activity that requires both sides to win in order to be successful.

C.E. (Gus) Leslie, an expert on international business negotiations and president of C.E. Leslie & Associates, Glen Head, N.Y., defines the successful negotiation as one "... in which the transaction, involving certain exchanges, is agreed upon by both parties and is consummated with perceptions of gain by all parties to the negotiation."

The key to successful negotiations is a strong knowledge of people and an understanding of human behavior. As Gerald Nierenberg writes in his book, *Fundamentals of Negotiating* (Hawthorne Books, New York, 1973). "For the negotiator, the study of man is not only proper; it is essential."

Negotiators, then, must not only be well versed in the intricacies of human behavior but, more specifically, must learn all they can about the people sitting on the other side of the negotiating table. This is especially true in international business negotiations, where the task is more complex. Here there are a number of barriers, including language, politics, economics and, most important, culture.

The initial stage in international business negotiations is of course planning. Negotiators must be well prepared — they must do their homework.

U.S. negotiators, for example, must be aware of the "opposing" country's attitudes toward the U.S. and business; its cultural differences; what its current national priorities are — technology, exports, agriculture, etc., and its regulations concerning such matters as foreign investment,

technology transfers and local ownership percentages.

The negotiators must also be able to determine the strength of the foreign country's present government and what its major problems are — inflation, unemployment, etc. Finally, American negotiators must have a thorough knowledge of U.S. legal restrictions. Probably most significant of these is the Foreign Corrupt Practices Act, which makes it illegal for any U.S. business to offer a "commission" (or what might less politely be referred to as a bribe) to any foreign official for the purpose of completing a business deal.

Among the best sources of research for the American negotiator are the State Department, the U.S. Chamber of Commerce and the consulate of the country with which one will be negotiating.

These places can provide information on the opposing country's culture, protocol, politics, economy and past business transactions. Contacting foreign students or visitors, who are natives of the country one will be dealing with, can also

be helpful. By socializing with the natives prior to the negotiations, much can be learned about customs, expected courtesies and, perhaps most important of all, what not to do.

The process of selecting negotiators is of major concern. Technical competence is, of course, important, and the potential negotiators should be carefully screened to weed out those who might have hidden prejudices toward the country in question. Foreign negotiators expect to meet with a company's top people, so impressive titles are important. In many countries it is customary to exchange business cards at the onset of the initial meeting. It would be courteous to have the pertinent information translated into the country's native language on the back of the card.

These and other aspects of negotiating international business will be dealt with during "International Business Negotiations," a seminar to be presented by American Management Associations/International at its New York Headquarters, March 2-4, 1981.

International Business Negotiations

March 2-4, 1981

Meeting # 10222-14

Price:

INDIVIDUAL FEES

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\$585

Non-Members
\$675

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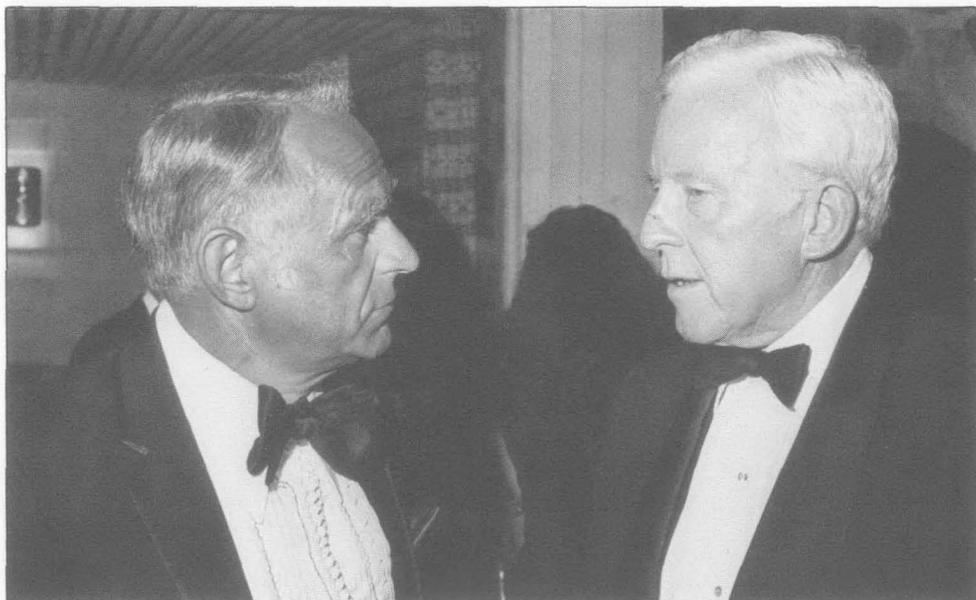
YES, I want to attend _____ date _____

List team registrants on separate sheet

This confirms phone registration. Full fee is payable in advance. I am entitled to AMA Member fee Please send membership information Bill me

Name: _____

Address: _____



C. William Verity, right, with AGSIM President William Voris

ARMCO Chairman Is Top Executive

AGSIM's International Executive of the Year Award was presented Oct. 2 to C. William Verity Jr., chairman of ARMCO, Inc., board of directors at AGSIM's annual Board of Trustee's dinner at Paradise Valley Country Club.

Verity, who is the fifth recipient of the award, is also the chairman of the board of the U.S. Chamber of Commerce and in that capacity, travels throughout the U.S. promoting the chamber's "Let's Rebuild America" program. That program encourages greater business participation in governmental relations at all levels.

His other accomplishments include chairing the U.S. - U.S.S.R. Trade and Economic Council, participating on the President's Export Council and directing the National Council for United States-China Trade. Verity is also the director of the International Iron and Steel Institute.

A graduate of Yale University, Verity serves on AGSIM's Board of Fellows.

He has been with ARMCO since 1940, holding several operating and personnel positions before becoming director of the company's organizations planning and development in 1957. He took over as director of public relations four years later and as vice president and general manager of the steel division in 1964. He became president and chief executive officer one year later in 1965. Although he became chairman of the board of directors and chief executive officer in 1971, he relinquished the CEO responsibilities eight years later to represent the board of directors in policy matters and to become more active in public, political and international affairs.

The award is given annually by AGSIM to an executive in recognition of his or her efforts to foster international understanding through constructive and mutually beneficial business management among peoples of the world.

Club Plans 'Network'

The Women in Business Organization has reorganized and at its first meeting members were dismayed by a large list of statistics regarding women in the work force. They learned that only one-half of one percent of all executives in international business are women.

Intent on changing those statistics, the members are enthusiastic about this year's goals: Establishing a women's network with alumnae; bringing successful women and T-Birds to campus to speak; informing members regarding interviewing and job searching; promoting the advancement of women in business; associating with a national women's business organization; raising the consciousness of faculty members regarding women.

Approximately 60 members were present to hear Charles Mannel speak at the first meeting. He said, "Women have to start helping each other. They have to form the same types of communication systems which men have had for years."

For example, a T-Bird whose husband had been transferred called AGSIM recently to locate a possible candidate to take the position she had to abandon to go with her husband.

The possibilities of the network are exciting to club members. Networks are as old as brandy and cigars, and the Women in Business Organization holds the belief that by setting up their own network, they can help each other find fulfillment and bring other women into the business world.

Interested T-Birds may contact WIB student member Sonya Varea at AGSIM Box 923, Glendale, 85306.

Chemistry Professor Feted at Graduation

An assistant professor of organic chemistry received the Barton Kyle Yount Award at AGSIM's 76th commencement exercises August 8 held at the Arizona Biltmore.

James Madison Springer received his B.S. degree in chemistry and his Ph.D. in organic chemistry from Oklahoma State University. He has been an assistant professor of organic chemistry at the University of Coahuila in Mexico, at Ohio State University and at the Federal University of Ceara in Brazil.

Japanese Seminar Held at AGSIM

A group of 18 Japanese students from the Institute for International Studies and Training (IIST) in Japan were hosted this summer at the American Graduate School of International Management for a two-week seminar on "The U.S. Market for Japanese Enterprise."

The students toured the First National Bank of Arizona headquarters, the Greyhound/Armour-Dial Research Center, Honeywell Corporation, Karsten Manufacturing Corporation, Motorola Corporation and the Salt River Project as part of the program.

The seminar at AGSIM was a conclusion of a year's study for the 18 students, all Japanese businessmen attending IIST at their employers' expense. Graduation certificates were presented to them at a cocktail and dinner party Aug. 1.

The program is also part of an exchange whereby students from AGSIM will attend the IIST, located at the foot of Mt. Fuji, in the spring semester 1981.

The program is directed by Prof. Marshall Geer III, dean of Faculty, and R. Duane Hall, executive director of INTERCOM.

Phonathon Begins Soon

The fifth annual Alumni Phonathon will run Jan. 5 through 24. Two separate phone stations will be set up this year — one at the AGSIM Thunderbird campus and the other in the New York metropolitan area.

At the Thunderbird campus, crews of students, alumni and staff will call alumni and friends of Thunderbird in the continental U.S. except New York City, who haven't responded to solicitations this fiscal year. Meanwhile in New York, alumni will call T-Birds and other friends of Thunderbird in the metropolitan area of New York City.

Calls will be made Monday through Thursday evenings and on Saturday afternoons.

This is an opportunity for alumni to demonstrate their financial support for their alma mater. Donations are tax deductible.

The China Connection Continued from Page 6

with possible results of their receiving a Master of International Management degree. It is the desire of the Beijing Institute that one of their professors concentrate on finance courses, one on management, and one on English.

Professor Robert Moran of the International Studies Department and a professor of international marketing from the World Business Department will probably be sent to the BIFT at the end of the AGSIM spring semester 1981 for approximately three weeks.

As part of the agreement, BIFT and AGSIM, as hosts, will pay for their respective visiting professors' rooms, meals and travel, in addition to providing a modest amount of local currency. Yao lived in campus housing while he was at AGSIM; the three BIFT professors will do likewise.

Future Potential

The long-run major benefits to AGSIM clearly require that AGSIM faculty and students be involved in lengthier visits to BIFT.

It has been proposed that BIFT accept up to six AGSIM students, who would be accompanied by an AGSIM professor. Each student would earn six credits in two courses at BIFT — one would be taught by a qualified senior BIFT faculty member. This class would cover an acceptable topic of current interest relating to Chinese-U.S. trade relations. The second course would be a research project carried out by the individual student and supervised by the AGSIM professor, who in turn would be conducting his or her own research project.

Mahoney said he believes there is a strong possibility that this student-oriented proposal is possible, citing the fact that there are at least 50 AGSIM students who have strong backgrounds in China and at least 35 who are proficient in Mandarin.

The major obstacle for the BIFT's accepting this proposal is related to the supply of living accommodations relative to the expected expansion of the student body there as well as the nature of the living quarters, considered spartan by U.S. standards. However, BIFT officials have been assured that AGSIM students will be selected only after thorough briefing of the conditions to be expected.

"The Chinese are very progressive and very shrewd and they are not inclined to seek prestige," Mahoney said.

"They seek self-interest. They are cognizant of our purpose to train (students to become international managers) — it makes sense to them."

"They want to know how to arrange an export license. To learn about the mechanics of international finance. What is practiced by the United States. The nuts and bolts type of thing we do here," Dean Geer added.

There is also the potential for AGSIM to become a center for expert consultation for business investment in China, to become a liaison between the BIFT and U.S. corporations. Mahoney voiced the hope that a small center for Chinese research — to facilitate investment and trade with China — would be established at AGSIM. The professor also proposed a student-run trade symposium to be held, similar to the World Affairs Conference, at AGSIM and to invite students and professors from other universities to deliver papers on China.



AGSIM students Mark Hayden, far left, and Greg Fillinger served as official student guides to President Tien Guang-tao, Zhang Fon-ming and Yao Nien-ching.

The Thunderbird Mystique

Underlining all of these exciting proposals and actual academic exchanges is the benefit to the students — now and in the T-Birds' futures. The program will begin on an academic foundation and eventually spill over into the realm of business.

While BIFT President Tien spoke of "good will and friendship" at the formal signing ceremony, AGSIM President Voris spoke of the agreement's serving a need, of its tremendous benefit to the school and to Thunderbirds.

Voris also praised the students who participated in the ceremonies and during the Chinese officials' visit — as chauffeurs, interpreters, guides — who, for the most part, spoke in Mandarin. Their impact did not go unnoticed:

"When the school puts its best foot forward," Voris said, "it's the students who do so."

Economic Affairs of Latin America Studied at World Affairs Conference

By K. Jean Gilbert Hawkins

Argentina, Brazil, Chile, Mexico, Panama and the U.S. were represented at the first World Affairs Conference held Oct. 9 and 10 on the Thunderbird campus.

Government representatives, business persons as well as professors and students participated on the four round-table panels, which covered the topics of "Energy Prospects for 1990," "Technology and Investments," "Economic Stabilization through Commodity Agreements" and "Infrastructure Development."

The evening before the conference Margaret Ware Kahliff, director of the Export Import Bank of the United States, spoke at a banquet attended by more than 100 persons.

"The U.S. is the world's largest trader," Kahliff told the audience, "but it has not kept pace with other countries."

She claimed there are 50,000 U.S. companies that have export potential and said if these small businesses don't plan to become involved in international trade, then they should either plan for take-over by another company or for their demise.

Turning to her position as director of the Export-Import Bank, she said its purpose is to facilitate and increase U.S. exports, to be reasonably certain of other countries' re-payment on U.S. loans and to be competitive, according to Congressional mandate. As part of the bank's responsibility to help companies interested in exporting, she said, the bank has a hot-line (800-424-5201). "I think it's time we help 'em (companies wanting to export goods)," Kahliff stated.

In discussing the bank's role in Latin American development, she said there

are seven Latin American countries that "are not good creditors," but she did not list them. There were also six Latin American countries which she considered "good credit."

Overall, however, she said that "Latin America was most promising" for trade development by the U.S. Several other nations also believe there is trade potential for them in Latin America. The problem for the U.S., Kahliff emphasized, is the trade disincentives.

Citing recent bank loans to Costa Rica, she stressed her philosophy: "You change when the market is against you," and added that government disincentives shut off Latin America. "There is enough business for everyone if we just operate under the same rules," she said.

The first round table topic was about energy. Participants from government were Luiz Felipe P. Lampreia, deputy chief of mission, in charge of economic, commercial, scientific and press affairs of the Brazilian Embassy in Washington, D.C. and Mateo O. Juan, engineer-technical representative of the Argentine Oilfields Corporation, Argentine Consulate in Houston, Texas. Clyde Ragsdale, manager of solar market development, Motorola, Inc., was the business representative. Edward J. Williams, Ph.D., associate professor in the Department of Political Science at the University of Arizona, represented academia on the panel which was moderated by AGSIM student Kurt Feichtmeir. Michael Gerber, AGSIM student, was the student participant.

Argentina is spending \$24 billion in investments in the energy field, according to Juan, and about half that is going toward hydroelectric power research. Brazil is also looking at energy alternatives, according to Lampreia, who listed some of Brazil's



Margaret Ware Kahliff, director of the Export-Import Bank of the United States.

projects as nuclear power plants, dams utilizing hydroelectricity, auto conversions to use alcohol as fuel. Calling Brazil's energy situation "severe," he said that now about half of Brazil's money spent on imports goes toward oil imports.

Ragsdale, who stressed the cost effectiveness of solar energy, showed slides of solar energy projects in Indonesia, Africa and southern Utah.

AGSIM student Kimberly A. Faller moderated the panel on technology and investments. Manuel Labra, minister counselor of Chile and director of proChile; and Vincent D. Travaglini, acting deputy assistant secretary for finance, investment and services, international economic policy for the International Trade Administration, were the two representatives from government. Business was represented by C. Wolcott Parker, owner and president of C.W. Parker Management Consulting and chairman of the Com-

mittee on Mexican and South American Development of the Licensing Executive's Society. Robert S. Tancer, visiting professor at AGSIM and a legal specialist in legal environment of international business, was the academic representative; and Herman Krutzfeldt was the AGSIM student participant.

A few of Chile's future goals, according to Labra, include reducing inflation, increasing total trade as well as traditional exports and maintaining the GNP growth. Therefore he said he believes there is potential in Chile for foreign investment; and at present more than 100 countries are doing business in Chile.



In discussing U.S. investment in Latin America, Travaglini pointed out that 77 percent of U.S. foreign investment is focused on Latin America which makes the U.S. the largest single foreign investor in the region. Brazil receives the largest share of that investment. However, he added, that as a main source of new foreign investment, Europe takes the lead from the U.S. Most of the European investments go to Brazil, Argentina, Chile, he said.

One of the problems the U.S. is having is technology transfers, according to Parker who outlined the patent system. He explained that developing countries need technology but, he argued, technology is considered property. Latin American controls on technology curb foreign investment, he said: "Investment and technology go hand in hand." He praised the recent Latin American attempts to reduce the intervention of government in the market place.

Representing government on the panel discussing commodity agreements were Lampreia and Dr. Carlos A. Lopez Guevara, former ambassador extraordinary and plenipotentiary

of Panama to the U.S. and Canada. Cecil Miller, vice president of the American Farm Bureau Federation and president of the Arizona Farm Bureau Federation, was the business representative on the panel. Academia was represented by Donna Guy, Ph.D., assistant professor of history at the University of Arizona. Sergio Zappa was the AGSIM student participant and the panel was moderated by AGSIM student Robert A. Valdez.

While Miller revealed that farmers and ranchers "have no enthusiasm" for commodity agreements, Lampreia explained how important commodity trade was to developing countries. Lopez stressed the fact that Panama is diversifying, that the country's past 80 percent dependence on canal activities has now been reduced to between 10 and 12 percent. While sugar remains important to Panama, he added, "we need to have some order in the market." As it is now, "OPEC dictates the rules and we can take it or leave it."

The round table on infrastructure development was moderated by AGSIM student Conrad M. Terry Jr. Participants included — from government: Florencio Acosta, minister counselor for commercial economic affairs, Embassy of Mexico; from business, Hovey C. Clark, vice president of Bechtel Financial Services; from academia, Andris Trapans, Ph.D., assistant professor of international studies at AGSIM. John Moncure was the AGSIM student participant on the panel.

Acosta, who traced the history of Mexico's infrastructure development, compared Mexico to a rapidly growing adolescent who needs to buy clothing — the oil is paying the bills. To a question about the United States' fear that she would lose Mexican business, Acosta replied that in the end there is more culture affinity with the U.S. and Mexico than between Mexico and Japan, Germany, France or Sweden.

Clark explained how Bechtel, one of the world's largest engineering/construction companies, approaches infrastructure development in nations. While Bechtel is very reluctant to enter global bids because of the tremendous expense involved, Clark said his company will do so when there is a short bidding list. In Latin America in the next decade, he said, there will be much work on energy projects in nuclear, solar and geothermal, hydroelectric power, in addition to oil and gas field secondary recovery systems, coal resources and mining projects.

Professor Joaquin Duarte, who summarized the four panel discussions at the end of the conference, said the blend of business executives, students, teachers and government officials was a "good model for it to continue," and proposed that the world affairs conference become an annual event at AGSIM.

Conference chairperson was AGSIM student Martha von Hillebrandt, who had followed through with plans begun by AGSIM student Jaime Bustos in the fall of 1979. Bustos, '79, according to von Hillebrandt, envisioned a program which "would foster international cooperation in the public and private sectors that affect the world's economic questions, in keeping with AGSIM's objectives." Charles LaFond and Regina Lagesse also contributed to the birth of the first conference, von Hillebrandt said. With von Hillebrandt and vice chairperson Valerie Edgemon, the committee, which was under the direction of AGSIM Professor John Conklin, grew to more than 50 members.

Ambassador Examines Middle East Tensions

"The U.S. has had very little debate on foreign policy," said Ambassador L. Dean Brown Sept. 14 in the AGSIM auditorium to an audience of more than 150 students.

And that includes very little talk on the Vietnam situation and now the Middle East, said the former U.S. ambassador to Senegal and Jordan who is now the current president of the Middle East Institute in Washington, D.C.

Brown, whose speech was entitled "Middle Eastern Tension," discussed the varied interests of the U.S. in the Middle Eastern countries. These interests, according to Brown who has spent nearly 30 years in the Foreign Service, span the moral, economic and political.

The oldest interest, according to Brown who did not mention the hostages in Iran, is the United States' sense of what is right and good; wrong or bad.

He traced the interest in Israel from its beginning in 1948, 12 minutes after Israel's birth, to the current situation, and Brown said, "the U.S.

Please Turn to Page 12

Success is Key, Says AMA Chief

The correlation between success and managers is the best measure we have, according to James Hayes, president of the American Management Associations, who spoke to more than 200 persons Sept. 26 in the AGSIM auditorium.

Therefore the AMA and AGSIM, he said, have worked jointly on a five-year project to establish success models, "what makes for competency for managers." The results of this research, according to Hayes who has been with the AMA for 10 years, will be available from the AMA in 1981.

Hayes said, 2,000 models from Fortune 500 success models were selected on a non-random basis for



James Hayes

the study. From these statements, the AGSIM-AMA consultants determined that there is a "competency at every level and every competency manifests itself as a skill," Hayes said, in ex-

plaining the slide presentation.

Hayes listed five motives/competencies or needs for achievement: entrepreneurial competencies, intellectual competencies, interpersonal competencies, social-emotional maturity and specialized knowledge. These were then matched with the five different levels, which Hayes explained through the use of slides, were motive, trait, self image, social role and skills.

Eventually the study will be put to practical use in the form of a "learning program," Hayes said. After the manager is assessed, which takes about five days, he or she will receive feedback on his or her competencies as a manager. Then, Hayes said, the person must learn to adjust for his or her weaknesses and strengths. "Learning can be acquired. Skills can be taught. The use of competencies on the job, we can't teach — only you can change that."

Leadership Necessary To Improve Economy

"American leadership, both from politicians and businessmen, is crucial in securing a brighter global economy," stressed U.S. economics correspondent for the London Times Frank Vogl at AGSIM July 17.

"Firm leadership in Washington and in the multinational corporations is going to be more necessary than ever to secure the desperately needed economic stability so vital for a reduction in international economic, and more importantly, political tensions," Vogl told an audience of more than 200 persons.

In his speech, Vogl discussed general issues of international economics:

Energy, trade, aid, money and macro-economic policy.

On energy, Vogl stated: "It is sheer madness to play politics with energy policy today." Worse inflation and recession for the U.S. and other countries will be the result of time lost. "Saving oil means saving money," he said.

"The administration and Americans . . . do not take exporting seriously enough," Vogl said, in discussing foreign trade. "The hard fact is that most countries in the world do not accept the free enterprise system, as Americans see it."

In answer to the question about how Americans should respond to the trade challenge of developing countries and other government-backed industrial nations, Vogl suggested: the U.S. broaden its view of anti-trust;

reevaluate traditional American industries; take exports more seriously; and establish an international institute to secure fair trade outside the tariff arena.

A solution to the U.S. macro-economic problems, he said, would be for the Congress and Administration to "grasp the simple fact that reduced public spending is the only sane course." Vogl predicted that by next April interest rates would be far above current levels and that there would be a real credit crunch.

In conclusion, Vogl stressed the opportunities offered in the U.S. which cannot compare to other countries, adding that the increase in foreign investment in the U.S. indicates a clear "demonstration of confidence in America's long-term prosperity."

Ambassador, Continued from Page 11
support will continue for Israel, but what Israel, what borders?"

Turning from the U.S. involvement in Israel's past to her future, the former ambassador looked into his "cloudy crystal ball" and said he believes the U.S. "will have to move beyond Camp David . . . and will have to persuade the Israelis that it is in our mutual interest that territory be exchanged for peace."

Another interest the U.S. has in

the Middle East, Brown said, is oil which, he added is "more than gasoline for cars." Oil is energy, he said, and until the world nations develop alternate energy sources, they will continue to turn to the Middle East.

Enter the Soviet Union. According to Brown, "The lessons of Iran and Afghanistan really need to be studied . . . I hope the Soviets don't attack anyone else. We don't have any more Olympics to boycott."

"We must understand the forces in the Middle East," Brown empha-

sized, although even the countries in the Middle East "haven't defined vis-a-vis their relations with one another," he added. Things are changing at a break neck pace, and the U.S. must keep pace with those changes, according to Brown, in Iran, in Turkey, in Israel, with the PLO, with Afghanistan.

These countries want to be treated as equals, he said, while the Soviets terrorize and the U.S. patronizes. As with Latin America and Africa, Brown said, mutual respect is better.



Boston, Mass. . . . In true T-Bird style, several alumni met to reminisce during a Mexican fiesta in mid-November. Eric E. Bjerke, '74, helped to organize the event.

Los Angeles . . . Another party in true AGSIM-style was the Octoberfest at the Hyatt Wilshire Hotel on the terrace in mid-October which drew lots of German-beer-drinking, German-buffet-eating alumni in the Southern California area.

Dancing to the oom-pa-pa band along with other T-Birds were organizers Scott Dannison, '75, Hannis "Hank" Hudson, '76, Marian Renee McReynolds, '74, and Jeri Towner, '78.

Madrid . . . Bonnie and Harold "Buck" Brown, '71, hosted an alumni gathering at their home in Madrid, as a start for the fall season, according to Alf A. Johnsen, '57. "You can be assured that the group will continue to meet regularly," Johnsen added.

Houston, Texas . . . Texas T-Birds picnicked with a group of international students who are currently attending several institutes of higher learning in the Houston area at Bear Creek Park in early October. Just like old times?!

A great time was had by all — from eating the picnic food, playing volleyball, passing the resumes and business cards to running in a game of soccer or touch football.

A Texas 10-gallon hat off to picnic planners Mike Clennan, '72, Ben Miedema, '77, Steve Toms, '72, and Jack Willyard, '73.

New York City . . . Delicious hors d'oeuvres, disco dancing and friendly conversation contributed to a happy evening for the late September party put on by the Thunderbird Alumni Association New York Chapter.

"Once Upon a Stove," a unique New York restaurant which is elegantly furnished with antiques, was made available for the occasion.

Orleans, Mass. . . . "Come one! Come all!" beckoned the invitation for the T-Bird Cape Cod picnic — and come they did: From Boston, Providence and Newport, R.I., from Connecticut and New Hampshire, came 25 alumni who shared good food, the latest news and Coors beer provided specially for the gathering.

"Brisk winds kept all but hardy Suzanne Remar, '79, and Peter Kalil, '78, out of the water," writes Eric Bjerke, '74, who helped to organize the event. "But the sunny skies and good company provided everyone with a healthy dose of the balmy, relaxed ambience that is Cape Cod in September."

The Thunderbird Club of New England has a monthly get-together at the Cafe Vendome, Commonwealth Avenue at Dartmouth, in Boston the first Tuesday of each month at 6 or 6:30 p.m. Interested? Contact Remar or John W. Wicker Jr., '74, both in Boston, or Bjerke. Others in the group include Mike Adams, '69, Danielle Dufour, '77, Steve Hall, '69, Karen McCormick, '78, and Jennifer Woody, '79.

Yarnell, Ariz. . . . Arizona State Representative John C. Hay, '57, hosted a group of students and Friends of Thunderbird at the annual Yavapai County Cattlemen's Association Auction and Barbecue Sept. 27 in northern Arizona.

Miami . . . A very busy South Florida Thunderbird Alumni Association has held meetings in July, September and November.

The July meeting was attended by 45 alumni from which an update mailing list and directory was prepared.

Richard Criswell of Leo Burnett presented Harry Wayne McMahon's "100 Best Commercials of 1979" at the September evening meeting.

An introduction of T-Birds to the business community was made at the November cocktail reception at the International Center of Florida.

Questions about the group may be posed to either Frances Aldrich, '78, Gary Pacific, '72, or John Paul Simons, '70. Activity information may be obtained from Vince Daniels, '74, or Gail Goggin, '78.

Portland, Ore. . . . A Sunday afternoon picnic in August was enjoyed by alumni in the Portland area and by Tom Bria, director of Alumni Relations.

Kramer Owen, '78, and Debra Dereiko, '78, were the organizers.

Buenos Aires . . . In early July, 10 T-Birds bid farewell to the U.S. Ambassador to Argentina Raul Castro, former governor of Arizona who left after serving more than three years in Argentina. Castro participated in the presidential campaign for Jimmy Carter.

"Ambassador Castro was very cooperative with our Thunderbird group," writes Robert B. Garrison, '61, "having received us at the Embassy two years ago and having attended various of our social activities. He values his relationship with Thunderbird and with President Voris During his period as ambassador here, there was a marked improvement in the U.S.A.-Argentina relations."

Attending the farewell luncheon at the American Club were Don Porter, '69K, H.A. Favareto, '73, Peter R. Fowler, '66, William Gambrel, '73, Garrison, Raul Gutierrez-Abadie, '67, Robert Hill, '71, Michael McLafferty, '74, Brooks Rawlins, '62, and Carlos Patricio Seidel, '74.

Spring Lake, Mich. . . . A festive Fourth of July was celebrated with fanfare, fireworks and 15 T-Birds at the lakeside home of Mr. and Mrs. John B. Schmieder, '78, "where nature smiles for seven miles."

Schmieder and two other T-Birds from Grand Rapids, Mich. — Nancy Lueck, '78, and Marguerite Smith, '78 — organized the party which drew a host of alumni from the Chicago area, Charlie Case, '78, from Atlanta; and Bob Whelan, '78, from Tulsa.

The success of this affair has generated interest in a Fourth of July celebration for next year.

T-Birds came from Oklahoma, Chicago, Atlanta and Michigan to celebrate the Fourth of July at Spring Lake, Mich.



Class of '50

We need your help! If you know the whereabouts of these alumni, please fill out the form below and mail to: The Alumni Office, American Graduate School of International Management, Thunderbird Campus, Glendale, Ariz., 85306.

By providing our office with this information, you assist us in keeping track of the successes of our graduates. A list of unknown alumni will appear consecutively by graduation year in upcoming issues of "The Thunderbird" magazine.

Also, if you have news about yourself, your family or your T-Bird friends, please include that information for our Update section.

Ames, Joseph D.
Applegate, Donald W.
Arter, Wesley J.
Ashley, Alton L.
Bagnall, Victor H.
Barnes Jr., Richard A.
Barnhart, David H.
Behling, James B.
Belaire, David C.
Black Jr., Louis
Black, Murray L.
Boyd, John A.
Briggs, Henry D.
Brown, Kenneth J.
Campbell, Douglas A.
Clark, William C.
Colbert, Roger E.
Cross, Robert C.
Currey Jr., Enos C.
De Schon, Alice R. Gatzke
Dennison, John S.
Downey, Durbin H.
Dunaway, David R.
Dyke, Arthur E.
Eckrote, Richard J.
Fisher Jr., John W.
Flores, Carlos L.
Ford Jr., Colin M.
Gardner, Donald W.

Gastelo, Armand
Glottfelter, Hal C.
Graham, Joseph K.
Guss, Milton
Haffner Jr., Fred J.
Haldeman, Virginia A.
Hall Jr., Benton G.
Hansen, Richard E.
Hardisty, Allen V.
Harma, William S.
Harvey, Carl P.
Harwood, Huy R.
Hawkins, Paul C.
Herndon, James W.
Hewett, William J.
Himes, Thomas M.
Horton III, Albert C.
Huyer, George E.
Kahn, Barbara S.
Kem, Thomas C.
Kneebone, Robert H.
Kranz, Richard G.
Lake Jr., Richard R.
Larimer, Robert C.
Laub, Wallace C.
Legrand, Charles D.
Leichner, Elmer
Long Jr., John R.
Lopez, Donald S.

Loughborough, Roy A.
Luna Jr., Filbert Z.
Lynes, Robert C.
Mahak, Arthur E.
Marcum, Gale
Marcum, Laura
McKelvey, Sylvan E.
Mertz, John G.
Michelfelder, Frederick E.
Milnes, Burton E.
Mimms, Harold E.
Monroe, William H.
Morgan, Kerlin S.
Moore, Donald P.
Moore, Samuel C.
Munger, Warren
Myers, Charles E.
Nelson, Robert E.
Newell, Mrs. Mary C.
Perrin, Donald R.
Peterson, Roy E.
Protzeller, Harry W.
Ramirez, Luis A.
Reid, Charles H.
Russell, Val R.
Ryan, Stephen F.
Schaefer, George H.
Schneringer, Fred J.
Shadwick, Paul M.

Sink Jr., Paul B.
Skinner, Joe K.
Smith Jr., James M.
Smith, Jack R.
Snow, Charles L.
Stebbins, James L.
Stewart, John D.
Strange, Alexander T.
Strong Jr., George C.
Tejeda, Alexandro M.
Thompson, Rodric R.
Thompson, William P.
Thute, William H.
Titus Jr., Paul B.
Uno, Wallace I.
Vincent, Robert L.
Wakeman, Donald E.
Wallace, Vincent D.
Walk, Melvin J.
Warren, Jack H.
Webb, Sidney S.
Wheeler, Leslie L.
Wiggall, Leroy A.
Wilkie, William B.
Wilson, Ralph A.
Wright, Robert E.
Wyble, Joseph N.
Zvonkovic, Michael M.

Name and Mailing address _____

Business affiliation _____

Title _____

Business phone _____ Home phone _____

CLASS OF '47

On special assignment in Lagos, **Fred N. Dahlkamp** writes that his wife is the "same tall beautiful gal but her tresses are now gray. My tresses are graying and falling." He added that his correspondence with Executive Vice President Berger Erickson "made me think of the wonderful time we had at Thunderbird." **Gerald "Gerry" Mirkin** is a Volkswagen dealer in Los Angeles writes **William Lawrence "Larry" Schaeffer**, who has been very active as assistant chief of the research and development department for Hughes Helicopters in Culver City, Calif.

CLASS OF '48

Chairman of the board, chief executive officer and president of Faberge, Incorporated, **George Barrie** recently announced the purchase of additional shares of common stock of B.C.S.I. Laboratories, Inc. The decision was made because of encouraging results of clinical research studies designed to examine the efficacy of BCSI's breast cancer screening indicator. These studies are continuing to expand at several internationally recognized cancer research centers. The final results are intended to be used as the basis for an application for approval by the Federal Food and Drug Administration.

CLASS OF '49

Living in San Juan, Puerto Rico, **William J. Huffman** is self-employed.

CLASS OF '50

Called a "travel specialist who caters to those with unusual aspirations," **Frederick "Skip" D. Voorhees** was recently interviewed by a travel writer for the Everett, Wash., Herald. Voorhees, who with his wife Susan, run Special Interest-Tours in Medina, Wash., was described in the article: "A quiet, white-haired fellow, he doesn't fluster easily, and with little fuss or fanfare he puts people . . . aboard prairie schooners, up gliders or on scientific expeditions." Mary Helen and **Daniel Witcher**, for the second year, watched those beautiful balloons during the sixth annual Thunderbird Invitational Balloon Race in November.

CLASS OF '51

After 24 years with the First National Bank of Boston in Brazil, **Thomas Clay Herndon** is now an independent financial consultant in Rio de Janeiro. **John K. Pidcock** and his wife Moteo, after six years in the U.S., have returned to Tokyo and have opened AVA International, a trading company, which represents Groover Financial Management, Inc., of Salt Lake City, Utah, and will distribute products for Ava Care Inc., Dallas, Texas. Pidcock, who is the president



Fred Dahlkamp, '47



John K. Pidcock, '51



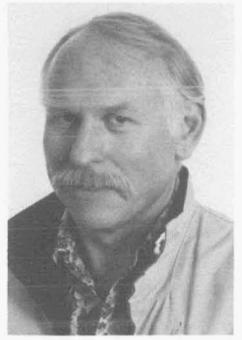
Ernest Garfield, '52



Armando Taddei, '53



A. Potter Lockledge, '55



Robert L. Shep, '61

of AVA International, is working on his 24th year in Tokyo. **John Rogstad** came to Glendale, in November to participate in the sixth annual Thunderbird Invitational Balloon Race.

CLASS OF '52

President of Consolidated Management Corporation, **Ernest Garfield** has moved his offices to the Professional Center in Phoenix.

CLASS OF '53

President of Hunter Contracting Company in Mesa, Ariz., **Armando Taddei** has been named to the Maricopa County (Arizona) Industrial Development Authority. He is also president of the Mesa Baseline Rotary Club and has been active in YMCA and the United Way Fund Drives.

CLASS OF '55

Residing in Long Beach, Calif., **Barbara Yunker Bettison** is an investment counselor for Smathers & Co., Inc. **William L. Bettison Jr.**, who is living in Caracas, Venezuela, is self-employed with a valve company he and others have formed. **Ann Potter Lockledge** writes that she will be on sabbatical, "teaching at the American School in Tegucigalpa, Honduras as a resource teacher. Two of my sons are in college, but the youngest will accompany me and be a student at the school."

A silver reunion is being planned to coincide with the December graduation ceremonies Dec. 11 and 12 at AGSIM's Thunderbird campus.

There will be a reception at President and Mrs. William Voris' campus home the evening of Dec. 11. On Dec. 12 a luncheon, tour of campus and participation in the 3 p.m. graduation ceremony where '55 graduates will receive "Silver Alumni" diplomas are scheduled.

Silver reunion chairman is John R. Izard, '55, who lives in Phoenix. Anyone interested may contact Tom Bria, Alumni Director, at 602-978-7135.

CLASS OF '56

Eugene L. Box recently communicated with the Alumni Office. Box continues to work for Bateman, Eichler, Hill Richards in Santa Rosa, Calif.

CLASS OF '57

Joining the management group of Tupperware International, a division of Dart Industries, **Alan B. Helffrich Jr.** is planning to move to Buenos Aires and then on to Santiago. President William Voris met **Donald S. Kline**, Ph.D., at

the Academy of Management meeting in Detroit recently. Kline is an associate professor of management and the chairperson, Department of Business Studies at Assumption College in Worcester, Mass. **Mark I. Whitcraft** with his wife Rosemary and two sons stopped by the Alumni Office recently. He is the division manager, industrial products, for Diethelm & Co. Ltd. and lives in Bangkok, Thailand.

CLASS OF '59

As manufacturing research representative with Boeing International Corporation, **Barton L. Hartzell** has been transferred to Madrid, Spain. **Thomas B. Honse** writes from Brazil where his family has lived for 14 years. He is presently director-manager of Goulds Pumps Brazilian Operations which has a manufacturing plant producing industrial pumps for chemical, petro-chemical, oil, pulp and paper and other industrial operations in Brazil as well as for exports.

CLASS OF '61

With Arnold Enterprises in San Salvador, El Salvador, **John R. Arnold** writes: "The political and economic situation here is very gloomy. I do have a lot of faith in the "junta Revolucionaria del Gobierno" and after talking to two of them at a party the other evening, I definitely feel that it's just a matter of time before the situation gets better. Without publicity, factories that closed down months ago are opening. Needed loans are starting to come into being and private enterprise is finally sitting down with the government in an attempt to find solutions to the growing problems facing this tiny nation. It will definitely take a year or more before everything normals out, but we're at least out of the trough." **James D. Black** is with Searl Pharmaceuticals in the Philippines. A noted book-dealer and appraiser of libraries in the fields of performing arts and textiles, **Robert L. Shep** has completed work on his book "Cleaning and Repairing Books: A Practical Home Manual." He has also taught a number of students and does repair work for art museums and libraries. He is in the midst of moving from Seattle to Lopez, one of the San Juan Islands on the U.S.-Canada border.

CLASS OF '62-'67

In Caracas, Venezuela, **Richard B. Loth**, '62, is the representative for the Bank of Montreal. Returning to the states after more than 17 years in Bogota, Argentina, Chile and Geneva is **Bruce A. Greene Jr.**, '63, and his family, who will now be living in Arlington, Va. **James H. Riddle**, '63, is working for Teledyne/Monarch Rubber. After working 14 years for multinationals in many lands (ICI in the U.S. and Del Monte in Europe and Africa), **John A. Breslau**, '64, writes that he has "definitely hung my hat in my



Robert E. Cackett, '68



Sarah Leadbetter, '68

favorite country." He and a fellow Belgian opened an art gallery Aug. 5 in Rio de Janeiro. **Terence F. Thomas**, '65, is living in Hong Kong. In Eaton, Ohio, **Alan L. Fredette**, '66, is the international sales manager for Henny Penny Corp. **Theodore R. Ahre**, '67, who is a C.P.A. and his wife, who is an accountant, have their own practice in Woodburn, Ore. They live near Wilsonville, Ore., with their 5-year-old son, Joe.

CLASS OF '68

With Western Union International, **Ben Amraoui** has moved to New York City as director of the Middle East and North African operation. **Henry F. Batchelder II** is working for Citibank in Cairo, Egypt. Since early 1980, **Robert E. Cackett** has been regional vice president with Frank B. Hall & Company, residing in Quito, Ecuador. He is also general manager for Hall's affiliate in Ecuador, Unisigueros Cia Ltd. **Nicholas D. Emery** has returned to San Carlos, Calif., after spending more than 10 years in Mexico and Peru. **Vitalius J. Grudzinskas** of Newtown, Conn., has been named industrial products marketing manager for the western hemisphere and the Far East at GAF Corp., New York City. **Sarah A. Leadbetter** writes from Middlebury, Conn., where she is international trademark and licensing coordinator for Uniroyal, Inc. **P. Orme Miller** is working in commercial real estate with London Ecker Co. in Key Biscayne, Fla. **Brent Sanford**, who is manager of welding export sales for Armco International in Ohio, was the chairman again for the American Cancer Society's local chapter's annual Bike-A-Thon.

CLASS OF '69

Relocating to Watertown, Mass., **Michael Q. Adams** is the principal systems analyst in telecommunications and networks for Digital Equipment Corporation. **Wilson H. Banks Jr.** has left Marine Midland to set up an Asian regional office for Riggs National Bank of Washington, D.C., in Hong Kong as vice



T. Marvin Hancock, '70

Larry E. McCarver, '70

Jack Taylor, '71

Forest Meade Jr., '72

K.A. Cummings, '75

Robert T. Morris, '75

president. He writes, "Kathy and I have now been in Asia nine years and like it more than ever." **Melville S. "Mel" Brown II** and his wife Evelyne have moved with Wells Fargo Inter-American Bank to Jakarta, Indonesia. Returning from several years in Belgium is **Stephen C. Burrell** of Houston, Texas, where he is the international sales manager for DM International which designs and constructs petro, gas and petroleum plants. **Myron H. Carlson**, who writes from his ranch "Jano" in Brazil, is eyeing Saudi Arabia. Jano, Carlson says, "is a ranch with cows, horses, hybrid soybeans, tractors, jeeps, etc. . . . a clear cool blue river feeds the waterfall that borders my farm. Since it is only a block from my house it puts us to sleep at night. In addition to the running water for the falls, there are two dams. One is waist deep and the other is over my head. Also we have a hydraulic dam for the cows and horses. For the house we tap water from a spring that would normally fall into the waterfalls."

Kendall R. Furlong and his wife Neila and three children are living in Sao Paulo, Brazil, where Furlong is the assistant sales manager for Beloít-Rauma Industrial Ltda., which is involved with paper machinery. Anne and **John Heard** recently were appointed co-directors of a renewed Peace Corps program in Nicaragua. From August 1970 to January 1978 both Heards, who are fluent in Spanish, have lived and worked in Costa Rica and traveled extensively in Latin America. For the past 10 years Heard has worked in foreign assistance program management, primarily in the field of rural development in Latin America, including service as an employee and a consultant to the U.S. Agency for International Development. **John William Stanger** is a special representative with the North American accounts group for the Toronto Dominion Bank in Chicago.

CLASS OF '70

Residing in Ridgefield, Conn., **Roderick Ellis** recently joined Industry Media, Inc., as sales director for plastics fair. The National Bank of Georgia has hired **T. Marvin Hancock** to be senior vice president and head of the bank's international banking department. Hancock had been an officer with the Bank of America's World Banking Division, Mexico City office since 1970. There he had been involved with responsibilities in Europe, Mexico and the Middle East. **H. Michael Harvey** has recently been appointed regional associate of the Agribusiness Council, Inc. **James N. Hesse** has become the Latin American regional manager for Elder International in Houston, Texas, where he and his wife **Linda K. Hesse** reside. **Victor C. Honore** has become vice president in charge of world-wide ficalitive re-insurance for Thomas

A. Greene & Company in New York City. **William J. Luke Jr.** who left for Sierra Leone, West Africa, three weeks after he was graduated to work for Catholic Relief Services, is now manager of Bill Luke Leasing, Inc., in Phoenix. **Larry E. McCarver** of Perry, Okla., has been elected president of the Oklahoma City International Trade Association. He is currently employed by the Charles Machine Works, Inc., in international marketing and finance. **John Ross Pope** has been in Brazil for about seven years, working for an international advertising agency Castelo Branco e Associados Propaganda S.A. He married a Brazilian woman and they are expecting their second child in January. **Senan E. "Pepper" Sweeney** is the manager of employee benefits at the University of Vermont, Burlington.

CLASS OF '71

Leaving Walker Manufacturing, **Verle G. Lessig** is currently employed by Ammco Tools, Inc. in North Chicago, Ill. **Gerald R. Seay** is vice president-manager of March & McLennan, Inc., Tulsa, Okla. **Jack Taylor** has become vice president of marketing for the Diversey Corporation, headquartered in Northbrook, Ill. Taylor has worked for Diversey in Northampton, England, as sales and marketing director and in Nairobi, Kenya, as managing director.

CLASS OF '72

J. Thomas Fikes is in charge of purchasing for Sperry Avionics. Stopping by on their way to go "tubing" for the Labor Day weekend in Arizona and reminisce about Thunderbird days were **Michael Groeneveld**, who is the supervisor of export services for Ridge Tools in Avon Lake, Ohio; and **Catherine L. Borges, '73, Phillip J. Gibson Jr., Gary Matus, Clair Moore** and **Thomas H. Tegart. Catherine Ingram Krell** is currently a vice president management supervisor with McCann Erickson (advertising) Inc. in Los Angeles. **Forest C. Meade Jr.** of Bronxville has been promoted to a vice president of Russell Reynolds Associates Inc. He had been an assistant vice president in the international division of Bankers Trust Company, New York before joining Russell Reynolds two years ago. **Jean-Michel Pellizza** is self-employed in advertising and publicity in Rio de Janeiro, Brazil. **Erich S. Reichenbach** was recently promoted as general manager to reorganize Austrian and East European operations for Amphenol Ges, M.B.H. in Austria, which is affiliated with Bunker Ramo Corp of Oak Brook, Ill. **James R. Rice** is the representative for Continental Illinois Bank in Caracas, Venezuela. **James P. Robinson** is with Boeing Commercial Airplane Company in Bellevue, Wash., serving as an international financial

analyst in the sales department. **Jeffrey T. Ruby** has been appointed regional sales/service manager for South America by Elgin Leach International, Inc. He has moved to the Chicago area after spending several years with Challenge-Cook, Inc., in charge of their South American sales. **John A. "Jack" Williamson**, Phoenix, has been with Ramada Hotel Company for five years and is now involved with international operations as senior development director, system development division. According to Williamson, he travels 60 percent of the time.

CLASS OF '73

Vice President of Bank America, North America Division, New York Office, **Charles J.P. Betz** recently wrote about the fire that hit the New York Corporate offices of Bank of America and about the help from the business community during the bank's emergency. **Jerry Conner** is now vice president and account supervisor on Nestle for Leo Burnett Advertising in Chicago. **George T. DeBakey**, who is living in Cairo, Egypt, is the area manager for Rockwell International. **John B. Hess Jr.** has been appointed representative for the Irving Trust Company in Caracas, Venezuela, where he and his wife Ingrid and their two children Kristina and Erik will be living for three years. **C. Ted McArthur** works in the Dallas office as a sales representative for Lykes Brothers Steamship Company, headquartered in New Orleans. He says: "I enjoy the day-to-day involvement internationally. I finally feel a part of the international community." **"Steve" Frank B. Stevenson III** has been appointed area sales manager for Central America and the Caribbean for the Homelite Division of Textron Inc., Charlotte, N.C. He has served as president of the local metroliner World Trade Club and is a member of the U.S. Department of Commerce's Export Expansion Council. **Dr. Hoyet Wilson** has been on the faculty of Laredo State University for almost one year. Prior to that, Wilson, who received his M.B.A. and Ph.D. from North Texas State University, was a professor at Eastern Oregon State College in Le Grand, Ore. **Baxter Kent Woodard**, vice president, has transferred to the international department of the First City National Bank of Houston in London. As general manager of administration for Greyhound Corporation, support services, **John E. Zowin** will be in Saudi Arabia until October 1981.

CLASS OF '74

Residing in Pittsburgh, Penn., **Doug Arnold** is now with Ketchum-McCloud. Recently returning from Bogota, Colombia, were **Anthony William Charlton** and his wife Linda E., where he has been the assistant vice president for



Nicole Stevens, '75

Eunice Tsai, '75

Chemical Bank International of Miami. **Donald A. Di-Nuccio** who recently moved to Smithfield, R.I., is still general sales manager for Elmwood Sensors, Inc., in Cranston, R.I. **James E. Dodson** is the director of International Harvester, Spain, for the construction equipment group. **John Michael Haun** is an investment broker for Shearson Loeb Rhoades in San Francisco. He and his wife **Linda Carlson Haun**, who is a real estate broker, live in Pacifica. **R.J. Hendrickson** informs us that he is the director of international telecommunications and non-theatrical for Walt Disney Productions in Burbank, Calif. **Ralph Johnson** recently sent a postcard from Caracas, Venezuela, where he is working with Versatec (a Xerox company) selling computer systems to the oil firms. **Don Kamela** is with Kronick/Crandall & Associates which provides marketing, promotion and creative services, in Phoenix. **Randall J. Knauf** is presently the administrative manager of Progress Drilling in Brazil. **J.R. Kraner** is the international sales manager for Dresser Industries, Inc., LeRoi Division in Sidney, Ohio. **Donald C. Logue** who had been a principal with his father in Logue and Associates, a consulting firm, is now trying to protect Springfield, Ill., city business climate as a city employee. **Jane E. Macy** has become an assistant vice president in the metropolitan division for the Bank of New York. She will be responsible for telecommunications lending activity. She was formerly with the multinational division of Wells Fargo Bank. Macy and her husband James L. Pfeffer reside in New York City. **Paul S. Mead** has resigned as vice president of marketing with Viking International, Inc., in Portland, Ore., and moved to San Francisco where he has a similar position with D.B. Berelson & Co. **Charles A. Peterson** who recently left Ralston Purina has joined Professional Planning Associates in Phoenix as an associate. **Alfred Pick** is employed by Raytheon Company. **Richard W. Purnell** is in the international department of BancOhio National Bank, Columbus, Ohio. **Ashfaq Ali Quettawala** has recently joined Bankers Equity Ltd. in Karachi, Pakistan, as chief manager, project appraisal and resource packaging. The company is involved in identifying, co-sponsoring and financing industrial projects with domestic and foreign participation. **William L. Valenti** has moved from Norwich, N.Y., to Seoul, Korea, where he is employed with Chemical Bank. **Antonio A. Yulo** is with Chrysler Philippines.

CLASS OF '75

In August **Byung K. Ahn**, president of Superway International Corp., traveled to Japan, Taiwan and Korea. **John A. Carter Jr.** recently traveled to China and visited the areas around Canton, Shanghai and Peking. **Hector**

Cespedes Bravo and his wife Carolina are living in Lima, Peru, where he is the general manager of Hector Cespedes Bravo which exports Peruvian handicrafts. **K.A. Cummings** of Arlington, Va., has resigned from Exxon's marketing department to join ENI Companies, an independent oil organization, as a sales associate responsible for marketing oil and gas limited partnerships to private and institutional investors. He and his wife Linda represented AGSIM at the September inauguration at St. John's College in Annapolis. **Heinz Frohnmayer** who visited the campus recently is vice president — international business development for the U.S. as well as corporate counsel for Bauer Verlag, a printing and publishing company. His wife, **Rebecca L. Frohnmayer** is a senior audit manager for Peat, Marwick Mitchell in Munich, West Germany. **David Earl Henderson** has recently moved to Tacoma, Wash., where he is a first year law student at the University of Puget Sound.

Tom Henderson is working for Transpacific Transportation Company in Los Angeles and recently hired another T-Bird, Steven A. Rosco, '79, to join the other AGSIM graduates employed there. A recent visit to campus was made by **Hans Jany** who is a consultant for Booz, Allen & Hamilton in Dusseldorf, West Germany. **Irene J. Lang** is employed by Raytheon Company. **Andrew Lubin** is vice president of export sales for Alchem International in Ft. Wayne, Ind. **James P. MacFarlane III** is employed by Conoco Chemicals Latin America, S.A., in Houston, Texas. **Robert T. Morris**, who is based in New York, has been appointed vice president of the international division of Jonah Kleinstein Associates, Executive Search Consultants. He will be responsible for all search assignments involving international personnel. **Douglas A. Mrstik**, has been promoted to vice president of North Carolina National Bank. He joined the bank in 1975 as a credit analyst and was named an international banking officer two years later. In 1978 he was promoted to assistant vice president and presently serves in the corporate banking division. **Moncure C. "Monty" O'Neal Jr.** is the corporate financial manager for American Export Group, Inc., in Washington, D.C. **Tim Ord** works for Transpacific Transportation Company in Los Angeles. **James W. Park** has been named a sales administrator of the Middle East for the international division of The Coleman Co., Inc. **Robert J. Rosser**, who married Suzan Smith in 1976, is the assistant vice president of Hudson Reinsurance Company Limited (a Skandia Group Company) in Bermuda. He reports: "No babies, but two Yorkshire Terriers." **James "Jay" K. Savage Jr.** has left FMC Corporation and has joined Plexchem International, Inc., a U.S. trading company which deals in plastic resins. He is living in the Philippines. **Nicole Stevens** has been promoted to research director for Leo Burnett Advertising, Puerto Rico. In her new position she will be one of three permanent members of the agency Plans Board. She will be helping to prepare and present a marketing seminar for the Swiss Nestle representatives in Mexico this December. **Richard Storch** is the regional sales and marketing manager of Latin America and the Caribbean for Sunbeam Intercontinental, Ltd., in Chicago. **James B. Styer** of New York City has been elected controller of the National Council of Churches whose 32 Protestant and Orthodox member communions make it the nation's largest ecumenical organization. Styer, who has

worked with the council since 1976, helped design the new system in his previous position as director of finance and administration for the NCC's Division of Overseas Ministries and Church World Service. He is a member of the Mennonite Church. **William Timmeny**, assistant treasurer for Chase Bank International, and his wife Pat and sons Casey and Sean have moved from Mexico City to Miami. **Eunice Y. Tsai** of Atlanta, Ga., is finishing work on her second book "How to Do Business with China." **Dirk B. Visser** is working in the international commodity department with Merrill Lynch in New York.

CLASS OF '76

In Fairview Park, Ohio, **John Blaine** is the product/market manager for Eberhard Manufacturing. This summer he and his wife Eva visited T-Bird **Satjiv S. Chahil**, who is with IBM Canada in Toronto. **George Douglas** is involved with grain trading and working for Scoular Grain Company in Omaha, Neb. **Kirk Haws** is the district manager — Far East for Clark Melroe Division in Singapore. **Jesus A. Latalladi** has been appointed vice president/management supervisor of Badillo/Compton. He had previously been international advertising manager for Eastern Airlines. **Paula Messer** is the international marketing manager for French's mustard, R.T. French Co., in Rochester, N.Y. The Board of Directors of BancOhio National Bank has elected **Patty Montmorency** an international loan officer. **Richard S. Thiessen** has moved to Verona, Italy, with Ernst & Whinney as a senior accountant. **Hans Urbye** is working for Finnco Ocean Carriers Inc. in Houston, Texas.

CLASS OF '77

On leave of absence from Citibank, **Carol A. Brittain** will be studying law at the University of California, Hastings College of Law, San Francisco. She and her husband are living in Walnut Creek, Calif. **Lawrence F. Camp** has been promoted to loan officer at Union Bank's Wilshire (Calif.) Center Regional head office. Camp, who has been with the bank since 1978, had served in the loan analysis department. **Patricia Conoway** is an account executive with BBDO International, Inc., in New York City. **Nawaf Fouad El-Assad** is the marketing manager for Brown and Williamson Tobacco Corp in Kuwait. He visited the Houston home of **Vahe Asadourian** earlier this fall. **James A. Emslie** recently was transferred from Caracas, Venezuela, where he was the assistant representative for Continental-Illinois Bank, to Chicago. However, he will be traveling frequently to Mexico. **Clifton Foster** is working in Riyadh, Saudi Arabia, as an economist for the Ministry of Finance and National Economy. He and his wife Mette, who were married in June 1979, plan to live in Riyadh for about two years. Two roommates from Thunderbird got together over a gourmet meal cooked by Gretchen Fullerton, wife of **Tom Fullerton**. He and **Dan Judd**, who was visiting the Fullertons in Memphis, Tenn., both work for Holiday Inns. Judd, who had been to Washington, D.C., on business, lives in Los Angeles. **George A. Giagtzis** is the international audit manager of Anderson Clayton in Houston, Texas. **Tony Hassiotis** has returned to Pittsburgh with Mellon Bank from a short assignment in London and is enjoying his increased new responsibilities, (says his brother, Evangelus, '74 T-Bird). A campus visit was recently made by **Daniel T. Hughes**, an information systems analyst for Rockwell Inter-



James Hanson, '78



Philip Palette, '79



Judith Taybi, '79



Thomas Alcedo, '80



Mohammad Ennsour, '80



Hal Meeks, '80

national, Information Systems Center in Cedar Rapids, Iowa. **Ann Irving** is a right-of-way agent with the Nevada State Department of Transportation. **Barbara B. Kamm** is an assistant vice president for United California Bank. "And in my spare time," she wrote, "I chaired the campaign committee for my husband Dan Mahaffery, who was a Libertarian Party candidate for Congress." **Thomas S. Kole**, is the general manager for DHL Courier Service in Caracas, Venezuela. Writing from Brazil, **James M. McNamara** says he is in charge of Latin America for International Management Group. **Isamu Mihara** has been transferred from the Tokyo office of Wako International (Hong Kong) Ltd. to Hong Kong. **Steve Mobley** is a commodity broker for Bache, Halsey, Stuart & Shields, Inc., in New Orleans. **Larry Moseley** is working for Transpacific Transportation Company in Los Angeles. Sailing across the Atlantic this December is **Allen F. Ostroff** who is leaving group account management (Kraft, Campari) in Frankfurt, W. Germany, to assume the position of assistant managing director of J. Walter Thompson's Buenos Aires office this coming spring. **Se Bin Paik** is now working as marketing manager for Riyadh branch office of Bosung Industrial Co., Ltd., one of Korea's construction companies. **James D. Robinson IV** has been named manager for compensation and benefits for Richards Manufacturing Co. **Mark Rousseau** has left Denver, Colo., for Calgary, Alberta, Canada, where he is an economist with Petrofina Canada, Inc. Rousseau recently visited the Thunderbird campus. **Max Tarbox** of Lubbock, Texas, represented AGSIM at the 75th anniversary academic convocation for Abilene Christian University in August. **Paul Tolnai** who is the director of marketing research for Abbar and Zainy in Jeddah, Saudi Arabia, recently stopped by the Alumni Office. **Ahmet Toygar**, who also recently visited the Alumni Office, has completed military service for Turkey where he was a second lieutenant. **J. Gary Wellman** is a realtor-associate for Sun Bay Corporation Realtors in Tampa, Fla. Leslie and **J. Wright Witcher** have moved from Los Angeles to Indianapolis, where Witcher accepted a position as a staff associate in international marketing with Eli Lilly International Corporation. During the next 18-24 months he will undertake a variety of assignments, preparing him for placement in one of Lilly's Latin American affiliates.

CLASS OF '78

Working for Citibank in Caracas, Venezuela, is **Victor Manuel Alarcon**. **Fancis M. Aldrich** is an international banking representative for Southeast First National Bank of Miami, Fla. **Randall A. Bera** has been appointed manager of market research and assistant to the president

of Wrather Hotels, Inc. Bera's offices will be in Anaheim, Calif. **Nancy L. Clarke** is leaving the United Kingdom after one year to return to the U.S. with SmithKline. **Bryce Cleghorn** is the office manager accountant for Cleghorn Mining Company in Grand Junction, Colo. **William A. Clinkscales** represents Victor Equipment in Latin America; he is based in Venezuela. **J. Peter A. DeWolff**, who began working for Bank of Montreal's Latin American division headquarters in Montreal with former classmate Mitchell K. McMurry, is still in Montreal "holding down the fort" (writes McMurry) and developing new products for the bank in Latin America. **Andrew Garrison** is an advance financial analyst for IBM, systems products division, in White Plains, N.Y. **Bernardo Giacometti** is manager of operations for American Express do Brasil in Sao Paulo, Brazil. After about three months on assignment in Spain, **Russell Groen** of Kalamazoo, Mich., has returned to the States where he works as product sales supervisor for Clark Equipment international marketing division. **Paulo Guilhon** has left Eletrobras and joined Eletrosul which is a Eletrobras regional subsidiary, as head of the foreign currency sector. Headquarters are in Florianopolis in southern Brazil. **James Hanson**, with his wife Joanne and two children, are living in Saginaw, Mich., where he is working as the market analyst for chemical machinery division for Baker Perkins, Inc., which is a subsidiary for a larger British holding company. He said he finds his work challenging, enjoyable and is looking forward to the opportunity to travel to the U.K. **Herbert L. Jensen** of Stamford, Conn., is manager of the CPA firm Deloitte Haskins Sells in New York City. **Thomas L. Kraft**, assistant area manager, finance sales group-Far East for International Harvester Export Company, recently visited the Alumni Office. He lives in Singapore. **Mark Lindblad** is a sales representative with Dun & Bradstreet, Inc., in Minneapolis, Minn. **Mitchell K. Mc Murry**, who went to work for Bank of Montreal's Latin American division headquarters in Montreal shortly after his graduation, became in early 1980 assistant representative of the bank in Caracas, Venezuela. He wrote a letter reminiscing about T-Birds he knows in Venezuela and those alumni who worked together with him in Montreal. **Jon D. Murphy** is the international sales representative for Powers Manufacturing in Elmira, N.Y. The company is a glass container inspection machinery supplier. **Elizabeth J. Nelson** recently assumed a position on a multinational lending team for Chase Manhattan Bank, N.A. She is in the process of moving to Madrid, Spain. **Diana Perry** has left Chemical Bank and joined European-American Bank as a corporate calling officer in Los Angeles. After several years of living in the U.S., **C.V. "Ghandi"**

Rajhavendra-Prasad is moving from Kettering, Ohio, back to India. **William M. Sabin** was recently named assistant representative in Mexico for Bank of Montreal. **Joe Schmieder** has been working for Oliver Machinery Company, Grand Rapids, Mich., since early this spring. He is the area executive-international division and is responsible for exporting the company's many industrial products to Latin America, Europe and the Middle East. "The job is quite challenging and includes travel to all these areas," he writes. **Michael D. Sullivan** and **Jeb S. Syler** are both living and working in Caracas, Venezuela, according to a classmate. **Stephen Vander Heuvel** is the national sales manager for Nexus Corp., in Lakewood, Colo. **Patricia Anne Walck**, of Phoenix, is a financial institutions representative for Valley National Bank. **Larry S. Wolfe** has recently moved to the Indonesian island of Bali to work as assistant director for administration of Foster Parents Plan. He previously worked in the same capacity in Bolivia. **Earl A. "Chip" Wood** has accepted a position with Data Terminal Systems Southwest Data in San Diego as a marketing representative. "I'm excited about it," he writes, "and hope to eventually work with the international marketing department in Boston."

CLASS OF '79

Lasmikant L. Bembalkar has been working for Fluor Ocean Services Inc. international project management division since the middle of the year. A former president of the AGSIM Texas Club is back in Texas! **Debora Burks** is working in the Traffic Department which handles all of the imports and exports for the National Supply Company, a division of ARMCO, in Houston. **Bart P. Cillekens** visited campus this summer while he was on vacation from his job as a management trainee with Algemene Bank Nederland in Amsterdam. He is currently preparing to move to Montevideo, Uruguay, where he will be residing for three years. **Craig Allan Cooper** is working as an international market analyst for Shaklee International in San Francisco. Since being hired by Shaklee, Cooper has traveled on business to Mexico, Italy and France. **Elizabeth B. Davis** of New York has recently accepted a job offer for the financial management program at General Electric. She began the program in late August. **Paul E. Elias** writes from San Francisco where he is working for an export trading company, American International Commerce. **Lynn Kinkead Engstrand** is working with the U.S. Department of Agriculture, Office of International Cooperative Development in Washington, D.C. **Robert Genis** has become the director of marketing for North American Diamond, an affiliate of North American Coin and

Currency, a full-service international brokerage firm. **Martha Goodyear** is an account executive for Sales Development Corp. in Hilton Head Island, S.C. **Gary Grafel** is working for Global Associates in Ras al Minh'al, Saudi Arabia. He writes from the Eastern Province of Saudi Arabia on the Arabian (Persian) Gulf that he is working as a contract administrator. He says: "I am working for a company that runs a deep water, man-made port . . . I am living in a camp with about 30 Westerners and their families and about 400 other employees, mostly Pakistani, Korean and Philippino." His wife **Andra** was awaiting the approval of her visa before she was able to join him. He said she was waiting on the east coast of Spain, "soaking up Spanish and sunshine." **Kerry Hofferth** is employed by Duty Free Shoppers, Ltd., Mid Pacific Division as a manager for two of their eight stores on the island of Guam. The stores retail duty free goods to Japanese tourists. **Denise Appel Hughes** is a group account representative with Metropolitan Insurance in Los Angeles. **Philip Hughes** is a district manager with Heublein's Food Service and Franchising Group. The Hughes live in Saugus, Calif. **J. Scott Myers Jr.** has left Mexico and his work with Brown Equipment & Service Tools, Inc. and is in Houston, Texas, investigating possibilities of beginning his own oil services company. **Suzanne M. O'Hanlon** owns a restaurant called the Bread Factory in Anchorage, Alaska. **Phil Palette** is writing TV and radio jingles for commercials for his own business "Fish-Plash Music" in New York City. He is also working for Steinway and Sons headquartered in New York, Hamburg and London. **Richard Lawrence Phelps** is an international marketing specialist with Sola Electric in Bensenville, Ill. **Marti and Jim Pillon** are living in Beaverton, Ore., where Pillon is employed by Tektronix as a cash operations analyst. **Rajiv Rastogi** has returned from India and taught finance at Georgetown University this past summer. **Alex Resnick** is in an account executive (trainee) position with Ogilvy and Mather in Frankfurt, West Germany. **Steven A. Rosco**, who was married to **Sonia Jeantet** last June 7, is a marketing/sales representative for Transpacific Transportation Company in Los Angeles. **Sonia** worked for American Express in New York City before they were married. They currently reside in Garden Grove, Calif. **Gary Rose** is the sales manager, Europe, for Teledyne/Monarch Rubber. **Lt. Jane E. Ross** is an instructor at Officer Candidate School for the U.S. Navy in Newport, R.I. **Richard Cabot Row** traveled with a wheat trading team from the Philippines in the summer. They went through Oregon, Idaho, Montana, North Dakota and Minnesota. He relocated to Morocco from Washington, D.C., in October.

Anne P. Saunders has been appointed to the position of associate marketing representative, marketing training and development for Chevron in Denver, Colo. Since January, **Susan Serfontein** has been working in Dusseldorf, West Germany, for Gramm and Grey Advertising Agency, subsidiary of Grey Advertising headquartered in New York. **Juanita Sylvest** was recently appointed director of marketing for Academic Travel Abroad of Washington, D.C. She has traveled to London, Paris, La Paz, Bolivia, and Toronto as well as domestically in order to research tours which the organization custom designs for universities, museums (especially the Smithsonian Institute), and professional organizations. **Judith K. Taybi**, as job developer, will be working with New TransCentury Foundation in

Rabat, Morocco. TransCentury, Taybi explains, was awarded a contract by the U.S. Agency for International Development dealing with a non-formal education project for women in Morocco. As part of the team, she will be assisting the Promotion Feminine Division of the Moroccan government to develop new employment opportunities for women. "The overall objective of the project is to increase the participation of Moroccan women in the areas of textile production, leather goods, food preservation, assembly industries, tourism and rural tool fabrication," she says. **Carolyn A. Tolf** writes "There are now two ex-T-Bird/SMU grads here at Citibank Dubai, Arab Emeritas. I do believe they are everywhere!" **Gianni Torti** is being trained by Johnson & Higgins, the large world insurance brokers, in San Francisco and New York before he returns to Milan, Italy. **Diane F. Tutherly** has been hired as trainee in account management for J. Walter Thompson in Frankfurt, West Germany. **Judy vonBrockdorff** is currently the office manager for Euro Concepts in New York with plans to become the marketing director soon. **David M. Walker**, who is with International Harvester, has been promoted to director of Latin America Trade Development in Miami. **Thomas Yang** who lives in Vancouver, British Columbia, Canada, is the assistant brand manager for Clorox Company of Canada.

CLASS OF '80

CARE, the International aid and development organization, has appointed **Thomas J. Alcedo** program assistant for refugee activities in Thailand. **Janice L. Charlton** has moved to Madrid, Spain, where she is job-hunting. **Linda Jo Ciugston** is the regional sales manager for Fairmont Hotel Company in Washington, D.C. Recent graduate **Mohammad Abdallah Ennsour** writes from Amman, Jordan, inviting all T-Birds in the area to visit him at the Jordan Inter-Continental Hotel where he is the sales manager. **Carlos Del Nero** is working in the international marketing department of Fisher-Price in East Aurora, N.Y. **Yu Fukui** is studying for his Master in Business Administration degree at the University of Southern California. He is living in Gardena, Calif. **Richard Garrett** has accepted a position as assistant area manager/Latin America, with Consolidate Fibres Inc., San Francisco. **Kathryn Hennington** has joined Exxon Company, U.S.A. in the West Hartford, Conn., office. **George L. Jackson III** has become vice president of the George L. Jackson Co., Inc., a manufacturing representative for building materials in Phoenix. **Bobbie Jacobs** has accepted a position with Binney & Smith in Easton, Pa. **Lawrence William Marino** has joined Mitsubishi International Corporation, Chemical Division, in New York. **Hal Meeks** has been appointed import/export manager Western Hemisphere for Standard Brands, Inc. Meeks, who with his wife Judy and son Forest will make their home in San Juan, Puerto Rico, had operated a public relations and advertising agency on the island of St. Croix from 1963-73. **Karen and Steve Smith**, who is working for Getty Oil in Los Angeles, visited John and Kate Baroni, '80, in Berkeley this fall and also toured San Francisco and the wine country. **Scott Srebenick** has joined Orion Bank Limited in London and will be doing business with Argentina. **Michael F. Taricano** is employed by First National Bank of Boston in Boston, Mass. **Yoshiaki Tokunaga** is assistant professor at the Asia University in Tokyo, Japan.

BIRTHS

Ken and **Ruth Daly Arnold**, '73, announce the birth of their son, Zev William, on April 23. **Marianne and Vince Daniels**, '74, announce the birth of their son, Jonathan Vincent, on Aug. 30. Mr. and Mrs. **Evan C. Hassiotis**, '74, announce the birth of their son, Christopher Evan, Nov. 25, 1979 — "a future T-bird no doubt," writes the father. A girl, **Marisa Diaz**, born to Marline and "**Skeet**" **Rolla B. Holland III**, '78, on June 2. A girl, **Susan Paige Krell**, on May 12, to Richard and **Catherine Ingram Krell**, '72, in La Canada, Calif. Daughter **Elizabeth** born in June to Lana and **James M. McNamara**, '77, in Rio de Janeiro. A boy, **Joshua Adam**, born to Lynn and **Jim Thompson**, '78, on April 7.

DEATHS

Kenneth Randall, '50, died July 10, in Phoenix. Mr. Randall, who was a former Iowa newspaper publisher and Maricopa County deputy clerk and Superior Court bailiff (in Arizona) also served in the Army in World War II. He also worked as a real estate salesman for the Del Webb Development Co. in Sun City, Ariz., and was employed by Retail Credit Corp. He is survived by his wife Yvonne. **Jay McLean**, '71, died of cancer on April 26. A memorial service was held in Mobile, Ala., and also in Walla Walla, Wash., where he was born. He had been employed by Garnac Grain Company in New York City and had been transferred to Mobile where he became a vice president of the Lapeyrouse Grain Corporation. Mr. McLean is survived by his parents Doris and Otho McLean who wrote the Alumni Office: "It has been comforting to have so many letters from Jay's friends in many countries. Jay was most successful in his work, which he loved, and owed a great deal to "Thunderbird."

MARRIAGES

Denise Appel, '79, and **Philip Hughes**, '79, who were married in Seattle in November 1979 are currently residing in Los Angeles. **Elizabeth Buzard**, '80, and **Michael Burdette**, '79, were recently married. **Karen Koutsouros**, '78, and **Daniel M. Behnisch**, '73, were married Aug. 16 in Philadelphia. The new Mrs. Behnisch is presently international marketing administrator for the Scientific Optical Products Division of Bausch and Lomb in Rochester, N.Y. Her husband is employed by Dun and Bradstreet International Ltd. of New York City. He is expected to be assigned to Rio de Janeiro following management training in the Milwaukee office. **Paula Messer**, '76, and **John J. Shackelford III** were married Aug. 13 in Phoenix. They reside in Fairport, N.Y. **Kathleen Mary Murphy** was recently married to **Tom A. Malsch**, '77, in the Baldwin Room of the Mark Hopkins Hotel in San Francisco. Malsch is employed in the internal audit department of Levi Strauss & Co. in San Francisco where the couple reside. **Mary Velma Sentner** of Devon, Penn., and **Robert Nicol**, '78, of Abington, Pa., were married July 12. Nicol works for the Republic National Bank of Dallas. **Arlinda and Will F. Smith**, '75, who were recently married, stopped by the Alumni Office on their way from England to Lake Tahoe, Calif. Smith is the director of operations for Steward & Stevenson, a diesel engine application firm in London. **Martha DeBarry Stair**, '78, and **William Campbell Gibbon II** were married this autumn.

PROFILES



Alfred F. Miossi Jr.



Ronald Burkard



George Radcliffe



Peter Reitz

'Don't Ignore Importance of the Third World'

We cannot ignore the business opportunities in the Third World in a future environment that seems to indicate growing economic problems at home.

The industrialized nations, with 15 percent of world population and 53 percent of global income, cannot ignore the very basic human needs that too often go unmet in developing countries.

The standard of living that has come to symbolize the industrial world is not our exclusive domain, and we must recognize that disparity and acknowledge that the Free World cannot survive amid such extreme inequities.

We cannot turn our backs on the world's poor even when we seem besieged by our own economic problems.

This is by no means a question of charity. Substantial business opportunities for U.S. companies in the Third World hold tremendous potential for productive interaction between developed and developing countries and, in turn, for raising the standard of living of poorer societies.

Indeed, the sum of government aid and private investment in these countries ultimately is returned to the U.S. many times over in the form of new and growing markets for U.S. products. This is particularly important, given our ever-rising oil-import bill.

One point frequently forgotten is that developing nations are not an undifferentiated mass but rather individual countries with their own strengths and weaknesses which must be recognized individually and treated accordingly.

Some are at the higher end of the scale of per-capita income and may be termed semi-industrialized. Other nations are poor yet have "modernizing sectors" which have the capacity to participate in industrial or commercial operations.

Nonetheless, in a general sense, all of these countries look to advanced industrial societies for help in raising their standard of living. At the same time, there is in many countries a deep and, I think, understandable fear of modernization as a process that will destroy national traditions and identity.

This concern — nowhere more evident today than in the Moslem countries — makes it especially important that foreign companies operating in developing nations do so with great sensitivity to local culture and customs.

Our obligation is not to guarantee all Third World countries a quantum leap into the 20th century. It is simply to participate in a process that ultimately will help reduce the poverty that plagues so many of these societies.

If ever there was a time when we must be

international — rather than parochial — in outlook, when world stability hinges on interaction with other nations, it is now. The 1970s breathed new life into the truism that we are all part of a shrinking, interdependent world. Look closely at the last decade. The list of events that reverberated around the globe is impressive: Iran, OPEC, the deepest recession since World War II, dramatically fluctuating commodity and financial markets and currencies.

Our response to political turmoil in some nations must not be to throw up our hands and retreat. One hears more about the notorious disasters than the triumphs, a look at the numbers would surely show many more successes in foreign investment than failures.

The continuing potential for productive business relationships between countries and especially between countries of strikingly different cultures is a bright spot in today's difficult international scene.

Perhaps one of the most difficult but important signs we should be receiving from the political turmoil that has rocked the Middle East and other parts of the Third World is that we must persist in establishing commercial and industrial ties with societies less modern than our own.

**Alfred F. Miossi Jr., '48
Executive Vice President, Continental Illinois
National Bank & Trust Company, Chicago**

Editor's note: This article is excerpted from Miossi's remarks to a seminar sponsored by the Overseas Private Investment Corporation. Miossi received a letter from President Voris, following the publication of this article, which read: "It is a timely message and reflects the attitude of your own alma mater . . . we are proud of you as a Thunderbird." Miossi is also a member of AGSIM's Board of Trustees.

Three T-Birds on CARE Staff

Three Thunderbird alumni have been promoted recently to executive staff positions with CARE, which operates feeding programs for impoverished people and a wide variety of self-help projects including food-for-work, agricultural expansion as well as construction of roads, schools and water systems in more than 35 developing countries in Africa, Asia, Latin America and the Middle East.

The three are Ronald Burkard, '63, George Radcliffe, '64, and Peter Reitz, '62, (see letter this page).

Burkard has been with CARE since July 1963 when he joined the agency and was assigned to Mexico as a field representative. He has since served in Colombia, Nicaragua, Peru, India and Bangladesh where he was

the country director. Burkard, who is now the assistant executive director, public and donor relations, also served on task forces to Brazil and Nicaragua. He is married to the former Stephanie Foster and they have three children. They reside in Scarsdale, N.Y.

Reitz, who also joined CARE in 1963, became a field representative to Costa Rica. He has worked in Bogota, Colombia, where he became the assistant country director; in Liberia, West Africa, where he was country director. In September 1972 he was appointed program officer for Latin America and Africa. From 1972 to 1976 he served in Chad where he started CARE's operation in that country. In 1976 he was granted the Knight of the Order of Chad by President Felix Malloum. He is currently CARE's assistant executive director, overseas operations. Reitz is married to the former Hazel Smith, who was an officer in the British Foreign Service for 10 years.

Joining CARE a year later - in 1964 - than the other two T-Birds was Radcliffe, who first was hired as a field representative assigned to Haiti where he helped distribute emergency relief aid after a devastating hurricane. He later was transferred to Ecuador then to Ceylon (now Sri Lanka) where he became the assistant country director. Before returning to Haiti to administer the CARE-HACHO (Haitian American Community Help Organization, a joint medical and community development program), Radcliffe also worked in Guatemala. In 1974 he was promoted to country director for Tunisia. He is currently assistant executive director for CARE Europe. His wife is the former Mary King, a former Peace Corps volunteer. They have two sons.

Enjoyed African Issue

"... I very much enjoyed "The Thunderbird" Spring 1980 issue on Africa. I have just completed 16 months in Uganda and appreciate your article greatly. I fancy myself a kind of post-Amin expert on Uganda (using the term loosely). Your insights regarding that country's recovery are accurate.

"It will take time.

"I have known officially and personally (officials from) all three post-Amin governments and I do not doubt their sincerity, even with the politicizing and fiscal abuse. The fact is the institutions of the country, built so carefully over decades, were ruined particularly during the Amin years. Two of my own CARE employees were killed in senseless violence on the outskirts of Kampala.

"Still the country is filled with hardworking sincere people who when given the chance will make the country productive again."

Peter Reitz, '62

INTERCOM: An Exchange of Ideas

Several international executives need information on government policy toward foreign investment . . . product demand forecasting . . . joint venture feasibility studies . . . employee performance appraisals.

Another executive needs a refresher course in Spanish because he's being transferred by his company to Latin America. He has studied Spanish before, but would like a course tailored to his current business needs.

The entire family will be moving to Saudi Arabia with the father who has been promoted. They want to know about business and social customs, the transportation, health and medical care systems available and about the schools as well as about the differences and similarities between American and Saudi Arabian values.

Their program — and the other executives' needs — will be tailor-made by AGSIM professors working in conjunction with Intercom, which stands for International Counsel for Management. Professor R. Duane Hall, the executive director, coordinates all programs.

Intercom, in its third year of service to corporations as well as individual business persons, is the executive training and research arm of the American Graduate School of International Management.

The objectives of Intercom are: One, to provide special training sessions for managers to equip them to carry out international assignments; and, two, to research any problem or question which lies within Intercom's capabilities, Hall said.

These training sessions may be conducted on AGSIM's Thunderbird campus, or at a local resort, at the corporate headquarters, or occasionally are conducted out of the country, according to Hall.

For example, at the request of a Swiss trading company, Hall and Pro-

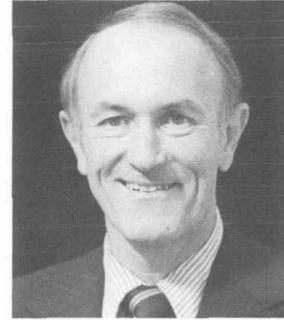
fessor Richard Bossert, chairman of AGSIM's World Business Department, recently conducted a two-week session at Diethelm & Company, Ltd., in Thailand, to train Thai salesmen in marketing techniques. Also, two professors from the World Business Department — Bryan Heathcotte and Wallace Reed — went to Rio de Janeiro in July to hold an Intercom session for Eletrobras, a large utility company in South America.

An engagement that reflects the special expertise of Intercom, Hall said, includes executive training programs, covering cross cultural communications for international managers, international business skill training, political and socio-economic orientations and language. Research which covers market and feasibility studies, legal and institutional constraints studies, personnel problems and compensation counseling, political and socio-economic surveys is another area of expertise for Intercom.

The Cross Cultural Communications programs are conducted by Professor Robert Moran, and represent an important dimension to Intercom's operation, Hall added.

Since January more than 14 programs have been specially designed for Intercom clients, according to Hall, including functional training as well as cross cultural communication emphasis. Since the program's inception, one session has been designed for 28 persons while others have been set up for a single individual. The length of the Intercom programs also varies depending on the needs of the clients, Hall added. Generally the sessions are tailored to cover the material in three days to two weeks.

Another popular course is the language and cultural training for "key managers." "More than 700 young men and women representing more than 150 varying types of organizations have successfully completed



R. Duane Hall



Laurence Finney

the 'key man' courses," said Professor Laurence M. Finney, '52, who is the director for the Key Manager Language Programs. Languages taught by AGSIM professors include English as a second language, Spanish, French, German, Portuguese, Arabic, Chinese and Japanese.

Since January, according to Hall who was interviewed recently at his office on campus, more than 11 individual "key man" courses have been conducted. Inquiries about the Intercom or "key man" programs may be directed to either Professor Hall or Professor Finney, c/o of AGSIM's Thunderbird campus.

Intercom and the key manager language courses are important to AGSIM, Hall stressed for several reasons. "The students learn, the professors learn and the corporations learn," he said, from the courses and the interaction between the professors and the corporation officials who participate in the Intercom programs.

Intercom provides a corporate service, and in addition, gives the school an identity and exposure, Hall said, in the eyes of international corporations for publicity purposes and other reasons. The interaction between professors and corporate executives also provides an enriching experience from which the student will eventually benefit.

"The faculty and corporations learn from each other . . . the faculty in turn teach the students. It's an exchange of ideas," Hall said.

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___	Cuff Links	\$24	<input type="checkbox"/>	<input type="checkbox"/>
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