

THUNDERBIRD

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT
Winter 81



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THE THUNDERBIRD

Winter '81 Volume 81, Number 2

Quarterly magazine of the Alumni Office
of the American Graduate School of International Management,
Glendale, AZ 85306

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Front Cover: A group of AGSIM students visually reflect the international flavor of the School and its student body. Cross-cultural training goes beyond the prescribed academic program as students like these live, work and study together on the Glendale campus. Photo by Jon Whitaker.

A little over one year ago, I wrote a column in this magazine that quoted an ancient Chinese proverb—"Change is a reflection of order." If that statement is true, the Alumni program at Thunderbird is in for another dose of "order."

Effective upon selection of a replacement, I will no longer serve as Director of Alumni Relations. My responsibilities will continue to be in Development, but they will be more oriented toward the fundraising efforts of the school. I consider myself fortunate to be able to maintain many of the fine relationships I have made with you in my brief time at the school. My experience in higher education spans several types of institutions; however, none compare with the unique mission, promise, nor—most of all—alumni of AGSIM.

It would be best to have an alumnus of the school as Director of Alumni Relations. By the time you receive this magazine, the school will be involved in a nation-wide search for candidates. Your nomination is most welcome and should be forwarded to the Director of Personnel here at the school—Ms. Evelyn Theobald. Deadline for receipt of applications is Friday, January 15, 1982.

Friends, it has been both a pleasure and an honor to serve you and this remarkable school. I see great things in the future and am very glad to be a part of it.

Warmest regards,



Thomas R. Bria
Director of Alumni Relations

Cross-Cultural Communication Program at AGSIM: Cosmopolitan Managers for the 80s

by Robert T. Moran

"A cosmopolitan manager is one who functions effectively in many areas of the world".¹

Background

The program in Cross-Cultural Communication at American Graduate School of International Management grew out of a conviction that technical business skills are not the only skills required for managers, executives, and technicians to function effectively in multicultural environments. This conviction is supported by all studies which have seriously investigated the variables and factors which contribute to the *success* or *failure* of the U.S. multinational organizations abroad.

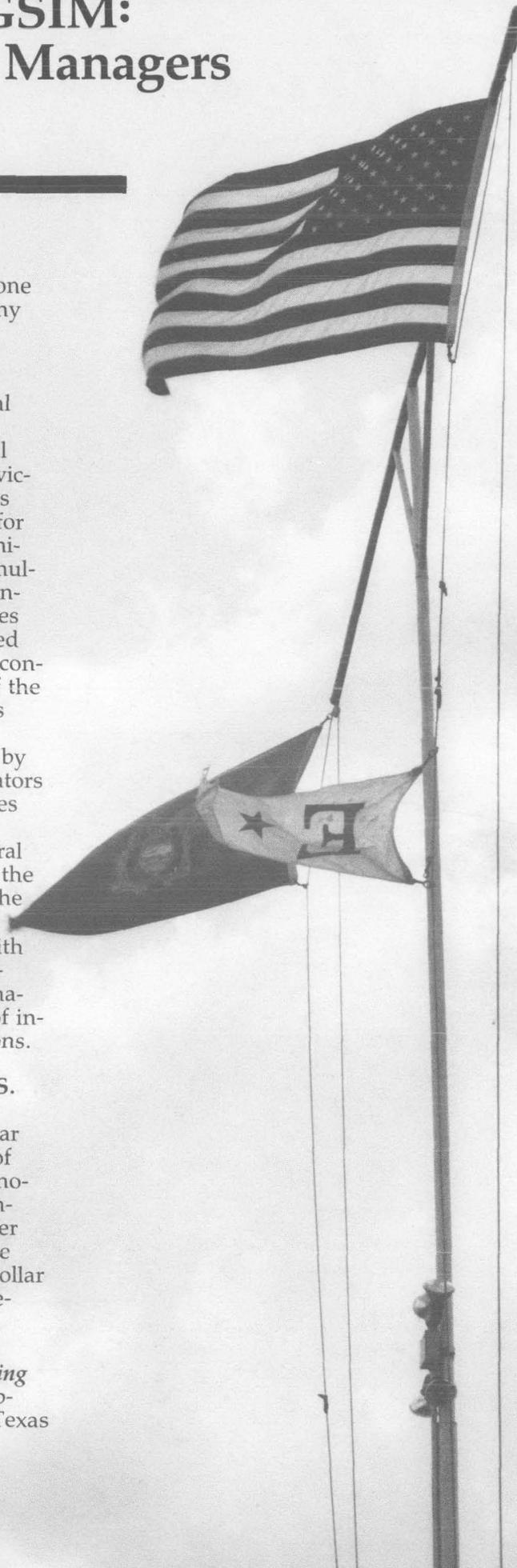
As initially conceived in 1975 by several faculty and administrators at AGSIM, the major objectives of the program were:

- To add an explicit cross-cultural communication dimension to the ongoing activities in each of the school's three departments.
- To initiate course offerings with training in cross-cultural communication skills which emphasizes the interpersonal level of intercultural business transactions.

Changing Environments for U.S. Multinationals

During the immediate post war years when the reconstruction of the Japanese and European economies were taking place, the technology, machinery and consumer goods that were produced in the United States or that the U.S. dollar could purchase were in great de-

¹ From Chapter One of *Managing Cultural Differences*. Gulf Publishing Company, Houston, Texas 1979.



mand. There were massive U.S. exports which were augmented by direct investment in many economies by U.S. multinationals.

At this time, the company itself and the foreign commercial constituencies such as customers, suppliers or joint venture partners were involved. The persons managing our organizations during this time were largely persons with post war management training and experience.

About the mid 50s the political impact of the organizations' international operations became an important variable of the decision makers. Japanese and European reconstruction was completed and they began to look for global markets. Accelerated national development under responsible and predictable political systems was the norm rather than the exception. The United States accumulated massive balance-of-payments deficits. Many U.S. multinationals initiated global production and marketing systems with central control. The appearance of these organizations increased the sensitivities of many host governments and their options for capital and technology could be found not only in the United States but in Europe, Japan and a number of other countries. Our competition was increasing as was the complexity of doing business.

In the early 1970's, the U.S. balance-of-payments deficit forced the dropping of the fixed exchange rate system and the value of the dollar declined. Concepts of pluralism and the interdependence of all countries became evident.

By the mid 1970's the area of international business was heavily politicized with government regulations at both ends and public concern in regard to pollution and energy to name but a few. It is a multi-actor era in which the business interest, the two governments, as well as regional and international interest groups determined to a large extent the risk and the profits of our operations.

In this environment, international marketers and managers require new skills and the challenge in the 1980's is to cope with change. As representatives of the U.S. multinational corporations we are required

to meet, socialize with and negotiate with foreign businessmen and government officials on a regular basis in a multi-actor era.

The new "technocrats" that we encounter in many countries are young, well-educated and possess a strong sense of nationalism which shows itself in a variety of ways. These technocrats are dedicated to the task of building their economies, and like their counterparts in the United States and in many other countries, they are somewhat anti-establishment and skeptical about the contributions derived by their country from the presence of multinational corporations.

A requirement that is common to most of these activities is that the U.S. business person be able to communicate and work effectively with persons who have grown up and who have been socialized in a different cultural environment. Customs, values, lifestyles, beliefs, management practices and most other important aspects of one's personal and professional life are different. We have learned that there are many problems when working or living in a foreign en-

vironment. Communication across cultural boundaries is difficult. Differences in customs, behavior and values result in problems that can be only managed through effective cross-cultural communication and interaction.

The personnel files of our organizations undoubtedly indicate many examples of mistakes at the personal or organizational level. Some of these are not serious, while others result in organizational and personal tragedies. The individuals affected include company presidents, expatriate technicians and managers and their spouses. Most frequently, the cause of the more serious problems is that interpersonal work or social relations with the host nationals have gone sour because of ineffective communications and a misreading of the verbal and non-verbal communication systems.

During the rapid expansion of international business after W.W. II, we were not overly concerned with the ways that culture influenced individuals or organizational behavior. However, because of serious and costly errors, we now



Jon Whitaker

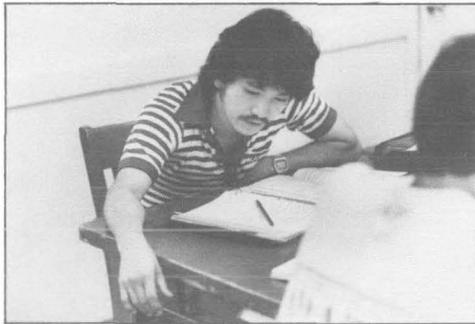
have to ask questions such as:

"What do I have to know about the social and business system of country X?" or "What skills do I need to be effective as a negotiator in country Y?" As well as questions such as how to lessen terminal risks with overseas agents in country Z.

In the multi-actor era of international business, the effective manager and the viable multinational organization must be able to adapt its managerial, financial and technical resources to *cultural variability* which refers to the degree to which conditions within a culture are changing at either an unstable or stable, high or low rate. As the

cultural environments become more variable, the unpredictability of business operations increases. This variability is a primary source of uncertainty in organizational and marketing strategies. *Cultural complexity* refers to the degree to which understanding of the conditions within a culture are dependent on the ability to understand and accurately interpret contexts.

Cultures are either high context or low context cultures. This distinction is useful for the businessman in looking for meaning in verbal messages. A high context communication is one in which most of the information is either in the physical context or internalized in the person. A low context communication is one in which the majority of information is contained in the explicit code. The United States is a low context culture, while many others are high context cultures. We look for meaning and understanding in *what is said*; others look for meaning and understanding in the *position of the person* in the company or the relationship between the businessmen. To function effectively in a high context situation we have to know what is going on at the level of covert culture.



Cultural hostility refers to the degree to which the conditions in a culture are threatening to organizational goals. The extent of this hostility often depends on the acceptability and legitimacy of the multinational organization to the host country. As hostility arises, management and marketing strategies usually become more cautious and control oriented.

Cultural interdependence refers to the degree to which conditions in one culture are sensitive to the developments in another, and the interdependence of all nations is recognized.

Organizations and managers respond to that which is perceived. It is important, therefore, to have managers who can "see" what is happening in other environments. Careful and critical diagnosis will assist the organization to making good choices which correspond to the organization's strengths and goals.

Several variables influence our perceptions which in turn influence the meanings we attribute to behavior.

- Our attitudes towards the host country. An undesirable attitude for businessmen working overseas is *ethnocentrism*. This is the tendency to judge others by using one's own personal or cultural standards as a basis for judgments.
- *Time sense* also impacts upon human interaction. Most North Americans conceive of time in lineal-spatial terms in the sense that there is a past, a present and a future. Working with the PRC requires tremendous patience and lengthy negotiations and can be frustrating to many.
- *Thought patterns or forms of reasoning* also differ from culture to culture. What is reasonable, logical and self-evident may be unreasonable, illogical and not self-evident to another. We may often sound just as illogical to them as they do to us. In functioning and understanding what is going on at the covert level of culture these persons should be able to show respect towards the many persons they will meet. The ability to express respect for others is an important part of effective relations in every coun-

try. All people like to believe and feel that others respect them, their ideas and their accomplishments. However, it is difficult to know how to communicate respect to persons from another culture.

These persons should be able to tolerate ambiguity. This refers to the ability to react to new, different and at times, unpredictable situations with little visible discomfort or irritation. Excessive discomfort often leads to frustration and hostility and this is not conducive to effective business relationships with persons from other countries.

Learning to manage the feelings associated with ambiguity is a skill which is associated with adaptation to a new environment and effectively working with persons who have a different set of values.

These persons should have a high ability to relate to people. Many of us are overly concerned with getting the job done and forget that people help us accomplish this.

These persons should be able to display empathy. This is the ability to "put yourself in another's shoes."

By participating in the courses on cross-cultural communications MIM candidates are able:

- To identify many of the cultural aspects of verbal and non-verbal behavior, assumptions, attitudes, values, and other learned characteristics of persons from different countries and themselves.
- To identify areas in which differences can cause problems in communicating effectively with persons of different countries in business and management situations.
- To develop an understanding and the skill in using a conceptual framework for understanding and analyzing cross-cultural communications business problems.
- To assess one's intercultural, interpersonal communication skills and develop these during the course of the program.

These, in turn, help participants and organizations:

- To reduce the rate of "attrition" of their employees. The attrition rate of U.S. nationals in some countries exceeds 30 percent.
- To work more effectively and

efficiently with foreign nationals either in the U.S. or abroad.

- To learn appropriate skills for negotiating, reducing conflict and motivating persons in other cultures.
- To assist with the development of families from one culture to another.
- To anticipate potential cross-cultural marketing, management and other business and personal problems and work effectively in reducing these.

The following comments were made by recent graduates:

"The courses on Cross-Cultural Communication have helped me realize how different people act and why . . . I believe the class should be a prerequisite for graduation."

"This is an international School of Management. Everyone that graduates from here should have an understanding of how to work effectively in the business world with people from one's own culture."

"The program was eye opening: it provided concepts and a theoretical framework for those things I'd only vaguely understood."

In the 1980's a multinational corporation's viability will depend to a large extent upon how it responds to changing conditions in its environment. Our multinational corporations need cosmopolitan mana-

gers or internationalists in the 80s and beyond. An internationalist is a manager who can function effectively in many countries. An internationalist can create new paradigms, new organizational models, new management styles, utilizing management and business strategies from other systems in this superindustrial stage of development. At AGSIM we are attempting to provide educational opportunities which will develop this kind of manager. In a highly unpredictable environment where the players are new and the ground rules unclear, this kind of manager is critical.

*Dr. Moran is Professor of International Studies and Director, Program of Cross-Cultural Communications at AGSIM. He is co-author of **Managing Cultural Differences**, published by Gulf Publishing Company, Houston, Texas, September, 1979. He is the author of **So You're Going Abroad: Are You Prepared?**, published by Intercultural Communication, Inc. and is the co-author of **Managing Cultural Synergy**, published by Gulf Publishing Company in 1981. **Managing Cultural Differences** is used as a text by over 30 colleges and universities, and it has been translated into Japanese.*

*Dr. Moran is also the author of the **Business Week Guide to International Business Protocol**, to be published by Business Week in early 1982, and the co-author of **International Business Travel Tools** to be published by Business Week in 1982.*



Cross-Cultural Aspects of Managing Foreign Subsidiaries

by Al Ilch, AMA Staff

Companies wishing to initiate, develop, and effectively manage foreign subsidiaries must have clearly defined goals for their foreign operations which can be integrated into the total organizational plan. The parent company must thoroughly understand all aspects of managing foreign subsidiaries; crucial to the successful management of an overseas operation is a firm knowledge of cultural differences.

Domenico Fanelli, vice president-western hemisphere with AMA/International, suggests that four words be kept in mind when opening foreign subsidiaries: politics, economics, society and culture. Fanelli, who will be directing an AMA/International workshop on starting up overseas subsidiaries this March, reminds us that even in world areas where there is a common language, fundamental differences in the infra-structure and culture exist between countries.

The company planning to start up an overseas subsidiary must make an extensive review of how to apply its human resource system and select its managerial expertise. Uniform criteria must be developed to administer overseas executive compensation and perquisites, while careful consideration should be given to implementing strategic and operational planning across varied cultures, language and degrees of management sophistication.

A paper prepared in 1979 by the worldwide management consulting firm, Hay Associates, describes foreign subsidiaries of U.S. multinational companies as belonging to one of three cultures: bureaucratic, technical, or managerial.

The bureaucratic culture is usually found in countries like France or

Japan, which are either protectionist or developing. The "organization man" is best suited to this type of company, which is "characterized by an impersonal style and absolute reliance on standards, norms and rigid procedures."

The technical culture is most commonly found in countries such as Germany and the United Kingdom, which have "a long tradition of technical expertise," and in companies involved in well-established industries.

The managerial culture, according to the Hay Associates report, is flexible and performance oriented, and is described as being "typical of trading countries early open to free competition (The Netherlands, Switzerland). It is frequently centered within highly competitive and innovative industries.

An extensive analysis of one host country's value and managerial philosophies must be undertaken by the parent company before it can adapt corporate policies to the needs of the subsidiary. To achieve this, it is vital that management de-

velop outside sources and contacts in the host country. These can be helpful as a guide to economic and political trends and, later, as a gauge for determining the image of the subsidiary in that country.

Developing contacts in the host country is also helpful in easing any culture shock which a new transfer may experience after moving from the parent company to the subsidiary. The increasing number of seasoned executives who have left a foreign subsidiary because of their inability to adapt to the culture illustrates the need for proper training prior to the transfer.

The parent company's concerted effort to adapt human resource management policies to the needs of the subsidiary is a major step in assuring the success of foreign operations.

Editor's note: American Graduate School of International Management is affiliated with the American Management Associations. Al Ilch, of the AMA Public Relations Office, is a regular contributor to "Thunderbird."

Start Up Considerations For Overseas Subsidiaries

March 8, 1982, AMA Headquarters, New York City Meeting #10111-01

Price:	AMA	Non-
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FEEES	\$345	\$385

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Managing And Developing Foreign Subsidiaries

March 9-10, 1982, AMA Headquarters, New York Meeting #10220-07

Price:	AMA	Non-
INDIVIDUAL	Members	members
FEEES	\$545	\$615

Who's Hu

Editor's Note: *The following is an interview with Mr. Hu Ying-jie of the Beijing Institute of Foreign Trade, Beijing, People's Republic of China, conducted by Michelle Foster, student assistant in the communications office. Mr. Hu is the senior member of the first group of BIFT faculty to study at AGSIM as part of the first phase of the exchange agreement between the two schools. Mr. Hu will complete his studies here in December.*

What benefits do you think you will receive from attending AGSIM?

In the first place, I think I will develop a picture of the American educational system. It is different than ours; there is a great difference I should say. I am a faculty member at the Beijing Institute of Foreign Trade (BIFT), so I really want to know something about the American educational system. I want to make a comparison between the two systems, ours and the Americans.

What is your position at the Beijing Institute?

I am a faculty member. I teach English as a foreign language, foreign trade, business education, and business correspondence.

Do you have ranks in your school the same way we do among faculty?

Yes, we do. I am a lecturer.

What, to date, has been your most valuable course at AGSIM? Which course will help you most later on?

I think the courses I'm taking are, and will be, very helpful in every respect. I find it difficult to say which course is my favorite. I think it is very difficult to define that. The courses I'm taking here will be very conducive to my work in the future.

Which course has been the most different from what you studied in China?

First of all, economics. We have an entirely different economic system. Ours is a centralized planned economy, yours is a free market economy. That is due to the two different suprasystems. Second is the accounting I'm taking. In China we have a single entry accounting system. Here, in the United States, there is a double entry system. This is entirely different. This is why it is difficult for me to imagine actually how accounting is practiced here. I find it difficult to learn this subject.

What is the most apparent difference between American and Chinese students?

Maybe this is unique to this school, AGSIM, but I think almost all of the students are really very, very hard working. They are pressed by time. It seems to me that everybody is in a hurry. In China at BIFT, students study four years, and students in the Foreign Trade department study five years before they graduate. The time they spend there is far longer.



Is your school strictly a graduate school? Have the students had four years of college before coming to BIFT?

No. It's undergraduate, actually. However, we do have a number of

post-graduate courses. The number of these students is limited.

Do you find that American students have a different attitude towards their classes than Chinese students?

This is a very large question. I find that because the time is very short, within three semesters a student will have to complete 48 credits, I have a feeling that the courses here are not taught in depth. I think ours are conducted and taught more intensively.

You just said there is a difference in the depth of our courses; are there other differences that you see in the teaching systems?

Yes, I think so. In our school, and in most of the schools in China, the teachers have very good relationships with the students. They not only teach in class, they are also responsible for the after class work, including some ideological work. This is something different from the United States. By ideological work I mean that if the teacher finds that a student has something wrong ideologically that has prevented the student from making faster progress, the teachers will do some ideological work to solve the problem in order to push them forward. This creates a better environment so the student can improve faster.

Can you give me an example of that?

Our system doesn't allow students at the college level to fall in love with one another. Here it is quite common. You see girl and boyfriend, they are always together; but in our school, during their undergraduate years, this is something against the school rules. However, some students do fall in love with each other. Then the school authorities, as well as the responsible teachers, will talk to them, tell them the advantages and disadvantages of having a love affair during that time. They should concentrate on their studies. A lot of ideological work is done to tell the student the advantages, the pluses and minuses, of that.



By ideological work you are not talking about teaching them Maoist doctrine?

No, not exactly. We just tell the students what is good, what is bad, what is to their advantage.

What area of business education and business training is most needed now in China?

First, management. This is a problem which is facing almost all of the developing countries. China is no exception. China is a large country, both in terms of population and land. China is also rich like the Northern Americas in natural resources. At present, the style of management is different from the United States. . . . and is not so efficiently operated. The second area is the law, especially international law. Chinese businessmen, generally speaking, do not know

Mr. Hu was recently afforded a different insight into American banking as the guest of Mr. Delwin Bond, AGSIM '65, at Phoenix's Valley National Bank. Mr. Bond, the Vice-President and Group Manager for Euro-Asia, treated his guest from the PRC to a relaxed lunch at the bank building's Golden Eagle Restaurant, then provided him with a tour of the bank's private Western art collection.



much about international law. They do not know much about the actual practices of foreign companies. They do not know much about the regulations and rules of foreign governments.

What do you think will be the role of American, or other, multinationals in China in the future?

You mean Sino-American multinationals? Well, this has a great deal to do with the development of the two countries in other areas. I think as far as multinationals are concerned it is quite promising. I think that the relationship between the two countries, China and the U.S., is getting along fine, especially during Haig's visit to China recently. The relations will get better, there's no doubt about that. I don't think they will develop very fast during the next couple of years. China is in the process of adjusting her economy which will take, I believe, a couple of years. In the future joint ventures, multinationals, and foreign investment will be promising. China is basically an agricultural country and has plentiful natural resources, but lacks modern techniques to develop these. The area of agriculture is very promising, as is petroleum. China has recently found some offshore oil, but lacks drilling equipment. Another area will be banking. China has joined the World Bank and looks forward to increased participation with the IMF; China has borrowed some money from international banks and financial aid agencies. China is borrowing and has borrowed money from Japanese banks. Agriculture, petroleum, money and banking: these are the three major areas which are promising.

What kind of internships would be of benefit to future Chinese students who attend AGSIM?

As far as internships are concerned, according to the plan, we will be sent to some large companies to learn how the management functions there. So the school arranges internships for us. I went to Dow Chemical to work for three weeks during the holidays. After we go through the courses here in three semesters we'll be able to work in other companies for several months before returning to China.

What specific types of industries would it be beneficial to have internships in for other Chinese students?

In my opinion, if it were convenient, it would be best to arrange for them to work with companies which have business relations with my country.

What would be the benefit to United States' companies which support Chinese students to come and receive an American education?

First, the companies' support financially, or in other ways, will help the Chinese students learn how American business operates. Upon their return to China they will be able to know more about American business and management so that in the future they will be more



skillful in dealing with American corporations. That is very important because the business relations between the two countries are increasing day by day. From China's point of view, we must understand the United States of America. This assistance would be of benefit to both parties.

What benefit would come from having American managers who speak Chinese and understand the Chinese culture?

If business is conducted through interpreters this is time-consuming and gives rise to misunderstanding. If an American manager or executive knows Chinese, the Chinese culture, and the Chinese customs and habits, that will help a great deal. In this area Japanese managers are very good. They not only study the foreign language, they also study the customs. Japanese managers and executives know a great deal about the Chinese businessman.

Please turn to page 15

Changes in Requirements for MIM Effective Fall '82

Effective with the fall semester, candidates for the master of international management degree will be required to complete 42 semester hours of credit rather than the present requirement of 48 hours.

Dr. John Conklin, chairman of the faculty senate, explained that the senate began considering the revision of the degree requirements in 1980. After a careful and extended review of the MIM program, the senate adopted three fundamental changes:

- The total number of hours required for the degree was reduced from 48 to 42.
- The minimum number of hours required at the 400 and/or 500 levels was increased from 24 to 30.
- The maximum course load per semester was reduced from 18 to 15 hours.

Conklin further explained the senate action: "The purpose of these changes is to improve the quality of the MIM degree. The reductions in total degree hours and maximum course load will afford students sufficient time to achieve greater depth in their courses of study. The increase in required 400 and/or 500 level courses will provide students with more upper division work upon graduation."



Wally Parker

Parker Takes Intercom Post

C. Wolcott Parker has been named director of INTERCOM, the executive development arm of AGSIM. Reporting to the vice president for academic affairs, Dr. Marshall Geer, Parker will be responsible for developing INTERCOM's tailor-made programs in international business topics, cross cultural studies and foreign languages.

Before joining the school full-time, Parker had served as a visiting professor, teaching classes in international marketing and management and technology transfer,

in addition to operating his own management consulting firm. From 1966 to 1972 he was director of marketing for Fabricacion de Maquinas, S.A. (FAMA) in Monterrey, N.L., Mexico.

He is a graduate of the University of New Mexico and received an MBA in finance from the Graduate School of Business at the Institute Tecnologico de Estudios Superiores de Monterrey.

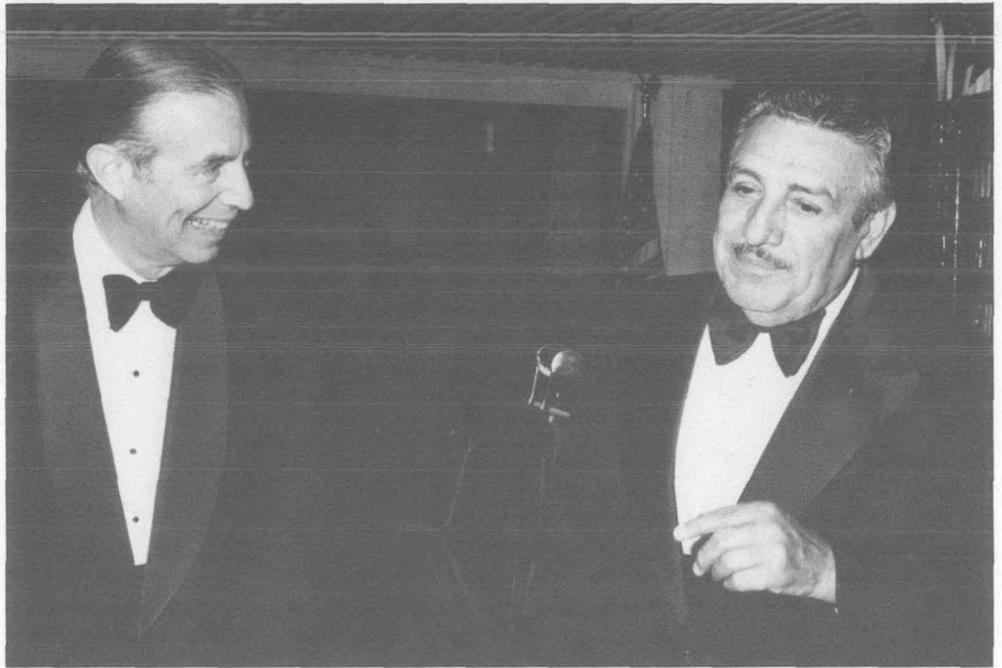
He replaces Duane Hall, who resigned to devote full-time to teaching.

AGSIM to Host RMCLAS Annual Meeting

The Rocky Mountain Conference on Latin American Studies will hold their 30th Annual Meeting at AGSIM on February 25-27, 1982. RMCLAS's aim is to encourage interaction among people interested in Latin America and to foster cooperation between the United States and Latin American countries. Dr. John Conklin, associate professor of international studies and chairman of the AGSIM faculty is serving as 1982-83 president of RMCLAS, and faculty coordinator for the event.

Preliminary plans call for John Gavin, U.S. Ambassador to Mexico, to deliver the keynote address. Dr. Albert Fishlow, an economist from Yale University will deliver the banquet address, "Financing Latin American Economic Development."

Panel discussion topics planned for the event include appropriate technology in Latin America, Mexican futures, economy and development, Spanish and Portuguese literature, politics, history, and sociology.



At the annual board dinner, Trustee Alfred Miossi ('48) enjoys a story from the Honorable Raul Castro, the former U.S. Ambassador to Argentina.

Student and Faculty Reps Attend Meeting

The 35th annual meeting of the AGSIM board of trustees was attended by the student government president and a representative of the chairman of the faculty senate for the first time in the history of the School.

This policy materialized as a result of a recommendation by the board's student affairs committee, chaired by Dr. Mae Sue Talley, to allow the president of the student government organization to attend board meetings as an observer. This proposal was reviewed by the board's committee on trustees, chaired by Joseph Klein, and they added the recommendation that a faculty representative also attend. This final recommendation was presented to the full board on June 5 and approved.

Some actions the new attendees observed were changes in the status of some members and the election of a new chairman and three new members. The trustees received a favorable report on the 1980-81 year from Dr. Voris, and learned about a proposed faculty office building and the newly-formed Barton Kyle Yount Society.

Moved to trustee emeritus status were Mrs. John W. Kieckhefer, E.V. O'Malley, Sr. and G.R. Herberger. Mrs. Kieckhefer joined the board in 1970, Mr. O'Malley in 1952, and Mr. Herberger in 1956.

Three new members were added to the body: Norman E. Auerbach, Charles Stockholm and Daniel Witcher. (see story page 10.)

Roger Lyon, president of Valley National Bank, and a member since 1979, was elected chairman of the board. Before joining Valley National Bank in 1976, he was executive vice president of Chase Manhattan Bank, New York, where he was department executive of the Institutional Banking Department. Active in the Phoenix community, Lyon is a member of various civic groups as well as the Arizona Bankers Association and the Association of Reserve City Bankers. He replaces G. Clarke Bean, who became chairman of the development committee and will work closely with Dr. Robert Horn, vice president for external affairs.

Other Action

Other action taken by the board



New Name for Administration Building

The administration building, besides sporting a fresh coat of paint and a new entrance mat, also has a new name—FOUNDERS HALL. A bronze plaque which lists the names of the original 19 founders of the school has been placed on the front wall of the building to the left of the main entrance.



Mrs. Kieckhefer displays the Royal Geographic Society world clock, the symbol of Barton Kyle Yount Society membership.

included the election of Joseph M. Klein and James Thornton as vice chairmen and the re-election of eight members for three year terms. They were: Sherman Hazeltine, Edward B. Juliber, Joseph M. Klein, Robert McLellan, Alfred F. Miozzi, John C. Pritzlaff, Jr., Richard Snell and Don B. Tostenrud.

President's Report

Dr. Voris gave his report, noting recent promotions in the administration and new faculty appointments. He also reported that the total income for the 1980-81 fiscal year was \$7,558,047, over budget by \$341,297. Expenses for the year were \$7,330,260, which is \$249,232 over budget, resulting in a net income of \$227,787, over budget by \$92,065. He also reported that the

total assets of AGSIM projected for 1981-82 will exceed \$10 million for the first time in the history of the School.

Proposed Faculty Office Building

Dr. Horn presented the plans for a proposed faculty office building which will cost approximately \$2 million. The plans call for a 28,585 square foot, two-story building with a replication of the control tower exterior. The building would be located across the mall from the Frank L. Snell Learning Center.

Barton Kyle Yount Society

Mrs. John W. Kieckhefer was recognized as the first member of the Barton Kyle Yount Society. Membership in the Society requires contributions of more than \$250,000 to

Two Alumni Included in Three New Board of Trustee Appointments

Three new members of the AGSIM board of trustees were elected at the October 16 meeting, two of them AGSIM graduates. Elected to the board for a three year term were: Norman E. Auerbach, chairman and chief executive officer of the U.S. Firm of Coopers & Lybrand, New York; Charles Mitchell Stockholm, ('56) executive vice president, corporate division, Crocker Bank, San Francisco; and Daniel Daugherty Witcher ('50), president and general manager, international division, Upjohn International, Inc., Kalamazoo, Mi.

Charles Stockholm joined First National City Bank after graduating from AGSIM and worked in Hong Kong, Singapore, Malaya and Indonesia. In 1972 he joined Crocker Bank and became executive vice president, corporate division, in 1976. He is also on the board of directors of Alexander-Balowin, Inc. and Matson Navigation.

Dan Witcher joined Sterling Drug Company after graduating from AGSIM and had assignments in Mexico and Brazil. In 1958 he joined the Brazilian subsidiary of

the School. At the conclusion of the meeting she was presented a Royal Geographic Society world clock, which is the symbol of membership in the Barton Kyle Yount Society. Similar presentations are scheduled this winter for Goodyear Tire and Rubber Company, S.C. Johnson & Son, Inc., American Management Associations and American International Group.

At the close of the meeting, student government president Ann Connors remarked, "It was an honor to be able to meet the members of the board and see first-hand the workings of the meeting. This new policy is certainly a step in the right direction—it's educational for the student and provides direct access—so important for effective communication."

Mead Johnson & Company as sales manager and later became manager. He joined Upjohn in 1960 as area manager of Latin America South. He held various positions with Upjohn, becoming president of Upjohn, International in 1973.

The election of Stockholm and Witcher brings the total of alumni on the board of trustees to five. Other alumni serving are Robert Feagles, ('51), senior vice president,

personnel, The Travelers Insurance Companies, Hartford, Connecticut; Joseph M. Klein, ('47), chairman of the board, Pluess-Staufner International Inc.; and Alfred F. Miossi, Jr., ('48), executive vice president, Continental Bank, Chicago.



Stockholm



Witcher

International Executive of the Year

This year's International Executive of the Year Award went to J.W. Marriott, Jr., president and chief executive officer of the Marriott Corporation, Washington D.C., right, and was presented by President Voris, left, at the annual board of trustees dinner, held at the Paradise Valley Country Club, October 15.



'62 Alum Produces Book Series

Dr. Carlos E. Cortés ('62), professor of history, University of California at Riverside, has prepared a book series on Hispanics in the United States. This is the first major series on Hispanics in the U.S. as a group, rather than just individual Hispanic ethnic groups. The collection contains 30 books and is published by ARNO Press.

Serving as advisory editor of the series, Dr. Cortés' many accomplishments are noted in the promotional brochure. He is past chair of Chicano Studies at the University of California, Riverside and his many books and articles include *Gacho Politics in Brazil: The Politics of Rio Grande do Sul, 1930-1964* (winner of the 1974 Hubert Herring Award), and *Three Perspectives on Ethnicity: Blacks, Chicanos, and Native Americans*, and many others. Recipient of this university's 1976 Distinguished Teaching Award, Professor Cortés is contributing editor of *Aztlan International Journal of Chicano Studies Research* and has written and produced a documentary film, "Northwest from Tumaacori." He served as advisory editor of two previous Arno Press collections, *The Mexican American* and *the Chicano Heritage*.

Fall Enrollment Sets Record

According to the Admissions Office, AGSIM's fall enrollment sets an all-time record at 1,022. Of that figure, seven are in Barcelona, Spain, at ESADE, leaving 1,015 attending classes on the Glendale campus. Fifty-five foreign countries are represented by 25.7 percent of the students. The percentage of women students is the highest ever at 33.8 percent, with 28 of them from foreign countries. Only four states are not represented in this enrollment: Alaska, Maine, Mississippi and West Virginia.

Second WAC Conference a Success

The WAC keynoter, Dr. Hideo Itokawa, director of the Tokyo-based think tank, Systems Research Institute, called for an EEC-like Pacific Congress—essentially a forum for Pacific Rim countries as well as the U.S. to deal with economic, trade, monetary and defense issues. Speaking to approximately 150 people in the school dining hall on the eve of the conference, Itokawa not only discussed the future of the Pacific Rim countries, but touched on space exploration, including communications satellites and rocket development. He refused, however, to comment on U.S.-Japanese joint defense ventures, advising that he was working on confidential material and could not discuss it.

The roundtables on Friday, which featured participants from government, industry and academia, drew attendees from the student body and the local community including several local alumni.

Two alumni were participants in the roundtables: Boye de Mente ('53), editor, *The Importer*, Tokyo, and James P. Rooney ('67), J.P. Rooney & Associates, Bangkok.

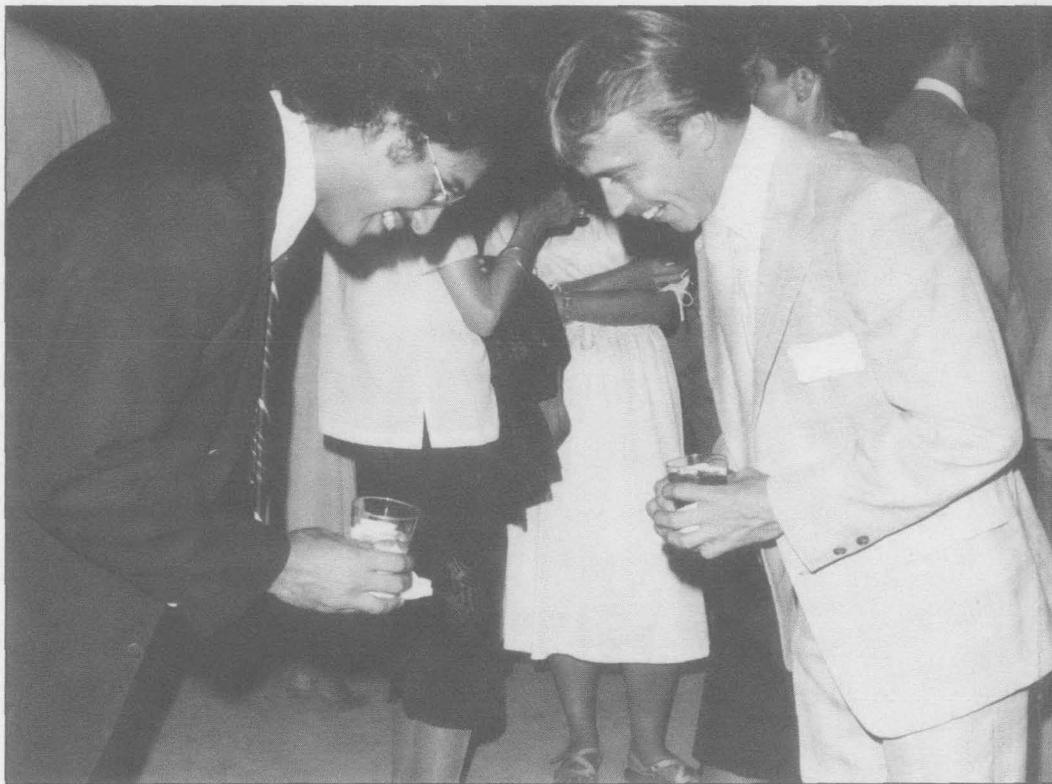
Other participants were: Dr. Byung-Nin Chun, Korea Trade



Dr. Hideo Itokawa presents his opening comments at the World Affairs Conference.



Professors Andrew Chang, left, and Suguru Akutsu talk with roundtable participant Boye De Mente ('53).



Students Karush Homayuni, left, and Leo Green greet each other at the WAC dinner.

Nancy Hague, chairperson for the Conference, and third semester student, said of her experience: "... presenting the 1981 World Affairs Conference was of immeasurable value to me. It confirmed my belief that people can work together, voluntarily to accomplish a goal. Everyone gained from the conference, which, to me, defines its success."

¿DÓNDE ESTÁN?



Class of '53

We need your help! If you know the where-abouts of these alumni, please fill out the form below and mail to: The Alumni Office, American Graduate School of International Management, Glendale, Arizona 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 "Thunderbird." We're eager to receive news about you, your family or your T-Bird friends for our Update section, so please include that information also.

Muchas Gracias!

Andrew, Theodore L.
Barker, Richard A.
Bates, Louis A.
Beck, Wallace J.
Bell, Percival J.
Bennett, Ivan E.
Brown, Jack R.
Brundage, Forrest A.
Chastain, William B.
Cioccolanti, Joseph
Craft, Robert L.
Day, Roland B.
Earnist, James R.
Fernow, Robert H.

Foljambe, Gilbert T.
French, Phillip B.
Gearhart, John F.
Grunert, Rodney G.
Habgood, Charles R.
Hand, John H.
Hartner, Henry H.
Hendenberg, Bette
Hennon, James R.
Houghtaling, George L.
Houston, James D.
Hubbard, Frank L.
Ingram, James A.
Kelly, Allen M.

Knister, Russell B.
Kullman, Ortwin
Langa, Vincent M.
Lehoucq, Adonis F.
Lloyd, James B.
Luchsinger, Frank C.
Malloy, DeForest E.
Matthews, Dennis T.
May, James T.
Mitchell, Celestine
Mullins, Carole
Newett Miller, Marie L.
Nissen, Earl L.
Petraborg, George R.
Podesta, Eugene T.
Predmore, Russell A.
Prestrud, K. M.
Prince, Warren F.
Protheroe, Walter J.
Rodgers, Stanley H.
Sakai, Roy T.
Schneiderman, Cynthia
Seaton, Edwin C.
Siemer, Robert L.
Simon, Stuart
Smith, Harry F.
Smythe, Robert K.
Von der Haar, Richard W.
Von Koeller, Hans J.
Waldemer, Alfred C.
Walsh, Thomas P.
Wegner, Herbert G.
Wiesmore, Robert W.
Wilner, Robert W.
Wilson, Raymond W.

Center, Los Angeles; Thomas Hague, assistant of the chairman, Borg Warner Corporation, Chicago; William Piez, director, Bureau of East Asian Affairs, U.S. Department of State, Washington, D.C.; Howard Cooper, CEO, Electronic Instrumentation Division of EATON Corp., Los Angeles; Stephen Soble, senior editor, *East Asia Executive Reports*, Washington, D.C.; Dr. Yung-hwan Jo, Fullbright professor, faculty of law, Keio University, Tokyo; David Laux, PRC Affairs, U.S. Department of Commerce, Washington, D.C.; Dean Goodermote, international analyst, Conoco, Connecticut; Benjamin Hong, vice president, First Interstate Bank, Los Angeles; Robert Youngblood, associate professor, and Sheldon Simon, A.S.U. Political Science Dept.; R. Bruce Shurtleff, manager, Investment and Trade Marketing, Government of New South Wales, Australia; and Olof Lindstedt, vice president, Chemical Bank, New York.

Name and Mailing address _____

Business affiliation _____

Title _____

Business phone _____ Home phone _____

Former Black Panther Turns 180°

Eldridge Cleaver, 1960's activist and former Black Panther, spoke before a packed audience in AGSIM's auditorium on Friday, October 2. Charles Sturtevant, who introduced Cleaver on behalf of the Speaker's Committee, noted that the guest's opinions have changed during the past ten years, and that he is currently considering running for the position of Mayor of Oakland. During the 1960's there was little love lost between Cleaver and Oakland city officials; today, at age 46, he hopes to introduce to Oakland reforms which include a debtor's bank, an institution where people deposit their debts. These would then be renegotiated between the bank and the lending institutions.

This idea seems far removed from those of the Eldridge Cleaver



The informal reception following Cleaver's talk produced a crowd in the Coffee Shop as well as some pointed questions from the students.



who eventually fled the United States, living abroad for years as the guest of Communist governments. Cleaver spent the majority of his lecture discussing his personal political evolution, where his increasing disenchantment with communism paralleled a growing conviction that democracy is the only viable political option. He cautioned, however, against making a direct correlation between democracy and capitalism.

Although his political convictions have changed, Cleaver remains an activist with controversial opinions. During his presentation he likened communism to imprisonment, stated that the private sector must take up the burden of equal rights employment or face nationalization,

Frank Smith ('79), left, who was instrumental in bringing Eldridge Cleaver, right, to campus, joins the speaker on stage.

advocated a union for the unemployed, and indicated that there currently exists no united front tactic or organized worldwide Communist conspiracy. He did emphasize that the Soviet threat to the West is real, a threat which could deprive the world of its greatest intellectual resources.

After his lecture Cleaver received questions from students in the coffee shop. Points were raised concerning his political aspirations and religious orientation. When asked whether he felt there was any conflict between his belief in racial equality and his intention to join the Mormon Church, Cleaver indicated that there was none, that most churches in America are currently segregated in fact if not in theory, and that while blacks were slaves the Mormons also suffered persecution in America.

According to Cleaver, Reaganomics should help reduce unemployment and increase efficient production. He views these policies as much needed tonic which will have short term drawbacks.

Cleaver reiterated his opinion that individuals have the right to work within a system for reform and progress. When asked if he felt

there existed contradiction between this and the authority of churches to refuse the right of members to dissent, Cleaver found no conflict. People are born citizens and are forced into their political systems. However, they are free to choose a church and its organization; in doing so they choose to accept the rules and system of the church. Discussion of this point led Cleaver to comment on the aims and aspirations of the American women's movement. He compared the rights of American women favorably against those in other countries, finding that American women are the most privileged women in the world, with little worth complaining about. Cleaver advocated equal pay for equal work, but also noted that women will never be as strong as men, and perhaps, therefore, unable to perform equal work.

A vocal Democrat, budding politician, and dedicated family man, Eldridge Cleaver presented many challenging ideas during his visit to AGSIM, and stands testimonial to the ability of man to reform his opinions.

Michelle Foster

Hu

Continued from page 7

How much will your stay here at AGSIM help your own career?

From the language point of view, I think I have learned a lot. I have made great progress in English, in listening comprehension, vocabulary, and all respects. Second, if I go on working as a teacher at BIFT upon my return to China, I will introduce the teaching methodology of AGSIM, especially in the area of foreign languages. I will teach the students what I have learned here in the field of economics and marketing, etc.

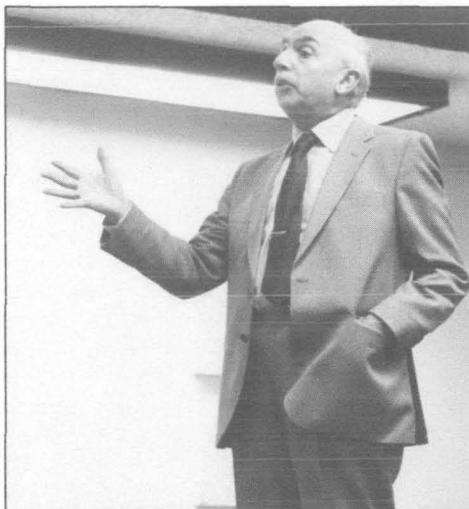
What places would you like to visit in the United States?

I want to visit some cities on the east coast. Arizona is lovely, but I would like to see more of the United States.

British Minister of Industry Predicts Bright Future for his Country

Sir Peter Carey, Permanent Secretary in the United Kingdom's Department of Industry, spoke on November 2 to AGSIM students about economic trends in Britain during the 1980's. Sir Peter is currently responsible for coordinating the regeneration of British industry. His department sponsors various individual manufacturing industries and is responsible for British Aerospace, British Shipbuilding and the British Steel Corporation and the Post Office. In his speech he recounted Britain's recent past, her participation in two world wars, and her current post-imperialist slump. After outlining several significant differences between the British and American economies, Sir Peter then offered predictions

for Britain's economy during the next decade. He indicated that although unemployment will continue to plague the economy, new methods of coping with the situa-



Sir Peter Carey

tion will develop. Work sharing and shorter work weeks will be more common, and the British will enjoy increased leisure time. The entire system will be undergoing a transition from total dependence on manufacturing to becoming increasingly service oriented. He sees greater opportunities for new management and the development of new industries.

Sir Peter emphasized that Britain's recent economic decline occurred partially as a result of unskilled management. He sees England's future as bright; in part this results from improved management training and a growing awareness among young managers—of the need for communication with labor and interface with the education system.

M.F.

¿QUÉ PASA?

Midwest-Area . . . Eric Denniston writes that "highlights of the event were a turn-out of 90+ alums, who came and left open-house style. The picture doesn't catch the largest crowd. Volleyball, swimming and frisbee-tossing were the order of the day. The weather, though warm, gave us a momentary drizzle, but far from being enough to dampen a T-Bird gathering. Thanks to the many ladies who contributed to our pot-luck veggies, salads and desserts, not a diet was kept intact."

"Special mention must be made of Lew Ross ('78) whose help in the organization as well as volunteering his ski-boat for the occasion was very much a key to our success. The special efforts of Jesse Wilson ('73), Prince Manjooran ('79), Bob Johnson ('59), Ann Parry, John Westgor ('68), Nancy Clarke ('78), Peter Prims ('80), Michael Egart ('80) and Barb Mikucka ('80) must be mentioned in pointing out we do have an active group of all ages here. The previously mentioned crew worked hard enough to ensure a good time for all.

"Highlight appearances include Robert Bean, class of '02 ('48) front row center in the photo and Francoise Daniel ('80) from France on holiday, who was visiting her fiance Bill Stewart ('80). We had a contingent from Milwaukee and from Racine, as well as Champaign, IL."

Northern California . . . The chapter organized a "September Fest" Picnic at Golden Gate Park, which turned out to be a warm and great afternoon. Sixty alums showed up with families and friends bringing the total crowd to 175 plus 2 dogs! The classes of the 70s and 80s were well represented as well as those of '69, '66, '60, '59 and '53. A palpable success—Tom Williams.

The association announces the Thunderbird ROOST at Barnabys, Embarcadero No. 1, the first Tuesday of each month. Meet at the downstairs lounge 5:00 p.m.

Washington, D.C. . . . Mr. William Edgar, director of the Bureau of Economic & Business Affairs, U.S. Department of State, discussed the role of international trade in the formulation of U.S. foreign policy at a meeting of alumni at the Cosmos Club on November 3.

Washington, D.C. area T-birds were invited by the Washington-Baltimore chapter of the Stanford Business School Alumni Association to attend their October 26 chapter event. Their speakers were Craig A. Nolen, president, United States Overseas Private Investment Corporation, and William H. Draper III, president and chairman of the U.S. Export-Import Bank.

South Florida . . . The group enjoyed a fine dinner party in Hollywood in August with good attendance from the Broward County contingent. There was also a luncheon at El Viajante Restaurant in Miami. In addition, four new members have been added to the group.

Regular meetings are scheduled for the first Tuesday of each month at The Mutiny/Coconut Grove at 8:30 p.m. Past events also included a Dart Night in September.



Brussels . . . Pictured at T-bird dinner in late July when Charles Mannel and Beverly Springer were in town: from left: Alverro Franco Ferro, Shandor (both seated), Mr. and Mrs. Jim Fincher, Mark Rudolph, Robert Roussel, Rose and Charles Mannel, Beverly Springer, Mr. and Mrs. Martin Fleurke, John Cook, Lee Springer, Ross Miller, Bill Epstein, and Mr. and Mrs. Tom Beatty. The dinner was a great time for all and a good time to hear old war stories from the placement chief. — John C. Cook.

Geneva . . . Using his unbridled organizational skills, Tom Hofmanner ('79) along with Greg Fillenger ('79) arranged a meeting of alums in Geneva in July for Chuck and Rose Mannel's visit.

Mannel reports that attendance was light due to the vacation period but Frank Jent, Richard McMullen and Mohammed Tammani did turn out.

New York . . . Twenty-nine T-Birds from the New York Alumni Association canoed down the Delaware July 18 and 19. The trip had definite thrills and spills (we were told later that we canoed on the roughest part of the Delaware River) but all not only survived, but prevailed. The weather was perfect, the water was warm, the beer was cold, the food was almost edible, and the lean-to's were as expected.

The package trip had been put together by NY Alum Board members Taco Proper ('79) and George Wehman ('74).

Kelly Downing was elected president of the New York Alumni Association New York Chapter. Kelly is a founding board member of the association.

Southern California . . . The association has scheduled monthly get togethers for T-Birds in the area. For alums working in downtown L.A. the meetings are held the third Thursday of each month at 5:30 p.m. at Casey's Bar & Grill on Grand Avenue. For those T-Birds working in the West L.A. area the gatherings are held on the fourth Wednesday of the month at 5:30 p.m. at Jonah's Sea Catch on Admiralty Way in Marina Del Rey. More information available from Jeri Towner, 614-4019.

Michigan . . . "For the second consecutive year T-birds from all over the country gathered at the Lakeside Home of Joseph C. Schmieder ('78) to celebrate our country's birthday. T-birds flew into Spring Lake, Michigan from Texas, California, Georgia, Florida, Connecticut and even Brazil! The 3-day celebration included an international film showing, all-day volleyball, glittering fireworks display, talent show, and plenty of food. Everyone left saying—see you here next year."



Bamako, Mali, West Africa . . . T-Birds met at the home of Sharon Feffer Fuller ('75). Included were Lewis and Joy Willeford Lucke ('77). All three are in Mali with the U.S. Agency for International Development.

Thunderbird Club of New England

. . . President Jay Donovan reports that the July event, Boston Pops on the Esplanade, was great fun although attendance was small due to rain. The Jazz Cruise in Boston Harbor, with superior music by Art Blakely and the Jazz Messengers, drew about 30 T-Birds, and the club met again in early September at the Winery, with approximately 15 attending.

The Board of the TCNE meets three times annually to organize programs and handle administrative details. Upcoming events include a December meeting at the Harvard Club, and a February ski trip in Burlington, Vermont (in conjunction with the New York Club). The club's second annual meeting will be held in May or June, exact location to be determined.

Anyone passing through the Boston area is encouraged to contact the T-bird Club by phoning Jay Donovan, president, at (617) 658-6594 or Danielle Dufour, social chairman, at (617) 367-5875.

Monthly meetings (first Tuesday) are being held at FOREIGN AFFAIRS on State Street.



Jerome Petin ('72) sends along a photo of alumni gathering in Paris during Tom Bria's summer visit.



back, l. to r. Mrs. Chris Morrison, John Esping, Suzanne Remar, Alan Admonds, Barbara Wicker, Jay Donovan, Mrs. Steven Hall, Chris Morrison, Steven Hall.
front, l. to r. John Wicker, Peter Kalil

CLASS OF '47, '48 and '49

Stanley L. Scharf ('47), who re-established contact with AGSIM early this year after nearly 30 years, writes that he is embarking on an extended trip throughout Europe and hopes to greet fellow T-Birds during his travels. He plans to visit England, Germany and Sicily and perhaps continue on to the Orient. **C.W. Neumann** ('48) writes from Akron, Oh. where he is manager, industrial products, Goodyear International Corporation: "For a good part of my time, I have lived overseas with G.I.—India, Malaysia, Singapore, the Philippines, Brazil, Puerto Rico and Australia. . . . I have been traveling overseas out of the head office since returning to Akron." **Arthur J. Smith** ('49) is in Richmond, Va. and has retired as regional director of industrial relations, Reynolds Metals Co. Besides servicing the labor relations needs of various major plants of the company, he was a member of the corporate labor relations team and had the added special assignment of coordinator of arbitration for the company. Art served as placement director at the school for a year after graduation and before joining Reynolds in 1950. **Merrill R. Brooks** ('49) is in Las Cruces, NM. where he is the owner of a real estate and land development company.

CLASS OF '50, '51, '52, '53 and '55

Fred J. Parmenter ('50) is senior vice president, Frank B. Hall and Co., Inc., insurance brokers, in Chicago. **C.G. Malavenda** ('51) is in Barranquilla, Colombia where he is manager for Prestolite. **James Bell** ('52) is in Los Angeles and is president of QRS Corp., an outdoor electrical sign company. He writes: "I'll never forget AIFT-AGSIM—its campus, its marvelous staff and approach to teaching and what I learned, the maturity I developed, making love on the airstrip—a beautiful year." **George Dzambik** ('53) has been presented the National Quality Award for exceptional clientel service by American Amicable Life Insurance Co., Waco, Tx. **William Schollard, Jr.** ('53) is executive vice president with Allied Chemical Bank International in New York. He heads up correspondent and commercial banking activities globally. **Eric Ericsson** ('55) continues to represent U.S. and African clients in London and is enjoying his sideline of dealing in antiquarian maps. The enterprise, SARUM, specializes in American and world maps of the 16th - 18th centuries. Spouse Janie has just completed a two year contract

of administering and promoting Boston University's part-time M.S.B.A. program for London's American and international business community. **Barbara Yunker Bettison**, ('53) with Smathers & Co., Inc., Long Beach, Ca., is studying for her registration as an investment advisor.

CLASS OF '56

Mimi Kennedy writes from Nashville, Tn. to report on two lost '56 alums. **Harold Miller** and wife, Jan, are in Birmingham, Al. and **Eugene Meador, Jr.** is living in Taos, N.M. After being a lost alum for 17 years and close after Mimi's letter, **Eugene** writes, "I moved from Santa Monica. Ca. three years ago and have specialized in Indian-style adobe fireplaces and hornos, working with the noted 'enjoyradora,' Carmen Velarde. One of my sons works with me, along with a partner, and we do our work all over the country." **Henry R. Molwitz** is in Darien, Ct. and is with Paine Webber Jackson and Curtis. **Robert Shuman** and spouse Gloria (Peterson) ('55) are in Puerto Rico where they have their own insurance brokerage business, Robert A. Shuman & Associates, Inc. in Hato Rey. **Charles L. St. Clair** is a partner in an executive search company in Palo Alto, Ca., Management Scope, International.

CLASS OF '57

Doug Buckmaster is heading up the National Audubon Society's western region fundraising office in South Pasadena, Ca. He will be responsible for soliciting funds from corporations and foundations in the Society's western region. **Walter J. Neuerovich** writes from Houston where he is vice president in charge of all international operations for Kirby International Building System. **Robert Lee Schroeder** is managing director of ARMCO (Australia) Pty. Ltd. in Sutherland, Australia. **Jon Stewart** is in Cairo where he is a foreign service information officer. He writes: "Currently I am on detail from USICA to AID as higher education advisor to the USAID mission in Cairo. Have been (here) since July '80. Previous tour as counselor for public affairs for U.S. Embassy in Riyadh for four years. Contemplating retirement from the Foreign Service and initiating second career in international business during 1982." **Tullio G. Vigano** has been promoted to vice president and general manager of ARNCO, a chemicals company, in South Gate, Ca. He and wife, Barbara, live in Santa Ana. **William Withers** sends a correction. He is a clinical psychologist, not an attorney.



Arthur J. Smith '49

William Schollard, Jr. '53

CLASS OF '58, '59

William W. Morgan, Jr. ('58) is in Jeddah and is involved with technical contracts with Saudi Arabia Airlines and for the future will be dealing with the airline's purchase of the Airbus. **Ginger** and **Bob Good** write from Saratoga, Ca. where Bob is with Wasserman and Good, Attorneys. According to Ginger, the Good's ownership of their first piece of property relates to AGSIM—the seller spoke only Spanish! **Doug and Marjorie (Tuggle) McEachron** ('59) visited campus in late July. Doug is managing director, Goodyear International Corporation, Bangkok, Thailand. **George L. Reeves** ('59) has been transferred from Caracas, Venezuela to Buenos Aires with Chase Bank, S.A. **Dr. Robert Schmeltz** ('59) recently resigned from I.M.C. and is in Del Mar, Ca., where he has begun a sales and marketing activity in Latin America.

CLASS OF '60

Richard B. Fowler, Jr. is president of Dick Fowler Homes, Inc. in Overland Park, Ks. **Norman Gresham** is regional manager for DeVilbiss Health Care Products and is based in San Jose, Ca. **L.C. "Lee" Hageman** has been named director of the Center for Business Research and Services at New Mexico State University. Lee had been vice president for special projects with Pickard Development Corp., Albuquerque, working with international and domestic economic development projects. **Burt F. McKee III** is vice president for marketing, Business International Corp., Darien, Ct. Burt advises that B.I. employs about eight T-Birds and adds, "that's not bad for a company with approximately 300 employees." **Burt C. Risser** is managing director of Credit Leasing International Corp., a division of Credit Lyonnais, in New York. He and wife, Marianne, reside in Greenwich, Ct. Burt spent the last three years in Frankfurt, West Germany with the company. **James E. Trice**, who is first vice president, west coast regional manager for Bache Halsey Stuart Shields, Inc., writes from San Diego. "I have been employed with Bache for 17 and a half years. I was an account executive in Houston for a year and a half; then promoted to manager of the Corpus Christi office in 1965; in 1967 I transferred to the San Antonio office as branch manager, where I remained until January 1981, when I became west coast regional manager. I finally got to use my Spanish while working as manager of our San Antonio office and wound up going to Mexico on a regular



Eric E. Ericsson '55



Burt Risser '60



F. Van Moller '61



Ernest Bruss '62



Ronald O. Stearns '64



Robert Cushman '65

basis. Although I no longer have responsibilities in Mexico, I still have contacts there with a number of clients and personal friends that I developed over the years. A couple of years ago I had the opportunity to visit campus and it brought back a number of memories, all of which were enjoyable. I can say without a doubt that my one year with Thunderbird was by far the most important in my life academically."

CLASS OF '61

F. Van Dorn Moller, in Napa, Ca., where he is self-employed in real estate brokerage and radio stations, tells us, "Have branched out into radio in the last years. Purchased an AM/FM in Ok. in August '79, and in the process of purchasing KSPO in Spokane, Wa. with a partner. The media business seems to be a good one at this time and fits into my ham personality as well. When not involved in this new venture, I spend my time in real estate brokerage and property management here in the Napa Valley." **Patrick E. O'Sullivan** is in Parkville, Mo. where he is a part owner of Parkhill Associates, Ltd., an international marketing/procurement company. He writes that **Horace Bowman** is another part owner of the firm. **James H. Paulino**, who is vice president of Valsan International Corp. in New York, visited campus in early October and remarked, "... first visit since graduation—looks better than ever." **Richard W. Zimmer** has been named eastern sales manager of Uniroyal Industrial Products. He is based in Middlebury, Ct.

CLASS OF '62, '63

Ernest Bruss ('62) is located in Albuquerque where he is marketing manager for Sandia Detroit Diesel. He directs all marketing and manufacturing activities for the company. **Robert H. Stubler** ('62) is living in Goleta, Ca. and is vice president and branch manager of Santa Barbara Savings and Loan. **John R. Taylor** ('62), after 18 years with AFIA, joined the international staff of Frank B. Hall, an international insurance brokerage company, and is in Kuala Lumpur, Malaysia. **Tom Aageson** ('63) is in Mystic, Ct. where he is president of Mystic Seaport Museum Stores and Seaman's Inne, a 550 seat, three-star restaurant. **Stuart J. Perkins** ('63), who was recently named vice president of FMC Far East Ltd., has moved from Manila to Hong Kong. **Edward C. Saenz** ('63) is in Westport, Ct. where he is managing his own international management consulting business, specializing in Latin America.

CLASS OF '64, '65

John Breslau ('64) is in Brazil and operates art galleries in Rio and Sao Paulo. He specializes in Brazilian primitive ("naif") art and is presently selecting galleries in the U.S. to serve as distributors. **Gene R. Hovey** ('64) is engagement manager with American Appraisal Company, Milwaukee, Wi. **Claus Trier Morch** is area manager of Same Tractor in Djorsholm, Sweden. **Ronald O. Stearns** ('64) is heading the newly formed full-time international trade activities of SNC Manufacturing Co., Inc. in Oshkosh, Wi. He will travel abroad to work with major international customers and will train foreign SNC reps in their respective countries. Ron says, "It's a privilege as well as a challenge to be instrumental in SNC's international expansion." **Irvin Garrett "Gary" Conn** ('65) has been appointed director of Agri-Bio Corporation's newly established international unit. The Gainsville, Ga. based firm specializes in the research and manufacture of poultry vaccines and related equipment. **Robert Cushman** ('65), after a year in Middletown, Oh., five years in the Philippines and nine years in Italy, has transferred to Kansas City. He is general manager, grinding systems division, ARMCO, Inc., midwestern steel division.

CLASS OF '66, '67

Ralph W. Callahan, Jr. ('66) moved from New York to Greenville, SC. in 1978 to join Henderson Advertising Agency. **J.W. (Bill) Lee** ('66) is a commodity broker with Shearson Loeb Rhoades, Inc. in Miami, Fl. **Kent Naka** ('66) is in Coshocton, Oh. and working for Becton-Dickinson as export sales manager. **John Tom Nein** ('67) has been promoted to manager, international development department, Tenneco, Inc., and has been transferred from England to the home office in Houston. **Jose Polnis** ('67) has been named managing director of Hegalbach Medical Co. in Everberg, Belgium. **James B. Rooney** ('67) in Bangkok, Thailand, where he has his own management and tax consultant business, is currently chairman of the Asia-Pacific Council of American Chambers of Commerce. Jim also participated in the Second World Affairs Conference on campus, September 18.

A 20 Year Update

"The ARNOLD CLAN, too, has come a long way since my graduation from Thunderbird over 20 years ago. A little less than half that time was spent in Nicaragua where I worked as a math teacher at the American School, and formed a bulk vending machine business that spread into two other Central American nations.

Seeing more and bigger opportunities in El Salvador, I moved with the family to that country and established an English language newspaper, a chain of hot-dog stands, newsstands in the four leading hotels, two book stores, a candy store, and a distribution outlet for U.S. newspapers, magazines and paperbacks.

Most of my businesses were centered around tourism and the English speaking community. With the commencement of kidnappings, bombings and the burning of buses throughout the capital towards the end of 1978, tourism dropped off to zero and international companies were pulling out all of their foreign employees. Even the hot-dog stands that were located at key bus stops throughout the city eventually closed as a result of few buses in circulation due to the burnings.

Throughout 1979 and 1980, I had much hope that with the change in government and the reforms that were established would bring the different factions together. I can see now that my hope and faith was blind, for the problems were much more serious and deep rooted.

In September of 1980, I left my oldest son off at the Florida Institute of Technology, where he had received a government scholarship, and took advantage of the trip to the Florida area to check out the job market. Through an ad in the WALL STREET JOURNAL, I landed an excellent job as General Manager of COLOMBIAN CARNATIONS, INC., a firm that distributes freshly cut flowers throughout the U.S. Needless to say, I practically had to give away all of my businesses prior to my departure from El Salvador. No one is investing or even speculating in that country at the present time. It will be many years before the economy of that tiny nation will reach the peak levels of 1976-78."

John R. Arnold — '61



Jim Rooney '67



Rebecca Vories '68



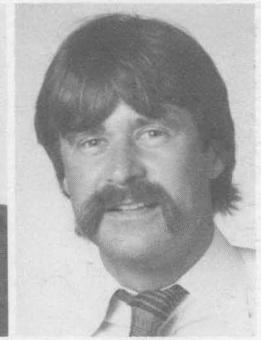
Richard Weden '68



John Stanton '69



Philip R. Young '70



Allen F. Ostrofe '72

CLASS OF '68

Peter Grassl is in Toronto where he is vice president of Chemical Bank of Canada. **Leslie A. Leibel** is completing his doctoral studies in hospital and health services administration at U.S.C. **Branger Miller** is a marketing assistant with National Wool Marketing Corporation, Boston. He travels throughout the U.S. marketing and classifying wool. **Robert W. Repsher** is group marketing manager, international, for Sears Roebuck and Co., International and is located in Chicago. **William S. Simpson** is manager, office services, for Harper Robinson & Co. in San Francisco. He writes that he moved to the Bay area in 1980 and joined Harper that June and was promoted from agent to his present position in April '81. **Val Stukuls** resigned from World Traper Paper Corp. in New York and joined Europam Paper and Fibre Corp. in Cincinnati as corporate vice president. **Rebecca Vories** sends us a 13 year update from Co. "Worked for the Port Authority of New York and New Jersey for three and a half years, travelled in Asia, Africa and Europe for over two years, returning to Co. in 1974. . . . this year a partner and I formed our own business, Infinite Energy, a communications partnership specializing in all forms of communication about energy conservation and renewable resources, both nationally and internationally." She was also elected to the board of directors of the American section of the International Solar Energy Society and is serving on the executive committee this year. **Richard Weden** has been appointed vice president and general manager, American Express Company Card Division in Mexico City. Previous to this assignment he was resident vice president and general manager in Buenos Aires where he launched the Argentine Peso card for AE. He is married to Frances Shuter and they have a son, Alexander Richard, born in 1978 in Singapore.

CLASS OF '69

David H. Gill is a partner in the firm of TEDCO Equities, a real estate and development company in Chicago. **William Jasper** is an account executive with Johnson and Higgins in Los Angeles. **Rolff A. Johansen** has been named vice president of Belknap Data Solutions, Ltd., a marketing research firm, in Greenwich, Ct. **Timothy R.H. Jones** joined Laminex Inc. in Matthews, NC. in January '81 and is responsible for sales into Canada, Mexico, Central and South America, Far East and Southeast Asia. He writes

that he meets with **Antonio Pulido** in Curacao occasionally and talked with **Juan Barro** in Miami. **Gerard Modret** is branch manager, Firestone Interamerica Company, in Port-au-Prince, Haiti. **John Stanton** has been appointed manager of the Dallas office of Russell Reynolds Associates, Inc., an international executive recruiting firm. **Sanford (Sandy) Stone** is with the Internal Revenue Service and lives in Alexandria, Va.

CLASS OF '70

Ervin Beal, Jr. visited the alumni office in late summer and advised that he is executive director of the Japan-American Society of Dallas. He brought along his family: Janet (10), Vickie (8), twins, James and Benjamin (6) and Beverly (3). **W. Don Burrows** is vice president and manager of the Beverly Hills main branch of Crocker National Bank. **Michael J. Dwyer** is located in Harrisburg, Or. and is western sales manager for DG Shelter Products. He visited campus in late July. **Jim Schwartz** has formed Valley Metal Recycling Co. in Harlingen, Tx. and hopes to be in full operation by January '82. The company will process junk autos and other ferrous and non-ferrous metals and then export the up-graded scrap to overseas steel mills. **Phillip Wilken** brings us up to date on his activities over the past few years. After leaving International Harvester, he has gone into real estate investments with heavy emphasis on prime farm properties. He adds he is regaining his health after several years of illness. **Philip R. Young**, vice president and general manager with Chase Manhattan Bank in Santo Domingo, has just completed his first year as president of the American Chamber of Commerce of the Dominican Republic. In October he accepted an assignment with Chase in Hong Kong, covering several developing countries, including Thailand, Korea, Taiwan and the Philippines.

CLASS OF '71

Elizabeth Cammack Lygren is employed full-time as a spouse and mother of two daughters, ages two and three, and is living in New York City. **Eugene (Gene) Castle** and wife, Heidi, are located in Riyadh where Gene is chief, logistics training and support evaluation branch of the Office of Project Manager, Saudi Arabian National Guard Modernization Program. **Ross S. Nishihara** is in Adrian, Or. where he is owner-operator of his own farm. **John H.**

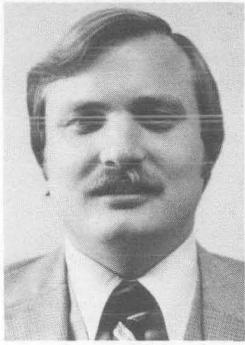
Latham is trade director, international marketing branch of the Alberta Department of Agriculture in Edmonton. **Dennis J. Orio** has moved from Sao Paulo to New York where he is with the international division of Chubb & Son, Inc. **Gary Roberts** recently settled in the Tacoma, Wa. area after spending nine years in Japan as an international counsellor. **Charles Scriven** has joined Koehring Co.—Lorain Cranes in Chattanooga, Tn. as manager, international administration. **Gerald R. Seay** is senior vice president and office manager of Marsh & McLennan, Inc. in Tulsa, Ok. **Aloysio Vasconcellos** has been transferred from Rio de Janeiro to New York for a two year assignment as manager, international leasing for Citibank, N.A.

CLASS OF '72

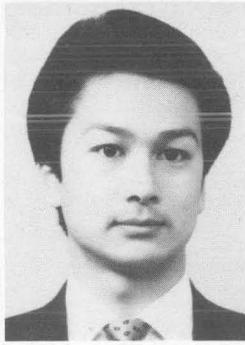
Carl M. Conney is in St. Paul, Mn. where he is special assistant attorney general in the Minnesota Attorney General's Office. **John W. Daniel** and spouse, Carolyn (Polson) ('71) are in Singapore where John is regional head for Asia for First National Bank of Dallas. **William M. Hayes**, with Exxon Minerals, was transferred from Santiago to New York where he is administrative manager, controller's department. **Allen F. Ostrofe** has been transferred from J. Walter Thompson Frankfurt to Buenos Aires and is serving on the management committee for Unilever, Warner-Lambert, Standard Brands, Elida Gibbs and Moet Chandon. He writes, "Took some time off in between to sail across the Atlantic to the new position, aboard a beautiful wooden 13 meter ketch." **Susy Sagy Kulcsar** is brand manager with L'Oreal, a cosmetic manufacturer, in Caracas. **Michael Smith**, with AiResearch, has been transferred from Zurich to Phoenix. **John Wickersham** is president of Puerta, S.A., a business consultant and management firm, in Panama.

CLASS OF '73

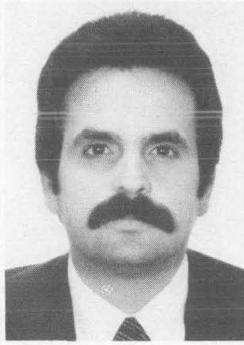
Douglas Dunsmore is in Boxford, Ma. where he is president of Safety Seal International, Inc., an exporter of tubeless tire repair material and other automotive accessories. **John C. Howell** is with Rainier Bank Corp. in Seattle, Wa. where he is manager, Europe, Middle East and Africa region. **Ernest Kangas** has been promoted to national sales director of FCIA. **John T. Lampe** has accepted a post as sales manager for Industria Firestone de Costa Rica, S.A., a Firestone subsidiary in San Jose. He has



Ernest Kangas '73



Patrick Kawasjee '74



Tony Rios '74



Cheri Woford '76

been with Firestone since '73 and served in various sales post in Singapore and Denmark. In 1978 he was assistant export manager with headquarters in Akron and for the past year served as export coordinator with the company's affiliate in Spain. **John D. Luque** is with Continental Bank in Seoul, as operations manager. **John J. Nobil** is in Boise, Id. where he is executive assistant to the president of Chandler Corp. **Michael J. O'Shea** was transferred from Quito, Ecuador to Mexico City in November '80. He is now manager of Mexico, MALK International. **Lee Rigney** writes from New York: "In May '81 I transferred back to New York after eight and a half years with Citibank in Asia (the last five of which were in Japan). I'm now in Citibank's airline and aerospace department handling Asian Airlines as well as such domestic accounts as Pan Am and McDonald Douglas. My wife, two and a half-year-old son and I am very happy to be back in the U.S. for a while, where living really is more comfortable than most other places in the world." **Ibrahim Sirtioğlu** visited campus in August from Saudi Arabia. He is assistant marketing manager for Ramel Trading in Jeddah. **Reed C. Walter** is assistant distribution manager for Carl Zeiss Optical Co. in New York, and lives in Richmond, Va. **Thomas C. Wong, Jr.** is manager, international department, Dominion Bank Shares Corp., in Roanoke, Va. **Stephanie Zirko Edwards** is living in Powell, Wyo. where she is a Spanish instructor and teaches French cooking at Northwest Community College. She worked several years as an exporter for Tektronix, Inc., Beaverton, Or. She and her husband, Bill, who is an energy consultant for Pacific Power and Light, Inc., have a three-year-old son, Steve.

CLASS OF '74

Raymond Burris is in Hong Kong where he is general manager of H.E.I. Construction Equipment Co. He is also participating in amateur theater and is an avid runner. **Hal Coggins**, who is with Fireman's Fund Insurance as a computer systems auditor, visited campus in late September. He lives in San Francisco. **Rogert K. Cunningham** has been named president of Capella Corp. in Houston. **Bob Emmerich** has been promoted to a vice president in National City Bank's national division and is based in Cleveland, Oh. **Bernard Faucher** recently transferred from France to New York. He is with the credit department of Manufacturers Hanover Trust Co. **Kenneth and Lori Mills Foster**

are in Mexico City where Kenneth is assistant vice president with Crocker National Bank and Lori is a management supervisor with Doyle Dane & Bernbach. They write that they "... have been successful in building international careers. We are enjoying our life in Mexico and are looking forward to assignments in other countries." **Thomas H. Harris** is in sales with Coldwell Banker Commercial Real Estate Services in Scottsdale, Az. **Donald W. Kamela** is in Phoenix where he has his own company, K.C. Gutenberg & Kronick, a graphic arts and printing firm. **Patrick Kawasjee** joined Salomon Brothers in March '80 as international operations manager. He was assigned to the Tokyo office in February '81 in preparation for branch operation. **Leonard J. Kistner** has just completed his first year as general manager of Clark Equipment Co.'s Spanish operations in Zaragoza, Spain. **Fernando Augusto Moreira Ribeiro** visited campus in late September. He is commercial manager, USINA Santa Lydia, S.A. in Rio de Janeiro. **Svein B. Oestlien** writes from New York where he is director of marketing for Seagram Overseas Sales Company: "After five years in Rome, returned to New York in April '80." **Peggy Peckham** has returned from West Germany to the U.S. as a second vice president of the Chase Manhattan Bank in the foreign direct investment division. In August she moved to the mining and metal division. **Thomas Pinion** received his MBA from Kearney State College, Kearney, Nb. in December '79. He is working for the University of Nebraska extension service as an extension farm business consultant for the West Central Nebraska Farm Business Association. Tom writes; "I find my present work as a consultant to be very rewarding and quite often find that my education at Thunderbird proves valuable when the international aspects (very important today) of agriculture are considered." **Jose (Tony) Rios** has been appointed export marketing/sales manager for Champion International Corp.'s building products division. Based in Stamford, Ct. Tony is responsible for all Champion building products marketing and sales activities in South America, Central America, Mexico, the Caribbean and Spain. **Bernie Wegert** has been transferred to Miami with Polaroid Corp. He is marketing representative for Colombia, Peru and Ecuador. He and his family have spent the last five years moving from New York to Mexico to Colombia to Massachusetts and Florida.

CLASS OF '75

Chryssoula Adams Paas is in Chicago where she and her husband are exporters of video cassettes, phonograph records, tapes and accessories. **Mark Andersen** is regional marketing manager, Latin America, for Hershey International, Ltd. and lives in Palmyra, Pa. **Brian W. Black** is with Koehring in Milwaukee where he is Latin American marketing manager for excavators, shovels and draglines. He spent the last two years with Fiat-Allis Construction Machinery in Mexico City. **John Davidson** is manager, west coast energy office, Barclays Bank International. **Norman and Lois Segal Fite** are living in Parker, Co. Lois is a lending administrator with Bank of the West, and Norman is a corporate lending representative with the Royal Bank of Canada in Denver. They add, "After four moves including New York, Toronto, Montreal and London, its good to be back in the western U.S.A." **R. Kent Fricks** is a contract representative for Automatic Sprinkler Corp. of America in Elk Grove Village, Il. **Heinz Frohnmayer** and his wife, **Rebecca Newburn Frohnmayer**, are living in New York where Heinz is vice president of Kuehne and Nagel. **Robert Hine** is vice president in charge of Latin America and the Caribbean for Commodities of America, Inc. in Miami, Fl. **Kevin M. Keane**, with Bunker Ramo Corp., Southbury, Ct., has been promoted from manager, distributor marketing, information systems, to international sales manager. **Donald B. Lloyd** is in San Francisco where he is vice president of Press Craft, a commercial printing company. **Celeste McLane** recently moved to Denver where she is working as a correspondent banker for Colorado National Bank. After a year as export manager, American Elin Corp., New York, **Richard Saint Amant** has been appointed corporate secretary and controller, export division. Richard says, "Four and one-half years in international banking has been very useful." **Deborah Tenner** is advertising manager for Lancer Stores, Inc. in Minneapolis. Husband Bob is marketing manager, new products for Land O' Lakes Food Co. **Ronald A. Thomson** is product manager with Vacumed, Inc. in Carpinteria, Ca. He would enjoy meeting other T-Birds in Santa Barbara area. **Elizabeth Toomey** is in Phoenix and is an area sales representative for Cheshire, a Xerox company.

CLASS OF '76

Al and Judy Murray Allrich are in Wilmette, R.I. Judy is not working outside their home, but is busy with their year-old daughter. **John Austin** was recently appointed an associate member of the California Republican Party organization. **Howard Bohlander** is a senior merchant with Cargill, Inc. in Edina, Mn. **Michael F. Chahine** visited campus in September. He is currently manager of Citibank in Dhahran, Saudi Arabia. **Marcia Shelton Crumly** and **Bruce Crumly** are living in Pennsylvania. Marcia is a corporate banking officer with Southeast National Bank in Malvern, and Bruce is product sales manager for FMC. **Keith H. Dickinson** is senior copywriter and broadcast producer with Desmond and Associates Advertising in Oak Park, Mi. **Bob English** is manager of credit administration for the London branch of Chicago's



Bob Lees '77



Marcia Mergler '77



Mary H. Dudley '79



David Likins '79

First National Bank. The move was great for spouse Shirley also, as she is attending the London School of Economics and Political Science. She was chosen as one of a dozen students to attend the school's one year program in international history. **John D. Gordley** is legislative assistant for agriculture in the office of Senator Robert Dole in Washington. **Douglas Holaday** has moved from Paris to San Francisco where he is a casualty facultative underwriter for General Reinsurance Corp. **Alexander Kubassek** is director of marketing for Redken Laboratories in Canoga Park, Ca. **Mike Louden** has been appointed manager of licensed products for Sunkist Growers, Inc. He will manage over 30 licensed products programs in Asia, Southeast Asia, the Pacific Basin, Europe, the middle East, Canada and the U.S. Mike previously served as region manager of export sales for the Far East, Pacific and Latin America sales territory. **Richard Maynes** is vice president, finance, for Wiebe Manufacturing, Inc. in Hollister, Ca. **Mitsuo Ohara** was promoted to assistant vice president in Union Bank's multinational group at the headquarters banking office in Los Angeles. **Adrian V. Popescu** has moved from Atlanta to New York with Texaco Development Corp. as a process license engineer. **Amanda Roberts** has changed positions with Firestone, moving from its international company to domestic sales and marketing division as a market analyst. Amanda says she's "loving every minute of it." **Jim Roos**, international sales manager for T.A. Pelsue Company, Englewood, Co., was recently honored during International Trade Week in Colorado by receiving the Governor's Award for Excellence in Exporting for 1981. The award is given to one Colorado company "in recognition of creative international marketing initiatives which have resulted in significant export sales . . ." Jim adds that the award was based on Pelsue's successful effort to penetrate a new market (Saudi Arabia) and expansion in an established market (Canada). He ran into **Darrell Carver** and family in Riyadh and **Satijiv Chahil** in Toronto. **Jeffrey Schneider** is in Burbach, West Germany where he is a contract engineer with Waldrich Siegen Werkzeugmaschinen. **Robert Shanks, Jr.** has been transferred by Ford Motor Co. to world headquarters in Dearborn. He is a financial analyst with the Latin American automotive operations group and is responsible for Ford South Africa. Recently transferred to Amsterdam, **Cheri Woford** has been assigned to the European treasury department of Clark Equipment Co. She

will be involved in the funding, cash management, foreign exchange exposure and financial planning of the company's European subsidiaries.

CLASS OF '77

Perry Ball writes from Paraguay where he is second secretary for economic affairs at the American embassy: ". . . will be in Paraguay until February '82 at which time I'll be transferred to another post." **Annette M. Armstrong Bertan-Zetti** is with Fischbach & Moore International Corp. in Dallas. **Marty M. Brady** is a recruiter for C. Berke & Associates in Lawrenceville, N.J. **Sara Chadwick** has joined Trans-Western Exploration, Inc. in Dallas where she is staff landman, responsible for the land acquisition program. She was previously with Aminoil, U.S.A., Inc. in Midland, Tx. **Linda Cypres**, in partnership with Patricia Ross, has established the firm of Cypres, Ross and Associates, an investment planning and portfolio management company, in San Francisco. **Ed Dombrowski** is a consultant with Ramada Energy Systems in Phoenix. **Eric B. Fast** is an internal auditor with Utah State Employees Credit Union in Salt Lake City. **Ann T. Gallant** has been promoted to director of marketing and communications for the Sunpapers, Baltimore, Md. **Peter A. Holmshaw** is sales manager for Cubic Western Data in Coronado, Ca. **Bob G. Lees** was recently promoted to marketing manager, Latin America, Asia Pacific, sunglass lens division of Corning Glass International, and is living in Tokyo. **Jill Little** lives in Dallas where she is a corporate benefits administrator with Texas Instruments. **Julie Ludington** is with Security Pacific Bank in Los Angeles as an international operations officer. The president of Central National Bank of Cleveland recently announced the election of **Marcia Mergler** as an international banking officer. **Michael J. Minarich** is in Chicago where he is business manager, world-wide market planning for G.D. Searle & Co. Pharmaceutical Group. **Yoshi Noguchi** accepted a position as marketing programs manager for Americas/Asia operations at Storage Technology Corp. in Louisville, Co. He is responsible for coordinating marketing programs for Canada, Australia, Japan, Latin America and Southeast Asian countries. He has moved to Boulder, Co. from Chicago where he was with IBM. **Thomas L. Sumner** is a consultant for Electronic Data Systems World Corp. in London and is presently working with the company under contract to BankAmerica to install a

new on-line current accounts/general ledger system. **Sue Gile Whitmer** is in the international lending area of the Northern Trust Co. in Chicago. **Henrilcus Winnubst**, vice president of Dusor, U.S.A., Inc., in Stamford, Ct., visited campus in July.

CLASS OF '78

Alexis Aning is living in Arlington, Ma. and is secretary/treasurer of Aquatra International, Inc. in New York. **Joseph E. Barnes** is finance director for the Town of Snowmass Village, Co. **Steve Bleuth** is a senior auditor with G.D. Searle Pharmaceuticals and Eyeware in Evanston, Il. **Rita Buczynska** has resigned from American International Underwriters and joined INA International in Chicago as a senior casualty underwriter. **Jaime Bustos** joined Student Exchange International (SEI) in March and is based in Santiago as national director. "Owning your own business is a big challenge," writes **Brent Burris** from St. Augustine, Fl. where he is owner manager of a restaurant, Crescent House. **Michel El-Daher** has been transferred from Paris to Madrid with one of Libinvest's companies, Cementos Especiales. He shares time between the head office in Madrid and the plant in Las Palmas. **Kenneth Erickson** is a financial analyst with the African Development Bank in Abidjan, Ivory Coast. **Stephen C. Fitzer** is manager, business analysis and planning, for N.L. Baroid, a petroleum services company in Houston. **Tom Goudie** is sales engineer with Ted R. Brown and Associates in Salt Lake City. **Steve Horton** has been transferred from Baltimore to Washington as district sales manager for American President Lines. **Barbara Lanning** is based in Miami where she is a sales representative for Graybar Electric Co., export branch. Her job entails travel in Argentina, Chile, Peru, Venezuela and Puerto Rico. **Howard Lasser** is manager, systems and procedures in the Prince Matchabelli division of Chesebrough-Ponds, Inc. and is living in Brookfield, Ct. He would love to hear from T-Birds travelling in the New York metropolitan area. **Stanley B. Lerch** is New England sales representative for Teledyne Rodney Metals in New Bedford, Ma. **Mitchell K. McMurry** is corporate accounts manager for the Bank of Montreal in Caracas. He is responsible for all private sector relationships of the bank in Venezuela. **Michael Metzger** is western representative for Weidner Communications, Inc. in Los Angeles. **Barbara Thomas Modlin** was recently transferred from Boston to Chicago where she is an international officer with the Bank of Boston. **Andrew C. Ng**, with Beckman Instruments in Fullerton, Ca., is relocating to Hong Kong where he will be responsible for bioresearch sales territories of Hong Kong, the PRC, Korea and Taiwan. **John Peevey** has been named chief of mission for the International Human Assistance Program, Inc. in the Republic of Bjbouti. **Doug Pressman**, with Bank of California, is on assignment in Bangkok where he is deputy manager. **Steven M. Reinbolt** is living in Brea, Ca. and is a consultant with I.S.U. Companies, Inc., an insurance franchise, in Irvine. **Sterling G. Shimoji** is a senior corporate financial analyst for Gulfstream Land & Development Corp. in Plantation, Fl. **Dean Storm** has moved to

Tunisia for the second half of the State Department's Arabic language program. **Mike Taverner** recently returned to the U.S. from an eight month project in Brazil. He also has been named regional manager, Latin America, for Stanley Automatic Openers in Detroit. **Jeri Towner**, with 1st Interstate Bank of California, is responsible for developing and researching new product ideas for the cash management and financial distributions areas of the bank. She works in Los Angeles and lives in Playa de Rey. **Patricia A. Walck** is a financial services officer with Sun Country Financial Corp. in Phoenix. **Albert J. Waszok** is in Lagos, Nigeria, where he is with American International Insurance Co. **Mark I. Werts** is located in Amsterdam, Holland. **T.C. Yau** is assistant manager for Citibank in Taipei.

CLASS OF '79

Rick Attix works as finance manager for Solar Turbines, Inc., a group of Caterpillar Tractor Co. Based in Paris, he travels Europe, North Africa and the Middle East to assist in contract negotiations and receivable management. **Sarwar Ahmed** writes from St. Louis, Mo. where he is an operations analyst with Citicorp Acceptance: "Enjoying work and life and like to say 'hello' to my '79 classmates through *The Thunderbird*." **Andrew J. Bell** is an international operations officer for Security Pacific Bank in Los Angeles. **Barbara Bell** graduated from the credit program of Manufacturers Hanover Trust and now handles multinational accounts in the Ohio-Michigan area. **John C. Bergsma** was transferred in April to Tokyo where he is banking associate with Continental Illinois National Bank. **Robert H. Berle** writes from Milan, Italy where he ran into **Gianni Torti**, who is working for Johnson and Higgins. **Thomas J. Brennan** was promoted to East European director of market development activities for the American Soybean Association. As such he works in all the Eastern Bloc countries and the Soviet Union, and is based in Vienna. After two years in marketing with American Express card division, **Caroline Brodnitz** has joined Datatrol, Inc. in Hudson, Ma. She is sales manager, national accounts, and is opening a New York City office for the company. **John C. and Terri Murphy Burdett** are in Copenhagen where John is assistant treasurer for Chase Manhattan Bank. **Kelly Burkholder** writes that he is with Hohenberg Bros. Co., the cotton subsidiary of Cargill, Inc., as an assistant merchant. Based in Memphis, he writes, "I was hired by Cargill shortly after graduation and was assigned to their cotton subsidiary. My job initially involved learning the merchandising of Latin American grown cotton in Europe and the Far East. However, with Cargill's recent acquisition of a European cotton merchandising firm, my responsibilities deal more with the merchandising of North American and Latin American cottons in Europe." **Debbye Burks** has been promoted to sales correspondent in the offshore pedestal crane division of National Supply Co. **James C.M. Chen** is with Citibank in Taipei. **Jay Donovan**, Thunderbird Club of New England president, visited campus in October while he was in the Phoenix area studying foreign trade zone proposals. **Mary Hewitt Dudley** has been

promoted to marketing manager for Flexibox, Inc. in Houston. **Jim Easter** is a financial analyst for the North American energy department of Barclays Bank International in Houston. **Gabriel El-Daher** is currently enrolled in Banque Nationale de Paris in Beirut after working a year in Johannesburg, South Africa. His transfer to Paris was delayed until December due to the war in Lebanon. Completing Citibank training in February, **Catherine Ferris** is an assistant manager in the government financial institutions segment at the Santo Domingo branch of the bank. She reports that George Wittendorf ('74) is also working for Citibank in Santo Domingo. **Bruce Gallus**, in Chicago, is employed by Walter E. Heller International as an international corporate accountant. **Douglas R. Gerber** is with Eastman Kodak as assistant to the marketing manager in Singapore. He writes that he is married, having met his bride in Taiwan.

Martha Elizabeth Goodyear is in Savannah, Ga. where she is an advertising consultant for JSA of Savannah. **Bette-Jeanne Hammond** is project manager for the U.S. State Department in Washington, D.C. **Kerry Hofferth** is living in Reston, Va. and is a foreign affairs officer with the U.S. Department of State. **David Jackson** has been promoted into the Asia-Pacific group of First National City Bank in Houston. **V. Eric Jensen** writes from San Francisco where he is manager, customer service, for United States Lines, "am really enjoying the job and advancement opportunities look good." **Vincent P. Karl** has been promoted to export manager of Peter A. Karl, International Sales Corp., Utica, NY. **David Likins** has been elected banking officer of Mercantile National Bank in Dallas. He joined the bank in February '80 and in February '81 was moved to the international department as a loan representative. **Lisa M. Maioriello** is in Chicago and is working at International Harvester in international operations/truck group as a financial analyst. **Enrique Mata** is a management information consulting division senior with Arthur Andersen and Co. in Caracas. **Mark McCracken** is in Buenos Aires with Continental Illinois National Bank. **William R. Mole** and **Susan Lucille Hamrick Mole** are living in Duarte, Ca. where Susan is a management trainee for Union Oil of California. She had been supervisor of training projects for a year. **JoAnne Myers** is project director, Walker Research in Cedar Knolls, NJ. **Chung-Man Ng** has been in the Portland, Or. area since August and is enjoying his international marketing representative position with Hyster Co. **Sidney Okoye** is in St. Louis, Mo. and is president of New Feld Dynamics, Inc., commodity traders in West African countries. **Christy A. Peake** is president of FARED Robot Systems, Inc. in Arvada, Co. and **Steve Waymel** is vice president of finance. Christy writes that the company distributes various lines of industrial robots. **James Pillon** is in Beaverton, Or. with Tektronics, Inc. As a cash operations analyst, he manages the day-to-day cash position of the company with U.S. banks. **J. Mark Polhemus** is with First National Bank in Dallas as a foreign exchange dealer. **John A. Pressler** is currently trans-Pacific marketing coordinator for Hapag-Lloyd A.G., a large West German shipping/transportation concern. He resides in San Francisco. **Jeffrey**

Tringham has moved to Fort Lauderdale where he is area manager of product support for John Deere Intercontinental Ltd. Industrial with responsibility for the Caribbean region. **Carlos J. Valderrama**, with Xerox, has been promoted to accounting manager for the school districts and universities in the San Gabriel Valley area of Los Angeles County. **Alan Walicke** is with Embry-Riddle Aeronautical University in Prescott, Az. as business manager. **Adrienne Wayne** writes from Israel where she has been transferred to Ovada from Tel Aviv by Management Support Associates. Ovda is an airbase construction site in the Negev Desert. **Mark Young** has left Young and Rubicam and is now employed by the SSC & B advertising agency in New York. He is on the Johnson's baby shampoo account.

CLASS OF '80

Anthony R. Alle has been promoted to professor of business administration at Illinois Central College, Peoria, Il. **Christopher Becker** is with Chase Manhattan Bank in New York where he is an international credit analyst. **Edward Benizzi** is area manager, product support, with John Deere Intercontinental Ltd. in San Antonio, Tx. His territory is southern Mexico. **Johan Breukink** completed his training with Continental Bank in Chicago and will be relocated in the Netherlands. **John Thomas Cameron** is assistant to the general manager of Kodak (Far East) Taipei branch in Taiwan. **George B. Carver** is in Southington, Ct. where he is an independent computer dealer. He writes: "The micro-computer industry is booming and I hope to take some it international in a year or so." **Michael Dillon** is in Riyadh as area manager with Valmont Industries, international division. He adds, "great company and one which consistently hires AGSIM grads." **Dorne Taylor Ellsworth** is an agricultural representative with FMA Agrifinancial Services, a subsidiary of FMA Financial Corp. in Nampa, Id. **Petter M. Etholm** is product manager for General Tire Plastics International in Peabody, Ma. **Lindsey J. Fessler** writes from Miami where he is with Bank America International as an international finance officer, ". . . wanted to drop a note to say we had not forgotten the help that all of you gave me while I was at Thunderbird." **David R. Frediani** is with Johnson and Higgins in San Francisco. **Peggy Gift** is in New Orleans with Mobile Oil Exploration and Producing Southeast, Inc. as an accountant, and expects an overseas assignment in the next year to 18 months. **Peter B. Glance** is assistant manager for Montgomery Ward in Hong Kong. He writes that he is really enjoying his job, which includes travel into the PRC. **Steven Granger** is administrative manager, Far East division for Parker Drilling Co. and is based in Singapore. **Dan Manning** is in Chicago working for Arthur Andersen & Co. **Stephen J. Haugh** visited campus in early September from New York where he is an international trainee with Johnson and Higgins. **J. David Holt, Jr.** has joined Bank America in Los Angeles and is a credit examination officer in their MBA training program. He advises there are four other recent T-Birds at the bank. **Yoshiro "Bones" Kano** is working as a systems



Gertrude Kopyiyo '80

analyst for Kyocera International, Inc. in San Diego, Ca. **William and Michelle Keiper** have founded a consulting service to business and financial institutions, Profit Development Consultant, Inc., in Tempe, Az. **Shabbir A. Khan** is project manager with Spectra Medical Systems, Inc. in San Jose, Ca. **Mathew Kirby** has joined American Field Service as assistant to the treasurer. He is living in Ct. and commutes to New York. **Manfred Kohrs** is an international management trainee in the international operations department in NCH Corporation and is based in Dallas. He anticipates a European assignment in about a year. **Ginny Krivis** writes from Houston where she has accepted a job with IBM as a marketing rep. **Charlie LaFond** is working as a management trainee with Berlitz Language School in Vienna. **R. Niels and Judith Scoles Marquardt** are in Bangkok, Thailand where Niels is vice consul at the U.S. embassy and Judith is marketing representative for International Medical Enterprises, Inc. for Southeast Asia. **Mike McCallum**, whose wife, Celia, will graduate from AGSIM in May, is export sales manager for Brown-Delta Tire in Phoenix. **Robert Menestrina** is a buyer for Intel Corp. in Phoenix and lives in Glendale. **Stephen D. Moser** joined M.W. Kellogg Co. in Houston as a cash management accountant in their treasury department. He advises that Kellogg is owned by Wheelabrator-Frye Inc. and is involved in energy construction, design, engineering and financing world-wide. **Gertrude S. Muloli Kopyiyo** is in Nairobi, Kenya where she is a marketing executive with Diversey EA, Ltd. **Brian Murphy** left for Santiago in October and will be working for AFIA Worldwide Insurance Company. **Yutaka Osawa** is senior manager for Chuo Senko Advertising Ltd. in Tokyo and will be in New York from December to June for a training program. **Timothy P. Robinson** is in St. Louis, Mo. and is an international internal auditor with the Monsanto Company. **Mark and Sharon Roche** are in Dallas where Mark is with Mercantile Bank in training as a financial analyst. **Martin E. Self** is working as a commodities broker for Arista Commodities in Newport Beach, Ca. **Dorothy A. Senger** has accepted a position as market research analyst with the West Bend Company, a division of Dart Kraft, in West Bend, Wi. **Bradley J. Thomson**, assistant credit services officer with Chase Manhattan Bank, has been transferred to the bank's regional office in Bogota. **Yoshiaki Tokunaga** has authored a book on manage-

ment and has donated a copy to AGSIM library. **James F. Traner** is a lending officer with Chase Manhattan Bank in Jakarta, Indonesia. **Thomas (Tom) Wells** is a credit analyst with First City National Bank of Houston.

CLASS OF '81

Adelaida Addurn is president of SATCO Traders, Inc. in New York. **Erik G. Braathen** is a credit analyst with Manufacturers Hanover Trust Co. in New York. **Dana Christman** is a sales representative with Commerce Clearing House in Phoenix. **John G. Christmann** is in Miami where he is territorial assistant for Marine Midland International Bank. **Lani Clark** is in Los Angeles working for Paine Webber as a stockbroker trainee. **Olga Eldek**, a financial planning associate with Eli Lilly International, is in Rome and will be an AGSIM RP there. **Robert Farquharson** is with Continental Illinois National Trust in London. **Timothy J. Hanahan** has accepted a position with Citibank International—Houston in the corporate counselling department of treasury. **Cindy Lynn Jacobs** is a financial analyst with Storage Technology Corp. in Boulder, Co. **Sonya L. Varea** is assistant controller at Boggiatto Packing Co., Inc. in Salinas, Ca. **Margaret Gumerlock** has joined United State Lines as a management trainee in the San Francisco area. She writes that Eric Jensen ('79) and Mark Ungland ('80) are also with U.S. Lines. **Gilbert R. Khoury** is a banking analyst with ARAMCO services in Houston. He will be travelling to Saudi Arabia on occasion. **Thomas Muelling** is working in Los Angeles for Huddleston Equipment Co. as an inside sales representative and marketing coordinator. He says he "is still looking for the "Thunderbird Mystique." **Joe O'Dowd** is area manager Asia/Pacific for Salsbury Laboratories, Inc. in Charles City, Ia. **V. Scott Porter** is in the training program at Continental Illinois Bank and Trust Co. in Chicago. **Holly Siebert** is in Tokyo working part-time at Nomura Tourist Bureau as special projects assistant and also part-time for Sanjyo Noritsu DaigaKu, a business school, rewriting management course textbooks. **Richard Stone** is with the Latin American division of Harris Trust and Savings Bank in Chicago. **Jasmine Syracuse** is with Bank of America in Los Angeles where she is an international finance officer. **Kathryn M. Strate** is senior financial analyst in the international treasury for the 3M Company in St. Paul, Mn. **Scott Walker** has joined First City National Bank in Houston and is working in credit with hopes of moving to the international department. **Peter Warren** is an international marketing coordinator for International Multi-Foods in Minneapolis. **David Zrostlik** phoned from New Richmond, Wi. where he is assistant product manager for DoBoy Packaging Machinery.

KEY MANAGERS PROGRAM

Paul L. Hertenstein ('60K) is regional managing partner, Southeast Asia for Arthur Young & Co. in Singapore. **Wilson D. Gouvea** ('80K) is in Rio de Janeiro with Coutler Electronics, Ltda. as general manager. **Robert Steiner** ('80K) is managing director, Germany for Steiner Corp., Salt Lake City, and is located in Cologne, West

Germany. **Mark A. Strayer** ('80K) is now zone manager, Middle East and Eastern Europe for Kohler Co., Kohler, Wi. **Jerry Caulder** ('81K) is director, Latin America, North for Monsanto. **A.L. Zarbock** ('81K) is director of manufacturing, Latin America, for American Can Co. and is based in Miami.

MARRIAGES

Joan Blackman ('77) and **Peik A. Christensen** ('77) were married in Los Angeles on June 27. **Kelly Burkholder** ('79) and **Anne de Lataulade** of Pissos, France, were married June 6 in a small ceremony at the bride's residence. They are living in Memphis, Tn. **Sara Chadwick** ('77) and **Bill Sampson** were married October 18 in Dallas. They reside in Richardson, Tx. **William T. Haggerty** ('79) and **Mary Margaret Moloney** were married last September in Palos Verdes Estates, Ca. They are both employed as market administrators by Pacific Telephone in San Francisco. **William Keiper** ('80) and his new bride, **Michelle**, spent a month-long honeymoon in Europe after their June 6 wedding and are living in Wichita, Ks. **Jane Elizabeth Schlitz** ('79) and **Lawrence William Marino** ('80) became man and wife on June 27 in Janesville, Wi. at Trinity Episcopal Church. They are living in New York. **Gertrude S. Muloli** ('80) married **R.G. Otieno Kopyiyo** on May 30. R.G. is Kenyan and graduated from UCLA, and the couple is living in Nairobi. **Bettina Whitaker** ('77) was married to **Otis Chandler** in Hancock Park, Ca. on August 15.

BIRTHS

First child, a girl, **Menal**, on October 12 to **Ashok Jham** ('78) and wife, **Shalu**. A boy, **Andrei Michael**, to **Michael and Helen Chahine** ('76) on April 8, 1981. **Donald A. DiNuccio** ('75) and wife **Joan Marie**, a girl, **Erica Jean**, October 16, 1980. A girl, **Shara Liu**, born December 1980 to the **Lindsey J. Fesslers** ('80). **Joyce and Bob Emmerich** ('74), a son, **Robert Nathan**, their third child on May 4, 1981. A boy, **Derek Wendel**, second son of **Todd G. Stadmiller** ('78) and **Michele Wolpe Stadmiller** ('78) on July 20, 1981. The **Tom Goudies** ('78) have a son, **Gavin Scott**, born June 15 in Salt Lake City. **Yoshi Noguchi** ('77) and wife, **Terese Hartley**, are the parents of a second daughter, **Emi Eliza**, born March 29, 1981.

DEATHS

Word has been received that **Milovan Antich** ('57) died on April 22, 1976 in Paris. He is survived by his wife, **Patricia**, and two sons, **Anthony and Mark**, all living in New York. **Marita Darrow Danielson** ('56) passed away in 1975 from complications following brain surgery. She is survived by two sons, **Wallace and Kenneth**. **Kurn Kruger** ('69) died suddenly on July 19, 1981 in Redwood City, Ca. **Curtis and Kiku Piper** ('74) report that their daughter, **Kristen**, passed away of sudden infant death syndrome (SIDS) in January 1981. **Placida Garcia Smith**, 84, a Spanish instructor here in 1946 died on July 15 in Phoenix.

CONFESSIONS OF A T-BIRD: Guido Tells All

by Tim Parish and Dan Wolf

Editor's Note: For some years the School's clipping service received news clips regarding one Lazo Toth, a fictional character who wrote letters to national and international celebrities. Those clips subsided and were replaced by items about one Father Guido Sarducci, self-proclaimed gossip columnist for "L'Osservatore Romano," the Vatican newspaper in Rome, who became famous on the NBC "Saturday Night Live" television show. Always noted in the clips was the name, Don Novello—the originator of Lazo and Sarducci—along with the fact that he graduated from AGSIM.

Novello was in the Phoenix area recently as the headliner for the grand opening of a new comedy nightclub in Tempe. Two AGSIM students, Dan Wolf and Tim Parish visited the club and conducted a backstage interview with Novello for DAS TOR. They have agreed to allow us to reprint their article here.

Nineteen sixty-five was a good year for AGSIM, then known as the American Institute of Foreign Trade. Intramural volleyball, and extramural basketball were in full swing. Dr. Carl Sauer was president of the School, Bill Marr won the "jock of the year award" and Don Novello received his B.F.T. (Bachelor of Foreign Trade) degree.



All this and more can be gathered from the "Thunderbird 1965," AIFT's yearbook.

One thing the "Thunderbird" didn't say, however, was that Don Novello was destined to become much more famous than most 1965 B.F.T. recipients. Indeed, Novello himself had no inkling that his portrayal of Fr. Guido Sarducci on "Saturday Night Live" would become world famous.

We attended his show in October in Tempe and were fortunate enough to get a private interview with him. Pleasantly surprised when he learned that we were "T-Birds," Novello was happy to talk about the School, his career, and the future.

Actually, it is hard to say who interviewed whom, since he asked us more questions than we asked him.

He said that he liked his stay at AGSIM (then AIFT) and that because he came here immediately after undergrad at the University of Dayton he was much younger than most of his classmates.

Graduated in 1965 with a BFT and French language background, Novello took a job as a tour-guide in Europe then moved on to the world of advertising, where he

spent about five years. After that came his big break on "Saturday Night Live" in the mid-1970's.

At this point our conversation was momentarily interrupted by a high-school-age couple who came over to Novello and said, "Father, will you marry us?" to which "Father Sarducci" gestured the sign-of-the-cross and said, "Consider yourselves married."

Slipping back out of character, a serious and genuinely interested Novello fired questions at us about AGSIM. He asked about the job market and inquired what the typical 1980 graduate was being offered.

"Oh, around twenty, twenty-five thou," we answered. Surprised, Novello said he'd keep that information handy in case he ever becomes unemployed.

"Are you guys going to be comedians when you graduate?" he joked.

Novello said he'd like to come back to AGSIM for a visit and judge the INTERAD if possible. Would he ever consider speaking at a graduation?

"Sure," he laughed, "I'd be great for it."

"Mr." Novello got ready for the transformation into "Father" Sarducci and the show was about to begin. He gave us a quick Communion (of Nacho chips) and walked onstage to greet the deafening applause.

For AGSIM's most famous graduate it's been a long road from language labs to prime-time, but you can bet your rosary on one thing; as long as the Pope remains Catholic, Don Novello's Fr. Sarducci character will continue to charm people all over the world whatever their religion.

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	14K Gold	Finger Size
<input type="checkbox"/>	Small	\$172 _____
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Please add \$2 handling charge for ring orders and \$1 handling charge for other jewelry orders. Make check payable to AGSIM Alumni Office. Arizona Residents add 5% sales tax. Call the Alumni Office (602) 978-7135 for further information.