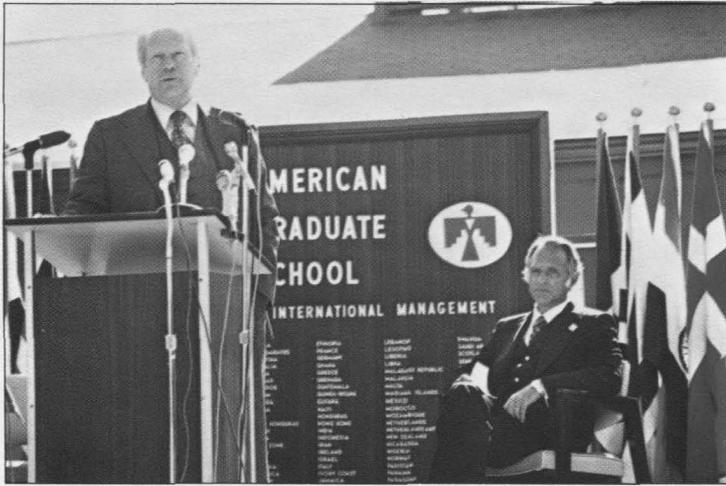


THE THUNDERBIRD

Spring 1979



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THE THUNDERBIRD

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

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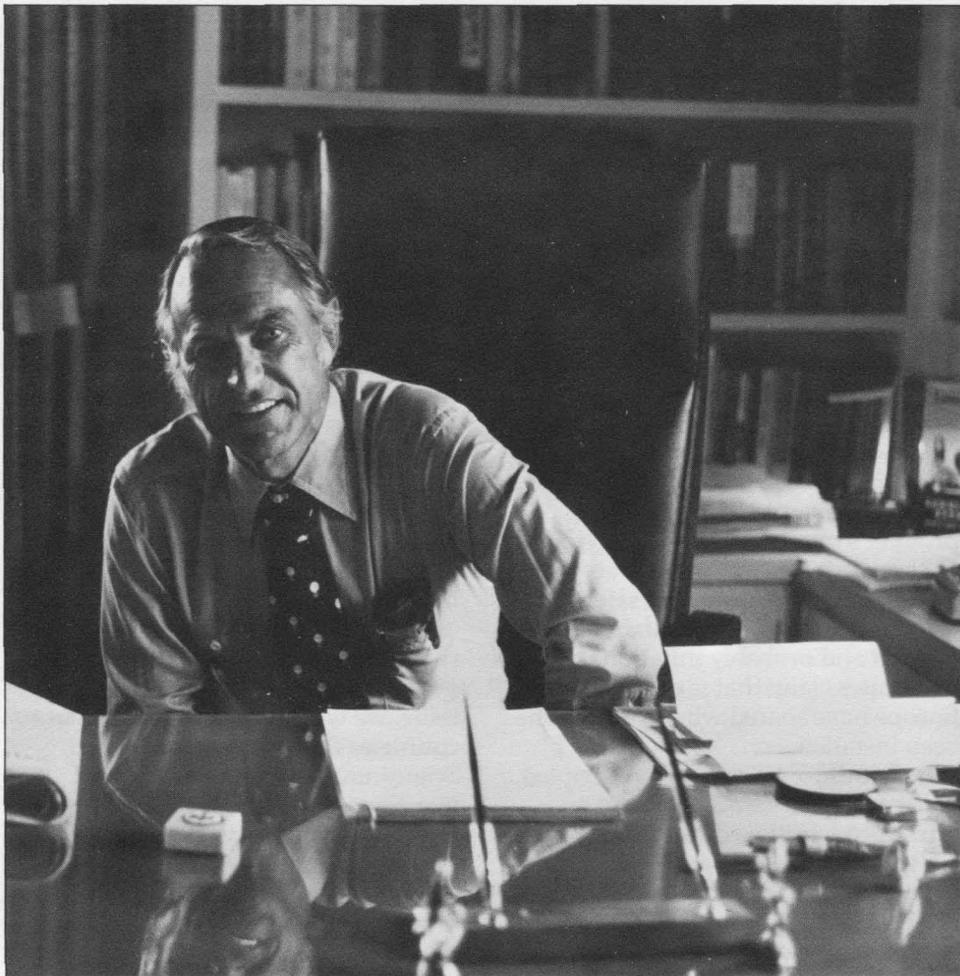
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from the private collection of Daniel C. Grumbles, '78.

The President's Message



The focus of this *Thunderbird* is on Europe. I think this is very appropriate because Thunderbirds have flocked to Europe for many years. According to our records there are about 75 in England, 47 in France, 43 in West Germany, 35 in Spain and 21 in Switzerland. I have had great times at three alumni gatherings in Paris, one in Brussels and one this winter in London. I can tell you that the Thunderbird spirit of hospitality prevails in Europe.

Of equal importance is the continued steady increase of European students to American Graduate School of International Management. In some ways this is surprising because, as all of you know, traditional higher education in Europe has been slow to recognize management education as a legitimate enterprise. We have an all-time high of 11 from France, 8 from the Netherlands, 7 from England, 7 from West Germany and 2 from Belgium. We would like more, so please let us know of promising people or point them in our direction.

In order to advance our relationships in Europe, we have established programs with Oxford University in England, ESADE in Barcelona, Spain, and we are working on a venture in France. Twenty-six of our students went to Oxford last summer and a similar group will go in the summer and fall of 1979. Our agreement with ESADE provides for an exchange of students and faculty so as to offer an undergraduate degree from ESADE and an MIM from AGSIM. The French program would provide for a semester for Thunderbirds in France. These balance our Japanese, Mexican, and Egyptian ventures.

As you can see we are pleased with our European connections and will continue to enhance them.

William Voris

William Voris

As I see it . . .

. . . we have cause to be excited! This issue will be the first of four issues to be published this year, marking the resumption of a quarterly status for *The Thunderbird*.

This is our way of increasing your awareness of events affecting campus and contact with alumni around the world . . . truly your Thunderbird Connection.

By increasing the frequency of publication, we hope to keep you better advised of events affecting international business, campus activities and Thunderbird advancements. We are continuing to pursue our efforts to improve the look of *The Thunderbird*, as well as its content. We appreciate the involvement and interest of alumni around the world; their cooperation will make our venture all the more successful.

This issue's focus is on Europe; most of our alumni can trace their roots to European ancestry, just as modern day business may trace its past across the oceans that divide us. Today, more than ever before, the nations of Europe have a profound effect on the world. Old world empires have fallen, but empires nonetheless are being built. These are commercial empires built

upon the papers of commerce, rather than by the sweat of colonial workers. Their reach is worldwide and almost instantaneous. Their investments are not simply in their home country or colonies abroad, but transcend political boundaries in a manner that few would have expected. Europe is a part of our world that has rebounded from the decimation of World War II and now leads, rather than follows the rest of the world in many ways.

One example is the value-added tax (VAT), a controversial European measure that some American politicians want to import to the United States. The VAT is a form of national sales tax that is easily hidden in a product's retail price. Those paying for the goods or services pay the tax and then collect it on their own sales. As taxes go, critics say it is unfair, underhanded and probably inflationary. Advocates claim that tax revenues in Europe have soared wherever VAT has been installed.

In Britain, VAT results have tripled in the four years since the tax was introduced. Initial revenues totaling \$2.94 billion are now estimated to be \$8.46 billion. In France, VAT revenues of \$33 billion amount to 24% of the national taxes collected. Scandinavian

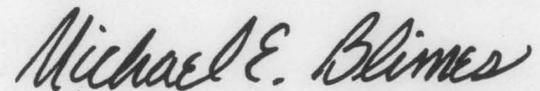
countries look to the VAT as a means of permitting an income tax cut.

Another example of European interests setting the pace may be the evolution and growth of the hypermarket, an efficient means of marketing a full range of products under one roof that has been present in Europe for some time.

In a remarkable turn of events, many European interests have been so successful that they now have the funds to invest abroad, including major acquisitions in the U.S., taking advantage of our weaker dollar and the strength of their own coin of the realm.

Europe today is more viable an economic force than ever before. This is a fact we must recognize if we are to effectively deal with the tremendous business opportunities there and understand the collective thinking of European businessmen.

In preparing the key story for this issue, we wrote 32 Thunderbirds in 19 countries throughout Europe and Scandinavia. We asked a series of questions of them and excerpts from their responses provide us with a closer look at current situations there. We appreciate their assistance and that of several members of our faculty in developing a more meaningful article.



Michael E. Blimes
Director of Alumni Relations

Focus on Europe: Competitive balance shifts as European business matures



(Editor's note: We wrote 32 alumni in 19 countries in and around Europe to get a more realistic perspective on European business, attitudes and culture. We sincerely appreciate those who responded and the detail in which they provided their views. While space does not permit inclusion of all of their comments, we have attempted to present a good overview. We would also like to add a special note of thanks to Jack Taylor, '71M, for keeping us apprised of news stories, through clippings of topical interest and correspondence.)

"The Americans are coming! The Americans are coming!" might have served as the representative cry of commercial alarm in Europe a decade ago; it was felt that U.S. business was about to take over the Continent. The competitive balance has shifted in the interim and American businessmen are reassessing their strategies. Some may be wondering where Yankee ingenuity went wrong.

It is not so much a case of what went wrong, as it is a matter of things starting to go right for European businessmen. The flood of investment by U.S.-based multinational corporations has dwindled to a mere trickle; some companies with plants in Europe find that they can manufacture in the United States more cheaply.

A recent article in the *International Herald Tribune* indicated that instead of dominating the world business scene as they once did, the Americans find themselves challenged in Third World markets by equally clever foreign companies offering products as good or better than those made in the United States.

A chief executive of a major U.S. manufacturer in Europe is quoted as saying, "What we are seeing today is not the Americanization of Europe, but the growth of a Western style of business culture and taste which covers

Western Europe, the United States, Canada, Latin America and part of the Far East, including Japan."

The fact remains that, while it seems clear that U.S. business interests have not taken over Europe, neither have they been pushed back. Despite five years of steady decline of the dollar, world recession and heightened competition, U.S. business interests have become an integral part of European economy.



What then are the concerns and how do the current trends affect businessmen in general and Thunderbirds in particular? Alfred C. Hamburg, '75A, with International Harvester in Neuss, West Germany, observes that the current situation for employment opportunities for Thunderbirds appears to be quite difficult and increasingly limited. . . at least American born graduates without the mandatory work permit. "This work permit aspect is the tangible result of many factors, including the respective national awareness of economic health, unemployment, the related improvement in the available talent pool



“A point of strong interest is how various political and cultural differences in Europe affect relations with U.S. companies and the world.”

and an increasing trend — from a personnel standpoint — to nationalize subsidiaries and affiliates while regional/continental/product offices are being managed by a floating skim of Americans and/or multinationals.”

Hamburg also noted that the education and direction he obtained at American Graduate School of International Management were essential to his present multinational career positioning. Although he feels his situation is secure, he foresees that his career direction “will ironically culminate with a position in a corporate office in the United States.”

A point of strong interest is how various political and cultural differences in Europe affect relations with U.S. companies and the world.

Beverly Springer, associate professor of international studies at the Thunderbird Campus, expressed her views on two major contemporary differences of interest to U.S. companies.

“Eurocommunism and worker participation are recent issues in Europe that have no counterpart in the United States,” said Prof. Springer. “Eurocommunism refers especially to developments in France, Italy and Spain. The communist parties in these countries have proclaimed their independence from Moscow and their determination to come to power within the constitutional systems of their respective countries.

“Of relevance to U.S. firms, the Eurocommunists have downplayed demands for nationalization. The Italian communist party has stated that Italy already has more than enough nationalization and government policy should be directed to strengthening small and medium-sized firms . . . In France, the election last spring gave the government to the center-right parties (although the left won 49.3% of the vote). The fear of a communist government is not an immediate concern in France.

“In Spain, the communist party is not very large, so again the concern for the short run is not great. In Spain, as in France, greater concern should, perhaps, be directed toward communist union members, rather than toward communist party voters.”

Prof. Springer noted that worker participation in company decision-making is one of the most rapidly growing issues in Western Europe today. “Germany, Sweden and the Netherlands all have relatively new laws extending the power of workers

to codetermine with management,” she added. According to Prof. Springer, American companies preparing to operate in Western Europe today have to accept this situation which is so different from traditional American labor relations.

“It is not necessarily an impossible situation, however,” said Prof. Springer, “All three countries with codetermination policies have a lower strike rate than we do. The rather limited studies that have been made so far of codetermination indicate that workers can be responsible participants in decisionmaking.”

One decision made early in any commercial trade is whether or not a market exists. In light of the favorable export situation for U.S. companies due to inflation and the declining value of the dollar, our question regarding a market existing for American goods met with a strong positive reaction. Sverre Koxvold, '72D, with Memorex United Kingdom, Ltd., noted that, “American products are indeed of high quality and reasonably priced. After a 25% decrease in the value of the dollar against a basket of European currencies . . . the competitive edge is greater.

“Even if the dollar will strengthen over the 12 months, the inflation differences will maintain the same competitive edge. Now is the time for U.S. companies to sell or lease their products in Europe,” according to Koxvold.

Claus T. Mörch, marketing director for Motivation Service AB, cites a possible cause American companies do not seem to be seizing the opportunity as a lack of knowhow. “Most Europeans really like America and do not mind buying American, when it is competitive. Look at the export of small and medium-sized cars to Europe,” he added.

Jan A. Strangel, '75M, with Selje Bruk AS in Norway advises, “A market for U.S. products does exist. However, the U.S. companies do not seem to understand that the small countries in Europe cannot accept the big orders expected by U.S. companies. They must think European in Europe.”

Thinking European may be a challenging task in that there does not exist a European identity, per se, and a great deal of national pride continues to work its way to the fore. Naturally, this has a profound effect upon the eventual success or failure of the Common Market.





THE SUNDAY TIMES

Thunderbird leads the way in rise of management education

WASHINGTON

Encouraged by the recent emergence of an international dimension in American management education and by the growth of business schools in Europe, a group of business education leaders from both sides of the Atlantic is working to set up a series of colloquia culminating in a world conference on the future of management education.

The American Assembly of Collegiate Schools of Business (AACSB) and the European Foundation for Management Development (EFMD) are sponsoring the project. They have set up a small task force to lay the groundwork.

Its members include Uwe Kitzinger, dean of the European Institute for Business Administration in Fontainebleau, Mauk Mulder, dean of the Foundation for Business Administration in Delft, Boris Yavitz, dean of the Graduate School of Management at Columbia University, and William Voris, president of the American Graduate School of International Management (AGSIM) in Arizona.

Two preliminary colloquia are planned. The first, scheduled for England will take place next February at St. George's House, Windsor, Berkshire. It will look at "the aspirations of society over the next 30 years". Speakers include American sociologist Daniel Bell, Dutch economist Jan Tinbergen, and German philosopher Jurgen Habermas. The second symposium, at Arden House, New York, in November, 1979, will focus on changes in business management.

The final conference at Unesco headquarters, Paris, in June, 1980, will include representatives from the academic communities in Japan and the developing countries as well as Europe and America. They will discuss the implications for management education of the changes in business and society predicted by the earlier meetings.

The aim, according to Dr Voris, is to have a significant impact on the business curricula of colleges and universities worldwide.

Dr Voris, who was interviewed in Washington on his way back from a task force meeting in Paris, said management education as a whole is still "far more advanced" in the United States than in Europe; "it has only been respectable there for four or five years".

On the other hand, he said, European firms generally have a much better international outlook than their American counterparts, most of which tend to take a more parochial view of business.

The stereotyped image of the ugly American is still impressed strongly on the minds of many people abroad. A recent survey by the Conference Board, an American business research organization,

Clive Cookson reports on the international growth of business schools.

showed that the performance of United States executives in Nigeria and Brazil, two of the most important developing markets, was rated below that of their European equivalents by the natives.

Adjectives used to describe them included: arrogant, impersonal, heavy-handed, impatient, tense, pampered, brutal, rapacious, insular, parochial, aloof, exclusive, opinionated, xenophobic, racist, and overbearing.

Dr Voris's own management school—known familiarly as the Thunderbird School after the airbase on which it was founded after the Second World War—has pioneered the drive to improve the performance of American executives overseas.

For many years it was the only American business school teaching international management, until 1956 when the graduate school of business at Columbia started something similar with a large grant from the Ford Foundation.

The field has started to expand rapidly during the 1970s and now about 50 out of 500 business schools in the United States offer programmes in international management, mostly at the Master's level. Some of them have put together an interdisciplinary programme of area studies, language, general business and international business, on the Thunderbird model (which Lee Nehrt, professor of international management at Wichita State University, called the "ideal mix"). Too often, however, the language and area studies get left out, and without them you're "only scratching the surface", Dr Voris says.

The movement to internationalize American business schools is being encouraged by their accrediting agency, the American Assembly of Collegiate Schools of Business, which decided four years ago to change its accreditation standards so that curricula reflect the "global" as well as the domestic aspects of business.

A survey two years later by the American Council on Education concluded that "although most business schools are still seen to be highly parochial or provincial in their curricular approach, most of them are attempting to respond to the AACSB standard regarding the internationalization of the curriculum."

Dr Voris says too many business schools have just made a token gesture towards internationalization by laying on one new course,

an "introduction to international management", and left the rest of their curriculum purely domestic. Better, he says, to introduce an international dimension to as many courses as possible—for example, teach international finance in finance courses, international accounting in accounting courses, and so on.

Better still, of course, in Dr Voris's eyes, is to add the study of foreign languages and culture. "Otherwise you are just scraping the surface of international management", he says.

Thunderbird turns out about 900 graduates a year with a Master of International Management degree—probably as many as all other American business schools put together. They spend a year on the converted air base in the Arizona desert 16 miles outside Phoenix, immersed in an intensive "tripartite curriculum".

The first part, provided by the department of international studies, teaches students about current economic, social, political and cultural conditions in the area of the world they are interested in. It deals with worldwide issues, offering courses such as "cross-cultural communication" and "nationalism and expropriation".

The second leg, the department of modern languages, brings students to conversational proficiency in a foreign language. Spanish, French, German, Japanese, Portuguese Arabic and Chinese are offered and foreign students, who constitute a quarter of Thunderbird's enrolment, usually study advanced English.

Third, the department of world business has a wide range of courses in international management, marketing, finance, law, planning, and so on. Dr Voris says that although there is no specific course in business ethics, the subject "is stressed in most of our courses in world business".

The school has had great success in recruiting woman students over the past five years—their numbers have gone up from five in 1971 to 200 this year—even though there are still many part of the world to which companies will not send woman executives (such as Japan and the Middle East).

But a drive to attract black students has not worked, Dr Voris says. "Blacks are just not interested in going overseas yet—maybe in five or 10 years they will be." Apparently, ambitious young black Americans who want a business career all go to the traditional prestigious business schools at Stanford, Harvard and so on.

Interestingly, Dr Voris says the few black Americans who have been sent to black Africa have not been particularly well received there. "An American is considered to be an American, whether he is black, white or yellow", he says.

Greater awareness of the Thunderbird experience is being developed through articles such as this one that appeared October 13, 1978 in The London Times. Reprinted with permission.

Recipes Recetas Récipes

The culinary delights we highlight this issue are taken from the Thunderbird Wives' Club 1978 International Cookbook and are intended as a cross section of European cuisine.

The cookbook is available to alumni for \$6.00, plus postage, and according to our resident chef, the 262 page publication makes for tantalizing reading. Checks should be made payable to the Thunderbird Wives' Club in the amount of \$6.50 and may be sent c/o the alumni relations office.

Bon appétit!

Almond soup: France

1 cup whole blanched almonds
2 tbsp. butter
2 tbsp. flour
3 cups chicken stock
1 cup whole milk
1 cup light cream
salt
white pepper

Put almonds in electric blender and make them into powder. Melt butter in large pan; blend in flour. Slowly add chicken stock; bring to boil. Add almonds, simmer 10 minutes (very low heat), add milk and cream. Season to taste. Heat, but do not boil.

String Beans with Olive Oil: Greece

2-1/2 lb. string beans
1 cup olive oil
2 onions, sliced thin
1 clove garlic
1 lb. tomatoes, chopped
3 tbsp. parsley, chopped
Salt and pepper
1 heaped tsp. sugar

Remove ends of string beans and snap or cut into 2-inch pieces. Heat the oil in a saucepan. Add onions and garlic and cook until soft. Add tomatoes, beans, parsley, salt, pepper and sugar. Cover and cook over moderate heat for about half an hour. Serves 4-5.

Cumberland Sauce: England

For ham, venison or lamb.

1 orange
1 lemon
4 level tbsp. red currant jelly
1/2 glass port wine
1/4 tsp. mixed mustard
3 tsp. arrowroot
2 tsp. water
1 tbsp. cider vinegar

Pare rind thinly from orange and lemon. Cut into fine strips. Simmer for 5 minutes in a little water. Squeeze juice from fruits and put juices in pan with red currant jelly. Stir until jelly dissolves. Simmer for 5 minutes. Add port, vinegar and mustard. Blend arrowroot with water and stir into sauce. Heat until sauce thickens and turns clear. Drain strips of orange and lemon and add to sauce. Serve hot or cold.

Portuguese Steak: Portugal

4 lg. peeled garlic cloves, crushed
1 tbsp. red wine vinegar
1 tsp. salt
Fresh ground black pepper
4 beef tenderloin steaks, sliced 3/4 inch thick
2 tbsp. olive oil
2 tbsp. butter
1 lg. bay leaf, crumbled
8 thin slices ham
1/4 cup dry red wine
1 tsp. lemon juice
2 tsp. chopped parsley
1 lemon cut into 8 wedges

Preheat oven to 250°. Mash the crushed garlic, vinegar, salt and a few grindings of pepper to a smooth paste with a mortar and pestle or in a bowl with the back of a spoon. With your fingers, rub the paste into the steaks, pressing it firmly into both sides of the meat.

In a heavy 10-12 inch skillet, melt the butter in the olive oil over mod. heat. When the foam has almost subsided, add the garlic halves and bay leaf and cook for 1 min., stirring constantly. Then with a slotted spoon, remove and discard the garlic and bay leaf. Add the steaks and cook for 2-3 min. on each side, turning them with tongs, and regulating the heat so that they color quickly and evenly. The steaks should be well browned, but still pink inside.

Transfer the steaks to individual

baking dishes to keep them warm in the oven. Add the slices of ham to the fat remaining in the skillet and cook over high heat, turning them frequently for 1-2 min. With the tongs, place 2 slices of ham on each steak. Pour off all but a thin film of fat from the skillet, add the wine and lemon juice and bring to a boil over high heat, meanwhile scraping in any brown particles clinging to the bottom. Pour the sauce over the steaks, sprinkle with parsley and garnish each serving with lemon wedges. Serve at once. Serves 4.

Dutch lettuce: The Netherlands

1 tbsp. butter
1 tbsp. flour
1/2 cup water
2 egg yolks
1/2 cup sugar
1/2 cup vinegar
6 serving hot boiled potatoes
4 hard cooked eggs
6 servings coarsely cut lettuce (a touch of onion)
6 strips bacon
1/3 cup vinegar
1/3 cup water

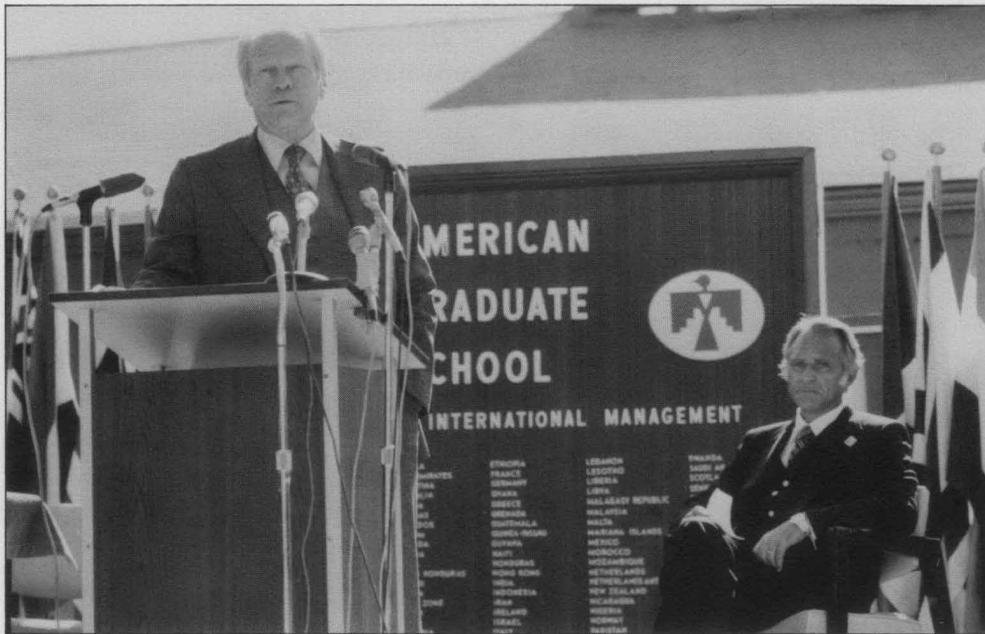
Melt butter, add flour. When well blended, add water and bring to boil while stirring. Beat egg yolks, add sugar and vinegar. Blend and stir into the hot sauce. Let come to boil. Cut bacon into small pieces and fry in skillet, add 3-4 tbsp. of sauce and the vinegar and water. Bring to boil in skillet. Place a layer of potatoes (hot) mashed or riced in bowl, then layer of lettuce, 2 sliced eggs and several tbsp. of hot bacon dressing. Add remainder of potatoes, lettuce and eggs, pour rest of dressing over and serve immediately. Serves 6.

Highland Shortbread: Scotland

8 oz. margarine
4 oz. castor sugar
8 oz. plain flour
2 oz. Flour
4 oz. Farola
Demerara sugar to roll

Cream margarine and sugar. Add dry ingredients and mix. Form into a roll, approximately 1-1/2" in circumference. Brush with milk and roll in demerara sugar. Cut into slices with a sharp knife. Bake on a greased tin for 20 minutes at 375°.

Speakers on campus



Many of the world's problems could have been averted if such a school as AGSIM had been available in the 30's and 40's, according to former President Gerald R. Ford.

Ford Visits Thunderbird Campus

Former President Gerald Ford addressed a full audience of American Graduate School of International Management students, faculty, and staff gathered at the Central Quad on October 16, 1978. Ford said that if the United States had had such a school of international management in the '30s and '40s, many of the world's problems might have been averted. He added that the need in today's world is just as great.

Citing his 25 year career in Congress as a good background to an international education, Mr. Ford found that "one does not really get a total comprehension of the role that our nation plays internationally . . . until you become president."

The former president stressed the importance of the U.S. economic situation and its international effects. During his administration the U.S. decided to integrate its economic policy with that of the other major Western nations. Ford cited the efforts of Western world leaders in 1974 and '75 to join together in bilateral exchanges of economic policies in order to stave off the rising world inflation, to avoid the resurfacing

protectionism of the 1930s, and to find a way to insure that the monetary markets of the world would reflect the true value of the various currencies.

Mr. Ford called for a stabilization of our economy, and said it would be ". . . catastrophic for the U.S. to go into wage and price controls." He added that he is worried when he hears the same "code words" as before the 1971 controls were implemented.

Following his talk Ford answered questions from the students for another 30 minutes and attended a small reception in the Goldwater Lounge.

Valeriani stresses limits to power

Richard Valeriani, NBC's diplomatic correspondent assigned to Secretary of State Cyrus Vance was at AGSIM in July 1978 to present his views on current U.S. foreign policies. He stressed the significance of the United States recognizing the limits to its power and the importance of adjusting to a role in world affairs that is "less than king."

National Health Insurance no bargain in Britain

Author, lecturer and sociologist, Mrs. Barbara Shenfield of Great Britain gave her views on national health insurance to AGSIM students in November of 1978. She has found that "such insurance often creates more problems than it solves." In Great Britain the astronomical costs involved in health care are associated with "comfort and convenience" care for the elderly. Only 12 percent is actually spent on doctors' salaries. She has noted that as bureaucracy has increased, effectiveness and quality of health care has decreased.

Luce speaks on China

Henry Luce III, Vice President of Corporate Planning of Time Inc. spoke to AGSIM students in November 1978 about his impressions on the People's Republic of China after having visited there. Luce, whose grandfather Henry Luce was the founder of Time Inc., noted that China's new slogan is "Know the past and the West because we can use them." Besides increasing trade and tourism, Luce also noted that China wants to send 10,000 students to Western universities "as soon as possible."

Ingersoll Rand Chairman berates government intervention

"We have seen the enemy and he is us . . . or at least our government's inattentiveness and inappropriate action towards foreign trade," according to William L. Wearly, chairman of the board of Ingersoll Rand in October, 1978.

Wearly spoke on the effects of current government intervention in international business. He called for more stringent balancing of U.S. trade and the necessity of reestablishing confidence abroad in the American dollar.

News

T-Bird ring available

Thunderbirds now have a ring of their own!

An original design commissioned by Michael E. Blimes, director of alumni relations, the Thunderbird ring is available exclusively to alumni, students, faculty, staff and their respective spouses.

Cast in sterling silver or gold, the face is composed of a Thunderbird in the shape of the original layout of the campus, surrounded by turquoise chip inlay to give a blue sky effect.

Appearing above the T-Bird is a pyramid which has come to be recognized as a symbol of the crowning achievement of Man's triumph over the physical world through education and understanding. The design around the outer edge is taken from antiquity. Found over a vast geographical area from petroglyphs and pictographs near the Hopi town of Orabi in Northern Arizona to the facade of the Mayan ruins of Uxmal and Chichen Itza in Yucatan, the design has been designated the "migration symbol" by archaeologists and anthropologists.

Hannis T. Latham, a 1971 graduate and the designer of the ring, carefully researched the historical aspects of the symbol and felt that it was appropriate in that it serves to symbolize the geographical dispersion of our alumni around the world.

See the advertisement on the back cover of this issue for further details.



Edward Ney named Executive of the Year

Edward N. Ney, chairman and chief executive officer of Young & Rubicam Inc. was presented American Graduate School's International Executive of the Year Award at the annual Trustee's dinner at the Phoenix Country Club last October.

AGSIM bestows the award annually to a company executive in recognition of his efforts to foster international understanding through constructive and mutually beneficial business management.

During the last 15 of his 27 years with Young & Rubicam, Ney has been involved in the international division of the agency. In 1967 he was named executive vice president and president of Young & Rubicam — International.

In his address following the presentation, Ney identified the most restricting aspect of business as being government intervention and said that the "dead weight of this new non-productive and self-expanding bureaucratic elite must be borne by those people who design things, grow things, make things and sell things."

Ney also announced that Young & Rubicam, the largest advertising agency in the United States will establish a scholarship at American Graduate School in the name of Raymond Rubicam, co-founder of the agency and a trustee of the school until his death in 1978.

Dr. Robert G. Horn named director

Dr. Robert G. Horn is the new director of development and public affairs at AGSIM.

Prior to this appointment of January 1, 1979, Horn was director of development for The American School in Japan for a total of 8 years. He has also held the position of assistant to the vice president for public and alumni affairs at Valparaiso University in Indiana.

He is a graduate of Concordia Teachers College, holds an M.A. degree from University of California and a Ph.D. degree from Purdue University.

Orfila awarded degree at commencement

The Honorable Alejandro Orfila, secretary general of the Organization of American States was awarded an honorary Doctor of Laws degree by American Graduate School of International Management at the school's commencement exercises December 15, 1978.

Ambassador Orfila has a long and distinguished diplomatic and business career. He has served as Argentine minister to the United States and as Argentine ambassador to Japan. He has also been a private consultant on international and economic affairs for 11 years. He was the Argentine ambassador to the U.S. just prior to his present position as secretary general of the OAS.

The Masters of International Management degree was awarded to 321 students, representing 22 countries and the British colony of Hong Kong.

Erickson honored

Berger Erickson, better known to many as Mr. T-Bird, was both heralded and harangued at a Roast and Toast celebrated in his honor January 19, 1979.

Having the reputation of being the one the buck is always passed to — when the buck is a problem, of course — Berger is managing to survive a continuing (33 years!) career at Thunderbird.

It is rumored that when General Yount invested his one dollar into the Thunderbird Field, strung along in the deal were Mabel and Berger Erickson. Back in 1946, Erickson was the school's accountant and since has been the business manager, treasurer, secretary, vice president, and now serves as executive vice president — and so very often the school's saving grace.

250 friends and associates came to honor this outstanding and enduring T-Bird landmark . . . thousands more remember the positive effect he had on their lives. Erickson remains the most sought after speaker at alumni gatherings across the country.

INTERAD reflects pool of talent

Thomas T. Yang

Lowell Thomas, the world renowned author and commentator, once noted that the Thunderbird Campus is "the best source in all the world for highly skilled international executives." American Graduate School of International Management (AGSIM) is also, it seems, the best source for advertising executives.

AGSIM continues to place more students in advertising than any other graduate school in the nation, in-

cluding such names as Northwestern and Harvard, according to Paul J. Schlesinger, associate professor of marketing. Schlesinger, having successively served as executive vice president, president and chairman of the board of Tatham-Laird & Kudner, has coordinated a unique course in international advanced advertising and its final presentations by teams of students. Better known as INTERAD, the program enjoys a fine reputation within the advertising industry for its professionalism. INTERAD is an elective project undertaken by 28 select individuals who share a strong interest in pursuing advertising as a career.

In keeping with the attempt to

duplicate real world conditions, the students divide themselves into four teams organized similarly to ad agency account groups with an account executive, marketing director, research director, creative director, media director, merchandising director, and sales promotion director. Each team undertakes to create, design, and execute the presentation of a comprehensive marketing plan and an advertising campaign for the introduction of a product or service into a foreign market. The teams are working with real products in real markets, utilizing to the fullest the resources made available by their sponsor companies and their own initiative. The products

Career Services continues success

Peter G. Lamberton

The Career Services Center is to many students the heart of the AGSIM campus. Under the direction of Mr. Charles Mannel its services have been consistently improved, both for the student and the recruiter. When Mannel came to AGSIM in 1976, 94 companies had come that year to recruit. After only two years that number has increased to 210 and the expected number of companies recruiting this year is 250. That means more job possibilities for graduating students which means more students interested in studying at AGSIM.

The crux of the office's success is in the unrelenting desire to accommodate the recruiter. This goal has led to the strengthening of the "closed interview schedule" which enables recruiters to pre-select individuals, thereby

increasing the effective use of their time while on campus. Recruiters are advised to review AGSIM's resume book which contains pertinent data on current second and third semester students. The "Thunderbird Graduates" book, published bi-annually, includes an alphabetical index of students by career objectives and a listing of non-U.S. students by country of origin. The recruiter can choose the students he is most interested in interviewing, can determine his recruiting schedule, establish the allotment of interview time, and can even make accommodation reservations at the school, all by simply contacting the Career Services Office.

Recruiting representatives have also been receptive to the new Talley Career Services building. It offers well furnished private interview rooms, recruiters' lounge, informal patio lunches with faculty and administration and is operated by the dedicated

and friendly placement staff.

Students at AGSIM take interviewing very seriously. They recognize the importance of the unique opportunity of exposure to a large number of prospective employers. And through the aid of the Career Services have ample opportunity to be well prepared and professional in their interviews. There are a variety of career planning programs, interview workshops and seminars for the student. Recruiters have been impressed by the caliber and maturity of the student body, the degree to which they have defined their career objectives and their realistic expectations of initial career assignments.

As an additional service, Career Services has expanded its Alumni Placement Bureau. Coordinated by D.R. (Woody) Belisle with daily contacts handled by Mrs. Betty Rush, this division of the Career Services is designed to provide job/applicant information to alumni as well as to

Internships serve as practical preview

Brenda Sexton

When applying for a position in a competitive job market a person needs more in most cases than a good education. More and more it is necessary to have had experience in the field. The problem is how to acquire this experience. It is difficult to get a job without experience and it is

obviously impossible to get experience without a job.

Through Career Services, American Graduate School of International Management is trying to ameliorate this problem by developing an effective internship program. Currently, the names of companies who hire students for the summer are posted and the individual students write to them. There is a very limited number of companies listed though, which once again leads to a very competitive job market.

For the first time in AGSIM's history an organization whose sole purpose is to find internships for students

will be coming to the Thunderbird campus to conduct interviews. It is the Carl Duisberg Society (CDS) and currently one recent alumna, Ms. Mariya Toohey, is enrolled in their program.

CDS conducts training programs in Germany. The organization was founded over fifty years ago by a chemist, Carl Duisberg, with the intention of promoting successful international working relations among various countries. The organization has 300 member corporations in Germany, most of which also have subsidiaries in the United States. The program is designed for young

may not presently be established in the foreign target market.

Last semester's winning team developed a comprehensive plan to market Gatorade in Canada.

Four elements contribute to the INTERAD program's success: the students involved, INTERAD Plans Board, Prof. Schlesinger and personal incentive. Each student has been carefully screened by Schlesinger through a selection process based on academic performance, willingness to work very hard and their obvious desire to pursue an advertising career. Once on a team, seven individuals must work together as a unit by accepting the responsibility for the

execution of their individual responsibilities, yet sustaining their individual initiative and creativity.

The Plans Board provides each team with guidance and direction. The board consists of four seasoned INTERAD participants selected from the previous semester's INTERAD class who have shown expertise in their particular jobs. The Plans Board, along with Schlesinger, evaluate and advise each team throughout the semester.

Prof. Schlesinger shares many years of highly successful career experiences in advertising. His knowledge and support of the program and the students are invaluable to the success of

INTERAD. He has brought recognition and prestige to INTERAD in the advertising industry by demanding nothing but the best out of each participant.

The final motivating factor for the INTERAD effort is that day when the teams make their presentations before a distinguished panel of judges representing leading international advertisers and agencies. The winning team receives well earned praise and professional recognition. In addition, the judges and guests afford the students excellent exposure to employment opportunities. Thus, INTERAD Day is one of the highlights of the academic semester at AGSIM.

organizations seeking experienced executives. In a typical month Mrs. Rush is notified of one hundred available openings. As with the full time students the placement office publishes a coded list of the alumni interested in changing positions. These capsule resumes are printed with alumni names and company deleted to maintain anonymity. Employers are also invited to review the active alumni files, on a confidential basis during their visit to campus, or to contact the Alumni Placement Service describing the position, location, salary range, and experience, training and background preferred.

Qualified alumni are informed of current opportunities and make contacts directly if interested. At the same time, the resumes of qualified applicants are sent to the prospective employer for review and action. In order to insure the seriousness of the job hunter as opposed to someone just checking the market, the Alumni

Placement Office charges \$50.00 to the applicant to provide their services.

The intent of Mannel and the Career Services staff is to continually improve their services for students, alumni and employers. And there are ways that alumni and students can help them accomplish this. First, to keep Career Services updated as to whom is working where, alumni should let this office know when they have found a job with the aid of their services, or when they have changed jobs or been promoted. AGSIM is very proud of its graduates and would like to know of their location and successes. Also alumni are encouraged to notify this office when positions are open within their company, and to inform their company of the advantages available to them in recruiting at T-bird.

In order to contact the Alumni Placement Service call Mrs. Betty Rush at (602) 978-7242. To schedule recruiting dates call Career Services at (602) 978-7244.

PLACEMENT SUMMARY*

Total number of MIM graduates	860
Total active placement registrants	711
Salary range	\$35,104 to \$13,500
Middle third of salary range	\$19,200 to \$17,000
Mean salary	\$18,484
Median salary	\$18,100
Number of company visits	210
Number of interview schedules	476
Number of interviews	4,160
Average number of interviews per student	5.9
Total number of offers received	676

*In order to provide comparability with other published data, salary information contained in this report reflects Spring Semester 1978 activity and includes only acceptances of offers from those organizations who actively recruited on campus.

professionals who have completed their formal business education. It starts with an intensive business language program lasting from one to three months. The internship itself lasts either one or two years and upon completion the participant is hired on a permanent basis or transferred to a subsidiary company in the U.S.

Mariya Toohey completed her studies at AGSIM in December 1978 and is somewhat a T-Bird pioneer in this program. She contacted and applied on her own to the Carl Duisberg Society, was accepted and is being sponsored by the German Foreign Office. Her business language training

program begins this April and, since she is already fluent in conversational German, will only last one month.

Though she already has her Master's degree, Mariya believes this program will be invaluable for her career. She will be an important asset to German firms in the U.S., being able to comprehend both the German and U.S. business environments and the program will afford her an understanding of German business operations that few Americans share.

Due to the effect of the decreasing value of the dollar in Europe, there is a very substantial increase in foreign investments in the U.S. German

companies are expanding their present operations and acquiring new companies. Germany can also be considered a cornerstone in the European Economic Community and experience in Germany means learning about other markets as well.

The present situation has made this program more important than ever. Thanks to the help of Helmut Roessler in the AGSIM modern languages department and the efforts of Career Services, more students will soon have contact with the Carl Duisberg Society, affording them an even better chance of being well prepared for the international business market.

Resource Person/ Alumni Association Contacts

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

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c/o Firestone el Centenario, S.A.
Mariano Escobedo No. 195
Mexico 17, D.F. Mexico

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Asuncion, Paraguay

PERU

Hector Cespedes Bravo (RP, AA)
Constitucion 292
Callao, Lima, Peru

Robert J. Murray (RP)
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Lima, Peru

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Bangkok, Thailand

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Le Bardo, Tunis, Tunisia

VENEZUELA

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c/o Chrysler de Venezuela
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Valencia, Venezuela
Bruce & Marsha Crumley (RP, AA)
c/o FMC Int'l.
Apartado 50294
Caracas, 105, Venezuela
Susy Kulcsar (Sagy) (RP, AA)
Apartado 50817
Caracas, 105, Venezuela
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Profiles

Ken Jacuzzi: A Whirlpool of Success

Tom Gething

One day in Import-Export class, Professor Richter was discussing the fight that many companies are having to keep their trade names from becoming so well known that they become generic for the product. He began to mention several — Kleenex, Coca-Cola, Xerox — when, from the body of the class, someone said, "Excuse me, Professor Richter, but you're also looking at one."

His name is Ken Jacuzzi, and if that name does not immediately ring a bell, think of all the hot whirlpool baths of the same name that are found in apartment complexes, athletic clubs and saunas throughout the world. The names are one and the same.

Ken, who is a third semester student at AGSIM this spring, narrates an interesting story about the invention of the whirlpool bath and the birth of Jacuzzi Consolidated.

It all began during World War I, when the six Jacuzzi brothers, Ken's uncles, left a poverty-ravaged Italy to come to the promised land — California, U.S.A. There they worked at assorted jobs, including making wooden airplane propellers, and were finally able to buy a small ranch.

Rachael Jacuzzi, the second oldest, was what Ken would call "an inventive genius." Although he had only had a third grade education, he had developed ideas for atomic energy, frost-free refrigerators and, of greatest significance, the jet water pump. The latter invention he designed so that the brothers could pump water for irrigation on their ranch more efficiently. The pump was so successful that they began to sell them to the local ranchers, and the era of the Jacuzzi pump was born.

Not until Ken was born, however, did the whirlpool bath as we know it today come into existence. Ken suffered from arthritis as a child, and for therapy his doctor prescribed a hydro-massage treatment. But at the time, this treatment could only be found in hospitals, so Ken's father, using some of the Jacuzzi ingenuity,



Ken Jacuzzi photo by Dave Hornbach

designed a waterpump for home use in the bath tub. This way, Ken was able to receive the treatment every day. The doctor liked the pump so well that he suggested that they market the product.

During the late 1950's the Jacuzzi whirlpool concept became more and more familiar to the public. According to Ken, one very great promotional boost for the product came when it began to be offered as one of the prizes on the nation-wide "Queen for a Day" television show. Then in the following years the idea caught on and the company expanded its product line. Today, despite some competitors, Jacuzzi is still the largest producer of whirlpool baths — so much so that virtually all whirlpool baths are called Jacuzzis, whether they really are or not.

Ken himself first worked for the company as a consultant for the whirlpool division. He got his first taste of international management more or less by chance. In 1972 he was in Italy looking into a possible expansion of the whirlpool division. The Italian operations of the company happened to be having some rough times, partly due to the poor economic climate at the time. The company was experiencing problems in keeping production costs down, and the workers were feeling some discontent. So Ken ended up staying on for four years trying to smooth things out.

Ken feels that he learned management techniques the hard way — by doing. One of the first problems he encountered was a lack of confidence in the management on the part of the workers. The solution Ken found was to "do what you say. Show that what you say is what you really do. Be consistent; be honest." He discovered that the workers appreciated being informed about the company's goals, that they were responsive and wanted to cooperate.

When Ken returned to the U.S., he decided to follow up his management experiences with some formal training at AGSIM. Presently, he is studying a variety of courses but is emphasizing finance. He loves the production aspect of business and hopes to apply the Jacuzzi name and ingenuity to a new venture.

Len and Demetra Brockman: T-Birds in Tandem

Margaret McAlpine

How compatible are two separate business careers in a marriage? Two successful graduates of American Graduate School of International Management, Leonard and Demetra Brockman, prove that separate careers can be compatible and highly rewarding.

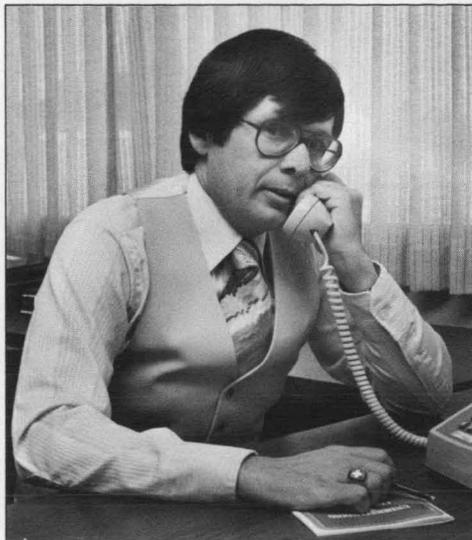
Following graduation from the Thunderbird campus in 1975, and a six-month special project to reorganize the business department of a medical center, Len and Demetra moved to New Orleans to begin careers in the brokerage industry.

Thinking that their careers should be compatible rather than competitive, Demetra became a stockbroker with Thompson McKinnon Securities, Inc., and Len began his career as a commodity broker with ContiCommodity Services, a subsidiary of Continental Grain.

In the course of his efforts to better develop his services to clients, Len entered into an informal partnership with Gary Halbert, '75A, another Conti broker located in Dallas. The partnership made a good team, but was not a new alliance. During their final semester in Guadalajara with the graduate school's summer program, Gary, Len and Demetra were a regular threesome. T-Birds have a well earned reputation for being close as friends and business associates.

As the business in commodity hedging for soybean elevators grew, another partner was needed in order to continue offering quality service to clients. Demetra had become more and more interested in commodities, so they set out to convince Conti that a husband-wife team could work comfortably and profitably. The threesome was back together.

But a year later that old desire which all T-Birds share returned to the Brockmans. Namely, that desire for international careers. Oddly enough, the more successful the commodity business became, the less likely the possibility for international careers became. Desiring not to be locked into



Leonard and Demetra Brockman

the regional situation, they looked to broader alternatives.

In April of 1978, Len joined the American Soybean Association (ASA) as program coordinator for market development. The ASA was building its new world headquarters office in St. Louis, but Len would have to work in Iowa for six months until its completion. Demetra settled into the new apartment in St. Louis, anxious to continue her career as well. According to Len, they quickly learned to appreciate Fridays as he could only return to St. Louis every other weekend. With the separation behind them, both feel that it was well worth it.

The American Soybean Association is considered by many to be one of the best trade associations, with offices in Taipei, Tokyo, Brussels, Paris, Hamburg, Vienna, Madrid and Mexico City. Len's job as a market coordinator is to help develop marketing activities for each region and requires traveling to the various offices. These market development activities are designed to increase the sale of U.S. soybeans, soybean oil and soybean meal.

A combination of fortunate timing, experience, and a T-Bird background helped Demetra secure the position of commodity sales coordinator for A.G. Edwards & Sons. She travels to offices in 135 cities throughout the U.S. conducting seminars on the futures markets. Both speculators and commercial hedgers make up the "players" in the futures markets, so she has to be knowledgeable in many areas.

The position of each of the Brockman's requires considerable travel, but both enjoy it and eagerly share their latest adventures. Their equally successful and ambitious careers are quite compatible — with only one problem on the horizon. What will happen should ASA offer Len an overseas assignment? Can Demetra afford to end a promising career? Len quickly adds that this is where the T-Bird training is helpful and quotes Mr. Earl Culp saying "remain flexible, don't cross bridges until you come to them." With that advice in mind, the couple plans to continue pursuing each career vigorously.

Len and Demetra fondly refer to their year at American Graduate School as their "T-Bird Adventure" and consider it a major turning point in their lives. When asked if they would do it all over again, Len enthusiastically answers "yes, without hesitation or reservation." The Brockmans remain active in alumni efforts, having recently hosted the St. Louis area gathering of T-Birds.

Future plans? The continued pursuit of exciting and challenging opportunities within the grain and brokerage industries lies on the horizon for the Brockmans. After all, T-Birds in tandem are doubly dynamic.

Brussels based concern reflects professionalism

Michael A. Johnson

(Editor's note: American Graduate School of International Management is affiliated with the American Management Associations. Because of our mutual belief in professionalism of management, we requested a background piece on their Management Centre Europe (MCE). Michael A. Johnson is the corporate affairs director at MCE. Differences in spelling of certain words reflect our desire to maintain the integrity of our correspondent's European style.)

BRUSSELS — Management Centre Europe (MCE), founded in 1961, is the European headquarters of the American Management Associations (AMA), International, and the largest international management organisation in Europe today.

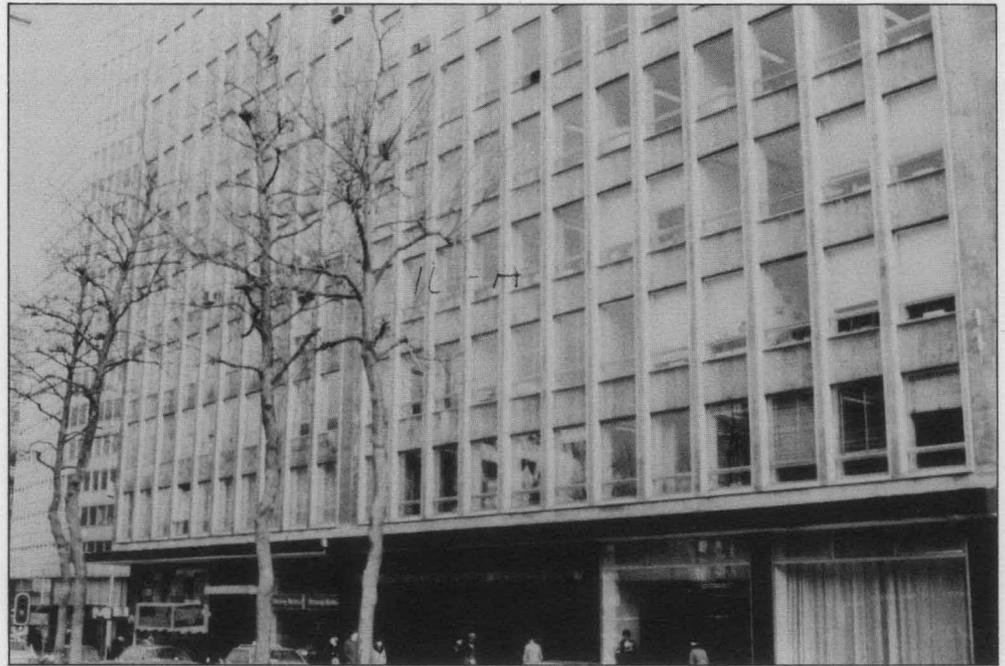
Alone amongst the operational centres of the global organisations, MCE is a truly international centre. Located in Brussels since its conception, its activities cover the whole of Europe and Scandinavia, giving it a unique role amongst management organisations in Europe. This "uniqueness" is based on three major elements of MCE's operating philosophy.

First, it is very much a Centre, a meeting place for managers from all over Europe and beyond to come together, learn and share experiences in a completely international, yet neutral, environment. The Centre's staff reflects this internationalism; there are currently 14 different nationalities working in MCE.

Second, Management Centre Europe, in common with the AMA, is a totally self-financing, not-for-profit organisation that receives no aid — financial or otherwise — from any outside source. MCE has no political or sectarian views and promotes no beliefs or doctrines, except professionalism of management.

In this lies MCE's independence; an independence that very few organisations, national or international, can claim. It means that MCE exists as an unbiased organization purely to raise the quality of management, to make available the latest management techniques and to help management adapt to changing environments.

Third, it has no permanent faculty of



Management Centre Europe's headquarters in Brussels.

professional management education staff. All speakers are drawn from the world of business, and in this way MCE has available a huge reservoir of experience in the business world. Because of this MCE programmes are not overly theoretical, but based on the practical up-to-date experiences of practicing managers.

Alone, each of these points would be admirable, together they provide MCE with a unique style in Europe that is shared with participants as a special experience in management development.

The international environment, the independence as a self-funding organisation, and the practical experience of the working managers that make up the faculty, create an organisation that is different from other management development groups in Europe.

The majority of managers who come to MCE for management development programmes are aware of the international flavour of our meetings — and in fact they come for this. It would be simple for a manager to stay in his home country — apart from certain geographical exceptions — and attend a very similar programme; but he would not get the exposure to the international environment, or perhaps

the emphasis on practical experience.

It is normal for a programme with 20 participants to have as many as eight or nine different nationalities and, as the world gets smaller and Europe's nations come closer together, this additional experience is invaluable in the development of today's and tomorrow's manager.

In addition, many of MCE's programmes are aimed at the practical side as they involve participation for the people on the programme. This sharing of experiences by participants of different nationalities and culture, from large and small companies, creates an especially significant exchange of ideas and techniques.

A fourth point that makes MCE different from many of its competitors around Europe is the depth and diversification of its work and the flexibility that comes from its independent status.

Perhaps the success of Management Centre Europe is that it has the best of both worlds. It is neither a management development group founded by government or industry, nor a private enterprise undertaking.

The fact that it has no message or philosophy, except the belief in the professionalism of management, is the secret of its international success.

Update

Class of '48

Robert L. Bean is director of the World Trade Division of the Chicago Association of Commerce and Industry.

Class of '49

William R. Henry is currently a corporate personnel officer with 1st Alabama Bank, in Montgomery, Alabama. **Walter and Phyllis Leonard** have recently published two books, Walter's first book, "1001 Tips", and Phyllis's third novel, "Warrior's Woman".

Class of '50

James Clarke is a vice president with Dixie National Bank in Miami, Florida. Living in Chicago, **Fred Parmentier**, is vice president for an insurance company, Great Lakes Agency, in Chicago. Living in Portland, Oregon, **Calvin L. Van Pelt** works for Floating Point Systems, Inc., as manager of international operations. **Frederick D. Voorhees** is president of Special Interests Tours, Inc., in Bellevue, Washington.

Class of '51

Carlos Borja is now with Interamerican Development Bank representing Guatemala. **Frederick Jeroy** is now residing in Iran and is employed with Industrial Development & Services Company, Ltd.

Class of '52

California Equipment Company now has **Graham Mehaffey** as their director of marketing. **John R. Greenaway** is currently employed by the First National Bank of South Carolina. **John Hays** is now an Arizona State Representative from the Yarnell district. **Toby R. Madison** is now employed with Barnes-Hind Pharmaceuticals as international area manager. He was recently shot in an uprising in Guatemala while on business and suffered a collapsed lung. Mr. Madison has since recovered.

Class of '53

Angel Navarro and his wife, Nubia, were up visiting from Nicaragua, where he is manager of the Banco Nicaraguense. **Robert Stimson** is vice president of cargo and mail for Air Sunshine in Key West, Florida.

Class of '54

Vernon D. Beard is now employed by S.J. Pounder, a real estate company in Portland. **Gail Roy Fraties**, attorney and counselor at law, in Anchorage, Alaska, recently had an article on cross examinations published in the January issue of "The Alaska Bar Rag". Mr. Fraties also has a home in Kailua, Hawaii, where he spends a good deal of his time spearfishing, diving for lobster and drinking sake. **James M. Davis** has been elected vice president of AFIA Worldwide Insurance. He will be responsible for strategic planning at AFIA's world headquarters in Wayne, New Jersey.

Class of '55

A.G. Edwards & Sons, Inc., St. Louis based security firm, has expanded its corporate finance department with the addition of **Billy F. Martin**, who has joined the firm as director of utility finance, a new position. **Robert A. Warren** is currently with Warren Associates International Inc., in La Jolla, California. Director of the financial institutions division of the State of New Mexico, is **Arthur L. Ortiz**.

Class of '56

Living in Bogota, **Lee R. Prior**, is working with Icollantas, a subsidiary of B.F. Goodrich. **Diane Connelly**, former director of alumni relations, is currently with Tom Fannin Realtors in Phoenix. **Warren Stelmiller** is a systems accountant at the Pacific Missile Test Center in California.

Class of '57

Robert Bonham is working for MONY, in San Juan, Puerto Rico. **Ted O. Clare** was elected vice president of international operations for American Motors Corporation. **Jerome E. Firsky** has founded his own company, Firbeck Inc., which represents 25 manufacturers of school and office supplies in the U.S. to customers in Puerto Rico, Virgin Islands, and Netherland Antilles. **John D. Gilbert** is now president of Breneman, Inc., one of the nation's leading manufacturers of window shades. Since June 1978, **L. Shippen Luquer Jr.**, has been working at Centro Factoring S.P.A. of Florence, Italy, as director of their international sector. **Thomas A. Munns** and his family are living in Bogota, where he is general sales manager for Esachem de Colombia, S.A., a subsidiary of National Chemsearch Corporation. **David B. Ryan** is now employed with E.F. Hutton & Company in Modesto, California. **Charles Sexauer** is employed with Bona, S.A. in Costa Rica.

Class of '58

Ivan Culbertson Jr., has assumed the position of president and chief executive officer of Baer American Banking Corporation, based in New York. **James S. Dahlstrom** is president of Super Servicio in San Jose, Costa Rica. Senior vice president of marketing for Chemicals Exchange is **Michael F. Kendall**.

Class of '59

Dan Schell is presently with Ball Agriculture Corporation, in Boulder, Colorado.

Class of '60

Howard Hall has been transferred by Bank of America to San Francisco after six years in Hong Kong. His new assignment is in business development for employee benefit plans and trusts. **Robert F. Kidney** is living in Singapore where he works for Kodak. Transferred to South Africa, **Wallace F. Life**



John D. Gilbert '57



G. Mackie Cornwall '62

has been promoted to vice president and managing director of Goodyear-South Africa. **Carl W. Ludvik** is now employed as senior operations officer with World Bank.

Class of '61

Tom Sheehan has been transferred to Michigan from Hong Kong with Dow Chemical. **Avery McCarthy** is account supervisor for Latin America for B.F. Goodrich, International. **Jack R. MacCormac** has been elected resident vice president of INA International Corporation's New York office. **Ralph R. Goodrum** is an assistant vice president of Johnson & Higgins, Inc., in Minneapolis. Living in Nigeria, **Richard Dron** is regional manager for Pfizer International. **John C. Cooper** is still with Citibank and presently living in Singapore as a vice president for the bank.

Class of '62

James M. Benson is with the U.S. Department of State in Wellington, New Zealand. **R. Jay Casell**, owner of Remember the Alamo Theatre and Museum, has recovered artifacts dating back to Colonial Spanish time and the Battle and Siege of the Alamo. **Jerome N. Chaffee** is now president of Gordon Fennell Company, subsidiary of Ximco, Inc. The Mid-American Chapter of the International Advertising Association, headquartered in Chicago, has named **G. Mackie Cornwall** to a two year term as president. **Carlos Cortes** is now professor of History, chairman of Chicano studies at the University of California, Riverside. After 12 years in Europe, **Paris E. Smith**, has returned to Texas where he will be active in family owned real estate property development. He has formed his own company, Palmway Partners, Inc. **Clarence H. Yahn, Jr.** has resigned as vice president Mexican operations of the Northern Electric Company and accepted the presidency of Digita Victor in Mexico City.

Class of '63

William F. Ball has been appointed manager of materials management for the Outdoor Power Equipment Division of the J.I. Chase Company. **Webb Elkins** is now employed with Wilson Food Corp., based in Oklahoma City. **Tor D. Folkedal** is now a senior vice president with Crocker Bank. **Stephen A. Imredy** has joined Manufacturing Data Systems, Inc. as its international subsidiary-MDSI in Ann Arbor, Michigan. **John Parker** is independently employed in an export business and does writing on the side in Houston, Texas.

Class of '64

After five years with Boyle Midway Division as an area manager, **Peter de Vries** has joined William H. Clark Associates as a partner in the New York office. **Michael Z. Fruewirth** has been named manager, quality assurance of the American Bell International, Inc. **Garry Moore** has moved to San Francisco Bay area to take a new position as manager, international sales, for Foremost International. After working with Goodyear for 11 years, **Claus T. Morch**, has resigned and become a marketing director for Partner-Consulting Company, in Sweden. **Paul G. Willette III** is now owner of Badger Electronics in Lebanon, Oregon. **R.C. Witt** is employed with Union Carbide Eastern Inc., and resides in Hong Kong.

Class of '65

Richard S. Cochran is a personnel director with J. McDermott Company, and is residing in Singapore. **Robert A. Cushman** is now living in the Philippines employed by Armco-Marsteel Alloy Corporation. **Peter Dombrowski**, based in Paris, is working for Lawry's Foods, Inc., of Los Angeles, as managing director of their European operations and president of their wholly owned French subsidiary. **Charles Hardy** is now with W.H. Daum in real estate sales. **Bill Hudson** is the president of the Alamo National Bank in Texas. **Lee W. Johnson** works for Getty Refining and Marketing Company in Tulsa, Oklahoma. He is outgoing president of the Tulsa chapter of the American Marketing Association. **Du Bois Thompson** is an executive vice president with First Inter-State Bank in Junction, Vermont.

Class of '66

Richard A. Best is living in Chatham, New York where he manages his own small-scale construction business. Living in Manana, Bahrain, **Edward E. Bridges** is with Procon Middle East Inc. **Ralph W. Callahan, Jr.** was recently appointed to vice president/management supervisor for the Henderson Advertising Agency of Greenville, South Carolina. **Paul V. Ferguson, Jr.** is currently a senior vice president with Ajax International Corp., in Santa Barbara, California. **Alan L. Fredette** has been appointed vice president of marketing Breneman, Inc., one of the nation's leading manufacturers of window shades. **Johnathan R. Giddings** has recently moved to Miami, Florida, and is an assistant treasurer for Exxo Inter-America. **John A. Schantz** finds Buenos Aires delightful where he is working for Bank of America.

Class of '67

Gary S. Ambrose is now employed as executive director of Church World Service in Oakland, California. President of Robco International, in Oak Park, Illinois is **Robert F. Begani**. **David D. Carpita** has been promoted to vice president of the Bank of California, international department, in the Seattle main office. Recently, **John G. Fenimore** has moved from Santiago, Chile, and is presently with Eastman Kodak Company in New York. **Gary B. Hawk** is now employed by City National Bank of Detroit as a vice president in charge of the Asian region. **Tom E. Holmquist** is a management recruiter for A.J. Larsen and Associates. **Richard E. Ragsdale** is assistant treasurer and director of treasury operations

for Hospital Affiliates International, Inc., in Nashville, Tennessee. **Gilbert Morales** is working for C.S. Johnson Company in Miami, in charge of marketing in Latin America. **William H. Strong** is currently a vice president with Teledyne International Marketing, in Los Angeles, California. **Harold N. Tune** is now with Textron, Inc., as their director of trade development for the Middle East.

Class of '68

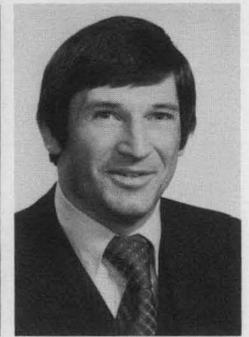
Anthony Aires has been unemployed since April 1977 and is busy traveling and playing rugby. He is also involved in Lifespring personal development and awareness training in a voluntary capacity. **Ronald T. Alonzo** is currently with the Kohler Company as an international manager/field sales in Wisconsin. **John G. Cullen** is vice president of National Chemsearch in Irving, Texas. **William C. Demmin** is presently living in Venezuela and is an assistant vice president with Bank of America. **John J. Dowd** has just transferred from Panama to Santiago where he is general manager of Foto Interamericana de Chile. **Carl L. Georgeson** is an administrative assistant of Asia & Africa operations of Phelps Dodge Corporation in New York. **Stephen E. Hall** has formed his own company with **Don Ogle**, ('61) in Portland, Oregon, aptly named Hall and Ogle Development and Supply Corporation. **Leland W. Miles** is presently self-employed in Columbia, South America, developing ranch land. **William B. Nurre** of Barrington, has been named division administrator in the international banking group, Harris Bank, Chicago. Naturally Vitamin Supplements, Inc., has announced the appointment of **Salam M. Salam** as director of Naturally's international marketing department. **Don Spongberg** is now living in Minneapolis where he works for White Weld, a local brokerage firm. **Al Vosylus** is director of marketing services in the international division of McGraw-Edison Company. **Timothy C. Walker** is now director of order and inventory management in the international marketing services division of NCR Corporation in Dayton.

Class of '69

Recruiting here on campus for Manufacturers Hanover was **James Brokker**, who is vice president of corporate banking Europe. A representative for Marine Midland Bank in Tehran, Iran, is **Roger B. Brown**. **Michael J. Crouse** has been transferred to the Frankfurt, Germany branch of the National Bank of Detroit, where he assumed the position of senior loan officer. **Christian H. Demaret** has been promoted to reinsurance manager of the Compagnie Nouvelle d'Assurances, a daughter company of INA. **Francisco R. Diaz** now owns his own business, Le Mans Rentals, a used car rental company. The degree of Doctor of Chiropractic was conferred upon **James F. Dorobiala** by the Los Angeles College of Chiropractic in December of 1978. Back in Phoenix, **William P. Eubank** is with the David Land Association, a real estate and investment firm. **Dick Gardiner** is currently with Wilson Food Corporation in Edmund, Oklahoma. **Frank Giambattista** is now president of Gamby Distributing Company, Inc., in Harrisburg, Virginia. **Charles S. Hazen, Jr.**, is an executive recruiter



Alan L. Fredette '66

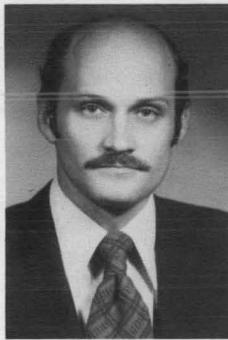
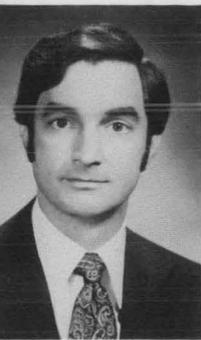


David D. Carpita '67

specializing in banking with Dunhill of Edmonds, Inc., in Washington. **Thomas E. Hoover** is working for Walt Sweet Associates Advertising in Phoenix. **Gary Johns** is currently assistant vice president for American Express International Banking Corporation in Calcutta, India. Formerly with the Norwegian Oil Corporation, **Richard A. Koehler** has now joined Burbank International Corporation Far East Operations in Kuala Lumpur, Malaysia as a managing director. Employed by Union Carbide, is **Robert L. Liscomb**.

Class of '70

Robert S. Ballantyne is working with Traction, Inc., which has developed a new tractor, "The Quadtractor". **James B. Behan** is a sales engineer with Dracon, a Farinon Company. **Robert A. Capwell** has been appointed as manager of Bank of America in Lima, Peru. **Larry Cheek** is now employed with Lockheed-Georgia as sales representative for Mexico, Central America, and Caribbean. **Oscar Cucurullo II**, is currently with Citibank, in Puerto Rico. **Richard Decker** is now vice president of the national division at the United California Bank. **Max Dickman** has assumed the position of sales manager of Firestone del Chile. **Gregory L. Ford** is a project manager with Alameda-Contra Costa Transit District in California. **John Grossenbacher** formerly ocean marine manager at the Philadelphia branch of Fireman's Fund Insurance Companies, now has been named manager of ocean marine operations in Texas. He will be located at the Houston office. **C. Norman Hansen** is now a representative with Marine Midland Bank in Frankfurt. Otis Elevator Company has **Shoza Imamura** as manager in Tokyo. **C. Robert Jones** is employed as agricultural territory manager-Central America, for John Deere Intercontinental, in Costa Rica. **E. Lawrence Kerin** has been named vice president of international operations at Binney & Smith, Inc. **James C. Kuhn** is employed with Omega Optical Company in Texas. **Joseph M. Mack** has accepted a position with Peat, Marwick, Mitchell and Company, in Brazil. Since leaving Thunderbird he has gotten married and now has a son, Daniel Cornelius. **Tom Mansfield** is now a national sales manager with Medical Device Laboratories, a subsidiary of C.R. Bard Inc., in Costa Mesa, California. **Charles Miller** is working at United California Bank. Working as executive director for Metropolitan Houston Development Center is **Frederick A. Montano**. **John Muncy** is a manager of the Bank of California Branch, in Makati,



Lawrence Kerin '70 Georgia Naughtman '70 Donald P. Carson '72 Jerald L. Dyson '72 Craig Stevenson '72 Forest C. Meade, Jr. '72 Terry L. Marable '72

Philippines. **Georgia J. Nachtman** is an account executive with Glenn, Bozell & Jacobs in Dallas. She is working on business and aviation development for Latin America, Europe and Asia. In April, **Alexander E. Naughton (Sandy)**, accepted an assignment with Manufacturers Hanover to go to Los Angeles to assume the position of senior vice president. **Douglas Reymore** is working with Johnson & Johnson as a marketing manager in Puerto Rico. Living in Florida, **James C. Schwartz** is employed by Fabritek Inc., who makes disposable surgical gowns and sportswear. **K. Ronald Shafer** is area manager of technical marketing with Union Carbide Eastern, Inc. He is responsible for the area from Korea to Pakistan and south to Australia and New Zealand. **Dwan L. Shipley** is a teacher, working in Arvada, Colorado. **Gary C. Walter** is presently living in Singapore, and is a territory manager with John Deere Intercontinental Ltd. **Thomas A. Waters** is now working for Metro Equipment as a sales manager, in Sunnyvale, California. **George Wenz** has returned from West Germany and is now residing in Plano, Texas. He is currently employed with American Greetings.

Class of '71

Murray C. Bilby is now employed with French Related Industries in Pittsburgh. **Brian Derby** is now an administrative accounting manager with Louisiana Pacific Corporation, in Texas. **Hugh Gibney** works in the international division of Needham, Harper & Steers, Inc. **John E. Hamilton** is a regional sales manager with Allied Van Lines in San Francisco, California. **William Killeen** is now employed with Paper Corp. of U.S. in New York City. **John Latham** has taken a new position with the Canadian Government as regional director, Department of Industry, Trade and Commerce. Liquid Paper Corp. has **David Milton** as communications manager. **Cristobal R. Orozco** is a general services officer with The Department of State in Washington, D.C. The Long Realty Company has announced the association of **Shiraz F. Peera** with its Golflinks Office in Tucson, Arizona. Forest E. Olson Inc. has announced **Robert J. Richter** as a new sales representative. **Robert Scholle**, assistant vice-president of the American Express International Banking Corporation, New York, is among a select group of mid-career executives chosen to participate in the President's Executive Interchange Program. **Kieth Thompson** is now living in Saudi Arabia and working for a Geneva based company, ICIE. UCLA has hired **Donald Trotter** as

assistant chancellor in alumni development. **Chester T. Zukowski** is currently with Schering del Caribe, in Puerto Rico.

Class of '72

Working as operations officer in the Pacific Islands Division of the Bank of Hawaii is **Robert W. Abraham**. **Edward C. Auble** is now in Tehran as regional personal accident manager for Iran America International Insurance Company, an affiliate company of American International Group. **Bruce D. Blankenship** has joined his family's company, Blandership Developments, Inc., in Lubbock, Texas. **Donald P. Carson** has been elected assistant vice president in the International Banking Department at Wachovia Bank and Trust Company in Winston-Salem, N.C. **Alfredo Coldmer** is now with Colmer & Suarez Inc. in Santurce, Puerto Rico. **Johanes C. Combee** has been appointed treasury manager for Monsanto, in Germany. **Gregory W. Duffin** has been appointed general manager for Bahamas and Bermuda, with AFIA-World Wide Insurance. **Jerald L. Dyson** has been elected vice president of Benton & Bowles Inc., in New York. **James W. Echle** is the Asian marketing director for Salsbury International Inc., and is residing in Singapore. **Charles G. Freeman** is now employed with Saudi Morgan Equipment in San Francisco. **Philip R. Hanson** is assistant director of the Peace Corps in Rabat. Living in London, **Jack Hurlbut** is employed by Hughes Tool Company, Ltd. **Sverre F. Koxvold** is now employed as assistant European treasurer for Memorex Corporation in the United Kingdom. **Richard J. Maddock** is account supervisor with McKonald & Little Advertising in Georgia. **Stephen H. Mahood** is employed with the Cambridge Office Supply Company, in Cambridge, Maryland. **Terry L. Marable**, who serves in B.F. Goodrich Chemical Division's international department in Cleveland as representative for Latin America, has been named to the B.F. Goodrich Winners Circle Honor Society for 1978. **Thomas M. McCoy** has formed an international trade corporation known as "Leecoy International Inc." The firm based in St. Louis, Missouri, provides trade representation for Midwestern manufacturers in the Far East. **Forest C. Meade, Jr.** has joined the New York office of Russell Reynolds Associates, Inc. as an associate. **David B. Naylor** was recently promoted to general manager of Far East operations with Kendall International in Boston. The Board of Directors at Ogilvy & Mather, Inc. has elected **G. Kelly O'Dea** a vice president of the company. **John and Stephanie Prudden** now

live in Minnesota where he works for Data 100 Corp. **Charles G. Rudolf** now has a new job as director of international marketing with Gentex Corporation in Carbondale, Pennsylvania. **Craig Stevenson** is now employed with NCNB Corporation in Charlotte, North Carolina. Gary Woods is an investment banker in New York City for Donald Sheldon Government Securities, while his wife is one of the editors for "Reader's Digest Condensed Books."

Class of '73

J.E. Adams is being transferred to Saudi Arabia with Flour-Thyssen. **Bojorn H. Alven** is currently in Sweden, employed with The European Division of Albany International, as a product manager, in charge of world wide sales for Bolltex Sport Surfaces. **Randall E. Beaty** is currently employed as a manager of finance, highway division, with Rockwell International Corp., in Troy, Michigan. **Charles Betz** is now employed with Bank of America as an assistant vice president. **John Crawford** is manager of export sales for Norton Company Safety Products in Worcester, Massachusetts. **George T. DeBakey** is now in Egypt as an area market development manager for Rockwell International. Returning from Rio de Janeiro, after 26 months as area sales manager with Bethlehem Steel Corp., **Ernest Escobedo** has recently joined Slaughter Industries Inc., in Dallas, Texas to head up their international division. **Holland Evans** is presently a manager of international marketing services with Hydriil Company, in Texas. **Michael Fenollosa** is a foreign exchange trader with Bankers Trust Company in New York. Living in Tokyo, **David L. Foster** is project manager for Gillette Inc. **Robert A. Griffin** has joined GTE Sylvania Technical System's Pacific division, as its program administrator. The division is involved with technology and managerial skills transfer to various middle Eastern customers. **Glenn E. Hamilton** is now employed with Bush Hog International, a subsidiary of Allied Products, as marketing manager for the Caribbean and Venezuela. **James E. Hansen** is vice president with Citizens Fidelity Bank. **Thomas L. Harvey** is now employed with Truss-Com in North Highlands, California. **James A. Henderson** is now marketing manager of Asia for the Liquid Paper Corp., in Irving, Texas. **Ernest L. Kangas** has been promoted to western regional manager with FCIA, in Los Angeles. **Allyn Keiser** is working with First National Bank of Louisville. **J. Lee Lamprecht** is employed with Cleveland Trust Company in the international division. **C. Ted McArthur** is

now comptroller of the currency in Dallas for the U.S. Department of Treasury. **Randy Miller** has been promoted to second vice president with Continental Bank in Chicago. **Gary R. Olson** and his family are living in Paris where he is a second vice president of Chase Manhattan Bank. **Ron Pfafflin** is with Phoenix Pacific, Inc., in Honolulu. **Laurence L. Prince** has moved from International Harvester's corporate headquarters in Chicago, to England, and is now working as a pricing manager for Europe and Middle East. Living in San Francisco, **Marc E. Prum** is a sales representative for Xerox Corporation. **Carlos Recio** is a manager and partner with Ramit Company. Ashland Chemical Company has **George Richter** as an area salesman for South America. **Robert L. Thompson** has been transferred to Caracas with Waukesha Engine Division of Dresser Industries, as their area manager of South America/Caribbean. Devro, Inc., has promoted Robert P. Vosburgh to export manager based at the headquarters in Somerville, New Jersey. **Hal T. Walker** is now with Ralph M. Parsons Inc., as an assistant traffic manager. **John D. Willyard** was recently promoted to manager at the Milwaukee branch of FCIA, responsible for the upper mid-west region extending from the Dakotas to Michigan. **Hoyet Wilson** is an assistant professor at Sul Ross State University in Alpine, Texas, where he is in the later stages of his doctoral dissertation and has passed the examination for a C.M.A. North Carolina National Bank has promoted **Thomas C. Wong, Jr.**, to assistant vice president. **Nobukazu Yamaguchi** is product manager in the planning department for the Lion Dentrifrice Co., Ltd., in Tokyo, Japan.

Class of '74

Doug Arnold has joined Ketchum, MasLeod & Grove, Pittsburgh, as an advertising account manager. He was most recently with Meldrum & Fewsmith Advertising, Inc., Cleveland. **Jay H. Bielert** is now senior international auditor with General Tire & Rubber Company. **Robert C. Brady** ('74) and **Cindy Cotton** ('74) were married August 23, 1975. Bob is employed as a sales representative for P.P.G. Industries, while Cindy works for Federal-Mogul Corporation, as a market analyst. **Tim Burleigh** is working with Conti-Commodity in Denver. **A. William Charlton** is assuming a position of assistant representative in Bogota, Colombia with Chemical Bank. Alan Kahaney of The Lens Man, San Diego, California, has announced the appointment of **James Christie** to the position of marketing director, world wide operations. **Pascal A. Cornille** is the president of S.S.D. Glass Inc., in New York. **Roger Cunningham** is vice president of Capella Corp., in Houston, Texas. **Edward L. Downs, Jr.**, has received a juris doctor degree from Western State University College of Law of San Diego. **Carl R. Duisberg** is working with Centro de Estudos Do Comercio Exterior in Rio de Janeiro. **Jim Ferrara** has been transferred to Singapore from Hong Kong with Caterpillar. **Steve Gramps** has been named vice president at Benton & Bowles Inc., in New York. **Charles Gratham** is currently with Northern Trust Company as a vice president/international, in Chicago. **David W. Hayman** is the head of the business department at the Tokyo Institute of the English Language in Japan. After four years of marketing mini-computer systems for

Burroughs Corp., **Ralph Johnson** has resigned to accept the position of international trade specialist with Versatec Inc., a subsidiary of Xerox Corporation, based in California. **Sidney W. Johnston** has been named market planning manager of the Wellhead Equipment Division of FMC Corporation. Currently in New York City with Lloyds Bank International Limited is **Nancy J. Jones** as an executive officer. **Katsuhiko Kamigohri** is now project director with Dentsu Inc., in Tokyo. **Robert L. Keating** is now with NCR Corp., in San Juan, Puerto Rico. **Lawrence P. Keeler** was promoted to assistant secretary for the Scandinavian corporate banking group of Manufacturers Hanover Trust Company. **Sung Ki Kim** is manager in the trade planning department of Kumho & Company, Inc., in Seoul, Korea. **Susan T. Lentz** is employed as an international marketing assistant with Global Navigation, Inc., in Torrance, California. **Michael R. Litton** is currently living in Amman, Jordan and will be traveling the Mid East area. He is employed with Woodward & Dickerson. **Jack Massimino** is now employed with Family Health Plan in Salt Lake City. **Donald Mikes** is employed with Allergan Pharmaceutical as manager of international distribution. **Gary E. Payne** is working as executive vice president of Laredo Chamber of Commerce. **Jerry L. Payne** is working with St. Paul Fire and Marine Insurance Company. **Richard W. Purnell** has joined BancOhio/Ohio National Bank as international lending officer. **Dean A. Scherbel** is now employed with Parker Hannifin in Cleveland. **C. Patricio Seidel** is self-employed while living in Argentina. **Livio Silvestri** is now employed with Levi Strauss Company in San Francisco. **Joseph R. Terrazas** now owns an import company, Terrazas International, Inc. **Katsuyoshi Wada** is employed with A.T. Kearney International Inc., in Tokyo. **George Wehmann's** current position at American Management Associations is marketing media buyer in the Center for Management Development. **Mark E. Weiner** has been appointed vice president/domestic for Kree International, in New York. He continues to oversee U.S. and Canadian operations. Currently working as an investment officer with Private Investment Company in Tokyo is **Kendall A. Whitney**.

Class of '75

Smith Kline & French Laboratories has transferred **Jose de Jesus Bonilla Lopez** to Caracas as market planning manager. **Leonard and Demetra Brockman** are living in St. Louis where he is marketing-program coordinator for American Soybean Association and she is marketing coordinator for A.G. Edwards & Sons. **Roberto Bumagny** is now a marketing manager for Sony Corporation in Brazil. **Jorge Cevallos-Bowen** has joined the international division of the Royal Trust Bank of Miami, N.A. The international development department of Wicks Corporation has hired **Annie Chan** as project manager. **Keith Cromley** is now employed with Atlanticago, a division of Strachan Shipping Company, based in New Orleans. **Robert B. Cummings** is presently a marketing manager-Latin America, Africa & Mid East, with the Pako Corp., located in Minnesota. **Russell H. Davis** is now a parts, sales and service representative with

Caterpillar Tractor Company. He will be based in San Diego. **Larry Deckerhoff** is corporate marketing manager for electrical products and distribution subsidiaries with Beldon Corp., in Geneva, Illinois. **Dale C. Denkensohn** is general sales manager for TADCO in Corona del Mar, California. Now living in the Netherlands, working for Morrison-Knudson is **Richard Dressler**. **David S. Ferguson**, living in Mission Viejo, California, is a business development representative, international, for Bechtel Corporation. **Giovanni Gangone** is employed with Equipamentos Industriais, S.A. in Curitiba, Brazil. **Rocco P. Gattuso** is now employed with Raychen Corporation as an import specialist, in Menlo Park, California. **Simon Hakim** has moved to Israel and is self-employed in an export/import business and also is an advisor to an American bank. **Bruce W. Harris** is presently with the Harris Corporation in the international program division based in Melbourne, Florida. **Mark F. Hasbany** is working as manager of Kuwait Pacific Finance in Hong Kong. **Susan Hecker** is working as a commodity broker with Paine, Webber, Jackson & Curtis in Denver, Colorado. Jambor Tool & Stamp Company has **Carlos Herrera** as international marketing manager in Milwaukee. AFIA in Hong Kong has promoted **James P. Hildebrandt** to assistant manager of Hong Kong, Taiwan and Macao. **John and Kay Hoffman** own their own business, Timberline Systems, in Phoenix. Presently working for the Nestle Company in Missouri, as a sales representative, is **David R. Hostler**. **Hans Jany** works in cost control of the international department of Owens-Corning Fiberglass in Aiken, South Carolina. **Darryl Jenkins** is employed with Trade Specialists International, Ltd., in Phoenix. **Kevin Jensen** is a partner of Wooden Hutch Furniture located in Sandy, Oregon. **Scott J. Johnson** is currently sales representative in the building service and cleaning products division of 3M Company. Scott is based in Phoenix. Presently employed with Alternate Energy, Inc., is **John A. Kondas**, a general manager in Plymouth, Massachusetts. **Chris Kuhner** is working for Connecticut Bank & Trust in Hartford in their municipal bond trading department. **Bruce LaMarche** is now employed with Continental Grain Co., in St. Louis. Purchasing manager for Poclair do Brasil, wholly owned by J.I. Chase Company is **Richard Lohman**. Agrico Chemical Company has **James P. MacFarlane** as international marketing representative in Tulsa, Oklahoma. **Jim Magarrell** is now in Scottsdale, Arizona working for New York Life. **Rashida Mamujee** is in Kenya working with M/S Mamujee Brother Limited. Hartness International is **Bernard McPheely's** new employer. **William F. Rasletter** is working as a program assistant with Catholic Relief Services. He will be working with nutrition education programs and agricultural self-help projects. **Michel H. Rittenberg** has recently moved to Memphis, where he joined Pillsbury Company as a merchandiser in the Cottonseed products operations feed-ingredient division. **James S. Rogers** has been recently promoted to a director of marketing and credit with Citibank, and is residing in Liberville, Gabon. **Jean G. Romain** is living in London working with Royal Bank of Canada. **Carlos Roncal** was on special assignment in Sao Paulo, Brazil for two months. While there he met with **Ricardo**

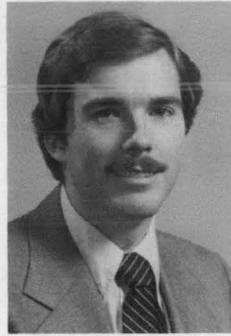
Pedduzi ('75) and **Philippe Deymes** ('75). **Mark A. Russell** is currently employed with Arthur Anderson & Company as a senior consultant. **Henry Rutledge** is a teacher in the Woodland Jt. Unified Schools, in California. **Thomas F. Schields** is still with Avery Label division of Avery International near Los Angeles, as assistant product manager. **Jeffery Slocum** has joined the development office staff at Carlton College as the director of annual giving, in Northfield, Minnesota. **William F. Smith** is being transferred to Saudi Arabia with Stewart & Stevenson. **Stephen L. Smothers** recently resigned from Olin Chemicals International to join trading operations at HCL's Houston office. **Thomas Straight** is an auditor with General Mills in Minneapolis. **David W. Swanson** is currently export manager for Elder Pharmaceuticals in Ohio. **Carol Thoele** is now employed with Abbott Laboratories. **Douglas E. Thompson III** has been promoted to sales representative for West Vaco's international sales division in Canada. **Phil Thorne** has left the Republic National Bank of Dallas and has joined the Banque de L'Indochine et de Suez. He is the bank's representative in Houston, Texas. **Roger Tittley** has recently been appointed international officer with the First Pennsylvania Bank N.A. **Robert Van Valer** is now assistant manager of contracts with Roscoe Moss Company. **J. Jorge Verduzco** is with Esperanca in Brazil as the executive director for Brazil. **Kenneth L. Whitehead** is currently general manager and owner of California International Import & Export Company. **Edward T. Wiese** is now employed with Coppel Inc., in Long Beach, California. **Deborah Gaylord Woodall** is enjoying her life in Hawaii where she is a Naval officer working at CINCPAC (Commander-in-Chief Pacific) as a computer systems analyst. Johns Manville Corp., employed **Thomas D. Yates** as manager of international cash and investments division. **Cynthia A. Young** has accepted a position with John Deere Company in Portland as a marketing representative.

Class of '76

Walter T. Atkinson has been named manager of Cessna Aircraft Company's Great Plains Multi-Engine Wholesale Zone, headquartered in Wichita. As head of Cessna's Conquest Marketing program during the past year, Atkinson is credited with assisting in developing a strong competitive position for the Conquest in the turboprop marketplace. **Cynthia J. Burgstaller** is presently working at the Pentagon as an economist with the U.S. Army Element's geographic education and analysis group. **Paulo Canton, Jr.** is an engineer with Thermxchanger, Inc. **Joseph E. "Butch" Cochran** is senior vice president of Provident Holding Corp., in Phoenix, Arizona, where he is making a film on "Esperansa." Working as assistant representative to Brazil for United California Bank is **Leanne H. Collett**. **Bruce Cornelio** has been transferred to the Philippines with Bank of America. **Bruce Crumley** is employed with FMC Corp. Bruce and his new wife, **Marcia Shelton** are being transferred to Caracas, Venezuela. **Hassan Dana** (M77) and **Jill Ann Henning** (A76) work together at their own company, Dana-Jaber Enterprises, Inc. **Richard Decker** is currently employed as a commercial loan



Steve Gramps '74



Richard W. Purnell '74



Annie Chan '75

officer with Great Western Bank, in Phoenix, Arizona. **Robert C. English** is now with First National Bank of Chicago based in Panama. **Carol A. Ewing** is finding that the feed and grain industry is very fascinating, as she works in customer service with Central Soya in Ft. Worth, Texas. **William C. Fierro** has been promoted to comptroller with Owens-Illinois and will be living in Venezuela. **Charles Gracia** has been named loan officer in the Saudi Fund For Development, based in Riyadh, Saudi Arabia. **Greg Grimshaw** is an internal auditor with Rockwell Int'l. based in Dallas. **K. Das Gupta** was recently in Frankfurt to open a branch office of Star of India Fashions, Inc. **Lynette Guzzino** has been promoted to account executive with Grey Advertising, based in New York. **Doug Holaday** has been transferred to Brussels with American International Underwriters of America Int'l. Group. **Robert L. Hood** is now living in Vermont managing his own publications, "Vermont Business World" and "New Hampshire Business World." New York City is where **Kenneth A. Krasney** is working in the International Banking Department of Bankers Trust Co. **Christopher O. Kroos** has been appointed regional manager for Queensland with Chrysler Australia. **James O. Kusler** has been appointed to research and information assistant, by Governor Arthur A. Link, in Bismark, North Dakota. Overseas contracts administrator for Hughes Aircraft in Tucson is **Larry Lotspeich**. **Michael H. Loudon** has moved to Southern California and is now working in the International Department of Sunkist Growers, as a region manager-export. **George Marlin** is now with the Arrow Company in Los Angeles. **Meryl L. Maxwell** is employed with Smith Kline Corp., Les Laboratoires division in France. Smith, Kline & French Laboratories has **Ken McNeil** as manager of the Liaison Office for Pharmaceutical Products in Seoul, Korea. The first woman to set foot in Mexican foundries and steel plants is **Paula Messer**, brand assistant with Quaker Oats. **Maegene Nelson** is assistant manager in the International Division of Chemical Bank in New York. **Dan Pennell** is now treasurer for Adams Fence, Inc. in Phoenix. **James R. Peters** has joined a new company in Portland, Oregon, Paper Products Marketing. He is in charge of the Latin American market. Photo Corporation of America has **John Phillips** as director of international development. **Adrian V. Popescu** is employed with Daniel Construction Company International, not with Schering-Plough as previously reported. **Amanda Roberts** has been transferred to Racine, Wisconsin with Firestone Int'l. to

manage a store. **Jack E. Schall** was recently promoted to financial analyst at the Milwaukee branch of FCIA. **Myron "Mike" Schmidt** is being transferred to New York with Citicorp Industrial Credit. Regional Sales Manager for Latin America and Caribbean with Whirlpool Corp. is **Robert J. Segota**. **Louise Ure** has been promoted to account executive with Ogilvy and Mather International in New York. **Antonio Vidal** is now employed with Marti, Flores, Prieto in Puerto Rico. **Douglas** and **Mary Wong** are both in New York working with American International Group.

Class of '77

Lynn Abernathy is employed as importer-lumber and wood products with Atkins, Kroll Company Ltd. Quito, Ecuador is where **J. Patrico Aguirre** is employed with Americas International, a trade and investment corporation. **Hamad Al-Hawas** is now employed as port director general of the Port Authority in Jubail, Saudi Arabia. **Annette M. Armstrong** has been promoted to assistant district sales manager for Castle & Cook Foods in Dallas, Texas. **Susan D. Arnold** is in the management department of Paccar, Inc. **Stephen Aston** is a partner and financial manager of Aston Machinery Company. **Riad W. Aweida** is currently working with Storage Technology Corporation in Boulder, Colorado. **Joseph M. Barkson** is now living in Culver City with IBM Corporation. **Tom Beddows** is now employed with Ambassador Versand GmbH in the sales analysis division. **Dave Behrends** is now employed with Cassity Assoc., affiliate of Paramount Pictures. Rhode Island Hospital Trust National Bank has **Meredith Bell** working in the international department. **Peter L. Benziger** has been relocated with Chesebrough-Pond's to Puerto Rico as their export manager. Harkins Theatre has employed **Morton R. Berger, Jr.** as manager of one of its outlets. **Carol A. Brittan** is being transferred from New York to join the Citibank comptroller's division European/Far East travelling team. **Mark E. Broskey** is the manager in the international division for Graphi Arts Technical Foundation. **Lois R. Brown** is presently employed with Colorado International Exports Inc., as an assistant to the vice president. **Richard J. Caudle** is with Coca-Cola Foods Division in Houston as product manager. **Richard Chalk** is international product manager for Zoecon Industries in Dallas, Texas. **Ken Champagne** now owns his own company, Indian Graphics, in Phoenix. **Kim Coston** is currently working for Burlington Industries Export Company as an export manager for two product groups in

the Far East/Australia & Europe, and is residing in New York. **Paul J. David** is working with Oroweat Foods Company, a subsidiary of Continental Grain, in the Menlo Park California corporate office as a financial analyst. **Jo Anne Spatz De Vargas** is director of consumer products for Compania Comercial Roche Ltda. in Bogota. **Edward English** is now employed with Family Health Plan in Los Angeles. **Steven M. Erickson** is currently with Metropolitan Life Insurance Company in Chicago, as a group insurance and pension director. **Jerry Esterbrook** is now with Sunpak Movers in Seattle as their international marketing representative. Burroughs Corp. has hired **Cynthia J. Freda** as a senior cost analyst. Sales administrator for Data General is **Laura Freedman**. **Ted Fukudome** is presently a regional manager with Polaroid Corporation of Japan. **Linda L. Gerson** is an international licensing coordinator for the Drawing Board, Inc., in Dallas, Texas. **Barry A. Goldberg** is employed with MIL Research Inc., as a research officer, located in New York. **Asit Goswami** is a mechanical engineer with Associated Water and Air Resources Engineers, Inc. **James L. Gray** is currently employed by the First National Bank in Fort Myers, Florida in the commercial loan department as assistant credit manager. Colorado, Wyoming and New Mexico Petroleum Marketers now has **Vickie Griswell** as their political and legislative coordinator. **Lee B. Groberg** is securities agent with Michael Sanders & Company in Salt Lake City. **Deborah J. Groff** is a marketing trainee for Royal Globe Insurance in California. **Thomas G. Hackim** is now a market development specialist-international operations, with Owens-Illinois, based in Ohio. **Joseph J. Handly** is a customer service assistant for Action Marketing Inc. in Providence, Rhode Island. **Kathleen M. Hansen** is employed as a systems instructor with Levi Strauss Europe in the management information services division. **Gregory P. Harrison** is now in Hong Kong, working with Crown Pacific as a sales coordinator. **Tim Heinrich** is now internal marketing manager with Pak-Mor Manufacturing Company, in Texas. **Karen Hiner** is attending graduate school (ESAN) in Lima, Peru. Karen is the recipient of the Rotary International Fellowship. **Lewis H. Hitchcock** left his auditing position with Macy's to become an examiner for the National Association of Security Dealers, Inc., in San Francisco. Living in Chicago and employed by Leo Burnett is **Sally Ingalls**. **Sandra A. Jenkins** has accepted a position with Marine Midland Bank in New York as a management associate trainee in the national/international division. Georgia Institute of Technology in Atlanta has **Scott K. Johnson** as a lecturer in their Modern Languages Department. **Daniel A. Judd** is with EDS Corporation in Topeka, Kansas. **Betsy A. Kaduk** is an executive trainee in the finance division of Motores y Refacciones, S.A. in Mexico City. **Ricardo B. Kawas** miraculously survived a fire that destroyed his home and his father's business in October 1978, in La Ceiba, Honduras. In the tradition of a true T-Bird, business resumed operations the next day. **Dennis Keithly** is a management trainee in the international department of Purex Corporation, in Los Angeles. Citisport, Inc., has **Jonathan E. Kranz** as assistant to the

president in New York. Export correspondent for western Europe is **David Kreckman** with the Ashland Chemical Company. **Deborah Kunkel** has recently been promoted to international finance officer with Bank of America and is moving to Mexico. **Christine Lark** has accepted a position with Chikopee Mills, textile division of Johnson & Johnson. **Jill Little** is employed as corporate staffing administrator for Texas Instruments. Descente, Ltd. has **Eric M. Locke** as assistant manager in Japan. **Barbara V. Loechel** is now working with Waldner & Company as a foreign exchange clerk. **David Loechel** is at the Chicago branch of FCIA. **David H. Macaulay** is a marketing representative for IBM in Montana. **Bill Madison** is now in Miami with Aero Lectra, Inc. Employed by DHL Corporation, an international carrier service is **Mike Manion**, as a manager. International Harvester has **Frederick Mark** working in their personnel development training program. **Gary Martin** is now employed with Beech Aircraft in the international sales and service division. **Debra J. Matheney** is now with General Electric as the first management trainee in the distribution support operation, in Bridgeport, Connecticut. Previously employed with Union Bank in Los Angeles, **Robert S. McEnroe**, is now a financial analyst working for Houlihan, Lokey, Howard & Zukin Inc., based in Los Angeles. **Roland McLean** is now manager marketing training-Latin America with the Payline Group of International Harvester in Florida. **Morris Ostroff** is now with Goodyear Aerospace. **Louay Oueini** is now employed with McGraw Edison International as regional manager in Athens. **Arun Pande** is international sales director with Micro Age in Tempe, Arizona. **Francisco-Javier Perez Sanchez** is employed with the Banco de Vizaya in Spain, and training to be vice president for the Orient region. **Thomas Peterson** is director of European operations for Trade Specialists International, Ltd. **Michael Pickard** is with Catholic Relief Services in Columbia for training, not with Allied Cannery and Packers as previously reported. **Daniel R. Puchek** is working with Technomic Consultants, in Chicago, Illinois, as a consultant. **Jill Rabivov** is working as an entry clerk with the International Customs Service. **Chandan Randhawa** is presently with Osborne International, Inc., in Houston, Texas. **Cassandra Rhine** is employed as an associate account manager with the Pacific Telephone branch of Burroughs Corporation in San Francisco. Upon graduation, **Lynn Richmond** went with American Express Company in New York. **Mark Rouseau** is now working for Scientific Time Sharing in Manhattan, New York. **Deborah Schiller** was selected to receive the Alfred Knight Scholarship Award. She is currently working as a senior management aide for Cogenel, Inc., the American subsidiary of Compagnie Generale d'Electricite. NCR Corp. has **Cynthia L. Schreuder** as an account manager. **Suzzane Schutte** is employed with Avon Cosmetics de Venezuela C.A. as an international marketing/campaign planner. **James P. Scott, Jr.**, is a market analyst in the new market development division of Solar Turbines International. **David A. Seavey** is now vice president of Pizza Hut, Inc. Working as an internal auditor for Camco-Houston is **Hans Seibt**. **Randolph Senkus** works for the office of International Trade, State of Ohio as assistant to the manager for Europe. Leasing

representative with Lyon Moving & Storage Company in Los Angeles is **Alphons R.E. Smit**. **Susan Brode Stern** is a budget analyst with Joseph Magnin. **Linda Stevens** is working in the buyer training program of Macy's international division in New York. **Thomas E. Sweetser** is now employed with Metalclad Insulation Corp., in Santa Ana. John Deere has employed **Ahmet Z. Toygar** as a branch coordinator. **Jody Ulrich** is now working as assistant purchasing for Ford Aerospace & Communications in Newport Beach, California. **Lee Ure** is employed with Double Tree Hotels in their public relations department in California. **Rick Wallenbrock** is employed as a corporate bank trainee with United California Bank. **Stephen Ware** is traveling 100% of the time for Levi Strauss in the internal audit department. **Bettina Whitaker** is currently a sales manager with the Los Angeles Times. **David C. Wiesley** is working in the international division of Republic National Bank of Dallas. **Patricia C. Wilder** is now employed as a systems engineer in the general systems division of IBM in Phoenix, Arizona. Xerox Corporation has **Stephen H. Williamson** as an auditor. **Mary Wong** is employed at American Home Assurance Company of A.J.G. as an underwriter of political risk insurance. **Joseph M. Wozniak** has been promoted from chemical process industry marketing to international marketing specialist in the process control division of Honeywell in Phoenix. **Chin Wah Ying** has been named a district manager of marketing for the Far East with Clark International. He and his wife will be based in Singapore. **Joseph Yurgiewicz** is now sales coordinator of Latin American for Speicer Products with Dana World Trade Corporation.

Class of '78

Yasumichi Aoki is operations manager in Japan for Mister Donut of America, Inc. **Ross L. Bardwell** is presently employed with Burroughs as an associate account manager in San Francisco, California. **Craig E. Bentley** is the Paris representative for the Harris Bank in Chicago, Illinois. **Mark A. Benzel** is currently employed with Bucyrus-Erie as a sales representative in Pennsylvania. **Michael Byington** is an analyst for Sperry Flight Systems in Phoenix, Arizona. Upon graduation, **Darryl Cerro** went with Singer Products, an export management company in New York. **Nancy L. Clarke** is presently employed with Smith, Kline, Inc., in Philadelphia, Pennsylvania. **Victoria A. Davis** is a partner in an import store, Imports Unlimited. **J. Peter A. DeWolff** is employed with the Bank of Montreal. **Anne M. Drayton** is a material associate senior for Lockheed-California Company. **Michael J. Finnerty** is an office manager with Near Eastside Multi-Service Center, Inc., in Indiana. Fantus Company has employed **Steve Fredericks** in New Jersey. **Sergio Garcia** is currently with Burroughs, as a financial analyst, in Mexico. **Stephen B. Gasser** is now employed with ADR Ultra-sound Corp. in Tempe, Arizona as assistant director of international marketing. **Duff M. Graham** has joined Hughes Aircraft, as a contracts administrator in Los Angeles, California. **Edwin M. Green** is administrative manager in the international division of Universal Flavors International, in Indianapolis. Smith Kline Corp. has **Janet**

Haskell as a management trainee in Philadelphia. After graduation, **Hani Khouri** moved to Colorado, where he is employed by Storage Technology Corporation. Upon graduation, **Susan L. Lambeth** went with Management Planning Systems as a market analyst for Europe in Tulsa, Oklahoma. **Greig Locker** is employed with HCI Chemicals in Houston. **Pierre Martin** is now an engineer with IBM in San Jose, California. Residing in Dallas, Texas, **Timothy McKnight** is employed with the National Bank of Commerce as a trainee. **Mitchell K. McMurry** is presently employed as an international banking officer in the Latin America & Caribbean division of the Bank of Montreal. **Milind Mokashi** is with the Bank of India in Los Angeles. **George Mussenden** is now sales promotion director for fast foods with H.A. Mussenden & Associates. **Sachio Okamura** is in New York working for Mitsubishi. Memorex Corp., has **Nesim Sevi** as a financial analyst. Living in Connecticut and working for Vick Chemical is **Mike Shanahan**. Upon graduation, **Patrick J. Sinnott** accepted a position as an engineer for Ferrofluidics. **William Bryan Smith, Jr.** is now with Chemicals Exchange Int'l, Inc. in Florida. **Sandra Z. Szabo** is presently a trainee with American International Group in New York. **Hanni Von Metzger** is currently with Citibank, in the corporate division, in San Juan, Puerto Rico. **Albert Waszok** is employed in the International Insurance Underwriting Division of the American International Group.

Keyman

Walter Neverovich is with the Getz Corporation in San Francisco California, as a director of technical marketing in the Far East area. **Jack S. Beldon** has returned to the USA after 13 years abroad. He is now the assistant to the regional director-Europe, with Goodyear International Corp., based in Ohio. **Keith Erickson** is currently with Caterpillar in Hong Kong. **Carrie A. Saegart** has been transferred to Chile with Esso Eastern. **M.P. "Mitch" Kartalia** is an executive with Square D Co. in Park Ridge, Illinois.

Marriages

Meredith Bell ('77) was married to Edward S. Nowak, Jr. on October 7, 1977. **Bruce Crumley** ('76) and **Marcia Shelton** ('76) were married just in time to be transferred to Caracas, Venezuela. **Doug Holaday** ('76) and **Mary Wong** ('77) were married in New York in November 1977. **Hans W. Jany** ('75) was married to Peri Ann Taylor on September 2, 1978 in Dallas, Texas. **Andrew J. Lubin** ('75) was married to Jamie Bly on July 1, 1978. **Pierre Martin** ('78) and **Cecilia J. Lee** ('77) were married on June 3, 1978. **Peter B. Stille** ('70) and Ms. Molly Woon were married in Singapore on September 4, 1978. **Gregory B. Walker** ('75) married Pamela Nerney on the 19th of August in Aspen, Colorado. **Anne Webster** ('69) was married to Walter W. Hayden, Jr. on September 25, 1977.

Births

A girl, Stacey Christine, born to the **G.E. Adams** ('73) family on April 21, 1978. **Dallas** ('67) and Linda **Archibald** have adopted a daughter, Teresa Dawn. A son, Ronald Joseph, born November 21, 1977 to the **Ron**

Belczyk ('72) family. Twins, Dartagnan and Deborah, were born to the **Roger B. Browns** ('69) on March 6, 1977. A boy, Anthony Eugene Castle, born to **Eugene and Heidi Castle** ('71) on March 21, 1978. A son, Damien, born October 28, 1978 to **Charles and Estelle Del Porto** ('77). A son, Michael Steven born on February 26, 1978 to **William and Louise Duursma** ('74). A boy, Eugene Y. was born to Connie and **Ted Fukudos** in March of 1978. A girl, Tanya Eriko, born to the **Thomas E. Halder** ('77) family on July 18, 1978. The **Lewis H. Hitchcock** family welcomed their third son, Glen, on April 23, 1978. **Lena and George Howard** ('71) announced the birth of a little boy, Timothy on August 30, 1978 in Greece. **Annick Kerrest** ('76) and **John D. Stevenson** ('76) are proud to announce the arrival of their son, Mathieu Frederic in Puerto Rico. Malinda Ellen was born January 23, 1978 to **Estelle and Robert**

Marshall ('75) in San Diego. A new arrival of a little girl Brianna Nicole on August 28, 1978 to **Ormond and Barbara Ormsley** ('72). James Daniel was born to **Mike and Jan Ribolla** ('73) on May 9, 1978. Robert Franklin born to **Frank and Diane Suchan** ('74) on August 22, 1978. A boy, Neil James, was born on February 27, 1978 to **Dave and Patti Wallace** ('60). A daughter, Regine, was born on February 20, 1978 to **Mark E. and Bonnie Weiner**. ('74).

Deaths

George H. Kelsey ('65) died March 14, 1978 of leukemia. He had owned and operated Copy Quick Printing and Office Supplies in Billings, Montana since 1972. **Richard M. Nesbitt** has passed away. He was most recently employed with South Arizona Bank & Trust Company, in Tucson, Arizona.

¿Qué pasa?

Space restrictions make it necessary that alumni club activities be reported in the next issue of *The Thunderbird*, scheduled for June. This will allow ample room to publish a comprehensive summary of chapter gatherings, complete with photographs.

This delay does not reflect any lack of interest in chapter events. It is our desire to have room to publish chapter news and photographs that so many have provided and which are greatly appreciated.

We will also be providing coverage of The Reunion that took place during the balloon race weekend and which will serve as the model for this year's "Homecoming". Details of this festive weekend will also appear in the next issue. Scheduled to coincide with the annual Thunderbird Invitational Balloon Race and also serve as a means of having reunions for five, ten, fifteen, twenty, twenty-five and thirty year anniversaries, "Homecoming" will be a new effort of the alumni relations office.

Students involved in alumni relations

The concept of students at American Graduate School of International Management being "alumni in residence" has been developed further with the founding of the Student Alumni Advisory Council (SAAC) by Michael E. Blimes, director of alumni relations, during summer semester, 1978.

The purpose of the SAAC is to

provide a sounding board for ideas on ways of improving alumni relations services to students, as well as graduates of the Thunderbird Campus.

Students are chosen each semester on the basis of their leadership, involvement in campus activities, interest in Thunderbird and interaction with other students. A rather loosely-knit group, the SAAC meets several times a semester for a weekend "Brunch" at the home of the alumni director. A session of creative-brainstorming by the student members, representative of the entire student body, results in a more aware approach to alumni relations and open channels of communication. Naturally, the success of these endeavors is attributed, in part, to the director's fast-becoming-legendary culinary temptations. Blimes attributes much of the success in having full attendance to empty stomachs.

The members' involvement goes beyond eating and conversing. Their energies have been directed to serving as campus guides for the recent 25-year reunion festivities, student hosts at the reunion dinner, writing articles for *The Thunderbird* and keeping eyes and ears open on campus for ideas to improve the Thunderbird experience.

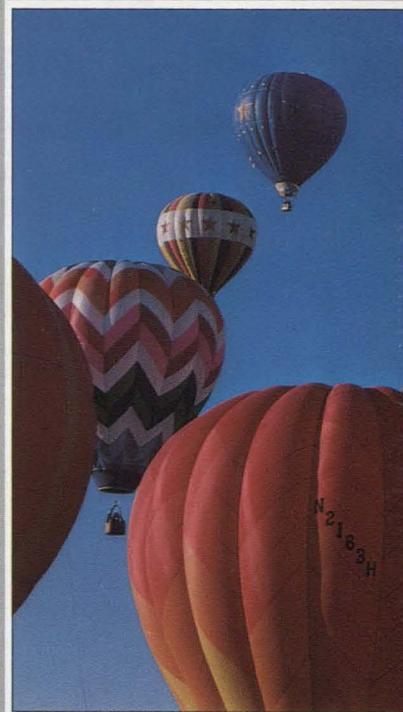
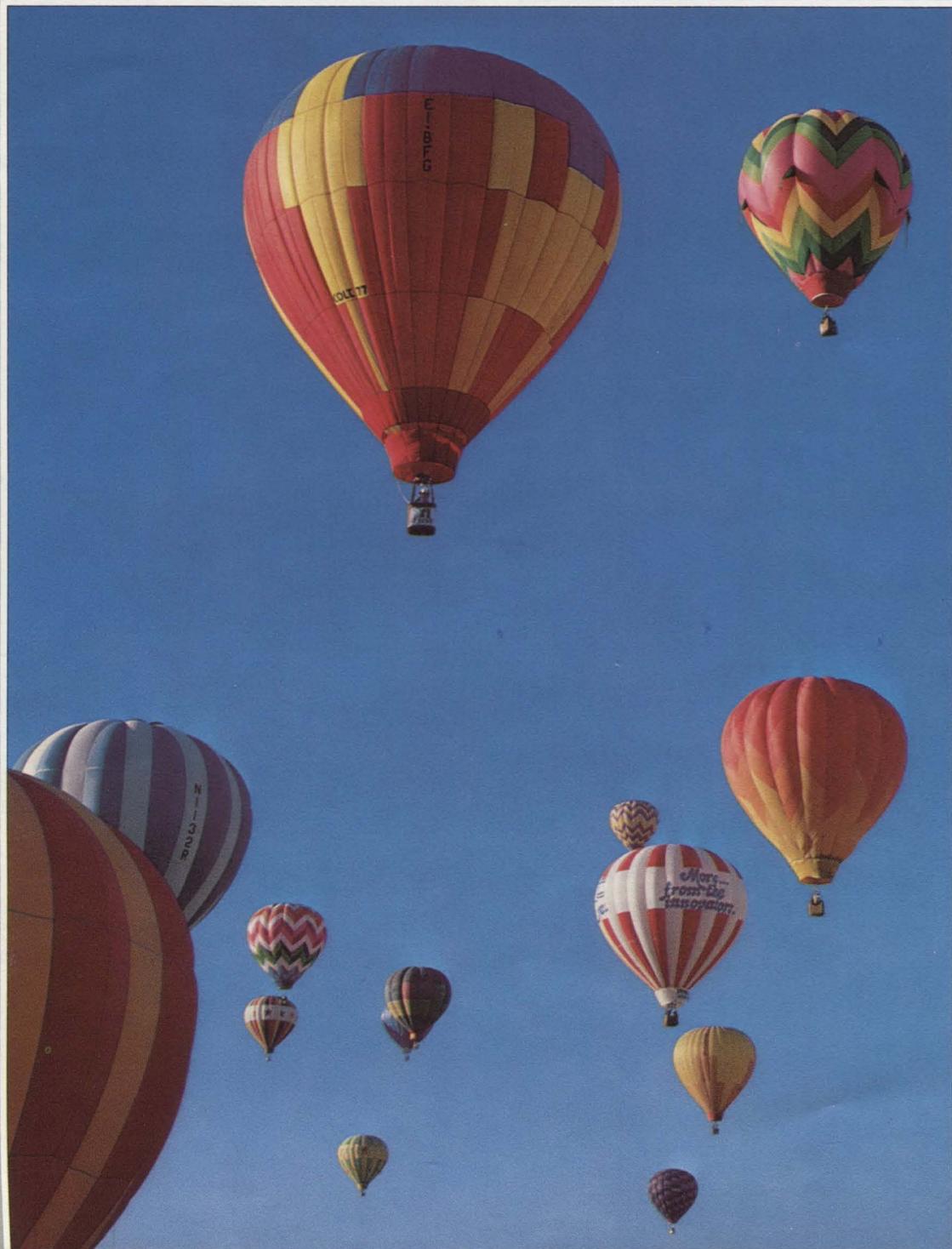
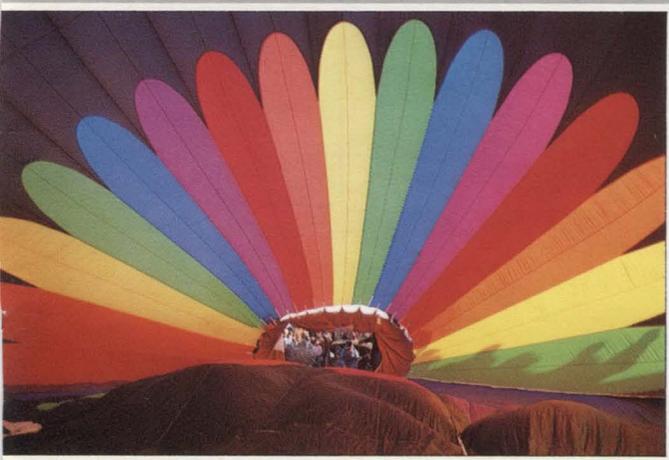
Plans are for the subsequent formation of an Alumni Advisory Council on which many former SAAC members may serve after graduation.

THUNDERBIRD INVITATIONAL BALLOON RACE 1978

The 4th Annual Thunderbird Invitational Balloon Race, held on November 18 and 19, was the largest ever staged. Sponsored by Friends of Thunderbird and the Glendale Chamber of Commerce, over 18,000 spectators were treated to a colorful panorama of 51 hot air balloons. The Grand Prize winner was Dr. John Gore from Ireland.

Other events included hang gliding, an antique car show, various entertainment and international cuisine booths organized by campus clubs.





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The Thunderbird Ring



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

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

	Sterling Silver	14 Karat Gold
Large	\$51.00	\$230.00
Small	\$49.00	\$150.00

Sales tax (5%) and handling charges (\$2.00) are extra.

photo by Jerry D. Jacka