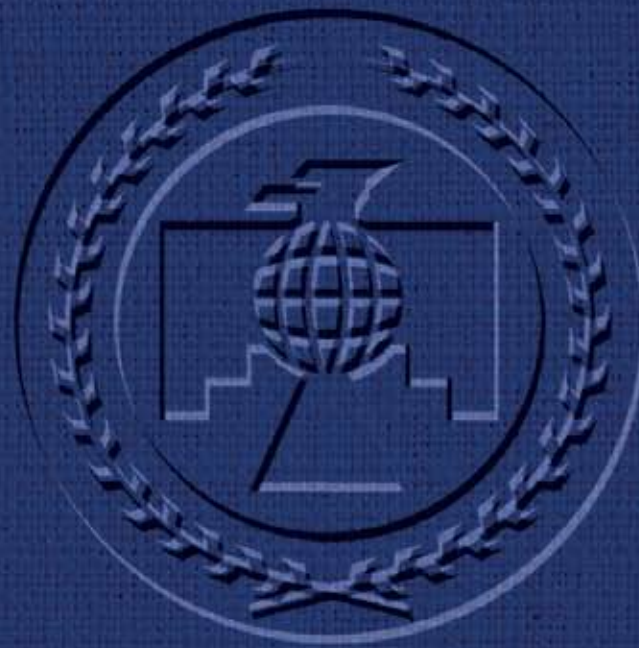


# CAMPAIGN THUNDERBIRD



*A pledge for a better world.*



## A Call to Action

One of the reasons we believe in Thunderbird School of Global Management is because Thunderbird inspires just what the world needs: thoughtful leadership, cultural understanding and multilingual communication.

To succeed in the corporate world or in public diplomacy, leaders must combine management knowhow, cultural awareness and linguistic facility. Thunderbird builds rich learning experiences that instill these three capabilities. In the end, Thunderbird fortifies student skills to inspire better leaders, wiser entrepreneurs and more global citizens. Thunderbird alumni emerge well-prepared to build prosperity in global companies and economies.

Working alongside President Ángel Cabrera and the school's trustees, faculty, staff, alumni and friends, we will build upon the historic Thunderbird mystique to conquer the inevitable challenges ahead. Thunderbird exists and now thrives because of those who rank it among their top philanthropic priorities.

As you get to know Campaign Thunderbird, we hope you will share our appreciation of Thunderbird's worldwide reach and its timeless mission. The stories and cases shared on the following pages exemplify the priority initiatives of Thunderbird: student scholarships, professorships, curricular innovation and research, facilities, technology and operations. These form the heart of Campaign Thunderbird.

If you believe in Thunderbird as we do, we ask you to join Campaign Thunderbird's team. Please help us secure a brilliant future for one of the world's great institutions.

Sincerely,

*Barbara Barrett  
Thunderbird Trustee  
Campaign Thunderbird Chair*

*Craig Barrett  
Chairman of the Board, Intel Corporation  
Campaign Thunderbird Chair*



# Who are the world's **next** great leaders? That's for you to decide.



With greater **global** knowledge comes greater **global responsibility.**



You have the power to advance the Thunderbird mission – to educate global leaders who create sustainable prosperity worldwide. By supporting this mission, you help Thunderbird develop leaders who generate economic value, grow communities and ultimately change lives. As demand for individuals and organizations with these capabilities grows, Thunderbird must respond to the rapidly expanding challenges and nuances of globalization with more faculty, programs, facilities and technologies.

Your contributions to Campaign Thunderbird go well beyond providing resources to our school – they become investments in our world. We ask you to help us accomplish our goal of preparing future generations of global leaders who make a positive difference in the world. Join us and contribute to Thunderbird – and become a truly global citizen.

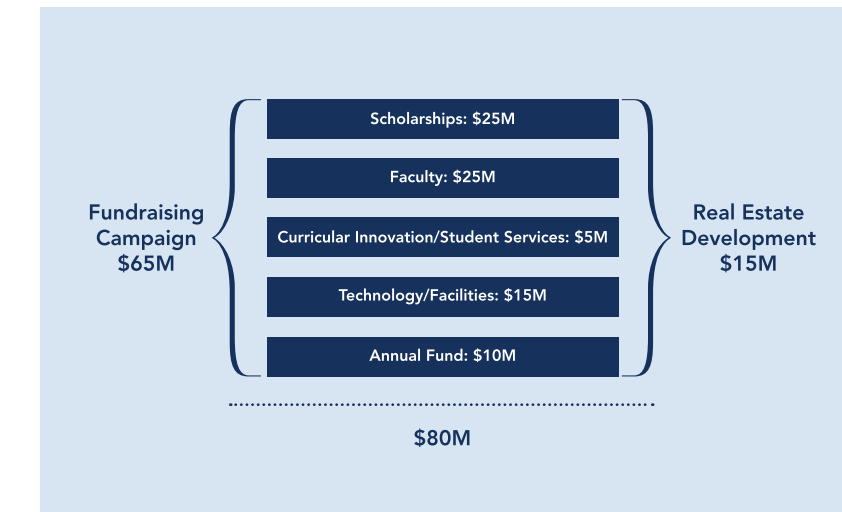


## Campaign Thunderbird

Thunderbird’s founder, General Barton Kyle Yount, was a pioneer and visionary who recognized the importance of developing international managers. Today, more than ever, the world needs leaders who manage organizations that create positive economic and social change. As Thunderbird looks to its future, we remain committed to our mission – to educate leaders who can and will create sustainable prosperity worldwide. To achieve this mission, investments must be made in the school’s future...today.

Working for a private, nonprofit organization like Thunderbird calls for creativity, passion, positive relationships and a commitment to making an impact with the tools at hand. In recent years, Thunderbird has asked its faculty, staff and students to do a great deal with limited resources. Yet, despite these constraints, Thunderbird’s faculty and staff have been, and continue to be, steadfast in their commitment to excellence and to educating leaders who make a positive difference in our global community.

The goal of Campaign Thunderbird is to reinforce our future by raising a minimum of \$65 million. These funds will be used to transform our capability in the world by leading the charge in global business management and education. More specifically, we aim to increase our endowment support for student scholarships and faculty research, as well as invest in new technology and enhance our facilities in support of our school’s varied curriculum.



As a supplement to Thunderbird’s normal operations and to Campaign Thunderbird, new sources of capital will need to be secured. One source is the development of real estate on the school’s main campus in Glendale, Arizona. This will attract new services and housing options for our community and will help raise more than \$15 million for the school. Totaled, these two sources – Campaign Thunderbird and the real estate development – will provide a minimum of \$80 million to help ensure the educational experience for developing the global leaders so desperately needed.



The Thunderbird Professional Oath of Honor –  
“As a Thunderbird and a global citizen, I promise: I will strive to act with honesty and integrity; I will respect the rights and dignity of all people; I will strive to create sustainable prosperity worldwide; I will oppose all forms of corruption and exploitation; and I will take responsibility for my actions. As I hold true to these principles, it is my hope that I may enjoy an honorable reputation and peace of conscience. This pledge I make freely and upon my honor.” (above)

Adam Bamford '07 and Justin Narducci '07 witness firsthand the extreme poverty faced by those living in Ethiopia's capital city, Addis Ababa. (left)

It's not a gift for a better school.  
It's a **pledge** for a better world.

## Five Focus Areas of Campaign Thunderbird

### **\$25 Million: Scholarships – Providing World-Class Education for Students Around the Globe**

Thunderbird must attract and engage the best students from around the world. A diverse student body creates a dynamic learning environment that advances our Thunderbird mission. Funds raised for scholarships will allow Thunderbird to welcome students from additional regions – especially from those regions that may be falling behind in reaping the benefits of the worldwide economy – into our global community.

### **\$25 Million: Faculty – Attracting and Retaining Those Who Advance Global Thought Leadership and Management**

Thunderbird faculty are recognized the world over as teachers, consultants and groundbreaking researchers with global best-business practices. They have established Thunderbird as the #1 school in international management.

Creating an endowment focused on supporting our core faculty will enable Thunderbird to attract additional global thought leaders, prominent in their fields and known for excellence in teaching and cutting-edge research that enhance the classroom experience and provide valuable new knowledge for developing global leaders.

### **\$5 Million: Curricular Innovation and Student Services – Developing the Global Mindset of Individuals and Organizations**

Educational programs at Thunderbird develop the expertise that is essential for success in the dynamic global marketplace. As the leader in global management education, Thunderbird must continue to enhance and expand its programs and world-class learning experience to meet the needs of individuals and organizations, and attract the world's best and brightest.

### **\$15 Million: Technology and Facilities – Creating World-Class Learning Environments in a Truly Global Setting**

To prepare students for the increasing social and economic pressure of the global marketplace, Thunderbird must improve its technology and facilities to maintain a world-class learning experience. This includes upgrades to classrooms, library resources, auditoriums, residences and lodging for students and corporate clients. Investments in facilities and technology are essential to perpetuate a far-reaching, global learning community.

### **\$10 Million: Annual Fund – Ongoing Support for Expanding the “Thunderbird Mystique”**

Thunderbird offers a world of possibilities. The annual fund is a vital source of operational assistance for Thunderbird scholarships, technology, curriculum development, faculty research and alumni programs and services. It helps sustain a world-class education and everything about the “Thunderbird Mystique.”

*No matter the size, the financial contribution you make to Thunderbird will help us educate global leaders who create sustainable prosperity worldwide.*



Dr. Ángel Cabrera – President,  
Thunderbird School of  
Global Management

As President of Thunderbird School of Global Management, Dr. Ángel Cabrera guides a truly global learning network. An outspoken advocate of corporate social responsibility and managerial professionalism, Dr. Cabrera presently serves as senior advisor to the UN Global Compact Office on Academic Affairs. In July 2007, he led an academic delegation

to Geneva, Switzerland to present the Principles for Responsible Management Education (PRME) to the UN Secretary General Ban Ki-moon and hundreds of business, civic, government and academic leaders from around the world. The principles serve as a call for business schools and academic associations to step up and help advance corporate social responsibility worldwide.

“For many years, businesses have either played a part in, or turned a blind eye to, many of the world’s social and environmental problems,” Cabrera said. “It is now time for corporations worldwide to be part of the solution. But in order to effect meaningful change, those corporations need talented and ethical managers who understand fully that business can be a leading force in eradicating poverty, protecting our natural environment and advancing peace... while at the same time providing value to customers and financial returns to shareholders.”

## Scholarships

*“When you look at the United Nations and parallel it to the Thunderbird experience, you have individuals from many cultures coming together, sharing their viewpoints, their culture, their language and their thinking. And students on campus coming together and really participating in that experience grow and learn from each other. We get to learn how to tolerate different ideas. We get to communicate cross-functionally. We get to collaborate. And we get to work together to create something that’s bigger than ourselves that will serve as lessons for a lifetime.”*

— Jake Taylor, '06

## Providing World-Class Education for Students Around the Globe (\$25 Million)

A core value of a Thunderbird education is to provide students with the ability to work successfully with those from diverse cultures and to manage effectively in different social, economic and political environments. A Thunderbird education comes as much from interaction among diverse students as it does from case studies, lectures, internships and textbooks. These experiences set T-birds apart from their peers.

Thunderbird students have come from Azerbaijan, Nigeria, Panama, Thailand and many other locales. Diverse, entrepreneurial, creative, motivated and vibrant, T-birds have always formed a community that engages fully in, and contributes to, the learning process.

Historically, tuition has paid the vast majority of bills at Thunderbird. A sustainable scholarship endowment fund will relieve the financial burden for students and allow Thunderbird to compete for the world’s best and brightest. The cost of a Thunderbird education currently makes it out of reach for many prospective students from around the world who could otherwise become effective global leaders. While we have been fortunate to attract top students throughout our history, we have not been able to seek out and offer assistance to many of the world’s emerging leaders.

Funds raised for scholarships will allow Thunderbird to welcome students from additional regions – especially from those that may be falling behind in reaping the benefits of the global economy – into our community. It is, in fact, the diversity of our students that contributes to enriching the learning environment and advances Thunderbird’s mission.

*Building Thunderbird’s scholarship fund by \$25 million – comprised of \$1 million of annual scholarship funds over the duration of the campaign, plus \$20 million of endowed funds in order to secure \$1 million in perpetuity – would increase today’s scholarship pool by 25 percent without imposing an additional burden on the school’s budget.*

*To recognize donors, every endowed scholarship will be in the name of the donor, family member or organization. Donors of \$1,000 or more are also recognized through membership in the Thunderbird Global Leadership Society. Members of the society are highlighted in the school’s Annual Report to donors and are invited to special events hosted by the school.*



Harsha Moily, '97 – Founder,  
Chairman and CEO,  
MokshaYug Access

If ever there were an example of global thought leadership in practice, it would be MokshaYug Access (MYA). Harsha Moily '97 founded MYA in 2005 with the belief that the rural poor in India could be active participants in a growing economy, both as customers and entrepreneurs. To help accomplish this goal, Moily and his team leverage micro-finance and private equity investments to build rural infrastructures and supply chains, provide savings and insurance services and help generate economic opportunities for local entrepreneurs.

Moily credits his Thunderbird faculty for giving him a global perspective on how innovative partnerships can be developed across industries to address a bundle of needs holistically. Additionally, his Thunderbird experience, both at school and through the alumni network, taught him to not just be a spectator to the disparity in wealth and opportunity in this world, but to be an active player in bridging the divide between rich and poor. Moily believes these values will help MYA accomplish its goal of assisting more than 5.3 million rural poor by the year 2012.

## Faculty

*“I share my international experiences with students in the classroom. The meetings, discussions and reactions I get from executives and managers in different parts of the world, the way they view the world, how they understand issues – all help me provide a window to other cultures in my classroom.”*

— Dr. Mansour Javidan,  
Dean of Research and  
Garvin Distinguished Professor

*Note: Dr. Javidan and a team of Thunderbird researchers have worked for the past two years to cull through research to hone in on and define the ingredients of a global mindset. The result: The Global Mindset Inventory<sup>SM</sup> (GMI<sup>SM</sup>) – the world's first psychometric assessment tool to measure an individual's and organization's profile of global mindset. The GMI has the potential to dramatically change how companies go about managing their global enterprise.*

## Attracting and Retaining Those Who Advance Global Thought Leadership and Management (\$25 Million)

Thunderbird's core faculty is a small but commanding group that has always been on the cutting edge of education. Skilled and innovative in their teaching methods, Thunderbird faculty are recognized the world over as consultants and groundbreaking researchers with global best business practices and have helped establish Thunderbird as the #1 school in international business.

The opportunity before us will enable Thunderbird to leverage our outstanding faculty and reputation to make a difference in the world. By establishing an endowment focused on enhancing our faculty, Thunderbird can become the center for the world's most advanced global thinking and management practices for students, alumni, businesses and organizations. As a driving force in Global Thought Leadership, Thunderbird will lead the charge for the practice of global management and help others pursue sustainable prosperity.

To achieve this vision, resources are necessary to retain and continue to attract additional global thought leaders, prominent in their fields and known for excellence in teaching and research. Gifts for professorships and chairs will facilitate and expand the development of relevant and significant research by our world-class faculty.

*Building an endowment of \$20 million for professorships and chairs would generate approximately \$1 million each year and serve to support the teaching, research and leadership efforts of approximately 15 faculty members.*

*Endowed chairs are created with a gift that is invested, and the investment earnings are used each year for faculty compensation and other costs in perpetuity. Chairs are also funded by annual contributions (sometimes for a specified number of years). The chair can be for a specific area of academic expertise, such as finance, international development or marketing.*

*To recognize donors, the chair carries the donor's name. For chairs funded by annual contributions, the chair is named for the donor during the period for which the school receives an annual gift. Donors of \$1,000 or more are also recognized through membership in the Thunderbird Global Leadership Society. Members of the society are highlighted in the school's Annual Report to donors and are invited to special events hosted by the school.*



Jim Alling, '85 – President, Starbucks Coffee International

How does a kid from a small Midwestern town become a leader of one of the most successful companies in the world? Just ask Jim Alling '85. "It's really important to get to know someone who's not like you, and to learn from that," he says. Alling points to the different nationalities and personalities he encountered

at Thunderbird as pivotal influences on the management style he employs at Starbucks Coffee International – a style that thrives on passion, a get-things-done mentality and a good dose of humility. Good leaders, he says, feel a personal responsibility for the success of their organizations, but are also humble enough to admit they don't have all the answers.

To Alling, one of the answers to Starbucks' global business success is its ability to grow great leaders. "We have access to capital, great sites and great ideas. But we don't have unlimited access to talented leaders who are ready to step up to that next level." Alling sees Thunderbird as a valuable resource in that arena. To him, a career path is not just about "getting the right paycheck or having the right title." It's about doing something that you feel is important. "You can't change the world by being overwhelmed by all the big problems," he says. "What you can do is change it for one person you work with, and you can change it in one store you represent. Then you trust that all of those little acts will add up to making a big difference."

## Curricular Innovation and Student Services

*"Thunderbird is unique and appeals to me, personally, because of its international, diverse and open-minded environment. As a student in the new Master of Science in Global Management (MS-GM) program, I have experienced the Thunderbird community. Everyone in the community respects everyone regardless of nationality, background, belief, gender and age. As a recent graduate in electronics, I figured that my lack of work experience would prevent me from completing an MBA program. The MS-GM program at Thunderbird was the perfect alternative. I am happy with my electronics background, but my international experience proved to me that my technical background did not satisfy me. I realized that the Earth is fragile and its resources are limited. This is now my top priority."*

—Julien Villa-Massone, '09

## Developing the Global Mindset of Individuals and Organizations (\$5 Million)

A Thunderbird education is a gateway to a world of opportunities. Thunderbird has always been innovative, especially in finding the best methods to make positive economic and social change in our community, near and far. From its beginnings and through the years, limited resources have required Thunderbird to rely on its creativity to make the best with less. An enhanced endowment would free Thunderbird from historical financial constraints to further develop our programs and support students and corporate partners to help achieve their greatest potential.

By developing unique educational experiences that teach real-world skills for today's ever-changing marketplace, Thunderbird cultivates graduates who are distinguished by a global mindset. This mindset allows them to work successfully with individuals from diverse cultures and to manage effectively in different social, economic and political environments.

Thunderbird Centers of Excellence play a critical role in developing the innovative curricula that is a cornerstone of the educational experience. The Garvin Center for Cultures and Languages of International Management, the Lincoln Center for Ethics in International Management, the Walker Center for Global Entrepreneurship, the Global Financial Services Center and the Thunderbird Private Equity Center all provide the thought leadership essential for Thunderbird programs.

The Centers add value to the Thunderbird community by being the driving force behind key events like the Thunderbird Sustainable Innovation Summit, which began as a student initiative in 2003. The Summit promotes sustainable and creative thinking in the global business arena and includes a global innovation competition for teams of master's level students from around the world to tackle real-world business challenges. Activities and experiences like these inspire students to participate and grow through hands-on, practical learning opportunities.

*For Thunderbird to achieve its mission, funding is needed for program innovation and improvements in the services available to deliver a world-class education. A combination of endowed and expendable funds totaling \$5 million will provide an ongoing source of funding for program and service development and improve Thunderbird capabilities to educate leaders in global management.*

*To recognize donors, the program or service will be named for the donor. Donors of \$1,000 or more are also recognized through membership in the Thunderbird Global Leadership Society. Members of the society are highlighted in the school's Annual Report to donors and are invited to special events hosted by the school.*



Merle Hinrichs, '65 – Chairman and CEO, Global Sources

Five years after graduating from Thunderbird, Merle Hinrichs '65 founded Global Sources with one firm conviction – that free and mutually-beneficial trade between East and West could drive global economic prosperity and, ultimately, world peace. Since then, under Hinrichs' leadership, the company has been an Internet leader for international trade. They launched Asia's first B2B online marketplace in 1996, leading *The Economist* to recognize Hinrichs as "Asia's e-commerce king." Today, Global Sources employs more than 3,000 employees in 60 worldwide offices to support 635,000 buyers in 230 countries – further proof that doing good in the world and achieving business success are not mutually exclusive.

Despite all his business endeavors, Hinrichs is still a "good businessman doing good things" in the world. He is the founder of the Kearny Alliance, whose "Aid Through Trade" mission seeks to advance sustainable global prosperity by creating lasting jobs, increasing efficiencies in business and promoting greater cross-cultural understanding. In 1994, Hinrichs merged his passion for higher education, information and technology by spearheading the creation of a state-of-the-art library at Thunderbird. He is also a current supporter of the Thunderbird Assistance Fund for Asian Students (TAFAS) Award, offered in conjunction by the Kearny Alliance and Asian Thunderbird alumni chapters. In addition, Hinrichs is supporting a student-led initiative to renovate the historic Tower Building on the Glendale main campus.

Factory visit: Global Sources Account Executive visits customer's factory to provide export marketing solutions. (left)

## Technology and Facilities

*"My experiences with the Thunderbird distance learning program have been very dynamic. This virtual environment is certainly not to be underestimated. Not only do you learn new material, but you learn about effective interaction in a virtual environment that integrates videos, textbook and online reading; individual and group assignments; and online exams, as well as a number of other virtual tools. Traveling for business will never be the same. If you find yourself stuck at Heathrow due to a missed connection, you can link in, log on and finish up your homework. Joining Thunderbird and the On-Demand distance learning program is a decision I will never regret."*

— Richard Schoener, '07

## Creating World-Class Learning Environments in a Truly Global Setting (\$15 Million)

Thunderbird's unique environment on campus – a cultural melting pot – has developed as a result of uniting many people with diverse cultural backgrounds. It is through this global environment that T-birds learn firsthand about the world and its differences from faculty, the curriculum and each other.

Thunderbird's unique setting fosters a holistic approach to learning, where students build lifelong relationships with faculty, fellow students and alumni from all over the world. This unparalleled business network requires new technology to connect globally-based students, faculty and alumni. For example, the Global MBA On-Demand program brings students together from around the world with Web-based classes and interactive chats with classmates and professors. Enabling students to communicate and connect with each other mirrors the way global business is conducted in today's world – across time zones, borders and cultures.

When the school was founded, barracks were used as student housing. Later, the Yount Library on the Glendale campus was retrofitted as a distance learning center. Over the years, Thunderbird has made the most of its facilities with minimal capital investment. Through ordinary facilities and extraordinary efforts of faculty and staff, Thunderbird has maintained its ranking as the leading school in international management.

*The upgrades in facilities – especially at our campus in Arizona for classrooms, auditoriums, residences and lodging for corporate clients – and the improvements in technology necessary to accommodate planned growth require one-time investments of at least \$7 million and an increase in our current capital expenditures by at least \$2 million per year.*

*To recognize donors for their generosity and gifts to the campaign, campus buildings, classrooms or facilities will be named in their honor. The campaign goal includes \$3 million for upgrades to the school's technology platform. Donors to the technology goal will be recognized through the naming of the supported technology. Donors of \$1,000 or more are also recognized through membership in the Thunderbird Global Leadership Society. Members of the society are highlighted in the school's Annual Report to donors and are invited to special events hosted by the school.*



Barbara Barrett – Campaign Thunderbird Chair, Current Thunderbird Board of Trustee Member and Former Board Chair

Mina Sherzoy – CEO and Co-founder, Afghanistan World Wide Shopping Online Mall

Each year, Thunderbird welcomes Afghan women entrepreneurs to undergo a transformational learning experience – it’s called Project Artemis. For two weeks, Artemis Fellows meet with American entrepreneurs. They learn computer skills and receive new laptops to take home. They connect with American businesswomen who pledge to be mentors. They forge new friendships and business partnerships.

When the women return home, the real work of Project Artemis begins – implementing their business plans, mentoring other women and enhancing the social and commercial environments in their homeland. “We in this project know that working is the only real alternative to insecurity,” says one Project Artemis graduate. “We believe that it is up to us to create peace for our children, and work to help rebuild our nation.”

Artemis Fellows are not only the future of Afghanistan, but the embodiment of the Thunderbird Mystique. In their words: “We, the Afghan women graduates of Project Artemis, wish to thank each one of you from the bottom of our hearts for your support and your spiritual and financial help. We pledge to make this experience worthwhile not only for us as individuals, but for the women of our country and, through them, for the well-being of all of Afghanistan. We ask for you to remember us with your enduring support, not only financial but emotional, to continue these programs for Afghan women.”

In the photo at left, Rangina (right) is pictured with a colleague. Rangina is a past participant in Project Artemis. She owns her own business that exports products world-wide and has more than 500 employees. The multiplying effect of Project Artemis can be seen in the jobs created, the knowledge shared and the new examples set for future generations.

## Annual Fund

*“Thunderbird has been fantastic. Rich, diverse, simple, profound and sometimes mysterious. Thunderbird is a perfect dream incubator. Here I have seen, in myself and in my colleagues, knowledge acquired, skills sharpened, worldviews defined, cobwebs cleared, passion ignited, vision strengthened and dreams birthed! I march out of this institution as a person who can relate across cultures, lead people, maintain an ethical ideology and produce excellence in results that can match the best of global performance levels.”*

— Jim Samuel, '05

## Ongoing Support for Expanding the “Thunderbird Mystique” (\$10 Million)

Thunderbird offers a world of possibilities. Thinking beyond borders. Collaborating across cultures. Tools that promote global prosperity. The annual fund helps maintain Thunderbird’s daily critical operations to ensure that our doors are kept wide open and students, faculty and programs are supported in an environment befitting the school with the #1 ranked MBA in International Business.

The school has not had the luxury of substantial budgets to achieve its leadership position. Thunderbird faculty and staff have committed themselves to accomplishing this through hard work, innovation and dedication. The results have been extraordinary, but using this type of operational model requires the school to routinely address budget and resource constraints. These constraints limit the implementation of innovative ideas and experiences for our students.

The annual fund is a vital source of assistance for Thunderbird scholarships, technology, curriculum development, faculty research and alumni programs and services. It helps sustain everything that is wonderful about the “Thunderbird Mystique” and our world-class education. It allows us to allocate funds where those funds are most needed and keeps the core of Thunderbird alive and well.

*Unrestricted contributions to the annual fund of at least \$2 million per year are necessary to maintain the world-class service levels expected by our students and corporate customers without draining the school’s existing financial resources. If campaign gifts are money to grow by, gifts to the annual fund are money to live by. A generous combination of the two will keep Thunderbird healthy and vital for decades to come.*

*To recognize annual fund donors of \$1,000 or more, Thunderbird has established the Thunderbird Global Leadership Society. Members of the society are highlighted in the school’s Annual Report to donors and are invited to special events hosted by the school.*

The capability to **lead** globally.  
The knowledge to lead responsibly.







15249 North 59th Avenue, Glendale, Arizona 85306-6000 USA  
(602) 978-7309 • Within USA (800) 848-9084  
[www.thunderbird.edu/campaignthunderbird](http://www.thunderbird.edu/campaignthunderbird)