

ASU

Thrive

VOLUME 20 NUMBER 4

Celebrating
15 years of a
reimagined ASU —
and we're just
getting started



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The mantra of the
21st century—
at least what we've
seen of it so far—
should be

The only constant

Change can be challenging, but it brings with it great opportunity.

Members of the Sun Devil nation are discovering opportunities inherent in change every day — as we navigate alterations in careers, communities and the world at large.

Arizona State University, as it has lived out its destiny as the New American University, has reimagined itself as an institution

that can provide answers and strategies to meet the opportunity and the promise of change.

To better reflect the nature of the university's transformation, our magazine has been refocused to better serve you, our readers in the ASU community. Thank you for your constructive input — we couldn't have completed this process without the nearly 400 alumni who participated in a readership survey after the March 2017 issue. That input provided crucial insights that guided us as we restructured the content and design of the publication.

A redesigned ASU magazine, named ASU Thrive, will showcase stories centered on ASU's work as an agent of global change and will help you to access research from the university that can make your life easier, more enriched and more impactful. We will also include plenty of information on how to engage with the university, an all-new calendar of events, news of the university's local impact and reports on alumni news and accomplishments.

Our goal with the transformation of ASU Thrive magazine is to celebrate the transformative power of ASU. Together, the Sun Devil community is creating a brighter future ... for ourselves, our families, our communities and our world.

We look forward to taking this journey with you and learning from each other as we go along!



is change

On the cover

ASU freshmen Medallion Scholars, from top left: Sawyer Bland, Joshua Freid, Collette Wang

From middle left: Sedona Saulnier, Hannah Chismar, ASU President Michael Crow, Alisa Murphy, MacKenzie Robb, Kaley Yazzie

From front left: Narda Lizarraga, Trey Leveque, Cora Stevens, Maxim Quint

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Transform

The velocity of change

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Solar eclipse at ASU.

PETER VANDER STOEP, JAROD OPPERMAN/ASU

 pinterest.com/arizonastate

 soundcloud.com/asualumni

 itunes.asu.edu

 alumni.asu.edu/linkedin

Oct

Eat local and fresh at Taste of Paradise

Participating in community-supported agriculture can be easy and fun! Pre-order a sack full of locally grown fruits and vegetables and meet like-minded Sun Devils at the ASU pickup site!

Order prices range from \$17 to \$25 per bag. Oct. 12 (every Thursday), 5–6:30 p.m., ASU SkySong shade structure, 1475 N. Scottsdale Road, Scottsdale.

facebook.com/tasteofparadisecsa

Give a toot of musical tribute to the tuba

Enjoy low brass music that's sure to rattle your rib cage and delight your ears. ASU tuba and euphonium students will perform solos, duos, trios and quartets.

Oct. 22, 2:30-4 p.m., at the Recital Hall, ASU Tempe campus.

Free Family

music.asu.edu/events



Learn about space rocks with impact

At this year's Eugene Shoemaker Memorial Lecture, Sean Gulick of the University of Texas Institute for Geophysics will discuss the impact comets and meteorites had in shaping — and on occasion temporarily extinguishing — the development of life on Earth.

Oct. 17, 7 p.m., at the Marston Exploration Theater, ISTB4, ASU Tempe campus. **Free**
beyond.asu.edu/events

Preview personalized medicine's future

This panel discussion features experts on personalized medicine from the School of Life Sciences and the College of Health Solutions, who will address where the field stands currently and how to make personalized medicine breakthroughs available to everyone.

Oct. 23, 11:45 a.m., Life Sciences C, Room 202, ASU Tempe campus. **Free**
sols.asu.edu/events



See art through a scientist's eyes

At the "Material Beauty" exhibit, guest curator Nathan Newman, a professor at ASU's School for Engineering of Matter, Transport and Energy, selected artworks that engage with the chemistry of color, the neurology of facial recognition and the mathematics of perspective. Nurture your left brain and your right brain to develop a whole-brained perspective.

Through Dec. 9, ASU Art Museum, ASU Tempe campus. **Free**
asuartmuseum.asu.edu

Confront the nature of virtual reality in 'The Nether'

In this near-future, sci-fi thriller of a play, a young detective faces off against the creator of a virtual world that offers a disturbing brand of entertainment.

Ticket prices \$8–16, student/senior/alumni discount pricing available. Oct. 13–14, 19–21 at 7:30 p.m.; Oct. 15 and 22 at 2 p.m., at the Lyceum Theatre, ASU Tempe campus. **Ticketed**

Mature

filmdancetheatre.asu.edu/events

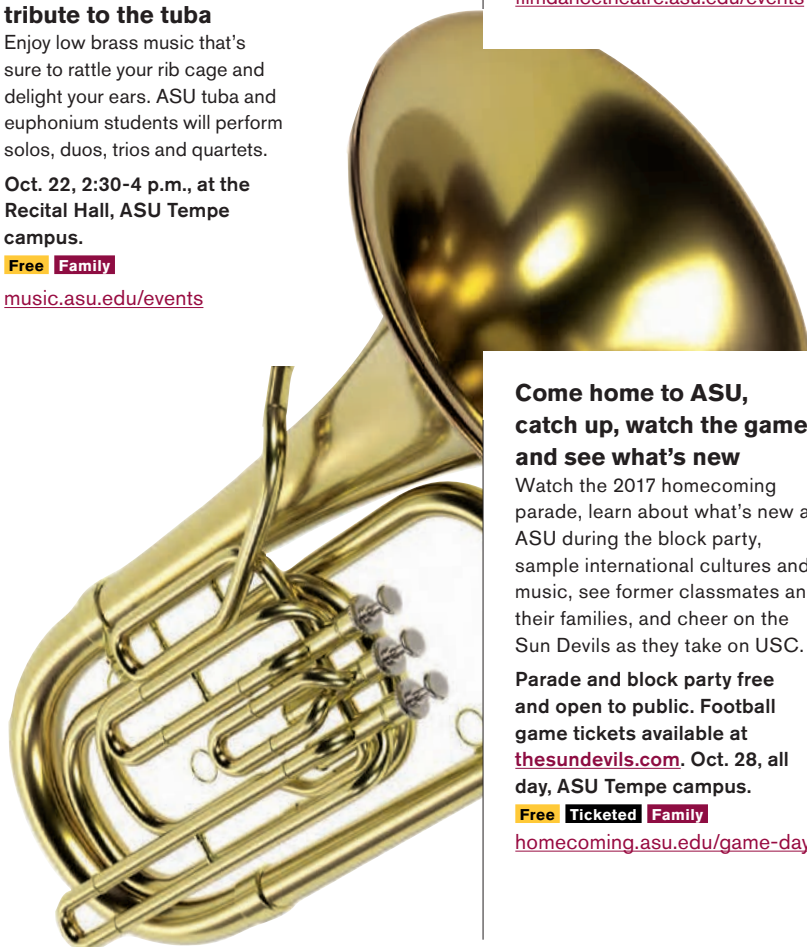
Come home to ASU, catch up, watch the game and see what's new

Watch the 2017 homecoming parade, learn about what's new at ASU during the block party, sample international cultures and music, see former classmates and their families, and cheer on the Sun Devils as they take on USC.

Parade and block party free and open to public. Football game tickets available at thesundevils.com. Oct. 28, all day, ASU Tempe campus.

Free Ticketed Family

homecoming.asu.edu/game-day





Dancers, drummers, elders, children, students and you

Celebrate the culture and customs of indigenous peoples at the Native American Heritage Festival, featuring the 17th annual Veterans Day Weekend Traditional Pow Wow. Learn more about the symbolism, protocol and spiritual meanings of the dances, regalia and drums. Sample traditional foods, browse arts and crafts booths, and enjoy the stunning dancing, singing and drumming performances.

Nov. 11, 11 a.m.–10 p.m. (1 p.m. grand entry), Fletcher Library Lawn, ASU West campus.

Free **Family**

outreach.asu.edu/west/pow-wow



Increase your thinking power with theater

ASU's Lyric Opera Theatre presents "A New Brain," composer and lyricist William Finn's surreal and uplifting musical about the healing power of art. A brilliant songwriter weathers unforeseen challenges to find his voice and opportunities for positive change. This show is one of the theatre's four fully staged and costumed opera and musical productions of the year and is supported by a full orchestra from ASU's nationally renowned instrumental ensemble program.

Ticket prices \$8–\$21, discounts available. Nov. 16–18, 7:30 p.m.; Nov. 19, 2 p.m., Evelyn Smith Music Theatre, ASU Tempe campus.

Ticketed **Mature**

music.asu.edu/lot

Celebrate America with 'Hamilton'

The Broadway smash hit "Hamilton" is coming to ASU Gammage. It tells the story of Alexander Hamilton, an immigrant from the West Indies who became George Washington's right-hand man during the Revolutionary War. It's the story of America then, told by America now. Don't miss it!

Ticket prices vary. Jan. 30–Feb. 25, ASU Gammage, ASU Tempe campus.

Ticketed

asugammage.com



Check in at events to earn Pitchforks and rewards!

Try the Sun Devil Rewards app for event listings, news, games and more. Download link at sundevilsrewards.asu.edu.

See asuevents.asu.edu for events at ASU. Athletics event information and ticket info is at TheSunDevils.com.

Now

Spark your passion for new ideas

Ignite@ASU is one of the most inspiring speakers' events in Greater Phoenix, with Sun Devil students, faculty, staff and community members sharing their ideas, stories and passions through rapid-fire five-minute presentations. Get a preview of changemakers who will shape the ASU community and beyond!

Nov. 2, 6 p.m., at the Student Pavilion, ASU Tempe campus.

Free

changemaker.asu.edu/programs/ignite-asu

Share family fitness fun

Strut your stuff in a Sun Devil-themed running event designed for all ages. Join the annual Sparky's Sprint, a 1-mile fun run around campus. Kids get an official race bib and gear and get to compete for great prizes.

Free for Sun Devil Generations members, \$5 for nonmembers. Nov. 4, 9 a.m., ASU Tempe campus.

Free **Ticketed** **Family**

alumni.asu.edu

Innovation**#1 in the U.S. for third year in a row**

For the third straight year, U.S. News & World Report has ranked ASU No. 1 on its “Most Innovative Schools” list, ahead of No. 2 Stanford and No. 3 MIT. ASU again topped the list based on a survey of peers: College presidents, provosts and admissions deans around the country nominated up to 10 colleges or universities that are making the most innovative improvements to curriculum, faculty, students, campus life technology or facilities.

Relationships**To work or not to work: What Mom wants is best**

The center of a mother’s life tends to be her family, but if Mom is unhappy about staying home with the kids or about working outside the home, then she may suffer, according to new ASU research published in the *Journal of Family and Economic Issues*. The study showed that the best-adjusted mothers were the ones who pursued the lifestyle they wanted and that mothers who regretted staying at home consistently fared the worst psychologically.



Mayo Clinic School of Medicine opens in Valley

The Mayo Clinic and Arizona State University Alliance for Health Care, aimed at transforming medical education and health care, celebrated an important next step this summer, as the Mayo Clinic School of Medicine in Scottsdale welcomed its first cohort of 50 students. The school’s curriculum includes courses on the science of health care delivery, jointly developed by experts at the Mayo Clinic and ASU.



Fresh water pumps through the newly installed solar lift irrigation system.

Students help farmers solve irrigation problem

In the Hindu Kush Himalaya region, approximately 210 million smallholder farmers engage in a practice known as rain-fed agriculture. However, 80 percent of the annual rainfall in the area occurs during the annual four-month monsoon, so costly infrastructure is required to transport water from distant sources during the rest of the year. A group of ASU students implemented solutions-based projects to help local farmers support their farms beyond the monsoon, including a solar-powered lift irrigation system.

Study reveals ways to stay healthier on planes

Air travel may be the quickest way to get to your vacation destination, but it's also one of the speediest ways for infectious diseases to spread between people, cities and countries. So what will minimize your chances of getting sick? One ASU team turned to applied math and computing tools for the answer.



The researchers found that a random, two-lengthwise-sections boarding technique results in the lowest number of new infections — whereas the commonly used three-sections technique, with passengers boarding by first class, middle zone and back section, is actually the worst strategy. Plane size matters, too: Planes with fewer than 150 seats are better at reducing new infections.

Roundabouts: practical yet polarizing

In the right conditions, traffic roundabouts have been known to increase safety, lower crash severity and reduce traffic delays. But despite their demonstrated safety in other states, they're a highly polarizing traffic feature in Arizona, which is why ASU engineering professor Mike Mamlouk decided to study



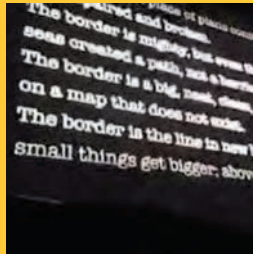
their effects in the Grand Canyon State.

His team found that single-lane roundabouts decreased the total accident rate by 18 percent and the injury rate by 44 percent per year. To Mamlouk's surprise, two-lane roundabouts increased the total accident rate by 62 percent — but these accidents were less severe, and the injury rate decreased by 16 percent.

Poetry

ASU professor's poem part of U2 tour

Fans who attended shows on U2's Joshua Tree Tour 2017 got a little taste of Arizona: ASU Regents' Professor Alberto Rios' poem, "The Border: A Double Sonnet," was projected on giant video screens during preshow segments of the Irish rock band's current world tour. The Arizona State Poet Laureate describes the poem as "simply 28 ways of looking at the border wall that don't get reported in the news." Find the full poem at poets.org/poetsorg/poem/border-double-sonnet.



Read more about what the brilliant minds of ASU are up to by subscribing to the ASU Now e-newsletter at asunow.asu.edu/subscribe.



Bhavik Patel, a mechanical engineering senior and peer mentor at Tooker House, demonstrates the use of an Amazon Echo Dot.

1st-of-its-kind tech program comes to campus

ASU and Amazon are bringing a voice-technology program to the Tempe campus that will surround students with the technology at home and in class. Engineering students living in the new Tooker House will each have an Amazon Echo Dot, as part of the first voice-enabled, learning-enhanced residential community at a university. Students can take courses that teach new concepts focused on building voice-user interfaces, joining the larger community of voice developers.



Mariah McGhee (right) and Savannah Jacobs began their studies at ASU this fall.

Impact

Partnership offers Native students a boost

Mariah McGhee, a valedictorian on the Pine Ridge Indian Reservation in South Dakota, dreamed of attending ASU after childhood visits to the state. But she knew her family couldn't afford out-of-state tuition. Then a miracle dropped in her lap: a full four-year scholarship to ASU. It's thanks to a new initiative between ASU and the True Sioux Hope Foundation, which is sponsoring a pair of students from Pine Ridge — considered the most economically disadvantaged reservation in the U.S. — to attend ASU. McGhee will study business entrepreneurship, and Pine Ridge Indian Reservation classmate Savannah Jacobs will pursue political science.

v: to do something, even though it involves risk; to undertake the unknown with courage

Venture

TRAILBLAZERS

A fresh perspective and looking at challenges from different angles are key skills in Silicon Valley, according to ASU alumna Varsha Iyengar, a Google contractor doing motion-capture analysis.

(Silicon) Valley of the Sun

Meet the innovators who call this tech mecca home. **10**

Deep-space living

Taking apartment hunting to a new level. **15**

Sun Devils in Silicon Valley

From a poet coder to a culture conductor, five alumni share what it takes to get to the startup mecca

Story by MARY BETH FALLER

Photography by JAROD OPPERMAN

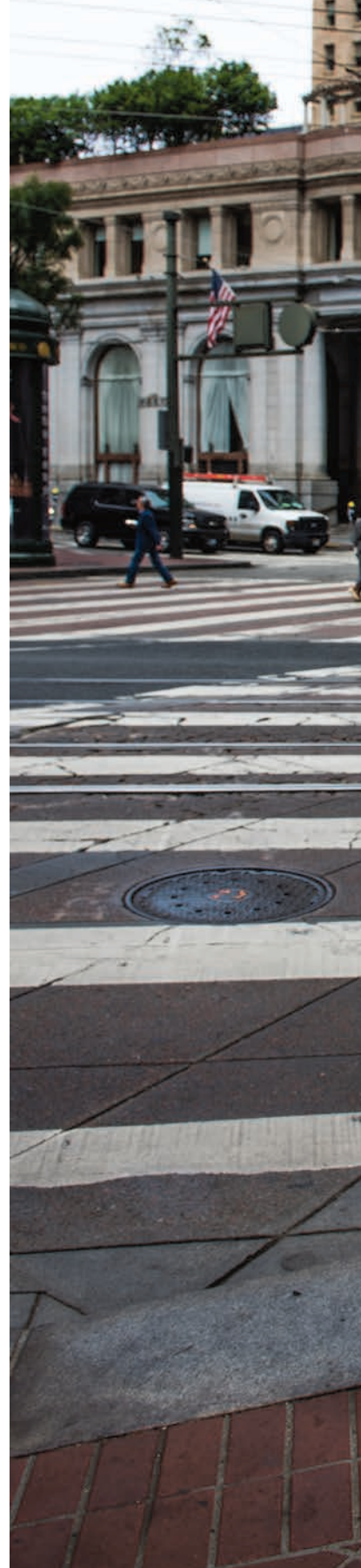
A supernova of innovation, Silicon Valley has been drawing the brightest, most creative employees for decades. And increasingly, those workers include Arizona State University graduates.

ASU recently made Business Insider's list of the top 20 universities for landing a job in the high-tech mecca, and a different analysis, by the online recruiting company HiringSolved, put ASU in the top 10 for sending the most graduates to Silicon Valley.

These accolades are not surprising for a university that has been named most innovative in the nation three years in a row, according to a survey of peers published by U.S. News & World Report.

So how do Sun Devils get to Silicon Valley? Hard work, talent and a lot of energy, of course, but the journey isn't always straightforward. What they learn outside the classroom is just as crucial as their coursework.

These five ASU alumni who are succeeding in Silicon Valley say it takes curiosity, creativity and even a healthy dose of failure.





Keith Ryu
Bachelor's degrees in computer information systems and finance; Barrett honors student; 2014

The venture capitalist: Keith Ryu

Ryu took advantage of ASU's support for entrepreneurial students, and one of his projects led directly to the company he now leads. OnboardIQ is a platform that streamlines recruiting and hiring for large companies that need many hourly workers. Ryu is the CEO of the company, which has raised nearly \$11 million in capital. Even with talent, a great idea and hard work, Ryu admits that first year was tough.

How he got to Silicon Valley:

"From my freshman year I was into learning new things, whether web programming or how to play the guitar. In my sophomore and junior years I worked on a project called Onvard, a self-educational platform. That evolved in my senior year to be a learning-management system.

"By the time I graduated, I had two choices: I could join a company in Arizona or I could come out here to Silicon Valley and continue working on Onvard. At the time, Onvard had only one paying customer at \$50 a month, so it wasn't a real company. But it did give me enough confidence to test out the scene.

"When I was living in Arizona, Silicon Valley was a mystical land where things seemed to be happening. I wasn't sure I could punch above my weight, but I wanted to come out here.

"I tried selling Onvard. I got no responses, but I did get a response that outlined the need for high-

velocity, high-volume recruiting. That was an opportunity to tweak our software to help."

On finding support at ASU:

"Fortunately, while I was at ASU, I was in a lot of entrepreneurship programs. Edson [the Edson Student Entrepreneur Initiative] gave us \$7,000, and I won some money in a pitch competition at the end of school, and that's what allowed me to come out to Silicon Valley. If it wasn't for Edson's support and resources, Onvard could have died before it became OnboardIQ."

What the first year was like:

"My co-founder and I were two young nonengineering students who didn't come from a Stanford background. For a tech startup, you want to have at least one engineer on your founding team, and we didn't have that. We had a competitor who was threatening to sue us. The first year we were living off of dumplings and boiled eggs and pizza pockets. Eventually we were very fortunate to find an investor who believed in our hustle."

On putting in the work:

"People always say that I have a great idea and I'm very driven. That isn't what matters. It's all about execution. The idea part is luxury. It's about waking up each morning and grinding and keeping yourself motivated even when things aren't going well."

The culture conductor: Kelsey Wong

After graduating, Wong was director of operations at CO+HOOTS, a collaborative workspace in Phoenix. In 2014, without a job, she moved to San Francisco. She now works for Delivering Happiness, a consulting firm that helps businesses create productive work cultures. The firm was launched by Tony Hsieh, founder of innovative online retailer Zappos. Wong has perhaps one of the coolest titles ever: “culture conductor and coachsulant.”

How she got to Silicon

Valley: “I always knew I wanted to live and work there, because it’s such a creative environment.

“I found Delivering Happiness through a friend of a friend, and I had been watching them online because they’re both a movement around happiness at work and also a sustainable business. I invited myself to their all-hands meeting, which they have four times a year. They didn’t have an opening, but they let me come. Three months later I joined the team.

“My lesson-learned is to take risks. It’s genuinely following your passion and curiosity ... and letting that guide your journey.”

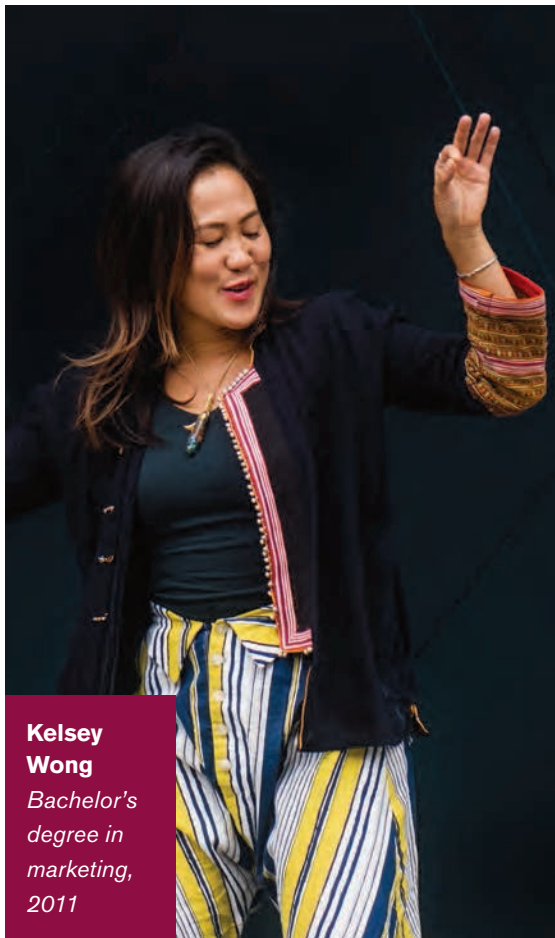
On building a creative

workplace: “We coach leaders and teams to create workplaces that are more emotionally intelligent. It’s not just about business, it’s about creating a place for people to have meaningful lives and to learn and to grow. We use a lot of the science of happiness and positive psychology.

“You define these values and embed them into your processes. They should permeate and help with decisionmaking.”



Joshua Ziering
Bachelor's degree in English, 2012



Kelsey Wong
Bachelor's degree in marketing, 2011

The poet coder: Joshua Ziering

Ziering’s path from ASU to Silicon Valley was not a straight shot, and in fact, neither was his path to graduation. But he had an unwavering confidence in his dream. He knew that commercial drone-flying would be a huge business opportunity, and he pursued it. He co-founded kittyhawk.io, a San Francisco company that created a platform to help commercial drone pilots manage fleets of drones and comply with FAA regulations.

On his winding journey to a degree:

“I started going to ASU for aerospace engineering. When I was told that my academic record was not going to support my aerospace ambitions, I was devastated. [He got a letter stating he was no longer academically eligible to attend ASU.] I was still interested in being at ASU, so I went to Mesa Community



College, I went to Chandler-Gilbert Community College, I went to online community college.

“During that time I was learning the things I was good at. I’m awful at math. I found I had a knack for writing. When it came time to come back into the university system, the answer was clear. I wanted to be a creative writing major, and in that, I wanted to be a poetry major. It felt like coming home.”

How he got to Silicon Valley:

“I started a small advertising agency in Tempe, and when it came time to graduate, I doubled down on that. I didn’t love it, but it made use of my talents. I made the move to San Francisco and worked with a startup, and I was even more unhappy. So I started my own startup. I wanted to deliver things with drones. In six weeks I was on Fox News and CNN and NPR. This was in 2014. It was a great story and everybody wanted to hear about it, but nobody wanted to fund it.

“So I started working on software. The idea was, if we’re going to deliver stuff by drones we’ll need software. [He and a friend launched kittyhawk.io, eventually going full time.] Last summer someone said, ‘Yes, I want to put my money behind this idea.’”

On success after failure:

“For me, it wasn’t a poetry degree. It was redemption. What I learned from the degree was how to think about problems and solve them in different ways. People aren’t hiring poets, but if you have the skill set of being able to solve problems creatively, you have an amazing opportunity to work on things that don’t have established answers. You can solve them in ways people haven’t thought of yet.”



Varsha Iyengar
Master’s degree in computer science, 2016

The Google analyst: Varsha Iyengar

Though her job search took a long time, Iyengar landed a position at one of the top companies in the world, thanks to her thesis work at ASU. She works at Google as a contractor doing motion-capture analysis for Project Soli, a radar chip that analyzes hand gestures and movement. The project, which is still in the research phase, could eventually be used for wearable devices, with phones or in cars.

How she got to Silicon

Valley: “I was in the Arts, Media and Engineering program at ASU, and my thesis was on human movement with a concentration in arts media. During my job search, I messaged anyone who had the slightest interest in the field.

“I had been very close to moving to Singapore for a research position. It was two weeks from when I was going to book my ticket. Then I found someone on LinkedIn and I sent her my thesis work, and I got my job through my thesis.”

On the Silicon

Valley culture: “As a new graduate, it was a huge learning curve. The pace here is definitely different. Every week is something new to work on, so I’m constantly on my toes.”

What it takes to

get there: “It takes perseverance to hunt

for a job that you like. The interview process is very different from programming in school, where you don’t really know what you’ll face in this environment. This particular job is a contractor job, and it’s very rigorous.

“The interview was a lot about my research work and higher-level thinking. When you get the interview, if you can show that you’re interested and you want to hear more, it goes a long way.”

On what she learned at ASU:

“There was a direct relationship between my research work at ASU and what I’m doing now, and I’m lucky to have that. Not everyone does. The professors taught us to think very differently. For this job and this team, that’s exactly what they were looking for.”



Entrepreneurship isn't just for Silicon Valley startups.

And it's not just for business majors or engineers creating the next hot tech.

It's a mindset that ASU strives to weave into the fabric of the university and beyond, helping to grow the ideas of both the ASU community and Greater Phoenix area through programs, mentorship, resources and outreach.

It can take funding, know-how and workspace — but most of all inspiration — to bring an idea to fruition, and ASU's Entrepreneurship + Innovation team works to meet each entrepreneur where they are and help individuals and their ideas make it to the next level.

Learn more at entrepreneurship.asu.edu.

Alex King
Bachelor's degree in interdisciplinary studies, 2006

We caught up with King during a client visit in Southern California.

The talent finder: Alex King

King is one of the people who lure talent to Silicon Valley. He directs recruiting for hiring firms including FlexedHire, Integrate, and Radius Intelligence. He works with technology companies of 50 to 500 employees.

How he got to Silicon Valley: "I grew up in Silicon Valley and went to ASU because I was a big fan of the hot weather and year-round golf, and I was a walk-on football player. I joined a big corporate staffing firm out of college for three years. I hated it, but I learned a ton. I then joined a startup that wasn't even launched yet, and I still consult with them.

"Before that, I tried to start my own staffing firm, but I couldn't

get enough clients. It was a good learning experience to see where I could improve the next time and try not to make the same mistakes. I decided to move back to Silicon Valley, because that's where the up-and-comers were."

On building skills at ASU: "It's not so much what you learn about in the classroom, but it's what attributes and character you bring to the table. ASU teaches a lot of good people skills, and I've seen that reflected in people hired in sales and business development."

What he learned on the field: "Football taught me a lot about commitment, and it was good to be part of a team environment.

"In Silicon Valley, when it comes to company culture, it's about humility and bringing on people who

don't have an ego. There are a lot of transferrable skills from being on a competitive team to working in a technology environment."

How to get an interview: "Too many people wait for a job posting. You have to be proactive. You have to put together a list — here's the top 25 companies you want to work for, whether they're hiring or not. Send them a tailored cover letter and talk about your experiences in college. Ask a lot of questions. Make sure they know you're an adaptable person who can go with the flow."

What it takes to make it: "A lot of the venture-backed startups don't have all the resources of larger companies, so employees need to know the full cycle. If you're an engineer, you need to know the back end. If you're in sales, you need to know the process. They want agile and adaptable employees, because things change so quickly. The number one thing is finding people who have adaptability." ■



Deep-space living presents a number of challenges

NASA is taking baby steps toward human exploration of Mars, including the recent announcement of the future construction of the Deep Space Gateway, an outpost orbiting the moon. But life in deep space will be different from what astronauts have experienced living in low Earth orbit. Jim Bell, a professor in the School of Earth and Space Exploration, says there are several challenges humans will have to surmount before venturing out farther into the solar system including:

Communication latency. Voice calls, emails, etc., will experience a delay of as long as 40 minutes when Mars is most distant from Earth. “You can’t have real-time communications,” Bell says.

Exposure to radiation. Extra shielding must be devised to protect spacecraft and humans working in deep space.

Supplies. For missions that last months and even years, astronauts will need to harvest some necessities from the planet they are on.

To learn more about ASU’s research related to space exploration, visit sese.asu.edu.

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v: to develop or give form to something according to a plan or process; to increase or enlarge

Build

LOOP DE LOOP

The future is coming at us fast — 750 mph, to be exact. An ASU-led team of students spent months constructing a pod for SpaceX's competition for hyperloop, a form of high-speed rail transit. After a final development push that included predawn testing at the Polytechnic campus, the AZLoop team placed in the top eight at the contest in California — and are super-charged with ideas for next year's competition.

Creating champions

Missy Farr-Kaye uses resiliency and grit to power her team to a record title. **18**

Standing tall

See inside the process of the Pat Tillman statue. **24**

Invest in yourself

Use your own "success coaches" to create life solutions. **26**

No stranger to tough times herself, head coach Missy Farr-Kaye helps the ASU women's golf team battle through disappointments to win a record 8th crown — and here's how she did it.

Glory and grrr!

Story by MARY BETH FALLER

Photography by BLAIR BUNTING, '06

Great college golfers don't have bulging biceps or explosive speed, but they do develop a mental toughness that sustains them through thousands of holes over a grueling nine-month season. That ability to grind through bad putts, tough days and disappointing tournaments was key for the Sun Devils women's golf team this past season. And at the end, they had the strength to come from behind to win the NCAA national championship — the eighth for Arizona State University's program, the most in NCAA history.





The path to the national championship wasn't smooth for ASU alumna Missy Farr-Kaye and her team, but the women's golf coach helped them power through with the resiliency she has learned over a lifetime.

Head coach Missy Farr-Kaye (far right) wipes a tear while addressing fans and the media as the ASU women's golf team celebrated their NCAA Division I title on May 25 at the ASU Karsten Golf Course.



“I told the girls that they will share something for the rest of their lives that no one else will ever understand. I still see my teammates. **We have a unique bond that’s very special because you’re in the trenches together.**”

— MISSY FARR-KAYE

Cultivating the team’s grit was the job of Missy Farr-Kaye, who was in her second season as head coach of the Sun Devils.

“I realized the most important thing we needed to do outside of learning technique and making sure we practiced the right things was to be a team that was mentally strong and gritty,” says Farr-Kaye, who spent 13 seasons as assistant coach and then associate head coach before taking over the top job in 2015.

So she drew on a wide range of resources as she worked to build up her team — advice from mentors, books, her family and her own history of resiliency.

“I like to go outside the box, and I spend a lot of time reading,” she says. “I like to watch what the good coaches are doing.”

The late-May victory was the third time Farr-Kaye held the national championship trophy. The first time was as a player on the ASU team in 1990, and the second was when she was assistant coach, in 2009.

This one was especially sweet.

‘We were very tough’

Farr-Kaye’s roots run deep. She’s

a fifth-generation Arizonan, and when she was interviewing for the job of head coach, she presented Ray Anderson, ASU’s vice president for university athletics, her great-grandmother’s 1899 diploma from Tempe Normal School of Arizona — what would eventually become ASU.

“My history at ASU goes back a very long way,” she says. “I wanted him to see that I was firmly entrenched in the state.”

She has stayed close to two of

her former coaches who continue to be mentors: Sister Lynn Winsor of Xavier College Preparatory in Phoenix, whose teams have won the state championship 34 of the past 37 years, and Linda Vollstedt, who was Farr-Kaye’s coach when she was a Sun Devil.

“They were my role models before I knew I was meant to coach. I talk to them both all the time,” she says.

After graduating from Xavier, Farr-Kaye played at ASU for Vollstedt, winning the national championship in 1990 as a senior. That cemented a bond among the team that Farr-Kaye knows her 2017-18 team will experience.

“I told the girls that they will share something for the rest of their lives that no one else will ever understand,” she said. “I still see my teammates. We have a unique bond that’s very special because you’re in the trenches together.”

A lot has changed from Farr-Kaye’s days as a Sun Devil.

“The thing I try to keep is the beauty of how we practiced and competed and played in the 1980s. We feel we were very tough.

We didn't have push carts. We carried our bags. We walked all the time and didn't think twice about it. There were no limitations in practice. We would be out practicing until dark every night.

"But I do wish I knew then what I know now about how to practice, and different ways to practice to be more efficient, and the different ways we physically train to be stronger and prevent injury."

A few years after graduating from ASU, Farr-Kaye faced a monumental loss when her sister, professional golfer Heather Farr, died of breast cancer in 1993. Then Farr-Kaye herself battled cancer twice, most recently in 2008. Now healthy, she says cancer is no longer part of her daily life, but she draws on the spirit she developed during that time.

"I'm grateful for every day I have for my kids and that God has allowed me to still be here and be healthy after losing Heather when she was only 28," Farr-Kaye says.

"It definitely changed me, and the silver lining is that it does make me tougher and give me the ability to handle difficult things and be resilient."

She fully appreciates the time she spends with her three sons: Dalton, 24; Riley, 19; and Cameron, 13. "Coaching's made me a better parent, and parenting has made me a better coach. There are qualities that go back and forth," she says.

"I expect a lot out of my players. I expect a lot out of my kids. But I work really hard to give them all the tools they need to be successful and find ways to separate themselves."

Coaching with intention

As the head coach of one of the most successful Division I women's golf programs, Farr-Kaye knows how to turn challenges into opportunities. She got that chance

5 ways to build a champion

Missy Farr-Kaye, now in her second year as head coach of the ASU women's golf team, draws on different techniques to build her winning team.

1 Use technology

The team uses an online statistics program as well as StrackaLine, a program that charts the slopes and greens on a golf course. The coaches record the players' swings in slow motion to pinpoint areas of improvement.



2 Personalize your coaching

What helps one player doesn't work with another. "You have to have those relationships where you know who needs a tougher love — 'Come on. What are you doing?' And that the other needs to hear, 'You're fine. It's all right.' "It takes a lot of time and intuition to learn what makes each of them tick," she says.



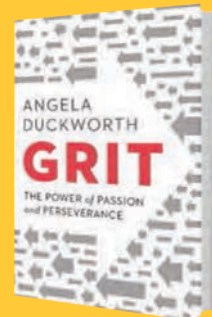
3 Find the fun

Farr-Kaye wanted the players to enjoy the journey. "There are Snapchats of me dancing. That's not something they always see in me," she says. "Our song was by Shawn Mendes, 'There's Nothing Holdin' Me Back.' We played it in the cars, and they nicknamed the trophy Shawn."



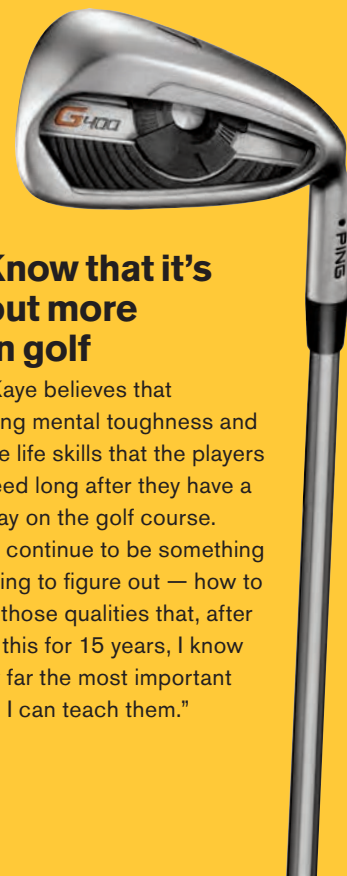
4 Read books

Farr-Kaye loves to read about building leadership. Two of her favorites are "The Power of Positive Leadership" by Jon Gordon and "Grit: The Power of Passion and Perseverance" by Angela Duckworth.



5 Know that it's about more than golf

Farr-Kaye believes that teaching mental toughness and grit are life skills that the players will need long after they have a bad day on the golf course. "It will continue to be something I'm trying to figure out — how to teach those qualities that, after doing this for 15 years, I know are by far the most important things I can teach them."



“I expect a lot out of my players. I expect a lot out of my kids. But I work really hard to give them **all the tools they need to be successful** and find ways to separate themselves.”

at the beginning of the 2016-17 season, which she started without an assistant coach.

“It worked out well to have a couple of months by myself because I really had a chance to connect with my players. When you’re the only resource, they come to you for everything,” she says.

In November, Michelle Estill, a former professional golfer and a teammate of Farr-Kaye at ASU, was hired as the assistant coach. Farr-Kaye says she didn’t want to rush the decision, and she approached the entire season with deliberation.

“Sometimes the girls don’t even know why we do certain things. There’s always an intention behind when we go out to eat together or a certain way we practice,” she says.

In January, the team had a retreat in which they plotted out the entire season, all the way to the very end — May 24, the final day of the NCAA championship tournament.

“I wanted them to commit to each other, and all of us to commit to each other, until we were done,” Farr-Kaye says.

There were rough patches. The teammates were bitterly disappointed in their sixth-place finish in the Pac-12 Women’s Golf Championship in Tucson in April, but Farr-Kaye says that wasn’t a bad thing.

“They dug a little deeper, practiced a little harder and

Head coach Farr-Kaye advises Monica Vaughn on the green.

Coach Farr-Kaye has been a part of

3

Sun Devil national titles:

As a player: 1990

As an assistant coach: 2009

As head coach: 2017

showed what they were made of,” she says.

Her players responded. Monica Vaughn, who won the NCAA individual title as well as the team title two weeks after graduating magna cum laude with a degree in communications, says that Farr-Kaye is much more than a coach.

“She’s a mom away from home, and she’s a mentor. She’s a doctor when she needs to be,” Vaughn says. “She lets us know that she cares more how we are as people than how we are as golfers.”

Recruiting resiliency

Even with the national championship still fresh on her mind, Farr-Kaye is always thinking of the future. She strategizes about recruiting every day and traveled to Europe over the summer to watch young golfers.

“With junior golfers, I’m not concerned about a bad day on the course. What I want to see is if they’re frustrated and stomping around and not calm

and collected. They need to have that resiliency at an early age,” she says.

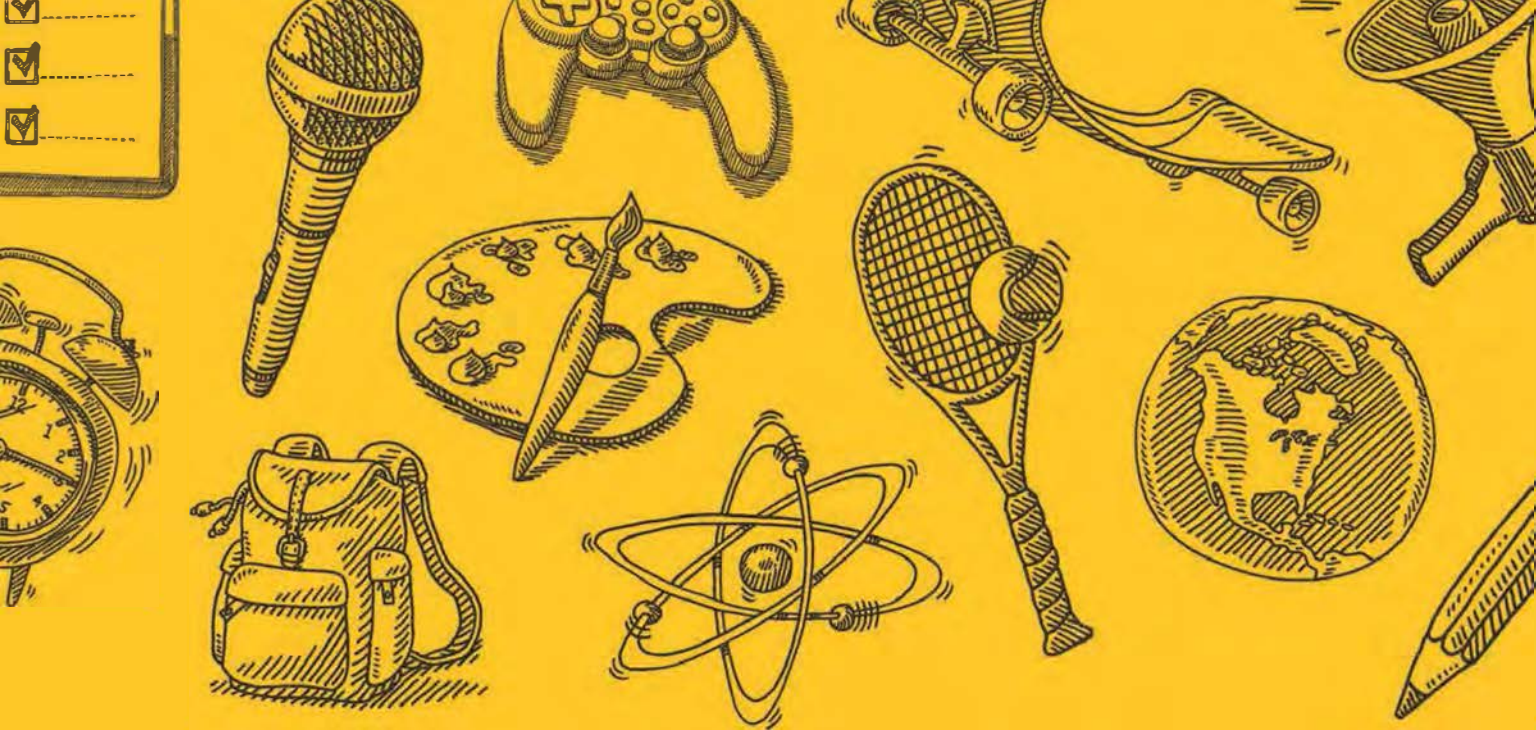
Farr-Kaye was not a fan when the NCAA decided to change the format of the championship tournament two years ago so it could be shown on the Golf Channel. But the reaction to the Sun Devils’ thrilling finish in May changed her mind.

“I continue to come across people who say, ‘I was in a bar, and we stopped and we were watching it because it was so exciting.’ We thought it was exciting, but we didn’t think anyone else was watching,” she says.

“It’s been so great for our players, and I think it’s going to grow our sport.

“I think about how cool it would be to have a little girl who was watching the national championship with her parents and to hear her say in 10 years, ‘I watched you in the national championship, and I wanted to play at Arizona State.’” ■





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A head for details

Davenport is an art teacher at Sandra Day O'Connor High School in Phoenix and earned her master's degree in elementary education from the Mary Lou Fulton Teachers College at ASU.



Brass ingots are melted to 2,030 degrees and poured into molds. The statue is poured in different sections, which are welded together after they cool. A patina is then applied.



Sulfurated potash, a dark substance, creates definition in the folds of the socks and the veins on the arms of the statue.



A game plan

Davenport worked from several photographs of Tillman during the multi-step process. She started last November and worked straight through her winter break to make sure the statue was ready to unveil nine months later — a fast turnaround. “I’ve gotten very fast at sculpting, but I’ve been practicing since I was 6 or 7 years old.”

“I’m an ASU graduate ... I always thought it would be wonderful to do a sculpture of Pat.

It’s a great honor to do this sculpture.”

— Jeff Carol Davenport, artist



PETER VANDER STOEP

Pat Tillman is an ASU icon — and a statue now honors his memory at Sun Devil Stadium. It was created by ASU alumna Jeff Carol Davenport, who wanted to capture the exuberance and commitment of the football player in her sculpture. As she fashioned the life-size bronze statue of Tillman as he's preparing to run through the stadium tunnel, she designed his hands with only one glove on. “In my mind, he’s so anxious to get onto the field, he didn’t put his glove on.” Tillman played at ASU from 1994 to 1997 and, after graduating, played for the Arizona Cardinals. In 2002, eight months after the Sept. 11 attacks, he left his career to enlist in the Army Rangers. He was killed in Afghanistan in 2004.



Sun Devil football team members started a new tradition in the first game of the new season. As they rush onto the football field for each game, they will touch the Tillman statue.

3

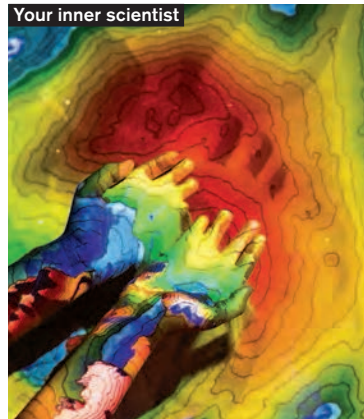
ways to build your resilient life

No matter where you are in life, and no matter where you want to go in the future, the road ahead rarely looks smooth and unvarying. Fortunately, you have three “success coaches” embedded within yourself who can help you surmount any challenge and create solutions where none existed before.

Your inner scientist

You may have heard when you were at ASU, “Now is the time to experiment ... to learn about yourself ... to get out of your comfort zone ... to see life from new points of view.” While studying at a New American University can definitely help on the “getting out of your comfort zone” part, this inner self is one you don’t have to shelve after graduation. You really do get to be the experimenter in your own life.

That’s why it’s important to explore your life as a scientist would. Your inner scientist is the part of you that is curious, eager to learn and conducts experiments. By approaching your decisions as a series of experiments, you can observe the results or natural consequences with some emotional distance.



Your inner filter

Humans experience stress when presented with information that conflicts with what they believe to be true. This is called cognitive dissonance. We all experience this at times. The stress can be mild or severe, depending on how much you identify with being right. But like most things in life, what matters most is what you do with that discomfort.

Your inner filter is the part of you that seeks truth, is skeptical of easy answers and knows when to listen to your gut.

Leverage your inner filter by first accepting the fact that nobody knows everything — it’s perfectly acceptable to *not* know the answer to a question. Second, when making decisions, work toward a balance between relying on outside information and relying on your gut. You need both.



Your inner hero

Remember when you graduated from college? Interviewed like a boss and landed that dream job you’d been chasing? Your inner hero is the part of you that faces your fears, does the hard work and makes bold decisions to achieve a brighter future instead of a pretty good “right now.”

The trick with keeping your inner hero happy is to continue to challenge him or her with new adventures. Your challenges will be unique to you, and that can seem intimidating at times, but you are also uniquely equipped to overcome them.

Adapted from a post on ASU's [Adulting 101](#) blog authored by Aaron Krasnow, a licensed psychologist who is the associate vice president of ASU Health Services and ASU Counseling Services, and Michelle Duah.

For more, visit adulting.asu.edu.

v: to completely change in appearance or character; to evolve into something better

Transform

THE BIG PICTURE

Building better campuses is a bit like rethinking education.

You bring in the new ideas, inspire the builders and keep trying new things, mapping out a brighter future. What comes out of it can be something entirely new.

Charter

...prehensive public research university, me... by
cludes, but by whom it includes and how... need.
research and discovery of public...
ing financial responsibility
conomic, social, cultural and overall
the communities it serves.

ASU

The velocity of change

How President Crow got us here and what's next. 28

New blueprint, new places

A showcase of campus construction during the Crow era. 38

Nature as inspiration

This robot is smart — and pretty cute. 40

Campaign ASU 2020


Highlights from the record year. 42

The velocity of change

Story by STEVEN BESCHLOSS
Photography by JEFF NEWTON

Fifteen years ago, Michael M. Crow brought his idea of the New American University — an agile and radical reimagining of higher education — to ASU. Neither naysayers nor the Great Recession could derail his vision, and he has no plans to slow down anytime soon.





N THE FIRST YEARS after arriving at Arizona State University in 2002, Michael Crow began handing out a short handbook to managers called “High-Velocity Culture Change.” The 44-page book is filled with pithy sayings intended to jolt your thinking and motivate action: “You’ll have trouble creating a new culture if you insist on doing it in ways that are consistent with the old one.”

More than a decade later, Crow is still giving this slim volume to managers, still seeking to spur disruption like he did when he first arrived. Scanning its pages, he reads out loud another call to arms: “It’s time for ‘tough love.’ Caring harder. Caring enough to take the company through the tough, unpopular struggle of culture change so it can survive.”

Crow pauses, reflects on how this resonates to him.

“I am willing to take any amount of abuse. Any amount,” he says. He’s not kidding. “It’s not about me. I’m not here for me. Literally, I’m not. I am here to deliver an organizational culture and a set of services to people who can get them in no other way. I’m responsible to them. I’m an expendable commodity.”

This is verbatim Michael Crow. Confident. Straight up. Makes you think. Built for action. In the same moment that he tells you he cares about improving lives, giving people a chance to better themselves, he lets you know that he’s up for a good fight. It’s this bracing style that makes an impression instantly.

“He speaks his mind,” says Sybil Francis, his wife and executive director of the Center for the Future of Arizona. “I admire that about him. He is who he is. It’s almost like he’s constitutionally unable to do anything differently.”

For those who don’t know him, they sometimes need a double take to realize he really is after something that’s not about him — that he is willing to spend nearly every waking hour (he’s fabled for sleeping just four hours a night) doing what he can to

move the university forward. He doesn’t have much patience for platitudes that are not based in reality or won’t lead to clear, productive outcomes.

As he moves into his 16th year as president, he remains a man on a mission. And nothing — not reaching 100,000 students faster than expected, not dramatically improving graduation and retention rates, not topping the list as the nation’s most innovative school, not even frequent calls from recruiters or the public flattery of being called a potential contender as Harvard’s next president — is likely to shift his focus from accelerating ASU’s impact and producing an educational environment that allows the widest possible population to reach its potential.

An economic blow

Crow’s ambitious vision has been severely tested. Rewind to 2008 and 2009, when the Great Recession coursed through the United States like an unrelenting tsunami. There was serious reason to doubt that a New American University ambitiously pursuing growth and access, excellence and societal impact would endure.

Bear Sterns collapsed; Lehman Brothers and General Motors filed for bankruptcy. The housing market imploded, and home foreclosures skyrocketed. The unemployment rate doubled, and the Dow Jones suffered an 18 percent drop in a single week, its worst ever. And in Arizona, one of the states hardest hit by the housing crisis, the budget deficit climbed to \$1.5 billion in 2010 and threatened to reach \$3.4 billion in 2011.

In quick succession, ASU saw its state funding plummet, down \$87.5 million in fiscal year 2009, down an additional \$22.6 million in fiscal 2010 and then a \$95.4 million hit the following year. All told, it was a brutal blow, by percentage the deepest cuts to higher education in the nation. Already, by March 2009, the university eliminated more than 500 jobs, including deans and department chairmen and chairwomen; shut down 48 academic units; and instituted unpaid furlough days for some 12,000 employees.

Many were asking what would become of ASU’s plans, including the dramatic expansion of transdisciplinary research and the commitment to a socioeconomically diverse student body. The New York Times pointedly questioned whether Crow would have to rein in his ambitions. Plenty of faculty members wondered whether they and their departments would survive. The State Press, ASU’s student paper, was particularly blunt in its assessment: “The

Mileposts of change

The past 15 years have been a whirlwind of innovation, paradigm shattering, and rapid evolution at Arizona State University. Here are a few of the key moments in the development of ASU as the New American University.



July 2002

Michael M. Crow becomes Arizona State University's 16th president and unveils his plan for ASU to become a "New American University."



September 2002

ASU establishes its partnership with Mayo Clinic Arizona. Among the first initiatives was the development of the ASU College of Nursing and Health Innovation-Mayo Clinic Campus program.



April 2003

The university breaks ground for the ASU Biodesign Institute, the country's first interdisciplinary research institute entirely devoted to the principles of bio-inspired innovation.

New American University has died; welcome to the Neutered American University."

Some were also wondering whether Michael Crow would stick around. But the naysayers sorely misjudged the man at the helm.

Here's how he recalls his mindset at the time: "The country is in deep trouble. I don't know exactly what all of the casualties are, but this is the greatest financial disruption since the Depression — and captains that leave ships at these moments should

be executed." With typical bravado, he told Tamar Lewin of The New York Times, "I don't retreat very easily."

When others were inclined to manage decline, make across-the-board cuts and simply hold on, Crow responded by accelerating the strategic vision. He had his eye on the prize: "The last thing you want to do in an economic recession is reduce your capacity to produce more highly trained individuals," he says.

That included accelerating plans for the Downtown Phoenix campus, designing a new set of online initiatives, seeking new partners and taking a hard look at which programs and schools should survive.

"We needed to take advantage of the chaos around us," he says.

Crow doesn't minimize the hardship of those years, the economic and social dislocation that it caused, the pain for individuals and families. But he also recalls those days with great pride and how they demonstrated that the cultural change was in full swing. By law, those on unpaid furlough are not expected or obliged to work. Yet many ASU people chose to work without pay.

"It was amazing," Crow says. "People just stepped up. It was really a proud moment for me on behalf of the institution." And more, "what that meant was our culture had shifted, and had shifted to the point where we were deeply committed to our mission. People said, 'Maybe this can work. Maybe we can come out of this even stronger.' We did."

'This guy sounds different'

In fall 2001, Don Ulrich flew to New York City to meet Michael Crow.

Ulrich, a member of the Arizona Board of Regents and chairman of the search committee to find a new ASU president, had already interviewed five sitting

university presidents and three provosts. He

was not happy. "You're giving me the same old, same old," he told the headhunters. The way he saw it, "they were maintenance people. They weren't going to change anything. That was not what this place needed."

Then, ASU President Lattie Coor told Ulrich he had a guy he should meet, a guy at Columbia University who

I'm willing to take any amount of abuse. Any amount. I'm not here for me.



January 2005

The university begins the process of creating the Decision Theater, a specialized visualization environment designed to help policymakers evaluate data-generated scenarios to aid in decision-making.



August 2006

ASU's Downtown Phoenix campus opens, made possible by a transformative partnership with the city of Phoenix.



October 2006

The university launches the School of Sustainability, the first comprehensive degree-granting program of its type in the United States.



January 2008

The ASU SkySong Scottsdale Innovation Center opens, offering a unique hub for innovation, technology and business development.

was neither a president nor a provost.

Ulrich met Crow at 8 a.m. over breakfast at the Ritz-Carlton near Central Park. He had a plane to Atlanta after the meeting.

"I sat down and we just started talking. I thought, 'This guy sounds different.' So I listened more closely." Ulrich was impressed. "He has ideas. He has a track record that's pretty damn different. His delivery was unbelievable. I couldn't ask him a question that he didn't have an answer to."

Ulrich, a quick study with a background in corporate reorganizations, would later describe Crow as a creative thinker, a man with an iron will and fearless. They ended up talking for 3½ hours and Ulrich missed his plane.

The coming months would be the first time many members of the search committee met Crow, Columbia's executive vice provost, who was also founding director of its Earth Institute; founder of its Consortium for Science, Policy and Outcomes; and chief strategist for its research enterprise. But he had visited Arizona frequently over the previous decade as an ASU consultant to help design a new research agenda and identify opportunities. He had formed a picture of what could change and the

prospects for redesign at such a young university and open culture like Arizona. As he puts it today, "The soil was conducive to a new idea."

While he was not already using the phrase "New American University," he was thinking deeply and reading widely about what kind of public university was needed in America. His reading list then — he typically reads many books simultaneously — was a window into his evolving vision [See "A reading list for rethinking education" sidebar on page 38].

When Crow met with members of the search committee, he explained his view that the status quo in higher education was outdated and that innovation was needed "across everything: the structure of the university, the design of the university, the financial mechanisms for funding the university." He shared his experience as a lead architect of what he called knowledge enterprises, designing "dozens and dozens" of research centers and research networks — at Columbia, at his alma mater Iowa State University and around the world.

What Crow had not done, what he wanted to do, was "architect the whole thing." He also was clear about what he did not want to do: "I told them I didn't want to manage anything. I don't want to run anything. I have no interest in being an administrator of anything. If you want some hospital administrator or some academic administrator, there's thousands of them out there.

“Well, you guys can wish all you want. Why don't we just do it?”



May 2009

The university hosts President Barack Obama, and ASU announces the creation of the President Barack Obama Scholars program. Michael Crow is named one of TIME's 10 Best College Presidents.



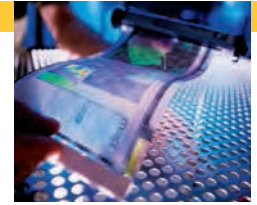
June 2009

NASA's Lunar Reconnaissance Orbiter launches, with ASU planetary geologist Mark Robinson overseeing the Lunar Reconnaissance Orbiter Camera, capturing high-resolution photos of the moon's surface.



September 2011

Starting with the fall semester, 100 percent of ASU's schools and colleges are engaged in entrepreneurship.



May 2012

Researchers at ASU's Flexible Electronics and Display Center successfully manufacture the world's largest flexible color organic light emitting display prototype.

You should go get one. That's not me." The search committee took notice.

What struck him first, recalls José Cárdenas, a search committee member and now ASU general counsel, was Crow's attitude: brash, aggressive, intense, someone who created excitement. Asked how he'd feel about a president's duty to beg for money, Crow offered a less than politic answer, "I don't beg," he said, then proceeded to detail his system for making a case with donors. Then he repeated, "I don't beg." It was the kind of moment that galvanized the room, Cárdenas says, and it clarified his own assessment. "If we hire this guy, he'll either be a spectacular success or a spectacular failure. Either way, we'll be in for a hell of a ride."

To be sure, much of Crow's passion and urgency was fueled by years of experience with education leaders who longed for change but felt hamstrung from taking action: "For decades, people said, 'We wish we had universities that were more connected to the people ... more responsive ... had research with greater impact for social outcomes ... that weren't becoming so elitist.'" His response: "'Well, you guys can wish all you want. Why don't we just do it?' No other institution had had the opportunity to step back and look at every aspect of its entire design and redo that. Why don't we do it?"

Soon he would have his chance, something he had dreamed about since he was a boy.

A young man fueled by ideas

In 1968, when he was 13, Crow watched his family's brand-new color TV as astronauts from Apollo 8 circled the moon. He was gripped by the idea that these people took off in a rocket and flew to the moon. It led him to think that you can do anything if your mind is ready, if you work hard enough.

Earlier that day he had visited a family who lived in a shack with a tarpaper roof and a dirt floor. It seemed so unfair, so clear that something must be done. That picture, those dual thoughts, stuck with him. Fueled him.

By the time the 17-year-old was off to Iowa State, the first in his family to go to college, he had moved 21 times. His father was an enlisted Navy man and his mother passed away when he was only 9. He had learned how to manage this peripatetic lifestyle, including periods in Maryland, Kentucky, Florida, Illinois and California. One constant was the public library. Another was his thirst for knowledge and the growing awareness that, even in tough circumstances, it's possible to advance.

When he arrived in Ames, Iowa, after a six-hour drive from Chicago with his dad, he had

Michael Crow during his college-athlete years at Iowa State University.





November 2014

ASU establishes its first-ever charter, articulating its dedication to the inclusion and success of students, and to a responsibility to the communities it serves.



September 2015

ASU is named "No. 1 Most Innovative School" by U.S. News & World Report (an honor that would be granted a record three times, in 2016, 2017 and 2018).



June 2016

ASU adds its fourth and fifth Nobel winners to its faculty, complementing a roster of Pulitzer Prize recipients, MacArthur fellows and hundreds of recognized, highly prestigious teachers.



January 2017

ASU embarks on its first-ever comprehensive development campaign, Campaign ASU 2020, designed to raise at least \$1.5 billion.

less than \$10 in his pocket; he had cobbled together a handful of scholarships to cover all four years of college and his expenses. He wanted to do five majors but had to settle for two, political science and environmental science. And he continued to percolate on his notion that it's possible to predict, design and control the future — and that higher education is the way to get the tools necessary to design what doesn't yet exist. This included structures, systems and organizations.

Crow took as many classes and independent studies as he could. He was hungry to engage and synthesize multiple ways of thinking, not just for knowledge's own sake, but to solve problems. And he wanted to apply his learning to drive change and make something new.

While still a junior, he was designing and building his own grant-funded engineering project, a way to increase food production, and landed a job designing energy-related projects at Ames National Laboratory right after graduation.

It wasn't long before he was envisioning universities that work across disciplines and create opportunity for as many students as possible.

Altering a culture and reorganizing a university

In November 2002, four months after his July start, ASU's new president delivered an inaugural address introducing

his concept for the university's future. Following hundreds of hours of meeting and thinking, Crow considered it a design proposal that sought to move away from the model of increasingly elitist private universities that were failing to address huge social inequity.

"The New American University will cultivate excellence in teaching, research and public service," he stated. It would "embrace the educational needs of the entire population" and "be measured not by whom the university excludes, but rather by whom the university includes, and from this inclusion will come its contribution to the advancement of society." ASU, he asserted, "is uniquely poised to become such an institution."

But getting to that promised place required disruption of the status quo. He expected criticism and got a bellyful. Who was he to come in and redesign the joint? How could he ever pull this off? Besides, the president's job is to run the trains on time. He heard it from faculty.

He heard it from staff and other administrators. That was OK by him.

"I love debate. I love argument," he says. "I love to have my idea replaced by somebody else's idea. Not everybody thinks that way, and people might not have realized that's the way I am."

Plenty saw his confidence, his intense drive, as self-serving ego. But he could live with that, too, on the path to pursuing the goal.

"Basically, I began, just grinding this out," he says. "I'm just a fullback. Give me the ball. I'll gain three yards,

I love to have my idea replaced by somebody else's idea.



Joy made possible
by you

“Growing up without a family to help me, college seemed to be an impossible dream. Life changed when I discovered the generous, giving hand of scholarships. How crazy is life? I can go from aging out of foster care to finding my place at Arizona State University.”

You may not have been there when Courtney was applying for scholarships, but when you give to ASU, you ensure her hard work leads to a brighter future. **We don't always see our generous donors, but you're always in the picture.**



CAMPAIGN ASU 2020

Together, our potential is limitless
GiveTo.ASU.edu

A reading list for rethinking education

During the time Michael Crow was meeting with the search committee at ASU and rethinking the idea of an American university, his reading list included the following:

Frank Rhodes' "The Creation of the Future: The Role of the American University," which describes universities as "the most significant creation of the second millennium" and "the decisive catalyst in modern society."

Herbert Simon's "The Sciences of the Artificial," a classic work on artificial intelligence.

Thomas Kuhn's "The Structure of Scientific Revolutions," a book on the

history of science whose publication was a landmark event in scientific communities.

Two works by William Manchester. One, "The Glory and the Dream," narrates four decades of American history and the workings of democracy starting in 1932. The other, "A World Only Lit by Fire," casts back much farther to the Dark Ages and the extraordinary role of universities and education to escape that time of squalor, illiteracy, mindlessness and violence.

two yards, four yards, two yards. Throw me a pass every once in a while. Just grind it out, grind it out, grind it out. Day after day after day. And then, people began to see we were making progress. We were doing new things."

New things, indeed, motivated by the desire to do things better and increase impact, not just replicate what had already been done. Rebuild and redesign departments, for example, to empower faculty, encourage transdisciplinary thinking and research, spur new insights, attract more students and produce different outcomes.

One design team report from 2004 described accelerating and institutionalizing "intellectual fusion," to "break out from the confines of traditional academic organization" and become more fluid.

"This was not simply advancing a strategy," Crow says. "We were attempting to alter a culture, and I hope that the faculty here feel like they can advance any idea."

Still, there were skeptics aplenty. One faculty member asked if Crow was "making this stuff all up." Crow's response was to have his team assemble two 6-inch-ring binders filled with intellectual arguments for new academic designs and what they could yield.

The biology department became part of the School of Life Sciences. Geology, astronomy and other sciences evolved into the School of Earth and Space Exploration.

The School of Sustainability — bringing together experts in environmental science and renewable energy, business and policy and designed around an outcome much like a medical school aims for a long, healthy life — was the first of its kind in the country.

Traditional engineering programs — such as civil, mechanical and industrial — were reorganized around Grand Challenges. This was inspired by Chuck Vest, the president of MIT and then president of the National Academy of Engineering, who was advocating creative ways to attract more young people to engineering. "We took a year of arguing to work our way through that," Crow notes. Today the Ira A. Fulton Schools of Engineering serve double the number and a far more diverse population of more than 20,000 engineering students.

And there was more: The push to create one university, for example — one faculty, one accreditation, aligning the campuses to do away with the hierarchy of a main campus and branch campuses — led to a single university administration and a growing commitment to online education that equally values students from any location.

Such moves earned Crow new supporters, but it also intensified resistance from some academic traditionalists and doubters who worried about the pace and scale of change. One professor, unhappy with the redesign of his department, publicly called Crow "a thug in a suit." Less thick-skinned than he might seem, Crow did his best to take it in stride. "There's been no project that hasn't been difficult," he says without rancor. "But I knew this stuff was going to work once we found enough people who could be empowered by design. I mean, there's a lot of really smart people here and a lot of really smart people that could be here."

Consider the case of the Cronkite School of Journalism and Mass Communication. Before Chris Callahan became its dean in 2005, it was housed within the School of Social Programs on the Tempe campus. Crow wanted to make it a stand-alone school and move it to downtown Phoenix as part of an emerging collection of schools and students in the city's urban core.

Although some faculty and deans thought it was an awful idea, that it represented exile from the Tempe



Michael Crow with Medallion Scholars Sawyer Bland (left) and MacKenzie Robb.

implement these new technologies ... lower our costs ... continue to find resources and partners ... successfully reengineer the way the university worked." In short: "The sky did not fall."

No slowing down

Far from it. ASU is well ahead of the 2020 timetable to grow to 100,000 students, thanks largely to nearly 30,000 online degree-seeking students. It continues to expand the population of first-generation college students and achieve high national rankings for its myriad programs, including 18 transdisciplinary schools.

In 15 years, research expenditures have grown from \$110 million to more than \$500 million, placing ASU in the top 10 of the National Science Foundation's rankings of institutions without a medical school. (The goal is to reach \$700 million by 2020.)

Perhaps no ranking has provided more reason for self-congratulation than topping the U.S. News & World Report list as the nation's most innovative university. Crow acknowledges its value, seeing it as part of an American story of advancement.

"I hear a lot of students, a lot of people, talking about it. They see us as this creative, innovative place. America's always been seen as an innovative place, where there are inventors, dreamers, people doing things in these new ways," he says. "To be a part of that within this sector is fantastic. That's the American way."

But Crow is not about to sit back and rest on laurels. Or slow the velocity that has gotten ASU this far.

"I'm not interested in finding equilibrium," he says. "Most universities sit in equilibrium. I think that equilibrium doesn't allow you to be adaptive. It doesn't allow you to scale."

And what's true for ASU remains true for ASU's president. Fifteen years on, the last thing he's looking for is a slower pace. When Crow was still at Columbia, recalls Francis, he would pull all-nighters now and then to get things done. After moving to the desert, he told his wife that he would not keep doing that. "People ask, 'Does he ever slow down?'" She laughs. "This is slow." ■

campus and could lead to its early demise, Callahan was excited by the opportunities it would create for journalism students to engage more closely with the nation's fifth-largest city. That same thinking influenced the decision to move the law school, nursing school, social work and public affairs and others that would thrive by becoming more embedded in the community.

"You can walk outside and cover things that look like the rest of America," says Callahan. Rather than resist the move, he found it "intoxicating," a rare opportunity to design something new. "How often do you get to do that?"

Jazzed by the creative mindset, Callahan has introduced all kinds of innovations, including modeling the journalism school on the teaching-hospital concept that allows students to practice the profession virtually from day one.

Crow cites 2011, nearly a decade after he arrived, as the point when ASU had turned a corner following the economic downturn and a series of reorganizations.

"I think by 2011 we knew we had cleared," he says. "We knew that we could make these new ideas work ...

New places for thinking, reading, measuring, experimenting, collaborating, making, and more



ASU's metro Phoenix campuses offer places for students and faculty to grow, stretch and imagine. Each offers a unique learning experience and the resources of a Research I university.

Built with sustainability and smarts in mind

Cottonwood Canal Arbor, Polytechnic campus

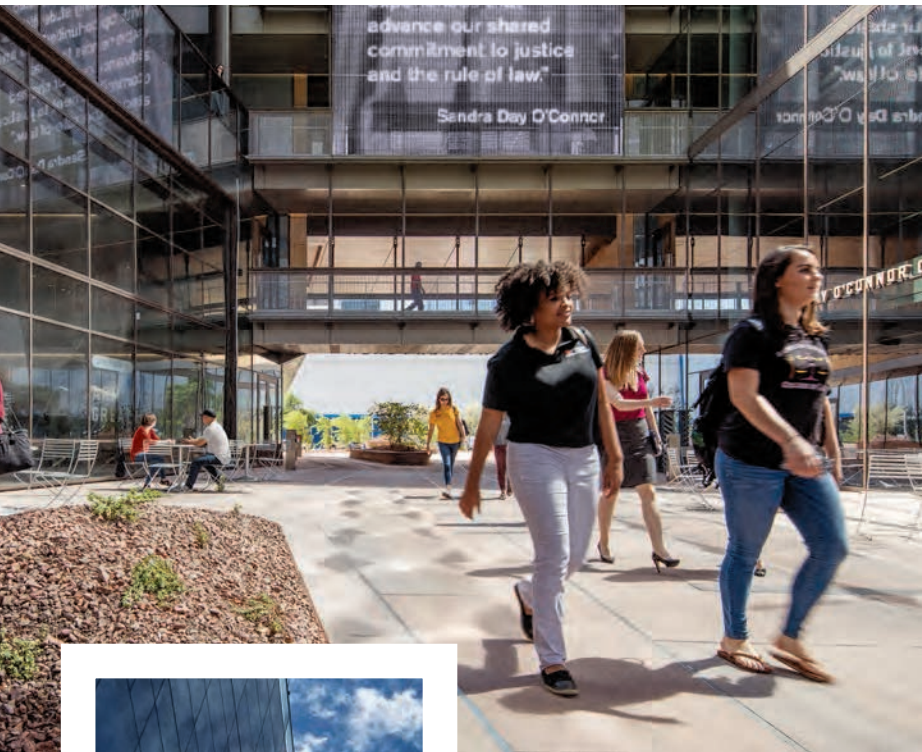
Located in a former parking lot, this arbor provides welcome shade while the adjacent courtyard recaptures precious rainfall that irrigates native riparian trees and plants. Eco-friendly construction has been crucial for recent building additions to the Poly campus. Residence halls have integrated photovoltaic panels, recycled concrete found on site and other building materials during their construction and the use of stabilized decomposed granite on walkways helps reduce the urban heat island effect. A campus community garden helps students understand food systems, waste management, electricity and water conservation in the desert.



Crime scene lab snares wrong-doers with science

Forensics Crime Scene Lab, West campus

Located in West's CLCC building, the crime scene lab introduces students to the basics of forensic science and empowers them to examine, solve and prevent crime.



Bringing the power of the law into the classroom

**Beus Center for Law and Society,
Downtown Phoenix campus**

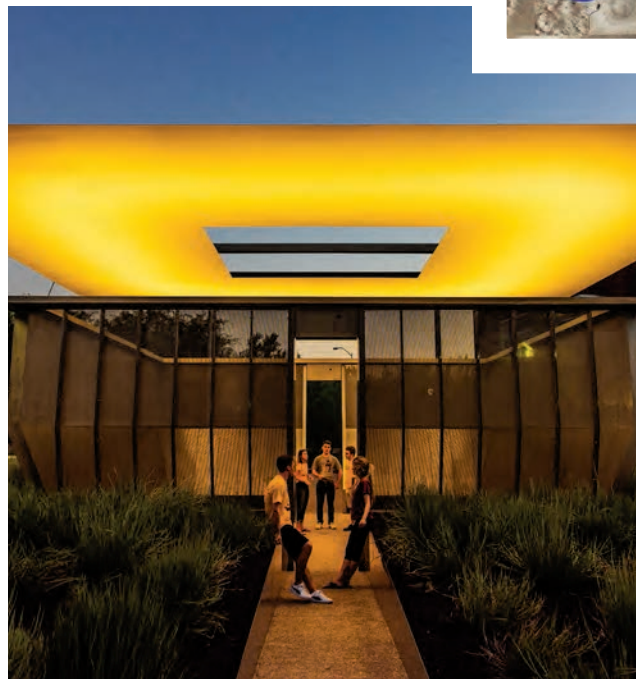
With a civic outreach center, the ASU Alumni Law Group, and several other nonprofits housed within the 280,000-square foot structure, the Beus Center sits just blocks away from the Valley's legal, political and economic powerhouses.



A place to EXPLORE potential and possibilities

**Lattie F. Coor Hall,
Tempe campus**

Honoring multiple missions within a single space, Coor Hall houses media-enabled classrooms, hosts an expansive Computer Commons and features a series of text fragments and letterforms etched on the building's glass façade, forming one of the largest public art projects on campus.



Dwelling in beauty, 21st-century style

Skyspace: Air Apparent, Tempe campus Artist James Turrell's iconic Skyspaces have been called "a spa for consciousness." Visitors to the Tempe campus have 24/7 access to this contemplative architectural environment, which features a 45-foot-square "floating" ceiling plane, and 480 color-changing light fixtures that illuminate the canopy during sunset and sunrise.

Engineering a better understanding of the universe

**Interdisciplinary
Science and Technology
Building 4, Tempe
campus**

ISTB4, the largest single research building at ASU, uses innovative architecture to integrate educational, laboratory and collaborative spaces within the building. The 250-seat Marston Exploration Theater provides 3-D planetarium experiences, and engineering students and researchers can share insights at the third-floor atrium, which features a unique carpet highlighting craters on the Moon, Mars and Earth.

A robot teaches itself to navigate the world

Machine learning met and fell in love with biology-inspired design in the creation of C-Turtle, a developmental robot created by ASU doctoral students and faculty with backgrounds in computer science, mechanical engineering and biology. Produced with just \$70 of materials, the robot took about one hour of crawling to learn how to successfully navigate a desert landscape. Future applications of these types of robots could include actively monitoring conditions in challenging environments such as minefields or other planets.

“We don’t tell it what to do. If we use tricks from nature, it learns much faster.”

– Heni Ben Amor, assistant professor in the School of Computing, Informatics and Decision Systems Engineering

The C-Turtle, a robot created by ASU faculty and doctoral students, uses an algorithmic learning process to discover how to move about in diverse types of terrain.



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The transformation of higher education ... made possible by you

Campaign ASU 2020 is rallying the campus community and beyond to support the university as it continues to redefine higher education. Following the public launch of Campaign ASU 2020 earlier this year, the ASU Foundation announced that donors set a one-year fundraising record: \$222 million in new gifts and commitments. As the campaign gains momentum, here are a few fundraising highlights from 2017.

107,000+

unique donors to ASU in FY2017

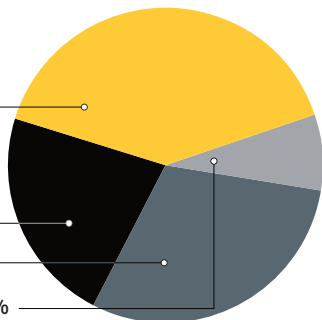
Where do gifts come from?

Alumni, faculty, staff, parents and community members 40%

Foundations 22%

Corporations 30%

Other organizations 8%



Every contribution matters

92%

of gifts made this year were \$100 or less.

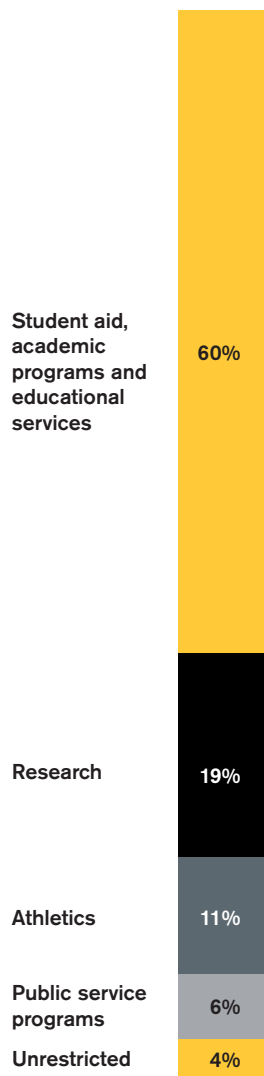
5,000+

distinct areas to which an ASU donor can choose to contribute

New areas for gifts

- ASU College of Law O'Connor Justice Prize endowment
- College of Nursing and Health Innovation Center for Mindfulness
- College of Liberal Arts and Sciences Pathways to Character
- ASU Online digital learning research
- Scholarships for students who study supply chain management, for graduates interested in human origins and for ranching families

Where donors give by area of support



“All great universities in the United States are built around philanthropy.”

— ASU President Michael M. Crow

One day makes a big difference

3,587

donors to this year's Sun Devil Giving Day, an annual effort that brings together supporters around the world to give to the ASU unit of their choice.

Source: ASU Foundation

v: to take part in something;
to come together and
interlock; to give attention

Engage

GET OUT

Hugs for days —

you might think working out is about heart rates and reps, but for the members of the November Project, it's all about the hugs. OK, so it's also about working out and being healthy, but this group shows that sport can be good for your heart in more ways than one.

Power of sport

New alliance explores the ability of athletics to change lives.

44

Sports briefs

Remembering a legend; stadium changes; family fun.

49



The power of sport

A new alliance between adidas and ASU aims to change the game by including diversity, sustainability and human potential

Story by BOB YOUNG

Photography by JAROD OPPERMAN

It is 6 a.m.

at an amphitheater in Papago Park in the East Valley, and almost 60 hardy souls are bounding up the stone steps, pushing through lunges, grunting through pushups and exchanging high-fives on a swampy summer day.

They are members of the Phoenix “tribe” of the November Project led by two Arizona State University graduates, Jackie Knoll and Trevor Warren.

They come the first time for the workouts. They come back for the hugs.

The group is a social experiment in action. Workouts are free, noncompetitive, all-inclusive and built around fun and positivity. The group’s motto: “Just show up.” Members don’t greet each other by shaking hands.

They hug.

“It’s a nonthreatening, open, supportive community, and I think that’s why people keep coming back,” says Knoll, a speech pathologist who started the local chapter with Warren, a Honeywell engineer, in 2015.

And it is just the sort of phenomenon the Global Sport Alliance wants to explore.

The alliance combines the global reach of shoe and apparel giant adidas with

ASU’s applied research capabilities in areas such as engineering, nutrition, design, sustainability, law, business, sociology and personal health.

Their shared goal: to unlock “the power of sport” and deliver real-world solutions.

The ambitious alliance emerged from the initial discussions between ASU and adidas that led to a uniform deal in 2014. ASU President Michael Crow, Executive Vice President and University Provost Mark Searle, Vice President for University Athletics Ray Anderson and Mark King, president of adidas North America, met during those discussions and decided that such partnerships have far more potential than simply providing uniforms to sports programs.

King likes to describe sport and adidas as “disrupters” that don’t simply look to improve on what they or others are doing, but to find completely new solutions. He said the most exciting aspect of the partnership with ASU is

that he knows it will lead to discoveries that nobody is even anticipating.

“What don’t we know?” he asks. “That’s what we’re after. And what could we find out that could be great for ASU, adidas, athletes, for people in sport or people in general? Let’s go see if we can find something that everybody doesn’t know about, and then share it.”

To do that, adidas and ASU will share ideas and assets — students, researchers, scientists, engineers, designers, experts in sustainability and sociologists. They aren’t looking only for new materials, technology or designs that will improve performance, but also for ways sport can impact society and build communities.

King believes that ASU and adidas will each benefit, but more importantly, people will benefit.

“ASU is looking at the world through the lens of education,” he says. “We have designers and engineers looking at the world through the lenses of



The November Project’s Phoenix chapter members work out at Papago Park.

sport and human performance.

“So, is there a way to combine our assets with their assets to find new and interesting ways to affect the world in a positive way through sport?”

adidas and ASU believe the answer is yes. That is the idea on the conceptual level.

To put it into practice, ASU tapped Kenneth Shropshire, director of the Wharton School's Sports Business Initiative at the University of Pennsylvania, to serve as ASU's first adidas Distinguished Professor of Global Sport and chief executive officer of the Global Sport Institute, an endowed position created with a contribution from adidas.

Shropshire is an expert in sports business, sports law and the social impact of sport.

In keeping with the Global Sport Alliance's model that encompasses a wide range of discovery, Shropshire will hold faculty positions in ASU's Walter Cronkite School of Journalism and Mass Communication, W. P. Carey School of Business, the Sandra Day O'Connor College of Law and the School of Social Transformation's African and African American Studies program.

“In the end, we want to provide greater access to information involving sport in a way that people can understand,” Shropshire says.

There are really no boundaries to where the Global Sport Institute might go, he says.

“It might range from: Is

Global Sport Alliance

Through sport, we have the power to change lives



Bringing together education, athletics, research and innovation, the Global Sport Alliance will explore topics that include diversity, race, sustainability and human potential, all through the lens of sport. The comprehensive partnership between adidas and Arizona State University will harness resources across the entire university and leverage adidas' global reach with the ambition of benefiting athletes around the world. With the collective power of two renowned innovators, this is an opportunity to change the game.

Education

Expand access to education

adidas and ASU are partnering together to champion individual potential by offering 100 scholarships to high-achieving adidas employees to realize their educational goals online.

Research and innovation

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Athletics

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walking better than running? Should I spend money for Gatorade or just drink water? What are the chances of my kid becoming a professional athlete? Should I spend money on these private lessons?"

“In the end, we want to provide greater access to information ... in a way that people can understand.”

— KENNETH SHROPSHIRE



Kenneth Shropshire, ASU's first adidas Distinguished Professor of Global Sport and chief executive officer of the Global Sport Institute

He says the institute can explore whether there is value for communities that host the Olympic Games, look at the benefits of professional franchises to communities, or evaluate the importance of activity for kids.

An area of special interest to Shropshire is the role of sport in Native American culture and communities.

He compares the potential for research on the reservations to research that

he did in South Africa with the Royal Bafokeng Nation, a tribe that won mineral rights to a platinum deposit below its land in 1999.

“Their community had not previously had sport in their schools — think about apartheid,” he says. “The king asked me, ‘If you could start all over in the United States, what role would sport play in schools, and how would you do it the right way?’”

“I thought that was a fascinating question. This tribe’s wealth comes from the world’s largest platinum deposit, which has given them independence of thought. In the U.S. you see something similar in tribes that have wealth from casinos.

“So there is this idea that you have communities trying to retain their identity and culture, but that also want to participate in broader aspects of society, like sport.”

Eric Legg, an assistant professor in ASU’s College of Public Service and Community Solutions, has lived on the Hopi Reservation in northern Arizona and witnessed the impact sport can have there.

The Hopi have long traditions in running, and basketball on all of the Indian nations is wildly popular.

“I refereed basketball, and I’d drive down the main road and it was bumper-to-bumper for miles with people going to the junior varsity game,” he

says.

Rick Baker, the cross-country coach at Hopi High School in Keams Canyon, said that when his team goes to the state championship each year, “we have a whole mess of fans there.” Running is both a source of pride for the school — 27 consecutive state titles and counting — and woven into the fabric of their community.

“Running is a big part of Hopi culture,” Baker says. “Everyone is involved. The traditional races we have — the fans can relate.”

Those traditional races take place throughout the year, when the males of all ages run from the base of a mesa to the village at the top. Think of it as a 5K straight uphill, with something far more significant than a runner’s medal at the end. Participants run “for strength and for moisture — rain. For overall health for everyone,” Baker says.

Baker himself knows the motivation that sport can inspire in a person’s life. After he won the state title in the mile in 1977, “that changed my attitude in life. It made me want to go to college. At that age, when you don’t look five years down the line ... it made me hungry.”

He sees that continuing power of achievement in his students today, and the way it brings the community together. Others have seen that, too.

While ASU’s Legg was teaching on the reservation, Hopi High’s long-struggling football program hired some new coaches and had one of



Hopi High School Coach Rick Baker cheers on his son, Steven, at the 2015 state championship. Baker's cross-country teams have won 27 consecutive state titles (and counting). Steven, now a junior, is still running.

its best seasons ever.

"They got the kids engaged, and this team went from being really lousy year after year to being really good," Legg says. "The community just gravitated to that team."

"Native communities have their own set of issues, and sport is not a magic elixir by itself. But it has that potential to engage people. I haven't seen this done, but it could be a very simple thing: You get all of these people coming to basketball games, so maybe you have social-service agencies there. 'This is where people are, so let's grab them.' It's a way to use sport as a vehicle to connect with the community."

"That's one of the great

things about having adidas involved. You get this big-picture approach, two global enterprises attacking that big picture a little piece at a time."

Legg says the idea that sport has the potential to change the world might sound cheesy, but he believes it, and so do the Global Sport Alliance partners. It is the same power that exists within the November Project movement.

Brogan Graham and Bojan Mandaric, Northeastern University rowers at the time, started November Project in 2011, sending out a Facebook post to their friends to let them know they were going to be at Harvard Stadium to run the stairs once a week to stay in

shape during their offseason.

One friend joined them for the first session. But the next week there were more. Relying only on social media and word-of-mouth recommendations, the group eventually grew into the hundreds.

Then it began to spread to other cities.

The November Project has flourished in Phoenix with as many as 100 people showing up for some workouts. And there are "tribes" around the U.S., Canada, England, Malaysia, Serbia, Hong Kong, the Netherlands and Iceland.

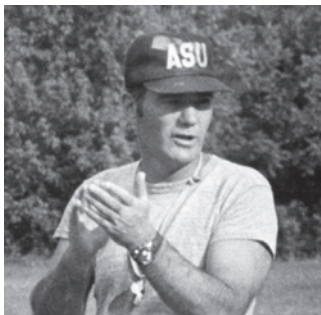
"Physical fitness is not necessarily the reason people want to go," Legg says. "That's an added benefit. What they're getting out of it is a sense of community. They're getting social support, particularly when you're talking about the adult recreational space."

"Yes, they love the athletic component, but it is much more about those relationships, the sense of community and the social support than it is the activity."

Knoll and Warren agree, adding that many of their Phoenix workouts include pairing off with a partner or taking part in a team activity, essentially requiring members to engage with each other. And that's what makes it work.

"They're not alone on a treadmill at the gym with their earbuds in," Warren says. "They're interacting with people, building relationships, hugging, encouraging each other and having actual physical interaction while getting a killer workout."

That's the power of sport. ■



In memoriam

2017 Sun Devil team honors legendary ASU Coach Frank Kush

This season, the ASU Sun Devils are honoring the memory of the university's winningest football coach, College Football Hall of Fame inductee Frank Kush, who died June 22 at the age of 88.

On Sept. 9, the Sun Devils wore the sunburst logo on their helmets, a mainstay of uniforms during the Kush era, during their game against San Diego State. Throughout the 2017 season, players are wearing a small sunburst ASU logo in honor of Kush.

He led the Sun Devils to six victories in seven bowl games, including the 1970 Peach Bowl and 1975 Fiesta Bowl, where the team capped two undefeated seasons. The Peach Bowl marked ASU's first bowl game in 19 years, and the Fiesta Bowl win pushed the Sun Devils to second in the national rankings.



John Humphrey, a wide receiver, in the new Tillman Tunnel at the north end of Sun Devil Stadium

Stadium reinvention project redefines excellence

Fans and football players alike are experiencing the benefits from the recently completed second phase of the Sun Devil Stadium reinvention project. The renovated 118,000-plus-square-foot facility now includes a ultramodern locker room, a wide-open weight room, a world-class sports medicine facility, respective position meeting rooms and auditorium, and exclusive player's lounge. The Tillman Tunnel on the north side of the stadium is now highlighted by a statue of Pat Tillman where the players enter the field. And towering above the north end zone is a new videoboard that stretches 113 feet by 47 feet.

Following the final home game in 2017, Sun Devil Stadium will enter the final phase of the reinvention, as construction activity on the east side of the stadium gets underway.

Gameday events bring family and friends together

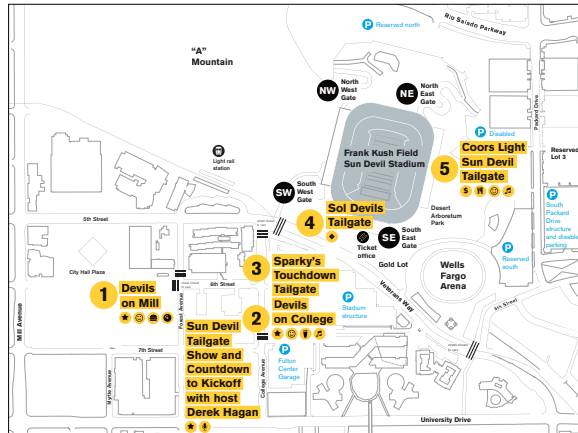
Sun Devil football fans have always gathered before home games to focus their team spirit, but ASU's redesigned Gameday experience is broadening the pregame events to include family-friendly activities such as face painting, free photo booths, giveaways, games and unique meal options presented in a spirited setting.

The aim of the Gameday experience is to provide a concentrated dose of Sun Devil pride for students, students, faculty, staff, alumni, and their families. Gameday activities are located near or around College Avenue and include Sparky's Touchdown Tailgate, Devils on College and college- and school-based gatherings.

Sun Devil Rewards app users can gain Pitchforks (points) toward the redemption of prizes by checking in at different activities that are part of the Gameday experience and by looking for special activations and promotions.



ROBIN KIVITELLUK/ASU



Many events are near Sun Devil Stadium on the Tempe campus. Full Gameday event map and locations online at TheSunDevils.com/tailgates

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 s/Jill Andrews, Publisher, 10/01/2017

v: to come together;
to build a rapport; to
establish relationships

Connect

SCHOOL SPIRIT

Forks up! It's more than photo decoration — it's a gesture that connects the ASU community, whether it's students on campus or graduates showing their spirit at Young Alumni Career Night.

Alumni resources

Explore alumni class notes, power up your LinkedIn profile, meet ASU authors. **52**

Hide and peek

Celebrating the solar eclipse with style, science and safety. **64**

Sun Devil 100 winner shares secrets for vaulting into entrepreneurship

Carson Holmquist spent his childhood dreaming of owning his own business. A 2008 graduate of the W. P. Carey School of Business, he put that vision on the fast track to becoming reality in 2012, when he launched Stream Logistics with a partner. The business was ranked No. 1 in the 2017 class of the Sun Devil 100, a university event celebrating the achievements

of ASU alumni who own or lead businesses around the globe. We caught up with Holmquist recently and asked him to share his keys to business success.

How did the desire to own your own business manifest itself when you were younger, and how did you channel it?

I grew up in an entrepreneurial household since my parents owned a family business. Their entrepreneurial influence intrigued me, and the process of designing systems came naturally to me and I enjoyed it. For example, during elementary school, riding BMX bikes on dirt tracks in the desert was very popular. Most kids would



Making the leap

love to spend hours riding the tracks and jumping their bikes. However, I always preferred to build and perfect the jumps and trails rather than actually ride the tracks.

What was your first entrepreneurial venture?

What did you learn from it? My first outlet was a business in which I served cold drinks to the construction workers who were building new homes in my subdivision. Next, I talked my parents into fronting me money to buy snacks and drinks in bulk to enhance my small business. Instead of limiting our audience to those who happened to drive by, we converted the drink stand into a mobile business, using

a wagon to haul cold drinks and snacks to each of the construction sites. Like many young kids, my attention span was short and I couldn't resist eating the inventory, so the venture never took off.

How did ASU and your participation in an entrepreneurial internship program help prepare you for launching a business as an adult?

The entrepreneurship internship put me on the path that ultimately led to founding Stream Logistics. ASU hand-matched me with a young logistics company with an impressive growth trajectory. There, I was exposed to a

variety of invaluable business processes and logistics operations. The knowledge gained from that experience gave me the confidence to make the leap to full-time entrepreneur.

You've said in news stories that "The hardest thing was making the jump — making that initial commitment to leave a stable job with a promising career path to be an entrepreneur." Why was that a hard decision for you?

It was a tough decision because of the security I had to give up in order to chase my dream. I was married and

Class notes

had a mortgage, so financial stability was important. However, my desire to own my path and create opportunity for others outweighed my desire for security. I was confident in our ability to create a great company, so we made the leap.

Was there any one incident or milestone that told you it was time to go into business for yourself full time?

When my business partner, Chad Patton, and I originally discussed the idea of starting a business, I was mentally ready for a new challenge and excited about the possibilities. However, I subconsciously needed some reassurance. After I told my wife about the opportunity, she was immediately supportive. She expressed no doubt in my ability and fully supported the move. Her confidence in me gave me the reassurance I needed to know I was making a sound decision.

What are the biggest risks related to making the leap from full-time employment to full-time entrepreneurship? What are the best ways of mitigating those risks?

Financial risk is scary to most people, which keeps would-be entrepreneurs from making the leap. However,

the financial risk can be mitigated with a carefully crafted plan to limit expenses and to reach profitability as quickly as possible.

In your opinion, has making the leap into entrepreneurship been worth it? Is there anything you wish you had known beforehand?

It is worth it. It is rare to find an individual who was once an entrepreneur and who has now reverted back to being an employee.

What do you think Sun Devils can learn from studying the successes of businesses that have been ranked in the Sun Devil 100 list?

Sun Devils should recognize that each person on the list was once just a student without any expertise or knowledge of entrepreneurship. The skills required to start and run a business can easily be obtained. Anyone can do it. The hard part is making the leap and committing to a plan.

To see the complete list of the 2017 class of Sun Devil 100 inductees, visit alumni.asu.edu/sd100class2017.

Liz Massey is managing editor for ASU's Enterprise Marketing Hub.

2010s



✪ **Windsor Smith '16 BA and Madison Romine '16 BA** received first-place honors for news production at the Broadcast Education Association Festival of Media Arts ceremony in Las Vegas in April.

Raymond Patche II '16 BS, formerly assistant boys basketball coach in the Scottsdale Unified School District, accepted a position as girls basketball coach at Desert Vista High School in the Tempe Union High School District.

Jon Rahm '16 BA, Isagenix sponsored golfer and former ASU student-athlete, won the 2017 PGA Tour Farmers Insurance Open on Jan. 29, becoming the youngest winner of that contest and moving from 142nd to 46th in the official world golf rankings.



✪ **Linzie Melgreen '15 MS**, formerly adoptions coordinator for the Department of Child Safety in northern Arizona, accepted the position of concerns liaison with the Arizona Department of Developmental Disabilities.



Megan Dewall '14 BAE, a teacher in the Stevens Point (Wis.) School District, studied desert and marine landscapes using ecological

and social field methods in Baja, Mexico, as part of her graduate education.

Jordan Hibbs '14 BS, '15 MSTP received the Congressional Award Gold Medal for public service on June 21 at the U.S. Capitol in Washington, D.C. The award, which is noncompetitive, recognizes goals accomplished in one of four areas: voluntary public service, personal development, physical fitness and expedition/exploration.

Mark Stephan '14 MBA accepted a position as vice president and medical director with Equality Health in Phoenix. The organization seeks to organize better health care delivery systems for underserved and ethnic populations.

Samson Szeto '13 BS, '13 BA, '15 MS, communications program coordinator of LightWorks at ASU, was named to the 2017 GreenBiz 30 Under 30 list of young corporate sustainability professionals who impact their workplace and the world.

William (Billy) J. Barlow '12 BS is the mayor of Oswego, N.Y., and the youngest mayor in that state. His successful efforts to revitalize the city's downtown area have received media attention.



Jordan Hafen '12 JD joined the Phoenix office of the Polsinelli law firm as an associate in the area of complex real estate law.

Namath Hussain '12 MBA joined the faculty at Loma Linda University in the Department of Neurosurgery at the School of Medicine.

Fares Tarabichi '11 BS; Karim Tarabichi '07 BSE, '07 MSE; and Omar Tarabichi '07 BS, brothers and co-owners of The Crepe Club quick-service restaurant, have expanded from the food cart business familiar to many on ASU's Tempe campus to three brick-and-mortar locations in Phoenix.

Susan Demmitt '11 JD, an attorney with Gammage and Burnham, was elected to equity membership in the law firm. Her practice focuses on land use, development law and real estate transactions.



Caitlin Sheedy '11 BS, chemistry teacher at McPherson (Kan.) High School, studied emerging models in conservation and education and spiritual connections to nature in Thailand in preparation for a master's degree.

Erik Coover '10 BA, owner and senior vice president of global field development for Isagenix, was named to the Direct Selling News annual Forces Under 40 list in recognition of his work in thought leadership, collaborative interaction and good stewardship.

☉ **Sher Downing '10 MLS**, a former ASU employee, accepted a position as vice chancellor of eLearning at the University of South Carolina, Palmetto College, Columbia, S.C.



Elektra Fike-Data '10 BS, '10 BA, '14 MAS is a Climate Action fellow with CivicSpark, a

California governor's initiative AmeriCorps program. In this capacity, she assists local governments' climate adaptation planning, capacity building and volunteer engagement programs.



☉ **Matt Gibson '10 BS** received his PhD in physics from Ohio State University in December.

Marshall Hunt '10 BA, an attorney with the Davis Miles McGuire Gardner law firm in Tempe, was appointed to the Tempe Chamber of Commerce Board of Directors.

Biann January '10 BIS, member of the WNBA's Indiana Fever basketball team and former Sun Devil basketball player, accepted a position as women's basketball assistant coach for the Sun Devils. She will continue to play with Indiana as she coaches.



☉ **Gregory Leet '10 MNPS**, previously vice chancellor for university advancement at the University of

California-Irvine, accepted a position as vice president for advancement with The Jackson Laboratory.



D. Michael McCarroll '10 BIS, senior vice president at Integro Insurance Brokers in

Woodland Hills, Calif., was appointed to the United Way Emerging Leaders Board of Advisors. Additionally, McCarroll is among those considered for Man of the Year by the Leukemia and Lymphoma Society Los Angeles, an

organization he assists through its annual Man and Woman of the Year fundraising campaign.

2000s

Catherine Alonzo '07 MPA, CEO and co-founder of Javelina;

☉ **K Royal '04 JD**, senior privacy consultant with TrustArc; and

Lawdan Shojaee '04 BS, CEO of Axosoft, were honored among the Phoenix Business Journal's 31 Outstanding Women in Business on April 2.

Ed Hermes '07 BS, '07 BA, '13 JD, an attorney with Quarles and Brady LLP; **Cassandra Ayres '02 BA, '07 JD**, a member with Beus Gilbert PLLC; and ☉ **Lindsay Schube '00 BS, '05 JD**, a partner with Gammage and Burnham, were named in the Phoenix Business Journal's new regular feature, 20 Names to Know, that highlights the legal industry.

☉ **Ken Bonham '05 BAE**, vice president of business development with Lucid Agency LLC, and

Tania Torres '02 BA, president and CEO of Torres Multicultural Communications, were included in the Phoenix Business Journal's list of 20 Names to Know for advertising and marketing.

Erika Flores '09 BA, the digital journalist for Maricopa County, was added to the Central Arizona College Wall of Success in recognition of her personal and professional accomplishments.



Anne Layne '09 MBA, senior manager with McHard Accounting Consulting LLC, received the

New Mexico Society of CPA's Women to Watch – Emerging Leaders Award in recognition of her accomplishments in the profession.



Ray Padilla '09 BA, founder and owner of Ray Padilla Law, a civil litigation and estate planning law firm,

celebrated the opening of his second San Diego office.

Juan Parodis '09 BSD accepted a position as project manager with the Phoenix architecture and construction firm Form Third.

Scott Root '09 MS, director of virtual construction for Kitchell, received an Innovator Landmark Leaders Award from the Phoenix Business Journal in recognition of his commitment, collaboration, hard work and community service.

☉ **Todd Wood '09 MBA**, entrepreneur, developer and CEO of Christopher Todd Communities, launched the company's new-concept, horizontal rental community of single story, single family luxury homes in Surprise, Ariz.

☉ **Andrew Abarca '08 BSE** accepted a position as senior systems engineer at Sikorsky Aircraft after earning a second bachelor's degree in computer science from Regis University.



Mitchel Allen '08 BA, vice president of business development for the Greater Phoenix

Economic Council, received the Economic Development Distinguished by Excellence Award for Economic Developer of the Year, Large Community from the Arizona Association for Economic Development, in recognition of his significant contributions to the advancement of the organization and economic growth within the state of Arizona.

Ready for action

Incoming students welcomed into Sun Devil family with hometown 'Send-Off' events



For new students and their families, getting ready to start school at ASU can be a big and possibly intimidating change. Luckily, the Alumni Association's Sun Devil Send-Offs, held this summer in nearly 30 cities nationwide, helped smooth the path to ASU for a broad cross-section of first-year students — incoming freshmen,

international students and transfer students from community colleges.

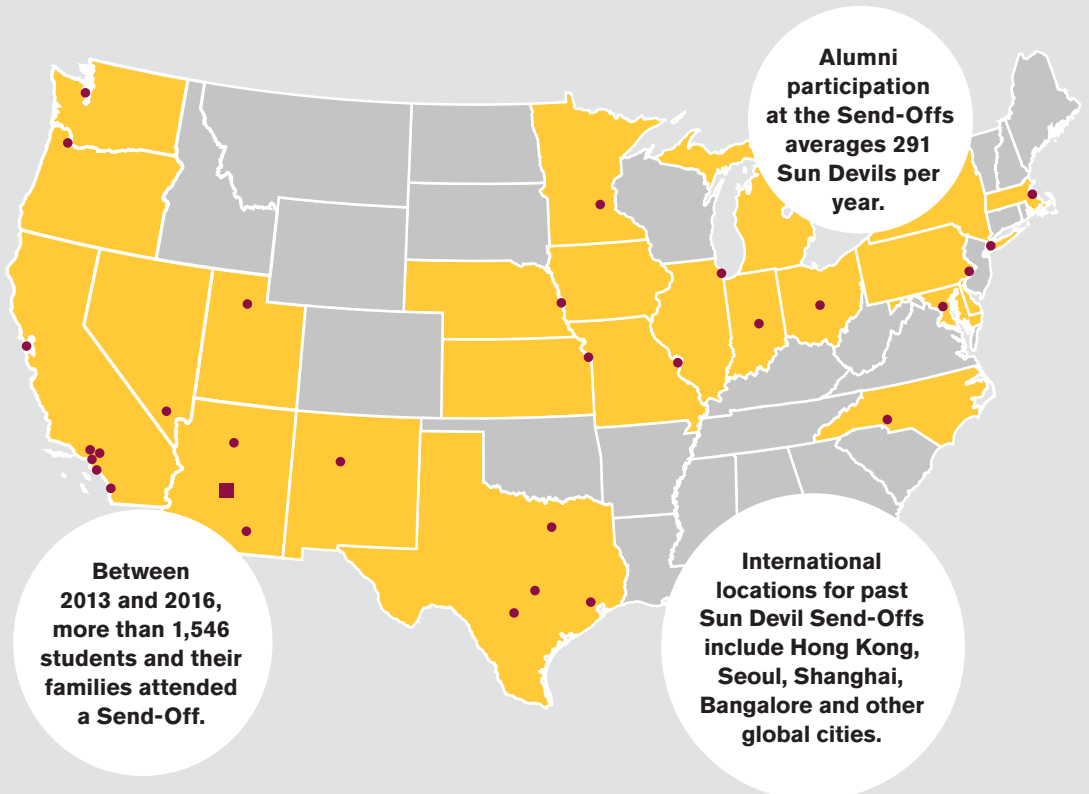
The events were a cross between a mini pep rally and a maroon-and-gold lovefest, and for many new ASU families, they provided all the confirmation needed that they made the right choice when their child decided to become a Sun Devil.

"We chose to host because we have lots of Sun Devil pride. We wanted to share our enthusiasm and knowledge of the Tempe area with the families that lived in our area."

**— Jim Shaughnessy '72 BAE, event host,
Greater Philadelphia chapter**

2017 Send-Off locations

- Albuquerque, NM
- Austin, TX
- Boston, MA
- Charlotte, NC
- Chicago, IL
- Columbus, OH
- Dallas / Ft. Worth, TX
- Flagstaff, AZ
- Houston, TX
- Indianapolis, IN
- Kansas City, KS
- LA / Arcadia, CA
- LA / Manhattan Beach, CA
- LA / Westlake Village, CA
- Las Vegas, NV
- Minneapolis, MN
- New York, NY
- Omaha, NE
- Orange County, CA
- Philadelphia, PA
- Portland, OR
- Salt Lake City, UT
- San Antonio, TX
- San Diego, CA
- San Francisco, CA
- Seattle, WA
- St. Louis, MO
- Tucson, AZ
- Washington, D.C.



Between 2013 and 2016, more than 1,546 students and their families attended a Send-Off.

Alumni participation at the Send-Offs averages 291 Sun Devils per year.

International locations for past Sun Devil Send-Offs include Hong Kong, Seoul, Shanghai, Bangalore and other global cities.



Sean Bowie '08 BS, '08 BA, faculty member in ASU's College of Public Service and Community Solutions, was

elected to the Arizona State Senate representing Legislative District 18 that covers Ahwatukee, south Tempe, west Chandler and southwest Mesa.

✎ **Matt Cicinelli '08 BS** accepted a position as technical adviser with Amazon.

Corey Donaldson '08 BSE was named a partner at Koppel Patrick Heybl and Philpott, an intellectual property law firm in Westlake Village, Calif.



Mackenzie Hopman Pham '08 BA, '08 BA, '11 MA teaches French at the University of Rhode Island

and fitness classes at the Pure Barre studio.

✎ **Diana Hossack '08 MBA** accepted a position as executive director of Opera Lafayette, an American period instrument ensemble focused on the French 18th century opera repertoire and its precursors. The organization is headquartered in Washington, D.C.



✎ **Nora Jones '08 BA**, an

attorney with the probate administration and litigation practice group at Tiffany and Bosco, was elected to

shareholder in the firm.



Michelle Buckley '07 BMus joined the national law firm Polsinelli as an associate in the Phoenix office,

where she advocates for clients in the defense and prosecution of insurance and business litigation matters.

Mallory Dyer '07 BA, co-founder and CEO of Graphlock, a cross-platform mobile and web-based scientific and graphing calculator application for smartphones, tablets and laptops, was recognized by the Phoenix Business Journal with its 2017 AZ Top Tech Exec Community Hero Award.

✎ **Andrew Moe '07 BA**, associate dean of admissions and director of access and programming at Swarthmore College, earned a doctoral degree (EdD) in higher education at the University of Pennsylvania in May 2017.



Mary Myklak-Bernardo '07 MHSM, '07 MBA, formerly regional director of physician business

development for Tenet Healthcare, was promoted to COO of Abrazo Medical Group in Phoenix.

Nicole C. Ricker '06 JD joined the Gammage and Burnham law firm's real estate and zoning practice group as a partner. In addition, Ricker was recognized by Best Lawyers in America in the category of land use and zoning law.



✎ **Jeff Bardach '05 BA** was named director of content for KOTV/News On 6 in Tulsa, Okla.



Heather Millican Doyle '05 BA was appointed business council director for the 2017-18 board

of directors for the Junior League of New Orleans. Her responsibilities include oversight of the organization's thrift shop and related assets.

Patrick O'Brien '05 BS, former Sun Devil water-skier and founder of the Fruit Carving Ninja, travels the U.S. to deliver fruit and vegetable carvings to trade shows, special events and culinary competitions. He also serves as a guest teacher.

✎ **Courtney Klein '05 BIS, '10 MNPS**, founder and CEO of Seed Spot, was named to the board of directors of Participate, a partner with schools and districts to provide technology, comprehensive framework and support services for educators.



✎ **Sara Agne '04 BA** was elected to join the partnership of Snell and Wilmer law firm in their Phoenix

office. Agne practices in the areas of political law, government relations and health care. She also serves on the Arizona Supreme Court's advisory committee on the rules of evidence and the State Bar of Arizona's civil practice and procedure committee.



Jeremy Alberts '04 BS, an attorney in the Las Vegas office of Weinberg Wheeler

Hudgins Gunn and Dial, was selected for the Super Lawyers Magazine 2017 Mountain States Rising Stars list.



✎ **Debbi Burdick '04 EdD**, superintendent in the Cave Creek (Ariz.) Unified School

District, was named the American Association of School Administrators' Superintendent of the Year for Arizona and represented the state at the AASA National Conference in March 2017. She will participate in a similar role in Washington, D.C., in November 2017.



Timothy Fontes '04 BS, an intellectual property attorney in the Phoenix office of the Polsinelli law firm,

was appointed to serve on the board of directors for Rosie's House: A Music Academy for Children.

Dana Hooper '04 JD, a shareholder and attorney at Greenberg Traurig and a professional sports agent, joined ASU's Sandra Day O'Connor College of Law and W. P. Carey School of Business as a faculty associate. She teaches a three-credit course in sports law to students from both programs.



Erin Kinoshita '04 BA, '05 MMC, formerly senior account supervisor, was promoted to director of

account services with Anthology Marketing Group in Honolulu.

Jeffrey Gardner '03 BS

received specialty certification in anesthesiology from the American Board of Anesthesiology and is now a board-certified anesthesiologist.



Henry Mann '03 BSE was promoted to partner at Schiff Hardin LLP in the law firm's Chicago office,

where he practices in the areas of mergers and acquisitions, venture capital, commercial

agreements, intellectual property and internet law.



☛ **Sean J. O'Hara '03 BA** was elected to membership with Kercsmar and Feltus PLLC, a boutique litigation firm in Scottsdale, Ariz.

Bryan Beseler '02 BS is co-founder and president of nSite Design and Build, a commercial contractor, construction management and design/build firm that emphasizes a collaborative approach to project completion.

Lisa Hird Chung '02 BS, an attorney in the area of employment law and litigation, has joined the law firm of Schor Vogelzang in San Diego from Duane Morris LLP.

Scott Leese '02 MEd, CEO of Scott Leese Consulting, LLC in Austin, Texas, was named among the 25 Most Influential Inside Sales Leaders of 2017 by the American Association of Inside Sales Professionals.

Kathi Lindstrom '02 MS, '10 PhD, assistant professor at the Vanderbilt University School of Nursing, was named the first executive director of the Institute at Alive Hospice, an organization that is focused on education, advocacy, innovation and outreach.

Rachel McKinney '02 BA, an actress and a producer, announced the launch of a website for Scout It Out Inc., where she works as chief marketing officer. The site, which she helped create, helps artists find and rent showcase space for their projects at creative arts venues in New York City.

Timothy Thomas '02 BAE, principal at Rogers Ranch School in Laveen, Ariz., received the Milken Educator Award that recognizes

Sun Devil 101: The easiest way to teach others the proper pitchfork



Step 1
Make the traditional "Peace" sign.



Step 2
Raise your pinky to the sky. Shake, wiggle or otherwise move your pitchfork around as you cheer for the Sun Devils.

#ForksUp

Be sure to **KEEP YOUR PITCHFORK UPRIGHT!**
Don't point your fingers to the ground or sideways!

outstanding instructional leadership and curriculum development. The award includes a \$25,000 cash prize.

☛ **Ryan Abbott '01 BS, '08 MBA** is senior vice president of the southwest district for Sundt Construction Inc. The company received a Community Partner Landmark Leaders Award from the Phoenix Business Journal in recognition of demonstrated commitment, collaboration, hard work and community service.

☛ **Robin Arredondo-Savage '01 BS**, vice mayor for the city of Tempe, Ariz., and a local small-business owner, received the 2017 Tempe Chamber of Commerce Spirit of Tempe Award in recognition of her service, dedication and contribution to the community, and quality of life in the city.

Dana Berchman '01 BA, chief digital officer for Gilbert, Ariz., was recognized as a Technology Innovator Finalist by the Phoenix Business Journal.

Jaime Dempsey '01 BA, formerly deputy director of the Arizona Commission on the Arts, accepted

a promotion to executive director of the organization.

Sanderia Faye '01 MFA, award-winning author and co-founder of "African Diaspora: New Dialogues," an ongoing series in Dallas, was the subject of an article in the Dallas News about her transition from a successful accounting career to becoming a writer.

Melissa Ho '01 BA, '01 BS, a shareholder in the Polsinelli law firm, was selected for inclusion in the 2017 Southwest Super Lawyers Rising Stars in the category of Criminal Defense: White Collar. In addition, Ho was appointed by the U.S. Commission on Civil Rights to a four-year term on the Arizona State Advisory Committee.

David Jenkins '01 MM, a gunnery sergeant and saxophonist in the United States Marine Band, played with the band at the 58th Inauguration of the President of the United States on Jan. 20.

☛ **Martin Montorfano '01 BA** accepted a position as communications manager for Easter Seals in Silver Spring, Md. The office serves the District of Columbia, Maryland and Virginia.

Kimberly Yee '01 MPA, an Arizona state senator, was named to the legislative leaders advisory board for GOPAC, the largest Republican state and local political training organization.

☛ **Jason Borges '00 BIS**, has been appointed by Capstone Collegiate Communities as manager of Fremont Station, an 814-bed property in Flagstaff, Ariz. Borges was named Capstone's "Manager of the Year" in January while managing The Cottages in Hattiesburg, Miss.

☛ **Nichol Luoma '00 BS**, ASU's associate vice president for University Business Services, university sustainability operations officer and chief procurement officer, was named senior vice president of the National Association of Educational Procurement.

☛ **Travis Snell '00 MPA** accepted a position as government relations liaison at the Washington State Department of Transportation.

1990s

Stephanie Hertzberg '99 BA, principal and director of business development with SmithGroupJJR, and **Sari Roth-Roemer '92 PhD**, director and medical psychologist with Intuitive Psychology PLC, were honored among the Phoenix Business Journal's 31 Outstanding Women in Business in April.

Michelle McGinty '99 BIS, president of DRA Collective; **Chris Johnson '98 BSE**, president of LaneTerralever; and **Jennifer Kaplan '96 BA**, founder and owner of Evolve Public Relations and Marketing, were included in the Phoenix Business Journal's list of 20 Names to Know for advertising and marketing.

Tapping your maroon and gold connections

Building an outstanding LinkedIn profile

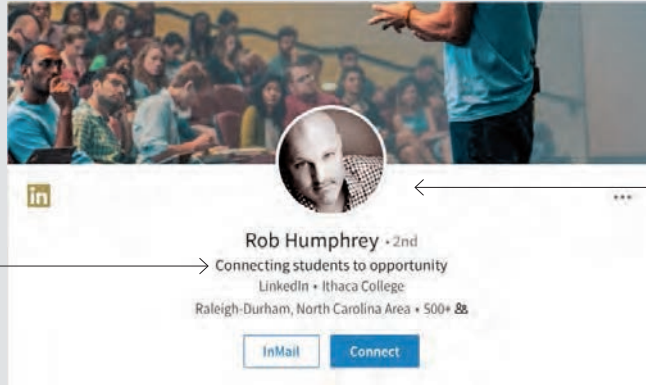
Differentiate yourself with a great headline,

using keywords from your industry that tell people who you are and where you want to go. The headline is one of the most overlooked sections of a profile. It's **prime real estate** and one of the first things people see when they search your profile.

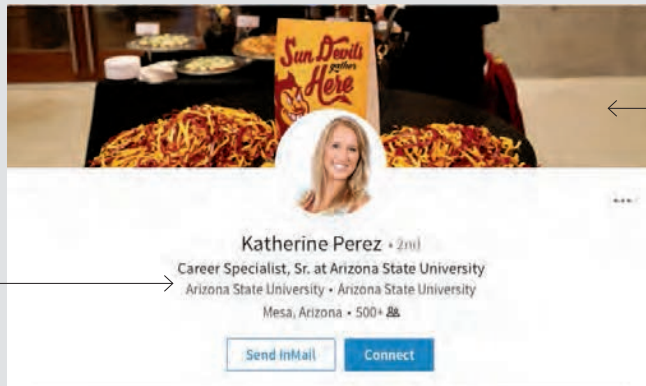
— Katherine Perez, senior career specialist, ASU

When you're connecting on LinkedIn with people you've never met, including someone you admire, a recruiter or an alum from your school, **finding common ground** should be your primary goal. Get their attention and quickly validate yourself.

— Rob Humphrey, senior account executive, LinkedIn



Select a photo that represents you professionally. This helps **humanize your profile** and makes you more approachable. Not having a photo drives the popularity of your profile down dramatically — profiles with a photo get 14 times more views than profiles without! — Humphrey



Make your profile come alive with images.

It's easy to add images to your summary and job experience sections. — Humphrey

Using LinkedIn for power networking

The Alumni Tool is one of the biggest secrets on LinkedIn. Just visit [linkedin.com/alumni](https://www.linkedin.com/alumni) when you're logged in, and you can see where graduates live, the organizations they work for and the types of jobs they've had. Just click on any bar in the Alumni Tool to drill down into specific careers, employers, locations, majors, skills or degree of connection.

— Humphrey

When you reach out to potential new connections, always **personalize the note** you send them. That way you answer the two big questions they're going to have: **1) Why are you connecting with them?** **2) What common interests might you share?**

— Perez

Two powerful ways to stay top-of-mind with your network:

1) Publish on LinkedIn, including relevant information on the newsfeed or blog posts using the LinkedIn platform.

2) Use the LinkedIn app every day. You can get briefed on industry topics, see what's happening in your network and learn about new jobs.

Thom Brooks '99 MA, professor of law and government at Durham University (U.K.), was honored as the ASU School of Politics and Global Studies' Distinguished Alumni Speaker for 2017. In association with the honor, Brooks presented a lecture, "Can we test for citizenship? Lessons in what not to do."



Jason Franklin '99 BS, an attorney in Dallas, was elected president of the Dallas Trial

Lawyers Association.

Barbara Lloyd '99 BA, senior vice president of NAI Horizon, was appointed vice president of the Tempe Community Action Agency board of directors.

Robert E.M. Smith '99 BA, 02 JD, '11 ML, a senior associate with Renaud Cook Drury Mesaros, P.A., has been invited to join the Claims and Litigation Management Alliance, a nonpartisan alliance of insurance companies, corporations, corporate counsel, litigation and risk managers, claims professionals and attorneys who promote and support the highest standards of litigation management.

Sharma Hammond Torrens '99 BS, previously program director for the Arizona Land and Water Trust, accepted a position with the Arizona Department of Agriculture as a legislative/research policy analyst.

Jason Wejnert '99 MBA, '04 JD joined Much Shelist as a principal in the Chicago law firm's intellectual property and technology practice group.

Mignon Gould '98 BS, founder of the online publication TheChicSpy.com, launched Chic Spy Studio, a paid, virtual internship program

that uses TheChicSpy.com as a publishing platform.

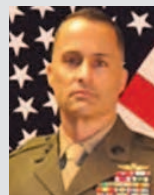
Jason Jantzen '98 BS, co-owner of Ahipoki Bowl Arizona LLC, Bad Dog Concepts and Phoenix Marketing Associates, continues to expand Ahipoki Bowl "coastal kitchen" locations. Jantzen counts five Valley locations, with six more coming soon, as well as restaurants in California and Washington.

Vispi Karanjia '98 MS, an architect and partner with Orcutt | Winslow, received a Community Partner (Individual) Landmark Leaders Award from the Phoenix Business Journal in recognition of his commitment, collaboration, hard work and community service.

John R. Lopez IV '98 JD, previously solicitor general for the state of Arizona in the office of Attorney General Mark Brnovich, was appointed to the Supreme Court of Arizona by Gov. Doug Ducey.

Jon Robinson '98 MS, CIO of Isagenix International, was named a "Technology Advocate" finalist by Phoenix Business Journal.

Leslye Barrett '96 MM, a master sergeant and oboist in the United States Marine Band, played with the band at the 58th Inauguration of the President of the United States on Jan. 20.



Brandon Frazee '96 BS, a lieutenant colonel and plans officer in the United States Marine

Corps, graduated from the United States Naval War College in Newport, R.I., in June 2017.

Julie Reuvers Christensen '95 BA, formerly assistant sports information director at ASU, accepted a position as deputy chief of staff in the Office of the President

at the University of Minnesota.



Mary Collum '95 BS, has joined AZ Growth Advisors as a C-level strategic advisor after

successful senior roles with National Bank of Arizona and Stellar Capital Management.

Tony Garcia '95 BSD is co-founder of A Squared Studios, an architecture firm in San Diego that received the Best Newcomer Award in the "Wine Country" category at the 2017 California Home and Design Awards presentation — honored for its design work on behalf of Mending Wall Winery. Another of Garcia's design projects was featured in the recent May issue of San Diego Home/Lifestyles magazine.

Kevin J. Jackson '95 BA, '95 BA, '01 MPA accepted a position as deputy city manager for Long Beach, Calif.



Ryan Price '95 BS accepted a position with Molex as director of in-vehicle networking, infotainment and

high-speed connectivity. He leads product management and development activities delivering solutions for self-driving and connected cars.

Gregory Byrne '94 BS, formerly vice president of athletics at the University of Arizona, accepted a position as director of athletics at the University of Alabama.

Michelle Doherty '94 BAE, '99 MEd, a first-grade teacher at Encanto Elementary School in Phoenix, was named Arizona Teacher of the Year by the Arizona Educational Foundation and will be

considered for national honors later this year.

Jeffrey Pruitt '94 BS, founder and CEO of Tallwave and Tallwave Capital, was named a "Tech Titan" finalist by the Phoenix Business Journal.

Raquel Aldana '93 BA, '93 BA, formerly professor of law at McGeorge School of Law in Sacramento, Calif., accepted an appointment as associate vice chancellor for academic diversity at the University of California—Davis.

Eric Gichner '93 BS founded with his wife a Chicago-based, prepared-alcohol company, Vitani, that produces bottled dirty martinis for distribution in Chicago and Arizona.

George J. Notaras '93 BA, whose comedic writing led to the launch of MotoMan TV in 2009, kicked off a seventh season with the announcement of partnerships with Google, YouTube and GoPro. The partnership allows stereoscopic 3-D, 360-degree video technology to provide an immersive virtual reality experience.

Doug Davis '92 MBA, senior vice president and general manager of the automated driving group at Intel Corp., received the 2017 Phoenix Business Journal AZ Top Tech Exec Technology Innovator Award.

Frank McCune '92 BA, previously government affairs representative for state and local affairs for Arizona Public Service, accepted a position as director of the Office of Government Relations for the city of Phoenix.



Dan Hardesty '92 BS, president of SouthWest Professional Insurance Consultants in

Scottsdale, Ariz., celebrated the company's 10th anniversary in August.



Dan Minton '92 BA, formerly director of stewardship and development for St. Patrick Catholic

Community in Scottsdale, Ariz., accepted a position as campaign manager with the Steier Group, where he will lead a capital campaign in Sugar Land, Texas.

Laura Yachimski '92 BA, is managing director at JPMorgan in New York City and offers guidance to students in the ASU W. P. Carey School of Business Investment Banking Industry Scholars Program.

☛ **Matthew Barnett '90 BSE, '90 MS**, radioactive air task lead at the Pacific Northwest National Laboratory in Richland, Wash., was named the new chair of Accredited Standards Committee N13, Radiation Protection.

Christopher Passmore '90 BSE was elected to the National Council on Radiation Protection and Measurements, which was chartered by Congress as a nonprofit, national resource on topics related to radiation protection and radiation quantities, units and measurements.

1980s

☛ **Abbie Fink '86 BA**, vice president/general manager, HMA Public Relations; **Lisa Urias '86 BA**, president and CEO, Urias Communications; and **Lisa Noble '83 BS**, principal, Noble Media, were included in the Phoenix Business Journal's list of 20 Names to Know for advertising and marketing.

☛ **Michael Hool '84 BS, '88 JD**, founding partner of Hool Coury Law PLC; ☛ **Azim Q. Hameed**

'82 BS, a member of Sherman and Howard LLC; and **Mary O'Grady '80 BA, '87 JD**, a partner with Osborn Maledon, were named in the Phoenix Business Journal's new regular feature, 20 Names to Know, in an edition that highlighted the legal industry.

☛ **Dale Allen Walters '89 BS** has joined BeachFleischman PC in Phoenix as senior tax manager and director of Canada-U.S. tax services.



William Hart '88 MA, holder of the Margaret W. Harmon Chair in Christian Theology and

Culture at Macalester College (Saint Paul, Minn.), received tenure at the college.

Frank Kardasz '88 MPA was named commander and supervisory special agent of the Internet Crimes Against Children Task Force for the State of Hawaii under the employ of the Hawaii Department of the Attorney General.

☛ **Karrin Taylor Robson '88 BA, '88 BA, '94 JD** was appointed by Arizona Governor Doug Ducey to the Arizona Board of Regents.

☛ **Joe Gaudio '87 BS**, CEO of UnitedHealthCare Community Plan of Arizona, was honored by the Arizona chapter of the national charity organization Playworks in recognition of his commitment to strengthening schools, empowering teachers, encouraging schoolchildren and supporting the Playworks mission to make recess a positive tool in the education of all students.

☛ **Robert Rauch '86 MS**, the "hotel guru" and CEO and president of RAR Hospitality, now counts seven hotel properties in Arizona under his guidance. He stays busy,

too, with his hotelguru.com industry insights blog, teaching an ASU hospitality entrepreneurship course and serving on the university's tourism-related boards.

Kim Sertich '86 BS, owner of Valley-based businesses Spectrum Video and Film LTD and Page One Productions Inc., recently participated in a listening session on health care with President Donald J. Trump at the White House.



☛ **Thomas Awai '85 BSD, '93 MEP**

accepted a position as director of business development with HKS Architects in Los Angeles.



☛ **Jennifer Quong Chung '85 BS**,

assistant manager at Honda North America, received two Telly Awards, an Aurora Award and a MarCom Award for excellence in video production.



Debra Stevens '85 BS, formerly director of marketing and communications at Phoenix Children's

Hospital, accepted a position as executive director of marketing and communications at Arizona Care Network.

Irene Martinez Diaz '84 BA, director for student discipline, safety and security for the Phoenix Union High School District, was named to the board of directors for Terros Health. Diaz was a member of the founding committee for ASU's Hispanic Convocation.

Maria Harper-Marinick '84 MEd, '89 PhD, chancellor of the Maricopa County Community College District, was named the 68th Valley Leadership's Woman of the Year on March 30. This honor recognizes recipients' long-term contribution and commitment to and leadership within the metropolitan Phoenix area.



Michael Patterson '84 BA, '95 JD, a shareholder with the Polsinelli law firm, was elected to the Phoenix

Committee on foreign Relations Board of Directors.

Rosemary Ybarra-Hernandez '84 BS, '92 MPA, founder and CEO of Aguila Youth Leadership Institute was appointed to the board of directors of Terros Health. Her efforts to prepare youth for college were recognized as a White House Bright Spot and a Best Practice by the U.S. Department of Education and College Greenlight.

Alberto L. Esparza '83 BS is founder, president and CEO of the Si Se Puede Foundation that supports the academic success of children from low-income families. Esparza's foundation recently sponsored a high school team of girls in STEM studies at the For Inspiration and Recognition of Science and Technology robotics competition in Flagstaff, Ariz. Their entry, "Degrees of Freedom," won the "Rookie All-Star" award. Another foundation-sponsored team, "Binary Bots," also competed.



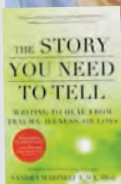
David F. Zehr '83 BS, a retired lieutenant colonel and former command meteorologist for the U.S. Air

Force, is now engineering manager/contracting officer representative

On the same page

Sun Devil authors discuss why reading matters

We asked four published ASU authors why books still matter in an interconnected and largely digital world, and their answers illuminate how reading creates successful, thriving individuals.



Sandra Marinella

“Reading books gives us a great

gift — the gift of knowledge and critical, clear thinking. Psychologist Keith Oatley argues that our stories are ‘the flight simulators of human social life.’ When we read books, fiction or nonfiction, we travel through all kinds of experiences, in the same way that a pilot travels through a flight on a simulator. Our books become our teachers. In today’s world, we need them more than ever.”

Sandra Marinella received two master’s degrees from ASU (in 1977 and 1995), in education and the humanities, respectively. After a bout with breast cancer in 2012, she researched and wrote “The Story You Need to Tell: Writing to Heal from Trauma, Illness, or Loss,” and launched The Story You Need to Tell Project.

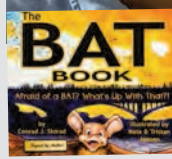


Bill Konigsberg

“Reading books is perhaps

more important than ever in 2017, because there are so many alternatives to that, and none of them involve the level of inquiry and involvement that reading does. We need critical-thinking skills, and when one reads, one develops those skills far more than they do when watching TV, or a movie, or a YouTube clip. The more we grow critical-thinking skills as a country, the more likely we will avoid the pitfalls of black/white thinking, and be able to see nuance and multiple perspectives.”

Bill Konigsberg received an MFA in creative writing from ASU in 2005. He has published four young-adult novels, the latest of which is “Honestly, Ben.” Konigsberg also teaches in the “Your Novel Year” online certificate program offered through ASU’s Virginia G. Piper Center for Creative Writing.



Conrad Stora

“Children

truly are our future, and we must get them hooked on learning via reading as early as possible. Holding a book in your hands and reading is an active process that engages all of the senses. Helping kids to hone their reading and communication skills is essential. If a child doesn’t know how to read and write well, he or she will be left behind in our information-based society.”

Conrad Stora, the author of more than 50 children’s science and nature books, received his master’s degree in mass communication from ASU in 1983. His latest book is “The Bat Book (Afraid of a Bat? What’s Up With That?).”



Douglas Egerton

“A good book can take you

to a place you can’t get to anymore. My nighttime reading is usually historical fiction. Thanks to CGI technology, modern films can show you what, say, ancient Rome looked like. But if you really want to know what it felt like to be caught up in the French Revolution and its Reign of Terror, nobody will ever surpass Charles Dickens in ‘A Tale of Two Cities.’”

Douglas Egerton received his bachelor’s degree in history from ASU in 1979. He’s a professor of history at LaMoyné College in Syracuse, New York. His latest book, “Thunder at the Gates: The Black Civil War Regiments That Redeemed America,” was a co-winner of the 2017 Gilder Lehrman Lincoln Prize.

for NOAA's Geostationary Operational Environmental Satellite-R (GOES-R) that was launched successfully on Nov. 19, 2016, and will support more accurate weather forecasts and warnings using new, ultra-high-definition technology.



☉ **Christine Newlin Kovach '82 BS**, chairwoman of the Desert Discovery Center in

Scottsdale, Ariz., was inducted into the Scottsdale History Hall of Fame in recognition of her advocacy and support of Scottsdale's preservation effort.

Ed Lundeen '82 BS, formerly executive vice president, business operations for Eclipse Aerospace Inc., accepted an appointment as president of Seeker Aircraft Inc. and managing director of Seabird Aviation Australia.

Matt Salmon '81 BA, former state senator and U.S. congressman, participated as the honored guest in a roast that served as a fundraiser for Hacienda Healthcare on the organization's 50th anniversary.

Edward "Joe" Shoen '81 JD, chairman and CEO of Phoenix-based U-Haul International and head of Amerco, U-Haul's parent corporation, was honored as Executive of the Year by ASU's W. P. Carey School of Business for "contributions significant to the nation and the world, inspired leadership that has created and sustained superior organizational performance, and achievements that exemplify a model for future leaders."

1970s

☉ **Terri Wogan-Calderon '74 BAE**, executive director of Social Venture Partners Arizona, and **Ginger Ward '03 BAE, '79 MAE**, CEO of Southwest Human

Development, were honored recently among the Phoenix Business Journal's "31 Outstanding Women in Business."

Laurie Fagen '79 BS, is a long-time television and print journalist and artist/musician. A sought-after voice on the arts and writing circuit, she recently was the featured speaker at the Prescott (Ariz.) Center for the Arts docent group and the Desert Rose Writers' Group/Romance Writers of America "Desert Dreams" event in Scottsdale, Ariz.

☉ **Neil Giuliano '79 BA, '83 MEd**, former four-term mayor of Tempe, Ariz., and current president and CEO of Greater Phoenix Leadership, recently received the Champion Award from the People Service Action Behavioral Health Agency for his contributions to the state's vitality.

Bill Lavidge '78 BS, '81 MBA, CEO of the Lavidge Company, was listed in the Phoenix Business Journal's list of 20 Names to Know for advertising and marketing.

☉ **Rebecca Lynne Burnham '77 BS**, a shareholder with Greenberg Traurig LLP, was named in the Phoenix Business Journal's list of 20 Names to Know that highlights the legal industry.

Tom Morrissey '78 MFA, a veteran of the war in Vietnam, retired from the college and university professorate and focuses now on farming, planting more than 60,000 pine trees on his property, and his work as a guitar designer and builder. He is the owner of Veteran Guitar Company and has been recognized widely for the unique instruments he produces.

Karen J. Saewert '77 BS, '90 MS, clinical professor in ASU's College of Nursing and Health Innovation, was named to the NCLEX Program Reports Panel of Nursing Experts that advises the producers of the reports and also the nursing

education community at large.

☉ **William Allen '75 BAE, '87 MEd**, a retired educator, was added to the Central Arizona College Wall of Success in recognition of his personal and professional accomplishments.

Shelley Cohn '75 MA was elected chairman of the Arizona Community Foundation's board of directors. The Shelley Award is named in her honor and awarded annually by the Arizona Citizens for the Arts to individuals who have advanced arts and culture through leadership.

Connie Harris '74 BAE, '76 MAE, '07 EdD, previously Arizona director of the education accrediting agency AdvancED, was appointed to the Yavapai College governing board.

William Bernard '73 BS retired as treasurer of the city of North Ogden, Utah, and is a former board member and treasurer of the Utah Association of Public Treasurers.



☉ **Wayne Headrick '70 BSE, '74 MSE**, professor emeritus of information systems at New

Mexico State University and a retired U.S. Air Force colonel, was inducted into the Industrial and Manufacturing Engineering Hall of Fame at the University of Missouri. This honor recognizes contributions to the career field and highlights aspirational individuals for graduates of the program.

Rene Moquin '70 MSW has returned from Africa after several years of work there to supply clean water to small villages.

☉ **Joy Partridge '70 BA** is head of Partridge and Associates CPAs, a dedicated viola player and president and co-founder of the Scottsdale Philharmonic.

Partridge and Associates was among the three finalists for the 2017 Shelly Award, named in honor of ASU alumna Shelley Cohn, and presented to those who have advanced culture and the arts in Arizona through innovative leadership.

1950s

☉ **Don M. Reis '58 BS** retired 26 years ago from 32 years of work in the aerospace industry in California, and now enjoys winters in Bullhead City, Ariz., and summers in Prescott, Ariz.

Sun Devil marriages



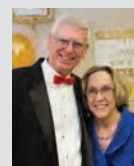
Samantha Gardner '12 BFA, assistant director of dance and a health science teacher at

Laguna Beach High School, Calif., and **Austin Gardner '12 BA** were married in March last year.



Jamie Michelle Greene '08 BS and **Celeste Gammel** were married on April 23, 2016,

in Denver.



Roy Gross '80 BS and **Judy Gross** celebrated their 50th wedding anniversary on Dec. 10, 2016.



Elizabeth Holly '08 BA and **Peter Tsinzo, Jr.** were married Aug. 20, 2016, in Ranchos Palos Verdes,

Calif. The couple is at home in Hermosa Beach, Calif.



☉ **Lauren (Balmer) Jacobs '11 BA** and **Joshua Jacobs '07 BAE** were married on March

26, 2016, at Venue at the Grove in Phoenix.



Maria (Sanson) McClennen '12 BS and **Scott McClennen '03 BS** were married on May 7, 2016, in Tucson, Ariz.

Tucson, Ariz.



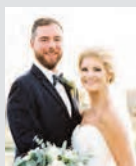
Erica (Underwood) Melroy '16 BSN and **Kevin Melroy '15 BSE** were married on June 25, 2016, in Scottsdale, Ariz.

June 25, 2016, in Scottsdale, Ariz.



Mackenzie Hopman Pham '08 BA, '08 BA, '11 MA and **Tri Quoc Pham** were married in the fall of 2016 and are at home in Rhode Island.

the fall of 2016 and are at home in Rhode Island.



Lindsay (Hernquist) Seli '10 BS and **Matthew Seli '12 BIS** were married on Oct. 22, 2016, in Scottsdale, Ariz.

in Scottsdale, Ariz.



Brian Shields '02 BS, '02 BS and **Tricia (Mercado) Shields '08 BS** were married on Oct. 20, 2016, at the Desert Botanical Garden in Phoenix.

Oct. 20, 2016, at the Desert Botanical Garden in Phoenix.



Tracy Henry-Stofflet '86 BS and **Robert Stofflet '86 BS** celebrated their 30th wedding anniversary on May 30.

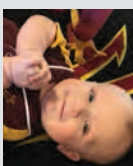
anniversary on May 30.

Sun Devil births



Kingston Barnes and **McKenna Barnes** were born to **Kaitlin (Martin) Barnes '11 BS** and

Stephen Barnes II '12 BS in May 2016. The family is at home in Pleasanton, Calif.



William Bennett Couch was born to **Rachael Couch '12 BS** and **David Couch** on Sept. 3, 2016, in Nashville, Tenn.

in Nashville, Tenn.



Matthew Reed Davidson was born to **Casey Davidson '06 BA** and **Christina Davidson** in Los Angeles on Dec. 23, 2015.

Los Angeles on Dec. 23, 2015.



Emma Dyan Fee was born to **Kimberly (Green) Fee '03 BA** and **Chris Fee** on Sept. 20, 2016, and joins big brother Cannon in Seattle.

and joins big brother Cannon in Seattle.



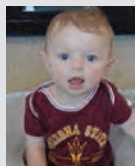
Jude Daniel Hansen was born to **Donald Hansen '03 BSE** and **Jessica (Dippold) Hansen '03 BS** on Nov. 13, 2016, in Gilbert, Ariz., and joins big sisters Kaia Noelle and Elin Alexandra.

in Gilbert, Ariz., and joins big sisters Kaia Noelle and Elin Alexandra.



Bianca Elizabeth LeSueur was born to **Afton LeSueur '10 BA** and **Glenn LeSueur '10 BS** on Oct. 24, 2016, in Gilbert, Ariz.

on Oct. 24, 2016, in Gilbert, Ariz.



Grant David Lewis was born to **Jon Lewis '15 BS** and **Julie Lewis** on March 9, 2016, in Phoenix.



Chase McAllister McLain was born to **Jenny McLain '03 BA** and **Nick McLain '09 BLS,**

'12 BS, '13 MA on June 24, 2016, in Mesa, Ariz.



Hannah Beth Montgomery was born Sept. 30, 2016, to **Sarah (Henkel) Montgomery '05**

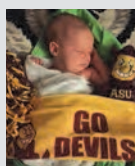
BA and **Mathew Montgomery '07 BIS** and to grandparents **Diana (Neff) Montgomery '65 BAE** and **George Montgomery '74 BS.**



Stella Hana Niemann was born to **Petra (Kalinske) Niemann '12 BS** and **Robert John Niemann** on Oct. 3, 2016.

on Oct. 3, 2016.

Leo Paul Padilla was born to **Paul Padilla '06 BSN, '15 DNP** and **Jenifer Padilla** on Sept. 12, 2016, in Gilbert, Ariz. He joins brothers Jacob and Zachary.



Nella Marin Schneiderman was born to **Ryan Schneiderman '05 BIS** and **Talia Schneiderman** on April 4, 2017, in Tarzana, Calif.

on April 4, 2017, in Tarzana, Calif.



Brooke Katherine Woods was born to **Phil Woods '07 BS** and **Jenna Woods '07 BS** on Feb. 18, 2016, in San Diego.

on Feb. 18, 2016, in San Diego.

Submitting a class note

ASU Thrive magazine welcomes class notes about significant milestones in the lives of ASU alumni.

1. Class notes should be submitted by the alumnus/a himself or herself, or an official representative of an organization with which the alumnus/a is associated.
2. Class notes submitted by a private third-party (such as family member) will be verified with the alumnus/a before publication.
3. Photos submitted for inclusion in class notes must be 500 KB to 1 MB in file size and a JPG or TIFF file.
4. All class notes will run in all platforms used by ASU Thrive magazine.
5. If submitting a Class Note via the U.S. Post Office, please do not send the originals of any materials you include.

Email: alumni@asu.edu

Mail:

ASU Alumni Engagement and Impact Office
Attn: Class Notes,
P.O. Box 875011, Tempe,
Arizona 85287-5011.

Far out

It didn't matter that Tempe wasn't in the path of totality of the solar eclipse — thousands turned up on the Tempe campus for the viewing party hosted by the School of Earth and Space Exploration, grabbing a pair of ASU glasses and claiming a spot to watch the first coast-to-coast total solar eclipse in 99 years.



Many people came early to get a good seat on the Hayden Lantern to watch the eclipse. The School of Earth and Space Exploration also set up telescopes to observe the phenomenon more closely.

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2017 Barrett, The Honors College graduates
Ngoni Mugwisi, Rhodes Scholar
Erin Schulte, Marshall Scholar
Christopher Balzer, Churchill Scholar



Top producer of the world's elite scholars

ASU, along with Harvard, Stanford and the University of Chicago

Rhodes, Marshall and Churchill Scholars

Only ASU, Harvard, Stanford and Chicago inspire an elite cohort of students who beat the competition to collectively earn the world's most competitive academic awards.

By choosing ASU, the state's premier university and the nation's leader in innovation, Ngoni, Erin and Christopher have earned an enviable and well-deserved reputation as the most-qualified graduates in the country. Along with their fellow master learners at ASU, these 2017 graduates not only have the power to change their world, but ours as well.

#1 in the U.S. for innovation

#1 ASU, #2 Stanford and #3 MIT

– U.S. News & World Report, 2016, 2017 and 2018

A top-10 university for graduate employability

ASU ahead of MIT, Columbia and UCLA

– Global University Employability Survey, 2016

