

## BRIAN THOMAS

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### SKILLS

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Learning	<b>Educated university students:</b> Business foundations and international business course instruction, business sustainability curriculum development, entrepreneurship and innovation co-curricular program management
Sustainability	<b>Steered ESG initiative:</b> Materiality assessment, governance model, carbon footprint, corporate giving, community relations, employee well-being, diversity and inclusion, business ethics, and sustainability reporting
Leadership	<b>Curated management development program:</b> Business model, stakeholder perspective, executive exposure, peer network, project-based learning, effective communication, personal wellbeing, and community service
Organization	<b>Served as Chief of Staff to the CEO:</b> Org design, operating mechanisms, company culture, team cohesion, talent management, process documentation, data architecture, systems investments, and leadership communications
Strategy	<b>Led corporate strategy function:</b> Strategic planning, business initiatives, success metrics, performance reviews, industry dynamics, competitive positioning, capital allocation, decision support, and board dialog
Finance	<b>Headed FP&amp;A department:</b> Financial forecasting, management reporting, business partnership, accounting interlock, capital structure, pricing analytics, incentive compensation, cost productivity, and investor relations
M&A	<b>Advised purchase/sale transactions:</b> Market coverage, opportunity origination, due diligence, strategic rationale, business valuation, deal structuring, purchase agreements, regulatory approvals, and integration planning
Capital Markets	<b>Raised equity/debt financing:</b> Capital needs, funding options, credit rating, equity valuation, security terms, offering materials, road show, regulatory filings, legal documentation, transaction pricing, and investor allocation

### CONTEXT

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Sector	Operated <b>digital infrastructure</b> business at the intersection of technology, telecommunications, and real estate; Executed M&A/capital market deals in the <b>technology, health care, and consumer products</b> industries
Region	Managed multi-national organization with a presence in the <b>Americas, Europe, and Asia</b> ; Worked as a banker in London, Singapore, New York, and San Francisco; Educated in India, the United States, and the United Kingdom

### EXPERIENCE

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Higher Education	<b>Santa Clara University</b> <i>Instructed cross-disciplinary undergraduate and graduate business courses with an average student evaluation of 4.3/5.0; created business sustainability curriculum for MBA concentration and undergraduate fellows; and managed Innovation Fellows and Mindset Scholars co-curricular entrepreneurship programs.</i> <b>Dean's Executive Professor and Adjunct Lecturer, Leavey School of Business (2019-Present)</b> <b>Faculty Associate and Industry Advisor, Leavey Sustainable Business Institute (2024-Present)</b> <b>Program Director, Ciocca Center for Innovation and Entrepreneurship (2024-Present)</b> <i>National Association of Corporate Directors: Directorship Certified (2023)</i>
Corporate Management	<b>Equinix</b> <i>Invested \$19B in data center builds and M&amp;A, grew revenues from \$200M to \$6B, expanded EBITDA margins from 32% to 48%, and increased its market cap from \$700M to \$40B, leading to its inclusion in the S&amp;P 500 Index. Additionally, it maintained engaged employees at &gt;85% and raised renewable energy from 34% to 92%.</i> <b>Chief of Staff, Office of the CEO and Vice President, Strategy and Operations (2012-19)</b> <b>Sponsor, Corporate Sustainability Initiative and Lead, Management Development Program (2014-19)</b> <b>Director, Senior Director, and Vice President, Finance (2005-12)</b> <i>Stanford Graduate School of Business: Executive Program (2011)</i> <i>Center for Creative Leadership: Leadership Development Program (2009)</i>
Investment Banking	<b>Citi</b> <i>Advised Tech and Consumer clients on over \$5B in M&amp;A and capital market transactions. These included ALI Tech's sale to McKesson, SignalSoft's IPO, Nestle's purchase of PowerBar, the Carlyle Group's buyout of Dr Pepper 7UP bottling, National Vision's bond offering, Oetker's acquisition of Kart Food, and Intel's divestment of Unico.</i> <b>Vice President, Investment Banking - Technology and Health Care (2000-03)</b> <b>Associate, Investment Banking - Consumer Products (1997-2000)</b> <b>Analyst, Investment Banking - Asia-Pacific (1994-97)</b> <i>Financial Industry Regulatory Authority: Series 7 and 63 Exams (2002)</i> <i>Institute of Banking and Finance: Fund Manager Training Scheme (1995)</i>

### EDUCATION

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Economic Development	<b>University of Cambridge:</b> Master of Philosophy, Economics and Politics of Development (1993-94) <b>Willamette University:</b> Bachelor of Arts, Economics and Politics (1988-93) <b>Cathedral and John Connon School:</b> Indian School Certificate (1976-88)
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### PERSONAL

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Time	Outdoors (hiking, biking, paddling); Media (sports, humor, documentaries); Social (family, relatives, friends)
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