

Das Tor

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

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4 Pages

Coverage of Selected

World Affairs Conference Seminars

U.S. FOREIGN POLICY IN THE MIDEAST

by Kathy Parker
with the assistance of
David Brayer

One of the most vital topics covered during the World Affairs Conference, as witnessed by the large attendance, was UNITED STATES FOREIGN POLICY IN THE MIDDLE EAST. The panel was composed of four speakers who by the nature of their backgrounds created a heated and lively discussion on the still unsettled Palestinian problem. Although US Foreign Policy in the Mideast is not limited to Palestine and Israel, the speakers chose to address this issue.

Professor Frankenstein of AGSIM was the panel moderator.

Dr. Harry R. Snyder, who has been active as a lecturer on Middle Eastern Affairs since 1935, titled his contribution to the panel as "The Diary of a Frustrated American." Dr. Snyder related his experiences of over 50 years of campaigning for Palestinian rights starting with the Organized Friends of Arabs, a highly successful lobby in Washington, D.C. in the 1930's. It was disbanded on the recommendation of then Secretary of State Cordell Hull because of Zionist League wrath. He also served as Chief of U.S. Military Intelligence in the Arabian Gulf and has played an active role in U.S. policy decisions in the region for the past four decades.

Politically, he stated, "the more things change, the more they remain the same"... "Congress listens to the Jews." He was highly critical of the continued influence of the Jewish/American lobby in Congress, claiming that they often cause more harm than good.

Economically, he said, the U.S. is deeply involved now, although in the 1930's the Middle East may not have seemed important to the U.S. He cited the example of ARAMCO, a whole new dimension in the economics of the area.

Militarily, "the U.S. has wreaked havoc on the Middle East"... "by supplying weapons..." The problems in Lebanon at present have been exacerbated by our supplies of military products to Israel.

Dr. Snyder stated that the future of the

region remains uncertain. "The boom may be off for American business...politically there is the growing influence and power of Russia....The Middle East may be the cockpit of Russo/U.S./West relations."

Dr. Snyder concluded his remarks by speaking of Lebanon, a subject on the minds of many of us today. He portends that "Beirut is the real watershed in American/Saudi relations" and he is pessimistic about the role of U.S. foreign policy in the Middle East at this point.

David Greenlee, Political Affairs Officer with the Office of Arab-Israeli Affairs of

"Beirut is the real watershed in American-Saudi relations."

the U.S. Department of State, gave the classic official arbitrator's jargon from the American side, a careful attempt not to overstep any diplomatic limits set by the administration. According to Greenlee, U.S. foreign policy in the Middle East is based on three essential points: 1) The UN Security Council Resolution 242 of 1967 which demands that Israel relinquish all territories gained in the 1967 war; he stressed that it is a carefully worded ambiguous document; 2) the Camp David accords, providing a framework for the establishment of a self-autonomous Palestinian entity through the Treaty of Peace between Sadat and Begin; and 3) President Reagan's September 1, 1982 Initiative, which reconfirms Resolution 242 and expresses U.S. support for Palestinian self-determination in the West Bank area in association with Jordan. The U.S. is hoping to bring King Hussein to the negotiating table.

Mr. Greenlee stressed the moral imperative of the U.S. in solving the Palestinian problem. He also emphasized the slow pace of the negotiations and the difficulty in achieving peace "without belligerence." King Hussein of Jordan, according to Greenlee, is clearly interested in the President's recent Initiative and has conferred with the PLO. However, Washington's position, says Greenlee, is that any negotiations must be with non-

PLO Palestinians, because Israel will not accept negotiations with the PLO.

Dr. Moughrabi, a Professor of Political Science at the University of Tennessee, described himself as a Palestinian/American. He begged us to debunk the myths of the Arab/Israeli conflict, such as the myth that there is an Arab/Israeli war.... "there is no such thing...it is no longer a military option for the Arabs to undertake...the Palestinians and Lebanese are being wiped out in an inferno in Beirut and no Arab countries came to their aid...." This proves, Moughrabi says, that the "moderate Arab line was defeated with the defeat of Lebanon." "The Palestinian/Israeli war is what is happening now..." He made a plea to look to the future of the Palestinians, to put the past behind them in proper perspective. "I would be proud to live in the State of Israel if I were treated as an equal, as a human..." but "...the callousness and insensitivity of the present administration..." (Begin and Sharon)

"I would be proud to live in the State of Israel if I were treated as an equal, as a human...."

makes it extremely difficult for Palestinians to even imagine a future of peaceful coexistence with Israel.

Dr. Arye Carmon, a Visiting Professor at UCLA from Ben Gurion University in Israel stated that he did not represent the policies of the current Israeli government - he spoke from the perspective of an Israeli, in the minority. Dr. Carmon chose not to address the recent developments in Lebanon, limiting his discussion to U.S./Israeli relations.

Dr. Carmon listed two assumptions essential to his presentation: 1) that Israel is an existing sovereignty; and 2) that there is a relationship between Israel and the U.S. which exists on political, economic and ideological ties and interests. He identified both Israel and the U.S. as immigrant countries, therefore

similar, but that "uncertainties" of U.S. Foreign Policy have caused lows in U.S./Israeli relations.

Three eras in U.S. foreign policy were identified by Carmon:

1) The Kissinger era, which was a first-time attempt to break the psychological inhibitions through the initiative of a central American figure using "shuttle diplomacy," a new concept in statesmanship.

2) The Carter era was comprised of the Camp David accords, a major breakthrough towards peace in the area. However, Carmon accused the U.S. of withdrawing from their commitment at a crucial moment, when the talks were stalled. He felt U.S. foreign policy failed to meet its challenge.

3) The Reagan administration started with a deadlock on the autonomy problem. The President's September 1, 1982 Initiative was very important, according to Carmon, because its proposals generated debate in Israeli society after 15 years of "shoving it under the rug." There had never been any polls or elections in Israel on the Palestine question. Thus, said Carmon, "I am an optimist...we are getting over the psychological stumbling blocks."

Each speaker had fifteen minutes in which to present his prepared statements. This was followed by a question and answer period which roused active audience participation.

The two-day conference brought together thirty-three speakers from all corners of the U.S. to discuss current issues of the Middle East. Participants included leaders from government, academia and industry, many of whom enjoyed their first visit to the AGSIM campus. U.S. FOREIGN POLICY was one of eight topic areas addressed by the conference which was videotaped in its entirety. The videotapes will soon go on file in the library.

MIDDLE EAST AGRIBUSINESS

by Bryan Prill

Few people think of agriculture in relation to the Middle East. With such overwhelming emphasis on oil production and regional tensions it is easy to forget that this area was the cradle of civilization where agriculture was first responsible for changing man from nomad to city dweller.

With the drastic rise in revenue that has flowed to this area since the discovery of oil, and especially since the oil embargo of 1973, Middle Eastern agriculture has been a major developmental priority for the governments of the region.

Considering the importance of agriculture from this view, the World Affairs Conference topic "Agribusiness in the Middle East" should not seem a contradiction in terms to those usually steeped in the view that Middle Eastern business concerns nothing but oil.

The panel for the Middle Eastern agribusiness seminar consisted of three experts on the region who approached the

subject from differing backgrounds and perspectives.

Dr. Richard Chalquest, a professor of agribusiness at Arizona State University, has been a consultant for agricultural projects in Libya, Kuwait, Saudi Arabia and Iran.

Mr. John Parker, a senior analyst in the U.S. Department of Agriculture's International Economics Research Service, is considered an expert on trade trends and analysis of import demands in the Middle East and Africa.

Mr. Rico Stroemer, vice president of international grain administration for Continental Grain Corporation, has worked as Continental's director of finance administration and merchandising for the Middle East and Africa.

The picture that these gentlemen presented of agribusiness in the Middle East was that of a growing and promising market, where business and social conditions must be observed scrupulously.

While the influx of oil revenues has opened the door to expanded development, the challenges facing the Middle East are still commensurately great.

The governments of the Middle East all list agricultural self-sufficiency as a top priority, but the majority of the Middle Eastern nations still import 80-90 percent

If a Saudi Arabian was interested in starting a herd of Arizona cattle in Saudi Arabia, the Saudi government would pay the prospective rancher's airfare to Arizona to inspect the cattle and then it would pay for the airfare of the cattle to their new home.

of their food.

Adding to the problem of such great dependence on food importation is the fact that rising per-capita income has raised basic consumption patterns. While some members of the Middle Eastern communi-

ty enjoy immense wealth, others live in poverty.

According to Dr. Chalquest, the three factors that are needed for agricultural production are capital, technology and raw materials (land, climate, sunshine and water).

Until fairly recently the region lacked the capital to implement any concerted plan of agricultural development, Dr. Chalquest said. With the capital now available, technology is being adapted for production in these unique conditions.

However, not all of these adaptations are successful.

Dr. Chalquest related an incident in which U.S. methods of feed-yard beef production were tried on Saudi Arabian sheep raising.

The local Saudi labor had no experience in raising sheep that way, the sheep needed much more labor than planned and the local infrastructure was inadequate for large-scale production, thus the project continued on page 4

Das Tor

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

"THE GATE"

at The American Graduate School of
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EDITOR'S WORD

PRESSURE

Only in discipline is there true liberty.
— Montaigne

I'm going to write this editorial in a half hour no matter what. Go.

I've just put the final touches on an agribusiness paper and am now about to prepare for Dick Mahoney's U. S. Foreign Policy 574 (stardate: Thursday 6:30). I leave the bull market and enter the bull ring.

Time is tight. The eyes are sore and deadlines draw near.

Pressure. Last week was the first wind sprint of this semester's marathon. Two papers, two oral presentations and a quiz all appeared out of nowhere and made us pledge for the 100th time to pace ourselves. I will. That's why I plan nothing for the half hour before this editorial is due so I get it in without the rush.

Pressure however, is positive in some ways. First, by assuming more work than one would normally take on, one sees that an incredible amount of work can be accomplished when one has to. The idea of "potential" comes to play here. Buckminster Fuller has enormous faith in human potential and feels, "The world has 4 billion billionaires and the whole thing is tied up in probate."

An alternative view comes from another fellow equally fun to quote; Mel Stonebaker. He feels pressure is just nature's way of keeping indolence from being a habit. Too much leisure can be just as tiring as too much work.

Part of the problem is the wonderful distractions which AGSIM provides to help you forget why you are here. Mark Twain shed some light on the core of the issue when he admitted he never lets his schooling interfere with his education. (I wonder how Twain would fare in Mahoney's Foreign Policy).

Must a healthy person resist the temptation of amusing speakers, informative career guidance lectures, World Affairs conferences, foreign movies, club socializing, quad parties, softball, tennis and squash? I guess so.

I'm thinking of hiring someone to go to all these for me so I can get some work done. It must be that the clubs were invented by some carefree lad with a straight-line depreciating GPA.

But the distraction provided by campus activities presents an interesting irony. If there were no activities, students would have more time to attend to their studies and thereby feel less pressure. On the other hand, these very activities make one forget some of the pressure at AGSIM and act as CARE packages to soldiers about to retrench. The Greeks have the answer: "Everything in Moderation."

Excuses aside, I do feel good after enduring certain pressure. Release without pressure is like Pub Night at noon. Stress begs release as ticking begs for the alar....STOP. Time's up!

—Brian Kelly

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I.B.W. Presents Speaker

Are you looking for an alternative to a career with a multinational corporation? Bruce Harris will speak on the opportunities for women in international economic development projects. In addition to being an AGSIM student, Bruce works as the Arizona

State Representative for Save the Children, an organization working in 33

countries throughout the world. All students are invited to attend at 8:00 p.m.

on Thursday, March 3, 1983 in Room 21. There will be an IBW business meeting for committee progress reports preceding the speaker at 7:30 p.m.

Attention First Semester Students

The Career Services Center has a Placement Manual and a College Placement Annual 1983 for each of you! All you must do is come in and fill out a card and they're yours for the asking, and please do ask. These are very useful and informative guides which you will use for years to come.

Corrections

In the article regarding the first Friend of Thunderbird Scholarship recipient that appeared in the February 23 Das Tor - the byline was omitted with credit given to Lee Baker, 1972 alumnus of AGSIM and a member of Friends of Thunderbird.

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Letters

TO THE EDITOR:

Having followed the language controversy for the last two weeks in the DAS TOR, I, too, wish to share my feelings about this department.

Being a student of Arabic for three semesters, I have unfortunately not reached the level of fluency and ease which I expected and was led to believe I would achieve. The main reason I was hindered, was the fact that English was used so much in the class. In a language conversation class I find no use for English translations which I feel cut down my concentration and ability to think in that language. New words can always be explained by the use of synonyms or vocabulary already known to the student, or by the use of analogies or even by gestures. I firmly believe that the language department would do well by banning completely the use of English in language conversation classes beyond the 300-level.

Many of the language classes at AGSIM are graded on a relative basis, your grades depending upon the performance of other students in the class. This, however, causes a problem when we put together students with widely differing experiences and exposure to the language. The teacher runs the risk of either boring someone or going too fast for someone else. This is especially so when it is known for a fact that many students with prior knowledge and exposure to the language, who could easily waive the 300-level course, nevertheless retake it, in order to boost their GPA! I believe that it would be helpful to both students and professors alike if it were made mandatory for every new language student to take a placement test and be placed in the exact level in which he/she belonged.

Though the AGSIM language department has certain good points, there is room for improvement. This letter is not directed to anyone personally. I only wish that my suggestions be discussed and implemented for the benefit of future students.

—A student and constructive criticizer

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Campus Notes

Public Service Lecture

Career Services will be giving the following lecture Wednesday, March 2, 1983, in Classroom 21, 1:30 - 2:30 p.m.:
Topic: PUBLIC SECTOR EMPLOYMENT
Speaker: Cordelia Spicer, Consultant/Counselor

Fasching

You've heard of Mardi Gras in New Orleans,

well....March 12th at 9 p.m. is the German Club's Faschingball on the Quad. Choose your most outrageous costume to wear to qualify you for one of the many coveted prizes! If you thought Ocktober fest was wunderbar then be sure not to miss yet another encore performance of "The European Frolics." (That's our German band including the "Little Weiner.") See you there.

COLEMAN LOUNGE

The Coleman Lounge and kitchen will be available on a limited basis for student and club use as of Monday, August 30, 1982. Due to the problems in the past with clean-up after parties and other events, new procedures have been established to ensure that the area is kept clean for all students at AGSIM.

The lounge itself is open 24 hours daily for normal use, but special events and student parties will be subject to the following rules:

1. Clubs wanting to hold weekly meetings in the lounge must contact Tom Sebring, manager of the kitchen, for permission and then officially reserve the room through Dana in Housekeeping.
2. Those wishing to reserve the lounge only for special events must contact Tom Sebring for permission and reserve date and time with Dana in Housekeeping. A \$15 clean-up deposit is also required which will be refunded if the area is left in decent shape after the event.
3. Those wishing to reserve both the lounge and the kitchen for special events must contact Tom Sebring for permission and reserve date and time with Dana in Housekeeping. A \$10 usage fee must be paid in advance, as well as a \$25 clean-up deposit which will be refunded if the area is left in decent shape after the event.

The key for the kitchen will be issued no earlier than the morning of the day for which the kitchen is reserved for and must be returned by noon of the following day. Those turning in the key late will be fined \$5. No food may be stored in the kitchen after the event unless prior arrangements have been made with Tom Sebring.

Although these rules may seem a bit strict, it is hoped that they will help in keeping the lounge and kitchen clean for all students who wish to use them. If you have any questions, or wish to reserve the lounge or kitchen for any spring semester events, contact Tom Sebring at 7332 or drop a note in Box 819.

"Kindness is not uncommon, but imaginative kindness can give a man a shock."
R. Frost

Thornton Wilder
(1897-1975)
Theophilus North

"Happiness makes up in height for what it lacks in length."
The true worth of a man is to be measured by the objects he pursues.

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CROSSROADS COFFEEHOUSE REOPENING

For all of you students that have been here for awhile, I'm sure you will be glad to hear that The Crossroads Coffee House has reopened already this semester. They are serving the same coffee and munchies as they were last semester, and the prices are going to remain the same.

For the new students, Crossroads is a place to get late night munchies, some good coffee and a great quiet place to study. It's non-profit, run by students, for students. It's located at the north end of the East Apartments, which are right next to the Career Services Center. They are open from 7 p.m. until 11 p.m. Sunday through Thursday. Go check it out, it'll become an enjoyable habit.

Crossroads Menu

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Coffee - regular.....	30¢
- special.....	50¢
Tea.....	30¢
Hot Chocolate.....	30¢
Juice.....	30¢
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Pepperidge Farm Cookies.....	15¢
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Mints.....	10¢
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Granola Bars.....	25¢
Pretzels.....	5¢
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- w/cream cheese.....	60¢
Fruit.....	25¢

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Tom Robbins Pops the Question

How can one person be more real than any other? Well, some people do hide and others seek. Maybe those who are in hiding - escaping encounters, avoiding surprises, protecting their property, ignoring their fantasies, restricting their feelings, sitting out the Pan pipe hootchy-kootchy of experience - maybe those people, people who won't talk to rednecks, or if they - rednecks won't talk to intellectuals, people who're afraid to get their shoes muddy or their noses wet, afraid to eat what they crave, afraid to drink Mexican water, afraid to bet a long shot to win, afraid to hitchhike, jaywalk, honky-tonk, cogitate, osculate, levitate, rock it, hop it, sock it, or bark at the moon, maybe such people are simply inauthentic... Some folks hide and some folks seek, and seeking, when it's mindless, neurotic, desperate, or pusillanimous can be a form of hiding. But there are folks who want to know and aren't afraid to look and won't turn tail should they find it - and if they never do, they'll have a good time anyway because nothing, neither the terrible truth nor the absence of it, is going to cheat them out of one honest breath of earth's sweet gas.

-From *Still Life With Woodpecker*.

Great Opportunity For Non-Native English Speakers

The English Language Institute of the University of Michigan is in the process of revising the "Michigan Test of English Language Proficiency" (MTELP). AGSIM has been chosen to participate in this revision. The test, which normally costs \$25.00, will be offered FREE, without charge, to a limited number of participants. Results will be sent to those who participate. ALL non-native speakers of English are eligible to take this test - that includes spouses, families, friends and students. This is an opportunity to see where you stand on a well-known standardized English language proficiency exam. Two testing sessions have been scheduled: March 4th, Friday, 1:30 p.m. - 4:30 p.m.; and March 5th, Saturday, 9:00 a.m. - 1:00 p.m. Both sessions will take place in Room 21. All those interested should contact Dr. Ramsey at the Department of Modern Languages, Ext. 7256, or you can sign up at the Department Office.

Liaison Club Meeting Mar. 1st.

ATTENTION ex-Peace Corps Volunteers, world travelers, language majors and all students interested in working to resolve some of the myriad problems retarding the development of Third World Nations.

The Liaison Club will meet this Tuesday, March 1, at 5:30 p.m. in the Keyman Seminar Room #1 to review our agenda for the coming semester.

Topics for discussion will include:
 -Preparing resumes targeted at the non-profit sector
 -Fund raising and charity events, including the Thunderrun for Save the Children
 -Possible speakers for the semester
 -Related course amplification at AGSIM
 -Alumni contacts overseas working with nonprofit organizations
 Anyone interested in joining us is urged to attend or to contact me, Dave, at 978-7320.
 Time is slipping, slipping, slipping.....

OFF THE WALL

\$850,000 For

Her Tilted Belly Button

New York
 A Manhattan Supreme Court jury yesterday ordered a prominent New York plastic surgeon to pay \$850,000 to a woman who claimed he moved her belly button two inches off center.
 In the two-week-long trial, Virginia O'Hare, 42, testified that she underwent surgery by Dr. Howard Bellin because he promised to give her "a nice, flat, sexy belly."
 Instead, O'Hare tearfully said he gave her years of anguish by moving her belly button two inches off center and by leaving an ugly scar across the width of her stomach.
 O'Hare sued Bellin for \$1.5 million charging him with medical malpractice stemming from the operation he performed on November 1, 1974.
 O'Hare said that the doctor refused to visit her for several days after the operation and when he did, he ripped off her bandages and proclaimed "Here is your sexy belly," and then left.
 The doctor is expected to appeal.

Reuters

THAI DELICACIES AT THE SIAM

by Brian Kelly

Every now and then one discovers a restaurant where they do things differently-where they combine ingredients in unexpected ways and achieve outstanding results. Such is the case at the Siam Restaurant in Glendale.

With entrees such as Chicken with mint leaves, and hot chili, and Special Siam Noodles sauteed with shrimp, pork, green onion, bean sprouts, and crushed peanuts, the Siam recreates traditional Thai dishes that surprise you with their fearless combination of vegetables and spices. Believe it or not, garlic and mint can compliment each other in the same dish. At the Siam you'll discover more surprising combinations; and the prices are well within the student's budget.

This oasis of exotic tastes is found only ten minutes from AGSIM and offers a wide variety of beef, pork, chicken and seafood dishes.

Two former US military men and their Thai wives are the owner-operators of the Siam Restaurant. Both men met and married their wives in Thailand while in the Air Force.

The atmosphere is relaxed and lively and decorated with parasols and oriental artifacts. Our pleasant waitress, a lovely Thai lady named Chulee, took time to describe each dish.

Appetizers include Thai spring rolls, fried pork toast, and a beef salad. This latter dish is very spicy and consists of thinly sliced beef served with lettuce, hot chili, mint leaves, onion and lime juice.

Another appetizer is Satay, delicious beef or pork broiled and served on a stick with peanut sauce.

Entrees, which range from \$3.25 to \$5.50, include special Siam bar-b-que beef with sesame seeds, and shrimp with silver noodles.

Also worth tasting are the Crispy fish with red chili and garlic (hot and spicy), Chicken with cashew nuts and Ginger pork.

Thai food is very spicy, says John Garland, one of the owners. "However we serve milder versions, with customers having the option of adding more spices." I recommend going with several friends so one can taste various dishes.

For dessert, they offer an exquisite coconut ice cream. This soft, homemade ice cream is not to be missed and serves as an appropriate finale to an exciting and novel dining experience. Domestic and Thai beer as well as wine are available.

The Siam is found in the Northern Plaza at 5008 W. Northern Ave. (just east of 51st Ave.) in Glendale. Carry out orders are available. 931-2102.

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Agribusiness cont.

Continued from page 1 failed.

The common method used by consulting businesses is to send in their experts to evaluate the situation in terms of their own technology, said Dr. Chalquest. After this initial appraisal, the solution is translated into the terms of the local economy and infrastructure.

An excellent example of this style of consulting is in Kuwait, where all agricultural projects are evaluated in terms of water — the scarcest commodity in a country that floats on oil!

Dr. Chalquest said that whereas greenhouses were used for growing plants in the United States, they were used for conserving scarce water in Kuwait.

He listed four guidelines for successful implementation of agribusiness projects in the region: new development must fit the needs and capabilities of the local population, techniques of business must be adapted and good follow-up with labor and supplies must be arranged.

Dr. Chalquest said he had never seen adequate follow-up of training and education on the local level.

Mr. Parker spoke mainly in reference to the balance of trade in agricultural matters. He listed four factors to watch closely in studying the region: total agricultural imports, growth rate, exports and changes in food demand.

The consumption patterns of the region are shifting dramatically due partially to the great amounts of subsidies placed on certain products, Mr. Parker said. Even though the price of certain imports is high, government subsidies make the price to the consumer affordable.

An interesting example of government subsidization is agriculture in Saudi Arabia, according to Mr. Parker. If a Saudi Arabian was interested in starting a herd of Arizona cattle in Saudi Arabia, the Saudi government would pay the prospective rancher's airfare to Arizona to inspect the cattle and then it would pay for the airfare of the cattle to their new home.

Mr. Parker said that the dramatic growth of the Middle Eastern markets was paralleled by intense competition to supply them, adding that the United States was losing seemingly rapidly to the European Economic Community.

IN 1974 the United States supplied the Middle East with 25 percent of its agricultural imports, but today the figure is around nine percent, according to Mr. Parker.

Almost all of this loss is to European competitors, which is quite a defeat considering that Middle Eastern grain imports, as an aggregate, will probably surpass those of the Soviet Union, which is the largest grain importer in the world.

In his lecture, Mr. Stroemer emphasized that he viewed the Middle East from the point of view of the grain marketer. He said he saw a large and expanding market where the potential for business was yet to be realized.

On the other side, Mr. Stroemer said he saw great risks in marketing and in ordinary business operations in the Middle East, where business disputes were inevitable and international laws were not always enforceable.

The presentation was followed by questions from the audience. Cassettes and videotapes of the entire conference are available at the library.

Articles and Suggestions

sought for I.B.W. Newsletter

The International Businesswomen of AGSIM are in the process of compiling articles for Network News, a newsletter published each semester by the club.

The purpose of the newsletter is to attract, inform, and update all people concerned with women in business, including alumni, faculty, and students. Of particular interest are the concerns of the transition from academia to the "real world," and the importance of establishing and maintaining contacts with colleagues through networking.

Any person wishing to contribute an article or simply a suggestion is encouraged to do so. Contact T. Marchese, Box 920, no later than March 8.

International Marketing Issue Next

The next issue of DAS TOR will have as its theme "International Marketing." Please submit all pieces by noon March 2. Choose your dragon and slay it.

BOOKS

The author Jorge Luis Borges, writing in Horizon magazine about the importance of books in an era of mass communications:

I believe books will never disappear. It is impossible for it to happen. Of all of mankind's diverse tools, undoubtedly the most astonishing are his books. All the others are extensions of the body. The telephone is an extension of his voice; the telescope and microscope extensions of his sight; the sword and the plow are extensions of his arms. In "Caesar and Cleopatra," when Bernard Shaw refers to the Library of Alexandria, he says it is mankind's memory. I would add it is also mankind's imagination. Humanity's vigils have generated infinite pages of infinite books. Mankind owes all that we are to the written word. Why? What is our past but a succession of dreams? What difference is there between dreaming and remembering? Between remembering dreams and recalling the past? Books are the great memory of the centuries. Consequently their function is irreplaceable. If books were to disappear, history would disappear. So would men.

MASTER CLUB CALENDAR

LOCATION	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
SABO LOUNGE	5-8 pm Happy Heart 7-9 pm Spouse Club	4-5 pm Happy Heart 8-10 pm Arabic Club	3-5 pm Karate 5-6 pm Happy Heart 8-7 pm Africa 7-8 pm Dancing	4-5 pm Happy Heart 8-30-8-30 pm Country Swing	5-6 pm Happy Heart		7-11 pm TLO Movies (every other Sun.)
THUNDER BIRD ROOM	7-9 pm Marketing	8:45-8:30 pm Toastmaster 8-10 pm German	7-9 pm Import/Export 8-11 pm French	8-9 pm I. B. W. 8-10 pm Wine Tasting	4-6 pm Rotaract	8-10 pm Computer	
KEYMAN SEMINAR 1	8-9 pm Space	4-6 pm LDS 8-7 pm Liaison					
KEYMAN SEMINAR 2			1:30-2:30 pm Placement	5-7 pm Mtg. Wine Walk			
CHAPEL			8:15-9 pm Fellowship		12:00-1 pm Muslim		10-noon Mass 8-10 pm Muslim
CROSS-ROADS/COLEMAN LOUNGE			8-7:30 pm Spanish 8-10 pm Asta Club				
CLASS-ROOM 31			8-9 pm World AF. Conf.	8-10 pm Outdoor		10-11 am World Wide Comm.	
CLASS-ROOM 32			8-9 pm ASLC	7-8 pm T-Brain			
CLASS-ROOM 33			7-8 pm TLO (every other week)				
CLASS-ROOM 34							
CLASS-ROOM 35							

AEROBICS

by Dana Metchek

There's no mystery to aerobics. It doesn't have magical powers to make you thin and it's not a fashionable fad.

Aerobics is a common sense approach to total body and cardiovascular fitness. True aerobic exercise practiced regularly will improve the strength and pumping efficiency of the heart, strengthen the muscles used in breathing, and tone the muscles throughout the body reducing the work on the heart.

To say an exercise is aerobic means that it requires steady, uninterrupted work from your muscles for a minimum 12-minute period. Not two 6-minute periods, but at least a constant 12-minute workout. During that time, your heart should reach its training rate, which is 75 to 80% of your maximum heart rate.

Aerobics classes are offered on the A.G.S.I.M. campus by the ASLC Aerobics Club. Instructor Dana Metchek explains that each class workout is broken down into four segments.

The warm-up is a pre-exercise routine that aims at increasing blood circulation and loosening up tight muscles by slow stretching movements. Next are exercises for specific problem areas such as stomach, thighs and arms.

The aerobic phase literally gets the class jumping. Participants reach their training heart rate and body metabolism rates are increased. The aerobic phase lasts at least 12 minutes and includes exercises done to popular music.

The cool down is a gradual tapering down and helps the muscles to relax and blood to return to the heart.

After class, participants feel relaxed and invigorated; they have reached their training heart rate and cooled down slowly to help avoid aching muscles.

Many different kinds of exercises are aerobic. But the Aerobics Club classes are especially fun because it is done with a group and to the beat of energetic music. Companionship is the extra incentive so many participants need and music takes away the feeling that it's "work."

And remember, aerobics is strictly a non-sexist activity. Both men and women need healthy cardiovascular systems and most of us could improve our overall muscle tone. There's no doubt about the fact that looking good is ever so important for that interview! Challenge yourself to improve your health by starting an aerobic exercise program. Come to the Aerobics Club classes—have some fun and do your health a favor.

AEROBIC CLUB CLASSES

Monday - Friday at 4:00 p.m. in T.A.C. (New Hangar)
Saturday, 11:00 a.m. in T.A.C.

Find out if you're a candidate for aerobics by taking this short quiz.

1. Are you out of breath after climbing a flight of stairs?
2. Do you tire easily?
3. Can you touch your toes without bending your knees?
4. Do you have poor muscle tone?
5. Is it difficult for you to exercise alone?
6. Is it hard for you to relax?
7. Would you like to lose a few pounds?
8. Do you like to have fun?

If you've answered "yes" to one or more of these questions, aerobics could be your means to better overall fitness.

Editor's Note: We invite other aerobic instructors to contribute similar advice.

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