

Das Tor

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

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8 Pages

September 20, 1983

FIRST IN A SERIES

AGSIM'S SUMMER PROGRAMS

THE OXFORD PROGRAM

THE BRUSSELS PROGRAM



Oxford University's concession to the 20th century: The Oxford Centre for Management Studies.

by Brian Kelly

Forty-two AGSIM students shared a unique opportunity this summer in Oxford, England was just foreign enough to provide a maximum of learning possibilities, yet still provide the thrill of being outside one's cultural medium.

The four weeks provided a variety of entertaining and learning experiences. To name a few:

1. Assorted lectures (mostly Mahoney's)
2. Taking oaths for our hand-written Bodleian library cards
3. Bicycling to school on cobblestone streets past scenes from "Brideshead Revisited"
4. Exploring the various Oxford colleges
5. Seeing "Dr. Strangelove" while learning about nuclear arms
6. The Management Centre's lunches

The morning class, European Business Scene, WB 576 (OX), started at 10 a.m. and went until lunch at 1:15 with a 20-minute break for coffee and tea at 11:15. This morning session, a symposium taught by Oxford Management Centre professors, associate fellows and members of the London business community, featured a different subject and lecturer daily.

Topics included:

- Industrial Relations in Europe
- The European Political Scene
- Nationalized Industries in the U.K.
- The E.E.C. (taught by Ralph Windle, alias Bertie Ramsbottom, who taught European Integration at AGSIM while visiting last fall)
- Marketing in the U.K.
- Issues in Inflation Accounting
- European Values (This session compared American values with European and Japanese values and showed that Americans are closest to the British in political dimensions and the Irish in religious dimension.
- Management Information Systems

All lecturers were well prepared and some had a refreshing sense of humor. Jabs at the U.S. were only topped by jabs at Great Britain.

Listening to these 20 professors accentuated a notable difference between the Americans and the British. The British are unafraid to exploit the richness of the English language. This is a more subtle interpretation of what Churchill meant when he described both our countries as "two great nations divided by a common language."

The British use words Americans see only on SAT tests. "obdurate," "pugnacious," "halcyon." This expanded working vocabulary isn't only for the academics. "Soporific" was used by my 20-year-old housemate without the slightest concern of whether she was showing off.

I still don't know what "obverse" means. Shep Clarke thinks it's "sorta like the inverse of the reverse except it's more diverse." Ted Peck offers that it must be "adjacent to adverse."

The overall critique of the morning business symposium was that on the whole it could have been more advanced. Also the European or international aspect of the daily topic could have been stressed more. As a result, many lecturers, with several notable exceptions, treated their subjects with only intermediate depth and scope.

Food For Thought

Classes at the Management Centre were interrupted by gourmet lunches. These meals were prepared by master chefs with weight-conscious executives in mind. (We were not the only group studying at the center, though we were the youngest.)

These buffets included lots of salads, fruit, cold vegetable dishes, sliced meats, curried chicken and rice, fresh, hearty breads, and an assortment of fine European cheeses. Some days we would be offered a choice of this or a hot plate which might be roast trout, spaghetti bologais or rare and tasty lamb chops.

The British are unafraid to exploit the richness of the English language....

They use words Americans see only on SAT tests.

The weather was fickle (as were some of the herein-mentioned Italian summer students) and hence, at times the choice of dishes would not coincide well with the temperature outside. Thus a hot delicious cream of mushroom soup (with a true earthy flavor) was not offered on those rainy days when you'd bicycle to school in two sweaters and the Oxford Times over your head.

However, it can be said that these lunches were more than a refueling point before buckling down for Mahoney's afternoon course. These lunches were delightful tours of new and exciting tastes (mandarin oranges and shrimp!) beautifully displayed and quickly removed. "Family hurry up!"

Please turn to page 6



Three women in Brussels, who made it possible (left to right): Dr. Beverly Springer (AGSIM Faculty) holding a print given to her by the Management Center Europe, Odette Bohan (M.C.E. Asst. Director), Doris Bigio (M.C.E. Program Director).

by

Dr. Beverly Springer

I am pleased to be asked to participate in the discussion of the Brussels program. We need more discussion of all the foreign programs to clarify the purposes that they should serve, and to help us be realistic about their strengths and weaknesses.

In my opinion, the purpose of the Brussels program is to provide students with an up-to-date view of the Western European business environment. Ideally, participants should be third or fourth semester students who already have their business skills and want to know how to apply them in Western Europe.

I think that the strengths of the program are its location in Brussels, its link with Management Center Europe and the interest and concern of the managers at MCE as well as the speakers that they use. The speakers on our course are the same persons who participate in the very expensive executive training programs at MCE. Concern and professionalism were constants in the program. Odette, the program coordinator, epitomized these characteristics. She kept us in line but became a friend to each of us.

The weaknesses are more difficult to explain. One is a typical Thunderbird problem. The 42 students in Brussels ranged across the Thunderbird spectrum in abilities and interests. The program did not, indeed could not, meet the needs of everyone. On any given day, some students were bored, some were lost and most were interested and involved in what the speaker had to say.

Another weakness arose from the fact that not everything was done that could have been done before the program started. Part of the reason for this is that we did not know until late in the spring that we definitely would have a program. We hope that in the future programs will be accepted in the fall so we have time to make arrangements. Part of the reason, also, is that the program is still new and we have to learn how to improve it. One improvement we should make next year is to provide MCE with better information concerning our students, so that speakers know what to expect from them. A third weakness relates to the information we need to give to the students. Despite the fact that we held several meetings last spring, some students did not understand the nature of the program and what was expected of the participants. Brussels is a rather conservative city and MCE is a rather formal place. Most of the students were sensitive to the situation but some

resented the pressure to conform.

MCE had the students prepare an evaluation of the overall program as well as the individual speakers and field trips. The overall program received a rating of 15.8 out of a possible 20 points. Two of the speakers received above 17 points. One was Pierre Navet, who spoke on international marketing. One student characterized him as "Personable, so concerned with students' interests, very comfortable with material and atmosphere. He was able to give a very substantial presentation." The other was Wolfgang Engel, who spoke on financing the business. One student wrote, "What a presentation! Really a challenge."

The evaluations of the field trips were mixed. A Belgian firm in Antwerp gave us an outstanding day complete with a guided tour of the port and an elegant lunch. NATO kept us waiting for 45 minutes in a hot parking lot while they tried to find the paper work on us. The tour of IBM convinced several students that they would like to work there. The tour of Petrofina convinced several students that they would not like to work there. Firms in Belgium are not at their best usually in July and August when most of their employees are on the beaches in Spain.

I think that most of the participants "earned" their four credits and I was proud of them. They arrived in Brussels on a Sunday night and were in class at 9 AM on Monday. From then on for 3 weeks it was 9 to 5 every day. They stayed with it. They impressed the speakers with the caliber of questions they asked. I think that they learned something about European business and they still managed to see Brussels by night and Belgium on the weekends. They probably used up their supply of adrenalin but I think that they had a good three weeks. I know that I did.

Guadalajara, Cairo and Beijing Issues Next

The next issue of the Das Tor will have as its theme the AGSIM Guadalajara program. Any contributions such as written pieces, critiques, photos or postcards should be submitted to us here in the office by Wed. Sept. 21st at noon.

The Cairo and Beijing programs will be reviewed in the issue following the Guadalajara issue. Any materials for the Cairo/Beijing issue are deadlined Sept. 28, noon.

OXFORD-BRUSSELS EDITION

AFTERMATH OF A TRAGEDY

It has been nearly three weeks since the downing of Korean Air Lines Flight 007. Recalling the initial radio reports, I wondered how a Boeing 747 could "disappear." Hours later, I found out why. It had been shot down by a Soviet aircraft.

The act of shooting down a civilian aircraft is barbaric. Regardless of Soviet contentions that the vessel was being used for espionage, there is no justification for the murder of the 269 people on board. Or perhaps, it can be justified. After all, the Soviet motherland is deemed sacred by its government and anyone who commits such a sacrilegious act as flying into Soviet airspace, must face the consequences—DEATH. My God, if the Soviets believe that their land is sacred, how far are they from their own omnipotence.

To claim that your land is sacred is a mistake; to justify and claim no mortal responsibility for the murder of 269 innocent people is unethical; and to reassert that you would not hesitate to do the same barbaric act again paints a frightening picture of the Soviet regime.

A revisit to the past reveals that the Soviets are on a slow but effective course, spreading their sphere of influence like poison in a rat's viens. Most experts on US and Soviet relations believe that the 1979 Soviet invasion of Afghanistan and the current situation in Poland have created no threats to world peace. Such a contention ig-

nores the occurrence of possible future events out of the present situation.

With the Polish economy stagnant, the possibility of a civil war from a national uprising cannot be dismissed altogether. If civil war were to break out, the Soviets would undoubtedly intervene militarily; it is a means of intervention they seem to know best. This could well involve their East European countries which in turn might jeopardize the security of Western Europe. The conflict in Afghanistan might also spread into Pakistan. In both instances the United States is obliged by treaty to defend Western Europe and Pakistan.

What has all this to do with the ill-fated attack on Flight 007? It is but one more link in a chain of events which helps to focus world attention on certain traits of the Soviet leadership. Although my analysis is far from complete, one trait seems to consistently present itself. The Soviet regime is a patient lot whose myriad of lies propels their ideology toward extremism. The enduring fear of invasion which preceded Soviet rule by the carnage of 1941-45 has created a regime as callous as the invaders which the Russians tried to repel. Are the Soviet intentions under Andropou any different from those of Stalin, lest we be reminded of the massacre of twenty million White Russians?

Stuart Winchester

PUNTING—IT'S A KICK!



Punting on the Thames.

By Ren Halloran

Picture, if you will, a calm and peaceful summer's afternoon. Gentle breezes rustle the leaves of the trees along the banks of a lazily flowing river. A craft approaches, carrying 4 people. A young gentleman is pricking on the till, shoving the boat along. Another sits on the huff, ready to intervene with his paddle (if need be.) Two young ladies lounge in the saloon, sipping white wine and sampling various cheeses. The debonair young boatsman pinches, guiding the vessel toward the near bank. The group proceeds to disembark and hold a leisurely picnic on the riverbank.

"What the — is he talking about?," you're probably asking yourself by now. Why, punting, of course! No, not the kind you do in 4th-down-and-8; the kind you do on the rivers of central England: in this case, to be specific, in Oxford. We had heard about punting before going to England (as part of the Oxford program at AGSIM); so one sunny Sunday afternoon 4 of AGSIM's intrepid Oxonians (Beth Everhart, Lucy Roman, Garrett "Madman" Smith and yours truly) decided to give it a try.

A punt is a low, flat boat, about 15 feet long, shaped generally like a canoe but squared (horizontally) at the ends and flat on the bottom. The punt is propelled by "shoving" (pushing) against the riverbed with a long wooden or aluminum pole. "Pricking" is "shoving" from a standing position, usually from the "till", a platform across the stern (back end) of the punt. The "saloon" is the seating area in the middle of the punt; "pinching" is steering the punt by dropping the pole down along the side of the boat and "shoving" while holding the pole against the side of the boat, using the pole like a rudder.

Punting as a sport has been around since Victorian times, originating about 100 years

ago. The Amateur Punting Championship began in 1886, and although interest in it (and punting in general) declined in the '50's and '60's, punting is enjoying an upswing in popularity at the moment; the Championship was revived last year, and will celebrate its centenary in 1986.

Despite its origins as a sport, punting is more widely enjoyed as a leisure activity. British journalist Adrian Barlow has written, "...the punt has come to stand as a symbol of the leisured elegance of the Victorian era." This, I think, is the real attraction of punting: a return to an earlier, more leisurely, more genteel era. P.W. Squire, secretary of the Thames Punting Club (founded in 1885), described the virtues of punting. He said, "The punter faces the direction in which the craft is travelling and he or she can have a good view of the scenery....The punt is also better adapted for luncheon and tea, which obviates the necessity of reaching a hotel at any special time." We came to experience, with Garrett and I taking turns pricking (neither of us, by the way, lost a pole in the mud or fell overboard, which we were told is something of an accomplishment for first-timers) and Beth and Lucy reposing in the saloon (as truly genteel Victorian ladies would), some of the charm and tradition of punting and, in fact, of olde England itself. It turned out to be one of my most pleasant and enjoyable memories of England, and the Oxford summer program.

Note: For those wanting to know more about punting, I would suggest the following: "Solidarity with a pole," in the Times (London), June 25, 1983; and 2 books on the origins, history and techniques of punting, a short one called *Punts and Punting* (1982) and a longer one entitled *Punting: Its History and Techniques* (1983), both by R.T. Rivington of Oxford.



Letters

Dear Editor

I am upset that the American and Korean flags, at AGSIM, were not flown at half mast following the total loss of lives aboard the Korean 747. The number killed and circumstances under which they died warrants public mourning on our part. AGSIM prides itself on teaching cultural sensitivity and awareness. Let us practice what we preach and show our respect for those nations who lose their loved ones.

Brian D. Bono

Editor's note: We regretfully inform you that one of the flags flown at that time was the Libyan flag—the flag of a country presently busy invading Chad.

LETTER TO THE EDITOR:

Those of us at AGSIM, whether students or administration, like to be considered in the "big leagues" of graduate schools. However, anyone attending this Summer's

graduation could only term the event as bush league.

Among other problems, the sound system was terrible and the speakers could barely be heard over the roar of the air conditioners. In addition, more chairs had to be set up during the ceremony adding to the overall sense of confusion. In my opinion, the ceremony came across as a two-bit affair and one not befitting an institution of our supposed reputation.

Ashamedly, I must reserve my strongest criticism for the students in the audience. While I'm not advocating formal attire, surely T-shirts, shorts, thongs, and a twelve-pack under arm were out of place.

Now, some might argue that I'm putting style before substance, however I feel that the graduates and their parents, many of whom had traveled here from all over the world, deserve better.

Come on AGSIM improve your act!

Marvin Maddox



DASTOR
Ext. 7119
Deadline:
Wed. noon

Off The Wall

UNEMPLOYED & FRUSTRATED, GRADUATE SENDS DUCK-FOR-COVER LETTER

Dear Sir,

Don't throw out this letter or mail me a standardized rejection letter in the attempt to make it look as if I am the only one who has applied to you in the last five years. I hate words such as "however", "unfortunately", and "in view of our current needs". And forgive the fact that this letter is in crayon. The guy whose typewriter I usually borrow had to much to drink and is passed out. But let's not play games. I am applying to lots of companies and I am going with the one who offers the most money.

Don't turn me down buddy if you value your life. I am from Chicago and of course I carry around an automatic weapon. We all do. We only use them discriminately, such as when someone shoots at us first or sends a rejection letter. If you do, you're implying my mother didn't raise me right, and don't insult momma. Since this letter reached

you, assume that I know where you work. If you reject me, I will shoot your poodle. Then I will burn your store coupons and green stamps. You will go next.

I spent fifteen grand on this new degree and I intend to use it. So what if I got hold of all the old tests, rode the Thundercurve, cruised with 48 hours of Cross Cultural Communications and somehow managed to hand in my bluebooks with the answers typed. I cheat well and can do so for you.

I am mean, unscrupulous, and a misfit. Given my qualities, how can you reject me? I am a natural. You can't reject me. You have no choice. I will be in Monday to find out how much cash you guys put out to your slaves, and I take my coffee black with sugar.

Sincerely yours,
Mark J. Sheahan
Summer '83

DASTOR

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

"THE GATE"
at The American Graduate School of
International Management
Glendale, Arizona 85306

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DASTOR accepts and encourages letters to be submitted on any subject with relevance to the AGSIM community. To ensure the maximum expediency in publishing, all submissions should be typed, double-spaced and margins set 20 and 70.

Letters are subject to revision and are subject to revision at the editor's discretion.

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Campus notes

CAREER ROUNDTABLE

Are you interested in the fields of International Banking, Investment banking, Industrial and Consumer Marketing, Import-Export, Corporate Finance, Agribusiness, Public Service, etc...etc? If so, then you'll be glad to know that your friends at the Placement Committee are presenting a Career Round Table this Wednesday, September 28 where you will be able to discuss various issues with representatives of those industries.

The fun lasts from 3:30 to 5:30 pm in the lobby of the Career Services Building. Free wine and cheese will be served - no lusher please - and a basically informal atmosphere will prevail. The participants of the Roundtable will be happy to address any questions that students may have. If you are still undecided in your choice of career goal, the Roundtable can provide necessary information to help you make that decision. Also, though you may be already aware of your objective, the discussion will help you gain better than general knowledge of your field of choice. This allows you to sharpen your job search and interview techniques.

So get a grip on yourself and on your career goals by coming to Roundtable Wednesday afternoon. It can not be emphasized enough how important this opportunity is to you. If you are truly serious about your career you won't miss it. I know I'll be there! And I hope to see you too.

James Wade

ACADEMIC COUNCIL REVIEWS STUDENT'S RECORDS

The Academic Council met on Wednesday, September 7, to review the academic progress of students on probation. Probationary students are required to attain a cumulative GPA of 3.00. The Council placed two students on academic suspension; one other had already been suspended by the Academic Vice President as a result of action taken by the Academic Council during the summer.

Seventy-five students enrolled for the Fall semester are on academic probation. Each student's record will be reviewed at the end of the semester for possible action.

-Academic Affairs Office

DOMESTIC POLICY ASSOCIATION TO MEET THURSDAY, Sept. 22

Domestic Policy Association is a popular forum for the discussion of domestic issues. On Thursday, September 22, Professor R. Mahoney will hold a meeting to review the organization for this Fall Semester. The three issues currently under review are:

- 1) Nuclear Weapons
- 2) Federal Budget
- 3) High School Education

The meeting will be held in Room 21 at 5:00 p.m. Please join us!

ATHLETES UNITE!

BIKERS, RUNNERS, SWIMMERS, we are trying to form a group of athletes, i.e., people who want to share information, travel expenses to competitions, and workouts. We aren't going to be a traditional club with dues and officers, but more of a loosely organized group of committees to meet the needs of the athletes, such as trying to arrange pool facilities for those who want to swim laps. Come and bring ideas. Monday, September 26, at 7:00 p.m. in Room 33.

RECYCLE THAT ALUMINUM

Special trash cans marked "Aluminum Cans Only" have been placed around campus at sites of greatest soda consumption - outside the library, at the pool, near the new classroom building and the coffeshop. Please deposit your empty cans there, and we'll do the rest. Thanks. Any questions? Contact Kim Metli (box 619) or Sue Gumz (498).

SOCIETY FOR INT'L DEVELOPMENT INVITES STUDENTS TO JOIN

Students who are interested in international development are invited to join the Society for International Development. SID is a global organization with headquarters in Rome. Its purpose is to promote international dialogue and understanding on issues related to development. It sponsors the North/South Round Table. An Arizona chapter of SID was organized last spring. It will hold monthly meetings which are open to AGSIM students. The next meeting is October 15. It will be held on the Gila Indian Reservation and the topic will be World Food Day. The November meeting will be at AGSIM. By authorization of President Voris, AGSIM became the first institution in Arizona to become a member of the Arizona Chapter. Personal memberships are open to students for \$5.00. Membership includes the SID journal *Development and Compass* a newsletter. Interested students should see Professor Springer in the International Studies Department.

BIZARRE BAZAAR TO AID STUDENT LOAN FUND

The FALL Edition of THE BIZARRE BAZAAR T-shirt is now on sale in both the Post Office lobby and the Financial Aids Office. This is one of the best designs ever and can be purchased for only \$5.00. The BIZARRE BAZAAR is also looking for more volunteers to donate a few hours (as well as items) during the semester. Remember that all the money raised through our sales goes

to the student EMERGENCY LOAN FUND (E.L.F.). Please contact the Financial Aids Office if you wish to become an E.L.F. volunteer and take part in a very worthwhile and fun cause.

GULICK JOINS PROFESSORS FOR PEACE

Dr. Robert L. Gulick, Jr., Foreign Student Adviser and Professor of International Studies, has accepted an invitation to join American Professors for Peace in the Middle East. Dr. Gulick was one of 89 Middle East specialists who signed an appeal to the Iranian government to stop persecution on religious grounds in that country which has historically shown more tolerance toward differing faiths than have many other lands. President Reagan and the United States Congress have condemned the slaughter of Baha'is in Iran under the Khomeini regime. The Committee of sponsors of American Professors for Peace in the Middle East includes in its membership President Theodore M. Hesburgh of Notre Dame and many Nobel Laureates. Dr. Gulick is informing the Committee members about American Graduate School and the Thunderbird symbol that stands for peace, brotherhood, and prosperity.

ESCAPE FROM NEW YORK THIS SATURDAY

This is it. A major American city devoid of racial tension and social disorder. (A maximum security prison) But not of political opportunism. Watch as Kurt Russell (from *The Computer Wore Tennis Shoes*) tries to rescue the president of the US, who had the misfortune to crash his plane in downtown Manhattan. It's a race against time and the criminal who are holding the president of ransom. (What about those secret documents?) Co-starring Adrien Barbeau as a voluptuous girl. Sept. 24 at 7:30. Location will be announced.

MITSUBISHI TO THROW PARTY FOR AGSIM STUDENTS

Mitsubishi will throw a party for the students of AGSIM on Saturday evening, September 24th, at the Pub. Cold beer and warm sake will be served courtesy of Mitsubishi. Come one, come all.

SOCCER CONTINUES WINNING

In Tuesday evening's game at the Wallball Palace, a 2-0 first quarter deficit provided the impetus for a strong-second half comeback. After the slow start the T-Bird team erupted with an 8-4 victory, perhaps due to the added stimulus of Holly Daniels, our first and very attractive cheerleader. Goal scorers were Phil English (2), Doug Adams (2), Bryan Miesel (2), Enrique Teran, and Peter Tashjiah. Steve Reilly and Marco Molinari supported the offense effectively, and Tim Lang, Stuart Law, Roger Gehrke, and Jorge Ortuno stifled the opposing forwards.

Tonight's game is at 6:00 p.m. against the New Thrusters. We rendezvous at the coffee shop at 5:15 p.m., if you need a ride or directions.

For this column's first player profiles, we introduce our Scandinavian 'imports,' Roger Gehrke and Marco Molinari. Roger first dribbled a soccer ball on his first birthday in the scenic town of Linkoping, Sweden. Marco, on the other hand, waited until the age of five before he kicked off his illustrious career in Stockholm, Sweden.

Our reporters-at-large posed the following questions:


- Q: Favorite soccer club?
R: Hammarby I.F. (Sweden)
M: A.C. Milan (Italy)
- Q: Favorite player?
R: Ralf Edstrom (Sweden)
M: Gianni Rivera (Italy)
- Q: Most cherished soccer memory?
R: 9-1 loss to Stanford U.
M: Italy defeating W. Germany in 1970 World Cup.
- Q: Favorite actress?
R: Veronica Hammel
M: Jacqueline Bisset
- Q: Favorite musician?
R: Peter Tosh
M: The Boss
- Q: Favorite movie?
R: "The Dirty Dozen"
M: "Where Eagles Dare"
- Q: Comment on the Russians downing the Korean 747?
R: It was obviously not intentional
M: It was an act of crowd control

KATHY BAYES

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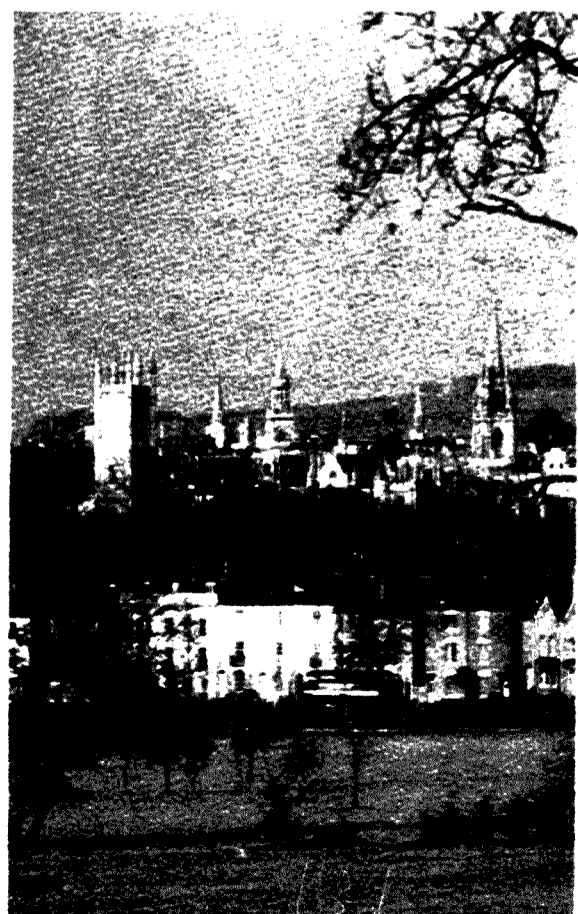
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NUCLEAR ARMS AND TERRIFIC LEGS

A REVIEW OF DICK MAHONEY'S EUROPEAN-AMERICAN SECURITY RELATIONS
(IS-473 TAUGHT AT OXFORD)

PART I

"There are no first-strike weapons, there are only first-strike policies."

—Shep Clarke Secretary of Offense

by Sheppard Clarke

And besides having a pair of legs that drive young women wild (See "AGSIM's Oxford Program 1983."), Dick Mahoney is a two-fisted he-man of the old school. The Duke himself would be proud of Mahoney's personal life. So—the big question is: why is such a stand-up guy such a mincing liberal on questions of national defense?

I would like to add that I stand second to none in my appreciation of Dick Mahoney's meticulous scholarship. He's one hell of an entertaining and informative lecturer, and everyone enjoyed crossing swords with him in class. In fact, the entire experience would have approached the penultimate if Dick had only blended his academic posture with the intellectual and physical ambience of the Dublin Debating Society.

The high and low points of the European security class both featured British lecturers. The Right Hon. Patrick Duffy, former Secretary of the Navy, and current Labor Party "shadow" Minister of Defense, delivered a spellbinding lecture on the cur-

rent balance of power in Europe. His commitment and expertise were particularly evident when he touched on British defense policy in the 80s. Parenthetically, it should be noted that this sober and experienced administrator concluded that the West faces an extremely dangerous challenge from the USSR in the coming decade.

Going from the sublime to the ridiculous, the lecture by an Oxford City Councilwoman was an insult to the intelligence. Reading from a prepared text, she uttered such banalities as: "There are other methods of national defense than guns and weapons." No doubt she envisions jamming the treads of Soviet tanks with flowers. My recommendation for her is a one-way ticket to Afghanistan.

In conclusion, a good (and informative) time was had by all. Perhaps the current discussion of the perceived "drift towards nuclear war" could be carried out in a less hysterical atmosphere, if courses such as this were made readily available to the general public.

PART II

The minute a slogan is current it becomes an excuse for not thinking to the end of the sentence.

—Oliver Wendell Holmes

A great many people think they are thinking when they are merely rearranging their prejudices.

—William Blake

I don't care what your opinions are, I want to know your facts.

—Dick Mahoney

by Brian Kelly

Smack in the middle of Los Angeles' Japantown there's a restaurant called the Atomic Cafe. Offering a typical American fare, the Atomic Cafe's best seller is the Hiroshima Burger. It comes topped with mushrooms.

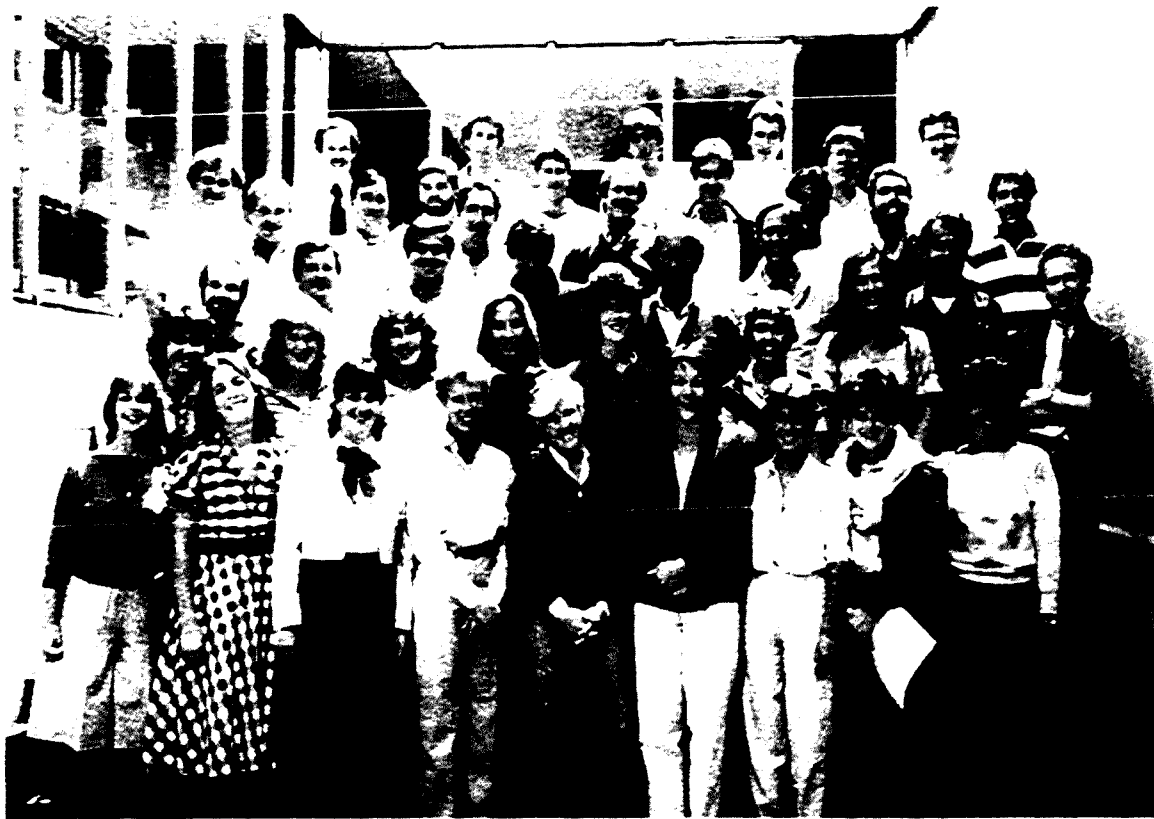
One can dismiss this American irreverence as simply an egregious display of LA culture. Granted, LA seems to be the cultural petrie dish for any societal germ—however marginal.

Yet more deeply seated at the base of this irreverence is an ignorance afforded only

Americans. Presumably isolated from the horrors of a nuclear blast (and war in general), Americans suffer from saying too much and knowing too little. "You must support your arguments with facts," says Dick Mahoney.

Ply Mahoney with a few lagers and he'll tell you one nuclear bomb can ruin your whole day. Sober him up and he'll tell you why. Pay him \$800 c/o the business office and he'll slam shut your factual window of vulnerability—whether you like it or not.

Plain and simply, with Mahoney it's hardball.



The 40 AGSIM students and Professor Mahoney (wearing tie) who attended the Oxford program.

CLASSIFIED

ALTERATIONS ON CAMPUS. Fittings from 11:00 a.m. to 1:00 p.m. every Thursday in T.V. Lounge, next to Post Office. Reasonable rates. Margaret, 843-5386. (Surgery a success—I am ready to resume!)

The Das Tor apologizes to MRS. Sam Biggs for leaving out the "s" in "Mrs." in last week's article titled "Housekeeping Wraps Up Renovations."

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The Das Tor office reached a searing 95 degrees today. Is there anyone out there who would like to donate a window air conditioner to this newspaper office? The sweat makes my fingers slip from the keys of the typewriter. Erasers melt. Please. Someone must have an extra air conditioner somewhere!

—The Editor

Violist and violinist needed to start string quartet. Call Lynn Ellen, x7443.

Lady's Ruby Ring lost Saturday night at Carnival. 14K band. Please call 978-7424 if it's been found.

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BY FRANK MATHEIS



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OXFORD-BRUSSELS: A GOOD PROGRAM BUT STILL ROOM FOR IMPROVEMENT

by Ren Halloran

Those of us who participated in the Oxford/Brussels program this past summer would all, I think, agree that the program was a great experience that we were glad to have been involved in. However, I think a little critique is in order, concerning some of the administrative details and the actions of some of our own people, in hopes of improving the program for future T-birds. A few items which need mentioning are:

1. Directions provided T-birds on how to get to the Management Centre in Oxford were sparse, and not very useful. While in Oxford, I obtained from the Management Centre itself an 8½ x 11 sheet map with a general outline of the city and the location of the Centre. Why couldn't the school have obtained a few of those to give to us before we went over there? It would have made finding the place a lot easier.
2. Many students, including myself, lived with British families in Oxford, a great experience which most of us enjoyed quite a bit. However, we had virtually no help from the school (and very little from the Management Centre) in finding such housing, or any type of housing. A little aid in our housing searches would have made the adjustment to a new city and country a lot easier.
3. The Oxford Centre was apparently unaware that Dr. Mahoney was along with us to teach his course on European Security. They thought he was simply another student. Surely AGSIM could have communicated more clearly with the Centre on this.
4. On the academic side, the Centre in Oxford was either unaware or unsure that AGSIM required a test as part of the program in order to give us a grade. When they did find this out, an obviously hastily-prepared take-home essay test was rushed out, which was a questionable measure of what we got out of the program. If the school needs a test, this should be made crystal clear to the Centre so that they can prepare one or send one of its own to the Centre to administer.
5. The program was very late in being set up. We were not sure there would even be a part of the program in Brussels until April. This made it difficult for both centers to have enough time to prepare for us. It also made it nearly impossible to find housing in advance in Brussels, which was vital since we had only

one short weekend to transfer from Oxford to Brussels. It was only through the labors of the very helpful Dr. Springer, Dr. Mahoney, Odette at the Management Centre Europe, and our own Tamara Boozel that we eventually found something. However, even that couldn't be completely confirmed until our last week in Oxford. This could all be avoided by setting up and confirming the program further in advance.

6. According to some of us, including Dr. Mahoney, there were too many people along on the program. Both management centers obviously had trouble handling such a large group. (There were over 40 of us.) Perhaps a smaller group, 25 or less, would make things better for all parties concerned.

Even our own estimable "Doctor of Dunk," Dick Mahoney, cannot completely escape reproach. On more than one occasion, he changed the schedule of our class sessions on short notice, conflicting with plans made well in advance by many of us to take advantage of what little free time was scheduled.

Finally, I think I should mention the attitudes and behavior of some of our own people. Whether they like it or not (or believe it or not), we students are representatives of the United States in general and of AGSIM in particular. The people we meet overseas (in England, Belgium or wherever) are going to form their opinions of Thunderbird and America from how we act, speak, and behave. A few of our group seemed not to care about the impression they gave judging from the way they talked, acted, dressed and occasionally made nuisances of themselves. While we did have some legitimate complaints and grievances, there is a limit to how much griping can be tolerated about them.

There are a couple of other minor gripes; but I don't want to give the impression that the program was a complete shambles or a waste of time, because it certainly was neither. Most of the people we met (and in our group) were terrific; we learned more from talking to European business, labor and government people than we possibly could have by remaining at AGSIM; and I think we all got a great deal out of the cultural and travel experiences. I simply want to point out that some of the things need to be improved to make the program stronger and more valuable for future T-birds. Namely, there is a need to greatly improve communication, coordination and cooperation between AGSIM and the Centers.

EARNING OUR RITE OF PASSAGE

by

The Directors of the Bored
BRIAN KELLY,

SHEPPARD CLARKE (Secretary of the Offense), and TED PECK.

(In an outdoor cafe on the Grand Place in Brussels, Belgium)

What is the task of all higher education? To make man into a machine. What are the means employed? He is taught how to suffer being bored.

F. W. NIETZSCHE: *The Twilight of the Idols*, 1889

The Apaches used to hang adolescent braves with hooks through their pectorals. The purpose of this was to weed out the weak; and it wasn't necessarily a learning experience. It also hurt like hell.

The Spartans used to leave their young in the desert just to toughen them up.

Both of these curiosities demonstrate a sado-masochistic side of human nature euphemistically referred to as the "rite of passage."

How can some businessmen be considered successful and models for students when their businesses may be breathing but they themselves exude all the spontaneity of an iron lung?

Modern society mirrors these archaic rites of passage, but this time jackets and ties are required.

Today, students will sit through hours of stultifying boredom in efforts to receive a piece of paper entitling them to earn truly interesting amounts of money. Such has been the case during certain lectures both at Oxford and at Brussels. In an attempt to avoid employment with any of the "Unfortunate 500," T-Birds will listen to an unceasing barrage of logorhgia (diarrhea of the mouth).

Often it is only the intravenous coffee infusions and lukewarm yoo-hoos that break up this boredom. Why do these lecturers (including the kind but tearfully dull chairman of the bored for Furness, S.A. who explained his shipping operations in Antwerp, Belgium) choose to show no aliveness? Are their lives that uneventful and dull? How can they be considered successful and models for students when their businesses may be breathing, but they themselves exude all the spontaneity of an iron lung?

We also wish the organizers of this trip would have told the lecturers that we are mostly last semester graduate students and that there should be no students more well-versed in international finance, marketing and international affairs in general than us T-Birds.

While certain organizations such as the Berlaymont of the EEC and IBM and NATO treated us as academic adults, many others did not. Dommage.

However, what may be said in praise of this entire Oxford-Brussels experience is that it imparted to us three very intangible, valuable assets, namely:

1. An increased self-confidence. After one stops taking notes because he/she's heard the idea three times before, one grows confident that they've assimilated it.
 2. An ability to take care of oneself. This has more to do with the living experience abroad. Transporting oneself to and from three or four different countries, finding food and lodging at every spot, leaving and collecting deposits, changing money into four different currencies, wiring for additional funds, learning each country's postal and telephone systems, and keeping taxi drivers from cheating you all require a capability you only get outside the classroom. Traveling is the best teacher.
 3. An increased "prosperity consciousness" due to being surrounded by successful men and women, comfortable accommodations, good food and civilized parties (the Oxford Canal boat trip excepted). Not only will we know what is out there, but we know that such a life can be ours if we "succeed."
- In sum, we feel a lot of what we learned in the classroom can be distilled as such:
1. Buy low, sell high.
 2. Placate your workers.
 3. Advertise like hell.
 4. Make sure your distributors are efficient, and
 5. Be sure they know where to send the check.

As we conclude our "Rite of Passage" here in Brussels, we three members of the Bored of Directors are now less concerned with "academic hazing" and feel a more pressing need to set about repaying our loans from Uncle Sam. We've paid our dues, now let's pay our dues.

—B.K., S.C., T.P.

The Land of Ox



Upon arrival at the Oxford Centre for Management Studies, AGSIM students were greeted with a draconian welcome. Led by a professor which the Centre was not expecting, the group recovered from jet lag while listening to the welcoming address centered around a "Family Hold Back" philosophy.

ACCOUNTING WE WILL GO

Accounting? I fear I won't pass it
Tis a subject with many a facet
Oh God! What a pain
To know revenue from gain
When I don't know my ass
from an asset!

—S.O. Terik

SPECIAL THANKS

The Das Tor would like to thank the following people who helped organize this special issue:

Ren Halloran
Ted Peck
Dick Mahoney
Beverly Springer
Karin Hahn
Tamara Boozel
Shep Clarke

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IN MEMORIAM



R. BUCKMINSTER FULLER

JULY 12, 1895—JULY 1, 1983

INVENTOR ARCHITECT ENGINEER MATHEMATICIAN PHILOSOPHER
COMPREHENSIVE DESIGNER CARTOGRAPHER POET GLOBAL CITIZEN

By any account, he was an extraordinary man.

By his own account, he was an ordinary man.

"The only important thing about me is that I am an average, healthy human being. All the things I've been able to do, any human being, or any one, or you, could do equally well or better. I was able to accomplish what I did by refusing to be hooked on a game of life that had nothing to do with the way the universe was going. I was just a throwaway who was willing to commit myself to what needed to be done."

"There exists a realizable, evolutionary alternative to our being either atom-bombed into extinction or crowding ourselves off the planet."
GRUNCH OF GIANTS, p 1x

This is an elegy, not an obituary; this is praise, not identification. To describe him as the inventor of the Geodesic Dome and as author of OPERATING MANUEL FOR PLANET EARTH is perhaps a more vocative introduction than his name. For this reason it is difficult to elegeize R. Buckminster Fuller (or for that matter, philosophers and artists in general).

He was a humanist and an ecologist; he believed the future rested in man and in man's attitude toward his environment. He saw, no doubt, a lot in his eighty-two years and remained confident in man's ability to continue to change and to benefit from this change.

His philosophy is permeated with optimism and a belief in technological innovation. His is a worldly view, although it is not a Thunderbird view. To wit:

"Spaceship Earth now has 150 admirals.... They have an onboard game called balance of trade. Very shortly the majority of admirals have a deficit balance. All the while the starboard-side admirals are secretly planning to list the boat to port far enough to drown the port-side admirals...."

And vice versa. He tends to treat the same subjects as the political economists Malthus and Ricardo and politically, he stands somewhere between the Club of Rome and the pre-Columbian hunter-gatherers of North America.

However, his intentions are above all futurist. He is mainly concerned with offering an alternative to our current selfish state. He sees over-specialization, unfamiliarity with a wholesome life-style and the possession of technology by a few rather

than by all as the main hindrances to the resolution of humanities' problems. Once these are left behind, mankind may enter its "livingry" stage, enjoying "omni-physical success." This is a period characterized by equitable distribution of wealth, a holistic and integrated harmony with the environment and continuing technological evolution. Homo sapiens need be seen as residents of the universe.

Lest Buckminster Fuller be dismissed as a utopian thinker and a quack, other aspects of his perception of the world should be examined. He was one of the first to proffer that the world is increasingly possessed of a certain interdependency. He also anticipated the rise of third world states in the economic arena.

Furthermore, he was not only a thinker, but also an effective member of society and contributed to the progress of the industrial sector with his inventions and innovations. He patented over two thousand of his ideas. These include the famous Geodesic Dome, but also such things as smelting equipment and copper-lined brakes (tested here in Arizona at Phelps-Dodge). His "Trends and Transformation Charts" was published by the US Bureau of Standards and appeared in "Fortune" magazine.

He is also responsible for a one-piece, 250-pound bathroom, a fog gun shower and a number of humanist artifacts termed "failures."

The scope of his concern is more than impressive: cartology, history, aeronautics, housing, transportation, metallurgy are all areas which received his attention. He also circled the world forty-some times yet "never as a tourist."

Fuller's philosophy may be difficult for some to incorporate into their lives, but his penchant for action is something all should admire. This was a man who cared enough to act and to take risks, necessary for all who wish to change.

D. Johansen

A REVIEW OF THE OXFORD PROGRAM (Continued)

Continued from page 1, Oxford

Nuclear Arms and Terrific Legs

Plump on curried cauliflower and chicken with mild red peppers, we'd amble downstairs (but first check our mail basket again for general principles) and trench ourselves in for Dick Mahoney's three-hour tour de force nucleaire.

Any past student of Dr. Mahoney knows it's not simply that he talks and the students digest. No way. These classes were like three hours of electric chair. Questions were launched on a first-name basis and often without warning.

The material was so dense and Mahoney spoke so fast, there was left no time for note passing and hardly time for note taking.

Despite its grueling pace, Mahoney's European-American Security Relations, IS 473 (OX), was one of the best courses I've ever taken. It was such a change having an AGSIM professor keep you riveted to your seat yet at the drop of a deftly-placed pun-chline, have the entire class laughing uproariously.

We all learned quite a lot, and without that course, there was no way we could have grilled the slick general and glib colonel who spoke to us two weeks later at NATO headquarters in Brussels.

Were you waiting for a discussion of terrific legs, as promised in the clever subhead? Sorry. I can't think of how I'd tie it in—it just sounded good. Suffice it to say that some girls thought Dick has terrific legs—but only when wet with Thames River water.

Mahoney's course is discussed by Shepard Clarke and myself in separate pieces titled "Nuclear Arms and Terrific Legs (Parts I and II)".

The Bodleian Library

To assist us in our research, Dick Mahoney somehow got us the opportunity to get library cards to the world famous Bodleian Library—one of Britain's two copyright libraries founded in 1610.

The Bodleian is an old, slow, rigid, dusty, archaic library. To get a library card, everyone was grouped in a dark wood-paneled room lined with those deathly boring royal portraits the British love.

There we were made to swear never to "remove, injure, deface or kindle flame unto" any of their books. Books could not be checked out. What literary ligitage!

This, however, allowed for the easy tracking of books one needed—even if someone somewhere in the five-building library was already using it. It also added to the inflated mystique of studying at the haughty Bodleian.

Enjoying Oxford

True to Mark Twain's adage that he never let schooling interfere with his education, only half of what was learned came from the classroom.

What strikes one immediately about Oxford is the heterogeneity of its population. Pipe-smoking professors in tweed suits take the same buses as punks sporting the latest in stegosaurus hairstyles.

Let's first discuss the professors. These are the instructors from Oxford University proper—not the Management Centre. These "professors" are, in fact, not called professors, but "tutors." Tutors see their students privately once or twice a week to guide and goad them. They do not use classrooms. Instruction is very structured, though very independent. Often the tutor and student meet in the tutor's office or in either's home. Meeting for tea to discuss Epictetus is not unheard of for undergraduates following an Oxford study in "Classics."

Oxford's quintessential tutor is the "moral tutor." Eighty percent of Oxonian undergraduates (called graduates) have moral tutors. As much a mentor as a friend, the moral tutor advises students on anything that interferes with their schoolwork. Everything from home life to herpes is discussed. My housemate's moral tutor was named Simon Hornblower. No joke.

Punks, on the other hand, are a different species of beast. One punk at Oxford has a spider web tattooed over his face. Yet unlike his Marvel comic book hero, this fellow does

not stand for justice. In fact, his skin head, hob nail boots and countless chains all make him and his friends quite scary to the herds of Italian, Spanish and French adolescents who also congregate at Carfax Tower around dinner time. Interestingly enough, these foreigners who come to Oxford to learn English and this punk and his cohorts share the same turf in the middle of town.

The 44 members of the AGSIM clan enjoyed several pubs, restaurants and dance clubs. Favorites included: The Bachuss Wine Bar, with cramped dancing to 60s music, i.e.: "Dizzy," Venus, "The Rapper!"; The Apollo Disco, an equal opportunity entertainer; Browns, with great spaghetti and the prettiest waitresses in town; Boodles, a Monday-through-Saturday night fever; and The Turf, which is so old you have to bend down to enter through the archway door.

Other establishments with character included The Trout, with relaxed patio dining overlooking a (jumping!) trout stream and The Bear. The walls of this pub are covered with segments of ties clipped from imbibing students over the last several decades. Oxonian graduates clip off a piece of their school tie with the ceremonial scissors and enjoy an evening of free lager.

However, without a doubt, the most popular pub for T-Birds as well as locals was The Head of the River. Perched on the Thames, it boasted of having the best juke box this side of High Street. ("Let's Dance" and "Beat It" won the most played awards.)

Mahoney's classes were like three hours of electric chair.

In the evenings, the Head would be packed outdoors on their split-level terraces as well as indoors. The balconies overlooked the Thames where punters would float past. (Punts are long, square boats which are propelled with a pole like a gondola. They are treated in a separate article.)

The Head was the informal meeting ground for several other summer groups. Chatter and toasts could be heard in Spanish, German, English, French and Italian.

Once, up on the balcony, someone gesticulated in Italian and knocked a glass over the railing into the river. Paul, the manager (who loved Kathy Ramjet), was not alarmed. He said he hires scuba divers to retrieve the unbroken glasses about three times a year. Each time they remove about 1000 glasses. Is that a sinking fund or merely liquidating one's assets?

We all enjoyed The Head of the River.

The End

In retrospect, the Oxford program was an enjoyable experience full of surprises. One surprise, though not so enjoyable, was the infamous "Family Hold Back" speech delivered by the bursar, Bill Impey, the first day at the Centre. That was when we learned that due to their past history with AGSIM groups, and since our group was so large, we really weren't welcome. This included the request to "possibly refrain" from using the bathroom just after the morning class when visiting participants in their corporate seminars would be "washing up." Often "Family Hold Back" was interpreted as Family Hold On or Family Put Up. One question never raised was how we were considered family when we'd only been there three hours and were paying for our stay.

But mostly our four weeks in Oxford will be remembered by many as the halcyon days of 1983. The contact with other group members had not yet reached its point of diminishing returns as it seemed to by the second of three weeks in Brussels. What's more, the Centre provided just enough stimulating professors and cups of tea to keep us pleasantly animated. The food was excellent, the newspapers were bountiful (especially page 3 of The Sun), the library packed full of interesting books and the certain staff members, despite the cold welcome, who were helpful and friendly.

The summer of '83 will be one of the unforgettable times in many T-Birds' lives.



AGSIM's Pub away from home: The Head of the River. Multilingual toasts could be heard up until the wee hour of 10.30 p.m.

Computer Center Orientation

At the beginning of each semester, Computer Services conducts orientation sessions for new users of the computer system. The sessions are about half an hour long, and include a general introduction to using the computer as well as discussion of some of the specialized software packages available. Sign up sheets for the orientation sessions are located in D-1 Seminar room; the sessions will also be held in D-1.

Note that you must have a computer account card (available in the Computer Services Office, next to the Business Office in back of Founders' Hall) before you can participate in an orientation session.

Following are the remaining scheduled times for orientation sessions, for this semester:

- Tuesday, 20 September 1983, 09:30.
- Thursday, 22 September 1983, 14:30
- Monday, 26 September 1983, 13:00.
- Thursday, 29 September 1983, 10:00.

Editor's note: This verse was sent by Professor Richard D. Mahoney (who stayed at Oxford) to the students during the Brussels stage of the program. Because of the lack of a tape recorder, it was never played. To Mahoney's "questions," I have supplied some answers for the reader.

QUESTIONS

June 20 - July 15, 1983

A POEM BY DICK MAHONEY

What is meant by trip-wire?¹
Does it mean your forward based?²
Did everyone find a bedroom?³
Does Bill Impey carry mace?⁴

Must we freeze or go full-scale?⁵
Is there any room for hope?⁶
And why did Shep Clarke bare his tail?⁷
Will Tamara ever cope?⁸

Dual-key and warhead counting,⁹
Are Mahoney's numbers lacking?¹⁰
1:15 means salad-eating,¹¹
And what about the Brussels housing?¹²

Will the daffy Doctor Pusey,¹³
Modernize his bloated Bodley?¹⁴
Or must we seek Strategic Study?¹⁵
Better bring back Patrick Duffy.¹⁶

Ramjet, Tom, or Ketan Parekh,¹⁷
Who's most likely to exceed?¹⁸
June, will you people quickly?¹⁹
Joe Roth, your path few things can impede.²⁰

A war was fought at Broughton Castle,²¹
But croquet was a concern on the Centre's lawn.²²
Will I publish now and perish?²³
The Ideas of March are not yet gone.²⁴

Once upon a midnight dreary,²⁵
July 13, to be exact,²⁶
Dreamt of jobs and friends—not finals!²⁷
Oh, to hell with all that crap!²⁸

But something in the green and rolling,²⁹
Even there when sticky hot,³⁰
Something in the spires tolling,³¹
Thoughts forgotten?—may they not.³²

Will we ride again one morning,³³
Clanking forth all duty-bound?³⁴
Will we see ourselves more clearly,³⁵
Faraway but homeward-bound.³⁶

ANSWERS

1. U.S. Seventh Army strategy to engage the enemy on the German border at the earliest instance of invasion.
2. Yes
3. Chris Brady never did. He spent June and July in his pup-tent.
4. The Comptroller of OCMS who warned us about his attack dogs in his welcoming remarks.
5. As he did, before us all, on the canal trip 7/11/83.
6. Tamara L. Boozel, gracious winner of the "Most likely to get wet" award.
7. Shep Clarke thought so (see article).
8. Even though a highlight of the program, after 4 weeks even curried cauliflower gets old.
9. Many thanks to Tamara B. for tracking down some very nice housing in Brussels.
10. The begowned administrator who issued the library oath to "avoid defiling, burning...the contents of this library."
11. The Bodleian is allegedly one of the world's greatest libraries. Try using it, however.
12. Most students went to the International Institute for Strategic Studies in London to prepare their topics. Terrific!
13. The Rt. Hon. MP (Labour) who led us down the NATO path in a fine lecture.
14. Katherine Ramming, Thomas Ellinwood, and Ketan Parekh, all vote-getters.
15. The top award which Ketan won.
16. June Eva Peoples, who was voted "Most likely to bear six children."
17. Joseph Roth, voted "Most likely to be charged with harrasment on the job."
18. By the Roundheads in 1634. Broughton Castle was visited by the group.
19. Mahoney's admitted fate though we're all, including the L.A. Times, rooting for him.
20. Act III, Scene II, Julius Caesar which we saw the Royal Shakespeare Company perform.
21. Night before the 3 1/2 hr. final which was held under ground-zero thermal conditions.
22. Amen.
23. July in England was the hottest in 300 years.

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Hands-On Workshops

ComputerPREP workshops are designed to bring participants to a high level of proficiency in specific areas. These workshop sessions are excellent for those who intend to use a computer in these areas, and also for decision makers who wish to gain first-hand knowledge on how particular systems can improve productivity in their own business.

IBM DOS 2.1 (With 2.0 Update) *
This half-day working session covers the concepts and features of DOS 2.1, with an emphasis on frequently used commands. Each command is discussed focusing on how and why each is used. In addition, the new features of DOS 2.0 are reviewed.
Cost per person \$ 35.00

DATE	TIME
Sept. 29, Thu	1:00PM-4:00PM

WORDSTAR (Word Processing) *
This concentrated full-day hands-on workshop gives the participant an opportunity to work through the basic and advanced functions of Wordstar. A broad range of operations is covered, from basic editing functions, moving text, setting up tables, to Wordstar's powerful advanced word processing capabilities.
Cost per person \$125.00

DATE	TIME
Sept. 20, Tues	9:00AM-4:00PM
Sept. 26, Wed and	6:30PM-9:30PM
Sept. 29, Thur	6:30PM-9:30PM

SPELLSTAR & MAILMERGE *
This full-day workshop offers the Wordstar user an in-depth view of the additional capabilities Spellstar and Mailmerge offer when used in conjunction with Wordstar. The range covers basic mailing list merging through to file nesting.
Cost per person \$ 35.00

DATE	TIME
Sept. 23 (Fri)	1:00PM-4:00PM

LOTUS 1-2-3 (Advanced Electronic Spread Sheets, Plus!) *
This in-depth 1-day session provides a detailed review of the three levels of LOTUS—What it's graphics and data management. In addition to constructing spreadsheets and spreadsheets, the attendee will learn how to graphically represent information on paper or screen. Direct hands-on exposure to all aspects of LOTUS enables participants to learn the fundamentals of data management, queries, and data manipulation.
Cost per person \$175.00

DATE	TIME
Sept. 20 (Tues and	6:30PM-9:30PM
Sept. 21 (Wed and	6:30PM-9:30PM
Sept. 22 (Thur)	6:30PM-9:30PM
Sept. 28 (Wed and	9:00AM-4:00PM
Sept. 29 (Thur)	9:00AM-12NOON

VISUALC (Electronic Spread Sheet) *
This highly intense full-day session is designed to provide each participant with a working knowledge of each command, sub-command and the most important functions available. The session's direct hands-on exposure maximizes the learning experience. Upon completion, the participant will be proficient in using VISUALC for financial analyses, cash flow projections, business plans, etc.
Cost per person \$125.00

DATE	TIME
Sept. 30 (Fri)	9:00AM-4:00PM

IBM (Information Management) *
The features of this micro computer-based information management system are covered in detail over the course of 1 day. Data retrieval and manipulation functions are explained. Through concentrated direct hands-on exercises, each participant experiences capabilities and gains proficiency levels that allow for immediate productivity.
Cost per person \$175.00

DATE	TIME
Sept. 22 (Thur) and	9:00AM-4:00PM
Sept. 23 (Fri)	9:00AM-12NOON

IBM GENERAL ACCOUNTING *
This full-day session offers concentrated instruction on IBM's General Accounting package. Hands-on exercises include creating a sample company on the computer and processing through data entry commands to final financial statements.
Cost per person \$125.00

DATE	TIME
Sept. 26, Mon	9:00AM-4:00PM

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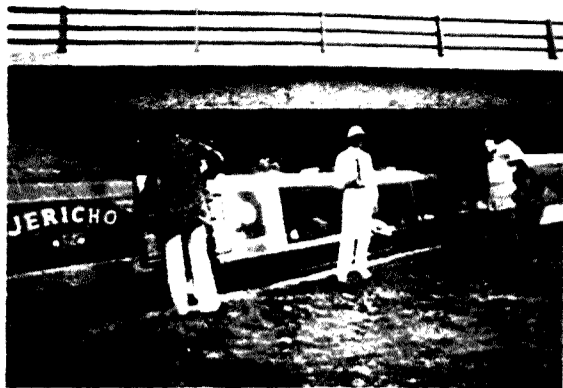
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SNAPSHOTS OF A SCREAMIN'
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Secretary of the Offense Shep Clarke salutes a pithy Joe Roth in front of the H.M.S. Jericho. Keton Parekh at left, sprouts second head.



Aboard the H.M.S. Jericho (l. to r.): An appropriately blurred Dick Mahoney; a Scottish lass; Shep Clarke, the Secretary of the Offense; Joe Roth, direct from African Queen.



Shown here enjoying the Canal Trip: Karen Waterfall, a friend of Kathy Raming; Ms. "Ramjet" herself and fellow ship mates Karin Hahn and the everlovable Beth Everhart. Fabien Pictet searches for his green card. Dangling feet, in odor of appearance, (l. to r.): Ted Peck, Ted Peck; Nancy Greenberg, Nancy Greenberg, Steve Spitts, Steve Spitts; Kathy Mintz, Kathy Mintz, Dic Mahoney.



Chris Brady, and Brian Kelly (standing, right) check pacemakers as Kathy Mintz (far right) wonders whether the roof will survive as a dance floor.



June Peoples (center roof), "Let me off at the next castle."

WINETASTING

by Hide Mizuno

Thunderbird International
Winetasting Society

8 WINETASTING

Although this serial is called "Wine tasters," I really have not discussed about "Wine tasting" since there are so many to talk about wine itself. However, I recently noticed that there are many people interested in learning how to taste wines; this week I chose this topic.

Definition: Remark the sensation (good or bad), researching the cause and the origin.

Practice: 1. Appearance — The first question to ask is: what does the wine look like? Lift the glass, filled to one-third, by the stem and tilt it against a light background. Is it clear? How is the intensity? What color is it? Is it red purplish (young), or turning to a brick color with age? Is it white, very light and touched with youthful green or turning gold?

2. Smell — The next question is: what does the wine smell like? Experts "smell" taste. Smells stir memories more rapidly and vividly than other sensations. Swirl the wine slowly three or four times in the glass and smell it. The first impression is the most telling. Is there any foreign or wrong smell? Does it smell of fresh grapes (aroma) or have a complex "bouquet" that comes from aging in barrel and bottle? Is the grape identifiable?

3. Taste — The taste in mouth confirms the information given by the nose. Take a good mouthful, not a sip, and let it reach every part of the mouth. The body (alcoholic strength) now makes its impact. Is it harsh with tannin as young reds should be? Is it soft and flat or well-balanced with acidity?

4. Aftertaste — Is the flavour short-lived or lingering after swallowing (or spitting)?

One comment. There is no fifth step in wine tasting. We are not looking for the effects caused by intoxication, so please don't join our winetasting society if you think the step five is the most important.

THE ACADEMIC COUNCIL

by Kathy Parker

Do you have an academic grievance? Have you found yourself in the Academic Affairs Office begging that they ignore an academic regulation "just this once" because your whole AGSIM career is at stake? Well, the Academic Affairs Office cannot ignore the regulations published in the Bulletin, but there is a court of appeals at AGSIM...it is the Academic Council. The Academic Council is composed of the Chairmen of each of the three departments on campus, the ASLC President and Vice-President, the Chairman of the Faculty Senate, the Dean of Academic Affairs and the Dean of Students. Each member of the Council has a vote except for the Dean of Students. The Dean of Academic Affairs has only a tie-vote.

Most students do not hear of the Academic Council until they have reason to petition it to supercede a regulation or because they are being suspended from school. Yes, students do get suspended from AGSIM, usually because they have not achieved the required 3.0 GPA for two consecutive semesters. If you are on probation now, beware. If you do not bring your GPA up this semester, you will be suspended. Then your only recourse will be to petition the Academic Council to give you "one last chance."

There are two ways to get the Academic Council to hear a grievance. One way is to come to the Associated Students' Legislative Council. The ASLC Academic Affairs Chairperson or the ASLC President will communicate the grievance to the Dean of Academic Affairs, who will then call a meeting of the Academic Council, usually within only a few days. The other way is to go directly to the Dean of Academic Affairs.

Once the Council is convened, the Dean of Academic Affairs explains the student's petition to the members, then the petitioning student is called in to defend his/her position. The Council members ask any questions they might have of the student, who is then excused while the Council votes by secret ballot. The student is then advised of the results of the vote, which is final.

The Academic Council is FAIR. Each petition is examined individually and the student is given a chance to defend his petition. If the Council denies a student's petition, it is usually because it was not a legitimate grievance or because the Council is concerned about the best interests of the school as a whole.

It is to your advantage, if you have a legitimate grievance or petition, to contact Mary Beth Simons, ASLC Academic Affairs Chairperson; Kathy Parker, ASLC President; or Luis Olarte, ASLC Vice-President. We will do our best to help you.



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