

Das Tor



"Borders frequented by trade seldom need soldiers..."
William Schurz

Volume 37 Issue 7

April 9th, 2003

TSG Publishes Budget In Answer to Queries

By MARIA PIPEROVA
Bulgaria, '03
TSG Treasurer

After receiving numerous questions about where student TSG fees go, I decided to provide you with brief line item description of the TSG budget.

Let's begin with the opening bank balance of \$73,936. It is comprised of \$48,120 left over from last trimester and \$25,816 collected from the Fall 2002 Graduation Gala ticket sales.

Next, we received \$90,729 from the school administration: these is the \$125 collected from currently enrolled students, adjusted for any shortages from last trimester, minus a reserve of \$15,000 that the school keeps for TSG staff salaries and administrative expenses.

Out of this money \$4,500 is collected from the 36 students in Archamps. We send 80% of this money back to them (that is \$3,600). The other 20% stays here and serves as a small contribution to the general funds within the TSG Budget.

As a result, we started the Spring 2003 Trimester with \$161,065. These funds were allocated as follows:

\$65,000 - Graduation Gala*

\$52,447 - Clubs

\$8,000 - Contingency Fund: covers any shortages in the other funds, as well as expenses from last trimester. For example, this trimester I anticipate to use around \$5,000 for the Graduation Gala and \$2,000 for the Speaker Fund as the allocated \$65,000 and \$6,000 respectively will not be sufficient.

\$6,000 - Speaker Fund: Guest speakers, invited on campus and sponsored by various clubs, are actually paid for with money from the school and from the TSG.

\$6,000 - TSG Admin Expenses: Renovation of the TSG rooms, purchase of office supplies, etc.

\$5,000 - Emergency Fund: If a student experiences an accident or a family death, and needs to go home as an emergency, TSG can support this student by reimbursing his or her travel expenses.

\$5,000 - Conference Fund: Each student can apply for up to \$200 when he or she is planning to attend a non-job-related conference. The \$200 is designed to cover entrance fees, travel and hotel expenses.

\$4,000 - *Das Tor*: Four issues at \$1,000 each.

\$3,000 - Community Event: Campus event for the whole T-

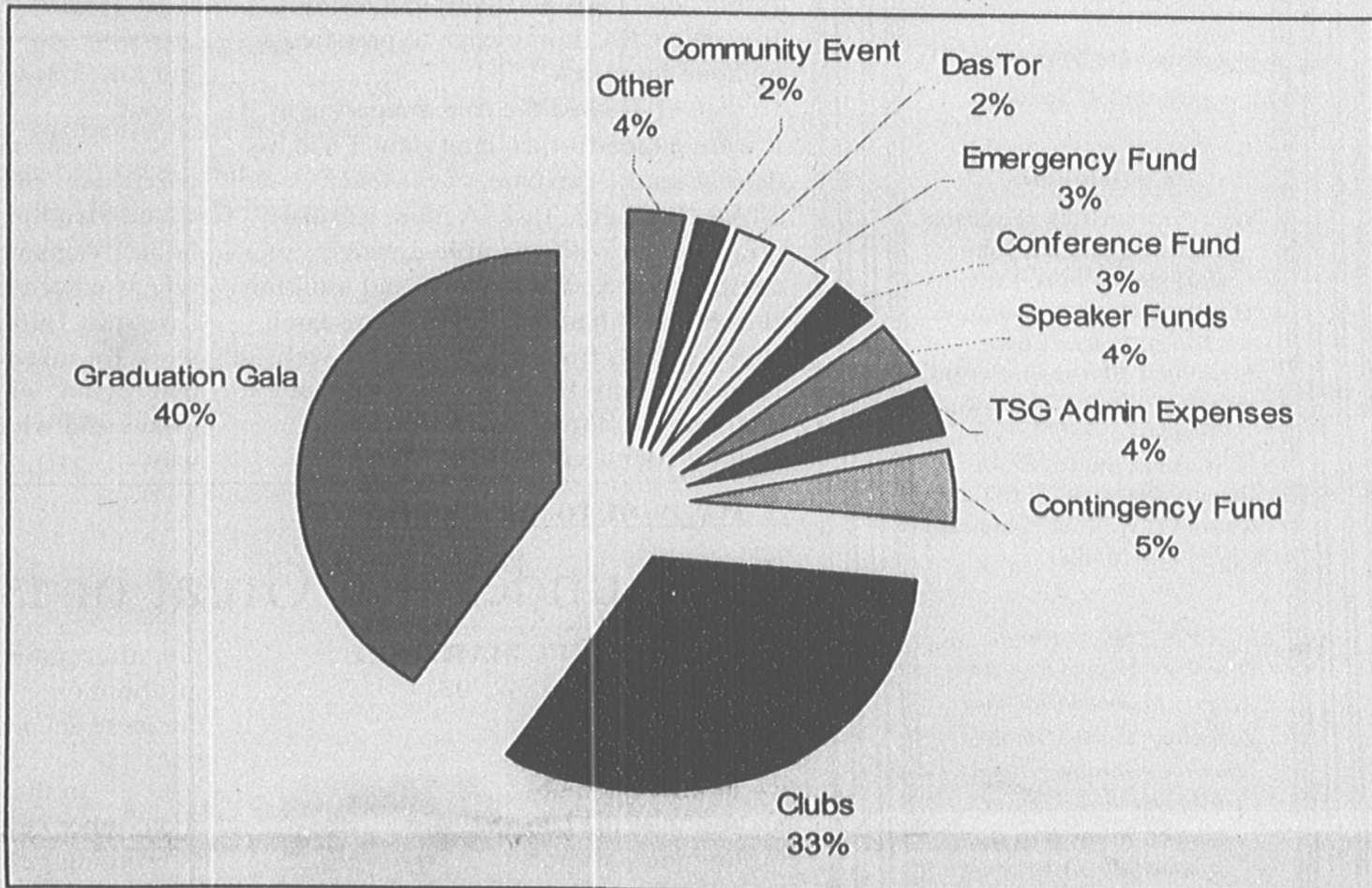


Chart submitted by TSG

Bird community, organized by the 1st Trimester Reps.

Other: \$2,500 for Discretionary Funds; \$2,000 for Global Navigations; \$1,000 for Final Exam Snacks; and \$300 for Communication Goals.

Discretionary Funds are amounts allocated to each member of the TSG to cover for various projects organized by them.

For example, this term,

the four winners of the WiFi Survey drawing were given a check for \$50. The \$200 came from the Ombudsperson's and the President's funds.

Last term, during the final exam week, several members organized free massages in the TSG building, and the total of \$450 was taken from their discretionary funds.

Next, \$2,000 is allocated to Naji El-Khalil for Global Navigations.

Final Exam Snacks: TSG buys pizzas, tacos, subs, refreshments, etc., for each night during the final exam week.

Communication Goals: A type of Discretionary Fund allocated to the Communications Chair and the TSG as a whole.

* A lot of students are wondering

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Faculty Profile

Government and Russian Intelligence Background Add Unique Perspective to Professor Wetzel's Lectures

By CARLOS AMADO
Guatemala, '03

While we spend our time and money at Thunderbird, most of our required coursework will gravitate around finance, marketing and accounting. That is not a bad thing, since those are the main reasons most of us came to business school. However, there is also the other face of business, or the "softer" side.

Two great classes I have taken during my stint at Thunderbird are *Strategies for International Development* and *Political Risk and Global Change*. These courses were capably taught by Professor Linda Wetzel.

Professor Wetzel earned a BA in Russian Studies from

Bryn Mawr College, graduating cum laude, and an MA through the Soviet Union Program at Harvard University. She also earned a diploma in Russian Language and Culture at the

USSR, led to a successful and rewarding career with the Central Intelligence Agency, where she worked as an Intelligence Analyst.

As her career pro-

These responsibilities gave professor Wetzel the unique chance to witness ... the dramatic changes that affected Russia and the other former USSR republics from a government led economy towards a more capitalist market and way of life.

Leningrad (now St. Petersburg) State University. She is fluent in Russian and French.

Professor Wetzel's field of study, and her interests in the Russian culture and in the former

gressed, she became the Designated Briefer for US Secretary of Defense Caspar Weinberger and Chairman / Joint Chief of Staff Admiral William Crowe. She also had the opportu-

nity to occasionally brief Secretary of State George Shultz. Her last assignment for the CIA in Washington, D.C., was as Chief of the Russian Leadership Branch of the Directorate of Intelligence.

These responsibilities gave professor Wetzel the unique chance to witness and study, in depth, the dramatic changes that affected Russia and the other former USSR republics from a government-led economy towards a more capitalist market and way of life.

After 16 years with The Agency, the CIA gave her the opportunity to come to Thunderbird as an Officer-in-Residence, a sort of sabbatical

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DAS TOR

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"Wherever we travel, whenever we pass from one country to another we must go through a gate. However, Das Tor means more than simply the traversing of borders; it stands as a symbol and artery of communication through the barriers of superstition, ignorance, dogma, racism and prejudice; traditional enemies which continue to be a detriment to progress and global peace. Idealistic though it may sound, it has now become the responsibility of our generation, the future leaders of the international community, to make every effort to widen these gates and succeed where previous generations have failed. Das Tor must therefore be an open forum for debate, a clearing house of ideas that may further prepare us for the international community and further augment the reputation of this youthful institution."

Bob Morabito, Founding Editor, 1969

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In Search of the Mystique

What Kind of Question Was That?

I admit it; I am a "Thunder-Nerd." I study on the weekends, I stress about classes too much, I am addicted to caffeine, I know my way around MTB so well I often feel like I should be paid by the school since I give so much help to other students (finding forms, notifying of deadlines, etc.). I also dusted off my notes from the CMC Seminar last trimester and I downloaded forms and charts and sample questions from the CMC home page to prepare for a phone interview.



Megan A. Staley

I dressed the role, preparing as if it were a face-to-face interview. I had my dossier ready - resume, cover letter, STAR (Strength, Task, Action, Result) grid filled in with examples, answers to commonly asked behavioral and traditional question. I had my company research, obtained both from the company's website as well as from Hoover's and Dunn & Bradstreet (courtesy of the IBIC's sources, found via MTB).

But in spite of my preparation, I just wasn't ready for the first question - "Tell us a little about yourself." I feel like I'm a bad sorority recruitment movie, or that I'm the victim of an evening at an 8-Minute-Date (a.k.a. Speed Dating) event. I do not remember what answer I gave;

Is the Mystique being able to answer this question while tying in experiences from five continents?

but I do know it was fumbled and contrived.

Yet, no matter what I have prepared since then, each sounds more contrived than the one before. How does one honestly answer this question without rehearsed or recorded? I can answer why I went to Thunderbird, why I want to work for that company, in that industry, in that region, why I have made the choices I have and what I have learned along the way.

However, piecing all of those various experiences and convoluted revelations together to answer "Tell us a little about yourself" would be a bit more than what the interviewer was expecting.

In my ongoing search of finding out what the "Thunderbird Mystique" entails, I must admit I am a bit stumped on this topic. Is the Mystique being able to answer this question while tying in experiences from five continents? Is it starting off with an anecdote that involves eating some sort of food that most parts of the world consider a pet, or a rodent?

When my classmates asked how the interview went and I told them my distaste for the opening question, they all agreed it is a difficult question to answer. None offered suggestions, sample answers or the like.

If you have any suggestions on how to answer this or have an answer that has stunned and impressed interviewers, then I suppose you are carrying the Mystique and for that you should feel proud.

A Reason to be Proud

Is Thunderbird Great or is the Grass Greener Elsewhere?

By FELIPE MARTINEZ
Mexico, '03

In the past few months, perhaps as a result of the bad employment environment, there seems to be a wave of people thinking that the grass might be greener somewhere else. And by this I mean other MBA programs.



Felipe Martinez

Yes, I will agree that there is much to be improved at Thunderbird, but this is by no means makes us any worse than other schools, just different. I happen to love this school and am sincere when I say that in my case I could not have made a better choice. In writing this article my aim is to note some of the great things that we should be proud of in calling ourselves Thunderbirds.

Let me start by pointing out the obvious: Our degree is not only an MBA but an MBA in International Management, which means that the subject matter will not be the same as an MBA with no "international" in its title. As such it should be no surprise that classes like RBE and IPE are part of the core curriculum, giving us material with which others have no familiarity. However, this should part of the differential that you can bring to your future career. If you place no value on this differentiating factor, then perhaps you would have been better off pursuing a plain MBA.

Consider that when analyzing an issue in Finance or Accounting with people from Argentina, to name a country, and they give you a sense of how infla-

tion affects the issues, the value of this information is high, versus just analyzing the issue according to textbook information.

In the same way, the knowledge about other cultures might be discounted as bringing political correctness to your MBA, but this is merely a cheap description. The skills that you gain from both in-class and social interactions at Thunderbird will broaden and increase your chances of succeeding in the ever-changing global environment.

In the short term these skills

The beauty and advantage of Thunderbird exists largely in the sublime, below-the-radar advantages that are hard to quantify in a job interview, but will prove extremely advantageous in the future.

might not guarantee a big difference in starting salaries (when competing against those from other MBA programs), but in the long run this knowledge proves invaluable. The beauty and advantage of Thunderbird exists largely in the sublime, below-the-radar advantages that are hard to quantify in a job interview, but will prove extremely advantageous in the future.

However, let's be forthright in pointing out that what you will get from the school is directly correlated to what you put into the experience. The effort to train oneself and socialize while taking advantage of the great variety of things to learn at this school requires discipline. Much has been said that the work should be easier; but, in my experience, I have never come across stronger faculty support in my academic career.

I had the fortune to attend gradu-

ate school courses at Michigan and LSE, and the courses there were far less structured than we have here at Thunderbird, to the point where in one class the professor gave a ten-minute discussion on the readings and then dismissed class.

In graduate level courses you learn what you teach yourself, and the faculty is here to support you in this effort, not to spoon-feed you the material. The benefit of Thunderbird is that there is a lot of wonderful faculty-and student- openness to making this support a really memorable experience if you choose to participate.

Finally, I will relay a little story of how I became sure that I had chosen the right school.

During the Winterim I was standing at immigration in the Hong Kong Airport, (no, I didn't catch the flu) and in a sea of people, a man whom I had never seen before tapped me on the shoulder to ask if I was a Thunderbird student. I had left a luggage tag on my bag and he saw the logo.

"Yes," I replied, and to my surprise the man broke into a great smile and proceeded to hand me his business card. "I am _____, and my wife and I are also T-Birds, so when I saw the tag I could not help but to introduce myself. The experience changed my life and I am sure you are having a great time... congratulations."

The conversation went like this for about ten minutes, during which he offered to help anyway he could and said that if I was in NY I should give him a ring. I was amazed, as I don't know how many people from Harvard or Columbia get stopped in China and in less than ten minutes make a friend.

This is when I realized that the

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Corrections

In the March 10th edition of *Das Tor*, Colombia was misspelled. We apologize for the mistake.

If you, the reader, find any other errors

in the pages of Thunderbird's only free press, *Das Tor*, do not hesitate to contact the editorial staff.

Although errors are bound to occur, we insist on only the highest level of quality for the Thunderbird community.

In order to provide unbiased, clearly

stated news and reporting in a manner worthy of being considered Thunderbird, we will not rest until all t's are crossed, i's are dotted, and stones are turned.

Thank you to our readers from the editorial staff of *Das Tor*.

Letter to the Editor

Thunderbird Annual Fund Continues to Grow

By **RUSS PHANEUF**
 Director of Thunderbird
 Annual Campaigns

In "Is Wireless Campus an Indicator of Slow Change to Come?" (*Das Tor*, March 3, 2003), John Carlisle raises an important issue; that of the impact of individual contributions to the School via the Thunderbird Annual Fund. His questions are especially timely because of our recent *Philanthropy@Thunderbird Week* (March 17-21, 2003), a time each year when we focus on support from the "internal" Thunderbird family.

John pointed out that contributions and investments made up "just 2% of the School's revenues in 2002," with contributions from individuals in North America totaling 86% of all donations. He wonders why this is so, given the fact that Thunderbird is a truly global school where one would think that international contributions make up a large percentage of annual donations. He also wonders if we are doing enough to compete in the fundraising arena.

To begin, last fiscal year was extremely trying for nearly all non-profits. Annual contributions were down across America, hitting higher education institutions especially hard. In fact, on March 13, 2003, *The New York Times* reported survey results of 960 domestic universities and schools, showing an average 13.6% drop in alumni giving last year.

Contrary to industry trends, Thunderbird bucked this national downturn and had a modest increase in alumni annual giving last year. In fact, over the past five years, the Thunderbird Annual Fund has steadily grown in donors and dollars. This year, the number of alumni annual donors has increased 7% over last year's total at this time, with annual giving dollars up 20%. This indicates great momentum - especially when one consid-

ers the depressed economy.

Next, John's point that the majority of funds (86%) donated each year comes from the 75% of T-birds living in North America illuminates an interesting global phenomenon. In modern history, it is only in America where philanthropic support for higher education has been established as a cultural tradition. Cultures outside the U.S. have just recently begun to shift their attitudes toward such giving.

Today, a tradition of international philanthropy is growing. Globalization and worldwide corporate citizenship is pushing this trend, as is the fact that

many foreign governments are no longer the exclusive funding source for social services providers and schools. At Thunderbird,

we direct resources to overseas fundraising because it represents a great opportunity. Much of our future fundraising efforts will likely be positively impacted by overseas alumni, and we want to position Thunderbird to benefit from this coming wave of philanthropy.

Thunderbird faces challenges in fundraising, and one must understand two very important issues that impact our efforts:

First, because Thunderbird is a relatively young institution, our endowment is small - approximately \$25-million. Peer institutions with longer histories have much larger endowments. Consider Harvard Business School's \$1.34-billion total. Alumni have been giving to HBS for nearly 100 years, and the support of early graduates shows in Harvard's substantial levels of investment income. Thunderbird lacks this kind of significant endowment base, which makes

annual gifts extremely important to the School.

Second, Thunderbird's alumni participation is among the lowest of all graduate business schools. Last year, only 14% of our alumni participated at any gift level, while Columbia posted 30% participation and Dartmouth's Tuck School of Business led the industry at 63%. A broad tradition of giving is still evolving at Thunderbird, which simply means we must continue to improve our fundraising methods, convey the importance of consistent Thunderbird Annual Fund support, and build and diversify our donor base.

Individual gifts provide a key

source of funding for the School - something critically important to Thunderbird's future. Even if one

includes last year's totals, contributions from individuals alone over the past five years have averaged \$3.5 million annually, or about 6% of Thunderbird's total budget. This revenue significantly impacts Thunderbird's infrastructure, the availability and number of student scholarships, technology upgrades, faculty and curriculum support, and our ability to respond to challenges brought on by geographic instability.

But individual gifts are only part of the story...

Thunderbird has historically enjoyed the support of international business, and we continue to deepen our relationships in the corporate and foundation community each year. In the first six months of this fiscal year alone, Thunderbird secured over \$1-million for funding that will directly benefit students. The Starr Foundation, Coca-Cola, and the Hearst Foundation collectively pledged

\$680,000 over five years for scholarships and Citigroup committed \$335,000 over three years to support leadership-building programs for students.

In the major-gift arena, Thunderbird's last capital campaign, "Thunderbird Rising" (1989-2000) provided 10 buildings, endowed 8 faculty positions, created 20 new scholarships at a total of \$13-million, and strengthened our endowment.

Do contributions make a difference? Yes, and much of today's Thunderbird was built thanks to the generosity of friends and alumni.

I hope all T-birds will become actively involved in giving back to the School at some level... In particular, individual support from all alumni is imperative, and I urge those students who are close to graduation to participate in the Annual Fund each year by making a contribution at a level that is comfortable. Those of us who have the job of raising money for Thunderbird completely understand the debt burden carried by recent graduates, but participation alone - in any amount - is extremely important.

To improve from a 14% alumni participation rate to 25%, 50%, or more is essential - and possible. We don't need large individual and corporate gifts to reach that goal - just an understanding of Thunderbird's challenges and an interest in strengthening the School.

In essence, Thunderbird's fundraising efforts are about one group of beneficiaries - students - and the more Thunderbird can foster a sense of "giving back" among all students, alumni, faculty, staff, and friends, the more we will be able to raise the bar in the education experience we provide. Change comes one personal decision at a time, and we all must strive to improve the School through our own philanthropic efforts. Yet I have no doubt that together, we will embrace a tradition of giving at Thunderbird and accomplish great things.

Contrary to industry trends, Thunderbird bucked this national downturn In fact, over the past five years, the Thunderbird Annual Fund has steadily grown in donors and dollars.

Letter to the Editor

One Last Time for the Hearing Impaired

By **PATRICK CARROLL**
 U.S.A., '03

The ground swell of support is truly overwhelming. I've actually had two students and one professor ask me when I was going to submit another diatribe, that's more people than I speak with in an entire week! Well bless my sardonic heart, here we go.

My name is Patrick Carroll, I am that unique type of American who thinks, nay knows, that he is perfection personified. What I will be stating refers to YOU, yes the same YOU who will think I am speaking of someone else.

There is this consistent rumor that recruiters from actual companies come to this campus and offer us jobs. I personally believe that this is a fiction intended to maintain employment for certain members of the staff, but I digress. Pursuant to this rumor, you must be an idiot. That's right, a dolt. Cell phones are not an aural fashion accessory for you to demonstrate your inability to master high technology. Turn the thing off, you moron.

I am a bit curious, is there some sort of genetic anomaly you possess

which makes it impossible for you to be on time? I am sure your future employer will value this innovative use of their time. Further, your inability to be considerate during company presentations adversely affects my earning potential.

Next, when a Fed Governor comes on campus, your watch alarm sounding during her speech isn't even in the realm of acceptable behaviors. Also, and I refer to mes amis from distant shores, speaking in your native tongue during class and presentations is rude, insensitive, disturbing and disruptive. I paid \$2,500 to sit here and listen to you? Cultural sensitivity runs both ways, I promise not to be an arrogant, holier than thou, racist, gun-toting, hegemonic, imperialistic, American simpleton (I think that covers most of the stereotypes, please let me know if I've missed one) and you promise not to talk in class.

Which leads to my next subject, for which I haven't an acceptable segue. What is with the drama on campus? You

are comporting yourselves like high schoolers. "She's on that committee." "I didn't get on that panel" "Show me your job offers." "I'm not talking to her this week" "He took my pen." Nothing like presenting a professional front to the world. Please do one of two things - grow up or graduate.

Das Tor... Wise Guy... Dr.

Love...

Hmmmm...

Are we not in business school? Are we not supposed to be acting like the future leaders we aspire to be? Are we not

all in the business of marketing this school in the most favorable light possible? If you've answered in anything less than the affirmative, please leave now. You are hurting my future earnings.

I've stated it before and it seems it needs to be stated again: The only thing of value that we graduate with is the Thunderbird reputation. "Dr. Love" has neither been funny nor informative ever, period! Guess who's on campus right now? I know that I want AIG and State

Are we not in business school? Are we not supposed to be acting like the future leaders we aspire to be?

Incoming Student Shares Expectations on New Experience

By MATTHEW JACKSON
U.S.A., Starting in May '03

The first round of classes begins May 19, less than two months away. Living in the area since December and visiting friends on campus have whet my appetite to get started. With a small taste of what lies ahead, the staff of *Das Tor* wants to see how accurate my expectations prelude Thunderbird reality. Before I get into my expectations though, I want to preface my expectations by employing a paradigm shift in the expectations of a Spanish family going on vacation.

A good friend works for a major airline in Melbourne. He was approached by a Spanish gentleman and his family of five. The Spaniard, his face sullen with anger, complained in his broken English that he had been planning his trip to Melbourne for months. He had to get visas, get his kids out of school, and plan transportation, hotels, etc. My friend responded with dismay because the gentleman was in Melbourne... Florida. The Spaniard's travel agent in Madrid had scheduled them to fly in to Melbourne, Florida, not Melbourne, Australia, as this family of five had expected. My friend had to book them a trip home and deal with their vacation nightmare because of misled expectations.

One mistake I do not want to make while attending Thunderbird is to construct unrealistic expectations. I can name several unrealistic expectations while at T-Bird: Golf 18 holes every weekday morning, survive without a laptop, and/or get bored. The friends I have made or already knew who are currently attending classes are passionate about what they study or with what they are involved. They are on campus all hours of the day and night.

Thunderbird is a living campus with the highest quality of educators and curriculum. I am excited to get started and cannot wait until daily trips into Tempe (where I work) are history. The diversity of the student body is unique and appealing. I really only expect to be involved in programs of interest and give it my best shot. I am excited to get to know people of dissimilar backgrounds, but similar aspirations. But like I said, the future is never what you expect. Let

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From the Front Lines of the Job Search

Will the Conflict in Iraq Have An Affect On the Economy Or Your Future Employment?

By THOMAS A. WHITAKER
U.S.A., '04

Are you wondering what to do when both the Iraq war and graduation loom simultaneously over your head? You are not alone. As the war in Iraq takes its course, many Thunderbird students wonder how this will affect their job status come graduation. Many who graduate in May are concerned about what the war means about their chances to get a job, and everybody is anxious about how this will affect the economy as a whole in the next year.

Since more than 75% of current students at Thunderbird this semester will be finished by this time next year, the possible effects of this war on the economy require serious thought. I sought advice from alumni, printed media, and the CMC to find answers to these difficult questions.

Michael Murray (class of '89) states the plausible effects of this war like an old pro. Having looked for work during the first gulf war, he states,

"First, the oil prices will rise, then they will fall. Otherwise, very little will change. Iraq is not a player in world trade, so any disruption regarding it will have no impact. Smugglers in Syria, Turkey, Saudi Arabia, Jordan and Iran will lament the fall of the Hussein regime, otherwise a new trading partner will arise in the Middle East. Stock markets, hating instability, will show some negative effects, but the long term effect will be minimal."

"Americans will soon forget their frustration with France and start buying Beaujolais again (Peugot is still out, though)," he also said.

Palal Bhatfachie '01 has a little different view of the effects of this war on the economy and short-term employment.

"Immediate effects will involve a clear disruption of all activities involving crude oil. IT and airlines industries as well as some consumer goods will be hit hard. Hedge those blue chips. The dollar will be hit but that will make US goods cheaper abroad which will spur manufacturing."

"And if you thought the global economy was sluggish before the war, just wait. It's going to take even longer to recover depending on how long and

messy this war becomes. Perception and confidence are gold."

T-bird alums were not the only ones with a perspective on the economic effects of the war. Associated Press writer Martin Crutsinger stated in March 25th's *Arizona Republic* that the "direct costs of the war against Iraq are likely to be overwhelmed by a multitude of indirect costs... soaring oil prices and plunging consumer confidence."

He admits that in times past there has been an economic boost following wars of similar scope in the past, but considering the state of the economy in the last two years such a bump is "unlikely."

Ashraf Laidi from *Forexnews.com* wrote a virtual novel on what he anticipated to be the effects on the war. In short he termed that the four "C's" of

In fact the war was only mentioned once in seven hours of events dedicated to the needs of entrepreneurs. That in itself is a statement about the economic effects of this war.

the war will determine the 'war premium' and eventually the effects of the war on hiring and economic recovery.

"The short-term outlook for the dollar and markets in general shall depend on the Four C's: Casualties, Course of War, Conflict and Counteraction. As the number of US-British Casualties and captives rises... the US public's intolerance to the grim realities involving the military in these regions will begin to shift.

The Course of War or its length will be borne out by mostly the US economy and will eventually be reflected in the financial markets. The war could well push the tab past the \$100 billion mark, adding another 0.1% of GDP to the fiscal imbalance.

The level of Conflict in a post Saddam Iraq caused by tensions between... Kurdish factions and Sunni Muslims... Sunnis and Shias... and also Turkish factions and Kurds... could easily turn bloody... and unleash a more widespread, messy regional war.

The greatest threat to US interests remains that US forces could face more Counteraction than anticipated and

draw out the war much longer than originally thought. "It's the economy stupid" was the slogan that defeated Bush Senior. Two gulf wars later the very same slogan could haunt his son.

Robert Pothier, a Venture Capitalist from Mesa who spoke at the Entrepreneurship Workshop on March 28th, told Thunderbird students that his company, "gave out more funds last year than any year in its history, and we plan to invest more funds this year than last year."

In fact the war was only mentioned once in seven hours of events dedicated to the needs of entrepreneurs. That in itself is a statement about the economic effects of this war.

Allen Sinai, chief global economist of Decision Economics Inc., was recently quoted in *BusinessWeek* as saying "The U.S. and world economy are extremely fragile."

He emphasized that some industries will be hit harder than others, specifically he mentioned the airlines industry and hospitality sectors.

In my own feelings, financial services, which struggled desperately before the war, will find that this

war only exacerbates their problems. One industry that may escape unscathed is the pharmaceutical industry who, perhaps because of vaccinations, immunizations and new patented products, are staying ahead of the economic gain game.

While the effects of the war are not to be understated, many feel that Thunderbird's should not be overly worried about the effects of employment after graduation-even during the war. Finding a job in the next six months will require a lot of work. A lot of preparation will be involved to find out about that company in which you seek employment. In this particular time, really studying the company and being prepared for interviews will be more important than ever in order to be aware of the industry trends and atmosphere that permeates companies during a war-time period.

Mike Low in the CMC noted that "one real effect that the war has had in recent weeks is that it has limited employer travel."

He noted that the rate of hiring had not seemed to be affected as of yet by the war per se. Mike also said that manu-

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Frustrating Choices About Life's Basic Need Have A Simple Solution

By BRAD HEATON
U.S.A., '03

I don't really know what the "Thunderbird Mystique" is but I cannot help wondering if it has something to do with exploring and traveling, with continually creating new frontiers in an age old world. It is frustrating balancing the feelings of the need for a place to call our own and the need to see something new. Again, I do not really know what the Thunderbird Mystique is, but I am somehow experiencing it.

The second module is just kicking off and this trimester is about to end, seemingly contrasting ideas. For those 130 of you coming to Archamps for the summer, you must ask yourself one question, "where will you live?"

Chantel Aublet, Thunderbird Europe's administrative assistant, is running around like crazy looking for accommodations for twelve more students. The three usual choices of the Grand Angle, Citadines and Apart Valley are completely booked.

So, I give my advice to those unlucky twelve (and indeed to all of you), "Get your own." There is a wealth of opportunities out there. Don't settle for less than what you want.

Why can't students find their own housing? I've heard all the excuses: It's different when you're married; It's Europe not Glendale; I don't speak French, and all the rest. It's true, having arrangements set up before you arrive is somehow comforting but it has its downsides too. What if you do not like your

housing when you get here? No housing situation is truly understood until you arrive and see it for yourself. So, I say don't lock yourself into something you might end up hating.

Jeff Conover investigated housing over the internet and found a two-bedroom cabin for cheaper than any of the standard three projects. His cabin is quaint and provides a soothing atmosphere after a hard day of studies, or skiing.

Alex Mailman didn't take to the Citadines after he found out rent was 200 Euros more than he was quoted and took to the streets. It wasn't long before he was paying a fifth the price for a small apartment which affords a "local atmosphere," good and cheap food, and a high degree of proximity to the closest bar

(one flight of stairs). Armed with a letter in French and a pocket book left strained from last semester, I found alternative housing in one day. Now I enjoy a quiet room with mountain views and a beautiful 15 minute daily walk to school.

I must get back to swap rates and present values so I'll make my point quickly. Live on the edge. Find your own housing. It will be a great way to start off a semester of taking charge and exploring. After all, that's what Thunderbird is all about: being creative, exploring new ways of doing things, doing things yourself instead of going the traditional route of letting others arrange your affairs, and most of all not "settling."

Brad is studying at Thunderbird Europe this trimester.

From the Front Lines of Deeper Meaning

Assessing What Really Matters Easier Through Discussion Forum

By THOMAS A. WHITAKER
U.S.A., '04

It is said that there are two topics you try to stay away from - politics and religion. But a brave group of T- Birds tackled these difficult topics head on at the Forum on Religion, Spirituality and World Views on Wednesday, March 26th.

It was incredibly interesting to both contribute and hear what other Thunderbird students had to say about diverse topics such as the existence of God, just and unjust wars, and the role of religion in the decisions of various world leaders.

Some people came with questions and others with answers. Some believe there are no answers, and others don't know

There were other times when my thoughts would ride wildly in response to what someone else had said. But, I never felt uncomfortable.

what they believe -or even if it's possible to believe in anything. This is what makes the whole experience so extremely interesting and important.

Organized by the Thunderbird International Christian Fellowship (TICF), the main purpose of the forum was to provide a relaxing, non-threatening atmosphere in which to discuss important spiritually-based concepts that most people hesitate to talk about in other settings. Assisting in this goal was Dr. Gil Crowell from Search Arizona. His professional attitude and encouraging tones really facilitated peoples' willingness to share what was on their minds in a direct, yet non-confrontational way.

Dr. Crowell easily maintained an open, non-threatening environment offering the freedom to disagree yet with the utmost respect for the views of everyone in attendance. I suspect that everyone who attended felt that a meaningful discussion had taken place; a roundtable of ideas that prompted reflection and introspection.

In a world consumed with studying, tests, finding a job, and making

money, I believe more time ought to be dedicated to understanding other people's viewpoints on the topics that are sincerely motivating. One of the most difficult aspects of this type of discussion is that you begin to tell what you, individually, care strongly, and feel deeply about based on your immediate reaction to the voiced thoughts and feelings of others.

To be honest, there was a time when I was squirming in my seat to respond. There were other times when my thoughts would ride wildly in response to what someone else had said. But, I never felt uncomfortable. These ninety minutes really made me realize how different people that I work with on a daily basis may have unsuspectingly, radically different ideas, goals, and opinions about events and certain decisions

that confront us every minute. The forum also made me realize that to really learn, one must listen intently. The environment was just right for us all to do just that - listen, understand and learn. Surely all those in attendance felt that their opinion was respected, even if it wasn't universally accepted.

The next forum will be on Wednesday April 16th. It is my feeling that if more people attended, the learning would be really benefited by the increase. The TICF invites you to attend.

Come. Listen. Contribute. Learn. There is real value in discussing difficult ideas. After all, what will really matter in the end: how you respond to those nagging, intense feelings prompted by your heart and mind, or the Black-Scholes Model for determining the price of a call?

Please join us in the IBIC Media Room from 7:00 p.m. until 8:30 p.m. on Wednesday, April 16

If you have any questions, please contact jeffreyboyd@global.t-bird.edu or kschad@global.t-bird.edu.

Perspective's Expectations Brewing

Continued from Page 4

me share another story from the ticket counter of the airlines.

This second story is about an old snowbird from New York and her beloved German Shepherd. The old snowbird, who we will call Aunt May, put her dog on the plane and enjoyed the two hour flight down to Melbourne, Florida. After deplaning, she picked up her luggage and proceeded to pick up the kennel. When she was handed the kennel, her face paled. Her dog was wagging his tail and was clearly happy to be free from his long journey. Aunt May, surprised, staggered to the Manager's desk and claimed the dog was not hers.

After checking all the tags and confirming that the animal descriptions

matched, my friend verified that the dog was indeed hers. But, it was not. Aunt May's German Shepherd had died the day before she made the trip down to Florida. She put it in the kennel to be flown down to Florida so that the dog could be buried at the family estate. The luggage handling crew fearing that they would be held responsible for the death of the dog, went to shelter right next to the airport and found a dog that matched the ticket description and replaced the body with the elated German Shepherd that escaped euthanization at the pound. As far as I know, they are still looking for the missing body.

What is the moral of the story? Expect nothing, hope for everything. That is all I have for now, see you at Foundations Week.

Help Me Understand

T-Birds Protest Animal Cruelty

By JOHN CARLISLE
U.S.A., '03

It has been well publicized lately that the United States is using trained dolphins to search for mines and booby traps in the Persian Gulf and along the Iraqi coast. The dolphins have been in the service of the U.S. Navy since the 1960's and have been used in both Vietnam and the first Gulf War.

In response to news of their most recent deployment, a spokesperson for People for the Ethical Treatment of Animals (PETA) said "The Navy claims they are not putting these animals in harm's way, but they've removed these animals from their homes, relocated them to foreign waters in the Persian Gulf, and are forcing them to not only inspect the waters, but to actually swim up to potential terrorists under the water, clamp a cuff on their leg, and deploy a floating marker."

However, it has been recently discovered that human terrorists are not the ones emplacing the mines. On March 31st, U.S. Officials revealed for the first time that Iraq has been emplacing additional mines with the use of specially trained camels. U.S. satellite photos evaluated by the U.S. National Reconnaissance Office (NRO) captured both the training and employment of these special "scuba camels" by the elite Iraqi Republican Guard. Using their large humps for air storage and buoyancy control, the camels can reportedly stay submerged for up to five minutes. U.S. Navy officials say the well-trained camels are

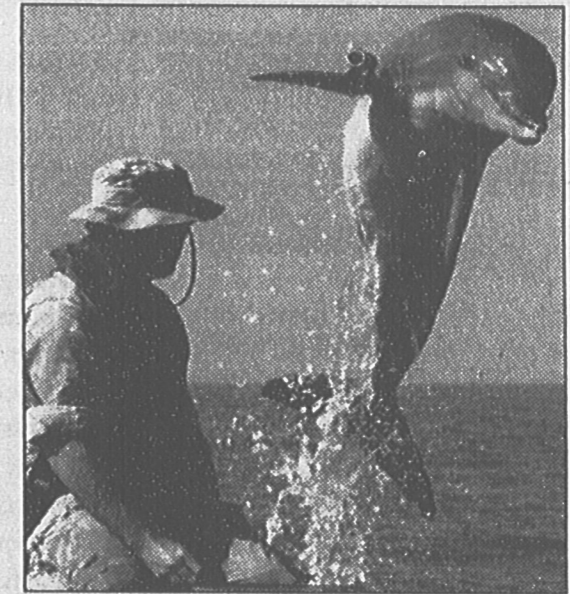


Photo from www.msnbc.com - U.S. Navy / Reuters, by Brien Aho

emplacing mines faster than the dolphins can detect and remove them.

A group of Thunderbird students has found the entire situation alarming and formed T-Birds Against Dolphin And Camel Abuse (TADACA) to make their voice heard. Thunderbird student and spokesperson Avril Phoule was featured March 24th on Phoenix television station KZMT and there stated, "Killing men and interrupting international trade is the job of other men - not dolphins and camels. Plus, if dolphins are as smart as they say, we at TADACA expect that the U.S. Army will next try to teach them to fly a drone or drive a tank."

TADACA is planning a rally on campus for April 10th and asks that other outraged students join them behind the IBIC at noon. Interested students can e-mail Avril at dastor@t-bird.edu.

The Grass Is Greener in the Desert

Continued from Page 2

Thunderbird Mystique is much more than technology, or something physical or intellectual, but in actuality a small club in which the members are some of the most successful and benevolent people to roam the planet. In short, if I am going to conduct business on a global scale I really could not have ended up in a better place.

Ah, so you ask "what about academics?" Well, they matter, but be realistic: You learn what you learn by yourself, and in 20 years the technology will not be cutting-edge anymore, but the skills and networks that you built in your year or

two here will set you apart from the others.

This year Stanford is running a 64 million dollar deficit, and that 80% of its MBA class of 2001 is unemployed. So it is up to us to make the best of our program, and our school, by engaging in the multitude of opportunities that we have as T-birds.

In short, the grass may be greener at other places in Massachusetts... but only because it rains more often, and only if great friends, extensive family support, unique networks, and strong faculty support are not important to you.

Managing Effects on Graduation

Continued from Page 4

facturing and pharmaceuticals have been some of the schools' best hires in recent years. In times like these, the CMC is really focusing on "relationship management" in order to form and keep relationships with potential employers of T-bird students. The more students will take advantage of the communication tools that the school has to offer, the less the effects of travel restrictions will effect their job search.

Finally, a recent CEO visiting

Thunderbird showered encouragement upon T-birds by stating, "The war will come and go. But what you are getting at Thunderbird will never diminish in value. In fact, the realities of this war will wake up many companies and countries to the fact that they need internationally trained employees who can handle the increasing pressures, uncertainties, and responsibilities of a global economy."

Soon-to-be-graduates of Thunderbird - that's right where you fit in.



Do you have news?
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Letter from the President

We are arriving at the last part of the term. Five more weeks and we will have finished the Spring 2003 trimester. Many of us are graduating, so we want to spend the last part of the term not only studying but also sharing time with our friends.



Adrian Marinaro

TSG is working on the Graduation Gala Party. The committee is doing an outstanding job. I am sure we are going to have a great party on May 2, at the JW Marriott at Desert Ridge.

The Business Plan Competition, created and coordinated by the Entrepreneurship Club and sponsored by TSG, has been very successful. The number of registered teams exceeded our expectations. All of them hope to participate as finalists and win the important prizes provided by TSG. In the near future, we hope to have many of our fellow students competing against students from other top management schools in the U.S.

In conjunction with the Wireless Task Force, TSG submitted to Dr. Herberger a project to install internet wireless on campus. In addition, plans call for more study rooms to hopefully be opened in time for finals.

Enjoy the sunshine!

New Academic Affairs Co-Chair Appointed by TSG

Brick Bergeson, second trimester student from Blackfoot, Idaho specializing in Global Finance was appointed by TSG as the new Academic Affairs Co-Chair position to complement current Chair Jarv Campbell.



Background: Brick is a high energy individual who loves a challenge. The right job for him will offer a stimulating environment that provides continual

opportunities for personal growth and the ability to lead in a team setting. Brick is a natural leader and through accomplishments and setbacks, has learned that incremental goals are vital in creating success. He loves working with people and understand that teamwork creates synergistic energy. Spending two years in Korea taught him to value another culture and see beyond his own perspective.

Congratulations and welcome to TSG!

TSG Marketing Committee Prepares to Tackle Issue of Thunderbird's Diminishing Brand Awareness

In response to student concerns about the lack of brand awareness of Thunderbird in many regions of the world, TSG has formed a committee to work with the Administration to evaluate, understand, and develop more effective marketing.

This committee is scheduling meetings with Thunderbird's Marketing, Admission, and Alumni departments to analyze the school's global marketing strategy.

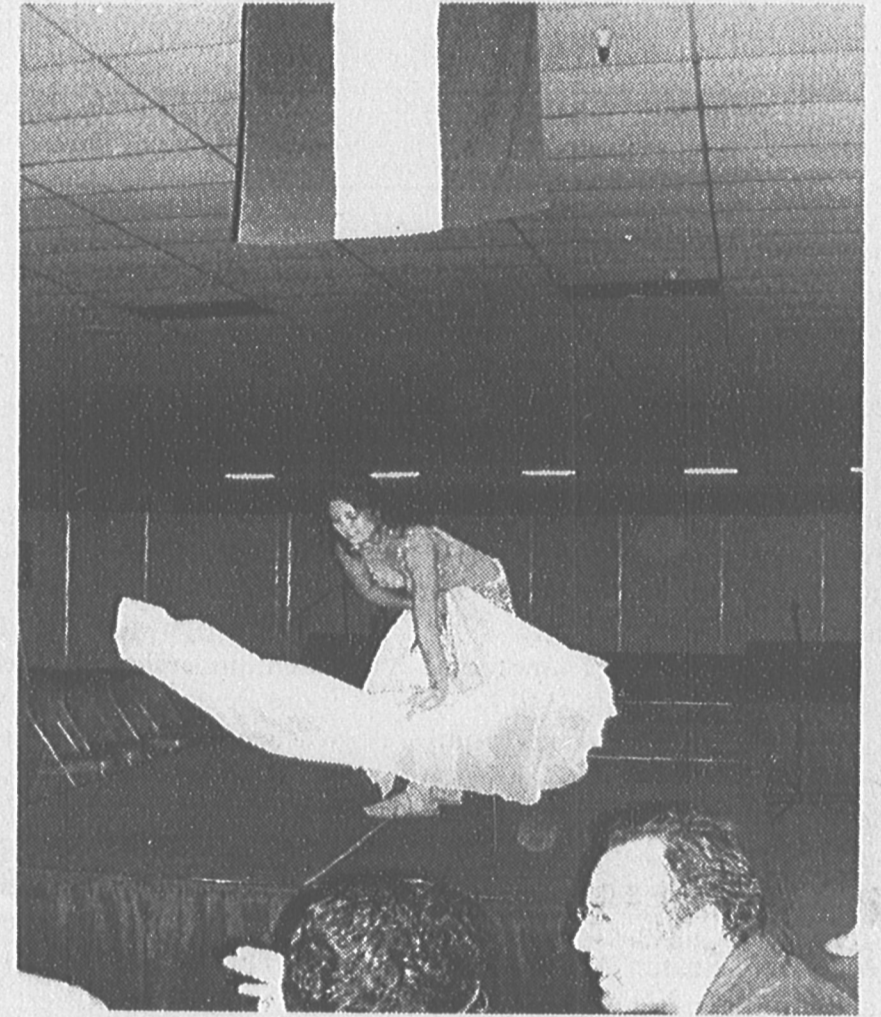
This analysis will be used to produce recommendations on ways for the Administration to improve the effectiveness of Thunderbird's

marketing campaigns around the world where graduates seek employment.

The implementation of these recommendations should lead to an increased awareness of what Thunderbird is and how its students can add value to the companies that hire them.

This reinvigorated marketing effort would also potentially help the school to increase revenue sources through non-core MBA programs, such as Executive Education and distance learning.

submitted by Sergio Mankita, TSG Communications Chair



Students celebrate at culture night - photos courtesy of Shannon Skaggs, U.S.A. '04

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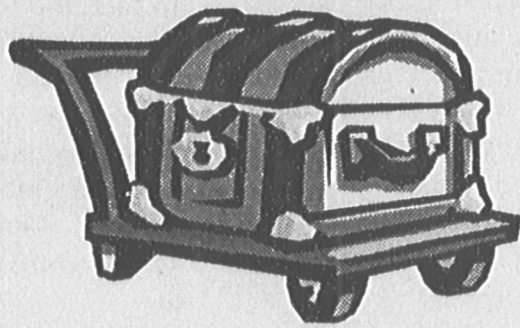
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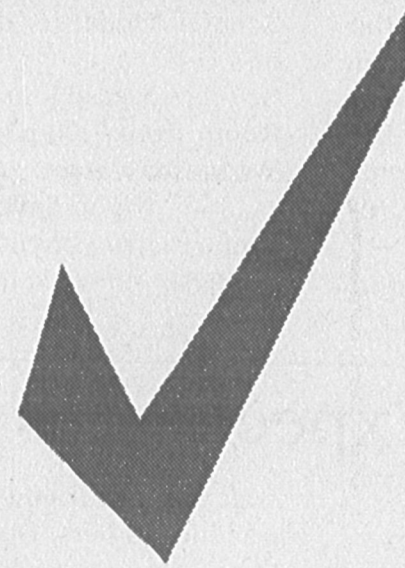


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Light a Fire Under Administration Advises Academic Affairs Co-Chairs Results from Fall 2002 Student Survey Released By TSG

By SANDY HABIB
U.S.A., '03
and
JARV CAMPBELL
U.S.A., '03
TSG Academic Affairs
Co-Chairs

Director, MBA in International Management; Associate Professor; and, Tim Propp, Chief Administrative & Financial Officer). The biggest challenge, though, was for Administration to determine what it was actually able and willing to address.

We all have our opinions. But according to the laws of human nature, only those who have major complaints actually come to one of us, your Academic Affairs Co-Chairs, to speak up. So, it became obvious that we needed a survey to gauge student opinions, both positive and negative. After which a survey analysis and a presentation of the findings to Administration (including Kay Keck, Vice President Student Services and Program Support; David Bowen, Dean of Faculty and Programs; John Mathis, Dir. of Faculty; Professor of Intl Banking/Finance; Sunny Christofferson, Managing Director of MBA Programs; Olufemi Barbarinde, Academic

With an overall student body response rate of 31% (333 out of 1,061), the survey provided a cross section of opinions and suggestions among the student population. See the inset for a brief re-cap of what Fall 2002 students had to say.

Despite some constructive feedback (negative), overall, 63% of students are content with their decision to come to Thunderbird (22% are unhappy, the remainder were undecided).

The IBIC and IBIC resources are meeting or exceeding 86% of student's expectations, while only 10% are disappointed in this area.

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree
The curriculum is well integrated across different functions (ex. from Marketing class to Finance class to Operations Management, etc.).	19%	43%	12%	15%	11%
The curriculum is well-integrated within functions (ex. from one Finance class to another Finance class).	20%	45%	18%	12%	5%
Overall, I am satisfied with the quality of teaching at Thunderbird.	13%	46%	13%	20%	8%
The academic level of elective courses is satisfactory.	14%	42%	30%	10%	4%
I believe that the class size of core courses is appropriate	18%	39%	6%	23%	14%
I believe that the class size of elective (non-language) courses is appropriate.	19%	37%	23%	12%	9%
I am satisfied with the current curriculum.	9%	35%	12%	30%	14%
Language barriers are a problem at Thunderbird.	22%	36%	10%	14%	18%
I feel that there are enough study rooms on campus.	14%	18%	7%	25%	36%

Another area of strong agreement is in regard that student evaluation comment sheets should be reviewed by administration, not just the professor (overwhelming 91% agreement); only 5% disagree with this.

And finally, in terms of the number of professors, 51% said that there are not enough professors, while only 34% think that there are enough.

Dr. Keck and Dr. Bowen were both extremely pleased with the high student response rate coupled with the quality and specificity of the feedback provided. They have been and continue to address each one of the issues conveyed through the survey in a prioritized fashion.

Recommendations

Given all of this data (and MUCH, MUCH more), we compiled a list of recommendations for Administration on which to focus. Based on student feedback regarding the quality of teaching from certain professors, we feel that the school needs to implement a better professor evaluation system.

In addition, the quality of education is affected by class size, so we feel that the school

should keep core and elective courses within reasonable size limits. Since more students requested a General Management focus area more than any other single focus area, it only makes sense to re-establish this focus area, which was cancelled in 2002.

We also felt that students would like to see Administration combine pairs of 1.5 credit classes into 3 credit courses to avoid potentially overlapping material.

Look, if we all have problems with professors, they should have problems with professors. If you hate buying books and course packets for classes and then never using them, then they should hate that too. Today's business climate is controlled by the consumer. If there is a professor that is underperforming and not adding value in the value chain, then we need to communicate those concerns. If exorbitant books and course packets are continued to be required and never used, then we need to communicate those concerns as well.

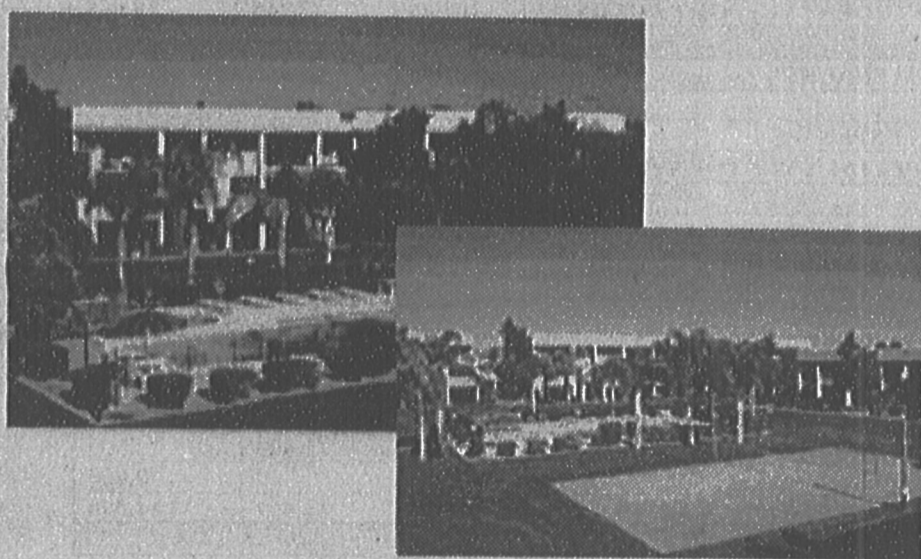
We are here, for a brief moment in time, consuming the superb education and experience that Thunderbird affords us, but

if we as consumers are not satisfied with the current state of this very pricey commodity known as the MBA-IM, then we must speak up so the producers can pursue perfection and mold the product to fit our preferences.

The appropriate channels for communication between the administration and student body are in place and function quite well; students may just need to become more familiar with them. TSG is the voice and representative of the student body. Academic Affairs Chairs depend on YOUR student feedback to address a coherent plan of action.

Administration seems to be receptive to our needs and they have responded in a phenomenal fashion to all of the pertinent feedback collected through the survey. We greatly appreciate the time you sacrificed to let your opinions be known in an effort to ensure the lasting success of this great institution.

For a more in-depth and comprehensive view of the results of the survey as well as the reciprocated action of administration, please refer to the Curriculum Advisory Panel site accessible through the Site Map link on My Thunderbird.

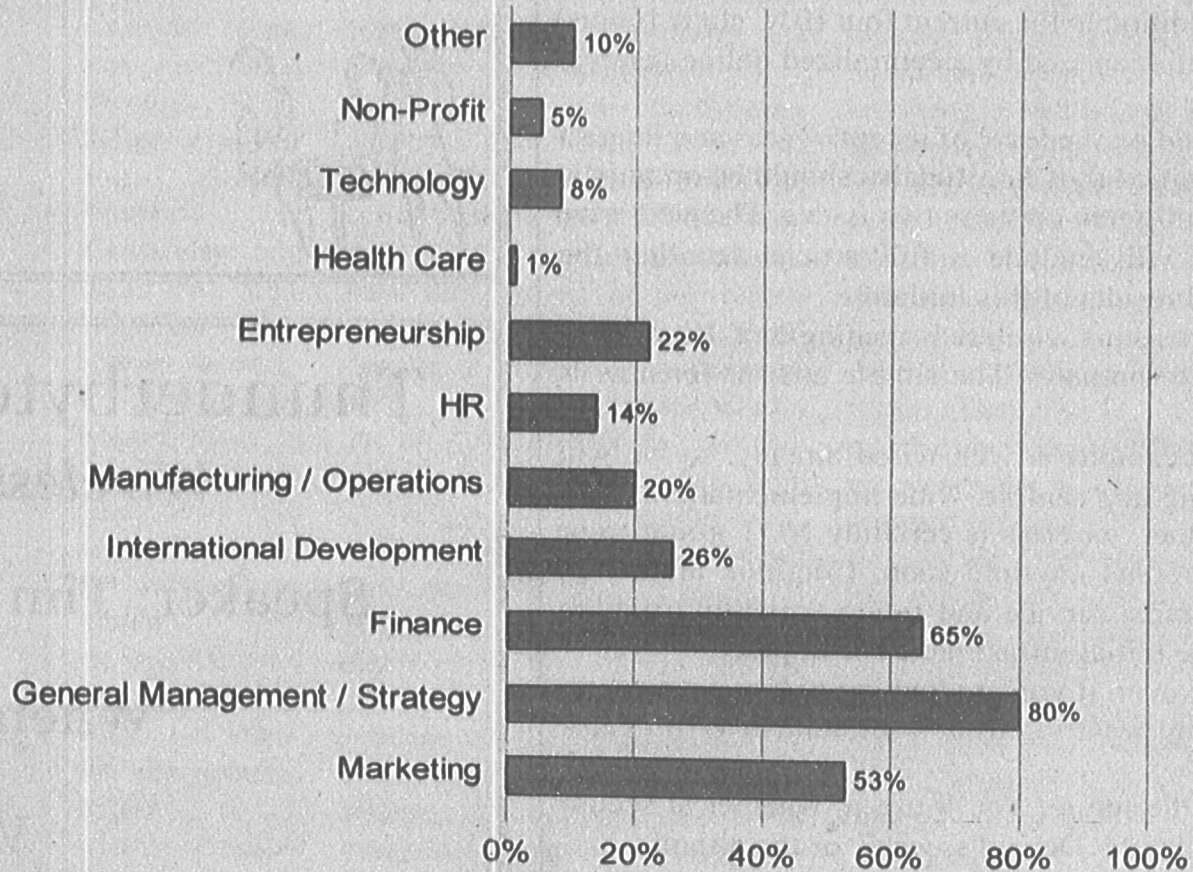


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If you had a choice of Focus Area, what would you choose?



TSG Budget Explained

Continued from Front

why it is that 40% of our TSG fees go to the Graduation Gala AND we have to buy

tickets on top of that. I am asking the same question. Just think about it: For this coming Gala, our guests are paying \$45 per ticket. We, the graduating students, are paying \$95 (\$45+\$50). And this is when you only consider this trimester's TSG fee... if you take into account all other trimesters' fees, your ticket becomes considerably more expensive.

I know it is too late to change anything for this upcoming Gala, but I would like to pass this message on to all continuing students and the next TSG: The current practice, which has been established for years is not necessarily the best one!

Yes, the Graduation Gala is expensive and requires that we sell tickets AND allocate considerable portion of the TSG budget to this important event. But how about we only charge guests and non-graduating students, and all graduating students get their tickets for free?

Some people have complained that their \$125 trimester fees are allocated to sponsor activities or clubs to which they do not belong. We must not lose fact of the incredibly diverse community to which we belong. It is this rich collection of activities, personalities and viewpoints which make our experience as rewarding and interesting as it is and will continue to be. Some individuals tend to think that the clubs to which THEY are members should get the most money. Just think of how boring and uneventful it would be if we all thought the same way and had the same interests....and could only belong to one club!

As you peruse the line item budget, you will notice that TSG received considerably less funding from Spring 2003 compared to Fall 2002. This is merely a function of enrollment.

CASH POSITION	Spring 2003	Actual Fall 02	Budget Fall 02
BANK BALANCE	73,936	90,903	91,677
CURRENT FUNDING (TSG fees)	90,729	125,250	125,250
Archamps	-3,600		
Tokyo and Guadalajara			
TOTAL CASH INCOME	161,065	216,153	216,927
STRATEGIC STUDENT SERVICES			
SPEAKER'S COMMITTEE	0	0	400
Global Navigations	2,000	3,000	3,000
OMBUDSPERSON GOALS	100	200	200
REPS AT LARGE GOALS	100	0	100
CMC GOALS	150	0	300
PRESIDENTIAL DISCRETIONARY FUND	700	800	1,000
EXECUTIVE EDUCATION CHAIR GOALS	150	100	100
1ST SEM. REPS PROJECT	250	0	200
VICE PRESIDENT GOALS	200	210	300
TREASURER	100	0	200
REGIONAL REPS GOALS	300	100	300
STUDENT ACTIVITIES CHAIR	150	0	300
Alumni Chair	150	200	200
ACADEMIC AFFAIRS CO	150	0	600
TOTAL STRATEGIC STUDENT SERVICES	4,500	4,610	7,200
SPEAKER FUND			
TSG SPEAKER FUND	6,000	3,930	12,000
TOTAL SPEAKER FUND	6,000	3,930	12,000
CLUB ACTIVITIES			
Clubs	52,447	51,810	53,171
TOTAL CLUB ACTIVITIES	52,447	51,810	53,171
COMMUNICATION/PUBLICATIONS			
COMMUNICATION GOALS	300	0	600
DASTOR (\$4 per STUDENTS)	4,000	1,275	4,000
TOTAL COMMUNICATION/PUBLICATIONS	4,300	1,275	4,600
COMMUNITY SERVICES			
COMMUNITY EVENT	3,000	6,507	6,000
TOTAL COMMUNITY SERVICES	3,000	6,507	6,000
STUDENT SUPPORT FUNDS			
BRIAN BATES SCHOLARSHIP FUND	0	0	3,000
STUDENT EMERGENCY FUND	5,000	0	5,000
CONFERENCE FUND	5,000	2,745	10,000
TOTAL STUDENT SUPPORT FUNDS	10,000	2,745	18,000
SPECIAL EVENTS / EXPENSES			
FINAL EXAM SNACKS	1,000	1,365	1,000
ISIC CARDS	0	857	0
TSG ADMIN EXPENSES	6,000	3,678	6,000
TOTAL SPECIAL EVENTS/EXPENSES	7,000	5,900	7,000
CONSULTING CASE COMPETITION			
ALLOCATED	0	5,728	4,500
CONTINGENCY FUND	0	104	5,000
TOTAL GRADUATION EXPENSES	0	5,832	9,500
GRADUATION			
Allocation	65,000	73,189	70,000
TOTAL GRADUATION EXPENSES	65,000	73,189	70,000
CONTINGENCY FUND			
CONTINGENCY FUND	8,000	11,699	12,000
Miscellaneous	0	0	2,000
TOTAL CONTINGENCY FUND	8,000	11,699	14,000
PREVIOUS TRIMESTERS' EXPENSES			
PREVIOUS TRIMESTER EXPENSES	0	536	3,000
TOTAL PREVIOUS TRIMESTER EXPENSES	0	536	3,000
TOTAL CASH INCOME	161,065	216,153	216,927
TOTAL CASH EXPENSES	160,247	168,033	204,471
Gala Proceeds		25,816	
FUNDS REMAINING	818	73,936	12,456

Technology Spotlight

By TIM TSAO
U.S.A., '03

This is an ongoing series discussing technology issues relevant to our Thunderbird community, particularly students.

Updates From the Wireless Task Force

The task force has accomplished most of its goals and its activity has tapered off as planned. A final recommendation has been submitted to senior administration officials and will be presented to the Board of Trustees the week of April 7.

The task force recommends that wireless services in the Commons be implemented immediately, with later implementations in the IBIC and Tower building.

Separately, as part of an expanded scope of effort in seeking to enhance the MBA study experience, the task force also recommends that 14 permanent study rooms (in addition to the current four IBIC study rooms) be created, all managed by a centralized online reservation system.

Based on the level of receptiveness and interest by administration thus far, students should be optimistic about a commitment on these two issues. The next issue of *Das Tor* will include a full article detailing the progress and results of this initiative.

So it seems wireless is coming to T-Bird. What should I do to prepare? The simple answer for now is nothing.

Our campus is well-wired already, so we will not be looking at a campus-wide implementation.

Further, wireless is certainly NOT going to be in our classrooms anytime soon. Common areas will provide the most service and future scalability will be easy once the initial infrastructure is in place.

However, if you are looking to buy a new computer you may want to buy it with built-in Wi-Fi capability.

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Thunderbytes Technology Club Presents: *Wireless Technology at Thunderbird*

Speaker: Tim Tsao "Head of Wireless Taskforce"

When: Thursday April 10th 6pm

Where: Lecture Hall 55

Mergers and Acquisitions: How Much Do You Know?

Use the IBIC's Resources to Find Out

Books & Bytes News from the IBIC



By MYLA GOLDMAN
Reference Librarian

According to Thomson Financial, the number of U.S. deals announced in January and February, 2003, dropped 18% to 907, from January-February 2002, which was thought to be a low point in the business. Strategic and financial buyers in 2002 completed just 5,488 deals valued at US\$5 million or more each, the lowest level since 1994 and a slide of nearly 50% from the peak of 10,806 transactions in 1998. It was the fourth successive year of slippage in deal numbers. Dollar value suffered an even sharper plunge. Total confirmed value slid to US\$612.6 billion last year, or only about a third of the volume logged at the historical peak of nearly US\$1.8 trillion in 2000.

All deals are scrutinized, requiring justification for everything from price to strategy to post-deal execution. Directors want to know whether the due diligence has been properly performed, whether the buyer understands the transaction, whether the target is a strategic fit, and whether or not there is a sound post-deal implementation plan.

The IBIC has many books, periodicals, and reference sources on Mergers & Acquisitions. Here are some reference sources and some of the more recent books that have been added. To locate these books, find the call numbers in THOR.



<http://books.global-investor.com/>

International Mergers & Acquisitions; Review 2002/2003, edited by Debbie Robinson

Contains country and legal reviews with local knowledge and domestic sector surveys for Australia, Austria, Belgium, People's Republic of China, Estonia, France, Finland, Germany, Indonesia, Ireland, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Russia, Singapore, Spain,

Sweden, Switzerland. In addition, it includes the Top 10 deals by industry sector (top 50 in finance, insurance, telecommunications, and transport) with detailed information from the acclaimed Dealogic. A comprehensive and unique directory of over 1,500 international bankers, financiers, advisors and legal experts in the field of M&A is at the back.



The M & A Deskbook by Stanley Foster Reed

Includes 3,000+ words, phrases, and acronyms defined, 600 encyclopedic write-ups of key terms and concepts, statistical data from recent M&A deals. The lexicon is structured like a traditional dictionary, and in addition has many thousands of citations from periodicals, books, newscasts, and Internet sites. Part II has appendixes covering deals terms, anti-takeover defenses, world currencies, world stock markets and indices, landmark legal case summaries, SEC rules and regulations, Federal Reserve rules and regulations, FTC rules and regulations, Gramm-Leach-Bliley Act, blue-sky laws, and Siliconia.



Merger & Acquisition Sourcebook, 2002 Edition edited by Andrew Dolbeck

Aside from a section with SIC Codes and another one with NAICS to SIC conversion, this has nine chapters and an index. The chapters cover everything from public transactions, featured transactions, statistical data, terminations, foreign transactions, to stories, charts, and trends for the year 2001.

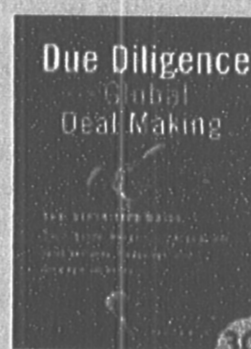
Mergers & Acquisitions Almanac 2003

This annual report is a publication of the journal Mergers & Acquisitions; the Dealmakers Journal, that includes the Top 100 of 2002, 2002 M&A Profile, World Scene, Spectrum of 2002 Dealmaking, etc. The cover story is "Dealmakers Battle the Perfect Storm", the latest snag in the perfect storm of negative forces that have slashed deal numbers to the lowest level in nearly a decade.

The M&A Deal of the Year is the Northrop Grumman acquisition of TRW.

The IBIC also receives the journal *Mergers & Acquisitions; the Dealmakers Journal*, a bi-monthly publication that provides in-depth coverage of merger techniques and strategies, corporate development, and data on US merger and acquisition activity, for financial executives and legal, accounting, and banking professionals.

Books in the stacks that can be checked out are:



Due Diligence for Global Deal Making: The Definitive Guide to Cross-Border Mergers and Acquisitions, Joint Ventures, Financings, and Strategic Alliances edited by Arthur H. Rosenbloom

This book provides expert analysis, insights, and strategies from experienced practitioners and leading authorities in cross-border matters; in-depth coverage of critical topics needed to succeed in cross-border transactions; best practices of corporate investors and professional advisors in conducting critical due diligence. It includes the "Seven Pillars" of due diligence: Commercial review, operational due diligence, financial due diligence, accounting due diligence, legal due diligence, tax due diligence, people/organizational due diligence.



Harvard Business Review on Mergers and Acquisitions

It is very difficult to know whether your company should join in the game of mergers, buyouts, or joint ventures. From valuation to integration, this collection of articles from Harvard Business Review during 1998 to 2001, helps managers think through what such a strategic move would mean for their organizations.

Handbook of International Mergers and Acquisitions: Preparation, Implementation and Integration edited by Gerhard

Picot

Due to the intricate nature of the global enterprises involved in mergers and acquisitions, complex economic, legal, technical, and social issues arise. They can take many forms, including corporate sales; mergers; cooperations, alliances and joint ventures; corporate successions; management buy-outs and buy-ins; initial public offerings (IPOs); conversions and restructurings. This book provides a practical approach through the planning, execution, and post-merger integration/implementation phases, useful to managers, investment bankers, lawyers, accountants, and academics.



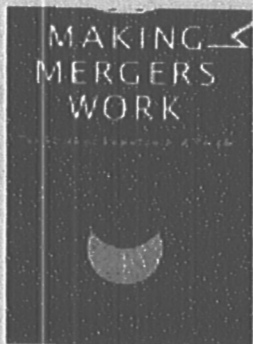
M&A Integration: A Framework for Executives and Managers by David M. Schweiger

This book provides a practical and easy-to-follow framework for managing and directing each step in the volatile integration process. It reveals how dynamic corporations are able to successfully blend disparate cultures, management processes, and organizational structures, and achieve the ultimate goal of all M&A participants-increased shareholder value and a stronger, more competitive organization.



The M&A Transition Guide: A 10-Step Roadmap for Workforce Integration by Patti Hanson

This practical, real-world handbook helps ask the right questions, plan the appropriate tasks, and develop a project plan for the entire transition process. It includes step-by-step checklists and a project plan outline with templates of worksheets and sample documents.



Making Mergers Work: the Strategic Importance of People edited by Jeffrey A. Schmidt

This book examines the role that people play in a successful merger or acquisition and offers solutions to many of the people-related issues that arise. It also provides detailed results of a survey of more than 450 HR executives on the challenges that must be overcome during an M&A process.



Mergers, Acquisitions, and Corporate Restructuring, Third Edition, by Patrick A. Gaughan

This guide to modern corporate restructuring techniques explains virtually every type of corporate restructuring; details the latest trends with a modern, international perspective; offers comprehensive coverage of the latest methods and techniques for business valuations of both public and closely-held companies; looks at the key strategies and motivating factors that arise during the course of restructurings; analyzes and incorporates necessary legal, economic, and corporate finance considerations; presents and examines the latest case studies and research findings; offers the best offensive and defensive tactics for hostile takeovers.



The Technology M&A Guidebook by Ed Paulson with Court Huber

This book provides executives and entrepreneurs interested in acquiring or selling a technology company with everything they need to know about the entire M&A process, from identifying target companies or buyers to financial analysis, due diligence, tax issues, valuation, and legal considerations. It covers the following sectors: Semiconductor equipment and chip manufacturers, PC/workstation and related hardware companies, software businesses, data networking and telecommunications firms, Internet-related companies.

Images from <http://www.amazon.com>, unless otherwise noted

Business Plan

Recommendations From A Venture Capitalist

By JOHN WHITE
U.S.A., '03

John White is currently on a Kauffman Entrepreneurial Internship assignment with Wasatch Venture Fund's Phoenix office. He prepared this article in response to advice on creating an effective business plan at a TEC weekly meeting on March 6. These guidelines are not intended to reflect criteria to be used for judging the Thunderbird Business Plan Competition, but rather are intended to be helpful for the competition and for business plan writing in general.

Screening Process

Business Plans under evaluation go through a series of screens with

If you are writing a plan for Venture Capitalists, think about three things they value: time, reduction of risk, and significant return.

prospective investors. In the case of Venture Capital (VC) investors, the initial screen may be the person who sourced the deal. Deals from other VCs, Attorneys, Accountants, Business or Civic Leaders, or experienced "Serial Entrepreneurs" will usually get a look. Deals mailed or e-mailed "cold" have little credibility. Entrepreneurs should network to find a personal link to a potential VC firm.

Typically, the first written screen of the business plan will be of the Executive Summary. The summary should be two pages at most, and like any good paper or pitch, is written around the reader's interests and values. It should elicit excitement and enthusiasm from the reader. The rest of the plan simply adds the basis, detail, and implications (why, what, and so what).

Executive Summary

Q: What are three key elements of the Executive Summary?

A: The team, the team, and the team!

OK, ok, also important are the opportunity space and basis of competitive advantage for the venture. The "team" means not just the backgrounds of the principal people, but also their roles in the venture and how they work with others and each other. For development stage ventures, domain experts (engineers, specialists, etc.) should be in the core team. If key management is missing from the team, you should identify candidates and how they will be found or recruited.

The "opportunity space" is the basis of a worthy venture, and is often an unsolved problem or an initiative that creates benefit for customers. (Be sure to clearly define your customers as an identified group of people or entities in an industry

segment). The solution should be hard to do or difficult to realize, otherwise there are no barriers for competitors to enter. However, the product or service clearly identified in this plan should obviously create value which customers will pay for.

The basis of competitive advantage must be communicated in the Executive Summary. Remember, all ventures have competition (you will have zero credibility if you claim "no competition"). Explain why your venture - through its team and partnerships, product or service, and its execution in the anticipated industry environment with

the predicted competitors and competitive offerings - will win BIG. Define and summarize what "winning" is because this will be used to understand the risk-return scenario of the deal.

This is not everything needed to write a plan. Just three points in the Executive Summary. It gives a start; tell the reader about the team, opportunity space, and basis of competitive advantage. Remember the rest of your plan should tie back to the Executive Summary.

Tailor to your Audience

Venture Capitalists (or whoever is evaluating a business plan) have a profile for deals they invest in. They are very clear about their special area of interest--industry, products/services, stage, and funding-level. For the entrepreneur, it is important to choose a VC carefully, common interests are the beginning of a relationship. Since the executive summary is the "first impression," you must internalize the business plan reviewer's interests and reflect them in your summary and plan.

If you are writing a plan for Venture Capitalists, think about three things they value: time, reduction of risk, and significant return. If you are writing a plan for review by someone other than a Venture Capitalist, think about what they value.

Readability

Whatever you do, make sure that people proofread your Executive Summary and understand the concepts. If they can read it easily and understand your venture, then you have a good start. Once the Executive Summary reads well, have the same people read the Business Plan. At this point, you should expect your proof-readers to say, "After reading your Executive Summary, your Business Plan is just what I expected and it makes good sense!"

Net Impact

Honors Won At Social Case Competition

By SEOK-YEE LEE
Malaysia, '04

On March 7 2003, four Net Impact student members and Prof. Wisner fought off sleep and final exam stresses to make their way to the University of Colorado-Boulder. Their intent was one: to pioneer Thunderbird's first foray at an inter-MBA case competition. The team was represented by Kim Kim Yee (4th trimester), Sandi Kochhar (3rd trimester), Eric McEachen (2nd trimester), and Seok Yee Lee (1st trimester).

The "Leeds - Net Impact Social Case Competition" is a competition that brings students from different MBA programs across the United States and Canada together to address a business sustainability or corporate social responsibility (CSR) issue.

Central to this competition is the idea that social responsibility makes good business sense; that as future business leaders Net Impact members can effect real change and improve the lives of people from all walks of life. More specifically, this year's competition addressed a Swiss pharmaceutical company's, Novartis AG, involvement in the United Nations Global Compact - a UN-led effort to encourage incorporation of basic human rights and accepted labor and environmental standards into business activities at major corporations worldwide.

A major hindrance toward the implementation of corporate social responsibility at for-profit companies concerns

the perceived divergence of profit versus corporate citizenship goals.

Recognizing this problem, the Thunderbird team took the approach of connecting Novartis' CSR goals with financial outcomes, enabling the company to witness how it could realize both goals simultaneously. To make implementation more realistic, the team adapted the "balance scorecard" model to suggest concrete measures for addressing CSR goals.

The Thunderbird team showed its mettle by emerging as the group runner-up, despite being placed in the most fiercely-contested group consisting of University of California at Los Angeles, Brigham Young University, University of Colorado-Denver, and University of North Carolina. Overall, the Leeds case competition was won by Cornell University.

Competition aside, the opportunity to network with other Net Impact / MBA students similarly enthused about social and development issues was well-worth the sacrifice of a sleepless night cracking the case and a shortened exam preparation.

"Meeting so many other MBA students was great," said McEachen.



LtoR: Eric McEachen, Sandi Kochhar, Seok-Yee Lee, and Kim Kim Yee (not pictured, Prof Wisner)

"It was one of the best experiences I have had here at Thunderbird. I learned a lot from all of my teammates and from the overall experience," added Kochhar.

Kim Kim Yee was also thrilled to note that Net Impact plays an active role at many other campuses across the United States and Canada.

"It was inspiring to see so many other top MBA schools interested in CSR. Furthermore, it was a learning experience to realize the 'globalness' because the United Nations has deemed it important enough to include under their umbrella of activities."

The team flew back to Glendale three days later with heightened team camaraderie, greater awareness of the national Net Impact chapter's activities, and plenty of positive experience to pass on to the next year's Thunderbird team.

Above all, the team owes its success to Professor Wisner for her guidance and unwavering encouragement throughout the entire process.

GWIB

Advice From Luma Kawar Given At GWIB Intimate Gathering After Ambassador's Speech

By KATE MASSCHELEIN
Belgium, '03

On March 6th GWIB welcomed His Excellency, Ambassador Kawar and Mrs. Kawar to Thunderbird. After his speech on Jordan in front of a full AT&T, Ambassador Kawar gave a press conference. However, Mrs. Kawar gave GWIB the opportunity to learn more about her life as an Ambassador's wife over a cup of coffee in the President's room.

Mrs. Kawar first met her husband in school in Jordan and they subsequently went to Boston University in the United States. Mrs. Kawar told us that Mr. Kawar started the Middle-Eastern Club while in college and appointed her as his editor; they first started out working with each other before love came in the picture. Once back in Jordan they got married and now have three children together.

A year ago King Hussein appointed Ambassador Kawar to become the Jordanian Ambassador to the United States and Mexico. Mr. Kawar accepted

and consequently the couple moved to the Washington D.C. area.

One of our first questions was how she is able to balance taking care of three children and taking on all the responsibilities as an Ambassador's wife, being only 34 years old. Jokingly she replied that she is taking African dance lessons to de-stress.

On a serious note, Mrs. Kawar explained that she feels that her marriage and her responsibilities are a team effort. As a mother she tries to spend as much quality time with her children as possible. The three of them are very different and need different kinds of attention which she tries to respond to as much as she can.

As an Ambassador's wife she has a busy schedule but she really enjoys her responsibilities. She is currently working together with the Smithsonian



LtoR: President Herberger, Barbara Barrett, Ambassador Kawar and wife, Luma Kawar

museum on an exhibition of Jordanian art. She also offers informal afternoon seminars on various issues in Jordan at the Jordanian embassy for women of all nationalities. And during evenings you will find her on the arm of her husband at various dinners and receptions around Washington D.C.

Finally we asked her what advice she has for us and Mrs. Kawar responded with a smile, and said,

"Try to take advantage of every opportunity in life. I took every class I could take while in college, I wanted to learn so much. You never know where life is taking you."

Global Issues Forum

Trade Can Be the "Cement for Peace" Says Ambassador

By DEIRDRE DALY
Ireland, '04

His Excellency Karim Kawar is a role model for T-Birds everywhere. A successful businessman since he established his first company at age 20, he is an IT pioneer in Jordan, and member of multiple business associations, task forces, and NGOs.

Last year King Abdullah II appointed him Ambassador of the Hashemite Kingdom of Jordan to the United States of America and to Mexico. If this list isn't impressive enough, he achieved all of it by the age of 36. Ambassador Kawar, accompanied by his wife Luma, spoke to the student body on March 6 2003, about Jordan's economic plans and the conflict in the Middle East, in his presentation entitled "Jordan: An Oasis of Peace in a Desert of Turmoil."

Jordan has a population of 5 million, half of whom are under the age of 18. The country has experienced tremendous growth in the last 3 years and has invested heavily in education.

"There are great challenges ahead and education is the best tool that anyone can have," the Ambassador said.

However, with unemployment at 14%, there are not enough jobs for all these university graduates and many educated Jordanians are leaving the country.

King Abdullah II, since

his ascension to the throne in 1999, has put new focus on Jordan's economy.

"Jordan is focusing on becoming a knowledge based economy and we feel that with our limited natural resources we can focus on the services industries, on information technology for example, where our talented workforce can supply the whole world as its market." To this end, Jordan became a member of the WTO in 1999 and in 2000 entered into a free trade agreement with the US.

Ambassador Kawar said that Jordan realized it

"cannot attract foreign investment...if we do not create the environment that is conducive."

A number of steps have been taken to build that environment. King Abdullah brought many groups together to propose ideas. Over 70 laws, especially intellectual property laws, have been amended to bring them into line with WTO regulations. Judicial reform is underway, as well as economic and social reform.

It is "important to focus on the pillars of democracy," believes Ambassador Kawar "so therefore we are investing a lot of time in the rule of law, in trans-

parency, in accountability, in having a participatory governance system, in human rights, in freedom of the press. We believe that these are very important pillars on which a real democracy can be built."

Middle East Conflict

Jordan worked hard to prevent a unilateral strike in Iraq. The Jordanians feared the poten-

agree that the region would be better off without Saddam Hussein but the question is at what cost does he have to leave?"

He also stressed that growing anti-American sentiment related to American foreign policy, not American people. Arabs feel that the Arab-Israeli conflict is a bigger issue but it has been put on a back burner by the current conflict.

"In our part of the world the biggest challenge has been hopelessness and that is where terrorism thrives, it is among those who do not appreciate the lives they are currently living, many of whom anticipate their afterlife. Its people who have reached a certain level of frustration and despair where their life becomes meaningless"

tial effects of an attack such as disruptions to trading, oil supply, scud missile attacks over the country, a large refugee influx, and population transfer from Israel.

"Today, even before war has started, we are seeing insurance costs going up, tourism has stopped, trade has slowed, stock markets are down" said the Ambassador.

As of the time of writing, there has not been a large refugee movement or missile attacks but it is still a possibility.

He asserts, "Our concern is for the Iraqi people not for the Iraqi regime. I think many people

Ambassador Kawar feels that if the Arab-Israeli conflict is "approached with the same vigor and same resolve as this issue...it

will have a profound effect on the region.

"In our part of the world the biggest challenge has been hopelessness and that is where terrorism thrives, it is among those who do not appreciate the lives they are currently living, many of whom anticipate their afterlife. Its people who have reached a certain level of frustration and despair where their life becomes meaningless," he elaborated.

The Ambassador pointed out that trade can be the "cement for peace." During the last few years when people were demonstrating for the cessation of

political relations with Israel nobody was calling for an end to the trade cooperation that had created 30,000 jobs.

"It is important to focus on building those economic ties that will bring people together," he said.

Future Challenges

Ambassador Kawar is concerned with the effect that the current conflict will have on the United Nations, NATO, and the European Union. These organizations have been strained by the differing views of their members.

"It is the EU that I fear for the most," said the Ambassador, "because it has been the model for regional cooperation and integration which many regions around the world looked up to. The failure of the EU will certainly hold back many of the programs around the world."

He is also worried by efforts by some to highlight the differences between Arab and Muslim culture and western cultures. He pointed out that there are many similarities between Judaism, Christianity, and Islam. All three religions believe in the same Ten Commandments, and have built their cultures on that base.

"It is very important for us," said Ambassador Kawar "for the future of this world, to build on the commonalities rather than divide on the differences."

T-Bird A Stimulus for Former CIA Analyst

Continued
from Front

from her intensive years of demanding work in Washington, D.C. She took the chance to move temporarily to Arizona.

She began teaching at Thunderbird in 1993, developing a course called *Russia and the New World Order*. Professor Wetzel very much welcomed the change of pace and weather that Thunderbird and Arizona life offered.

After much consideration, she decided to remain at the school and to make Arizona

her new home.

Professor Wetzel also began a consulting business, and to this day she provides independent consulting advising enterprises at the local and international level, offering country and region-specific risk management advice and expertise.

When asked about what motivated her to stay in Arizona, she said much had to do with the students. She had grown accustomed to dealing with people from different countries and cultures, and Thunderbird supplied plenty of them in the form of international students.

The main difference is that now she can have more open and laid-back relationships with them and have freer interaction with a cosmopolitan group of people without the need to report it at work. She also has more stress-free time.

Professor Wetzel says she has benefited from the continuous learning and enriching atmosphere that the Thunderbird Student and Faculty bodies provide. She also relishes the chance to share the knowledge gained through years of research, government work and teaching.

She has taught *RBE North America* in the past and, as

mentioned, she currently imparts two courses that focus on managing the risk of change that a country poses to a foreign investor and the challenges and rewards that developing economies may hold for doing business.

Her life continues to be challenging and rewarding as she offers the Thunderbird student body her knowledge and friendship. Professor Wetzel is a member of the board emerita of Arizona Women in International Trade (AWIT).

She continues to take part in interesting and diverse projects: she was credited as a consultant for the 1997 animated film *Anastasia*, and she is currently participating in the "Great Decision" discussion of international issues conducted by the World Affairs Council of Arizona.



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Philanthropy Week A Big Success, But More Needs To Be Done

By JIM SINOR
U.S.A., '03

The Thunderbird community raised almost \$6,000 during this year's Philanthropy Week events from March 17 through 21. Some of the fundraising activities included a carwash, a bake sale, and an auction.

Most of the money raised this year came from the auction. The event incorporated both silent and spoken formats. Most of the donations came from valley wide businesses. Some of the items auctioned included spa packages, floral arrangements, and a weekend at the Four Seasons.

Proceeds from the event are earmarked for Thunderbird's Emergency Loan Fund. Many students do not realize that tuition only covers 60% of costs for students. The rest must be made up from other sources. This is one of the main reasons for the urgent need for donations.

The Loan Fund consists of two primary elements; short and long term loans for current students. Short term loans are available to students experiencing financial hardship. The loans have a ninety day term at 0% interest. Long-term loans are for a term of 12-18 months with an interest rate from 0% to 7%.

Assistance is also available for recent graduates. The Margaret and Roy Herberger Emergency Loan Fund is available to recent graduates who have not found employment 3-6 months after graduation. Loans are interest free and must be repaid 12-18 months after employment. The hope is that those receiving the assistance will give back more than they received.

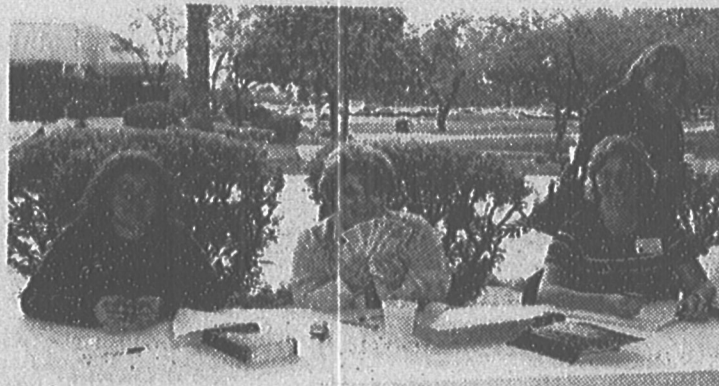
Many students do not understand the importance of philanthropy to the Thunderbird community. Donations help Thunderbird stay current technologically. The school is also able

to give out more in scholarships to deserving students. Gifts also provide for a diversified income stream that contributes

to the school's fiscal health. It's important to remember that the school started out with a gift of land. The IBIC was made possible by a generous gift.

Many organizations played an integral role in this year's campaign. Key support came from TSG leadership. Some of the clubs involved in this year's events included: THINC, German Club, Brazil Club, India Sub-Continent Club, Campus Ambassadors, and GWIB.

This year also marked the beginning of GWIB's efforts



Above - volunteers help with the auction;
Right - students have fun at festivities



at establishing a scholarship for a deserving female student exhibiting exceptional leadership skills. The group hopes to capitalize on the upcoming national conference to be held on the Thunderbird Campus. Cindy Liu reports that the goal for the scholarship is \$1,000. Ideally they would like to offer 2 scholarships per year.

It's not too late to get involved. Donations are accepted year round. Your involvement also could mean potential contacts with employers. With the

participation of leading businesses and alumni groups, there are ample networking opportunities. You can also follow the lead of the Fall 2001 MBA Cohort who established a fund while on campus and continue to raise money after graduation. If everyone gave just \$10, the school could raise over \$10,000. If you want to help make a difference, contact Janelle Ramos (ramosj@t-bird.edu).

Alumna Gives Insight Into Financial World Rules and Realities

By JOY BURCH
U.S.A., '03

WB 123 exceeded capacity as students shuffled their feet restlessly. As the minutes ticked by during the dead hour on Tuesday, March 4th, we all wondered, "where is our speaker?"

Our speaker was Thunderbird alumna, Suzanne Schutte, Senior Vice-President and Head of Wealth Management Sales at HSBC USA in New York City and she was running behind schedule because of an urgent phone call. As it turned out, Suzanne's unexpected tardiness was a perfect example of the demands of her job, such as dealing with unexpected scenarios and the ever-changing variables in world markets.

Taking the microphone, Suzanne apologized and with half a smile said, "welcome to a day in the life of private banking." She shared with our group that this particular instance involved a real estate project in Mexico with 4 investors, each from different countries with an average net worth of over \$25 million. In an effort to hedge against peso devaluation, Suzanne was attempting to secure the best rate possible with the intention of having the case closed by the end of the week. Suzanne is required to respond quickly, always keeping in mind what's best for her clients and as well what's in it for HSBC. **No Improper Transaction**

Topics Suzanne focused on in her speech included new market initiatives for HSBC and glass ceilings in finance. Headquartered in London, HSBC's international network comprises over 8,000 offices in 80 countries and territories in Europe, Asia-Pacific, the Americas, the Middle East and Africa. With locations mainly in

Asia, HSBC has been involved in cross-border activities with its main thrust currently in China. HSBC has had enormous success in developing countries, continually focusing on developing a presence and expanding services.

With an eye also on India, Schutte detailed several interesting happenings within that particular market. First, the proposed agreement of moving certain capabilities to India from an IT or service perspective. With high security (information is heavily encrypted), impeccable English and excellent customer service, from a client perspective, service provided in India could have many benefits.

Of course, as we're delightfully sending work over to India, what about the jobs that are disappearing as a result in the US market? Once these jobs are lost, they are seldom recovered and Suzanne points out that this is a tough dilemma HSBC and many other firms face. You must weigh the alternatives - job loss in the US market versus significant savings to the company. Schutte also mentioned the possibility of not sending jobs to India, rather, pulling Indians to the US. There is a new growth of entrepreneurial Indians in the US and it is crucial to establish good relationships because once you get "the stamp of approval," work tends to be done almost exclusively on a referral basis.

Glass Ceiling?

Given our current level of technology and awareness, it is

hard to believe that glass ceilings still exist. However, as Schutte points out, glass ceilings do exist and it is not only an issue that women deal with, but also an occurrence that happens across the board and can apply to almost any minority.

Schutte listed some of the issues women are currently facing in business, such as job segmentation (women are concentrated in HR, PR, and service oriented jobs with commercial banking having the lowest representation of female workers), perceived gender limitations, sexual harassment and family responsibilities. Using her own personal experience, Schutte recalls knowing that she wouldn't be promoted to a partner at a former boutique investment banking firm on Wall Street because she had 3 strikes against her from the beginning.

She was a woman, she wasn't "home grown" in the firm and she didn't have \$20 million to buy herself into a partnership. Did this hinder her growth or cause extreme resentment? No, because as Schutte explains, she clearly understood her outcome and limitations within that company.

Understanding limitations and expectations within a business framework can help a person strategically and successfully enter, perform and exit a company. Schutte states that it is imperative for one to know the rules of the game and realize that corporate business is not a democracy and therefore will not always be fair.

Lightweights Need Not Apply!
Schutte used candor and honesty based on her experiences to make her remarks yield key take-aways and her perspective,

although tailored to investment banking and private equity, left the audience with a sense of understanding the need to not only observe "the rules" in any industry, but how to make them work for you.

Rule #1:

Learn Corporate Politics
Know how to deal with your superior. 50% of people are promoted because management likes them. Add value by going that extra mile, providing your department or management with information on pricing, competitors, industry, etc. Be helpful in your own way.

Rule #2: Face Time

Be prepared to put in 60 hours a week. If you're putting in less, people will notice. Remember, a very small percentage of people make it to the top

Continued on Page 19

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Faculty Profile

New Quality Improvement Process To Be Rolled Out On Glendale Campus

By JEREMIAH SPARKS
U.S.A., '03

If you have not had the chance to take a course from Dr. Youngdahl you most likely will when you take Operations Management.

Ask Dr. Youngdahl what he is most excited about professionally and without a doubt he would enlighten you on Appreciative Inquiry, probably at length. Appreciative Inquiry has been his new passion since he and Dr. Siehl took on a Thunderbird Executive Education project with Discount Tire Company this spring.

Unlike any other change initiative, they saw immediate performance improvements and unparalleled buy-in to the process.

Appreciative Inquiry, as adapted by Dr. Youngdahl and Dr. Siehl, is a quality improvement process that identifies and spreads excellence as opposed to focusing on what's wrong with an organization. Through a process of asking appreciative questions, most examples of excellence come in the form of stories that can be boiled down to recurring themes and root causes, or drivers, of excellence. These drivers are the measurable leading indicators of excellence. They form best practices that build upon what works well in an organization.

Due to the great results achieved at Discount Tire, Professor Youngdahl decided to take this new approach into his own classroom.

Before the trimester started he polled all of his incom-

ing students to better understand their expectations for the class and to help him develop a class around what excellent professors do and how excellent classes are structured.

One end result was quite surprising to Dr. Youngdahl. His students desired a more analytical approach to the class. Less surprising themes included communicating business relevance, setting clear expectations, and removing lower-value-added busy work.

Dr. Youngdahl stated that his desire is for his students to "visualize excellence to better achieve the end goal, and to get there faster."

Professor Youngdahl and Professor Siehl will be rolling out Appreciative Inquiry at Thunderbird on a limited scale

over the coming weeks. They will be asking "appreciative questions" in several focus groups to gather stories, and identify the underlying themes and drivers, of teaching excellence at Thunderbird.

As Professor Youngdahl stated, "The problem with traditional quality improvement efforts, such as responding to criticism found in an end-of-course-survey, is that the focus tends to be on what is wrong, not on how to be excellent. We want to identify what excellence looks like and the underlying drivers that need to be in place to get there."

This could be a real win for Thunderbird. A process that was developed for a Thunderbird Executive Education client, Discount Tire, is being pulled back into Thunderbird to identify

best practices that are known to lead to excellence.

If you are invited to attend a focus group in the coming weeks, jump on the opportunity. You will be shaping the definition of excellence at Thunderbird.

Dr. William Youngdahl is an Associate Professor of Operations Management in the Global Business Department of Thunderbird. He received his Ph.D. in Business Administration, and M.S. in Systems Management from the University of Southern California, and a B.S. in Mechanical Engineering Technology from Cal Poly, Pomona. Dr. Youngdahl is also a certified Project Management Professional.

Entrepreneurship Workshop Wows Would-Be Entrepreneurs

By THOMAS A. WHITAKER
U.S.A., '04

Do you call yourself an entrepreneur? Do you have dreams of starting your own business? Are any of those ideas you constantly scribble down ever going to happen? If so, the Entrepreneurship Workshop was organized just for you. The workshop was held on campus Friday, March 28th, and was sponsored by four Thunderbird clubs: Thunderbird Innovators Circle

(THINC), Graduate Women in Business (GWIB), the Thunderbird Entrepreneurship Club (TEC), and the Thunderbird Student Government (TSG).

After a free breakfast, five panel speakers each gave a 20 minute speech on their respective "E-Story." Each entrepreneur had a different story but there were common truths that seemed to weave between them all.

Griffith David '96, President and Founder of David, Cushman and Rakic, used to be

an E-Commerce Development Manager for Intel Asia. As a T-Bird alumnus, he praised the school and where his degree has taken him in life thus far.

Like many entrepreneurs, Mr. David got tired of the big company and decided to go for it on his own. His expertise took him to Finland where he gained experience in the competition and challenges of the computer programming and software development industry.

"Coming to America after being in Finland, I felt very ahead of the game. The U.S. was behind, and so I was able to come here having already experienced what my competitors were experiencing for the first time."

Matthew Greeley, President of General Ideas, has been through it all. After graduating from Stanford in Creativity and Marketing, Matthew went out on his own.

"I was determined never to work for a company that had more than thirty employees," he stated.

It was his goal to start companies, get them off the ground, make as much money as possible in the first

few years and then let other people take it off his shoulders once the "newness" wore off.

"Once I was in a company but as soon as it had fifteen or so employees, and was stable enough to run on its own, I just knew it was my turn to leave," he elaborated.

He impressed upon the audience with both words and actions that entrepreneurs must "break" the rules and not conform in order to find new and successful niches. Students attending the workshop will probably not soon forget Mr. Greeley's profound statement he yelled while on top of the banquet table.

"I could have broken my leg," he said after jumping off the table. "I took a risk that the table was strong enough to hold me. Likewise, when you are starting your own business, you will take many risks."

Linda Deiley was a nurse for over twenty years. As she worked full time in hospitals working with sick patients, she realized that a large majority of her time was filling out paperwork that was essentially the same day in and day out.

When she confronted her boss about this, Linda was repeatedly told that "nothing could be done about it." She continued to notice all the wasted time that dozens of her fellow nurses were spending on mundane and repetitive paperwork that could have been spent with patients. She just knew that somehow computers could help do the job and save nurses time.

Taking this idea to her boss, she was given the reply, "If you don't like it, change it." Those words rang in her ears for days. She immediately started the process of gathering resources and networking to make her time-energy saving idea work. In essence, without her even knowing it, she was becoming an

entrepreneur. Her solution will eventually centralize medical records to facilitate the prescription filling process, and allow health care professionals to ensure treatment accuracy and to spend more time with patients.

Ronaldo Estrella was the only current Thunderbird student on the panel. Hailing from the Philippines, Ronaldo got his idea when his sister became sick with E. Coli through contaminated water that was tapped into their home.

With a small loan from his uncle, Ron, as a sophomore in college in 1994, co-founded Agua Vida Systems. The main idea was to provide clean and safe water to residential areas by putting a purifier in small suburbs and selling (rather than delivering) water to residents in the area. He gathered together the expertise of his friends and family to start up the business.

The first day the store made only \$4. The second week they didn't have a single day that sold more than \$5. Depressed and scared, Ron went home each night wondering if he had made a mistake. The third week a terrible hurricane hit the Philippines knocking down power lines and inundating roads, crippling water delivery trucks, and leaving thousands of homes without power or running water. He got a call early that morning saying that there were several hundred people waiting outside his store to get water. That day he did \$300 worth of business and for the next six years his daily sales never dropped below \$300.

By 1998, Agua Vida had 312 stores, and entered the bottled water market to compete head to head with Nestle and San Miguel Corporation. In 2000, Agua Vida had a 23% market share compared to Nestle and San Miguel's combined share of 21%

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**SUMMER PROGRAMS
EXIT MEETINGS**

1:00 – 2:30

April 8th – JAPAN – Snell #22

April 10th – FRANCE – LH#53

April 15th – MEXICO – Snell #21

Don't miss your meeting, as important program information will be distributed!

For more information, please contact the OP office or email: overseas@t-bird.edu

White Sox Assistant GM Shares Industry and Academic Insights

By **BETSY HOAG**
U.S.A., '03

On March 21, 2003, Rick Hahn, Assistant General Manager of the Chicago White Sox, took an hour to speak to Thunderbird students about his experiences working for a sports agency and a Major League Baseball team.

Hahn addressed questions ranging from how to use an MBA in the professional sports industry to whether his sports agency experience was as simultaneously glamorous and deprecating as *ArliSS* and *Jerry Maguire* depict (he claims it was), and what dictates a good baseball trade. He had spent the past month in Tucson, where the White Sox share Spring Training facilities with the Arizona Diamondbacks.

Hahn's passion for baseball began during childhood. He grew up just outside Chicago and later attended the University of Michigan. He obtained his JD from Harvard Law School in 1996, and earned an MBA at Northwestern's Kellogg Graduate School of Management in 1998. During his first year at Kellogg, Hahn wrote a letter to Chicago White Sox Chairman Jerry Reinsdorf (who is also Chairman of the Chicago Bulls of the NBA) inquiring about summer internship possibilities and

sports careers in general. Reinsdorf's somewhat pessimistic response-in which he mistakenly identified Hahn as "Fred" rather than "Rick"-earned Hahn the "Rejection Letter of the Year" award from his Kellogg classmates, a rather dubious distinction.

However, Reinsdorf opened the door for him, stating that if Hahn was crazy enough to pursue a career in such a brutal industry, he would allow the MBA candidate to sit with White Sox baseball scouts all summer, without pay, learning more about the intricacies of scouting and player development.

"So most of my friends headed off to amazing internships, because this was when the market was still strong and dot-coms were booming, and there I was, following around a bunch of guys who had no idea why I was there," Hahn recounted of his summer with the scouts.

Upon graduating from Kellogg, Hahn accepted a job with Steinberg, Moorad & Dunn, a sports agency based in Newport Beach, California that represents over 150 athletes from Major League Baseball, the National Football League, and the National Basketball Association. He spent just over two years there as an associate. Hahn says

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Women's Rugby Preparations for First Match

By **LYNN MORRISON**
U.S.A., '04

The women on campus are proving themselves to be quite tough on the rugby field. Rain, mud, cold, heat, and the hot Arizona sun have not kept the women from giving their all in practice and it would seem that all of the hard work is paying off.

After two grueling months, the Thunderbird Women's Rugby Team is finally ready to face an opponent. On April 5th they took the field at Northern Arizona University as participants in a women's rugby tournament. Everyone on the team was excited about finally having a real game and practices took on a whole new level of intensity.

Forward Julie Ng explained the intensity, "I expect the game to be tougher than practice and we want to be ready. Everyone is looking forward to it so that we can see how far we have come."

You can definitely see a difference between the women's team today and the women who started back in January. All the members have noticed the growing team spirit.

Coach Des Veitch praised the group after practice on Thursday, saying, "You are finally starting to look like a team!"



Women's Rugby team looks ready for match

The long hours of practice have helped the women to grow closer and to recognize and respect each other's strengths and weaknesses. Over the past weeks, focus has shifted away from tackling and passing drills and onto group efforts such as offensive plays, scrums, and line-outs.

The women certainly would not have reached this point if they had not gotten so much support from the members of the men's team.

Kierstan Grunow summed up the team's appreciation saying, "We've been working really hard, but we wouldn't be ready for the game without the support of the Thunderbird Men's Team. We really appreciate all of the help we have gotten."

Agustin Zamora, Max Campos, and Pierre Magnier stopped by a recent women-only practice to provide additional coaching and support and they seem to be as excited as the women about the upcoming game. When I asked Agustin whether he thought we were ready for a game he quickly replied, "You guys look great!"

Scrum-half Heather Brauer said, "We are getting ready. It will be a fun event and we are excited to have our group of T-bird supporters."

For more information on the game stay tuned to the MTB homepage or contact any member of Thunderbird Rugby Team.

(Editor's Note: At the time Das Tor went to press, the match had not been played)

Thunderbird RFC Sets Duke Rugby Tournament in Crosshairs

By **TRIPP JONES**
U.S.A., '03

The Thunderbird Rugby Team practices hard every session. Real Hard. Team captain Max Campos and veteran player Patrick Carroll run backs and forwards through a host of grueling drills involving ball handling, rucking, scrumming, tackling, more running, and on occasion, light fainting, and a failed attempt at self-induced puking. While Carroll's tortuous drills list is endless, the team harbors only one goal for this semester: winning Duke.

On April 5 and 6, Thunderbird RFC will participate in the annual global MBA tournament at Duke University, and according to Carroll, T-birds have every right to set their sights high thanks to tough practices.

"One can never tell, but the teams we face could be less well-drilled than ourselves or as good as some of the foreign MBA schools we faced last year," Carroll said, referring to a 5-point loss to Australia's Graduate School of Management.

Campos, who has played the sport for 18 years now, pointed out that the Spring 2003 squad is tight and, typical of MBA students, competitive, even more than other squads with whom he has competed in the past.

"One of the really good things that I haven't seen much (in other squads) is how the team is really committed to the game," he said.

Other players echoed those statements, and added that Thunderbird's unique, global community enhances the quality of the team by blending different skills and techniques from around the world into one ferocious cocktail of rugby.

"Each country plays differently, and that enhances our skills," according to Pat McRae, a first-trimester student who has played the sport for ten years at four different clubs.

Pointing out that Thunderbird's "easy" victory over Stanford, Carroll added that Thunderbird's forward pack is both large and mobile, a rare combination that further boosts the team's ability to conquer Duke, Carroll said.

"We are able to move around the field quickly given our large size," according to Carroll, who has also played for four rugby clubs prior to

Thunderbird.

"I actually think we have the staff to do really well there because of the combination of experience and talent," McRae said.

Injury update

While the team looks as sexy as a pre-Enron era financial statement on paper, dark clouds have drifted over the pitch on

occasion during the Fall and Spring trimesters: injuries.

Those on the injury list include Argentine flyhalf Martin Gavito, suffering from a pulled groin muscle while Max Campos is recovering from a pulled quadriceps muscle. Flanker Jason O'Brien has sprained an ankle, back Eugene Loui is out permanently due to a torn knee as is forward Josh Magden, known for

his speed and size. Team hooker Pierre Magnier hyper-extended a knee in a recent match against a Tempe-based rugby club, although he plans to play at Duke. Lastly, team president and back Christian Schmidt suffered a collar bone injury during the club's MBA tournament hosted here in Glendale last November,

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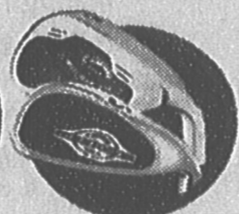
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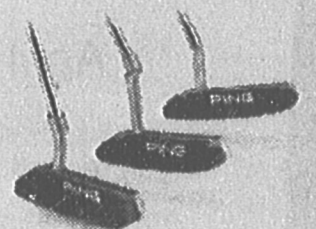
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Electronic Heroin

News from the front (of my TV)

By MATT JONES
U.S.A., '03

A strange thing happened to me last weekend. I did nothing. Not one productive thing at all. From Friday morning (Mercifully I don't have any Friday classes this term) until late Sunday night I stayed inside and watched the coverage on television.

The life and death battles that were taking place before my eyes, and before the eyes of the world's television viewers as they were broadcast "Live from Baghdad" were so incredibly captivating to me that the passage of time was not apparent. Instead I stayed home to watch the spectacle of carnage on the tube.

I told myself that I was experiencing history in the making. I told myself that this vicarious experience was as important for me to memorize as any formula or concept that is in the offering at Thunderbird. I rationalized my use of time astutely; the little voice in my head spoke flawlessly on behalf of CNN and MSNBC, all the while chipping away at the hours of a weekend that could have been. I am sure that this is the same cunning voice that alcoholics and drug addicts struggle with when they make the decision to stay sober or give in and get high.

I had a problem, and I

needed to own up to it. I spent an entire weekend in this way, all the while with a full load of classes and all of the academic consequences that could come from being a sloth. With the time that I wasted, transfixed into a catatonic pizza-eating state, I could have gone to explore a new country (literally). I got mad at myself.

The voice of reason and reality spoke up loudly on Sunday night and I took decisive

With the time that I wasted, transfixed into a catatonic pizza eating state, I could have gone to explore a new country

action. I unplugged the television from the wall and wadded the cables into

a black mess that resembled a plastic octopus. With catlike dexterity I moved on to the command center of the offending device, the remote, and disgorged batteries from "Le Commander" and dumped the whole lot onto the floor behind my desk.

Let me tell you: I cannot believe how positively this has changed my life. For the first few days I puttered around my tiny cell looking for the remote, until I remembered that I neutered it. I got my life back, and in the process learned just how many hours are in a day. A full day. Not one that is filled with half-assed attempts at focusing on one thing with the Tele blabbering away in the background.

In my self imposed television free life, I get my news from a paper, old school style, when I am ready for it and at the pace that I desire. It is a great thing.

Administration Profile

Balancing Act Is Key For Success

By MEGAN A. STALEY
U.S.A., '04

"Coming to Archamps, taking all there is to offer and doing the coursework means you really, really, have to prioritize and balance," said Cynthia Zoubir, the Director of European Admissions and Student Services at Thunderbird Europe.

While she was speaking of students coming to Archamps, she could easily be talking about herself. Juggling the responsibilities of admissions and student services is a task she welcomes.

For Admissions, Zoubir is responsible for students starting in Archamps (currently, only in the summer and fall trimesters). During five weeks each fall, she travels to 15 European cities from London to Istanbul, from Moscow to Athens and everywhere in between, for the World MBA Fair.

"A lot of alumni work with this...after these MBA Fairs, we hold a 1st Tuesday follow-up for the prospective students. Another way we use the alumni is through the Alumni Ambassador Program," she said. This program matches an alum with a prospective student as a liaison to answer questions and direct the student to the appropriate departments on campus when necessary.

"I am responsible also for those European students starting in the Glendale campus," she added. For the Archamps campus, she said it maintains a ratio close to 50% American. For the incoming class this summer, she said 14 different countries will be

represented.

"We are working on pilot programs for using video conferencing technology for classes. We also are recruiting more from Eastern Europe, the Middle East and Africa," she added.

As the Director of Student Services, Zoubir said her position "encompasses a variety of things from foundations, including organizing, scheduling, and coordinating the team leader and faculty, to doing the CMC portions.

"I also do the advising, both academic and career; although, I encourage students to stay in touch with their academic advisor in Glendale. I try to stay connected with different changes taking place; sometimes it's not very easy," she admitted when talking about the changes in the curriculum of late.

Zoubir also holds the European Career Workshop, reviewing students' CVs, cover letters and interviewing techniques. Advising students, however, she said some job postings are not applicable for students in Glendale as the European employer only wants to interview students who are in Europe, thus not having to pay for travel expenses for the interview.

"We have a lot of really good competition over here. European students are willing to accept less as they can save money by living with family; but, T-Birds have greater experience and language ability which some employers are willing to pay for," she added. However, she said, it is not a piece of cake to get an

internship and students have to be prepared to start from the first day and be focused, as if the search is another class.

Also included under her Student Services role is the responsibility of being the Corporate Relations person, which, she said, could be a job in and of itself. She works with Janice Kleinwort in the CMC, when posting job opportunities in Europe.

She also schedules field trips and on-campus speakers for the students at the T-Bird Europe campus. It is also her responsibility to coordinate the T-Bird relationships with outside universities and help plan their schedules as they use T-Bird's facilities. When MIMLA travels to Archamps at the end of April, she will arrange their corporate visits as well.

Asking what she views as frustrating in her job, she said that students should know when they come to Archamps that "we are just four staff members (Chantal Aublet, Marie-Laure Kein, and Dr. Yahia Zoubir); we work well as a team, but we are just four. We are understaffed, I believe," she added, "but it is in the budget to contact more people."

"There are a lot of challenges - we are going through growing pains now," she added. One of the biggest pains is the housing crunch that forces a cap to be placed on the number of students able to come to Archamps each trimester.

"The problem will be solved," she said, "by an ongoing

Continued on Page 16

T-Bird's Treated to Special Presentation at Bacardi-Martini (Swiss)

By QUINTON SINGLETON
U.S.A., '03

How many times in our rise to the top can we say that the president of a corporation served us a drink? (Alright, maybe a few, and it may have been a relative, but that's not the point.) Amusingly enough, it was not until the presentation slide for corporate structure was reached that I realized the presenter was the President of Switzerland headquarters for Bacardi Martini. Mr. Talarico originally worked for Martini & Rossi and then joined Bacardi when Martini & Rossi was bought by Bacardi in 1992/1993. He has more than 25 years of experience in the industry and has truly developed a passion for Bacardi Martini. Mr. Talarico speaks seven languages and presented Bacardi's cultural heritage to us in Spanish.

Bacardi Martini is a global corporation that continues to expand its markets around the world through specialty and core products and product/company acquisition. Some of the products sold by Bacardi Martini that most

people would find familiar are Bombay Sapphire Dry Gin, Jack Daniels, Martini Rossi, Bacardi Limon and Carta Blanca Rum.

On March 21, a group of young enterprising Thunderbirds from the Archamps campus toured Bacardi Martini (Switzerland) for an educational interlude into the life and passion of this company. This tour was arranged by Professora Martha Cervantes for the Spanish speaking students in Archamps.

A few interesting facts we learned about Bacardi Martini's history: (1) it was founded in pre-Castro Cuba; (2) the bat trademark was on the original building where production began and considered a good luck symbol; (3) Bacardi left Cuba in 1960 to preserve the culture created by Don Facundo Bacardi and because its assets were seized by Fidel Castro's government; and, (4) in regard to international business, Bacardi Martini produces Bacardi drinks in Puerto Rico and ships them all over the world.

There are many restrictions placed on the advertising of

Bacardi Martini because it mainly sells spirits, as opposed to wine or beer, such as no women or men are allowed in the advertisements. And, there is always a need for a good financial analyst or accountant (CFO and CEO). Or if anyone truly desires, you may achieve the same role as our presenter, President of Bacardi Martini (Switzerland) Mr. Talarico.

Of course, after the presentation we were offered a drink to facilitate the learning process. We began with a special cocktail mix concocted by Mr. Talarico himself. Then each person switched to his/her own fancy, which ranged from dry martinis, scotch, cognac, whiskey, rum to Breezers.



T-Bird's sample their drinks of choice after touring Bacardi-Martini

What was increasingly interesting in this international diversity of alcohol was the fact that Bacardi Martini has specialized drinks for certain regions of the world. For example, the Bacardi Breezers (carbonated citrus, berry or orange beverages similar to wine coolers) and Bacardi d'Oro (derived from molasses) are specialized to the European region.

And when it was time to leave, Bacardi Martini's graciousness was further extended as we received departing gifts of Bacardi Carta Blanca Rum. But

the day did not end there.

The Thunderbirds continued to the restaurant El Faro in downtown Geneva for a night of authentic Spanish paella and sangria. So, if I can, I want to urge you as a Thunderbird to take advantage of every international opportunity Thunderbird offers. Attend an exchange program; immerse yourself in a new culture; go to the international culture nights back in Glendale; Play Rugby!; but most of all - don't pass up the opportunities available at Thunderbird!

TGC not TSG? What is the T-Bird Global Council?

By SHANNON SKAGGS
U.S.A., '04

Ever wonder what happens to all of our 35,000 alums as they venture off into the international world of corporate ladders and entrepreneurial ventures? Many of them become influential and powerful global leaders who return to Thunderbird twice a year to advise their alma mater on strategic issues, curriculum development, job searches, etc.

Thunderbird alumni represent approximately 30 percent of the Thunderbird Global Council, a group of 92 executives advising the school on an on-going basis.

On Thursday the 20th of March, the Thunderbird Global Council members returned to campus for one of their semi-annual meetings. Thunderbird faculty, staff and six current students (Javier Arriagada, Max Chernysh, Deanne de Vries, Chris Hargett, Adrian Marinaro, and Shannon Skaggs) hosted the Council for a steak and salmon dinner, Aramark style!

The Council spent Thursday and Friday in General Sessions and in working Task Forces to discuss the school's strategic plan and the direction of future initiatives. Friday morning the Council Task Forces presented their recommendations about many facets of the school's plan which will ultimately be presented to the school's Board of Trustees in April.

Some prominent alums present at the March meeting were: Leavitt Ahrens '66, Retired Senior Vice President of International for Rubbermaid, Inc.; Randy Bollig '91, Director of Assembly Test Capital Equipment Development for Intel; Diane Borden '92, Vice President of Crisis Management for American International Underwriters; John Cook '79, Director and Partner of WJ Hopper & Company (Switzerland); Robert Eichfeld '67, Retired CEO of Citibank; Thomas Greer '73, Chairman and Managing Director of Enterprise Capital Corporation; Michael Hecomovich '97, President and CEO of Global Marketing Services; Aleana Hiles '78, Retired Vice President from Bank of America; Gary Matus '72, Managing Partner of Egon Zehnder International; and Douglas Short '75, Senior Country Executive for American Express Bank (London).

These business leaders create a dynamic group of executives who give a great deal of their own time to Thunderbird. The Mission of the TGC is to provide substantive support, advice and counsel to Thunderbird's administration, faculty and students on issues central to the school's strategic mission.

That mission is to develop high-potential individuals to serve the advanced management needs of international enterprises. They pay their own expenses when they travel twice a year to Glendale or to an overseas destination for their semi-annual meetings. The Council met at the Thunderbird-Europe campus last October. Depending on the needs of their particular task forces they often continue their involvement between meetings via conference calls.

The TGC is an important constituent of Thunderbird, and the school relies heavily on the broad and varied contributions of the Council and its members. Council membership brings with it certain responsibilities. Members are expected to support the school in various ways and to be consumers of, and advocates for, Thunderbird.

Some of the tangible ways in which the TGC contributes to the school are by (in no particular order): (1) mentoring students, (2) employing graduates, (3) hiring interns, (4) speaking to classes, (5) providing organization access for corporate consulting classes, (6) providing financial support for scholarships, (7) recruiting potential student candidates, (8) corporate sponsorship of events, (9) providing entree to organizations for Executive Education and, (10) partnering with the Alumni Association in hosting events and activities around the world.

Thunderbird is extremely fortunate to have the strong support and encouragement of such a diverse group of business executives from around the world.

If you would like more information about the TGC please feel free to contact Barbara Stevenson at stevensb@global.t-bird.edu.

Entrepreneurial Profile

Making a Mark in Wine Distribution

By CAROLE LOW
U.S.A., '03

Like many Thunderbird alumni, Olivier Portet '02, has a well-worn passport as a result of his worldwide travels. However, unlike those who chose to work in the corporate world, he boldly decided to start his own venture, Portet Wine Selections, which can be found at <http://www.portetwineselections.com>.

Taking advantage of his family's rich legacy in the wine industry that dates back to the 1600s in Cognac, France, Portet now imports some really unique, flavorful wines from Australia, Chile and Argentina. His company differentiates itself by distilling the wine distribution process into a one-stop shopping opportunity that offers exceptional customer service.

Portet's idea originated from his worldwide travels in Europe, Chile, Australia, Argentina and the U.S. that gave him the opportunity to try local cuisine, experience a region's culture and ultimately, taste its wine. He often tried very special wines, originating from vines over a century old; wines such as these had usually been sold from

local grape growers to larger wineries. Impressed with the quality and "charm" of the small, "boutique" wineries, he decided to import certain "jewels" to the U.S. for others to enjoy.

This decision gave him the impetus to find Carlos Tramutola, his business partner. Before meeting Portet, this

His company differentiates itself by distilling the wine distribution process into a one-stop shopping opportunity that offers exceptional customer service.

Argentinean native spent a full year during his Stanford University MBA program analyzing the imported wine market in the United States, particularly for Argentinean wines.

Now that Portet and Tramutola work together, they specialize in distribution from modest wineries in Chile, Argentina and Australia. In some instances, Bernard Portet, Olivier's father, and founder of Clos Du Val Winery in California's Napa Valley, serves as the official wine consultant for Portet Wine Selections. When appropriate, he is contracted out by his winery to improve the

quality of wines from other select wineries as a condition of importation.

With this management team in place, the future looks promising for this entrepreneurial Thunderbird and Portet Wine Selections. Sales have already exceeded expectations with 25 cases sold and 10 accounts established in just a few weeks.

A former Thunderbird Wine Tasting Club President, Portet often hosts consumer wine tastings and events; check out his website and try to attend an event so you can experience for yourself the distinctive flavors that can only come from the New World.

You can also meet Portet at the Wine Tasting Club's upcoming wine panel on April 11th as part of the club's wine tasting event. The panel will discuss different perspectives on the industry from retailer to importer to winemaker. The event will be open to the public for \$17 on a space available basis and RSVPs are required. Please contact either Matt (mherzog@global.t-bird.edu) or Erick (ErickArielGonzalez@global.t-bird.edu) for more information.

Advice Given for Thunderbird Europe

Continued from Page 15

project in the vicinity of campus that will alleviate the housing shortage." She could not expand upon the details but said that by December of this year housing will not be the issue it is now.

On a positive note, she said the rewards have been numerous the past year including the school's European accreditation, the technology on campus, and more internship postings.

For students preparing

to come to Archamps, she advised that they quickly find their own balance between the coursework and all Europe has to offer.

"Travel is a very important part of learning, but students have to attend class because they cannot afford to miss it," she said. (Besides language classes, each class meets one time per week, for three hours).

"We battle the idea that Archamps is easier. Archamps is not easier in terms of the work

load, but due to its intimate setting and condensed format it is less stressful," Zoubir explained.

Before coming to T-Bird five years ago, Zoubir spent time with her children. Prior to that, she was the Director of Admissions for a university in Switzerland and admits to being in academia most of her life. She confesses to having followed her husband around but said, "it has worked out well. There always has been a job that has opened up."

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There Really is a "Thunderbird Mystique" Says One Alumnus Who Found It

By SCOTT GABEHART
U.S.A., '84

Many students seem to be surprised that I am intimately familiar with the heightened challenges facing graduates today due to the "weak" job market. As I left Thunderbird in 1984 ready to conquer the world, the economic conditions were eerily similar. Although an economic recovery was underway, unemployment remained as high or higher as it is today.

To make things worse, my genuine desire to enter the banking community through the Chicago area market was obliterated by the recent filing for bankruptcy of what was then one of the largest banks in the world: Continental Bank.

As the typical T-Bird does very well, I adapted to my new circumstances and altered my search by broadening its focus. I like to share my interviewing experiences with students because of the fact that it was such a positive environment.

This process was my first real exposure to the "Thunderbird Mystique" as the several employers with whom I interviewed were often speaking of Thunderbird with superlative descriptions in recognition of the school's unique strengths and growing reputation.

Within only two months or so, I had accepted a position as an internal auditor with the multinational corporation Schering-

Plough (which, by the way, opened the door to my second major position as Corporate Auditor with Motorola a couple of years later).

Most of my close friends who graduated at the same time as I did had also adjusted to graduation and the less than stellar job market. In fact, I can say with great certainty that the vast majority of these 12 to 15 individuals had procured viable, professional positions within a three to four month period after leaving campus for a full-time job hunt.

This is a critical point to remember. It is extremely difficult to locate the type of position that you want while taking five capstone-type courses, completing an internship, participating in club activities, etc., etc., etc. It is even more difficult for T-Birds than, say, Harvard grads due to the high percentage of international or oversees positions.

Another important point here is that I found my new job with Schering-Plough through the help of another T-Bird graduate with whom I had become friends prior to her graduation in December of the prior year.

Don't sell the alumni network short as it is most probably the single greatest asset owned by the Thunderbird enterprise. The good news is that the network grows stronger every year due to the high number of graduates and the general rise of these greater numbers into positions of authority around the

globe.

Besides the unbelievable learning experience that takes place at 59th Avenue and Greenway in Glendale, and the exceptional reputation of the school in the workplace, it is precisely this network that makes up the Thunderbird Mystique. Take advantage of it as best you can.

Within three months from joining the pharmaceutical and consumer products giant, I found myself happily working on an audit in Basel, Switzerland. At the end of this four week assignment, I was asked to go with a senior auditor to Frankfurt to work on a "special project" that turned out to be a major fraud investigation.

In the end, my language skills and an ability to read personal letters between the offending party and his partner in crime helped solve the problem. Within only six months of joining the firm, I was working on mini-projects for the President and CEO (when I say "mini," that's what I mean, e.g. going to the library to gather current corporate information for the top ten pharma companies in the United States).

In closing, within a six month period of having my expectations totally destroyed, I was gainfully employed in an exciting way that I could not have even dreamed of when I left Thunderbird the previous June. I really do owe my success to the Thunderbird Mystique.

When One Door Closes, Another One Opens.....

By SCOTT GABEHART
U.S.A., '84

The fall of communism and the rise of capitalism symbolize the ascent of the private, profit-seeking firm in all the corners of the world. In addition, the rapid proliferation of improving and ever-cheaper computer and telecommunications software and hardware allows the

"small" firm to act much more like their bigger brothers who are traded

the majority of new product innovations and new jobs in the U.S. stem from the realm of the small, privately-held firm

on public stock exchanges.

We must adapt to changing circumstances in the same way that companies and governments must. If the corporate world has closed many of its doors, then other possibilities must be considered (if only simultaneously).

It is no secret to most that small business and self-employment have played a critical role in the development of the US economy during the past several decades. During the 1990's this importance grew even more substantial.

There are more privately-held companies in operation in the U.S. (and around the world, for that matter) today than ever before, reflecting a trend that has not yet peaked in the author's opinion.

Consider the statistics.

According to the SBA Office of Advocacy, the state of Arizona alone contains nearly 107,000 small firms (fewer than 500 employees) as of the year 2001. Even during a recessionary year, this number grew by almost 3% (after considering those firms filing bankruptcy or shutting down). Almost 15,000 new businesses were created during the

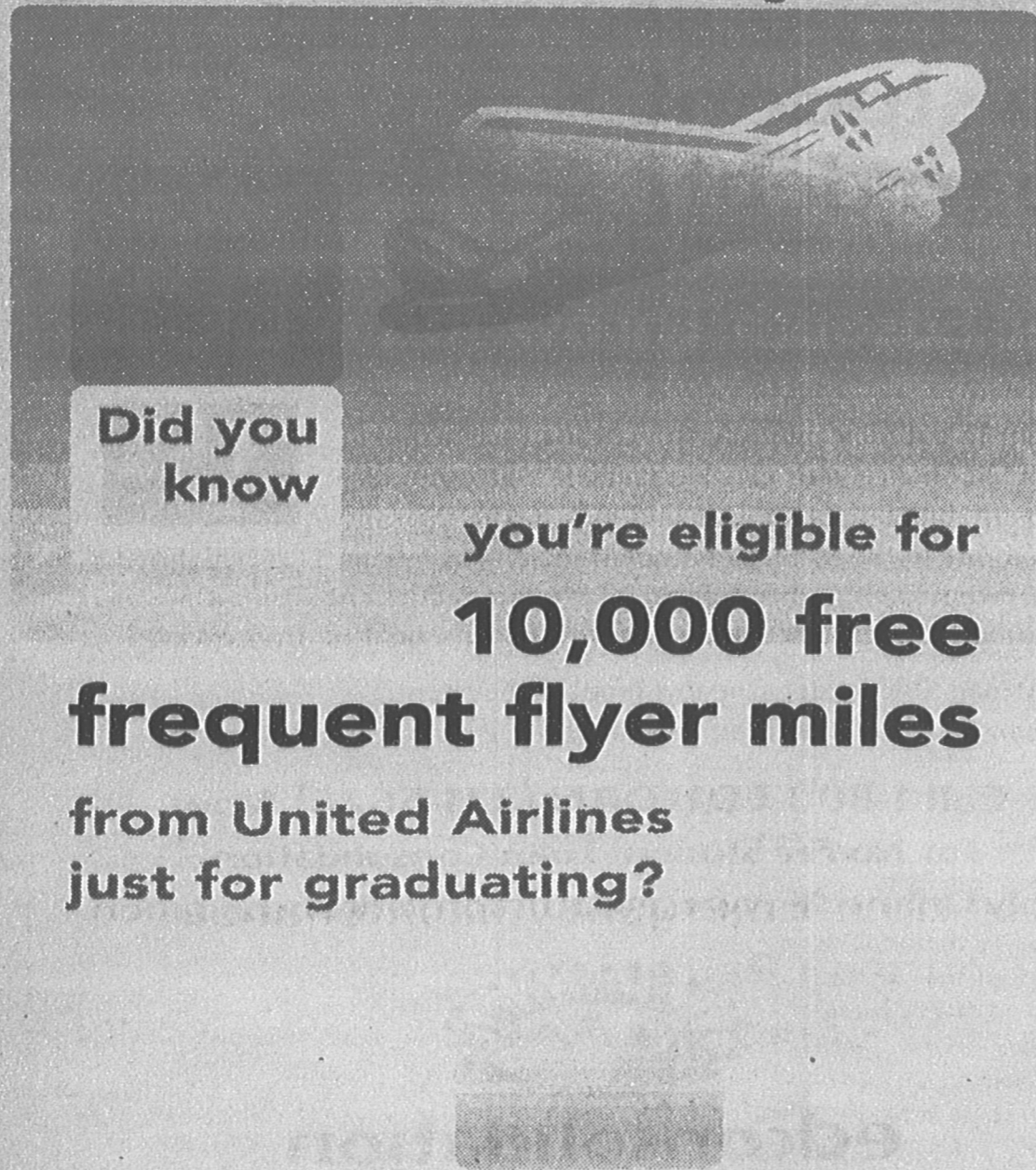
era of the stock melt-down and the first recession in ten years.

Employing nearly 50% of all workers in Arizona, ownership is diverse as more than 40% of these employers are owned by women (27%) and minorities (13%).

It is well known among economists and small business experts that the majority of new product innovations and new jobs in the U.S. stem from the realm of the small, privately-held firm.

In short, if the General Motors and the Citibanks of the world are not hiring at a rapid pace, then why not consider entrepreneurship or self-employment as viable alternatives? The number of self-employed individuals in Arizona rose by over 9% during 2001, offering further evidence of the potential appeal of such a career direction.

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Restaurant Review:

A Touch of Thai in Glendale Surprises Picky Taste Buds

JUAREZ LOWE
Malaysia, '04

A Touch of Thai in Glendale.
16816 N.35th Ave Phoenix AZ 85053

You know that you are in an authentic Thai restaurant when there are not only Thai waitresses and cooks, but also Thai people eating there. A Touch of Thai (35th and Bell) is one such restaurant.

When I heard that there was an authentic Thai restaurant in Glendale, I was surprised. Strip malls and chain restaurants, yes, but definitely not an international culinary capital!

On entering, you are greeted by the simple but clean décor. The staff is friendly and helpful - they are able to make each dish to your desired spice level - mild, medium or hot - and even very hot. You can even request less salt in your food.

We ordered the Khao Phaht Supparod, fried rice stir-fried with pineapples, tomatoes, onions, eggs, chicken, and shrimp (\$7.95), Gaeng Keaw Wahn - Green Curry Chicken, (\$7.95), and Gaeng Ped - Red Curry Beef (\$7.95) all at medium spiciness.

The fried rice was fragrant and came with a generous portion of chicken and some large shrimp. The aroma from the fried rice (one of the best I have had outside Asia) almost made me forget that I was in Glendale!

The curries were rich with coconut cream and spices. Both the beef and chicken were extremely tender and had absorbed the flavors of the curry. The bamboo shoots and green beans were the perfect vegetable for the curry - remaining slightly crunchy and adding a different texture.

To cool down the spices, try the Thai Iced Tea (\$2). This is a milky and somewhat sweet concoction - useful to douse the fiery spices from the curries.

A Touch of Thai is open 7 days a week. Apart from most of the Thai students, this restaurant is also used for Thunderbird Executive Education dinners. The dishes above came up to just under \$30 (including tax and tip) - a meal for two hungry people and just enough for 3 not-so-hungry people. Ideally, you should visit in a large group, so you can order "family style" and try all the various dishes on the menu.

Other highly recommended dishes are the Tohm Yahm Goong (\$8.95) spicy and sour shrimp soup with lemon grass, kaffir lime leaves, galangal and fresh mushrooms and the Phaht Broccoli Nahmahn Hoi (\$6.95), stir fried broccoli with a choice of meat.

Overall, a Touch of Thai offers affordable and tasty food - definitely worth trying out.

Size and Experience Enhance T-Bird's RFC Strategy

Continued from Page 14

and has remained largely on the sidelines. While that injury has not yet fully healed, Schmidt plans to suit up at Duke.

"I have been saving all I have got for Duke," Schmidt said.

While most on the list will make it to Durham, the team must not lose its ability to focus if victory is to be attained.

"Overconfidence and the fact that we have played so few games this spring," also serve as threats to success at the tournament, Carroll added.

According to Campos, injuries are no longer a problem, as only two players are sidelined, Loui and Magden, but inconsistency is the big hurdle. Forwards and backs often work together like a well-oiled machine, yet breakdowns are not uncommon.

"Although we are a really strong team, sometimes we arrive late," Campos said, referring to the forward's job of rucking over a tackled back, a move that gives the offense's scrum half a window to retrieve the ball and throw it off to the backs for a fresh drive.

While the team began the season with hard but rather light-spirited practices, intensity has skyrocketed during recent weeks. Backs run constantly for almost two hours, while forwards have stepped up the number of full contact drills during Tuesday and Thursday practices.

Meanwhile, heavy bags of sand have found their way to

the sled, making it harder for the forwards to push hundreds of pounds of resistance across the field to the point where even the most fit of the team nearly faint midway through the exercise.

Unleashing hell

Team President Christian Schmidt has been planning a leadership strategy for the tournament based on what he sees as the team's biggest asset - size.

"In terms of tools, we got the advantage of size, across all the backs and all the forwards. We will outsize the teams we face," Schmidt said, adding that speed took a backseat to size for the Spring 2003 team.

"Experience and the sheer power of the scrum plus we are fortunate in that we have extraordinary offensive talent in Martin and Max that brings out the best in the athletic ability of less experienced players," Schmidt added.

Thunderbird students often pass by and glance at the rugby matches on Saturdays, many of whom admit they know little of the game, assuming that rugby is a contact sport that normally involves large, jovial men and beer. They do know the game is a rough one, and they are right. Thunderbird RFC's strategy, echoed in huddles minutes before the opening kickoff, normally comes down to one bit of advice - hit them harder and faster at first before they do the same to you. Whoever hits the hardest first often sets the pace for the

game - a key weapon in the arsenal of winning a rugby game.

That, according to Schmidt, will be key to the success of Thunderbird at Duke, especially during the first game, when reputations and psychological factors solidify and mold performance.

"What will be a big weapon at Duke is the fear of engaging us. I think when one team plays us, we will have the opportunity to make a huge impression," Schmidt noted.

"The battle plan calls for making a very explosive entrance," he added.

Lastly, a victory at Duke would thrust Thunderbird even further into the limelight, letting even more MBA programs know of this school and of its one-of-a-kind international fiber.

A bloody laboratory in cross cultural communications, Thunderbird RFC blends talent and skills from across the globe into one unit, as Carroll pointed out. That, he added, will thrust the school into the international limelight even further, where it belongs.

"A well run tournament which allows us to educate other schools to Thunderbird's existence and reputation," Carroll said.



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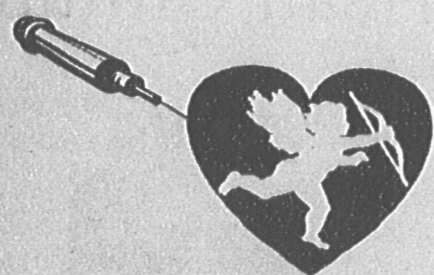


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April 9, 2003

DR. LOVE



Dr. Love is currently attending a conference at Hedonism II and is out of the office. Due to people accusing Dr. Love of being insensitive to his readers, we are enclosing the following human interest piece.

T-bird Student Lends Helping Hand

Second-trimester student Bill Fordyce is busy with more than a job search and classes this spring. He is busy bringing his former student from Ukraine to America for a life-saving surgery. Prior to Thunderbird, Bill worked as a business consultant in the Ukraine as a Peace Corps Volunteer. In addition to his business development work, he taught

English to a young Ukrainian girl named Alice. Alice Bovda has Morquio Syndrome Type A, which is a degenerative genetic disorder that inhibits the development of bones and cartilage, in addition to a plethora of other effects. Although there is no cure for Morquio, there are treatments which can lengthen and improve lives. Alice is 12 years old. As she ages her head will continue to grow but her spine will not strengthen according. As she enters her twenties, her spinal cord which is under constant strain will be irreparably damaged, causing her death. This can be prevented by a spinal fusion which will decrease mobility, but protect Alice's spinal cord. Unfortunately, this surgery is not available in Alice's native Ukraine, and her only hope is to come to the United States.

Bill and his wife Lyuda (who international students probably know her

from her job at the Program for Foreign Students) have been in contact with Scottish Rite Hospital in Dallas, Texas. This generous hospital has agreed to provide this very expensive surgery free of charge.

However, Alice and her mother will need airline tickets, visa fees, accommodations (Ronald McDonald House), and living expenses for a minimum of four months, and possibly much longer, because Alice will need to rehabilitate extensively in order to regain mobility. Bill says that because of the generosity of his fellow Thunderbird students, old colleagues, and his family, they have made tremendous progress.

However, according to Bill, "There is still a long way to go!"

If you are interested in getting involved or wish to donating to Alice, contact Bill at williamfordyce@global.t-bird.edu.

Alumni and Local VCs Give Advice to T-Birds

Continued from Page 13

in the Philippines.

Kenny Anum, the moderator for the event, summarized the main points of Ron's success story like so.

"So if you want to be successful just borrow from a rich uncle, employ all your closest friends and family, and pray for a natural disaster."

Scott Walker '81 is the President, CEO and Chairman of BillMatrix Corp. BillMatrix is an automated telephone and internet based bill payment company. Walker was recently nominated for Ernst & Young's Entrepreneur of the Year in 2003.

He said that it took a number of failures before he finally found success.

"I lost my family, I lost my house, I lost my car...I basically lost everything. When an entrepreneur gets an idea, it becomes a passion," Scott said.

He said that during these trying times, you find out who your real friends are. "Two-thirds of your friends right now are not your real friends," he said.

"I've had real friends who were really there for me when times were tough." Scott also stated that he had many "great and lasting memories" of his times at Thunderbird and that coming back to campus was a terrific experience for him. "I found many great friends here at Thunderbird."

After the forum, I talked with Scott on a one-to-one basis.

He told me, "Being an entrepreneur is not about being an inventor. It's about having the skills and determination to make your dream turn into reality."

Francine Hardaway, Ph.D, founder of Stealthmode Partners, gave students the perspective from a business accelerator and incubator. Dr. Hardaway helped package and secure funding for four early-stage technology companies in one year.

She also founded Opnix, Inc., a venture-backed Internet infrastructure start-up that received \$8.35 million in seed financing. Her advice from a consultant's viewpoint was well-received.

John Johnson serves as a special assistant to the United States Attorney and the in-house counsel for the Arizona District Office of the United States Small Business Administration. His practice includes both litigation and commercial transactions.

John gave us the dismal details about what happens when a company must declare bankruptcy. He gave us first hand accounts of companies that had to file for bankruptcy and why. John also explained the difference in detail between filing chapter 7, 11 or 14.

All these entrepreneurs mentioned the dedication and sacrifice that entrepreneurs have to pay. Some mentioned losing everything, including their families, homes and cars.

The final speaker was Robert Pothier, from Wasatch Venture Capital in Mesa, AZ.

After giving the background of his VC firm, he stood and disagreed with the notion that entrepreneurs must sacrifice everything in order to be successful.

He used himself as an example saying, "I have nine children, twenty one grandchildren, and my wife and I have stayed married the whole time. Let me tell you, it is possible to be an entrepreneur and not sacrifice your family."

Robert emphasized the importance of knowing your VC firm before seeking funds.

"Which venture capital firm you seek largely depends on the type of company you are going after." His partners include men from Brigham Young University, of which he himself was a graduate. One partner has a degree in Finance from Harvard, and another is a Wharton graduate specializing in Engineering who is fluent in Mandarin. "We try to focus on projects in this area-Arizona, New Mexico, Utah. Most VC's will have a geographical area in which they feel comfortable working. Some VC's in northern California won't even consider a project outside of the state."

In talking with Robert after the forum, he said resources are available online in order to find that venture capital company that is right for each business endeavor.

Everyone who attended any of the sessions gained valuable first hand insight into the difficulties and satisfaction that only entrepreneurs face.

"Bitch Board" by Wise Guy Things to Think About...

Why do I have more luck with the slots in Vegas than the vending machines on campus?

Why can't professors with Ph.D.s figure out how to work the projector and computer in class?

Which end of the dial actually controls the thermostat in the classrooms? Am I on -1 or +4?

If Aramark owns The Pub, why can't I use my student card to buy a beer?

Why do we have a pool and no hot tub?

How am I supposed to take a final exam on a desk smaller than a postage stamp?

Why does every seat in the Lecture Halls tilt to the side?

Why can't I get tickets to my own graduation gala?

Using An MBA in the Sports Industry

Continued from Page 14

he tired quickly of attending to athletes' special needs, admitting that the egos could be a bit overwhelming at times. He enjoyed the negotiations and recognition of talent, however, and this precipitated his next move.

In 2000, Hahn and his wife, also an attorney, returned to Chicago, where she took a position at a law firm. He began calling the White Sox once again, and timing proved impeccable. Former Vice-President of Player Development, Ken Williams, had just been promoted to General Manager, and the Assistant General Manager (Dan Evans, now GM of the Los Angeles Dodgers) had resigned. Hahn was hired as Director of Major League Administration.

He was promoted to Assistant General Manager in

February 2002. His primary responsibilities include assisting the GM in all player acquisitions and contract negotiations as well as coordinating the day-to-day operations of the team.

Hahn reminded the Thunderbird students in attendance that pursuing a career in sports is contingent upon many things, but most of all, timing is crucial. He also told the audience that rejection is part of the experience, but that having an MBA gives a candidate some leverage in the sports industry, because the pendulum has recently started to swing from the "Jocks" to the "Academics" in not only baseball, but all sports.

Furthermore, he believes that having an international background will prove extremely beneficial in an industry that seeks continual global expansion.

Rules for Working in Finance

Continued from Page 12

and a lot of hours is part of the deal.

Rule #3: Teamwork

In banking, you have to be good at both sides; comfortable giving orders and comfortable having someone bark orders at you. (When someone does bark orders at you, stay grounded and don't take it personally).

Rule #4: Dress the Part

Literally. Always look professional and know that if the rules apply to a man, then they are equal for a woman. If you find yourself not being taken seriously, ask yourself a few key questions: How did I speak? Am I allowing other people to take over?

Rule #5: Concerning Sexual Harassment

Report it immediately, walk away from it and get on with your life.

Rule #6: If in a Relationship...

Identify what responsibilities belong to him? To her? And, from Day #1, make sure the responsibilities are shared and learn to delegate. It is crucial to work as a team.

Rule #7: Plan an Exit Strategy

Ideally, it will always be your decision to leave your job, therefore you should have an exit strategy. Also, for women who take maternity leave, realize that the work doesn't just disappear. Try to stay as involved as possible and work from a home office while you are away.

In terms of career direction, she said we have three choices to make: industry, function in industry and how long we want to spend in our respective jobs. A common thread throughout her entire speech was figuring out how to make your own situation work for you. And, interestingly enough, isn't that what life is really all about?

Top 13 Contemporary Movies That Have Influenced American Culture

By AARON G. WELLING
U.S.A., '03

It is with great pleasure that I present the 13 most influential contemporary movies to current American culture. These are movies that can help you to gain greater insight into the culture of the United States you see today, even in beloved Glendale. Because this list is not produced by the AFI, the MPAA, or the IMDB and reflects my own biases, you may not agree with this abridged list. You are entitled to your own wrong opinions, and I welcome them. You can let me know what movies I missed by emailing me at tryandimagine-howlittleicare@global.t-bird.edu.

Please note that these movies are in no particular order, except for the last three, which I think belong somewhere in the middle.

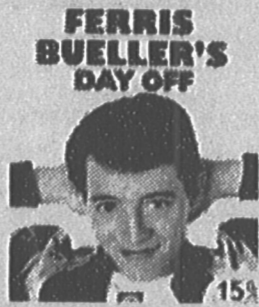
ONE) Star Wars: A New Hope (Episode VI), (1977)

This was the original masterpiece by George Lucas with Luke and Leia, Obi-Wan, Han Solo, and the original man in black, Darth Vader. In the 70s, you could get away with campy movies and still have a blockbuster on your hands. Ah, the good old days.

TWO) Rocky, (1976)

Sylvester Stallone shouting "ADRIAN!" is classic in this movie. The theme song alone makes you want to go jog-

ging up a huge flight of stairs. Lots of good boxing, and nobody loses an ear.



THREE) Ferris Bueller's Day Off, (1986)

What's more American than cutting school, "borrowing" your friend's dad's Ferrari 250 GTS California, joyriding around Chicago, going to a Cubs game, and lip-synching to the Beatles on a parade float, all while being chased by the assistant principal? Maybe watching the movie too many times.

FOUR) The Godfather, (1972)

A timeless story about the importance of family, loyalty, and business. The line, "I'm going to give him an offer he can't refuse" may be the best mantra for marketing majors available. Just don't use a severed head from a horse to drive your point home.

FIVE) Raiders of the Lost Ark, (1981) Steven Spielberg and George Lucas teamed up on perhaps the best adventure trilogy of all time. What did Indiana Jones teach us? You can get the treasure and the girl, and a pistol beats a scimitar any day.



SIX) Airplane!, (1980)

This was the original spoof movie. It introduced us to laughing at ourselves and at our movies. It also tackled tough issues, like drinking problems and the hazards of eating airline food, particularly fish.



SEVEN) Old Yeller, (1957)

A story about a boy and his dog. Anybody who could make it through this movie without getting even a little misty-eyed may need to check to see if they still have a pulse.



EIGHT) Grease, (1978)

I had to put a musical on the list. John Travolta was thin,

Olivia Newton-John was superb, and the innuendo was abundant. The moral of this story: image may be everything, but only in high school.



NINE) Toy Story, (1995)

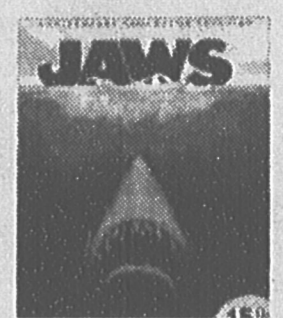
The dawn of the digital age had come. This animated film not only made us laugh, it made us aware that we should expect more out of a movie. And animation has not been the same since. Just ask Disney's accountants.

TEN) When Harry Met Sally, (1989)

This movie about two friends in New York and their ill-fated relationships until they find each other is timeless. The fact that Meg Ryan could find Billy Crystal attractive gives the rest of us hope.

ELEVEN) A Few Good Men, (1992)

Take an amazing cast, a powerful script, and the U.S. military and you get one of the best war of words ever put on film. The chess match as we watch the military judicial process work is extraordinary, and Jack Nicholson proves why he is still the best.



TWELVE) Jaws, (1975)

Suspenseful and even disgusting, this movie made it difficult to go back in the water. I don't want to give away the ending on this one if you haven't seen it, but I don't think I've ever heard so many people cheer to see an animal explode.



THIRTEEN) The Princess Bride, (1987)

The film is best described by Grandpa, Peter Falk: "Fencing, fighting, torture, revenge, monsters, giants, chases escapes, true love, miracles." Who would have thought we could all laugh so hard at a "kissing" movie.

Thus ends the list. Happy viewing and pass the popcorn.

Images taken from <http://www.amazon.com>

Surprise Your Friends By Being A Chef

JUAREZ LOWE
Malaysia, '04

Tired of eating out? Try this simple fish recipe! It takes around 30 minutes to cook, but is definitely worth it...

This is a recipe I made up as I went along... most of the ingredients are available in any supermarket.

Asian-Style Mahi-Mahi with Buttered Asparagus and Pasta with Sun-Dried Tomatoes.

Makes 4 generous portions

Fish

2 lbs Mahi-Mahi (I chose this because it was fresh - if these are fillets with skin, leave the skin on as it will cook better - you can also use tuna for this dish, or any fish with a firm texture. Generally the fish tends to come in on Tuesdays and Thursdays at most stores.

Marinade for above fish

2 heaping tsp Wasabi (Japanese horseradish)
1 thumb sized ginger (peeled and finely chopped)
2 tbsp honey (or to taste)
4 large cloves garlic (finely chopped - or you can get ready made)
4 tbsp olive oil
2 tsp soy sauce
Juice of half a lemon

Mix the marinade ingredients and marinate the fish. You may want to make little slits in the fish and stuff them with garlic and ginger. This will help the marinade penetrate the fish. If you have time you can marinate it earlier - from the night before up until 20 minutes before cooking. The ginger helps remove any "fishy" smell the fish

may have.

Pan-fry the fish on high heat for around 3 minutes on each side, depending on how thick the fish is cut. If you have a lid on the frying pan, close it and the fish will cook faster. You can also fry the fish on a cast iron griddle (less than \$20 from Crate & Barrel), but they are a real pain to clean.

Buttered Asparagus

You will need
1 large bunch of asparagus
Butter

Before preparing the marinade, boil a large pot of water. Add salt to the water. Boil asparagus for around 2 minutes or until cooked. Keep the water from the asparagus. Pan-fry the asparagus in butter lightly on a medium heat for 1-2 minutes.

Pan-Fried Pasta with Sun-Dried Tomatoes

Sun-dried tomatoes in olive oil - around 10 small ones - chopped
1 large onion - finely chopped
4 cloves garlic finely chopped
Olive oil
Basil (you can use either fresh or dried)
Oregano (see basil)

Heat a non-stick frying pan on medium heat. Add olive oil and lightly fry garlic until yellow brown. Add onions and fry until the edges turn brown. Add sun-dried tomatoes, basil, and oregano for around 1-2 minutes. Add pasta and stir fry until the tomatoes and other ingredients are mixed into the pasta.

Bon appetit!

The author thoroughly enjoys the pleasures of the table and used to own a café in his home country.

Music and Diversity at T-Bird Thanks to Glendale World Music Festival

By AARON G. WELLING
U.S.A., '03

Thunderbird was hopping last weekend as it hosted the Glendale World Music Festival. The event was open to the public, and was enjoyed by old, young, and students alike. The festival hosted two of the biggest bands Glendale has ever seen, the Spencer Davis Group and Blood, Sweat & Tears, both bands hailing from the 60s, the golden age of rock and roll.

Other acts included Azz Izz, a local reggae band; Lisa Marmur, an Australian version of Sheryl Crow; the Scones, an alternative band reminiscent of Toad the Wet Sprocket; CRP Orchestra, a Latin fusion band; and many martial arts and international dance troupes.

Besides the music, patrons who attended were able to sample the international cuisine from Mexico, Greece, Thailand, Germany, Hungary, France, and the United States.

They were also able to shop at the International Bazaar, buying souvenirs and crafts from all over the world. The event even included free shuttle rides on double-decker buses.

In addition to the free festivities, an after hour's party was hosted in the TAC where attendees were able to party the night away to two more bands, Rhythm City Express on Friday night and Rhythm Edition on Saturday night.

Although organizers did not get the expected response from Thunderbird clubs

to host the Discovery Pavilion, a large tent allowing Thunderbird students to show off the school's diversity, the event was well-attended and was enjoyed by all those who came, especially students looking for a break from schoolwork.

