

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

Volume 37 Issue 11

August 15th, 2003

**Net Impact:**

## National Conference: "From Corporation to Community"

By **CHRISTOPHER CORKERY**  
U.S.A., Winterim '04

Perhaps the most vital lesson we will learn while at Thunderbird, is that there are many methods of evaluating the relative success or failure of a business venture. Aside from the purely financial, marketing or strategic aspects of success, we might also consider the impact the venture has on the surrounding culture and environment.

If they have taught us nothing else, the recent global

protests against such hallowed names as Nike, Citigroup and Kathy Lee Gifford, have taught us that there is often a very high price to be paid for concentrating solely on yearly profit, while ignoring the potential impact of social and environmental concerns.

You may be thinking to yourself that simply learning the basics of Finance and Marketing is already a daunting task. This is even more the case as we head towards finals week. It may seem impossible to somehow also find the time to better understand how the implementation of Corporate Social Responsibility can, in fact, have a positive effect on your business' bottom line. The good news is that there is help.

One of the best places for a T-bird to become more

aware of the issues surrounding corporate social responsibility (CSR) is to participate in Net Impact here on campus.

If you missed this Summer's events, never fear. We will be back and better than ever this Fall. Chief among the events scheduled thus far, is the annual Net Impact National Conference.

From the 6th to 9th of November, the University of Texas Austin's McCombs School of Business will play host to thou-

sands of concerned business school students and employers. The theme chosen for this year's event is

*...there is often a very high price to be paid for concentrating solely on yearly profit, while ignoring the potential impact of social and environmental concerns.*

"From Corporation to Community, Building a Network for Change."

The weekend will include interactive learning sessions, professional development workshops, community events and an expanded business and career expo, with loads of opportunities to network with students and representatives from many of the companies you would love to call your own.

Participants will also be treated to nationally known inspirational keynote speakers. Last year's speakers included Stacey Davis (President and CEO of the Fannie Mae Foundation), Ben Cohen (co-founder of Ben and Jerry's Ice Cream) and Bob Malone (Regional President for

*Continued on Page 11*

**Real Estate Club / TEC:**

## Real Estate Portfolio Has It All - Marketing, Finance, Investment, Management and More

By **Benjamin Johnson**  
U.S.A., Spring '04

Everywhere I turn I am reminded of the grim prospects for employment upon graduation: "Unemployment Rate Hits 15 Year High," "GDP Growth Stagnates for Fourth Consecutive Year," "FED Fears Deflationary Growth," "TYCO World-Com Enron K-Mart GlobalCrossings."

In order to escape the fate of many recent (and still unemployed) MBA graduates, I began targeting industries that have defied the economic malaise of the last four years. Logically, the industry at the top of my list was real estate; yet I realized I was not very familiar with the business opportunities in real estate!

On Friday, August 1st, the Thunderbird Real Estate Club and the Thunderbird Entrepreneurship Club (TEC) co-hosted Real Estate Investment Day. The event provided Thunderbird students an opportunity to become more acquainted with issues in real estate investment.

Presenters included Gary Mozer, CEO, George Smith Partners; David Kim, Managing Partner, The Bascom Group; Duane Hale and Michael J. Tyre, Principals, Prudential Real Estate Investors; Eric Brown, Founder and President, Artisan Homes; and Kenneth J. Hyland, Founder, National Institute of Community Management.

While many industries have been plagued by downsizing and decreasing investment, speakers highlighted the tremen-

dous opportunities for employment in real estate. Sparked by 50 year low interest rates and the poor performance of equity markets, real estate has carried the local and global economy for the last four years. Moreover, the speakers gave students an idea of how they can leverage their business education in areas such as deal financing, market research, and management.

Judging from the attendance of Real Estate Day (approximately 55 students or 10% of students on campus) many students share a similar interest in real estate. With the exodus of Real Estate Club president, Ryan Akins, the Real Estate Club and the TEC will have large shoes to fill in their work to keep Thunderbird students and faculty abreast of the opportunities in real estate. While Ryan's hard work and dedication will be missed by the Real



Gary Mozer, CEO of George Smith Partners, answers questions at Real Estate Day

Estate Club, it is a positive sign that we will be graduating from Thunderbird as the Director of Acquisitions for Star Point Properties.

*The Career Management Center Staff is pleased to announce that the new Resource Center is now open for your use to study, conduct career related research or hold class team meetings. The Resource Center is open Monday through Friday from 9:00 to 5:00. Space is available on a "first come, first served" basis and reservations are not required. Laptop port connections are also available in the Resource Center. For questions please call the Resource Center at 602.978.7882.*

## Are You the B2B Marketing Guru on Campus?

Participate in this contest to prove your mettle against other Thunderbirds in the world of B2B Marketing and win a free dinner at the "Taste of India" - one of the finest Indian restaurants in Phoenix

Do you think you know everything there is to know about the field of B2B? If you do then here's your chance to prove it to the rest of the world. Just answer six questions. If you win, then not only do you have a claim to fame here at Thunderbird but you also get a dinner for two at one of the finest Indian restaurants in town - Taste of India.

To participate go to the General Section on the home page of MTB and click on the link *Are you the B2B Guru on Campus?* The competition will run August 11-17th, with the winner being announced on the 19th.

By **AKHIL KISHORE**

## New England Alumni Head for the Seas, Get On Board!

Thunderbirds in New England headed to the north shore of Massachusetts on June 28th to enjoy a cruise down the scenic Essex River. They met new people while floating through the salt marshes along the sheltered estuary near the Atlantic. Rare birds and lobstering were part of the scenery. A dinner at Woodman's, Massachusetts most famous restaurant for clams, followed the cruise where T-birds sat outdoors at the picnic tables and enjoyed the warm summer day.

The New England chapter is also taking a cruise to Nova Scotia, from Boston, on



Seated on the right, front to back: Regina Au, Lisa Lillelund and son Tahoe, Geoffrey Baum and wife and son, George Cookman, Stephen Frail, Jeffrey North, Mads Lillelund and son Dakota.

Left standing near Captain, Mary Anne North

September 12-14. More details on MTB under Events, New England, or at [www.acteva.com](http://www.acteva.com)

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

All letters to the editor, opinion and commentary columns express the opinion of the writer and not necessarily those of *Das Tor*, the student body, the faculty or the administration. *Das Tor* will not publish unsigned letters or commentaries but may consider withholding a writer's name on request. *Das Tor* reserves the right to edit letters to the editor, opinions and commentaries for length and clarity.

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## In Search of the Mystique

# Life in the "Real World" Has Mystique

Did you that right now, as you read, Mars is the closest it has been to Earth in almost 60,000 (about 191 million miles closer)?



Megan A. Staley

If you answer "No," I figured. What is my complaint you ask and why should I have it?

It comes from my joy of being in the "real world" for the summer, from being surrounded by people who know more about the current issues, politics, sports, theatre, city developments, and even astronomy than appears to be the case at Thunderbird.

When I chose Thunderbird for B-School, I consciously turned down other schools where I thought the conversation would only focus on the latest derivatives and marketing theories. But, it

seems that's all there is to talk about at T-bird.

I am not saying that students at Thunderbird are not well-read on current news topics outside the business realm. I am saying that, in my experience, they do not readily discuss them; and this troubles me.

If we are learning how to be international business leaders, learning about strategy, analyzing data, and finding new ways to communicate across cultures, shouldn't we be doing so in the context of the "real world?" Shouldn't conversations on campus focus on how what we are learning can be used in the communities which we will be affecting?

Don't get me wrong. Reading all the articles of the exciting business plans, speakers, TSG goals and student opinions is invigorating. Knowing that people on campus are committed to changing the school, and the world, for the better is

wonderful. Believing that my colleagues want to do business for good, for satisfaction, rather than an end-of-the-year bonus is comforting.

But, I don't want to talk only about what my focus area is and where I'm from. I don't want to complain about the food at The Commons or the crazy bus schedule in Archamps. Instead, I want to talk about concerts, politics, social issues, sports, local development... and how what I am learning affects these.

To me, Thunderbird is a bubble. To me, non-Thunderbird life has more of a Mystique. During your two weeks off, or as you graduate and move into the "real world," read, explore and discuss. Apply what you have learned instead of just talking about what you have learned.

*Megan Staley is interning with a non-profit, working on advocacy issues for low-income women and children in Boston for the summer.*

## TSG President's Letter

# A Matter of Pride and Perspective

It is time for us students to take a hard look at how we view our school and the role we play in making it a Tier 1 school.

We have a strategic plan and it will be executed over the next five years. The general view will be that Dr. Herberger and his management team will be responsible for delivering on that plan. But how do students get involved in the action?



Abe Jacob

How do we play our part in helping execute a part of that strategic plan?

Let me reiterate that for starters, we have to think in terms of the overall Thunderbird community. Our actions in whatever we do constantly impact the T-bird community and the brand name. Our efforts must be focused in this direction if we are to move up not only in the rankings but also in the minds of potential recruiters and other stakeholders.

One of the saddest things I have noticed on campus is the lack of pride in the school. Our time here seems to revolve around getting the MBA, getting that elusive job and complaining about everything that the school has failed to deliver. Yes, there are many things that need improvement. I will be the first to admit that. Believe it or not, the school is taking giant steps in that direction. There seems to be much better focus, communications and a sense of purpose than ever before. But we need to get you, the student population involved in this move forward. We must leave behind the mindset that creates a seemingly huge divide amongst students, administration and faculty. We have to think Thunderbird and work across borders to achieve the goals set out in the strategic plan.

I have the pleasure of knowing Joe Miller, Director of Admissions Outreach, who used to work in a top-ranked university in the northeast and who now works for us. He said that the biggest complaints from students at that university revolved around the very same issues we have. Quality of faculty, availability of classes.... You get the drift.

So now that the grass may not be all that greener on the other side, how about a hiatus in the "Me, me, me... now, now, now" syndrome? How about a huge infusion of something called pride? If you are not proud of your school, no one else is going to be. Why have we lost that same sort of enthusiasm we had in our high school and the pride we felt in supporting our favorite sports teams? How do we contribute to the success of the school while still here on campus?

*Our time here seems to revolve around getting the MBA, getting that elusive job and complaining about everything that the school has failed to deliver.*

To date, funds from the students TSG fees have been disbursed toward activities in the following categories: business clubs, sports clubs, regional clubs and the graduation gala. How can we better utilize this money? We will have to make very tough decisions come Fall with regards to the usage of this money. Would you prefer to see this money utilized to extend the reach of the Thunderbird brand through student activities? I would personally think so. Yet, there will be students demanding for equity and fair play based on past experiences and events. This is precisely why I am calling for that change in mindset.

Going forward, branding is a key initiative of the school. What better way to contribute from a student perspective than to help in the marketing of our

unique student activities to external visitors. We have to put our money where our mouths are. If we claim to be the No. 1 school in international management, then let us show the world that we are. With a little extra planning and collective effort, let us transform what we do best as students (regional nights, case competitions, rugby etc) and show the world that we mean business.

"Fire in the belly is the pride you feel when you pull on that red shirt," said Bill Shankly, one of the most famous of British soccer managers. Do we feel and come across as 10-foot tall when we say we are from Thunderbird?

I am also extremely pleased that while we were cleaning house here in Glendale, a group of students led by James Keefe, the TSG overseas rep in Archamps was making waves in our campus there. As you would have read in the last *Das Tor*, it has been a very busy summer for them and their web page is one I would consider a "must visit." Both the student governments in Glendale and Archamps are working towards a common vision, sustainable initiatives and accountability. As an institution that wants to be viewed seriously, we are working across the globe and administering student government activities and initiatives as we would in any business.

I would like to bid farewell to three members of my team, two of whom will be graduating and one who will be spending time focusing on starting his own venture.

Brick Bergeson, the Academic Chair patiently and empathetically took on everything that could possibly be thrown at one person - Curriculum and Faculty matters, Honor Council Rep, member of the Scholarship committee and member of the Curriculum Advisory

*Continued on Page 4*

## Corrections

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*.

# IBIC

## Newsletters Provide a Quick Read, Precise Information

### Business & Management Practices



The *Balanced Scorecard Report* is a newsletter developed by the creators of the balanced scorecard approach to strategic management through Harvard University. This newsletter delivers the latest research about and instances of implementation by organizations that have employed this strategic management system. Published bimonthly, *The Balanced Scorecard Report* covers topics such as business strategy, planning, strengths and weaknesses of the approach and performance management.



The *Harvard Management Communication Letter* provides guidance in the use of tools, techniques and ideas employed by successful management professionals. This newsletter gears its content toward the creation of persuasive and articu-

late executives. With a monthly publication rate, the *Harvard Management Communication Letter* focuses on effective & persuasive communication skills that would positively impact and advance the reader's management career.



The *Harvard Management Update* draws from real world experiences as well as scholarly research for their publication on management solutions. Through this method, the publishers are able to generate new ideas, pinpoint management trends, and solve current business problems. Published monthly, new remedies for business obstacles presented in this newsletter assist management professionals with continuing effective practice and improving their current skills.

Images from [http://harvardbusinessonline.hbsp.harvard.edu/b01/en/newsletters/news\\_home.jhtml](http://harvardbusinessonline.hbsp.harvard.edu/b01/en/newsletters/news_home.jhtml)

### Country & Region Specific Information

The mission of the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) is to contribute to the economic development of Latin America, reinforce economic relations among the countries in this region and around the world, as well as promote the region's social development. Based on these efforts, ECLAC publishes a monthly newsletter entitled *CEPAL News*. The objective of this newsletter is to make a scholarly contribution to the study of the economic and social development problems of the Latin American region as well as to highlight recent advancements for the cause.



Image from <http://store.yahoo.com/chinaonline/chinawatmon.html>

The *China Watch* newsletter is a monthly analytical report on politics, business, and the economy in the People's Republic of China. The publishers gear the information in this newsletter towards an audience that would include multinational business executives, diplomats, government officials and other professionals responsible for their organization's activities in China. *China Watch* attempts to sort through the vast amounts of information released to the public in regards to the politics and

economy of the PRC, and then present the most accurate analysis of this information as it affects the current business environment.



Image from <http://www.jftc.or.jp/>

The Japan Foreign Trade Council is a private-sector organization whose objective is to contribute to the prosperity of the Japanese economy and the development of an international society through trade. By publishing the *JFTC News*, the Council aims to present an accurate picture of Japan's role in the international trade industry, and to promote a better understanding of Japan in foreign countries.



Image from [www.koreaemb.org](http://www.koreaemb.org)

Korea Update is a monthly newsletter that reviews Korean affairs and is published by the embassy of the Republic of Korea in Washington D.C. This newsletter reports on worldwide developments as they affect Korea-United States relations. Topics addressed include politics, military relations, economics, culture, education and the actions of the United States Congress as they pertain to the Republic of Korea.

### International Finance

addresses current OECD issues of particular interest to the U.S.

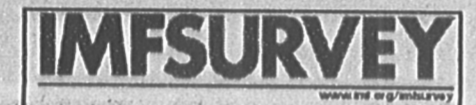


Image from [www.imf.org/imfsurvey](http://www.imf.org/imfsurvey)

The International Monetary Fund was established to promote international monetary cooperation among its 184 member countries, create orderly exchange arrangements, foster economic growth and provide temporary financial assistance to countries to help ease balance of payment adjustments. With the biweekly publication of the newsletter *IMF Survey*, the IMF provides topical coverage of their activities, policies, and research on global economic and financial developments.

### Other Interests



Image from <http://www.internationalliving.com>

*International Living* is a publica-

tion on international lifestyles for those thinking of relocating abroad. The newsletter covers topics such as living or retiring overseas and making international investments. A small classifieds section presents opportunities for real estate purchase or rental, travel services, and financial opportunities worldwide.



Image from <http://www.kingpublishing.com/publications/ntw/>

*New Technology Week* provides comprehensive coverage of advanced and emerging technologies both in the United States and abroad. This newsletter focuses on topics such as business opportunities and strategies as well as updates on federal policy and technology transfer. With a weekly publication rate, this newsletter is able to report on the latest technological developments that affect an organization's operating environment.

### Books & Bytes News from the IBIC



By KELLY KELCHLIN  
IBIC Reference Librarian

Newsletters are designed to help practitioners and professionals keep up to date on topics easily and quickly. They are publications that contain news of interest to a specific group, are short, and usually come out more frequently than journals; they are simply printed and quickly sent to readers.

Publishers of a newsletter will weed through all of the recent news on a particular topic, and present it in a condensed and subject specific format. These publications often will include useful short statistical tables, and offer advice or present solutions to problems that are held in common by a target audience.

The IBIC subscribes to numerous newsletters that span a broad range of topics and are true time savers for the international business professional. The newsletters can be found interspersed with the print journals in the IBIC's periodicals section.

The following are some samples of the newsletters in print in the IBIC; many others are available. Reading these on a weekly basis will keep you up-to-date on new developments in these areas of interest.

While all the titles listed are available in print format in the IBIC, several are available full-text through our various databases. Search for the title of your choice on the IBIC's online alphabetical index of full-text/electronic journals. Once the title is located, the index will direct you to the particular databases in which they may be found.

Newsletters serve as a concise and convenient vehicle for obtaining subject-specific information. Utilization of these often over-looked resources can supplement the knowledge and skills of every business leader.



## GREENTREE APARTMENT HOMES

Now Taking Reservations for Fall Term



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See our new signature services on-line at [www.greentreeapthomes.com](http://www.greentreeapthomes.com)

### SPECIALS

Look and Lease within 48 hours and security deposit and application fee will be waived. One month free with a 12 month lease agreement.

9, 13, and 15 month leases available. Come in and ask us about our other T-bird specials.

# 16 Improvements to T-bird Europe Underway

By JAMES BRANDON KEEFE  
U.S.A., Fall '03  
TSG Overseas Representative

"16 projects," this is what we have been working on. It means, "16 ways to improve not only the French-Geneva Center, but Thunderbird as a global educational institution." "16 projects" will be completed on August 15th 2003.

We, as TSG representatives in Archamps and in Glendale, with the student body in Archamps, France, would like to provide an example of how students have chosen to "raise the bar."

I personally want to thank the gifted TSG Archamps ensemble of Quinton Singleton (TSG Archamps Activities Director), Lynn Morrison (TSG Archamps Treasurer), Ryan Johnson (TSG Archamps Academic Chair) and Haider Abdul (TSG Archamps 1st Trimester Representative). We did it!

A thousand thank yous to: Dr. Yahia Zoubir (Managing Director), Marie-Laure Kienne (Administrative Director), Cynthia Zoubir (Director, European Admissions & Student Services), and yes, ma chéri Chantal Aublet (European Program Coordinator). You made it happen.

Most of all, I want to thank the summer 2003 class of the Thunderbird French-Geneva Center. We have shared laughter, joy, anger, frustration, and humility to finish "16 projects". I would like to present to the Thunderbird community, in a bold and straightforward manner, our work:

**Project 1: a vision for the Thunderbird French-Geneva Center.**

5 core values identified:

1) Differmony: the commonality in all differences, who we are;

2) Leadership: what Thunderbird creates, who we become;

3) Integrity: what students bring to Thunderbird;

4) Frontiers: the leading edge of international development, where we go;

5) Worldwide: 62 countries represented, where we are.

8 core purposes discovered:

1) "I want to make a difference that is where my heart is"

2) "No more suffering"

3) "Learn and appreciate my own culture"

4) "We need one another to survive"

5) "It is not about me"

6) "To find fulfillment"

7) "Who is the foreign student?"

8) "Together we make a difference"

"Unleashing excellence" at the Thunderbird French-Geneva Center led by Professor Youngdahl will lead us to the "core excellence factors" that a student may discover while attending the French-Geneva Center. (current findings will come after the deadline for this article)

**Project 2: Proposal - New position within TSG and restructure of TSG Archamps**

Creation of new position, named "TSG Overseas Director" in Glendale appointed by the TSG President.

Qualifications: must have at least spent one trimester at an overseas program

Responsibilities: voice of the overseas programs in Glendale, all Overseas reps (Archamps, Guadalajara, Tokyo) report to this director to ensure

communication and conformity with Glendale. Work on ironing out the kinks in the exchange programs offered.

**Project 3: Housing**

New options currently in negotiations: additional site in Archamps and Annemasse

Current summer survey created to address new real estate investment

**Project 4: Introducing the New "French-Geneva Web page"**

One of the best, up to date web pages on MTB and home of TSG Archamps.

**Project 5: Gala**

Over 100 alumni, faculty, staff, administration and students will attend the grand event held at Domaine de Divonne to increase exposure and connections within the region.

**Project 6: Security at the French-Geneva Center**

Security at the Center is finalized

**Project 7: Linking clubs to all satellite campuses**

Marketing club, Finance club, International Development club, Salsa club, UNICEF, Tee Birdies Archamps all seeking links with Glendale.

**Project 8: Evaluations**

Current conversations with Professor Sundaram and Professor Youngdahl have ensured us that the faculty evaluations are under reworks for more effective evaluation of our professors.

**Project 9: Increase course offerings**

Conversations with Cathleen Prudhomme, Professor Sundaram, and Dr. Zoubir on increasing the number of courses

## T-bird Europe Students Go Above and Beyond TSG Motto "Raising the Bar"

Thank you to:

Professor Youngdahl: "unleashing excellence" and pursuit of "excellence."



Professor William Youngdahl

Shannon Skaggs (U.S.A., Fall '03): serving as orientation leader to new students, working on bringing new International Development courses to Archamps



Shannon Skaggs

Norm Capistrano (U.S.A., Summer '04): a brilliant talent, just go to the French-Geneva web page.



Norm Capistrano

Francesca Pierini (Italy, Summer '04): creation of Tee Birdies Archamps



Francesca Pierini

Jaime Villagomez (U.S.A., Summer '04) presenting a plan for future housing option in the Archamps region



Jaime Villagomez

Amedeo Gaggion: (Costa Rica, Fall '03): hosting the first ever "Archamps soccer tournament"



Amedeo Gaggion

offered in International Development as well as entrepreneurial classes are underway.

**Project 10: Alumni connection**

Connection with chapter president, Maria Soldatos of the Geneva chapter, is secured and cooperative actions are taken to increase our presence in the region.

**Project 11: Company sponsorships**

Conversations with Bloomberg led by Professor Lhabitant are underway and

being addressed for possible corporate sponsorships.

**Project 12-16: IBIC, maintenance, inventory of resources, interior décor, room reservation** Completed.

I cannot reiterate how "Mettre La Barre Plus Haut" has benefited the students here at Thunderbird Europe as well as the faculty, staff and alumni. And for future students, we hope that our experiences here will be a forthcoming of what is to occur in Glendale in the fall.

## CMC Upgrades to a New User-Friendly Atmosphere

By JEREMY CASTLEMAN  
U.S.A., Fall '03  
TSG-CMC Student Chair

The Career Management Resource Center has experienced a "makeover" and received a fresh coat of paint this summer. The drab gray metal tables and shelving have been replaced with attractive, warm-toned wood tables, matching bookcases and display racks. This new environment offers seating for 20 to 25 people. Additionally, 10 stand-alone PC stations and five laptop connection port stations offer access to the Internet, various career-related NetWare and MTB. A fax machine and copier are available to use for job search activity.

Dean Warner, Manager of Thunderbird's Global Market, has donated artwork from his international collection. Colorful pieces from around the globe are

expected to be in place shortly and will add a warm touch to complete the upgrade. All of these amenities are creating an atmosphere even more conducive to job research activities.

If you are not familiar with the Resource Center, take a few minutes to stop by the first floor of the CMC/Executive Education Building and see what is available there. It is open M-F, 9a.m.-5p.m. Ron Schuler, Client Services Manager, and Karen Friedberg, Information & Operations Manager are dedicated to providing excellent customer service, and are available to answer your company research questions, help you locate materials, and offer assistance as you navigate the MTB job search tools. Ron can be contacted by phone (602.978.7882) or email schulerr@t-bird.edu to reserve an item.

## Did you Know ... CMC Resources For Your Job Search

Did you know the Career Management Resource Center maintains files on over 400 companies, along with a recently expanded collection of career-related books, periodicals, videos, and CD ROMs? There is a comprehensive collection of company and industry insider guides published by Vault.com and WetFeet.com.

Some of the recent additions include videos, three more business periodicals - Business 2.0, The Economist, and The Phoenix Business Journal, and numerous hard cover books including Best Resumes & CV's for International Jobs, Directory of Business Information Resources, Federal Jobs: The Ultimate Guide, Directory of Websites for International Jobs, and an updated Directory of American Firms Operating in Foreign Countries.

If there is a job resource or additional job search materials that you would like to see included at the Resource Center, please stop by the information desk and let the CMC staff know. They will be happy to secure any affordable resource for everyone's use.

## TSG Continues to Challenge Students to Get Motivated

Continued from Page 2

Panel.

Jeff Boyd, our Treasurer streamlined all our accounts and accounting processes and has been the conscience of this committee.

Jim Small, the Student

Activities Chair...what can I say? He's been our unsung hero all trimester long. A small step by Jim translates to a giant leap for a club or the community. They have been instrumental in turning things around and ensuring that the measures implemented will benefit the Student

Government and the Thunderbird community for a long time to come.

I wish everyone a fine sprint to the finish line for the Summer trimester.

Salut,  
Abe Jacob, TSG President  
Singapore, Fall '03

## From shots to sips, T-birds bid a Tequila farewell

By JUAREZ LOWE  
Malaysia, Fall '03

One of our last events was the Thunderbird Summer in Mexico Program's traditional visit to the Jose Cuervo factory and hacienda in the town of Tequila, 45 minutes out of Guadalajara. It is probably not a surprise (viewing the rows and rows of blue agave plants) to find that the main product of the town is indeed Tequila.

We were taken to the fields of the blue agave. The master *Jimador* (person who trims the agave plant) demonstrated how to trim the leaves and roots within 45 seconds, leaving the starchy "heart."

We then went to visit the factory where the "heart" was cooked until sweet. The juice from the plant is then extracted and this sweet liquid is fermented and distilled until tequila is produced.

There are many different types and grades of tequila. Around 94% of tequila is produced in the state of Jalisco (The Jalisco car license plates show a picture of the blue agave. The best tequilas are all produced with just the blue agave - often the rough mixes reminiscent of shots and college days are mixed with fermented sugar cane.

Tequila can be blanco - bottled immediately after distillation, reposado - aged at least two months and *añejo* - aged at least a

year. Blanco, as the name suggests, is a clear and fiery brew. Reposado is smoother and slightly darker but *añejo* is much smoother (both are aged in oak barrels).

We were also invited in to the cellar to try the family reserve which was aged much longer, giving the tequila the taste and smell of a fine cognac. This was the stuff for sipping - not

*After the rodeo in the huge grounds we went to the dining room. We washed down our sumptuous lunch with more margaritas and chilled shots of tequila while listening to the mariachis.*

shots and frat parties. It is interesting to note that tequila producers are now trying to go up market - from shots to sips.

We were also shown a video depicting a brief history of tequila. It was brewed by the indigenous people prior to the arrival of the Spaniards. It was the first Don Jose de Cuervo, who set up a factory for brewing tequila. In the early 1900s it started winning awards in Europe and spread around the world. Jose Cuervo is also one the 100% Mexican owned and operated tequila factories in Mexico.

After our tour of the factory, we went to the Jose Cuervo mansion. Our three knocks on the

heavy wooden doors opened us to our mariachi welcome. We were treated to a mini rodeo show - on our way tasting a variety of margaritas. After the rodeo in the huge grounds we went to the dining room. We washed down our sumptuous lunch with more margaritas and chilled shots of tequila while listening to the mariachis.

We really felt like we had the VIP treatment all the way - especially when we had a private viewing of traditional Mexican dances performed by dancers from the Balet Folclorico.

Apart from food and drink, it was a beautiful way for those of us on the summer program to bond at the end.

They say time flies when you are having fun - for me it feels like I just arrived but we are leaving in two weeks. Among our take-aways are learning about another culture, language and people - and a few bottles of tequila.



Above: Master *Jimador* demonstrates how to trim the leaves and roots of the blue agave plant.



Left: Students Smell the plant after it has been harvested.



Below: Students listen to a presentation depicting how tequila is made

## La Única Mujer Tales from the Lone Girl in Guadalajara

By ALEXIS GLENN  
U.S.A., Summer '04

People often ask in conversation, *Entonces, donde estan las otras mujeres del programa aquí en Mexico?* (Translation: So where are the other ladies in your program here in Mexico?) As I reply, *Pero no hay otras mujeres en este programa, yo soy la única.* (Translation: There aren't any others, I am the only one.) I have received varying responses ranging from envying remarks like *Ay, que suerte!* (Translation: How lucky!), to remarks of pity like *Ay, pobresita!* (Translation: Oh, you poor thing!) and all those in between.

Being the only female has been an eye-opening experience to say the least and has given me some real insight into the male psyche. Some of the locker room talk is enough to make my ears blush. So what is it like being the only girl in the program you ask? Well, there are definitely pluses and minuses to the situation. Of course it is always nice to be serenaded by the cute mariachi band players, because you're the only girl; but, sometimes it can be hard not having any female pals around to chat and do girl stuff. Of course it never hurt to have fifteen big

brothers watching out for you either.

Although, I could probably written a book on the gender subject, I have decided to focus my energies on studying the rich cultural interactions within Mexico. While hanging with the guys is cool, I decided to also explore other avenues in Guadalajara.

The solution that I found was to get involved, involved in the culture, the life, and the beautiful sights and happenings in the city of Guadalajara. I began a search for activities to become more active with the locals. I joined a gym, and by the second week was doing step aerobics, spinning classes, and began a weight training program. This was great because not only did it help to balance out my scholastic schedule with physical activity, but it helped me practice Spanish and meet locals. I finally just figured out, in my last days here in Guadalajara that the aerobics teacher would always shout out what I thought was "S.O.S, S.O.S.!" cries of help was actually *Eso es! Eso es!* in other words say "That's it! That's it!" not cries of help at all, but rather shouts of encouragement.

I also became very involved with an active Salsa

group here practicing several times a week and hitting the dance floor as often as possible. This was a great outlet of fun and socialization. The group immediately embraced me and let me into their circle and congratulated me on being a foreigner with "rhythm." They were always cheerful, welcoming, and ready to dance. This was a truly cultural experience because as the only foreigner I gained a lot of cultural exposure because not only did they help me with Latin dancing, but spending time with them greatly improved my Spanish and knowledge of the culture.

I also befriended some local Greeks in the area. By that I don't mean the fraternity / sorority kind. Being of Greek heritage myself, wherever I go I always seek a Hellenic Community. After meeting the owner of a local Greek restaurant and visiting Casa Helenica, the local Greek cultural society, I was introduced into the local community and invited to local gather-



Top: The Guadalajara Group at the Jose Cuervo Mansion.



Right: As the only female, Alexis is always serenaded. Here she poses with mariachi players at the Cuervo factory.

ings, parties, and concerts. It was so interesting to see the mixture of the Mexican and Greek cultures combined into one, as I had been accustomed to with the Greek-American cultural mix.

After being in Mexico awhile, I started to mix my Greek and Spanish so much that it became hard to distinguish which language I was speaking, *Yasou*

*Amigos!*  
Looking back on my time in Mexico, I feel that it was well spent. I think the experiences I had and the knowledge I have gained is immeasurable, even if it did mean being *la única mujer!*

# The Mexican Buzz

By JOSH FIELDS  
U.S.A., Summer '04

It has come to my attention that the recent lack of interest in the Guadalajara, Mexico Summer Program could lead to its eventual demise. A number of years ago the program had an enrollment of over 90 students, whereas this summer it stands at only 16. Well I'm going to let you all in on a big secret; the Guadalajara program is *Buenissimo!*

To begin with, the Thunderbird professors coming to Guadalajara are top notch. Although, the teaching assignments are made on a rotating basis, I believe the administration has committed to improving the faculty on the program (previously there were complaints about visiting, and locally contracted professors that weren't up to snuff). The quality of the professors coupled with small class size, generally ranging from six to twelve students, has created a unique learning experience. Class discussions are robust and well focused, and close contact with the professors creates a level of interaction impossible in a class of 25, let alone 60 students.

Also, Mexico is an ideal location to learn Spanish. Although I don't have the enrollment figures, I believe it's safe to assume that Spanish is the most studied

foreign language at Thunderbird...so what better way to learn than to live in a Spanish speaking country?

From a cultural and business perspective, Mexico offers numerous opportunities for learning outside the classroom as well. The Guadalajara Program organized numerous outings to regional points of interest such as Guanajuato, San Miguel de Allende, and of course the visit to Tequila (yes, an actual place where they happen to distill

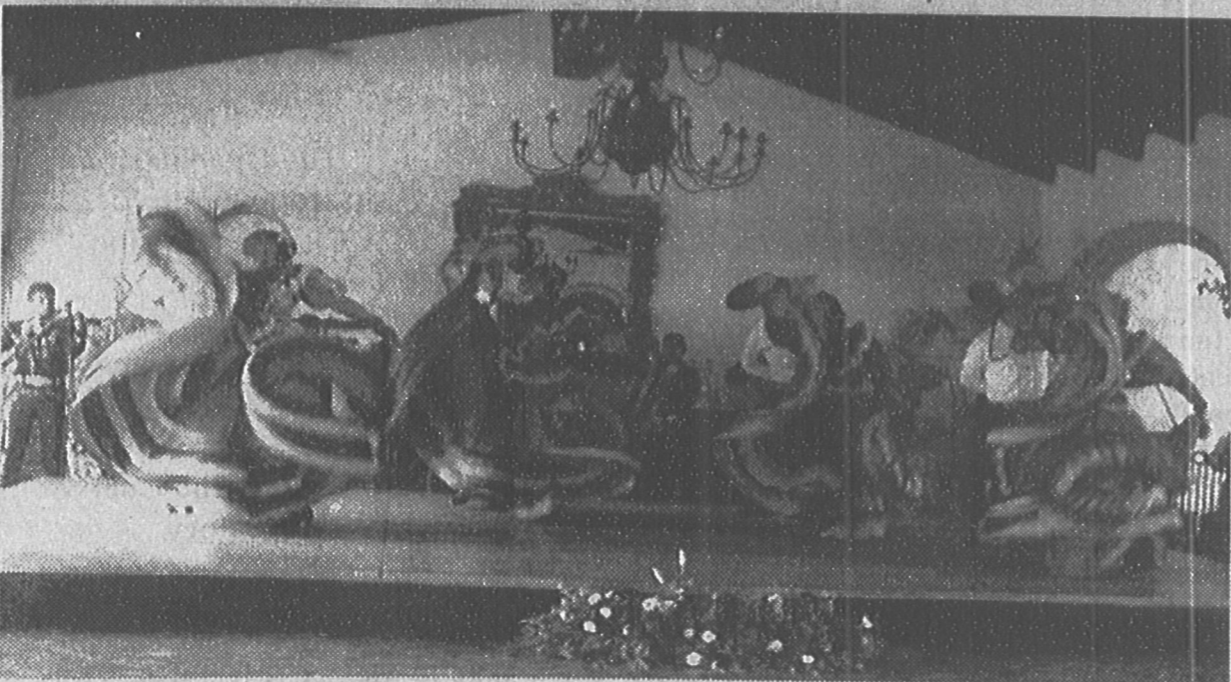
the famous libation). The program also arranged a broad spectrum of company visits ranging from IBM to Global Vantage, an aeronautical industry start-up founded by a T-bird graduate.

Finally, and most importantly, the friendliness and open-

ness of the Mexican people is rivaled in few places of which I am aware. The Thunderbird program organized case study projects and negotiations workshops in which groups of T-bird students and MBA students from La Universidad de Guadalajara were formed, and findings were presented. I believe that I can speak for all the students on the program when I say that we were warmly received by our Mexican hosts.

So, to those with the opportunity to participate in the Guadalajara Summer Program, *Aproveche!*

*The quality of the professors [at the T-bird Summer in Mexico program] coupled with small class size, generally ranging from six to twelve students, has created a unique learning experience.*



# Beat the Heat, Save the Program

By ADAM SHANKS  
U.S.A., Summer, '04

For nearly the past thirty years T-birds have been going to Guadalajara to beat the heat of Glendale. A Fulbright scholar and congenial Georgian, Doctor Steve Morris leads the Guadalajara program and teaches RBE Latin America at Guadalajara. Professor Morris teaches full-time at the University of South Alabama and specializes in corruption in México. His teaching philosophy does not confine the students to the classroom, but rather he designs the program to get the students out of the classroom to experience Mexican culture and business in practical settings.

These experiences are enhanced by the camaraderie not only between students, but also between students and faculty. The students' greatest experiences of México, however, are the ones pursued by the students themselves. The nightlife of Guadalajara is *fantastica*; the beer is cheap and the *Tapatios* (Guadalajarans) are eager to meet foreigners. If you are so inclined, you could even have a Mexican girlfriend or boyfriend for the summer.

If staying in Guadalajara is not enough, students oftentimes visit one of the many beach resorts such as Puerto Vallarta for the weekend. Honing their Spanish with native speakers, T-birds relish this unique opportunity to experience *la cultura mexicana*.

Alas, the administration may eliminate the Guadalajara program. The Guadalajara program seems to be competing with the Archamps program for promotion. Whereas Archamps is more actively promoted by the university, Guadalajara receives scant coverage barely warranting a notice on students' home page on MyThunderbird.

This is Folly. For whatever reason the university promotes Archamps over Guadalajara, ignores reality. México is the US's 2nd largest trading partner whereas France ranks 9th.\* The Latin American region in general, with the existing and ensuing free trade agreements, will be far more economically important to the US than France or

Europe. I hope that my comments not be misconstrued as excessively US centric. I am merely suggesting that the neglect of the Guadalajara program disregards the needs of the students.

According to Julie Plombon of the Overseas Programs office, this summer only 16 students studied in Guadalajara while 97 went to Archamps. Yet, according to James Scott of Academic Affairs, for the Fall 2003 semester there are so far 80 track 1 Spanish students and 29 track 1 French.\*\* Indeed, only 9 track 1 Spanish students were in Guadalajara this summer.

There are too many students who are track 1 Spanish and/or who focus on Latin America staying in Glendale to suffer the 110° plus heat (temperatures in 70's and 80's are the norm in Guadalajara). Because so many students are willing to pack their bags and go to Archamps every summer, suggests that demand for students' wanting to go to Guadalajara is plentiful. Promoting the Guadalajara program will not be done at the expense of the Archamps program. Drawing students from different focus areas and different language tracks, the two programs are mutually exclusive. Both programs can survive and flourish together.

Keeping the Guadalajara program will take not only the willingness of the administration to promote the program, but also the initiative of the students to pursue this international experience as part of their tenure at Thunderbird. Thunderbird maintains its #1 ranking in part because of its international programs, eliminating the Guadalajara program could only jeopardize this ranking.

(\*<http://www.ita.doc.gov/td/industry/otea/usfth/aggregate/H01t58.pdf>)

\*\* These figures for Fall 2003 are likely to increase as more entering students participate in the language placement exams. French - 19 currently enrolled, 10 entering. Spanish - 51 currently enrolled, 29 entering.



Top Left: Students stand in the middle of a blue agave field, at their Jose Cuervo tour. Bottom Left: Students enjoyed the Balet Folclorico at the Cuervo mansion. Above: "Los barrachos"



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# Overseas Experience Is Culmination of Mystique

By **MANISH PUNJABI**  
India, Summer '04

"Pack your bags. That's your itinerary." That's my boss ordering me off to some urban centre in Venezuela for a few months. Next assignment is to cover a state of India for a few weeks and finally then settle in northern Africa for the remainder of the year to re-capture lost market share. Well that is how I envision the next few years of my life. The reason? I am the chosen one - my MBA has prepared me to adapt linguistically as well as culturally in the global diversity - akin to a chameleon in the forest.

And all this is possible only due to Thunderbird's intrinsic value - cultural diversity. It is available to you only if you choose to take the opportunity. The chance to touch the tip of a culturally diverse world that beckons you to feel the warmth of other cultures.

I took a couple of trips outside school and both times with people of completely different origins. In simple terms, that is - people holding completely different passports.

An incident that remains etched in my mind is when I was given a ticket for speeding in the Mont Blanc Tunnel. (Indians are generally good city drivers - empty roads excite us.)

While negotiating a deal in Spanish with the Italian police, I picked up a few words which effectively conveyed - four different passports - from four different parts of the world. Where the hell did these people come together? The Italian Police were amazed to find the odd combination of an Indian, Tanzanian, Singaporean and an American. Well that was on my trip to Nice. (And because I don't speak Italian and they did not speak English - the closest I could get was Spanish - in case you were wondering.)

The next trip: to watch the Bullfight in Pamplona, Spain, was of the same nature. People representing four different continents in a Saab. The waiter at restaurant in Huefsa had his eyebrows

raised when he saw an American, a Brazilian, a Nigerian and an Indian together.

All this is possible only through Thunderbird. In fact, on the trip to Spain there were only two common strings - all from Thunderbird and all spoke Spanish to varying degrees.

The extrinsic values as found in top-notch B-schools - world class faculty and courses, remarkable infrastructure, interaction with businesses etc - are also present. However, what gives Thunderbird the edge is its intrinsic strength - cultural diversity.

Even the faculty reflects Thunderbird's diversity mantra - Australians, focused and dynamic, taught us Accounting and Marketing, a sharp British Phd. in Economics flew in weekly from Hungary to lecture on International Political Economy and a practical Swiss Investment Banker hammered Net Present Value of Finance.

As they say "Learning by doing," I have seen this intrinsic value at work on numerous occasions. For example; the course in Human Resources covers "how hard wired is Human behaviour" - that is how we perceive stereotypical behaviour.

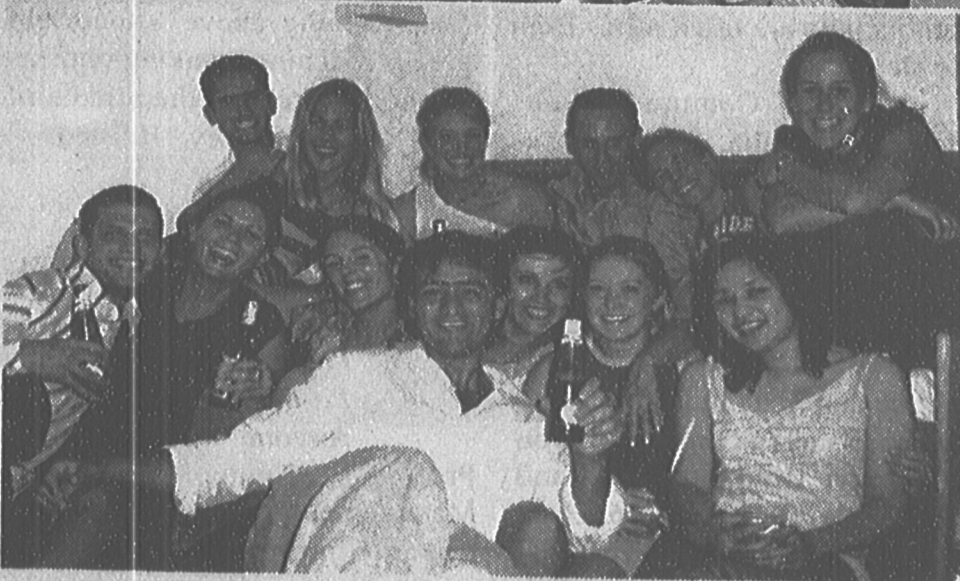
Well, let me ask you - What do you think of Italians? - Rash drivers, lazy and always late? Well my Italian roommate is quite the contrary. A gem of a person, he has practically shown me how hard-wired we all are with our myopic view of other cultures. My Tanzanian roommate, no less of a gem, has taught me some valuable lessons in diplomacy.

The old English adage is "Don't judge a book by its cover." I think that it should be revised to "Don't judge a book by its genre."

Despite really steep fees (Imagine paying 20K USD for 3 months, while my friends pay 20K annually at other top notch American Universities); T-birds actually pay for the Thunderbird experience. Before I joined the French-Geneva Campus, I used to wonder what the much talked about experience was -



It's the addition of a new value to your system - Exposure to the idiosyncrasies of different cultures. Where else in the world will you find a Finnish girl who is fluent in as many as seven languages, where one of them is Chinese. Where else in the world can I say that I am the only Indian student in the campus of a 100? (That is



Top: Diversity Evident- Thunderbird Europe, Summer 2003 Class, poses for group photo.

Bottom: Traditional wine tasting gathering

only at the French-Geneva Campus though. ..) "Who is the foreign student then?" as one of the French-Geneva campus staff puts it.

My co-hort, which represents some 14 countries, allows me to proudly say that now I have a house in all these countries - should I choose to visit. And that I may be having more T-birds than family at my wedding. My extended family comprised of different cultures is all due to a melting pot known as Thunderbird. While I envision becoming

a global leader, it's the understanding of different cultures - opening of the cocoon to the world - that is my greatest take-away from Thunderbird.

*The views expressed solely of the author, Manish Punjabi, and not that under influence from external agents. The author dedicates this article to the French-Geneva campus in Archamps, France and his Co-hort. The Author can be contacted on mpunjabi@global.t-bird.edu.*

# The Gaillard Case (Three Latinos, Dos Gringos ...)

By **AMEDEO GAGGION**  
Costa Rica, Fall '03

It was a gray and rainy afternoon when I as thinking about the problems of my company and how to solve them..... But wait a minute, this is not a Harvard case, this is true life and it is a record hot Sunday afternoon in the French summer in scenic Gaillard.

The question now is again relative to our expectations, is this a trip just to put more stamps in our passport and take a few pictures or is it something more? Well, it definitely is something more, and furthermore it is the opportunity to open our eyes to cultures that put more emphasis on quality of life and personal development than on money and spending.

At first sight this environment looks strange, unfriendly and archaic - few stores open after 8 p.m., super markets close for lunch and we don't have internet access at home. Well the truth is that sooner or later everybody adapts to this system, but this is not truly an adaptation, it is all about getting organized. Who wouldn't like to have a month of

vacation every year, two hours for lunch, and a 36-hour work week?

Few times in our life do we take the moment to question and reflect on how absorbed we are with a lot of artificially created necessities (or as Professor Ram says... "synthetic"). Is it really necessary to have 24 hours-per-day internet access (quantity) or 24 hours for yourself (quality)? Cyber addiction (email, surfing the web and chat rooms) is becoming a major problem world wide; while we definitely need to communicate and the internet is great tool, it is not life. I leave you with this thought in mind.

The substance of this article is to go over our experience and share a couple of insights of the French-Geneva Center. Let's start just on the arrival date - your group gets stopped at the border by a *duogane* officer, who asks for our passports. Suddenly he/she looks confused when realizes a bunch of colorful passports from all over the world, and, moreover, from countries which seldom cross there.

Where can you travel? To any place that you can imagine within Western or Eastern Europe - the key point

is to book in advance, remember your passport and look for easycompanies.com.

Check your agenda and start calling those old European buddies that you haven't seen in a long time or were your classmates.

You will shortly realize that there would be a planned trip for every week and that your friends would be more than delighted to host you and proudly show their country.

If you aren't up for travel every weekend, "Geneve Summers" are great with lots of Music Festivals, lake parades, Sindy Parties, Geneve Plage and Interlaken. There are many more outdoor activities such as paragliding, hiking,



Students relax and party at Apart Vallee, avoiding "artificially created necessities"

canyoning, and also the Archamps mixed soccer tournament. This is just a quick glance.

Last but not least, I want to reemphasize the importance of Thunderbird Europe for its cross-cultural experience as a character and tolerance builder, not for its academic regimen.

## Skiing the Alps in the summer? Anything Is Possible in Archamps

By SHANNON SKAGGS  
U.S.A., Fall '03

When you approach the ski company Dynastar's somewhat rough looking warehouse, production center and offices in Sallanches, France (45 minutes from the Archamps campus), you hardly think these 450 employees could stay focused on work in this gorgeous Alps setting. The sun shines brightly onto the snow-capped glacier of Mont Blanc which hangs as the backdrop to the Dynastar corporate headquarters. This proximity to the slopes definitely gives the company name even more credibility on the market than its competitors who are often miles from the slopes.

The Communications Manager, Auralia, dressed casually in Birkenstocks and a cut off t-shirt, kindly gave 10 T-birds an intricate 2-hour tour starting with the Dynastar museum. (Clearly we were a bit overdressed in suits, ties and heels.) We gaped at the skis that had obtained historical fame, such as those that won an Olympic Gold in the 60's and skied down Everest in '96. Even big names like Jean-Pierre Vidal won the slalom in the recent Salt Lake City Olympics on

Dynastar's racing ski.

We then proceeded into the dark and loud factory filled with wood shavings, foam core injection material, glues and tars, and plastic packaging. It was a complete production facility that started with blocks of wood and after 25 plus stages, turned them into market-ready skis. Now we understand why skis are so expensive! Dynastar outsources only the graphic ski designs but does all other production in-house in Spain (snowboards), France, Italy and China, at Dynastar owned facilities.

While touring the factory, we noticed a plaque with the *Declaration of the Rights of Quality* hung above a loud and greasy machine cranking out skis by the hundreds in the middle of the Dynastar factory. It listed:

- Training
- Communication
- Participation
- Accountability
- Excellence
- Prevention
- Partnership

Anyone who has taken Professor Youngdahl's Ops Management class knows that these are the pinnacles of success in production. Dynastar knows that as well.

After the tour finished, Dynastar's International Marketing Director, Jean Philippe Pineau, completed our day with a casual Q&A and Power Point presentation in French in their "show room" which resembled an actual ski lodge. It even included a wood burning fireplace and had every ski, snowboard, boot and pole that Dynastar released this season decorating the walls.

The presentation detailed Dynastar's focus on selling the complete ski package of Look bindings, Lange (pronounced Lawn-je) boots and Dynastar skis and snowboards as well as a line of ski/snowboard clothing. They sell 580,000 pairs of skis per year with the U.S. and Europe accounting for 30% each and Canada at 6%. As for market share, they dominate the market in France with a 22% market share compared to only 7% in the U.S. and 3% in Germany and Austria. Their growth rate is 3-4% per year in these under developed markets.

A fellow student, Philip Jeffreys, teased me on the bus ride to Dynastar that he skis



Students pose with Dynastar skis

Dynastars, and well, since I had Rossingnols, there was no way I should get the "non existing" internship. As it turns out Rossingnol has owned Dynastar since 1967, the fourth year after Dynastar's inception in 1963. It competes only indirectly with the three biggest ski companies worldwide - Rossingnol, Solomon and Atomic.

In order to not cannibalize Rossingnol's ski product lines, Dynastar has focused on a niche market. Dynastar continues to set itself apart by distributing only through specialty stores, using athletes and ski instructors to build credibility of their products, in addition to using R&D to

push the technological advances in custom and specialty skis, such as a new model especially designed for women. Of the 6 million "gliding engines" (as the Director calls them) that exist on the market, Dynastar targets 2 million for their products.

For skiers and non-skiers alike, we all found it very interesting to see the marketing that defines Dynastar and how it is used to make Dynastar a leading competitor in the competitive ski market. So, if you need new skis this season check out Dynastar's new "Trouble Maker" line and shred it up in the free ride areas of the Alps! See you here next trimester!

## Students Relish the Opportunity To Learn From Each Other Daniel Pena Shares His Aspirations with Classmate

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

Getting to know a student at Thunderbird is an experience that can be quite fulfilling. One of the great students I have had the chance to get to know is Daniel Pena. We first met in our peer group The Sidewinders during our first trimester in fall 2002. During that trimester, I served as Daniel's campaign manager when he ran for the position of First Trimester Representative. (He was voted into office.) For the spring 2003 trimester I chose to leave Glendale and come to the French-Geneva Center (FGC) while Daniel chose to stay in Glendale. Although we obviously did not hang out during the spring trimester, Daniel decided to join me at Thunderbird Europe for summer 2003.

So, now that I am the FGC TSG-Activities Director for the summer trimester and a hopeful for Overseas Representative for fall, I figured I should take the time to introduce you to a good person.

*Q) What did you do before you came to Thunderbird?*

D) Before Thunderbird, I was working for the Customs Department of my country, the Dominican Republic. I was also helping run the youth section of a Dominican political party that is currently in office. I've been involved in politics since I was 16 years old and it forms a big part of

my life.

*Q) Would you describe your country?*

D) The Dominican Republic was the first place discovered in the American Continent. For years now, it has been the most visited place in the Caribbean; therefore tourism is our main economic activity. We are the second country with the most number of baseball players in the major leagues, Sammy Sosa and Alex Rodriguez are some of our best representatives. Sadly, in economic terms, the Dominican Republic can not satisfy all basic needs for its population, like poverty that is present in many areas of the country. Hopefully this situation will improve in the future as the society as a whole is making contributions to build a fairer country for everyone.

*Q) What opportunities exist in your country?*

D) The FDI in the

Dom. Rep. has been consistently increasing. Because of past economic improvements and political stability many international companies have decided to invest in the country, and as a result you see a more open and global market everyday. For all T-birds interested in working in Latin American, I encourage you to consider the Dominican Republic as a possibility.

*Q) Why did you choose Thunderbird?*

*Continued on Page 10*



Quinton Singleton and Daniel Pena on their way to Gala

# COUNTRY GABLES

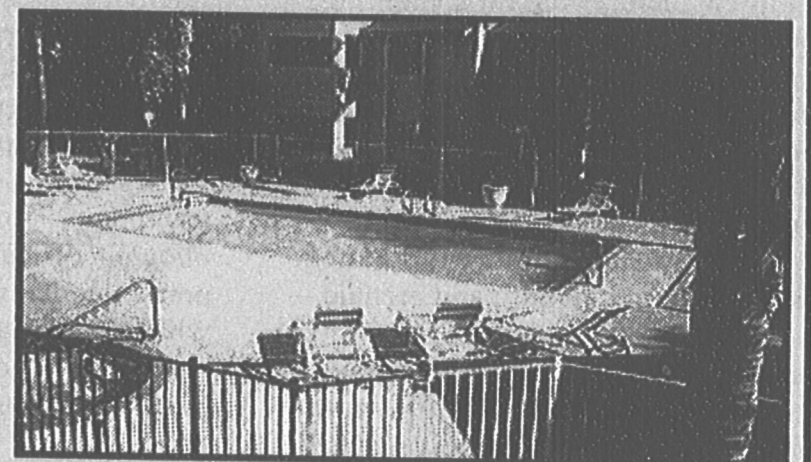
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## Tee-Birdies Drive Across the Pond

By **FRANCESCA PIERINI MUSTO**  
Italy, Summer '04

When I first started the program at the Archamps campus, I was surprised to see that there were not any sports clubs. I believe that sport clubs are a very important aspect of an academic environment. I believe a sporting club at Archamps can give students additional opportunities to experience the beautiful setting of the Haute Savoie region, offer students an opportunity to interact and network within a non-academic setting, and help release the stress that accumulates during exam periods. Additionally, the sport club could create opportunities for the students to interact with people from outside the school.

After gathering the information on how to constitute a sport club at Thunderbird I decided to create the Tee Birdies Golf Club. I very much want to thank TSG, and particularly our TSG Archamps representative, James Keefe, for supporting the creation of the club. According to the administration, it was the first time that T-bird Europe had ever had a golf club.

The response was quite pleasing: 25 students signed up, or almost one out of every four students here at Thunderbird Europe cam-

pus. I believe that this strong turnout was partially due to the fact that one objective I set for the Golf Club was that it would be a club for those who had played before and also for those who had never played before. For those who had never

played golf I have organized outings to driving ranges, a perfect start for an inexperienced golfer. For those who already play, I organized club trips to the various courses around the region.

We played in several locations this summer, including in Annecy, Evian and Les Gets.



Students at Thunderbird Europe play the picturesque courses around Geneva

The latter is a ski resort that is turned into a 18-hole golf course during warm seasons, and surrounded by a breath-taking 360-degree view of the French Alps.

I will be moving to Glendale this fall where I will finish my program, and I am currently looking for the an enthusiastic volunteer who is willing to keep running the newly born Tee Birdies here in Europe, including the web link on MTB.

There is a lot of golf out here and if you are planning to come to the European campus do not forget your clubs!

## Uncovering Iceland's Mystique

By **LUIS CARLOS BARQUERO**  
Costa Rica, Spring '04 and  
**NATALIA TAFUR**  
U.S.A., Spring '04

As we sipped our first Icelandic beer on our Iceland Express flight due to land in Reykjavik at any minute, we tried to fathom what adventures Iceland would have in store for us. After cluelessly withdrawing thousands of Icelandic Krona from the airport ATM, we hopped in the taxi toward the capital. We felt like children as our taxi led us across a treeless terrain representative of the surface of the moon covered in verdant moss. In some respects we did feel as though we had landed on another planet as Iceland is often referred to as the remote and forgotten island of the Atlantic.

Iceland is an island slightly smaller than the size of Kentucky, located between Greenland and the UK. It is a mélange of volcanoes, geysers, glaciers, waterfalls, lakes, and luscious countryside. Although the island has 20 million years of existence, it only declared its independence from Denmark in 1944. The Icelandic language, imported by its Viking founders, is considered to be one of the purest of the Nordic languages. Iceland's largest export comes from its fishing industry. Although 70% of its economy depends on this sector, it only sustains 12% of the workforce.

Iceland's next largest resource is its large abundance of geothermal energy. In fact, Iceland is trying to promote its large source of low-cost energy as well as other exports to countries through an effort called Iceland Naturally. This organization is equally funded by the Icelandic Government and the local private sector, to promote Iceland's trade and tourism abroad. In fact, Thunderbird has an ongoing relationship with Iceland Naturally through the International Brand Management class taught by Professor Richard Ettenson. A team in Professor Ettenson's class evaluated the brand positioning of Iceland Naturally. Ettenson has been impressed not only professionally but also personally with his Icelandic colleagues. He enjoyed the project because the project team was able to make impressive recommendations.

Like he stated "it's so nice to work with organizations

where you can make a difference. After our meetings in NY, Iceland Naturally took action on most of our suggestions."

Another example of Iceland's relationship with Thunderbird is the visit of Jón Baldvin Hannibalsson, the Iceland Ambassador to the U.S., to campus in fall 2002. As the Ambassador began to unravel the Thunderbird mystique, our curiosity for the Icelandic mystique flourished.

This mystique led us to uncover one of Europe's best kept secrets, the warm island of the North. After some crafty Thunderstalking on MTB from the Archamps campus, we were able to set-up an unofficial T-bird alum encounter where we were greeted by three Icelandic T-birds. The Icelandic hospitality didn't stop there. It was followed by home cooked meals, nightlife outings, and a hike up a local mountain.

To quote our favorite Iceland T-bird and recent graduate Gunnar Asgeirsson, "people come to Iceland for two reasons, the nightlife and the nature." We decided to venture out and discover exactly what nature Iceland had to offer. We bit the bullet, paid for an excursion named The Golden Circle, and hopped on a bus with 40 other curious tourists. Although we could have done without the tourist herding, we were provided with a rare glimpse of the fantastical Icelandic landscape which could be equated to the scenery from *Lord of the Rings*. We also learned a bit of the local customs. In Iceland, your last name changes with each generation. Your last name is simply your father's first name plus the word son or daughter. This often creates great confusion for foreign immigration officials when Icelandic families travel abroad since a single family can have up to four different last names.

Leaving Iceland brought no joy, except to our wallets, as Iceland prices made Geneva seem like Prague! As we sat in the airport spending our last coins on a farewell Viking, our local beer of choice, we began making plans for our next visit to Iceland. So our message to T-birds everywhere is two-fold. First, VISIT ICELAND and lastly, never underestimate the power of the global Thunderbird network.



Luis Carlos, Natalia and Cody Sutton enjoy the scenery

### WINTERIM 2004 COURSE OFFERINGS

#### GLENDALE WINTERIMS

- GF5487: Taking Leadership to a New Level
- GF4601: Export / Import Management
- GF5450: The Entrepreneur/CEO/Founders Seminar
- GF4232: Hedge Fund Investing
- GF4233: Mergers & Acquisitions
- GF5795: Political Risk: Analysis & Mgmt in the Age of Terrorism
- GF4802: Conflict Resolution for Mgrs in a Global Community
- GF4705: Asia/Pacific Rim Management Cases & Issues
- CH4200: Chinese Business Language

#### OFF-CAMPUS WINTERIMS

- GF5712: Business Intelligence (Archamps)
- GF4240: European Financial Markets (London/Geneva)
- GF5640: Winterim in Chile, Peru & Argentina (Chile/Peru/Arg)
- GF4277: Asian Financial Centers (China/Japan)
- GF4276: Winterim on Wall Street (New York)
- GF5724: U.S. Foreign Economic Policy & The New Global Environment (Washington, D.C.)
- GF4623: Managing in the "New" Europe (Brussels/Prague)
- GF5670: The South African Emerging Market (South Africa)
- GF4519: Global Brand Management (New York)
- GF5524: Analysis for Strategic Marketing (Archamps)
- GF4521: Services Marketing in Switzerland (Switzerland)
- SP4100: Spanish Language (Mexico)
- SP4200: Advanced Business Language (Mexico)
- SP5400: How to do Business in Mexico (Mexico)
- SP5400: Business Culture in Spain (Spain)
- SP5400: Winterim in Chile, Peru & Argentina (Chile/Peru/Arg)

Fact Sheets and Applications are available on the Overseas Programs' MTB Page.

## Proximity to Geneva, Mountains Proves Rewarding

By CHRISTOPHER HOPE  
U.S.A., Summer '03

Life at the French-Geneva campus markedly different than life at the Glendale Campus. I have spent three of my five trimesters in Archamps, and each trimester brings with it new experiences and new discoveries. While the Glendale Campus does offer distinct benefits, and I am certainly glad to have had the opportunity to study there, my time in France and Switzerland has been so culturally rich and unique, and has truly enhanced my Thunderbird international experience.

Last week I had the unique opportunity to participate in a Thunderbird visit to UNCTAD (United Nations Conference on Trade and Development) in the morning and the school graduation gala that night in Divonne, France. Even before that UNCTAD meeting took place at 10 a.m., my morning adventure was amazing.

This summer I have been living in Annecy, France, about 33 km/20 miles south of

the Archamps campus. Some people ask me why I chose to live so far away from school but for those of you who have been to Annecy rarely question my decision. Annecy is one of the gems of France, and maybe of Europe, with its pristine lake that flows into a river that is lined with cafes and restaurants. Some days when I am walking around "old town" Annecy, I feel it more like a set on movie studio than something that is real.

The other reason that I chose to live in Annecy is because I needed to get rid of my Thunderfat that has been accumulating over the last couple of years with the help of The Commons along with the pininis, cheese and pasta here in France. I want to commend my fellow T-birds that have lost weight (last *Das Tor*) and I knew that I was going to have to make some similar effort to shed some pounds. I have been riding my bicycle to and from Archamps, from Annecy, almost every day this summer. These bike rides have afforded me the opportunity to not only enjoy the beautiful

French countryside, but also improved my health and shrunk my waistline at the same time.

To get to the UNCTAD meeting, I had to leave my house at 6:30 a.m. to ride 43 kilometers to Geneva by 8:45 a.m. The beautiful mountains, rolling pastures with bell-wearing cows was such a contrast to the busy city of Geneva that awaited me.

Off to UNCTAD, my fellow students and I went to see the living and breathing functions of what all of us learn in IPE. In addition, we were able to get an additional inside look of this "department" of the UN that we don't usually cover in IPE.

Fifteen students, along with Chantal Aublet (the European Program Coordinator), heard a presentation from Christine Cattell, the UNCTAD communications director about the functions of this organization of the UN. UNCTAD, was started in 1964 after President Kennedy, in 1962, started pushing for more development and stability for less developed nations. At first, the mandate was to develop a system for more stability with commodi-



Students enhance their studies with a trip to UNCTAD

ty prices so that LDCs could better forecast economic growth. The original mandate was to (1) promote international trade between countries at different stages of development and with countries with different systems of economic and social organization and (2) to focus on commodities.

Today, UNCTAD is a forum to build consensus with four main objectives, including, participation in international trade system, capacity building, policy advice on trade and development-related issues and preparation of multilateral trade negotiations.

Although the name implies that its intention was to be a conference, UNCTAD has grown into an organ of the General Assembly of the U.N. that meets every four years in a different city to set the organization's priorities and guidelines for action and to have a high-level debate on current issues involving economics and development. The next meeting will be in Sao Paulo, Brazil next June where the departing Secretary-General, Rubens Ricupero (Brazil), who has been in office since 1994, will focus on

*Continued on Page 11*

## Pena Gives Insight To His T-bird Mystique

*Continued from Page 8*

D) I was able to meet a Thunderbird student before applying. Her description of the environment and the kind of people in this school made me think it was the place for me. Luckily, I was right!!! Not only am I reaching a goal of getting a superior education, but also when I leave Thunderbird I will leave with friends that will last for life. That is my kind of place.

Q) *What have you discovered in Thunderbird that has changed your life?*

D) Being aware of all sorts of cultural issues and how these cultures are and act, has made me a more open minded person. Having access to the richness of different countries, where before coming here I didn't even know existed, has made me a better person.

Q) *How would you describe a memorable event at T-bird?*

D) Just this past weekend while trying to get the most out of my Archamps experience I traveled with my roommate and other three students, which before

I didn't know well, to the Czech Republic and Vienna. What started as a simple weekend travel ended up in one of the most fun experience I've had in years. I could never explain why or how we ended up laughing for an entire weekend until our stomachs were about to explode. Just because of that weekend, I'm sure I'll keep in touch with those three "strangers" even after we all go in our separate directions.

Q) *What are the differences between Glendale and Archamps?*

D) In my opinion, Glendale offers the "true" Thunderbird experience in terms of the diversity of people you get to interact with. Archamps offers you a different perspective in terms of being able to visit places in the European Continent. Putting both places together and spending one semester in Archamps and the rest in Glendale is, what I think, the best choice to get the most out of the Thunderbird experience.

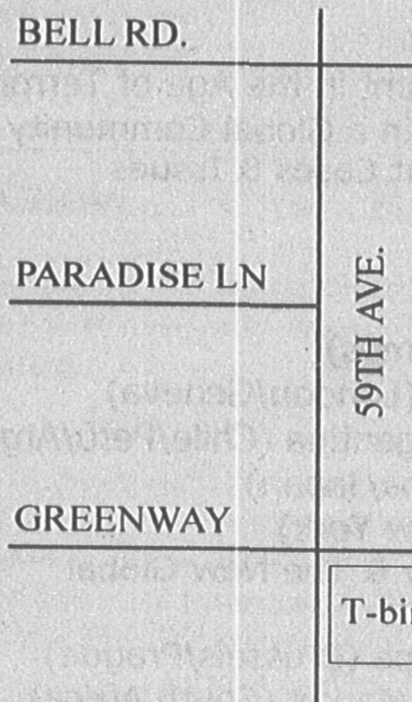
Q) *What are your goals after Thunderbird?*

D) After graduating in

December I have to rush back to the Dominican Republic. Our next presidential elections will be held in May 2004. I'll continue to help run the political campaign our political party launches for all voters under 35 years old.

If we win the elections, I'll keep working for the Government. If not I'll have to get myself a job in the private sector. I'm certain of wanting to pursue a political career, and hopefully make contributions to make my country a better place.

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## What Is It Like to Plan Gala in France? Plan it Vegas Style Says Singleton

By **QUINTON R SINGLETON**  
U.S.A., Fall '03

The gala, the students, the faculty, the administration, the alumni and even the hotel all wished to be catered to in one way or another and not necessarily in a bad way. Yet, the existence of the excitement, or really the challenge, of organizing the summer 2003 gala was something of which I was unaware, because I was under the impression from the spring 2003 gala that the most difficult part of organizing the event was choosing a date. Yet to be mistaken is to learn another lesson at Thunderbird.

The spring trimester gala was held in Yvoire, France, on the south shore of Lake Geneva. I had a small involvement with the organization of the event, but not much was needed considering there was a small class of roughly 30 students. A very important point of which to be aware is the fact that the French-Geneva Center (FGC) is like a traveling circus. Students

pop in and they pop out, and when the trimesters finish they pop out really fast to get in that last planned trip or fly home before the next trimester begins. This makes the gala, traditionally held before the end of the trimester, like a pre-end-of-the-trimester-end celebration.

There I was planning the summer gala for the past two months. The TSG-FGC's first goal for the gala was to mimic the proportional budget percentage for gala spending by TSG-Glendale. This was an effort to mainly increase the accountability of the TSG-FGC spending, and to ensure that TSG funding was available to student clubs and events. The allocated percentage was 50% of the total budget, which gave me about € 5,000 to spend on over 100 students, faculty and administration.

My next major decision regarded the date of the event. Now we all know this is one of those things that never seems to work out for everyone, but I did have an idea of what date it should not be. In the spring we

had the gala the weekend before finals on a Friday. Of course, this led to a late night or early morning (your choice; half-full or half-empty) that could have been, or was, detrimental to the studying capacity of students. With this tidbit of information I was more than willing to not make the gala the weekend before finals. Again, if we refer back to the "traveling circus" that we call the FGC, this pushed the date to the end of the trimester as far as possible without being the last weekend which resulted in it being held Friday, August 8, two weeks before finals. (More on this date later.)

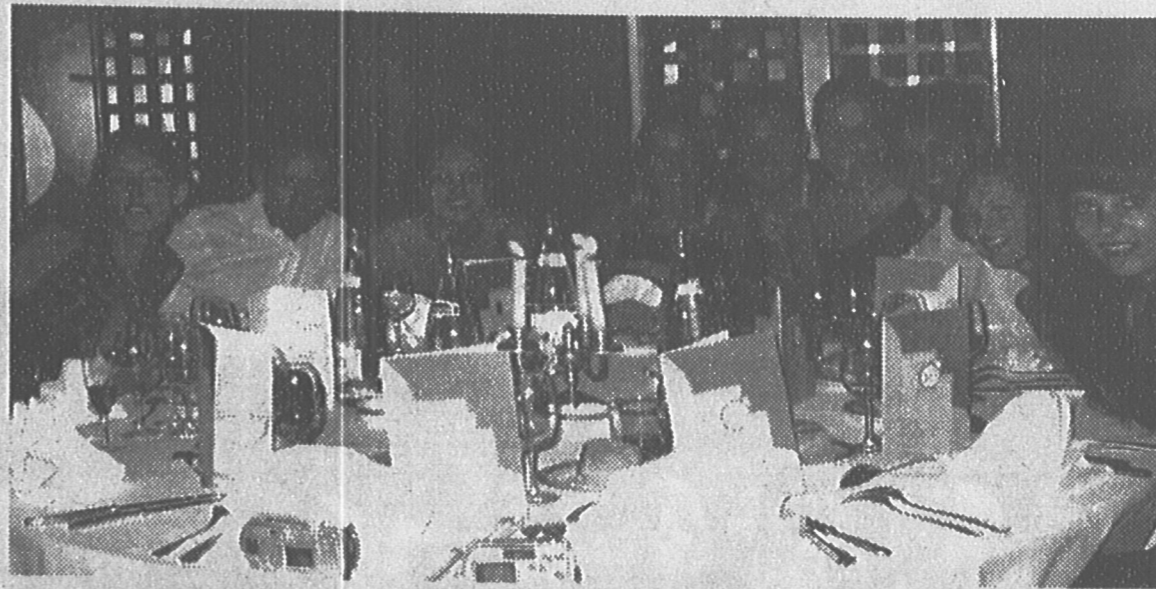
Where to go and what to do? A large part of my experience (and definitely Juarez Lowe's) at T-bird has been the sampling of cultural cuisines, so why not have a nice French dinner? So, we did. But we need more than just food, as T-birds we are active chemical compounds requiring room for movement and interaction with people (and especially the opposite sex). This leaves me with food, dance, entertainment, classy and formal location and large enough for more than 100 people. OK. Let's go to the Paris Hotel and Casino! Wait. Wait. Wait. We're not in Vegas and flying to Vegas is out of my budget. Right. But unbeknownst to me, but referred by Dr. Yahia Zoubir (Director of the FGC), is a little town called Divonne. Actually, a little slice of Vegas right here in France. Never

would have guessed. Divonne is known for its casinos, hotel, restaurants and entertainment; it's a resort destination! The final choice was Domaine de Divonne where we enjoyed a private dinner, poolside entertainment, one-armed bandits (slot machines) and a dance club.

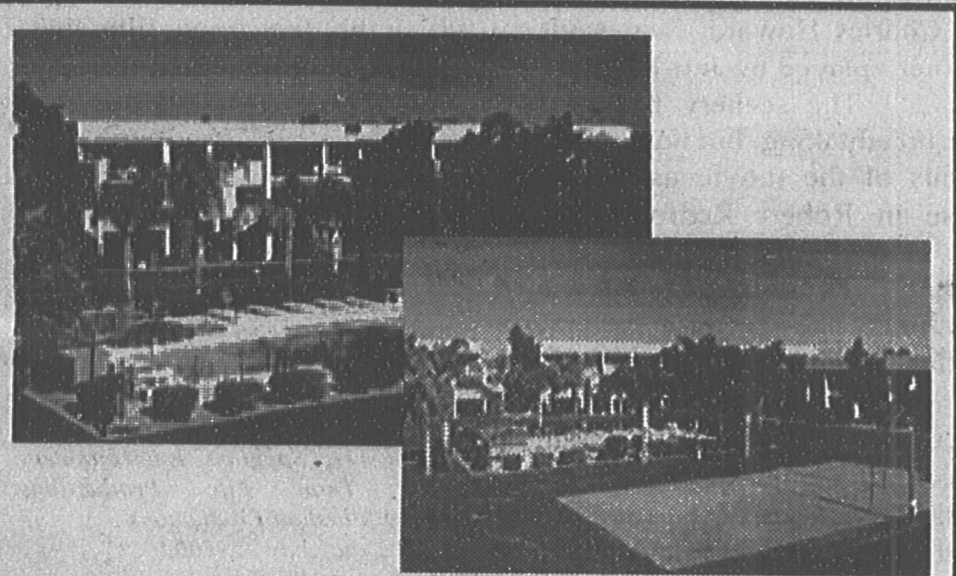
Success? I believe so. The majority of students, faculty and administration attended. Alumni from Geneva attended. Ryan Johnson prepared a censored slide show. James Keefe informed us of TSG-FGC business. Dr. Zoubir, faculty and TSG (on behalf of the students) honored our graduating class. Lynn Morrison declined to give a speech. Haider Abdul addressed the lives of our first trimester students. I was the master of ceremonies and had the ever-reserved

honor of speaking about the Thunderbird Mystique. And really, it was my pleasure to host the FGC on my birthday! It was definitely not planned that way, but was essentially a fallout from the date-selection choices mentioned above. And I must mention that it was also Emeka Chukwudebe's (Nigeria, Summer '04) birthday as well!

In the end, I wish the best to our graduates and future graduates. If all works out I will be attending two graduate ceremonies in fall. One here at the FGC and then I'll head back to good 'ole Glendale to catch the show with a few graduating friends. So hope to see you soon and bon chance avec les examens!



Students enjoy each other's company at Thunderbird Europe Gala, Summer 2003, held in Divonne, France. Faculty, staff and alumni also attended



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### UNCTAD Visit One of Many Benefits

*Continued from Page 10*

"enhancing coherence between national development strategies and global economic processes towards economic growth and development, particularly of developing countries."

Today, UNCTAD has approximately 300 projects, with 500 staff members (mostly in Geneva), in 140 different nations from a budget that fluctuates between \$ 22-25 million per year. In addition, there is an annual budget of \$45 million for staff support. UNCTAD works directly with governments and nations who in turn administer the projects with SMEs that sometimes work with NGOs and consulting companies like KPMG.

While I was in awe with the work that UNCTAD is doing, especially considering that I would like to become a consultant for this organization's proj-

ects, we were made aware how bureaucratic the UN can be. We were told how a simple USD 3,000 dollars can be caught up in the system and held for years if the funds did not come through the "normal" channels of procurement and there are no clear definitions to how this money should be spent or if there are any strings attached.

As a farewell to my T-bird experience, I was not only enlightened by my visit to UNCTAD but delighted as I reminisced about the great opportunities that this university has given me over the last couple of years, especially because of the Archamps campus' proximity to Geneva. I would encourage any student who wants to enhance their Thunderbird experience with international exposure to consider studying for a trimester in Archamps. christopher-hope@global.t-bird.edu.

### Travel to Texas With Net Impact

*Continued from Front*

North America BP). To top it all, the conference is in Austin, home of Texas fun!

In an effort secure funds to partially subsidize the journey, Net Impact is currently attempting to assess how many T-birds will be going this year.

If you are interested in potentially traveling to Austin or would like to find out more about the event, please contact me at ccorcery@global.thunderbird.edu.

Alternately, check the information on the Net Impact National website at [www.net-impact.org](http://www.net-impact.org).



# Congratulations to the Summer 2003 Class!



## An American Legend, On 4 Legs, Takes Win, Place, and Show

By JEREMIAH SPARKS  
U.S.A., Spring '04

*Hoosiers*, *Rudy*, *Remember the Titans*, if thinking of any of these three feel good sports movies brings a lump to your throat, you will love *Seabiscuit*, which is cut from the same mold. Universal Studios struck touchy feely gold when they decided to produce *Seabiscuit*, which is the true story of a race horse that overcomes stigma and abuse to become the best.

*Seabiscuit*, the horse, along with his jockey, Red Pollard were not exactly the Aryan Race of winning horse teams. Red Pollard was too tall

and weighed too much, while *Seabiscuit* was too small. Yet they overcame the odds to be great.

This movie is definitely a triumphant story, which will make you walk out of the theater either wondering why you are such a loser and can't do great things like those miscreants, or thinking you can conquer the world despite your vertically challenged, near sighted, diet coke addicted self.

Tobey Maguire played the lead character, Red Pollard, which was a perfect fit, considering he is not exactly the Ken doll of Hollywood. He was very good, although in my uneducated opinion the best role was played by

Chris Cooper, who played *Seabiscuit's* trainer, Tom Smith. Cooper incorporated just enough



Tobey Maguire as Rod Pollard, image from <http://movies.go.com>

backward, social ineptness into his character which is what you would expect from someone who spends most of their life with a horse. His quiet, unassuming

nature was even more poignant next to the charismatic character of Charles Howard, *Seabiscuit's* owner, played by Jeff Bridges.

The scenery backdrops are breathtaking, but not at all the focus of the movie as was the case in Robert Redford's *The Horse Whisperer* (1998), a more touchy-feely attempt at showing the bonds between people, horses and each other.

Narration by James McCullough and shots of vintage photographs and the inclusion of radio broadcasts of the races adds to the credibility of the movie. In addition, the viewer is left wanting to know more - a rare trait in movies today - wanting to read the book to learn more, not to

explain the movie or fill its gaps.

Overall, *Seabiscuit* is a fun, light, feel good film that I would recommend to anyone.

(Megan Staley contributed to this article)

Following from <http://movies.go.com>  
Starring Tobey Maguire, Jeff Bridges, Chris Cooper, Elizabeth Banks, William H. Macy, Gary Stevens, Chris McCarron  
Director and Screenwriter: Gary Ross  
Story Source: the book by Laura Hillenbrand  
Studio: Universal  
Producers: Tobey Maguire, Gary Ross  
Production Company: Universal, DreamWorks, Spyglass Entertainment, Larger Than Life Productions, Keimedy/Marshall Productions  
Release Date: July 25, 2003  
MPAA Rating: PG-13  
Running Time: 129 minutes  
[www.seabiscuitmovie.com](http://www.seabiscuitmovie.com)

## Go Down Under for American Dining

By JEREMIAH SPARKS  
U.S.A., Spring '04

Although most people have eaten at the Outback, I still feel it worthy of a review, just on the sheer basis of the marketing ploy of an Australian restaurant. I don't know about you, but all the menu items seem fairly non descript, American style to me. Last time I checked, there was no vegemite on the menu. Maybe it could be considered an Australian restaurant because there is nothing made with peanut butter on the menu.

Probably, unlike most Americans, about a year ago, I decided to test out Outback's marketing scheme and actually took an Australian to eat at the Outback. Just as I suspected, he found it amusing, and it did not in the least bit provoke nostalgia.

All ploys aside, Outback is a decent restaurant, which proved consistently decent, once again. For the sake of this article I branched out and ordered the Botany Bay catch of the day, which was a non speci-

fied filet of fish topped with a shrimp and crawfish cream sauce. This dish was surprisingly tasty, and included quite a few large shrimp. I found it similar to the fish of the day at Pappadeaux, yet half the price.

Another person in our group ordered the ribs, which were decent, yet not spectacular. They were standard oven cooked ribs with run of the mill barbeque sauce (How Australian is that??), nothing to drool on yourself about, yet decent.

You can also order the Alice Springs chicken, which is consistently tasty, topped with cheese and mushrooms as another person in our party chose. Although they now have a variation of the Alice Springs chicken which includes Prosciutto as a topping. This was ok, yet the Prosciutto seemed to over power the subtle flavor of the chicken.

Although Outback is about as close to being Australian as Britney Spears is to being talented, it is still a consistently decent dining experience.

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## Inventive Recipes Add to Non-Authentic Mexican Meal

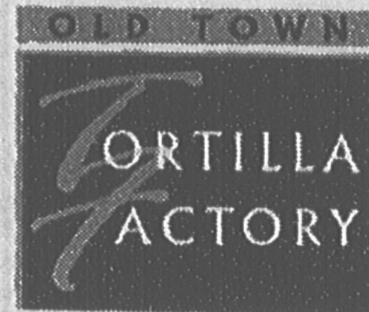
By JEREMIAH SPARKS  
U.S.A., Spring '04

A meal at the Tortilla Factory in Scottsdale, is not exactly what you would expect upon hearing the name. In my mind, the name, The Tortilla Factory, would imply that Tortillas are incorporated into every dish. That is not the case at this upscale, pseudo Mexican, Scottsdale restaurant. If you are looking for an authentic, south of the border experience, I would not recommend eating at the Tortilla Factory, but, if you are looking to impress a date, this may be the place.

The Tortilla Factory does try to stay true to its name by including homemade tortillas with flavored butter with each meal, which is either a nice change from the usual complimentary chips and salsa, or a ploy to get you to order chips and salsa as an appetizer. Either way, we fell into the trap and ordered chips and a salsa cheese dip for starters. The chips were fresh and the dip was just the right combi-

nation of cheese and spice.

I can't speak quite as highly for the tortillas and Mango butter, although they were good, the Mango butter didn't have quite enough Mango, and tasted like tortillas with good old Parkay. Don't get me wrong, you



could have warm homemade tortillas with just about anything on them and I would be happy. They just could have improved upon a good idea.

The main dishes in our party caused some not easily resolved dissent. I ordered the Pollo Margherita, chicken pounded into a thin fillet and then stuffed with peppers and onions and topped with a cream sauce. Also included on the beautifully arranged plate was a potato fillet. The dish was excellent, with the

sauce not overpowering the flavor of the chicken and peppers. The potato fillet was a good compliment to the chicken, with the perfect amount of breading.

Another person in our party ordered the Pork Chop, which was moist and tender, with a little kick to liven it up.

The dissent in the party comes from the rib lover, who ordered the full rack of ribs and would have preferred to chew on aluminum foil. The ribs were bland, dry and not worth the exorbitant price charged.

The overall consensus, was that The Tortilla Factory is good, if you don't expect a traditional Mexican restaurant, or even Tex-Mex for that matter, and you stay away from the ribs. So, if you enjoy watching the food network, and your best dreams don't include the opposite sex, but the world's largest buffet as mine do, you'll enjoy The Tortilla Factory.

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