

DAS



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

William Schurz

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Dr. Herberger's Discusses Retirement Decision

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

Thunderbird students past and present recognize the need for change. We are taught methods to stimulate staid organizations, we find ways to energize campus life through involvement in organizations, and we transform our lives by forming unlikely friendships. Yet, it can be argued that few people in the Thunderbird community understand the need for change and have facilitated as much change as Dr. Roy Herberger.

When Dr. Herberger came to Thunderbird almost 15 years ago, he realized that "Thunderbird was a good opportunity and a place that needed some juice." He explained that the school was at a plateau and, while not necessarily needing to be changed in the conventional sense of the word, it needed to be taken to the next level.

Coming to Thunderbird on more of a consultant basis, Dr. Herberger reflected that the moving was fitting, since he had had the "absolute luxury of being associated with very good schools." The higher education industry has been his life; as he said, he had the fortune of getting into the industry early. When he came to Thunderbird, "the

school, then, had an excellent history and a good president in Yoris." What he came in to do was to continue taking the school to the next level. "As much change as I believe my teams brought here, the fundamentals didn't change"

Dr. Herberger openly admits "I'm not finished," citing the newly-approved five-year strategic plan as the unfinished puzzle. His belief that the next two years will be great almost led him to stay. But he recognizes that to leave now is the right thing to do, knowing that some leaders and managers hang on too long, afraid to leave, and end up causing harm.

Dr. Herberger is aware of a great deal of accomplishment that has occurred during his tenure. Citing the extraordinary alliances with the Archamps and Haute-Savoie governments in France and with ITSEM in Mexico (creating the Master of International Management in Latin America degree program), shows a focus on the international, global priority of the school.

"If there's any one thing we have done a really good job on is to light the fire of alumni," and that's not finished he said,

"There is a lot of room left on the accelerator."

One of his fondest memories illustrating the relationship with alumni comes with his sitting on a camel in Dubai, Turkey, surrounded by 170 alumni and their families, on the eve of war. "I don't think Wharton is doing this," he said.

"What gives me the greatest joy is to get emails from

world-class, able-to compete-at-world-level, faculty." It's an achievement, he noted, and one that will continue to prosper over time. He also said that students were not expecting enough of their faculty but that is an issue that no longer exists, stating that the "faculty have done that [raising standards and expectations] on their own."

Of course there are "things I wish I had gotten done a little faster." Dr. Herberger said with a wishful glance, citing e-learning platforms and distance learning as examples.

While the manner in which Thunderbird adopts such technologies is yet to be determined, we have to adapt ourselves to what the market looks like, because the market has determined that that is what must be done, he explained.

"You always have regrets. You don't leave something you've put this much time into and not have regrets," he said.

Selflessly, Dr. Herberger said, "I'm not interested in having my name on anything," emphasizing that he cares more about transition for the next President and the students.

Looking back and seeing a platform of success, Dr. Herberger believes that "Thunderbird of 2004 is positioned to be something better than it is."

Looking forward, Dr. Herberger said the Thunderbird community must focus on the school's brand.

"Even though everyone's doing what we're doing, we do it better." Before the trend of international MBA programs emerged, "we were in the eye of the storm of what globalization was going to become. We were doing it right, focused on the right sort of things," Dr. Herberger said.

"We could not help that other institutions realized our objectives and joined [the concept]."

Now, we must find a way to differentiate ourselves while not turning away from our brand, history. Dr. Herberger reminds us that our differentiation should not come in terms of content. "Our expectations have a broader view - since our expectations are different, you start out with a difference."

We try to make sure we're not so widely dispersed by our output, he said. While Thunderbird's strength lies in its

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Looking back and seeing a platform of success, Dr. Herberger believes that "Thunderbird of 2004 is positioned to be something better than it is."

alums, very personal, very emotional emails," alums with whom he went head to head with, "knowing that that group of people, in their hearts and minds respect what we did, is good enough for me," he said, speaking of the students on campus in 1989-1995, who saw a 25% increase in tuition and lived through non-stop construction.

Another mark of success is the level of the faculty today. He said it is difficult for a current student to understand, to describe to a current student, how good the faculty is today.

"By and large this is a

Joe Miller Adds Private and Education Sector Experience

By BETSY HOAG
U.S.A., Spring '04

Joe Miller, Thunderbird's new Director of Student Services, brings a wealth of experience in student affairs and abundant enthusiasm to the position.

Miller is not a newcomer to the staff, having served as Director of Admissions Outreach until earlier this month. However, he is eager to meet as much of the student body as possible in his new role, and urges students to seek him out rather than dwell in uncertainty concerning any perplexing or frustrating matters they may encounter during their time at Thunderbird.

Miller originally hails from Wisconsin. He attended the University of Wisconsin in Madison and then managed a rental information business there

for seven years, mostly assisting prospective tenants in researching apartments through databases.

After moving to New York City, he became the Management Associate at the American Red Cross. He then joined the staff at Columbia Business School, in the capacity of Business Manager of the External Relations Office. Just over three years later, Miller became the Director of Student Activities and Organizations, a position that allowed him to work closely with the student body through speaker events.

Prior to holding this position, Miller had not worked in student affairs, but it was a good fit. In addition to speaker events, he oversaw student orientation and graduation events. For

the most part, the business school planned its own events, but from time to time Miller would work with the law school and international affairs (graduate) program.

Miller realized that he worked very cohesively with students, and took on a similarly outgoing role upon arrival at

He [Joe Miller] serves as the main administrative liaison for the students, and hopes to be extremely approachable.

Thunderbird as Director of Admissions Outreach. He visits colleges across the United States, promoting Thunderbird's MBA in International Management program and answering a wide array of questions. This position entails quite a bit of marketing, as

well. Miller follows up with interested individuals and invites some to attend a Prospective Student Weekend, typically held in early October.

Following the departure of former Director of Student Services Naji A. El-Khalil, Miller's duties have expanded. He continues to focus on student recruitment efforts. Additionally, he works with students and clubs on various events, assisting in securing sponsorship and funding.

He also promotes these events to all students on campus. Miller strives to communicate with the student body through a variety of channels, and during Foundations this September, Miller encouraged incoming students to please come to his office if they have a question or problem but do not know

where to go. He serves as the main administrative liaison for the students, and hopes to be extremely approachable.

"I must learn more," Miller says, "Dr. Keck [Vice President, Student Services and Program Support] is very responsive to the students, and I hope I can assist her. I would like to be very accessible."

He will not coordinate Foundations (this will be handled by Sunny Christofferson, the Managing Director of Student Services and Program Support) or academic advising.

In elaborating on the differences between the student bodies of Columbia Business School and T-bird, Miller remarked that, "Thunderbird more closely resembles the population of New York City than

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

Bob Morabito, Founding Editor, 1969

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Das Tor
15249 North 59th Avenue
Glendale, Arizona 85306
(602)-978-7119 Fax: (602) 978-7971

dastor@t-bird.edu
http://www.dastoronline.com

In Search of the Mystique

Group Work Murdered the Mystique

By MEGAN A. STALEY
U.S.A., Spring '04
Editor-in-Chief



Megan Staley

Yes, "In Search of the Mystique," is what I call my column. That is what I've been trying to find since I arrived on campus. I will admit, it's what drew me to T-bird, away from a region and industry to which I will return, having come full circle as the phrase goes.

Being back on campus after being at T-bird Europe and on an internship this summer has meant further analysis of the so-called Mystique.

Ok, perhaps it exists for you after you graduate. But what about when you're here?

This introspection led me to an internal debate of whether or not I should write on this subject now or whether I should be more politically correct and wait until group evaluations (and grades) are submitted. I decided, that instead of complaining about the topic to various people, I would pursue this topic. Also, I am writing now so that professors can take these thoughts into consideration for planning for next module and to get feedback from you. So, in the interest of fairness to public debate, I shall continue. Besides, my distaste on the topic is ruining the ever elusive "Mystique."

I am sick of busy-group-work at

Thunderbird. I don't call it team work, that would be glorifying it too much. For the sake of forming the most cross-cultural, cross-functional group, efficiency, individual sanity and even effectiveness are discarded.

I admit, up front and openly, that I like working alone. Or, if I must, in a small group, and one in which tasks are delegated. I also admit that my group experience at Thunderbird is limited (oddly enough) - I had two group projects last fall and while I had several in the spring at T-bird Europe, the dynamics of a 30-student campus are much different. On the other hand, I do realize that I can learn from others in a group and that I

work, some of which have teams in the 5-7 students per group range. So then, if you have different people on every team, you might be coordinating with nearly 20 people to find an hour to meet.

I recognize that for classes dealing with cross-cultural issues, or formulating strategy, you need to have different opinions and viewpoints. However, I feel these benefits are lost among the fight to find an hour to work and everyone's varying levels of priority. I have known "group" projects to be completed with the group never meeting at all - simply divide the work, have conversations on the individual level and then everyone update the ubiquitous PowerPoint presentation from MTB.

For now, for me, the Mystique is trying to figure out how to schedule meetings with 20 people, learn something, have an efficient group meeting and knowing that if I wanted to get to know my classmates better, I could do so through a social club.

I am still thinking of ways to improve my own effectiveness in group projects as well as how this portion of the T-bird experience can be improved. Until then, I welcome your experiences and suggestions on the topic.

Disclaimer

I enjoy the groups with which I have worked and am working. This article is not written as a reflection about my interaction with any one person, group, activity or course. It is a commentary of the concept of said groups.

For the sake of forming the most cross-cultural, cross-functional group, efficiency, individual sanity and even effectiveness are discarded.

can help challenge others to become more than they are.

Until now, I never understood students who said they have 12 hours of group meetings, two days in a row on the weekends. Yet this is becoming my reality.

Honestly, how can professors, other students, even recruiters, expect students to produce quality products and learn in-depth concepts in five classes each module when so much time is spent in group meetings? To illustrate: I have five classes, four of which have group

Reflections

Learning From Others Leads to Learning About Self

By JUAREZ LOWE
Malaysia, Fall '03



Juarez Lowe

Everyone hears about the Thunderbird mystique. During Foundations, perhaps that and our No.1 ranking in International Management are the two things that will stick with all of us.

It has been over a year since I first arrived in 115-degree heat at Thunderbird. It came highly recommended by my Malaysian seniors. They didn't tell me it was hot. The lack of warning and previous American experiences (growing up in New England) made it difficult to get used to the desert cacti and strip malls.

I arrived cursing the heat and wondering what I had got myself into. When I moved my chair in my dorm room, I hit the bed. I discovered that the food in the Commons was not quite as international as the school was. Adjusting to Thunderbird was perhaps one of the

most difficult things I have ever done in my life. Yes, I bitched about many things and I saw many things that I thought could have been done differently.

But at the end of a year I have some idea of what the Thunderbird mystique is to me. It is perhaps different to every one of us. That's not surprising, given our diversity.

It is realizing that you shouldn't try to take charge of a group meeting. It is realizing the strength of groups and cre-

tion is really not just in the classroom but in the experiences you have outside - be it climbing Camelback or watching the Saudi Ambassador talk about peace in the Middle East.

It is going for a consulting interview before a VP from the East Coast and having something to say when answering the question "Why did you go to Thunderbird?"

It is about helping your fellow T-birds on their job search or getting more foreign students to write for *Das Tor*.

In my own small way, I have changed. From a constant complainer, I became better prepared to deal with different situations. In order to eat better food and have my own bathroom, I moved off campus. In order to avoid the summer heat and improve my Spanish, I went to Guadalajara over the summer.

It's up to you to find your own version of the Thunderbird mystique and what it means to you. It may range from finding a life partner to discovering what you really want to do the rest of your life. Once you've discovered it, you are welcome to share it with us at *Das Tor*.

In my own small way, I have changed. From a constant complainer, I became better prepared to deal with different situations.

ativity of groups while balancing the deadlines and pressures.

It is learning and respecting other cultures. It is not stereotyping people based on nationality, religion, color or creed, yet recognizing their personality types and working with them.

It the realization that your educa-

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*.

October 3, 2003

Political Waves

Summer's Scary Remarks from Arizona's Top Public Official

By GREG STOLLE
U.S.A., Spring '04

Governor Napolitano: "I'm angry Arizona is being put through this because this pipeline broke and there didn't appear to be an adequate backup plan," Napolitano said during a news conference. "And I'm angry that the private sector, which is supposed to be in charge of running gasoline into the Valley, doesn't have its act together to deal with a critical situation, so now the public sector has to step in."

And, I am paraphrasing another quote from her which I heard from a live news conference... (note, this is nearly verbatim because I was so irate after hearing this it has been difficult to erase from my brain):

"The pipeline is privately owned. The gas depots [terminals] are privately owned. The tankers which take the gas from the depots to the stations are privately owned. And the stations are privately owned. They have all failed and caused

the problem, but now the government will fix the problem." (bold to indicate reflection in her voice, not mine).

As business students, we should be outraged at the totally defenseless and absurdly anti-business and anti-capitalistic statements made by the highest ranking official in the state of Arizona. Not only do her statements indicate her contempt for the business sector, but they indicate her complete ignorance of the role of government in a free market capitalistic system.

Where do we begin?

First, the notion that the oil & gas private sector operates independently from government, and therefore is totally culpable for the gas crisis in the Valley while the government is only the savior, is a joke. The oil & gas industry is perhaps the most regulated, most audited, and most often-sued industry by federal and state governments. These private sector executives hardly make a decision without contemplating the impact on some government law or regulation. Gasoline is so critical to the infrastructure of the United States, that low prices are now seen as an inalienable right, instead of as an incredible private business logistics success story.

Really, think about it... the ability to take something hundreds and thousands of feet out of the ground from half-way around the world, transport it, refine it, ship it once, store it, ship again, store it, and then make it so user-friendly that your grandmother can put it in her car... despite all the uncountable number

of government regulations and laws.

Second, the governor is irate about the rising fuel prices and blames the private sector for just screwing the end consumer. The chart indicates that government earns more each time you fill up than the downstream oil & gas businesses. "Downstream" refers to the gas station owners and refiners whom the government is so quick to blame for high prices (28% to the government, 27% to the downstream, and 45% upstream).

An FYI to the governor: The real money in the oil & gas industry is made on the Upstream (Crude), or exploration & production, part of the industry. By the way, the gas station on the street corner makes much greater margins for selling items in the convenient store than it does at the pump.

Third, thanks to all the govern-

ment regulations, Arizona requires a special blend of fuel. This means that gasoline sold in L.A. cannot be sold in Phoenix. The reformulated gasoline causes summer shortages all over the country in large metro areas, such as Phoenix, L.A., and Chicago. Why? Because there is a transition period when these

cities must switch to their special blend of gasoline. Inventories run naturally low as refiners switch to the new blend, and accompanied with the normal increase in summer demand (due to more travelers) prices will rise.

Fourth, thanks to all the "tough-on-environment" government regulations, old refineries have been closed and new refineries cost a lot of money. Businesses are not expected to do the government's job, but they are prone to react to and abide by government decisions, no matter how stupid they are. Why? Because the consequence is to get sued by the Environmental Protection Agency or one of a million ambulance-chasing lawyers who might delight in filing a class action suit against a company with a lot of tangible assets.

So, what has the private sector done? It has greatly increased productivity in the existing refineries and pipelines without increasing business risk for building newer refineries and pipelines. The obvious public risk is that when there is a disruption in service, such as a pipeline break, then supply is greatly limited and prices rise. Are you going to blame the oil & gas private sector for not building over-capacity into the national system? Why should they, for it is incredibly expensive and risky.

Just look at the telecom industry. They built so much extra capacity (thinking that demand would continue to grow exponentially thanks to the "new" economy) that today they are suffering enor-

Real World Reflections

Are You Ready to be Back After A Summer of the "Real World"?

By YESICA SCHAAF
U.S.A., Spring '04

After 14 weeks of florescent lighting, business casual clothes, and working in a cubicle, I am ready to break out my flip flops, pull my hair back in a ponytail and conquer my last two trimesters at Thunderbird with a backpack on my back and a laptop in hand.

Don't get me wrong, my internship at the "Big Blue," IBM, was quite an experience. I found myself attempting to implement my cookie cutter MBA skills, when in fact it doesn't quite work like that (duh!). Nonetheless, my T-bird experiences came in useful as I worked closely with a woman working in IBM's Colombia office and a gentleman working in IBM's Venezuela office.

In addition, I was able to massage and tweak some of the tools I've learned at business school to complete my summer project. In fact, you'll never believe that I even pulled out the LB primers from our Global Marketing Strategy class to use as a rough outline for my project!!!

I also spent much of my summer learning the many processes that a large company like IBM has in place. I also can't forget

the plethora of acronyms that I learned throughout the summer which was almost like learning a foreign language.

The most interesting part of my summer experience, however, was developing friendships with the 20 other MBA marketing interns at IBM. These interns came from MBA schools from across the country including: NYU, Cornell, Duke, Indiana, Yale, Clark, Emory, U of Texas, Michigan, U of Washington, UNC, and of course Thunderbird. It was a great experience learning about the various MBA programs that are offered at these top schools.

After bonding with several of my fellow interns, I came to the realization that T-birds are not the only global and adventurous MBA students out there (even though we love to think we are!). Just to throw out some examples, I was able to hear about the great experiences a fellow intern from Cornell had while living in Tokyo... I got excited about hearing an intern from Michigan plan a three-week diving trip to Thailand... Another was planning a trip to Scandinavia... And finally I laughed with an intern from Ecuador about his childhood experiences of watching Xuxa's TV show for children.

Given all the unique experiences of these non-T-bird MBA students, I spent a lot of time this summer trying to answer a few simple questions: "What is so different about Thunderbird and its students? Aside from our international course work, what sets us apart from other schools?"

Throughout the summer I found myself trying to explain the Thunderbird Mystique to my fellow interns, but felt like I never got my point across clearly. Finally, now that I am back on campus I

feel like I've had an epiphany and can lay it all out on the table.

My simple little questions can be answered as follows: Thunderbird is unique just by the mere fact that I can have a classroom discussion regarding the Regional Business Environment (RBE) of Latin America and have the majority of Latin America's countries represented in the room by students.

I can also talk about my family's struggles in Colombia while the country has battled through a 40-year civil war between the government and left-wing guerilla groups and actually feel like people really understand what I'm talking about. Furthermore, I can read a case about technology firms in Mexico and listen to a classmate relate their experiences of working for HP in Guadalajara to the case.

But even better than our classroom discussions is the fact that I can walk around campus and hear conversations in Japanese, Spanish, Portuguese... and feel happy that I'm in the minority by speaking English. Also, I love how I can walk into the Pub and order a Tecate,

Pacifico, or my international beer of choice; request Carlos Vives on the juke box; and get back to my Colombian roots by attempting to

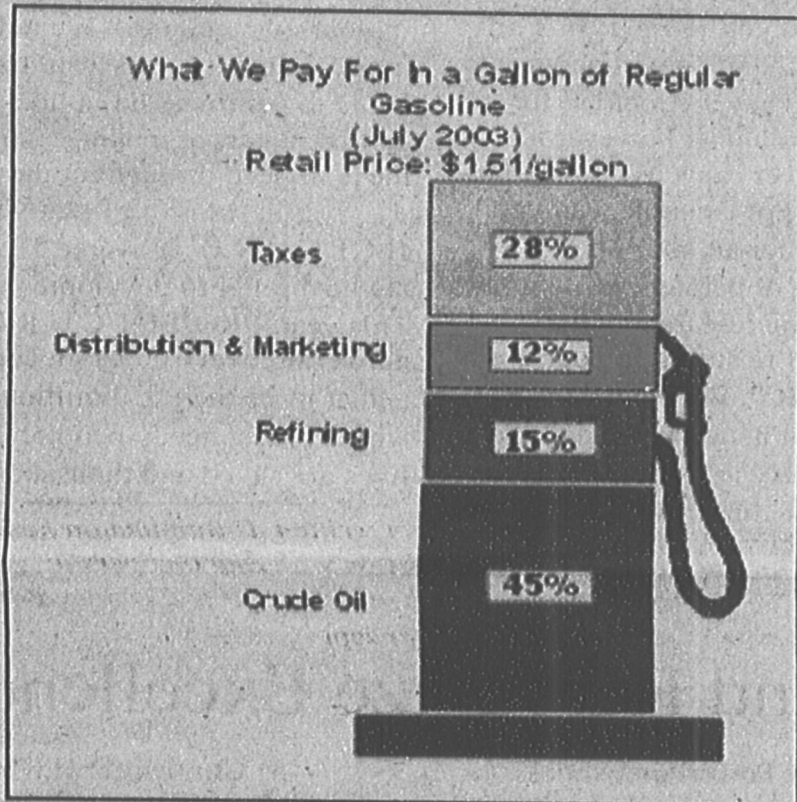
dance Salsa.

Another aspect that I realized makes Thunderbird a unique community is the fact that we are not affiliated with a major university. I've heard a few T-birds explain this attribute as a weakness of our school. But after listening to the experiences of non-T-bird MBA students, I think it can provide for a unique experience on both social and community levels.

Let's face it... many of us left our inhibitions at the door when we entered Thunderbird and have resorted back to our undergraduate party years. We work hard and play hard. Women on this campus can walk into the Pub's women's restroom and voice their opinion on the chalk board regarding the hot (or not so hot) men on this campus. Funny clubs like "ThunderMatch" seem to mysteriously appear (by the way, what happened to that?).

I think this can largely be attributed to our secluded location here in Glendale, Arizona. We've become a tight-knit group that's not afraid to let loose. Although I received strange looks from my fellow interns at IBM regarding these aspects of Thunderbird life, I find it somewhat relieving that we've let our hair down a little and we have more of a free spirit sort of lifestyle.

So, if you ask me how my summer was at IBM, I'd have to say it was a great experience working for such a large corporation and having the opportunity to meet other MBA students from other top programs. But, in all honesty, I'm so glad to be back at Thunderbird, and I plan to take full advantage of Thunderbird life before I have to return to the cubicle land of corporate America.



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Letter to the Editor:

The Search for Something Bigger than Ourselves

By CHEMENE WEBBER
U.S.A., Spring '03

Graduating from Thunderbird was both a surreal and euphoric experience. It felt great to finally be finished with my degree and to be moving on to bigger and better things... But, like every other T-bird graduate without a job the excitement wore off almost as soon as my family jumped on the plane back to NY.

I found myself facing uncontrollable circumstances and a formidable job market, which seemed less forgiving by the day. And then there were the parties, you know the ones that get you away from your computer but you run into people who seem to want to know all the details - I'm not judging here because I'm probably guilty of the same without realizing it. The typical questions are: "Did you find a job (internship) yet? Oh you got an interview... with whom? Where are they located? ... What's the phone number? (joke)"; but you know what I mean.

After a week or two in Glendale looking for full-time work and being turned down by temp agencies - I admit, I did question myself about staying the summer in Phoenix though I knew I had legitimate reasons. Nevertheless, I decided to rest in the truth that my job search efforts would pay off; and, that there may be other lessons to be learned. That's when it happened.

One morning, I happened to be listening to the radio when I heard about a non-profit organization called Project

C.U.R.E. (Commission on Urgent Relief and Equipment). Jason Corley, the Executive Director of Phoenix spoke about the work his charity was doing to ship donated medical supplies to developing countries (88 to

be exact) around the world that enable doctors to give treatments and perform surgeries with sterile equipment and supplies. Jason spoke about how many people were dying because doctors had resorted to using rewashed bandages and stitching on patients which result in chronic and often times widespread infections.

I couldn't bear it; the thought of me, a T-bird feeling sorry for myself because of a lousy job market. I started to realize that each day that I don't volunteer could mean thousands of lives would be lost. I also thought about how great this opportunity would have been while going through my program at Thunderbird. So, I called Corley and decided to get involved while I waited for e-mails and phone calls from recruiters. After meeting with Jason, I began to serve as the Local Media Liaison, a.k.a.



Students enjoy benefits of community service



Marketing and Public Relations Director for Project C.U.R.E., and worked toward getting the word out. I dedicated a few hours - and I mean few - a week, hours when I might otherwise be climbing the walls.

You may be thinking, "Well, she already graduated; it's different when you are a student", and you're right: It *is* different! But that's the great part about Project C.U.R.E. They are looking for people who can volunteer however temporarily, in whatever capacity, from whatever walk of life. For example, can you help sort supplies for an hour on a Saturday morning or perhaps spend a little time doing some research on the Internet while you're sitting in your dorm room or in the IBIC? Project C.U.R.E. is able to accomplish its work through the efforts of many busy individuals who are willing to put some time into helping out.

Additionally, there are other benefits. Are you interested in participating in something that would make you more attractive to recruiters? What a way to stand out! Are you interested in CSR? Development? The Pharmaceutical and/or Medical Equipment Industries? Or perhaps you would like to see more happen in your own country? Whatever your motivation may be, I want to encourage YOU to get involved in your own way and BE a part of making a difference for those in need throughout the world.

In the 2002 fiscal year, PROJECT C.U.R.E. delivered \$24 million of medical relief to developing countries. This year, PROJECT C.U.R.E. anticipates delivering over 100 cargo containers valued at more than \$30 million to the world's most needy people. Hundreds of lives are saved and thousands of people

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Raising the Bar

Using "Appreciative Inquiry" to Define and Recognize Excellence

By JAMES BRANDON KEEFE
U.S.A., Spring '04

This summer, the student body at Thunderbird Europe, under the direction of Professor Youngdahl, completed an original case study of "Appreciative Inquiry."

For those unfamiliar with "Appreciative Inquiry," or "AI," it had originated from the studies of Dr. David L. Cooperrider of Case Western Reserve University. According to Dr. Cooperrider, "AI asks us to pay special attention to the best past and present" in order to "ignite the collective imagination of what might be." "AI" is a relatively new form of human development that begins with a society focused on "excellency" instead of simply approaching challenges and problems from a pure reactionary standpoint.

Professor Youngdahl has brought "AI" to Thunderbird in an attempt to discover, or rediscover, what makes Thunderbird excellent within the classroom. We wanted to know what makes certain professors "excellent." We wanted to uncover what kind of attributes, techniques, or behaviors that professors were using that the student body found to be "excellent" in their learning. After discovering these "excellency factors," we could then communicate this to the faculty, administration, staff and student body in order to create a Thunderbird community of...excellence.



James
Brandon
Keefe

The way in which we were able to discover these factors was through an introductory meeting with the entire student body to discuss the concept of "AI" and follow up with a series of one-on-one interviews. Sixteen interviews were conducted from students representing each corner of the globe as well as a range of first-semester students through recent graduates. Prior to the interviews, each student was asked to prepare an answer to one question: "tell a story or a specific example of excellency that you have observed in the classroom while attending Thunderbird." Each interview was taped and later reviewed to find commonalities within the stories to uncover the "excellency factors."

Professors from both Glendale and the Archamps campus were discussed. Surprisingly, an incredible amount of consistent factors were discovered and we would like to present these "excellency factors" to the Thunderbird Community:

1) **Personality:** Truly love what they do, enthusiastic, humorous, dynamic. This excellency trait was mentioned 28 times with 11 students out of the 16 interviewed mentioning this factor in their story. An example: "The professor was enthusiastic and even provided some humor in what they were teaching, they loved what they taught, and gave a bit of themselves."

2) **Clarity:** Detailed notes, clear

expectations, clear PowerPoint slides, great use of MTB and the web page, and clear delivery. A close second, this excellency factor was mentioned 27 times with 10 of the 16 students mentioning this factor. An example: "PowerPoint slides were clear before, during, and after for lecture review, use of the web page and expectations of the course were clearly defined, spoke clearly, well-prepared, and was very thorough."

3) **Real world experience:** Use of real world examples and applications to the lecture.

This third excellency factor mentioned was referred to 24 times with nine of the 16 students mentioning this factor. Examples: "The professor discussed previous industry experience to reinforce the theory discussed in class, usage of media to keep the discussions in the classroom up to date, and demonstrated how you can use what you are learning in the classroom for your job in the future."

4) **Genuine interest:** Took an interest in not only the course, but in the students and Thunderbird as well. This excellency factor was mentioned 22 times with 11 of the 16 students mentioning this factor. Examples: "Taking the time to look everyone in the eye, getting to know the students, daily surveys, heavy class participation and asking 'what do you think, can you answer that question you gave me?', in addition to efforts to improve Thunderbird overall."

5) **Challenge:** Having a strong presence, not letting the students "off the hook." This excellency factor was mentioned 14 times with eight of the 16 students referring to this factor. Examples given: "Setting a high standard at the beginning of class, scared the living day-lights out of us, calling on you, coming into the room and having a strong presence."

6) **Accessibility:** Office hours, taking time outside class. The sixth excellency factor pointed out was mentioned nine times with seven of the 16 students interviewed mentioning this factor. Example: "The professor was available after class, during the break, provided adequate office hours to see each student, and was easily approachable and not distant."

In summary, as provided by the 16 interviews, the students of the summer 2003 Thunderbird French-Geneva center find "excellency in the classroom" in Glendale as well as in Archamps when their faculty display passion for what they do, with detailed lecture notes and expectations, relate real world experience, take a genuine interest in their students and their school, challenge the students, and are accessible and approachable.

It is our hope that this study will create conversations and expectations of excellency throughout the Thunderbird Community and that additional "AI" studies will continue to further define why we are "excellent" at Thunderbird.

Imagination is more important than knowledge. -Albert Einstein

JamesBrandonKeefe@global.t-bird.edu

We wanted to uncover what kind of attributes, techniques, or behaviors that professors were using that the student body found to be "excellent" in their learning.

What's Your Praise? Thunder-Kudos

The following are students the *Das Tor* staff would like to recognize for doing unsung deeds. If you have a Thunder-Kudos of your own, email us at dastor@t-bird.edu

The students who asked extremely intelligent and interesting questions of the Saudi Ambassador. Some folks were concerned that T-birds might ask poor questions, but we were all well represented and spoken for.

Lynn Morrison and Daniel Pena of the TSG for their efforts to push through new club budgeting guidelines. This is not an easy or popular task, but will have positive long-term effects for the school.

To all the summer students from Guadalajara, Tokyo, and Archamps who contributed significantly to *Das Tor*; it

allowed us to share in the global T-bird experience during our hot, very hot, very, very, very, hot summer

To the students who represented the Thunderbird community at the Global Council events - lunches, dinners, breakfasts ...

Undoubtedly, there are many others who can be mentioned. Hopefully, in future editions we can receive input from the student body.

(Editor's Note: Thanks to Greg Stolle for championing this idea and the first contributions)

What's Your Gripe? Things to Think About ...

The following are thoughts, opinions collected from the greater Thunderbird community. If you have a comment or a gripe of your own, email us at dastor@t-bird.edu

Turn off the sound on your computer so that when you turn it on (in the IBIC, when you are late for class) the rest of us do not have to hear Bill Gates' free marketing music. (Hint: control panel, sounds and devices - learn about it.)

Pick up your feet when you walk. You are not wearing roller skates and we do not need to hear you shuffle around campus.

If you've studied in Archamps - you did NOT create Europe. Many people before and after you have been to Europe and even to places more exotic. You are not the only ones to have ever studied overseas.

Turn off your cell phones. While we understand you can forget, please, we cannot believe it has to be said - do NOT answer your cell phone in class or a presentation!

Put your photo on MTB so everyone can see who you are. Thunderstalking is an important part of campus life - for students trying to figure out who you are and for professors trying to see a better photo than your ID shot.

Instead of complaining about Aramark, professors, the IBIC, life at T-bird - do something about it. You have no right to complain if you will not take action to begin the change process.

Project Provides Non-Traditional Outlet for MBA Skills

Continued from Page 4

are healed. The charity attributes much of their effectiveness to setting a unique standard, for all non-profit organizations, to keep their overhead under 2%.

The recipients of the donated medical supplies include hospitals, clinics and orphanages in developing countries from Central Asia to South America, from Africa to the Far East, and from Eastern Europe to the Caribbean.

Be a part of it! Help Project C.U.R.E. bring help and hope to the world! The organization is seeking individuals that are willing to donate their time to perform various activities from sorting donated medical supplies, to fundraising, to recruitment of more volunteers, to other potential projects. For more information, please contact the on campus Project C.U.R.E coordinator, Brian Wozniak, at 602-978-7044.

Project C.U.R.E. Recipient Countries/Territories

Albania, Armenia, Azerbaijan, Bangladesh, Belarus, Belize, Bolivia, Bosnia, Brazil, Burkina Faso, Cambodia, Cameroon, Chile, China, Congo, Croatia, Cuba, Czech Republic, Dominican Republic, Ecuador, El Salvador, Equatorial Guinea, Estonia, Ethiopia, Fiji, Gabon, Georgia, Ghana, Grenada, Guatemala, Guinea, Guinea Bissau, Guyana, Haiti, Honduras, Hungary, India, Indonesia, Iraq, Israel, Ivory Coast, Jamaica, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Liberia, Macedonia, Madagascar, Malawi, Malaysia, Mauritania, Mexico, Mongolia, Morocco, Mozambique, Myanmar, Nagorno-Karabakh, Nepal, Nicaragua, Nigeria, North Korea, Pakistan, Palestine/West Bank, Peru, Philippines, Romania, Russia, Rwanda, Samoa, Senegal, Serbia, Somaliland, Sudan, Tajikistan, Tanzania, Thailand, Tokelau Islands, Trinidad and Tobago, Turkey, Uganda, Ukraine, United States of America, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe

Rising Fuel Prices Raise Political Concerns

Continued from Page 3

mously. In truth, the oil & gas folks have made better decisions to do more with less.

I'm sure some of you are thinking, "Hey, these tough environmental standards are a good thing because they help protect us and the environment." I agree with that statement. So, let's have government (whose primary role is to protect private property rights) openly work with the private sector to have an efficiently-managed system. Simply writing law after law after law only creates confusion, law suits, and wasted resources. I think there are T-birds who would be great for making this private and public relationship work.

The bottom line is this: It is scary for the top political official in the state of Arizona to be so angrily opposed to the private sector and to think that government is the savior. A capitalistic culture is not to look toward the government to solve our problems.

As this gas crisis winds down in Arizona, I am happy to see that the government has actually done nothing to improve the situation (i.e., did they fix the pipeline, did they ship extra gasoline in from surrounding locations, did they do anything other than complain? Yes, they did one thing, the governor asked the EPA for waivers from its own strict regulations).

Hey Governor, here's an idea: Why don't you provide some incentives for some entrepreneurs to build some public transportation?

COUNTRY GABLES

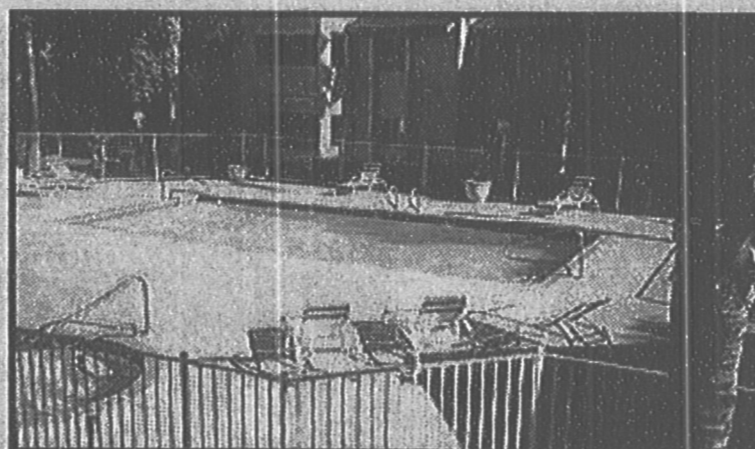
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Thunderbird to Host First Ever Innovation Challenge for Top 50 MBA Schools

By SHARON JAYAKUMAR
India, Spring '04

I once tried to identify a key value-add that being at Thunderbird would bring me and found it hard to pin it down to one single element.

My take is that the greatest value-add that a business school like Thunderbird provides is a stimulating environment, which is a function of many different and dynamic elements: the opportunity to meet amazing people from around the world, the personal development from social and cultural experiences, the spike in confidence from dealing with stressful situations and drastic deadlines, the opportunity to exchange ideas and develop them into something meaningful and yes, the academic learning too.

That is why I decided to help plan the Thunderbird Innovation Challenge because, in a sense, it represents the best of this environment. It provides an opportunity to pit your creative intelligence against that of other top MBA schools worldwide and a venue to have your ideas heard by top global companies whose life blood is innovation.

The key goal of the Innovation Challenge is to channel innovative business ideas and strategies into the corporate corridors of industry leading companies. While business case and business plan competitions are the norms in the MBA community, an innovation challenge is a unique competition, the first ever of its kind. And what's more

interesting than the challenge itself is its history.

The Innovation Challenge was first conceptualized by Idea Crossing LLC, a company founded by alums Anil Rathi '02 and Robert Lipton '03, in 2002 while still attending Thunderbird.

The event is being hosted by Thunderbird, along with the student-run THINC Club, founded by Anil Rathi '02, Vikram Mangharam '03 and Adeleke Adegbenro '02 in Fall 2001.

THINC's claim to fame started with its series of "Ideation Sessions" that were successfully conducted both for major corporations as well as smaller, entrepreneurial companies including, U-Haul, ExxonMobil, House of Blues, The Dial Corporation and Suntel, a Sri Lankan telecom company. During these sessions, student members brainstorm to shortlist the most innovative ideas for products, services and marketing strategies, through a well-managed "ideation" process.

The diversity of ideas from 300+ members representing over 50 countries served as an innovation pipeline into companies worldwide who kept coming back to tap into the brain trust of Thunderbird's global population.

Attune to the vast opportunity this represented, Rathi and Lipton began to shape a business plan to build an innovation factory. And Idea Crossing was born.

Since the team started promoting the Innovation

Challenge to the top 50 global MBA programs, registrations have come in from top MBA schools including Wharton, Cornell University, Carnegie Mellon, Duke, ESADE, the University of Wisconsin at Madison, the University of California at Berkeley and of course a Thunder-team, too!

The sponsors of the challenge - Dial, Pinnacle West Energy, Aramark, Reuters, MBA Jungle and Wall Street Journal - will pose an innovation question. A question ranging from ideas for new products, services and brands to new strategies that help maximize profits may be posed to the participating teams, who will then compete to develop the best responses.

Participating schools can enter an unlimited number of four to five-person teams, but only five teams will be selected for the final round. While the first round will be held online from Oct. 13-19th, the final round with the top 5 schools will be held from Nov. 20 - 22nd at Thunderbird's Glendale campus where teams will vie to be crowned the "Most Innovative MBA Team in the World" and walk away with a \$20,000 cash prize.

Dr. Henry Chesbrough, a Harvard Business Fellow and Executive Director of the Center for Technology Strategy and Management at the Haas School of Business, focuses on innovation in most of his published



THINC members pose during a planning session

works and has lent his support to the event.

"Competitions like this create lots of innovative possibilities, and corporations hungry for ideas would do well to pay close attention," he said.

"The strength of innovation challenges is that more ideas are generated for fewer dollars. In a slumping economy where innovation budgets continue to be axed, why try to invent everything internally?" And if you think about it, it makes perfect sense.

Volunteers to assist with planning and conducting the Innovation Challenge are always welcome. Aside from the experience and personal satisfaction of having worked on an event of this kind, all volunteers will have their resumes included in a resume book that will be com-

piled for all event sponsors.

For more information on the Innovation Challenge and/or to register to participate, visit www.innovationchallenge.net.

To volunteer, contact Adam Hunter (AdamHunter@global.t-bird.edu) or Jeff Mathers (jmathers@global.t-bird.edu) and attend our weekly planning meetings on Thursdays between 1:00 and 2:00 p.m.

Whether you volunteer or participate, remember this is yet another opportunity to glean value from the all that a business school environment stands to offer. And in the midst of all the GPA hype, remember to Work, THINC, Play!

sharonjayakumar@global.t-bird.edu

Saudi Ambassador HRH Prince Bandar bin Sultan Provides Insight

By JUAREZ LOWE
Malaysia, Fall '03
Co-editor

On a muggy Wednesday afternoon, T-birds were treated to an entertaining and different perspective on the issues facing the Middle East. Students and faculty (a professor even led a class there) filled the AT&T early and spillover was contained in the Barton Kyle Yount centre.

Prince Bandar bin Sultan, ambassador, diplomat, and air force officer, was a charming speaker. His self-deprecating humor - talking about his vivid memories of old "fuddy duddies who tell me about the world and now I am one" and his "dyed gray hair" - was well-received. Instead of reading a prepared speech, he opened the floor up to questions.

In dealing with the issue of the increased hatred towards America after 9/11, he had his facts at his fingertips.

While the Saudis may be blamed for 9/11, Saudi Arabia

has been host to one of largest overseas American communities since the 1930s.

Conversely, since 9-11, Saudi student enrollment in US institutions has halved to 2000 students. In his opinion, Arab hatred toward the US was exaggerated - especially compared to European shouts of "Yankees go home" despite American help during WWI and WW2. He summed up Saudi Arabia and the US as "countries with good causes but lousy lawyers."

On Saudi Arabia's role for peace in the Middle East, since Camp David, the Ambassador HRH noted that every major peace initiative was Saudi-generated.

Examples include the 1982 King Fahd plan, 1991 peace conference in Madrid, the 1996 Arab summit (that confirmed that peace is the strategic option of the Arab nations) and the 2002 declaration by Crown Prince Abdullah that if Israel accepts the 1967 borders, all the Arab countries would normalize relations

with it.

He was optimistic on the hopes for peace in the next 50 years and looked at the billions of dollars spent on weapons as funds that could be channeled elsewhere.

As the people from the Middle East are a difficult people (including Israel), he said that change would be a slow and difficult process. Change in the desert was like chasing after a mirage, he noted: If you were wrong you were likely to be dead.

He termed democracy as the worst of the best form of government. He also warned of the dangers of transplanting a form of

government to another culture (like an organ transplant, anti-rejection medicine is necessary).

"Slow down I am in no hurry." Change will occur, but at our own speed and time. While Saudi Arabia wants to modernize, they have no desire to westernize.

He also pointed out that while the American declaration of Independence was signed in 1776, it was only in the 1920s that women in the US attained the right to vote.

Attending this talk and

watching an Israeli question the Saudi Ambassador to the US, will be one of the highlights of many T-bird experiences.



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Professor Pearson, Organizational Crisis Management Expert Joins T-bird Faculty

By DEIRDRE DALY
Ireland, Spring '04

Our newest addition to the Thunderbird family is Professor Christine Pearson, who is teaching Global Leadership this semester. Prof. Pearson is an expert on organizational crisis management and workplace incivility. She has contributed to and co-authored four books on these subjects and is in the process of editing a fifth book. In addition, she has consulted for many major multi-nationals such as Mobil, Dow and Pepsico.

A good role model for those of us who do not have our life planned out in detail, Prof. Pearson fell into her area of expertise by accident. After meeting her husband on a blind date, getting married and having two children, she decided to pursue her masters degree.

Due to the demands of family life, she needed to attend school nearby and looked through their bulletin for interest-

ing courses. A French language major and economics minor for her undergrad she decided that psychology looked far more interesting than economics. A PhD followed and she was hooked on the "dark side of corporations."

Raising two children to be good people is what Prof. Pearson sees as her greatest

our nomadic student body.

While teaching at UNC she was recognized by *Business Week* as an outstanding faculty member, based on student opinions.

I asked her what qualities make a good teacher, and she listed empathy, good listening skills, energy, the ability to translate issues, enjoyment, reinforcement from students, and above all, enthusiasm.

In light of her expertise on leadership, I asked Prof. Pearson what kind of leader she believes the school needs to replace Dr. Herberger.

She replied, "Madeline Albright...I would contribute half my salary if we could get her in."

The traits she sees as most important in any leader at Thunderbird are a "global perspective, respect for people, sharp intellect and lack of fear."

Madeline, if you are reading this give us a call, we would love to have you!

Her goal for the future is to "author a very popular practical business book in crisis management," one that will really influence how business people think and act.

achievement thus far. Her goal for the future is to "author a very popular practical business book in crisis management," one that will really influence how business people think and act.

Prof. Pearson has previously taught at University of Southern California, University of North Carolina, FGV (Brazil), EDHEC (France), University of Western Ontario (Canada) and CYT (Hong Kong). Given all that travel, she should fit right in with

Some minor, but appreciated, improvements to the Commons and Pub

By YESICA SCHAAF
U.S.A., Spring '04

After a summer of being away from campus, I was happy to return to some improvements at the Commons. For those of us that live on campus, with limited alternatives for dining, it was definitely nice to see some new varieties to the selection.

My personal favorites among the new selections are the Tuesday and Thursday sandwiches. If you haven't tried these sandwiches, they are "Subway" style (although no alternatives are allowed...) and are quite delicious.

Other additions to the Commons include: the Naked juices (which according to the Commons staff are selling like hot cakes), calzones, and baked pasta.

Also, after a conversation with a Pub bartender, I learned that some improvements to the Pub will be coming soon.

These improvements are perhaps more exciting, espe-

cially for those of us that have been frequenting the pub more often than probably needed... Some of these new improvements include:

Monday - Friday Happy Hour (4pm - 7pm), with discounts on drinks and bottled beer.

Open hours on Sunday's for watching football and sports event.

International drink specials

DJ's on selected Friday nights

Snack food (nachos and soft pretzels).

Although these improvements may seem somewhat minor, every enhancement to the quality of life on Thunderbird's campus is well worth noting. Take advantage of the new selection at the Commons and keep your eyes open for the upcoming improvements to the Pub!

Consulting Club Plans Case Competition Prizes total \$10,000

By KARINA LARSEN

The mission of the club is to provide the students and other members knowledge about the consulting industry as a whole and to assist the members in developing skill sets that will help them enter the profession.

Every trimester the club brings industry speakers to campus who discuss the challenges the industry is facing as well as how Thunderbird students can

use their unique understanding of international business to set themselves apart when applying for jobs in Consulting.

The Thunderbird Corporate Consulting Competition

Thunderbird Consulting Club will be hosting its third annual Case Competition on November 7-8. We expect to have 15 MBA teams from top US and European business schools competing for a prize pool of \$10,000.

The competition offers students an opportunity to apply their knowledge of all functional areas of business (Marketing, Finance, Operations, Information Technology, and Strategy) to an international business situation. There will be two rounds of presentations which will be judged by senior business executives from companies such as American Express, Gartner, Intel, Deloitte Consulting, Astra-Zeneca and Bank One.

Miller Brings Experience and Openness

Continued from Front

Columbia, even though Columbia is in New York." The diversity is much more noticeable at T-bird, according to Miller.

While at Columbia, he dealt with students representing a wide array of nationalities, but the majority had lived in the U.S. for a long period of time prior to business school. He finds the students to be quite collaborative in a positive sense. Miller also comments that TSG is very empowered, more so than at Columbia or some other business schools.

Miller misses the streetlife of New York, in that

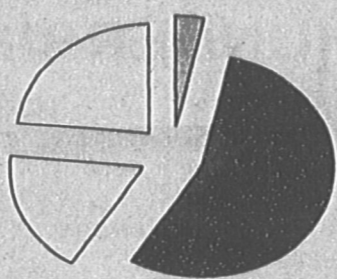
virtually every block has foot traffic at all hours of the day. It is easy to get around without a car. Miller lived there for ten years without one-since public transportation is so readily-available. Miller used to read novels on the subway, and comments that driving time now limits his reading. Other than this, Miller finds Arizona to his liking, and he continues to be impressed by Thunderbird.

"Coming from one of the oldest Ivy League schools, I wanted to be at another world-class institution. This business school is certainly world-class. There is an abundance of talent here."

Thunderbird By the Numbers: A Look at Geographical Representation

Regions Represented by Students

Latin America
23%



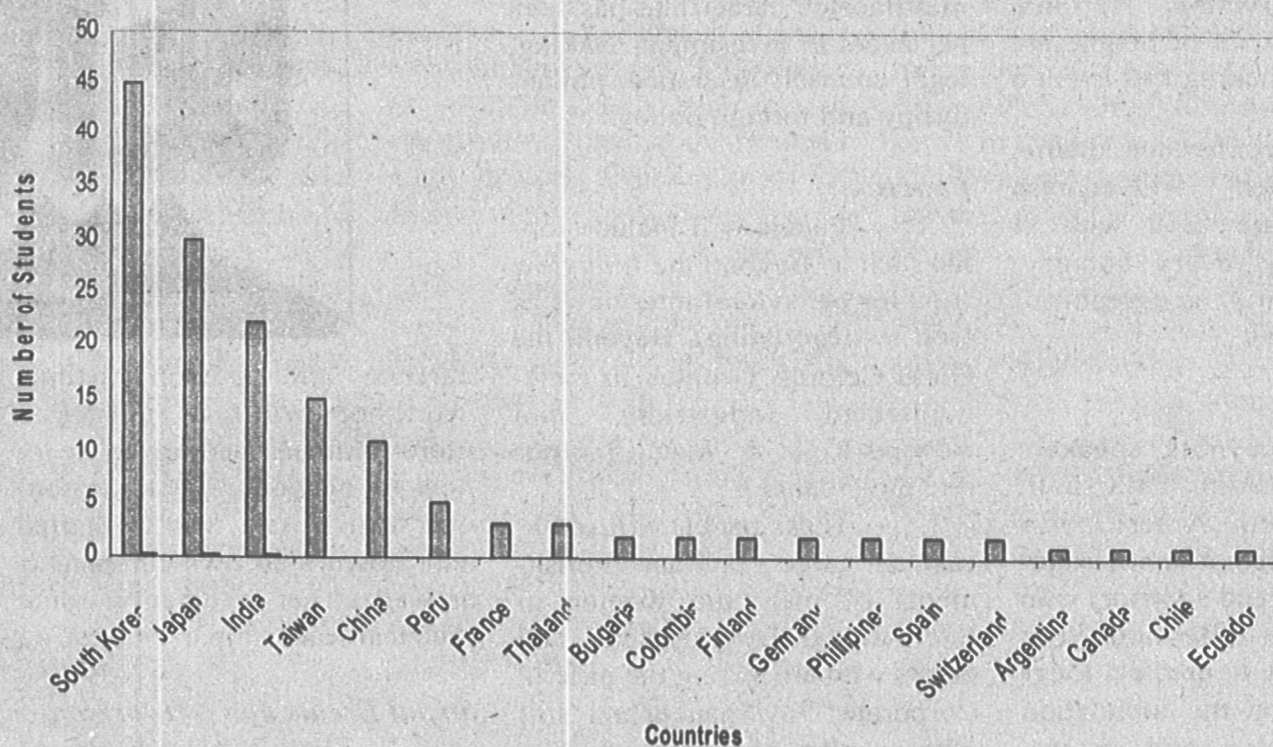
Africa
4%

Asia
55%

Europe
18%

Facts and figures provided by the Programs for Foreign Students and Scholars office, Thunderbird

Number of Admitted Foreign Students by Country for Fall 2003



Is Your Business Plan Worth \$25,000?

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

Do you dream of making your great money-making idea actually happen? Do you want to see your skills match those of other major international MBA schools? Knowing how to write a business plan is an important first step.

Questions like "Where do I start?", "How do I raise money?", "Is this thing really a winner?" prevent the idea from getting off the ground. Once the idea is written down, and its potential measured up, it is much more likely that you can make your dream a reality.

The Thunderbird Entrepreneurship Club (TEC) is sponsoring The Thunderbird Fall 2003 Global Business Plan Competition. This competition is a great way to learn how to write a business plan and compete with other world-renowned schools of business.

Truly good ideas take many hours of diligent planning, writing, resourcefulness, and ingenuity to develop and come to fruition. The TEC provides a multitude of on-line resources as well as a strong network of entrepreneurs, alumni, faculty, and students who have written their own plans.

On October 10th, a two-page executive summary is due. When it entails just two pages of text to get started, why not make it a goal to submit your idea? A

two-page summary should ideally include an explanation of your idea, the reasoning behind your great idea, and basic market research.

Last Spring the TEC gave out \$8,000 worth of prize money to three terrific Thunderbird Business Plan ideas. This year the competition will involve UCLA, INSEAD, ISB (Indian School of Business), and Georgetown.

... Competition will be awarding \$32,000 in cash prizes, including the \$25,000 first prize.

We expect over 100 plans will be submitted for the first round of judging on October 10th. Twenty finalists will be chosen from that group and a six-page mini-plan will be due on October 31st. Six finalists will then be invited to present their business plan to a select panel of entrepreneurs and businessmen.

The Upcoming Business Plan Competition will be awarding \$32,000 in cash prizes, including the \$25,000 first prize. December 5th will be the final day of presentations.

Could this be the beginning of your \$1,000,000 idea? Isn't it worth a try? Email your two-page executive summary to bobpanknin@global.t-bird.edu by noon on October 10th to enter.

If more information is what you need, please contact thomaswhitaker@global.t-bird.edu, or just come to our meetings every Tuesday at 6p.m. in the Tower Lounge.

We look forward to seeing your executive summary on October 10th, 2003!

Global Council Dinner Commemorates Outstanding Dedication and Service

By BETSY HOAG
U.S.A., Spring '04
Co-Editor

The Thunderbird Global Council flew in from various parts of the world for its bi-annual meetings in Glendale last week. During their time on campus the Global Council (TGC) attended numerous events, some of which included current students. During a dinner at the Arizona Biltmore on Thursday, September 25, the TGC was formally recognized for its 20 years of service to Thunderbird. In addition, two members of the TGC, Ted Fuller and Michael Longua, were acknowledged for their enduring dedication to Thunderbird.

Ted Fuller, a 1972 graduate of Thunderbird, has contributed to Thunderbird through extensive philanthropic, academic, and recruiting efforts. He spearheaded the donation of the world clock outside the Commons (a Class of '72 gift), established the Fuller Professionals Development Program, assisted with the new emergency loan fund, and helped channel funds toward the remodeling of the CMC library. He and his wife, Joan, acknowledged that they have felt a special bond with Thunderbird since his days as a student here.

Michael Longua, of Johnson & Johnson, first became affiliated with Thunderbird and

the TGC in the early 1980's after his boss, former J & J CEO James E. Burke, asked him to respond to a request from Thunderbird for involvement. Throughout the past twenty years, J & J has actively recruited Thunderbird students for positions across the globe. As



enhance Thunderbird's curriculum, among other donations.

Dr. John Seybolt, Senior Vice President for Institutional Alliances and Advancements, also introduced Mr. Clif Cox, who has worked closely with past Thunderbird President William Voris and current President Dr. Roy Herberger over the 20 years of existence of the TGC. He has played a vital role in deciding on budgets, campus construction, and even curriculum. Cox shared some of the history of the

What Is the TGC???

By JUAREZ LOWE
Malaysia, Fall '03

The TGC provides substantive support, advice and counsel to Thunderbird's administration, faculty and students on issues central to the School's strategic mission. While some have an affiliation to the school (e.g. alumni), all share a desire to see the school improve.

It is interesting to

note that the members of the TGC are perhaps as diverse as the student body, with members from Scottsdale to Singapore in a wide range of industries.

Apart from helping decide the strategic direction of the school, the TGC also helps coach and mentor students. One such

Continued on Page 9

a recruiter, Longua has personally hired many students over the years. Furthermore, as International Recruiting and Personnel Development Director, Longua has strived to maintain a strong relationship with Thunderbird, through the establishment of scholarships and internships, a \$10,000 contribution to support Foundations Week, and a \$25,000 gift to

Global Council with the audience.

The TGC also honored David Roberts, outgoing chairman, for his strong leadership over the last three years. Mr. Roberts has contributed generously to the IBIC over the years and was recently confirmed as a member of Thunderbird's Board of Trustees.

Women In Business Will Come to T-bird From Across the Nation GWIB National Conference Planning Continues

By KARINA LARSEN

The time is fast approaching for Thunderbird to host some 500 participants of the 2003 Graduate Women in Business (GWIB) National Conference. A lot of people are hard at work making this event a success.

Our conference theme, "Beyond Borders," will address borders that are dealt with in every industry, every country: personal, cultural, geographical, and professional.

Speakers

Our keynote speakers include RuthAnn Marshall, President, North America for MasterCard International (exclusive corporate lead sponsor) who will speak on "Beyond your MBA" and how to create a long-term strategy on the foundation of our bachelor and master

degrees in order to become a leader in today's business world.

Florence Davis, President of the Starr Foundation will speak on "Beyond Tradition" as she shares how she has built and enjoyed a successful and multifaceted career that has seen her excel in investment banking, legal counsel, insurance, philanthropy and foreign policy.

Panels

Panels will include topics such as Beyond the Interview (tips for behavioral interviews as well as negotiating), Beyond the Glass Ceilings (women in male-dominated industries), and Beyond Right & Wrong (corporate governance).

These panels will showcase the careers and accomplishments of men and women in International Development, and others who are setting the pace in Corporate Governance and still others who balance family,

careers and personal time. Workshops will give attendees a more intimate setting to learn how to network, speak one-on-one with people who've started and grown their own companies, as well as get involved in some practical leadership exercises.

Social Events and Networking

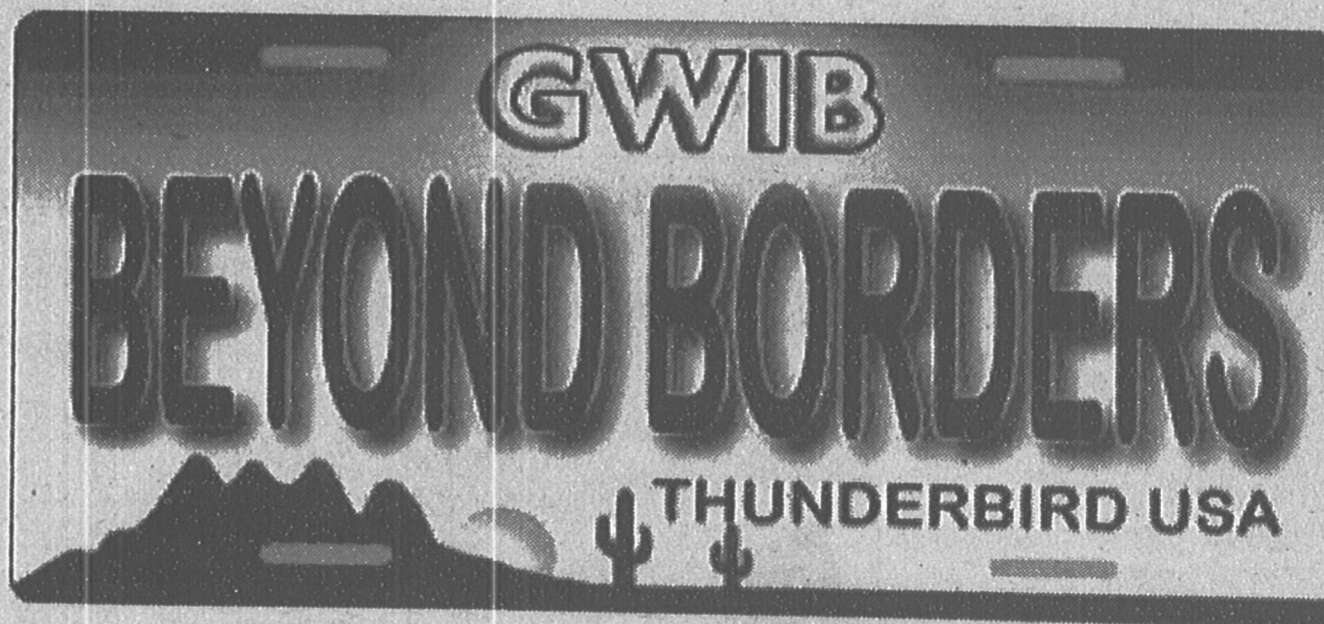
There's also a lot of

social and networking opportunities planned. One such event is Friday night where together with TSG and the regional clubs, we'll have food and entertainment from literally around the world. The rugby team is helping us host a "Ladies Night at the Pub" and there will be a movie on the lawn under the warm November Arizona night.

Details and Volunteer

For more details you can check out our conference website at <http://clubs.t-bird.edu/gwib/>.

If you'd like to volunteer to help either in planning this event and/or during the actual event itself, please contact Deanne de Vries at ddevries@global.t-bird.edu.



Honor Council to Take a New Role on Campus This Fall

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

This trimester the Honor Council is taking advantage of the lack of cases to take a new role on campus. Council Chairman Greg Stolle divided up the members into teams to focus on improving the flow of case-work, introducing a pro-active education program, and finishing general maintenance items started in the Spring and Summer.

In the past, Honor Council members have lacked a standard template for investigating violations and tracking historical sentencing patterns. Council member Sandy Habib is trying to change this pattern by constructing a database of case information and sentencing. This database should allow the council to deliver statistical information on the type and frequency of different types of violation (cheating, plagiarism, etc) as well as to develop a standardized sentencing structure.

Brian Muir and Kenneth George are focusing on improving the speed of investigating procedures. Muir and George expect to develop guidelines for reporting and investigating cases and to resolve ambiguities between the administrator and student roles.

Other council members are working on educating the student body about the honor code and ethics on campus and in the

business world. Shane Jacobs is looking to develop a relationship with the Lincoln Center for Ethics. Hadi Mansouri is following this work by working to become a CSR Day partner and to host an event with Academy graduates in the Phoenix area. Lynn Morrison and Amedeo Gaggion will contribute regular articles to the Das Tor and the Honor Council page on MTB with information on council activities as well as interesting information about ethics in the business world. Kenneth George, Tony Pimanda, and the council faculty advisers will consult Thunderbird faculty on how to determine better ways to proctor exams and prevent cheating on projects.

General maintenance for the council will focus on making it easier for students to report a possible honor code violation and recruiting new members. This past week a direct link to the Honor Council page was added to the left-side of the MTB home page. This site will be updated regularly with information on how the council works, council activities, and information on how to report a violation.

The council is actively seeking new members and is encouraging students from all regions to come and participate. Anyone interested should contact Greg Stolle (Stolle @global.t-bird.edu) or James Scott (ScottJ @t-bird.edu).

What elective classes should I take...???

GWIB helps you answer that question!

By KARINA LARSEN

Elective classes... A topic that frustrates not only students but also the registrar and faculty. Just as Thunderbird's administration thought they had made it easier for all by creating focus areas, it only got worse... T-birds like to do things their way - set menus are for the faint-hearted! The result: 60% of students elect to customize their focus area, making course planning and registration a nightmare!

Over the summer I was asked numerous times by first and second trimester students about what classes I was taking and how those would fit into my career plans. Having done exactly the same myself a few months back, I sympathized and tried to give the best advice I could. However, I am only taking a fraction of the classes offered and what I think of a course may not be what someone else feels.

Solution? Get the faculty together to talk about their courses and where those might fit into various career paths. Graduate Women in Business (GWIB) bought into the idea and the Steering Committee took on the task of collecting course syllabi from professors and uploaded those on the GWIB website.

Next, GWIB invited Faculty and students to come to



Students enjoyed faculty/student night at the Pub this summer, courtesy of GWIB

the Pub on a Thursday evening where questions could be asked and answers given. With the help of Dr. Mathis, Dr. Bowen, Dr. Babarinde, and Dr. Keck, faculty was encouraged to participate and the result was a great turnout of both Faculty and students. Students got what they came for and faculty got a chance to get to know students outside of the classrooms.

The evening was a success and GWIB has been encouraged to make it a regular trimester event. We have not finalized the date yet but it will occur before priority registration begins.

For more information watch MTB or contact Karina Larsen at LarsenK@global.t-bird.edu.

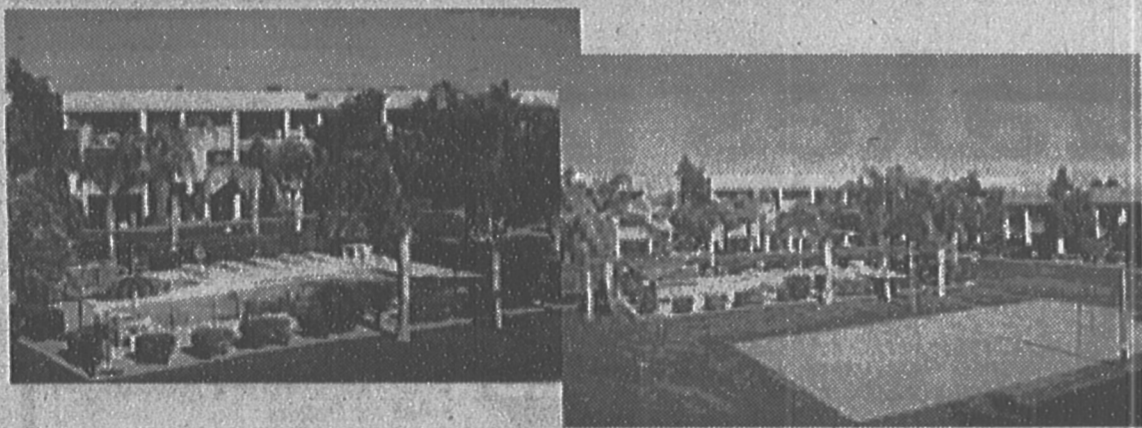
TGC Made Clear

Continued from Page 8

event was the informal reception at the Pavilion. Members of the TGC shared their insights into their own company and industry.

Mentorship continues after the breakfast for a lot of members via email. The involvement of the TGC is perhaps best summarized in the words of Barbara Stevenson who coordinates their visits (and also other speakers)

"They are an amazing group of people and we are so lucky to have them involved at Thunderbird."



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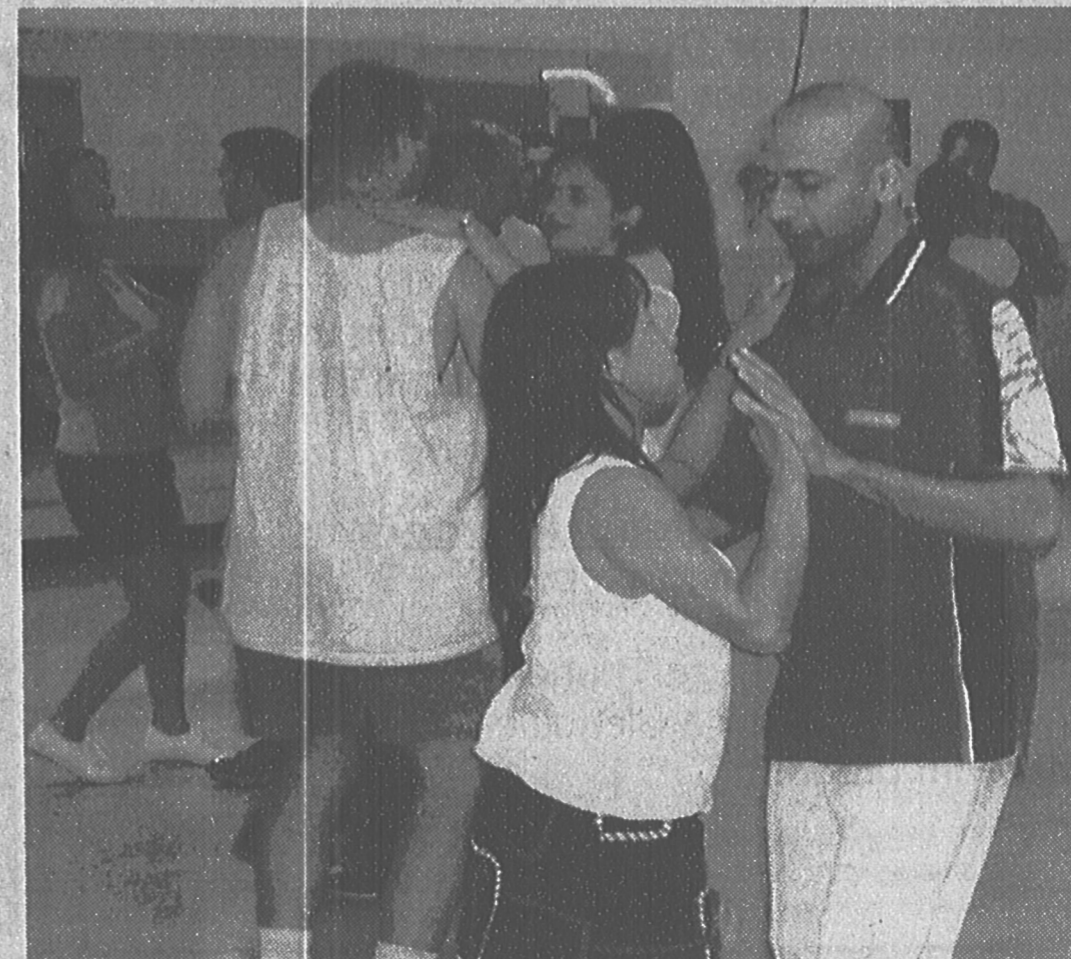
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Upcoming Fall Career Fairs

For more information on these Career Fairs, please visit the CMC Web Page on MTB.

These fairs can be found in the "Other Career Fairs" folder. Each one has a link to its web page.

October

Women for Hire

Meet with 50 leading employers in various U.S. cities. Fall Career Fairs start September 16 thru November 13, 2003

Thunderbird Career Fair

Thunderbird's premier Fall recruiting event. Glendale Campus - Oct. 15-17, 2003

Global MBA/Masters Employment Conference

9th Annual Conference in Orlando, FL - Oct. 23-25, 2003

Boston Career Forum

Organized by DISCO International World Trade Center Boston - Oct. 24-26, 2003

November

National Society of Hispanic MBAs

NSHMBA's 14th Annual Conference & Career Expo. This fair is open to all (it is hosted by the National Society of Hispanic MBA's). This year it is in Ft. Lauderdale, FL - Nov. 6-8, 2003

Asian Diversity Career Expo 2003

New York - November 14 & 15, 2003

London Career Forum

Europe's largest job fair for Japanese-English bilinguals. London - Nov. 21 & 22, 2003

From the CMC:

Are You Prepared for Career Fair? How the CMC Can Help

By **KIP HARRELL**
Associate V.P. Professional
Development and Career
Management

We hope you have all had an enjoyable and productive summer. Congratulations to the Summer Class of 2003!

The CMC team has been promoting the October 15th-17th, 2003 Career Fair in discussions with hiring managers at various organizations over the past three months. We are pleased to report that as of this writing, there will be 42 companies representing 44 hiring entities at the Fall Career Fair.

An additional 34 companies to date have committed to visiting the campus during the trimester for interviewing, presentations, or both. This number substantially exceeds last year's fall total. Updated information is added daily and a detailed list can be found on the CMC pages of MTB.

Exercise caution in counting on your favorite company to appear, however. The job market is still shaky. Some companies may forego the fall recruiting cycle or drop out of the

Career Fair at the last minute to reassess hiring needs in the spring. Whatever happens, do not wait until the last minute to begin your career search. The CMC continues to do outreach to companies, this is only one source of potential employment.

You need to focus on your own personal job search



Kip Harrell

are almost ready! Don't forget about the Career Fair Information Exchange in The Commons on October 8th, where you will learn how to access to the Company Profiles for those companies attending the Career Fair. Also visit with our CMC staff from 11:30a.m. to 2:30 p.m. to ask questions about Career Fair etiquette, company representatives and contacts, to practice your 30-second commercial and find out about the recruiting process from the CMC relationship managers.

Sharpen your interview skills with a **Mock Interview** offered by the CMC on Fridays in September and October before the Career Fair. Sign up with Ron Schuler at the CMC Resource Center Information Desk (978-7245).

Welcome to our **Graduate Assistants** this trimester: Abe Jacob, Sharon Jayakumar and Tucker Partel. Abe, Sharon and Tucker will assist the CMC staff with Mock Interviews and Drop-In Resume Review. Contact the CMC for more information (978-7245). And welcome back to Jeremy Castleman, the TSG CMC Chairman.

You need to focus on your own personal job search activities which should include company internet research, search firm discussions, resume posting services, job boards, networking, alumni contacts, personal contacts and professional referrals.

activities which should include company internet research, search firm discussions, resume posting services, job boards, networking, alumni contacts, personal contacts and professional referrals. Talk with students returning to campus who were employed in industries of interest to you or who spent the summer as an intern.

The Company Profiles

Winterim 2004

Off-Campus Application Deadline:

Friday, October 3rd at 4:30pm

Please turn in your off-campus program application and \$300 deposit to the Overseas Programs Office by 4:30pm on Friday, October 3rd.

Registration for Off-Campus Programs:

Monday - Thursday, October 6th - 9th.

Approved applicants will be registered manually. You do not have to do anything to complete your registration. Lists of approved applicants will be posted in the Overseas Programs Office and on MTB.

Registration for Glendale Programs:

Monday - Thursday, October 6th - 9th.

All students must use Thunderbird Access on MTB to register for a Glendale Campus Winterim program.

Overseas Programs/Global Services
Phone: 978-7252 - E-mail: overseas@t-bird.edu

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CMC Is Adapting To The New Times

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

The CMC is taking on an aggressive, proactive approach to delivering services to students and employers alike.

According to Kip Harrell, the Associate Vice President for Professional and Career Development, "The market demands career management centers to be more pro-active. The good old days of employers lining up to hire MBA's are gone. We are now chasing the employers. And by implementing our new CMC Operating Plan, we are doing just that.

Contrary to popular belief, there is not a line of employers waiting at the door to recruit and hire our students, says Mr. Harrell. He states that the

CMC is targeting Global 500 companies where Thunderbird already has a relationship, the medium-sized companies who seem to be hiring more and more graduates, industry and geography-combined concentrations, and of course, those companies that students would like to see more of here in Glendale.

"Many people may be surprised to learn that a big-name company may not want to recruit here for various reasons- geography, recruiting source strategy, needs and fit. However, that doesn't mean we aren't listening and won't ask the same companies again," states Kip Harrell.

Kip Harrell's background

Harrell arrived at the beginning of the year. He comes with a background of almost 20 years in industry where he led the recruiting and hiring programs

and people assessment training for Accenture and two other Fortune 100 companies. His work took him to more than 70 countries.

"Kip's multi-cultural recruiting knowledge from the employer's perspective and grasp of the business employment world is a great addition and asset to the CMC," says Dr. Kay Keck, Vice President for Student Services and Program Support.

If you're 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 Monday through Friday from 9:00 to 5:00. Ron Schuler, Client Services Manager, and Karen Friedberg, Information & Operations Manager are dedicated to providing excellent cus-

tomers service, and are available to answer your company search 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.

The activity has stepped up a few notches since January. A restructuring of the CMC, an increase in the marketing and new business development activities, an enhanced seminar, more employer outreach activities and operations that align with the AACSB Best Practices and the Thunderbird Strategic Plan are creating a shift in how the CMC is serving its customers.

For more information visit the CMC in person, the web pages on MTB or email at careers@thunderbird.edu.

Operating Plan Objectives

In an effort to increase successful placement of Thunderbird graduates, the CMC has developed an Operating Plan which supports the new Thunderbird Strategic Plan and the American Association of Collegiate Schools of Business (AACSB) Best Practices guidelines. The CMC goals and objectives identified in planning meetings take into account both of those documents. The clear focus is to ensure those goals and objectives serve the students and employers.

The core of the plan uses relationship management to link students to employers based on skills, interests, and needs.

"Also inherent in the plan is an increase in quality of services to students and employers," says Harrell.

Comprehensive Marketing / Communications Strategy

In addition to visiting employers, the CMC has designed a comprehensive communications strategy which will help keep Thunderbird students in front of employers on a consistent basis.

Target markets and the marketing approach for new potential employers were identified as part of the CMC Operating Plan. The plan incorporates the use of monthly communications pieces and other marketing materials, which reminds employers of key recruiting events and tools available at Thunderbird. The branding and messages incorporated are all in alignment with the Global Thunderbird organization and its branding strategy.

"We can no longer assume the market understands what Thunderbird students have to offer as a potential employee and will automatically make Thunderbird a stop on their company recruiting circuit. We have developed clear and consistent

message points to be delivered to employers through a variety of channels," according to Harrell.

This proactive outreach is not just limited to employers. Students will be targeted in the communications campaign to keep them informed of the MBA recruiting process and the importance of starting a job search early.

The CMC Seminar is a key component of the strategy. Thunderbird students are enrolled in a free non-credit course offered during their first trimester. This course covers vital career planning and search management topics and helps develop and enhance relationships between CMC staff, Thunderbird students and potential employers.

The course empowers Thunderbird students to market their skills for competitive advantage and to be uniquely positioned in the global marketplace. The course takes a strate-

Continued on Page 15

Taking CMC Into the Marketplace, Support Provided to Students, and More "Hardware"

As part of the recent CMC reorganization, key individuals have been assigned to a New Business Development role.

The New Business Directors are charged with taking Thunderbird's CMC into the marketplace to generate awareness and interests in our student population, to bring back job postings, and to lay the ground work for a long term recruiting relationship with Thunderbird. Since its inception, this strategy has returned numerous full-time job and internship postings, plus several campus visits by companies, all which benefit students by bringing more jobs and employers to Thunderbird.

For fiscal year 2004, more than 20 new business development trips have been planned, including several international stops. Each trip will involve visits with up to a dozen companies in that city or geographic area of the world.

Relationship Managers provide the support necessary to help students plan and prepare

for their career search. This partnership begins during orientation, when students first meet their primary CMC point of contact and continues throughout the Thunderbird experience.

In addition to student interaction, CMC relationship managers have industry and geographical assignments and work to develop long-term corporate recruiting relationships with Thunderbird's global employer base. This approach ensures that each relationship manager involved with coaching, counseling and advising students has the value-added knowledge of employer needs and hiring practices in their industry, resulting in better matches between students and employers for productive internships and full-time positions at graduation.

"It is clear that during the past Spring, most of the students who received internships were the ones in our face on a regular basis," says Harrell. "Students who availed themselves of our staff, CMC events

and resources had more success with getting offers."

In Addition, the Career Management Resource Center has experienced a "makeover" this summer. The drab gray metal tables and shelving have been replaced with attractive, warm-toned wood tables, matching bookcases, and display racks. This more user-friendly 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.

Top Employers by Academic Year

2000-2001	2001-2002	2002-2003
Citigroup	J&J	J&J
IBM	IBM	Citigroup
Intel	Samsung	LG
Eli Lilly	Citigroup	Daimler Chrysler
Ford	Ford	Schering Plough
GM	Merck	Samsung
Enron	UBS Warburg	AIG
J&J	L'Oreal	GE
Exxon Mobil	KPMG	Hilti
Hallmark	Hilti	L'Oreal

Have a suggestion? Want to be heard?

"We can't fix or improve things unless we know they are a problem," says Kip Harrell, Associate VP. for Professional and Career Development. Harrell sees student ideas being an integral part of improving the CMC and encourages constructive input to him directly or to anyone of the CMC staff members and the TSG-CMC representative.

Constructive criticism is welcome.
The CMC "Sound Off" boxes are now in place.

Stop by the CMC Resource Center (Suite 112)
or the Interview Waiting Area (Suite 200)
to pick up a feedback form.

You can complete the form anytime you visit the CMC.
Drop your completed forms in the box in either location.

Every Reason to Be Proud

TSG President Abe Jacob Says

The Thunderbird Activity Center (TAC) holds special memories for all students. It is one of two hangars that still remain on what used to be Thunderbird Airfield Number 1. Sadly, the TAC is not remembered for its history but for exams, regional nights and its lack of air conditioning.



Abe Jacob

Just outside the TAC is a memorial that is dedicated to a group of people known as the "Helmets and Goggles." No, it is not a Harley Davidson social club. It is a group made up of the first pilots who used to train and prepare other aviators here on our campus grounds in the early forties. Their numbers have dwindled with each passing year but they still maintain an affiliation with the school. Here are some other pieces of trivia.

Just as we students start our lives in Thunderbird with a poignant flag ceremony, the very first parade on these grounds was also graced by a flag ceremony involving the flags of many nations. In the TSG office, there hangs on the wall a set of bull's horns. The massive size of those horns makes me believe that one

would not have wanted to face this bull when it was alive. It has been the butt of many a joke but I recently found out that it was presented to General Barton Kyle Yount by the US Air Force.

The US Air Force also honors the top air force cadet of each cohort with a BKY award. It is the only known award with the same name that is handed out to two separate groups of recipients.

Long before the Commons, West Dorms and IBIC were erected, the facilities of this school were built to resemble the shape of the mystical Thunderbird, the Native American god of thunder.

There are plans to preserve the Tower Building as part of the national heritage initiative. The landscaping outside the Commons, the Pavilion and the Globe outside the IBIC are projects that were funded by the graduating class of 1960.

Why the nostalgia you might ask? Clearly we belong to an institution that is like no other. We were born of a vision that crystallized globalization long before its time. We are right in the middle of history and some-

thing that no other academic institution can boast of. It is important that we know this history.

By not knowing this and by not wearing this on our sleeves, I believe we do a great disservice to our time here on campus.

What does it mean to be a T-bird? I have asked this question many times before. The essence lies in the spirit of what

human being. It is what you take with you for the rest of your lives.

Take for example the case of the Thunderbird Chocolate Bar. A group of students who participated in the Winterim in South Africa in January 2003 came up with a plan that encapsulates international development, entrepreneurship and the philosophy of giving back. When you next purchase the chocolate, take time to read what is written on the wrapper.

"...Inspired by the hope and perseverance of all South Africans and anxious to expose others to the spirit of The Rainbow Nation, Thunderbird and Nakira Projects joined forces in creating a milk chocolate bar.... All proceeds go toward student scholarships."

To Betsy Hoag, Andrew Dicello and other members of the project, you epitomize the spirit which gives life to the vision of our founding fathers. You have done us all proud.

In November this year, our campus will be a hotbed of activity for a period of six weeks. The Annual Homecoming,

THINC Innovation Challenge, TEC Business case competition, GWIB National Conference, consulting case competition, Net Impact seminar and rugby tournament are meant to showcase our brand as the undisputed leader in international management.

We have decided to brand this "The Thunderbird Worldwide Welcome Fall 2003: RAISING THE BAR."

If that's a mouthful, just remember WWF - not the World Wildlife Fund, not the World Wrestling Federation but our own WORLDWIDE WELCOME FALL 2003.

My wish is that everyone in the T-bird Community knows this and plays an active part in promoting this internally and helping make an indelible impression on our visitors.

There is another reason for me to smile. Twenty new students vied for five first Trimester Rep positions within TSG. It was a telling contrast from the days when we had to hope and pray that at least six people would contest the elections. I applaud all of you who chose to run for the elections and I hope you will continue to actively seek ways in which to contribute to the school.

Continued on Page 23

Clearly we belong to an institution that is like no other. We were born of a vision that crystallized globalization long before its time. We are right in the middle of history and something that no other academic institution can boast of.

this school is fundamentally about. Business, languages, culture, travel, adventure, friendships, and diversity...what we call the Thunderbird mystique. It is our differentiator. If you are seeking an emotion when we speak of the Thunderbird mystique, you've missed the point.

The understanding of the mystique is not a feeling, but a continual awareness of the spirit in which we execute our goals and embrace the opportunities for learning about your fellow

TSG Budget Is No Longer a Reason for Controversy

By DANIEL PEÑA
Dominican Republic, Fall '03
TSG Treasurer

Traditionally, one of the most controversial issues in TSG has been the process of conforming, approving and delivering the budget. Even though this is my third semester as a TSG official, it is now, after taking on the role the Student Government Treasurer that I completely understand why.

The budget decision process is complicated by individual club's interests and what seems like every student's (entitled) opinion. But, the process also must take into consideration the way in which TSG decides to handle the decision making. All of this, historically, has been done in no order whatsoever. Is that the way it should be? NO. So what is TSG currently doing to improve this situation?

Breaking with the "traditional" methods employed by TSG in the past to conduct the entire budget process has been one of our internal priorities. To those of you new on campus let me just briefly explain how this worked in the past: One and maybe two TSG officials constructed an initial draft of the budget, and then it was directly

taken to the TSG board for approval. No clubs and/or students gave feedback during the process.

How it works now is totally different: Not only the Treasurer but also the Student Activity Chair, from the very beginning of each trimester, gives daily attention to initial steps for the budget process. At the same time this is happening, and especially after all budget requests are received on Club Day, a bigger team comes into play with a more narrow scope of opinions and considerations. This team is led by the TSG President, Treasurer, Student Activity Chair and the Communications Chair.

Something extremely important and only done by this TSG administration is the occurrence of a Club Presidents meeting to discuss the budget, which took place last Friday, October 26, in LH 55. There, all clubs got together with TSG to view and discuss the first draft of the budget before it was submitted for its approval. We offered a chance for everyone to agree or disagree with what has been decided thus far. More importantly, those attending were encouraged to express any dissatisfaction concerning a particular budget

and/or explain why a certain club should receive more money. This entire process has been an open forum during which anyone interested in raising an opinion or wishing to monitor this process can participate. That is transparency at work.

It is important for all students to know that our cash income from 882 students registered here and in Archamps totals US\$105,850, less US\$15,000 that administration holds in as our share

Continued on Page 13

TSG DIRECTORY FALL 2003

Office phone: 602-978-7117 • Fax: 602-978-7351

The boldface positions form the TSG Executive Committee. An "*" denotes voting rights.

NAME	POSITION	PHONE	EXT	BOX	E-MAIL/Office Hrs.
Abe Jacob*	President (5/03 - 10/03)	623-486-3077 C: 602-770-4980	7126	1675	abejacob@global.t-bird.edu F 9:30 am - 12:30pm; 1:30 pm - 4:30pm
Fernando Alandia	Vice President (9/03 - 2/04)		7855		
Lynn Morrison*	Student Activities (Trimester)	C: 602-740-4680	7061	1585	lynn@global.t-bird.edu M 10am - 12 pm; W 12pm - 2pm
	Academic Affairs (9/03 - 2/04)		7855		
Eric McEachen*	Communications (5/03 - 10/03)	602-588-8059 602-828-1109	7126	1154	ericmceachen@global.t-bird.edu
Jeremy Castleman*	Career Management (CMSC) (5/03 - 10/03)	C: 623-341-2365	7396	1535	jeastleman@global.t-bird.edu MW 2 pm - 4pm
Daniel Pena	Treasurer (9/03 - 10/03)	602-588-8051 C: 602-432-0208	7976	608	danielpena@global.t-bird.edu T 11:30am - 12:30pm; R 11:30am-2pm
Ladd Watts*	Exec Education (9/03 - 12/03)	602-548-8979 C: 602-451-6340	7257	368	watts@global.t-bird.edu
Karina Larsen*	Student Alumni (5/03 - 10/03)	C: 623-326-4970 623-776-2959	7257	454	larsenk@global.t-bird.edu
Lan Chen*	Marketing Chair (5/03 - 10/03)	602-595-3597	7118	414	lanchen@global.t-bird.edu
Tim Tsao*	I&IT Chair (8/03 - 10/03)	C: 415-519-0836	7396	337	timtsao@global.t-bird.edu
Christopher Decker*	Africa Rep		N/A		
Jason Ng*	Asia/Pacific Rep		N/A		
	Europe Rep		N/A		
Vivian Pacheco*	Latin America Rep		N/A		
Michael Jungreis*	Middle East Rep		N/A		
	North America Rep		N/A		
Jessica McCoy*	Rep At Large		N/A		
Sarah Cody*	1 st Trimester Rep.		N/A		
Ono Lattanzi*	1 st Trimester Rep.		N/A		
Shella Oh*	1 st Trimester Rep.		N/A		
Andreas Pierroutsakos*	1 st Trimester Rep.		N/A		
Evita Siden*	1 st Trimester Rep.		N/A		
Amedeo Gaggion*	Speaker Chair		N/A		
James Keefe*	Overseas Rep.				
Pending	Ombudsperson		N/A		
Pending	Counselor		N/A		
Pending	Graduation Gala		N/A		
Pending	Graduation Gala		N/A		
	AV Assistant		N/A		
	Athletic Director		N/A		
Socorro Meek	TSG Office Mgr.	623-842-8566	7117	N/A	meecks@t-bird.edu
Joe Miller	Dir. Student Affairs	602-978-7311	7219	N/A	TR 8 am - 4:30 pm millerj@t-bird.edu

Full Schedule of Activities for Fall Trimester

By LYNN MORRISON
U.S.A., Spring '04
TSG Student Activities Chair

On the Saturday morning after campus crawl Jim Small, TSG Student Activities Chair for the summer session, called me into his office for the official changing of the guard. As he explained in detail all of the work that was involved in the position and all of the activities planned



Lynn Morrison

for this fall, I couldn't help but be thankful that I was following someone as organized as Jim.

Student Activities Chairs in the last few trimesters have worked very hard to make the club funding process more understandable and transparent. We now keep track of the activities of all of the clubs and file them away for reference in future trimesters.

These "Club Continuity Files" are designed to assist clubs keep track of events and to assist with funding and budgeting decision.

This trimester Daniel Pena (TSG Treasurer) and I plan

to revamp the club funding guidelines, budget request form, and conference request form. We hope that this will make the process go more smoothly and be less painful for everyone involved in the future.

I am very excited about the number of activities that are planned for this Fall. If budget requests and club charter forms are any indication, we students should be overwhelmed with choices of activities, events, outings, and sports.

All five major world regions received funding for a regional night, and the remaining weekends on the calendar will be

filled with Homecoming, GWIB, THINC, Rugby, Career Fair, and other campus-wide activities. We received requests for thirty different speakers from a number of different clubs.

Overall, 60 different clubs received funding from TSG and at least five more clubs submitted applications for club charter renewal without requesting funding.

Students are encouraged to consult the Clubs page on MTB for information on existing clubs and to start a new club if one doesn't exist.

As your Student Activities Chair and your repre-

sentative on TSG, I want to make sure that there are activities for every type of student on campus. I am thrilled with the growing number of clubs and their variety - from business to social to regional to athletic. I believe that Thunderbird offers its students many opportunities to get involved on campus, meet new friends, and build up the resume. I look forward to getting to know all of you and to doing my best to make sure that this Fall trimester is the most active one yet.

Any questions, comments, and/or concerns should be sent via email to Lynn@global.t-bird.edu.

Student to Student: Wireless (WiFi) Important Considerations

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

If you'd like further information, please contact the TSG I&IT liaison, timtsao@global.t-bird.edu.

From one student to another, now that wireless is implemented there are important considerations that all users must keep in mind. The bottom line is that technology always has limitations that we must understand. Other FAQs are listed below.

What: Each hotspot transmitter has a limited capacity of users. Presently, each transmitter allows approximately 30 users, depending on what protocols are being used by those in the hotspot area and the volume of traffic.

Why: In general you must be within 250-400 feet of a hotspot transmitter. There are presently 7 hotspots on campus (see below). Thunderbird supports three of the 802.11 (WiFi) protocols: "a," "b," and "g." The b protocol is the most common, while a and g are arguably faster and provide better security. But, the difference in speed is negligible on all but the fastest machines. You will notice a difference in speed, however, when there are a lot of users in one hotspot...especially if most users

are using just one of the protocols. It's like a highway, when the number of cars increase the traffic slows down...sometimes the pace is dreadful if there are enough cars out.

The transmitters that Thunderbird bought are top-of-the-line from Cisco. They are the fastest, most powerful, and flexible on the market...however until technology advances to

allow double or triple the number of end-users, we must be mindful of limitations.

Why not add more hotspots to each location? The radio frequencies would overlap and cause dropped connections or not allow any connection at all...the network simply wouldn't work consistently.

Configuration
If you still haven't configured your card, you need to a) load the software that came with your card or use the Windows XP wireless utility to b) configure the card with the encryption key as stated in the configuration guide PDF found on I&IT's MTB page.

Wireless Frequently Asked Questions

Why do I need an encryption key? This is the wireless encryption protocol key that provides the sequence of algorithms that your computer uses with the wireless access point upon connection. Each time you connect, you are assigned a random 128-bit key based upon this original sequence. The authentication, via you entering your MTB ID and password, ensures a unique, accountable connection.

Why is my wireless connection disrupted more often than my wired network connection?
There can be many factors that would cause disruption including large metal objects, trees, cordless phones, or microwave ovens that are operating in the same 2.4 GHz frequency range, plus multiple users connected to the same access point and sharing 11Mbps of bandwidth--all these factors can disrupt wireless connections. Remember, the wireless network is not a replacement for the wired network. If you are running a machine from a fixed location, it is recommended that you use a traditional Ethernet connection.

What type of card should I buy?
We recommend a combo card (PCMCIA) supporting 802.11a, 802.11b and or 802.11g. Cards that support 802.11g protocol are also backward-compatible with 802.11b and will allow your laptop more versatility should you travel to another location that provides this type of wireless

access.

My connection seems slow?
Look around you, how many fellow students are connected? The number of users in a given area will determine bandwidth available in that area. You will note that cards that support 802.11a are faster, although both will work with the WiFi network at Thunderbird.

How do I tell if my laptop is enabled yet or not?
You may find a sticker somewhere on your laptop that says "Centrino Mobile Technology", which is Intel's chip set installed on newer laptops and which support WiFi. If your machine is running Windows XP and it has a wireless receiver installed, XP will automatically recognize the availability of a WiFi connection.

Who do I call for support?
Please call or stop by the student helpdesk (X7510) if you are having difficulty connecting.

Is security a concern? Yes, it is an issue Thunderbird students should be aware of regarding most WiFi connections. While the WiFi implementation at Thunderbird does utilize WEP (Wired Equivalent Privacy) security encryption, WEP is by no means secure. Students should not use their wireless connection to transmit or receive sensitive, personal, or financial information.

Study Rooms Fully Operational

Study rooms are now up and running! There are a total of 14 study rooms available for student use through the reservation system on MTB. If you require a Snell room, you must use the separate form that is actually reviewed by a person, otherwise you may use the automated form. The C Building is behind the Tower building, where Omega travel is located. These are very nice rooms and wireless-enabled, so be sure to use them.

The renovation of Tower rooms, the addition of new C Building rooms, and the coordination of these under a central online reservation system are made possible by TSG and Thunderbird facilities.

Budget Dispute Over Says Pena

Continued from Page 12

of fixed costs and other costs total US\$90,850. Combining all requests from Thunderbird clubs, US\$116,001 was requested.

I want to assure the entire student population that we have put significant time into the construction of this budget. We will only approve a budget that makes sense; a budget that will be spent mainly on activities that benefit the majority or entire student population.

Finally, also be aware that so far we have answered every single question asked, and we have responded to every single email written. Additionally, we have sat down to talk to each student who has proposed questions concerning the budget. TSG will continue to maintain open lines of communication with anyone who is interested in knowing how the money that belongs to all students is being allocated. For these reasons, I believe the TSG budget is a no longer a subject of controversy.

External Website Re-design

Separately, the Thunderbird external website is undergoing a re-design now and a new website will be rolled-out in a few months. Our website has received criticism that it is confusing, difficult to use, and not effective as a recruiting and communication tool. Furthermore, the conversion rate (i.e., the rate of turning a website visitor to an admission applicant) was far below desired levels.

During the summer, a committee was formed whereby student, faculty, and administra-

tion provided input to the structure, content, and layout of a new site. TSG representatives voiced that students would like to see more personalized sites that may be region specific, more detailed student activity/club information, and easier site navigation. Overwhelmingly, the new site must convey our differentiation as the premier international business education institution. An external consulting firm that specializes in education website design was called in. Presently, the new site is in final design and testing.

What Are Your Options?

First, having a card that operates on "a" or "g" protocols helps...that way you may switch channels automatically depending on what's busy. PC cards that operate on "g" will also accept the "b" protocol.

Second, you can still plug-in at any of the LAN connections around campus.

Third, exercise common sense and courtesy. When using a wireless connection, don't stream music, don't download from Kazaa all day, don't game online.

Finally, be patient. Understand that technology always has limitations, whether it's the number of hard-connection ports available or the number of users a hotspot can allow.

Got Stress Already? Make Your Life Easier Twelve Time and Energy Saving Tips from the IBIC

Books & Bytes News from the IBIC



If you are a new student, here are some ways to save time and get things done more easily when you use the IBIC. If you are a returning student, this is a reminder of some of the services that might help make your life easier. Many of these timesavers and shortcuts are available from your laptop on the web.

Tip #1 - Online Renewals

Avoid fines! Use THOR to check the dates when IBIC materials are due, and renew books and videos online. Click on "My Account" for this service. You can also call the IBIC to renew books and videos: 602 978-7232.

Remember you can drop books off at the *outside book drop* by the south side entrance if you happen to be here during the few hours that IBIC is actually closed.

Tip #2 - Keyboards

Do you prefer a full-size keyboard to use with your laptop? We will check one out to you for use while you are in the building. Ask at Circulation.

Your fellow students will appreciate it if you don't "borrow" one for yourself from the IBIC's computers, since that means no one can use that workstation until you put it back.

Tip #3 - Interlibrary Loan

If we don't have the book you need, we can borrow it for you from another library.

Complete the interlibrary loan form on the IBIC MTB page - it will automatically fill in your personal info, and when you hit-send it will email the form to us.

This service is fast and offered at *no charge!*

Tip #4 - Help!

Working on your homework or project at home and need help finding information? Don't know where to look? Use AskIBIC on MTB under "Discussion" or connect to it through THOR. Post a question and a librarian will answer. We check AskIBIC several times a day, seven days a week.

And librarians are on duty daily at the Reference Desk in IBIC to help you find information, use the databases, and do

research. If you'd rather talk to us, call 602 978-7306.

Tip #5 - Hours and Schedules

It's a long holiday weekend... thinking of catching up on all that reading and wonder what hours the IBIC is open? Check the IBIC page on MTB. Regular hours, holiday schedules and extended hours for exams are always posted here.

Bonus: IBIC is open even later during midterms and finals.

Tip #6 - Travel

Planning a trip? IBIC has guidebooks for Arizona and the world, including Fodor's, Lonely Planet, Michelin, Rough Guides, and others.

We also have a collection of maps you can check out and take with you.

Global Gateway, IBIC's web site on THOR, has a special section on country information, including travel, culture and language.

Tip #7 - Meeting Rooms

If you have a group project, use one of our four group study rooms. Make a reservation on MTB; it's all done online.

All the rooms come with a computer, network ports for laptops, a VCR and a white board and a big table. The rooms can each seat 6 to 8 people.

Please do not plan to sit and talk at one of the study tables in the open areas; we will hear noise, shushhhh you and send you outside!

Tip #8 - Foreign languages

Learning a language? IBIC has books in many foreign languages and resources for learning a language, including grammars, dictionaries and often tapes or CDs you can check-out.

Even if you aren't taking a language course but want to learn or brush up on your own, we have self-paced materials for language learning.

And you can watch some of our foreign films as well. See also the article in this issue on IBIC's DVD's and movies.

Tip #9 - Textbooks

IBIC has a copy of each textbook used in classes for the current semester. These circulate for two hours and must be used in the IBIC.

It won't replace owning your own book, but if you want to do some reading and you didn't bring your book to campus, try our copy on reserve.

Tip #10 - Resumes & Cover Letters

Some of the most popular books in IBIC are our resume, cover letter and job hunting guidebooks. For samples, inter-

viewing tips, and other career information, check these out.

Remember the CMC also has a reference collection of resources as well.

Tip #11 - Computers and Software

IBIC has 40 computers for student use, a WiFi network, and over 200 network ports for laptops.

Other equipment includes a scanner, zip drives, and CD burners. If you want to know more about software, we have many books, CDs and videos on how to use Excel, PowerPoint, SPSS, and other programs.

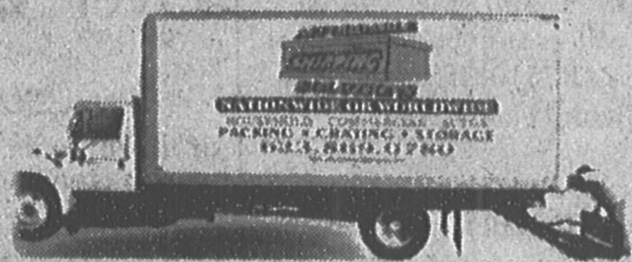
Tip #12 - Talking Books

Books on CD. If you don't have time to read a book, try listening to one. Check under "audio books" in THOR for a list of the recorded books available on CD. Many are business best-sellers.



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GET CONNECTED

CAREER FAIR INFORMATION EXCHANGE

OCTOBER 8, 2003

11:30 A.M. - 2:30 P.M.

THE COMMONS

The Career Management Center is hosting the annual Thunderbird Career Fair October 15-17, 2003. Stop by our table at The Commons on the 8th of October to learn more about this exciting event.

YOU HAVE QUESTIONS, WE HAVE ANSWERS.

- ...THUNDERBIRD CAREER FAIR LOGISTICS
- ...CAREER FAIR ETIQUETTE
- ...30 SECOND COMMERCIALS
- ...COMPANY PROFILES

Culturally diverse. Intellectually curious. Adaptable. Thunderbird students not only master key global business skills, they also master the critical nuances of cross-cultural communications, negotiation and business risk. They are leaders who operate locally with a global perspective. Adventurous. Mobile. Unique. Thunderbird students are citizens of the world.



THUNDERBIRD
THE AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT

Collection of 3000+ International Feature Films on Video and DVD Ready to Borrow

To assist those learning another language and to promote understanding of different countries and cultures, IBIC collects feature films from many different countries.

Currently some 21 languages in addition to English are represented among the almost 3000 titles. In addition to all of the languages taught here at Thunderbird, we also have videos or DVDs in Thai, Dutch, Vietnamese, Hindi, Ukrainian and other languages.

All of the videos/DVDs are selected because they present an aspect of a different culture or doing business in another culture. Most are winners at various international film festivals. IBIC also collects some travel videos and ones on business topics. Browse the collection in the IBIC or for a list of DVD and video titles, type "videorecording" in the search box on THOR.

Some recent additions to the video/DVD Collection

The Nazi Officer Wife

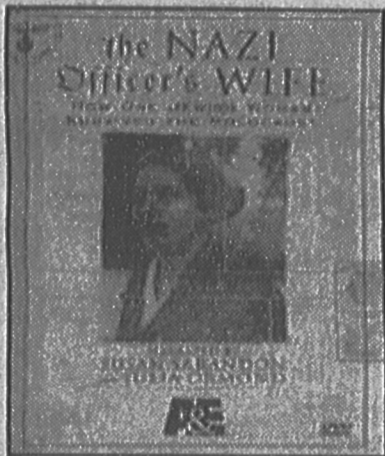


Image from: <http://www.rottentomatoes.com/search/movie>

Based on the true story of Edith Hahn, a Jewish woman who lived in Germany during the Holocaust; she survived by posing as an Aryan hausfrau and

married a Nazi party member. Documentary narrated by Susan Sarandon and Julia Ormond.

Doble o Nada
Winner of Best Screenplay at the Argentinian Film Critics Association Awards. The story of a tango singer who so intensely imitates another famous singer he ends up living a life that really isn't his own. DVD in Spanish with English Subtitles; 2003.

Harrison's Flowers



Image from: <http://www.rottentomatoes.com/search/movie>

The story of a woman determined to find her husband, a Pulitzer prize winning photo journalist who is reported missing covering a war in a foreign country. Stars Andie MacDowell; in English with a choice of Spanish or French subtitles, 2002.

Smoke Signals

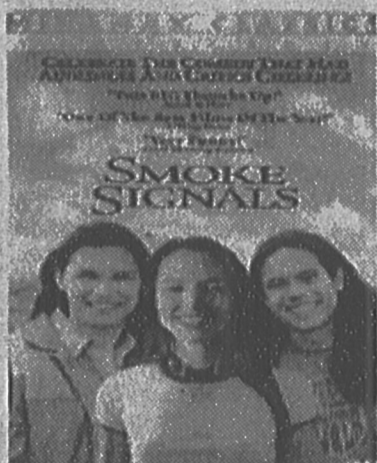


Image from: <http://www.rottentomatoes.com/search/movie>

Popular comedy about two young native American men who take a car trip, leaving the reservation and the small town they have always known. A winner at the Sundance Film Festival, 1998.

Adweek's Best Spots of 2002

Samples of award winning ads.

Fond Memories of Cuba

A portrait of Cuba 40 years after Castro took power. The filmmaker travels around the country on trains and in old cars; he meets and talks with a cross-section of Cuban people who share with him their reality. It shows the exuberance of this culture as well as the economic hardship that country continues to endure.

Paradise Road



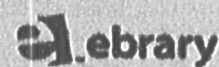
Image from <http://www.rottentomatoes.com/search/movie>

A compelling drama about women from different countries, all speaking different languages, who are held prisoner by the Japanese during World War II. In English with a choice of Spanish or French subtitles, 1997.

New at the IBIC

Two Databases Make Campus Debut

As students continue to travel and take advantage of internship and study opportunities overseas, there has been a growing need to provide books for student projects in addition to the area of databases that can be accessed remotely.



To meet the needs of students who are both here in Glendale and elsewhere in the world, this fall the IBIC began a subscription to ebrary, a leading electronic book database. As a Thunderbird student, you now have access to over 13,000 books in electronic form, and complete text is provided for all of these titles, which cover business and other disciplines. ebrary has the electronic version of such popular business books as:

101 Great Answers to the Toughest Interview Questions

What Works on Wall Street: A Guide to the Best-Performing Investment Strategies of All Time

Financial Analysis Tools and Techniques

Delivering Knock Your Socks Off Service, 3rd Ed.

Ebrary also has cookbooks, travel guides, poetry, novels, and maps. If you are in Paris with your laptop and need to find a restaurant, open a guidebook and read about your choices. A click can also bring you a map to find your way.

Or if you are writing a paper on the EU for a class in Archamps, do your research on ebrary and forget lugging heavy books around. Nearly 900 ebrary titles are in Spanish. Users will need to download software to read the books, which is easily done in a few minutes; the software is already available on all computers in IBIC and the computer center. You will also want to

register on ebrary for an individual ID and password. This allows bookmarking, highlighting, and the ability to add notes to the pages of books that you read, and then "saving" them on your personal bookshelf. Ebrary will also format a correct citation for you when you cut a section from an ebook and paste it into a word document.

Ebrary is available both on and off-campus via the IBIC Databases link on THOR at <http://www.thor.t-bird.edu>.



Over the summer, Dow Jones Interactive was finally decommissioned. In its place is the impressive Factiva database, a joint venture of the Factiva corporation and Reuters.

Factiva draws from over 8,000 sources, making it one of the most wide-reaching news sources in the world.

It is an excellent place to look for current articles on business and country information. It has articles in 22 languages.

One fun part of Factiva is the "News Pages," accessed by clicking on a tab on the main search screen. The default is the U.S. news section, with the current issues of the *Wall Street Journal*, *New York Times*, *Washington Post*, *Chicago Tribune*, *Los Angeles Newsweek*, and others in browsable format.

You can quickly check today's major papers, and even jump directly to a particular section such as "Money & Investing" in the *Wall Street Journal*. There are many other News pages, categorized by country and by industry.

The United Kingdom section, for example, covers the *Financial Times*, *Daily Telegraph*, *Times*, *Guardian*, and *Economist* magazine. Factiva is vast, yet user-friendly.

Factiva is available both on and off-campus via the IBIC Databases link on THOR at <http://www.thor.t-bird.edu>.

CMC Expands Communication

Continued from Page 11

gic approach to preparing a career management action plan and critically analyzes aspects of the job search process as they conduct their job search.

While the existing seminar (new in 2002) received very positive feedback, the CMC is currently enhancing the seminar to expand student/employer network-

ing opportunities, elevate the strategic level of the content and incorporate additional topics and sessions on business etiquette, salary negotiations and networking.

Current plans are to offer an additional session to second trimester students as well.

Harrell states, "Success in the job search depends on how prepared the students are and how well they can articulate their skills and strengths as they relate to the position they are applying for."

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SPECIALS

Look and Lease within 48 hours and security deposit and application fee will be waived. 9, 13, and 15-month leases available.

One month free with a 12 month lease agreement. Come in and ask us about our other T-bird specials.

Upcoming Alumni Events

October 7

F i r s t
Tuesday on Campus,
Scholarship
Reception

Hosted by
the Phoenix Chapter
and Alumni Relations
Office



October 9

O r a n g e
County T-bird
Alumni Golf

1st Annual Orange County Golf Tournament.

Tournament...to benefit
Thunderbird's Scholarship Fund
and the OCTAA Community
Outreach Fund.

T-birds, their colleagues
and friends, are invited to spend a
beautiful October day golfing to
benefit Thunderbird and local
charities in Southern California.

New titanium Driver

If players sign up before
September 15th, they will receive
3 raffle tickets for the evening
raffle.

LOCATION

Tustin Ranch Golf Club
12422 Tustin Ranch Road
Tustin, CA 92782

DATE/TIME

Thursday, October 9, 2003
Arrival Time - 11:00 a.m.
Shotgun Start - 12:00 p.m.

FOR MORE INFORMATION

Visit the Orange County
Chapter
page or www.socalthunderbirdalumni.org for detailed information on playing and/or sponsoring this tournament.

COST

\$155 per person
Includes green fees with
golf cart, prizes, dinner, awards,
and best ball tournament, and
"goodie bag."

Dinner guests not participating in the tournament are welcome at \$40 per person.

October 30

Last Thursday,
Scottsdale Chapter, 5:30pm,
Village Tavern in Scottsdale.

PRIZES

A hole-in-one contest in
which players have a chance to
win a Lexus GX 470.

Other hole-in-one prizes:

- Set of Ping i3 Irons
- New titanium Driver
- \$250 pro shop gift certificate

Raffle prizes include:

- Ricoh Caplio Digital Camera (\$300.00 value)
- Autographed Angel Memorabilia
- Dinner gift certificates
- Golf accessories

November 4

Open House at Alumni
Relations, 7:30a.m. to 10:30 a.m.
Students are invited to
stop by the Alumni Relations
Office in the Global Business
Administration Building (2nd
Floor) to meet the staff and enjoy
homebaked goodies.

November 6

Alumni Networking
Panel.
Four alumni will share
networking tips and experiences,
sponsored by the Alumni
Relations Office and GWIB,
5:00-6:30pm.

Homecoming 2003 - A Toast to Tradition

On November 6-9, over
300 Thunderbird alumni will
converge on campus to celebrate
Homecoming. This is a great
opportunity for students to meet
and mingle with alumni from a
wide range of industries, regions,
and graduation years. Students
can be involved in this weekend
in a variety of ways:

Student Involvement

Students are encouraged
to attend particular events:
Thursday's Pub Night (free);
Friday's Opening Reception
(free), followed by the Comedy
Theatre Performance (\$15); and
Sunday's Farewell Champagne
Brunch (\$25). Online registration
is available on the homepage of
MTB in the Alumni section.

Club Activities

We have a new event
this year called "Fiesta at the
Fish." From 1:00 - 5:00 p.m. on
Saturday, November 8 alumni are
invited to the Fish (also known as
the pool) to participate in a variety
of festive activities hosted by
student clubs. They can learn to
salsa, take a mini language class,
learn rugby basics, or sample
international cuisine. Does your



club want to host an hour-long
activity during the Fiesta? Send
your suggestions to Alumni
Relations at jensenl@t-bird.edu.

Want to Volunteer?

Students can also volunteer
to help organize or staff
events. We need volunteers for
everything from blowing up balloons
to leading campus tours to

manning the Hospitality Lounge.
Interested? Contact Alumni
Relations at jensenl@t-bird.edu
or extension 7404 to volunteer
your time.

Plan to join the fun during
Homecoming 2003, when we
offer a Toast to Thunderbird
Tradition - the tradition you're
now living.

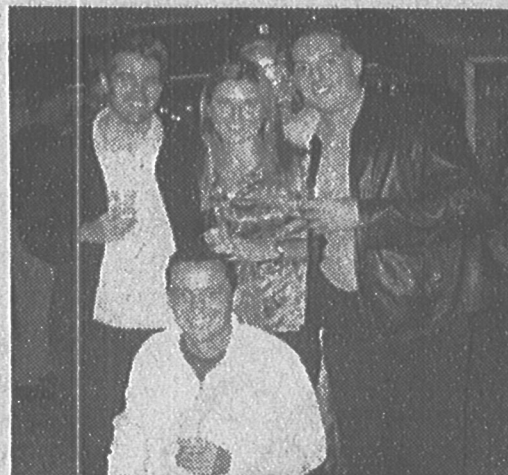
New York Alumni Continues Relationships

Hazem Gamal '98 President, TAANYC

The New York
Chapter is a very active chapter
and strongly believes that
the alumni experience begins
long before graduation.

We want to increase
the awareness among current
Thunderbird students of the
importance to actively participate
in the alumni community
once in it.

These are a few pictures
from the Harbor Cruise.



NY alumni network, party and
share experiences in a typical
T-bird relaxed, friendly
atmosphere

Executive Education Culture Dinners: More than just a meal

By **JOSH FIELDS**
U.S.A., Spring '04

Are you sick of
Commons food? Would you like
to meet top executives from some
of the world's leading companies?
Are you interested in promoting
the diversity and richness of
Thunderbird? Well there is a fun
and free way to satisfy all these
desires through the Executive
Education Culture Dinners Program.

A culture dinner entails
sending a group of 5-7 executives
to dinner with 5-7 students who
have lived in a specific culture.
For the executives this is usually
a culture with which they have

little experience. Throughout the
dinner, students teach the executives
about the food, business
practices, values, etc. related to
their specific culture.

Beyond a great meal
and the chance to share your culture
with others, you will have the
opportunity to meet executives
from around the world, creating
valuable networking opportunities.
Thunderbird Executive Education
holds programs for leading
companies such as
Mattel, Textron, Lincoln Electric,
Delphi, Delta Airlines, Ericsson,
American Express, Dow,
ExxonMobil, Kellogg, Baker
Hughes, CEMEX and Pfizer, to
name a few. Although the din-

ners are not job recruiting events
and job solicitation is prohibited,
they are an opportunity for students
to make an impression, and
gain valuable contacts.

Eligibility requirements
are that you need to have lived at
least two years in a specific country
or region outside of the U.S.

So what are you
waiting for....eat,
drink, be merry and
spread your culture.
For more
information contact
Ladd Watts at
watts1@global.t-bird.edu

Upcoming Culture Dinners are
tentatively scheduled for:

Thursday, October 9th

Monday, November 17th

Monday, October 20th

Tuesday, November 18th

Wednesday, October
22nd

Thursday, December 4th

Thursday, November 6th

Introducing the...

Wells Fargo Student Checking Account

- No minimum balance requirements
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- Free ATM/Debit Card
- Free Online Banking
- Free first set of checks

You can't go wrong. Free is our middle name.

See a banker at your local Wells Fargo on
the south-east corner of 67th Ave and Bell Rd.



Wells Fargo Bank Arizona, NA

South Africa Winterim Where the First and Fourth World Meet

By ANDREW DICELLO
U.S.A., Spring '04

Did you know that Miller Brewing Company is owned by South African Breweries? Did you know that BMW gave its top European quality award to its factory in South Africa? Did you know that South Africa's economy accounts for 40% of Sub-Saharan Africa's GDP? If you're interested in business in Africa, you should definitely get to know about South Africa, one of the world's largest emerging markets.

During the Winterim, you will meet with top executives, leading politicians, banks, manufacturers, pharmaceutical companies, advertising agencies, and entrepreneurs. You will learn about the business and cultural environment in a way that can't be learned through books. You will grapple with questions such as: How do you manage a workforce with an HIV/AIDS infection rate of 30%? How do pharmaceutical companies balance their responsibility to shareholders



and still provide life-saving drugs to the poor at little or no charge? How do you manage the morale of your workforce as you replace white employees with black employees as part of a mandated black economic empowerment initiative? How does a company advertise successfully in a country that has 11 official languages?

It's not all business and no pleasure on this Winterim. January means it is summer-time in South Africa, and there is no better place to be than Cape Town. The beaches are beautiful, the coastline is spectacular, and

the nightlife is terrific. No trip to Africa would be complete without a visit to a game park. You will have an unprecedented opportunity to spend the weekend in one of the world's largest game parks, Kruger National Park, where you will see giraffes, elephants, zebras, rhinos, and lions in the wild.

Make sure you don't let this once-in-a-lifetime experience pass you by. It will undoubtedly be one of the most enriching experiences you have as a T-bird.

For more information, contact Professor Olufemi Babarinde.

Visit America's Capital, Put IPE Knowledge to Use in Washington

By TRAVIS SIMKINS
U.S.A., '03

The winterim in Washington DC, U.S. Foreign Economic Policy and the New Global Environment, led by Professor C. Roe Goddard, officially kicked off with a welcome dinner at "Meskerem," an authentic Ethiopian restaurant in the heart of downtown DC. That exciting and unique experience for the majority of the twenty-eight students participating in the winterim set the tone for the next 2 weeks.

The schedule was demanding and consisted of two speakers at different government agencies, think tanks, and businesses from 8:30 a.m. to noon. After that, we had time to find and interview people and do research for a research paper required for the course. An afternoon speaker concluded the day from 4:30 p.m. until 6:30 p.m.

In addition to the over 30 speakers, evening activities, including a night at the South African Embassy with T-Birds past and present, enlivened and enriched the overall experience.

Throughout the winterim, acronyms such as USFCS, USTR, NAFTA, FTAA, EPA, WTO, MIGA, IMF, EX-IM, IADB, DOD, and a host of others to numerous to remember became commonplace. We were quickly caught up in all that is Washington DC or "Potomac fever" as it is commonly referred to.

Everything and everyone seemed to be focused on world events, and what was going on at "the Hill." We learned how a myriad of agencies with often overlapping responsibilities and jurisdictions operate and function in the ever increasingly complex and interconnect-

ed world. In addition, we learned that many agencies such as OPI (Overseas Private Investment Corporation) operate at a "net negative outlet" (profit) and use "outreach" (advertising) to function.

It is difficult to pick the high point of the winterim because each and every speaker and experience built upon one another. From think tanks like the Cato and Brookings institutes, to industry leaders like IBM and Delphos International, to preeminent Government Agencies like the Department of Defense and the Department of Commerce, we saw, experienced, and lived it all.

We were able to see the world and current events not only through the eyes of the United States, but also through the eyes of Mexico at the Mexican Embassy, through those of the European Union at the Delegation of the European Commission to the U.S., and through those of Saudi Arabia at the Saudi Arabian Embassy. Nowhere else in the world (except at Thunderbird) would it be possible to learn about and understand the global political and business environment of today from so many different perspectives.

Overall, the winterim in Washington DC was an incredible mind expanding and eye opening experience that will be remembered by all those who participated for a lifetime.

The Editorial Board of Das Tor wished to inform students of some of the many Winterim benefits. Some articles were reproduced from the February 2003 issue of Das Tor. This is by no means a complete representation. Please check MTB.

Visit Cuba and Learn Its History and Industries

By YESICA SCHAAP
U.S.A., '04

Despite the best efforts of the U.S. trade embargo, the sun still shines on Cuba. It is the Caribbean's largest and least commercialized island and one of the world's last communist countries. Locals are sincerely friendly to those who visit the country - even blockade runners from the U.S. receive a warm welcome. It is only a matter of time before American imposed travel and trade barriers fall. Once flights from the U.S. resume, there is no doubt that

millions of Americans will venture to Cuba to enjoy the country's warm weather, rich culture, fine rum, and authentic cigars. Clearly the best time to visit Cuba is now!

Thunderbird students, alumni, and friends were given the opportunity during the Winterim to travel to Cuba with Professor Carmen Vega-Carney to experience the country's many pleasures. The trip included six days in La Habana, where the group visited the University of La Habana, the Cuban Institute of Friendship with Other Countries, and many historic

sites.

La Habana left a lasting impression with students as the city presented a "trapped in time" setting as 1950's and 1960's American automobiles dominated the streets. In addition to the daily touring, the T-bird group enjoyed Habana's nightlife with its many jazz clubs and live music venues.

The Thunderbird tour also included visits to Varadero, Cuba where students observed Cuba's vast tourist industry as many Europeans and Canadians

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Japan - Hong Kong - Singapore Winterim: Focus on Asian Markets

By FELIPE MARTINEZ

Our Winterim unofficially began Sunday January 5th, with a visit to Kamakura, where Rytaro Aoki took us to a Shinto

Shrine to wash our money, in the hopes of making this year a successful one. Touring Kamakura and learning a little of Japanese history and culture was certainly a great start.

The official start of the Winterim was the next day, on the 38th floor of the Pharmacia building in downtown Tokyo. We had the pleasure of hearing speakers from all sorts of businesses

and Japanese institutions, such as The Bank of Japan, Pharmacia, and Thunderbird Japan. Jasper Kohl, chief economist for Merrill Lynch Japan, gave one of the most interesting talks. Mr. Kohl pointed out the present state of the Japanese economy and forecasted that this could be what a

mature economy looks like; what the US economy may soon become. After a week, the Winterim moved to Hong Kong, where we met with some of the most established and respected bankers in Asia, people such as Christopher Burgess, Senior Vice president at Coutts, who invited the group to lunch at the Bankers Club, or Case Everaert from the Mizuho Bank Derivatives Team.

The focus of our visit was the emphasis on the importance of China and the impact its economy will have on the world in the coming years.

Perhaps the key event was the wonderful alumni dinner held in honor of Mr. Merle Hinrichs (donator of the IBIC), in which Mr. Hinrichs gave us an informative talk on his method to success in Asia. Later we visited Lan Kwai Fong, where Case and Doug Morin showed us the liveli-

er side of the Island.

The group moved to Singapore for the last part of the Winterim, where we met with the people from Asian Banker, as well as with the president of Bank of America Asia. There was a continual emphasis the future, and once again on the possible effects of China's emergence in the international market. The Winterim culminated with a buffet for all of the Singapore Winterim students. Speeches by Professor Dunn and Ms. Meredith Peabody, officially closed the Winterim.

In summary, there were many things that we learned during the course of the Japan-Hong Kong-Singapore Winterim, but none more important than the value of the T-bird network. The Asia T-birds definitely did a wonderful job in making us feel welcome.

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THUNDERBIRD
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**Profile:
Thunderbird -
Europe Entering
Class of Fall
2003**

Like always, the entering class of Thunderbird-Europe is diverse, educated, experienced and interesting!

The largest percentage of entering students came from the US (63%) followed by students from:

- El Salvador (5%),
- China (5%),
- Philippines (5%),
- Cyprus (5%),
- New Zealand (5%),
- India (5%) and
- Saudi Arabia (5%).

An interesting note is that our entering student from Cyprus is the third student ever to attend Thunderbird from Cyprus. (According to a "People Search" of students and alumni done in MTB.)

Their professional backgrounds cover a wide range of disciplines, such as market and product development, market research, romance languages, contract negotiations, project management, public relations, channel management and international development.

From *Das Tor* and all students of T-bird, we wish you an MBA full of excitement, studies and experiences that will change your life forever.

"Archampers" Take a Weekend Break Canyoning in Interlaken

By **QUINTON SINGLETON**
U.S.A., Fall '03
Das Tor T-bird Europe Liaison

Interlaken, Switzerland is absolutely fabulous. It seems to be the epicenter of outdoor adventures in Switzerland. There is hang gliding, sky diving, canyoning, rafting, biking, hiking, kayaking and more.

The opportunities available seem endless, and it's only a quick 2-3 hour drive from Geneva.

So, a group of seven Thunderbirds took a trip this past weekend to see what Interlaken is all about, and they had the distinct advantage that two of the T-birds had previously visited this little paradise.

Upon arrival their first stop was Balmer's, rated one of the best hostels anywhere with regard to cleanliness (the importance of this point can not be stressed enough for hostels), fun, environment, etc. It hosts thousands of travelers every year, and has been in existence for over 50 years.

You could characterize Balmer's as the "never-ending house party." It is a giant house with everything you could wish for: outside there is ping-pong, foosball, chess, a barbeque and bar; inside is, naturally, a huge

house with a kitchen, living room and the Simpsons playing on loop; upstairs consists of numerous guest rooms and fabulous showers, of the rooms; the basement features a small dance club, usually packed with guests and outsiders alike.

At Balmer's you can also make reservations for whatever outdoor adventure you choose.

Our group of T-birds chose canyoning, wherein you take a ride up into the mountains and then come back down by jumping from rocks into pools of water, sliding down waterfalls, back-flipping (and forward) off rocks into a river, rappelling down a steep cliff, and of course hiking through the canyon.

The canyoning trip lasted for about five hours and ended in lunch and beer provided by the guides.



(L to R): Quinton R Singleton, Christian Groff, Christine Sund, Sean Howse, Alrifa Alwi, John Sweeney, Jason Visco

Cuba Is More than an Embargo

Continued from Page 17

vacation in this region of the island. Also, visits were made to Viñales, Cuba where the group toured botanical gardens, Indian caverns, a tobacco farm, and a tobacco factory.

Thunderbird hopes to continue and expand its cultural program in Cuba for both Thunderbird students and alum-

ni. For those interested in participating in future trips to the island, please contact Professor Carmen Vega-Carney in T-Bird's Modern Language Department.



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Getting the Trimester Started...in Archamps

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

Step into the harness...clamp in...don't look down...jump! A scary way to "orient" the new Archamps admits? Not at all! The group of 18 couldn't have been more thrilled to launch their first T-bird semester in the woods above the famous resort on Lake Annecy, just 30 minutes from campus.

After a week of Foundations, indoors on the French-Geneva campus, the fall Lynx cohort was happy to be welcomed outdoors to their new home by the group of twenty returning students. The Lynx (a cohort named after a bobcat-like animal previously endangered in the region) swung from trees and zip wired into sand pits at the Adventure Park. But this orientation day of retreat came on Saturday and was coordinated to celebrate the finale of the intense Foundations week we had just finished.

Of the 18 new Archamps students, there are seven countries and ten U.S. states represented. The diversity seen in this class correlates to T-bird's statistics for the average student body. El Salvador, Nigeria, India, Cyprus, New Zealand, Saudi Arabia, Philippines, and the U.S. are all represented. The ages of students range from 24 to 38 with the average of about 25. But despite an average of three years

of work experience, the dynamics of this bright, professional and energetic group impressed me as I led my second Foundations Team to day one of classes (the first was the Gila Monsters in Spring '03).

Archamps' Foundations may differ a bit from the craziness of Glendale's. Evening stops at the Pub aren't the norm due to the dispersed living arrangements common for students in Europe. The cost of a cocktails in Geneva (ranging upwards of \$6-\$15) does not help much either. Some students did manage to convince the group bus driver to drop them at *Macumba's* after our Friday night dinner of *pizza au feu de bois* (wood burning oven). *Macumba* is the largest night club in Europe, a Vegas-esque dance club monstrosity, and sits alone in the suburban countryside near school.

Foundations Week is meant to prepare us for this new MBA reality - to work in cross cultural groups, manage our limited time and to try to keep pace with the Module curriculum. The transition to B-school is all the more challenging for some of these Lynx who start in France. We live in a country where many of us can't communicate using the language, we get bussed to school on a rigid schedule



THUNDERBIRD EUROPE



because campus is in the beautiful vineyard-filled suburbs of Geneva, and life is just more expensive here than in Arizona, so one feels the debt mounting faster.

We certainly had a productive week with our own breakout sessions for BaFa BaFa, Professional Conduct and Mountain (not desert) Survival, just to name a few. Morning "getting to know you games" opened the doors for many laughs and new nicknames as we each shared embarrassing stories about our lives and backgrounds. The always-emotional T-bird traditional flag ceremony was attended by families, alumni and faculty, and all mingled afterward at the reception complete with

tasty French wine and cheese. Chantal Aublet even hosted a regional cheesemaking seminar for students to learn about the local artisanal craft of this agricultural production in France.

But we are T-birds and we thrive on these challenges. One new student, who is 24, mentioned to me as we bonded during Foundations, "I only know who I want to be, I just don't know what I want to be." I think that this may sound familiar to many a T-bird as we deal with transition of self. Welcome all new students.

Shannon is starting her second trimester in Archamps and was the T-bird Europe Foundations Team Leader for the incoming class this Fall.

Thunderbird Wine Club

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

This month's article brings you the life and love of wine and cheese in France. We selected one wine and five cheeses to determine the perfect combination to enjoy outside on a sunny fall day. We found the best combination to be the *Crépy* with the *Abondance*.

The Wine

The *Crépy* has a subtle taste and well-developed structure, and as you let it take time to breathe you can further realize the underlying flavor of green apples. Make sure you take time to savor the *Crépy* by first breathing in through your nose while taking a sip. Then let the *Crépy* sit on the tip of your tongue while breathing in over it which allows the air to expose your taste buds to its entire structure.

Type: Crépy
Vineyard: Domaine Le Chalet
Vineyard Owner: Jacques Metral
Origin: French
Year: 2000
Award: 2002 Bronze Medal Winner in Paris
Serve: Cold
Cost: €22

The Cheese

The *Abondance's* light flavor blends well with the wine's subtle taste of green apple wherein neither flavor tends to dominate the other. We found the mild aftertaste of the *Abondance* to be just strong enough to reveal its flavor, and the grainy texture to be pleasing.

The cheeses in order of tasting:

1) Type: Camembert De Normandie
Origin: Isigny Saint Mère, France
Award: 2003 Gold Medal Winner in Paris
Taste: strong, like broccoli
Texture: very smooth, approaching liquid-state
Good with: bread

2) Type: Comté
Origin: France
Taste: light
Texture: smooth, hard
Good with: red meats, especially sausage

3) Type: Bleu D'Auvergne
Origin: France
Taste: strong, blue cheese
Texture: smooth, creamy
Good with: bread, especially salted crackers

4) Type: Abondance
Origin: France
Taste: light with mild aftertaste
Texture: grainy, hard
Good with: vegetables

5) Type: Emmental
Origin: France
Taste: mild
Texture: grainy, hard
Good with: vegetables, especially BLT

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Memories, Vision and Regret Shared by Dr. Herberger

Continued from Front

diversity, one could say it is also a weakness.

"Employers will say it's difficult to shop here - we're eclectic," he explained. He further commented that we do not do the mass appeal to recruiters that universities do. "Often the jobs that Thunderbirds get are ones that would not exist otherwise."

While students might be concerned about the succession process, Dr. Herberger said it is very orderly. He told the

Board of Trustees in April 2003 to work on a succession plan. Bill Funk, a consultant in the search process is "one of the most acknowledged professors in the area of search, particularly in this area. And he knows us well," Dr. Herberger said, referring to times he has worked with Dr. Herberger and the school.

The consultants from Korn/Ferry International will be meeting with students, faculty, and the community in naming individuals and going over the job description. They will listen "to the shape of the way the stakeholders view Thunderbird going forward. It'll take a different person than I have been."

"Eventually we have a lot of challenges for Thunderbird right now and lots of opportunity. I am happy to see where it [the job] is and anxious to see the person," he said.



Op-Ed

Culture Vultures: The New Marketing of War

By VISHAL PANDYA
India, Spring '04

Success in life begins with acceptance. Accept the things that can't be changed or are perhaps too difficult to change. Then start to change the one thing you have total control over. Yourself.

Does it sound familiar? If not look at the headlines of any major tabloid and you will find how a nation like US applies the simple truth of corporate life: visibility counts more than ability. If you examine the present US-Iraq crisis there are some nutshell marketing secrets that we can learn from one of the most powerful army on the earth. It is a lesson worth millions of dollars about the branding of a nation to maintain its hegemonic status.

Here are some of them:

1) Draw attention toward your product by creating an unforgettable - even controversial - image. Do anything to make give your product a larger-than-life image. Better to be slandered and attacked in the world of business than be ignored.

Remember President Bush saying: "Either you are with us or against us...!"

2) Learn how to use not only your friends, but your enemies as well. If you have no enemies, find a way to make them. In this overcrowded, media-influenced society, it is good to have some competition, especially if you know that you will be able to sustain and eliminate it. It will build a reputation and image in the mind of the customer or viewer.

3) Save your reputation at all costs. Always be aware that there is someone at the other end of the market either modifying your product or killing your market share and reputation. Be alert and do anything to preserve your supremacy in the mind of the consumer because a solid reputation increases your presence and exaggerates your strengths without expending vast amounts of energy.

Told several times they would be going home only to

have their hopes dashed last week, a small group of soldiers from the 3rd Infantry Division in Iraq spoke of poor morale and disillusionment with Defense Secretary Donald Rumsfeld.

"If Donald Rumsfeld were here, I'd ask him for his res-

It is safe to say that it seems everything is going well and right for America, but the question still lingers, for how long can America maintain its position on top of the world?

ignation," one disgruntled soldier told ABC's "Good Morning America" show. Asked by a reporter what his message would be for Rumsfeld, another said, "I would ask him why we are still here. I don't have any clue as to why we are still in Iraq." About 146,000 U.S. troops are serving amid mounting security threats in postwar Iraq. The death toll has now equaled the number killed in the 1991 Gulf War.

Commenting on troop

frustration, White House spokesman Scott McClellan said the President was grateful for the sacrifices being made by soldiers in Iraq. "We will continue to make sure they have all the support and resources they need as they do their job," he said. So much depends on your reputation....guard it at any cost.

Our good name and reputation depend more upon what we conceal than what we reveal. Everyone makes mistakes, but those who are truly clever manage to hide them, and to make sure someone else is blamed. A convenient scapegoat should always be kept around for such moments.

As a market leader it is within your interest to set your own price. How you communicate your product to the market reflects what you think as a company. If you ask for little, shuffle your feet and lower your head, people will assume this reflects the company culture. This is very much true in most of the business to business selling and interna-

tional negotiations. Act like a king to be treated like one; that is what the modern politics teaches us.

America began its rise after its independence from England in 1776. Though torn apart by a bloody Civil War in the 1860's, it began its rapid rise in the Industrial Revolution and finally surpassed the once-powerful Great Britain. By the end of the two World Wars and the fall of the USSR, America has reached its zenith of its historical evolution. In less than 250 years, America has become the most powerful nation on earth.

It is safe to say that it seems everything is going well and right for America, but the question still lingers, for how long can America maintain its position on top of the world?

History is vividly marked by the crimes, follies, and mistakes of mankind. We just have to admit that prominent historical figures - whether great, brilliant, or otherwise - are still fallible and could certainly make

Continued on Page 23

Seasons Change: Coming Full Circle in France

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

The French lifestyle is intertwined with the seasons and their changes.

Corn grows in late summer and early fall. A bounty of wine hits the market shelves in early fall.

Snow comes

and with it you find that ski and snowboard racks are soon attached to cars. Summer comes and everyone takes a vacation.

During the spring trimester, the winter season is in full swing, which for me means there are more than 40 ski resorts to choose from within a few hours drive. The spring 2003 snow season was marked by snowboarding trips practically every weekend for my first two months in France. The snow season continued through the entire spring semester, so the choice had to be made of whether to follow the snow or follow the cultures of Europe.

I chose to see Europe after my barrage of snowboarding trips. Of course, these trips involved a huge percentage of the student body and that's because the student body consisted of about 40 students. In some



Quinton Singleton

respects we became a small family. We traveled together. We studied together. Everyone shared the same crappy living conditions. Everyone knew everyone else's plans. It was like the Thunderbird Rumor Machine condensed and purified into a solid state form. Everyone knew everything.

Yet the spring trimester ends and life begins to change in France. Our small spring 2003 family parted ways. Our small break commenced and everyone split to enjoy their time in Europe. I went to England, Scotland, and Normandy (location of D-Day beaches from WWII in northwestern France). Simply Fantastic.

But by the time I returned to attend the summer class orientation things had changed. Summer was upon us. The clouds were bringing rain and not snow. The sun was glimpsing through the clouds. I was carrying my jacket more than wearing it. Flowers were blooming and trees were changing colors. Paragliding was in session. Lake Annecy and Lake Geneva are great spots to catch some rays. Night life began. (Or Fight Club if you live at ApartValley. If you don't know just ask some of the summer '03 students who lived there.)

Statistically this is a great time of year to be in France, but this year may have been an outlier?? There were over 100 students on campus. If you don't know, the FGC campus is not

particularly large. In comparison, with respect to square footage/meters you could probably fit the whole thing inside the TAC. So 100 students wasn't like a beehive or an ant hill, because the bees and ants are too organized. It more closely resembled the result of a dumb kid smacking the wasp's nest with a bat to see what happens. It was chaos with a touch of European lifestyle and an unprecedented heat wave. Yes, the one summer I am here happens to be the hottest of all time. No biggie...it had nothing on a normal July day in Vegas...except a lot of places don't have air conditioning.

Oh yes, this brings me to the "fly episode" which we can't forget. I'll start this short fly rant by defending the FGC; it's the only proper thing to do. It is a new building and I can only imagine that getting its high tech air conditioning system to properly function was difficult, because it has been eight months since my arrival and there are still problems getting into school through its high tech front door.

So, for the first two months of the summer trimester there was a constant battle between opening windows and using the air conditioning in order to achieve that perfect comatose studying climate, but the problem is when the windows are open the flies come in. Not just a few flies, a lot of flies. Where do they come from? Well, there are a lot of farmers (agriculture) and ranchers (cows) in this area of

France and even right next to school. Although I really appreciate the hard work the French put into these industries there can be consequences for the friendly neighbors. Like the billions, no more like the trillions of flies that follow cows like the wasps chasing down that boy for being an a** and screwing with their home. For instance, I recall sitting in the major lecture hall during class one day and I glanced upward in a deep, pensive gaze to find at least a few hundred flies that looked to be taking naps on the ceiling. And this wasn't even accounting for the hundred or so zooming around the room. OK, the hundred or so zooming might be a slight overstatement but only slight.

I mean it was a normal occurrence for a professor to stop talking to ask a student what their question was, and the student would reply that he/she wasn't raising his/her hand but was rather swatting at flies. And you know what? The FT is not just used for IPE; it is a phenomenal fly swatting tool. Many students started handcrafting "FT swatters" to solve the invasion. I mean it got to the point that during class breaks (very important to the normal three hour class sessions) students would spend their time eliminating flies instead of heading for the coffee machine. OK, so enough with the flies but it's a part of the FGC history.

We have had enough of summer and its bumbles. We want

more snow for snowboarding! Time to teach some more students from those tropical climates how to carve through powder. Fall trimester campus is back to a small group. A little more cozy. No racing to the computer lab or study rooms to declare territories in order to have your private studying spot. Relaxed.

The heat wave has accelerated the changing of colors for fall. (I just smacked a fly off my computer.) Hopefully the flies will go dormant within the next few weeks. (Same fly...smacked again.) Corn should be harvested soon. The heat has made it a great year for wines. (Buy 2003 vintage.) Like always, cheese is abundant. Local fall festivals are emerging in the "small villes" of France. Sweaters are coming back out.

And ah yes, for me this is a very important fall season. The graduation ceremony. The culmination of 16 months of hard education. Wouldn't miss it for the world. Not because this is an overused expression. Nope, because there are too many important people I must see at that graduation. See you there guys.

Quinton has been studying at Thunderbird Europe since January 2003. He is also the Thunderbird Europe Liaison for Das Tor.

Editor's note: The official title of the European campus is "Thunderbird Europe." Occasionally it is referred to as "Thunderbird Europe, French-Geneva Center," for purposes of identifying its location.

Rugby Football Club Begins Rebuilding, New Members Eager

By AMR FAHMY
Egypt, Fall '03

After a long and hot summer, the Rugby Football Club (RFC) is back in full force this fall with more than 30 people. Half of them are newcomers, yet the team has every intention of repeating last year's outstanding success at the Duke MBA and the Thunderbird Rugby tournaments.

This Fall, the match schedule started pretty fast with the first match played Saturday, Sep 20th after only two practices with the full team (including the returning squad). Determination and guts overcame lack of experience and the Thunderbird Rugby team managed to achieve their first win, 21-0 defeat of Yuma.

The weekend began on Friday, with a beer-in-hand walk-through to demonstrate how the game is played to those new to the sport. As beers flowed, participants were given a look at forward play with Jason O'Brian



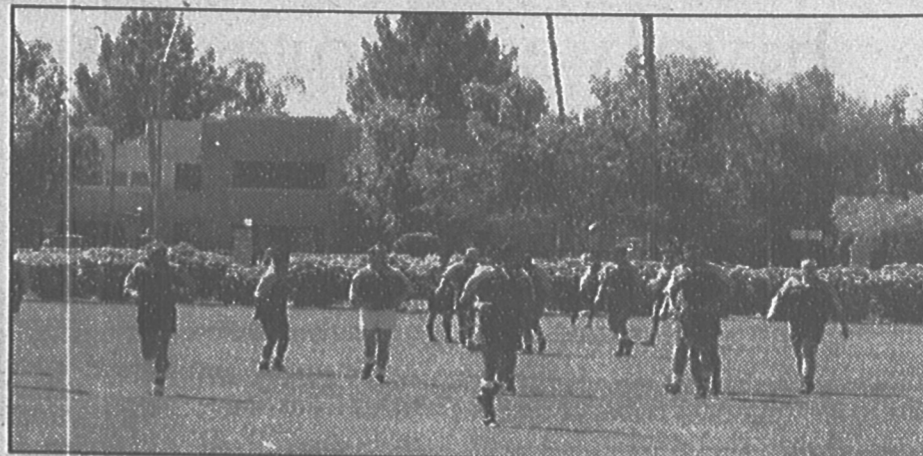
RFC in action at home opener, Saturday, Sept. 20

and Ray Plummer while Martin Gavito and Christian Schmidt demonstrated how the backs work. The highlight came with a look at the Women's Rugby Club scrum tactics in skirts with beers in one hand and purses swinging. Ready, engage!

The team continued its strong showing at the subsequent tournament in Flagstaff on Sept. 27th-28th, after which there will be a game on Thunderbird pitch, every Saturday all the way to the

Fall's main event, the Thunderbird annual MBA Rugby tournament. This tournament will take place on Nov 8th and 9th.

Come out and watch the world-class rugby action from the sidelines every Saturday this October and November. Cheer on your MBA national champions Thunderbird rugby team and watch them defeat rival MBA teams from Wharton, Texas, Duke, Stern, Kellogg, and Harvard.



Sports for the Clueless Lesson One: Baseball

By DEIRDRE DALY
Ireland, Spring '04

I know next to nothing about sports, and even less about American sports. I listen to my American friends talking about RBI and ERA, or rushing and first down, and they might as well be talking in Swahili for all I understand. I am not alone in that because many T-birds have not grown up playing these games. Help is at hand, however. This is the start of a new series of articles explaining the basic rules of various sports. Who better to write about them than Queen Clueless herself?

Today's topic is baseball, for two reasons. The first reason is that baseball is very important to most Americans. As our fellow student Brian Cramer wrote on a discussion board recently, it's "just a game, but at the core of our culture." It has been called the national pastime since the 1800's and baseball jargon is common in American speech (struck out, batting 1000, out of my league). The second reason is that the World Series will be starting on October 18, with playoffs to decide the two final teams almost every day until then. Given that we are probably going to hear a lot of baseball talk, it might be nice to understand some of it.

Baseball is a game played by two teams with nine players on each team. It uses a wooden bat and a hard ball. The game is played on a field laid out in a diamond shape (and hence called the Diamond). At each corner of the diamond is a "base" and in the middle of the diamond is the pitcher's mound (a slightly

raised area on which the pitcher stands). The area within those bases is the infield and the area outside it is the outfield. A line from home plate to third base and from home plate to first base marks the foul line. Any ball falling between this line and the fence behind the batter is a foul ball, while any ball hit inside the diamond is "fair" or "in play".

The object of the game is to score more runs than the other team. A run is worth one point, and occurs when a player advances from the starting base (home plate), around the other three bases and back to home plate.

The game starts with one team on offense and one team on defense. The team on defense has one player guarding each base (first baseman, second baseman, third baseman) and another between second and third base (shortstop). They have three more players in the outfield (left fielder, center fielder and right fielder). Another player is the pitcher, who throws (pitches) the ball to the offensive team from the pitcher's mound. Finally is the catcher who, obviously enough, catches the ball and stands behind the home plate.

The team on offense sits in their assigned area (called the dugout). Each person takes a turn (at bat) standing at home plate, using the bat to try to hit the ball thrown by the pitcher. There are all kinds of regulations about what makes a good ball or a bad ball. The pitcher must throw the ball in the "strike zone" (a area determined by the 'umpire,' or referee, roughly between the batter's shoulders and knees). If the pitcher throws the ball outside

the strike zone and the batter did not swing the bat at it, it is called a "ball" by the umpire. If the pitcher throws four "balls" to one batter, that batter is allowed to "walk" to first base. If the batter swings at a "ball" or missed a good pitch that was in the strike zone it is called a "strike." Three strikes and the batter is "out" (more about that later). He must return to the dugout and cannot play again until the teams change sides and his team is on defense. A ball that is hit and that stays within the foul lines is called a fair ball. A ball outside the foul lines is a foul ball and counts as a strike. However if the batter already has two strikes it is not counted as a strike. Did I mention how complicated this game gets?

If the batter hits the ball and it is a fair ball, he must run to the next base. If he thinks he can run farther without being thrown out by one of the players on defense, he can do so. If he manages to get all the way around the field and back to home plate that is called a home run. A home run scores a point for the batter and for every player that was on a base when he hit it.

There are a few ways to get out: (1) a batter is out when a ball he hits is caught by a member of the other team before it hits the ground; (2) if he is touched by a fielder holding the ball or; (3) if he strikes out. A base runner is out if (4) he is between bases and is touched by a fielder holding the ball or (5) if he is forced out. You cannot have two runners on a base at the same time. So imagine John is on first base and Kevin is at bat. Kevin hits and

Continued on Page 22

Thunderbird's Soccer Effort Not Enough in New Mexico

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

The Thunderbird Soccer team traveled to Las Cruces, New Mexico, in search of its first win of the season at the New Mexico State University Soccer Tournament. Those attending sacrificed valuable personal and study time to represent Thunderbird. Many students on the team were unable to participate because of prior obligations, but those that went were able to enjoy the scenery and nightlife of Las Cruces. The location was certainly advantageous. As Jennifer, the Best Western receptionist, put it, "I'm not 21 yet, so I go to Mexico," only forty miles from town.

The team performed well in the first half of each game, but age and fatigue limited the ability of the T-birds to close strong. Making matters worse, T-bird's opponents aged on average 20 years old, some six years younger than the average for this weary and battered team. Fitness limited the team's competitive edge. In pre-game warm-ups of the Saturday morning game, Amin Nibli's form looked promising, but after three minutes of play, Amin's ankle twisted and the team was reduced to twelve (line-up consists of 11 players). The first game against New Mex. State University concluded with a loss of 5 to 1 (2 to 1 according to Pedro Martinez).

The following game Saturday afternoon also recorded injuries and a narrow loss. Midfielder Kazumi Yanai graciously accepted an elbow just above his right eye and defender Matt Jackson received two toe fractures as a result of unports-

manlike conduct. Once again, Thunderbird played exceptionally well in the first half, but fatigue allowed a few goals in the last 15 minutes of the match to seal the loss to NAU 6 to 2 (3 to 2 according to Martinez).

Captain Adam Hunter, inspired the team by charging the field Sunday morning against New Mexico Tech. The team, already reduced to 11, opened the scoring and appeared to be off to a good start. Twenty minutes into the game, defensive star Fernando pulled his hamstring and the team was reduced to 10 players. Following an undeserved red card, the team was reduced to nine players and an injured player came on to fill the gap. Again, the team battled closely scoring two well-deserved goals, NMT battled back, its youth and numbers defeated the Thunderbirds in second half. Final score: 7 to 2 (3 to 1 according to Martinez).

The season is nearly over with Sub-regionals and Regionals remaining in October. What can Thunderbird do to improve its performance and better represent its prestigious reputation? The soccer club has more than enough members to fill a team. One basic problem is getting enough players to the tournament. The team has received little financial support, forcing members of the team to pay for virtually every aspect of game play. This does little to provide incentive for students who already have a lot on their plates to participate in tournaments (at their own expense). Financial support would give the Thunderbird soccer team a fair, fighting chance by guaranteeing a full roster.

Cross-Cultural Communication Involves More than Just Words

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

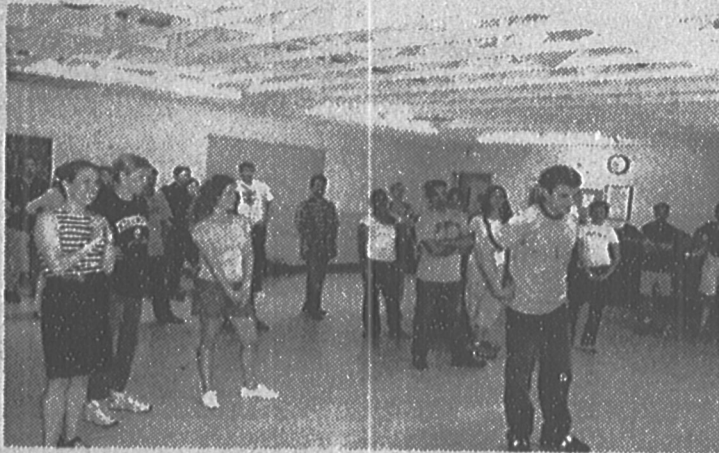
The crowd of anxious participants grows in number and in anticipation for the commencement of the first class. As the crowd gathers there are some old friends there, coupled with other familiar faces, and some completely new ones too. We all huddle in the aerobics room, while a sentiment of excitement mixed with nervousness for the unknown of what is to come fills the air. Slight conversations dominate the room, until the dance begins. Suddenly, the students are drawn from their words to the dancers before them and the undeniable music that fills their ears. The sudden silence of the crowd prevails and the Latin rhythms and movements before them work their magic. Judging by the gaze, the students are hooked.

"Hey I want to be able to do that!" is a common remark. Well, let me assure you that you can. While, many people would like to try I have heard varying doubts or reservations like, "I don't know how to dance" or "I don't have a dance partner." The only thing that is required is openness and a great attitude. After an hour, the students had mastered the basic Salsa step and

a few extras. By the end of the practice, complete novices were inspired to not only groove to the music but to get out there in front of everyone and willingly strut their stuff.

As any of you dedicated Salsa fans may already know, once you get bitten by the bug, Salsa is quite addictive and becomes not only a dance but a way of life. The origins of Salsa are debatable, however the dance is believed to have started as a mixture of Latin rhythms and dances in Hell's Kitchen in New York City, and is characterized by varying styles such as New York, L.A. and Cuban. The dance encompasses various Latin musical influences and movements into an expressive, passionate, and beautiful art.

This past Wednesday the first Salsa practice for the trimester was held and proved to be a great victory. A generous and enthusiastic showing of students, combined with high energy, positive instruction, and great attitudes all around was a real recipe for success. James Keefe brings a



James Keefe leads "Salsa 101"

wonderful vigor, cunning moves, and excellent instruction to the dance floor along with the help of the great dance styling of Tiago Machado, and with yours truly as the female instructor.

We hope that the exhibited enthusiasm for the club persists and would encourage anyone out there who has an interest in salsa or would like to try something different, just to come out and give it a "twirl." This trimester we have many exciting things in store; in addition to the regular practices we are planning lively, on-campus Salsa events, as well as off campus excursions to local clubs for those that dare. So to all you present and potential salseros, save your Wednesday nights for Salsa, and we'll see you from 8 to 10 p.m. in the aerobics room, same time same place.

Lost in Translation is more than a daily T-bird phenomena in class discussion

By STACY ALYSE WIESER
U.S.A.

I had the good fortune of attending a sneak preview of Sofia Coppola's *Lost in Translation* starring Bill Murray and Scarlett Johansson during the first week of school. Initially, I thought about many of my peers who were experiencing the culture shock that the main characters in the film experience in a foreign country. But that isn't truly what the film is about.

A quirky, funny, sad, platonic love story, the movie is about the isolation and displacement of two Americans in Japan. Between ridiculous moments these people experience solitude and loneliness. This doesn't stem from being strangers in a strange land - the seclusion comes from within.

That is not to say that the linguistic and cultural differences aren't also exploited to comic effect, but the location and cultural confusion also serve as metaphors for the bewilderment they are experiencing internally; one senses that they haven't been living, but merely approximating life.

The movie takes place in Tokyo, mainly at the Park Hyatt Hotel. A high-rise building

with a bar and a pool, it is a quiet, sterile, utilitarian environment that shields the Americans from the blaring neon bustle of the city outside.

Charlotte (Johansson), a young wife left alone by her workaholic photographer husband (Giovanni Ribisi), sits for



hours on end at the large glass window in the darkness of her hotel room. She stares longingly out the window onto the active city below, searching for something that is missing inside her.

Aging movie star Bob Harris (Murray) has come to Tokyo to make two million dollars for a few days of work-making advertisements for a Japanese whisky. He is cranky and cantankerous, but just too sullen to change his circumstance. He appears to exist through momentum and entropy.

Both plagued by insomnia, Charlotte and Bob run into each other at the hotel bar one

night. In their loneliness they develop a sweet friendship that evolves into something beyond.

Charlotte invites Bob out clubbing with her Japanese friends. They move throughout a city that has incorporated a bizarre hyper-real echo of American culture. Their evening is loud, brash, and full of boozy adrenaline.

As they spend time with each other, they begin to forget their disenchantment with life. You sense that they are being urged out of their groove and that these lost souls have been directed on a path. The film would be an appropriate film for all Thunderbird students to see, and would provide a much-needed respite from hours of intense studying.

photo and following information taken from <http://movies.go.com>

Starring: Bill Murray, Scarlett Johansson, Giovanni Ribisi, Anna Faris, Akiko Takeshita, Catherine Lambert

Director: Sofia Coppola
Screenwriter: Sofia Coppola
Studio: Focus Features (Universal)
Production Company: Tohokushinsha, American Zoetrope, Elemental Films
MPAA Rating: R - for some sexual content
Running Time: 105 minutes

The Phoenix Bacchanal - A Greek Taverna

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

A group of six of us gathered for a nice, Greek dinner at a little place in Phoenix called Bacchanal. Little did we know what was in store for us. We carpooled together and had trouble finding the restaurant. Actually this place fits more into the category of a bouzoukia or taverna, a traditionally Greek phenomenon which combines a restaurant, bar, live music, and dancing into continuous entertainment that lasts through the wee hours of the night. As we drove into the parking lot, the place looked more like a hole-in-the-wall than an elegant dining spot, but we continued.

We were greeted enthusiastically and hospitably shown to our table. Dimitri, one of our designated Greeks, got us a table down in front. As the first round of ouzo, or Greek liquor, was poured and our waitress voluntarily participated, we quickly realized this is no ordinary place.

The Bacchanal experience had begun. We were a varied group. A few of us were Greek, while others were American, and Japanese. It didn't matter tonight; we were all Greek tonight. We decided to go authentically Hellenic, or family-style, and order many *mezedes*, or appetizers, to share. We received a tantalizing array of *Spanikopita*, the Greek word for spinach pie, *Tiropita*, or cheese pie, *Kefedes*, which are meatballs, *Horyiatiki Salata*, a Greek

style salad topped with Kalamata olives and oil olive dressing, and *Tzasiki*, a fresh, yogurt and dill sauce.

We merrily ate and drank. The high spirits of the place infected all of us and the owner's energy and exuberance was abundant. A live band complemented the dining experience, and an energetic spectacle of traditional Greek folk dancing, performed by the owner himself, Giorgos, and the wait staff entertained our dining experience.

The belly dancer followed, working her way through



image from <http://www.bilfish.com/greek/>

the tables to the front stage. While I don't want to give away all the surprises, because it is something you must experience for yourself, I will say that this was a most memo-

orable time. By the end of the night, we had smashed numerous plates in celebration, been inspired to get up there and Greek dance ourselves, and had participated in the surprise spectacle of the night.

One of our American guests was so inspired by the experience that he was compelled to dance the solo *Zembekiko*, a traditional men's dance, and did quite an impressive job. So if you are looking for some good Greek food and a unique experience check out this Bacchanal. Oupa!!

Bacchanal
3015 E. Thomas Rd.
Phoenix, AZ 85016
Call for reservations
224-9377

Understanding the "American Pastime" easier said than done

Continued from Page 21

runs to first base so John has to run to second base. However, the centerfielder catches the ball and throws it to second base and the base is "tagged" before John can reach it. He cannot go back to first because Kevin is there, so poor John is forced out. Likewise, if John was on second base and decided to run to third base. Third is tagged and the ball thrown to second. If the second baseman catches it and tags the base before he gets back he is out. Once a runner reaches a base before it has been tagged his is safe, at least until he leaves that base.

The teams switch sides when three members of the offensive team are called "out." One round, where each team have had a chance at offense, is

called an inning. A professional baseball game is nine innings long unless the score is tied. If that is the case, extra innings are played until one team has a higher score than the other. This could last many hours, as there is no time limit on the game.

I do not claim that this is a comprehensive look at baseball. I still do not know what an ERA or and RBI is, but it will give you enough information to follow most of a game. If you are interested in finding out more the major league baseball site is quite good (www.mlb.com) or you can get in touch with our own baseball team, the Thunderbacks, through MTB. The local team, the Diamondbacks, did not win enough games to qualify for the playoffs this season, but will be back in action in April 2004!



Do you have a confusing love situation or a heart-ache you want to share?

Send questions for Dr. Love

dastor@t-bird.edu and we will get your requests, of any kind, to the doctor.

The doctor will be holding review sessions on Thursday nights from 11:00 p.m. to close at the Pub.

Dr. Love also welcomes your advice for your fellow T-birds

Interpersonal Development Skills in the Latin American Economies

Dear Dr. Love
I have a thing for the Latin ladies here on campus. However, I am nowhere as smooth as the Latin men are on campus and I can hardly speak any Spanish at all. I was just wondering if you had any tips for this gringo.

Wannabe Machaca

Dear Wannabe Machaca,
First, you must look back into the marketing courses that you have taken while here at T-bird. Please feel free to help lobby for my course, "Interpersonal Development skills in the Latin American Economies". No longer can you rely on the promise of a green card to get you a date. If this is your only Core Competency, then you are in need of looking for a different market segment.

First, in order to target this market segment, you must understand the customer's needs. You must be able to answer what the Latin woman is looking for, what are her tastes, and what does she like to do. Do a little market research, look for trends, get ideas from any of the Latin males on campus.

There are a couple of observations that come out just from going to the Pub, namely: Latin women like to dance. If you can't dance, then I suggest you go to the Salsa lessons on Wednesday night in order to pick up some moves.

Next, have you noticed that they tend to be very fashionable and dress up even to go to class? Now my suggestion to you would be to ditch the "Wife Beater" tank top and spend a little money on your wardrobe. Pay



Learn to love the Latin culture, make the women beg for more

special attention to your shoes, for women of any culture love shoes, and they will definitely notice yours.

Finally, offer to help her edit her paper in exchange for Spanish lessons. The key here is to be subtle and not an overbearing, insensitive gringo by going up to her and winking while you ask her to help you roll your R's. This will only get you a slap in the face. Forge ahead, y que le vaya bien.

Dr. Love

Before You Rip Off the Cohort T-shirt, Find Out If He is a Student

Dear Dr. Love,

I am a first semester student who met a really cute guy at the pub after campus crawl. I just assumed that he was a new student, as he was wearing his cohort t-shirt. We really hit it off and were having a great time together.

I made sure that he wasn't M.B.A. (Married But Available), as I heard through the grapevine that this is sometimes a problem.

I got his name but not a telephone number. Is there any way for me to contact him?

Looking for Rick Coughmen

Dear LFRC,

The first thing you can do is do a thorough "Thunder-Stalking," this is where you go on to MTB and do a search by name. Remember you may have to search the alumni database.

No picture listed? No problem, just "Thunder-Stalk" all of your classes and club groups for his picture.

Lastly, did you even check out the chalkboard first to even see if his name was posted on the "Stay Away From" list. This list has helped many of ladies before you.

Be sure to check the chalkboard often, as the categories change often, and you may miss out on the "Best Thighs" candidates if you lolly-gag.

This guy sounds like a keeper, so start hunting!

Dr. Love

Male-to-Female Ratio Does Not Mean Instant Satisfaction

Dear Dr. Love,

I recently graduated from Thunderbird and I am disappointed that during my time at Thunderbird I was never asked out on a date. I never had a problem getting asked out on a date before business school. Heck, I even tried to get into the exclusive Thunder Match blind date club. I was rejected due to my lack of dating experience within the ThunderBubble.

With such a high male-to-female ratio, I thought for sure I would go on at least one date. So I was just wondering if you could pass along some words of wisdom to the new fall class. Thanks for all your time, Dr. Love. I certainly miss you.

Regards,
Mary Carol Truman

Dear Mary Carol,

While I am a little disturbed that you were never asked out on a date while here at school, it is

not all that uncommon. The curriculum here revolves around international business, and often the subtle things are either lost in translation or the students fall short in the subtle art of flirting. I may start holding another review session on Thursday nights from 8:30 to 10:00pm on this subject. I am still trying to get a new class introduced, "International Cross Gender Communications in the Competitive Global Business School".

There are still a few unanswered questions that may help explain why you were never asked out on a date. Because the M/F ratio is so high, we often have a problem with "Thunder-Pretty." This is where the female gets an attitude because there is such a shortage of women on the

Un-written Thunderbird Motto:
"The odds are good but the goods are odd."

There are still a few unanswered questions that may help explain why you were never asked out on a date. Because the M/F ratio is so high, we often have a problem with "Thunder-Pretty." This is where the female gets an attitude because there is such a shortage of women on the

campus. This may have been your problem.

There seems to be a lack of social skills on the guy's side here. Take for example the guy known by all students on campus as Machaca. Twirling around the dance floor, cruising 59th Avenue

in a variety of Thunder Chicks' passenger seats, but unable to commit to any one woman, thus unnerving his harem to no end.

In any event you know what the girls say about the guys, "the odds are good, but the goods are odd." This is often true, and examples of social shadiness illustrating this theory occur at the Pub every Thursday night around closing time.

Speaking of which leads me to my next question, where did you spend your free time? This may be the most important

question of them all. Spending all of your time studying in the IBIC will not help you in getting a date. It is too quiet to get a guy's attention, and even if you do, talking to him in the IBIC will prompt people to staring at you angrily and make the guy even more nervous. Anyway, study settings in general may lack the ambiance - or booze - you need to start the romance.

On the other hand, spending all of your time in the Pub may give a girl the "Party Girl" reputation. And you know what Grandma used to say: "If you give the milk away for free, no one will buy the cow." Now my suggestion is to make yourself approachable.

A good mixture of the Pub, the IBIC and even an occasional lunch in the Commons and you will have a date in no time flat. Best of luck to you, female students...avoid the Mary Carol Drought! - Dr. Love

Learn Marketing Strategy, Planning Lessons from America's Continuing Conflict in Iraq

Continued from Page 20

mistakes and blunders, as illustrated by the rise and fall of civilizations. History, therefore, is not biased and has not favored any nation. It just so happens that certain aspects of some of the greatest nations and civilizations in history were able to stand the test of time. Historical pressures mount, and civilizations and nations will continue to fall and be replaced by new ones that are able to adjust to these pressures.

And this is very much

true in case of today's transnational corporations as well. With the advent of neoliberalism, planning has reached a paramount level of importance in capturing any market victory. The best lesson of marketing to be learnt from the whole Iraq crisis is to plan all the way to the end. By planning to the end you will not be overwhelmed by circumstances and you will know when to stop (or not to stop).

At the end, I must accept that the situation in Iraq holds a lot of learning for

mankind at personal, national and international levels, because the real learning starts with acceptance, doesn't it?

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Abe Jacob Places History Into Perspective, Praises Students

Continued from Page 12

A year ago, I was ready to take a plane home after only a few days in Glendale. There was every excuse to be unhappy. The weather, the lack of infrastructure in Glendale, strip malls, the school's administration, Aramark and the quality of faculty - just to name a few.

Three hundred days later, I have a radically different view. There are still questions I would like to have better answers to but I know why I am a T-bird.

I have made peace with myself in the process of answering the question, "What does it mean to you, to be a T-bird?"

I urge you to actively find time away from the books and walk around campus. Trace the footsteps of thousands and thousands of soldiers and students who have come and gone before you. Look at the diversity of the student body with whom you live. Find your own answer to the question above and discover the mystique. Saludos



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DAS TOR

What is your reaction to Dr. Herberger's announcement?

Akhil Kishore

"What I feel is he has been here for the last 14 years. A leader is efficient for four or five years, and then they should pave the way for new blood."

Fernando Ojeda-Doldan

"I was a little surprised, because he is an institution here. He helped bring Thunderbird to where it is today."

Greg Stolle

"I am excited, not because I am glad to see someone leave, but because it is an opportunity. Dr. Herberger was the right person for getting Thunderbird to where it is at today, and now finding the right individual to continue what he has started should not be viewed as a sign of weakness, rather a sign that the school is heading in the right direction."

Scott Zienkewicz

"I think that our next president needs to have longevity similar to that of Dr. Herberger to facilitate sustained growth in the future."

Brian Talbot Faulkner

"From what I understand, the campus has gone through a lot of development and evolution in every positive way. The progress that has been made on the campus is what attracted me to Thunderbird, and it will be a sad day to see him leave."

Vishal Jadhav

"As a third trimester student, I know that Dr. Herberger has done a good job, but we need a new face to take us to the top tier. I have heard lots of rumors and I think it is time for a more dynamic and visible leader to take Thunderbird to the next level. An enthusiastic, dynamic, well-connected executive who has the energy to take it to the next level."

Niels Thomsen

"Based on consistent high rankings over the last decade, and the critical changes that had to be managed in the curricular transition from the Manager in International Management to the Masters of Business Administration degrees, he leaves the school in good standing. Thunderbird has a solid reputation and it is indicative that he has done a great job. Thunderbird is well positioned for the future."

Inside chart information taken from www.t-bird.edu

Felipe Calderon

"My first reaction wasn't very good, but in talking with other students, I think it is okay. He has been here 15 years, and we need people with new ideas."

Giovanni Mondin

"I think he has done a very good job running the school and hope that the person occupying his position will do as good of a job as him."

Amin Nabli

"We are sad to see him leave the school after spending so many years building the program to the level that it is today."

34 MBA programs. He did a good job maintaining and improving rankings. Especially, the number one in International management."

Kellie Kreiser

"I don't know him, so I don't know what skill sets we are losing. My concern is about the unknown. Whether the next person that comes in will be able to sustain Thunderbird's high standards."

Eddie Chen

"First of all I think that the president did a good job over the last 15 years. He has built up Executive Programs and Overseas Programs. I wish him good luck, and I hope that the incoming president makes the school even more attractive. As an International Trader, I think that no other school can provide the environment that Thunderbird has overall - not Harvard or Stanford. However, Thunderbird should retain its core competencies and focus on its expert areas. It is very critical to be more selective in the quality of the student body."

Hugh Scott

Not surprised by it! When he had presented the 5-year vision earlier this summer, he alluded to his potential departure but did not quantify it. So in those terms, I guess that I was not surprised by the announcement. One thing I will say is that I plan to participate in the open forum scheduled by the search committee. They need to hear from the current students regarding the direction (vision/strategy/etc.) Thunderbird is taking for the near future. The value of the degree is at stake!

James Montero

"I think President Herberger has done an excellent job leading Thunderbird over the course of his tenure, as evidenced by its current rankings. However, as the job market becomes more competitive and other top schools realize the importance of producing MBA students ready for global business, Thunderbird, its new President, the alumni and students should realize, we all have a lot more work to do."

BARTON KYLE YOUNT, President ~ April 1946 to July 11, 1947

WILLIAM SCHURZ, President ~ July 11, 1947 to December 31, 1951
July 11, 1947 Dr. Schurz is named president following the sudden death of General Yount

EDWARD JULIBEI, President ~ January 1, 1951 to June 30, 1953
January 1, 1952: Mr. Edward Julibei becomes president, following the resignation of Dr. Schurz, who returned to teaching

CARL SAUER, President ~ July 1, 1953 to April 20, 1966
July 1, 1953 Carl Sauer is appointed president, after Ed Juliber stepped down to become V.P. of Phoenix Title and Trust

ARTHUR PETERSON, President ~ April 20, 1966 to October 16, 1969
April 20, 1966: Dr. Arthur Peterson is named president, after Carl Sauer resigned Nov. 9, 1965, due to a heart condition.

ROBERT DELANEY, President ~ September 12, 1970 to May 30, 1971
Oct. 13, 1969: Dr. Arthur Peterson resigns for health reasons.
Sept. 1, 1970: Robert Delaney is named president. He serves only until May 30, 1971

WILLIAM VORIS, President, Sept. 1, 1971 to June 30, 1989
Feb. 1, 1971: Delaney's resignation is accepted, following student and faculty protests. He is permitted to complete the academic year, serving until May, 1971. His vice president, John Schott, is asked to leave immediately.
Sept. 1, 1971: Dr. William Voris becomes Thunderbird's seventh president.

ROY A. HERBERGER, JR. ~ 8th President, July 1, 1989

Fall, 1989 New requirements are established in the International Studies Dept., going from 9 hours to 12 and including "Introduction to Political Economy" as well as one of the Regional Business Environment courses. In addition, the World Business requirements were increased from 18 hours to 21 hours to include Managerial Finance.

August 27, 1991: The first Executive M.I.M. class is enrolled.

May 4, 1991: The new "A" Residence Hall replaces the old Dorm A, which was demolished.

October, 1991: The new International Studies Building is completed.

March, 1992: Three new buildings are completed: The World Business/Administration Building; the International Studies faculty building, and the Lecture Hall Building. All but two faculty residences are removed from the campus

June 15, 1992: The Tower is remodeled to become the new student center.

June 18, 1992: Thunderbird library card catalog goes online.
August 14, 1992: Jean Pierre Kabanda becomes the 25,000th Thunderbird graduate.

August 14, 1992: The Thunderbird French-Geneva Center opened in Archamps, France on the French-Swiss border

August 28, 1992: The first electronic mail is installed on campus.

October 1, 1992: The new entrance is completed, moving the entry point to the School approximately .5-mile south on 59th Avenue to Country Gables and closing off the former entrance near Greenway Rd.

February 1, 1993: Tower Cafe opens.

April 25, 1993: Executive Education begins the first Thunderbird International Consortium

April 11, 1994: AACSB grants accreditation to Thunderbird under its new accreditation standards.

June 13, 1994: The Merle Hinrichs International Business Information Centre opens, replacing the Barton Kyle Yount Library, which is converted to a distance learning center.

July, 1994: Thunderbird gets two \$1 million grants from the U.S. Dept. of Commerce to develop American Business Centers in Nizhny Novgorod and Volgograd in Russia

May 2, 1994: Margaret Thatcher speaks on Campus.

September 30, 1994: Board of Trustees authorizes a \$16.8 million bond issue for the renovation of the 1994 Yount Building, a new "B" Residence Hall, and a new food services building.

January 1995 Thunderbird Executive Education is ranked among the top five executive education programs by *Bricker's International Directory*.

February 13, 1995 *Business Week* ranks Thunderbird in the top 40 graduate schools of management.

February 5, 1996 Sandra Day O'Connor, U.S. Supreme Court Justice, speaks on campus.

April 4, 1997 The name of the School is changed to "Thunderbird, The American Graduate School of International Management"

August 4, 1997 The former Dining Hall, the Crossroads coffee shop and the Thunderbird Room are demolished.

October 23, 1997 The new Master of International Management for Latin America (MIMLA) is announced.

December 1, 1997 Construction starts on new Executive Education/Career Management Center Building.

January, 1998 Winterim enrollment reaches record of 621.

February, 1998 The Friends of Thunderbird Mavis Voris Endowment reaches market value of \$1,030,847, passing the million dollar mark for the first time.

May 18, 1998 Thunderbird and ITESM sign the agreement to create the Master of International Management in Latin America degree program.

June, 1998 Guadalajara program celebrates 25th anniversary. Record number of 200 students study at overseas campuses in summer.

August, 1998 A two-week Foundations course is inaugurated as a requirement prior to the start of the regular semester.

August 31, 1998 Thunderbird changes to a trimester system.

September 15, 1998 MTB is inaugurated.

March, 1999 Human Resources, I&IT staff, and some faculty move into remodeled Talley Building.

April, 1999 Major revisions in curriculum, expanding graduation requirements to 60 trimester hours, establishing flexi-core, and instituting specializations.

May, 1999 Executive Education ranked 2nd by *FT*
July 5, 1999 Enterprise Initiatives closes down International Finance and Trade Center, and the American Business Center programs in Russia.

October 18, 1999 *Business Week* names Thunderbird Executive Education in top five in global business.

November 5-7, 1999 Balloon Classic celebrates 25 years.

November 1, 1999 Alumni MTB goes live

April 10, 2000 Thunderbird is ranked number one for international business by *U.S. News & World Report* for the fifth consecutive year.

June 30, 2000 MIMLA graduates its first class

Don Maciag

"I am more optimistic. He's been here a long time. It is a good opportunity for trying something new."

Jorge Mazon

"We begin at Thunderbird with one president and end with another. It is going to hurt us."

Carlos Recavarren

"I think that he put Thunderbird permanently in the top rankings for International MBA programs and helped it get ranked in the top

ready for global business, Thunderbird, its new President, the alumni and students should realize, we all have a lot more work to do."