

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

William Schurz

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The Search for a New President: Tougher than Anticipated

By SHARON JAYAKUMAR
India, Spring '04
and
JAMES BRANDON KEEFE
U.S.A., Spring '04

There was a time when graduate education meant more than a means to an end, more than a shortcut to a triple digit salary, more than a stop gap between undergrad and that dream job. Rather, it meant a journey in personal development, where a comprehensive experience in all aspects of student life mattered more than a letter grade. And in the end, if one focused on a more comprehensive experience, it was only a matter of time before the other needs were within reach.

Idealistic though it may be, it is possible to hope that Thunderbird's new President will be a thought-leader who holds these values as a backdrop against the more-immediate rigors of curriculum design, fund raising and administrative integration.

The Presidential Search committee recently hosted an open forum to hear these and other student opinions regarding traits and skills that potential Presidential candidates should have.

"If we could convey one thing to the students, it is that we are very enthusiastic about this

search," Richard Snell, Trustee and Chairman of the Thunderbird President Search Committee.

Joining Richard Snell on the President Search Committee was Bill Funk, National Managing Director of the Education Practice of Korn/Ferry International and John Berndt, Chairman of the Board of Trustees and Vice Chairman of the Search Committee. Additionally, Abe Jacob, TSG President, represents the student body on this committee.

The search committee has recently released a "Leadership Qualities" draft that serves as a job description to outline a future President's role:

- 1) Leadership and management: Identify and prioritize new and/or existing strategic initiatives;
- 2) Strategic Academic Support: Continuous improvement of the core MBA-IM/MIM programs and rapidly growing executive education;
- 3) Global Brand Recognition: Take the essence of Thunderbird's unique brand and aggressively broaden its reach;
- 4) Resource Development: Lead a successful capital campaign.

Bill Funk set the stage at the open forum by addressing the competitive reality that

Thunderbird currently faces.

Funk acknowledged that, "73 other educational institutions around the United States are currently looking for leadership, including Columbia, University of North Carolina Chapel Hill, Wake Forest, and University of Illinois, to name just a few." Leadership in academia seems to be a much sought-after asset.

In addition, as John Berndt pointed out, "At the end of the day, we will be hiring a person; a human being. The demands of this position are awesome, which is why the turnover is high as some people find that they cannot undertake the responsibilities that come with such a position."

It is a tendency for one to think of the word "cool" when the word "awesome" is used. But, when the Chairman of the Board of Trustees says "awesome," it means the school is looking at a huge challenge. What can we as students do to help?

Unfortunately, the number of students that attended the forum was small, considering the strategic nature of the decision at



stake and the impact that this would have on student life.

However, the ones who did attend had many meaningful insights to share and concerns to air.

We began with some key areas of concern that echoed amongst many international students - the need for a stronger international push to recruit more foreign students. Several students pointed to the falling number of European, Middle Eastern and African students.

Next, opinions in favor of candidates from the business world versus the academic world were addressed.

According to Bill Funk, "From the start we have been looking at corporate executives and people in diplomatic roles, in addition to people within academic circles. We are casting a

wide net." The search committee also informed students that they were open to candidates of any nationality.

In identifying traits that the new President should possess, several students commented on Dr. Herberger's lack of accessibility.

As one student pointed out, "When I cross that stage as I graduate this December, it will be the first time I will have met Dr. Herberger." Another used the analogy of a family, "Here at Thunderbird, we are as close-knit as a family but it often feels like the head of the house is missing." To this, the search committee reiterated that Presidential candi-

Continued on Page 20

Read Search Timeline and student reactions, Page 20

In Our Words - Student Reactions

What did you think of the Open Forum?

(Question was posed to Thunderbird students attending the event)

"You may not get everything answered but it is definitely useful. We feel like our opinions count.

"However, I would feel more strongly that my opinions or suggestions would lead to change if more students were willing to share their opinions.

"By not offering opinions, students may foster a situation where decision makers might look at the comments of students that voice opinions simply as isolated comments."

-Adam Hunter, U.S.A.

"It is interesting as, through the forum, the student body is approaching the issue as a 'customer'."

-Federico Spadea, Italy

"This is a big deal for the school's strategic direction. It is disappointing that not many students showed up."

-Rachel Clapp, U.S.A.

"I hope we have more forums like this where we can voice our opinions. I also hope this is not a one-time thing that will be soon forgotten."

-Amin Nabli, Tunisia

"This is a great initiative but we don't have enough of these forums at school so there is the natural tendency to air all concerns and frustrations."

-Ian Bolin, U.S.A.

TSG Election Results - Sharon Jayakumar To Take Office November 1st

404 students voted (approximately 40% of student body)

Sharon Jayakumar received 29% of votes cast

My experience in leading cross functional teams in environments driven by high expectations, my Graduate Associate work at CMC, involvement as T-bird Campus Ambassador and as a steering committee member of various clubs, will enable me to get things done!



Sharon Jayakumar

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

Bob Morabito, Founding Editor, 1969

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In Search of the Mystique

Do Not Criticize Phoenix - You Chose To Come Here

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



Megan Staley

My search for the "Mystique," began with a 2,700 mile drive (4,320 km), across the United States, in a tiny Corolla. Like most of us, I made a conscious decision to come here, spending money I no longer had to get here.

I not only left the comforts of a familiar place but also turned down a better financial aid package to come to Thunderbird. I wanted a change of scenery; I wanted to live in a part of my own country that I had never experienced; I wanted to discover this Mystique.

After a year, I am still searching, but I realize that the Mystique probably will reveal itself to me when I am an alumna. So, in the meantime, I am trying to build the foundation for it here.

What aggravates me you ask? All of you made the choice to come here as well. And many of you are making the choice to complain about being here instead of acting on your decision.

How can you judge that which you do not know? I hear so many students calling this "Glen-hell" or "Grimdale." I hear people saying this is a cultural-void of a place. I know I am guilty

of some of the same comments from time to time. But if Glendale were in some "remote" place on earth and we were sent here on assignment, we would all find it wonderful, eclectic, different. Do not forget that you chose to come to school here and you have the freedom to leave.

For all of you complaining that there is nothing to do - how many of you have looked at www.azcentral.com for the listings of events in the area? Are you aware that the Symphony has student rates? Have you been to Taliesin West, home of the Frank Lloyd Wright Foundation? What about the Phoenix Art

diving, gliding, etc.) be a cultural void? And, on top of what the city has to offer, there are two oceans within a six hour drive (Gulf of Mexico and the Pacific), the Grand Canyon, Sedona, Las Vegas, Lowell Observatory in Flagstaff and Tucson. Not to mention our campus.

If you were in NYC or Paris, would you take advantage of the cultural offerings? Or would you cry "poor student" and simply say "I could if I wanted"? It is different here. But different does not equal bad. Discover the differences.

I know some students have taken advantage of all that I have mentioned and more. I just wish you would share your experiences with those who spend more time lamenting that there is nothing to do then they spend planning an amazing activity.

This is not third grade - we are not paying tuition to Thunderbird to take us on field trips. It is up to you to explore the area and discover the Mystique while you are here. What will you say to friends and family when you leave campus and they ask what you thought of the area? Imagine at your new job you are asked to evaluate this area as a new market, would you have all the information? Will you be able to give an informative opinion?

Do not leave the Mystique in the rearview mirror of your own Corolla when you leave.
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This is not third grade - we are not paying tuition to Thunderbird to take us on field trips. It is up to you to explore the area and discover the Mystique while you are here.

Museum? Biosphere-Arizona?

How can a metropolitan area with more than 3 million people, with at least five professional sports teams (NBA, WNBA, NFL, NHL and MLB), ballet, symphony and art, concerts (both the Cricket Pavilion and small music venues), universities, as well as a multitude of hiking trails and other outdoor sports (sky

Finding Mr. or Mrs. Right Takes Detailed Planning

By JUAREZ LOWE
Malaysia, Fall '03
Associate Editor, *Das Tor*



Juarez Lowe

Is the bold red tie too loud and daring? Does the flamboyant pink shirt send the wrong message? You ask your friend how you look... oh no - do I pop that zit or leave it? Should I shave and risk bleeding or leave a little day old stubble? How should I do my hair? What and how much perfume or cologne should I wear? What cufflinks would be suitable? So many questions and decisions with no right answers!

Now you have to decide who you want to meet. Choosing one could be taken as a sign that you have no interest in the other.

The game is a tough one to play. Will one get jealous if they see you talking to another? You have to prepare yourself mentally for that 30 seconds that may either get you a date the next day or not...

In those all-important 30 seconds you should have been able to tell them your SWOT analysis of the company and why they would need a person like you to deal with the challenges facing the company. Some companies tell you that they are just here to collect your resume and jot down a few notes on it. You won't see

them tomorrow and maybe you will never hear from them again. Can you get their number or email to follow up with them? You leave after trying to sell yourself to a variety of companies.

The first round of the waiting game begins. You continuously check your phone. Is it at full service? Will it be the Pharma Company or the financial institution or the construction company? When your phone rings your heart skips a beat and you mentally cross your fingers. It's not a 602 number. It's your fellow T-bird (who has kept a Chicago number) inviting you out for a drink. You hang up quickly to keep that line free.

It rings again and this time it's not a 602 number. Your 30-second interviewer now wants to give you 30 minutes. How do you tell this person that 9:30 a.m. would clash with your other date? You finish setting up your interviews and go to the pub to relax. Meeting your friends there, the inevitable question arises about how many "dates" you have arranged for Friday - are you honest with your answer or do you want to make them feel better (especially if they don't have dates yet)? Your phone rings at 10:30 p.m. for that final date to be scheduled. You leave early, go to bed but can't sleep. Even though you had an exhausting day, you spend an anxious night tossing and turning.

The next day you carefully choose your clothes again. You go again

to the Embassy Suites. The dates are broadcasted to all on the virgin white notice boards. Do you check who else has dates or just focus on your date?

At your date (the structured behavioral interview), daters find out more about each other. It starts easily, with archetypal ice-breakers - questions like "Would you like to tell me about yourself?" Somehow your answer has to meld with the reason why you want a career with company X. You have to weave your history to end with the magic phrase "... and this is why I am looking for a position with your company."

What is your greatest failure / weakness / team project? You have to choose something so that you can end with the all-important words "Overcoming my failure has made me a better and more caring manager so I am a cultural fit with your organization." How have you dealt with adversity? You come up with some story with a happy touchy feely ending.

Then it is your turn to ask your date questions. Do you grill them with questions like "your website talks about teamwork as a core value but how come your reward structure is individual based?" Is that too aggressive? What do you think of the recent Department of Justice decision against your company for unethical processes? Or just ordinary ones like "How do I know if I am doing a good

Continued on Page 3

Corrections

In the lead article on page 1, Dubai was incorrectly identified as being in Turkey. It is part of the United Arab Emirates.

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*.

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The graphic on page 3 in the article "Summer's Scary Remarks from Arizona's Top Public Official" was from <http://tonto.eia.doe.gov/oog/info/gdu/gas-diesel.asp>

The quotations on page 24, "What is your reaction to Dr. Herberger's announcement?" were gathered by Stacy Alyse Wieser

What Are Your "Take-Aways"?

The Glendale Project - Student Initiative for "Closure"

By ALEX MAILMAN
U.S.A., Spring '04

The Thunderbird community could deliver significant added value by providing graduates with a concise summary of key learnings from the core curriculum. Imagine having on your bookshelf a collection of the most important lessons from your T-bird experience, perhaps six or seven paragraphs from each class.

Given the time and commitment, each of us could comb through our own PowerPoint slides, sift through our notes, and summarize the most valuable take-aways from our favorite classes. This might include the accounting implications of LIFO and FIFO inventory, or a discussion of the risks of over-diversification, as learned in *Competing Through Strategy*. As part of this exercise, we would cut and paste from our cheat-sheets to create a database of formulas such as WACC, break-even point, and contribution margin. We might even be motivated enough to develop a glossary of words and phrases like "virtual state," "high context" communication, and the "higher authority" negotiating technique. Done properly, one could create a very clear and useful roadmap to the unique T-bird education.

The fact is that most of us won't go through this process. At best, we'll save our PowerPoint slides on a cd, and throw our exams and papers in a box. In five years, a capital budgeting question will arise in our mid-level marketing job, and we'll kick ourselves for having forgotten the three or four ways of measuring a project's value. Two years in the desert and \$80,000 in debt? For what? For a general understanding of business? Where are the specifics? Where have the

tools gone? Actually, the information is there, somewhere in the cerebrum. It just needs to be freed up, a process known as "jogging the memory."

What we envision is a handbook, written annually by students, with the input of professors, and distributed at graduation. The primary mission would be to pull together the core curriculum in an accessible, usable format for the graduating student. Additionally, it could be a PR tool, as well as an alumni fund-raising vehicle, but the main audience would be the graduating student.

Many students seem to feel there is a need for such a publication. "It sounds pretty effective in regards to IPE, accounting and finance classes," remarked Archamps student Quinton Singleton, who also TAs for accounting classes.

"There are so many facts and formulas; it would be beneficial to have a review of those courses. I have heard of students going to interviews and being asked to define the Black-Scholes Model; a review would have helped that student out," Singleton added.

Jens Garberding, currently interning in Berlin, wrote: "I would love to have such a thing in my hands, but are you going to reinvent the wheel? What about all those 10-day MBA books?"

In order for this to not be a waste of time, it should set our curriculum apart from the others, focusing on subjects critical to the T-bird degree, and including ideas from classes such as

RBE, IPE and Cross Cultural Communications.

There are some foreseeable objections that we are likely to hear from faculty, staff and students alike:

1) Professors will discourage or object to the dissemination of their ideas to students who didn't take their class. Already, some professors refuse to post their lectures for fear that their ideas will be used by others.

We would like to have the support of professors, and even feature certain professors who are especially popular among students or who actively participate. (To really give it flavor and

pneumonic value, we could include photos and famous quotes from professors.) Nevertheless, without faculty cooperation, we would create a slightly more generic version that would also be valuable, though perhaps less interesting.

2) The administration may resist the idea of exposing proprietary information to the outside community, believing it would give away the secrets of the curriculum. As we all know, Thunderbird is being chased by the pack of schools hoping to emulate our niche international program.

News flash: They already know our curriculum (Business Intelligence 101). The reason they will not catch us will be due to the quality of our professors, the diversity of our students, and the elusive Thunderbird mystique.

3) Creating a "cliff notes" for T-bird will cheapen the education, and if in the wrong hands will allow students to

cruise through without developing a sophisticated understanding on their own. This would lower the quality of the degree and of the graduating student.

This project should not be misunderstood. It is not meant to teach concepts, but to aid in their recall. There is no way to duplicate the Thunderbird education in 50 pages, or even 500. If there was, then we have bigger problems on our hands. Moreover, rather than trying to covet and hide our world-class degree, we should be touting it. To my eyes, the school has failed to position itself sufficiently to the American public. We have differentiated ourselves well, but recognition remains low in the United States. For that reason, we may want to consider using this as a public relations tool and as a recruiting tool.

There are indeed a host of questions surrounding this project. What is its scope? What is its purpose? Who is eligible to receive it? How will it be distributed? Paper or electronic publishing? How often will it be updated? Will it be sanctioned by the school or will it end up as a massive super-notes? What are the legal ramifications? What do we call it?

For fun, we're calling it The Glendale Project, and we are targeting February 2004 to have the first edition completed.

We welcome you to join the discussion on MTB so we can iron out all these issues. We also want to build an editorial board as quickly as possible. To begin with, please email Talia Castellanos or me so we can add you to the discussion group.

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How to Manage Crisis With Poise and Faith

By YING (MAGGIE) MA
China, Summer '04

Have you ever been so scared and felt like you can not handle even the simplest task?

Have you ever fallen into despair and wanted to shout when crisis haunted around?

Have you ever lost the confidence of living and wandered around at the door of departure?

I bet you must have been in at least one of these situations. And believe me, you are not the only one who has once suffered from this anger, frustration, and hopelessness. But my friends, the most frightening thing is not crisis itself; it is how we deal with it.

In the face of crisis, we all have a good chance to become a dying duck struggling in the thunderstorm or a drowning monkey grasping at straws. But does that help? Not much.

Scientists will tell you that tension and panic do nothing useful but raise adrenaline and freeze the blood. Should you cool yourself down for even a few seconds, you would find things completely different. Only when composed are you able to figure out the situation and come up with feasible solutions.

In a crisis, faith, to some people, becomes the lowest priority. They betray their beliefs in exchange for temporary

comfort, while others choose to stick to their true beliefs and turn a bad situation into a good one. As in the *Bible*, Saint Paul was once imprisoned. Unlike many people who become bitter and gave up, he reached out to the Roman soldiers and encouraged those who were afraid of persecution. Paul told us that how we act in a crisis reflects what we believe. And no matter whether the situation improves or

They betray their beliefs in exchange for temporary comfort, while others choose to stick to their true beliefs and turn a bad situation into a good one.

not, as long as your faith grows stronger, there must be a way out.

In the midst of a crisis, people easily find themselves besieged and quickly decide to give up. They can hardly bear the high pressure and are no longer bold enough to take risks. However, acting as a coward helps very little. Because at the end of the day, you may still be vulnerable to crisis and subject to the hurt.

On the contrary, bring with you a little bit courage and take some steps forward, and the situation can be reversed. Under the continuous bombing by the German Air Force, London was reduced to a city of ruin and panic during

WWII. People screamed out and scampered off. But there was one lady who risked her life to show up in public immediately after a round of bombing. She was the mother of Queen Elizabeth II. Her bravery encouraged thousands of British people to confront death and reconstruction.

In front of crisis, many people fight alone because they do not want their friends and loved ones to worry and suffer. But, the result is just the opposite. People they love end up with confusion and must deal with an even more painful situation as they do not know what happened and feel that they can be of no help. As a matter of fact, support from your closest

allies is incredibly advantageous in times of crisis, and sometimes it results in miracles. You should have the experience of being helped by parents and friends. So many cancer patients and others suffering from serious illness are able to recover largely because of the encouragement of their spouses, children and friends.

Crisis, in a sense, turns out to be a good thing. It is a must on our way to maturity and success. We have no control over its occurrence, and thus can never avoid it. All we can do is to be with our stand poised, courageous, and faithful, with our loved ones beside us, and forge ahead.

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30 Second Dating

Continued from Page 2

job at your company? Tell me about your performance evaluation? How do you make your claims here?" You walk the fine line between an interested candidate and an annoying jerk / smart-alec.

The interview questions and answers will give you a vague idea of what their company culture is all about. For example, if you get a lengthy answer you could be dealing with a bureaucratic company. These initial meetings may or may not live up to your expectations, but it is through them that your career path is forged and your decisions made. You may use the same experience at each interview, just tweaking it a little to fit what that company is looking for.

At the end of the interview you are dying to know how you did. You ask that question in a nice way "Do you have any concerns about my fit for this position?" and hope and pray the interviewer will lose that poker face for a few seconds.

At the end of the day, you have sold yourself to different companies in different functions. You are exhausted and drained from making 50 million decisions in the space of a few days.

Now, the waiting game is played again and it's the same scenario for men and women. This time round it's two weeks instead of a few hours. The ball is in the interviewers' court and all you can do now is to send a thank-you note and wait by the phone.

Next issue - dealing with the waiting game... and perhaps flybacks!
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A Year in Maputo Brings Questions About Democracy and "Punishment"

By PAUL LINSEISEN
U.S.A.

Here at Thunderbird there is a strong push for students to take on an internship during the course of their studies. I was accepted into the Emerging Markets Development Advisor Program to work in a micro finance bank in Maputo, Mozambique. It was a ten-month internship stint that gave me a new way to look at the world of banking.

Having lived in South America for a few years, I thought that I had a pretty good idea of the developing world. Not quite.... For a small-town Texas boy, Maputo and micro finance in Mozambique was quite a change. I would like to share some of the surprises I found. These were certainly some interesting insights.

The first thing I learned was that most assumptions are false. The second thing I learned was that a bank has to think a little differently when working with those who live on less than 1 USD per day.

A lot can be done with just a little money. The bank worked with an average loan size of just 400 USD. With amounts of this nature, the level of service and activity was quite unique. I would not have thought it necessary to interview the entire family of a client before issuing a loan. But the family is the key, and if the family needs money, the bank can wait to be paid. Better to know the family situation beforehand than to be caught by surprise later. And just how many kids does the usually male borrower have (from his wife and girlfriends)? These are demands on his income that must be considered. When it comes to collateral, I had no idea a 10-year-old refrigerator had such value. In the world of micro lending, it is the perceived value-not the resale value-that matters. If the client doesn't pay, the bank has to have some form of leverage to get its money. Apparently, repossessing the television during important football (soccer) matches is one of the best ways to get the client to pay up.

The bank also has to teach some borrowers about paying their bills. A payment culture does not exist. A bill is paid when there is money and there are no

other pressing matters for you or your immediate family. A bill isn't paid because it is due. Teaching a payment culture to a 20-year-old is hard, and teaching it to a 45-year-old is even harder.

The risks faced by the bank were certainly different than what I would have expected. They face a population in the crunch of a large HIV/AIDS infection rate. There are an incredibly large number of lost work days from malaria. And these two diseases together are leading to a decline in the number of working aged men in the country. The HIV/AIDS rate is estimated by some to be 40%. The real figure is hard to grasp because of a culture that discourages testing. If a person finds out he or she is HIV-positive, there isn't all that much that can be done. And according to the *Economist*, the death toll from malaria is on the magnitude of flying seven Boeing 747s into a mountain each day. From the hospital wards that I

saw, children, the future economic engine of the country, comprise a large por-

tion of these deaths. Furthermore, the disease often requires parents to take time away from productive activities to care for their children.

These realities necessitate that the bank takes the time and expense of administering loans for relatively short periods of time while constantly reevaluating its clients' ability to pay. By watching a client over time, a loan officer can observe his physical appearance and hopefully avoid making a loan to a walking dead man. Malaria, on the other hand, is most deadly to the very young. As there are fewer youthful entrants into the marketplace, the bank is forced to make loans to older entrants.

Usury is a term that just doesn't enter the vocabulary of the small banker in Mozambique. Yet, it was hard for me to learn to say that my bank's interest rate is 70% annually with a straight face. This is a result of the high inflation that afflicts the market and the high risk of

the clients that are being reached. At first glance, the rate seems outrageous, but after a while one comes to understand that it really is pretty normal. And the key sign of this is that the clients gladly pay it, because the rate is less than what the local loan shark charges.

It was quite amazing to see how the successful clients of micro finance were able to use the loans they received to truly enhance their lives. These individuals and families started small businesses that gave them a chance to proceed with dreams, whether it was college tuition for one child, or a big wedding for another or a better irrigation system for their family vegetable plot.

However, they often faced a quite insidious obstacle to reach these successes. In most informal business situations, police or other officials were able to take advantage of the status of the business. There was always one "fee" or

another that must be paid immediately. The individuals responsible for this type of behavior were well-

paid government officials who saw an efficient method for increasing their income. That was very disheartening, especially when I remembered that over 50% of the Mozambican government budget is paid with donor funds, some of it my tax dollars.

There is much to do in building Mozambique. The country has only known peace for the last 11 years. There are still landmines littered across the countryside to attest to the ravages of war, and to lie in wait to indiscriminately maim and kill innocent men, women and children. They were still recovering from the floods that deposited almost five feet of mud on some parts of the country.

My time in Mozambique gave me many thoughts. It provided me with plenty of observations and helped me see where I could fit into the picture of development in a country. It was important for me to realize that international aid agencies and development organizations do a

lot of really great work. But they are restrained by the very apparatus that creates them. They live in peril that their funding will be cut from one budget cycle to the next.

From my experience, perhaps business is the best way to advance a country and maybe government development policy should foster this more than direct transfers. Business interests enter a country for the long-term and worry less about short-term budgetary cycles.

Business interests tend to shy away from corrupt countries that require non-traditional payments to government officials. (If payments are made, the value of goods received and or extracted from the country is greater than the value of the non-traditional payments.) And business is rather quick and efficient at punishing a government that has strayed too far from a reasonable development path. I am not sure if this is the right step or a parallel step to the direct government aid that flows, but I must say that the benefits of the current system do not seem to reach the ultimate consumer.

My deepest observation is the most disturbing one for me: Is democracy for everyone? Democracy is a system that asks voters to understand and evaluate the issues before voting (whether voters do that in the U.S. or not is another issue). Without basic education, voters do not have the base from which to make a real choice about the issues. Democracy is a very new system of government that is being taken to some very old lands. Is the world so sure that the systems of governance that existed there before aren't the right ones for the people affected? It seems that so many have bought into the great liberal rights that people can enjoy in a democracy but have forgotten about all of the responsibilities and infrastructure that is necessary to make a democracy work.

I don't know what the answer is to the development of Mozambique or the world. But, I must say that my internship did its job. It taught me to see things a little bit differently.

Paul is studying at the Thunderbird Europe campus this fall.

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From Our Contributors:

A Lesson in Leadership - Culture Adds Layer of Complexity, Join Styles

By TATIANA PINHO
Brazil, Summer '04

During my first trimester in Archamps I had the pleasure and the honor of rooming with a person who would teach me much about diversity and adaptability. My companion was an attractive young woman from Singapore with a brain that would earn her numerous scholarships and academic honors. In addition, she was also a respectful person with a keen interest in everyone she met. Neither the fact that she had held a prominent position in a multinational corporation nor her brilliant academic history would distort her sense of humility and kindness.

I remember the stories and multicultural tales we would share as we became closer. I also remember supporting each other when under academic or personal pressure. One of my friend's pet peeves, as so many of us in academics or professional settings have, was an aver-

sion to group projects that appeared to retard the flow of a project rather than advancing it. Of course, working in groups is not an easy task for most of us; it requires boldness, diplomacy and flexibility. And these qualities are sometimes hard to choreograph together.

However, I suspected that my friend's dislike of these projects had a much more ingrained property to it. As a member of a very ethnically-diverse group of students, I realized how our cultural backgrounds added a whole new level of complexity that we encountered when working in teams. In many Asian traditions being a leader is not about aggressiveness or toughness. We must keep in mind that these cultures shun arrogance while embracing qualities like introspection, humility, and attention to others. Their idea of strength and pride is more related to self-control and detailed analysis than the external sense of roughness which many of us, Westerners, embrace.

So as my talented roommate adapted her team-work abilities into a more Western mold and became more assertive about communicating and defending her ideas, I observed how a combination of these leadership styles could give a more comprehensive version of what a leader should be. Other than the patriarchal ("I'll take care of you") figure we attach to our leadership models of the West, we must distinguish real leadership qualities from the insipid stereotypes and PR games that may be mistaken for the real thing.

Leadership is not about popularity or about who has the louder voice. Superior direction also includes the ability of listen to others, to filter the qualities that each person can offer and to canalize them into the equation. Charisma can be found in both introverts and extroverts, the real key is the capacity of voicing one's ideas and accepting criticisms as a constructive tool and not as a personal offense. It is also about gaining some-

one's trust in your capability as opposed to your personality.

As members of an international community, Thunderbirds are very fortunate to be exposed to a variety of cultures and leadership styles. It is up to us to learn from this rare diversity pool. It is also crucial for us to expect the most from our leaders. Are we choosing our faculty, speakers and representatives on a basis of popularity or for what they stand for? How are we selecting the people we will follow? And finally, a leader should expect as much from their supporters as the cohorts expect from him. The leader will do that by providing tools and raising standards.

It is important to impose a self-searching question: What kind of leader are you? This answer might come easily to some and it might be arduous to others. I am grateful to have such outstanding help.

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Profit and Empowerment - A Love Affair

By LADÉ A. DADA
Nigeria, Spring '04

I spent the month of July at the United Nations in Geneva and it was awesome-the rest of my summer was spent in Scottsdale working for the Kearny Alliance. Needless to say, Geneva is a beautiful city replete with fun activities and interesting people. More importantly, it was during that time that "The Love Affair" became increasingly apparent to me.

The UN (and its various agencies) - all things being equal - is a much-needed organization with an ambitious but necessary mission. Nevertheless, as with most things in life, it is not perfect.

In fact, there's a significant amount of room for improvement. The possibility for maximizing its potential is abundant. You see, it has been the tradition to pursue international development primarily through aid. However, 50 years and billions of dollars later, many developing nations find themselves in a worse predicament than they were in at the time of gaining their independence.

We've been taught that business and development don't mix; that economic knowledge is the foundation upon which any progress can be made. However, I submit to you that business and development have been in love with one another for years. They have quietly established a bond and have been having an affair unbeknownst to most of us.

For instance, take the case of a company called Digital Divide Data (ddd), <http://www.hockenstein.com/DDD/>, that was established in Cambodia to provide outsourced data services. At first glance, this might not seem unusual. However, ddd is unique in that it hires disadvan-

tagged Cambodians - landmine and polio victims, trafficked women and so on. Since its founding in 2000, ddd has turned a profit of \$100,000, has provided jobs for almost 100 Cambodians (with an above-market income, education and healthcare) and has digitized volumes of data for such clients as Harvard University. Had ddd not come into existence, these 100 disadvantaged Cambodians would remain hopeless, unable to find employment and take care of themselves. Today, thanks to the two entrepreneurial MIT MBA grads who founded ddd, they are able to receive an education, earn a good income and take care of their families-now this is what I call sustainable development.

Incidentally, while only about 10% of Cambodia's population lives in its capital city, Phnom Penh, about 90% of the country's budget is allocated there. Evidently, any aid money being pumped in isn't trickling down to the people who need it the most-a phenomenon that is all too common in developing countries.

As I learned more about the affair, I became even more intrigued by the simplicity of the concept. As such, I was immediately attracted to the International Trade Center (ITC), which is a joint venture between UNCTAD and WTO. ITC is actively involved in implementing programs to stimulate export development in various countries.

I was fascinated by the fact that an individual could pick up "trash" and transform it into a beautiful ornament, the likes of which can be found in homes throughout the west.

I was however distraught to learn that the ingenious creator of such magnificent works of art, was often exploited by importers simply because he lacked basic business skills. For instance,

the buyer would visit his village and buy the ornament for \$1, export it and sell it in retail stores for \$100!

Fortunately, I also discovered that ITC and other like-minded organizations like the Kearny Alliance are aware of this problem and are working to rectify it by providing the low-income entrepreneurs with vocational training and business skills so that they can produce quality products, manage their supply chains, reduce their costs, manage and market their inventory, negotiate with foreign buyers, export their products and earn a fair income. In so doing, these entrepreneurs are empowered because they can earn their livelihood, send their children to school and truly develop.

Thus, I learned that a healthy appetite for profit, a keen understanding of business and a desire to please the shareholders works perfectly with advancing sustainable development. I realized that, indeed, when you give a man a fish he eats for a day, but when

you teach him to fish he eats for a lifetime.

Therefore, as I had lunch with various UN officials, interacted with numerous diplomats and managed some of the Kearny Alliance's projects, I discovered that an MBA can in fact effect development. As such, I completed my portion of the report, "Proposed New Ways And Means of Enhancing the UN's Capability For Collective Action," emphasizing the importance of trade, micro-enterprise and export development, coupled with the collaboration of the corporate community, NGOs and individuals in practical project implementation at the grassroots level. I sought to expose the affair and make it known that profit and empowerment go hand-in-hand and that the ROI is far above what you could possibly imagine-financially and personally.

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Three T-birds participated in the 41st Graduate Study Program at UNOG, LtoR: Andrew Manwaring '03, Ladé A. Dada '04, and Gayle Giffin '03

Do Not Complain About Lack of Job Offers Until You Try NSHMBA

By PHILIP KENDIS
U.S.A., Spring '03

As the Career Fair passes and Thunderbird students begin to assess their professional futures, they may or may not be satisfied with their options, or lack thereof. In between group meetings, papers, endless case studies and an occasional (or frequent?) time slot for personal activities, business school students are supposed to be spending a good part of their time looking for internships and full-time job offers. Studies show that most MBA students spend up to 50% of their time sending resumes and interviewing in pursuit of that treasured job or internship offer.

Thunderbird students, for the most part, generally focus their efforts elsewhere, usually on school and extra-curricular activities. Despite the fact that there may not be as many companies recruiting on campus for internships and full-time positions as they would like, they are unaware of the opportunities to pursue full-time employment and internships with companies around the world at off-campus locations.

There are companies who come to campus and there are job postings on MTB, but frankly that is not enough. What students need to keep in mind is that, while they are in Glendale waiting for jobs to come to them, there are literally thousands of MBA's around the world

attending various career fairs and actively pursuing jobs themselves away from the friendly confines of their own campus. The CMC clearly states that they have posted career fairs on their MTB page and that all the information is included in the CMC weekly, but I ask you this: of ten of your friends, how many of you know when the career fairs are this year and do you know what they are really about and how they work?

I would guess less than five, and when you are finished reading this article close to zero.

So here is a suggestion: For those of you who are unfamiliar with career fairs and would rather complain about the lack of companies recruiting on campus, start investigating all career fairs possible. Instead of having 30 or 40 companies come to campus looking for a maximum of five people, there are hundreds that come to a career fair looking to recruit worldwide. That is what the CMC does not tell you, and even if they put it in the CMC weekly or post it on MTB, I know as well as anybody what a grueling academic schedule entails with respect to dissemination of

information on campus.

In my opinion, the number one career fair to attend is NSHMBA. Again, take a poll with ten of your friends. The numbers will be the same. If they have heard of it they will most likely ask, "That's the one for Spanish speakers, right?". Incorrect. Again, having taken 15 hours a trimester and beavered through upper level finance classes at Thunderbird, if I hear from everyone that a career fair, even if I have heard of it, is

only for Hispanics, for example, I am not going to bother investigating it.

People, this is a myth!

NSHMBA is registered under the auspices of a group that caters to Spanish speakers and companies from Spanish-speaking countries, but it is a career fair just like any other. Last year it was held in Phoenix and the only reason I went was because it was local and I did not have to travel. When I arrived at the Phoenix Convention center I found all the Wall Street banks, airlines, consumer product groups, you name it, and I asked their representatives if their were looking to hire in the Latin

American subsidiaries or in Spain. In fact, the only reason I went was that I lived in Spain for five years before going to Thunderbird so I figured it would be a good opportunity for me.

The reality was that very few companies were hiring Spanish speakers. The Wall Street banks were only interviewing first year MBA's for internships the following summer, at which point I began to wonder why I had not been informed of this earlier. The previous year NSHMBA was in San Antonio, TX and a handful of T-birds went. I do not remember anyone mentioning anything about career fairs during navigations nor did anyone from the CMC say anything directly to me about alternatives to on-campus recruiting. Maybe it was in the CMC weekly and I just happened to oversee it because I was busy working on my CMAP.

That leads to the second part of "the myth." NSHMBA is for everyone (not just Spanish speakers) and in these trying economic times one must use all tools and resources to find jobs in the financial sector. Wall Street firms are only extending offers to their summer interns and full-time recruiting has come to a standstill. Therefore, if you are looking for a career in Finance, the best chance you have of supplementing the internships offers on campus is to go to a career fair, NSHMBA especially.

Continued on Page 7

Cult Marketing Phenomena Examined

By TATIANA PINHO
Brazil, Summer '04

The Marketing Club kick-off started with a bang in Lecture Hall 54 last Wednesday. The reason for such enthusiasm was the guest speaker, Dan Santy, co-founder of Arizona based marketing agency Gauger+Santy. With a self-proclaimed "bulldozer" style of presentation, Mr. Santy engaged the audience in an interactive lecture on Cult Marketing.

The topic of the event was an analysis on the Cult Marketing phenomenon; a concept that has been subject of much discussion and dispute within the marketing arena. Throughout his speech Mr. Santy presented several factors that differentiate both ordinary and highly successful brands from "cult brands."

Some examples offered of such trend were Apple Computers, Star Trek and the Oprah Book Club. However, to the surprise of many marketing T-birds, some greatly renowned brands, such as Coca-Cola, did not make the cut. This gave rise to many questions from the audience.

Silvia Melgar, a second trimester student and the club's treasurer, summarized the content of the presentation, saying that "Cult Marketing is the approach of the marketing of some product or service which goes further than segmentation; it is more about selling a product or service by knowing the customers' desires, feelings and aspirations."

When asked about the guest speaker, Silvia stated, "He has a broad experience in advertising and could handle the presentation and the questions successfully."

New Club Makes Debut at T-bird

The Thunderbird Parenting Club provides valuable resources as well as encouragement so that parents-to-be and new parents may better adjust to the huge changes that come with having a baby. This is a supportive and friendly group where you can find crucial information about everything related to pregnancy and parenting, including doctor and hospital referrals.

Some of the activities organized by the club are prenatal yoga nights, baby book discussion meetings, movie nights, expectant couple dinners, and many more.

For more information on the club activities and meeting times, please contact Mia Dand.

mddand@global.t-bird.edu

Looking for a Job? Start With an Internship

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

As many graduating Thunderbird students scurry to secure a job upon graduation, the U.S. unemployment rate remains at 6.1 percent with a total of 9.0 million unemployed persons in the marketplace (source: Stat U.S.A. database). This dismal job market is often discouraging for students that have been fully entrenched in the job search since entering Thunderbird.

As we all learned in our CMC class, one of the best ways to obtain a job is through networking. According to a MBA Jungle survey, the most common methods for MBA's to obtain jobs are outlined as follows (as you can see, networking beats them all!):

Newspaper Classified Ad = 6%
On-campus Recruiting = 6%
Online job posting = 9%
Headhunter/recruiting firm = 10%
Networking with friends / colleagues = 63%
Other = 6%

We also often hear from the Thunderbird CMC that "One of the best ways to get a job is to first obtain an internship." To support this fact, GWIB sponsored an internship panel on October 8th, where a group of eight currently enrolled Thunderbird students shared their summer internship experiences.



Students speak about their summer internships - how they got them and how to be prepared - for the GWIB sponsored Internship panel

The panelists discussed the manners through which they secured their placement (interview tips), their daily tasks, whether or not their expectations were met, pay range, and the outcome of the internship (permanent employment offers).

Following are some of the highlighted remarks from the panel discussion:

1) When interviewing, know how to "talk the talk" of the particular industry and job position.

2) Many interviewers expected the STAR (Situation, Task, Action, Result) approach when receiving answers to interview questions.

3) Internship offers are often not negotiable, but are usually reasonable (most internships represented in the panel paid in the \$5000 per month range).

4) Use the internship as an opportunity to network within the company.

5) Be prepared to not be prepared for the internship. Many panelists felt overwhelmed (in a good way...) with their internship project.

6) Thunderbird students perform well at internships, in comparison with our competitors at other top MBA schools. Many panelists did not feel that other MBA students outperformed them.

As an example, of the 20 interns at IBM (that were all from top schools), eight received offers and two of these offers went to T-birds!

The audience then had the chance to ask questions which ranged from inquiries about salary negotiation and networking tactics to visa require-

ments for foreign students wishing to intern in the USA.

GWIB would like to thank all participants for the success of the event and looks forward to see you at our upcoming events.

The panelists were: Shannon Coan, Sharon Jayakumar, Elyse Leeds, Cindy Liu, Yesica Schaaf, Sean Spalding, Mayumi Uejima and Mindy Yajko

The represent the following companies, respectively, the Coca Cola Company, AstraZeneca, Internet Cubaweb Communications Corp., Disney, IBM, L'Oreal, Eli Lilly and Wachovia.

Geraldine Geraud, GWIB Vice President contributed to this article.

Attention All Thunderbird Children! Party for You!

On Wednesday, December 3, Friends of Thunderbird will once again hold its now annual CHILDREN'S HOLIDAY PARTY (to be politically correct we no longer call it a Christmas party).

As usual, the party will be held from 3:00 p.m. until 5:00 p.m. in rooms 1, 2, and 3 as well as the atrium (lobby) of the Global Business Center. It will be open to all Thunderbird children ages 10 years and under and their parents (students, faculty, staff, personnel).

There will be a visit by SANTA CLAUS and Mrs. Claus, who will have a present for each child. There will also be two clowns making balloon animals and doing face painting, with refreshments for everyone.

Parents should register their children, indicating AGE and GENDER, NO LATER THAN FRIDAY, NOVEMBER 28, with Laurie Garcia (Facilities Services) at garcial@t-bird.edu

Last year we had a record turnout of over 180 children, many of whom had never before seen Santa Claus. We believe this year there may even more married students with chil-

dren on campus, so we expect an even bigger crowd this year!

Laurie A. Garcia
Coordinator
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If Everybody Is Doing It, Then It Must Be Right To Do ... Right?

By GREG STOLLE
U.S.A., Spring '04
Honor Council Chairman

For over a decade, educators have discussed, researched, argued, and discussed some more how to increase the use of technology in the classroom. There is a belief that classroom education can be improved through the use of technology. Ironically, while educators have been discussing this issue, students have learned a very easy way to use technology in their homework: it's called the cut-and-paste functionality!

In an August study by Rutgers University (published at www.nj.com/news/ledger/index by Kelly Heyboer from the Staff-Ledger), 40% of students plagiarize material, most often from the Internet.

What's more interesting is that 50% of students do not consider copying-and-pasting from the Internet to be plagiarism.

What is most troubling for us is that business majors reported the highest percentage of Internet plagiarism (a whopping 63%).

What do students cite as rationale for their actions? Interestingly, they often cite news events of high profile individuals who have behaved inappropriately. The sentiment is that if other people are doing it, then we

article isn't to cast blame; rather, to make a call to arms against the forces which aim to destroy the ethical standards that allow businesses to operate efficiently. If we allow ethics to be ignored at the small details (such as cutting-and-pasting from an Internet site in order to write a Global Leadership paper), then we run the risk of allowing ethics to be ignored during more serious

issues (such as accounting). This is not a risk worth taking.

If anything, school should be about experimenting and trial-and-error. We shouldn't feel the pressure to plagiarize to get the work done.

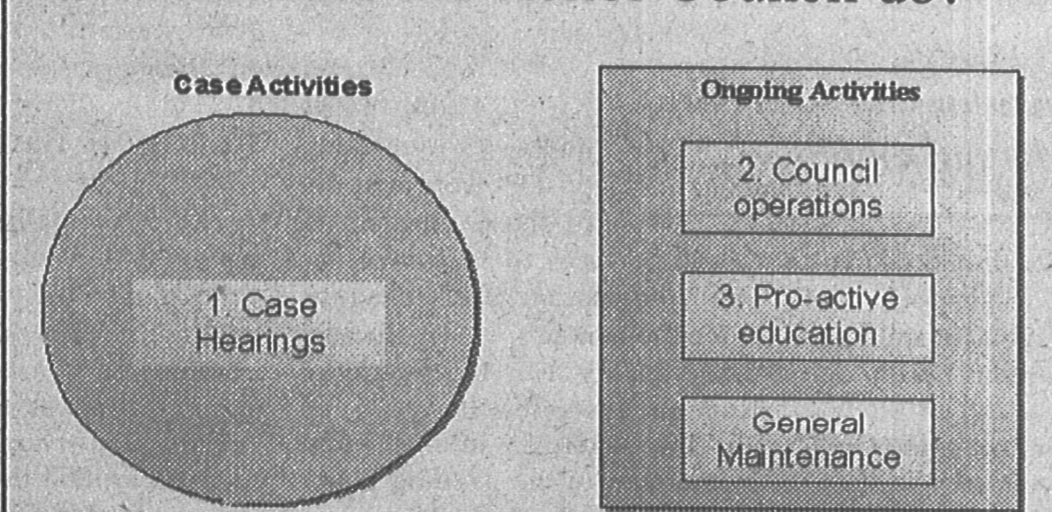
It's good to make mistakes and learn from them while in school (before our boss is yelling at us!). What seems like extra work today will pay greater dividends tomorrow.

The Honor Council has a vision to make Thunderbird recognized as the world leader in managing a multi-cultural Honor Code system. Such a system should become a way of life which is learned through observation and practice - not edicts and rules.

The world business community has not solved the dilemma of developing and maintaining a multi-cultural Honor Code system. At Thunderbird, together we can and must do it.

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What does the Honor Council do?



How can I get involved? The Ongoing Activities provide a way for students to get involved and to help make Thunderbird recognized as the world leader in managing a multi-cultural Honor Code system. (graphic and text from the Honor Council home page on MTB)

just shouldn't worry about it. Hmm? I'm not too sure this makes sense. So, the logic is that because some people are doing wrong things, we should all do wrong things? Does anyone else hear the stampede running to jump off the Brooklyn Bridge?

The point in writing this

Thunderbird 2003 Global Business Plan Competition Ends PHASE I

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

ists will submit a 6-page mini plan by October 31st.

Phase II will involve alumni, investors, and professors reading and judging the mini plans to scale the competition down to just 6 finalists.

What do Georgetown, Monterrey, and Thunderbird all have in common? All are business schools that submitted business plans to the Thunderbird 2003 Global Business Plan Competition.

In all, 42 plans were submitted by the October 10th deadline. Nearly half of the plans came from Thunderbird students while the Indian School of Business (ISB) contributed eight plans.

It marks the first time that Thunderbird students have competed head-to-head with students from other business schools as entrepreneurs. All in all, over one hundred students and staff from these six schools contributed either in preparation of an executive summary, organizing the ongoing event, or participating as a judge. Thunderbird students, alumni, administration, TSG and generous corporate donors have all contributed financially to make the process a success, but the competition is far from over in fact you could say, it has only just begun.

Phase I reduced the number of potential winners down to 20 finalists, which were announced on October 14th, 2003. Each of the Phase I final-

ists will submit a 6-page mini plan by October 31st.

Phase II will involve alumni, investors, and professors reading and judging the mini plans to scale the competition down to just 6 finalists. These six finalists will be judged on their full (30-page max) business plans as well as a live presentation before a panel of distinguished judges. Students, friends, and community members are encouraged to attend the presentations and awards ceremony on December 5th, 2003 in the AT&T.

The 20 finalists are:

- Nature's Own Company
 - Languagelive
 - Eduaid
 - Global Connoisseur
 - Bell Foods
 - Shabnam
 - Yatap Golf World
 - Tours Gone Wild
 - The Dock Buddy
 - Traveling Billboards
 - Global Interactive
 - Audiotoorz
 - NEWCO
 - Quick Cash
 - Promosion
 - Home Court Advantage
 - Baking School
 - Thunderbird Chocolate Bar
 - ConeXion
 - Qonta
 - Skilled Labor Solution
- Schools represented are: INSEAD, Indian School of Business (ISB) and Thunderbird

The Thunderbird Entrepreneurship Club (TEC) is proud of those students who submitted plans. The judges reportedly had a very difficult time selecting the 20 teams that will advance to the next round.

"The creativity and quality of the plans was excellent this year," said Dustin Williamson, TEC Treasurer.

While only 20 plans were chosen to go on to Phase II, it should not be discouraging to those who did not advance.

"The best business plans rarely win competitions," said Alumni George Nemeth '03. "Implementation is crucial in making a business plan a reality. Writing a plan is one thing, actually making it happen is another."

ThomasWhitaker@global.t-bird.edu

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NSHMBA - A Myth and A Must

Continued from Page 5

During my four trimesters at Thunderbird, JP Morgan, UBS Warburg, Fidelity, Citibank and Wachovia were recruiting for internships, that's it. If you want access to Goldman Sachs, Morgan Stanley,

Credit Suisse, Bear Stearns, etc, you need to go to NSHMBA. Human Resources will not talk to you if you just call them up.

The CMC may claim that they advertise career fairs and explain all the intricacies of them, but I ask you again to take a poll of ten friends. Take my advice, sign up for NSHMBA (www.nshmba.org) Nov 5th-8th in Fort Lauderdale, Fla., and get your resume out to recruiters. It is well worth the price of admission and the plane ticket. You

may have to miss the Fall Rugby Invitational tournament and Homecoming weekend, but the nominal investment and sacrifice will pay for itself in spades.

Besides, who needs an excuse to go to south Florida for a weekend?

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THINC Exceeds Its Own Expectations

67 Teams, From 52 Top MBA Schools Await Judgement for Next Round

By JULIE LEVIN
U.S.A., Fall '03

154-52-6... No, that's not the latest long-distance discounted telephone plan from MCI. It's the number of teams that have registered from 52 top MBA schools around the world in six different countries! With more than 700 students registered worldwide, they could form their own International MBA program!

"It blew away our original goal of 40 teams from 10-20 schools, beyond anything we ever imagined." That was the victory cheer of Anil Rathi, a December '02 T-bird graduate, as he and Idea Crossing's co-founder Robert Lipton raved as they came dancing into the Pub just after the midnight deadline on October 10th, complete with celebration champagne.

"We are just amazed how quickly the numbers grew during the last few days of the competition. The final 67 teams registered on the last day just hours and minutes before the midnight deadline," he added.

"We are really pleased that T-birds stepped up to the challenge by registering no less than 10 teams. It shows the world that T-birds are innovative AND competitive," Rathi said.

Idea Crossing LLC, a "think-tank" consulting company was the innovative brainchild of both Robert and Rathi while they were still students at Thunderbird.

The Innovation Challenge was the first creative idea they developed while writing their business plan for Professor Stralser's "New Ventures" class.

As mentioned in a previous article, these "ideation sessions" were conducted by members of the THINC club, where students would brainstorm ideas for products, services, and marketing strategies through a guided, step-by-step collaboration process managed by the two partners. Many of their clients included small, independent, international companies such as Suntel, a Sri Lankan telecom company as well as the multinational corporate giants like Dial and ExxonMobil.

After several "ideation sessions" it was clear what direction their new company was headed.

"As we were writing our business plan, we needed a strategy to develop PR for our company and Thunderbird, yet at the same time launch our business model," Rathi said.

"Instead of participating in a business plan or case competition, we wanted to create something more 'forward thinking' and intra-preneurial.

Lipton, a Spring '03 T-bird graduate added, "We wanted

a way to differentiate ourselves from the rest. There is often so much wasted intellectual capital in an MBA school with little opportunity to showcase their creative talent. We thought, 'Why not harness that talent through a process-oriented approach to innovation that you can demonstrate to potential employers?'" he said.

"The curious question is often asked to companies: 'How do you get your ideas up and running?' There are no guarantees. Many companies don't often see the value in looking to students for creating a fresh perspective," he added. "That's why we have chosen to brand our company Idea Crossing with a youthful identity."

Both Robert and Rathi admit that their plan has had its share of uphill battles; from scraping up sponsors, to securing commitments from clients. They assumed that their business idea would be better received in the business world, but with the economy still in limbo, it has been difficult for this upstart.

"We have many strong supporters who believe in our vision, and gave their support right away," mentioned Rathi.

One of their biggest supporters is T-bird alum Scott Walker '81, the President & CEO of BillMatrix, who offered up a cash sponsorship right away.

"Scott was our first sponsor for the Innovation Challenge," he added. "Of course, we couldn't have pulled this off without a few 'local' connections," Rathi grinned. 'Local' refers to his former business partner, Sandeep Walia, with whom he had previously co-founded a company in India. Walia and his current company Ignify Consulting, donated and helped develop the web site infrastructure that took almost five months of collaboration with a team of eight members and a value close to \$17,000. The website was built by long-distance phone calls and a very busy chat room.

"It actually worked out really well," Rathi said. "Since India is 12 and a half hours ahead of us, we were able to acquire sponsorships and kick-off our marketing by day, and build the event's web infrastructure by night." The collaboration took over 1000-plus hours designing the program and the database technology almost 24 hours a day for the past five months.

Rizwan Shaikh, Ignify's Server Administrator said, "The Innovation Challenge project for me was very interesting, as I had the opportunity to solve some 'real-time' database and networking issues in order to provide seamless 24/7 networking support. Receiving SMS text mes-

sages at 4:00 a.m. and providing a solution immediately had become a routine for me. It was a true labor of love."

Less than a day after they launched the web site to start the competition, 'Team Ignify' took a well deserved vacation.

Back on this side of the International dateline, support came pouring in from all directions. "Of course, this would

"We thought, 'Why not harness that talent through a process-oriented approach to innovation that you can demonstrate to potential employers?'"

have been a lot more difficult without the support of Thunderbird's administration and staff," stated Lipton. "From Joe Miller, the new Head of Student Services, to Tim Propp, the CFO. Also we appreciated the awesome job that Kristen Jarchow, from the marketing department, did in helping design and create all of our advertising /marketing materials.

"But the greatest surprise came from the eager Thunderbird students themselves as they rallied in support at the first 'Innovation Challenge Kick-Off Meeting' on September 18th, just 3 days after classes started," he added. Approximately 70 people showed up to the Pub to either join a team for the 'Challenge' or volunteer for the preparation of the entire event.

The key to planning this event so far followed Lipton and Rathi's own "process-oriented" approach to project work. A core team of loyalists including the THINC Clubs' co-presidents, Adam Hunter and Jeff Mathers, as well as die-hard supporters Dan Levy, Sharon Jayakumar, Eric Longen, and Mike Wu, all of whom contributed to the marketing blitz for the "Innovation Challenge."

They created their own "ideation session" when it came time to soliciting participants from other top MBA schools.

"It was all about relationship marketing," Lipton humbly added. "This would have made a great case study on how to follow through on the creation of an event from concept to execution." The marketing blitz consisted of making key contacts

at various schools first, often as a result of a personal connection. Then, over 25,000 post cards and marketing posters were sent out to those contacts to distribute them to various clubs and students on each campus. Once the contacts were gathered, a top-quality HTML newsletter was sent every few days to keep up the energy, interest and momentum of the pending registration day.

In fact, the marketing of the event was so creative and efficient, that Amelia Landers, an Innovation Challenge participant from Babson College told Lipton. "I wish we (students at Babson) would have participated in this last year. How many years have you been doing this?" When she was told it was the first year for this soon-to-be annual event, she was very surprised. "Oh My G-D,

This is incredible... You guys hit us from every angle," she said.

Once contacts were made and various campus clubs and organizations registered, this information was playfully, yet skillfully, used to leverage and coerce other teams to register from that school.

In addition to their guerilla-marketing campaign, both Robert and Rathi also snuck in a few personal appearances and presentations at a several top MBA schools, namely Northwestern's Kellogg School of Business, Northwestern, and University of California, Berkeley's Haas School of Management.

Normally this type of event would take much more time to plan, but the dynamic duo and their team worked under a compressed schedule.

"It was tighter than we had originally hoped, but we had to work around the school calendar in addition to all of the career fairs across the US and around the world," Robert noted.

The team worked around the clock over last weekend, thanks in part to those speed drinks at 7-11, as well as pure adrenalin, to be ready to upload the individual "innovation questions" to all 154 teams by 6 a.m. Eastern Standard time on

Continued on Page 9

Spring 2004 Overseas Programs Priority Deadline:

Thursday, October 30th

*The following items are due
Thursday, October 30th in the
Overseas Programs Office:*

- Application with Deposit
- Housing Reservation with Security Deposit
- Travel Grant Essay with Letter of Reference

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T-birds Learn from Dell-Microsoft Case Competition, Preparing for Next Year

By **JEFF OSTASZEWSKI**
Canada, Spring '04

"For the [Dell-Microsoft] case competition, don't employ a conservative strategy, think big. A company the size of Dell is looking for a big opportunity, so you have to be gutsy."

Those were the words of Amy Bunch, a recent Thunderbird graduate and a finalist on T-bird's 2002 team for the Dell Case Competition sponsored by the National Society of Hispanic MBAs (NSHMBA.)

Unfortunately, despite Amy's encouragement, Thunderbird did not make it to the 2003 finals. Picked from among a field of 36 entries, the finalist schools were USC, Georgetown, Florida International University, Vanderbilt, Purdue, and the University of Miami.

Thunderbird had high hopes, having organized six teams of four students with help from Thunderbird's Marketing Club. In actuality only four cases were submitted. The other two teams ran into problems coordinating across the continents (I wonder if other schools shared our problem?). We had students simultaneously located in Malaysia, Guatemala, and other far-off lands trying to put the case

together. Compounding the problem was the fact that the case had to be completed between the summer and fall trimesters when nobody was on campus.

The rules of the case competition stipulated that each team complete a preliminary mini-case and submit ten PowerPoint slides outlining a proposed entry strategy for Dell into the printer market, the strategic direction the company should

We had students simultaneously located in Malaysia, Guatemala, and other far-off lands trying to put the case together.

take, and the tactics the company should employ. From the entries, executives at Dell were to select six finalist teams to travel to the site of NSHMBA's annual conference in Ft. Lauderdale, Florida for a no-holds-barred eliminatory contest.

Sadly, Thunderbird could not offer a repeat of last year's stellar performance. As Amy recounted to me, last year's final competition was fierce. Teams were handed a fresh marketing case and given just a few hours to analyze and prepare a presentation before a panel of Dell executives. Word on the street was that Wharton's team

came up with a complicated model that was quickly shot down by the judges. And Thunderbird? We had a respectable showing but our mystique wasn't enough to nab the top prize.

What went wrong in 2003? I can conjure up a few purely speculative reasons. First, nobody on my four-person team actually owns a Dell. Clearly, that must have created a strange karma that weakened our chances of sweet victory. Second, the summer heat must have wilted more than just the grass on campus. Somehow it seems like we all lose some of our mental dexterity when we move to the desert. Whatever the reason, I know that Thunderbird can come back strong next year. We'll just have to "Cowboy-up" and beat the also-rans like USC, Georgetown, and Vanderbilt.

For those students traveling to the NSHMBA Conference November 6-8 and participating in the Career Fair, keep a lookout for the other case-competition teams. Tell them that Thunderbird is nipping at their heels. We'll be in town for next year's competition and we're bringing the posse with us (scorching weather, strip malls, and of course, Aramark.)

jeffo@global.t-bird.edu

Sports Business Club Workshop to Feature Industry Cross-Cut

By **RUBY GUALBERTO**
U.S.A., Fall '03

Hey sports enthusiasts! Come on over to LH54 this Friday, 10/31 from 1 PM to 4 PM to gain insight from leaders in the Sports Industry.

The Sports Industry Workshop will start off with a presentation from an [ASU] W.P. Carey MBA Sports Business professor, followed by a speaker panel. The panel will consist of leaders from different aspects of the sports industry*.

Professional Sports Team :
Phoenix Coyotes
(National Hockey League)

Corporate Sports Sponsor:
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(Arizona's largest and longest-serving electricity provider)

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PING Golf

Sports Organization:
USOC
(United States Olympic Committee)

Sports Marketing Agency:
Octagon

*Participants confirmed as of October 23; subject to change

As an added bonus, enjoy FREE food from Famous Sam's and don't miss out on your chance to win gift certificates from The Sports Authority and other great prizes.

**Please note: The participants in the workshop have agreed to participate in order to provide insight into the sports industry, provide guidance and answer your questions. This is NOT the appropriate place to circulate your resume. Please do NOT approach them requesting internships, jobs, etc.

Hope to see you there!

The Sports Business Club

rubygualberto@global.t-bird.edu



THINC: Collaborate to Innovate

Continued from Page 8

Monday morning.

The teams had only until 11:59 p.m. on Sunday October 19th, to prepare their ideas and presentations, which were uploaded and distributed to the judges by email and express mail. Each plan will be evaluated by two separate judges and their scores

will be averaged and tabulated all through the internet and mail.

The top five finalists will be notified in early November and invited to Thunderbird for the final round.

One has to wonder what motivated over 700 MBA students to register. Are they are hoping to glorify their schools by becoming "The Most Innovative MBA Team in the World?" Perhaps it is the lure of the grand prize of \$20,000 to help pay for their tuition. Or could it be that most of these schools are located in colder climates, and are vying for a chance to visit Arizona for the warm, sunny weather in mid-November.

Whatever the reason, we are looking forward to hosting the top five MBA teams at Thunderbird on November 21 and 22 and we wish them all the

best of luck.

We want to thank the many supporters and volunteers who have generously offered their time and services thus far during this busy trimester. If you are still interested in helping out with the final preparations leading up to and on the day of the event, please contact Julie Levin and your name will be added to the volunteer list. You are also encouraged to attend the weekly Thursday meetings from 1-2 p.m. in the "Idea Room" just a few doors west of Das Tor's office. The door to ideas never closes.

THINC online at:
<http://www.innovationchallenge.net/home.htm>

LevinJ@global.t-bird.edu



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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 has a link to its web page.

Women for Hire

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

National Society of Hispanic MBAs

NSHMBA's 14th Annual Conference & Career Expo.

This fair is open to all and 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 Director

We Hope You Enjoyed the Career Fair Do You Have Your Next Steps Planned?

By KIP HARRELL

The Career Fair was a huge success with 42 companies representing 44 hiring entities participating in the three-day event.



Kip Harrell

Another 32 have committed to campus visits through December 2003, well ahead of last year's pace. We hope, with the corporate participants for the spring internship fair, that we will exceed the total of 91 entities who visited Thunderbird last year between June 2002 and May 2003.

Students who took advantage of the Career Fair Information Exchange Day at the Commons were pleased with the results. We estimate well over 200 students stopped by the CMC tables on October 8th to learn more about Career Fair etiquette, the company representatives and contacts, how to do your 30-second commercial and find out about the recruiting

process from the CMC relationship managers. The free Ben and Jerry's ice cream was a hit.

The CMC offered mock interviews sessions on Fridays before the Career Fair and a majority of the slots were filled by students looking to improve their odds. We will offer more mock interviews in January and

The CMC continues to do outreach to companies, but this is only one source of potential employment. 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 con-

2) The CMC Staff select interviewees for the companies.

FALSE. The resumes download from MTB after a company posting closes in an automated process. Companies select candidates from those submitted resumes. Companies save interview slots for candidates they meet at the Career Fair and are responsible for selecting, scheduling and notifying students themselves. CMC facilitates logistics, technology, file transfers and final schedule printing.

3) No Faculty showed up at the Career Fair.

FALSE. Actually, more than a dozen Faculty members participated in the events on Thursday.

Please call us if you are not sure about the facts. We will be glad to help get the story straight.

Business Development trips by CMC staff are on-going. Since May, 2003: Site visits at 79 companies by Thunderbird CMC staff have resulted in 47 postings and 12 campus visits scheduled.

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.

February before the Internship Fair.

Business Week is sending mixed messages. A September issue was all "doom and gloom" for MBA's but this week (October 27 issue), an article says we have hit the bottom of the employment trough and things are looking up again. As the CMC has said before, do not wait until the last minute to begin your career search.

tacts, 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.

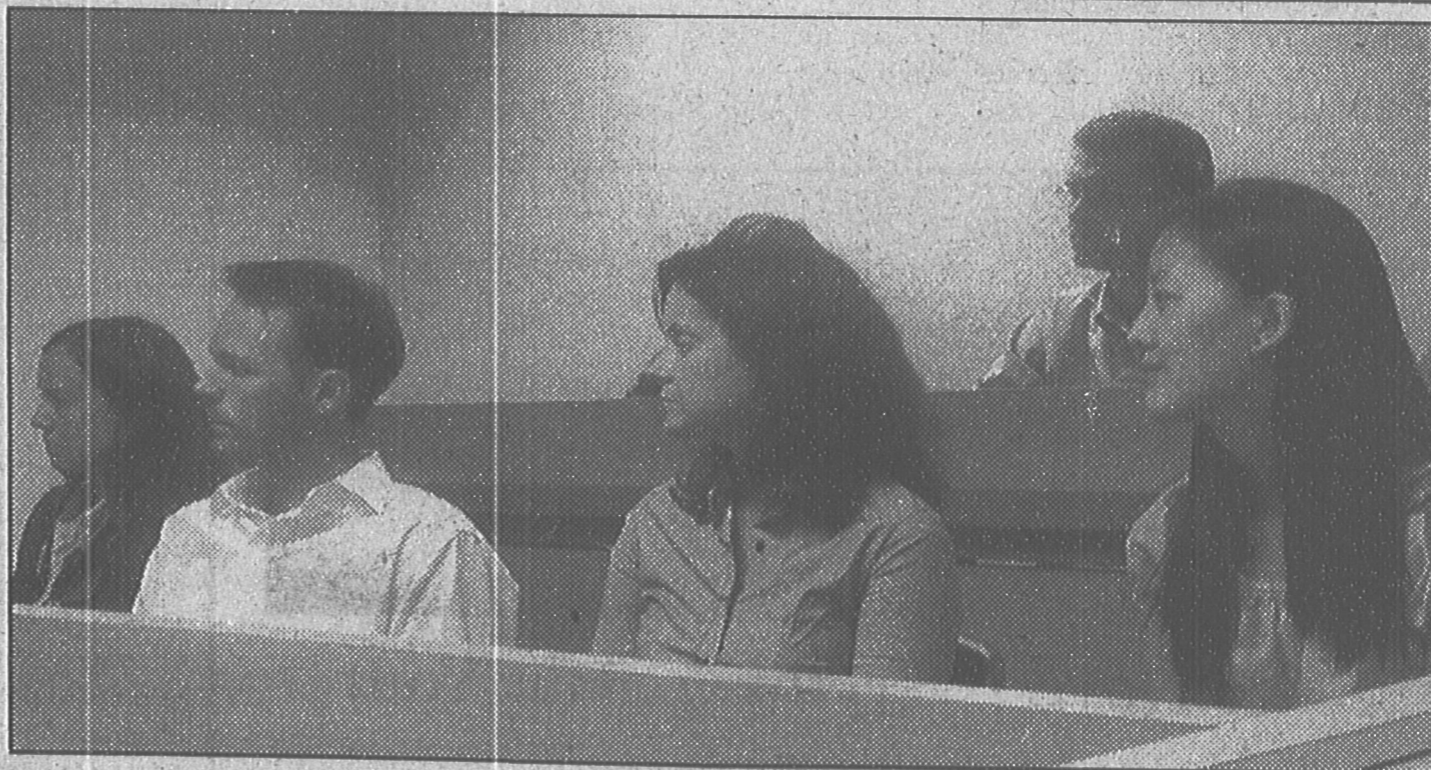
False Rumors!

1) The Career Fair had only 14 or 15 companies participating.

FALSE. More than 40 actually participated.



Top to Bottom, LtoR: A Clorox Representative with Clorox Rep. Sona Adel '02 and CMC liaison Sam Kohn; Students look on with interest during the Honeywell Presentation; Jagadeesh Veerappan meets with CitiGroup



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.

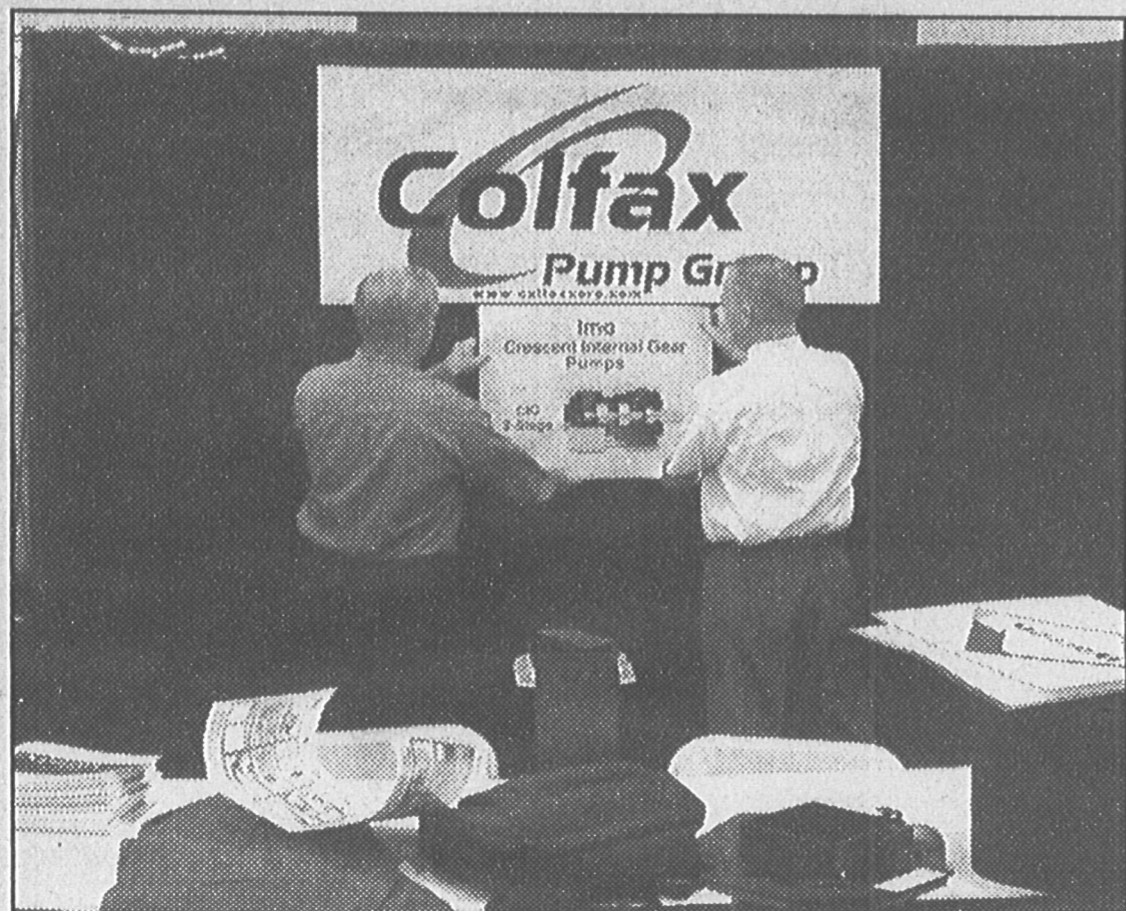
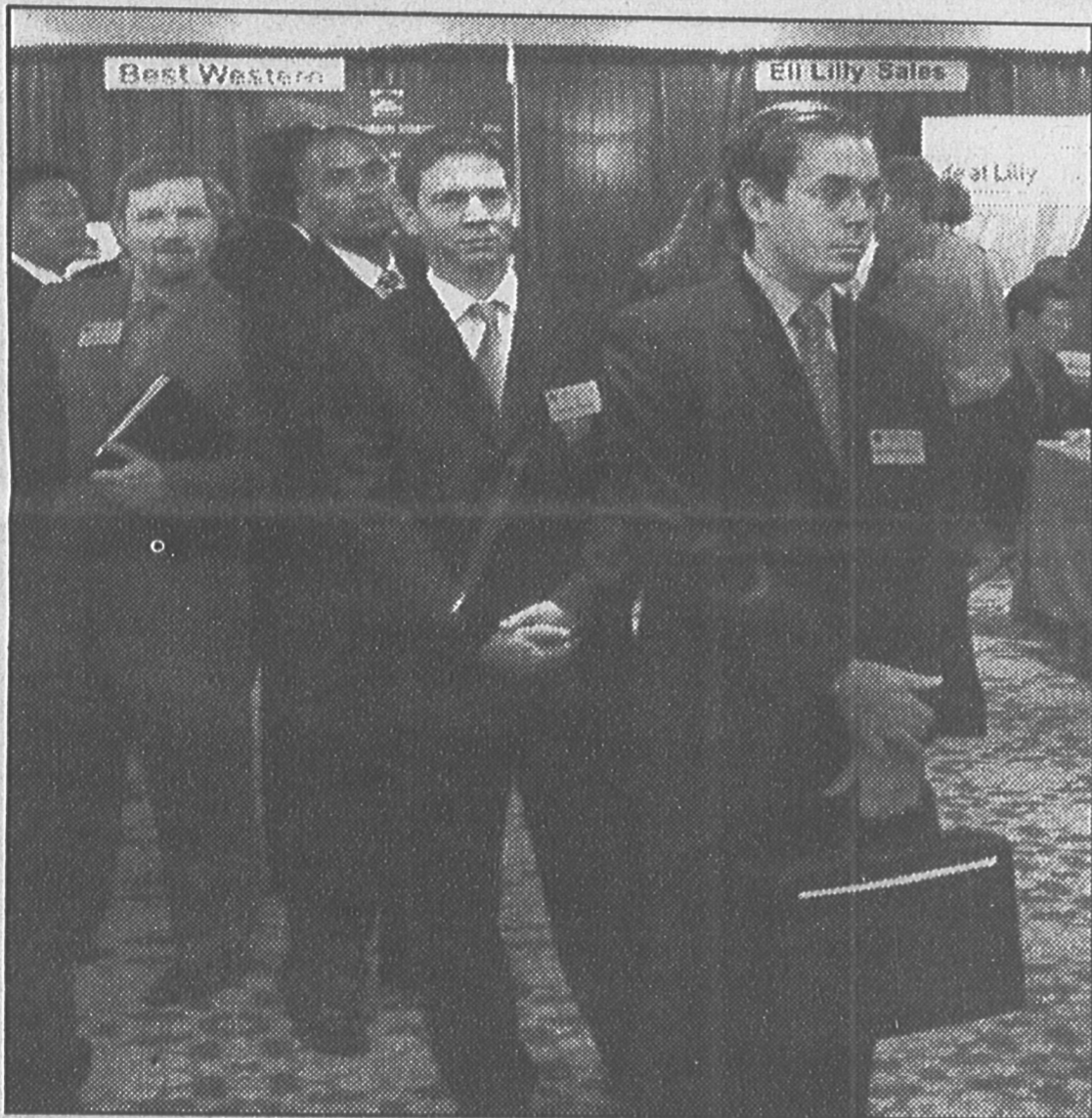
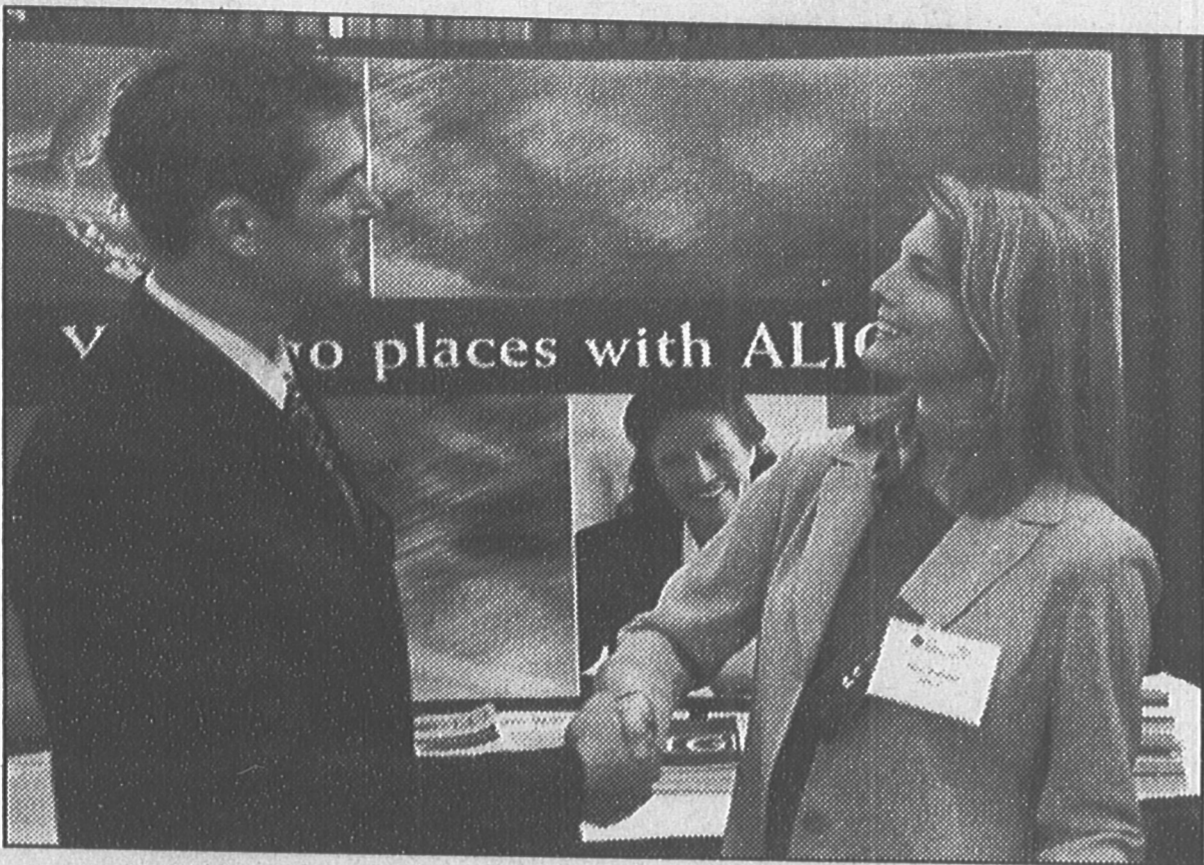
Constructive criticism is welcome. The CMC "Sound Off" boxes are now in place.

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. Or you may voice your concerns with your TSG-CMC Student Chair



Promising Opportunities, Long Lines Found at Career Fair



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

The Fall 2003 Career Fair went off without a hitch October 15th-17th. Facing a slowly growing job market full of companies that would rather make lay-offs than hire new employees, the CMC convinced many

recruiters to keep Thunderbird on their shrinking list of campuses to visit.

Several companies enlisted the help of Thunderbird Alumni within the company to come back to their alma mater for the event.

The corporate liaisons ensured a smooth running presentation event on Wednesday evening and problem-free fair on Thursday.

The liaisons worked tirelessly to create an enjoyable experience for all recruiters in attempt to ensure a return visit for upcoming fairs.

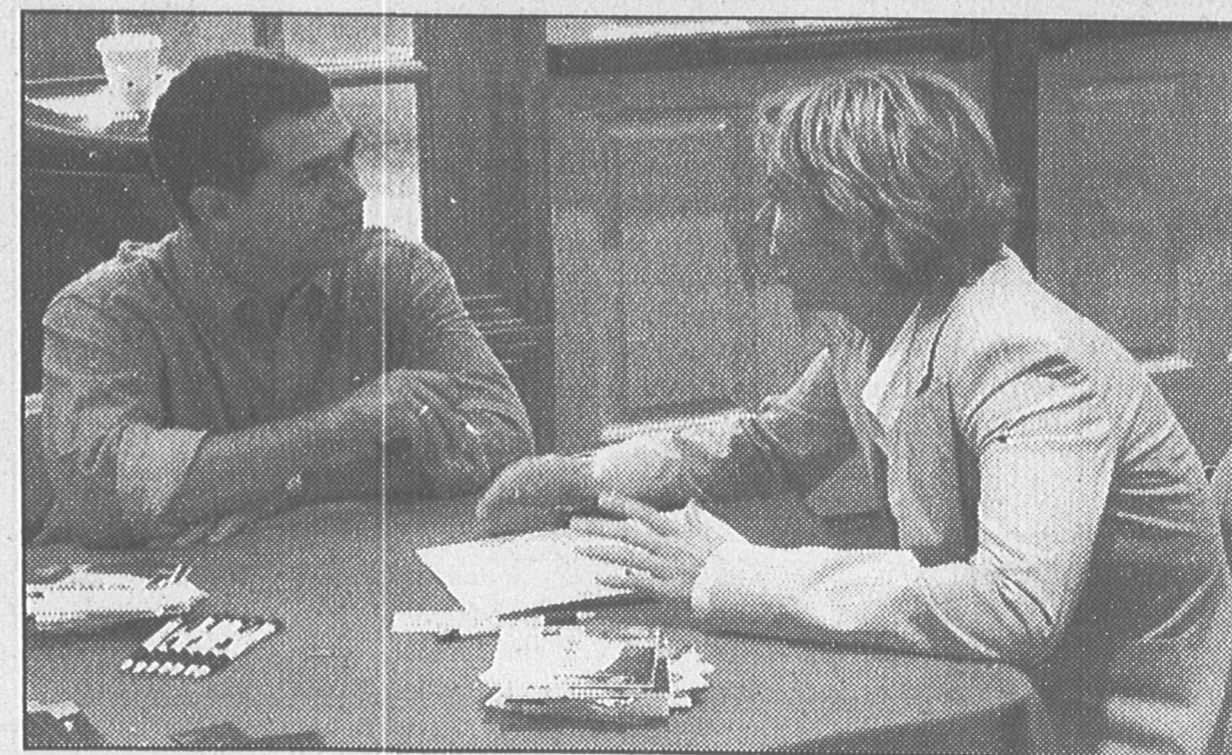
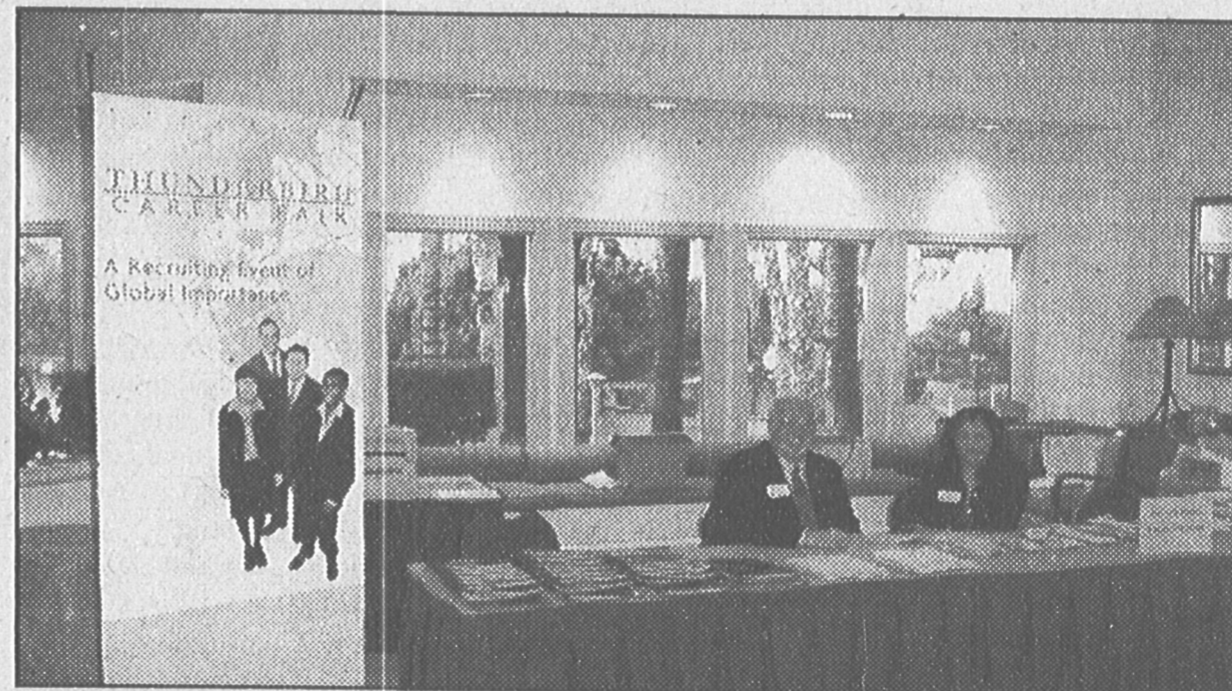
Along with CMC staff

and esteemed faculty members, the liaisons joined the recruiters for a "thank you" reception after the fair on Thursday evening.

The reception offered the CMC staff and Faculty time to strengthen the ties between Thunderbird and the future employers of T-bird graduates.

Once the job market picks up, these recruiters will certainly keep Thunderbird on the list as a result of the great experience they had during the Career Fair.

jcastleman@global.t-bird.edu



Counterclockwise, from top left: Josh Ziegler talks with alumna Sheri Wilbanks ('03) from Alico. Santiago Villarreal, Martin Sletatt and Jim Sinor wait in line to give their 30-second-commercials. Brett Penfield, CMC Liaison, helps set up the Colfax Pump Group booth. Juan Diez ('02) of Eli Lilly talks with Simone Bremicker. Mark Towsley and Laura Hinau, CMC, welcome students to the 2003 Career Fair at the Embassy Suites. Neil Hanson of ExxonMobil talks with an interested T-bird.

The M&A Roller Coaster: Research for the Ride

Books & Bytes

News from the IBIC



By WES EDENS
IBIC Electronic Resources Librarian

According to the tracking firm Mergerstat, between 1997 and the end of 2000, the number of mergers & acquisitions in the United States zoomed from around 3,000 per year to over 9,000. The total dollar value went from a few hundred million to well over a trillion dollars per year.

The largest M&A announcements in history occurred during this time period—the biggest being AOL's 2000 acquisition of Time-Warner for nearly \$166 billion.

Since the AOL/Time-Warner deal, M&A activity has ebbed, to say the least. According to Mergerstat, the total value of announced prices decreased by over a third from early 2001 to the end of 2002.

The study of mergers and acquisitions, on the other hand, is as important as ever to Thunderbird faculty and students. M&A is a lucrative career field in itself, but the study of M&A also illuminates important cross-disciplinary topics such as corporate culture, regulation of monopolies, intercultural communication, and supply chain management, to mention just a few.

The IBIC has a great set of tools—books, journals, databases, and links to free websites - for M&A research.

Books



Harvard Business Review Mergers and Acquisitions
HD 2746.5 H373 2001

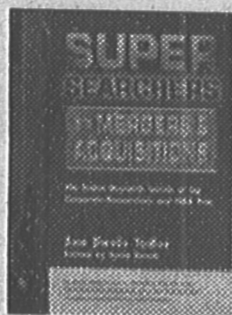
Selected articles from Harvard Business Review on the practice of M&A.



Alexandra Reed Lajoux
The Art of M&A Due Diligence: Navigating Critical Steps and Uncovering Crucial Data.

KF1477.L35 2000

A question-and-answer book about M&A for non-lawyers. Discusses the risks involved, and how to uncover unpleasanties before the transaction.



Jan Davis Tudor
Super Searchers on Mergers & Acquisitions: the Online Secrets of Top Corporate Researchers and M&A Pros
HD 2746.5 T83 2001

Indispensable advice from the front lines of M&A research. A "how-to" guide to finding prospective targets, uncovering financial data, and developing prices.



Fred Weston
Mergers & Acquisitions
HG4028 .M4 W468 2001

An overview of M&A from McGraw-Hill's Executive MBA Series, written by a professor in the UCLA Exec Ed program. This book is also available in its entirety in ebrary (see below).

For more books, check the Thunderbird Online Resources (THOR) using the subject "Consolidation and Merger of Corporations." You may also want to browse the stacks in the IBIC under these call numbers: HD 2746 (general discussion and guides) HG 4028 (financial aspects), and KF 1477 (legal aspects).

ebrary

ebrary, an IBIC database of electronic books available through THOR, has several M&A books, including the one by Weston mentioned above. Use the same subject search ("Consolidation and Merger of Corporations") in ebrary as in THOR.

Financial Databases

SDC Mergers & Acquisitions Worldwide

SDC M&A is the largest, best-known database of its kind. It has covers over 300,000 transactions, from 1979 until one year ago (SDC imposes a rolling blackout of one year for academic subscribers, so you cannot use it to research events during the last 12 months.) SDC M&A can be searched by using any of 1,400

data elements. Users should remember, however, that most financial data will not be available for private companies. This is an Internet-based resource that uses proprietary client software for access (it is not a Web-based database.) Thunderbird is restricted to one simultaneous user during part of the business day. SDC M&A is available only in the East Room of the IBIC.

THOMSON ONE BANKER - Analytics

Thomson One Banker Analytics Formerly called simply "Thomson Analytics," this is a great source of financial data on public companies worldwide. You can search by many different variables, and create custom reports.

Journals and Journal Indices

Mergers and Acquisitions

This is a monthly magazine from Thomson Media, with articles covering issues of interest to those in M&A, such as company and industry news, and general advice. The magazine also provides snapshots of transaction activity and listings of major deals. The IBIC subscribes to this journal in paper, and it is also available in ABI/Inform, Business Source Premier, and LexisNexis.

MergerStat Review

Technically a periodical, this publication comes out in book form once a year. MergerStat Review provides statistical, industry, and geographical analysis of M&A. It's a friendly, well-organized, and indexed roundup of merger activity. The most recent edition of MergerStat Review can be found on Index Table 1 in the IBIC, right behind the Reference Desk. Older editions are in Reference at HD 2746.5 M48. It is available electronically in LexisNexis.

EBS CO Host Research Databases

Business Source Premier (via EbscoHost)

Business Source Premier is wider in scope (it covers more journals) and deeper in the number of years covered (Harvard Business Review is presented in full text back to 1888.) This is a fine resource when you want to search the academic literature on the finer points of M&A. The subject term "Consolidation and Merger of Corporations" works fine here, too.

ProQuest

ABI/Inform and ProQuest Newspapers (via ProQuest)

This database, often referred to simply as "ProQuest" is a well-indexed guide to business literature. It can be especially helpful when researching "post-merger integration" (actually a good term to use when searching.)

LexisNexis

LexisNexis Academic Universe
LexisNexis is a fine old workhorse of a database, but it requires some tricky navigation to find what you want. In the case of M&A, skip the quick search feature offered at login and instead click on "Business," then "Business News" and then in the

box labeled "Step Two - Select a News Source," pick "Mergers and Acquisitions." This will allow you to simultaneously search several M&A journals, the *Financial Times*, wire services, and many law reviews and miscellaneous newspapers.

Free Websites



Global Gateway

The IBIC keeps track of many free business information sources on the Web in Global Gateway (<http://globalgateway.thunderbird.edu>). Use the keyword "mergers" in Global Gateway to turn up useful, free websites to use in your research.

Wes is responsible for selecting and maintaining the databases in the IBIC, including negotiating contracts with vendors and helping students and faculty use them to find information. He also works on the reference desk.

Images from the IBIC and database home pages.



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October 28, 2003

Chinese Films in the House: The IBIC Collection

By PAT WATSON

Business Information Service & Resources Librarian

I trace my addiction to Chinese film back to my first viewing of Yimou Zhang's *Raise the Red Lantern* in the early '90s at the Detroit Film Theatre (DFT) in the Detroit Institute of Arts, an "acclaimed showcase of contemporary and classic world cinema."¹ The DFT is a gem of an institution buried amid the rubble of my industrial Midwest hometown. (NOTE: All film titles in italics are available in the Chinese film collection here in the Thunderbird IBIC).

There are two Chinese directors whose films I always see at all costs: Zhang Yimou and Ang Lee (with the possible exception of the latter's latest effort, "The Hulk"). And it doesn't matter where I am; whether it's New York, Detroit, Chicago or Los Angeles. A perusal of those cities' independent movie houses and video stores is de rigueur upon landing in a city.

I thought I'd experiment and check the movies available right here in the video cabinets at the East end of the IBIC before heading home for the long Labor Day holiday. What follows are brief reviews of the three movies I saw this past week-end: each are unique in their own way and provide me with even more ideas that feed my passion for film ...



Flowers of Shanghai (Hai shang hua), 1998. Directed by Hou Hsiao-Hsien. Starring Tony Leung Chiu-Wai and Michiko Hada. Official Selection, Cannes,

1998.

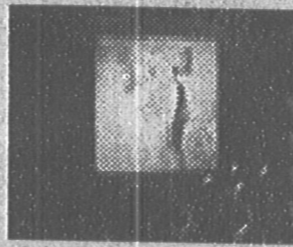
This is a lavishly-photographed movie where whole scenes are lit entirely by candles and oil lamps, bathing the movie in lovely reds and golds. It may take repeat viewings for a full appreciation. *Flowers of Shanghai* tells the story of life in the elegant brothels, the so-called "Flower Houses" of Shanghai in the 1880's.

The plot revolves around the highly ritualized codes of behavior that trace the destinies of the beautiful "flower girls", women with names like Crimson, Pearl, Jade, Treasure, Jasmin and Emerald whose lives depend on their ability to win and hold the affections of their wealthy callers.

As one reviewer put it, this director's films are "...difficult in the sense that their rewards were not there on the surface level. They employ exceptionally long shots, are in a foreign language, have little overt action, and the dialogue tends to be more about day-to-day concerns than about plot advancement..."²

The women weep and backbite as they try to wrestle with a fate that is largely determined by the opium-smoking playful men who pay for their services as well as the Aunties, elders, and servants who plot and scheme to keep the money flowing to the "flower houses".

Flowers of Shanghai might best be seen as part an entire Hou Hsiao-Hsien film festival to appreciate the director's award-winning work that is readily available right here in the IBIC video collection: 1989 *City of Sadness (Beiqing chengshi)*, the highly-acclaimed 1993 *Puppetmaster (Hsimeng jensheng)*, 1995's *Good Men, Good Women (Haonan haonu)* and 1996's *Good-bye South Goodbye (Nanguo zaijian, nanguo)*.



Shadow Magic (Xi yang jing) 2001. Director Ann Hu, Official selection 2000 Sundance Festival, Official Selections of film festivals of 2000 in: Boston, Deauville (France), Tokyo, Moscow, Sundance, and Toronto. Released by Sony Classics in 2001, writer, producer and director Ann Hu's 35mm debut *Shadow Magic* (2000) won both the Chinese Academy Award and Presidential Award in China for Best Film among other international prizes. The film premiered at the 2000 Sundance Film Festival.

Among the earliest students from mainland China after the Cultural Revolution, Hu came to the United States to pursue a higher education in 1979. After receiving a degree in Business Administration from New York University and achieving unusual success as a commodities broker, Hu decided to become a filmmaker after meeting and being impressed with acclaimed Chinese director Chen Kaige (*Farewell My Concubine (Ba wang bie ji)*, *Temptress Moon (Feng yue)*, *The Emperor & the Assassin (Jing ke ci qin wang)*). In 1992, she took a two-month continuing education course in filmmaking at NYU and subsequently completed a 16mm narrative film, "Dream and Memory," which generated critical acclaim internationally in 1994.³

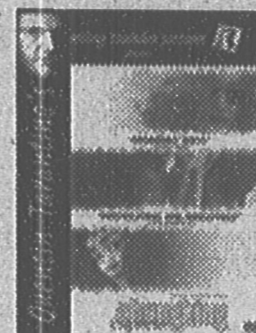
Making *Shadow Magic* turned into an incredible challenge when Hu returned to the country of her birth with an international cast and crew to work on a multinational production about the dawn of the Chinese film

industry early in the 20th century. The movie depicts the friendship that develops in 1902 between an Englishman, who brings a hand-cranked projector and Lumiere-brothers' black & white silent film shorts, and a Chinese still-photographer, Liu Jinglun, who is captivated by Western technology.

When the Westerner, Raymond Wallace, arrives in town and opens the "Shadow Magic Theatre" near the local Chinese opera theatre, he fails to get customers until the Chinese photographer helps him, thereby threatening his own future. The local Chinese are captivated by the glorious future of motion pictures but also associate it with a threat to Chinese traditions.

Shadow Magic features stunning locations including the Great Wall and a romantic and delightful story that involves characters like the real-life opera singer turned silent movie star, Lord Tan, and the Empress Dowager Ci Xi.

It is a measure of a film's success when critics alternately deem a film "predictable," "corny," "nostalgic," "endearing," "affectionate," "quaint" and "delightful". *Shadow Magic* has been called all these and yet, it is far more: a romantic look at a pivotal moment in China's history, and a charming and beautifully photographed film that won Best Screenplay in 2000 at Taipei's Golden Horse Film Festival. With its easy mix of Mandarin and English, *Shadow Magic* is both delightful and enchanting to watch.



Chungking Express (Chong qing sen lin), 1994. Directed by Wong Kar-Wai, the "much-parodied, arty bad boy of Hong Kong cinema"⁴ made this raw, energetic movie in the tradition of Quentin Tarentino, whose distribution company, JetTone Productions, released the film in the U.S. Wong Kar-Wai's other award-winning films include 2000's *Mood for Love (Dut yeung nin wa)*, 1997's *Happy Together (Cheun gwong tsa sit)*, and 1994's *Ashes of Time (Dung che sai duk)*.

Actor Tony Leung Chiu-Wai won Taiwan's Golden Horse Award for his acting here as Cop #663 in this film of a pair of love stories "shot fast and

sometimes furiously on crowded Hong Kong streets..."⁵ *Chungking Express* won numerous awards at the Hong Kong Film Festival that year (Best actor, Director, Film Editing).

"All shot in a breathless kaleidoscope of colour and handheld camerawork to create a mesmerizing portrait of Hong Kong in the 1990s,"⁶ one humorous love story portrays a lovesick cop who loses his flight attendant girlfriend. He is then pursued by a sassy, cute snack bar worker (Faye Wong, Best Actress award at the 1994 Stockholm Film Festival for her portrayal) at the corner restaurant, *Midnight Express*, filmed in the trendy Lan Kwei Fong district of Hong Kong.

The three movies reviewed here are just a few of the excellent Chinese movies available in the IBIC collection. Movie-making, like nature, abhors a vacuum, so I am happy to report that my favorite Chinese directors have been busy making new movies this past decade even as younger, hip film directors threaten to take their place on the increasingly global entertainment stage.

If you haven't seen the movies mentioned here, take the opportunity to do so when you can. And don't miss these other amazing and award-winning Chinese films in the excellent IBIC movie collection:

Yimou Zhang: 2002 *Hero (Ying xiong)*, 2001 *Happy Times (Xingfu shiguang)*, 1999 *Not One Less (Yi ge dou bu neng shao)*, 1994 *To Live (Huo zhe)*, 1992 *Story of Qiu Ju (Qiu Ju da guan si)*, 1991 *Raise the Red Lantern (Da hong deng long gao gua)*, 1990 *Ju Dou*, and 1987 *Red Sorghum (Hong gao liang)*.

Ang Lee: 2000 *Crouching Tiger, Hidden Dragon*, 1994 *Wo hu cang long*, *Eat Drink Man Woman (Yin shi nan)*, 1993 *Wedding Banquet (Hsi yen)*

Pat operates BIS, the fee-based service in IBIC which does research for business clients, including many alumni. She has a background in information consulting with the automotive industry, and is a fan of foreign films.

¹<http://www.dia.org/dft/pages/schedule.html>

²<http://www.rottentomatoes.com/click/movie-1103520/reviews.php?critic=all&sortBy=default&page=1&rid=292918>

³Interviews with Director @ http://www.indiewire.com/people/int_Hu_Ann_010406.html and <http://www.reel.com/reel.asp?node=features/interviews/hu>

Movie review @ <http://www.rottentomatoes.com/m/ShadowMagic-1106763/reviews.php>

⁴Salon Magazine movie review @: <http://www.salon.com/09/reviews/chungking1.html?CP=SAL&DN=110>

⁵LA Times movie review @ <http://www.calendarlive.com/movies/reviews/cl-movie960406-316.story>

⁶<http://us.imdb.com/title/t0109424/p/lotsummary>

Images provided by the IBIC

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Thunderbird Europe Events

By **QUINTON SINGLETON**
 Das Tor Thunderbird-Europe Liaison
 U.S.A., Fall '03

The Thunderbird-Europe campus is in a great location to participate in many international events, corporate visits and cultural excursions. The following is a list of events in the fall 2003 trimester to give you an idea of what is available at the Thunderbird-Europe campus.

Patek Philippe (<http://www.patek.com>)

Hugues-Olivier Borès, Director of Communication will speak about "Brand management strategies in an increasingly competitive global market."

World Trade Organization (<http://www.wto.org>)

To be discussed is "What went wrong in Cancun?" and "Where do we go from here?"

Novartis Mock Interviews (<http://www.novartis.com>)

From Novartis: "We are rolling out interview training to all managers here over the next several months and will be conducting mock interviews. We would be interested in having T-bird students participate in these sessions - as 'mock candidates' who could benefit from the practice and gain some valuable contacts perhaps."

The ITU Telecom World Conference (<http://www.itu.int/wsis>)

Key note speakers include:

- Bill Gates, Chairman and Chief Software Architect, Microsoft
- Mike Volpi, Senior Vice President/General Manager, Routing Technology Group, Cisco
- Hossein Eslambolchi, CTO and CIO, AT&T

Wine Club

Wine tastings and winery tours scheduled for the trimester

Soccer/Football Club

Tentative football tournament
 Rounds of faculty vs. students, doubles and singles

Archamps TSG Elections

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

We could say the TSG-Europe elections of the summer trimester were a bit delayed; they were not held until the second module. So, the then TSG-Europe made what was to be the major step forward of holding elections in the future on the second week of each trimester in order to provide more time for the TSG-Europe to operate.

The fall trimester has come and the elections were held the second week of the trimester. But just when we thought the election process had advanced we find ourselves waiting until the fourth week of school to find out who are the elected officers. Not as bad as last trimester, but why was it delayed?

The first problem was an IT issue that delayed the first round of voting to the third week of school. Then there was a tie between two candidates for the TSG-Europe Representative (similar to the President of TSG-USA) which added another election run-off held during the first part of the fourth week.

However, we have come to a close on the elections and we have our officers, which is what this article is all about. The following officers have a wide range of experience and will provide a great trimester for the Thunderbird-Europe student body.

(First Trimester Representative: To be announced)

Meet Your Newly Elected Reps

European Representative
Jerrold "Jay" Smelcer



Jerrold "Jay" Smelcer
 European Representative

Citizenship:
 American

Country experience in
 Scandinavia, Baltics,
 Russia, and Eastern/Central
 Europe

Business experience in commodities trading
 (jsmelcer@global.t-bird.edu)

Communications Chair
 (Social Chair)
Nilsa Sanchez



Nilsa Sanchez
 Social Chair

Citizenship:
 American

Country experience in US and
 Puerto Rico

Business experience in finance and health care

(NilsaSanchez@global.t-bird.edu)

Treasurer
Shannon Skaggs



Shannon Skaggs
 Treasurer

Citizenship:
 American

Country experience in Latin
 America and the EU

Business experience in corporate responsibility, finance/accounting and project management

(sskaggs@global.t-bird.edu)

Academic Affairs Chair
Philip Jeffreys



Philip Jeffreys
 Academic Affairs

Citizenship:
 Swiss and American

Country experience in Brazil, Great Britain, Venezuela,

Mexico, Puerto Rico, France, Spain and Switzerland

Business experience in consulting and competitive intelligence
 (pjeffreys@global.t-bird.edu)

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Networking on the Nineteenth Hole Alumni and Students Raise Funds for Thunderbird Scholarships

By SHANE JACOBS
U.S.A., Spring '04

The Orange County and Santa Monica Alumni chapters in Southern California hosted the 2nd annual Golf Tournament at the Tustin Ranch Golf Course in Tustin, California on October 9, 2003.

This year's tournament benefits Thunderbird's Scholarship fund as well as local community outreach projects. This golf tournament is one of the ways that T-bird Alumni are reaching out to current and perspective students by raising money for scholarships.

There were many opportunities to contribute to this fund including, buying raffle tickets for prizes, paying for mulligan's, a silent auction and even a live auction complete with signed baseballs and baseball bats from the Anaheim Angles.

Over 50 golfers competed for prizes and a chance to win a BMW convertible by hitting a hole in one on the signature 11th hole. Although no one actually won the car, both alumni, guests and current T-bird students were



Shane Jacobs poses with four alumni and the Hole-in-One prize BMW convertible (which no one won)

able to enjoy a round of golf together.

Afterward there was a dinner with Richard Tollefson, Director of Institutional Advancements and Alliances at Thunderbird, keeping the Alumni abreast of the current affairs on campus.

As a student, it was a unique opportunity to mingle and network with alumni on the golf course and also see first hand the dedication that so many T-bird Alumni have to continuing excellence at Thunderbird.

Special thanks to Melissa Leasher in Alumni

Relations at Thunderbird for making it possible to attend this event and for her dedication in keeping the Thunderbird Mystique alive through the Alumni Chapters.

shanej@global.t-bird.edu



Sports for the Clueless

Lesson 2: American Football

By DEIRDRE DALY
Ireland, Spring '04

can without getting tackled.

Defensive Teams

The defensive team does its best to stop the other team from scoring. There are a few ways to achieve this. They can tackle (knock down, also called sacking) the guy with the ball.

An interception is when a defender catches the ball that was thrown to a member of the opposite team.

They can also force a fumble, when the guy with the ball drops it. Defense can score if they manage to get hold of the ball and run towards the other team's end zone. The defensive tackle is responsible for stopping the offensive charge. If there is only one defensive tackle he is known as a nose guard.

Defensive ends have to make sure that the running back can't dodge around the defensive line and also stop the quarterback if he gets through. Linebackers line up behind the tackles and ends and are responsible for stopping the other teams play.

Cornerbacks line up opposite wide receivers and their job is to cover receivers and help stop any running plays. Safeties behind the line of scrimmage are backup in case anything gets passed the cornerback.

Special Teams

These guys sit on the sidelines and come on only to kick the ball. The placekicker is responsible for the kickoff. Kickers also come on to punt, and to go for field goals or extra points.

Play

The offense gets four chances (called downs or plays) to move the ball 10 yards. The first chance is first down and 10 yards to go (or first and 10). If the team moves the ball 3 yards then the second chance is second down and 7 yards to go (or second and 7).

If they don't succeed in getting the ball 10 yards the other team gets the ball and goes on offense. If they do get 10 yards but don't score they get a new attempt and another set of downs. Then, once again, they have to get 10 yards further down the field.

When a team is in the fourth down and hasn't yet reached 10 yards it has to make a decision about what kind of play to make next.

One, if it is close to 10 yards (or to a touchdown) it can try and make it to get another first down. Two, it can try for a field goal. Three, it can punt the ball to the other team.

A punt is when the team on offense kicks the ball back to the other team but tries to get it as far away from their own goal line as they can.

We continue our sporting adventure this week with American Football. From here on out I'll just call it football. The other 6 billion people in the world think of soccer when they hear the word football but when in Rome... Football is basically war on a small scale; it's all about strategy, outflanking the enemy and gaining territory.

The game is played in four 15-minute quarters with a 12 minute break between the second and third quarter (halftime). However, because they stop the clock all the time to change sides or regroup between plays, a game can take 3 hours. If the regulation game time is over and the score is tied then there is sudden death overtime and the first team to score wins. Teams switch sides after every quarter.

The field is divided by a series of lines. Across the width of the field are marks showing each 5 yard distance and each 10 yard line also shows the number. The last 10 yards at either end of the field are called the end zone and the line separating the end zone from the rest of the field is called the goal line. The end lines and sidelines mark the edge of the playing field. If a player runs over one of those lines he is out-of-bounds. The goal is at the back of the end zone and is Y-shaped.

Teams

A professional football team has a lot of players on the roster, however only 11 of them can be on the field at one time. Each team has 3 types of players - offensive, defensive and special players. The players wear a lot of padding and protective equipment to keep them from getting hurt.

Offensive team

They do their best to score points by passing the ball or running with it. The center throws the ball to the quarterback to start each play (called a snap).

Guards stand on either side of the center to help protect the quarterback.

Tackles stand beside the guards and push away players from the other team attempting to reach the ball.

The tight end stands beside the tackle and is not allowed to catch passes from the quarterback.

The receiver (or wide receiver) runs down the field and catches the ball from the quarterback.

The quarterback is the star of the offensive team. His job is to get the ball where it needs to be by throwing, running or handing off the ball to a teammate. He calls the plays (i.e. the strategy).

Lastly the running back stands behind the quarterback and runs with the ball as far as he

Continued on Page 17

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RFC Quickly Begins "Rebuilding," Winning

By RAY PLUMMER
Canada, Fall '03
and KENNETH GEORGE
U.S.A., Summer '04

The Thunderbird Rugby Football Club is in full swing this Fall. After a narrow 17-20 loss to ASU on Oct. 4th, the team rebounded with a decisive 28-7 victory on October 11th against the Cave Creek Critters.

Tries were scored by Martin Gavito, Agustin Zamora, John Vingelli and Ray Plummer. The rookie players stepped into their rolls with some outstanding hits (and penalties) from Thadd Rieder and Andrew King. The team's hooker, Shigeki Takemoto, hooked with tenacity, winning our scrums as well as theirs (Oh yeah, Happy Birthday Shigeki!).

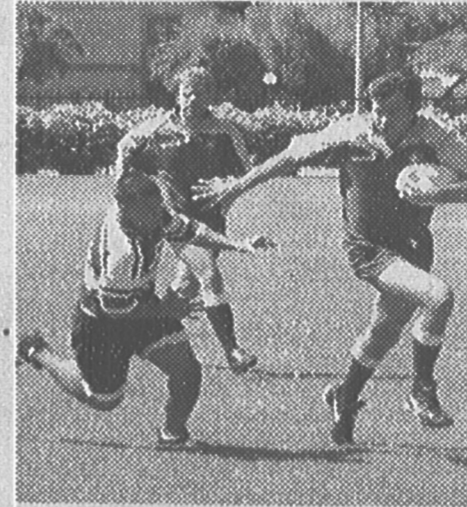
While most rookies take



a full term to grasp the game, Ken Orce and Andreas Pierrotsakos' efforts in practice have paid full dividends come game day. The enthusiasm of the new players along with the experience of the seniors has helped transform the beginners into a rugby team.

The game also saw the

return to the pitch of Kai Bode and Sam Drennen, wearing their T-bird colours for the first time in game-play. Sam's stellar effort earned him "Man of the Match" honours, and his off pitch skills during post-match festivities helped earn T-bird another victory when drinking head-to-head with the Critters. One of the high-



lights of the field included a try by "old faithful" Ray Plummer carrying three of the Critter players on his back across the line for a score.

T-bird Men's next match will be October 25 against Camelback at 3pm on our pitch. Come out and cheer on your classmates.

Flagstaff Rugby Results

On September 27th, the Thunderbird Men's and Women's Rugby teams went to participate in the Flagstaff tournament. The results from all sides were great, after a long and hot day of playing:

"A" Side Men's
vs. Durango - Win - a lot - 7
vs. ASU I - Win 17-12
vs. NAU I - Loss
Semi Vs. ASU I - Loss 0-17

"B" Side Men's
vs. ASU III - Win 31-0
vs. Occidental - Loss 0-14
vs. ASU II - Loss 0-19

Women's
vs. Riverside - WIN 7-5
vs. U of A - loss 0-8
vs. ASU II - WIN 15-0

Bull Riding and Harvard In Common? T-bird MBA Rugby Tournament Has It All

Don't forget that Alumni Weekend, November 8-9, is highlighted by the 7th Annual Thunderbird MBA Rugby Tournament. Confirmed teams this year are Wharton, Harvard, University of Texas, Cornell, Kellogg and Columbia.

Saturday night of the tournament features our live MBA Rugby Bull Riding Competition at Mr. Lucky's Rodeo Bar. Each grad school selects two riders to try to each

stay on a live bucking bull for eight seconds. Any students, faculty or friends wishing to ride a bull with the Thunderbird rugby bullriders can do so for \$35.

Tickets for Mr. Lucky's Rugby rodeo party are \$15, and include a steak dinner and a beer. Rugby Rodeo Tickets will be on sale next week in front of the Commons during lunch hours from your favorite rugby player.

Come out to the Thunderbird Pitch with your friends and enjoy a weekend full

of sports together with burgers and beers. Cheer on your Thunderbird team, the winner of last year's Thunderbird tournament. You say you don't have a favorite player? Come to the tournament and pick one!



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

Thunderbird Golf Scramble sponsored by the Tee Birdies

By SHANE JACOBS
U.S.A., Spring '04

On a hot Saturday afternoon on October 18, 2003, 10 teams teed off for the Thunderbird Golf Scramble sponsored by the Tee Birdies.

It was held at Hillcrest Golf Course in Sun City West. The format was a four-man scramble consisting of playing the "best ball" of the team, and low and high handicappers were combined together to ensure a more level playing field.

Besides the team competition, there were four closest-to-the-pin competitions at each par 3 (Winners were: Shane Jacobs, Evita Sideri, Eric Frappier and Daniel Bocwinski) longest drive on two par 5's (Winners were: Eric Frappier and Ben Johnson).

The winning team with a score of -5 (67) were, Jeremy

Castleman, Josh Dunning, Robin Kim and Josh Fields. They were awarded first choice from a variety of prizes consisting of Callaway windbreakers, Callaway Hats, Golf Shirts by Ashworth, \$25 gift certificate from Van's Pro Shop and Nike Golf Balls.

All agreed that this was an excellent way to spend a Saturday afternoon.

Although we didn't own our own golf carts, like many of the locals in Sun City, the course was in great condition and it was great preparation for the upcoming finals.

Although we didn't own our own golf carts, like many of the locals

in Sun City, the course was in great condition and it was great preparation for the upcoming finals. A special thanks to Hillcrest for allowing us to play their course, to Van's Pro shop, Ashworth outlet store in Anthem for helping us with the prizes.

Stay tuned for more tournaments throughout the trimester. May all your drives find the fairway.

shanej@global.t-bird.edu



Thunderbird students went skydiving Saturday, October 19th.

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Thunderbird Women's Rugby Team Starts Season 2-1

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

Three weeks ago the Thunderbird Women's Rugby Club kicked off its season at the 23rd annual Northern Arizona 10's tournament in Flagstaff. After scoring their first try in the final game of the Spring season, the women were looking forward to an opportunity to take their first win.

The team's opening match was against Riverside (California). The women scored their first try in the first half and fly-half Jenny Hubbard converted for the extra points, making the score 7-0. Late in the second half, Riverside scored a try, but our lady ruggers were successful in blocking the kick for the extra points. The women finished the game with a score of 7-5.

In the second game the women faced the University of Arizona. This team proved to be a bit more of a challenge for the women. However, the team stayed together, kept its cool, and managed to hold U of A to a score of only 0-8.

Late in the afternoon, after a rousing speech from coaches Jeremy Castleman and Eugene Loui, the T-bird women took the field to take on Arizona State University. Thunderbird's first try came within the first two minutes of the game. The team continued its domination of the field with two more tries. Thunderbird's superiority was evident as the match ended with a score of 15-0.

The women were thrilled as much with their success as with their improvement over last season. Team captain Jenny Hubbard succeeded in holding the team together and interacting with the referees. Jessica McCoy, the team's new scrum-half, did a great job of getting the ball out to the backs. The forwards and the backs coordi-



nated their efforts to turn winning line-outs and scrums into passes, drives, and eventually tries.

Coach Jeremy Castleman seemed especially thrilled with the team's success, remarking, "After working with the Women's Rugby Club since their revival in February, I have continuously been amazed at their steep learning curve and repeated improvement."

"They came together and worked hard all Spring to learn the game, while taking on more experienced and seasoned opponents. In the last match of the Spring, I was overcome with joy when all the hard work paid off and they scored for the first time.

"This past weekend they made me proud by winning not only their first game, but also winning a second game later in the day. These girls have come a long way in a short time. I almost feel unnecessary out there."

The women's next game is currently scheduled for October 25th at T-bird versus University of Arizona at 1pm. The T-bird Women's Rugby Team hopes that the student body will come out to support them at both games and thanks everyone who drove up for the weekend's events.

The women are definitely looking to recruit new players

and invite anyone who might be interested to come out to the field for practice on Tuesdays and Thursdays at 5:30 p.m. and on Fridays at 3 p.m. Questions or comments should be directed towards Sam Sugahara (Sugahara@global.t-bird.edu) or Jenny Hubbard (JGHubbard@global.t-bird.edu).



Photos submitted by Barbara Woodard.

Top: The women show their moves at the Flagstaff weekend. Below: The team poses for the camera after its wins

Monday Night *What?* Uncover the Mystery

Continued from Page 15

The game begins with a kickoff. The referee tosses a coin to decide which team kicks off first. The ball is placed on the defensive team's 30-yard-line and a placekicker kicks the ball to the offense. An offensive player will try to catch the ball and move it down the field by running with it.

The point at which he is stopped is the starting point for

regular play. This point is called the line of scrimmage as both teams line up in front of each other. The quarterback calls out some code words to tell his team which kind of play they are going to use and then center snaps the ball to the quarterback. The quarterback can throw the ball, hand it off to another player or run with it.

The opposing defense is, of course, doing their best to stop the offensive team from moving the ball anywhere. Play is stopped when the guy with the ball either is tackled or runs out-of-bounds. The two teams line up again on either side of that spot and a new play begins.

If any player breaks the rules a penalty is awarded against them. Penalties against the offense result in lost yardage and penalties against the defense award yards to the offense.

If a team gets the ball all the way to the end zone they score 6 points, this is called a touchdown. After scoring a touchdown the team has a chance to try for an extra point by kicking the ball between the goal posts. Another option is to try for 2 extra points by getting the ball into the end zone from the two-yard line.

If the team can't reach the end zone, they can try for a field goal. This involves kicking the ball through the goal posts and is worth 3 points.

A safety is scored when the guy with the ball is tackled by a defender or has a penalty called against him in his own end zone, and this is worth 2 points. The team with the most points at the end of the game wins.

For more information on different types of plays and terminology check out www.football.com.

If you want to see football in Arizona, the local professional team is the Cardinals. They have a game every week, but bear in mind that only half of these games are played at home.

Check their website at www.azcardinals.com for details.

The local women's professional team is the Arizona Knighthawks, online at www.arizonaknighthawks.org

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Brilliant Performances, Disturbing Images Take Viewer Into World of International Development

By STACY ALYSE WIESER
U.S.A., Spring '05

(3.5 out of 5 "T-birds")

Beyond Borders is not just the theme of the upcoming GWIB conference hosted by Thunderbird's Graduate Women in Business organization. It is a new romantic drama starring Angelina Jolie and Clive Owen.

This film takes place over an eleven-year period in England, Ethiopia, Cambodia and Chechnya. Doctor Nick (Owen) and socialite Sarah (Jolie) first encounter each other at a fund-raiser at which her father-in-law is being honored for supporting a relief organization.

Angered by a reduction in funding to the area of Ethiopia in which he is working, relief worker Nick crashes the fund-raiser with a young Ethiopian refugee in tow. When he shows the partygoers the boy, using him as a graphic illustration of who needs their money to live, he and the young refugee are arrested.

Witnessing this event affects Sarah. She can't focus on her art gallery job, and is moved to action. Sarah cashes in her personal savings, and with her husband's support, takes a solo journey to Ethiopia to aid Nick's organization. During her stay at the Ethiopian camp, Sarah absorbs the realities of this ravaged country.

The images are truly disturbing and she is moved even further. Throughout her stay, Nick treats Sarah in a contemptu-

ous manner. Despite his gruffness, the connection they have is apparent, though neither act upon it. When it is time for her to leave, his right-hand man and mouthpiece, Elliot (wonderfully played by Noah Emmerich), thanks her and makes sure they will keep in contact.

Five years pass, and Sarah is now working for the United Nations High Commissioner for Refugees. Elliot approaches her for some assistance in Cambodia. She

hothead Doctor is believable. Jolie effectively conveys the deep empathy she has for the victims in the various countries, although at times her character is so full of weepy emotion she is mercurial, and you wonder how this woman can function.

There are, however, some action sequences in this film that don't make a whole lot of sense. That being said, casting Teri Polo as Angelina Jolie's sister was the least believable part of the film.

I walked out of this film depressed. Although it shows some relief given to areas affected by conflicts and disaster, each war-torn country is easily replaced with another, more ravaged, and with more mindless killings and deaths. I was left with more images of war than of romance.

If you want to watch two very attractive people amongst disturbing

images of sickness, war and dying, then go see *Beyond Borders*. If you are looking for mindless escapism, then I recommend *The School of Rock*.

Starring: Angelina Jolie, Clive Owen, Teri Polo, Noah Emmerich, Linus Roache, Elizabeth Whitmere

Director: Martin Campbell
Screenwriter: Caspian Tredwell-Owen

Studio: Paramount
Production Company: Mandalay Pictures

Release Date: October, 2003
MPAA Rating: R - for language and war-related violence

Genre: Drama, Romance, War
Technical Information and photo from <http://movies.go.com>
wieser@global.t-bird.edu



insists in going there herself. All does not go as planned. This later culminates in Sarah and Nick acknowledging and acting on their feelings for each other. The next see each other six years later in Chechnya.

The scenes in the war-ravaged and poverty-stricken countries in which Nick and Sarah work over the years are graphic. They are in stark contrast to the beauty of the countries themselves, making the images of the wounded, sick and dying inhabitants all the more haunting.

Jolie and Owen are a very attractive pair of actors, and the chemistry they generate is palpable. The zeal and tenacity that compels and propels Owen's

Aromas Waft Wild at the Elephant Bar

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

Lions, Tiger prawns and BBQ ribs, oh my! It doesn't matter what day of the week you visit Elephant Bar, you are in for a real special adventure. I intentionally chose Friday night for our visit to check out the wait. The place was packed, but we got a table for four in about 25 minutes.

The first two things you notice are the exotic décor and the smells. The giraffe and zebra motif is not as extravagant as Rainforest Café, but the elephant doorknobs enflame one's kleptomaniac tendencies.

While in other restaurants you might try to avoid sitting near the kitchen, (you never know what you'll see back there, right?) at Elephant Bar it is a treat to sit near the kitchen to indulge in the plethora of aromas that waft past your nose. We really enjoyed trying to guess what was cooking, and wished we had been seated a bit closer to get a better

smell.

The Chicken and Shrimp Jambalaya was tasty, but with so many other great smells still coming from the kitchen, I wondered if I had ordered the right thing! I keep looking at



other peoples' plates to see what smelled so good. We also hit a snag on the shrimp that comprised the Tri-Tip Sirloin with BBQ Shrimp. As the name suggests, and the picture in the menu (which are huge) shows, the shrimp is supposed to be warm, white, and covered with BBQ sauce. Ours was more like sushi-cold, not quite white, and totally lacking in barbeque sauce. We wondered if it had even been cooked.

But with over 35 menu items under \$10, it's worth another visit to try and hunt down that missing taste that matched the incredible smell.

Elephant Bar is located at 16160 North 83rd Avenue in Peoria. While it sits in a row of restaurants (right in between P.F. Changs and what looks to be a future Cheesecake Factory), Elephant Bar is not associated to any other restaurant chain - you could say it's a totally different animal.

For the last 20 years Elephant Bar has been pleasing customers up and down the California Coastline. Only recently have they opened three locations in Arizona, and next year they will open in five more states including Washington, Oregon, and Colorado.

Call ahead for reservations at 623-776-0100 or check them out on the internet at www.elephantbar.com.
ThomasWhitaker@global.t-bird.edu

Scottsdale: Silicon, Muscles, and Jersey Swagger

By MARCO AMARO
Guatemala / U.S.A., Fall '04

We're past Foundations, a couple of midterms, an election and lots of fried food at the Commons, and where do we find ourselves?

Some of us are still drinking at the Fish, even as you read this, talking about our Starbucks project. Others have become social activity club bunnies. Lots of us though have tried to find our groove in Scottsdale. Why do we find the need to drive 35 minutes to some bar that has last call at 1a.m., and be thrown out to find no after-party? I have no idea.

What I do know is that I have gone to Scottsdale one too many times since I started at Thunderbird. I don't know why I keep going back. Every time I have gone, curious thoughts run through my mind. Who are these people? What is this place? Why are there so many Mexican restaurants and car dealerships on the way there?

The most important question though is: How did it develop into a steroid-induced, silicon wonderland of sweaty clubs and bad tans? Well, in an effort to get to the bottom of this, I decided to do some research on the genetic make-up of Scottsdale, Arizona.

To my surprise, I found out that a former Mr. Universe settled down in Scottsdale in 1959. He practiced polygamy

with some down-and-out Vegas showgirls. Joe Trombone settled down with these past-their-prime showgirls. With the leftover savings from the Mr. Universe contest, he opened a tanning salon and a gym. This foundation gave rise to the flourishing line of beefed-up Kens and peroxidized Barbies we see in Scottsdale today.

The popularity of Trombone and his girls inspired many young Arizonans with little to do with their time to pump iron and shoot steroids. Having achieved stud status, these now beefed-up men needed some bleached blondes with bad tans to roam about the town. This was when the over-the-hill showgirls came into play. With the help of state-of-the-art tanning beds and their leftover Vegas make-up bags, they went to work. The result is the wonderfully put together: Silicon Peroxide Barbie you now see roaming the clubs with the chiseled Gold's Gym guys.

No way! You're full of **** you might say!

It gets more fascinating, though. Trombone, a resident of New Jersey and with strong ties to his beefcake buddies back home, sent word about the happenings in Scottsdale.

The result was the November 1951 migration of Vinnie and Carmine Vittorino, the infamous New Jersey duo that had invented a combination

Continued on Page 19

Big Apple to Big Cactus? Desert Life Difficult for City Folks

By TATIANA PINHO
Brazil, Summer '04

not fit the south-of-the-border American way of life

I came out of the Phoenix Sky Harbor Airport searching for the proverbial yellow cabs, preferably one driven by someone sporting a South Asian accent. After wandering around with two oversized pieces of luggage (always overpack) under a scorching ninety-degree sun, I settled for a blue van.

The ride was quasi-comical, but my tendency toward dramatic self-irony took over, suppressing any possible laughter. The colorful shuttle was packed with middle-aged (and up) women coming in for an international choir contest. The oversized driver (is there a theme here?) called them "mommy" and called me "kiddo" - a lawsuit waiting to happen. Along the way I try to match the desert nature with the names I could remember: Palo Verde, Cleistocactus Strausii, etc.

It is hard to be a New Yorker in the desert. First of all, one needs a car, since the exotic camel or the aggressive taxis do

It is also difficult to reside without the resources one is accustomed to; mainly an easy and dirty public transportation system, innumerable options for sushi and dosa havens, executives in suits and rollerblades, girls who will inspire the next Kors collection, and the quintessential New York humor, that is, bad humor.

Alas, there are no Diesel jeans here, nor Daryl K! No concerts in the park, foreign flicks at the Angelika or kebab home delivery.

The redeeming qualities of desert living lie in its quiet and severe nature, and the enthusiasm of its people.

I am getting used to people smiling at me all the time. It's kind of nice. I ride a bike at night instead of prancing around the Meat Packing District. I am also building a rich collection of all sorts of pie recipes one can imagine: Pumpkin Raisin Pie, Crumble Apple Pie, Double

Continued on Page 19

TSG Budget - Know Where Your Student Fees Go

CASH POSITION		FALL 2003 BUDGET
	BANK BALANCE	24,649.00
	Reimbursements from summer 03	0.00
	BANK CHARGES	0.00
#students	INTEREST INCOME	0.00
882	FUNDING from student activity fees	110,250.00
44	Less Archamps funding	4,400.00
0	Less Adm Hold In	1,000.00
	TOTAL CASH	115,499.00
CLUBS	PROFESSIONAL CLUBS	
	Graduate Women in Business (GWIB)	2,075.00
	International Banking and Finance Society	200.00
	International Development Club	0.00
	Pharma Career Club	105.00
	Real Estate Club	250.00
	Energy Club	0.00
	Thunderbird Consulting Club	5,440.00
	Human Resources Club (SHRM)	0.00
	Thunderbird Innovators Circle (THINC)	6,500.00
	Marketing Club	300.00
	Thunderbird Latin Business Association	0.00
	Net Impact	4,000.00
	Entrepreneurship Club	7,000.00
	Sports Business Club	0.00
	Toastmasters International	240.00
	Technology club	100.00
	ThunderBytes Technology Club	0.00
	SPORTS CLUBS	
	Bowling Club	0.00
	Capoeira Club	0.00
	Hiro Boxing Club	0.00
	Scuba	0.00
	Beach Volleyball Club	200.00
	Yoga Club	250.00
	Soccer Club	1,000.00
	Triathlon Club	0.00
	Squash Club (Badminton)	0.00
	TEE Birdies (The Golf Club)	100.00
	Mountain Biking Club	40.00
	Thunderblades	185.00
	Tae Kwon Do	0.00
	Basketball	100.00
	Dashing Divas	40.00
	Thunderbacks (Baseball)	360.00
	Thunderbird Rugby Football Club	6,500.00
	REGIONAL CLUBS	
	Asean Club	
	Greater China Club	540.00
	Indian Subcontinent Club	
	Japan Club	205.00
	Taiwan Club	0.00
	Korea Club	0.00
	Canadian Club	0.00
	Thunderbird Mexican Association	500.00
	French Club	200.00
	Russian Cultural Club	350.00
	German Club	350.00
	Brazilian Club	350.00
	Latin American Club	250.00
	Middle East Club	100.00
	Africa Club	200.00
	SPECIAL INTEREST CLUBS	
	Drive To Travel	0.00
	International Women's Club	750.00
	Karaoke Club	200.00
CULTURE NIGHTS	REGIONAL NIGHTS	
	ASIA NIGHT	6,500.00
	AMERICAS NIGHT	8,500.00
GWIB	EURO NIGHT	6,000.00
NetImpact	MIDDLE EAST/AFRICA NIGHT	5,000.00
	TOTAL REGIONAL NIGHTS	26,000.00
CLUBS	TOTAL CLUBS/REGIONAL NIGHTS	67,555

GALA FUND

TSG GENERAL/ADMIN		
	TSG ADMIN EXPENSES	5,000.00
	ISIC Materials	500.00
	Miscellaneous	3,000.00
	TOTAL SPECIAL EVENTS/EXPENSES	8,500.00
TSG INITIATIVES		
	PRESIDENTIAL DISCRETIONARY FUND	600.00
	TSG Big 6 Marketing Fund	
	Foundations Foreign Students Dinner	
	TSG Core/Chair Initiatives/Projects	600.00
	STUDENT ACTIVITIES CHAIR	500.00
	TOTAL TSG INITIATIVES	1,700.00
COMMUNICATION/PUBLICATIONS		
	DASTOR	4,000.00
	TOTAL COMMUNICATIONS	4,000.00
SPEAKER FUND		
	TSG SPEAKER FUNDS	8,400.00
	TOTAL SPEAKER FUNDS	8,400.00
STUDENT SUPPORT FUNDS		
	STUDENT EMERGENCY FUND	5,000.00
	CONFERENCE FUND	6,000.00
	TOTAL STUDENT SUPPORT FUNDS	11,000.00
CONTINGENCY FUND		8,000.00
TSG	TOTAL TSG GALA/ADMIN/FUNDS	approved 41,600.00
	INITIAL CASH BALANCE	115,499.00
	TOTAL CASH EXPENSES	122,205.40

Desert Life Can Be A Bit "Dry"

Continued from Page 18

Crunch Coconut Pie, and the list goes on. People here actually use their kitchens, and I like that.

I am originally from Brazil, but as you may know, most New Yorkers are from out of town (you get

bonus New York points if you drive a cab).

Life in a desert is a concept from another planet, and I am trying to enjoy this novel experience. However, sometimes I see myself falling back to the Big Apple mood. When reviewing the list of Thunderbird associations I asked myself, 'Where in the world is the Fashion Club?'

tatianapinho@global.t-bird.edu



Do you have a confusing love situation or a heartache you want to share?

Send questions for Dr. Love to dastor@t-bird.edu

Dr. Love welcomes your advice for fellow T-birds

Mr. Universe and Showgirls Meet In Scottsdale

Continued from Page 18

of body building and synchronized swimming that was so popular on the East Coast.

The brothers were past their prime and being that it was now the late sixties; there was nothing left for a couple of muscle guys in Jersey anymore. So they

packed up their bags and moved to Scottsdale. There, they immediately went to work with their pal Trombone. Vinnie and Carmine had been regulars on the Jersey club scene. This was the perfect opportunity to now make the way for the humble beginnings of the club scene we see in Scottsdale today. The Vittorino bros, Trombone and the showgirls went to work in providing a niche setting where they could all hang out and flex.

So this is how it started. Can you believe it? I for one am not a bit surprised. I had a feeling

something had gone completely wrong in Scottsdale. It took me a lot of research to actually get to the bottom of this. Initially I had thought it had something to do with a Roswell connection. Other clues led me to a little town in Illinois, where a descendant of Scottsdale's first Mayor resides.

All in all I have to say that the next time I get pushed around by some beefcake guy I will smile. I will be okay, cause I know it's not his fault.

marco@global.t-bird.edu

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

If you have a comment or a gripe of your own (with a suggestion!), email us at dastor@t-bird.edu

What's Your Praise? Thunder Kudos ...

If you know a student who deserves praise for an outstanding job, email us at dastor@t-bird.edu



Do you have news?
Submit your articles to *Das Tor* for publication
Visit us Online at www.dastoronline.com

TSG - A Stellar Fall 2003 in the Making - TSG

Be a Part of the *Thunderbird Worldwide Welcome*

We Are As Good As Our Own Advertisements, Abe Jacob Says

What a curtain raiser these first six weeks of the Fall trimester have been!

A new team is in place in TSG, the club budgets have been approved, we have had two very successful regional



Abe Jacob

nights, the Thunderbird Global Council and the Board of Trustees have had their meetings, and the Career Fair has just ended. It also means that we are almost at the end of Module 1 for Fall 2003. What does the rest of the trimester hold for us?

On November 11th annually, the world commemorates Remembrance Day. It is a day to remember the fallen who gave their lives so that we may live as free men and women. The passage of time should not and must not dim the significance of their sacrifice.

I have often walked through the Tower Building retracing the footsteps of the men and women who worked in and around the air control tower situated on Thunderbird Airfield Number 1 more than half a century ago. I have wished many times to have had the opportunity to

meet some of them. My wish has been granted (yet again!).

On November 3rd, we will be conducting a rededication ceremony of the Tower Building. It is an event that is open to the whole Thunderbird community and will commence at 9.30a.m.

In attendance will be members of the Helmets and Goggles (the first flight instructors who trained aviators here) and representatives from the Luke Air Force Base. I urge all of you to attend this ceremony and relive some of our school's rich history.

On November 6th, Dr Roy Herberger will be the guest at a Town Hall meeting to update us on the school's Strategic Plan for 2003 - 2008. It will be held during the dead hour in the Commons. Please mark this in your calendars and take ownership for your future with this institution.

At the most recent Career Fair, we had a dozen faculty members take time off from their busy schedules to talk to recruiters and students.

It meant a lot to the students to see Faculty endorse the Thunderbird brand and it also sent a positive signal to recruiters that we are all in this together. I want to thank all the faculty

members who attended the Career Fair for their enthusiasm and commitment.

Now for the jewel of the Fall trimester.

By now, no one in the T-bird community (faculty, staff and students) should claim ignorance about the Thunderbird Worldwide Welcome Fall 2003: RAISING THE BAR. Absolutely no one.

Under this umbrella

This tolling bell should serve as a warning to other schools, especially those espousing the "International" branding, that we intend to be ranked shoulder to shoulder with the best.

banner, Thunderbird will be hosting, from November 6th, the GWIB National Conference, the Thunderbird Innovation Challenge, Entrepreneurship Club Business Plan competition, Net Impact Social Responsibility Seminar and the Annual Rugby tournament.

Make no mistake, this is a milestone. The acorn we are planting today will yield a mighty oak someday. What we do and achieve this Fall will result in a shot that will be heard around the

MBA world.

This tolling bell should serve as a warning to other schools, especially those espousing the "International" branding, that we intend to be ranked shoulder to shoulder with the best.

So step up to the plate. Be part of the *Thunderbird Worldwide Welcome*. Take part in one of the competitions. Volunteer to help some of the clubs in organizing their events. Talk to our visitors. Show them how different we are. Be involved. We are as good as our own advertisements.

In a few days, the baton will pass to a new President of the TSG. As I reflect on the last six months, I must admit that it has been an exhilarating ride. When I first took over, I was skeptical about reactions I would get from the school's administration, students, faculty and fellow TSG members. I worried in vain. The support I have received has been phenomenal and I want to THANK YOU ALL again.

I leave you with a dynamic, high performance team. I wish all of you an instant stop to the madness in the weather and a fine run till the end of the year. Saludos, Abe Jacob

*Thursday November 6 -
Sunday November 9*

- * GWIB Alumni Networking How-To Panel
- * Homecoming Weekend
- * Consulting Club Case Competition
- * Thunderbird RFC MBA Tournament

*Friday November 14 -
Sunday November 16*

- * GWIB National Conference, *Beyond Borders*
- * ThunderMovies!

*Friday November 21 -
Sunday November 23*

- * THINC Innovation Challenge
- * ThunderMovies!

*Friday December 5 -
Sunday December 7*

- * Global Citizenship Forum
- * Entrepreneurship Business Plan
- * Global Sounds Performance
- * ThunderMovies!

(Editor's Note: Above dates and activities taken from MTB Master calendar and were not included with the original article.)

*Congratulations to the new
TSG Reps
North American Rep -
Gregory White
Europe Rep - Tina Tanberk.*

Students Add Input to Selection Criteria for Dr. Herberger's Successor

Continued from Front

dates should indeed be personal.

Another key concern that has been growing on campus is the school's aggressive pursuit of executive education. Several students voiced concerns that the core MBA-IM program would fall by the wayside as more resources were being channeled into developing the Executive Education segment.

In response, Richard Snell commented, "We are not attempting to abandon the MBA and we will continue to enforce this program even as we are developing the Exec Ed arm."

Dr. David Bowen, Dean of faculty, added that, "One of the four pillars in the school's strategic vision is to enhance the perceived quality of the full time MBA program to all relevant stakeholders. However, if we are able to have another revenue-generating program like Executive Education, it will decrease our financial dependence on the MBA-IM program which in turn allows us to be more selective on the front end, focus on placement on the back end, and maintain overall quality in the middle. Much of our strategy is in the interest in the full-time MBA program and to do it better."

"What about research?" asked another student. "No T-bird can escape without having to pour over a typical Harvard Business School case. Thunderbird should provide more of its own cases as a means of branding the school better in academic circles."

To this, David Bowen highlighted an interesting fact: "Thunderbird is actually the #5 writer and distributor of case studies in the MBA community. We plan to continue to improve that by looking into our reward system and providing incentives for professors to develop more case studies."

Resource development, or "fund-raising," was another topic of interest. Students expressed concern over selecting a president solely based on his/her ability to raise funds.

To this, Richard Snell commented, "We understand your concerns. However, reality is reality, and the new president will need to commit time to raise funds. This will also include getting the Thunderbird name out there and winning recognition, not merely sitting across the table and asking for money."

Aside from students' wish list for the new President, it is also important to present a leadership role at Thunderbird as compelling and fulfilling to

potential candidates.

One student inquired, "is the incredible number of activities generated by the student body at Thunderbird being utilized to attract potential presidential candidates and build a compelling case that Thunderbird is a unique community to lead?"

Richard Snell responded: "We have not included this yet. However, we should look into how we can utilize student events and activities as a vehicle to convey the 'Thunderbird mystique' to our candidates."

With all the strong points raised by the student body that evening, an obvious theme emerged: Fund-raising is not an end in itself. Rather, it is a cyclical process. If students are satisfied with their experience at Thunderbird because of the high-quality faculty and curriculum design and graduate with a feeling of belonging, they will be more inclined to support the school as alumni, whether it be financial support, hiring future T-birds, or acting as advisors in planning the school's strategic future goals.

The search committee plans to keep students posted on progress. There is now a special section on the MTB homepage dedicated to updates on the Presidential Search.

Presidential Search Timeline Delineated

September, October & November

- * Finalized the "Leadership Qualities" draft, also viewed as a job description
- * Placed advertisements seeking candidates in *The Economist*, *Financial Times - London*, *The Chronicle of Higher Education*, *Black Issues in Education* and the *Hispanic Outlook on Education*
- * Initiated a plan to host the forum with students and faculty members
- * 600 letters sent by Korn/Ferry International to a proprietary mailing list consisting of leaders in higher education and in the business world
- * Networking to increase the pool of potential candidates

December

- * Report on progress to date
- * Preliminary evaluation of candidates for further screening

January

- * Initial referencing of short-listed candidates
- * Conducting background checks
- * Further screening to identify candidates for interviews with the committee

February

- * Candidates interview with the committee
- * Checks on financial, criminal and litigation-related issues for all short-listed candidates
- * Introduce final round candidates to the board

March

- * Final round of negotiations

April

- * Announce the new President