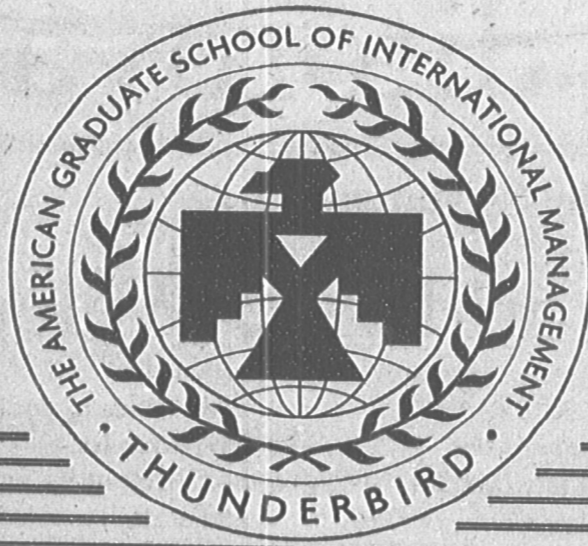


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# Tor

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

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November 21st, 2003

## The Innovation Imperative Comes to Thunderbird

By Adam Hunter  
U.S.A., Fall '03

And then there were five.

On Monday, November 3rd, the five finalists for the inaugural Thunderbird Innovation Challenge were announced (in no order): (1) BYU (Marriott); (2) Duke (Fuqua); (3) Harvard Business School; (4) University of Minnesota (Carlson); and, (5) University of Texas (McCombs).

The teams from these schools will be coming to Thunderbird this weekend (November 21-22) to fight it out for the \$20,000 grand prize and the opportunity to be crowned the "Most Innovative MBA Team" in the world.

While Thunderbird did not place a team in the top five, Thunderbird was the only school to place two teams in the Top 20 finalists. This was no small feat considering there were 154 teams submitting new product plans.

One Thunderbird team consisted of Shannon Canady, Amit Dhanuka, Adam Egbert, and Josh Petty while the other T-bird team consisted of Tim Tsao, DeVere Kutscher, Tanya Baker, Michele Smith, and Simone Bremicker. Considering the Thunderbird teams were constrained by having to deal with

the Career Fair the same week, the Innovation Challenge Organizational Team thinks that they did an outstanding job.

"If you see any of these students on campus, please congratulate them on a job well done," said Jeff Mathers, THINC Co-President.

In addition to the Thunderbird staff, student body, and faculty, the Thunderbird alumni network has played a big role in contributing to the success of the Innovation Challenge thus far.

Scott Walker '81, CEO and Chairman of BillMatrix was the first person to donate money to the competition and has been a pillar of support for the event.

Srini Vasan '91, director of eMove, and Ajoy Banerjee, former member on the Board of Directors for T-bird and VP for M&A at Pinnacle West Energy, both agreed to sponsor the competition.

With the unexpected final week signup of over 100 teams, the organizational team then found itself short judges. That is where Marsha MacArthur '99 stepped in. She promoted the

event to all her colleagues at a PDMA conference, made numerous phone calls to potential candidates, and helped to secure over



*For Thunderbird students, faculty, and staff, there will be an Innovation Seminar from 10:30 a.m. to 3:00 p.m. in the AT&T on Friday, November 21st that will be co-sponsored by THINC, GWIB, TEC, and the Marketing Club.*

20 judges for the competition. MacArthur was so impressed by the idea for the competition that she is planning to fly out to Phoenix for the final weekend.

Wells Fargo will sponsor the Awards Dinner on Saturday night thanks to Dave Howell, former VP of Marketing for T-bird who is now working in

Community and Government Relations for Wells Fargo.

Erik Sebusch '01 of UPS and Laura Flagg of Dial have also provided invaluable support to THINC and the Innovation Challenge.

Feedback from both schools and judges for the Innovation Challenge has been very positive. Vipul Khamar of Babson College said, "The Innovation Challenge is an amazing idea and has been executed professionally."

Steve Dalton from Duke stated, "It was an incredible capstone experience for our team as we head out into the real world."

Tim Jones, Principal of Innovaro UK and final round judge, declared, "Innovation Challenge is a unique opportunity for MBA teams from leading schools to demonstrate their creativity and analytical skills on a major global platform. I would recommend every school to take part in what already looks like it is becoming the premier MBA Innovation event."

Not only does this validate the amount of hard work and dedication that Anil Rathi, '02, and Robert Lipton, '03, Creators

and Co-Chairs of the Innovation Challenge, have put forth, but comments like these can only put Thunderbird in a positive light in the business school community.

On Thursday, November 20th, the five teams flew in to Phoenix. They have the opportunity to experience Thunderbird pub night before having to get up early the following morning to enjoy the Kick-off Breakfast and then sit in a Snell Room for 10 hours creating their New Product Plan. If they have any energy left, they will be escorted over to the Latin American Regional Night. On Saturday, teams will present from 9:00 a.m. until about 12:30 p.m. in the AT&T. The winner will be announced later that night at an awards dinner.

For Thunderbird students, faculty, and staff, there will be an Innovation Seminar from 10:30 a.m. to 3:00 p.m. in the AT&T on Friday, November 21st that will be co-sponsored by THINC, GWIB, TEC, and the Marketing Club.

Speakers will include Chic Thompson, Tim Jones, Joyce Wycoff, Scott Walker, Mahesh Bhave, and Malcolm CasSelle. For a list of bios on each speaker, please visit the

*Continued on Page 6*

## AACSB Accreditation Team To Visit Thunderbird Nov. 23-25 Will Determine Continuation of School's Accreditation

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

On November 23-25 an Accreditation Maintenance Peer Review Team will visit Thunderbird as a part of our AACSB International accreditation process. AACSB International accreditation is the most important and widely recognized business school accreditation in the world. AACSB has accredited 454 schools (including 46 outside the US). Thunderbird was initially accredited in 1994.

AACSB accreditation is extremely important to us (it is like being internationally rated by an unbiased group that looks at all facets of the school's operations).

According to John Seybolt, our Senior Vice

President for Institutional Advancement and Alliances, "accreditation is often the first benchmark one uses when deciding whether to become a student, client, recruiter or partner with a business school.

"It signals that the school has a well-designed and implemented strategic plan, that its programs, students, faculty, and resources are strong, and that it focuses on continually improving its products and services."

Thunderbird insists that our US partner schools be AACSB accredited, and now with this accreditation being extended throughout the world, a major criterion for new international partner schools is AACSB

accreditation.

The accreditation process involves preparing a detailed summary of relevant data annually, and a comprehensive

*In general, during their visit, the team members will be trying to find out as much about the school as possible to help them make their ultimate recommendation about our continuing accreditation.*

sive report, describing such things as: the school's mission (including the strategic plan, implementation updates and financial information), the school's faculty (with comprehensive data about their research and teaching effectiveness), the school's degree programs (with emphasis on the curriculum, its

quality, currency and consistency across locations and time, and program management and evaluation), the school's students (with emphasis on their admissions

qualifications, background, job placements (for graduates), and various demographics, as well as the school's marketing, recruiting, admissions and career management processes and the school's resources (financial, technological, library, etc.). In other words the school's entire operations are put under a microscope.

The AACSB Peer Review Team members are:

James McFarland, who recently retired as the dean of the business school at Tulane University; and,

Leo Murray, who recently retired as the director of Cranfield Management School, in the UK

Next week, they will meet representatives of our various stakeholders (students, alumni, Board members, Thunderbird Global Council, faculty, staff, and employers).

In general, during their visit, the team members will be trying to find out as much about the school as possible to help them make their ultimate recommendation about our continuing accreditation.

So, if on Sunday, Monday or Tuesday, you happen to see these two men asking you or others about your Thunderbird experience, just know that they are here to examine our opera-

*Continued on Page 20*

## In Search of the Mystique

### The Worldwide Welcome Has Worn Me Out

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



Megan Staley

I'm beginning to see what the Thunderbird Mystique is. Some may claim that you truly do not know it until you are an alum, travelling the world, running into T-birds at every corner. Others, may claim it is a marketing ploy to which we have all succumbed. In any case, I am realizing what it is that makes Thunderbird so...mystical.

We know this is a unique school, not tied to any undergraduate program. It is a place where the world comes to learn business.

The Worldwide Welcome has helped me realize that the Mystique is alumni coming back to see each other, share laughs, and continuously learn. It's Rugby teams coming from across the country to play a sport year after year. It's women from around the world coming to T-bird for a National Conference and being awed by the true internationalism and multiculturalism that we oftentimes take for granted. It's teams flying in for the THINC Innovation Challenge from schools that are desperately trying to replicate the success of this unique competition.

Behind all these activities are the dedicated and truly amazing students and alums who are sacrificing sleep, studies

and parties to contribute to creating the Mystique for all of us. Not to mention the hours put in by faculty, administration and staff. This dedication to creating a lasting impression on the minds of many is superb.

But, I must admit, this Worldwide Welcome is wearing me out! And, I'm just a participant; I cannot imagine the lack of sleep and sanity felt by those who are organizing the events.

However, due to this new marketing blitz, a few things are becoming clear.

There are only so many week-ends in the year and only so many free hours we as students on warp-speed can

have to be in one month? Why not have a mini-blitz in the spring so incoming students in the fall can become more involved in the executing of details as well?

Also, with all the internal marketing being done for these events, it's a wonder any of us can keep it all straight. Emails, postings on every discussion group, postings on MTB, posters, flyers... By the time the event comes, it seems like it has been going on for two weeks! For the next Worldwide Welcome, we should work on a better, more efficient, method of marketing to students.

Finally, while the Worldwide Welcome has done its part to get the attention of other schools and businesses, I am doubtful it has gotten the attention of faculty and students. Why is it that at events I see the same faces, applauding the same participants? Why are more students not getting involved? Maybe the Mystique is being able to be the Energizer Bunny, and work insane hours, balancing school work, consulting projects, job searches, club responsibilities, and a social life while still planning a Worldwide Welcome Month.

Perhaps, though, in the future, the Mystique should be spread out over a few months? The Mystique should not happen for only five months of the year, but it should be showcased all year long - to outsiders and to ourselves.

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*But, I must admit, this Worldwide Welcome is wearing me out! And, I'm just a participant; I cannot imagine the lack of sleep and sanity felt by those who are organizing the events.*

donate to each of these events. I heard several students say they couldn't participate in one weekend because of job searches and projects (e.g. Career Fairs, Flybacks, BI, FORAD and Corporate Consulting); others said they could only devote one weekend of "social-time" to events because of course demands; and yet other students have said they cannot participate in some events because they themselves are preparing behind the scenes for another weekend.

Why not, in the future, spread out the events? Does everything really

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

Bob Morabito, Founding Editor, 1969

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

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### Going "Home" Again Is Right Decision For This Alien

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



Juarez Lowe

For most of us Thunderbirds, the question where are you from normally merits a five minute response: I was born here... moved here... moved here... went to school here... worked here and here...

The Thunderbird experience confirms (or awakens) our desires to travel and experience different sights, places, smells and sounds.

When I first came to Thunderbird, I looked for every option to stay in the U.S. for a while to get "American" work experience. I explored possibilities of marriage, pregnancy, and waiver of my J-1 visa status. After four trimesters at Thunderbird, I find myself ready more than ever to return home.

My decision to return home was motivated by many things. The job prospects of a Malaysian with a UK and

U.S. education are probably better than that of an alien without work authorization in the U.S. Perhaps undergoing secondary questioning at LAX may have influenced me a little.

I think the strongest urge was to be with family and friends. The Chinese half of me finally understood my Confucian duties to take care and spend time with my parents.

What will I miss from here? I am not stupid enough to think that Glendale is representative of the U.S., especially after living in New England. I

*When I first came to Thunderbird, I looked for every option to stay in the U.S. for a while to get "American" work experience.*

will miss the brilliant sunsets in the desert, the blue skies, empty spaces, and the starry nights here. I will miss the people the most.

T-birds are an unusual breed. We love to travel, we love life, we are all as

diverse as they come and yet there is something we all share. Maybe it is our shared experiences of the joys and sorrows of adjusting to life here and the Thunderbird student lifestyle. Or you could say something about spending a concentrated amount of time in one another's company.

When I ask myself where I am now, I know the answer is not Glendale. My heart and mind have left; there is the familiar but exciting feeling of knowing that I am moving to a new chapter in my life. Yes I may have to wear tie again, instead of shorts and flip flops, but it will be new challenges.

How has my country changed? Will I be a stranger? Can anyone I meet relate to the Thunderbird experience or will this only be shared among other T-birds at First Tuesdays?

In going home, I take memories of different cultures and people, an address book of friends and contacts around the world, and a desire to always visit new places, meet new people and try new foods.

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### Corrections

Volume 38, Issue 2, October 28, 2003

The headline on page 8 incorrectly identified 67 teams as awaiting judgement in the THINC competition. There were 154 teams that signed up for the Innovation Challenge.

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 s'ones are turned.

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

# Don't Let An Exchange Program Pass You By

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

Do you like 80's music? Or maybe you are partial to a Mullet (a once disputably fashionable hair style in which hair is cut short on the sides and top but kept long in the back)? If this is the case, then maybe Thunderbird's Exchange Program at La Pontificia Universidad Católica (La Católica) in Santiago de Chile is right for you. Currently such classics as Guns n Roses' *Sweet Child o' Mine*, AC/DC's *Back in Black* and the Smith's *Hang the DJ* are played in Chile's night clubs and topping the billboards. And well, yes I have Mullet. I asked the barber for a trim, and he gave me a Mullet.

These are just a few of the quirks T-birds can enjoy when on an exchange program in such countries as Brazil, Korea and Costa Rica. Thunderbird's exchange programs, however, are under-exploited. This is unfortunate, because exchange programs give students unique experiences that cannot be found on the Glendale campus or at other Thunderbird locations around the world such as Archamps.

La Católica's MBA is considered the best in South America. Classes are taught by U.S.-educated luminaries of Chile's business world. For example, International Economics is taught by Vittorio Corbo, chief of Chile's central bank. The classes are dynamic, based on group work and classroom discussions.

Beyond the teaching and professors, however, one of the most valuable experiences is getting to know other students. La Católica can almost be considered the Thunderbird of South America; students hail from all over Latin America.

But also, as an exchange student, you have the opportunity to meet exchange students from rival universities such as UCLA, Vanderbilt, Instituto Empresa and Stern.

La Católica offers a dynamic program that allows students to socialize and network with fellow classmates. The university is always planning excursions, lunches, bar-b-ques, etc. that allow students get know each other outside the classroom. The first weekend of the semester, La Católica held orientation for new students at a seaside resort and last weekend the university planned a trip to Buenos Aires, Argentina, for a business seminar. We were able to meet students from the other schools in la Pontificia Universidad system from Uruguay,

Argentina and Brazil. The nights were lively and full of good times.

In addition,

when on an exchange program, students can participate in the monthly Thunderbird tradition of First Tuesday. The Chile chapter seems particularly active. Last month we had a bar-b-que at a T-bird's house and this month we met for First Tuesday. Here you discover the fraternity of T-birds. Thunderbirds who have graduated as far back as 1964 and as recently as spring 2003 attend. They all make themselves available to discuss your professional career and goals.

The Thunderbird Exchange program is not for the faint of heart though. In addition to the challenges of moving to another country, finding an apartment and

making new friends, there are the administrative challenges.

Exchange classes have to be approved by Thunderbird Administration.

Exchange schools may not have the breadth of courses offered at Thunderbird and transferring capstone classes is very difficult. If you are considering an exchange program, the best route to take would

be to have customized specialty.

Nonetheless, an exchange program "vale la pena" (it's worth the hassle)



Enjoying a bar-b-que with fellow T-birds

and it is a shame that the wings of so many T-birds seem to be clipped; not many T-birds participate in the exchange programs.

This is more likely due to lack of student awareness regarding exchange programs rather than a reluctance to go to school in another country. Given that we are T-birds, I do not doubt that more students would participate if they were more aware of the variety of exchange programs available.

Today there are more business schools taking international business seriously. If Thunderbird is to maintain its top ranking, would it not be in the school's best interest to send more students abroad on exchange programs? Obviously, arch-rival University of South Carolina thinks so. There are three USC

students alone at La Católica (I am the only T-bird here) and another at La Universidad de Chile.

According to Julie Plombon of the Overseas Office, this semester, there are only nine T-birds studying abroad. This is comparatively high for Thunderbird, having sent no students last semester and only one for the spring semester 2003. One can argue that this number is low because there are so many foreign students on campus. But there are still, according to James Scott of Academic Affairs, 426 Americans enrolled this semester (compared to 507 international students) who may like to study abroad.

Thunderbird is not immune to the basic economics. Lack of students taking advantage of exchange program is arguably because the university does not market these programs. But it could just as easily be due to the possibility that students do not demand them. So look for that exchange program that is right for you and take advantage of a unique, once-in-a-lifetime experience.

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*...an exchange program "vale la pena" (it's worth the hassle) and it is a shame that the wings of so many T-birds seem to be clipped; not many T-birds participate in the exchange programs.*

## Life Outside the U.S.A.

# La Vida Ecuatoriana - Expand Your Horizons

By WILL OLIVER  
U.S.A., Summer '04

Hola, fellow T-birds and greetings from Ecuador. My name is Will Oliver and I am between my second and third trimesters. I began my studies at Thunderbird's Glendale campus in January. I spent the summer trimester studying at the Guadalajara, Mexico, campus and I am on an internship with the U.S. Department of Commerce at the American Embassy in Quito, Ecuador this fall.

I will be studying on an exchange program to Universidad Católica in Santiago, Chile this spring and returning to Glendale to finish my studies next fall.

I wanted to share some life experiences and some of the outdoor adventure opportunities that Ecuador offers, far away from the Snell classrooms, the IBIC and the Commons.

The Andean Mountain Range runs through the middle of Ecuador and the city of Quito sits in the valley of mount Pichincha, which is about 9500 feet above sea level. Quito is a beautiful city of about 1.5 million people, divided into two distinctly different parts: Colonial Old Town with churches and cathedrals, and progressive New Town, with modern skyscrapers and high-rise apartment buildings. The nightlife in Quito ranges from quiet coffee shops and

bookstores to all night salsa bars and discos. You can find something entertaining to do in Quito any night of the week, but the weekends are best spent away from the city.

A few hours by bus from Quito, to the west, is the Pacific Ocean, with marvelous beaches, quaint fishing villages and the gateway to the Galapagos Islands.

To the east of Quito is the jungle, or El Oriente. Here you can take excursions through lush rain forests in dugout canoes that navigate the tributaries of the Amazon, go on white water rafting trips with class III and IV rapids, or spend the weekend in rustic tree house lodges.

If mountain climbing is your passion, Ecuador also offers world-class mountaineering. There are ten volcanoes in Ecuador that rise above 5,000 meters (16,400 feet), two of which are still

active. The three most popular mountaineering destinations are Chimborazo, Cotopaxi, and Cayambe. Chimborazo, the tallest mountain in Ecuador, (20,703 feet), is said to have routes that rival those in the Himalayas in length and seriousness. Cotopaxi, the second highest peak and the highest active volcano in the

world, (19,348 feet), is the shortest drive from Quito and is probably the most popular expedition. Cayambe, (18,997 feet), is the quintessential volcanic mountain,

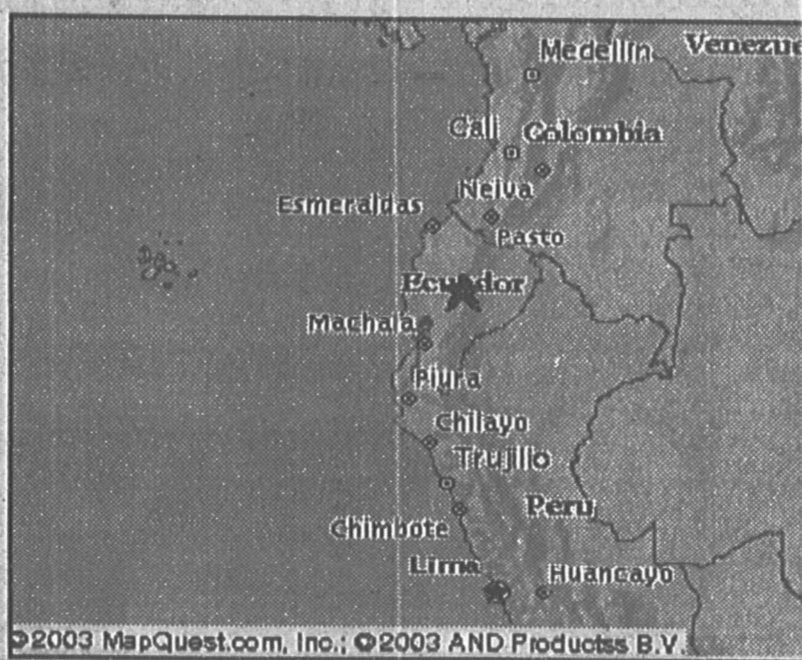
with 200 feet of 55 plus degree climbing to get to the final summit.

If you are a fly-fisherman, Ecuador offers many hidden treasures. A two-hour drive outside of Quito takes you to the village of Papallacta. From there, a two or three hour hike into the mountains brings you to secluded lagoons with numerous rainbow trout, many over 20 inches in length, that get very little fishing pressure. Other than passing the occasional hiker on the trail, you will hardly see another soul. A weekend camping and fishing trip can be arranged in Quito and this particular adventure turned out to be my favorite.

Another short trip from Quito is the town of Baños. There are numerous buses daily, and Baños is a favorite among travelers on the Ecuadorian circuit. This small town offers hot springs, hiking, mountain biking tours and views of a still active volcano. In fact, it has been said that on clear nights you can see the glow of the volcano.

If you prefer to experience the open road and feel the wind rushing through your hair, one to four day Enduro motorcycle trips to varying destinations can be arranged from Quito with all riding gear, food, gas, sleeping accommodations and a guide provided. Beware: Ecuadorians are notoriously bad drivers.

Other than buses and motorcycles, an alternate mode of transportation



*A few hours by bus from Quito, to the west, is the Pacific Ocean, with marvelous beaches, quaint fishing villages and the gateway to the Galapagos Islands.*

# A New "Old" Way to Value an Academic Institution

## A critique of Thunderbird's Strategic Plan for 2003 - 2008

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



Greg Stolle

As I sat in the Commons listening to the discussion on Thunderbird's strategic plan for the next five years, I grew more and more frustrated with it. It's not that I thought the analysis wasn't good.

Indeed, I think the analysis is well done. It's not that I am frustrated with our administration. I think they are all interested in making Thunderbird a great institution. What became clear to me, however, was that we are using the wrong valuation model for Thunderbird.

What do I mean? What valuation model does the strategic plan suggest? The strategic plan suggests a valuation focused on two things:

- 1) Market share as compared to our competitors, and
- 2) Ranking in the business school polls

Let me suggest that this is the wrong valuation model for Thunderbird. (In fact, I suggest that this is the wrong valuation model for any truly academic institution).

*What is the current valuation model?*

This model sounds very much like a business valuation model. Some of the strategic plan analysis was done to understand the direction of the graduate business degree market. We are informed that the "growth" market is in professionals working part-time and going to school part-time. Also, there is growth in the "Internet" MBA, such as with the extremely successful University of Phoenix. (On a personal note: the idea of getting your MBA degree over the Internet is a bit scary... I guess human interaction is no longer needed).

Therefore, the logic is that

Thunderbird is now poised to try and capture some of this market. This sounds exactly like what we hear about when sitting in our Global Strategy class: identify the growth markets and go after them.

The other way this is like a business valuation model is in the emphasis on rankings. Rankings are the equivalent to a company's stock price. The idea is that if a company is doing well, then its stock price should be doing well. This is the same thing with a business school. If our ranking is high, then we must be doing things right.

I hear some of you saying already, "Well, good, it should sound like a business valuation model; after all, we are a business school. And Greg, the things you are mentioning are exactly what Thunderbird should be concerned about. I mean, it is important for Thunderbird to have a top ranking and go after growth markets. Right?"

My response: not necessarily. It is all in the mindset; it is all in the vision. If we are not unified in our vision across the multiple education delivery services, then we are like a mountain climber who has lost his map and compass. At times it might appear that we are moving in the right direction, but we are likely to end up lost, confused, and dead.

*What's the problem with the current valuation model?*  
Problem #1

Current Valuation	New Valuation
MBA Market Share	Quality of Education
Rankings	Pride in campus community

*The Thunderbird Mystique exists because of the historical Thunderbird vision. If we depart from our vision, then we will destroy the uniqueness of Thunderbird.*

The problem is easy to point out. First, understanding where the growth markets are doesn't mean that a company should plunge into them. A company must decide if the growth market, or any market for that matter, is aligned with its vision. I have not been told how the growth markets align with Thunderbird's vision. Does anybody really know Thunderbird's vision? We talk a lot about

the Thunderbird Mystique, but we don't talk much about the

Thunderbird vision.

The Thunderbird Mystique exists because of the historical Thunderbird vision. If we depart from our vision, then we will destroy the uniqueness of Thunderbird.

There is a lot of discussion about how the competition of other business schools has tried to match what we do at

Thunderbird. This is often used as the rationale for moving into growth areas. I don't understand why, though. When I

look at organizations like Southwest Airlines, everyone has tried to copy them, but nobody can do it. What makes them unique? It isn't that they know how to fly planes better. It is that they have a culture which cannot be easily replicated and that culture translates into better performance from each employee and that performance translates into higher customer service and that translates into higher earnings. It all starts with the management of their culture. For us at Thunderbird, it all

starts with our vision.

Thunderbird was founded with a grand vision: "Borders frequented by trade seldom need soldiers," (William Schurz). Can anyone tell me of another business school with that vision? I can tell you of many business schools which were started by someone giving money to help train people to be better managers (and to get their name listed in the school). But honestly, how does that compare to our history?!

*What's the problem with the current valuation model?*  
Problem #2

The rankings are a ridiculous thing. Yes, they are important because we as humans have put so much emphasis on them. But, what have we learned in our Finance 2 course? Thanks to Modigliani-Miller, we learned that one adds very little value to their stock price by playing with their leverage structure. A firm's value is increased through wise investments (assets) and good leadership and management. If we use rankings as a measurement success rate, then we risk falling into the trap of Enron and MCI-WorldCom. In other words, our focus matters tremendously.

We need to think about what drives value for the Thunderbird experience and measure are progress towards them. Let rankings be rankings, and let our focus be on things that we can control. Ultimately, Thunderbird is not in the business of achieving good rankings. We are in the business of training international leaders. Why should we base our success on someone else's terms?

When I leave Thunderbird, I will remember my experiences and relationships, not my ranking. Rankings, like stock prices, are a temptation to lose our focus and panic. We must avoid this temptation. If you still are convinced

*Continued on Page 5*

### Out and About

## Thunderbirds Support Common Good, Participate in AIDS Walk Arizona

By YING (MAGGIE) MA  
China, Summer '04

You never know how much you can help people in need with even a little bit of effort!

You never know how lovely the world can be with your continuous contributions!

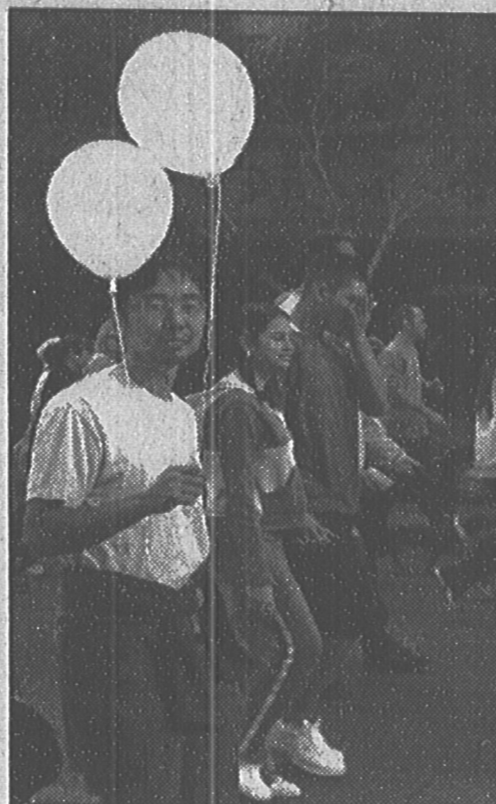
The largest fundraising and awareness event, the AIDS Walk aims to raise urgently needed funds for AIDS Project Arizona and other Valley HIV/AIDS service organization. At 9:50 a.m. on Nov. 9th, the 16th Annual AIDS Walk Arizona was kicked off by Joe Arpaio, the so-called "toughest sheriff" who rode the Wells Fargo Stagecoach ahead of the estimated 15,000 walkers and pets.

Stretching 3.1 miles, the walk started at 2nd St. and Adams and ended at Monroe and 3rd St. Amid the young and old T-birds including Keita Kaji '04, Joseph (pre-MBA) and myself represented Thunderbird donors who helped raise funds for people living with AIDS.

Before walking, the locally renowned, all-women blues band - Sistah

Blue, performed the featured entertainment at the Symphony Hall Plaza. Amidst the soul-smoothing songs, participants registered their groups and waited for the start of the event.

Sponsors, Wells Fargo, Bashas', American Express, Charles Schwab, and Echo, and other sponsors, had booths set up and served participants information and gave away souvenirs. Corporate walkers wore uniformed T-shirts with supportive logos on the back. We T-birds were proud to have our Thunderbird shirts on. Right after the walk, we came across William Luke, a T-bird who graduated in 1970, who served people living with AIDS in Africa for years and is now pro-



Left: T-bird student supports AIDS awareness through walking. Above: William Luke, '70, literally "walked into" T-birds Maggie Ma, Keita Kaji and Kuan-Hung Chen at the Arizona AIDS walk

viding therapy in the US.

On the route of walk, there was a memorial area dedicated to people who died of AIDS-related illnesses. Bathed in the sunshine of autumn, people presented ribbons and flowers to cherish their

departed relatives and friends who used to share mirth and tears. They fought through fear and found courage to confront their pain. Thinking of people who had been deprived of the right of living, I felt so lucky and obliged to care more

*Continued on Page 26*

# Globalization - Breaking the Barriers to a Global Economy

By TATIANA PINHO  
Brazil, Summer '04

Many Thunderbirds have a keen interest in Latin America and other emerging markets. These developing regions lure young managers for their cultural richness and potential industrial prowess. How well do our graduate students understand the woes and paradoxes of markets that are caught between a yearning for "rebirth" and a history of political protectionism?

While globalization appears to have become a de facto term and irreversible element of modern economy, there are still significant barriers impeding it from working its magic to full capacity. Ironically enough, some of the most adamant supporters and vocal preachers of this new economic world order are the ones who obstruct the flow of a possible free trade global economy.

Globalization has been hailed as the new economic order of our times. Supporters of this world trend to praise the ability to drink Italian coffee from Brazilian beans in Tokyo, and many economists will argue it is the only way to heed progress in an epoch where cultural and political borders are dissolving at exceptional speed. In the midst of all these changes and resource mobility resides the belief that capitalism has been proven to be, if not the only, then the best economic system for countries who wish to raise productivity and eventually attain higher GDPs.

Should globalization reflect a laissez-faire capitalist market on a global basis? How should countries that excelled in promoting free trade domestically go about implementing the same capitalistic foundations beyond its borders? And finally, how should Third World countries that are still struggling with the concept and laws of a decentralized economy fully and responsibly embrace and motivate foreign investment while promoting domestic productivity and consumption?

One of the basic principles of economics is that trade can allow every participant to profit. Free trade allows firms to specialize in producing the goods and services at which they excel. At the end of the game, everyone profits from trade since this specialization factor will lead markets to specialize and monetize

on their best products while the nations' consumers can enjoy diversified products and quality at lower prices. This rule can be applied to the broader world market where manufacturing facilities from developed economies have been nascent in various nations with overall positive results.

However, some of the governments that are persuasive about the glories of globalization also embrace a conspicuous double-standard by preaching protectionist policies (and usually a closed economy) to voters at home. While various administrations in First World nations instigate smaller economies to open their borders, natural resources, and less costly labor force to the world, these same governments maintain solid barriers protecting several of their domestic industries from foreign competition.

One of the most prominent examples of industries benefiting from such protectionism in developed nations is the agricultural market. European and North American governments often suffocate foreign competition (and therefore a more diversified free trade market) by granting significant subsidies to local farmers while implementing barriers to entry to foreign agricultural groups. One can find similar scenarios across other industries. Some developed Asian economies are also known for their aggressive marketing and manufacturing of automotive and technology products in other nations while foreign companies observe several obstructions to entering those markets in these same countries.

Such double standards cannot possibly ignite real free trade or any type of globalization based upon the capitalist principles guided by the invisible hand, for any government intrusion could interrupt the order of free market trade. A take on true globalization would require developed countries not only to invest in foreign territories but to also open their own doors to foreign goods and services by lowering or eliminating import taxes. By

doing this they would show good faith and would also build relationships with future markets for themselves.

Trade liberalization usually increases imports (including capital goods) in many of the developing countries renting their labor force and resources to foreign manufacturers. Several of these investors are carefully mindful about strategy and branding when opening a plant in a developing country, for they realize their potential as a possible market in the long run as well. Free trade agreements such as NAFTA and Mercosul shouldn't live in the world of an exceptional realm. Instead, such procedures should become standard procedure for free trade.

Protectionism has also been a problem in many third world countries but these policies are being fought

with free trade reforms. For several developing countries, free trade and growth have been hindered by a mix of protectionism and mounting debt. In order to participate and benefit from a global economy, these nations must open their markets and motivate foreign investment by supporting free trade and engaging in considerable privatization efforts. Governments in those countries should emphasize deregulation, education and health, rather than run factories of any sort. In many countries, recent privatizations of major utilities such as water, electricity and telephone have improved citizens' lives by providing broader distribution and offering more affordable services.

However, these economies should be somewhat prudent when opening their borders since another eruption of overvalued currency is a very real menace for monetary prosperity. Third World governments should be both generous and cautious when opening their markets to foreign investment, and it should devote much of its efforts into promoting exports, local productivity and currency. Exports are extremely important to developing nations since it reflects the stability

of competitive exchange rates and instigate local producers. Institutional reforms should include wider control of the countries' financial markets, significant investments in technology and education, and incentives to small entrepreneurs.

A truly global free trade would raise the production possibility frontier of every participating nation, in a sense, making the world economy develop as one single market. It would grant developed countries more time to concentrate on specialized services, research and technology. It would also provide greater foreign investment to developing countries, expanding their likelihood to raise production efficiency, domestic production and consumption, and eventually instigating economic reforms that would lead to a more equal distribution of wealth. This new surge of wealth could eventually improve welfare, education and health, thus transforming such countries in possible consumer markets for imports. Its behavioral effects would include an increase of general consumer confidence by raising the value of their money and the opening gates to cheaper imports while upgrading their reputation and relationships with developing countries that are resentful toward this double-standard brand of globalization.

In order for globalization to work fluidly and ultimately benefit the rich nations as well as the developing ones, the greater economies must erase any ambiguity related to international free trade by opening their gates to imports and removing trade taxes, viewing developing countries as prospective markets, and educating their voters that global market competition will serve to raise productivity at home with an interdependence based on free trade.

In the meantime, developing countries should continue to prudently lower their own protective policies, concentrate on expanding exports and privatization while being careful not to overvalue their currencies. Through consistent economic reforms these nations can eventually attain significant industrial development and better opportunities for a more equalized monetary distribution to their people.

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## Looking Beyond the Rankings - Strive to Be an Atypical B-School

Continued from Page 4

about not focusing on the rankings, then ask yourself, what is more important: to have a high ranking or to obtain a good education? Which one of these items will help you in your job?

Is there a better Thunderbird valuation model? YES!

There is a better way to value Thunderbird's strategy. In fact, the method is inherently employed at all educational institutions everywhere. Let me offer the inherent education institution valuation model, it has two things:

- 1) Quality of education: emphasis is placed on the added value for outgoing students;
- 2) The level of pride among students, faculty, staff, and alumni.

Of course quality of education is something which everyone knows is important, but are we measuring it? How

do we measure it? Are we more worried about raising incoming student GMAT scores (so we can improve our ranking) than we are for improving our outgoing student capabilities? Are we here to get a diploma that says MBA, or are we here to learn skills and grow as a person? Have professors been trained in the art of teaching (as opposed to the art of research)?

The valuation on pride is extremely important. Having pride in your institution encourages people to persist and work hard, to have courage to take risks and challenges, to give back in terms of time and money. Pride is contagious (as is apathy).

One way to move from apathy to pride is aligning everything we do with our vision. We all have different roles to play and they are all critical. We are all in the same ship, but are we going to allow ourselves to be led by the blowing, uncontrollable winds, or by the beautiful, glowing stars?

As we strategize for the next five years and beyond, we must be careful not to succumb to the pressures of those around and forget about our Thunderbird roots. I think to myself, what would Lt. General Barton Kyle Yount say about our direction today? Does it matter what he would say? Has the world really changed from when he envisioned the need for the school? Have we really achieved borders without the need for soldiers? Do we as students really only care about learning how to make more money? Is that the Thunderbird Mystique? Or are we something different? Are we really the ANTI-business school?

Yeah, that I like: The atypical-business school! What is the atypical business school? It is the place where people come to learn essential business skills needed for today's globalizing world, but also that there is more to life than balance sheets, marketing reports, and cash flow statements. It is learning

that we have much to learn from other people and culture. It is learning that the purpose of free business enterprise is not to grow my own personal wealth at the expense of others, but that free business enterprise is the best way to allocate resources world-wide. It is learning that perfecting our business acumen is critical for ensuring prosperity for all. We are fortunate to be here. We have a responsibility to be the best businesspeople we can be.

stolle@global.t-bird.edu



## ThunderBooks Have Arrived! Choose Your Copy Today

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

If you have talked with a student who had Dr. Caren Siehl for Global Leadership this fall, you might have heard of Thunderbird's newest "innovation" - ThunderBooks.

The idea, crafted by Nikola Boehm and Nick Hagleitner, will provide T-birds the opportunity to choose a book on leadership or business based upon a peer evaluation, instead of having to rely on the more traditional book reviews available.

"Our main goal," said Boehm, "is to be a filter for the students, professors, staff and alumni for not having to pick completely blindly, but to have a kind of guide. And, who do you trust more than a T-bird?"

"It will host Prof. Siehl's class reviews, and then recommendations from many other professors. We also have an open discussion group."

"In short," they both added, "we would like this page to act as a filter. A filter to save you time. And don't we all experience every day how precious time is?"

Go to the "Clubs" section of MTB and look for ThunderBooks. Send your feedback and your reviews to Nikola. [NikolaBoehm@global.t-bird.edu](mailto:NikolaBoehm@global.t-bird.edu)

## How Well Do You THINC?

*Continued from Front*

THINC club webpage.

The THINC Club is looking to the student body for a unified effort on the weekend of the Challenge. Fellow MBA students from around the globe and world-renowned innovation leaders will have a glimpse of the Thunderbird experience and will see why our global diversity creates innovative people.

"Let's pack the AT&T on Saturday November 22nd from 9:00 a.m. to 12:00 p.m. and show the world that Thunderbird is not only executing on Abe's vision of 'Raising the Bar' but also challenging other institutions to leap over it," commented Anil Rathi.

If you are interested in helping out with the competition or would like to know more about the Innovation Challenge events, please visit the THINC club page or contact Adam Hunter or Jeff Mathers.

<http://www.innovationchallenge.net/>

[AdamHunter@global.t-bird.edu](mailto:AdamHunter@global.t-bird.edu)  
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## What is Next for Thunderbird? President Herberger's Address to the Students Explains 5-Year Strategic Plan

By JAMES BRANDON  
KEEFE  
U.S.A., Spring '04  
and  
CAROLE LOW  
U.S.A., Fall '03

"If you look back and hold onto history and choose not to look forward, not to compete, you could be history," said Dr. Herberger in his address to the student body on November 6, 2003. A central theme in Thunderbird's Five-Year Strategic Plan is addressing the increasingly-competitive MBA marketplace and the type of changes Thunderbird will make to increase its competitive position.

A key challenge to the new MBA marketplace, as stated by Dr. Herberger, is that "every education officer that is running a school is aware of the globalization process and its importance in today's education."

He also pointed out that it is becoming "...more and more difficult to distinguish ourselves."

Additionally, flat revenue growth in full-time MBA programs is projected. Currently, Thunderbird relies on 70% of its revenue from the full-time MBA program, whereas other top business schools only rely on 40%.

A positive growth trend has been the increase of working professionals who are interested in the general and customized executive programs available at top institutions.

Four key elements in the 2003-2008 strike plan are positioned to address these new developments:

1) Brand Thunderbird's name as the industry standard in International Management;

2) Enhance the quality and expertise of the current full-time and executive programs;

3) Diversify into more working professional programs and distance learning offerings;

4) Expand through the concentration of Thunderbird's current hubs in Archamps, Guadalajara, and soon-to-be-announced location in Asia.

Dr. Herberger pointed out recent accomplishments and investments that fell in line with the five-year strike

plan. For instance, Thunderbird's executive education programs continue to rank among the best in the world (*Business Week*: #1, *Global Business Executive Degree (EMBA)*)

Recent investment into the Garvin Center (see box) is directed at improving Thunderbird's tripartite program and offering of modern languages. Capital and labor investments into e-learning and blended instructional techniques have encouraged a number of working professionals to take advantage of Thunderbird courses

online. Further expansion into Thunderbird's current hubs of Archamps and Guadalajara, as well as projected reaches into China are intended to increase Thunderbird's "footprint" in those areas.

Several challenges stand in the way of Thunderbird's

## Cultures and Languages Center Reaffirms Thunderbird's Mission

Gen. Barton Kyle Yount envisioned Thunderbird as a learning institution where language, culture and business knowledge could unite to build a better global community. The general's vision will continue to be central to the School's mission, thanks to the newly created Garvin Center for the Cultures and Languages of International Management.

The Garvin Center is designed to become the international "Best in Class" resource for students, scholars, faculty and executives dealing with the interface of business, language and culture. As such, the Center will serve as a clearinghouse for information on related topics such as: teaching languages and their role in business; methods for assessing managers' cross-cultural competency; leadership style effectiveness in different countries; negotiating globally; and managing the fit or clash of corporate and country cultures.

While Thunderbird has always had language and culture programs, research and scholarships, this new Center will integrate these diverse elements as never before, both complementing the existing curriculum and helping to create new opportunities for learning.

According to Thunderbird Board of Trustees Chairman Barbara Barrett, the Center will potentially incorporate a number of existing and emerging programs that are key to the curriculum for which Thunderbird is known.

"The Garvin Center for the Cultures and Languages of International Management will eventually combine

cross-cultural communication programs, international negotiation instruction, international organizational behavior and intensive language immersion programs to enhance Thunderbird's unique learning environment," said Barrett.

"This is a strong testament to the tripartite perspective that General Yount had in mind when he founded Thunderbird nearly 60 years ago."

The Garvin Center was made possible by a gift from Samuel S. and Rita Garvin. The \$5 million donation makes the Garvins the most generous cumulative donors in Thunderbird history.

Samuel Garvin '88 is the founder, chairman and CEO of Continental Promotion Group, Inc., a multimillion dollar commercial fulfillment business with clients in 26 countries.

According to Thunderbird President Roy A. Herberger Jr., Garvin exemplifies the global entrepreneurial spirit of Thunderbird. "General Yount saw the need for global business leaders who could serve as bridges between cultures and bridges between generations," said Herberger.

"With their gift creating the Center for the Cultures and Languages of International Management, Sam and Rita Garvin will help Thunderbird keep General Yount's dream alive well into the future."

*From Thunderbird's Public Relations Office, [caffrots@t-bird.edu](mailto:caffrots@t-bird.edu)*

strike plan. First, the massive \$100 million dollar capital campaign is critical to the financing and the development of this plan. In addition, "the importance of Thunderbird's training needs to be sold to the employer base and identified as being distinct from other programs." Finally, ensuring that the same quality of edu-

cation could be delivered at every location of Thunderbird became a discussion point.

*Questions posed by the student body addressed the following:*

Thunderbird may be spreading itself too thin with its aggressive diversification and

*Continued on Page 24*

# COUNTRY GABLES

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## Taking the Road Less Traveled to Debut in Commons, Find Out How You Can Win

By MARCO AMARO  
Guatemala, Fall '04

Walking into the commons is an aesthetically empty experience. Sure, there may be a random painting here and there. If you ask me though, it's not nearly enough considering the global diversity of the student body. TSG representative Sheila Oh has proposed an initiative to globalize the commons.

The project is called *T-birds: Taking the Road Less Traveled* photo contest and exhibit. The theme is local people in foreign place; we do not want pictures of you. Sure, we would love to see a picture of you drunk on the Charles Bridge with some Czech model, but the point is to look for a snap shot personifying your experience. The photos will be exhibited in the Commons.

A distinguished panel of

students will then judge the pictures and select a lucky winner. ARAMARK has agreed to give the winner a \$100 meal card.

Apparently, Sarah Cody waltzed into ARAMARK's office with the idea and they jumped off their seats with excitement. Xerox will also be a corporate sponsor and we're still in negotiations with Starbucks and the Thunderbird bookstore.

I for one cannot wait to win. I have already spent way too much money on chili and onion rings, and really need the cash for food. Most T-birds need the cash to support their commons habit as well. I am still wondering if I can use the \$100 at the pub though. That would be sweet. \$100 dollars at the pub is 12.5 pitchers of beer. Maybe I can also use it to rule that juke box, or better yet, donate the cash so they can get some new CD's of my

choice. Big up to Ono Lattanzi, who DJ's at the Pub and knows what I'm talking about.

Regardless, my point is that The Commons is the heart of Thunderbird, a place where one goes to enjoy some chicken tenders and relax between classes. Wouldn't it be wonderful to see the global experiences of our fellow colleagues decorating the Commons?

Where have you been? Inquiring minds want to know. How great will it be to look at something besides the ThunderChannel. So get the word out.

Contact TSG rep Sheila Oh for more information. Cuatro Tolson, if you read this, maybe we can work something out regarding your picture with that Czech model.

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soh@global.t-bird.edu

## What Did You Miss at the Sports Business Panel?



Top: Gregg Clifton, sports agent at Octagon, describes his typical day as representatives from PING, the Phoenix Coyotes, APS, and the USOC wait to add input  
Bottom: Students take their seats for the Sports Business Club's "Sports Industry Workshop" event on October 31, 2003.

## Learn How Spring 2004 Registration Works

### Registration Sequence

1) Early Registration will open on Monday, November 17th at 6:00 am and close Thursday, November 20, at 6:00 p.m.

2) Registration will remain open to all students from November 21 -23.

3) Decisions on cancellations and additional sections will be made the weeks of November 25th and December 2nd, because of the holiday and AACSB visit.

4) On December 8, 2003 Registration will reopen and remain open until Sunday, January 25. The first day of classes for Spring 2004 is Monday, January 26, 2004.

### Important Reminders

Students are reminded that only Access Thunderbird (on-line) is available to register for courses.

All times for Registration are Arizona time.

Registration codes and instructions are posted on the Registrar's Department Page. Please protect your PIN number and save it. During Add/Drop and early Registration the Registrar's Office will not be able to respond to requests for PIN numbers. Please send an email this week before registration if you have

misplaced your PIN number.

It is very important that you register during your scheduled early registration time to ensure that you reserve your course positions. Make sure you register for both 1st and 2nd half of the trimester.

Please remember to review MTB one more time before registration.

If you have questions regarding technical problems with Registration, please contact Ms. Bloom at (602) 978 7342.

If you have questions regarding curriculum flow or if you identify conflicts please contact your advisor.

### Enrollment FAQ

Can I register for courses in any order?

No, if a first half course is the prerequisite for a second half course you must enroll for the first half course before the second half. For example, enroll in GM 4202 (Finance II) before you enroll for GM 4203 (Finance III). The system will not allow you to register in reverse.

What courses have waitlists?

Core Courses will not have a waitlist until all sections are filled. If there is no space available in these sections please contact your advisor.

There is no limit on the waitlist for GF courses; however, a waitlist does not guarantee a student that they will make it into the class.

Can I be dropped from a waitlist?

Yes, you will be dropped from the system if you register with one of the following conditions.

You do not meet the prerequisites for the course (If you are unsure of prerequisites please refer to your bulletin.)

You have exceeded 15 hours of enrollment (If you are registered for 13.5 hours and try to waitlist for a 3 hour course you will be dropped from the waitlist for the last course registered.)

Or, you have a conflict with another course in the same time slot.

Where do I find courses offered?

The listing of classes can be found on MTB. Look for the button on the left called "Class Schedule." Remember a section with "X" represents the French-Geneva Center (Archamps) courses.

Can I audit a course?

No, Thunderbird does not allow students to audit courses. A student must be officially registered for a course in the academic system to attend and receive credit for the course.

## Call for Books and Magazine Donations for Tower Lounge

Even though the official rededication ceremony is over, you can still help rededicate the Tower!

We have bookshelves but no books. WE NEED YOUR HELP!

If you have any books / magazines, recreational in theme - travel magazines, art magazines, novels in other languages, etc. - we would appreciate anything you are willing to part with.

Please bring your donations to the "recreation room" in the Tower Building.

Thanks so much for your participation!  
The TSG Team

## Practice Presentations With the Big Screen

The IBIC Media Room is available for group and club meetings and other school related activities. It is an especially good choice for sessions with presentations because of the excellent projection system

To reserve the room, stop by the IBIC Administration office weekdays from 8 a.m. until 5 p.m. or contact Barb Rupp at ext 7300, or email at rupp@t-bird.edu.

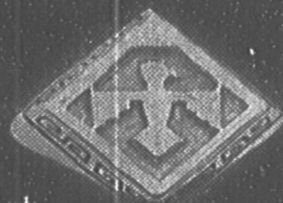
On the IBIC homepage of MTB you will find a Media Room Info folder that contains reservation procedures, a list of available equipment, usage policy and a reservation/set-up form.

Plan ahead, the Media Room is a popular location.

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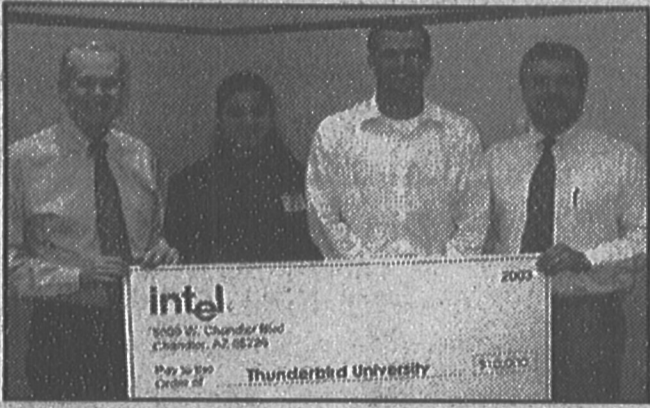


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## Intel Gives \$10,000 in Scholarship Money

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

November 13th 2003. Last Thursday, representatives from Intel came to campus to award two \$5,000 supply chain management scholarships to Amin Nabli (Tunisia, Summer '04) and Shweta Jain (India, Fall '03). Both these students shone amongst a highly competitive field of applicants (a source on the scholarship committee said that the applicants this fall were some of the best in the last three trimesters).



The Intel supply chain management scholarship is given to students with sterling academic achievements and a strong ability/aptitude/interest in supply chain management. Shweta's interest in supply chain management had come when she devised a new market entry strategy for Louis Dreyfus. She was "very honored" to receive this award and saw this as "a recognition of

the family support that has helped her achieve her academic and professional results". She also attributed her results to the support of professors at Thunderbird.

Amin Nabli, originally from Tunisia played tennis for Miami University and was also on the Dean's List there for 2 years. He was "truly excited about being one of the recipients of such a prestigious scholarship from Intel" and "looked forward to forging a closer relationship with my mentor."

The award was presented by Randy Bollig (Spring '91) and John Seybolt (Senior VP for Institutional Advancement & Alliances) was there on behalf of the T-bird Administration. Intel has been a strong supporter of T-bird, from recruiting to executive education and it was fitting that representatives from CMC and Exec Ed were there at this ceremony.  
[juarezlowe@global.t-bird.edu](mailto:juarezlowe@global.t-bird.edu)

## How Are the Number of Sections Determined? What About Waitlists? Registration Information - Read On

By **JAMES V. SCOTT**  
Registrar

The following describes the process the Registrar's Office uses to determine the number of sections that will be offered and how waitlists work. The number of sections offered at Thunderbird is based on a number of things:

- 1) A qualified faculty member may not always be available due to other commitments.
- 2) Physical seats in a classroom.
- 3) The projected enrollment for core and focus courses. Core courses are based on the flow of the curriculum. Deviations from the flow in the bulletin create overloads in classes and prevents publishing the exam schedule until after add/drop is completed. Focus courses are projected based on the declaration statements from students. Thunderbird can prevent conflicts for designated focus areas but cannot guarantee there will not be conflicts for Custom Focus students.
- 4) The designated course capacity for teaching effectiveness as determined by the appropriate area coordinators.

For example, Cross-Cultural Communications or Global negotiations are "capped" at 44 students and predominately assigned to a Wilson classroom. There are occasions when a Cross-Cultural Communications section may be assigned to a lec-

ture hall but the capacity will remain at 44 students. Additional sections of core courses will not be opened if there is still space available in existing sections.

*Additional sections of core courses will not be opened if there is still space available in existing sections.*

between their language course and a single section of their declared Finance, Marketing, or International Development focus course will work with their academic advisor to try and resolve the conflict. Courses with wait lists of less than 12 individuals will not be changed. Historic data indicates students will be likely to get into the course through normal attrition.

### Reducing Waitlists

During Registration the Registrar's Office monitors enrollments and if a section surpasses 25 students on the wait list the Registrar's Office notifies the Director of Faculty that an additional section may be required.

After Registration: After early registration is complete the registration system is closed for one week to review wait lists and make decisions about adding sections or canceling sections within the constraints listed above.

Individual student issues will be addressed after the sections are reviewed, for example, a student who has a conflict

Additional sections of core courses will not be opened if there is still space available in existing sections.

If an elective / focus course has a wait list, the Registrar's Office attempts to move the course to a larger room to accommodate more students. If a larger room is not available the Registrar's Office requests a second section of that particular course. If neither of these options is available, the wait list is reviewed based on graduation date, and declared focus. A student who does not register during his/her allotted time will not have priority over other students regardless of their graduation date and focus.

## New Philanthropy - Social Venture Partners

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

In John Coleur's opinion, social ventures can be viewed as cost-effective, long-term projects benchmarked by some of the same standards as entrepreneurial projects.

As Coleur asks, "Why is it wrong for a non-profit organization to make money?"

Coleur is an International BOD member of Social Venture Partners (SVP), a nonprofit, volunteer-driven organization dedicated to addressing social and environmental issues in over 23 communities, including Phoenix, New York, Boston, Chicago, and Houston.

On Thursday, November 6, 2003, Mr. Coleur visited Thunderbird to share the premise behind SVP and why Thunderbird students should be aware of projects like this.

Paul Brainard formed SVP in King County, Washington in 1997. Its purpose is to provide substantial long-term change in each of the communities in which it operates through support of social ventures. Each Partner commits to a minimum annual contribution of \$5,500 for at least two years. These partners, or phi-

lanthropists, invest significant time and expertise to the non-profit organizations they choose to support. Essentially, by becoming a partner, one is committing him or herself to a lifetime of philanthropy. The idea exchange between partners and non-profits is incredibly interactive.

Venture Philanthropy was the inspiration behind the creation of SVP, and the term first came into existence very recently. In a 1997 *HBR* article, the venture philanthropy approach was described, and it was apparent that this philosophy differs significantly from classical philanthropy.

Venture philanthropy involves multi-year financing, "engaged" philanthropy (rather than hands-off), shared risk, and organizational focus, and an exit strategy. Perhaps the last characteristic is the most important: Venture philanthropists, or "partners," define a point or phase at which they will disengage from a non-profit should certain benchmarks be achieved or missed. Thus, the non-profit is under some pressure to prove its viability. Non-profits are taught how to diversify revenue and resources in case one source is suddenly lost, or if it outgrows the type of support SVP can provide.

Although social initiatives and micro-lending have become much more prevalent in the business sector (one example is Delancy Street Foundation), there is a pervading stereotype that social ventures should not be profitable. As Mr. Coleur indicated, this does not make much sense. In order for a non-profit to stay afloat, it certainly helps to meet and exceed financial goals.  
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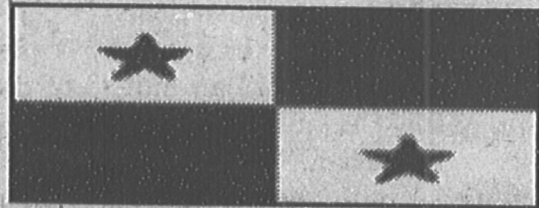
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## A Piece of History Centennial of a Republic: Panama

By  
**JEANNETTE  
LOMBARDO**  
Panama, Summer '04



On November 3, 2003, Panama celebrated its 100 years as a Republic. The celebration began at 11 pm on November 2 with the "Great Vigil of the Motherland," a torch procession that ended with the lighting of about 100,000 candles during the first minutes of November 3.

After that, the church bells and fireworks started the events, which governors around the world attended. Among the guests for the celebrations were the US Secretary of State, Colin Powell; the Colombian President, Alvaro Uribe; the Taiwanese President, Chen Shui-bian; and the Mexican President Vicente Fox.

The ceremonies and events included the Centennial Concert, the Centennial Festival, the Prayer for the Motherland, parties, and parades.

In the streets, you could appreciate the typical dresses, folkloric music and dances, and the crowd of Panamanians and visitors, who waved the Panamanian Flag with pride, joy,



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and gratefulness for its 100 birthday.

Congratulations Panama on your Centennial!  
Felicidades Panama, en tu Centenario!

[JLombardo@global.t-bird.edu](mailto:JLombardo@global.t-bird.edu)



## International Real Estate Professional Advises Students

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

On October 31, Dr. Nathan Booth, addressed the members of the Real Estate Club about current issues surrounding international real estate acquisitions and development.

"When you deal with real estate," he started, "most people don't realize...that real estate runs about 1/3 of the GDP of any nation."

He continued by saying that, "real estate is where we live, worship, and get our traditions. It is a key building block. If a country is not doing it properly, the country is not running as well as it could be."

He said there is approximately US\$20 trillion of assets on the market but that the "housing value that is in the market area is double that and no one is tracking that asset."

Some companies, he noted are Real estate Investment Trusts, that are securitized so they can be traded. "Real estate is not a very liquid investment," but REITs make it more so.

Throughout history, he said, "that's what saved the world in recession time."

Dr. Booth told the audience that the federal government gets 14% of its money from real estate taxes, the state government gets 8-10%, and that, "70% of local functioning government structure relies on real estate taxes for budgets."

Noting the importance of real estate in the world market, Dr. Booth explained why it is necessary to bring our attention to the CIPS (Certified International Property Specialist, [www.cipsnetwork.com](http://www.cipsnetwork.com)) certification, a type of ethics code for real estate professionals.

"In many countries it is not done properly at this time. They are not achieving the best they can," he said, explaining the need for more uniform real estate regulations.

Dr. Booth cited *The Mystery of Capital* by Hernando de Soto, saying it is a must read as it gives the "solution on how to unlock going from Marxist / Leninist way of running a country to capitalism." Adding that the book adds what mechanisms should be put in place.

For example, he said that in Russia, brokers are still thinking in the old mentality. They have to certify that all papers of transaction have been burned before payment so that the new owner can claim a lower value for tax purposes.

Russia should get a middle class, he said, who owns property, so the people can use property to finance lives and not rely on the government, noting that, "our biggest asset is the real estate we own."

In transition economies now, you still have to go through what they have in place, i.e. in Latin America, it takes about 111 steps and 12 years. The best

option, he said, is to, "Find local people on the ground and piggy-back on what they've done."

The CERAN Conference is a group of transition countries that is taking the example of the U.S. real estate market and trying to duplicate it in the transition economies ([www.ceran.com](http://www.ceran.com)).

The Czech Republic and Poland had systems of private ownership at a value of \$0 as the system was not providing. Other nations have all types of claims of ownership coming forward. One of the biggest problems being addressed is not being able to tell who owns the property.

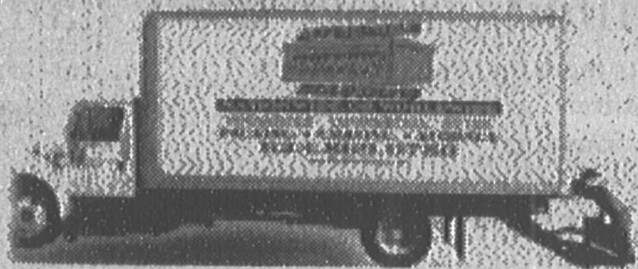
Dr. Booth also spoke on the recent move in the industry to bring the "three Rs" to the profession - Recognition, Respect, and Remuneration. Currently, there is not consistency worldwide on these metrics, an instability that is troublesome considering the size of the market for real estate transactions.

For students with no real estate experience, Dr. Booth suggested getting a real estate license, a process that takes about one month. In addition, he said that *The Economist* gives indices every few months on housing. Reading about current issues and topics is key, he added.

Real estate "Empowers people with the greatest economic asset they have," he concluded. *Dr. Booth's bio is available on the Real Estate Club's MTB page.* [meganstaley@global.t-bird.edu](mailto:meganstaley@global.t-bird.edu)

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# How Can We Tell Our Story Better?

Dear Students,

We all recognize the value of journeying back to our roots from time to time. It is a journey that reminds, re-evaluates and rejuvenates. For, the tree is only as strong as the roots that bear it. The tower rededication this month showed me just how strong our roots are.



**Sharon Jayakumar**

Thunderbird's roots were nourished by ideals, from the early days when we were the American School of Foreign Trade. We were built on the principles of globalization, at a time when the term "globalization" was yet to be coined. And since then, people with a common spirit have passed through these gates for over 50 years.

And what is that spirit? It is a curious longing that pushes us to travel the world; an unstoppable zeal to learn from new cultures; a unique value system that leads us to measure success by the number of stamps on our passport rather than the number of digits in our bank balance. Does that substitute our ability to compete effectively in the job market? No. To the contrary, it makes us see life in *all* of its colours.

I am glad to have made the journey back at our tower rededication, for, along the way, I met four unique people who reminded me of why I chose to come here. One was an original Helmet and Goggle and the other three were family members of original Helmets and Goggles, all of whom spoke with pride at what this institution stood for. They form the cornerstones of this place and returned to pay tribute to "the young people who are here making a life for themselves." And then I saw it clearly.

I did not come here only to get a job, a bigger wallet, the initials MBA behind my name, a stepping stone into America or outside of it. There was definitely an element of all of the above in why I came here, but as a bottom line, I came here to make a life. Not just any life, but to make a life of consequence. We all did. Why then are we unable to take pride in our heritage? Why then do we stagger under the viral effect of nothing being good enough? And in the global MBA landscape, why are we still unable to tell our story?

We blame the administration, the CMC, the economy. And yes, there is indeed much room for change.

But let us not use that as a crutch as we limp through our

Thunderbird experience with an Achilles' heel of complaints. There will always be the uncooperative, the unfair and the incapable. But in a life of consequence, they do not stand in your way. They cannot block your sun.

As we host the World Wide Welcome events this Fall, stop for a moment and ask yourself if you will ever be in a melting pot such as this again - where like-minded and free-spirited people are in the same place, at the same time, seeking a better life. If we understand this well, we will be able to tell our story. And tell it loud.

For many of you, this is your last month at Thunderbird. The road from start to finish has crept by silently but swiftly. What will you take with you? How will you tell our story?

And whether you are leaving or staying on for just a little while longer, remember the old African saying:

"Every morning in Africa, a gazelle wakes up. It knows it must run faster than the fastest lion or it will be killed.

Every morning a lion wakes up. It knows it must outrun the slowest gazelle or it will starve to death.

It doesn't matter whether you are a lion or a gazelle. But when the sun comes up, you better be running."

That is a life of consequence. You must run, no matter what. Come, be a real part of Thunderbird.

[sharonjayakumar@global.t-bird.edu](mailto:sharonjayakumar@global.t-bird.edu)

# Graduation Evening Details Unveiled

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

On November 13th, the Thunderbird Student Government (TSG) held an Open Forum for students. This forum was to introduce the newly appointed TSG Chairs, present information about the December Graduation Evening as well as entertain questions about that event and any TSG policies in general.

Sharon Jayakumar, TSG President, said the Open Forum meeting was held "primarily so you could get to know the people of TSG," and for members of TSG and the Event committee to present the "details of

what you can expect from the party and get feedback from you."

Jayakumar challenged the students to become involved and participate in campus events "wherever you see room for your participation." For those students who want to be involved and are unsure how they can help, she said that, "TSG is coming up with a list of projects for which you will be able to sign up." The projects will also give students the incentive to be involved due to the recognition and exposure it will bring them, she said.

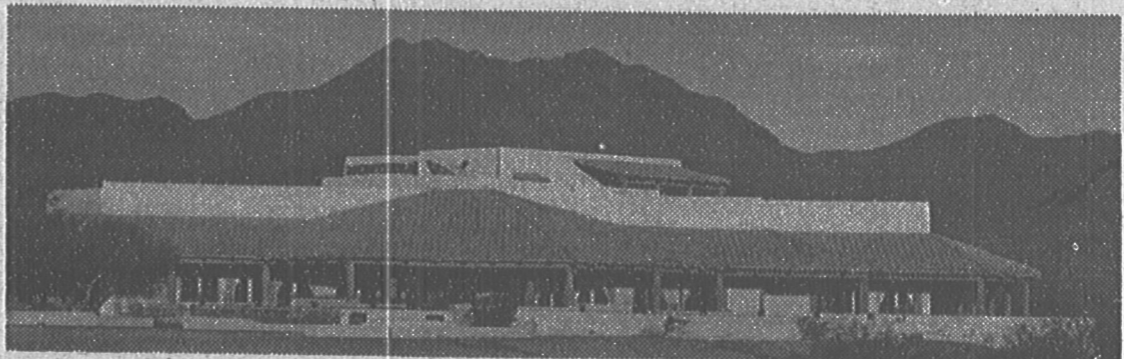
### "A Sonoran Evening"

The main focus of the Open Forum was to present the details surrounding the Graduation Evening. Students

were asked to view the "big picture" before making any judgments. TSG implied that students should not view previous mismanagement of Gala as an indication of this December's event.

The event, "A Sonoran Evening," will be held at Monterra at Westworld in North Scottsdale, on Friday, December 19th. Westworld is the venue where the Thunderbird Balloon Classic was held last November. Mauricio Carmagnani, the student chair of the Gala committee, led the discussion of the event's information.

Daniel Peña, TSG Treasurer, presented the financial



information for the event's budget. Showing historical Gala data from 2000 to present, it was evident that there was no consistency in ticket prices, nor in budgets; figures increased and decreased sporadically from trimester to trimester.

"That money was compromising all TSG funds," Peña said, referring to the larger percentage of the TSG budget historically set aside for Gala. Whereas in the past as much as 50% of the Student Fee amount was set aside, this fall only \$10,000 has been set aside for the evening, with the remaining TSG budget money being distributed to the Worldwide Welcome events. "These activities," Peña said, "will brand the school name

and benefit the entire student population."

Fernando Alandia, TSG Vice-president, spoke on behalf of the Event committee and presented the results of the online student survey from the summer that asked students their views on the Gala (full results available on MTB). Alandia said the Committee, consisting of 14 members, at least ten of whom are TSG members, and headed by Mauricio Carmagnani, "represents what everyone wants." The committee, is open to anyone; if students wish to join, they may contact him or Mauricio.

"It has taken time and effort to meet students' concerns and our budget constraints. We are on track with the timing of ticket sales based on past Galas, but we are a bit behind on the marketing," Alandia said.

Many students asked questions about the concept of the open bar and decisions based around the alcohol. Alandia reminded students that "we don't want to alienate anyone." He also said that they took into consideration the results from the student survey, the price of having an open bar and the length of time as well.

"There will be an open bar for a period of the evening," Alandia said. He continued by explaining that TSG had contracted to only have open bar for wine and beer and then Monterra

*Continued on Page 12*

## TSG Appointed Positions Filled - Meet the Chairs

"The level of participation is higher than TSG has seen in recent years. There were 22 applications for five positions. We look forward to seeing many more volunteers for projects and events." -- Sharon Jayakumar

As the newly appointed TSG CMC student chair I will be working together with the staff of the CMC over the next 6 months to improve the career services offered to the student body. As the liaison between the student body and the CMC, I am your voice to the CMC. With this in mind, I will be reaching out to many of you for feedback and suggestions regarding your experiences with the CMC.



**Ian Bolin  
CMC Chair**

My office hours are every T,W,Th from 11:30-1:00 in the TSG office 30. Please feel free to contact me with any of your concerns, problems or sug-

gestions regarding the CMC.  
[IanBolin@global.t-bird.edu](mailto:IanBolin@global.t-bird.edu)

"I will represent the interests of the Graduation class of Fall '03, making this a great party and starting a new tradition at Thunderbird."

[cmauricio@global.t-bird.edu](mailto:cmauricio@global.t-bird.edu)

We'll have an exciting six months coming up in terms of Alumni / Student events. Already several opportunities are presenting themselves for students and Alumni to bond.

In addition we'll launch a class chair program to get stu-



**Mauricio Carmagnani  
Graduation Evening**



**Rachel Clapp  
Alumni Relations**

dents more involved with Alumni Relations and build long-term relationships that continue beyond graduation. Stay tuned for more details regarding these events!

My office hours are T/Th 8-10 a.m. Please swing by and share your ideas.  
[roclapp@global.t-bird.edu](mailto:roclapp@global.t-bird.edu)

[SonalSingh@global.t-bird.edu](mailto:SonalSingh@global.t-bird.edu)

Office Hours:  
T/Th 2-4 p.m.



**Sonal Singh  
Communications**

Hello everyone! For the next six months I will be the TSG Marketing Chair.

My marketing vision is to reinforce Thunderbird, as a brand both externally and internally. My marketing vision is to reinforce Thunderbird, as a brand both externally and internally. Collaborating with

Thunderbird Marketing staff and faculty is the first step to achieve this result.

We are proud to announce that on Friday, November 14th, the new external website was launched. This is a terrific tool to market our school for prospective MBA and executive students, as well as desired employers. Internally, focus groups and teams will be developed to help us understand our strengths and weaknesses to build a platform for tangible improvements.

Please stop me any time on campus or contact me with suggestions and ideas that will be helpful in improving the Thunderbird brand and our market value as graduate students.  
[fspadea@global.t-bird.edu](mailto:fspadea@global.t-bird.edu)

Check out the new external website! <http://www.t-bird.edu>



**Federico Spadea  
Marketing**

# Surveys Result In Real Change on Campus

## Current Comprehensive Survey Is Powerful Tool For Students

By **SILAB MOHANTY**  
India, Fall '03  
TSG Academic Affairs Chair

To the uninitiated, the life of an average T-bird may appear to revolve largely around the IBIC, given the plethora of

Silab Mohanty

sadistic evaluation mechanisms and assorted deadlines waiting to torment the hapless creature with such alarming alacrity. Thankfully, reality is quite far from such misplaced notions! Nevertheless, at times, it does make sense to stop and think of academic life on campus.

Is there anyway in which we can improve the content of courses, the quality of teaching, the curriculum design or the evaluation system? Most certainly, yes! The first step to initiate any change in these areas is our feedback. Most of us are familiar with the faculty and course evaluations that we need to fill in at the end of each course. We all know that it takes less than five minutes to fill out the entire questionnaire. Yet, how many of us take the exercise seriously?

"Frankly, my dear, I don't give a damn." This immortal screen line appears to capture

the essence of our attitude towards any form of feedback. A simple indicator of this lack of interest is the fact that the online MTB course evaluations had to be dispensed with after Spring '03, due to an abysmally low response rate from students. From Summer '03, the paper survey has been re-introduced to facilitate more responses, since all students present in the final class can be made "captive" respondents.

All of us wonder what really happens to those evaluations that we fill in at the end of each term. Does anyone in the administration really look at them? Are they taken into account while evaluating the faculty members? Is there anyway that students can access the past evaluations of faculty members and courses? The answer to each of these questions is in the affirmative.

The importance given to the evaluation starts right from the design of the questionnaire. To ensure that the process is scientific and the results are in accordance with the requirements of improving academic standards, the process is largely han-

dled by an external company specializing in educational effectiveness improvements.

Once you fill in the survey, all the individual responses are immediately sent out to the external company to ensure complete neutrality. The necessary analysis is performed and then the results are submitted by the company to the Director of Faculty and the Dean of Faculty & Programs, who evaluate the

Performance Committee on three criteria - teaching, research and services. The results from the student evaluations form the most critical component in determining the faculty's rating under the "teaching" category. Special emphasis is placed on student responses to questions such as "Overall, the instructor for this course was excellent."

Where faculty members are found lacking or repeatedly receive negative feedback, they are assigned to the Faculty Development Committee as a mentoring exercise to ensure improvement in teaching quality. If negative feedback persists, the

impact on the faculty member can become much more adverse.

Clearly, the process has far-reaching consequences for faculty and it all begins with just a few words from us. What happens when the number of student responses is very low? Well, it gives the Professor the chance to argue that the responses are not representative of the majority of the class and thus should not be considered valid feedback. He or she gets the benefit of doubt, thereby negating the very inten-

tion of the whole exercise.

If you are now rightfully convinced of the importance of your feedback, there has never been a better time to express your views. As you must be aware, a comprehensive student survey is being conducted on MTB during the third week of November 2003. It will cover all aspects of your views on courses, faculty and administration, such as academic advising, curriculum design, focus areas, winterim offerings, campus resources, career management and even your peer student group. There will also be opportunities to provide any separate feedback on additional issues that may be of concern to you. Needless to add, all responses will be anonymous to provide full confidentiality to all respondents.

The first such survey was conducted in Fall '02 and the results presented to the administration in December '02, leading to extremely important improvements in many areas. The survey results led to the introduction of wireless on campus, the addition of new study rooms, changes in the credit requirements of courses, improvements in winterim programs, changes in course scheduling, modifications to the faculty evaluation methodology

Continued on Page 24

*If you are now rightfully convinced of the importance of your feedback, there has never been a better time to express your views. As you must be aware, a comprehensive student survey is being conducted on MTB during the third week of November 2003.*

responses critically.

It is ensured that the results are not released to individual faculty members until the entire grading process is complete. Subsequently, results are posted on MTB in the same format as received, for all students to access.

It is important for all of us to know that the results of the evaluation are given substantial weighting when evaluating faculty members. Individual faculty members are evaluated by the

### TSG DIRECTORY FALL 2003

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

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

NAME	POSITION	PHONE	EXT	BOX	E-MAIL/Office Hrs.
Sharon Jayakumar*	President (11/03 - 4/04)	602-938-1841	7126	580	sharonjayakumar@global.t-bird.edu M 11:30am-2:30pm; F 11am-1pm
Fernando Alandia*	Vice President (9/03 - 2/04)	C:480-296-8888	7855	223	falandia@global.t-bird.edu T & R 2pm - 4pm
Lynn Morrison*	Student Activities (Trimester)	C: 602-740-4680	7061	1565	lynn@global.t-bird.edu M 10am - 12 pm; W 12pm - 2pm
Silab Mohanty*	Academic Affairs (9/03 - 2/04)	C:602-684-0107	Pendg	1269	mohanty@global.t-bird.edu T & R 10am - 12pm
Sonal Singh*	Communications (11/03 - 4/04)	602-588-8075	7126	161	SonalSingh@global.t-bird.edu TR 2pm - 4pm
Ian Bolin*	Career Management (CMSC) (11/03 - 4/04)	C:602-628-5194	7396	1939	IanBolin@global.t-bird.edu TWR 11:30am - 1pm
Daniel Pena	Treasurer (9/03 - 10/03)	602-588-8051 C: 602-432-0208	7976	608	danielpena@global.t-bird.edu T 11:30am - 12:30pm; R 11:30am-2pm
Ladd Watts*	Exec Education (9/03 - 12/03)	602-548-8979 C: 602-451-6340	7257	368	watts@global.t-bird.edu MW 9am - 11am
Rachel Clapp*	Student Alumni (11/03 - 4/04)	C:603-502-5214 602-588-8052	7257	1759	rclapp@global.t-bird.edu TR 8am - 10m
Federico Spadea *	Marketing Chair (11/03 - 4/04)	602-588-8073 C:602-740-0850	Pendg	465	fspadea@global.t-bird.edu M 2:40am-4:40pm; R 2pm - 4pm
Christopher Decker*	Africa Rep	602-332-3726	N/A	104	decker@global.t-bird.edu
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Socorro Meek	TSG Office Mgr.	623-842-8566	7117	N/A	meeks@t-bird.edu TR 8 am - 4:30 pm
Joe Miller	Dir. Student Affairs	602-978-7311	7219	N/A	milleri@t-bird.edu

## What is the Conference Fund?

### Fund Gaining Student Awareness

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

More and more students on campus have noticed the "Conference Fund" line item in the TSG budget and are asking themselves, "What is this and how can I use it?" Hopefully this article will clear up some of the confusion and give you a vision of where the conference fund is going.

*In light of the fact that the fund ran out of money, the TSG Executive Committee is examining better ways in which the funds could be managed.*

The conference fund has been a little known part of the TSG budget for quite some time now. The fund was originally designed to help students cover a portion of the costs for attending off-campus conferences. Few students knew about the fund and so it always finished the trimester with a balance remaining. Thanks in large part to this past summer's TSG team, the budget process has become much more transparent and understandable. The upside to this is that students now know what types of activities are funded and how these funding decisions are made.

The downside, however, is that the conference fund ran out of money before the end of the first module. We had an avalanche of requests very early in the trimester.

We approved requests on a first-come, first-serve basis using the following criteria: the conference must build upon the Thunderbird brand name, and the conference must benefit more than a single individual (i.e. no career fairs).

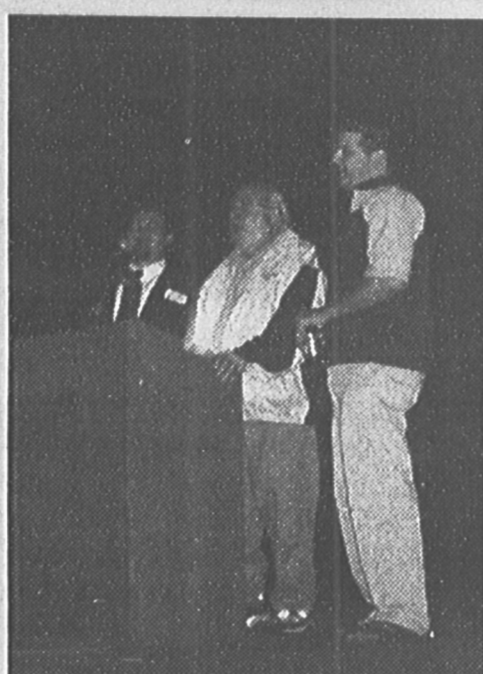
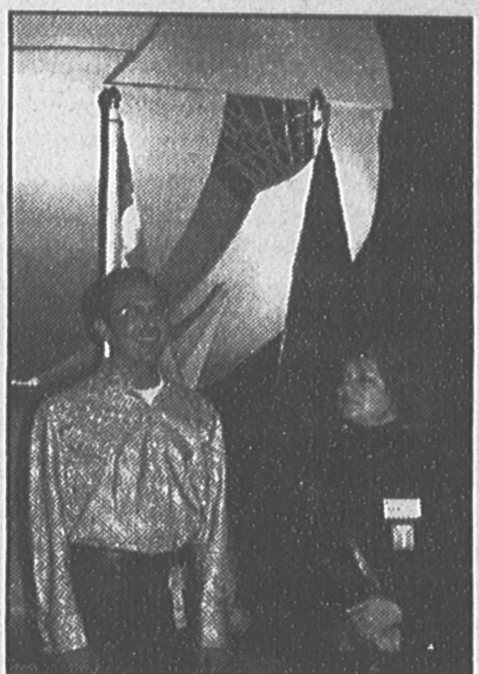
Overall, twenty-four students received support in order to attend conferences such as the Community Associations Conference, *The Miami-Herald* Americas Conference, the Women's International Networking Conference, and the SIETAR Conference.

In light of the fact that the fund ran out of money, the TSG Executive Committee is examining better ways in which the funds could be managed.

Currently the Student Activities Chair oversees the dis-

Continued on Page 27

## Homecoming 2003



Students attend the Alumni Open House in the week leading up to Homecoming 2003; Alumni participate in the Flag Ceremony; Students lead alumni in singing the Thunderbird Fight Song

## Alumni/Student Ski Weekend in Vail Opportunity for informal networking

By RACHEL CLAPP  
U.S.A., Spring '04  
TSG Alumni-Student Chair

Tired of networking with Alumni in a fly-by, 30-second-pitch manner? Well, what better way to mingle with Alumni than a chat on a ski lift, over a Schnapps after a day on the slopes, or simply taking a ski break at the lodge. Yes it's true! The Colorado Chapter Alumni have invited current students to join them for a weekend of skiing

of this opportunity: See the inset box for pricing and registration details. November 21st is not the deadline to register, rather the deadline for the guaranteed pricing. After that date, there is a possibility that the package prices

make the weekend more affordable and coordinating flights, please contact Rachel Clapp, roclapp@global.t-bird.edu.

The organizers of this event wish to remind students that we are opening this event to current students as an opportunity to meet with T-bird alumni. This is a great opportunity to meet, socialize, and do some "informal" networking with T-birds from across the globe and a variety of industries.

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\* 2 day group lift ticket  
\* Roundtrip ground transfer from Denver International Airport  
\* All taxes

For information about this trip or to sign up, please log on to [www.moguls.com/thunderbirdalumni04](http://www.moguls.com/thunderbirdalumni04)

For additional information on the T-bird Ski Weekend, please contact the Colorado Event Organizer, Angela Mansfield, '02, at [angelamansfield@msn.com](mailto:angelamansfield@msn.com). For more information about Colorado alumni activities, please check their webpage on [www.t-bird.edu](http://www.t-bird.edu)

fun in Vail in February 5-8, 2004. The weekend will open plenty of opportunities for informal networking in addition to fabulous skiing and plenty other activities. How to take advantage

will increase slightly. In addition to the skiing, many other activities are being planned, so stay tuned for more details. In addition, if you have any questions, including ways to

ever encourage that you respect the fact that this is a vacation for the alumni and ask that you approach networking in an informal and relaxed manner. [roclapp@global.t-bird.edu](mailto:roclapp@global.t-bird.edu)

## Plans for "A Sonoran Evening," 2003 Graduation Event, Being Finalized

*Continued from Page 10*

offered to provide liquor for the same price, but only if the hours were limited.

When asked how many students are expected to attend, Alandia commented that, "this is one of our biggest challenges." There are about 200 students graduating, and past Galas have had anywhere from 500 to 1,000 attendees. They are budgeting based upon 750 guests, even though the function room has capacity for 1,000 people.

"Currently, there is no limit we can foresee on the number of guests a graduate can bring," Alandia added, saying they have worked closely with the event planners to foresee any outcome.

"However," he added, "we suspect that our target number will need to be between 600 and 700 guests," for the event to break even.

Because the Monterra can hold 1,000 people but only have 500 seated in the banquet room, one student asked about the logistics. Alandia explained that this event is being designed differently from previous Galas. In the past, the entire group sat and ate at the same time, watched the slide show and the presentations together.

At this event, several screens will be set up for the slide show and shown continuously all night long. In addition, there will be three separate stages for cultural presentations that will circulate the entire evening. Thus,

guests can view these offerings any time they wish and when they choose, they can sit and eat. Due to the buffet style of the evening and the more open-ended "schedule," TSG does not foresee all guests wishing to sit and eat at the same time.

"Also," Alandia noted, "the location has a banquet hall for 500, plus a lounge with seats and the outside patio with table and heated lamps." Thus, implying that guests will have a variety of locations from which to choose and not be limited to only eating in the banquet hall. In addition, he noted, there will be a DJ with an international playlist created from student input.

Ticket sales, which started Nov. 18th, will take place in the Commons during the lunch hour as well as from Socorro Meek, TSG Office Manager, during her office hours (T/W/Th, 8 a.m. - 4 p.m.). The tickets can be purchased with cash, check or credit and will be delivered to students' campus mailboxes closer to the event date.

When asked about hotel options in the area, Alandia replied that North Scottsdale has hotels in all types of price ranges. On this suggestion, TSG said it would look into working with a few hotels to

get room discounts for Thunderbird students and families.

Transportation will be provided from school. Details are being finalized regarding this (at this time information regarding cost, departure times and type of transportation is not available).

The school is working with an independent event planning group, CEO, who worked with TSG in planning the summer Gala. Although there was not enough interest for that event, the planners were exposed to student interests early on and are able to

transfer what they learned from the summer to this winter. The event planners were present at the Town Hall and took into account the student concerns raised.

All details were not finalized at the time of the Open Forum as the Event Committee wished to be able to incorporate the suggestions of students into the final contract.

On a related issue, a student raised the question of who was speaking at graduation. Jayakumar said the speaker has not yet been finalized but Sunny Christofferson, Managing

Director of Student Services and Program Support, will make the announcement in the immediate future.

Contact *Mauricio Carmagnani with questions about the Gala at [cmauricio@global.t-bird.edu](mailto:cmauricio@global.t-bird.edu) or Fernando Alandia at [falandia@global.t-bird.edu](mailto:falandia@global.t-bird.edu) A Sonoran Evening Monterra at Westworld 16691 N. Pima Rd. Scottsdale, AZ 85260 <http://www.azbanquets.com/beta/monterra/index.html>*

[meganstaley@global.t-bird.edu](mailto:meganstaley@global.t-bird.edu)

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## Guiding Pilots Home and Helping Business Leaders Take-Off Tower Plays Central Role in Lives of Those Who Are Part of Thunderbird History

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

On a brisk Monday morning, members of the Thunderbird community gathered for a renewal of the history and tradition of Thunderbird. They gathered to formally welcome the first alums of Thunderbird into the T-bird community. The Helmets and Goggles were the original Thunderbirds to inhabit Thunderbird Field #1 and are an integral part of our Community today.

The rededication of the Tower Building was conceived not to give the building an aesthetic facelift, but to remind students and those who pass through the Tower that it was and is the "nerve center" of the school and the center upon which Thunderbird's traditions are based.

"Today's event is to remember, to look back and move forward," Sharon Jayakumar, TSG President said, as she welcomed the audience to the ceremony.

"It is about returning to our roots and remembering the spirit of the school, the ideals on which the school was built and those who passed through these gates long, long before we did," she said.

Paying tribute to those original Thunderbirds who have come before us, she welcomed them to the event. Those present included: Donald Nielson (1943), George Mothershed, son of Caldwell Mothershed, one of the original Helmet and Goggles, Frieda Reisch, wife of Charles Moores, another original T-bird who is no longer with us, Ms. Clair Reisch, Mr. Mee-shal Semanitzky, assistant to Dr. Herberger for 10 years, and Col. Walter E. Wright, III, Commander of the 56th Operations, Luke Air Force Base, Ariz. Thunderbird's legacy and foundation are built on the blood and sweat of the Helmets and Goggles.

At this point the Luke Air Force Base Honor Guard did the Color Guard Presentation, adding a silent moment to the event for those in attendance to reflect on the history and tradition of the Tower.

Dr. Roy Herberger, President of Thunderbird, thanked everyone for attending the rededication of the Tower to the entire Thunderbird community, including the "Helmets and Goggles and the wonderful people they represent."

"Thunderbird alumni includes the Helmets and Goggles," he said. "They drove the spirit of the army, air force," he continued, saying that the same spirit still drives and guides our institution today.

"We have enormous pride in our history," he explained. Dr. Herberger asked the audience to close their eyes and imagine being in the Tower during the 1940s, with the young troops. Sitting inside what was then the social center, listening to the likes of Hoagy Carmichael playing piano and Jimmy Stewart as well as other top-name Hollywood stars.

"I cannot think of a single institution, especially a Business School, that has the same history we have," Dr. Herberger proudly said.

"Like Luke Air Force Base, Thunderbird is continuously undergoing changes, seeking higher standards and new challenges to be the best," Dr. Herberger stated, noting that those same qualities are what represent this institution's strength in sports, business, corporate ties and more.

In remembering and honoring the Helmets and Goggles, Dr. Herberger quoted from Laurence Binyon's poem *For the Fallen*, saying, "At the going down of the sun and in the morning; We will remember them."

At this point, Dr. Herberger introduced Col. Walter E. Wright, III. "He is the Commander of the 56th Operations Group, Luke AFB, Ariz. He provides command, leadership, and direction for over 500 personnel and is responsible for all phases of combat training for F-16 aircrew members," she said.

"I certainly picked up that it [Thunderbird] was a tight bunch," Col. Wright said. He expressed pride in saying that this institution represents civil-military affairs and relationships in the valley over the last 60 years.

He, too, asked the audience to close their eyes, and think back 60 years, to the "patriotic day-to-day dedication to defend our values," by the soldiers here. He noted that it is an incredible parallel and "how we're all striving for peace at home and peace abroad."

"Women and men of that time who certainly deserve the title 'The Greatest Generation,'" he said, but also noted that, "the younger generation, the students passing through this institution and those at Luke Air Force Base...they too...are an amazing generation as well. We are concerned and worried that we are worthy to follow in your footsteps."

Col. Wright stated that "business and military goals and ventures are linked." In supporting and defending the U.S. Constitution, the military shares a common value with those at business school. Promoting peace at home and abroad are one and the same he said.

"I love the international

flavor, spirit, melting of cultures we have in today's world," he said.

Col. Wright concluded by saying that the reason everyone was gathered for the rededication was to, "sustain the memory of the era gone by to rededicate the spirit today and go into the future."

Frank Schmuck, Thunderbird Alumnus '03, had a special historical presentation for Dr. Herberger. Capt. Schmuck flew in the 1991 Persian Gulf war, earning the Air Force's Air Medal, and is now a captain with Southwest.

He presented Dr. Herberger, "the captain of this school," a flight jacket, gloves and hat he wore in the Persian Gulf. "It says something about our country and what our country will do for another," he said while making the presentation.

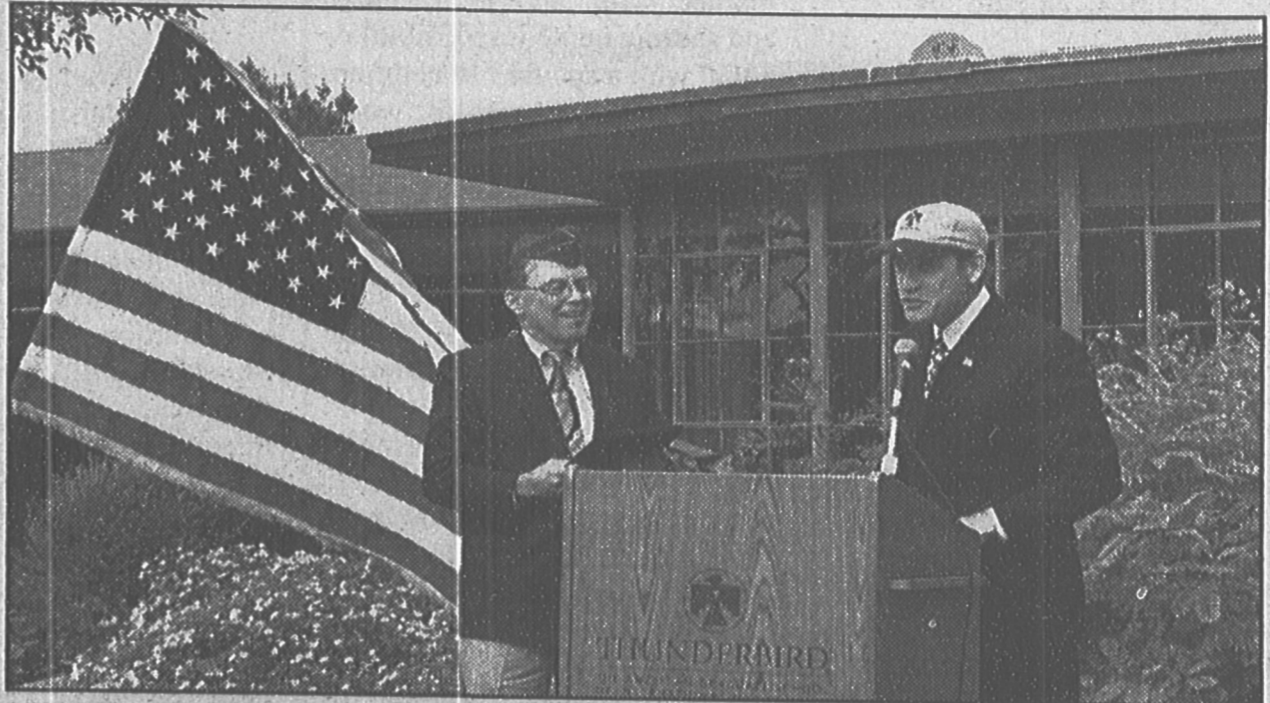
Abe Jacob, former TSG President (April - October 2003), worked with the organizing and planning of the rededication ceremony. "From 1992-1998, the Office of Student Affairs & Government allotted for the refurbishing," he explained.

"The sign of this is not just the refurbishment of an historical building, but the rightful inclusion of the Helmet and Goggles, without whom we would not be here.

"History shapes the soul. It is the foundation, the building block that shapes our actions. History, pride and core values will determine the way we do business around the world," he said.

The Tower was the nerve center of the field, it is the nerve center of the school he told the audience. "But why?" he asked, "are all our precious memories not here?"

This summer, he explained, steps were taken to restore the Tower as the nerve center. At this time, the audience moved to the main entrance for a ribbon cutting ceremony and a tour through the building.



Top to Bottom: T-bird Alumnus Frank Schmuck presents Dr. Herberger with a jacket, gloves and hat he wore in the 1991 Persian Gulf war; Dr. Herberger holds the ribbon for an "Original Thunderbird" for the ribbon cutting ceremony; Col. Walter E. Wright, III and Roy Herberger pose for the media after the event; members and representatives of the original Helmets and Goggles await the rededication; Luke Air Force Base Honor Guard in the Color Guard Presentation (photos by Deirdre Daly)

(Some information and wording for this article has been taken from the Thunderbird and TSG marketing for this rededication. TSG and Thunderbird Annual Fund extended the invitation for the event.)

## Women Came From "Beyond Borders" For Conference

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

For the first time in many of our careers here at Thunderbird, the campus was dominated by women during the weekend. How did this phenomenon occur on our usually male dominated campus? It was the GWIB National Conference!

During the weekend of November 14 - 15, nearly 300 women from around the world traveled to Thunderbird to partake in the Graduate Women in Business National Conference. The conference not only gave these women the opportunity to network, share experiences, and learn about opportunities for women in business, but it also gave Thunderbird the opportunity to showcase its rich culture and unique campus.

The key note speakers at the conference included women such as: Ruth Ann Marshall, President North America MasterCard International; Barbara Barrett, President & CEO Triple Creek Ranch; and Teddi Domann, US Olympic Committee. These women shared their experiences of growing as leaders throughout their careers and overcoming the many biases that often come with being a professional woman. Furthermore, the conference speakers encouraged their audiences to further their careers by maintaining values and keeping focused on goals.

Panel discussions were also held throughout the conference to give conference attendees the opportunity to share ideas and discuss experiences in a smaller group setting. For example, one panel discussion, "Beyond 9-5," focused on the importance of work / life balance for professional women. Common themes shared in this discussion were the importance of taking care of personal needs (not only family and work needs); setting your own

expectations for how to be a good mother, wife, and professional; and sharing home responsibilities 50/50 with a spouse. In addition, the top ten companies for working mothers (according to the Magazine of Working Mothers), were noted in the discussion. These top 10 companies are as follows: Bristol-Myers Squibb Company; Citigroup; Fannie Mae; IBM Corporation; Marriott International; Morgan Stanley; PricewaterhouseCoopers; The Procter & Gamble Company; Prudential; and, T e x a s Instruments.

Aside from the traditional conference events, there were several opportunities for the women to get to know each other on a one-on-one basis through the many networking events.

One of these networking events included a cultural dinner, which also allowed Thunderbird to display its diverse culture. The evening included performances from Brazilian dancers, belly dancers, and salsa dancers. The night was topped off with a Ladies Night in the pub, where again the women dominated the scene.

Many of the conference attendees noted the uniqueness of the Thunderbird environment and expressed the value that the Thunderbird GWIB chapter brought to the conference.

Overall, the event was quite a success and left many women inspired to return to their campuses and become more involved in GWIB and encourage other women to pursue their professional dreams.

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## Women Challenged to Think and Act Like Leaders: Key Challenges and Processes

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

"What you'll see in Ruth Ann Marshall is experience. Diversity of experience. Responsibility. She is a prototype of what a successful career is about," said Dr. Roy Herberger, President of Thunderbird, in his introduction of Ruth Ann Marshall, President, North America, MasterCard International.

As the opening KeyNote Speaker Ms. Marshall spoke on *Thinking and Acting Like a Leader*.

Ms. Marshall challenged the audience to estimate how many women are CEO's of Fortune500 companies, and name them. The audience, surprisingly, underestimated the total figure (8) and was unable to name all of them. On a positive note, she stated that the 'glass ceiling' is turning into a 'sun-roof' through which women are advancing, but which still is a barrier.

### Current Business Challenges

She spoke of today's business challenges that face all leaders: recession, the need for increased transparency, global outsourcing, varied compensation, matrix management, employment insecurity, telecommunicating, and public / private partnerships.

In explaining these challenges to the GWIB audience, Ms. Marshall cited the importance of knowing your employ-

ees and what matters to them in terms of compensation (are they looking for elder care for their parents, typical of baby-boomers today, or looking for daycare for their children, typical of 20-somethings in the workforce) and knowing the business and cost structure (noting that telecommunicating, while providing a workforce with an environment that is "more flexible and attractive," is also implemented to lower costs).

### Women as Leaders

"Women are uniquely

*Ms. Marshall stressed that you must look within yourself; you as a leader must know "what's important to you and what makes you tick."*

wired to lead," she told the group, referring to Judy Rosener's article *Ways Women Lead*, saying that there are "certain attributes women possess that make us better suited to be leaders." Citing the article, Ms. Marshall noted several of these characteristics including women are process oriented, that they approach business holistically, and use a "relationship approach rather than a linear one."

While *Merriam-Webster Dictionary* describes a leader as "a person who has commanding authority, or influence," (www.m-w.com) Ms. Marshall stressed that you must look within yourself; you as a leader must know "what's important to you and what makes you tick." Are you striving to be the Boss or be the Best? Do you want Success or to be the worldwide Expert at what

you do? Is your style one that is Driven or Guiding?

"It's a lot of hard work, a lot of time," she said, and stressed the importance of doing "something you feel very very passionate about."

### The One Constant - Process

Through each leader's different style, the one constant in leadership is the process. Referencing Lou Gerstner's book, *Dancing With the Elephants*, she explained how he could lead a cookie company and then lead a computer company - the product doesn't matter because the process of leadership can transcend organizations.

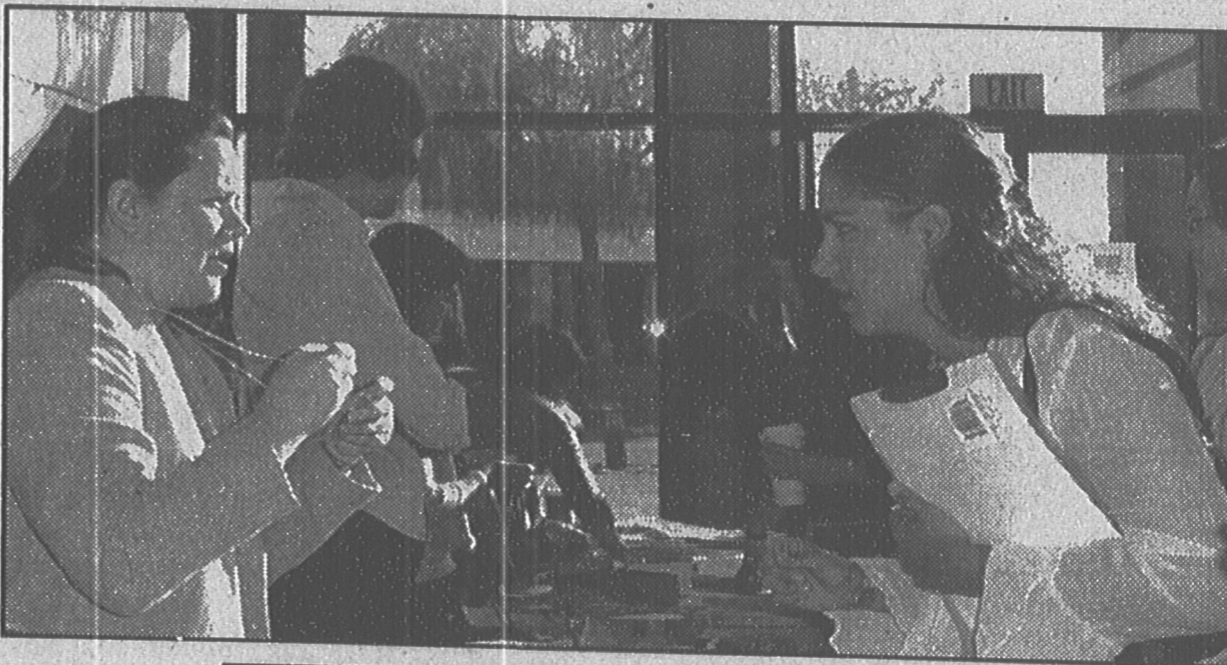
The leadership process she described is a continuous cycle to Stake Out New Objectives - Define Roles and Responsibilities - Formulate Strategies - Execute - Measure - Reward - Refine - Stake Out New Objectives - starting the process over. She said leaders cannot be exactly like baseball players, starting with clean stats every year, but that we can stake out new objectives, refine from the previous year, and start a new process.

"A lot of people stop at Executing," she explained, but cautioned the GWIB women that "what's most important is putting metrics in place and rewarding people."

### Attributes of Leaders

Expanding upon U.S.

*Continued on Page 15*



# Admissions Challenges Beaten Under Leadership of Judy Johnson

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

While walking to interview Judy Johnson, Director of the Office of Admissions at Thunderbird, I recalled my first interaction with her. It was February 2002, before I was a Thunderbird. I received an email from her congratulating me on my admission to Thunderbird. In this letter, I remember, were personal details from my application as well as insights from Ms. Johnson's own background. She even called a current student so that if I had any questions, I would have a contact. This personal touch to a letter of admission is not out of the ordinary for this extraordinary woman.

Ms. Johnson has been at Thunderbird since 1990, previously having worked at other universities. At the time she started here, women were in the minority but not by much she said. "It was not unusual for women to be 35%" of the total population, she said, noting that in 1990, the student body was 39% female.

"The MBA world has changed dramatically in the past 25 years and specifically in my decade [at Thunderbird]," Ms. Johnson explained.

"There were many things that changed," she said. Some of the changes that have caused the percentage of women in business school decline are that the work experience require-

ments for applying to B-schools increased and this had a "dramatic impact on women," Ms. Johnson proclaimed. She clarified by saying that by the time women get the "required" amount of work experience they begin to focus on starting a family, and that once that women have families, (it becomes a bit more difficult to return and remain full time in the work place).

Another factor that accounts for the decline in the overall percentage of women in b-school is that at the same time the work experience requirements were increasing, there was an increase in "the percentage of international students making up the total student population, not only at Thunderbird but at other schools," she said. This impact, she explained, is that typically the international students are from those nations (where the importance of graduate education for women was somewhat lower than in the United States.)

Enrollment of women at Thunderbird is now at 29%, a number, she said, that surely would be lower if not for the efforts of GWIB (Graduate Women in Business).

Two years ago, she explained, the women who started GWIB at Thunderbird were "alarmed at the declining number of women in MBA programs in general and wanted to help improve the situation."

Out of this effort, the

Women Admission Initiative was born and has been extremely effective in "connecting women at Thunderbird with admitted female students and getting a higher yield for matriculation," Ms. Johnson said.

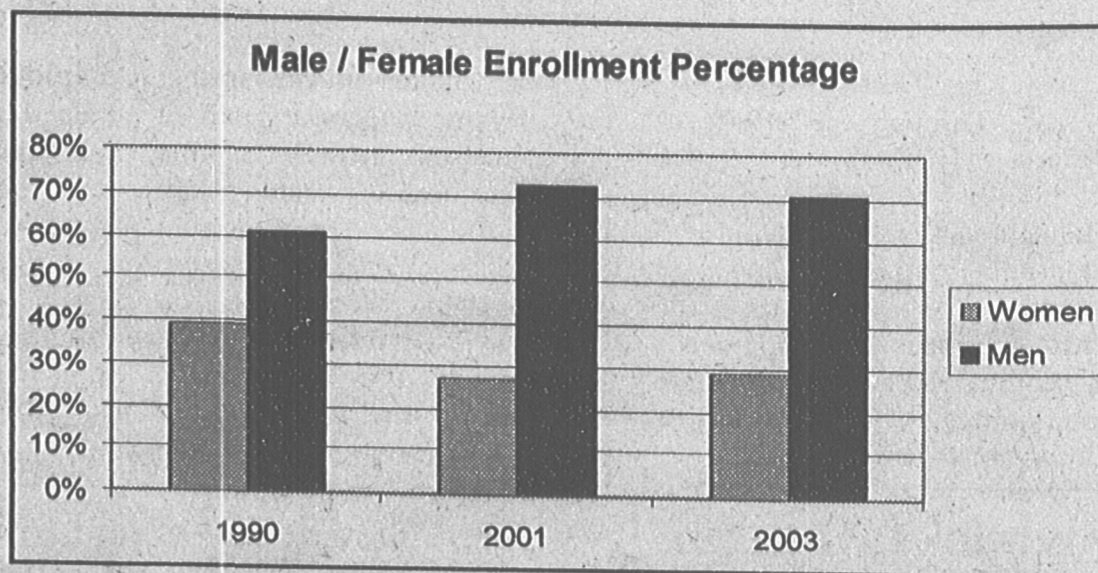
In addition to the efforts of GWIB, the school has increased the number of women in the Student Ambassador program, so that prospective female students coming to campus can be taken on a tour and have questions answered by another woman.

"Had we not started doing these things, Thunderbird would have seen a decline," she said. Two years ago, Thunderbird's percentage of women enrolled was at 27%.

Having more women in business school, she said, brings a more collaborative environment and an increased appreciation to family values and that "women bring a sense of compassion" to the campus.

In terms of overall applications to the school, Ms. Johnson said that business schools have "seen a decline in applications which has meant a decline in enrollment." The decline, she said, is in international applications.

When asking her, if because of a subsequent decline in enrollment, admission stan-



dards have been lowered to admit more students to meet "number goals," she replied that, "I have never felt any (undue) pressure from (top management here) to decrease standards to bring admissions up."

"We have all felt, and are trying to continue, to push up the standards," she added, also saying that, "This is a time when demographics and politics (could be viewed as) sit working against enrollment at MBA programs."

There has been a lot of discussion on how to increase enrollment, she explained, inserting that, "we are trying to push the Mystique out so that people can really 'feel' the magic about this place."

"We're trying to get the word out to more people," she continued. Noting that increasing the numbers of marketing channels - the efforts of Joe Miller, Director of Student Services in undergraduate school visits; personal contact programs such as

the Women's Admissions Initiative and other student groups, such as the LDS club; expanding the campus visit program with the increased support from the campus ambassadors - creates the ability to provide more people with personal assistance.

For example, she said, a group on Thunderbird's Global Council has stepped up to help and the faculty has done the same. The combined efforts of so many people from the Thunderbird Community show that recruiting and admitting new students is a priority for the school (and echoes the same collaborative nature that exists among students and alumni). While numbers may be down due to factors beyond the school's control, continuing to admit dynamic, high quality students will continue to build the Mystique that comes from being a Thunderbird.

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## President, North America, MasterCard International Opens GWIB Conference With Dynamic Speech

Continued from Page 14

President Abraham Lincoln's comment, "It doesn't matter what you say it's what people hear," Ms. Marshall said effective communication is key to being a successful leader. A leader is like an actress, she said, having to give the same speech to different groups every day, and the groups hear the speech once and must be kept on the edge of their seats.

The importance of "active listening" is often underemphasized, she said. In addition to this characteristic, she explained that leaders must have certain attributes.

A leader must be visionary by being able to plan and put systems in place for the next three to five years. For her, she said, 2004 is already over. She has planned and aligned systems for strategies for next year and must focus on 2005 and beyond.

Leaders must also be inspiring and be able to "find the pilot light within the organization. Make people feel that what they're doing is right." In addition, leaders should be decisive and have the "courage and intestinal fortitude to make a decision." Weighing the risks versus rewards quickly and accurately

and having the confidence to make a decision are vital.

Lastly, leaders must be resilient. They should have a staying power - energy. "You must be able to go and go and go and never quit," she explained, giving the reminder that you as a leader are doing the job for more than yourself.

To the MBA women attending the KeyNote speech, Ms. Marshall gave advice on how they can advance as leaders, citing six key elements. These are (1) seek out difficult, unique assignments, (2) consistently exceed expectations, (3) develop a persuasive style, (4) collaborate with others, (5) have an influential mentor, and (6) hire your replacement.

The last point, she said, is extremely important, noting that some people are passed over for promotion because the organization thinks no one else can fill the vacant position. Having a succession plan for your position, getting people lined up who can fill your shoes, is an important aspect of your own development.

For final words of wisdom, Ms. Marshall cautioned the GWIB women to not blame politics for any of their failures. Taking responsibility for individ-

ual action is important in becoming a leader.

Also, while some of the points she mentioned might seem to fall under the "trait theory" we learn in our Global Leadership class at Thunderbird, Ms. Marshall said that the attributes and skills needed to be a leader can be developed.

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## Opening Remarks Set High Standard

By Megan A. Staley  
U.S.A., Spring '04  
Editor-in-Chief, Das Tor

Deanne DeVries, '03, welcomed the eager and excited crowd of women to the GWIB 2003 National Conference, "Beyond Borders" by introducing them to the Thunderbird Mystique. The attendees were given a typical Thunderbird welcome via the Flag Ceremony. As

Cindy Liu, representing Taiwan, said, "The world does get a little bit smaller when you come here."

Julie Levin, representing the U.S., echoed these sentiments, commenting, "America is truly a land without borders. I welcome all the countries and all of you to Thunderbird."

Deanne then introduced "one of GWIB's staunchest supporters," Thunderbird President Dr. Roy Herberger to the podium. He welcomed the women to campus saying they will "feel the uniqueness of this particular environment...an institution about diversity."

Speaking of Thunderbird's women graduates, he said, "you will see mentors. You will see heroes. You will see beyond borders."

Dr. Herberger also thanked the corporate sponsors of the event - MasterCard, Corporate Lead Sponsor; Nissan and UBS, Golden Circle Sponsors; ING, Bronze Circle, and MBA Jungle, Media Sponsor.



Photos Page 14: Top to bottom, LtoR:

Deirdre Daly fixes Evita Sideri's nametag at the sign-in table Friday morning; Thunderbird students line-up in preparation for the traditional flag ceremony; Ileana Rodriguez, Tania Paredes and Karina Larsen pose for a photo before representing their countries.

Page 15: Lenora Peppers shields the sun from her eyes while welcoming GWIB women from around the world as Deirdre Daly and Tanya Baker prepare welcome materials.

## Business Development Trips Continuing

Through the efforts of David Martin and Janice Kleinwort, the Career Management Center Employer Relations and Business Development Directors, the CMC continues to make inroads in securing additional corporate commitments and visits to the Thunderbird campus.

"Begun in the spring, the roles are a necessary part of doing business in the economic situation today," says Kip Harrell, Associate Vice President for Professional Development and Career Management.

"I long for the day when we can devote even more resources to the students, but having Janice and David in the

employer relations roles has helped increase the number of job postings and on-site visits, thus benefiting students and Thunderbird."

For the six months ending October 31, the results of business development efforts are in the table below.

## Flybacks: How to Negotiate Salaries

### General Salary Information

\* <http://www.monster.com/> - articles on negotiation strategies, links to salary surveys and a whole lot more

\* <http://careers.wsj.com/> - salary statistics, negotiation tactics and relocation information

\* <http://www.dbm.com/jobguide/> - salary surveys, compensation package information and negotiation tips

\* <http://www.salary.com/> - salary wizard, news, advice and resources

\* [http://www.wageweb.com](http://www.wageweb.com/) - salary ranges for a variety of positions

\* [http://www.salaryexpert.com](http://www.salaryexpert.com/) - salary wizard, salary report, & cost-of-living report

### Salary Surveys

\* <http://www.jobstar.org/> - over 300 industry salary surveys

\* <http://www.tokyoconnections.com/cgi-bin/jump.cgi?ID=186> - Country specific salary surveys

\* [http://www.salariesreview.com](http://www.salariesreview.com/) - by country

### Relocation Information

\* <http://careers.yahoo.com/> - city comparisons and a salary calculator

\* <http://www.wetfeet.com/> - up front reviews of U.S. cities and the factors you should consider before moving there

\* <http://www.homefair.com/> - features a salary calculator, city crime reports and more

\* <http://www.us-expatriate-handbook.com/> - compensation information for Americans living overseas

\* [http://www.relo-usa.com](http://www.relo-usa.com/) - city comparison

### Salary Negotiation - Books

WetFeet.com: Is That Your Best Offer; WetFeet.com: Show Me The Money; Dynamite Salary Negotiations; Negotiating the Job Offer (Career Video 14); Knock 'Em Dead 2000, p. 214-234; Negotiating Your Salary: How to Make a \$1000 a Minute; Are You Paid What You're Worth?; Job Offer: A how to Negotiation Guide; Salary Negotiation & Information; Haldane's Best Salary Tips for Professionals; Dynamite Salary Negotiations: Know What You're Worth and Get It!; Bigwig Briefs: Career Options for MBAs - Industry Experts Reveal the Secrets to Choosing the Best Career, Negotiating for a Higher Salary, and Enjoying Life

(Information taken from CMC on MTB; books available at IBIC)

## Business Development and Employer Relations Activity Report: October 31, 2003

Company	City	On-site Visit	Job Posting
Russell Investment Group	Tacoma, WA	X	X
Microsoft	Redmond, WA	X	X
PATH	Seattle, WA	X	X
Cranium	Seattle, WA	X	X
Getty Images	Seattle, WA	X	X
Eoscene	Renton, WA	X	X
LaxisNexis	Bellevue, WA	X	X
Digital Partners Institute	Bellevue, WA	X	X
Starbucks	Seattle, WA	X	X
NetQ	Portland, OR	X	X
Columbia Sportswear Company	Portland, OR	X	X
Tektronix	Portland, OR	X	X
Intel (Corporate Finance)	Hillsboro, OR	X	X
Nike	Hillsboro, OR	X	X
Merant	Hillsboro, OR	X	X
Mikromasch	Hillsboro, OR	X	X
Procter & Gamble	Seoul, Korea	X	X
Unico Search	Seoul, Korea	X	X
CJ Corporation	Seoul, Korea	X	X
Samsung Electronics	Seoul, Korea	X	X
Samsung Financial	Seoul, Korea	X	X
L'Oreal Korea	Seoul, Korea	X	X
Heldrick & Struggles Search	Seoul, Korea	X	X
Abbott Korea	Seoul, Korea	X	X
Pfizer Korea	Seoul, Korea	X	X
Johnson & Johnson Korea	Seoul, Korea	X	X
Johnson & Johnson Medical Korea	Seoul, Korea	X	X
Janssen Korea	Seoul, Korea	X	X
MSD Korea (Merck)	Seoul, Korea	X	X
LG Electronics	Seoul, Korea	X	X
Prudential Korea	Seoul, Korea	X	X
Bristol-Myers Squibb	Seoul, Korea	X	X
Dell Korea	Seoul, Korea	X	X
Lilly Korea	Seoul, Korea	X	X
Mattell	El Segundo, CA	X	X
Nissan	Gardena, CA	X	X
TS Consulting Search	Torrance, CA	X	X
Occidental Petroleum	Los Angeles, CA	X	X
Rain Bird	Tucson, AZ	X	X
America West Airlines	Tempe, AZ	X	X
PACCAR	Bellevue, WA	X	X
DHL Express	Scottsdale, AZ	X	X
Cigna Healthcare	Philadelphia, PA	X	X
Cold Stone Creamery	Scottsdale, AZ	X	X
HR Cap (LG Electronics USA)	Englewood Cliffs, NJ	X	X
Boston Scientific	Natick, MA	X	X
L'Oreal USA	New York, NY	X	X
Merck	Whitehouse Station, NJ	X	X
Schering Plough	Kenilworth, NJ	X	X
Bristol-Myers Squibb	Princeton, NJ	X	X
Nestlé	Vevey, Switzerland	X	X
Allweiler (Colfax, Germany)	Radolfzell am See, Germany	X	X
Siemens	Munich, Germany	X	X
Alphabet (BMW subsidiary)	Munich, Germany	X	X
Deloitte & Touche	Munich, Germany	X	X
BMW	Munich, Germany	X	X
Ratiopharm	Ulm, Germany	X	X
Allianz	Munich, Germany	X	X
ING	Amsterdam, The Netherlands	X	X
Philips	Amsterdam, The Netherlands	X	X
Lufthansa	Frankfurt, Germany	X	X
Deutsche Post	Bonn, Germany	X	X
Bertelsmann	Gütersloh, Germany	X	X
VW Bank	Braunschweig, Germany	X	X
BP Energie	Hamburg, Germany	X	X
gedas	Berlin, Germany	X	X
Industrial Investment Corp	Berlin, Germany	X	X
Daimler Chrysler Services	Berlin, Germany	X	X
Lightpointe	Berlin, Germany	X	X
Volkswagon Autouni	Wolfsburg, Germany	X	X
Sanford Corporation	Chicago, IL	X	X
AEC	Chicago, IL	X	X
FMC Biopolymer	Chicago, IL	X	X
Baxter	Chicago, IL	X	X
Motorola	Chicago, IL	X	X
TH Lemont	Chicago, IL	X	X
Best Western	Phoenix, AZ	X	X
Teleflex	Limerick, PA	X	X
Degussa	Düsseldorf, Germany	X	X
Toshiba	Tokyo, Japan	X	X
Pfizer- Asia	Tokyo, Japan	X	X
Pall Medical	Tokyo, Japan	X	X
Prudential Insurance-Gibraltar Life	Tokyo, Japan	X	X

## Advice For 1st Trimesters; Spring Career Fair Dates!

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



Kip Harrell

For first trimester students, the Career Seminar has ended. Just because there isn't a career class doesn't

mean you should forget about your job search. The positive economic news of late will eventually impact the university recruiting and hiring environment. In the short term, however, you still need to keep part of your focus directed at the career search process as hiring begins to pick up.

We continue to reach out to companies to uncover opportunities and sell Thunderbird to current and potential new recruiters. Over the past two weeks, the CMC hosted IBM, Intel and L'Oreal.

Some companies find on-campus recruiting and interviewing to be an effective way to meet and identify potential hires. However, the CMC is still seeing lots of posting activity on an as needed basis. Therefore, keep an eye on job postings in MTB. During the two weeks following the Career Fair, there were 58 live job postings on MTB. This represents a huge increase over last year during the same period.

Mark your calendars now for the Spring Career Fair. Traditionally a time for the CMC to host companies looking for interns, we will market this career fair as an opportunity to talk with both intern and full-

time candidates. Because the economy appears to be picking up and companies may be receiving positive news about increased hiring budgets, we want to create an environment where companies can have access to all students at Thunderbird.

The dates for the Spring Career Fair are February 18-20. The CMC will again ask Drs. Bowen, Mathis and Babarinde to let faculty know the dates in advance so they can adjust class schedules as appropriate.

Some continuing activities you should be engaged in:

- 1) Keep an eye out for new companies scheduling last minute trips to Thunderbird via the calendar of events on MTB;
- 2) Regularly check job postings on MTB;
- 3) Consider attending an industry or career club meeting to increase your personal campus contacts;
- 4) Attend a club sponsored industry event;
- 5) Attend the Speaker Forums to learn more about a company or industry;
- 5) Get acquainted with all of the research tools available to you at the CMC Resource Center or IBIC (Industry Guides, MC pages on MTB, job data bases, Hoover's, Wetfeet, etc);
- 6) Practice your 30-second commercial in the mirror or with a friend on a regular basis
- 7) Plan to sign up for Mock Interviews this spring beginning on Fridays in the next trimester; and,
- 8) Take advantage of your CMC staff to schedule a one-on-one coaching or advising session.



Who are We? We both work at CMC and were dressed up for our annual Halloween pot luck with Exec Ed staff. (Answers posted in the next Das Tor - or stop by the CMC and guess!)

"One out of every 10 Jobs in the U.S. Economy is Auto-Related"<sup>1</sup>

Your IBIC Road Map to Automotive Research

Books & Bytes  
News from the IBIC



From the IBIC

Relationships between owner and vehicle are common metaphors in America's car-loving culture. Recent stories like "Pickup, A love Story: How America fell for a truck"<sup>2</sup> or "The Motor City and California; is it Splitsville?"<sup>3</sup> -resonate with us, mirroring our long-standing love affair with the automobile.

Hot topics about the industry rage in this, our second century of the car -- alternative fuels, Toyota's new Scion cars, and foreign car competition are seen everywhere as evidenced by recent articles: "The Alternative Alternative Fuel," "The Ultimate in Self-Medication," "Here come the Discountmobiles: Chinese cars that cost as little as \$6,000 ...," and "A Box of Dreams: With the new Scion, Toyota has a car that a young buyers may be able to afford ..."<sup>4</sup>

When the auto industry was primarily an American institution dominated by the "Big 3" domestic auto makers (GM, Ford, Chrysler), information about the business was typically found in the "Bibles of the industry," trade journals like *Ward's Automotive Reports*, *Automotive News* and car enthusiast magazines, *Car and Driver* and *Automotive Industries*.

From its humble beginnings as the ubiquitous symbol of American freedom, vehicle production has given rise to a worldwide industry that shows no signs of abatement. And although plenty of excellent information is still found in the "Bibles of the industry," more and more data is found in other sources - now the issue is where to find the most relevant and best research in this age of information overload.

Starting with a tour of the Reading Room, let's look at some of IBIC's best -- both print and electronic - indispensable tools for the smart auto researcher.

Bibles of the Industry: Periodicals

*Ward's Automotive Reports*



Whether you work for Ford, Honda, Johnson Controls, or PriceWaterhouseCoopers, the familiar yellow-and-brown pages of *Ward's Reports* are de rigeru for tracking the comings-and-goings of the auto market. *Ward's* ("The weekly digest of the global industry"), has covered the industry for over 75 years.

Weekly, it is relied upon for the month and year-to-date car and truck sales and production statistics by model, brand and manufacturer. Not just North American production data either, but also assembly plant schedules, truck sales by weight class, and Japan new car sales by brand and group.

Besides the metrics, *Ward's* has the ear of top execs in Detroit -- they are often first with breaking news about company re-organizations, future product plans, and marketing makeovers. (*Ward's Reports* is in the IBIC Reading Room).

*Ward's Automotive 2000 Interrelationships among the World's Major Automakers.*

*Ward's* published this one-time only guide to "how the world's automakers are related" in 2000. In addition to the large fold-out wall chart with a map of the world showing the various relationships between OEMs (original equipment manufacturers) and suppliers, *Ward's* published an accompanying booklet describing the affiliations, joint ventures and marketing, distribution or technology relationships with profiles and descriptions of each. (REF HD 9710.I584 2000)



*Automotive News*

Read faithfully by auto executives from Detroit to Stuttgart, the editors and writers of *Automotive News* cover everything from new product plans to dealer news and residual values of automaker lease vehicles on a weekly basis. *Automotive News* has been published since 1925 by Crain Communications and carries sales, production, and inventory statistics on cars and trucks from the U.S., Japan and Europe. Need to know where and when auctions and auto shows are being held? Consult the back pages of *Automotive News* to find the calendars of events, color photos from the world's auto shows, latest stock prices of manufacturers, retail auto groups and suppliers, current vehicle buyer incentives and scheduled overtime plant production and plant closings. (Periodical in the IBIC

Reading Room)

Annually, *Automotive News* also produces *Market Data Book* - a compilation of statistics from the pages of their weekly newspaper with data on North American vehicles sales and production, global vehicles sales and production, light-vehicle prices and specifications and dealer data. (REF HD 9710.A83X 2003)



*Automotive Industries*

This publication, founded in 1885 as "*The Horseless Age*," changed its name to "*The Automobile*" in July 1917, an era when gasoline, steam and electricity all vied for pre-eminence in "motive power." The title was briefly amended to "*Automotive and Aviation Industries*" during the World War II years, as the magazine expanded its coverage of technologies and production methods to include the aircraft industry, in which many automakers participated.<sup>5</sup>

Each month, the staff of reporters from all over the world (Stuttgart, Florence, Scandinavia, London, Tokyo and Hong Kong) report on activities, news, information, and analysis of the global auto industry. There are monthly columns devoted to "Cars Worth Noting," "Trends" from Europe, Asia and Japan, and "Supplier Technology." (Periodical, Reading Room)

Reference books

*Standard & Poor's Industry Surveys, Vol. I. Autos & Auto Parts*

For those without the luxury of time for industry research, it doesn't get any better than the S&P Industry Surveys. In the Autos & Auto Parts section are answers to FAQs (Frequently Asked Questions) including data charts citing *Ward's Automotive Reports*, *Automotive News* and *DRI World Car Industry Forecast Reports*. S&P provides an in-depth look of sections about the industry: "U.S. Motor Vehicle Sales & Production," "North American Motor Vehicle Production," and "Market Shares of U.S. Dealer New Light Vehicle Sales," "Top 10 Light Vehicle-Producing Countries," "Car & Truck Sales & Trend Demand," "Passenger Cars on the Road by Age Group," "New Car Affordability Trends," "Vehicle Scrapage" and "U.S. Retail Sales of Motor Vehicles by Weight Class."

Other topics: How the industry operates, the Big Three and other international manufacturers' image, market share; effects of currency exchange

rates and steel costs on production; auto parts suppliers; industry product and dealership trends and key industry ratios including pricing factors, revenues, margins and balance sheets. An "Industry References" list containing Periodicals and Trade Organizations important to the industry are included. (HC106.6 S74 Ready Reference book on Index Tables)

*Encyclopedia of Global Industries, 3rd Edition. Motor Vehicle Parts and Accessories; Motor Vehicles.*

The encyclopedia contains Industry Snapshots, Organization and Structure, Background and Development, Current Conditions, Research and Technology, Industry Leaders, Major Countries in the Industry, and bibliography for Further Reading. Several data charts are also included: Leading Automotive Parts Makers by Employment, Leading Automotive Parts Makers by Turnover (sales), U.S. Passenger Automobile Sector Market Share, U.S. Light Truck Sector Market Share, and Worldwide Motor Vehicle Production by Region. (HD9743.E53X Reference Book on Index Tables)

*Ward's Automotive Yearbook*

Talk about automotive research nirvana -- IBIC has the *Ward's Yearbooks* going back to 1978! The current 65th Edition (2003) is a delight for auto mavens: Worldwide vehicle production, materials, manufacturers, and suppliers. The *Ward's Yearbook* contains entire sections focusing on Asia/Pacific, Europe, South America and North America. Other chapters analyze retail sales, registrations, vehicle production, dealers, marketing data, vehicle specifications and factory installations. (REF HD9710.U5 W3 2003)

*Ward's World Motor Vehicle Data*

Strictly global -- sections cover Africa, Asia, Eastern and Western Europe, North and South America, and Oceania. For each country, *Ward's* provides a page-at-a-glance Economic Summary and production and sales data for passenger and commercial application by manufacturer going back 20 years. World Summary tables at the back of the book provide data on: Production, Sales by manufacturer and country, Vehicles in Operation, Assembly plants in Asia, Europe, Middle East, North America and South America. (REF HD9710.A1.W67 2002)

*Profile of the Motor Vehicle Assembly Industry*

Published by EPA's Compliance Office Sector Notebook Project, 2001. Excellent benchmark study of the U.S. vehicle industry with infor-

mation on: Industry size, geographic distribution, Industrial process descriptions (foundry operations, metal fabricating, paint finishing), recycling initiatives, pollution outputs and prevention case studies; summary of federal statutes and regulations, compliance and enforcement history, trade associations and industry sponsored activities; many exhibits and data charts (REF HD9710.U52 P76 2001).

E-Sources: Databases, Websites

Most of the IBIC article databases index full-text articles from leading business and trade publications. Look for automotive-related articles from *Wall Street Journal*, *New York Times*, *Barron's*, *Business Week*, *Forbes*, *Fortune*, *The Economist*, *Financial Times*, *The Detroit News*, and *Automotive News* in these databases: Factiva, ABI/Inform/ProQuest, LexisNexis, Business Reference Suite, Ebsco Host and Newsbank (for newspapers).

Don't neglect the manufacturers' own websites for late breaking press releases and try these websites for news on the industry:

*Automotive News* - [www.autonews.com](http://www.autonews.com); *Ward's Automotive* statistics, data and news including a link to *Ward's Dealer Business* magazine online [www.wardsauto.com](http://www.wardsauto.com); Edmunds' new/used vehicle prices, finance and insurance, incentive data, new/future car reviews at [www.edmunds.com](http://www.edmunds.com); JD Powers' internationally recognized quality and customer satisfaction ratings for vehicles at [www.jdpower.com](http://www.jdpower.com); National Highway Traffic Safety Administration U.S. Department of Transportation consumer website with information on recalls, safety, international activities, crash statistics, press releases, speeches @ <http://www.nhtsa.dot.gov>

Office for the Study of Automotive Transportation, University of Michigan - a portal with a mission: "to describe and analyze the automotive industry's current developments and future directions ... objectives are to provide research and analysis, information resources, and communication forums that meet the evolving needs of the international automotive and related industries" at <http://www.osat.umich.edu>

Price Waterhouse Coopers' AutoFacts website contains excerpts from studies conducted in the industry, presentations and statistics. An example of a recent presentation at the site: "Russian Automotive Industry: An industry in Transition," Prague, August, 2003 online at <http://www.auto->

# Thunderbird's European Presence Led by Dr. Yahia Zoubir

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

Thunderbird's European campus has undertaken many changes in the past five years. It is progressively moving toward expanding

Thunderbird's world presence and maintaining our international reputation. This information should be disseminated to the student body.

I have interviewed Dr. Yahia H. Zoubir, the Managing Director of Thunderbird Europe, in order to get the inside scoop on what has happened, what is happening and what will happen.

Dr. Zoubir specializes in U.S., European and Middle Eastern Studies, has published extensively, and is the Editor-in-Chief of our school's over-the-top *Thunderbird International Business Review*. Dr. Zoubir's European exploits include teaching in Brussels in 1986 and in Switzerland from 1990 until 1995. While in Switzerland, he served as the Resident Director for George Mason University's program in international business and political organizations.

*A few personal questions for Dr. Zoubir*



**Yahia Zoubir**

**QS:** How did you become involved with Thunderbird?

**YZ:** I joined Thunderbird in Glendale as a faculty member. There, I taught IPE, Global Negotiations, and RBE Middle East & North Africa. I also taught in Executive Education, as well as in the Executive MBA.

**QS:** How long have you worked at Thunderbird? As Director of Thunderbird-Europe?

**YZ:** I joined Thunderbird in August 1995 and came to Archamps in August 1998.

**QS:** What have you found to be most rewarding by serving as the Director of the Thunderbird-Europe campus?

**YZ:** The most rewarding, although very challenging, was to see an idea (the expansion of the campus) come to fruition. Not only did I have to convince the French local authorities that construction of a new facility would be a win-win for both the local economy and for Thunderbird, but I also had to supervise, with the exceptional support of Marie-Laure Kienne, every aspect of the construction of the new facility. Hardly anyone can imagine the number of meetings we attended, the suppliers we visited...

The most gratifying moment was the inauguration of the new facility on 3 October 2002. Preparation and planning for that inauguration alone, took almost one year.

*A few questions about Thunderbird Europe's past*

**QS:** Would you describe the evolution of the name of Thunderbird's European campus? There seem to be a few different names for the campus. What is the official name of the campus?

**YZ:** For a long time, Thunderbird Europe was referred to as "Archamps." In the old statutes, the name French-Geneva Center was chosen. I eventually proposed that we name this campus, Thunderbird Europe, while keeping French-Geneva Center.

The objective in keeping French-Geneva Center was twofold: (1) no one would find Archamps on a map; reference to a major city made sense. It was also an accurate description since this region is known in French as "le genevois français." (2) In case, Thunderbird decides in the future to open another center, it could be called, for instance, Thunderbird Europe, Vilnius. In any event, the official name today is Thunderbird Europe; we had French-Geneva Center in our letterhead and address.

**QS:** Would you describe the Thunderbird-Europe operations before you started as Director?

**YZ:** "Archamps" used to be a study abroad operation. Except for summer 1998 (soccer World Cup in Europe), only a few students took advantage of the over-

seas experience that Thunderbird offered. One of the drawbacks at Archamps was the absence of an up-to-standard faculty.

Furthermore, though the facility used until a year ago was quite nice, it was not adequate, especially if we wanted to run executive education programs.

**QS:** Would you describe the changes to Thunderbird-Europe that have occurred while you have been Director?

**YZ:** The most difficult task I faced was to identify suitable faculty and to have them approved by our respective committees on main campus. I used my old network at the University of Lausanne and University of Geneva to recruit faculty.

Of course, bringing the suitable faculty would have been meaningless without concomitant change in the mentalities: Archamps should not be viewed as a "summer camp" as it had hitherto.

Thus, I concentrated on operating the necessary changes in order to raise the reputation of Archamps as a true campus. We increased our course offerings and also made certain that courses were consistent with the ones offered in Glendale. Of course, once the campus gained a good reputation and attracted a greater number of students, it was critical to have a new facility that would accommodate not only the needs of the regular MBA in

International Management students but also Executive Education participants. This is why the construction of the Mont-Blanc Building absorbed so much of our time.

*A few questions on the present*

**QS:** To give an idea of the opportunities this campus offers, would you mention some major events, awards, speakers, etc.

**YZ:** Thunderbird Europe hosted a number of conferences (in global finance...). I cannot list the number of speakers we have had in the last few years. A number of CEOs, general managers, high-level professors, and bankers have addressed our students in the last few years.

**QS:** Why do you believe this campus is beneficial to the Thunderbird community? Students? Faculty?

**YZ:** First of all, the location of this campus is outstanding: the proximity to a major international airport and closeness to main European cities is a definite advantage for students and faculty who come here. Secondly, both students and faculty can take advantage of the rich resources that the Geneva area offers.

**QS:** Are there any projects / changes in the works for Thunderbird-Europe? If so, what are they?

*Continued on Page 20*

**SO... FORAD, huh?**

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## Opinion From Across the Pond

### The Good, The Bad and The Ugly of Thunderbird Which Part Do You Represent?

By **QUINTON SINGLETON**  
U.S.A., Fall '04  
Das Tor T-bird Europe Liaison

"People come to Thunderbird to find out who they are. People go to other MBA schools to be told who they are." Chris Groff, '04

Quite a statement from a first trimester student. Let's talk ratings; the Economist Intelligence Unit MBA ratings to be exact.

*Open New Career Opportunities*  
WOW! We have the

GREATEST diversity of recruiters. Simply impressive. But, we are absolutely the worst in jobs obtained after three months. Kind of inconsistent. Students



**Quinton Singleton**

assess the CMC (Career Management Center for the neophytes) as a great tool, but we are scraping bottom in the rankings for students that obtain jobs through the CMC. Weird. Perhaps there is something else in the works here that should be measured and included in the EIU's rankings methodology. CMC can you assist here? Tell the EIU what it should be measuring, not the other way around.

#### *Personal Development and Educational Experience*

Sucks, at least in absolute terms. Faculty quality is like the bottom of a lake ... rock bottom. Why? Well, it seems on average we have fewer professors per students than the other MBA programs. So be it. But, that's probably why we have such a low rating there. Student quality, now that hurts. But it is not what it seems. It's not a rating of how much I like you, 'cause I do like you, really. It's more a rating of GMAT scores and average work experience that drops us to the bottom of the lake. (There is only one way to go at this point and that's up. Cheesy, yes. Hope, perhaps.) I've heard various theories on our low GMAT score acceptance, like non-native English speakers score lower on the English part of the exam and hence our overall lower level. Maybe. Don't know. Perhaps Administration could expound?

But I have to say I have personally contributed to the lower average work experience rating. Sorry, I probably have less post-undergraduate work experience than most; but I have also heard that Thunderbird likes recruiting young geniuses.

Whatever. All theories with no support.

Moving on to student diversity. I thought we were more diverse than rank 54, and I still think we are. In my own random search of MBA programs I couldn't find any MBA program that had as diverse student origins as our own and our percentage of women applicants is on par with everyone else (29%; power to GWIB!!). Could it possibly be that a very diverse bunch of students like us bad mouth each other enough in an international survey of MBA schools to drop our rank so low? Ouch. Maybe. Don't know, but I do hear people complain about how foreign students that don't speak English very well detract from the classroom experience. Shut it. This is an international school. If you want to be with students that all speak fluent English you should go somewhere else. Or better yet. Move to China and start learning Mandarin or whatever other language that could be so opposite

the other two rankings here. Thought they should be a bit higher, but we're expanding more and more so this should jump up a bit.

And I know we are practically the most expensive MBA school in the ratings, but you know what? I am willing to pay to make your education better. I am willing to pay to make the Thunderbird Mystique carry on to all those people I don't know in the "Class of 2003" discussion group that I was added to two weeks ago; practically all of them I don't know because I've been pursuing my studies at the European campus but that's not the point. Hats off to you and may my money make your education on the Glendale campus better.

So what statistical information can we draw from this survey to really draw out the truth about Thunderbird, about ourselves? Who are we? Who are you? Who am I? Well for starters: my name is Quinton R. Singleton and I will be graduat-

*It's a sin for a student that chose to attend Thunderbird to actually participate in the betterment of the school. I mean that's like wishing for all students to stop complaining about the school they chose to go to. That's a pipe dream.*

your own mother tongue. Enjoy!

#### *Increase in Salary*

The venerable judge for an MBA grad... how much do you make? Is that private or do you share this info with your friends? Well, again, we find our stats pretty low. Yes, don't be appalled or scared. Everyone knows you graduate in two months and you still don't have a job. Maybe you're thinking you'll be the student to take that low-paying job just to get a job and thus drop our rank even more, or perhaps you are thinking 'I am taking a job in Africa that doesn't pay as much as a job in the U.S. or Europe but I will be experiencing things unparalleled to what I would find in those damn industrialized units of trash' (or trash-producing industrialized units) called "developed nations." Perhaps your life will be better for it. I know your life will be more for it.

#### *Potential to Network*

I like my network at Thunderbird. I think 99% of us can say we have a place to stay with a friend on most continents; it's like one-big-happy-dysfunctional-separated family. Gotta love it and obviously you do too: NUMBER 1 for "Alumni Effectiveness." Nice. However, I am not too sure what's up with

ing this fall, flying back from Europe the night after exams to arrive in our little desert paradise for the graduation ceremony the next day. You can Thunderstalk (neophytes - that's when you use the search function to check out some "prospective" students and gather information for your private discussion (rumor) groups - also used for access to the alumni network around the world. Bon chance!) me or drop me a line if you wish. I have certainly met quite the diverse group of students at Thunderbird. Actors, writers, non-profit vegans, rugby players from all over the world, people who worked in the White House, people who are just cool people, Kiwis, Aussies, Frenchies, Latinos, Malays, Chinese entrepreneurs, ah whatever, you get the point.

On this point and in regards to the EIU ratings I heard a very interesting comment from a student last week: 'everyone is so diverse at Thunderbird, it is almost an impossible task to place these MBA grads in jobs.' Imagine trying to find the job for some of these crackpots.'

'I am looking for a job in Timbuktu where I can use my microfinance skills to start a banking business in a country where wealth is determined by animals, but not just any animal. My family has a background in

ranching sheep and I believe there is a market for a new type of Merino wool we have created by breeding the German Mutton Merino with the Xinjiang Finewool. Of course, (chuckle chuckle) this will require a bit of import/export, but that shouldn't be a problem if I base my operations in Eastern Europe. There is already a distribution system set-up to import fabrics and raw materials to Europe from China and vice versa; Roe Goddard has the inside scoop on this one. Do you know him? We go way back, interesting guy. Well anyway. Specifically, I want to be located between Europe and China to get involved in the changing banking scene in Eastern Europe and from there I can extend my sheep ranching skills into China and then back to Timbuktu. So, now that I feel I've told you my whole life story, what job openings do you have that fall within these lines?'

How do you put that into a ranking methodology? Not sure? Me neither. Maybe the students have a few suggestions.

But far be it for our students to participate in the betterment of Thunderbird. It's a sin for a student that chose to attend Thunderbird to actually participate in the betterment of the school. I mean that's like wishing for all students to stop complaining about the school they chose to go to. That's a pipe dream. Or is it? I know there are a lot of people out there that do seek improvements for the school: faculty, administration and students. But this isn't one of those inspirational editorials. Or is it? Maybe it just depends on our own perspective(s) - the "s" depends on how open-minded we are.

What are we doing here? Why is Thunderbird ranked overall in 67th place? Can we fit into the mold of the MBA world? Into that mold that defines those other MBA programs as "finance guys" or "stats geeks?" I am not sure; leaning toward "I don't think so." What do you think? Is my education based on someone else's rating? Partly. Everyone else is looking at it; I better do what I can to make it look its best.

Maybe Chris was right. Maybe Thunderbirds make the molds that define us and other MBAs fit into molds that define them. Perhaps we don't fit into EIU's mold. But...I am not saying we shouldn't be the best MBA program out there by the EIU's / Business Week's / FT's rankings. Show the world what we have to offer.

The EIU ratings can be found at: <http://mba.eiu.com/index.asp?layout=2002rankings>.  
qrsingleton@global.t-bird.edu

## TSG Europe

### Jessica Berrios Elected As TSG Europe First Trimester Representative

This is an update article on the most recently elected TSG Representative in Europe from last issue (published October 28, 2003). One of the original positions was not filled during the elections, and Jessica Berrios was elected into office just after publication.

Jessica has a diverse background consisting of a BA in Sociology / Criminology from the University of Florida, work experience in the health care and pharmaceutical industries and is a native speaker of English with skills in French as well as Spanish.

[berriosj@global.t-bird.edu](mailto:berriosj@global.t-bird.edu)

## Upcoming Events

### Private Banking and Offshore Structures

Speaker Brad Birkenfeld of UBS Private Banking. More details to come.

Event Date: 11/20/2003  
Location: Archamps

### UNCTAD

(United Nations Commission on Trade and Development)

Sponsored by the International Development Club. Presentation will focus on "North-South" issues.

Event Date: 11/21/2003  
Time: 10.00 to 12.00

### Get Together with Alums

Event Date: 11/21/2003  
Time: 2.00-4.00pm

Contact E-mail:  
[NilsaSanchez@global.t-bird.edu](mailto:NilsaSanchez@global.t-bird.edu)

### Alumni Ski Trip to Val Thorens

Event Date: 11/27/2003  
Until: 11/29/2003

Contact E-mail:  
[NilsaSanchez@global.t-bird.edu](mailto:NilsaSanchez@global.t-bird.edu)

### GALA Dinner

Event Date: 12/4/2003  
Contact Name: Nilsa Sanchez

Contact E-mail:  
[NilsaSanchez@global.t-bird.edu](mailto:NilsaSanchez@global.t-bird.edu)

### World Summit on the Information Society

Event Date: 12/9/2003  
Until: 12/12/2003

Location: Jennifer L. Beaston  
Contact E-mail: [jbeaston@digitalpartners.org](mailto:jbeaston@digitalpartners.org)

### TSG Volunteer Soup Kitchen

Event Date: 12/12/2003  
Time: 8.00am-12.00pm

Contact E-mail:  
[NilsaSanchez@global.t-bird.edu](mailto:NilsaSanchez@global.t-bird.edu)

(From MTB - Europe webpage)

**Faculty Spotlight**

## Essence of "Business Class" Company Revealed

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

I have extensive experience in professional training and development worldwide, expertise in the human side of companies, and am passionate about bringing back ethics, human values, and long-term thinking in the business world. I have taught at the University of Zurich, have held senior positions in T&D in major corporations (UBS, Nestlé, Firmenich), and teach today at Thunderbird. I have a consulting company, "Business Class" and am launching GESS HOUSE Ltd in Montreux (Switzerland).

"Business Class" is a consulting and service company committed to improving business efficiency especially in the field of company management (vision, strategy, implementation) and human management (hiring, training, developing, retaining). Among other tools, we use Assessor©, a leading European assessment program providing personality analysis (Occupational type, Occupational relationships, Employment values, Emotional Intelligence) as well as Competence reports and Career advice.

A new module called "Potential Manager" permits to assess the risk of promoting a specialist to a management position. Finally, "Entrepreneur" helps candidates understanding

whether they will succeed in an independent job.

From next January we'll offer a meeting center to shape the future by challenging the existing GESS HOUSE, a place to reflect, decide and act for Swiss, European and worldwide top executives from public and private sectors. This center will also be open to "young talents" (HiPo's) in order to groom tomorrow's leaders. Free enter-

*If you take into consideration the cost of losing one employee so quickly, two issues are interesting.*

prise, ethics / values, humanism, feminine leaders, and family business are some of the key issues we'll tackle. A lot of our attention will be devoted to small and medium-sized companies, among others, start-ups. But the house will also be the Seven Senses House: apart from the 5 classic senses (listening - music, seeing - painting, smelling - perfumes, tasting - cooking and wines, touching - sculpture), and the obvious 6th sense, common sense & nonsense will have a great place in our preoccupations!

The business world is confronted with an "old" problem: hiring the right person. Different surveys worldwide show that, when an employee leaves a company after a year or two, or is fired by the company, it is the result of hiring mistakes in about 80% of the cases. So the issue is really to hire better, and

to hire the best.

A "classic" interview, what work psychologists call an unstructured interview, is not very reliable: if you consider that sheer luck = 0 and perfect prediction = 1, unstructured interviews rate under 0.2. Structured interviews come up to 0.4, and a combination of personality tests and structured interviews achieve some 0.7. The lacking 0.3 can be compensated by the experience of the interviewer.

Recruitment tests are nothing new: they were used in China some 2200 years B.C. for the recruitment of soldiers. But it is only in the early 20th century that standardized testing methods were developed. If you take into consideration the cost of losing one employee so quickly, two issues are interesting. In most companies, there are extensive studies and analysis done to invest in a new piece of equipment, with ROI over 10 years, etc. - but in the same company an employee ("our main asset") may be hired after one or two badly run interviews! By the way, employees are neither an asset nor a capital nor a resource: they are just hu(w)man!

The second issue is that very few people really calculate the cost of losing somebody: very often something like one year salary is articulated, including search and hiring costs. But we are far from the reality. Just consider some other hidden costs: training on the job and classroom training, knowledge loss, clients lists taken away, team role & har-

### Why Thunderbird?

As often in life, a piece of luck, a coincidence, and a great place to work. After so many years in corporate life, I very much appreciate the academic freedom, or a great freedom within the limits fixed by Glendale. I like the diversity of students, even more during the summer term, especially when we discuss strategic or leadership issues.



**Dr. Michel Gessner**

I feel it is our role in Archamps to insist on what is different in Europe; especially today where it seems that the North-Atlantic zone is suffering from misunderstanding, lacks common goals, and is most of the time blaming "the other side." I can only encourage students to seize the opportunity to travel, to meet peers in European universities and business schools, and to avoid rejecting others based on clichés. Listening to Richard Perle (the Prince of Darkness) the other day, it was so obvious that we needed a very long bridge over the Atlantic!

"That means that vital corporate knowledge walks out the door every day for good, never to return. Capturing this knowledge is a new challenge for corporations. Employees' intimate knowledge-of customers, suppliers, strategic partners, and more-must be captured during their tenure. If it is not, corporate turnover could be one of the greatest costs in business today."

- Michel P. Gessner

mony, relationships (in & out), less productivity of the whole department, image loss in the community, etc. (you name it); the result is rather infinite.

Thus hiring better is step one, hiring the best step two, then developing talents and retaining them is the key to success in the Western world.

*Prof. Michel P. Gessner teaches Global Leadership, English and Competitive Advantage: Strategy at the Thunderbird Europe campus.*

*qrsingleton@global.t-bird.edu*

### Students to Be Asked About Thunderbird's Policies

*Continued from Front*

tions and to offer us advice on how to refine our programs, and ultimately, we hope, to recommend that this important accreditation be maintained.

Thunderbird has three separate accreditations. Our US Regional accreditation is from the Higher Learning Commission of the North Central Association.

Last fall we successfully applied for European accreditation, EQUIS (The European Quality Improvement System), and that accreditation is on a five-year cycle.

Thunderbird is one of only 4 schools in the US to have both the AACSB International and EQUIS accreditation in addition to our regional US accreditation.

<http://www.aacsb.edu/>

### Future Plans, Current Issues For T-bird Europe Discussed

*Continued from Page 18*

**YZ:** Of course, there are. Now that we have this beautiful facility, we need to fill it. There have been important changes: we now recruit students directly for this campus. Not only are students now spending more than one term, but they can also do their focus area in Finance.

Executive Education, too, is expanding. In September, Thunderbird Europe recruited Rory Simpson to serve as Vice-President for Executive Education. We are convinced that we will soon be running a variety of programs for major corporations. Already, participants enrolled in the EMBA program in the CMC in Prague will pursue part of their program at Thunderbird Europe.

**QS:** There are so many international opportunities for students at this campus. In regards to the proximity of so many international institutions in Geneva, what relationships has

Thunderbird-Europe established with this community?

**YZ:** Thunderbird Europe has established relationships with major companies and banks in Geneva, but also in Paris and other major European cities.

The number of internships has risen. In recent years, we have had students participate in mock interviews at Eli Lilly and Novartis, for instance. Cynthia Zoubir has done an outstanding job cultivating these relationships with the corporate world. The mock interviews she secured for the school constitute an invaluable experience for our students.

A more recent example of the development of relationships with the corporate world is the participation of our students at the International Telecommunications 2003 Conference held in Geneva. Thunderbird students interested in attending the conference received free tickets; they were able to attend the speech by Bill Gates and other illustrious guests.

We have outstanding relations with UNCTAD, ICRC, WTO, ITU, UNHCR and many others. This is why we are able to organize visits or bring in speakers to the campus on a regular basis.

*A few questions on the future of Thunderbird Europe*

**QS:** What are the future plans for this campus? Future goals?

**YZ:** We intend on multiplying such activities and create more and more internships, which, hopefully, will turn into jobs for at least some Thunderbird graduates.

Two objectives: recruiting of regular MBA students (even though the market is quite tough these days) and expansion of Executive Education programs. Soon, we will launch an aggressive marketing campaign to make Thunderbird better known in Europe, the Middle East and Africa.

**QS:** How does this campus fit into the future plans of

Thunderbird?

**YZ:** Globalization has made the existence of overseas satellites a necessity. If the students and executives can't come to Thunderbird in Glendale to pursue various programs, then Thunderbird can come as close to them as possible. It is this flexibility that we need to explore further. This explains why the school has selected Thunderbird Europe as a priority initiative in its overall strategy.

**QS:** Is there anything specific that you would like to address?

**YZ:** I believe that Thunderbird is at the crossroads of important changes. It is a school with incredible potential. With a good strategy, an aggressive marketing plan, and a firm conviction in our potentialities, Thunderbird will no doubt reach new heights.

*Quinton has been studying at the French-Geneva Center since January 2003 and will graduate this December.*

## Rest & Relaxation

# Stress for Finals? Just What the Doctor Ordered

By JOHN SWEENEY  
U.S.A., Spring '05  
and  
SHANNON SKAGGS  
U.S.A., Spring '04

And when you get bored of taking in all of this gorgeous scenery, you also have access to the many indoor facilities as well. Saunas, steamrooms, hot baths, cold baths, massages, etc.

The Swiss are quite reserved by nature and tend to value their peace and quite highly. The same holds true for spa visits. Loud talking, and even talking in general, is not permitted in most of the indoor facilities. The outdoor pools are not quite as strict, but for a relatively large group of T-birds, the underlying theme of peace and tranquility was a challenge. So leave your beer bong at home for this one, because a party it is not. But a relaxing, enjoyable, and peaceful experience, it most certainly is.

Spas like this one are tucked into every nook and corner of Switzerland. Other students headed out last weekend for weekend two of spa visits in the well known town of Yverdon des Bains toward the other large Swiss lake, Lake Neuchâtel.

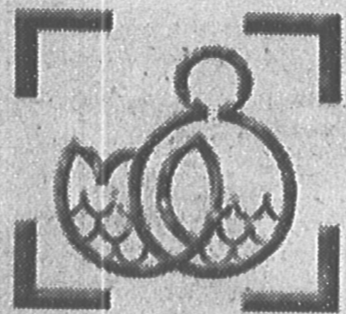
Although similar, the first Lavey-les-Bains was by far more enjoyable with hotter pools, saunas and the mountain setting. And after a week of staring at the blurred numbers on balance sheets, there's no better way to kick back and relax.

If you are headed off on

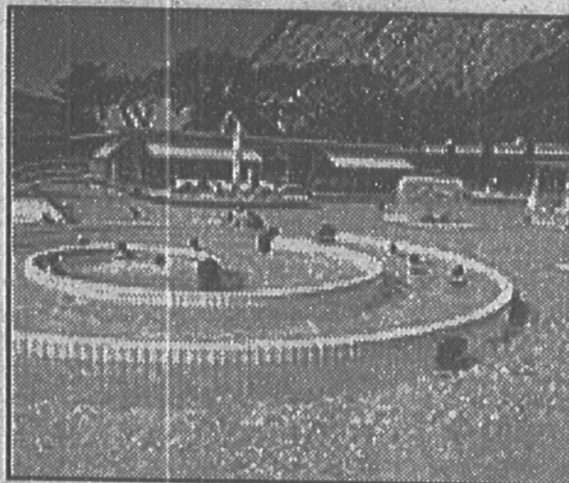
After a long week of all nighters and the surprisingly euphoric experience of mixing cash flow statements with microwaved instant coffee, finals week and the first module have come to a close. While some of the first semester students may be sad to say goodbye to Accounting and Professor Graham, most of us were relieved and took the Halloween weekend to detox from the stress.

We left the friendly suburban confines of Archamps for a relaxing day at a hot springs spa, Lavey-les-Bains (bains = hot springs), in the gorgeous Vallais valley, just on the other side of Lake Geneva. This relaxing and affordable day trip is something that should not be missed! For only 17 Swiss francs (\$13 USD) you will be granted a 3 hour pass to an all natural hot spring paradise.

If you can manage to block out all of the Swiss guys in speedos, you are left with a breathtaking view of the Swiss Alps, covered by the changing fall leaves which lead you up to the snow capped peaks hovering over the various outdoor pools.



## LES BAINS DE LAVEY



the Switzerland winterim or coming to Archamps to study in the future follow the signs to "bains" and write this one down!

[www.lavey-les-bains.ch](http://www.lavey-les-bains.ch)  
Images taken from website

[jsweeney@global.t-bird.edu](mailto:jsweeney@global.t-bird.edu)

[SSkaggs@global.t-bird.edu](mailto:SSkaggs@global.t-bird.edu)



### Do You Know? T-bird Europe's Five Core Values

Differmony  
Leadership  
Integrity  
Frontiers  
Worldwide

(\*As defined by the Summer 2003 Class. From MTB)

## Thunderbird Europe Exit Meeting

When: Thursday, December 4<sup>th</sup>  
Time: 1:00pm  
Place: Commons, TC #1

Please attend this very important meeting. Program **handbooks** which have been updated by current T'bird Europe students will be distributed to all students.

Also, members of the following departments will be on hand to give out **information packets** and answer your questions:

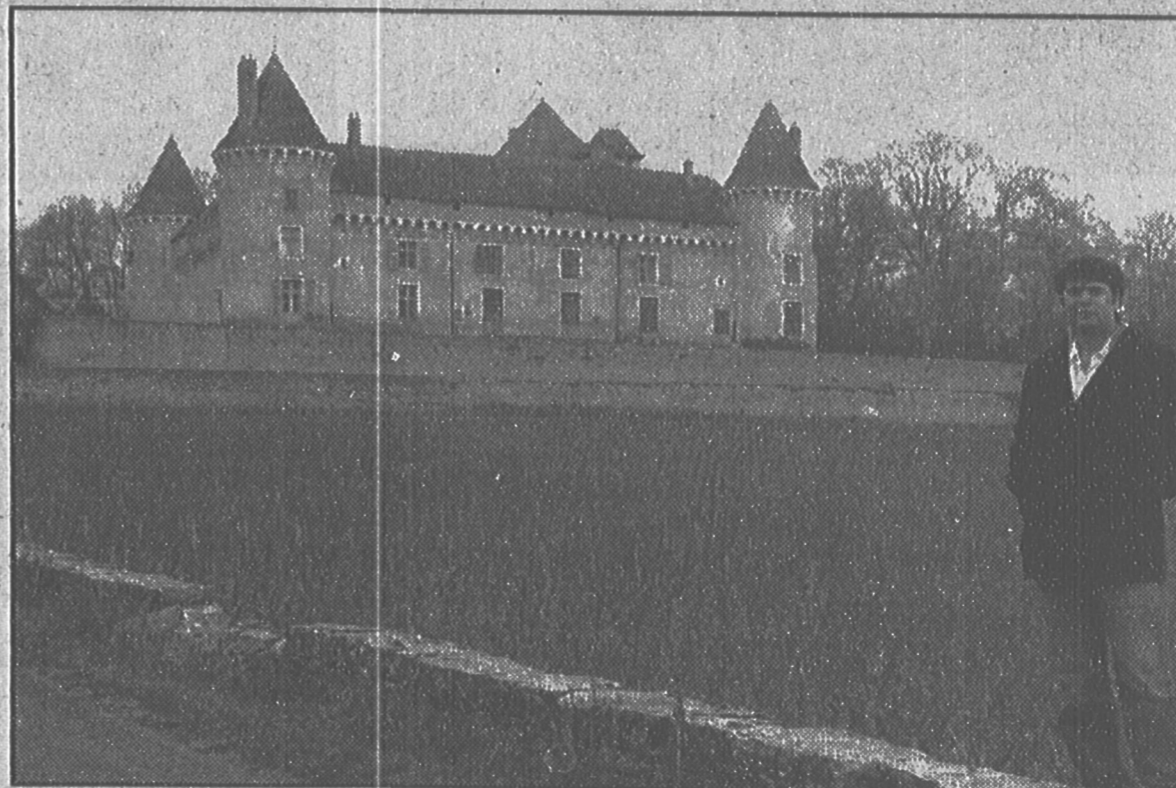
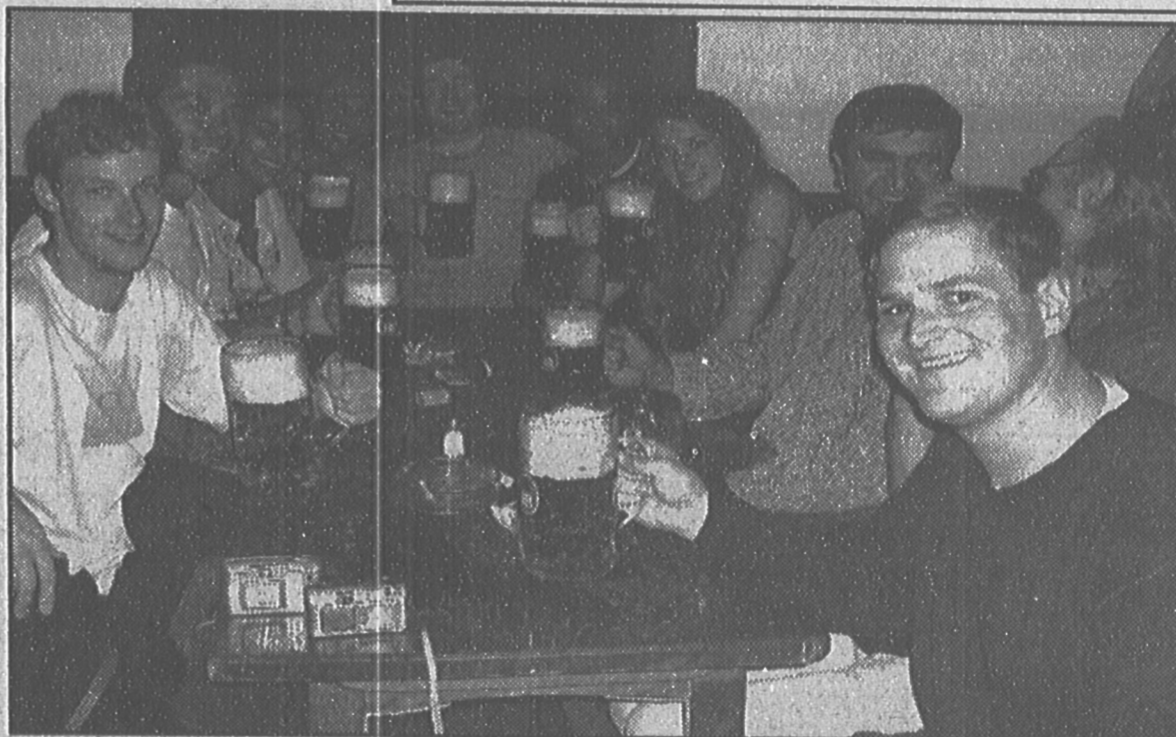
- Academic Advising
- PFSS
- Financial Aid
- IBIC

*Pizza will be provided.*

### Overseas Programs

Phone: 978-7252

Email: [overseas@t-bird.edu](mailto:overseas@t-bird.edu)



Liters of beer at Hoffbrau House at the Oktoberfest in Munich (Left to Right) Nicholas Yeager, Kazu Inoue, Nilsa Sanchez, James Garcia, Sean Howse, Emeka Chukwudebe, Kate Mitchell, locals, and Christian Groff.

Sebastian Bacarreza in the heart of the Vignoble region in Burgundy (France), poses next to the castle of Rully. The castle is a medieval fortress built during the XIII century. Today it produces an excellent wine named after the castle (Chateau de Rully).

# Bringing Hunting and Fishing to the Desert

By **KENNETH W. ORCE, JR.**  
U.S.A., Fall '03  
and  
**KENNETH GEORGE**  
U.S.A., Spring '04

The newly formed Thunderbird Hunt and Fish club enjoyed a very successful opening trimester. Formed by Kenneth George, Kenneth Orce, Jr. and Fred Fisher, the club is designed to educate the student body about hunting, fishing and shooting sports as well as to provide a forum for students to exchange information about outdoor sports.

The first event of the trimester was Skeet Shooting lessons at Ben Avery Clay Target Center. Students, alumni and even an employee of Exxon-Mobil from executive education participated in this event. Safety and shooting instruction was provided by the club officers, several of whom have had experience in clay target shooting. The kick off event was met with such great enthusiasm that the club has continued to return to the Clay Target center several times to shoot skeet and sporting clays and regular postings to go shooting have appeared on our discussion board.

On the fishing side, Joe Vasquez, the Fishing Manager at Orvis in Scottsdale, gave free fly fishing lessons this past Saturday. The lessons conveniently took place at the Fish. Orvis and Mr.

Vasquez supplied all of the equipment and Mr. Vasquez gave instruction on all aspects of fly fishing beginning with demonstrating the various knots used to lessons on how to properly cast a fly line. Mr. Vasquez was impressed by how quickly the Thunderbird students absorbed the instructions and looks forward to returning to Thunderbird in the near future for further lessons.

Future events include a fishing trip to Sonora, Mexico, more clay target shooting and we hope to get a group together for Dove Hunting season here in Arizona.

The club is also trying to create a database for regulations and places to visit in Arizona. So if anyone has a great fishing spot or a place to hunt that they are willing to share please contact the club and we'll try to get a group out.

[korce@global.t-bird.edu](mailto:korce@global.t-bird.edu)  
[kgeorge@global.t-bird.edu](mailto:kgeorge@global.t-bird.edu)



At Ben Avery Shooting Range (LtoR): Ken Orce, Antonio Lannes, Kenneth George, Karyn James, Kai Bode, Omar Librizzi, Toshiyuki Suemune, and Shigeki Takemoto Fly Fishing: Dusty Williamson, Eric McEachen watch Joe Vasquez, the Orvis representative give instruction

## Speed Ahead With Auto News from the IBIC

*Continued from Page 17*

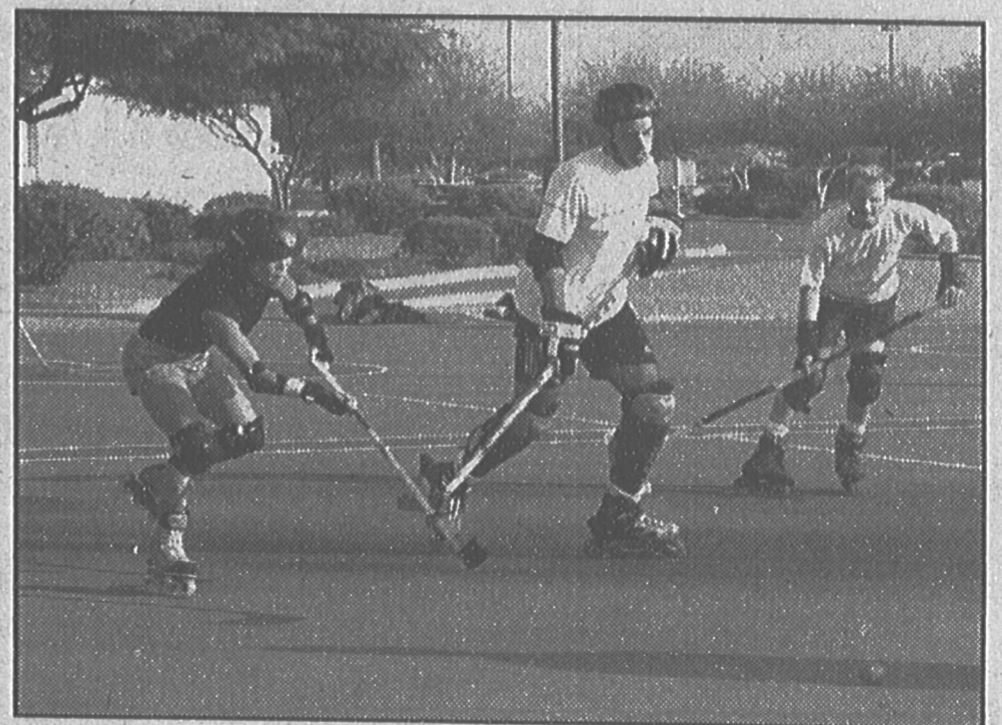
[facts.com/index.html](http://facts.com/index.html)

Office of Automotive Affairs, U.S. International Trade Administration includes international data, click on the link for Industry Data [www.ita.doc.gov/auto](http://www.ita.doc.gov/auto); National Automotive Dealers Association - news and information from the dealer perspective at [www.nada.org](http://www.nada.org); and International Organization of Motor Vehicle Manufacturers has an excellent statistics link with world motor vehicle production by country and type of vehicle manufacturer at [www.oica.net](http://www.oica.net).

Use this roadmap for all your auto research needs, whether it's shopping for your dream car or creating the winning competitive intelligence project. With this in hand, you can't go wrong while steering your way to a winning presentation or that dream job with BMW, GM, Lexus, Toyota, KIA ...

- 1 "Automotive Industry: The Big Picture", ThomasRegional.com Industrial Market Trends @ [www.thomasregional.com](http://www.thomasregional.com)
- 2 Special section, "Style", The New York Times, September 28, 2003
- 3 Special section, "Cars", The New York Times, October 22, 2003
- 4 Special section, "Style", The New York Times, September 28, 2003
- 5 Source: Automotive Industries website @ <http://www.ai-online.com/about.asp>

## Students Relax and Play Pick-Up Games This Weekend



## Thunderbird Rugby Club Hosts Its 7th Annual Invitational MBA Tournament, Achieves Third Place Finish

By J. RAYMOND PLUMMER  
Canada, Fall '03

### Overall Standings

- 1st - U of Texas
- 2nd - Harvard
- 3rd - Thunderbird
- 4th - Wharton
- 5th - Kellogg
- 6th - Columbia
- 7th - Cornell
- 8th - Embry Riddle

### How did Thunderbird Fare?

Game 1 Vs. Harvard  
T-bird 5 - Harvard 17

Harvard came stacked with a few Tongan ringers who likely could not spell Harvard. They were a hard team, but Thunderbird could have won. It was a loss by a try and a kick. Thunderbird had a great secondhalf effort after sleeping through the first.

Game 2 Vs. Kellogg  
T-bird 13 - Kellogg 7

Thunderbird came out on fire and ran a quick try in the opening plays. Unfortunately, the pace slowed after their second try. Thunderbird got sloppy and started taking a fair amount of penalties, which gave Kellogg a chance to get back in the game. The game included the best rucking the team has seen all year, and they were able to win 100% of the lineouts.

Game 3 Vs. Columbia  
T-bird 7 - Columbia 6

Penalties Penalties Penalties... and a bad ref sums up this match.

Columbia kicked one penalty in each half, and T-bird was knocking on their try line for the rest of the game, but was continually penalized, and lost possession/position as a result. In the closing seconds, after we were awarded a rare penalty, Ray Plummer charged to the 2m mark, José Miguel ran in the second phase ball for five points. For drama, with time expired, Opi kicked the conversion for the additional two points and the win.

Game 4 Vs. Texas (Semi-Final)  
T-bird 0 - Texas 22

The score is not representative of the game, with Texas leading by three at the end of the first half. Play was evenly split back and forth in each team's territory. In the closing 10 minutes, T-bird cracked. A few messy plays resulted in overlaps - too many players involved in rucks and mauls, providing three tries to Texas by overloading the wings. It was a great game, hard-fought, but a still a loss (in the semi-finals). Thunderbird thus ended up ahead of Wharton, in third place.

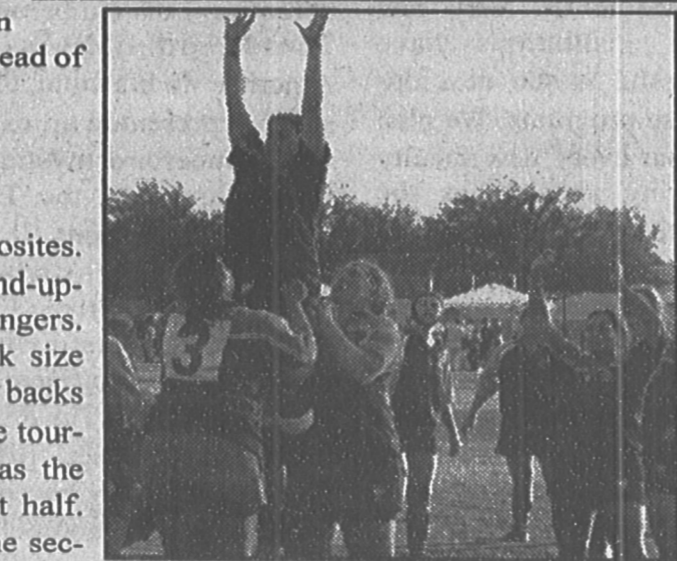
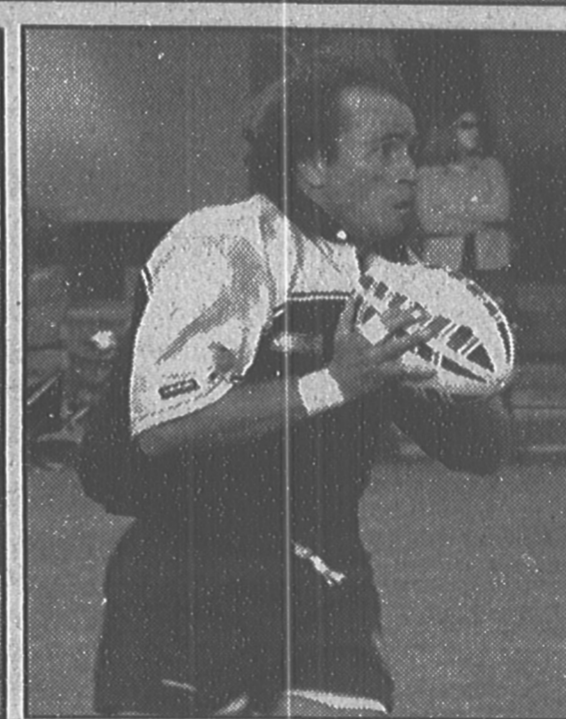
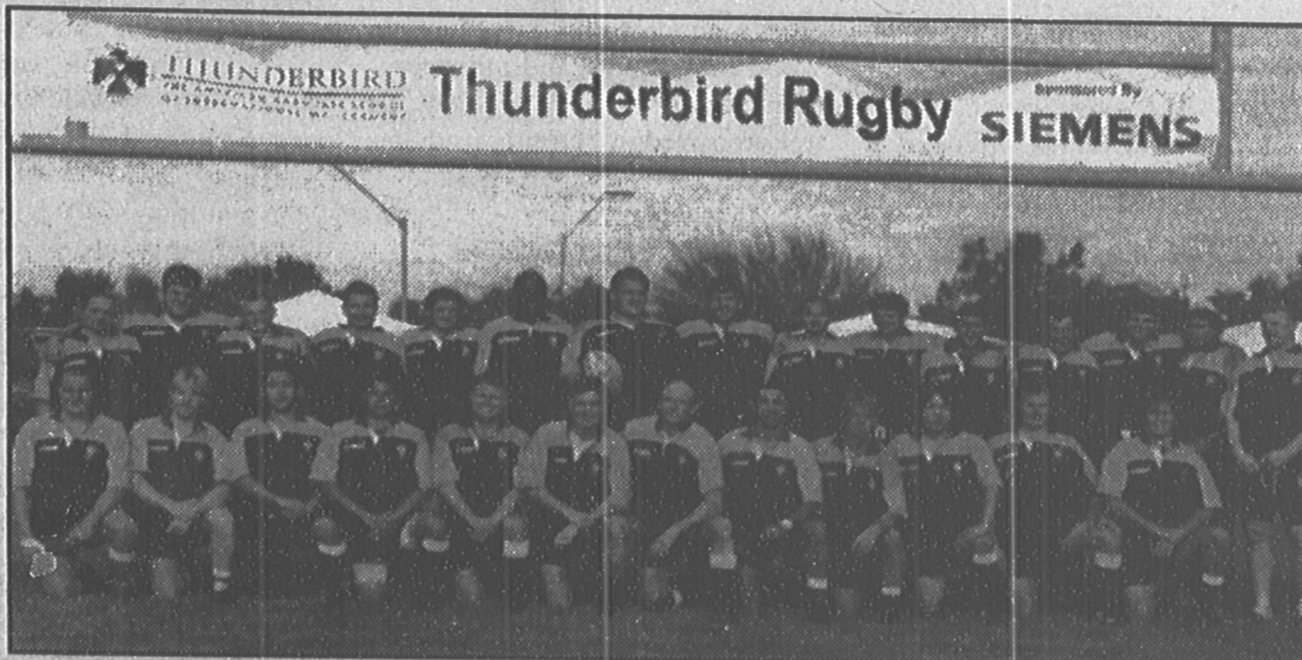
FINAL - Harvard Vs. U of Texas  
Harvard 22 - Texas 24

These teams appeared complete opposites. Harvard, with a huge pack, huge runners, pound-up-the-middle tactics, utilize their Tongan ringers. Texas, a well-oiled cohesive unit, lacks pack size and strength, but slides the ball out to its able backs to advance up the pitch. With T-bird out of the tournament, Texas became the crowd favorites as the underdogs. Harvard took the lead in the first half. Following the opening kickoff by Texas in the second half, they stole the ball and scored their first of three tries, all with successful conversions. With the game into penalty time and Harvard leading 22-21, Harvard took a penalty on their 30m line. Texas kicked the ball through the uprights for 3 points and the win.

A bagpiper piped Texas around the pitch for a symbolic victory lap, before T-bird President Dr. Herberger awarded them the First Place cup.

(The Rugby Football Club is backed by Siemens.)

jrplummer@global.t-bird.edu



Top to Bottom, LtoR:

The Men's Team poses for the Annual Tournament; T-birds battle for the ball; Ray Plummer stares down the opponents while lining up for a scrum; Jason O'Brien runs for the goal; the Women lift one of their own in an attempt to win the toss; Jenny Hubbard and teammate block an NAU player from scoring

## International Rules Could Be Placed On Rugby Teams

Following complaints made to the IRB about the All Blacks being allowed to motivate themselves by performing the "Haka" before their games, other nations were asked to suggest pre-match rituals of their own. The IRB Rugby World Cup 2003 Organising Committee has now agreed to the following pre-match displays:

1) The England team will chat about the weather, wave hankies in the air and attach bells to their ankles before moaning about how they invented the game and gave it to the world, and how it's not fair that everyone still thinks somebody else did.

2) Scotland's team will chant "You lookin' at me Jimmy?" before smashing an Iron Bru bottle over their opponents' heads. At half time they will inject drugs, bang on about great Scotland is and then come and live in England.

3) The Argentinian team will unexpectedly invade a small part of opposition territory, claim it as their own "Las In-Goals-Areas" and then be forcibly removed by the match stewards.

4) Two members of the South African team will claim to be more important than the other 13 whom they will imprison between the posts whilst they claim the rest of the pitch for themselves.

5) The Americans will not attend until almost full time. In future years they will amend the records to show that they were in fact the most important team in the tournament, won it single handedly and Hollywood will make a film called "Saving No. 8 Lyle."

6) Five of the Canadian team will sing *La Marseillaise* and hold the rest of the team to ransom.

7) The Italian team will arrive in Armani gear, sexually harass the female stewards and then run away.

8) The Spanish will sneak into the other half of the pitch, mow it and then claim that it was all in line with European "grass quotas." They will then curl up under the posts and have a kip until half time, when their appeal for compensation against the UK government will be heard.

9) The Japanese will attempt to strengthen their team by offering good salaries to the key opposition players and then run around the pitch at high speed in a highly efficient manner before buying the ground (with a subsidy from the UK Government).

Continued on Page 26

## Do You Need Another Reason to Visit Quito?

*Continued from Page 3*

is the train. I recommend that you approach the train ride thinking of it as a unique Ecuadorian experience instead of as an efficient means of transportation. Train service can be highly irregular and can be canceled for weeks at a time. The most famous train ride in all of Ecuador is from Riobamba to Durán, and one of the main reasons travelers take this train ride is because it takes you through a stretch known as the "Devil's Nose" In just a few minutes the train elevates 800 meters in a dizzying ascent. Riding on the roof offers unique views as well as the thrills...just don't forget to duck when you get to the tunnels.

So, whether you are a thrill seeker wanting to scale some of the world's highest peaks, you want to take your chances on the white water rapids of the upper Amazon basin, you want to test your fishing skills on fresh water trout, take a mountain biking trip, a motorcycle trip, a train trip or you want to dance the night away in a salsa bar, Ecuador is a destination you should definitely make plans for. Oh yeah, it's not a bad place to hide out either.

woliver@global.t-bird.edu

# A New Look At An Age-Old Question

Ok someone tell me the answer here..

Just how much wood could a wood chuck chuck if a wood chuck could chuck wood?

### A Risk Simulation View

What is the distribution of the variable of the probability that a wood chuck can chuck wood ... is there a randomly uniform distribution for the quantity of wood available ... would the number of teeth the woodchuck breaks chucking wood be a linear function of wood actually chucked with a triangular and truncated distribution?

Given the aforementioned data I could create the model and simulate it in @Risk ... that is, of course, if I weren't already so completely tired of this stuff that I'm about to go mad (or, as you may have noticed, have already gone mad)!

### A Liberal View

You are taking a Marxist view assuming that the wood is still there. If you could look from the Liberalist perspective, before the wood chuck could say chuck the wood have been sold and the wood chuck could not chuck wood and the wood chuck would just cluck.

Another question: Is Bretton Woods related to Tiger Woods?

### A Competitive Strategy View

I think that the wood chuck should diversify beyond wood into acorns and other tree-manufactured goods due to his tree-knowledge parenting advantage.

### An Accounting View

I think the wood chuck should use some of his woodshavings from previous quarters, that way he does not need to be

*Since our woodchuck's output is less volatile than the S&P index of woodchucking, we can say that his Beta is < 1. Now we need the risk free rate of return on woodchucking by going to the U.S. treasury rate.*

heavily leveraged in wood (can eliminate short-term wood products) and will have a better working ratio.

If he can also eliminate long-term wood stores then he will have a better debt/equity ratio; and, if he needs more wood he should raise funds from the capital market (Equity).

Eta Qualis Gratuoti (Latin for: What the hell am I talkin' about?)

### Finance View

We can use the CAPM (Capital Asset Pricing Model) to determine our woodchuck's performance. To do this, we must first determine the Beta of the industry. Since our woodchuck's output is less volatile than the

S&P index of woodchucking, we can say that his Beta is < 1. Now we need the risk free rate of return on woodchucking by going to the U.S. treasury rate. We'll say 2.1% based on a one-year maturity.

Now we are ready to put it together. Woodchucking = output + Beta (x risk free rate)!!!

But we should probably report the output in present value

wood, even as the amount of wood to be chucked increases exponentially to his chucking. There is no end to this meaningless toil. Despite the futility of the task in front of him, the woodchuck is happy.

### IPE View

Applying the realist school of thought, the woodchuck would act in his own self-interest since he would be assuming he lives in an hobbesian world where everybody is trying to maximize their power in relation to others. He would therefore not resort to chucking wood. Instead he would bully smaller woodchucks into chucking the wood for him in exchange for much needed World Bank loans all the while proclaiming that the global economy is a positive sum game where everyone wins.

### Linear Programming Woodchuck

MAX wood + chuck  
SUBJECT TO  
total wood the wood chuck chucks => 0  
6wood - .75chuck <= .45(wood + chuck)  
chuck + 7wood = Par  
(for the golfers)  
wood => 0  
chuck => 0

*This detailed analysis was authored by the MTB "Cat Box Collective."*

## Give the School Your Thoughts Through Survey

*Continued from Page 11*

and consideration of new tracks and focus areas, among other things. All this was achieved, despite the fact that just 33% of students on campus actually responded to the survey. Imagine how much richer and more powerful the results would have been with a higher response rate.

The participation of all of us is critical to the success of this survey, since results are analyzed by the entire Thunderbird community as the logical first step towards improvements. Just 10 minutes of your time, when the survey is online on MTB in November, could make Thunderbird a better place for all of us.

Your opinion does count; there's no better indicator of that than the success of the previous survey in spearheading much-needed change. The results of this survey will be discussed with the key decision-makers in the administration through a formal presentation and will also be available online on MTB. Let us strive toward a 100% response rate this time.

If you would like to be

involved in this and other initiatives or wish to share any concerns, complaints, issues, suggestions or feedback regarding academic life on campus, please e-mail me.

mohanty@global.t-bird.edu

### Academic Affairs Chair Job Purpose (as posted on MTB)

1) Represent student concerns on academic issues to the faculty and administration.

2) Facilitate communication between these groups.

3) Serve on / appoint volunteers to serve on various Committees and Boards as outlined below.

4) Work directly with students, the TSG President, Office of Academic Affairs and the Faculty Senate.

*Editor's Note: For Job Descriptions of all TSG Positions, go to the TSG webpage of MTB.*

## "Strike Plan" Explained, Questions Answered

*Continued from Page 6*

expansion efforts. Dr. Herberger pointed out that "the quality will be targeted the same."

"We have learned a lot over time and experienced challenges in hiring faculty for our satellite programs, which do not draw as large a pool of candidates as our main campus. Archamps and the other overseas programs are important to us. Very few educational institutions have been successful at the development of these programs. We plan to ensure that every new faculty that we bring aboard has the same qualities we strive for in Glendale."

One student inquired about plans to integrate Thunderbird's global resources into a "virtual learning" environment in which students in Glendale could interact with those in Archamps. The response was that, "The opportunities are there, and we have the technology."

The lack of integration between the full-time and executive education programs was addressed with the concern that funds might be redistributed away from the full-time MBA

program.

Dr. Herberger explained, "EMBA's do tend to gravitate toward one another; many of them fly in on Friday and leave by Sunday." He cited this reason as a possible explanation for the lack of significant interaction between the participants of both sets of programs.

However, he also quickly highlighted a recent graduation ceremony of exuberantly pro-Thunderbird EMBA's in Latin America. In his mind, this enthusiasm represented an example of the Thunderbird mystique transferring over to the Executive Education programs. It was also pointed out that the relationships built by Executive Education have a direct benefit with raising funds and recruitment for the full-time MBAs. The downside is that the product offered to EMBA's tends to be costly, and Thunderbird is competing with the top ten business schools worldwide with little margin to gain.

Upon the closing of Dr. Herberger's address to the student body, he responded to final questions regarding his plans after retirement from Thunderbird and his role in the

transition of the strike plan to his successor.

"I anticipate that the plan will continue to move forward. Most likely, the successful candidate who becomes the new president will appreciate that this plan has been in the making for the past year and a half. This plan is actually a real attribute to the recruitment process as it indicates how Thunderbird is moving forward and offers an opportunity to the new president to embrace."

In regard to Dr. Herberger's plans after Thunderbird, "This is one of the best jobs in academics you could have, I have not had a whole lot of personal time given the high velocities of this institution, so I would like to take three months of vacation to sort things out. There have been great outside opportunities presented, but when I have looked at other schools, they just do not look as good as Thunderbird. I doubt that I will get involved with a different academic institution."

For updates on the Presidential Search Committee please visit MTB.

# Looking for A Taste of Home? A Wireless, Study Room Off-Campus? Try the International Flavor at Areopagus Coffee on 51st Ave.

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

A corporate job left behind to start a business based upon the "glorified hobby" you love. Importing products from around the world. Creating an atmosphere that encourages interaction among guests, community involvement, and striving to be the finest in terms of culture. Sounds like a project started by a Thunderbird, right? Wrong.

It is Areopagus Coffee House, located at 14021 N.51st Ave. (by Indigo Creek).

Areopagus opened in April after the owners, Kevin and Shannon Johnson, got so many requests from friends and family to make their home coffee roasting "hobby" a business.

"I started roasting coffees because I couldn't find what I knew was out there. Roasting my own single origin beans, I discovered an entire universe of taste, the finest of which we continue to share with friends and family," Kevin concluded.

"We want to be the best company that's the first in terms of culture, first in coffee, and now in tea," Kevin stated.

### Coffee and Tea

"We do single origin coffee only," Kevin said. This means that they do not blend their coffees, nor do they flavor them. The strength of the bean, perfectly selected from multitudes of competing contenders and carefully roasted, stands on its own. They believe that it is up to the consumer whether or not coffee should be flavored and they will add shots of flavors if asked.

"The idea," they told me, "is that you're layering flavors, that enhance and complement your coffee."

"We feel that single origin is the best from that region,

the best available on the market," he said, adding that you cannot find the same variety anywhere else in Phoenix - coffees range from organic Mexican Chiapas to Ethiopian Harrar and more.

"We have quite an extensive selection of coffee," he said, adding that "it took us six months to get a Costa Rican coffee we thought was of the right quality." They roast, taste, and compare the flavors multiple times before putting a product on the market.

"Each single origin coffee has such a wonderful history - I like to compare it to fine wines. The unique soil, growing climate, altitude, and other conditions - and being very selective in which beans we carry along with a perfected roast - add a great amount of variety that makes adding other flavors and lesser-grade beans unnecessary," continued Kevin.

If the selection does not entice you, perhaps their prices will. Their prices are \$0.75 to \$1 less than their leading competitors.

They are excited about being so close to Thunderbird as they expand their tea selections saying that the tea connoisseurs on campus will be great judges of quality.

The teas on hand when I stopped in included silver needle from China, Rooibus, rose with a hint of mint, plum oolong, jasmine and peppermint.

### Location

While they admit the location might not be ideal, they said that they get at least one new customer every day because of their sign by the road. In the beginning, they planned on only doing wholesale from that location, and it was only after they got many requests they decided to turn it into a retail space.

They have rented adja-

cent space, creating a "lounge" area with couches and tables for a more relaxed environment. Now, Kevin said, "people can go and have some privacy, read a book or study (see inset of T-birds taking advantage of this opportunity). We can also turn the space into a "function" space quickly."

### Name

The store is named after a hill in Athens Greece where philosophers met to discuss and debate. "Our coffee is the kind of coffee that sparks conversations of that order," Kevin noted, adding that their coffee is for drinking "when you're doing those meaningful things in life." Also, the diversity in coffee and tea selections allows the customer to, "appreciate the beauty and wonder of other cultures."

### Social Responsibility

In addition to providing customers the ultimate coffee and tea experience, Areopagus provides services to the community as well.

They donate coffee to the Glendale Public Library and are looking forward to working with them to have events such as poetry readings and stand-up nights at the coffee house. They also have donated to the Susan G. Koman Breast Cancer Foundation and the Sojourner Center, a center for battered women.

"We feel corporations should be an active part of society," they explained. "What I'd like find a way to do," Kevin added, "is to give back to some of the communities that actually produce the coffee and tea we are buying."

### Food and Entertainment

Lunch is served at Areopagus. For \$5.84 you can get a gourmet sandwich, chips, fruit, drink and a cookie. Lunch is served between 10:30 to 2:30 (or until the food runs out!). There

**AREOPAGUS COFFEE**  
THERE IS A DIFFERENCE!

## Contest! Prizes!

Das Tor and Areopagus Coffee want to hear your coffee story

**Prize:** A \$50 gift basket from Areopagus Coffee House

**What:** A (max.) 300-word essay

**About:** A time when coffee has pulled you from death's door or saved your rear-end from a failing grade. (Embellishment and exaggerations are accepted and encouraged.)

**Deadline:** Monday, Dec. 1st, 11:59 p.m., email submissions to [dastor@t-bird.edu](mailto:dastor@t-bird.edu)

**Judges:** Das Tor and Kevin and Shannon from Areopagus.

(Top entries will be published in December's *Das Tor*)

are pastries and of course biscotti.

In addition, there are board games, chess sets, the *New York Times*, and wireless internet connection.

Gift baskets, perfect for any coffee or tea lover are also available, ranging from \$30.00 to \$120.00.

### Business Plans

When I asked both Kevin and Shannon what it was like starting a business and being married, they said it was both challenging and rewarding.

I spoke with Kevin and Shannon about the business plan process and explained how it is a "hot topic" at Thunderbird.

Kevin gave the advice that, "starting a business will cost more than you think, especially if you move into an industry with which you are not familiar."

They said they worked

with the U.S. State Department and the Commerce Department. Also, Kevin said, "my mother lives in Beijing and gives us advice on the tea market."

"It will take a total commitment for it to be a success. It will take everything you are - money, time, and physical strength," Shannon added. Anyone can put an exotic idea on paper they said, but you have to put everything into it for it to be a success.

[www.AreopagusCoffee.com](http://www.AreopagusCoffee.com)  
Hours: M-Th, 7 a.m.-10 p.m.  
Fri-Sat, 7 a.m. - midnight  
Closed Sundays

[meganstaley@global.t-bird.edu](mailto:meganstaley@global.t-bird.edu)



# Glendale May Not Have "Jersey Muscle," But Has Flavor All Its Own

By MARCO AMARO  
Guatemala, Fall '04

For those of you who read my commentary last week, you know I gave you a little insight on the genetic make-up of Scottsdale.

This week though, I thought we might talk about the Glendale bar scene. The scene is limited, but has a loyal following of bikers, high school drop-outs, truckers, karaoke lovers, and T-bird students. We can start by acknowledging that Bar Winkles can be a fun little biker bar.

Bar Winkles is located at 59th and Greenway, and caters to the local bikers and truckers. It's a place where responsible bikers can go and let loose on any given night.

On Monday, Tuesday and Thursday there is karaoke. Who would have known that bik-

ers love to sing karaoke? I for one am surprised.

On Friday and Saturday, you can get down to 80's heavy metal cover bands. One of the high points the last time I was there was a wonderful rendition of "Every Rose Has Its Thorn" by Poison. I found myself with a lighter on hand and a tear in my eye as I sang along with the biker and truckers.

I didn't know how much of an impact we were making at Bar

Winkles with the regulars until my roommate John, received a warm welcome from the manager of the 5&Diner. You see, Rose, the 5&Diner manager, is a regular at Bar Winkles and does a wonderful rendition of Shania Twain's, "You Don't Impress Me Much" on karaoke nights.

I certainly feel as though I am becoming accepted in my new community. I too, have been trying to gain acceptance by delivering karaoke renditions of my favorite Elvis Presley tunes.

*I certainly feel as though I am becoming accepted in my new community. I too, have been trying to gain acceptance by delivering karaoke renditions of my favorite Elvis Presley tunes.*

So, if you get a chance, stop by, say hello to Rose, and jam out with your friendly locals.

Old Chicago is next up on the list. This franchise restaurant offers, drink specials, appetizers, pool and of course karaoke on Saturday nights.

Old Chicago is the kind

of bar you go to if you hit on a biker's girlfriend the previous week and he's still bitter about it. Other than that, it lacks personality. As a matter of fact, I'm not enthused by it at all. It's got your standard franchise aesthetics, and the wait staff is overly friendly.

Regardless, we're talking about Glendale, and I would not negate an offer to go on any given night. That being said, I can also add that their patio is not bad. I enjoy sitting outside as I watch Ford F150s roll by; red, blue, white, black..... Anyway, check it out on Saturday night if you're ready for some karaoke. Contact James Montero for more information.

The last bar I wanted to comment on is Last Call. This bar

is a little like Scottsdale reincarnated. The one big difference is that the crowd consists of underaged and dropped out of high school. I really don't understand how any one of those kids had Coronas in their hands. Regardless, I can say that the best Hip Hop DJ's Glendale has to offer spin at Last Call.

Before you head out there though, you might want to purchase a baseball jersey and a cap. This is standard gear and you will not be able to engage the Glendale girls in conversation without them. Other than that, I suggest you go check it out.

That is my story, and I'm sticking to it. My recommendation, if you are curious, is to go to Bar Winkles. The management is friendly and Scottie, the karaoke guy, will hook you up with your favorite song.

[marco@global.t-bird.edu](mailto:marco@global.t-bird.edu)

# The Matrix Revolutions - Not Too Revolutionary, A Good Diversion

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



Three out of Five Thunderbirds

The closing chapter of *The Matrix* trilogy brings the tale of the futuristic world to a conclusion with a story that neither matches the thrills and inventiveness of the first film, nor the action scenes of the second. You may find the storyline disappointing, but as the Oracle says, "For every beginning, there is an end."

While this installment is on par visually, and has a few inventive fight sequences, it is disjointed. The story of the Machine infested real world and the world of the Matrix never quite blend. The film brings the

story to a conclusion, but not with the same flair and dynamism as the first. It never exhibits the magic of the original Matrix film.

Despite this, if you were a fan of the first two films, and you want to find out what happens to Neo, Trinity and Morpheus, as well as the whole of Zion, you should see this one. This film is a nice distraction; just don't think about it too much.

The scenes in the "real world" of Zion were very long. After being bombarded by images of attacking Machines for a period of time, I wanted the film to return to the Matrix. Departing from the previous two films, this installment spent too much time in Zion. I checked my watch more than once during this film.

The fight sequences are inventive, though not as frequent

as in the previous films. Still, they are impressive and will delight action fans. The special effects are also extremely well done, but I found the Zion war sequences relentless - it was overwhelming. As satisfying as the choreography and effects are, these elements never quite blend together to create a story that flows.

This film is essentially the second half of *The Matrix Reloaded*. Starting right after "to be continued," Neo (Keanu Reeves) is in a coma, stuck in a limbo - the Mobil Avenue train station (Get it? Mobil is an anagram for limbo). The symbolism doesn't end there, as images repeatedly remind you that Neo is the One (hmm...another anagram!). While nothing else is literally spelled out, you are practically hit over the head with mes-

sianic imagery.

Of course Trinity (Carrie-Anne Moss) and Morpheus (Laurence Fishburne) figure out what is going on, or at least how to bring him back. Meanwhile, the Machines are about to destroy Zion and Agent Smith (Hugo Weaving) has not only continued to replicate himself in the Matrix, but has found his way into the real world via the body of a crew member from another ship. Well-choreographed and visually stunning action sequences follow.

The Matrix Trilogy doesn't end with a bang, but it is no whimper either. The story comes to a conclusion that while not completely satisfying, does bind the three installments. The original Matrix is the best, but the finale does bring the story to a close. If you want to escape from

the pressure of school for two hours, go see it. Otherwise, wait for the DVD - I'm sure the extras will be worth it.

Official Site: <http://whatisthematrix.warnerbros.com/>  
Starring: Keanu Reeves, Carrie-Anne Moss, Laurence Fishburne, Nona Gaye, Monica Bellucci, Hugo Weaving  
Directors: Larry Wachowski, Andy Wachowski  
Screenwriters: Larry Wachowski, Andy Wachowski  
Production Company: Silver Pictures Productions, NPV Entertainment, Village Roadshow  
MPAA Rating: R - for sci-fi violence and brief sexual content  
Running Time: 129 minutes  
Filming Locations: Australia; Chicago; San Francisco

(movie information from <http://movies.go.com>)  
[wieser@global.t-bird.edu](mailto:wieser@global.t-bird.edu)

## Students Give to AIDS Research, Support Cause

Continued from Page 4

about those who are in need. Indeed, life can be beautiful and meaningful only if efforts are made to enrich others' life.

According to recent statistics from UNAIDS, there are 37 million adults aged 15 to 49, 3 million children and 18.5 million women aged 15 to 49 living with AIDS. Although the Potent Antiretroviral Therapy (ART) was introduced in 1996 and has greatly improved the rates of mortality and morbidity and persuaded people that AIDS is a controllable illness, most of the 42 million people living with HIV/AIDS are now residing in the developing countries and financially can not afford the expenses. As approximately 35% of T-birds are from the developing countries, we call upon you and hope due attention and efforts are given to the people living with AIDS in your country.

We give our special acknowledgement to the following generous donors: Ranjan Sinha (Spring '04), Thaddeus Rieder (Summer '04), Masaya Mori (Summer '04), Julie Ng

(Spring '04), Keita Kaji (Summer '04), Tanya Baker (Spring '04) and Xiaofeng Liu. We encourage more T-birds to get involved and see how much you can change the world.

While the 16th AIDS Walk Arizona has finished, our efforts will never cease. You can continue to turn in funds after the event! If you have additional funds to donate, please call the AIDS Walk office at (602) 265-9255. [maggie@global.t-bird.edu](mailto:maggie@global.t-bird.edu)

## Proposed Amendments to Rugby Rules

Continued from Page 23

10) The French will declare they have new scientific evidence that the opposition are in fact all mad. They will then park lorries across the halfway line, let sheep loose in the opposition half and burn the officials.

11) The Australians will have a bar-b before negotiating lucrative singing and TV contracts in the UK. They will then invite all their mates to come and live with them in Shepherds Bush.

12) Unfortunately the

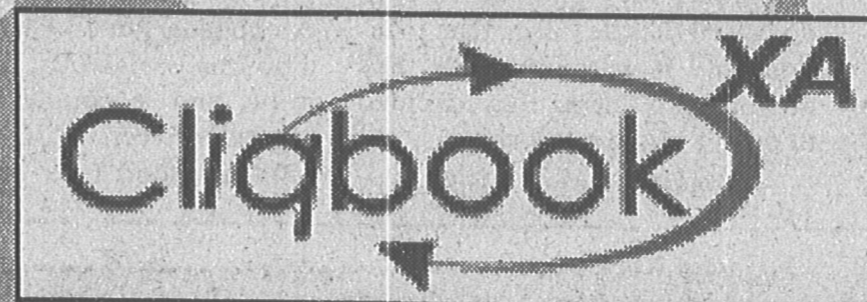
Committee was unable to accept the Welsh suggestion following complaints from the RSPCA.

The following was in the text of an email received by Juarez Lowe. [juarezlowe@global.t-bird.edu](mailto:juarezlowe@global.t-bird.edu)

# OMEGA WORLD TRAVEL

Leadership Through Technology

Our on-site agency offers student fares, consolidator fares, hotels, cars and rail passes.



The new online booking system provided by Omega your onsite Travel Agency can be accessed by:

- "MY THUNDERBIRD"
- [www.owt.net/clientsites/thunderbird\\_uni](http://www.owt.net/clientsites/thunderbird_uni)

602-978-7905

Small service fee will apply

Omega World Travel  
[travel@t-bird.edu](mailto:travel@t-bird.edu) • [www.owt.net/clientsites/thunderbird\\_uni](http://www.owt.net/clientsites/thunderbird_uni)



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

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

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

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

## The Doctor Is IN and Wants to Know: How Lucky Have You Been?

Bonjour mes amis,

My sincerest apologies for leaving you forlorn and yearning for advice in the last issue. It takes much energy and mental capabilities to prepare for on-site research at NSHMBA. Brain power, which, after one too many after-hour parties, Town Hall meetings, and cohort dinners, is diminishing.

But fear no more, I am back and refreshed and ready to answer all your questions.

NSHMBA brought much insight into the realm of "landing" the perfect job. Word of advice, if you're going to spend all the money going, why do as some did and save money on hotel rooms by just going home with other eager MBAs?

On another note, this

Worldwide Welcome is an amazing opportunity for you to test your marketability in the b-school arena. How lucky have you been with meeting different people? Please, share your stories.

I would also like to take this time to solicit your assistance. Being a Doctor is a full-time job, and I mean full-time "research" job (let alone the golf trips, company dinners, etc.). If you think you have what it takes to join the illustrious and infamous office of Dr. Love, please forward your information to my dear friends at Das Tor.

Internship positions are now available and after careful screening, you just might "fill the position!"

Live long and lucky,  
Dr. Love.

## Will Your Personal NPV Get You the Perfect Guy?

Dear Dr. Love,

I read your column about the gringo "Wannabe Machaca" and I am very interested in learning more. I am a Latin Lady who is trying to get my work authorization here.

I have work authorization in Costa Rica, Argentina and Brazil and am willing to create a Win-Win situation for both parties. This Machaca character intrigues me. Can you help me and maybe set the two of us up?

Monique

p.s. can we speed the process up I graduate in December.

Dear Monique,

I sympathize with your situation; it is tough enough for those with work authorization to get a job here. It must be even tougher for you to get sponsorship to work.

Well I hope you remember Global Negotiations, you will certainly need them for this cross cultural merger. Do you have a BATNA? Are you taking all interested parties into consideration for this merger?

First let's look at what

kind of leverage you may have. While you may think that you are making a three-for-one trade, and therefore have the stronger negotiating position, you must look at the sum of your offer.

Ever since the devaluation of the Argentine Peso and a exchange rate of 3-to-1, I would put the NPV of this work authorization at one-third of it's former value when the one-to-one peg was in place.

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

However, Brazil is another story, with the allure of Carnivale and the

rumble of the samba, coupled with the strong growth potential of the large Brazilian economy, I would put the NPV at roughly a 50% of the value of a Green Card.

Is there anything else that you bring to the table? How well do you dance? I hear that this Machaca character likes to cut up the rug. I am sure that after he reads this letter, he will be more than willing to meet you. How is Thursday night 11:00 p.m. at the pub sound? Good luck.

Dr. Love

## Who Was "El Diablo" That Night?

Dear Dr. Love,

I happen to go to the Globe dance party on Halloween and had a great time. My only problem is I was dancing (rather provocatively) with someone dressed up as a rabbit. At least I think it was a rabbit costume.

Here is my problem, I didn't get their name and I don't know if I would recognize them again. Also, when I woke up the next morning I noticed that all of my clothes were red. I was wondering if you could help explain this mystery.

Now Confused More Than Ever

Dear Confused,

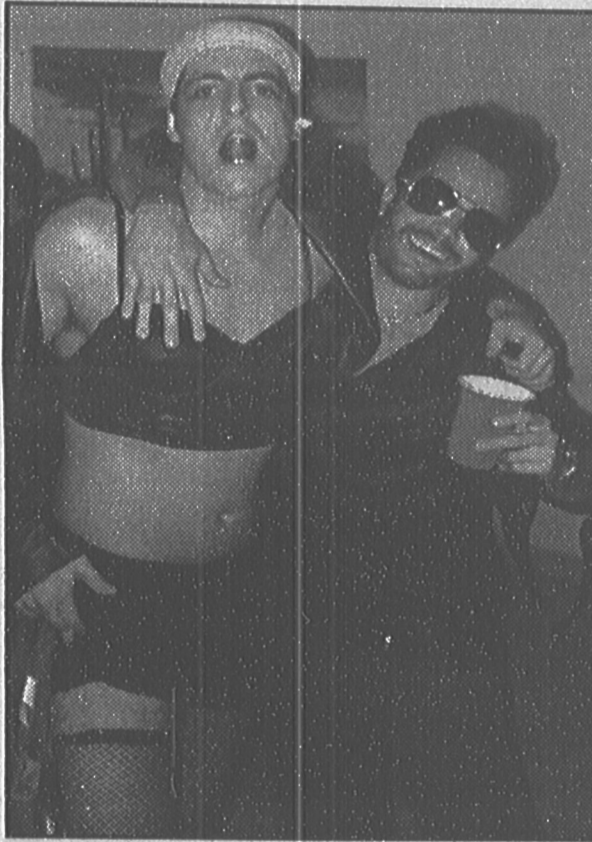
All that really matters is that you had a good time at the dance. We should thank Globe for putting together an after hours party.

First let me help you with the red paint. You were a victim of "El Diablo." Many of

the attendees woke up to notice that their clothes had been a victim of "El Diablo."

As for your bunny rabbit dilemma, this proves to be a very tough one as this costume tends to be the most popular Halloween costume. Solving the mystery as to who your dancing partner was may prove impossible. Are you even sure you were dancing with the same rabbit all night? Is there anything you can remember about your bunny?

Maybe your dancing bunny was just looking for someone to dance with and not a long term love interest. Doing a little product research may have helped you pick the right rabbit to dance



Can't find your dance partner? Halloween costumes have you fooled?

with.  
Dr Love.

## Pole Dancing Mating Ritual No Match For Sound Strategy

Dear Dr. Love,

I have a small problem with another guy on campus who keeps on hitting on my girlfriend. I was wondering if you have suggestions for me on how to handle this guy. He knows that the two of us are dating and yet he continues to look for love in all the wrong places.

I was wondering if I should crush him like Wal\*Mart crushed K-Mart, or do I try and talk to him again? His pole dances and other seductive tactics make me nervous, and anxious to whisk my girlfriend far away from the Glendale environs-and this creep- upon graduation this December.

Semm Drannen

Dear Semm,

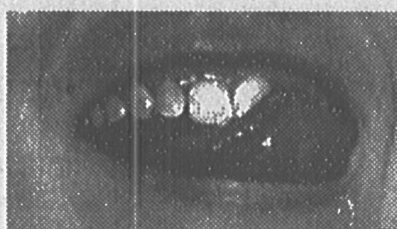
Just because you have a little competition on your hands is no reason to take this out back and break some legs. In this fragmented market that we call the Thunderbird Dating Scene, you have to expect some competition.

My suggestion is that you look to Porter's Five Forces Model for some ideas on how to keep your competitive advantage. I would suspect that while entry barriers to the dating scene and more specifically, to accessing your girlfriend, are low, and that rivalry is ferocious. But she already knows you, and spending a night canoodling at Eatza Pizza with you probably has far more value than the "substitutes" of watching Lifetime movies or learning how to knit. As long as you are not losing market share

you should have nothing to worry about.

However, if she starts focusing more attention on the slick guy you mention or any other ThunderStuds, you should reassess your strategy. In the meantime, embrace a little competition to keep your relationship from becoming stagnant.

Dr. Love.



Is your girlfriend wetting her lips for another man on campus?

## No Pain, No Gain Advises Expert

Dear Dr. Love,

I may have had too much to drink last night. I remember getting down and funky with my dance partner at the pub.

However I think I may have led him on too much. When I called him at midnight to come meet me I think he thought it was a "Booty Call."

He is a great dancer and I would hate for to lose the Fred

to my Ginger. Any suggestions?  
Becky Ho

Dear Becky

I recall you having troubles with the men last year. Maybe you should quit the boozing every night and stay away from the wild Lambada moves, you could throw out someone's back.

Dr Love.

## TSG Budget - Conference Fund Availability Details Explained

*Continued from Page 11*

tribution of the funds. Next trimester we expect to transfer control of the fund over to the Speaker and Conference Funds Chair.

We also expect to change the nature of the fund away from sending single individuals to a conference and instead using it to help teams pay entry fees and hotel costs when competing in business school and/or corporate sponsored competitions.

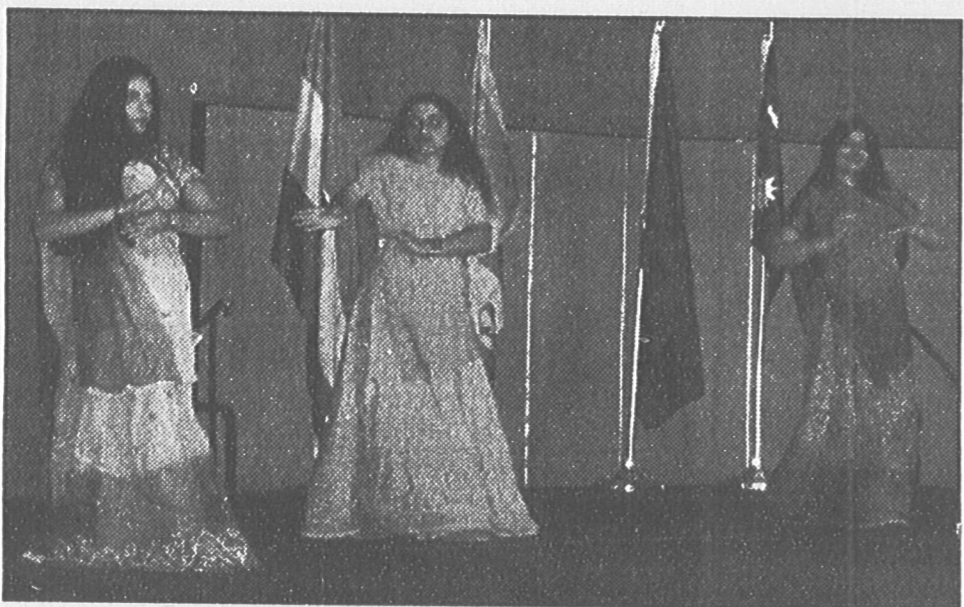
Sharon Jayakumar, TSG President, hopes that the administration and faculty of the school will support this decision by

offering leadership and training to teams who are competing. Successful teams will be asked to give presentations on their strategy so that others can learn from their example.

It is our hope that these changes will lead to better management and more efficient use of these funds. If anyone has questions, comments, or concerns they should feel free to contact me via email or via voicemail at campus extension 7061.

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# Students Celebrate Cultural Heritage



Top to Bottom, LtoR: Women celebrate in traditional Indian dress at India Night; Jacob Ng and Karyn James pause for the camera at India Night; Women perform for students and guests at India Night; Deevali (Indian Festival of Light) informal cultural event (Vikram Mangharam, Sharon Jayakumar, Dinesh Goel, Anil Rathi, Julie Levin and guest); Supriya Chabria and Chris Palm dance at Middle East / Africa Night



## Traditional Holiday Events

### Perennial Favorites

*A Christmas Carol*  
Dec. 5-21  
Herberger Theater Center  
Actors Theater

*Handel's "Messiah"*  
Dec. 10-14  
Various locations  
(www.phoenixsymphony.org)  
The Phoenix Symphony

*The Nutcracker*  
Dec. 11-28  
Symphony Hall  
Ballet Arizona with The Phoenix  
Symphony

### Other Offerings

*Saint-Saens "Organ" Symphony*  
Nov. 28, 11 a.m., 8 p.m.; Nov.  
29, 8 p.m.  
Symphony Hall

*Holiday Madrigal Special*  
Dec. 1, 7 p.m.  
Orpheum Theatre  
Arizona School for the Arts

*An Arizona Christmas*  
Dec. 4, 7:30 p.m.; Dec. 5-6, 8  
p.m.; Dec. 7, 3 p.m.  
Symphony Hall  
The Phoenix Symphony Pops

*Snow Queen*  
Dec. 5-12  
Herberger Theater Center  
Center Dance Ensemble

*The Year of the Perfect  
Christmas Tree*  
Dec. 12, 7:30 p.m.; Dec. 13, 2  
p.m., 7:30 p.m.  
Orpheum Theatre  
Dance Motion

*Light a Candle for Peace*  
Dec. 20, 7:30 p.m.  
Orpheum Theatre  
Phoenix Boys Choir

*Glendale Glitters Spectacular*  
Opening Weekend Nov.  
28 and 29, 5-10 p.m. In its 10th  
year, with nearly one-million  
lights blanketing twelve blocks of  
Historic Downtown Glendale.

The lights twinkle night-  
ly from 6-10 p.m. through Jan 17,  
2004. Admission is free. Addi-  
tional holiday activity nights  
include the Glendale Glitter  
Enchanted Evenings, Friday and  
Saturday from Dec 5 to 20  
Information taken from City of  
Phoenix, [http://phoenix.gov/CIV-  
PLAZA/stages.html](http://phoenix.gov/CIV-PLAZA/stages.html) and City of  
Glendale

### By Betsy Hoag, Co-Editor Across

- 1) "Original Thunderbirds;" attended rededication ceremony in uniforms
- 2) She, in French (also a magazine)
- 6) Very wide foot (two letters)
- 9) Anarchy Online initials
- 12) Champagne and orange juice concoction
- 19) A very unusual discovery
- 20) Convenient store owner in The Simpsons
- 21) Neil Diamond song (4 short words)
- 22) "You give", in French: Tu \_\_\_\_\_ (word is backwards!)
- 25) Advertisements: abbreviation
- 26) Where Pope John Paul II resides
- 27) Anna \_\_\_\_\_, cosmetics manufacturer
- 30) Socks and stockings are found in the \_\_\_\_\_ section of department stores
- 34) Continent on which Bolivia is located (initials)
- 35) A, \_\_\_\_\_, or the
- 36) U.S. budget airline based out of Chicago-Midway
- 39) Doctors (initials)
- 40) Ambulances take you to this part of the hospital

- 41) Queen, in French
- 42) Lady, in French
- 43) GF class taught by Professor Phil Drake
- 48) Title given to religious leader in Iran
- 49) Any number multiplied by

- one \_\_\_\_\_
- 52) \_\_\_\_\_ Worldcom
- 53) Opposite of "yes"
- 54) Capital of Ecuador
- 55) International Broadcasting Bureau (initials)
- 56) Ha \_\_\_\_ (laugh)
- 57) Opposite of "in"
- 58) Year, in Latin
- 63) Constellation near Milky Way
- 64) Capital of this country is Addis Ababa
- 65) Caribbean island nation; capital is Bridgetown

### Down

- 1) Tennis Player Justine \_\_\_\_\_
- 3) He, in Spanish
- 4) Long-eared South American animal, descendant of guanaco
- 5) Prime \_\_\_\_\_ marks Greenwich Mean Time
- 7) Toxicology Excellence for Risk Assessment: initials
- 8) Regard green plant that might be poisonous (two words)
- 10) Worldwide supplier of network mgmt. & security software (ie. McAfee)
- 11) Je ne fais pas? (in English)
- 13) Initials of class taught by Professor Bill Youngdahl
- 14) Opposite of "taken"
- 15) Letters preceding core classes

- 16) Use these to pay for education; pay back later
- 17) Advocates, promotes, or supports
- 18) Citizens of country whose capital is Riyadh
- 24) U.S. governing body for product nutritional information
- 28) Tea, in French
- 29) Los Angeles, \_\_\_\_\_ (state initials)
- 31) Number after zero
- 32) Dorm supervisor
- 33) The \_\_\_\_\_ Minnow ended up on Gilligan's Island
- 37) Racetrack in Florida; Dodge model
- 38) He has \_\_\_\_\_ the pizza
- 39) City in Italy, begins with 'M'
- 42) Fruity drink
- 43) Magazine for men (comparable to Stuff and Maxim)
- 44) Informal promissory note
- 45) The, in German
- 46) Model Gretchen \_\_\_\_\_
- 47) Ninth planet from the sun
- 50) Here, in Spanish
- 51) Yes, in Spanish
- 57) \_\_\_\_\_ no! (exclamation)
- 59) Ah \_\_\_\_\_ (sneeze)
- 60) Bank One Ballpark (initials)
- 61) Female undergarment
- 62) Undergraduate degree
- 66) Must have to check out book at IBIC

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