

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

William Schurz

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## Over \$30,000 Given Away to Business Plan Competition Winners

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

The Thunderbird Entrepreneurship Club held the Thunderbird 2003 Global Business Plan Competition on Friday, December 5th in the AT&T auditorium. Over 100 students participated in the event which culminated in the awarding of \$32,000 in cash prizes.

This was Thunderbird's first Business Plan Competition to involve students from other campuses including UCLA, Georgetown, INSEAD, Monterrey-Mexico, and the Indian School of Business (ISB). Teams from Thunderbird and ISB were among the finalists that had been competing in three phases of judging since October.

This was also the first competition that was made available to the world via the internet webcast. Students and administration worked together diligently to make this event available to over 30,000 alumni. Several staff and faculty watched the presenta-

tion via webcast on the internet.

Much good for Thunderbird was achieved in the carrying out of this event. The Thunderbird brand name was elevated as a school known for entrepreneurship and business plans among the schools that participated. Relations with other schools were strengthened, espe-

cially with the Indian School of Business. And lastly, students were given a real incentive and reward for their work for besides a letter grade.

After six tremendous presentations, the judges announced the winners after 45 minutes of deliberation. Tours Gone Wild!, presented by

The TEC would like to give a sincere thanks to all members of the administration in many departments for the cooperation rendered in this massive undertaking. Development for organizing and assisting in raising of funds. Marketing for designing and donation of marketing materials. Alumni Relations for its work in informing Alumni of our event, and lastly to Professor Stralser for being an anchor for Entrepreneurship at Thunderbird.

The TEC looks forward to planning and preparing another Business Plan Competition for 2004. You can expect that the competition will only get bigger and better. Stay tuned and get don't hesitate working on your business plan today! Who knows maybe next year your name will be on that \$25,000 check!

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*The Thunderbird brand name was elevated as a school known for entrepreneurship and business plans among the schools that participated. Relations with other schools were strengthened, especially with the Indian School of Business.*

cially with the Indian School of Business.

"[We] look forward to a much stronger association of ISB with Thunderbird in the years to come," said Subramani from Nature's Own Company.

Alumni and other professionals that served as judges were able to come together and

Thunderbird's Santiago Mejia and Arturo Perchemlian, won first place and the top award of \$25,000. Nature's Own Company, presented by Subramanian Rappachandruppa of ISB, took second and \$5,000 dollars, followed by QuickCash, presented by Paul Tedeschi, with third and \$2,000.

## Thunderbird Undergrad ?

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

Rumors and truths have been circulating on campus about the topic of "Thunderbird Undergrad." And that's what they are at this point - rumors and truths.

"In the context of the Strategic Plan, where we call for a diversification of revenues," President Roy Herberger explained, "we are looking for new product offerings."

Thunderbird must diversify its risk, Dr. Herberger explained. For a school who's fundamental product relies on students from six continents, 60% relying on obtaining visas, and using the Thunderbird brand in different parts of the world, he explained that there is a high level of risk involved in operations.

"The first thing you do is look at what is possible," he said, citing market demand, the school's resources and the possibility of partnerships.

"We don't have a lot of excess resources, although there is some capacity," he elaborated.

Dr. Herberger continued saying "we have a constant influx of schools wanting to do things with us." He gave the example of second semester undergraduate seniors coming to Thunderbird for a "study abroad" opportunity.

"Are we going to investigate? Yes. Are we going to look for partners? Yes. Are we going to have product expansion? Yes," Dr. Herberger stated.

"We are not committed [to any decision] at this point. We are in the exploratory phase," he elaborated.

"This is all part of our plan with diversifying. We do not want to be caught in a straight, single product line," he continued.

It is too early to speculate what the new Thunderbird will be or when it will happen, but it is certain that Thunderbird will take advantage of its brand in a new market.

"One thing is for sure," he concluded, "it isn't going to be the same."

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## Wanted: Fabulous photos of travel + people

**Enter:** The contest by submitting original 5X7 photos of your travels + \$20 check written to Global Market to cover framing costs (you will get framed, enlarged photo back at the end of the contest).

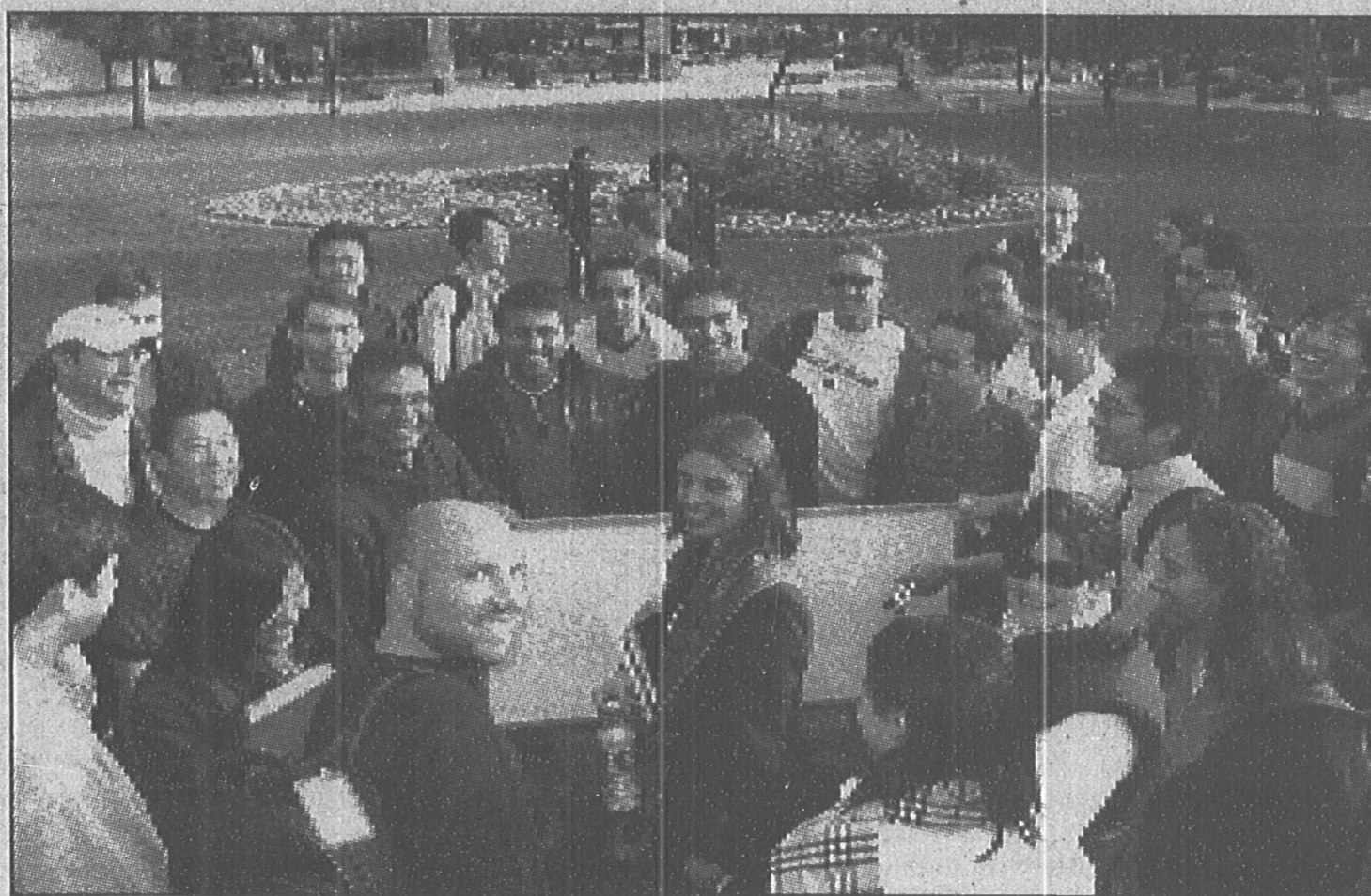
**Where?** Include your full name, year, title of photo and country where you took photo. Seal in envelope and submit to Sheila Oh at Mailbox # 1427.

**Deadline:** Submit by January 30, 2004 for chances to win great prizes.

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**Prizes:** 1st ARAMARK Meal Card (Value of \$100); 2nd T-bird Bookstore Gift Voucher (Value of \$100); 3rd Xerox Copy Card (Value of \$25)

Log onto MTB for more details on how to enter the contest.




Finance III Professor Barbara Pécherot Petitt led a final exam review session on the bleachers on the Tower lawn after the campus lost power Saturday afternoon.

"She is such a great professor," said first trimester student Stacy Alyse Wieser,

"She is always there for students."

Photo taken by James Perkins.



**DAS TOR**

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

Bob Morabito, Founding Editor, 1969

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

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**In Search of the Mystique**

## As People Leave, I Gain a Glimpse of Mystique

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

"Enough already!" That is what I'm sure you are saying by this point. Some eleven editoroyales later and you are still reading. And I am still writing, and still searching. I often get sentimental around the holidays. Also, it could be the stress of the trimester, the deadlines, the gift buying, the "good-byes" all wrapped into one big Christmas package.



Megan Staley

What has stood out to me these last few weeks is the fact that while Christmas is supposed to be a joyous occasion filled with reunions, we will have to say good-byes. Some will be just that, but we hold the hope that all will be "til we meet again." The Mystique is knowing that this "meeting again" will not be in Glendale, or Archamps but in the most unlikely of places when we least expect it. And that makes me proud.

Realizing that I might miss a chance to say "Thank You," I want to take this opportunity to let you in on what I have to say.

In my search for the Mystique, I have been lucky enough to work with three amazing individuals at *Das Tor*. As Andrew Ashton and Juarez Lowe take their first steps as Thunderbird Alumni, I want to thank them for their invaluable work for the paper.

I am sure when Andy stepped in the office a mere twelve months ago to help us with graphic design he had no idea he would be the next Editor-in-Chief! Nor, did he realize what he was getting into working with me. Late night IMs and phone calls from me, in a panic, when the software crashed were not in the job description. He handled them, and me, with patience and kindness. I have learned so much from Andrew in how to be a teacher and a listener. I think after he graduates, I might have to send him 20 random two-line emails every day just so he remembers life at *Das Tor*. Good luck Andy. And, may I still call you when the computer crashes at 1 a.m., seven hours before deadline?

Another "thanks" is for Juarez Lowe. A fellow T-bird searching for the

your chair with the same charisma.

In addition, Quinton Singleton, where would I be without you? From the first day of Foundations, knowing the "third generation born and raised Las Vegan" has been a pleasure. Who knew that you too would get intoxicated by the mystery we call *Das Tor*? You put up with me on so many occasions - whisky nights, crazy Italian cliff driving, and sarcasm at its best. What you have done for *Das Tor* is remarkable. Self-creating the T-bird Liaison position by virtue of your efforts and work was something beyond my hopes for the paper. Thank you for keeping up with my constant barrage of emails, and often beating me at my own game! What you have in place has allowed *Das Tor* to be a truly international business school paper.

To our faithful writers and readers, thank you. Your contributions, critiques and warm smiles passing by the office have not gone unnoticed. Thank you for helping *Das Tor* become more than any of us thought possible. And thank you for positioning it to take off to a new level!

As the trimester ends, and new faces join *Das Tor*, my search for the Mystique will continue. But the search will have found something in Andy, Juarez, Quinton and the writers. The search will continue with the hope and expectation that students like you will rise to the occasion to make a difference.

You are truly citizens of the world.

Bon Chance and Proost!

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*As the trimester ends, and new faces join Das Tor, my search for the Mystique will continue. But the search will have found something in Andy, Juarez, Quinton and the writers. The search will continue with the hope and expectation that students like you will rise to the occasion to make a difference.*

Mystique. I will miss our conversations about looking for and finding the Mystique in the most unusual of places and people. If Malaysia is in your plans, Juarez, your country is lucky. However, we will miss you in the U.S. and hope that some day you will return with your great cooking, keen editorial vision and honesty. I will miss your words as I sit typing my editorials at 3 a.m. You are a great person to have in the office and it will be difficult to find someone to fill

**Searching For Something More**

## Final Take - The Mystique - Pass It On

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

For me the Mystique came about on a cold Wednesday evening in the *Das Tor* office. The phone rings, I speak to an alumnus who went through similar experiences as me. Upon graduation, this American left his country and spent a year in Malaysia looking for a job. Like me, he left for a foreign country, and went knocking on doors. At least I have the comfort of work authorization when I apply for a job in Malaysia.



Juarez Lowe

He is someone who can identify with me on the difficulty and pain of a job search; the feelings of rejection and lack of control. He went through this more than a decade ago, but the clarity of the experience resonates in his voice.

Ironically, it was when he left Malaysia for Singapore that his luck changed. In his third day in Singapore, he received a job offer (to return to Malaysia with a Singaporean company).

He has just returned to the U.S., in part to show his kids some of the U.S. firsthand. He is probably going through the same culture shock that I will go through in a few weeks when I go home.

Originally someone I was supposed to contact on a project, he has

*He is someone who can identify with me on the difficulty and pain of a job search; the feelings of rejection and lack of control.*

reached out and made me feel better. With graduation imminent, the lack of a desirable job offer is somewhat disappointing. This raises doubts and uncertainties that may show through in interviews - increasingly the likelihood of rejection.

The next day, I receive an email from the same alumnus, copied to a friend of his, giving me a job lead. The Mystique was not just an alumnus helping me, but also seeing isomorphic attribution (thanks Professors Teagarden and Nuñez!) in practice - a former T-bird who understood and had gone through what I was now experiencing. Looking at him, I could see the light at the end of the tunnel.

The Mystique is not that I reached out to this alumnus, but that he contacted me and reached out to me. The Mystique is in knowing that there is a network of really great people out there to count on. The Mystique is in knowing that while I may never directly return the favor to that particular alumnus, hopefully, I will get my chance to reach out to another T-bird and make him or her feel better on a cold Wednesday night.

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### Corrections

If you, the reader, find any other errors in the pages of Thunderbird's only free press, *Das Tor*, do not hesitate to contact the editorial staff.

Although errors are bound to occur,

we insist on only the highest level of quality for the Thunderbird community.

In order to provide unbiased, clearly stated news and reporting in a manner worthy of being considered Thunderbird, we will not

rest until all t's are crossed, i's are dotted, and stones are turned.

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

## A meal with "W"

By RYAN JENSEN  
U.S.A., Spring '04

Dinner is nice. Especially really fancy ones with the President. On December 2nd, my wife and I were able to participate in a fundraising event held by President Bush. No, we didn't take out an additional loan to front the cost of the \$2,000 a plate dinner. It would have to be some mighty tender filet mignon to justify such an outlandish expenditure. Thanks to some friendly pestering of an old friend, who happens to work on the President's advance team, we were able to score some free seats to the pretty exclusive event.

The first thing we noticed, upon arriving at the Biltmore Resort, was the spectacle such an event created. The tuxedos. The furs. The sheer amount of secret service personnel. When the gentleman to your left is sporting a big ring that houses a 2+ carat diamond and some crocodile

skin boots, you know you are in some interesting company.

The hall was fairly open with the front of the room roped off as the area from where the President would speak. It didn't take long to realize what spot in the room was the hottest place to be. Gentlemen in tuxedos cordially elbowed their way into the coveted spots near the podium in hopes of scoring a photo opportunity or hand shake after the speech. Being a veteran of several rock concerts, I was able to secure a prime location for my wife and me.

With the wine imbibed and hors d'oeuvres consumed, the crowd slowly began to move into place and wait for the arrival of the Commander in Chief. The downtime provided us with ample time to people watch and gawk at some of the outlandish outfits that wealthy people tend to buy. The highlight of the wait occurred when an elderly woman on the front row passed out due to heat exhaustion. Within seconds of the incident several agents descended upon her with a myriad of different medical devices. She was revived and soon reclaimed her spot

directly in front of the podium. True to form and power, the President delayed his arrival by over an hour.

The sudden proliferation of secret service agents signaled the entrance of the President. He was welcomed with the expected fanfare. He took his place on the stand and soon broke into his speech. I have listed a few of the highlights that I gleaned from his comments.

1) The economy has grown at 8% over the last quarter. His policies, such as the tax-cut, are starting to create results;

2) He spent the majority of the speech discussing the war on terror. He boldly stated that the United States wouldn't let its foreign and domestic policies be dictated by terrorists, who he called "thugs."

3) He also mentioned the recent signing of his Medicare plan, the reason for his visit, and outlined the general benefits that will be extended to seniors.

After a great speech, the President spent a few moments "glad handing" the patrons on the first two rows of the audience. My

efforts would soon yield fruit. Sure enough the President made his way over to our section and we positioned ourselves for a handshake and a very coveted picture. My assertive wife asks if we can have our picture with him and he obliges. We hand the digital camera to the very serious secret service guy and the President puts his hands around us. The smiles soon turn to a dropped jaw of disbelief.....the camera is out of memory. The President, on a very tight schedule, moves on and I am left with a missed opportunity and a very ticked off wife.

The ride home was enveloped in an uncomfortable silence. One doesn't get many opportunities to get his picture taken with the most powerful man in the world. Days have passed since the dinner and my wife still won't acknowledge me. I guess this will be the case until I can convince her that our old picture with Lionel Ritchie is just as cool as the one with the President would have been.  
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## Have Brazilians Reached a Consensus on Single Market Platform?

By TATIANA PINHO  
Brazil, Spring '04

The adoption of a realistic exchange rate should actually decrease a country's risk, not augment it. While a currency devaluation usually signals a menace of economic crisis, a "controlled" devaluation, in conjunction with the implementation of free-market policies, should be representative of a nation's will and discipline to adopt measures towards a truly market-driven economy and a commitment to play by global free trade rules.

Unlike most Latin and emerging markets, the core of Brazil's economic "push" does not rely on commodity exports. While the country is an undeniable player in commodity commerce, the Brazilian economy is surprisingly insular.

Most nationally produced products are consumed domestically, with only 20% of total production directed to foreign trade. Therefore, capital flight would not affect the country

as much as it would other emerging markets that are more dependent on foreign trade.

The sheer size of Brazil's economy, about five times bigger than Argentina's, also helps the retention of FDI, since it would be much costlier to pull back from a bigger investment. In fact, domestic capital flight would be a more menacing issue, but the risk of such occurrence has been greatly mitigated by the domestication of hyper-inflation.

The path toward a liberalized economy has also been affecting the direction of Brazilian politics in significant ways. This, in turn, affects the new economic platforms focused on currency rates and country risk, thus generating a positive cyclic relation. Lula has promised to continue FHC's tight economic grip and to avoid regulations and other anti-corporate policies that could be perceived as anti-market. This assurance represents a dramatic shift within Brazil's major political parties toward a pledge

and comprehension of the benefits of an open-market economy. It also epitomizes a major shift of historically combating economic philosophies merging into a central stage. Lula's political history includes a rapid rise as a left-winged union leader, a loyalty to Marxist ideology, devotion from the PT's (Workers' Party) members, and three presidential campaigns lost to right-winged candidates. Lula was finally elected after "cleaning" his image and economic platform. And ever since his 2002 victory, Lula has been governing on a centralist economic platform mitigating the risk of a foreign debt default or further major devaluation movements.

This trend in national politics to move away from the protectionism and other policies traditionally linked to left-winged parties and the ISI era, marks a

remarkable shift in social-economic politics. It is a strong indication that the electoral body will not accept a platform that could potentially set back the country from a

free market economy. Beyond a simple behavioral trend, this could represent an underlying paradigm shift in political culture and future economic direction.

For the first time in Brazilian history, the ruling parties and Brazilian voters appear to have reached a mutual understanding and consensus on a single economic platform. Chile is another example of a free-market adoption that will be hard to reverse. Like Brazil, it understands the value of a floating exchange rate where devaluation may represent a dose of reality and firm steps toward stability.

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## Do You Have the Proud T-bird Syndrome?

By LADÉ A. DADA  
Nigeria, Spring '04

Stereotypes - they pervade almost every facet of human existence. Whether consciously or inadvertently, each one of us is prone to judging or ascribing certain pre-conceived notions to individuals or groups of people.

Yet, we fail to realize that most times national cultures and values are perhaps applicable in group situations and are not necessarily attributable to individuals acting alone. For instance, a person of a certain national identity does not represent all the people in his/her country of origin. In a group, he/she may exhibit certain behaviors that are distinctive to that particular culture, but alone, this might not always be true. Nevertheless, once you identify yourself as being from a particular country, you are almost always immediately classified.

You will be pleased to know that I've found this phenomenon to work in Thunderbird's favor in France. I am currently an exchange student at HEC School of Management - France's top business

school (next to INSEAD) and one of Europe's Top 10. Each time I mention that I'm from Thunderbird, everyone bows down in worship (okay, okay, that's an exaggeration but you get the point).

Throughout Europe and Asia, the name "Thunderbird" conjures images of excellence and brilliance, warranting a high level of esteem. At the same time, as other students interact with the two T-birds at HEC, they come away with even

higher impressions of our school. They find us to be friendly and professional, and immediately conclude that this is largely due to the fact that we are both T-birds.

*Let us exude excellence in all we do, thereby infecting the world with our beloved mystique, that we might create a positive stereotype.*

challenge you to live up to Thunderbird's good name. It would be great if each one of us were judged to be highly competent international managers simply because we are T-birds.

Many of us complain that our school is relatively unknown; but, we can change that by our conduct. We can spread the T-bird mystique by portraying

a good image everywhere we go. It is not enough for the *Wall Street Journal* or *U.S. News and World Report* to rank us as the leading international business school, our individual reputations should demonstrate that the school is where integrity, professionalism, a good work ethic and respect thrive.

Therefore, within our various campuses, in our professional interactions and as we travel throughout the world, let us comport ourselves in such a way as to portray Thunderbird positively. Let us exude excellence in all we do, thereby infecting the world with our beloved mystique, that we might create a positive stereotype. Each one of us is a walking billboard, a living testimony so to speak so let's continue to prove that ours is a high ranking business school-in class and elsewhere.

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# Farewells and Thank-Yous to T-bird's Unsung Heroes

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

"I'm late, I'm late, for a very important date... no time to say hello-goodbye, I'm late, I'm late, I'm late... Oh my! - Rabbit, from *Alice In Wonderland* How many of us can identify with this??? We are always running from classes to group meetings, etc. How many of you stop long enough to say "hello" or "thank you" to those unsung heroes who help you glide through your daily lives on campus... Now ask yourself, how many of these wonderful people do you actually know by name?

## Let's start with the Commons

Most of us are engaged in a flurry of conversations, while racing around the Commons on the hunt for food, but I have noticed the many that stand silently as we watch Arlene create those artistic super salads and special pastas, donned in her Christmas cap for the holidays... Or how about Sandy, a.k.a. "Alexandria," or Elnora, both ready to hand over the hot food to us with a smile. Have you ever caught yourself saying, "Thanks Sandy. Thanks Elnora, have a nice evening!"?

How about those "Grilliers?" Evelio tells me that he makes my Chicken Quesadillas *con amour*. I am not sure he uses that same "ingredient" for the guys though! Perhaps Helen uses that "Secret Ingredient" for the guys, though, when she whips up her delectable omelets every day of the week. Don't forget about Rosa, who also works the grill mid-shift, so that we are not suddenly stranded without someone to cook our burgers.

Did you ever think you could have so much fun while waiting for your stir-fry or pizzas? It's probably because Grace - PanGeos and Luz - Pizza, are taking good care of you and having a good time while they are doing so. Their friendliness and laughter are contagious.

Has anyone said hello to that good-looking, quiet guy Larry, who keeps the salad bar and the sandwiches stocked fresh? He moves anonymously in and out of view. You have to be quick to say hello to him. I used to think he was a bit aloof until one day I asked his name. Now when I say hello, I am greeted with a

really great smile! He doesn't work alone though... Yolanda and Josephina also make sure that the Salad Bar is amply supplied.

I know many of you can't live without Kathy, who works the Java City coffee bar. She certainly deserves a special thanks as she is the one who keeps you wired all day with her delicious coffee drinks and smoothies. And, who doesn't know Adam, in the Tower Café? He keeps you up all night! He is always so pleasant and nice.

Although not readily visible, we can't forget about the folks in the back that work hard, behind the scenes. Say hello next time to the "Big Boss" Steve, the head chef, or to Dollie and Suann - the day cooks who keep the hot food coming. We should also thank Claudia, Lilliana, Nancy and Reina - the dishwashers. We are certainly grateful to them. Next time you see Lai, the "Buser" out around the commons, cleaning up after some lazy people, send him a big thank you, too. And who is that versatile wonder that bellows out our nicknames and remembers little details about our harried lives? That's Marcy - she's everywhere! Cooking, salads, hot food and at the cash register!

I always have a greeting for either Kathi, the lead cashier or Nilda, who must have been a stand-up comic in her former life. They are the final frontier of the Commons. You don't pay... you don't pass. It certainly makes their day too, to have a big hello waiting for them when you step up to pay.

## Catered Campus Events

It's not too late to say "hello," or "thanks for everything" to Jack and Kathleen who recently made sure that I was well-stocked with some sort of chocolate after the Innovation Challenge dinner. I also want to thank Krissee, Toni, Kali, Diana and Tiffany for working so hard all the time especially during the events surrounding the World Wide Welcome.

A special thanks goes to Karen Havill, the catering director, who, without her generous and dedicated assistance, none of the catering events would run as well as they do. And let's not forget to

give our extra special thanks to Ron, who keeps the alcohol on campus well stocked and flowing!

## Post Office

Meet: Maria, Clara, Julie Vickie and Dawn... the U.S Post Office team! No, they don't cycle, but have you ever seen them stuff mailboxes? I personally want to thank all of them. I'm sure if you learn their names and say hello, they'll extend the same graciousness to you too.

## Security

Now how about those men in uniform? The men who watch over us and keep the campus safe? Our very own men in blue, The Thunderbird Security Crew! Meet officers: Leonard Street and Simo Nhili, who has been known to "go the extra mile" for students. Also say hello to Charles R. Cochran, "Chuck," who many mistake for a student, but is actually the Chief of Security. Then there is McKinley Anderson Jr. a.k.a., "J.R." who has been protecting this campus and the students for over 30 years!

Sure, no one likes to leave the Pub, even at 1:30 in the morning, but how many of you say "have a good night" to the laid back and friendly José Espinoza or Jerry Hayes, as we stumble out onto the parking lot?

Did you ever notice who opens the classrooms for you? Unlocks your dorm-room door, or makes you a new key when you mistakenly leave it in your room? (Especially on Pub nights?) It is probably the very amiable officers, Bradford Tenney or Kennard Seidner. In fact, you might want to hurry up and meet officer Seidner or "K.C.," because he will be leaving the campus by Christmas to open his new Bed and Breakfast in Williams, Arizona, right near the Grand Canyon!

(<http://nvo.com/grandcanyonbbin/>)

## Facilities

Now, for those of you not living on campus, you probably wouldn't know that Michael S. Chinn and Jack Jenkins are the "fix-it" guys on campus. Whenever you need something repaired, you just call Facilities and within a short time, it's taken care of. In fact when you do call Facilities, you might be speaking to either Laurie A. Garcia or Carrie Fair

who will not only write a work order for you, (even though you can do it yourself online), they will also book classrooms for you. Speaking of rooms, just ask the always smiling Ruben A Gallegos or Thomas M. Baker, if they can help you or your club out with a few room changes. Of course, there are dozen's of people who work in facilities. Be sure to acknowledge all of them and especially those that maintain the beautiful landscaping on campus.

## I&IT

One person that always seems to appear when you need him most is Carlos DeJesus, from the AV department. Also, I can't imagine what I would have done without Abijah Sheeks, Russ Land who also saved me several times with my computer problems. Be sure you are very kind to them!

## Financial Aid

My spending money to pay for Thunderbird would not be possible if it weren't for the collective efforts of Nancy Barnes, Cheryl Kibarian, Donna Metzger and LaDonna Tucker who made the horrors of financial aid applications so easy, all I had to do was sign my name! As painful as it is to hand over that much cash to pay my tuition, Diane Weible makes it an "almost" painless task. If you do get to know her well enough, you will discover that she loves to get postcards from traveling students!

## Student Services and Admissions

I would also like to thank Joe Miller, who is just beginning his reign as the new Director of Student Services, for fighting the "good fight" for the students, clubs and TSG. His efforts were very much appreciated during the GWIB conference and the Innovation Challenge.

Most importantly, I would really like to thank Judy Johnson for giving the final nod that brought me here in the first place. I certainly wouldn't have been here if it weren't for you, Judy. I am very thankful.

For the newer students, I recommend you take the time to meet these people. It will definitely make your time here a lot more pleasant. THANK YOU!

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# An Analysis of the Brazilian Financial Crisis

By TATIANA PINHO  
Brazil, Spring '04

In September, 1998 the economic future of Brazil looked bleak. The Real had just been grossly devalued from an annualized rate of over 5,000% in July 1994 to just 0.7% in June 1998; and, there was a period of relative dollar parity on a floating exchange rate.

The administration of Fernando Henrique Cardoso, better known as FHC, was the originator for this virtual floating dollar parity and the suppression of a hyper inflation that had infected the country during the 80's. The combination of the end of FHC's reelected term, the prospect of a presidential election with an ex-union leader as the forerunner, and the recent Argentinean crisis set a dangerous mixture of risk and ambiguity for the Real.

To add injury to the problem, Brazilian and international media further instigated worries of a default from the world's largest foreign debt holder. Despite all these explosive ingredients,

the country's financial situation managed to remain stable and devoid of inflation (a Brazilian's greatest nightmare). While domestic and foreign investors showed obvious concern regarding the devaluation, it clearly didn't generate enough friction to drain the country's economy and activate a massive capital flight, as had occurred with its Southwestern neighbor.

The leading left wing presidential candidate, and Castro sympathizer, Luis Inacio "Lula" da Silva, announced a centralist economic platform that would continue to support FHC's austere economic controls, which included high interest rates and occasional rises in import tariffs. He also guaranteed the IMF and the international investment community that a default would not occur if he were to be elected. Brazilians did not take the devaluation as a sign of a pending crisis, but rather as a necessary evil.

There were rumors hovering about a contamination effect from Argentina. However, many economic

observers failed to notice the reasons for the improbability of a contamination. There were several founded methodologies that kept such phenomena from arising. While Argentina benefited from an economic policy that supported an unrealistic, and operationally unsustainable, fixed parity to the dollar, Brazil concentrated on inflation control measures based on market forces, with a focus on eradicating public sector deficit. The country sacrificed significant amounts of potential FDI by rejecting a system based on a fixed overvalued currency. Although Brazil did maintain an unlikely dollar parity, it was done via a floating basis as an extra measure to fight inflation. The FHC administration achieved this parity at great cost, as it had to actively inject considerable financial amounts into the Brazilian economy to maintain the balance.

This concept of devaluation as a tool for equilibrium may initially appear oxymoronic. However, this notion becomes more evident as one realizes that the risk of investing on a reasonable

exchange rate is less significant than endowing an economy working on an overvalued currency. Brazil's devaluation was a sign of disciplined measures towards stability rather than a sign of a pending crisis. The country knew the parity was a temporary plan controlled by the central bank. It was a matter of timing that had long been expected by observers who knew the parity had to be gradually mitigated.

FHC's administration was aware that an overvalued currency brought growth benefits, but it also noted that it could only work as a temporary stratagem that could not be supported without real operational backing - it had to be market driven, not fixed. Therefore timing was a key issue, and FHC had to determine backup plans to support a Real with a new, devalued rate. As it also had to somehow establish a 'floor' that would be flattering enough for exports without draining growth.

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## Thunderbird Community Collaborates to Innovate Innovation Challenge A Success

By ADAM HUNTER  
U.S.A., Fall '03

"The Innovation Challenge gives students an opportunity to show their creativity in a business setting which is valuable to them and the companies that are looking to recruit innovative talent. The Innovation Challenge was a fantastic opportunity. Thunderbird is a gorgeous campus and the students and staff were incredibly gracious hosts," said Dave Roach from Brigham and Young University (BYU).

This is just one of the many positive comments the organizers of the Innovation Challenge have received from the many participants. "Collaborate to Innovate" was the message Anil Rathi '02, one of the creators of the Innovation Challenge, exhorted to everyone involved with the competition. This message was prevalent throughout the three days that the five teams from BYU, Duke, Harvard, Minnesota, and Texas were here.

It started with some of the judges and the five teams being met by their respective liaisons either at the airport or on

campus. On Thursday night, the teams, although exhausted from their long flights, made it over to the Thunderbird Pub for a kickoff meeting.

Each team was welcomed individually by President Herberger which really made a big impression on the participants. In fact, from President Herberger to TSG to the student volunteers, Thunderbird's enthusiasm for the event was tremendous and nearly all the participants commented on how impressed they were with the level of support Thunderbird gave to the competition.

At the kickoff breakfast on Friday morning, Chic Thompson, author of *What a Great Idea!*, got the morning session started after a brief welcome from Dr. Herberger. Chic's enthusiasm and passion for ideas could be felt by everyone in the room. After some truly heartwarming and inspiring stories about how thinking in opposites and creating new ideas could improve business and make a difference in one's personal life, the participants were led to their respective Snell Rooms. The rooms were transformed into brainstorming

centers, thanks to the guidance of Matt Augée of RecF/X, a company that facilitates ideation sessions.

While the participating teams were led to their respective rooms, the student body and even some people from the local community were treated to a day of wonderful seminars about the difference ideas, innovation, and entrepreneurial spirit can make in business and in one's personal life.

Dr. Jeffrey Stamp, VP of R&D at Eureka! Ranch, was particularly well-received as he got everyone to sing while also imparting some valuable knowledge about the positive effect innovative thinking has on successful marketing ventures.

The teams had until 8:30 p.m. on Friday to submit their plans via email, and they used every minute of that time. The plans were finished, and all that was left was their final presentations the following day. Duke led off the presentations with Texas, Minnesota, Harvard, and BYU to follow. Deliberation by judges was originally scheduled to be one hour. One hour turned into



Top: Wells Fargo and UPS present the \$20,000 winning check to the BYU team. Bottom: Thunderbird students, judges and students smile at the end of the day.

two which turned into three. It was obviously a tough decision for the judges.

At the awards dinner sponsored by Wells Fargo, the TC rooms in the Commons were transformed into a beautiful dining room that made those that attended feel as if they were in the ballroom of a hotel.

It was finally time to announce the winners. Second runner-up was Harvard. First runner-up was Duke. And the "Most Innovative MBA Team" in the world for 2003 ... BYU!

The accolades from the participants spoke volumes about what a success the inaugural Thunderbird Innovation Challenge was.

Robert Dunlap from Texas said, "It was a thrilling weekend. We learned invaluable lessons and felt honored to be invited."

Harvard's Guillermo Silberman said he would return to Harvard and inform his classmates about what a quality competition the Innovation Challenge was.

Colin Jones from BYU stated, "I must admit, when I first heard about the competition I was reluctant to enter because I thought we would have no chance of winning. Participating in the Thunderbird Innovation Challenge has helped me realize that I need to 'go for it' a lot more and not allow all of the various obstacles to get in the way. It's a lesson that will be of immense benefit in my career, in my life and in my future innovation efforts. I now have the attitude that I'd rather try and fail than not

try at all. The world is full of people who have great ideas, but it's the ones who do something about it that reap the rewards."

BYU's Scott Porter, in heeding Anil Rathi's "Collaborate to Innovate," sent the organizers the following message: "It was an honor for us to meet and compete with brilliant and creative MBA students from around the world. The innovation experience was extremely challenging, invigorating and a whole lot of fun! We want to make sure that the legacy of innovation and entrepreneurship continues at BYU, so we are donating some of the winnings back to the Marriott School to help support programs that build future innovative business leaders."

It was a weekend that will be remembered as something great for Thunderbird. As evidenced by some of the participants' comments, it will also be a weekend that changed some people's lives.

The success of the Innovation Challenge showed that when the Thunderbird community - and that means every part of the Thunderbird community - gets behind something and believes in a vision, it can accomplish great things.

The Innovation Challenge, along with the other events from the World Wide Welcome, will mark 2003 as a banner year for Thunderbird, and a year which has other schools now talking about Thunderbird.

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### THINC Would Like To Thank the Following People for Making the First-Ever Thunderbird Innovation Challenge a Successful Event!

#### Administration

Dr. Roy Herberger  
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Tim Jones  
Marsha MacArthur '99  
Boris Pluskowski  
Dr. Jeffrey Stamp  
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Amy Wilson  
Michael Wu  
Carlton Yocum

We Couldn't Have Done it Without You!  
"Collaborate to Innovate"  
- Anil, Robert, Adam, and Jeff

## Hanukah - Greeks, Hebrews and Globalization

By MICHAEL JUNGREIS  
Israel, Fall '03

If you were standing on the hills of Judea 2,300 years ago, the winds that you would feel blowing on your face would be the winds of change. Alexander the Great had recently conquered Judea (as well as much of the rest of the known world) and instituted Greek rule. Alexander allowed the Jews to maintain their traditions and accorded them religious and national autonomy. It was not long before the upper class and more educated people of Judea (you) discovered that the Greek culture is actually quite neat. You started to walk the Greek walk and talk the Greek talk.

But the majority of your fellow Judeans remained strictly faithful to Jewish tradition and rejected Greek culture, a fact that created an ongoing social tension between these two groups. This tension remained under control until Greek Antiochus IV rose to power in 175 B.C. He saw him-

self as the ultimate representative of the Greek Hellenistic culture and his mission in life was to disseminate this culture throughout his empire, no matter what it took. He set off to make Jerusalem a Greek city. He imposed edicts against the Jewish religion, banning Sabbath observance, circumcision and Torah study. He built an altar in the Temple and forced the Jews to sacrifice to the Greek gods.

Even 25% of these decrees would be enough to fuel a rebellion, which was indeed started full blast in the year 167 B.C. by Matiyahu the Hasmonian - an old priest in the village of Modi'in (today the Palestinian West Bank village Midya).

Many Jews, mainly farmers, gathered around Matiyahu and his sons in order to combat the Greeks. At the head of this army stood Matiyahu's son, Judah Maccabee. Amazingly, in a row of heroic and ingenious military maneuvers (some studied to this day in

military academies), this band of villagers managed to defeat the sophisticated Greek army, liberate Jerusalem and purify and inaugurate the Temple.

The festival for the Temple lasted eight days - hence the eight days of Hanukah festival that we celebrate every year at around this time (Hanukah means inauguration in Hebrew).

This successful rebellion was the beginning of an independent Jewish kingdom under Matiyahu's son - Shimon - the Hasmonian dynasty.

You would think that this dynasty would maintain a very puritan Jewish way of life, right? Wrong. Things look a bit different when you live in the palace... In a generation and a half there was not a single Hasmonian bearing a Hebrew name, all were Greek.

Globalization wins again.

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## Eid: Joy and Thanksgiving Celebrated Worldwide

By RIZWAN HUSSAIN  
U.S.A., Fall '04

Eid, meaning "recurring happiness and festivity," is a day of joy and thanksgiving for Muslims around the world. Eid Al-Fitr is the festival that marks the end of Ramadan - the holy month of fasting in which the Quran was revealed.

Eid is celebrated on the first day of Shawaal, the tenth month in the Muslim calendar. Relative to the English calendar, the date changes every year. Last Eid Al-Fitr was on November 26, 2003.

Eid is celebrated in the Muslim world with much enthusiasm and fervor. Muslims from all strata of life can be seen

adorned in beautiful new clothes, visiting the mosques to attend Salatul Eid (Eid prayers).

A very important aspect of Eid is the charity that all the Muslims are expected to extend to the needy.

Eid in Pakistan is a three-day religious holiday when

*Muslims from all strata of life can be seen adorned in beautiful new clothes, visiting the mosques to attend Salatul Eid (Eid prayers).*

families tend to get together; typically the younger family members paying

respect to and visiting the homes of their elder relatives. Children look forward to Eid as it is customary for elders to give them Eidi - a form of gift in cash.

To greet someone on Eid: say "Eid Mubarak," or a blessed Eid.

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## Follow a Family in Ghana to Experience the Christmas Spirit and Chaos

By KWADWO  
ACHEAMPONG  
Ghana, Summer '04

It is December 24th, the eve of Christmas. Accra, the capital of Ghana is reeling under the pressure of the hordes of Christmas shoppers who have thronged to downtown to get a piece of the goodies every shop dazzlingly displays. Vehicular traffic is extremely heavy, very typical of today. It really makes no sense trying to compete with cabs, *troiros* (minivans - an essential part of public transport system), adamant pedestrians and cyclists for only inches of asphalt road every five minutes in order to get as near as possible to the shopping malls.

Kofi Mensah works with one of the more prestigious firms in the nation's largest city. He has the day off and is determined to get something wonderful for the kids. He also has to buy a few things for the old folks who he would visit later in the day.

He has to be in and out of this insanity, and back home for the trip to the countryside. As he nears a busy intersection, he makes a detour and parks on the premises of his firm's branch office. He is now ready to implement his action plan to get done with all the shopping in a couple of hours, a good quarter of an hour shorter than last year's.

In fact, it takes him two extra hours. It is close to noon when he arrives home. The sun and the *harmattan* (dry, dusty wind) make matters worse for him and he is beginning to dread the three-hour trip.

"Why did you take so long?" his wife, Denise, asks teasingly as he enters home. Too worn out to answer, he submits to the squeals of near-ecstasy from their two kids at the sight of the colorful presents.

The city center will continue to be flooded with people and vehicles until late at night. Many clubs will host their heaviest crowds and the whole city will be one big party.

Early in the morning throughout the Christmas period, kids dressed as masqueraders go about the neighborhoods playing home-made instruments and dancing their hearts out, not just to the music, but more in anticipation of hand-outs like candies, cookies and money.

It is also the season of annual conventions for the many churches that are squeezed into Accra. The local FM stations try to outdo each other with innovative listener-participation programs that surely make the phone companies smile. Local musicians, a very vibrant cultural force, are bursting out with their Christmas releases and live performances. *Bronya, bronya!* (Christmas!) is a familiar refrain that can be heard everywhere. A few years ago, the government had banned the use of knock-out (fire-crackers) because of its abuse. Enforcement of the ban is however not very strict; occasionally a string would go off amid shouts of jubilation.

Kofi and his family are

setting off now to spend Christmas in his hometown. They would later spend New Year's Day in Denise's hometown before they returned to Accra. This is a very common ritual for many people who live in the urban centers. The traffic thins as they leave the city behind. Thoughts of the village and memories of Christmas in the village as a child begin to fill his mind.

Christmas has not changed much in the village from how it was when he was growing up there. On Christmas Day, it was forbidden to go to the forest, so in the morning his siblings and

*If there were disputes, this was when they were settled. Development projects for families or the village were also discussed at these meetings, since the "financiers" were in town.*

he would gather a few pieces of wood from the fringes of the forest after many trips to the river-side to fetch water for the day's use. The anticipation of the day's celebration and meeting with his uncles and aunts from the big city made up for all the chores they had to do. The best of wares in the local shops paled in comparison to what presents he would get that day.

Church service was extra long on Christmas Day. All the big people from the city were in attendance and the local priest had this opportunity to exhibit his preaching dexterity only once a year. People would normally head home, have a sumptuous meal and go around town in tra-

ditional garb wishing relatives and friends well. "Afinhyia pa oo, afi nko mbeto yen," which translates, "Wishing you a happy year's end, may we live to see another year's end."

It was common to see people hug, shake hands and give out money to adults, and cookies and candy to children (some adults joined the children to take cookies too!). The chief of the village would also sit in state to receive well-wishers.

In the evening, the village would be alive with merry-making as the youth crowded at the only bamboo-walled club from where a selection of the latest burger highlife music boomed, the children tried to be their naughtiest with fire-crackers and the elderly gathered around Chinese-made kerosene lanterns (not

all villages have electricity) to recount past events and gossip about how bad the youth were becoming.

The season wasn't all merry-making. Many of the village's citizens were home for the holidays from abroad and from the big cities; it was a time of reunion. Many extended families would meet to take stock of the year, making mention of those who had passed on to meet nananom (forefathers), the new births and marriages. If there were disputes, this was when they were settled. Development projects for families or the village were also discussed at these meetings, since the "financiers" were in town. Some members of

the family who may have been away for a very long while were introduced to all the others then. If they had made families while away, their families would also be introduced. "Is this your wife? Oh, congrats. *Papa nono!* (Excellent choice!) And your children; this one here has the exact same head shape as your grandfather's. And take a look at this one's long nose. Where did he get that from; your wife's family? Oh, *mmo!* (well done!)"

It would be a couple of years before Kofi would be able to make this trip again with Denise and the children. It was difficult to stay away from the city for this long, with all the pressure at work, and the fact that better communication infrastructure meant he could stay in touch without traveling.

He is almost there, and as if they could tell, the children are waking up. He slows down to take a turn to the village, and it all comes back to him now: it is *Bronya!* in the ancient homeland. People all around him begin to cry out in greetings, "*Akwaaba oo (welcome), afinhyia pa oo, afi nko mbeto yen.*"

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# HOLIDAYS

## Oh, Du Schöne Weihnachtszeit!

By VIVIAN KADELBACH  
Germany, Winterim '04

Christmas is the biggest and most important holiday in Germany - it is considered the holiday for kids. The Christmas Spirit can be found in the traditional Christmas Markets that every little town has and is proud of (you may have had the chance to experience some of this Christmas Spirit at the European Night December 5th). This outdoor market becomes the gathering place for young and old during the entire month of December while people prepare for Christmas. Despite the cold weather and snow, people gather outside during their lunchbreak or after work to enjoy Gluehwein (mulled wine), spiced cookies, and lots of different kinds of handcrafts that are being sold in little booths. Everyone dresses up warmly and consumes hot beverages to keep warm. These markets are a lot of fun and give the pre-Christmas season a special touch.

For kids, the four weeks before Christmas are filled with little surprises and mystery surrounding Santa Claus and his Angel helper. There is the advent calendar and every morning, a new door is opened, sweetening the kids' day. Some kids open all

24 doors on the first day of December to eat all the contents at once because they just can't wait. This strategy makes for a great disappointment for the long 23 remaining days.

On the night of December 6th, the largest pair of boots gets cleaned and put out in front of the door. Saint Niklaus is said to make the rounds on this night to leave oranges, nuts and sweets in those boots that were neat and clean.

As it gets closer to Christmas, more Christmas tea and *Gluehwein*, Christmas cookies and *Stollen* are consumed. More Christmas

carols are sung, more candles are burned. The Angel Orchestra figurines are unpacked and Christmas decorations are put up throughout the house. *Räuchermännchen* spread the smell of Christmas and the mystery of Christmas becomes more

and more intriguing.

The culmination point is December 24th: the last presents are wrapped, the last grocery shopping trips are undertaken to prepare for the holidays, and for

next to the tree to prepare for potential fires.

In my family, we all gather to attend the Christmas Mass at the local church in the late afternoon, when it gets dark outside. After church, which turns into a reunion with friends, the house is prepared for Christmas. We dress up, glasses of champagne and hors d'oeuvres are prepared, Christmas chorals are played.

Once the story of Christmas has been read from the Bible, it is time to view the beautifully decorated Christmas tree which is a big surprise to the entire family (except for my mom who did all the work). My dad sneaks into the Christmas Room to light the candles. He then rings a bell and opens the door - WOW! There it is: the beautiful tree! It is now time to open pres-

ents that are under the tree. The family sits down to a typical Christmas dinner consisting of duck or goose, carp, Frankfurters or other delicacies. And after that, full and happy, everyone goes back to admire the tree and their presents.

The following two days are dedicated to family and very close friends. Usually, the grandparents are visited or come over for lunch or dinner. It is a very quiet time to relax, to reflect about the year gone by and, most importantly, to spend time with your family - without any interruptions or disturbances. When I was a child, we were not allowed to call any of our friends during these two days in order not to interrupt this special time for the families.

Needless to say, Christmas in Germany is a wonderful and mysterious time. And it is wonderful to observe the children's excitement about this holiday. Unfortunately, for the first time, I will not be able to be at home with my family for Christmas and I will miss this time very much!

*Frohe Weihnachten!*

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### Gluehwein Recipe and a Variation

#### Ingredients

- Red wine (nothing fancy)
- Rum
- Fruit tea (any type)
- Pulpy Orange juice (freshly squeezed tastes best)
- Whole cloves
- Cinnamon sticks
- Sugar

#### To Make

In one pot, begin heating fruit tea. In a second pot, pour in red wine and let keep it on low.

Add to the wine some of the tea, orange juice and spices. Let this simmer for a bit (until it heats).

Add a touch of Rum and some sugar to taste.

The longer Gluehwein sits, the better it will taste, but it is ready once it is warm.

#### A Variation *Feuerzangenbowle*

The base brew is the same. The only difference is to make sure the Rum is 150 proof. In a metal ladle soak sugar cubes in Rum and light them on fire. This allows the sugar to caramelize which adds a nice different flavor to the Gluehwein.

In Germany, you can get special cones of sugar and a *Zange* that allows the caramelized sugar to drip right into the pot.

*Frohe Weihnachten!*

two days the stores throughout Germany remain closed. By this time, the real Christmas tree will have been put up with lots of Christmas ornaments and real candles. In the old days, they used to have a bucket of water, a bucket of sand and a shovel right

## Traditions in Greek Christmas Season Hidden Coins and Sweet Desserts

By EVITA SIDERI  
Greece, Spring '05

Christmas and New Year's is a chance to get and give lots of presents. Friends and family exchange presents. Also, it is a period where lots of eating and drinking happens.

Lastly, it is a chance for the entire Greek family to get together. I am referring to parents and children, grandparents, cousins, second and third cousins, uncles, aunts, and lots of friends. All houses are open to all people.

#### Christmas Eve

On Christmas Eve, we go to friends houses and have dinner and dance and drink all night. Dinner would normally start around 10 and guests would leave early in the morning the next day.

#### Christmas Day

This is a day dedicated to the family. The WHOLE Greek family gathers in one house and eats and drinks all day!

#### Food and Desserts

During X-Mass day we have a roasted piglet with baked potatoes, fresh green salads and lots of wine.

Traditional dessert is *baklavas*, which is basically dough with walnuts. Other

desserts include *kourabies*, an almond cookie covered with a thin, sugar-like flour and *melo-makarona*, a cookie that is very sweet and syrupy, like honey.

#### New Year's Eve

In the morning, very early around 7 a.m., it is customary for children to go and sing carols (accompanied by a triangle) for money! They go to every house in the neighborhood!

In the evening, we usually eat with our families and after we have cut the New Year's pie, we go out to clubs or other parties till the morning! It is also customary to play cards and gamble. New Year's Eve could end as late as 9 a.m. the next morning.

#### New Year's Pie

This is a pie-like a cake, called *vasilopita*, that we eat immediately after we announce the new year.

We put one coin in the bottom of the cake, and then we turn it around many times so we do not know where the coin is located. We then cut it in as many pieces as the people present, plus we cut a piece for Christ, and the Virgin Mary. Who ever gets the coin in his/her piece is supposed to have a very lucky year.

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## Families Return to Romania for Holidays

By IRINA STANCIU  
Romania, Fall '03

Christmas is probably the most important religious holiday of Christianity. Beyond the traditional Christmas tree and gift giving, which are common all over the world, we in Romania, with a 90% Christian population, maintain some old traditions of preparation and celebration of this holiday.

The Christmas story begins with a pregnant woman, the Virgin Mary, who was looking for shelter and help giving birth to her baby. Because it was late at night and no one wanted to let her into their homes, she ends up giving birth in an animal shelter of a house where she was refused shelter. Finding out about the birth of Christ, the man in whose animal shelter Virgin Mary gave birth, prays to God for forgiveness, thus becoming the first Christian. Christmas is thus a celebration of life, a time of prayers and forgiveness.

Christmas season in Romania starts about two weeks before the Christmas Day. When children start visiting houses and singing carols to the hosts, announcing the approach of Christ's birth. One of the carols tells about the shining star that showed pilgrims the way to the place Christ was born to pilgrims coming from other places. There

are other theme carols sung on Christmas Eve and also on Christmas day.

The children, who are going from house to house to sing carols, usually wear traditional holiday clothes, especially in the country side and rural areas. The hosts treat them with apples, walnuts and a sort of pretzels, with the shape of a ring. More recently the treats have been replaced with money. People welcome the visitors singing carols, because their wishes of health, happiness and

#### The preparation of the traditional Christmas meal starts a few days in advance.

prosperity are said to stay with the hosts for the whole coming year.

The preparation of the traditional Christmas meal starts a few days in advance. The pig was chosen as the sacrifice animal for Christmas; therefore pork is a traditional Christmas dish. In the rural areas, people grow pigs, which are sacrificed before Christmas. The traditional day for the sacrifice is December 20th, when pigs are at their optimum weight. After this date, pigs start to lose weight.

Traditional Christmas meals include aspic, which is like

a white jelly made of pork fat and with meat and vegetables inside, *leber*, a sort of thick sausage with a filling of liver and rice. There are also *sarmale*, which are delicious cabbage leaves stuffed with a mix of ground meat and rice. The traditional Christmas cake is called *cozonac* - a sweet bread with raisins or cocoa filling (*panetonè* in Italian).

And lastly, there is of course the Christmas tree tradition. The tree is usually set on the Christmas Eve, and the children again, sing carols around the tree. In some families, the Christmas trees are set over night, after kids go to bed, so they can find the tree in the morning, together with the gifts.

Christmas in Romania, as in most other places around the world, is a time when families get together, when sons and daughters who had left home come back and spend the whole day with the family. It is a time to reflect upon the achievements and events of the past year, and to enjoy the company and the good food.

If you enjoy traditions and good food, you will always find excellent hosts in the countryside of Romania, who will be happy to cook for you and amaze you with their traditions.

*Craciun fericii!*

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Feliz Navidad Diverse Traditions for One Holiday Exemplified in India

By CYNTHIA NAVARRO DE GONZALEZ Mexico

In Mexico, we celebrate Christmas (the birth of Jesus Christ) and use it as an opportunity to get together with friends and family.

Prior to Christmas, the festivities start with *Las Posadas*. These are parties that start in early December, and celebrate the holy family that was looking for a place to spend the night in Bethlehem, when the baby Jesus was born. We sing, eat traditional Mexican food, shoot fireworks, and of course, we break a piñata (a puppet filled with sweets)!!

Families decorate their homes with traditional Christmas tree and lights. In most homes, the centerpiece of the decoration is *El Nacimiento* (the Nativity scene), that depicts a stable where the holy family is sheltered, gathered by the three wise men and animals that came to visit baby Jesus when he was born.

On December 24th, families get together for a Christmas dinner, and some families go to church on this day to celebrate *Misa de Gallo* at midnight. Depending on what part of Mexico in which you live, the menu changes, but our dinner consists of turkey, tamales, *menudo*, *bacalao* (cod), *ponche* (hot fruit punch) and all the fixings. We exchange gifts and most of the families have Santa too!!! He leaves presents for the children under the Christmas tree, and they wake up early on the 25th, eager to play with their new toys.

The *Nochebuena* flower (Poinsettia) was actually discovered in Mexico. It was then grown here when a U.S. diplomat in Mexico brought it to the US.

The celebrations of the Christmas season continue until January 6th, when we celebrate the *Día de Reyes* (Three Kings Day), remembering when the three wise men arrived in Bethlehem bringing gifts for baby Jesus.

This celebration is more traditional and represents a more important event in the southern part of Mexico as compared to the Northern states. Children in Mexico wait for this day, since toys and gifts are also brought to them. They have Santa and the Three Kings as well!

Now that the Christmas holidays are here, I would like to wish all the Thunderbird community to have a *Feliz Navidad* all over the world!

Cynthia Navarro de Gonzalez is the wife of Thunderbird student Leonardo Gonzalez Lopez (Mexico, Winterim '04) legolo@global.t-bird.edu

By DINESH GOEL India, Fall '04

Christmas traditions in India have their roots in Portuguese, English and Irish customs. With the passage of time, Indian Christians blended in their traditional customs with the celebration of Christmas.

Christian families make their own Christmas decorations by hand. Flowers, garlands, lamps, silver and gold ornaments, and household decorations. Traditional Indian decorations blend in with the western traditional Christmas decorations like the Christmas tree, pine cones and wreaths.

The celebrations and customs are centered around the church-going communities in general but there are celebrations of the "Christmas tree" and Santa Claus at apartment communities and larger shopping malls. Many of the schools in India are run by christian religious orders who usually organize Christmas plays and celebrations before the close of year.

The strongholds of Christian community in India where Christmas is celebrated strongly is in the West Coast, in Mumbai and Goa, where the influence of the Portuguese has left behind a strong population of Christians. Christmas is celebrated here in great pomp and gaiety where the highlight of the Christmas Holidays is the Christmas or New Year's Eve Dance.

Typical Christmastime food and sweets are prepared. Sweets like rose cookies, *kalkals*, *nankattais* and *marzipan* are made around Christmas. No self respecting goan will be caught without a decent stock of *Feni* (a local brew). Stuffed piglings, duck moille and roast chicken are the highlight of Christmas. This is the land where *Vindaloo* comes

from and the preparations are laced generously with vinegar, red chillies and coconut.

Another Christian stronghold is the southernmost state of Kerala where celebrations are refreshingly different. The food and culture of this green and luscious state require an encyclopedia. Seafood and poultry dominate the table. Rice in all forms is prepared in rich combinations with coconut curries of mutton, chicken and game meat. *Aapams* with stew, string hoppers, boiled rice, chicken roast (totally different from any other) along with many other delicacies form the mainstay of the culinary

*There is a great sense of pride in creating a beautiful Nativity scene. People walk through the neighborhood to admire the handiwork of their friends and neighbors.*

celebrations.

Christians in the tropical areas of India decorate mango or banana trees at Christmas time. Their houses are sometimes decked with mango leaves. In some parts of India, small oil-burning lamps made of clay are used as Christmas decorations which are placed on the edges of flat roofs and on the tops of walls. Christian churches are decorated with poinsettias and lit with candles for the Christmas Eve service.

Christmas all over India is a family affair. Gifts are exchanged as in the West and yes, Santa Claus makes a stop in India too, complete with sleigh and reindeer. Children write their notes to Santa which are usually placed on the family altar "at least 15 days before Christmas." The gifts are exchanged after the church service or on Christmas morning.

Visiting family and friends on and after Christmas is a must. Families usually drop in to each other's homes to exchange gifts of food hampers. Children look forward to these visits to taste all the goodies prepared. Non-stop visits begin from the 25th to well beyond New Years Day. No prior notice is necessary but if you don't make your Christmas visits; it will be noted in the social diary.

The observance is varied in different parts of the country. In some areas, there are lights decorating the outside of the house and yard, but if the neighborhood is strictly non-Christian,

you may not find too much in the way of outdoor decorations.

In Southern India, small clay oil-burning lamps are used as Christmas decorations; they are placed on the edges of flat roofs and on the tops of walls.

In Northwest India the tribal Christians of the Bhil people go out every night during the Christmas season to sing their special carols the whole night through. They visit surrounding villages singing to the residents and telling the Christmas story.

Bombay has one of the largest Christian communities in India, the majority being Roman Catholic. Many homes in Bombay have a crèche displayed in the front window. There is a great sense of pride in creating a beautiful Nativity scene. People walk through the neighborhood to admire the handiwork of their friends and neighbors. You will also find floating stars decorating

some neighborhoods. They are giant paper lanterns, lit from within, in the shape of stars that are hung between the houses. It seems as if these stars float above you as you walk down the street.

Artificial Christmas trees are found in some homes while others decorate the main room with a mango tree or banana plant trimmed with ornaments and garlands.

The church service is held at midnight and it can last from two to three hours with hundreds of communicants and many children all massed together on the floor. Churches are decorated with poinsettias and lit with candles.

The British influence from the days before India gained independence has resulted in gift-giving during the Christmas season and dispensing *baksheesh* (charitable handouts) to poor people of the country. The Christmas dinner is usually turkey or chicken served with curried rice and vegetables and every household makes sure that they have a large supply of homemade sweets ready to serve to an on-going procession of visitors. Hotels serve a lavish dinner and on the buffet you would find turkey, chicken, duck, lamb and seafood. They would be prepared with Indian spices. You would also find a wide variety of vegetarian dishes along with Indian bread (*roti*).

As in most places in the world, the celebration of Christmas in India has always been, and continues to be, a time to spend golden moments with friends and relatives.

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Sources consulted for this article are: <http://www.hinduonnet.com/thehindu> and <http://www.the-north-pole.com/around/india.html>

Long History and Unique Holiday Traditions Set Japan Apart

By TAKA ITO Japan, Fall '03

Christmas, an imported festivity without any of the traditional resonance of clapping and bowing before a Shinto shrine on New Year's Day, has now become an integral part of Japanese culture. Some might think Christmas is a recent phenomenon in Japan, but it goes further back than many Westerners think - in fact, Christianity in Japanese history goes back more than four centuries. (According to the book called *How Christmas Came to Japan*, the first Christmas was introduced in 1568 by a Jesuit missionary called Luis Frois.)

Christmas didn't become truly an integral part of Japanese culture until after WWII

and Japan's surrender in 1945, during the U.S. occupation lead by Gen. Douglas MacArthur.

Christmas now ranks second in popularity only to New Year's. In Japan, Santa's Christmas gifts have largely come to be what Christmas is all about for the families. This is in addition to the celebration of warm feelings between couples.

A lot of people buy and enjoy not only gift exchanges but also Japan's Western-looking *Kurisumasu keki* (Christmas cake) which, with its whipped cream and strawberry topping over the sponge cake, has no traditional Christmas counterpart in the West.

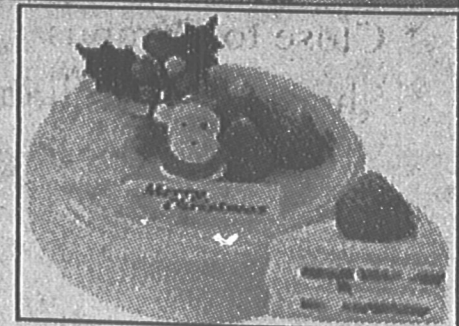
Also, somehow Kentucky Fried Chicken did extremely well on Christmas Eve when I was living in Japan - I am not sure how KFC is doing over

Christmas in Japan these days. Strange? I know.

Here is a little bit of the history. In the post war era, the hotels looking for ways to attract homesick - and affluent - foreign businessmen decided to mark the Christmas those foreigners yearned for with fancy dinners and ballroom parties.

Eventually, these events lured in Japanese locals as well. Then elegant restaurants and hotels became a splendidly romantic sojourn for lovers (source: *Japan Times*).

Takalto@global.t-bird.edu



Top: A Christmas celebration in Tennozu, Japan. Below: A traditional Japanese keki (Christmas Cake).

## Final Fall 2003 Budget Update

By DANIEL PEÑA  
Dominican Republic, Fall '03  
TSG Treasurer

Without any doubt this fall 2003 semester is a clear example of how much we have improved maximizing TSG funds which belong to the entire student population. Between September and December of 2003 Thunderbird has received the impact and energy of truly exciting events around our campus.

The Innovation Challenge Competition, The Rugby Tournament, The GWIB Conference, The Net Impact Forum and The TEC Business Competition are some examples of these wonderful events. In addition, TSG has proudly sponsored all Regional Nights, spent \$8,400 in speakers on campus, and spent \$6,000 sending many of our students to different conferences and seminars. TSG also contributed significant funds and organized our Graduation Party.

Besides investing most of our financial resources in events and activities that helped increase Thunderbird brand recognition, which benefits all students, we also gave special attention and support to our clubs. Professional Clubs, Regional/Cultural clubs, Sports Clubs and Special Interest Clubs received substantial financial support from Thunderbird Student Government (TSG).

With this, we hope to continue improving each student experience here at Thunderbird better.

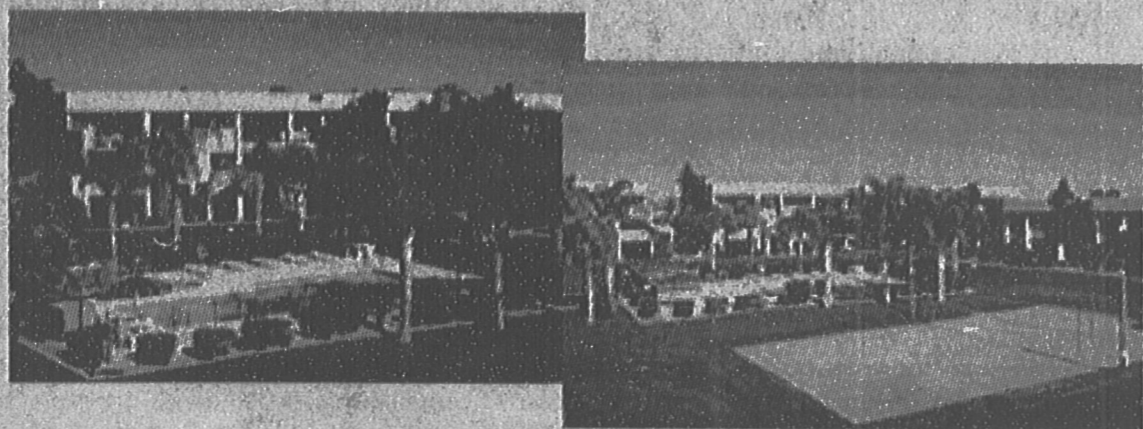
As this is the last article I get to write as TSG Treasurer, I would like to express my gratitude for letting me serve in office.

First, I want to thank and congratulate my TSG colleagues for a job well done and for all the things I've learned being part of this team. All the long hours of work have definitely paid off!

Also I want to thank all of the Club members that I've had to interact with during this semester as Treasurer. For the most part, everybody showed a high level of team spirit, support and professionalism. The clubs are suppose to express in different ways a big part of our mystique and about what kind of School we are, that is exactly what you have done, Thanks!!

I wouldn't be fair if failed to recognize the student body. They were very understanding and patient during times when we introduced radical changes, at the same time they were demanding but always respectful about our role as Student Government, which helped recognize and fix most of the mistakes we made during this process. Thank You!!

danielpena@global.t-bird.edu



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CASH POSITION		FALL 2003 BUDGET	Actual
#students	BANK BALANCE	24,849	
	Reimbursements from summer 03	0	
	BANK CHARGES	0	0.00
	INTEREST INCOME	0	0.00
	FUNDING from student activity fees	110,250	0.00
	Less Archamps funding	4,400	
0	Less Adm Hold In	15,000	
	<b>TOTAL CASH</b>	<b>115,499</b>	<b>0.00</b>
CLUBS			Actual
	<b>PROFESSIONAL CLUBS</b>		
	Graduate Women in Business (GWIB)	2,075	346.56
	International Banking and Finance Society	299	0.00
	International Development Club	0	0.00
	Pharma Career Club	105	36.02
	Real Estate Club	250	0.00
	Energy Club	0	0.00
	Thunderbird Consulting Club	5,440	0.00
	Human Resources Club (SHRM)	0	0.00
	Thunderbird Innovators Circle (THING)	6,500	6,150.00
	Marketing Club	300	0.00
	Thunderbird Latin Business Association	0	0.00
	Net Impact	4,000	2,292.35
	Entrepreneurship Club	7,000	416.87
	Sports Business Club	0	0.00
	Toastmasters International	240	0.00
	Technology Club	100	0.00
	ThunderBytes Technology Club	0	0.00
	<b>SPORTS CLUBS</b>		
	Bowling Club	0	0.00
	Capoeira Club	0	0.00
	Hiro Boxing Club	0	0.00
	Scuba	0	0.00
	Beach Volleyball Club	200	0.00
	Yoga Club	250	0.00
	Soccer Club	1,000	833.24
	Triathlon Club	0	0.00
	Squash Club(Badminton)	0	0.00
	TEE Birdies (The Golf Club)	100	0.00
	Mountain Biking Club	100	80.41
	Hockey Club	0	72.37
	Thunderblades	185	0.00
	Tae Kwon Do	250	0.00
	Basketball	100	0.00
	Dashing Divas	40	0.00
	Thunderbacks (Baseball)	350	0.00
	Thunderbird Rugby Football Club	6,500	6,316.58
	<b>REGIONAL CLUBS</b>		
	Asean Club	200	0.00
	Greater China Club	540	454.96
	Indian Subcontinent Club	350	0.00
	Japan Club	200	0.00
	Taiwan Club	0	0.00
	Korea Club	0	0.00
	Canadian Club	0	0.00
	Thunderbird Mexican Association	500	59.68
	French Club	200	0.00
	Russian Cultural Club	350	98.00
	German Club	350	98.38
	Brazilian Club	350	22.95
	Latin American Club	250	250.00
	Middle East Club	100	0.00
	Africa Club	200	0.00
	<b>SPECIAL INTEREST CLUBS</b>		
	Drive To Travel	0	0.00
	International Women's Club	750	284.62
	Karaoke Club	250	250.00
	Radio Club	0	0.00
	Hunting and Fishing	150	0.00
	Salsa Club	300	0.00
	LDS Club	350	107.59
	Rock Climbing	100	0.00
	Unicef	100	100.00
	Debate Club	0	0.00
	Poker Club	0	0.00
	Students for Community Services	220	0.00
	Parenting Club	0	0.00
	MECA	200	0.00
	Sushi Club	0	0.00
	Thunderbird Choir/Global Sounds	200	0.00
	Thunderbird Global Entertainment Forum	0	0.00
	Thunderbird Go Club	0	0.00
	Thunderbird International Christian Fellowship	150	0.00
	<b>THUNDERKIDS</b>	<b>750</b>	<b>294.63</b>
	Communication Club	0	0.00
	Thunder Language Club	0	0.00
	ThunderMovies	255	168.05
	<b>TOTAL CLUB EXPENSES</b>	<b>68,885</b>	<b>37,673.79</b>
	<b>CLUBS</b>	<b>TOTAL CLUBS/REGIONAL NIGHTS</b>	<b>68,885</b>
	<b>GALA FUND</b>	<b>10,000</b>	<b>10,000.00</b>
	<b>TSG GENERAL/ADMIN</b>		<b>0.00</b>
	TSG ADMIN EXPENSES	5,000	0.00
	ISIC Materials	500	0.00
	Miscellaneous	3,000	1,292.34
	<b>TOTAL SPECIAL EVENTS/EXPENSES</b>	<b>8,500</b>	<b>1,292.34</b>
	<b>TSG INITIATIVES</b>		<b>0.00</b>
	PRESIDENTIAL DISCRETIONARY FUND	500	0.00
	TSG Big 6 Marketing Fund	500	0.00
	Foundations Foreign Students Dinner	2,000	0.00
	TSG Core/Chair Initiatives/Projects	500	0.00
	STUDENT ACTIVITIES CHAIR	500	267.37
	<b>TOTAL TSG INITIATIVES</b>	<b>4,200</b>	<b>267.37</b>
	<b>COMMUNICATION PUBLICATIONS</b>		<b>0.00</b>
	DASTOR	4,000	4,000.00
	<b>TOTAL COMMUNICATIONS</b>	<b>4,000</b>	<b>4,000.00</b>
	<b>SPEAKER FUND</b>		<b>0.00</b>
	TSG SPEAKER FUNDS	8,400	2,211.70
	<b>TOTAL SPEAKER FUNDS</b>	<b>8,400</b>	<b>2,211.70</b>
	<b>STUDENT SUPPORT FUNDS</b>		<b>0.00</b>
	STUDENT EMERGENCY FUND	5,000	40.00
	CONFERENCE FUND	8,000	5,475.80
	<b>TOTAL STUDENT SUPPORT FUNDS</b>	<b>13,000</b>	<b>5,515.80</b>
	<b>CONTINGENCY FUND</b>	<b>8,000</b>	<b>129.18</b>
	<b>TSG</b>	<b>TOTAL TSG GALA/ADMIN/FUNDS</b>	<b>12,124.05</b>
	<b>INITIAL CASH BALANCE</b>	<b>\$ 115,499</b>	<b>115,499.00</b>
	<b>TOTAL CASH EXPENSES</b>	<b>\$ 122,055</b>	<b>45,797.84</b>
	<b>FUNDS REMAINING</b>	<b>\$ (6,556)</b>	<b>69,701.16</b>

# The Way Ahead for TSG Is Elaborated

By SHARON JAYAKUMAR  
India, Spring '04  
TSG President

Dear Students,

When I recently took over as TSG President, I mused that this chapter in TSG's history should open with the same lines as did Charles Dickens's *Tale of Two Cities*: "It was the best of times; it was the worst of times. It was the age of wisdom; it was the age of foolishness."

It was the best of times in that the school had come a long way, had successfully transitioned from an MIM program, was making its presence felt in the international MBA circles and the diverse student body still created that Thunderbird mystique. It was the best of times because the outgoing student government had done an excellent job in building bridges between alumni, faculty and students and in transforming TSG from a symbolic group into a cohesive team that pushed and settled for nothing less than positive change.

However, it was also the worst of times in that the culture of criticism and the spiraling effect of negativity within the student body were affecting morale significantly. This was by no means helped by a still-faltering job market and a substantial



Sharon Jayakumar

cut back on sponsorships and H1-B visas. It was the worst of times because our "International" niche was eroding quickly with more business schools replicating our curriculum model. With so much unique only to Thunderbird, we were still trying to tell our story well.

It was the age of wisdom - we had strong talent within the student body, complemented by a curious spirit and a desire to embrace the world. Some of our faculty's expertise literally brought the world into a Thunderbird classroom.

Yet it was an age of foolishness for we often missed the true value of an education that lies outside of textbooks and a classroom - the extra interactions and activities that truly build character.

In the last issue, I wrote questioning why we were still unable to tell our Thunderbird story well. All through November, a hotbed of activity, we told our story through the Worldwide Welcome Fall events - the Homecoming weekend and its flagship rugby challenge, the GWIB National Conference with approximately 200 visitors including a team all the way from the Dubai Women's College, and the THINC Innovation Challenge - a melting pot of innovation thought leaders and the most innovative MBA teams

A special round of applause to the organizers of these events who went above and beyond to make these events so successful. These are the members of the T-bird community who clearly understand the

meaning of the Thunderbird experience.

Internally, TSG teams worked together with the International Development club to host a series of events with the World Bank's director of Middle East and North Africa. What started off as an almost-missed opportunity, with the Global Speakers fund having exhausted its budget for the trimester, turned into an event that had something for everyone. This included presentation and Q&A for students, a reception for more informal mixing, meetings with faculty in international development and a breakfast hosted by the CMC to focus on careers in International Development. A special thank you to Dr. Kay Keck's timely help in supporting TSG in hosting the event. Thank you also to Barbara Stevenson as well as the CMC for teaming up with TSG to ensure that students got the most out of the event.

Moving forward, there is much to do and I challenge my team to be accountable as we willingly to roll up our sleeves and get to work. How do we plan to do this?

#### Functional Focus

The structure at TSG is now well aligned to the school's strategic plan so we can all pull together in the same direction.

We have seven chairs who, together with the Treasurer, Vice President, Overseas Representative, Speaker Representative and Regional and 1st Trimester representatives, cover all student areas effectively.

These are: All student

activities, including clubs and speakers, that enhance the Thunderbird experience, all academics issues including the design and introduction of new courses, links between executive education and the full time MBA program, I&IT initiatives

that ensure that the school competitive in its use of technology, marketing the Thunderbird brand effectively, and liaising on the career management front to address what is at the forefront of every student's mind - jobs.

#### Operational Focus

We will continue to maintain and improve transparency in all aspects of TSG, especially in the budgeting process, by soliciting feedback and suggestions and communicating our actions to the student body.

Structurally, TSG will strive to be a non-hierarchical entity where a sense of individual responsibility should over-ride any external authority.

For the trimester ahead, we will evaluate the roles of each TSG member to look at ways of delegating work load, utilizing excess capacity and eliminating redundancies. A lithe and flexible TSG is also a TSG that can get the job done.

We will identify ways to consolidate clubs in order to get the best return on our investment

### For the Class of 2003

To our graduating friends who are moving on to different life paths, you will be remembered. I hope you always take the spirit of Thunderbird with you - thrive in curiosity, dare to be different and let your work always be a proud submission of the best within you. And when you get a chance to sit it out, I hope you dance.

in club activities.

We will institutionalize guidelines for the budgeting process and campus activities as a framework for future decisions.

In essence, we will focus on developing a "TSG culture" by standardizing processes, documenting procedures and developing a sense of community so that the TSG of future years can be more results-oriented than people-dependent.

#### Ideas & Projects Focus

While the above two areas are necessary in setting the foundation for getting the work done, generating ideas and managing their implementation should be the heart of TSG. We must not get lost in putting out day to day fires but must strive to steer change proactively and positively.

Each chair will focus on one or two key projects to undertake during this term. The decision on which projects to focus on will be made by evaluating them on axes of (a) strategic importance (b) urgency, keeping

Continued on Page 19

## Student Participation at Its Best

### The Scholarship Committee and Curriculum Advisory Panel

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

As TSG Academic Affairs Chair, two important parts of my role are to serve on the Student Scholarship Committee and to work closely with the Curriculum Advisory Panel.

The Scholarship Committee and the Curriculum Advisory Panel are very important facets of student involvement in the School's decision-making process. They are voluntary activities which serve extremely useful functions in terms of bridging the gap between the administration, faculty and students.

#### Scholarship Committee

The Student Scholarship Committee consists of a group of 7 to 10 students, which assists the Administration in the review and

award of Scholarship applications. As per TSG and Administration guidelines, this Committee is appointed by the TSG Academic Affairs Chair in consultation with the Director of Financial Aid. All scholarship applications, including Continuing Student Grants and external or donor funded awards are reviewed by the Committee to facilitate the decision-making process for financial award. The Committee works with Faculty and Staff in the process of evaluating applications to enable a fair and neutral decision with regard to each application.

Student members provide valuable feedback on the various campus activities and extra-curricular pursuits that applicants mention in their applications. Besides application review, there are several other initiatives that the Committee works on to facilitate the Scholarship process. The time commitment for members of the committee is quite high as the review process for each scholarship has a firm deadline.

In appointing members

to the Committee, it is important to ensure diversity across involvement in campus activities, professional interests, cultural backgrounds and trimester representation. Individual members must be actively involved in various professional and cultural activities on campus, in good academic standing, fully conversant with the Thunderbird Honor Code, mature, objective, neutral in decision-making, and have been registered on any Thunderbird campus during the previous trimester.

The names of the student members are not publicly announced to ensure complete neutrality. This prevents the members from being approached for information about the status of individual applications, and it eliminates the possibility of being influenced in the decision-making process.

Besides the normal review of applications, the Committee will soon work on a project to automate the entire application process for Scholarships. This will entail converting the paper application

to an MTB online application with drop boxes (wherever applicable) to greatly facilitate completion, submission and evaluation of the application.

#### Curriculum Advisory Panel

The Curriculum Advisory Panel, as defined by its charter, is a committee of energetic people geared toward strengthening and advancing the academic processes at the school. The committee serves as a communication touchstone, channeling the voice of the students, faculty and administration over academic concerns. Committee members solicit and organize these opinions, act on the most pressing and pertinent problems, enact solutions, and ensure that desired results are obtained. The Committee works directly under the purview of Dr. Kay Keck, Vice President of Student Services.

An example of projects that the Curriculum Advisory Panel works on is the ongoing "Knowledge Map" project. This is an effort to explain to incoming students and potential employers,

the type of education that Thunderbird students are receiving. Since most of us are here to eventually pursue a chosen career path, this project will organize information by intended post-Thunderbird career goals to serve as a guideline for choosing classes and preparation. As well, it will help CMC to show recruiters the specific type of knowledge and training that students receive at Thunderbird.

Yet another useful project is the benchmarking of courses at Thunderbird to compare our course offerings against the current offerings of other top business schools by focus area and/or business discipline. These are just some examples of the very useful projects currently being worked on by the Curriculum Advisory Panel to strengthen the academic process for all of us.

If you would like to be a part of these important initiatives or need more information about them, please e-mail me.

mohanty@global.t-bird.edu

## t-bird.edu Gets a Face Lift - Focuses on "Know Where" and Not "Know What"

By DOOHYUN CHEON  
South Korea, Summer '04  
TSG I&IT Chair

Do you remember when you were applying to Thunderbird? You must have been very busy preparing for the GMAT,



**Doohyun Cheon**

gathering transcripts, letters of recommendation, essays, and even TOEFL. Some of you ordered the application package, some of you received it from MBA Forums, and the rest of you gathered information from the

web site, [www.t-bird.edu](http://www.t-bird.edu).

Since you entered this school, you must not have accessed the external web site much because of our intranet, My Thunderbird (MTB). While we do not use the external site and may even forget about its existence, it still is a good source of information for prospective students, recruiters, and alumni.

Personally, my first impression of Thunderbird's home page was not positive. To find the application information, I had to surf all the pages. I couldn't find what I wanted very easily. Even though the design looked unique and professional, the structure

disappointed me. From an applicant's point of view, the web site was complicated and not well organized. It might be effective to advertise this school, but it was not effective for applicants. I would have graded it below aver-

*The overall structure is so simple that everyone can find right information easily after at most three mouse clicks.*

age among business schools' web sites. I thought the external web site represented the level of the school's technology. Maybe the inconvenience I experienced was one of the reasons why I decided

to apply to the TSG I&IT chair.

Thunderbird recently changed its face. In the renovation of the new external homepage, almost all departments of the school participated: Marketing, Admissions, Student Services, Executive Educations, I&IT, and TSG. The new homepage seems similar to the old one on the surface. However, there has been a big change in the structure. Unlike the old one, it is well organized. The

overall structure is so simple that everyone can find right information easily after at most three mouse clicks. I tried to check it as if I was an applicant. What I wanted to see was at the very

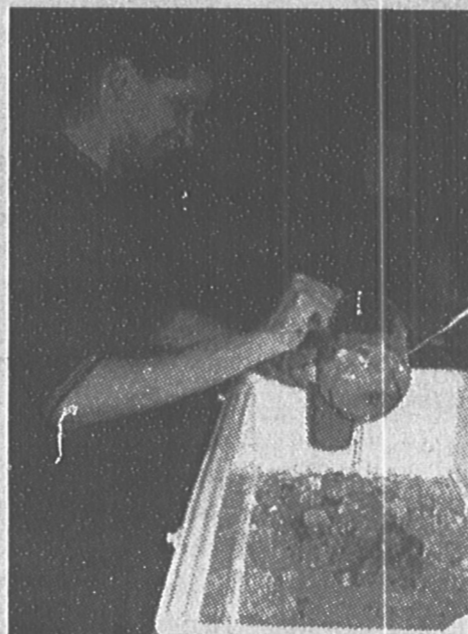
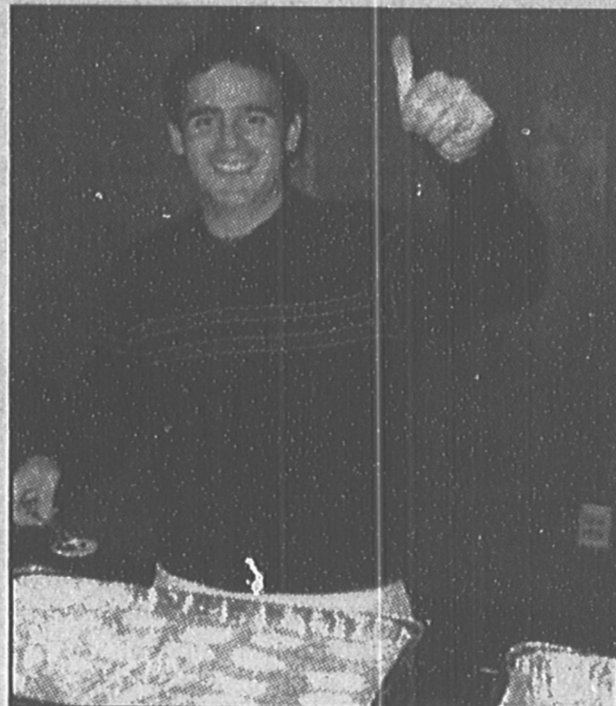
place where I expected it to be. I was able to navigate the entire site from the first page.

Additionally, each page had changed its color, and contents were updated. All in all, the homepage has changed from "vendor-oriented" to the "customer-oriented."

In the 21st century, "know-where" is more important than "know-how" or "know-what." A simple and clearly arranged web site saves time by letting users easily locate the information they need. I believe that the change of our homepage is one forward step for the concrete competence of Thunderbird.

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## Sights and Sounds of Latin American Night



Students joined the Latin Business & Culture Club, The Brazilian Club and The Thunderbird Mexican Association in a celebration of culture and diversity on November 22nd. There was Food, Caipirinhas, Piñatas, Cerveza, Salsa dancing & much more!!

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# Professor Petitt Covers Careers, Valuations, and ... Hunting

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

Barbara S. Pécherot Petitt has been a Thunderbird professor for three years now. While she is one of the youngest faculty at Thunderbird, she is also one of the most highly regarded. She brings both an industry and an academic perspective to the classroom through her professional and research career. Petitt also bears the Thunderbird mystique in that she is French by birth, English and American by profession, and married to a Brit.

**TT:** What brought you to Thunderbird?

**BP:** I was a consultant at the time, dealing with the major investment banks, and was just finishing my contract when Anant Sundaram, whom I met at a conference previously, told me about an opening at Thunderbird for a visiting professor. My husband and I thought, great, a six-month visit to the US...but here I am still, three years later.

**TT:** What do you see as necessary qualities of a new president?

**BP:** Number one, leadership.

Thunderbird has a strong reputation and brand, but we need to move to another stage. Roy Herberger brought us to a certain level, but it's time we move to the next. The president needs to have a very clear vision of the next 5-10 years of where we need to go.

The person needs to have an international background, although the person doesn't necessarily have to have an academic background. It would be great if we could find someone with the perfect profile of both business and academia.

I think it's an interesting time here at Thunderbird. There's a lot of uncertainty now, especially about the future leadership of the school. But, I think they will choose the right person to lead us into the next 10 years.

**TT:** What do you think about our finance department?

**BP:** I think we have a strong finance department. We could do better in the integration of the courses -we are working on that. It would be great if we could get more specialization on the corporate side, maybe on corporate

restructuring, governance, etc. We are strong on the 5000 level investment side, especially with classes like FORAD.

**TT:** What advice would you give to someone choosing finance?

**BP:** I always say to people, it's good to know a bit more about

otes in Flagstaff and Reno with hounds -although we've never caught a jackrabbit, but that's okay.

For rock climbing, my husband and I go to Mill Granite Mountain and McDowell Mountain.

**TT:** I'm now going to ask you a series of quick questions and I'd like you to take a side.

**BP:** Okay.

**TT:** Should Thunderbird's Admissions be driven by the GMAT or an individual's international uniqueness?

**BP:** International uniqueness. I think that sometimes we have a lower GMAT, but we compensate with our international dimension. We should play more to our differences from a traditional MBA program than our common points.

**TT:** Valuation of a firm: Equity or Cash Flows?

**BP:** Cash flows. Cash is king!

**TT:** London, New York, Phoenix?

**BP:** That's a tricky one. I'd say at 20 years old, London; 30 years

old New York; and 40 to 60 years old Phoenix.

**TT:** Currency forecast: what do you think of the Chinese renminbi?

**BP:** I think at some stage China will have to make it fluctuate. It's a question of when, and when it does, it will appreciate against the dollar.

**TT:** Is the economy back on track?

**BP:** Yes, we are back on track to being normal, nothing close to the 1990's, but normal with healthy growth.

**TT:** If you were to choose corporate finance, investment manager, or investment banker, which would you be?

**BP:** I-banking is simply not me, so probably investment manager. I have a lot of respect for those in investment banking because it's not easy and the hours are long. The paycheck is great, but I think there are more important things. Plus, I was uncomfortable with some of the ways of operating and conflicts of interest that I saw when I was working.

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*It would be great if we could get more specialization on the corporate side, maybe on corporate restructuring, governance, etc.*

finance and accounting. I personally believe in FORAD because it's not only a course about multinational finance, but it's also a game that allows people to practice and put their hands on different pieces of the finance puzzle.

**TT:** You ride horses; would you tell me more about your hobby?

**BP:** Yes. I do a lot of horseback riding and hunt with the Paradise Valley Beagles. I also rock climb, water ski, and do yoga. We actually hunt like the old fashioned fox hunting in England with a pack of hounds. We hunt jackrabbits here with beagles and coy-

## Japanese Translators

### Needed to Assist With Himeji Officials' Visit

An 80-member delegation from our Sister City, Himeji, Japan will be arriving in Phoenix on Friday, January 23, 2004. The new mayor of Himeji, Dr. Toshikatsu IWAMI, will lead an official delegation, along with two other city officials. Himeji City will also bring a 72-member citizen's delegation to accompany the mayor to Phoenix.

The main purpose for the visit will be to formally dedicate the Japanese Friendship Garden on Saturday, January 24, 2004. The Phoenix Sister Cities Commission (PSCC) is seeking volunteers to help with several aspects of the delegation's visit. One event is to host a dinner for two to four members of the citizen's delegation on the evening of Friday, January 23. The host would be expected to transport their guests from the Irish Cultural Center to their home for a dinner and then take them back to the Hyatt Regency in downtown Phoenix.

PSCC is also in need of translators to accompany the guests to the homes without Japanese speakers to help with communication.

If you are interested in volunteering or sponsoring the delegation, please contact Sara Elgin at 602.534.7359 or sara.elgin@phoenix.gov

## Students Pass Security Clearance for Site Visit

By GREGORY WHITE  
U.S.A., Summer '04

Anil Mehrotra (India, Fall '03), Founder and President of the General Management Career Club, became acquainted with Mr. Hans Laudon, a Director with Honeywell's Aerospace Division, at an Exec-Ed dinner. When it became clear that Mr. Laudon was overseeing operations at the nearby Honeywell Aerospace Division assembly and testing site, Anil pursued the possibility of arranging a plant visit for the club.

The site visit and tour was arranged for November 20th. It drew unprecedented response from both students and alumni who wanted to participate in the trip. The tour size was limited per standard procedure at Honeywell; 10 students were selected to join the trip depending upon their response to the advertisement, their career relevance and interest. In view of the security considerations at Honeywell, which handles many military orders, one-week advance notice was required to process security clearance.

On the day of the trip, the group assembled at the Pub for a brief get-together and then proceeded to the Honeywell site in nearby Phoenix.

At the plant, Ms. Loretta Stanek, Honeywell PR, assisted in completing the formalities at the reception. After this careful security check, the group proceeded to a second floor confer-

ence room where Mr. Laudon greeted them. He began the event with a short presentation of the Honeywell organization and a Q&A session. The students were keen to get on the assembly floor and in to the testing area for a glimpse of the famous Six Sigma production in action.

"Continuous process improvement is a way of life at Honeywell," explained Mr. Laudon. The assembly plant tour was fascinating and his words proved accurate.

The assembly floor was not automated with moving conveyors, nor was it buzzing with activity, which surprised a few students. Rather, the human presence of the engineers was most noticeable. The group viewed the assembly of auxiliary power units (APUs) and engines for small and medium size commercial aircrafts.

For the commercial sector, complete assembly is done in one shop whereas an assembly line is used for the military sector production. Technicians and engineers are linked by computer and pager to their supervisors and supply chain departments in order to reduce production gaps and delays. A new system of foam templates for storing spare parts in the assembly shops is being implemented to achieve two benefits; ease of inventory control and "quality control" to ensure all parts are utilized.

The onsite testing facilities are impressive. Imagine a huge rectangular room with wind



Students visit Honeywell Aerospace Division

tunnel-like features and a huge smokestack type of appendage for exhaust. The engines and APUs are mounted in place as though they were on the wing of an aircraft and then tested to full capacity. Hundreds of wires, connectors, and sensors dangling here and there all result in a myriad of associated computerized readings. The testing engineers, responsible for interpreting these readings, said they felt perfectly safe boarding a Boeing 737 commercial aircraft "knowing that they themselves or someone like them had tested the engines."

"Testing techniques at Honeywell are unique, as one specialized and experienced engineer works on the complete simulation and testing of an engine. It is a unique bag full of responsibilities which brings its own rewards and recognition," said a Honeywell test engineer.

The group progressed through each of the different areas including various assembly stages, testing and packing for shipment to the final inspection

by the FAA. Before departing, one final question arose: how safe are the engines from birds that might come in contact with the engines during flight?

"Rest assured, the various parts and the casings are made accident proof to the extent possible. Toward this end, these engine casings and rotors are tested with dead birds as required by the FAA," explained a Honeywell supervisor.

Seeing the Six Sigma methodologies in action, the students agreed that they would all feel safer next time they boarded an aircraft.

"It was our pleasure to have you visit. The Thunderbird General Management Career Club members asked many insightful questions. Interaction with current MBA students is important to Honeywell and we would like to develop a mutually beneficial ongoing relationship with Thunderbird," said Laudon.

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# Mustapha Nabli Shares International Development Experience

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

On November 25th, Thunderbird was treated to a visit from Mustapha Nabli, Regional Chief Economist and Director of Social and Economic Development for the Middle East and North Africa (MENA) Region at the World Bank.

Mr. Nabli's visit to the Thunderbird campus was coordinated by the International Development Club, Net Impact, TSG, and the Middle East Club. Each of these groups organized specific events during which students could ask questions and interact with Mr. Nabli. In introducing Mr. Nabli, Dr. Glenn Fong (Area Coordinator of International Studies) described the visit as the "premier event in International Development this trimester."

Mr. Nabli agreed that the experience was extremely meaningful, especially since he

spent some years in academia, between teaching Economics at the University of Tunis and obtaining his PhD in Econ at UCLA. He commented that he still feels he is a professor, and his background undoubtedly proves useful in tackling various issues faced by MENA. Among other objectives, the World Bank strives to maintain macroeconomic stability, enact policy reform that is efficient and fair, build human capital, encourage private sector growth, decrease income disparities, and preserve the heritage and resources of the region.

Each year, about four million youth enter the job market in MENA countries. The regional economy is heavily dependent on its oil, but the stress placed on the economy by growing populations has resulted in widespread unemployment and inefficient healthcare and education systems. MENA countries-in the opinion of Mr. Nabli-involve the poor in improving their

respective countries' growth performance. Accountable, effective governance is integral to this process. Otherwise, human development will continue to suffer, and economies may be stagnated.

Mr. Nabli encouraged the crowd, who filled every bit of space in LH54, to pose questions and comments. A significant portion of the questions dealt with World Bank projects in the MENA Region. Land ownership, healthcare reform, education, and public works are at the forefront of World Bank initiatives in countries such as Egypt and Lebanon. On a global basis, the World Bank strives to improve the overall investment climate for SMEs. It is able to give them technical assistance and develop financing mechanisms.

The World Bank is vulnerable to world conflicts, and as such is sometimes forced to evacuate specific areas. For instance, it is not currently operating in Iraq, due in part to the bombing



Mr. Nabli is presented with a gift by his nephew, T-bird Amin Nabli

of the UN building in Baghdad that killed a WB employee.

He noted that there has been a huge change in development thinking over the past two decades. The World Bank has incorporated many of these changes, when pertinent. Three factors contributed to the World Bank's shift from mechanical resources to processes and insti-

tutions. These factors are the collapse of communist and socialist regimes, the admitted dependence of the market economy on institutions, and the evolution of theoretical work. Essentially, the World Bank adapted to a changing world.

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Megan Staley contributed to this article.

# Fred Wegenhals Shares Passion for Entrepreneurship with Students

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

When they sold their condominium in Scottsdale nearly ten years ago in order to snare the late Dale Earnhardt as licensed NASCAR personality for Action Performance, her husband Fred's new company, Lisa Wegenhals admits that she had a few reservations. For many years following, Earnhardt would joke that Lisa's hands were shaking as she handed over nearly \$300,000-his asking price-and resigned herself to the fact that she and Fred would be living in cramped quarters for a while. But faster than Lisa and Fred had ever expected the signing of Dale Earnhardt increased the value of Action Performance merchandise. Earnhardt's personality and some savvy marketing quickly catapulted the company into substantial profitability. The compa-

ny, which is located in Phoenix, reported sales of \$370.6M in 2003. Fred and Lisa Wegenhals visited the Thunderbird campus recently to discuss the workings of Action Performance, the auto racing industry, and entrepreneurial ventures in general.

Action Performance designs and markets collector-quality die-cast miniature replicas of NASCAR and other racing vehicles, sells licensed apparel and souvenirs (mostly of the motor sports variety), and manages race car drivers' fan clubs. Its merchandise is sold in 45 countries through about 10,000 retailers, as well as through the company's website. Brands include Winner's Circle (die-cast cars sold through the mass-merchandise market), Castaway (die-cast bass fishing boats), and Chase and Jeff Hamilton (apparel).

Fred Wegenhals admitted that he-and many entrepre-

neurs-could have achieved significant fortune several other times during his career had he waited out specific plans. He remarked that entrepreneurs sometimes do not take an idea far enough, and are easily enchanted by a company's offer to buy a specific idea rather than search high and low for adequate cash to develop the idea him or herself. He cited the idea of the modern day jet ski as an example of this.

Yet in other stages of his career, Wegenhals held onto an idea perhaps longer than his peers may have advised, and this sometimes proved profitable. An example Wegenhals illustrated was his investment in a number of mechanical bulls around 1980. During the shooting of the movie *Urban Cowboy*, Wegenhals was asked to help supply bulls on which stars like John Travolta would ride.

The success of this movie made the bulls incredibly

popular among the bar-going set. Even after the mechanical bulls became passé in the U.S., Wegenhals was able to sell a substantial number of the machines to companies in other countries, such as Japan. Wegenhals suggested that entrepreneurship involves a great deal of risk, and even experience may not serve to mitigate it.

The value of Action Performance over the past five years has increased drastically, with no sign of a downturn. A good part of the company's success involves the strong relationships that Wegenhals maintains with NASCAR drivers like Rusty Wallace, Jeff Gordon, and Dale Earnhardt, Jr. When the company went public a few years ago, several NASCAR personalities joined Fred at the NYSE to celebrate this event. Wegenhals differentiated NASCAR from other American sporting organizations and associations in that NASCAR drivers are hard-working individuals who will lose points in the overall standings-and thus large amounts of money-if they drop out of a race or event.

In comparison, he said, a baseball player may play 162 games a season or not even one, but still earn a sizable base salary. NASCAR events generate large crowds, and the sport has widened its fan base recently through the success of very young racers, like Dale Earnhardt, Jr.

Wegenhals suggests his entrepreneurial spirit might prompt him to start a new company some day, or expand into another industry. By never fearing failure, it seems Wegenhals will find success in any undertaking he chooses.

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# Health Insurance Submission Deadline January 30th for Dec. Graduates and Continuing Students

For those of you that are graduating this December, you are eligible to purchase a one trimester extension of Health Insurance. If you would like to take the extension, you can print the enrollment form off of MTB, Administrative Affairs, Student Health Insurance folder. The form should be completed and mailed directly to the insurance company by January 30, 2004.

If you are continuing students, the enrollment forms for your spouse or children should also be completed and mailed to the insurance company before January 30, 2004.

If you are planning on waiving the student health insurance for the Spring 2004 trimester, the waiver form needs to be completed, along with a copy of the insurance ID card or copy of the insurance policy, before January 30, 2004.

The waiver form can be found on MTB, Administrative Affairs, Student Insurance folder. You can bring the form into Human Resources before that date for approval.

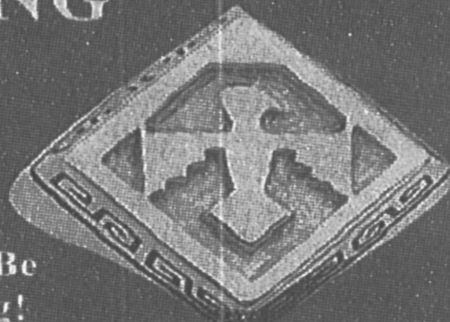
Please contact Angie Tizzano, Benefits Administrator, at Ext. 7070 if you have any questions.

*tizzanoa@t-bird.edu*

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**“Deliver More” Customer Value, Competitive Advantage and Financial Performance from the Brand Up**

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

Juan Carlos Perez, ('00) Senior Global Marketing Manager in the Worldwide Marketing Initiatives Managers group at Hewlett-Packard (HP), spoke to Thunderbird students on November 25th concerning what HP has learned over the last year in terms of reinventing the HP brand: Why it was reinvented, brand challenges, and the path to profitability through innovation. The event was sponsored by the Thunderbird Mexican Club, the Thunderbird Marketing Club, and TSG.

He presented data from an Accenture research report (2001), “Insight Driven Marketing,” which illustrated that 70% of marketing executives have difficulties capturing the attention of customers, 68% are hindered by an inability to measure marketing campaign ROI, and 55% lack a “single view” of the customer.

Mr. Perez explained the how marketing strategies may differ and whether marketing should be viewed as an art or a science. If a company is making a lot of money, it can be “filled with creative marketing,” he said, in which the company conveys what it thinks is important by talking just on the basis of the product. However, if a company is new or financially-strapped, its marketing must emphasize perti-

nence and innovation. It can be creative, but illustrating the market's need for the product is integral. During the late 1990's, companies did not adhere diligently to this strategy.

This was often the case in IT firms, who were making a lot of money during the tech boom. The firms, HP included, did not have any metrics or methods of financial analysis related to marketing. Since they were still making money so there was little incentive to change. In reality, they were sending trendy or selective messages that did not necessarily drive customers to their products. This became quite apparent as the dotcoms began to burn around 2000.

In Nicholas Carr's article, “It Doesn't Matter,” the argument is put forth that technology firms and products today are becoming commodities and that there is not enough innovation. As a result, Carr argues, for the consumer the only differentiation is a matter of price. Perez said “there was a strong reaction from the industry and a lot of debate” about Carr's hypothesis, adding that “the consensus is the theory is all fluff.” It can be argued that price and brand name still carry substantial weight in the IT industry, but that customers are willing to base purchases on the features and innovation of the product.

Perez admitted, however, that there are some truths to Carr's theory and, as a result, he

has stressed marketing as the focal point of HP objectives. The goal is to show the difference between HP's value proposition and that of its competitors, he said, adding that there is a shift in thought from marketing “what I have” to “what you need.”

IT marketing, he continued, “translates innovation, invention and new technology into customer benefits, cost justification, and compelling reasons to buy.” The challenge to HP, he said, is in terms of cost justification. HP conducted significant market research to find out what matters to consumers. The results showed that the general experience followed by brand image and reputation of vendor and price matter the most.

Thus, HP is now thinking of marketing and IT in different terms. In the past HP had a product-centered, brand-as-an-afterthought, marketing-as-art mentality. Now, the shift is to become customer-centric, thereby focusing on the brand as an asset with data-driven decision making and marketing.

“Before, we said ‘we will build it and they will come.’ Now we focus on what it is that you need and come up with a technology to add value to your technology needs,” he said, explaining the shift in marketing mentality.

To implement the customer-centric strategy into HP, Perez said the company launched Operation OneVoice. This initia-

tive had one look and feel for the entire company and could be applied to different product segments. Perez noted this strategy is in line with what Douglas Holt said in his article “Brands and Branding,” that, “The most successful brand cultures offer a single, coherent story where the components work together.”

The OneVoice Initiative provided a platform for providing a coherent HP voice. There was commitment and collaboration from the regional and departmental levels. The effort was spearheaded by a multi-cultural group of global marketing employees so that there would be total buy-in for a clearly articulated company strategy.

HP was able to roll out training faster and more effectively than ever before. “Never has there been a reinvention of a brand of this scale in this time [less than nine months],” Perez noted. The key, he feels, is the global team.

The +HP (pronounced And HP) motto indicates that with HP everything is possible; that HP delivers more. It is the power of “you” and HP, he explained. This strategy is divided among the three consumer groups as Enterprise - Demand More; SMB - Get More; Customer - Enjoy and Expect More.

Having the “+HP” was one thing, he said, but the trick was implementing “The Power of And” and being able to reinforce

it every day. Thus, HP came up with specifics on how to deploy the 360° brand experience which included (1) having a clear direction, (2) cultivating the brand - believe in it and understand it, and (3) deploy and communicate the message in every single aspect to make a “total customer experience.” The last point he clarified saying that if you are a customer in Russia or Argentina, you will have the same look, same message, same feel from the “+HP” campaign.

The question was raised that if the basics of the value proposition are centralized but the deployment is done regionally there might be a loss of the message. Perez answered saying that “we adjust the way we communicate the ‘Power of +.’ The key is how you make and communicate the value proposition of your brand to the customer, addressing questions like ‘Why is this brand relevant?’, ‘What does HP do for me?’” he explained.

Mr. Perez engaged the audience throughout the presentation, and remarked that “It's a pleasure to find talent of this caliber at Thunderbird.” He cautioned the audience that “HP is still a technology company and will always be a technology company.” Innovation will remain the primary strategy, and the engine for profitability and customer satisfaction.

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Betsy Hoag contributed to this article.

**Leadership in A Global Economy**

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

This is one of the Thunderbird Global Business Forums. Currently in their third year, the purpose of these forums is to expose senior executives to the brand of the school, to provide a lifelong continuous learning experience to alums and last but not least, (for those Finance majors) to break even.

All forums this year are themed, “Leadership in a Global Economy.” The New York Forum, will be held January 15th, 2004. This event will be at the Princeton Club and will be emceed by our President, Dr. Roy Herberger.

Unlike other forums, this T-bird event is open to prospective, current and former students as wells as executives from other organizations. This forum is also competitively priced at \$99 (85 if 2 or more sign up) as opposed to the \$150 forums in the marketplace.

The forum is also designed to market the top ranked exec-ed offerings of Thunderbird. Mary Sully du Luque will be present to share her views on Global Leadership Characteristics.

“These forums are shallow and wide, vs. the courses students take at Thunderbird which are narrow and deep,” said Gail Yates, Director of TGBF.

The one day seminar offers a snapshot on leadership in challenging and changing times together with an overview of the effect of failure of corporate governance on business leadership. Corporate speakers include Eric Pillmore, Senior Vice President of Corporate Governance for Tyco International (U.S.) and David Abney, Senior Vice President, UPS.

This forum follows the October forum co-sponsored by the *Miami Herald*. While that event is not open to students, the other forums are. London will be the location for the spring forum which will focus on political risk. To round out the year, the Asian forum will be held in Tokyo.

The forums have brought in approximately US\$1M for the school, Yates said, in terms of students converting, new exec-ed clients and by alumni giving back. To sign up contact Gail Yates at yatesg@t-bird.edu  
juarezlowe@global.t-bird.edu  
Megan Staley contributed to this article

**T-bird Professors Give A Graduation “Gift”**

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

Some of my favorite professors offered to educate me further with their top management, leadership, or negotiations book suggestions. These are books they think we, as T-birds, must have in the real world.

**Mary Teagarden**  
*Global Strategy*

“These are books that should point readers to a path for a business tomorrow that I hope my students and grandchildren will create, celebrate and pass on.”

**Cannibals with Forks: The Triple Bottom Line** (1999) by John Elkington.

In this book Elkington builds the business case for sustainable development. His argument is persuasive and well supported.

**Good to Great: Why Some Companies Make the Leap and Others Don't** (2001) by Jim Collins

Jim Collins identifies companies that outperform others in their industry. To his surprise he found that they had a leadership style in common - quiet, professionally focused leaders. This might be the most important philosophy of management book I

have read.

**Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness**

(2002) by Robert Greenleaf

Greenleaf uses excellent examples to highlight the path to leadership greatness. I really enjoyed this one.

**Leading the Revolution**

(2000) by Gary Hamel

Gary looks at the challenges faced by businesses in the information age. This is well written, provocative and suggests a powerful approach to change management.

**Kannan Ramaswamy**  
*Competing through Strategy*  
*What really works*

by Joyce, Nohria, and Roberson.

This is a no nonsense book on what management principles really seem to work in companies. As you are aware, we get a new buzzword or technique every few weeks so this is a good compass to navigate through that jungle.

**Douglas Bernhardt - Business Intelligence (Archamps)**

*Competing for the Future*  
*The Experience Economy*  
Any Dilbert collection

**Gulomar Borrás**  
*Spanish Business Language*  
*The Alchemist*

(1988) by Paulo Coelho

When you have a dream follow it, no matter how difficult it seems for you to reach. It is a good motivational book for your future working groups.

**Hispanic Women in the World: Accomplishments and Challenges**

(*La mujer hispana en el mundo: Sus triunfos y sus retos*)

(2000) Editors: Jorge Valdivieso, Teresa Valdivieso and Enrique Ruiz-Fornells.

This book encompasses sixty essays about Hispanic Women around the world, from different periods of history, from different races and from different religious beliefs. It could be a source of inspiration for women in the new century - opening with an array of opportunities for women.

**Latinoamérica: Presente y pasado** (2003) by Arturo A. Fox

For all of you who will have the opportunity to live or work in Latin America, this book is a good source of historical information about politics and social changes in different countries. Study the past to understand behaviors and attitudes in the present.

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# Student Survey Suggests Stereotyping Exists On Campus

By TANIA BAETJER  
U.S.A., Spring '04

I conducted a survey on multi-cultural team-building at Thunderbird, the results of which I presented with Carey Sebastiany (U.S.A., Fall '03) at the Society for Intercultural Education, Training and Research (SIETAR) annual conference in Texas last month. Our findings were so interesting that I decided to share the survey results with you.

This survey was designed specifically for our presentation at SIETAR and is not an official Thunderbird study, nor are its results scientific. 146 students participated in this survey, and the results are representative of students from 29 countries.

As would be expected, the majority of T-birds consider themselves to be highly sensitive to other cultures and agree that T-birds are more culturally aware than other business school students. In addition, students believe that experience working in diverse teams while at Thunderbird will help them be better global managers; students unanimously agreed that cross-cultural competence is important in the business world. Yet, the remaining survey results told a slightly different story. The responses from students suggested that we may not be as completely culturally competent as we may think.

According to the Likert scale used ('1'-strongly disagree to '5'-strongly agree), the following category responses received a '3' or higher:

\* **Stereotyping:** Many students on campus have actually developed stereotypes during their time at Thunderbird. Furthermore, some students

admit to picking team members according to their nationality.

\* **Working styles:** Many T-birds enjoy working with team mates who think like they do. Many agreed with the statement "I believe my way of doing business is the most productive way."

Now, anyone can say that this does not say much, since the results were not calculated scientifically and respondents' nationalities played a role, or even that stereotyping is a natural human phenomenon, to which T-birds are not immune. No new news here. I would agree with all of this. However, I still believe that it is important to share these findings (non-scientific or not), because the fact that students answered that they have developed stereotypes while at Thunderbird or would pick their teams according to nationality does say something about the level of cross-cultural sensitivity that we all claim to have.

The results we cannot refute are the individual comments that students wrote at the end of the survey. (Please see inset box).

What implications does this all have? One theme I noticed from the comments given above is that as culturally-aware as we are, we still could benefit from cross-cultural communication tools. The BaFa-BaFa exercise during Foundations week just isn't enough.

For example, why are only Track I students required to take the Cross-Cultural Communication (CCC) course, while Track II students must take Culture and Language Tools? Are Track II students so culturally-competent that they don't need to take CCC? As a matter of fact, the credits earned by a Track II student who does choose to complete a CCC course will not count

toward graduation. This is not very consistent with Thunderbird's claim of having an international and intercultural curriculum. Maybe Thunderbird should consider incorporating CCC in the curriculum for all students?

How can we as students address the above comments about teamwork being inefficient? Is this something for which we each are personally responsible, or would we like to see more organized involvement of professors into the progress of our team-building skills?

Despite the varying cross-cultural interactions among teams here, students who completed our survey seemed to absolutely believe in the international reputation of Thunderbird.

Some commented:

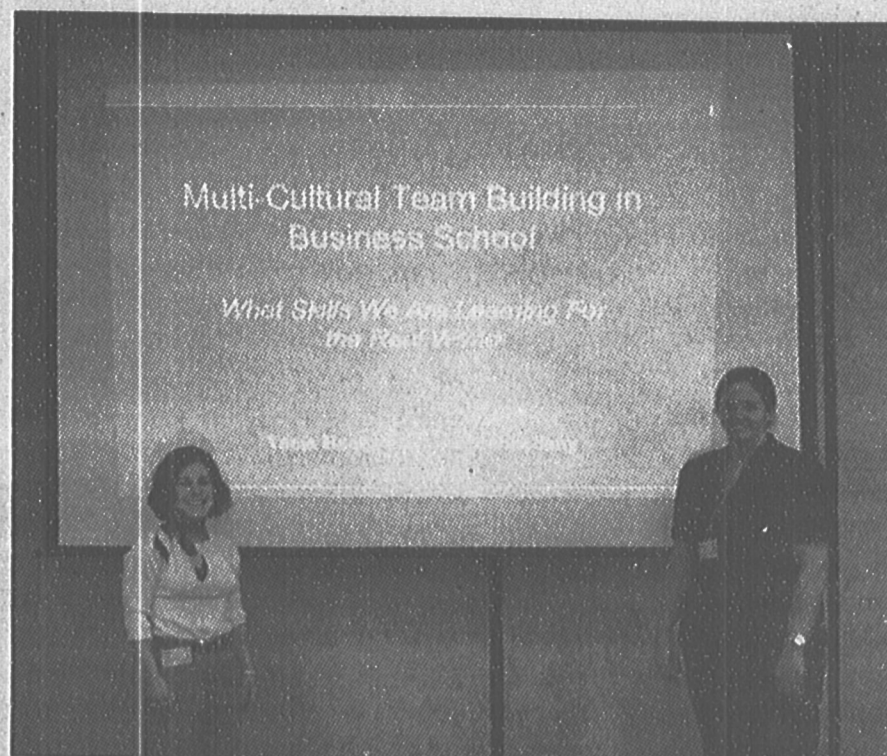
"Thunder-bird's advantage is its cultural diversity."

"We should be using diversity to our advantage."

"Working in multi-cultural teams is essential."

The audience at our presentation found our research to be quite interesting. Thunderbird is well-known and respected among professionals in the intercultural field and by members of SIETAR. Our presentation did not change their view of Thunderbird, in fact, a gentleman in the audience commented that he was not surprised by our research, since our findings were characteristic of "over-achievers."

The question is, are T-birds merely overachievers, or are we really not as culturally-sensitive as we claim to be? Can we still stand to improve our cross-cultural skills? I believe this is a question we should be asking ourselves, since our behavior during our time at business school will have an effect on



Tania Baetjer and Carey Sebastiany shared their research in a presentation at the SIETAR Conference on "Working in Multicultural Teams in a Business School: What Skills We Are Learning for the Real World."

how we perform as managers after graduation.

In the international business world, Thunderbird and its graduates hold a respected place. If T-birds still grapple with the issue of working in multi-cultural teams, imagine the issues faced by students at other "traditional" business schools who do not have the advantage of practicing global business skills at such a diverse school. We should not let the opportunity to further develop our cross-cultural skills during our time at Thunderbird pass us by.

I thought the following comment written by a student sums it up well:

"You have to be interested in working with multi-cultural teams.... No matter how culturally-aware we are, if we are not willing to change, we are no better than if we hadn't come to Thunderbird."

taniacb@global.t-bird.edu

## What Do You Think?

*Have you experienced or seen stereotyping at Thunderbird?*

*Do students get enough training on handling cross-cultural issues?*

*Do you agree with the following students' comments?*

"We need exposure to cross-cultural communication theories first. We need tools to help us along."

"We need more cross-cultural communication work in the curriculum."

"Be willing to adapt, but don't let go of your own identity."

"We are just thrown into groups. No real team-building is learned."

"Teams are highly inefficient. There are several communication... barriers. There is no real team bonding."

"Team work here is forced; we should be solving real-world business problems, not just exercises."

Email us at  
dastor@thunderbird.edu

## T-birds Present Research at SIETAR USA Conference

By YING (MAGGIE) MA  
Summer '04, China

The 16th annual conference of SIETAR USA (Society of Intercultural Education, Training and Research) was held in Austin, Texas from Nov. 19 to 22, 2003. The theme of this year's meeting was "Seeking Middle Ground - Locally and Globally." The event attracted approximately 300 interculturalists, consultants, scholars, corporate trainers and researchers from 11 countries and regions around the world.

Tania Baetjer, Carey Sebastiany and Ying (Maggie) Ma represented Thunderbird at the 3-day conference.

Founded in 1974, now the world's largest interdisciplinary network for students and professionals working in the field of intercultural communication, SIETAR is home to 3,000 members and serves to "encourage

and support the development and application of values, knowledge and skills that promote and reinforce beneficial and long-lasting intercultural and inter-ethnic relations at the individual, group, organization and community level."

Active members of SIETAR USA, Tania and Carey shared their research in a presentation on "Working in Multicultural Teams in a Business School: What Skills We Are Learning for the Real World."

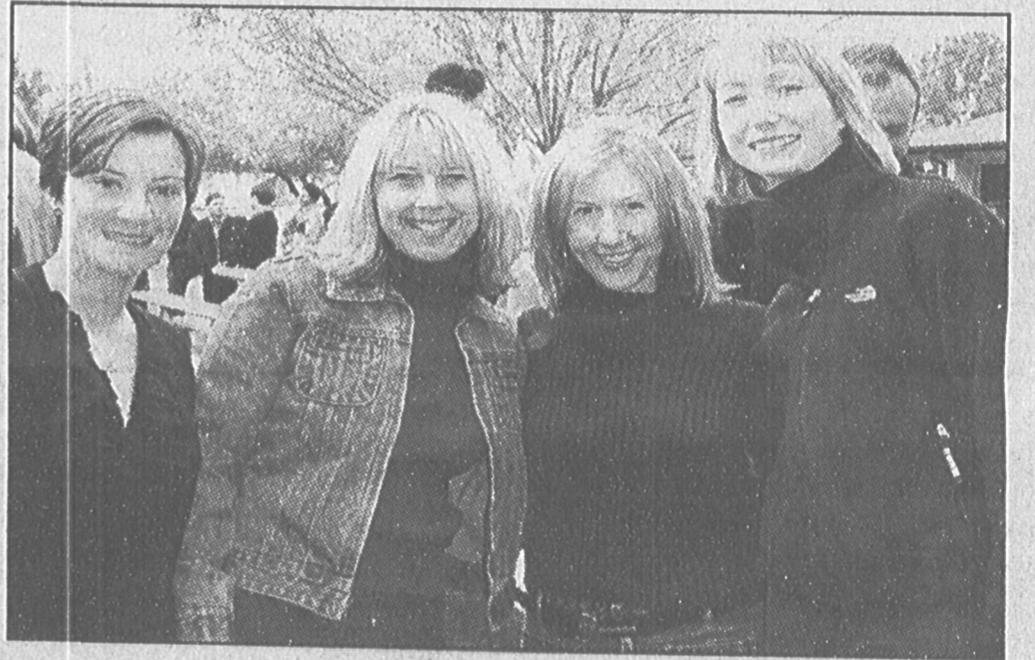
To prepare for the presentation, they distributed and collected 146 surveys from T-birds representing 29 countries. Some of their research results were surprisingly against conventional assumptions. For example, the majority of T-birds do tend to develop stereotypes during their time on campus. The audience was invited to participate in real-

time Q & A and two participants won Thunderbird T-shirts. Questions from the audience concerned the school's curriculum and its multi-national project team building. Thunderbird is becoming increasingly well-known among professionals in the cross-cultural field.

Around 72 concurrent sessions were provided with diversified topics catering to different interests. Fireside chats, simulations, games, dances and meditations helped the participants reflect on the topics discussed and facilitated networking. One of the most popular and attractive topics was cultural differences in the globalized operations of multinationals. Conference participants, all having corporate cross-cultural training or consulting experience, helped build effective models and identify best practices.

The wide coverage of  
maggie@global.t-bird.edu

# GRADUATES



## Commencement Evolves Over the Years Speaker Facts and Other History

By NELDA CROWELL and PAT WATKINS, IBIC

In the early days, the commencement speeches were given by students - three of them: one spoke in English, one in Spanish, and one in Portuguese.

The flag parade did not become a commencement tradition until August, 1989.

### Thunderbird Commencement Speakers

#### A Half Century of Who's Who

While becoming familiar with the Archives office this summer, some pretty interesting facts and names leapt from the pages of the bound volumes of Commencement ceremony booklets from 1948 to 2001. The booklets themselves range from simple typewritten pages to the current 2-color textured printed booklets.

Here are some notable commencement speakers, some still living, others deceased, and facts about those who have addressed Thunderbird alumni over the past several decades

1962 - Clare Booth Luce (Playwright, Congresswoman, Ambassador)

1967 - Chow Shu-Kai Ambassador of Republic of China to the U.S. (his presentation, "A Layman's Views on a Rational Economic Program for

#### Developing Countries

1977 - Malcolm Forbes

1979 - Mrs. Lee F. Sobin, President, Friendship International Corporation

1985 - Jeane Kirkpatrick, UN Former Ambassador (Her son attended Thunderbird)

1991 - William Webster, Former Director, CIA, FBI

1992 - Randall Tobias, Vice-Chairman of the Board, AT&T

1993 - Burl Osborn, Publisher/Editor/CEO, The Dallas Morning News

1994 - Senator John McCain

1996 - Mrs. Ruth Harkin, President, CEO Overseas Private Investment Corporation and wife of Presidential candidate, Senator Tom Harkin

2000 - Ing Lorenzo Zambrano, Chairman/CEO of CEMEX - the first Mexican executive to address Thunderbird graduates

2001 - Kathleen Hishinuma, Sr. Vice-President Marketing, Verizon

#### Other little known FAQs about Thunderbird Commencement speakers

Just five speakers have been women: Clare Booth Luce, Jeane Kirkpatrick, Mrs. Ruth Harkin, Mrs. Lee F. Sobin, and Kathleen Kishinuma

In a 22-year span, from 1948 to 1979, *Auld Lang Syne* was sung at the end of commencement ceremonies by all in

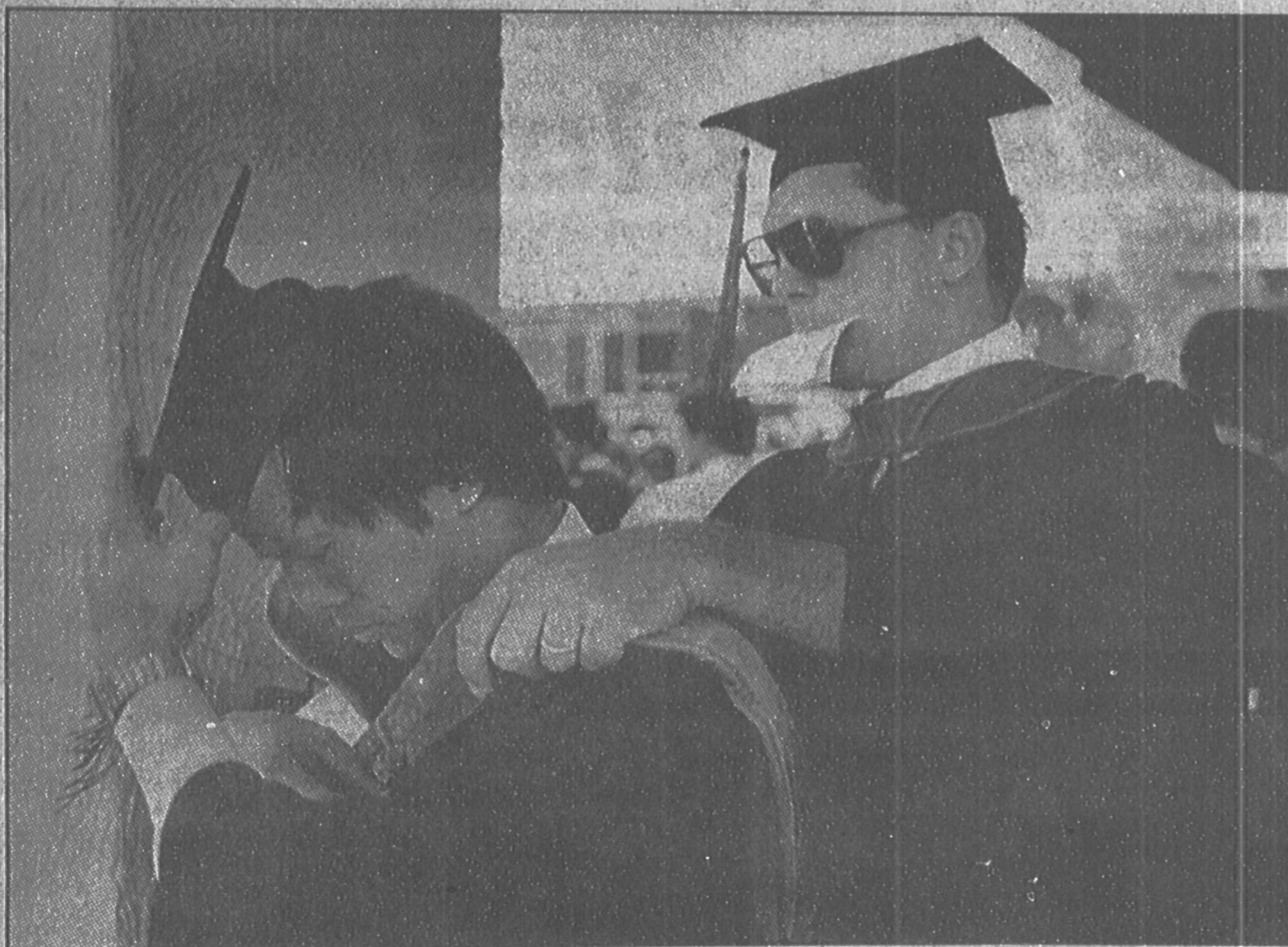
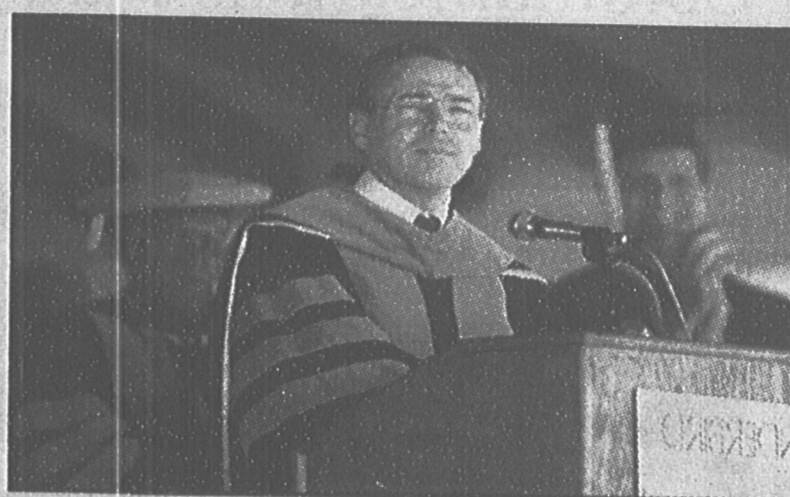
attendance to piano accompaniment

1963 saw the beginning of commencement ceremony speakers from business backgrounds. Prior to this time, speakers were either officers of the school or prominent politicians like General Barton Kyle Yount, Sen. Barry Goldwater, and Senator Paul Simon from Illinois (four times!)

Since the 60's, commencement speakers were executives from corporations such as: IBM, Sears, GM, American Motors (now part of DaimlerChrysler), Whirlpool, local/national banks, Young & Rubicam ad agency.

Sometime in the 1960's the wives of (mostly) male students at Thunderbird were mentioned in the commencement program as earning "wives curriculum diplomas."

In addition to the Barton Kyle Yount Award, there was another award given at commencement, "The Phoenix Newspapers Advertising Award," also known as the "InterAd Award." It was first given to a team of students who won that year's advertising competition by the now defunct *Phoenix Gazette* (merged with *The Arizona Republic* in 1995)

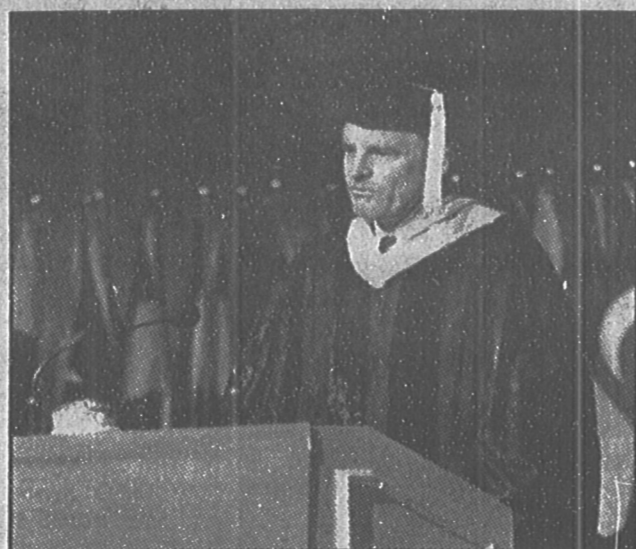


Above: Dr. Herberger attends his first Thunderbird graduation in May 1989. Incoming President Dr. Herberger and outgoing President Voris stop for the camera in 1989.

Graduation is a time when students have one last chance to help each other out as this student helped a classmate adjust his graduate hood.

Students did not begin wearing caps and gowns until May, 1981. Prior to that, they wore business attire.

Left: One of our better commencement speakers was Craig Barrett, now CEO of Intel. He spoke in May, 1991, and at that time was Executive Vice-president of Intel.



## CMC Communications Plan Outreach Being Extended

The Career Management Center is aggressively extending its outreach activities to include employers, alumni and friends of Thunderbird through a new communications program, according to Kip Harrell, Associate Vice President for Professional and Career Development.



Kip Harrell

"The communications plan, intended to draw attention to Thunderbird students and CMC employer services, is underway," says Harrell.

Ultimately, the CMC has three goals for the new communications plan: increase the hiring rates for students, build awareness for more employers on the benefits of recruiting and hiring Thunderbirds, and move Thunderbird into a competitive position with other top MBA school career services offices in the communications arena.

"Our current arsenal of CMC collateral material is limited and delivery is infrequent," says Harrell. "Conducting more effective outreach and communications activities to strategically increase the awareness of our services, students and the Thunderbird brand with employers is crucial to increasing and retaining employer interest."

Additionally, he makes the point that it is essential for the CMC to review all new collateral pieces with the Thunderbird Marketing group to ensure any new messages stay on point and are in parallel with the overall Thunderbird branding strategy.

The CMC recognized a need in April of 2003 for a much more aggressive approach to attracting employers. Because of the economic downturn and subsequent fall off of employer recruiting, the CMC is chasing employers in many locations around the world. The communications plan includes more than 25 separate but equally important mailings, brochures, handouts and announcements at several employer, student and alumni touch points between July 1 and December of this year. Entering summer trimester students received the new CMC Services brochure during their Foundations week.

Additionally, the outreach includes potential future students. Working with Judy Johnson, Associate Vice President - Admissions, the CMC began offering a more formal and professional discussion of career services to potential applicants during the campus tour. Since May, potential applicants who visit Thunderbird have been given a new CMC Services Summary and a new FAQ's brochure to help clarify the services of the CMC and deliver realistic employment expectations if they do become a student here.

"The CMC motives are important and simple," says Harrell.

"Our efforts directly support many of the strategy statements defined in the new Thunderbird Strategic Plan and the best practices as defined by the American Association of Collegiate Schools of Business. We want to give students as many opportunities as we can by attracting employers from around the world to Thunderbird students."

## Student Ideas Being Implemented on Campus

By IAN BOLIN  
U.S.A., Spring '04  
TSG-CMC Student Chair

Keep your eyes posted for the new and improved CMC "Job of the Week" and "Event of the Week" posters, which will be hanging in areas such as the Commons, Tower Building, World Business, CMC, IBIC and the Informational Kiosk next to the Post Office. These postings are intended to highlight attractive job opportunities as well as information regarding CMC events.

In addition to these improvements, by next semester you will have access to the names of top headhunters in your industry. These will be found on the CMC site on MTB. This was an idea from a student, which the CMC is now implementing. Please keep suggestions coming!

For many of you

involved in career clubs on campus, it may be of interest that on November 24th the TSG had the opportunity to organize an Alum guest speaker to discuss the concept of a "Job Search Support Group."

After graduating in 2002, Constanza Novillo moved to Brazil where she founded a support group to assist fellow T-bird's in their job searches. The success of the idea has spread throughout Alumni Chapters worldwide where T-birds are helping each other in their career aspirations. The respective club presidents have a copy of Constanza's presentation. The presentation can also be found on the MTB-TSG-CMC Rep site.

As always, I welcome your suggestions, advice and assistance in making the relationship between the student body and the CMC a stronger one.  
IanBolin@global.t-bird.edu

## Thunderbird Joins Society for International Development

The Career Management Center (CMC) is pleased to announce that Thunderbird has been granted institutional membership in the Society for International Development's Washington, D.C. Chapter (SID-W), a decision which generates tremendous opportunities for Thunderbird. SID is a global organization with over 6000 members in 115 countries, all concerned with sustainable economic, social and political development. The Washington, D.C. chapter is often referred to as the flagship, because it is the most active.

Institutional SID members come from diverse sectors, with corporations, consultancies, inter and non-governmental entities, private voluntary organizations, government agencies and a few universities represented. IBM Business Consulting Services, Booz Allen Hamilton, The Asian Development Bank, The Japan Bank for International Cooperation, Procter & Gamble, and the United Nations Foundation are all well-known names. However, Thunderbird is the first business school to be invited to join.

Equally important to Thunderbirds are the international development specialists who are members like RTI (Research Triangle Institute), which recently hired May grad Deanne DeVries; PADCO, Inc., where

December 2002 graduate Dean Fu started last January; and CHF International, which interviewed several candidates on campus during Thunderbird's Fall 2003 Career Fair.

During the spring and summer of 2003, Mike Low, an Associate Director at the CMC, made several trips to Washington. Initially, the purpose was to begin networking with SID members and then, grow these relationships to help identify internship and full time employment opportunities for students. Thunderbird was invited to join SID this fall.

Mike will act as the Thunderbird contact and Dr. Glenn Fong will be the Thunderbird institutional SID leader from Thunderbird. "Without Mike's tremendous effort and Dr. Fong's involvement, this never could have happened," says Kip Harrell at the Career Management Center.

Harrell explains why this is important for Thunderbird in so many ways. "This professional organization is typically reserved for NGO, and government organizations. We are the first business school to ever be considered and invited to join the SID.

"As a result of this membership, the CMC and International Development faculty have access to a great source of speakers, potential project partners and potential employers of

our students as interns or full time hires. SID could prove useful in identifying outstanding candidates for future admission with applicable backgrounds.

"Through the relationship building efforts of the CMC and Dr. Fong, Thunderbird has already reaped a great benefit by having distinguished guest faculty for the Project Management and Micro Finance 2004 Winterim," says Harrell.

SID-W board member Joan Dudik-Gayoso and her husband Antonio Gayoso will join Dr. Fong as visiting faculty to teach this coming January.

The Gayoso's are independent consultants and expert practitioners of international development, with decades of prior experience running programs for USAID, the U.S. Dept. of State, and the World Council of Credit Unions.

"Thunderbird is privileged to have met them through the SID-W network, and to have their expertise in delivering the new course," says Low.

Project Management and Microfinance participants will design a "live" international development project proposal under the Gayoso's direction, and have every opportunity to network further into the field.

For more information about SID, please contact Mike Low at the CMC.  
lowm@t-bird.edu

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# Now What? Career Management After Graduation

## Job Search Assistance Following Graduation

By **BARBARA LIMMER**  
 Director - Alumni and  
 Executive Career Management

Wondering what services and resources you can expect from the CMC after you graduate from Thunderbird? The good news is that all services will continue to be available after graduation.

You will be able to access the section of MTB called "Alumni Career Management," which offers tools and resources specific to our alumni community.

It's important to note, though, that for six months following graduation, you will continue to have access to the same job search tools on MTB as current students, and you'll still be able to apply for on-campus job postings. Also, the staff members in the CMC will be available to you for personal consultation and company contact information.

Each student and recent

graduate is assigned a "Relationship Manager" (RM) in the CMC. Your RM will continue to work with you for up to six months to help you get your first job after graduation. If you don't yet know who your RM is, click on the CAREERS section from your homepage on MTB, and you'll see the name of your RM

*for six months following graduation, you will continue to have access to the same job search tools on MTB as current students, and you'll still be able to apply for on-campus job postings.*

at the top.

### Alumni Career Management

In addition to the current student job search tools that will be available for six months following graduation, you will have access to many career management resources available through the Alumni Career Management link on MTB (you gain access as soon as you graduate, and it does not go away).

You will find some of the same resources on resumes, cover letters, interviewing, and other topics that current students see, plus the following:

1) Career Management Tips: Articles written specifically for T-bird alumni about the different job search phases;

2) Job Exchange: An online job networking discussion group;

3) Global Job Connection: Job postings from Thunderbird employers and search firms who are interested in recruiting T-bird

alumni.

4) ExecuPlanet: A comprehensive online career management program that provides job search tools and resources from a top global career management firm, Lee Hecht Harrison.

5) Top MBA Careers: A jobs and career services platform tailored to the needs of MBA alumni, which includes an international MBA job bank.

## Career Management for Alumni in Good Hands

In addition to the resources identified on this page, The Career Management Center dedicates time and people resources for alumni career management programs.

Barbara Limmer,

Director - Alumni and Executive Career Management works with graduates from six months after graduation and beyond. In addition to developing online programs and doing one-on-one consultations, Barbara leads and organizes the alumni "CareerForum" held annually during Homecoming weekend. The forum, which includes several speakers and a variety of sessions on career management



**Barbara Limmer**  
 Director of Alumni and Executive Career Management

issues, is one of the year's most well-received events for Thunderbird alumni. Barbara also works with alumni chapters to offer career seminars in their cities. Thunderbird is one of a few MBA programs to offer a dedicated resource for career management free of charge to all Thunderbird alumni.

Kip Harrell, Associate Vice President, Professional and Career Development says that, "Alumni Career Management services are one of the best hidden values offered from Thunderbird. Very few MBA schools have the on-line resources and someone with Barbara's talent and background dedicated to our alumni."

Offers Limmer, "The CMC wants to make sure you have a successful and satisfying career following your Thunderbird education."

Contact Barbara Limmer at [limmerb@t-bird.edu](mailto:limmerb@t-bird.edu)

## How Can You Impact Thunderbird Rankings as Alumni?

*I've just received an offer... who should I notify and how?*

*Why is this important?*

It is very important for Thunderbird to record data about our graduates' employment status. If you missed the exit meeting for graduating students, you can submit the information on MTB.

The data that you provide is critical to the school's reporting for publications such as *Business Week*, *Wall Street Journal*, *Financial Times* and *U.S. News & World Report*. These published rankings are increasingly important in their impact on present and future

value of your Thunderbird degree, and they help us in recruiting the best and brightest new students.

Regardless of your status, it is important to notify Thunderbird. Prospective students are interested in this information when making their selection of an MBA program. You may remember researching Thunderbird's employment statistics before you decided to attend, so you will understand why it's necessary for us to get this data from our graduates.

*How do I report my employment status?*

You will see a link at the top of your MTB home page, titled "Graduating Students Employment Status Form." This link contains only a few questions, and should take less than 30 seconds to complete.

*What if I don't yet have a job?*

You need to complete this online form at graduation even if you don't yet have a job, to let us know where you are in the process. We also need to know if you are delaying your job search. If you have decided to take 1-3 months off after graduation, when filling in the exit data you should state that you are

postponing your job search.

*How do I report my actual offers?*

When you have a job offer to report, you also need to complete the Job Offer form on MTB. You can find this form in the "Job Offers" section of your Careers page on MTB.

We need to collect data on offers you receive and we need to know which offer you accept. Your information is held in strict confidence.

If you have any questions about reporting your offers, please contact Karen Tisdale at ext. 7600 or [tisdalek@t-bird.edu](mailto:tisdalek@t-bird.edu)

## TSG Officers Challenged to Involve T-birds in Projects

*Continued from Page 10*

ability to execute in mind.

The next issue of *Das Tor* will have more details of each Chair's project commitments. We foresee many of these ideas coming from within the student body and hope that many come forward to give TSG the additional bandwidth needed to see these ideas implemented.

We are also working on involving all members of the Thunderbird community - faculty, administration, alumni, The Global Council and the Board of Trustees to name a few. From a timeline perspective, we will continue to do the ground work over the holiday break and then launch key projects in the Spring 04 trimester.

So yes, in many ways it is indeed the best of times and the worst of times; an age of wisdom and an age of foolishness. But these are also the ideal times that welcome the winds of change to help better our Thunderbird story and to tell it well. And when we all pull in the same direction, we can not only get there faster but can also enjoy the journey.

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

*Did you identify the CMC members in Halloween costume from last issue? If you guessed Barbara Naisoro and John Hutchings, you were correct!*

# COUNTRY GABLES

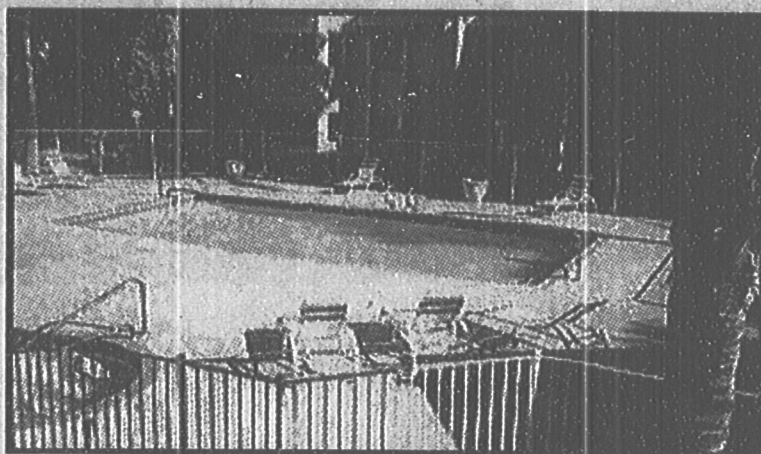
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## Graduates: You're Alumni! Now what?

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

Well, friends, I'm awfully sad to see you go! This campus will feel empty without you!

Now that you are alumni, you have already gained membership to that ever-unique network: Thunderbird Alumni Association. Your MTB page will look different and the way you interact with the school will take on a new form.

After tuition payments stop (congratulations on that, by the way), Thunderbird still offers several resources. You can tap all of these via Alumni Central (details to follow).

### Top Ten List: What Thunderbird Offers Alumni

1) *Career Management:* You don't have a job yet? Don't worry! Barbara Limmer at CMC is the Director of Alumni Career Management. This is a lifelong service, as your career develops over time. (See CMC page in *Das Tor* for more information.)

2) *Chapters:* it's more than just 1st Tuesdays! Opt-in now to the cities of your choice, and find out what those Chapters

are doing. You'll see postings for job opportunities as well as several other events. (Skiing in Vail, anyone?)

3) *Job Search Support Groups:* This was initiated by a face you all know! Constanza Novillo '02 is on the cover of our brochures, powerpoint slides and website, but she is also the alumna behind this job search program that many Chapters have adopted. For more details contact Constanza via MTB.

4) *Alumni Resources on MTB:* You can't see it now, but wait until you do! This button will appear on the left hand side of your MTB page, and it is where you'll find access to updates on your friends and other resources.

5) *Databases:* You love them now, you'll love them once you are gone too. Granted, Thunderbird can't offer all databases to alumni (D&B has to make money somehow), but there are many databases still available for free or at reduced rates. Access these through MTB.

6) *Winterims...at a discount!* The option of joining these does not disappear. Stay abreast of global developments by indulging in these programs often.

7) *Business Information Service:* Need someone to compile hard-to-find data? Thunderbird has research specialists who will offer services to alumni at a discount.

8) *Keeping in touch with old friends:* don't lose contact just because you live on a different continent! Thunderbird helps you stay connected. Utilize MTB, come back for reunions, and contact Alumni Central when you need help finding an old friend.

9) *Homecoming, reunions and other alumni events:* Keep coming back to see old friends, continue lifelong learning, and stay abreast of global developments.

10) *Access to top-notch global managers:* a great pool of MBA applicants awaits your company's management needs.

With so many options, where does one begin? Well, that's the beauty of the Alumni world. All you have to do is contact Alumni Central, Thunderbird's one-stop customer service for all alumni programs, services, and questions. (1-602-978-7358, 1-800-457-6957, [ambt@t-bird.edu](mailto:ambt@t-bird.edu))

## How To Give Back and Enhance Your Degree Value

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

Surely, all of these services can't be free? Well, most of them are, but there are ways that you can give back to the school.

Luckily, financially is not the only way to give back (although we surely could use your support for making our school world-class).

Here is a list of activities that can help you increase the value of your degree:

1) Take a leadership role in a Chapter or regional council.

2) Brand us! Hit the bookstore before you leave and wear your Thundergear often.

3) Make your MTB profile available to students (remember the days of frustration when Alumni Profiles were blank? Don't be one of those!).

4) Come back to speak (and have a beer in the pub while you're at it).

5) Stay involved in clubs and/or sponsor a club.

6) Become an Industry Partner, acting as a mentor for students.

7) Provide contacts from your corporation and post job and internship opportunities to T-birds (alumni and students).

8) Become an Alumni Ambassador - you can help recruit top students to apply to Thunderbird. How much of an impression did alumni make on you before you applied? Now is your chance to do the same!

9) Send back notes of what you are up to for the Thunderbird magazine/and Class Notes on MTB

10) Help find lost Alumni: your logon has class updates, but it also shows the names of Alumni lost, i.e., incommunicado. If your best friend is on that list, and you know where he/she is, contact the Alumni Relations office.

So how do you start to get involved? Well, we have this one-stop customer service called Alumni Central. Call or e-mail or simply check out MTB (1-602-978-7358, 1-800-457-6957, [ambt@t-bird.edu](mailto:ambt@t-bird.edu)).

As Garrison Keillor says "Be well, do good work, and keep in touch!"

## Project Janus\* A Success

Members of the entering class of Fall 2002 came up with an idea to initiate a culture of giving back to Thunderbird within that class.

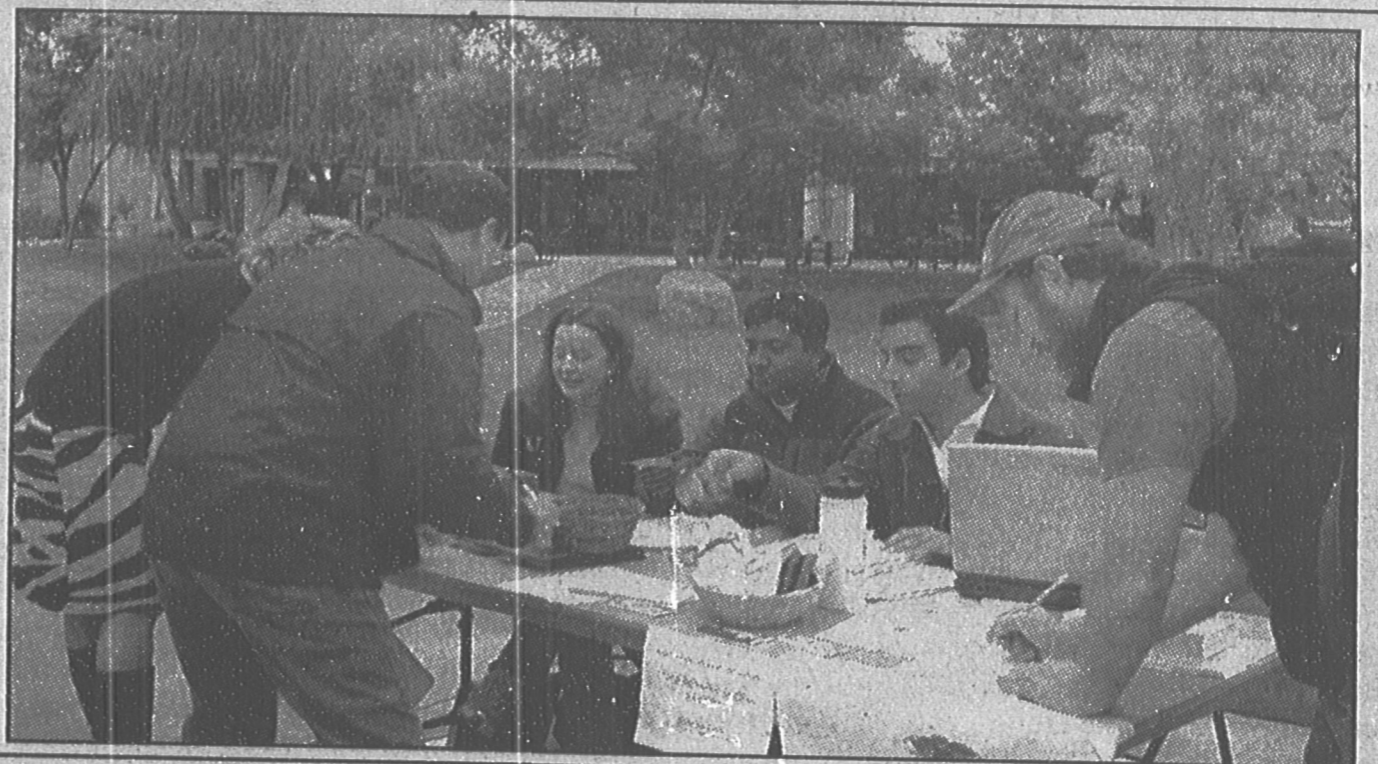
The aim is to establish a scholarship that is named after the Fall 2002 entering class

\$5,000 in cash and pledges was raised in one day. "This was from only 35 people, some of whom were 1st and 2nd trimesters. Imagine how much we could do if even half of our starting class contributed!", said Deirdre Daly.

If you haven't made your donation, please contact any member of the Janus Team.

Left: Greg Stolle and Amedeo Gaggion complete their donation transactions as Deirdre Daly, Abe Jacob and Christian Kasparian explain the process.

\*Janus: Roman god that is identified with doors, gates, and all beginnings and that is represented artistically with two opposite faces, one looking to the past and one looking to the future.



Above: A photo of our first First Tuesday Baghdad at the Sheraton Hotel. From LtoR: Scott Johnson '77, Fazlul Karim '85, Deanne de Vries '03, and Leila Martin '81. Also in Iraq are: Dan Lowery '68, Lewis Lucke '77, Steve Moore '01, and Jay Vandervoort '95.

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December 17, 2003

## Life After the IBIC

### Books & Bytes News from the IBIC



#### IBIC Services for Alumni

The IBIC can provide some services for graduates, although access to databases is limited by legal agreements with vendors. The resources and services described below can be provided as you make the transition from student to business professional and as you continue in your career.

#### Use of the IBIC for Recent Grads and Local Alumni

Alumni who are in the area are welcome to come to the IBIC and use the resources once they graduate, with the following limitations:

Your student ID and passwords will no longer be active and may not be used for circulation services or access to the campus network. Because our campus network is restricted, only the terminals in the IBIC lobby can be used without a current student ID number and Password. These six terminals will provide access to IBIC's databases, but not email or software for other applications. Please note that these resources are licensed to us for educational use only. These are available to you for your personal use or for the job search; use of the databases for commercial and business purposes is a violation of our agreements with the database vendors.

Alumni may use any of the reference sources, books, journals or other materials in the building when on campus. Plan to photocopy whatever you need to take with you. Due to demands of currently enrolled students we do not circulate books, videos or other materials to alumni.

#### Remote Access to IBIC Databases for Graduates

Your access to computer services will change as soon as you graduate, and most of the electronic resources to which you have access will no longer be available. This includes AskIBIC and most of the databases on THOR. Vendors of databases consider the graduates of business schools to be potential clients who may purchase these sources. For that reason, the IBIC is required to limit access to these databases to only current students, faculty, and staff, with the exceptions below that have been negotiated for alumni.

#### Access through Alumni My Thunderbird (AMTB)

Use this icon on AMTB to reach the page where the avail-

able databases are listed. The Alumni Relations office has negotiated discounts to some sources for alumni. Individuals, if they choose to do so, may pay for a subscription to these on their own. These are marked "discounted service for alums."

Two IBIC databases are currently available to alumni through AMTB at no charge: Business Reference Suite and EBSCO Electronic Journals Online; these are marked "free for alums."

A third database, ProQuest, is available but only for articles on specific topics. While we hope to continue to provide this access for alumni, vendors may change the terms of our agreement at any time.

We also continue to look for opportunities to expand what we can provide to alumni if favorable arrangements can be made. Any changes will be posted on this page on AMTB.

#### Options for Finding Information and Access to Databases After Graduation

Large corporations maintain libraries and subscribe to databases, as do the business departments of large public libraries and universities in the United States.

Use the IBIC's Resource Guide No. 13, "Free or Low Cost Internet Services for Business Information." It is available to you anytime through IBIC's Business Information Service web site, and includes links to the resources. Go to [www.t-bird.edu/bis/](http://www.t-bird.edu/bis/) and click on the "news and info" button at the top of the page.

#### The Global Gateway

Graduates are encouraged to use the IBIC web site, The Global Gateway, which IBIC constantly updates and maintains, with links to many excellent web sites for business information.

It has a special section on countries of the world with links to business resources in each country. The Global Gateway is located at: [www.t-bird.edu/research/ibic/links/](http://www.t-bird.edu/research/ibic/links/)

#### IBIC Continuing Education Programs for Alumni

IBIC participates in programs sponsored by Alumni Relations, including some Thunderbird Business Forums and occasionally at First Tuesday meetings around the country. Librarians present programs on topics such as Corporate Intelligence, finding business information on the Internet, and other topics to help alumni maintain current information skills and awareness of innovations in information access and delivery.

Free or Low-Cost Sources of Online Business Information  
[http://my.t-bird.edu/files/content/95418/1Life\\_After\\_IBIC.htm](http://my.t-bird.edu/files/content/95418/1Life_After_IBIC.htm)

## Need Info After Graduation? Discover BIS

Many alumni contact the IBIC and ask that we find information and send it to them for projects or assignments they may have once they leave here and begin working in the business world.

If your need can be answered quickly and without extensive research, we will assist you and may be able to provide a resource that will provide what you need, such as a web site.

For more complex or lengthy projects, IBIC provides this service on a fee basis (alumni receive discounted rates), and can deliver information very quickly and by several different methods.

The Thunderbird Business Information Service (BIS) provides custom, high quality information research in

the field of international business. Our motto is "Information is Power," because we've seen how the right information can be a competitive advantage in the hands of a smart manager. Our clientele includes companies of all sizes with practicing managers planning business ventures in many countries. Our staff is highly skilled in international business research and has at their fingertips an extensive resource bank of databases, Internet sources, and print and electronic journals.

In addition to research in response to a specific business need, the BIS offers standard packages. We will be happy to customize any of these packages for you. Use our Research Request Form to submit a specific research request.

Our areas of research expertise include: domestic & international marketing; global corporate financial data; social customs and cultures; international trade information; opening a business overseas; company and biographical profiles; industry information, trends, and outlooks; competitive intelligence; demographic statistics; and, newspaper and trade journal articles - international and U.S.

Information about BIS, including the fee structure and special packages, is available on its web site: [www.t-bird.edu/bis/](http://www.t-bird.edu/bis/)

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

Tel: (602) 978-7236

Fax: (602) 978-7762

Patricia Watkins is the Business Information Service (BIS) and Resources Librarian in the International Business Information Centre (IBIC) at Thunderbird.

## Looking for a Good Flick? IBIC has It!



#### Bend It Like Beckham

An autobiographical film by Gurinder Chadha. It's about the director and co-writer - about a Sikh Punjabi family in West London, in a story that combines "the English passion for Football and the Indian passion for marriage." An Indian girl who plays soccer tries to adapt to both cultures, and the title reference is from the British soccer star David Beckham.



#### Nowhere in Africa

The 2002 Academy Award Winner for Best Foreign Language Film. About a Jewish attorney and his family, who flee the Nazi regime to live on a remote farm in Kenya. In German with English subtitles.



#### 8 Women

Catherine Deneuve stars in this French comedy about a wealthy industrialist who

is murdered in his isolated country home. Eight women in his life are the suspects, all of whom had a motive, an opportunity, and may have been guilty. DVD in French with English and Spanish subtitles.



#### Son of the Bride (El Hijo De La Novia)

An academy Award nominee for best foreign language film, this Argentine film is about a 42 year old man and the unexpected events that make him re-evaluate his life. DVD in Spanish with English and French subtitles.



#### Yeelen

A film by Souleymane Cisse, one of Africa's leading directors. This is an adaptation of an ancient oral legend from Mali about magic and a young warrior's quest. Set in the 13th century, it explores West African folklore and cultures, and is visually very striking. One of the most widely seen and most acclaimed films from Africa. In Bambara with English subtitles.



#### Mondays in the Sun

Winner of five Goya awards and Best Film at the San Sebastian International Film Festival. About six friends in Spain, who lack employment, so every day is like Sunday. In Spanish with English subtitles.



#### Whale Rider

Twelve year old Pai is the heir to the throne of a Maori village when her twin brother dies. Disregarded by everyone, she embraces tradition to fulfill her destiny to become a leader. In English; Spanish subtitles available.



#### The Man Without a Past (Mies vailla menneisyttä)

A "deadpan comedy" by Finnish director Aki Kaurismaki. In Finnish with English subtitles.

Images taken from [www.bn.com](http://www.bn.com)

## The People Who Make It Happen

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

Attending the Thunderbird European campus provides a special insight that is perhaps not readily attainable at the Glendale campus. Principally, the smaller size of the school opens up many opportunities to personally become acquainted with the professors and administrators.

If you plan on coming to the European campus you will definitely become acquainted with Marie-Laure Kienne, Administrative Director, and François-Serge Lhabitant, Assistant Professor of Finance.

Following are two brief interviews to provide a petite insight into two very important individuals at the Thunderbird Europe campus.



### Marie-Laure Kienne, Administrative Director, T-bird Europe

*Would you provide a brief background of yourself and how it has brought you to be a part of administration at the Thunderbird-Europe campus?*

I've been working for Thunderbird Europe since its opening in France, i.e. since February 1993. Prior to that, I was working for Dueco, a subsidiary of Caterpillar (dealing with used products); and before that, I was working for Salomon / Taylor Made.



**Marie-Laure Kienne**

Back in 1993, the main aspects which attracted me to the position were mainly the international background of Thunderbird and the academic environment.

*Describe your position in the administration and what the position entails.*

I am the Administrative Director of Thunderbird Europe. The position includes, but is not limited to: management of the course schedule for students, coordination with the main campus for students; computer network local management; and, pre-accounting for Thunderbird Europe.

*What do you like about the Thunderbird-Europe campus?*

What I like best at Thunderbird Europe is the team spirit; the small class size for students and faculty, which means for the administration getting to know the students individually.

*Would you describe the Thunderbird-Europe dynamic? That is, why is this campus integral to the overall Thunderbird community?*

The students, whether studying at Thunderbird main campus, or at Thunderbird Europe will find the same quality of courses, while having the opportunity to visit Europe.

The Thunderbird Europe team is doing its best to have the students fully enjoy their European experience.

*How would you describe the student body?*

I've been working with Thunderbird students for 10 years, and what I enjoy the most is the quality of the student body: most of them are bright students, have traveled extensively and have very interesting experiences to tell about.

I like the international mix of the student body as well, it is very enriching to be working for Thunderbird Europe in that sense.

### François-Serge Lhabitant, Assistant Professor of Finance

*Would you provide a brief background of yourself and how it has brought you to be a professor at the Thunderbird-Europe campus?*

I am originally a software engineer. After several years of software development, I found out that Bill Gates was already seated at the place I wanted to have - at this time Windows 1.0 did not



**François Lhabitant**

allow you to have overlapping windows on your laptop! So, I went back to university and did a Ph.D. in finance. Then, Thunderbird contacted one of my Ph.D. advisors as they were looking for a lecturer in Finance. This is how it started.

Today, I am a member of senior management at Union Bancaire Privée, where I am in charge of the portfolio management of large hedge fund portfolios. And I am still an assistant professor at Thunderbird.

*What do you like about the Thunderbird-Europe campus?*

The class sizes are small enough to interact with students. In addition, it is 20 minutes away from my bank in Geneva, which helps in the commuting process.

*How would you describe the student body?*

Some of them are highly motivated. Some are just here to try to enjoy European holidays. But the first category seems to dominate the second over the years.

*Are you planning a Winterim? If so, would you briefly describe it?*

I planned a two-week Winterim, one week in Geneva and one week in London, with presentations with numerous banks and market professionals. But I had to cancel it because requirements changed, and I could not extend it to three weeks.

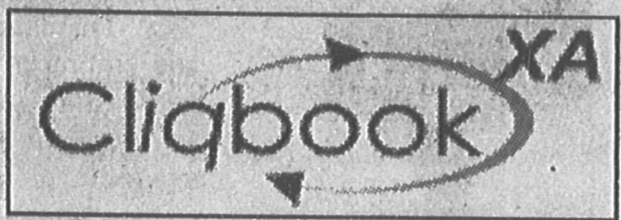
*Is there anything specific you would like to address?*

We should extend the links to the European finance community - Geneva is 10 minutes away, and London quite close. And we have a lot of alumni around there.

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## Still Undecided?



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Spaces are still available in selected **Winterim** courses.

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**Archamps** this **spring!**

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

# T-BIRD EUROPE

December 17, 2003

## A Visit to Patek Philippe, \$13M Not Required

By PHILIP JEFFREYS  
Brazil / Switzerland / U.S.A.  
Summer '04

What costs 13.4 Million dollars and won't tell time for more than three days if left unattended? The answer is Patek Philippe's most expensive time piece. Don't worry about the price, you couldn't get one if you wanted to. All four custom hand-crafted sets (that take four years to make) have been sold. And, for this price you'll have to remember to wind it yourself!

Patek Philippe not only makes unique Swiss watches but it is truly a unique company.

Fifteen T-birds had the privilege of meeting with the VP of Communications

and Marketing, Hugues-Olivier Borès at the swanky Geneva headquarters. For two hours he described a business far different from those detailed in *Business Week*.

### Did you know that...

1) Patek Philippe is family-owned and privately-held and has two years worth of back-orders. It has no bank debt and paid cash for its new headquarters in Geneva.

2) Rolex makes as many watches in a year as Patek has made in its 168 year history.

3) Rolex watches are considered to be an entry level watch in a consumer's timepiece education.

4) For Patek Philippe, craftsmanship and beauty extend to aspects of the watch that will never be seen by the consumer.

Most consumers will never see the inside of their watches, much less admire the hand polished teeth on wheels that are the size of a period at the end of this sentence.

### Another Generation

Mr. Hugues-Olivier Borès, ("Mr. Watch") was hired by the owner of Patek Philippe, Philippe Stern, and was given the task of stimulating demand, not for today, but for watches 20 years from now.

Hugues was told, "I want you to stimulate the demand of your grandson's generation." Mr. Borès highlighted the firm's marketing campaign developed for this task:

"You never actually own a Patek Philippe. You look after it for the next generation."

Patek's main campaign generates better response with men than with woman. Patek

found that this was due to a rivalry that exists between a mother and daughter that doesn't exist between a father and son. In order to emphasize the authenticity of its product, the company uses "real" fathers and sons and "real" mothers and daughters in all their advertising placements.

In an effort to target the Russian market, the company featured a professional Russian ballerina looking over as her daughter, also a dancer, practiced various dance positions.

### Customer Club

In order to modernize and update the firm's connection with its customers, a massive census was undertaken. The goal was to

locate and establish a connection with all the owners worldwide that had ever purchased a watch the company had produced. In order to incentivize respondents Patek, performed the first watch giveaway in its history with a total of four watches given away. To connect with this customer base, Patek publishes a bi-annual Patek Philippe magazine "exclusive" for its customers.

### Amazing Stories

The most remarkable part of the visit came when Mr. Borès was asked to relate some amazing stories about Patek watches. He described the emotion at a ceremony when the four lucky winners of Patek watches stepped forward to receive them.

Often Patek watches acquire a value beyond that denoted by money. Hugues-Olivier Borès even became emotional when relating the thank you speech of a fellow Patek employee upon receiving his own Patek wristwatch for 30 years of service.

In a business world dominated by fast profits, ever shortening product cycles, and economies of scale, many would say that Patek Philippe is old fashioned. However, the emotional response that Patek is able to solicit from its high end watches speaks for itself.

As our visit came to an end, it was clear to all of us that much could be learned from one of Switzerland's most famous watch makers.

*pjeffreys@global.t-bird.edu*  
Philip is currently studying at Thunderbird Europe



Patek Philippe's new advertising aimed at the "next generation"

## Archamps: "It was the best of times, it was the worst of times"

By TYLER and COURTNEY WRIGHT  
U.S.A., Spring '04

Seven and a half months ago, when we left the United States with our then 1-year old daughter, we knew we were in for an adventure. We had high expectations about our time at Thunderbird Europe, some weren't met, and others were far exceeded.

For example, where else would you pay over US\$1,200 a month for a dirty, dark, one-bedroom apartment with a kitchen the size of a closet? Not only that, where else would you pay over \$100 a month for a few minutes worth of internet a day? Where else would you get humiliated at the grocery store when you naively take your fruits and vegetables to the counter without weighing and marking them first? Or, where else would you pay \$40 for one Pizza Hut pizza? Where else would your cell phone service cost you forty cents a minute? Just think, where else would you have spent over \$700 a month for a car (not a Porsche) that would cost you \$50 each time you filled up the gas tank? And, where else would you spend \$5 to wash one load of laundry, that you would then try and hang somewhere in your dark apartment to dry?

Ponder for a moment...where else would you

go through all of this, and feel completely satisfied and grateful for all those times?

The Thunderbird Europe campus in Archamps, of course!

Yet, consider this; where else are you able to see thousands of protestors

march in front of that dirty apartment shouting the demise of your country's president? Where else can you drive one hour and enjoy the fine fondue and cream of Gruyère? Where else can you witness the largest firework display in all of Europe over the beautiful backdrop of Lac Lemman (Lake Geneva)? Where else can you expand your taster's palate to take pleasure in the many, many cheeses of a beautiful country? Where else can you drive two hours and grasp the splendor of the Alps? Where else can you take your precious daughter to walk around the scenic lake and feed the swans, enjoy the many parks as well as their lovely flowers, and ride the antique carousel in the Old Town of Geneva, while stopping to get a yummy kebab? Where else can you spend your three-week break between semesters and travel Western



Tyler and Gracie Wright in front of the Trevi Fountain in Rome

Europe with your now two-year old daughter, taking her to Austria (Reutte, Innsbruck, Salzburg, Vienna), Southern Germany (Neuschwanstein), Italy (Venice, Lago di Como, Torino, Florence, Rome, Cinque Terre), Southern France (Nice, La Grande Motte, Carcassone, Avignon, Pont du Gard) and Spain (Barcelona)?

Yes, we struggled with the inadequate housing issue here in Archamps, and suffered from the poor exchange rate between the dollar and euro, and missed the comforts that one can only find at home. Yet, we relished every minute here. We appreciated all the differences in culture, especially the time one takes here to enjoy the quiet moments of life. Our experience here wasn't perfect, but was one that couldn't have been offered anywhere else.  
*tylerwright@global.t-bird.edu*

## T-bird "Who's Who" Visit Archamps

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

The Thunderbird Europe campus had a visit from the "who's who" of Thunderbird administration on December 8, 2003.

As President Roy Herberger's time with Thunderbird is coming to an end he made a trip to Europe for board meetings with those advisors close to the Thunderbird Europe campus. He also took time to give a presentation to the Fall 2003 class at the European campus.

In addition, the presentation was attended by Tim Propp (CFO & CEO of Thunderbird), John Seyboit (Senior VP for Academic Affairs), Dr. Mary Teagarden (Thunderbird Professor), Dr. Yahia Zoubir (Director Thunderbird Europe), Cynthia Zoubir (Thunderbird Europe Director of European Admissions and Director of Student Services), Marie-Laure Kienne (Thunderbird Europe Administrative Director), Chantal Aublet (Thunderbird Europe Program Director), and Rory Simpson (Thunderbird Europe Director of Executive Education).

President Herberger dis-

cussed various "overall" issues in about the future of the European



President Roy Herberger gives a presentation at the Thunderbird Europe campus

regard to Thunderbird including Thunderbird's accreditation status, the relationship between executive education participants and students (i.e. they have jobs, money and internships), Glendale's various activities (THINC, Entrepreneurship Competition, Innovation Conference, GWIB, Rugby MBA Tournaments, etc.), the expansion of on-line classes and the Global MBA (formerly MIMLA).

Although the presentation was comprehensive in highlighting the major events, concerns, and actions of Thunderbird, several students mentioned that they heard little

campus. The presentation was likened to a pep-talk for the losing team wherein the students at the European campus should stay awake and alive because Thunderbird (Glendale campus) will be bringing many things our way (to Europe). Furthermore, we should look forward to attending the much more vibrant Glendale campus.

Overall, it seemed the students were expecting a presentation on the "future of the European campus" where instead they received a discourse on the Glendale campus.

*qrsingleton@global.t-bird.edu*

## Barcelona or Bust: How to Get There and Back Between Modules

By **STUART SCHUMAN**  
U.S.A., Fall '05

The first module was over. Two of my classmates (Luis Angulo and Ha "Eddy" Wu) and I knew that this could be our only opportunity this semester to travel and not worry about studying. But where to go? I'm sure in Glendale some students were faced with a similar dilemma. But in Glendale you can go to maybe Buckeye or Gila Bend if you're lucky, whereas in Archamps we are surrounded by a plethora of travel opportunities. Some of our classmates were heading to Paris, Interlaken, Lausanne or Milan.

But those places all sounded too tame, too normal and, frankly, too cold for us. The temperature had started to drop considerably in Archamps, there was snow on the tops of the surrounding mountains, leaves were dropping like flies and a crisp, arctic chill had begun to blanket our fair city. Being a native Arizonan, warmth was the first thing that came to mind. Luckily, Luis had long ago decided to head to Barcelona. At the drop of a hat I said, "I'm in," and so did my roommate, Super Eddy.

We took off at 5 p.m. the last day of the module, three hours behind schedule. The weather outside was frightful: darn near 40-degrees F! We sped off and immediately headed for McDonald's. No good road trip can begin without fast food. The French seem to hate McDonald's because I always hear them complain about it, but every time I go to a French McDonald's, it's packed to the gills with French people. They have nothing to

complain about, as the McDonald's burgers in France are better than in the States for some reason. Must be the subsidized cows.

We set off from "Micky D's" with our takeout in hand, I had a "Royale with Cheese", keen on finding one thing: Adventure! After two hours of driving we were faced with another dilemma. Directly ahead of us was the picturesque city of Lyon, the second largest city in France. Do we skip it and come back later or camp out for a night in Lyon? We quickly came to a consensus and decided to check out Lyon.

Lyon, we abruptly found out, is not conducive to driving. The one-way streets in old town Lyon are extremely narrow and packed with parked cars. If you ride a skateboard maybe you could find a parking spot. After driving around for an hour, I finally found a place to park - in a parking garage of all places. Then we found a hotel close by, The Hotel De Paris. Contrary to its name, it was a dive, but for 75 Euros a night, it sufficed.

That night we consumed a great French meal at a Bistro. Eddy ordered the Baked Chicken while Luis and I went with the Rum Steak. The food was tasty, but being a chubby American, I wished there was a bit more.

With semi-full bellies we hit the town in search of refreshments to quench our thirst and ran into a few obstacles along the way. There was a strict procedure you had to follow before you could enter a drinking establishment. First, you had to ring a doorbell, and then a bouncer opened a peephole and accepted

or rejected you without a password. Every establishment that we tried to enter shunned us through a peephole because we were all wearing our poor student outfits: jeans and sneakers. What was up with this peephole thing? Were they stuck in the Roaring 20's? Were they doing French things inside like eating McDonald's with a French wine chaser and didn't want foreigners to see? Or were they just trying to protect their image? We never found out. However, we did find a decent smoky pub with expensive beer.

The next day we ventured around town and discovered that Lyon is simply beautiful in the fall! There are huge trees along the river gently changing colors and dropping their leaves creating a multi-colored fresco on the sidewalk. A renaissance basilica rests regally on the top of the mountain overlooking and protecting the city. And there's an endless procession of small cars cruising the city in search of a parking space.

After a quick tour of old town, we decided to head for Barcelona vowing to come back to Lyon when we had more time. After seven hours of driving we arrived at our destination: Barcelona, Spain.

Before going, I had an image of running bulls, armadas, conquistadors, castanets, siestas, tapas bars, chorizo and topless beaches, but I digress.

In actuality, Barcelona is a big, beautiful, exciting city which is modern and very European. After walking around, I got a sense that Barcelona was designed with people in mind.

That night we met a



From left to right in the photo: Stuart Schuman, "Super" Eddy Wu, and Luis Angulo at a football stadium in Barcelona

friend of Luis' from El Salvador and he took us to the party district: Las Ramblas. Ah, Las Ramblas! How can words describe? OK, I'll try: *Areeeeeeba!* In other words, a big party district packed with people and cool places to go. This being Friday night, Halloween, Las Ramblas was overflowing with revellers. Coincidentally, All Saints Day had just ended so it was a magical night.

We all landed at a tapas bar where we met up with the entire El Salvadoran ex-pat community. They encouraged me to try tapas so I gave it a shot. The tapas food was displayed on the bar in large trays. I sampled the broad beans with onions, spinach omelette and sausages. To be honest, it reminded me of "happy hour" food. But it was good and greasy and required a large proportion of amber fluids to wash it down.

We eventually barhopped all over Las Ramblas ending up at a big discoteca. The

most striking difference between Barcelona discos and every other disco I had ever been to is the people. The discos have a nice mix of young and old. It's as if you're never too old to party and have a good time in Barcelona. And there was an eclectic, electric mix of students, artisans and executives out and about. It seemed like the whole city was collectively letting its hair down. One person I met summed it up nicely: Barcelona is just wild enough where you can have a good time without worrying about a thing. Whatever that means. In a nutshell, Barcelona is a very chillin' city. People are very laid back and casual. No doormen with peep holes, no dress codes and no expensive beer. i.e. *Perfectol!*

The next day we did a few touristy things. We visited the Barcelona futbol stadium (Eddy's a fan), sports museum and gift shop. Inside it was evi-

*Continued on Page 26*

## How Many Thunderbirds Does It Take to Buy a Couch?

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

*Das Tor T-bird Europe Liaison*

Well, boys and girls I have to say that I have achieved one of my dreams. Now some of you out there who know me might say something like, "He's graduating." That's the dream he's talking about. Or maybe "He got the job he spoke of the first day of Foundations Week in Glendale." That's the dream he's talking about. But if you've read this far you should have guessed it's neither of those.

I had a dream. I had a dream to have a lounge at the Thunderbird Europe campus. Not a place filled with mailboxes, packages, scattered magazines and newspapers and a gigantic table that you had to maneuver around to get to the scattered magazines and newspapers, but a place where I could sit down and talk to a friend. A place to take a nap on a couch if I so wished, a place where we could chill.

And of course if you've read this far you should have

guessed that we have a lounge. We have a couch, an arm chair, a coffee table (goes great with the new coffee machine and water boiler for tea), two lamps and a *pouf* (that's French for "big enough to be a gigantic foot stool, table or seat" - your choice). But these aren't the only additions to the campus by TSG Europe, paid for by Thunderbird Europe student funds.

We've also created a lounge for guests in the lobby waiting area. Before, the area had a big table with some chairs; neither were inviting to guests but rather were used for incoming and outgoing packages. We spiced up this area by ditching the table and chairs for two arm chairs and a magazine table, which goes nicely with the magazine rack that was moved from the new student lounge.

And now, all of the sudden, we have a cool place to hang and a nice place for guests. You may be wondering "Wow! I wonder what it took to get that accomplished." Well, I'll tell you.

After five months of TSG and Europe Administration

discussions, TSG took the initiative and went shopping. And of course I know you are asking yourself, "Well, how did they choose such nice furniture that obviously matches the building so well?" That's a good question.

It took three enterprising TSG Europe Tbirds 1-1/2 days to make the final decision. They considered color, size, comfort, styling, lounge theme, number of seats available, resistance to T-bird use and many more measures that were calculated with SPSS. It was arduous but the checklist was thorough and everything was purchased and brought back to campus. But...it didn't end there.

Because the T-birds took off to go buying without the consent of the European Administration, they still required the approval of the Admin before putting everything into the lounge, which hung my dream in the air. What if they didn't approve? Did we buy something that violated French building code? French fashion code? We just weren't sure.

To our relief, (after we

played a little joke and showed them that we selected a bright, lime green couch) they approved our fashionable, cost-conscious purchase.

(Still under budget!) What a relief. We put in the new furniture, moved a few things around and my dream was achieved.

But... yes another 'but'... this was really only a part of my really, really, really big dream. The various decorations purchased by TSG with student funds should be going up by the beginning of next trimester. That's cool too.

But what I really want are two flat screen TVs for the walls in the lounge. Now I know



Andrew Green and Jerrold Smelcer sit in the new Global Lounge in Archamps.

these are a bit pricey when compared to the normal tube TVs, but the walls are absolutely perfect for flat screens. Further, the tube TVs wouldn't meet French fashion code. Just imagine: chilling on the couch with one flat screen playing CNN and the other on Bloomberg. Not bad, especially for the finance campus.

Best of luck to you continuing students. And by the way, don't settle for anything less than flat screens.

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## Continuity, Conference Participation Highlight TSG Europe Activities

By JERROLD SMLCER  
U.S.A., Fall '04  
TSG Europe Representative  
(Fall 2003)

It was an honor to have been elected the TSG Europe Representative for the fall 2003 trimester. As an incoming student appointed the task of representing our student body, I had no idea of the great responsibility the "European Representative" title carried. Twelve weeks later, I honestly can say I do understand. Acting as the TSG Europe Representative has been both challenging and enlightening. Because the TSG Europe Council was only established and implemented within the last 12 months, our system is literally being created as we go from one trimester to the next.

Therefore, one of the main issues I have tried to tackle from the outset of my tenure has been to create a system of "continuity" between TSG Councils. More specifically, TSG is going to take on the projects left behind from previous Councils, develop new projects, and will pass along unfinished projects to the new Councils elected in future trimesters. This continuity is important to achieve efficient maximization of our campus's student body development and visionary goals.

Another daunting task has centered on collecting information from continuing and graduated students regarding past term experiences and issues at the

Thunderbird Europe campus. These stories have given me the insight about the opportunities that need to be explored to help make this campus a better place. Last but not least, I tried to give TSG Europe a long-term visionary perspective toward the issues facing our campus. Short-term goals are important, but it is our ability to make strides with long-term goals in mind that will truly help TSG Europe "raise the bar."

It has been a great privilege for me to act as Thunderbird Europe TSG Representative over the past trimester. The following information is provided with the sole intention of giving you an up-to-date picture of the student issues currently taking place at the Thunderbird Europe campus.

The first TSG meeting, held in early October 2003, centered on finding two focus areas on which to concentrate our government activities for the fall 2003 trimester. After careful consideration and analysis, we decided to direct our efforts toward (1) finding ways to market Thunderbird Europe in the surrounding French-Geneva community and (2) investing in capital improvements.

In order to maximize our spending capabilities, we revised the TSG budget by reducing the percentage of funds spent on the Final Dinner. Excess funds were then applied toward the two focus areas.

Several projects were created and managed during the fall 2003 trimester in order to

market Thunderbird Europe in the surrounding French-Geneva community.

### ITU

The International Telecommunication Union (ITU) is an international organization within the United Nations System where governments and the private sector coordinate global telecom networks and services; it is headquartered in Geneva, Switzerland.

Thunderbird Europe created a volunteer program during the ITU World TELECOM Convention in Geneva, from October 3 - 18th. Approximately 10 Thunderbird students participated in the event.

Students also participated in the ITU Global Forum, which took place from October 13-15th, 2003 - the first three days of the ITU World TELECOM Convention (student Global Passes were arranged by Mrs. Cynthia Zoubir). Three Thunderbird Europe students volunteered to work at the ITU Global Forums. One of the lectures was conducted by Bill Gates of Microsoft.

### WSIS

The World Summit on the Information Society (WSIS) will provide a unique opportunity for key stakeholders to gather to develop a better understanding of the information revolution and its impact on the international community. It aims to bring together Heads of State, Executive Heads of the United Nations agencies, industry leaders, non-govern-

mental organizations, media representatives and civil society in a single high-level event. The roles of the various partners (Member States, UN specialized agencies, private sector and civil society) in ensuring smooth coordination of the practical establishment of the information society around the globe will also be at the heart of the Summit and its preparation.

The anticipated outcome of the Summit is to develop and foster a clear statement of political will and a concrete plan of action for achieving the goals of the Information Society, while fully reflecting all the different interests at stake. The scope and nature of this ambitious project will require partnerships with public and private entities, and such partnerships will be actively sought in the coming months.

First Phase took place in Geneva from 10 to 12 December 2003; the second phase will take place in Tunis from 16 to 18 November 2005. Nine Thunderbird Europe students volunteered in Geneva from December 9 - 13, 2003.

### Feed the Homeless

Ten Thunderbird Europe students volunteered to feed the Homeless in Geneva on December 12. TSG funded Thunderbird involvement in the "Soup Kitchen" event. Student involvement occurred at every stage of the volunteer program - from selecting the menu items, preparing the food, to feeding the homeless. CLUB SINDY spon-

sored the event in Geneva. SINDY, located in Geneva - Switzerland, is a large organization made primarily of individuals that are working in the Geneva business community. For Thunderbird volunteer support, CLUB SINDY will place a column in its community newspaper detailing our School's support in the "feed the homeless" program.

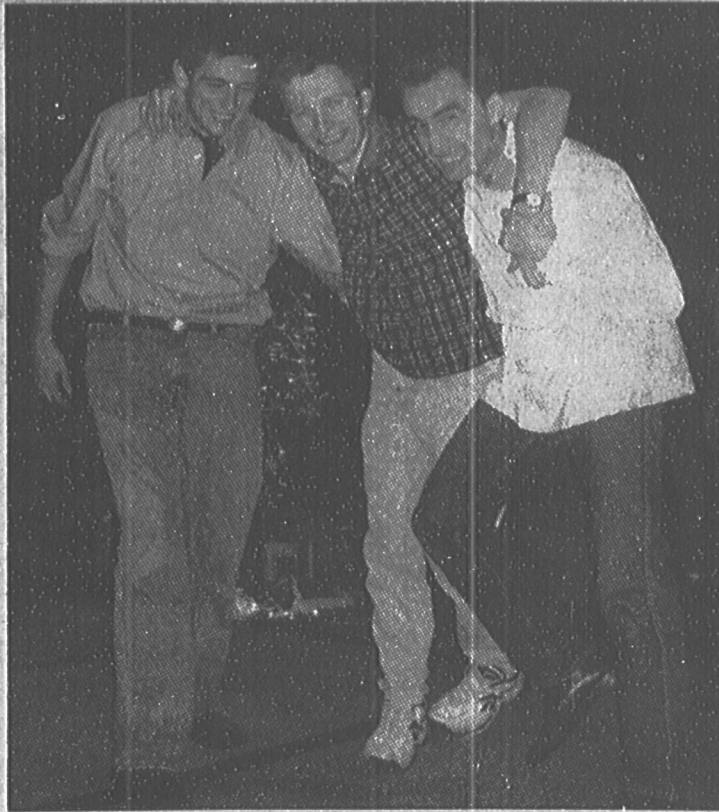
Other TSG projects included investments in capital improvements when a "Global Lounge" was created in the back room of the building.

Also, a marketing slide show was created to recruit new students from the main campus to participate in the Thunderbird Europe Overseas Program. James Keefe (Overseas Program Director) declared the slide show an outstanding success in helping to generate Glendale student interest. In addition, the Thunderbird Europe handbook was revised to 11 pages, from its original number of 80! This book is distributed to all new students. An online version of the handbook is currently in progress.

As a final note, Thunderbird Europe is in a strategic location that will certainly help put the Thunderbird name on the European map. I think TSG Europe, in its own special way, is helping Thunderbird to make positive steps in this direction. It is my hope that we are only just beginning.

JSmelcer@global.t-bird.edu

## Europe Night at the Fish - A Blend of Cultures, Drinks, and Music



## “European Vacation” T-bird Style

*Continued from Page 24*

dent from the guests' reactions that Barcelonans are passionate about their sports. We also visited the famous Temple de la Sagrada Familia. Antonio Gaudi started this work of art in 1882 and it won't be completed until 2017. If my math and grammar serve me correctly that means it will have taken 135 years (!) to build. Very impressive, and so was the building.

In the afternoon, we ate at a “real” tapas restaurant, Cervceria Catalana, run by Filipinos and the food was *my bueno*, pardon my French. At night, we dined at another nice restaurant, 5J that Luis's friend was raving about. Eddy went with the chicken Cordon Blu and received an outstanding crispy roll of meat with a light grey mustard sauce on the side. Luis and I opted for the fried eggs with freedom fries and sausages. It was recommended by our guests, but we were not allowed to use catsup on the fries for some strange reason, shocking! For dessert, there was mint ice cream, chocolate cake and coffee which all complimented the meal nicely.

Afterward, we hit the town burping because our bellies were full. Our beer of choice for the evening was Gana which had a nice flavor to it; it hit the spot.

We heard a rumor that Hercules founded Barcelona and gave it its name. Apparently, Hercules was on the ninth Greek ship that initially arrived in Barcelona way back when and the word “ninth ship” in old Greek (Varca ona) sounds a lot like the word “Varca ona.”

We woke up four hours before dusk the next day and headed back to Archamps. We were driving the speed limit the entire way back and were being passed like we were standing still. The French seem to think they're in a race with Michael Schumacher once they get behind the wheel. We made it home safely in only 7.5 hours, realizing after the fact that driving through Lyon added a few extra hours to the trip, thankfully we're MBA students and not cartographers.

A good time was had by all and we were refreshed and ready for the next module. Alas, we were faced with yet another dilemma: Where to go for Thanksgiving? Once again, there were far too many choices! Does the Space Age Lounge in Gila Bend still serve Thanksgiving dinners?

*sschuman@global.t-bird.edu*  
Stuart Schuman is a first trimester student studying at Thunderbird Europe

## T-birdies Golf Club Caps off Fantastic Fall, Prizes Won

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

Recently the T-birdies concluded one of the most active and successful trimesters in club memory. There were four events this fall.

The first was a 10 person shoot-out at the 500 Club. In this event 10 people started on the first hole and after each hole one person was eliminated. The winner of this event was Greece's own Evita Sideri.

The T-birdies also sponsored a social outing at the Hillcrest golf course in Sun City. More than three dozen T-bird students and staff participated in the event. The scramble provided an excellent opportunity for a diverse group of T-birds to socialize, relax and have fun.

In November, T-birdies hosted the first ever Thunderbird Golf Championship with close to 50 participants. The top four finishers (Ben Johnson, Josh Dunivant, Dan Bocwinski, and Brad Milligan) from that event played on Saturday Dec. 13th to determine the 2003 Thunderbird Golf Champion.

Unquestionably the best event of the year, the Thunderbird World Cup, was saved for last. The Cup matched 16 U.S. players against 16 International players. The event

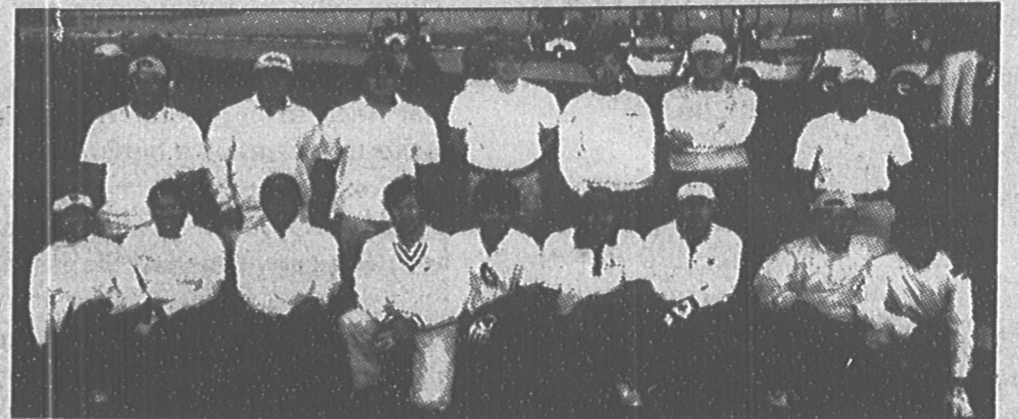
generated a great deal of excitement and even tryouts for spots on the international squad.

In similar fashion to the President's Cup played by the PGA pros, the two squads wore different color shirts; the Internationals wore White and the U.S. players blue.

The event consisted of 27 holes played in three different formats. The first was a two-person team “best ball” scramble in which the best shot of each team member was used on each hole. The second event was an alternate shot format in which team members alternated shots on each hole. The third and final event was a one-on-one competition between pairs of U.S. and International players.

The U.S. raced out to an early 6-2 lead after the first 9 holes. The Internationals turned the tables on the second 9 holes winning 6-2. Going into the final 9-hole event it was all tied. As each pairing finished, scores were posted on large posters at the club house. Anticipation built as the last groups finished in a hotly contested match.

The two squads were within a point of one another as the last pair of golfers came to the 18th hole. With the sun fading on a long Saturday afternoon, the Internationals won the final match and captured the



The winning International Team poses for a team photo above. Below, their counterparts in blue, the U.S. team

Thunderbird World Cup trophy. It was a wonderful event that brought T-birdies together in a fun and exciting atmosphere. Win or lose, all the players had wonderful things to say about the event.

Many thanks to President Shane Jacobs and Treasurer Eric Frappier for organizing the events. Each event was better than the previous one and each allowed T-birds to build new friendships and deepen

existing ones.

The T-birdies Golf Club hopes to continue the tradition of great events next spring. We are looking to include a student / alumni event, an outing with members of the Thunderbird Global Council and an event with other business schools. If you didn't get a chance to join us this trimester, we'd love to see you out on the links in the spring.

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## Ruggers Turn Vegas Vacation Into Love Story



Above: No Vegas wedding is complete without an Elvis impersonator. T-bird Shigeki Takemoto filled this role for the bride and groom. The T-bird Rugby Football Club poses with the heart-shaped lattice before the wedding.

Below: Christian Schmidt stands outside the chapel with groom and fellow Rugger Jason O'Brien. The wedding party poses (with rugby ball of course) after the ceremony.

# The Mojito Tour 2003 - Alumni Ruggers in Cuba

By CHUCK HAMILTON  
U.S.A., Fall '91  
Thunderbird Alumni Rugby  
Association, Chapter Leader

The Mojito Tour 2003 arrived in Havana a little worse for the wear and tear. Three bad backs, two bad knees, one ankle injury, a torn rotator cuff and a heart condition topped the assorted list of gripes. But all the handicaps were forgotten when the lads stepped off the bus for the first match. The Thunderbird Old Boys RFC came to Cuba to play rugby, the first 15's tour of any kind by a U.S. side.

This remarkable tour was inspired by the enduring goodwill between ruggers wherever you find them. But it was launched by the hard work and foresight of Chuck Hamilton, President of the Thunderbird Alumni Rugby Association.

Chuck first mentioned the idea about 18 months ago during an alumni match weekend. It was an easy sell to the core group of aging players. We first became friends through sport. We stayed friends because of the shared belief that fun is where you find it. And what's more fun than an afternoon of rugby with your chums? Well, we found out on the Mojito Tour.

The first match in Cuba was played in Pinar Del Rio, a little town in a province by the same name, two hours west of Havana. The regional sports authority arranged the match to promote rugby in the province by spreading an appreciation for the game beyond the environs of Havana.

Our Cuban hosts were welcoming in every possible way. An eager crowd of more than 600 locals, and 50 odd police officers, lined the pitch. Opening ceremonies included the presentation of national flags, player introductions and a welcoming speech from the Provincial Minister of Sport. Play-by-play was provided over the PA system by an eager announcer sitting just beyond the touch line.

Under a blistering noon-day sun, Thunderbird kicked off to Indios Caribe, a Havana-based team bused in for the occasion. Younger legs told the tale of the first half as the heat and pace took its toll on the Norte



Americanos. The Thunderbird pack dominated play in scrums and rucks. Loose play generally went to Indios Caribe who built a 20-3 halftime lead.

The second half was a different game as the Thunderbird side settled down, Indios Caribe brought on some subs and the rapid game pace gave way to the afternoon temperatures. Chris Campbell posted Thunderbird's first try. A few minutes later, Flanker Philip Graner burst clear for a 50-meter run to set up a five-meter scrum and a quick dash from Flyhalf Steve Koopal to close out the American scoring. Indios Caribe took the second half by 17-14, for a final match total of 39-17 in favor of the Cuban side.

Both sides quickly adjourned to a nearby hacienda-style restaurant for a welcome meal and our first real chance to meet Cubanos. Where language sometimes failed, cold cervezas soon eased the cultural divide. By the end of that long afternoon, ruggers from both teams exchanged souvenirs, photos and home addresses with the hope that we would meet again.

On the return trip to Havana, our tour bus fell victim to the questionable quality of the Cuban highway system. It blew a tire and left us all stranded beside

the road in the middle of farm country. The team was taking it all in stride until dry throats and sore muscles reminded that we were out of beer. Luckily, Erica Hansen, our hooker's wife, remembered a technicality from her playing days. Rugby rookies are required to track down beer in times of emergency. Richard Diaz, our tour youngster from Colorado School of Mines, was

Experienced house bands playing lively Cuban music are commonly found in the local restaurants and bars.

We had the chance to wander in and out of Hemingway's favorite haunts. The Ambos Mundos, where he lived for long stretches, is a beautifully kept, classic hotel. It offers a rooftop bar with great views of the city. La Floridita is an old

world café with white-jacketed waiters, but an over-priced menu. In fact, anything related to Hemingway has already been exploited for the tourist trade.

Los Giraldillos hosted the tour's second match on their home pitch in western Havana two days later. Injuries from match one forced Thunderbird to commit their two reserves and press the services of some intrepid

tour supporters. The match quickly turned in favor of the host side which dominated play with a quick and experienced set of backs. Scrums and rucks still favored the Thunderbirds, but the final tally was 45-0 to Los Giraldillos. A tough day on the pitch was made a lot sweeter by the irony of the post match party at La Mirador, a bar overlooking Havana harbor, atop the former American embassy.

Cuba has a national touring side. Most of their players were represented in the two

matches we played. Their official touring shirts were prized when the memorabilia swapping started. On our last day in Havana several Thunderbirds made gifts of useful rugby gear to our opposite numbers. The Cubans are proud, but the realities of a crumbling socialist economy do not leave much room for luxuries like proper rugby kit. They appreciated the gesture, if not the odor, of musty scrum boots.

There are currently five rugby clubs playing in Cuba. Los Giraldillos and Indios Caribe are regarded as numbers 1 and 2 respectively. They host foreign sides on a regular basis. Most of the credit for their success goes to coach Max Boix, a retired French national side player.

The Thunderbird Old Boys Mojito Tour 2003 exceeded all of our expectations. We experienced a new and different culture in a country isolated from most Americans for more than 40 years. We played rugby against some good people and excellent opponents. We built an enduring cross-cultural bond through the language of sport. And we learned beyond a doubt that rugby is alive and well in Cuba. But most of all, this tour planted the seeds of camaraderie between our nations' athletes that will grow despite the differences of our political leaders. Rugby players are the same the world over, tough competitors and fine friends.

The Mojito Tour is gaining a small measure of fame around the country. Our friends, rugby players and fans alike, have heard our tour tales with open envy. But now that the tour kit bags have arrived, Thunderbird is getting some well-deserved mileage. On two separate occasions, prospective, future T-birds stopped this reporter in downtown Washington with the question, "Hey, did you really go to Thunderbird?" They were eager to hear more about the place and the friends I still talk about ten years after graduation.

Guidance, expert advice and logistical help came from Thunderbird Professor Carmen Vega-Carney and her equally able Graduate Assistant, Elyse Leeds.

Continued on Page 28

## Cuban Culture to Take Home

### Mojito

#### Ingredients

- Half-teaspoon bar sugar
- Juice of half a lime
- Several mint leaves
- 2 oz. white Rum
- Club soda

#### To Make

- Muddle sugar and lime juice in a large highball glass.
- Add mint leaves and crush against the sides of the glass.
- Add the squeezed half lime shell.
- Pour in rum. Fill with cracked ice.
- Top with club soda and stir. Add mint sprig.

### Cuban Haiku

#### Harbor Lights

Havana night shy  
Picture the harbor stillness  
Where is my film bag?

#### Pssst

Where you from, U.S.?  
You want Cuban cigars, yes?  
Why you no like me?

#### Tour Song

Quanton la mara  
What is the difference?  
One ton tomato.

#### Cars

Fifty-six Chevy  
Still short a couple of parts  
Russian and Czech fit.

soon dispatched down a lonely farm road on this worthy quest. Much to our surprise, he returned in 20 minutes bearing cold provisions. So, hat's off to tradition and the resourceful ingenuity of youth.

Havana is an excellent place for curious visitors. The center-city is just teeming with people. Typical of Latin America, the lifestyle is very open-air. The streets are safe and full of small curiosities for travelers more accustomed to America's too often sterile environment.



Left: Jammin (LtoR) Chris Campbell, Pat Smith, Neal Henderson. Back row: Jeff Brandeen. Above: Ruggers enjoy lunch at a Cuban player's home: (LtoR) Dr. Steinmetz, Brad Steinmetz, Dave Eiler, Phil Graner, Jeff Brandeen, Mrs. Steinmetz. Top: Team Photo. Front Row, LtoR: Guy Enderle, Mike Dolan, Mike Lee, Phil Graner, Steve Koopal, Pat Smith, Neal Henderson, Kevin Glynn. Back Row, LtoR: John McDonald, Jeff Brandeen, Chris Campbell, Chuck Hamilton, Richard Diaz, Dave Smith, Dave Eiler, Brad Steinmetz, Ed Decker.

# North America Regional Evening Featured Live Jazz to Bring Down the House

By GREGORY WHITE  
U.S.A., Summer '04  
TSG North America Regional  
Representative

*"By and large, jazz has always been like the kind of a man you wouldn't want your daughter to associate with."*  
--Duke Ellington

Thursday December 4th was anything but an ordinary Thunderbird Pub Night. Live Jazz and Blues were the order of the evening and the familiar pub patio went through a metamorphosis. Where once only hard bench-style table seating was offered, a cozy lounge complete with comfortable leather couches was now in place. The chilly December evening was smartly combated with portable mushroom heaters. A prohibition-era silver and black decoration motif highlighted with musical note confetti, balloons and shining wall adornments provided the ambiance that helped students forget final exams - just 10 days away. Inflatable instruments providing hands-on jazz impressions throughout the evening were also strewn about for fun. Finally, ample space to "shake your money maker" in the front near the band was made available.

**The Main Event**  
*"It don't mean a thing if it ain't got that swing."*  
--Duke Ellington

"Cold Shott and the Hurricane Horns," (voted "Best Blues Band, 2000" by the Arizona Republic. The Phoenix Sun Times nominated the group for "Best Blues Band" in 2000, 2001, and 2002) is an 8-piece ensemble specializing in classic and contemporary R&B, soul, blues, rock, and jazz, were as excited about returning to Thunderbird as the students were to receive them. Some of the band members first played on campus in the late 1960's when the school was still called The American Institute for Foreign Trade!

"Small Paul" Hamilton, the group's lead singer is a well-known commodity in the valley of the sun and Craig Ruskey probably said it best in Issue #189 of *Living Blues Magazine*, "Small Paul" has a distinctive voice with plenty of powder in the keg." Keeping things loose during the gig, "Small Paul" mixed levity and music sharing a few stories from his past gigs on the Thunderbird campus.

Many T-birds commented that the trumpet and saxophone horn section was what they liked best. The rhythm and blues tunes of big horns, piano, guitar, and drums had T-birds filling the dance floor. Each horn player did not fail to impress. The guitar solos were amazing - the music sprung from the strings and leaked from the pores.

**Brief History of Jazz**

*"It is from the blues that all that may be called American music derives its most distinctive characteristics."*  
--James Weldon Johnson

Jazz's roots date back to the 1880's. Elements of African folk music were combined with elements of European popular and light classical music giving birth to jazz in New Orleans, La. where the black Creole subculture was particularly strong. As a musical style of expression, jazz was the first indigenous American style to affect music in the rest of the world.

During the years from the First to the Second World War, European cities such as Paris, Copenhagen and Stockholm, embraced Jazz music as their own. American musicians spread the globe as ambassadors of Jazz during this period often in self-imposed exile from racial and social tensions at home. Jazz music grew from primarily an African-American genre into an international phenomenon. The parallels to many T-birds' hopes following graduation are striking.

**Acknowledgements**  
*"Forgive me if I don't have the words. Maybe I can sing it and you'll understand."*  
--Ella Fitzgerald

Special thanks are extended to Aramark for subsidi-

dizing the many drink specials, especially the mix of Canadian, Mexican, and American beers, and for sending the occasional round to the thirsty band. Several individual T-birds contributed significantly to the set-up and organization of this memorable event and should be recognized: Stanislas de Bentzmann, Cara Coffee, Lynn Morrison and Hanan Wajih.

Finally, tremendous gratitude is extended to Glendale's finest for not shutting down the event after a few alleged noise complaints that came in from nearby off-campus neighborhoods at around 11:00 p.m. The two Glendale police officers were firm, requesting that the volume be lowered but were reportedly seen tapping their feet to the beat as they made their way back to the patrol car.

More info about "Cold Shott and the Hurricane Horns," including their event schedule is available on their website: <http://www.coldshott.com>.

*"Music is your own experience, your thoughts, your wisdom. If you don't live it, it won't come out of your horn. They teach you there's a boundary line to music. But, man, there's no boundary line to art."*  
--Charlie Parker  
a.k.a. "The Bird"

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

## What's Cooking at Thunderbird?

By TATIANA PINHO  
Brazil, Spring '04

There has been a call for innovation and creative thinking on campus. Clubs like THINC and the Marketing Club have been urging students to get together to help each other create and develop ideas as well as instigate creative thinking on campus.

This effort might just be working. As a group of students came up with a great idea of its own, an initiative will combine some of Thunderbird's most recognized strengths: diversity, open-mindedness and an appreciation for food. The result of this unfaultable mixture will materialize into the *Thunderbird Recipe Book* - a collection of recipes, in English and the cook's original language, of favorite recipes from around the globe.

The initial idea for a Thunderbird recipe book came about as the GWIB Steering Committee discussed ways in which new students could become more actively involved with GWIB.

So far, the cookbook holds recipes from Thailand, Canada, Ecuador, Brazil and the U.S. And since this effort will be about food from around the globe, all students are encouraged to send in their favorite hometown recipe.

"We are, of course, ultimately seeking recipes from as many countries as possible," explains Sara Cadden, one of the book's editors.

GWIB is planning to have a book launch by the end of the Spring trimester 2004. [tatianapinho@global.t-bird.edu](mailto:tatianapinho@global.t-bird.edu)

## Cuban Rugby

*Continued from Page 27*

This Tour would not have been possible without the support of the American Graduate School of International Management and the generosity of the sponsors listed below:

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- The American Graduate School of International Management: <http://www.thunderbird.edu>
- Thunderbird Alumni Rugby Association: [www.tbirdrugby.org](http://www.tbirdrugby.org)
- T-shirt art provided by: Jon Stanicek: [www.stanoart.com](http://www.stanoart.com)
- Tour gear manufactured by: Rugby Imports: <http://www.rugbyimports.com/>



Students enjoy the evening, playing with the inflatable musical instruments. Above: The make-shift lounge was a nice place to relax and listen to the music. Right: The event organizers, LtoR: Cara Coffee, Gregory White, Hanan Wajih, and Stanislas de Bentzmann. Not pictures: Lynn Morrison.

## Like Water for Chocolate Delights

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



5 out of 5 Thunderbirds

We were talking in my Spanish class about Gabriel García Márquez and magic realism, when I brought up the Mexican film *Como agua para chocolate* (*Like Water for Chocolate*) (1992). I was surprised that half the class hadn't heard of the film, adapted from the book by Laura Esquivel. I checked out the video from the IBIC, spent a few hours in turn of the century México, and proceeded to write this review.

The movie begins in a kitchen, and is narrated by a character that holds the cookbook of her Great Aunt Tita. Tita lived on a small ranch in Mexico during the early 1900's with her sisters Gertrudis, Rosaura and their stern, traditional mother Mamá Elena. The narrator is always emotionally affected when she uses the cookbook. As she prepares a recipe she is prompted to share the story of her Great Aunt Tita.

Literally born in the kitchen, Tita is the youngest daughter in her family, and tradition dictates that she cannot marry until after her mother's death. She falls in love with Pedro, but when he is forbidden to marry her, he agrees to marry her older sister Rosaura. Tita is devastated, crying even as she makes her sister's wedding cake. During a dance at the wedding Pedro lets her know he has done this so he can be closer to her, his true love.

The title of the film, *Like Water for Chocolate* references the process of making hot chocolate - water is brought to a boil before chocolate is mixed

into it. This both serves as metaphor for the passion that Tita and Pedro feel for each other and references the unreleased desire that Tita cooks into the foods she makes as the caretaker of the household. Food is a recurring image illustrating sensuality and lust for life; Tita's cuisine is magical, bringing forth strong emotions in those who eat it. The wedding cake, with her tears baked inside causes the guests to weep and become physically ill, longing for the love of their lives.

As time passes, Tita continues to cook more magical fare. When she makes quails with roses from Pedro, the dish becomes an aphrodisiac. It causes a literal burning desire in sister Gertrudis - smoke pours off her body. She runs to the outhouse shower and inadvertently sets it on fire. As she runs naked from the showers, a passing revolutionary snatches her up, and they ride away on his horse.

The world of this film is magical, full of passion and wonder. It translates well to video. The film is in Spanish with English subtitles - but don't let this keep you from viewing it! The images are strong and transcend language. It is a love story that will stick with you long after you have viewed it.

*Starring* Marco Leonardi, Lumi Cavazos, Regina Torne, Mario Ivan Martinez, Ada Carrasco, Yareli Arizmendi

*Director* Alfonso Arau  
*Screenwriter* Laura Esquivel  
*Studio* Miramax

*Production Company* Arau Films International, Mexican National Council for Culture and the Arts, Mexican Institute of Cinematography

*MPAA Rating* NR  
*Genre* Drama, Romance  
*Running Time* 114 minutes  
*Country* Mexico  
*movie details from* <http://movies.go.com>

## Gothika Entertaining if Unrealistic

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



4 out of 5 Thunderbirds

*Gothika* is essentially a Saturday night movie from the Sci-Fi channel, glammed up with Oscar-caliber talent. If you enjoy a fright and want a "popcorn and date" movie, this is your ticket. Is the film realistic? No. Is it coherent? No. Is it rational? No. However, it is cinematically striking, and some of the moments are pretty jolting.

Stylistically, the film is all shadows and flickering lights. It is the nightmare story of Dr. Miranda Grey (Halle Berry), a slightly uptight, distinguished criminal psychiatrist who works in a cavernous prison hospital for the criminally insane. One day she awakens to a nightmare - she is now locked up among her former patients at her own hospital, accused of killing the man who was her husband and boss, Dr. Douglas Grey (Charles S. Dutton).

Miranda is a wrongly accused woman in danger. She recalls the dark and stormy night that her husband was killed, but her memory is partial. She remembers events at the hospital, driving in the rain, being forced

to take a detour, crashing into an embankment to avoid hitting a girl standing in the road, and approaching the girl who then bursts into flames.

As a patient in the hospital she is further tormented by her own former patient Chloe (Penelope Cruz), who reminds her that you can't trust people who think you are insane. Given this predicament, she doesn't

thing otherworldly is probably involved. This all is eventually unraveled and explained, not completely plausibly, but this isn't really the genre for it.

Halle Berry delivers a strong performance as a woman who is resourceful and logical even in the most frightening and confusing of situations. She is alternatively fragile and strong both physically and emotionally.

The supporting cast is excellent, and the cinematography hits the right tones throughout.

Is this movie fodder for *Mystery Science Theatre 3000*? Possibly. Is it a good scare? Definitely.

*Starring* Halle Berry, Robert Downey Jr., Charles S. Dutton, John Carroll Lynch, Bernard Hill, Penélope Cruz  
*Director* Mathieu Kassovitz

*Screenwriter* Sebastian Gutierrez  
*Studio* Columbia Tristar/Warner Bros.

*Producers* Joel Silver, Robert Zemeckis

*Production Company* Dark Castle Entertainment, Columbia, Warner Bros.

*Release Date* November 21, 2003

*MPAA Rating* R- for violence, brief language and nudity

*Genre* Supernatural, Thriller, Horror

*Running Time* 97 minutes

*Official Site* <http://gothikamovie.warnerbros.com/>

*movie details from* <http://movies.go.com>



Image from <http://gothikamovie.warnerbros.com/>

know whom she can trust - her former colleague Dr. Pete Graham (Robert Downey Jr.), her husband's best friend Sheriff Ryan (John Carroll Lynch), the prison warden Phil Parsons (Bernard Hill), or her friend and attorney Teddy Howard (Dorian Harewood). Accordingly, any of these people could be involved in placing her in this perilous situation.

Of course, having a tag line that reads, "Because someone is dead doesn't mean they're gone," lets you know that some-

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DAS TOR

## Contest Winner - How Coffee (Kofi Annan) Saved My Life

By Phil D. Blunder who still thinks he will be working for Starbucks after graduation

### Scenario

Somehow, I walked into the wrong interviewing room in the CMC. Instead of meeting with the Starbucks coffee representative, I ended up interviewing for a position at the United Nations (U.N.).

The position required someone to worked closely with several U.N. officials, but not senior officials like the Secretary-General, Kofi Annan, and government authorities, such as Condoleezza Rice (the Assistant to American President George Bush for National Security Affairs).

The funny thing is that I had no idea what was going on, and apparently, neither did my interviewer. It went somewhat like this...

*Interviewer:* So what do you expect from this job?

*Employable T-bird:* From the job description posted on MTB, my understanding is that I am supposed to be working with coffee.

*Interviewer:* With Kofi? Do you know how many years you need to work here before you get to work directly with Kofi?

*Employable T-bird:* Well, I know I do not have that much experience, but it's not like I don't know coffee!

*Interviewer:* You KNOW Kofi? You mean personally?

*Employable T-bird:* Sure. Actually, I really got to know coffee, when I moved to the US. Where I come from, everything was originally controlled by the state, and we didn't import any products from the outside. However, coffee was so powerful

that my country decided to make an exception.

*Interviewer:* I see. (Pause.) I'm not sure that this personal acquaintance would necessarily be helpful for the available position, but tell me what you know about Kofi.

*Employable T-bird:* How should I begin? Black!?

*Interviewer:* That's a bit obvious. What else?

*Employable T-bird:* Hmm... there's a lot to say. Coffee can be very bitter, and that's why people in my country are a bit reluctant to accept coffee. However, coffee can also be sweet, so in the end, it will really depend on your taste as to whether coffee is mellow or bitter. At times, coffee can be either smooth or lively and with a bite. Coffee can be quite unique!

*Interviewer -* And to the extent of

our strategy for the next few years, how do you think Kofi should be? Even better, tell me how you'd expect Kofi to be.

*Employable T-bird:* In my opinion, I would say that coffee has to be strong but not too much because you never know how people might react. If coffee is strong enough, people will definitely be alert to whatever the issue is at hand.

You know coffee can make people much more productive, to the point of making people work through the night without going to sleep or taking much of a break.

In my personal experience, Coffee was essential in helping me make it through school. No matter how hard of a time that I was having, coffee was always there to support me. I can even say that coffee saved my life because I would not have been able to graduate this

December without coffee.

*Interviewer:* That is an amazing story! On second thought, I think that you may actually be a good fit for the position. Now tell me, why are you applying for this position?

*Employable T-bird:* Well you can find coffee in so many countries, and as a T-bird that's what encouraged me to apply for this job.

*Interviewer:* What other experience and knowledge do you think would help you in this position? What else can you tell me?

*Employable T-bird:* Well, I didn't put it in my resume, but I've also worked with rice.

*Interviewer:* You know Rice too! Ok, you've got the job!

\*\*\*\*\*

Winning Authors are Carole Low and Caio Schmidt

## Uncovered and Disturbed

Dear Dr. Love,

I returned recently from a job conference to find all of my underwear missing from my drawers. As I live with two good friends, I immediately discounted them as suspects. What kind of sick individual would go through my drawers for the sole purpose of underwear theft?

Even if my roommates threw a party in my absence, I sincerely doubt that they would allow someone to enter my bedroom and go through my belongings.

Friends have told me that a local prowler who is known by the name of Palma-Sutra is often able to slip into apartments like mine unnoticed, and confiscate various pieces of clothing. This theory truly disturbs me, but the name alone leads me to believe he is the culprit. I don't want him to be punished; I just want my underwear back. I am on a tight budget and cannot afford a trip to Victoria's Secret.

Waiting for Coverage,  
Sheila Jonquilar

Dear Sheila,

I believe that whoever pushed you in the direction of Palma-Sutra was misleading you. This character is severely misunderstood. His campus legend continues to grow, and as his presence has increased, so has the jealousy surrounding his fame.

I urge you to take a closer look. This instead sounds like the workings of a sorority practical joke.

Take a closer look at your roommates, who, unlike Palma-Sutra, do not need to break and enter in order to access your dresser. In the meantime, make a trip to K-Mart.

Dr. Love

## Can Ego Be A Good Thing?

Dear Dr. Love,

I have fallen in love with an Argentinean in my cohort. However, I am slightly concerned with his ego. He recently told me that whenever there is thunder and lightning, it is because God is taking his picture. While I would like to get to know him better, this sort of bravado is definitely a turn-off.

Yours Truly,  
Not Ready to Tango

Dear Not Ready to Tango,

I agree that this is a major concern. We learn quite a bit in Cross Cultural Communications, but this gentleman's statement exudes ego. You would of course prefer it if the thunder and lightning occurred when you got together instead of when God takes his picture.

Dr. Love

## Birthday Performances Uncover Unrequited Feelings

Dear Dr. Love,

Two weeks ago, I celebrated my 29th birthday. One of my friends came in from out of town, and we met up with a few of my classmates at the Pub. I must say, the drinks were flowing, and the music was pumping.

Anxious to hit the dance floor, I was instead convinced to sit down in a chair by one of my friends, Jamie. He proceeded to nibble my neck and give me what could best be defined as a lap dance, except that he also utilized a good portion of floor space. He certainly energized the crowd, and impressed me in the process.

Not to be outdone, my friend J.B. immediately took over once the applause for Jamie had subsided. J.B.'s routine featured extreme gyrations and culminated in a move that put my leg over his shoulder. Somehow, his jeans came down in the process, adding to the dramatic effects of his routine.

Now, Dr. Love, I have never looked at either of these esteemed classmates in an amorous light, but I am quite perplexed after their birthday dedications to me. Truly, I feel like these performances revealed the salubrious sides of two gentlemen I had never even considered as romantic prospects.

I realize you do not normally accept pictures as evidence of your subjects' dilemmas, but I believe that in this case, you might be able to better assess the situation. I would appreciate a quick response, because one of my "dancers" is graduating!

Out of the Chair, Ready for an

Affair,  
T a m a r a  
Banker

Dear Tamara,

My, my, aren't you eager?! My formal training tells me to caution you regarding the seduction of the birthday samba (or lap dance, as it may be), but my human side senses your urgency. In fact, I took the photos you submitted into consideration in arriving at a solution to your conundrum.

As you stated, you have never considered these two gentlemen as lovers, but were very quickly swayed by their savvy maneuvers on a possibly alcohol-infused occasion.

I would like you to consider that the reaction of the crowd to these exhibitionist displays may have raised hormone levels more than actual amazement at the Chippendale skills of these two.

Should you decide that yes, in fact, it was the rhythm and allure of Jamie and J.B. that delighted you, rather than the attention they received, you must then go forth and construct a comparative analysis.

I suggest the following points to consider: Does the over-the-shoulder leg move by J.B.



demonstrate flexibility or perversion? Did Jamie give more attention to you, or to the crowd?  
Godspeed, Tamara.  
Dr. Love

## Do Complete Analysis Before You Love 'Em and Leave 'Em For Something "Better"

Dear Dr. Love,

I have been Thunder-Dating this cool cool cool cool chick for a few months now. Most people do not know we are dating, except when we make out for long periods of time at on-campus social events. Let me tell you, during these moments I want to marry her. Yet other times, I am not so sure.

Here is the issue: I would like to prepare myself for the arrival of the French exchange students. Dude, I know they are coming; I can just feel it. Honestly, I have not forgotten about the ones who were here last year, even though I always screwed up their names. I tried to pump the Registrar, Housing Office, and Overseas Program Department for information concerning how many are coming and what they look like, but had no luck. So here is the deal: Do I take advantage of every last moment with my Thunder-Girlfriend, and drop her like a *pomme de terre chaude* once the

French chicks arrive, or do I tell her now about my plan?

Anxiously Awaiting a Reply,  
Waiting for Les Filles Francaises

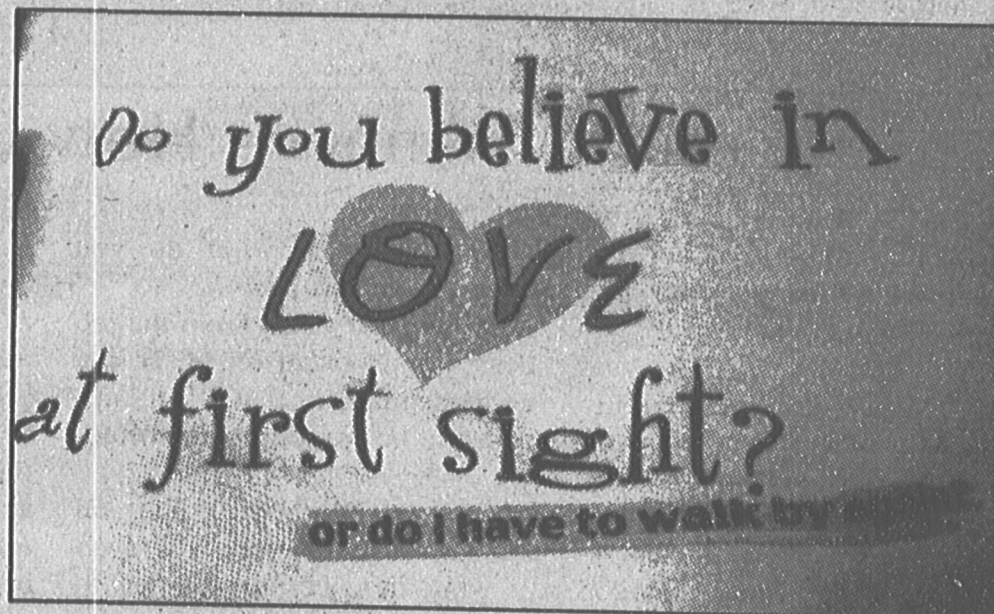
Dear Waiting,

From your exuberant description of your girlfriend, I gather that she is a catch. Yet it is clear that she is a mere diversion until something better - in this case, young French girls - comes along.

From my experience, it is always satisfying to take advantage of what you have until you absolutely must leave it.

However, you are in business school now, and the goal in this situation should be mitigation of risk. By waiting to dump your semi-girlfriend until the *très jolies* arrive, you are putting yourself in a dangerous position. No girl in her right mind will accept being used as a temporary solution, or a "holdover."

Yet, there is another



school of thought on this subject, one you may know as "diversification." American companies are generally in favor of specialization. However, in less-developed economies, conglomerates, i.e. companies with diverse interests - from supermarkets to banks - are the norm. The Latin male in the Pub on a Thursday night is a good example of this.

You will find that diversification increases when one is apart from one's partner. Is this "catch" American? Does she

expect you to specialize, or is she tolerant of your diversification? Generally, women do not appreciate diversified men. Thus you must determine your strategy based on both acceptance of diversification and mitigation of risk.

Either way, you will head into spring with a clean slate and will not have to worry about your current paramour sabotaging your plans.

Dr. Love

## Tips for Finding that Special Someone Read About a Few "Priceless Moments"

Dear Students,

As the end of the trimester is upon us, we wanted to make sure that none of you guys get down on yourselves.

Follow the ten pieces of advice below and you should have no trouble finding a girl before the end of the trimester.....

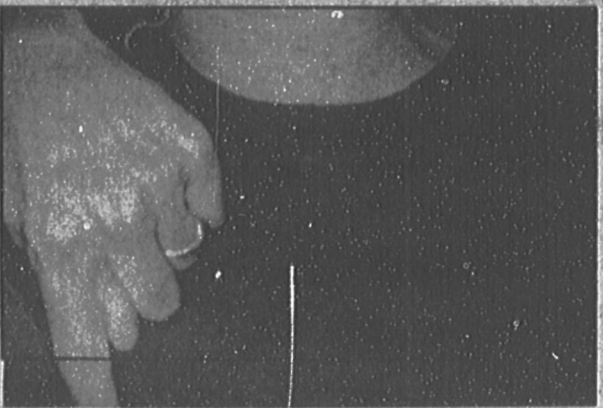
#1) Maybe your friends have been telling you that you are a little "uptight" and should show the women that you too can be lots of fun. **BE CAREFUL** - too much fun can leave you sleeping alone.



#2) Be careful about spending too much time with a single individual. People may think that you are married (*esposado*) or otherwise "off the market."



#3) Keep a close eye out for the "married guy/gal" tan line on the ring finger. This can help you avoid tricky situations.



#4) If you have a foreign accent...use it!



#5) If you have the so-called "Latin charm," use that too!



#8) Women love intelligent men. Show your smart side.



#6) Don't shout at the women...you might scare them away!



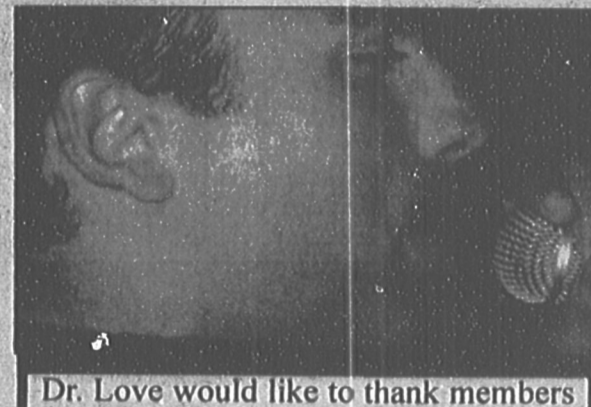
#9) Avoid sensitive topics!



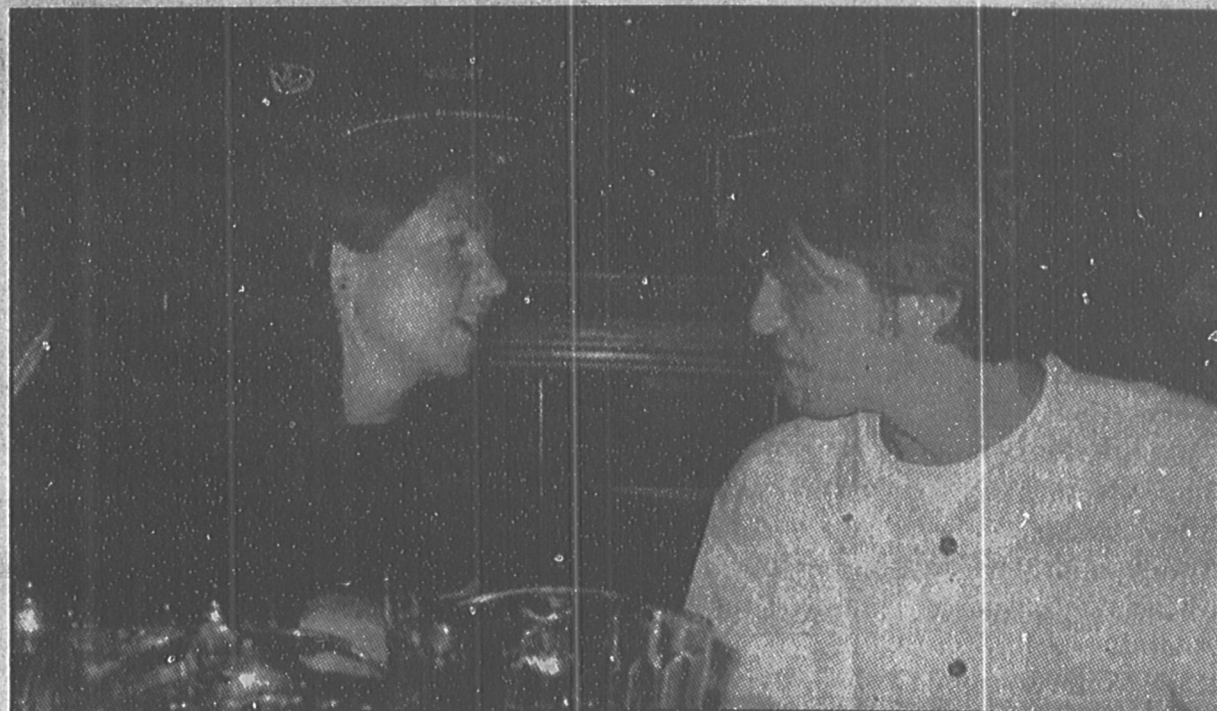
#7) Be a cool guy. Having a laid back personality can help put the women at ease.



#10) Women love performers!



Dr. Love would like to thank members of the Barwinkle's Social Club (BSC) for their continued advice and insight



Dr. Love always thinks it is good to have someone to share your love problems and advice with. If you don't want to write Dr. Love, you should talk with other students (and they should tell Dr. Love all the latest news in your life!).



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

Send questions for Dr. Love [dastor@t-bird.edu](mailto: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

## Monopoly Position Does Not Guarantee Love

Dear Dr. Love,

I am the only of my kind - el unico hombre - from my country (which is a member of ASEAN and features two buildings that dwarf the Sears Tower). I should therefore be successful with the women in Thunderbird. However this has not happened? What is wrong with me?  
Yours Truly,  
Unico Hombre

Dear Unico Hombre,

In your classes you must have learned that scarce resources may mean that the price will increase. However, this is subject to demand. While you are the only person from your country, if people do not want a Dodge Neon, even if you are the only Dodge Neon, the price may drastically decrease.

I suggest that you use your uniqueness to your advantage. Perhaps if you write an article about your country in *Das Tor* this will increase your market worth. Some women may even think you are an intellectual, which is a turn-on for them.  
Dr. Love



Are you salivating in anticipation of the atmosphere of love at the Sonoron Evening?

# Thunderstock Rocked!

By **KELLIE KREISER**  
U.S.A., Spring '05

If you walked past the Fish on Saturday December 6th, you would have heard some amazing sounds floating through the air. If you explored the source of the music, you might have been surprised to see fellow T-birds were responsible! Global Sounds, Thunderbird's club for the musically inclined, put on a rollicking and diverse show. Students performed songs in a variety of musical genres, ranging from rock, folk, opera, gospel, jazz, Greek pop, and Japanese heavy metal. The level of talent and showmanship was amazing.

Global Sounds is one of the oldest clubs on campus, and their concerts date back at least 10 years. However, it wasn't until only recently that they became a TSG sponsored club. Every trimester, the responsibility of organizing the concert is passed on to the new presidency of the club, who is usually selected out of the previous trimester's producers. This year, five co-producers organized the event: David

Schaff (President), Thomas Whitaker (Vice-President), Jun Park (Treasurer), Mark Refsdal (Producer), and Amit Dhanuka (Co-Producer). Global Sounds holds a concert every spring and fall trimester. During the summer, "Jam Sessions" at the Pub are held. However, that is not all; Global Sounds also provides entertainment at Exec Ed functions.

In past trimesters, Global Sounds would produce a CD of student music. But this trimester, due to budget concerns and the lack of editing equipment, there was no CD produced. President David Schaff explains, "We wanted to make this an event for everyone, so we decided to use budget otherwise spent on CD manufacturing and spend it on Bratwurst and drinks. Overall the attempt this year was to make the concert a more relaxed atmosphere, thus we moved it from the TAC to the FISH and named the concert 'Thunderstock' after Woodstock!"

Are you a karaoke king? Do you have dreams of getting up on stage yourself? Global

Sounds is always open to new members. Not only singers, but anyone who can play an instrument is welcome to join.

Auditions are held during the first few weeks of the trimester. Global Sounds posts the audition times and location (TAC) on the MTB main page and on their discussion group. But these auditions are not "make or break" performances... there are no cuts. They simply give the performers a chance to meet other performers. And it also gives the producers a taste of what types of music the club members will be performing, so they can start planning for the next show.

If you missed this great show, don't worry; the concert will be returning in the spring. Schaff reports, "The date and time are not set yet, however, due to the success of the 'Thunderstock' Fall '03 concert, I suspect the spring '04 concert will be the same format." Satch the MTB for the dates regarding the Spring '04 Global Sounds Thunderstock, and prepare yourself for some T-bird rock!

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



Band Name	Song(s)	Performers
The Standard Deviations	Gigi Gryce, "Jones Bones" Leon Thomas, "Next Time You See Me"	Garth Robbins
Sean Lacy Darron Flagg	Iikagen Blues Sé il Nome	Sean Lacy Darron Flagg Mark Refsdal
Four Guys and Three Babies	Lean on My Ample Arm	Adam Egbert Brian Gallagher Brandon Walker Tandy Whitaker
Katie	White Flag	Andreas Apel Katie Conover Jun Park
GRAMMY... HUH!	A New Day Has Come You're Still the One	Darron Flagg Fred Kim Mark Refsdal Kokil Singh
X-Japan	Rusty Nail Endless Rain	Masaki Omori Jun Park Mark Refsdal Toru Tsujita
Thalassa	Bring Me to Life Me Loyia Ellinika	Micah Wightman Andreas Apel Katie Conover Darron Flagg Alexis Glenn Mark Refsdal
The Dead Rock Stars	Sex Type Thing Alive	Andreas Apel Fred Kim

## Answers to November 2003 Crossword Puzzle

H	E	L	M	E	T	S	A	N	D	G	O	G	G	L	E	S
E	L	L	E		E	E		A	O		M	I	M	O	S	A
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I	A	M	I	S	A	I	D			S	E	N	N	O	D	
N		A	D	S		V	A	T	I	C	A	N		S	U	I
H	O	S	I	E	R	Y		E		A				S		S
A	N		A	T	A		D		E		M	D	S			E
R	E	I	N				M	A	D	A	M	E	S		F	S
D		O		P			A	Y	A	T	O	L	L	A	H	B
E	Q	U	A	L	S	I	T	S	E	L	F				M	C
N	O		Q	U	I	T	O			N		I	B	B		H
N		O	U	T			A	N	O		B		O	R	I	O
E	T	H	I	O	P	I	A			B	A	R	B	A	D	O