

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

William Schurz

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Layoffs: Why Were They Necessary?

By KELLIE KREISER
U.S.A., Spring '05
Co-Editor, *Das Tor*

When students returned to campus this Spring, they returned to the dire news that Thunderbird had made some significant staff lay-offs over the break. Rumors flew as students and employees wondered why the cuts happened and what the lay-offs meant to the future of the school. *Das Tor* spoke with President Herberger, Dr. Kay Keck, Vice President Student Services & Program Support, and Tim Propp, Chief Administrative & Financial Officer, to get to the bottom of the issue.

When asked why it was necessary to reduce or eliminate 42 positions, all three referred to the new strategic plan and the industry-wide declining enrollment in full time MBA programs. At Thunderbird, the admissions numbers have declined even more rapidly due to the problems prospective foreign students have had obtaining visas. The impact of SARS and 9/11 on procuring student visas has been severe. These declining admissions numbers accelerated the school's already existing intention to re-engineer the staff in order to better align with the new strategic plan. The cost-cutting measures had to be taken earlier than originally anticipated.

As most know, Thunderbird has recently embarked upon a new strategic plan for the school. This plan centers on reducing the size of the full time MBA program, as well as growing such areas as executive education, online learning, and overseas programs. As President Herberger states, "The Board approved a smaller, more elite full time MBA program." He says of our unique tripartite program, "that won't change... it's in our DNA. The only downside is that we have a

re-engineering positions and systems. The school lost many quality people in this change, and those remaining staff have had to deal with sagging morale and the juggling of work in the wake of the lay-offs. In terms of direct effect on the students, there was a concerted effort to minimize any immediate negative consequences. As Tim Propp states, "The goal was to minimize the impact on our 'customers'." No faculty was affected by the lay-offs. However, as some of the reductions have taken place in areas such as Student Services and Facilities, students may notice some changes to staff and systems.

While lay-offs are not the most positive indicator of an organization's fiscal health, the fact that the school was willing to make hard decisions to protect the future viability of Thunderbird is heartening. As Dr. Kay Keck revealed, "We are taking these steps to maintain the integrity of the brand." Only time will tell if these steps have the necessary impact in keeping Thunderbird on top.

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To read about Thunderbird's strategic plan, you may view Dr. Herberger's PowerPoint presentation slides used in his Town Hall meeting on July 15, 2003. This file may be found at the bottom of TSG's home page on MTB.

Where do you see Thunderbird in 3-5 years? Write us at dastor@t-bird.edu and tell us what you think

risk profile unlike any program in the world."

Tim Propp elaborated on this risk. "We were almost 100% reliant on the full time program for revenue; we were vulnerable." With the student admissions to MBA programs having no forecasted growth in the next ten years, and the number of competing graduate programs increasing, strategically the school needed to diversify. This diversification comes in the form of executive education programs, online learning, and overseas programs.

Shifting some of the attention to new programs meant

Thunderbird Board of Trustees and Management Focus on Student Concerns with the School

By SHARON JAYAKUMAR
India, Spring '04
TSG President

It is a time at school when many of us have questions over recent changes and the strategic direction that Thunderbird is likely to take and the effect this will have on the value of the MBA program and its future.

Thunderbird's Board of Trustees recently held their tri-annual meeting and I represented the student body at several sessions. At a time of concern like this, it is important that we are aware that the Board, together with the management, is immediately focused on areas that we consider to be of key concern.

Careers

Involving faculty, alumni and

The Global Council in a more structured way to bring jobs to Thunderbird.

Admissions

Improve the school's financial situation and therefore take the pressure off enrollment, i.e. admission will be more selective and this will directly affect our rankings.

Marketing

Invest in marketing the brand externally. A new VP for marketing has recently come aboard and his key objectives will be to position Thunderbird competitively in the MBA marketplace and to raise the awareness and perceived value of our brand.

Rankings

Identify the rankings we need to be a part of and focus proactively

on strengthening our place there.

Curriculum

Review our curriculum to ensure that the program remains unique despite the recent rise in "international" MBA programs.

Operational

Push further to break down the "silo" approach and develop better cross-functional processes.

TSG will hold a Town Hall with Thunderbird Management on March 2nd, Tuesday, between 1:00 and 2:30 p.m. to address different areas of the school and host an open Q&A session. Please save the date.

Until the Town hall, please contact me on sharon-jayakumar@global.t-bird.edu if you have any immediate concerns.

What Do Layoffs Mean?

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

Are you missing a familiar face on campus? Or wondering why certain offices are now vacant? If so, you are not alone. The entire Thunderbird community has been affected by the restructuring that happened during Winterim.

The decision of which positions to eliminate came as a result of a very "consultative process with myself, Finance and Tim Propp's office," said Dr. Kay Keck. "The structure of the decision," she said, "was to minimize the impact on students." They aimed to reduce positions but not services.

President Herberger seconded Dr. Keck explaining that, "we tried not to impact 'market facing' positions," that the school will "manage in a more efficient manner and operate in a more fiscally responsible manner."

"We're not in financial difficulty," Dr. Herberger continued, noting that there are rumors on campus that this may have been the reason for the layoffs. He also answered with an emphatic, "No," when asked if there was talk of Thunderbird teaming with the University of Phoenix for e-learning purposes.

Within the Student Services area, there were several positions eliminated including ones in Admissions, the Registrar's office, Overseas Programs, Foreign Student Services, CMC. In addition, several IBIC positions were shifted from part-time to full-time positions.

"Even if this [need for layoffs] hadn't happened, I was in the process of pulling the Overseas office over to Student Services," said Dr. Keck. The Overseas Programs offices will be moved to the Global Business and Administration office the week of February 9th. The Registrar's office will be located in the area where the Foreign Student Services offices were.

The new "Academic and International Services" office will incorporate Academic Advising, Foreign Student Services and Overseas Programs. "We'll do a lot of cross training in those offices," Dr. Keck added, saying that now students can expect more "one stop shopping" when it comes to Student Services.

"We have a lot of areas with one manager and three people reporting," Dr. Keck explained. She added that with the one manager/three people reporting system, the operations tended to function in "silos" more than cross-functionally.

In efforts to remove such "silos" on campus, "Team Thunderbird" has been created. The purpose of this is to combine the efforts of the CMC, Executive Education and Development. Dr. Keck elaborated on the program by saying, "when they sell Thunderbird, it will be the whole spectrum," explaining that now instead of three different sales pitches to one company, the school can approach a company and provide all the information and opportunities available, be it job or internship opportunities, development possibilities or educational through Exec. Ed.

In an effort to reorganize processes, the school is looking within to members of the I&IT department who have experience in Business Process Reengineering (BPR). These people are exploring new systems and new technologies to help the school transition and reorganize its services.

"It's inevitable there will be places where we'll have to do things differently," Dr. Keck admitted. She added that the school welcomes student input as well and that students may email her with suggestions.

"Overall, I think it is good," Dr. Keck ruminated. "[People] understand that it is a business decision that had to be made...but, it is always hard to lose colleagues."

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"Wherever we travel, whenever we pass from one country to another we must go through a gate. However, Das Tor means more than simply the traversing of borders; it stands as a symbol and artery of communication through the barriers of superstition, ignorance, dogma, racism and prejudice; traditional enemies which continue to be a detriment to progress and global peace. Idealistic though it may sound, it has now become the responsibility of our generation, the future leaders of the international community, to make every effort to widen these gates and succeed where previous generations have failed. Das Tor must therefore be an open forum for debate, a clearing house of ideas that may further prepare us for the international community and further augment the reputation of this youthful institution."
Bob Morabito, Founding Editor, 1969

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In Search of the Mystique

Moving On Means Leaving Behind

I say with both anxiety and excitement that this is my last trimester at Thunderbird.

Yet, this is my first trimester in which I actually have the luxury (if I so choose) to take the time to really think about what it is I'm learning. With only four courses instead of the usual five, and four



Megan Staley

which I am truly excited to take, I find myself with more "free time." I can actually look things up that a professor mentions but is not "included on the exam." I also find myself with more time to get involved in activities both on and off campus. (However, where I stand on my job search is another story!)

In my life, I have found that when I, and many of my friends, realize we are about to "move on" from our current location, we begin to put our rose-colored glasses on and use every waking moment to experience "life" in the area. We party more, take more pictures, try new things and really begin to value what it is we'll be leaving.

I see the same phenomenon hap-

pening here. As we are beginning our last trimester at Thunderbird, I feel it is now, out of urgency, that more students are trying to have parties and outings to make up for the frenzied rush of the past trimesters. (Don't get me wrong, I love the parties and cannot wait for more!) Many students seem to be making the most of their free time by learning new hobbies, learning from the wealth of cultures here and getting involved on campus.

I have come to accept that many of my friends, who opted for the stretched

It is your last trimester, I believe, that our Thunderbird education becomes "rounded," allowing us to focus on the social skills that are necessary in any profession.

out four-trimester-Track-II program or five-trimester-Track-I option, have less classes than I do and thus, more free time. But, what is beginning to trouble me is the drastic increase in the number of parties and social events.

Looking back, I wonder if anything could have been different? Could these parties have been stretched out over

the entire Thunderbird experience? Should I have had more time to "digest" what I was learning? While I was talking to myself in my car last week (a normal occurrence) I decided the answer was no.

It is the cumulative experience at Thunderbird that makes us who we are. We have to get through the transition from the "real world" to the turmoil of group projects and the rush of "what are you doing when you graduate" questions. What makes it more unique at this b-school is that we are going through such changes with people from every background.

It is your last trimester, I believe, that our Thunderbird education becomes "rounded," allowing us to focus on the social skills that are necessary in any profession.

Maybe it does take a new perspective. Maybe it is the fact that we are leaving and we are realizing what we will be leaving behind. It is in this new perspective that many of us will discover the Thunderbird Mystique this trimester.

Until that magical moment, lead me to the party!

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IMF: Help or Hurt For Emerging Markets?

By TATIANA PINHO
Brazil, Spring '04

Supporters and critics of globalization, especially trade liberalization, have long been using emerging markets as examples of failures or successes of this new world order.

Developing markets have become, (albeit apprehensive) players and targets of much speculation by financial creditors and arbitrageurs hoping to profit on drastic spreads, sometimes betting against these countries' development. If a country pledges not to default on its foreign debt, it becomes a likely candidate for hefty loans, and in some cases even a bailout from the IMF. Many times this translates in high earnings for creditors in developed countries. These loan repayments can come directly from the much diluted salaries of the poor people from the emerging markets. But putting IMF ethics aside, it is important to impose the question of why some emerging markets find it easier to attain the rarified goal of financial stability, and thereby comply with IMF designs.

Chile is viewed as the IMF's poster child, with a recent yet steady his-



Tatiana Pinho

tory of minimal inflation and healthy growth rates in a region notorious for its economic instability and growth stagnation. The IMF claims at least partial responsibility and connection to much of the Chilean success, using the country as the prodigal son, an example of victorious globalization and a banner to extend its infamous policies to other nations despite significant cultural and political differences.

Bolivia is another Latin American emerging market affected by the wave of liberalization, however, this gas-rich nation wasn't able to excel in the same manner as its Andean neighbor. Free market preachers blame wide spread corruption in the deregulation processes and the unsteady hand of a weak government for the failure of market liberalization in Bolivia. Nevertheless, it is unclear how much emerging market economic crises or achievements are truly influenced by external forces that only become more accentuated as these markets liberalize.

As the IMF "miracle," Chile became a model of a developing country successful at adapting to the efficiencies of an open market. The country is constantly congratulated for its non discriminatory FDI policies, its desirable GDP growth, firm control of inflation and progressive trade agreements. However, eco-

nomics liberals forget that these avant-garde policies were not integrated in the last couple of years; rather, they were imposed at great social costs during the Pinochet reign.

General Augustin Pinochet, Chile's egregious dictator, ruled the country from 1973-1990 with a hand of steel. In one of his famous quotes he claimed that "Not a leaf moves in Chile without my knowledge." This barely grasps the style of a man who was able to take a heavily subsidized, government-centered and unstable economy and modernize it through open trade, privatizations and liberal FDI laws, thus transforming it in to one of the healthiest, most progressive economic platforms in South America. Pinochet commenced his financial journey briefly after he crushed President Salvador Allende in the 1973 coup.

This apparently fast transition of economic paradigms came at great civil cost. Other than being recognized for bringing prosperity to his nation, General Pinochet is also renowned for some of the greatest human rights abuses of our era. The list of atrocities committed under his administration includes thousands of deaths laced with torture, mutilations and rapes. Many of his victims were innocent left-wingers accused of "subversive activities," or anti-government ideologies. A

Continued on Page 3

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*.

Volume 38, Issue 4, December 17, 2003

The Fall 2003 TSG closing budget excluded major reimbursements that were pending payment to clubs. The closing balances were therefore inaccurate.

An updated version of the Fall 2003 budget is available online on the TSG homepage

February 11, 2004

"Trading" with the Enemy

Yes, I did it. I traded with the enemy. I'm sorry Department of Treasury Office of Foreign Assets Control (OFAC). I couldn't help it. You see, I have this incredible fascination with "son" music. You know, "hm cha-cha...cha-cha." Some people even dance salsa to it. They even have this band, Los Van Van (sounds like bonbon in French), when they play it makes your heart leap out of your chest. I was driven by the music, the people, and the passion. I was possessed.

I know, I know. 1917, "Trading with the Enemy Act" which restricts U.S. travel during the time of war, given security concerns. And 1960's the trade embargo, and the whole missile thing. It's just, I wasn't around, and it's been 4 decades. I forgot, I forgot. I'm sorry.

Oh, but, I met this family. They live in this 16th century, historically preserved Spanish colonial town. They were so kind. They even let us stay at their home. I found out that their son makes about US\$8 a month and doesn't like to say whether or not he agrees or disagrees with the current situation due to fear of imprisonment. AND, they have to pay the government to rent out their rooms! 400 pesos per month.

You're right; the embargo prevents money going to an oppressive regime!

Okay, give it to me, the punishment. What is it? 10 years in jail and \$250,000 fine? Whew! That seems pretty steep. Before you do, can I just add a few words?

You see, we have this motto at our school. It goes something like.... "Borders frequented by trade seldom need soldiers." Now, I'm not suggesting going



Much can be learned from "the enemy" as the trade of knowledge illustrates

back to the 50's and trading with the mob. I'm just suggesting the trade of knowledge. Let's let go of the travel restriction to ALL students, both sides, who are interested in one another's country. No sex scandals, no drug trade, no mafia, not even the people in Miami will have a say in this. Just the simple education and the trading of ideas among student folk.

I actually learned a lot by trading with my enemy. I found an incredibly inefficient system that at the same time offered universal health care, education, rent and food rationing (although I heard the food wasn't that good). I met such kind people with a passion for life and music. People who want the same things that I want, a family, a rewarding career, a pair of wheels to get them around, and a place to call home.

What do you think? Sounds good? Or am I starting to sound like the enemy? Or are you the enemy? Are they the enemy? Ah, I'm so confused. "hm cha-cha...cha-cha," oh yes, the sound of my friends.

Editor's Note: Name withheld at request of writer and out of respect for U.S. / Cuban Foreign Policy

Guadalajara - A Once in A Lifetime Opportunity

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

Most new T-birds by now are likely overwhelmed with their first trimester at Thunderbird. Probably one of the last things on their minds is what they will be doing this summer. However, now is the time to start thinking about the great locations where Thunderbird allows its students to study. Escaping the 110-degree plus temperatures of the Glendale summer is something T-birds should consider. One of the best experiences Thunderbirds can have is the summer program at La Universidad Autónoma de Guadalajara in México where temperatures are in the 70's and 80's.

The Guadalajara program is led by Professor Steven Morris, a Fulbright scholar and a congenial Georgian who teaches at the University of Alabama. His specialties are business and corruption in México; and, he teaches RBE Latin America and Doing Business in México at Guadalajara. Professor Morris's teaching philosophy is based on taking the students out of the classroom and into Mexican culture. T-birds experience the full range of Mexican culture from the Ballet Folklórico to plant visits to a day trip to the small town of Tequila to learn how one of Mexico's most famous liquors is made.

Students also have many opportunities to experience Mexican culture on their own. The night life in Guadalajara is exciting and the Tapatios (Guadalajarans) are friendly and eager to meet foreigners. Weekend trips to such places as Puerto Vallarta and the colonial city of Guanajuato allow T-birds to see much of what México has to offer.

Exploiting all these experiences,



The Guadalajara Summer '04 group visited the Jose Cuervo Mansion where Alexis Glenn was serenaded by mariachi players.

T-birds are given the chance to converse with native speakers and fine tune their language skills.

One of the greatest attributes of the program is the classroom environment. Class sizes range from 5 to 15 people. The summer program in Guadalajara gives students a much more intimate learning atmosphere. After attending classes in which there are 50, 60 or more students, the opportunity to be in smaller classes is refreshing. T-birds actually get to know their teachers and their families personally. Some professors will actually live in Guadalajara for the summer and bring their families.

The Guadalajara program is definitely a once in a lifetime opportunity for T-birds. The memories that you will take away with you will be much fonder than those if you were to suffer through the heat of a Glendale summer. But the deadline for the Guadalajara program is fast approaching. Get your application in as soon as possible and have something to look forward to this summer.

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Adoption of "Free Market Mentality" Can Come With Costs and Force

Continued from Page 2

great number of them were university students and indigenous farmers. Sexual torture, burnings and decapitations were methods used to attain the political stability necessary to implement and continue the economic programs without opposition or risk of disruption. Developed countries decided to turn a blind eye to such barbarity, since this administration was able to offer open policies that generated profitable investments on an economic platform condoned by the free markets.

To this day, Chileans have an ambiguous view of the Pinochet period, for the man who brought prosperity and economic stability to their country was also responsible for numerous of the most heinous crimes in the continent. Augustin Pinochet is credited with the most successful and dynamic South American economic reforms to date, but perhaps such reforms would not be possible without the abundant assassinations that occurred under his control. Therefore, one should cast some doubt in the belief that the "Chilean miracle" was so indebted to the IMF and other international organizations. The "miracle" started decades ago, under the force of an unbending ruler, inexcusable gratuitous violence, and the disci-

pline and dexterity of a people who had to undergo many sacrifices to get to their present balanced situation.

Pinochet implemented a platform that will be hard to reverse. He did not do it alone - much of the work was done by the Chilean citizens who were able to adapt and adopt the fast changes brought by new investment laws, fierce competition and deregulations. The electoral body understood the benefits of a free market, and this clear comprehension now dictates the economic platforms of all major political parties in the country. It is astounding to note the trend in this direction; once a nation adopts a free market mentality, it forces political parties to shape their economic policies to fit the open market mold. It is a noteworthy phenomenon in Chile as it is in its larger neighbor Brazil, where the parties still have diverging political platforms yet presently embrace very similar, market-oriented, economic principles.

The quintessential invisible hand is thus imposed by the electoral body. It compels political agendas and economic ideologies to merge into a more liberal and outreaching platform. This is the ultimate proof of a direction toward stability and a benign road towards liberalization at the country's own pace.

Under the IMF's "guidance" and

pressure, Bolivia also tried to apply open market policies. However, the outcome of free-trade related policies were dramatically different from the results attained in Chile. The blame for the broad failures of deregulation efforts, such as the privatization of Bolivia's main water company (that lead to price increases of up to 35%), was flatly thrown on political and corporate corruption. Issues of price fixing, nepotism and monopoly power were assigned as the culprits for the breakdown of many deregulations.

While some politicians and business executives were certainly tainted with corruption during the Bolivian economic transition, there were other overlooked factors responsible for the unsuccessful outcomes. As opposed to the one-party-led economic implementation staged by Pinochet's administration, each effort toward economic transition in Bolivia encountered much political and social opposition as well as several regulatory and constitutional obstacles. The problem of widespread unemployment also affected the prospect of a swift migration towards a more open market. The liberal market plans suggested by the IMF were too advanced for a country affected by pervasive poverty and that ran on many subsidized businesses. Such transition would call for the creation of

new laws, infrastructure and other massive changes that require research and time. The ambitious capitalist plans were simply unsustainable for a country struggling towards political and economical stability.

Despite the ability of some financiers to generate profits without ever looking out of his window, investors with an interest in emerging markets must be aware of the inseparable link between politics and economics. One cannot afford to ignore the powerful influences of local and sometimes social politics in the financial markets of emerging nations. And in these markets, where countries are usually stigmatized for unsteadiness, one must be particularly alert to the constant transitions in order identify new trends which can ultimately affect investments. This seemingly continual volatility translates into periods of great opportunities.

Globalization must be regarded as a medium, not the bottom line message. It is futile to idealize or demonize it. The movement gives an opportunity to build numerous channels and exchanges amongst all regions. The victories or failures of globalization efforts greatly depend upon the executions of policies and the respect and comprehension for each nation's resources and rhythms.

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Corporate Interview:

Successful Corporate Governance at Tyco

Interview with Eric Pillmore - Senior Vice President of Corporate Governance at Tyco International

By AMIT GUPTA
India, Spring '02

Q: To quote you, "Reputations are a lot different than character. Character is what you are really like and reputation is what people think you are like." How satisfied would you be as regards the transition of Tyco's character to a good reputation in corporate governance?

A: I am very satisfied with the progress we have made so far. I would say we have achieved 50 percent of the desired change. We have launched the right initiatives and are now working very hard to build these initiatives into the fabric of the company.

Q: You have been CFO at companies like General Instrument and Multilink Technology Corporation before coming to Tyco. What were your initial thoughts about the challenge of working at a company in turmoil? What motivated you to take up a Corporate Governance position?

A: This appointment came at a very historic time in the history of American business. Companies like Enron,

WorldCom and Tyco itself were involved in accounting and governance scandals. Tyco stood out as excellent opportunity because of its strong business model. It was a business, which was fundamentally strong but needed help with its operational and fiscal disciplines. I had spent most of my career working in auditing and finance. This was the perfect opportunity to apply my experience in improving corporate governance at Tyco.

Q: The company has undergone a period of turmoil. Major changes have been initiated, like changes in reporting relationships. How have business managers responded to these changes? Was this process chaotic?

A: Although direct reporting relationships have changed, the partnership between different functions has continued to grow stronger. This has helped to generate more good ideas and ensure the disciplines to deliver on the objectives. In fact we are now working even harder to achieve these objectives. Some healthy friction between functions is a natural part of the process but at the end of the day

there is now more collaboration between functions and a greater chance of meeting shareholder expectations.

Q: Tell us more about the "Employee Guide for Ethical Conduct." How has it been a practical success rather than remaining just a reference document?

A: The success of this effort is all about communication. There is a constant battle to improve communication within the company. I would say that adherence to the Guide is one of the top priorities for our management team. We have been successful in communicating the Guide to our employees worldwide, in over 2000 locations.

Q: The company is engaged in diversified businesses. How has the audit organization successfully formalized the risk-based planning process and applied it to the different businesses?

A: We have an audit director for each business division. There is partnership between the audit director and the CFO of each individual business. Each audit director is responsible

for risk assessment, understanding the business, reviewing the audit plan and making the modifications necessary for changes in the business environment.

Q: In a year when compliance with Sarbanes-Oxley Act is a challenge for companies, how has Tyco geared up to meet the requirements of the law, especially S.302 and S.404 of the Act?

A: The Sarbanes-Oxley Act is the top priority for our Company in 2004. We have teams of people all around the world who are working on documentation required to meet the provisions of this Act. In 2003 we hired Deloitte and Touche to help guide us in the process. We also have project management offices, which are staffed with experts in Sarbanes-Oxley who can offer assistance.

Q: What are the main corporate governance/audit challenges that you face in the year 2004 and beyond?

A: We have driven all the right initiatives so far. One of the challenges we have faced is increasing the size of the audit staff progressively from 30 to 80

to its present strength, of 105. The remaining challenges that lie ahead include communicating with and training these employees and building a value system that becomes part of the fabric of the company.

Q: Would you like to send a message to recent graduates about what roles they can play in bringing about better Corporate Governance?

A: Sure, I have four suggestions for recent graduates stepping into the corporate world:

- 1) Know your personal values well as they will serve as the foundation for your career.
- 2) Find an organization that can articulate most closely with their personal values.
- 3) Challenge the leaders to know the values and demonstrate these values when they lead.
- 4) Live the values themselves in their personal conduct.

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Editor's Note: Mr. Pillmore will be speaking as part of the Thunderbird Global Issues Forum Speaker Series on Tuesday, April 6, 2004.

Club News:

How Well Can You Manage \$1,000,000 - Try It With No Penalties!

The International Finance Society has a full slate of career-related activities that will prove to be fun and educational. A new and exciting activity that the club is holding this trimester is an investment challenge that kicked-off in early February.

This investment challenge will allow students to compete against each other in portfolio management for a cash reward. Each participant will manage a fund worth \$1,000,000 and have the ability to buy and sell securities throughout the competition. This competition will build your aptitude in financial analysis and help you decide if portfolio management is a career for you.

A future goal of the International Finance Society is to raise \$100,000 for management. We foresee that this actual fund will be managed by students on a weekly basis, in which the fund manager will host a quorum that will dictate how the money is invested. This will provide invaluable experience to those students that aspire to be asset managers.

In addition to the investment challenges, the International Finance Society will bring speakers to campus and compete in a finance case

challenge at Tulane University.

The case competition at Tulane is a way for Thunderbird students to showcase their financial prowess to both corporate sponsors as well as other graduate schools. It will provide Thunderbird with an excellent medium to build its brand and attract

recruiters. If you are interested in any finance related field, the International Finance Society is the club for you. Details of how to become involved are available on the club's website.

Co-Presidents:
Scott Zienkewicz (Zienkewicz@global.t-bird.edu) and Jeff Conover (jeffconover@global.t-bird.edu)

Club News:

Are You A Corporation's Greatest Asset?

Do you believe that people are a corporation's greatest asset? Do you believe that corporations should implement strategic development paths for employees? So do we.

The Thunderbird SHRM / HR Chapter is committed to promoting Human Resources as a strategic depart-

ment in any corporation. All T-birds are encouraged to participate in our exciting events planned for this trimester.

February
Speaker, Former Director of Organizational Development North America, Motorola

March
Local semiconductor company and plant tour

April
Presentation by executive search firm

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Down Home Cooking at an Old Time

CountryWatch Founder Shares Proposal for Nation-Building in Iraq

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

On Tuesday, February 5, 2004, Robert C. Kelly, Chairman, C.E.O., and Founder of CountryWatch, Inc. visited the Thunderbird campus. This was a Global Issues Forum event, and Kelly commanded a standing-room only crowd.

CountryWatch, Inc. experienced revenue growth of 40% last year. In addition to Country Reviews, which include up-to-date political, economic, social, corporate, cultural, and environmental information on the 192 countries in the world, CountryWatch offers Country Wire, and CountryWatch Forecasts.

Rather than detail his professional background and career accomplishments, Mr. Kelly instead chose to introduce and elaborate on a reconstruction plan for Iraq detailed in a book which he co-wrote with Thomas E. White, former Secretary of the U.S. Army, and John M. Cape and Denise Youngblood-Coleman, both of CountryWatch. The book, entitled *Reconstructing Eden: A*

Comprehensive Plan for the Post-War Political and Economic Development of Iraq, examines the events leading up to Operation Iraqi Freedom, and then focuses on a strategy for nation building in Iraq.

According to Mr. Kelly, the U.S. had three options in Iraq: (1) evacuate, (2) "do whatever it takes," or (3) lay out a logical plan to be followed closely. The Bush Administration has adhered to the second strategy thus far; with costs to date of over US\$83B. Numerous lives continue to be lost, without a clear end in sight. Mr. Kelly stated that the situation has reached a point at which a clear line must be drawn between war-fighting and nation-building. In his book, Mr. Kelly calls for a strategic plan by which this transition could be made, starting first by strengthening the Iraqi military and transferring military power to them (from U.S. forces). The U.S. has an obligation to pay for the training and other costs incurred, he believes, and should set a deadline of June 2005 for this transition. "It's their country, and they are going to have to defend it," he acknowledged.

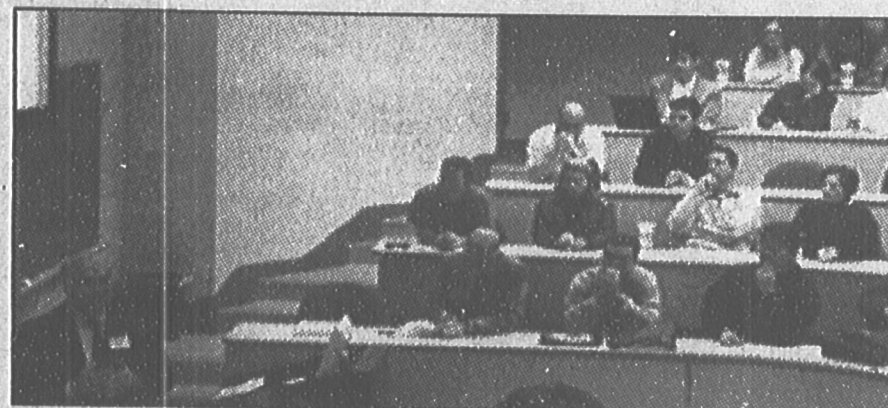
Targets and timetables

are integral to succeeding, and economic support from both the U.S. and Iraq is necessary. Mr. Kelly noted that Iraq has substantial resources to be put toward these costs, and that the U.S. might allocate US\$150B.

On the political front, Mr. Kelly feels that establishing an interim government is of the utmost concern. The Iraqi population is composed of a broad coalition of interests and groups, all of which should be taken into consideration. The second step should be a constitutional convention, after which a constitution is immediately published and adopted. Civil rights and governance have long suffered in Iraq, and a formal, fair constitution could assuage much of the political and moral turbulence from days past. Equally important is the scheduling and execution of elections. Mr. Kelly's plan budgets accordingly for federal, judicial, and local elections in each of Iraq's 18 provinces.

Perhaps the most intricate details of the plan illustrated in *Reconstructing Eden* involve the economic development of Iraq. As mentioned, Iraq has significant resources it could allocate toward its own reconstruction. The majority of these resources are represented by its 112 billion barrels of crude oil in proof reserves. This oil has, of course, piqued the interest of several world powers, the U.S. among them. Rather than allow other countries to pillage Iraq for all of its worth, it is important to realize that this oil can help drive the reconstruction of a nation in a state of disaster.

Mr. Kelly introduced the rather controversial idea of creating a national oil company tentatively named the Iraqi National Oil Company (INOC). Initially, this would be a state-run country, and profits would be used to pay for the creation of institutions and general economic development, as well as a reserve from which the numerous claims against the



Mr. Robert Kelly spoke to a full crowd about rebuilding Iraq

Iraqi government could be paid. According to Mr. Kelly's INOC financials, the net income from Iraqi oil production could reach US\$45.4B by 2012, quite a jump from the estimated US\$11.1B for 2004. These figures are helped by the prediction that world oil prices will rise drastically, while investment to increase oil production should remain low. The profits would be used to reconstruct the country's infrastructure. In the meantime, Mr. Kelly suggests that "Iraq should be allowed to sit at the OPEC table, but not to participate. It must focus on immediate economic development [of the country]."

A complex component of this plan involves the spinout of INOC to the people of Iraq. Iraqis will receive a sort of voucher that represents his/her share in the company, and would be held in a trust—thus non-tradable—for five years. When the company is spun out, these vouchers could be worth a very large sum of money. This element of the plan might give the Iraqis a reason to buy into the initial profits-toward-reconstruction idea.

The hope of Mr. Kelly and his colleagues is that money collected on these shares would be invested in Iraq, and that the economy would be further diversified. For instance, the money made by a family on its shares in INOC could be put into textiles, thus giving this industry a boost. One student commented that it could prove difficult to discern exactly which citizens have legal rights to these vouchers, as many

have fled but may return to claim their shares. Furthermore, in a country where so many senseless killings have taken place over the past several decades, possessing these vouchers could make some Iraqis feel like they are marked targets for acts of violence.

In conclusion, Mr. Kelly stated that in order to garner political support and ensure accountability, a communications plan is needed. Precise estimates of troop levels and oil production/spinout, and deadlines for transitions, elections, and a constitution will ensure that nation-building occurs in an effective manner. Iraq should fall under State Department jurisdiction, for it is this agency which specializes in nation-building. The State Department can work in conjunction with the Department of Defense, who has controlled this situation for far too long, assesses Mr. Kelly. The role of the U.N. still remains in question, although Mr. Kelly allowed that he would like to see a more multilateral approach.

He commented that this plan has been received with some controversy in Washington, D.C., namely because of conflicts between U.S. Secretary of Defense Donald Rumsfeld and co-author Thomas White (former Secretary of the U.S. Army). However, Deputy Secretary of Defense Paul Wolfowitz has verbalized a strong interest.

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Approved / second reference: Thunderbird

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Approved description: MBA in International Management

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- * Thunderbird Japan - Tokyo
- * Thunderbird CBSD - Shanghai, China
- * Thunderbird CBSD - Moscow, Russia

ACCREDITATION

Whenever possible, Thunderbird communications materials should include the accreditation language as follows: Thunderbird is accredited by AACSB, NCA and EQUIS.

From "Guidelines for Brand Identity and Usage," from the Marketing & Communications page on MTB

From the TSG President:

Fill the "Unforgiving Minute"

Dear Students,

Another year, another trimester - one that many of us are looking forward to.

As this new beginning brings with it multiple priorities - academics, extra-curricular activities, job search, family and some good partying - all vying for our time and attention, Rudyard Kipling's poem "If" comes to mind:



Sharon Jayakumar

*If you can dream--and not make
dreams your master,
If you can think--and not make
thoughts your aim;
If you can meet with Triumph and
Disaster
And treat those two impostors
just the same;*

*If you can fill the unforgiving
minute
With sixty seconds' worth of dis-
tance run,
Yours is the Earth and everything
that's in it,
And--which is more--you'll be a
Man, my son!*

Time is unforgiving simply because the same one minute never gives you a second chance. But if we can fill this unforgiving minute with 60 seconds worth of distance run, that elusive word "satisfaction" takes

on a new meaning. I hope that this is the year during which many of us run the distance.

A special welcome to our new students on all our campuses around the world, both MBA degree as well as exchange students. It was uplifting to see the high level of enthusiasm to get involved in campus activities and with the TSG. I hope you will discover just how unique this place is and that you will become an integral part of its uniqueness. In my fourth and final trimester here at Thunderbird, I truly know that our reference to the "Thunderbird Mystique" is not just lip service. Despite all our recent challenges, we are a brand like no other and it is important to remind ourselves of that.

TSG has been working to develop our overall focus and operations as well as to pin down priorities for the Spring. It is a time of many changes within our school and, as a priority, we want to ensure that these changes have a positive effect on the student body and on the value of our MBA degrees.

I'd like to give you an overview of changes, as well as the new initiatives that are underway.

**Operational Update
Budget**

We closed the Fall budget on a healthy note with a

closing balance that will now give us the flexibility to make capital investments in items such as the AV equipment that (desperately!) needs replacement.

In addition, we will continue to fund clubs and activities that enhance student life and position our brand well externally. We are currently working on budget allocations according to requests that clubs have made and we look forward to an activity-packed trimester.

One of the continued challenges we face is, not just

It is a time of many changes within our school and, as a priority, we want to ensure that these changes have a positive effect on the student body and on the value of our MBA degrees.

optimal funds allocation, but also ensuring spending on high priority activities. As a step toward this, we have developed a framework of where funds will be, as a percentage of overall revenue, each trimester. You will read more about this in the Treasurer's report and in future articles. The Fall 2003 budget can be found on the TSG homepage and the new Spring 2004 budget will be published in the next issue of *Das Tor*, as well as made available online.

Simultaneously, the Student Activities Chair will work with club presidents to provide tools that help organize more effective events that sup-

port our priorities in career building and brand building.

1st trimester Representatives

On being elected, each of our 5 first trimester representatives will now be assigned to assist chair members in areas such as CMC, Student Activities, Academic Affairs, etc. that require most focus. This will give our 1st trimester reps an immediate entry point into specific TSG tasks, give them exposure to the Thunderbird management on different functional areas, and will ultimately help TSG develop a succession plan with a strong pool of candidates to succeed us long after we old-timers are gone.

New Initiatives

TSG has teamed up with members of faculty and the Career Management Center in developing career sessions that will give students more ammunition to nail jobs during the interview process. More details on the workshops and other career initiatives will be announced shortly. I believe that this will be a step toward breaking down silos and encouraging a more comprehensive approach on the career front.

TSG will also launch a program that encourages and supports student participation in top MBA competitions around the globe. If we believe we are a top school in our unique niche, let us show our caliber externally.

We have set up a competition fund to support enthused and talented students to represent Thunderbird in the top MBA competitions. Alongside financial support, we will also work with faculty to develop a special preparatory program that will help participating students take on these challenges.

In addition to the above, we are working on programs to involve the Thunderbird Global Council members and our alumni more directly with student activities as well as initiatives that glean more synergies with our executive MBA and part time MBA programs.

Stay tuned for more updates and kick-off events and make sure you meet with TSG members to provide input and feedback.

Our weekly, Thursday afternoon meetings take place during the dead-hour in Towers 28 & 29 and are open to the entire student body. Starting Feb 12th, each meeting will include a project presentation from each TSG member and we are constantly looking for new ideas, volunteers and your feedback.

Hold on to your early enthusiasm to get involved, even as the rigors of your Data Analysis super project and the weight of your IPE readings set in. Trust me, if you play it right, there is room for both. Remember to go the distance and "fill that unforgiving minute with 60 seconds of distance run"!

What's What at Alumni Relations and Why Do You Need to Know Now?

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

So you aren't an Alumna or Alumnus yet, so why do you care? Well, Alumni Relations provides services and tools that students can start using now. Why would you want to? Because your networking opportunities go far beyond our campus, they start now, and they will be with you for the rest of your career development beyond Thunderbird. Here are some resources you can take advantage now:

- 1) Opt-in to a Chapter discussion group to stay up to speed on what is happening in the city or cities where you think you'd like to live. Go to the "Chapters" button of MTB (it's right next to your Classes button), and find the chapters that interest you. It's easy and effortless to opt-in, so don't delay.
- 2) Utilize the Network Partners Tool: Alumni Relations has compiled a list of Alumni who have made themselves avail-

able for informational contact regarding their specific industries/functions. This is accessible through the site map on MTB.

3) Have Alumni Relations help you find people! Did you know that not all Alumni make their profiles available? This does not mean that all hope

and they want to help you, so this is a good way to make personal contact. Use this form for locating Alumni in your field of interest or for any activities related to your club.

With these wonderful tools in hand, you can tap the Alumni Network for career and club development. Are you ready?

Well, just to make sure that you use the network of Alumni wisely, the Alumni Relations office, together with the Rugby club and GWIB, have organized a panel of Alumni to discuss "How to Network with Alumni." Come to WB 1,2,3 on March 4 at 5 p.m. to gain insights into the subtleties of effective networking. One good rule of thumb: make contact at least 7 times before asking for a job or for someone to review your resume. Networking is about relationships and relationships are formed over time.

Good luck! Enjoy chatting with Alumni, as they will be happy to hear from you!

roclapp@global.t-bird.edu

Did You Know?

- Alumnus = one, male graduate
- Alumna = one, female graduate
- Alumni = group of graduates (male and female)
- Alumnae = group of female graduates
- Alum = one neuter (non gender) graduate

is lost. Alumni Relations can help you get in touch with Alumni that don't have profiles accessible to all communities. Here's how:

- (a) Search MTB to see what results you can find.
- (b) If the results seem meager, download the form on the MTB start page. This is marked "Need Alumni for a Special Project? Download this form."
- (c) Fill it out, print it out and walk over to Alumni Relations. They want to meet you

**Work in Process
Spring '04 TSG Budget**

By **EUGENIO BRAUNER**
Uruguay, Spring '04
TSG Treasurer

I am really excited to be the TSG Treasurer this trimester. I am convinced that TSG plays a very important role in the Thunderbird community and in my position, I will do my best to contribute to our organization.



Eugenio Brauner

At this time, among other activities, we are working on the budget. The funds of TSG result mostly from the \$125 TSG fee that each student pays at the beginning of each trimester. The greatest allocations are made for the following groups / activities: clubs (professional, sport, regional and special interest), regional nights, the Gala party and the speaker fund.

Last week, we worked on finishing all the details to allocate the funds to the different stakeholders. In an approximate way, the allocation will be done

as follows (as percentage of total disposable funds):

- Professional clubs: 15%
- Sport clubs: 10%
- Regional clubs: 5%
- Regional nights: 20%
- Gala party: 10%
- Speaker funds: 10%
- Other (special interest clubs, communication, contingency funds, etc): 30%

There are clear club funding guidelines and rules of TSG funding that can be found on MTB. Ideally, TSG will fund activities and events that will benefit the entire student body. TSG's general funding is intended for activities and events that encourage the cultural aspects of the Thunderbird experience, proactively improve the quality of student life, encourage student initiative and leadership, and support the diverse interests of the student body.

At the TSG, your ideas, suggestions and comments are welcome, so feel free to let us know your thoughts.

Have a great spring!
EugenioBrauner@global.t-bird.edu

Career Clubs to Strive for Action, Articulation, and Agreement

By **BETSY HOAG**
U.S.A., Spring '05
Co-Editor, *Das Tor*

The plethora of professional clubs at Thunderbird provides students with the opportunity to network with others who share their career goals. These range from geographic preference to industry or functional interests. To combat the vulnerability of professional clubs and increase their profiles,

Technology Club President Joel Pugh has developed a strategic plan for "Career Clubs." These clubs, could - and should - be used as an open forum in which students, alumni, and staff could

share ideas. Ideally, these clubs would become peer groups for all members, while also allowing these professionals to exchange ideas with current students hoping to find jobs within a particular field. Furthermore, the CMC and Thunderbird administration would help the clubs in their networking endeavors and overall organization. TSG has pledged its support to this plan.

Following the Club Presidents meeting on Tuesday, January 27, Pugh took a few moments to address the Career Club concept. Pugh illustrated how the establishment of career

clubs could strengthen the overall value of professional, functional, and social clubs. Pugh acknowledged that the "ebb and flow of students" and their changing interests put the longevity of various clubs in jeopardy. Furthermore, the organization of professional, regional, functional, and industry-focused clubs differs significantly, meaning that budgets, schedules, and resource allocation is also inconsistent. By adhering to a few guidelines

Furthermore, the organization of professional, regional, functional, and industry-focused clubs differs significantly, meaning that budgets, schedules, and resource allocation is also inconsistent.

involving communication plans, meetings, and events, Career Clubs could provide greater opportunities to members, as well as to the general Thunderbird community.

The first phase of career club development involved the review of a Statement of Direction (SOD) document by all career club presidents. Essentially, the SOD detailed possible expectations of Career Clubs, and asked the presidents to provide input on the relevance of these guidelines, which included organizational structure recommendations, emphasis on

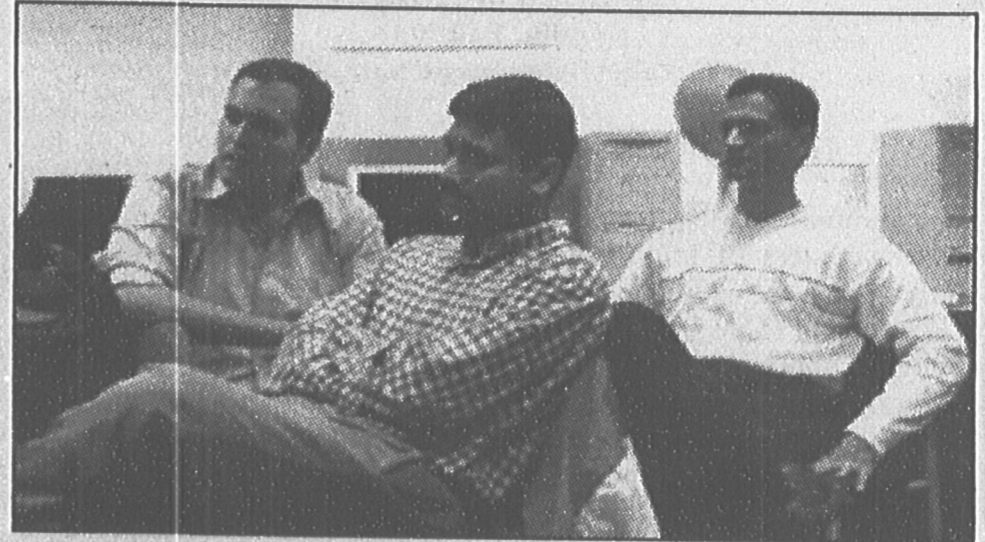
teaming, a definition of commitments and benefits, and synchronicity. The goal is to formulate a Career Club Charter based on SOD feedback. The charter should be completed by the end of February.

All Career Club Presidents were invited to attend Opening Ceremonies on Thursday, February 5, during which each president or other club officer in attendance stated the mission and objectives of

his/her respective club. This event took place in the CMC Resource Center. The CMC staff was on hand, as were interested students and members of TSG. Topics of discussion included how the CMC and alumni might be utilized in order to increase the profile of the respective clubs within their corresponding industries. Several of the presidents expressed a desire to coordinate events with other clubs, in order to maximize resources and reach a larger segment of the Thunderbird community.

betsyhoag@global.t-bird.edu

Questions about Career Clubs can be answered by Joel Pugh at joelpugh@global.t-bird.edu



T-birds wait to present their clubs' activities as Joel Pugh begins the "Opening Ceremonies"



Jeannette Lombardo (Panama, Spring '04) presents plans for the Latin Business & Culture Club

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The Results Are in! Fall 2003 Student Survey

By SILAB MOHANTY
India, Fall '03

TSG Academic Affairs Chair, Fall '03

The comprehensive student survey conducted on MTB in November, 2003, was an extremely useful medium for all students to communicate their perspective on various academic and non-academic matters of importance to the Thunderbird community at large. It was conducted jointly by the Thunderbird Student Government (TSG), the Curriculum Advisory Panel (CAP) and the School's administration.

As TSG Academic Affairs Chair for Fall 2003, it was my pleasure to discuss the results in detail with all key-decision makers in the administration. The actual powerpoint presentation file used is available on the TSG page of MTB. What follows is a summary of the results of the survey. Whether or not you participated in the survey, please read on to find out what the majority of respondents thought about key issues and what recommendations have been presented to the administration on behalf of the student community.

Summary

A total of 257 students responded providing extremely valuable inputs; Students on all campuses were able to participate; the survey was a mix of specific questions and additional scope for "write-in" answers where students were given the opportunity to elaborate further on each subject matter.

Limitations of Results

The spread across trimesters was not uniform with a majority of respondents from the 3rd and 4th trimesters. This could cause the results to be skewed either in favor of or against the elective courses or faculty who teach these courses. 1st trimester: 18%; 2nd trimester: 11%; 3rd trimester: 40%; 4th trimester: 31%.

Given that about half of the students on campus usually choose not to participate in surveys of any kind, the results as presented here may not reflect views of this "silent majority."

The questions and responses were limited to Glendale campus. The survey is likely to be extended to Thunderbird Europe in 2004.

The survey is not normalized by number of student #s for faculty/courses.

The CMC was not covered in the questions, but there were a significant number of comments on the functioning of the CMC. mohanty@global.t-bird.edu

Your Overall Experience at Thunderbird

The general tone of the responses to the write-in question pertaining to the overall experience was more negative than responses to the specific questions. A sample of the comments:

"It is disappointing that what Thunderbird promises and what it delivers do not match and are misleading."

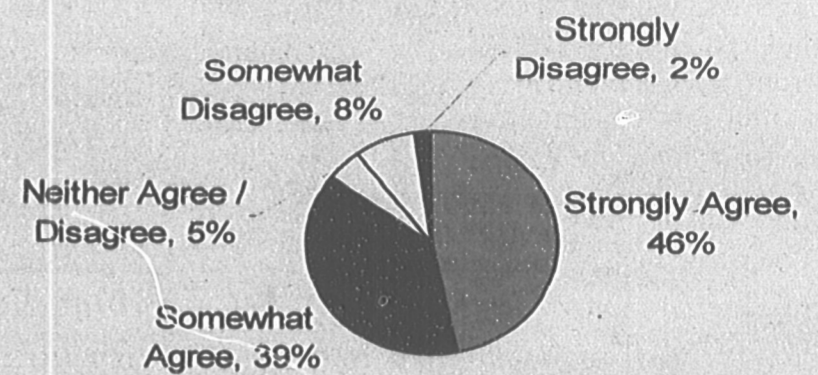
"The School has great potential, but has been mismanaged."

"Thunderbird is a special place, but there's a lot of room to improve."

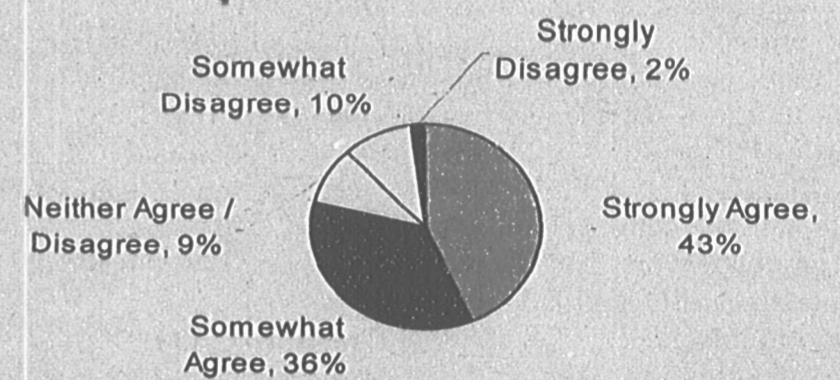
"There is a complacency about the school's reputation that is very worrisome."

Contrary to the tone of the write-ins, the response to the question "Overall, I am happy with my decision to come to Thunderbird" was quite positive with nearly 86% respondents either agreeing or strongly agreeing with the statement. Further, nearly 80% of respondents stated that they would recommend the school to their friends and peers. In terms of the value for time and money that Thunderbird offers, the response was much more mixed, with nearly 40% respondents either unsure or disagreeing with the statement that they received true value for their investment.

Overall, I am happy with my decision to come to Thunderbird



I am getting good value for my time and money at Thunderbird



Skill Sets, Career Management, Registration, Campus Resources and Perceptions

Area 3: Skill Sets

This set of questions explored how well the Thunderbird curriculum developed specific skill sets required in the business world.

The curriculum gives me the business tools that I came looking for
Strongly Agree = 11%
Somewhat Agree = 45%
Neither Agree / Disagree = 15%
Somewhat Disagree = 22%
Strongly Disagree = 7%

The over-whelming majority felt that the curriculum does a great job of developing cross-cultural skills, while being less effective in developing language and quantitative skills.

Skill Set Description

- * Language skills = 16%, 28%
- * Quantitative = 15%, 47%
- * Soft skills = 33%, 51%
- * Leadership = 16%, 42%
- * Teamwork = 56%, 30%
- * Presentation = 17%, 43%
- * Cross-Cultural = 69%, 21%

Area 7: Academic Advising & Registration

There is general satisfaction with academic advisors

and academic advisors are considered responsive.

But, academic advisors should:

- * be more empowered & flexible
- * focus on solutions instead of highlighting problems
- * be more accessible
- * be better trained to link across the curriculum
- * link academic advising with CMC to better advise students on planning courses for careers

The survey shows that students are still not fully comfortable with the registration process.

Online registration is user-friendly
Strongly Agree = 36%
Somewhat Agree = 30%
Neither Agree / Disagree = 9%
Somewhat Disagree = 11%
Strongly Disagree = 14%

I have been able to register for the courses & sections that I wanted
Strongly Agree = 23%
Somewhat Agree = 28%
Neither Agree / Disagree = 13%
Somewhat Disagree = 19%
Strongly Disagree = 17%

Area 9: Career Management

While not specifically covered in this survey, many

comments were received indicating that student problems with CMC go beyond situation created by current job market conditions. The survey suggests that greater accountability to students and results orientation is required. As well, there is a need to invite more student feedback on recruiters and business development efforts.

Area 10: Campus Resources

- * Information overload on MTB;
- * Classrooms, especially in Snell and Wilson, need to be refurbished and enlarged;
- * 40% respondents feel that more study rooms are required;
- * Mixed feedback about Wi-Fi on campus;
- * IBIC closing hours could be extended during exams.

Area 11: Miscellaneous

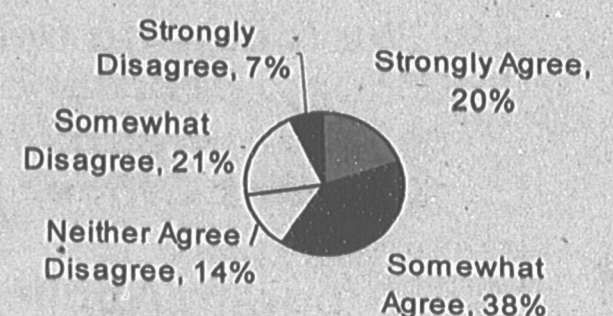
- * Perception that the administration gives priority to Executive Education;
- * Student Insurance and Aramark do not provide value for money;
- * Better linkages required between faculty, administration, students and the Thunderbird community at large.

Students' Perceptions of Their Peers

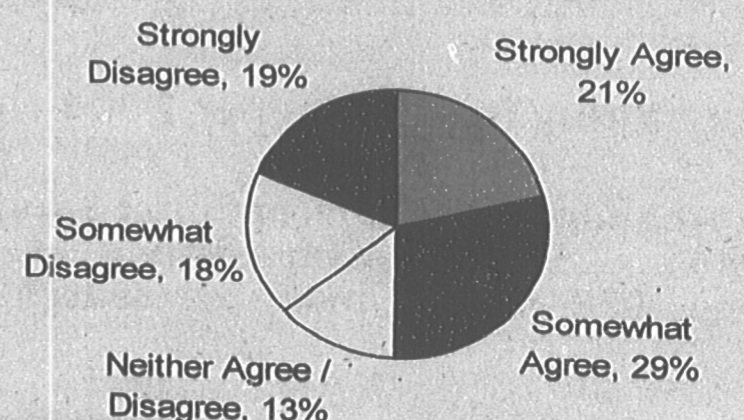
Students wrote that admissions criteria have to be strengthened if the reputation of school is to be maintained. Related to this, there is the belief that poor selectivity in admissions has been affecting rankings adversely; therefore, the school needs strict cut-offs based on test scores and work experience.

Students believe that the Academic & Professional Quality of student group is too divergent. In addition, poor English language capabilities of certain students creates problems in teams and academic level. Therefore, students feel that the Pre-MBA programs should be improved and extended.

Thunderbird students are academically qualified to do the work expected of them



Language barriers are a problem at Thunderbird



Faculty Quality and Availability

An overwhelming 85% of those taking the survey strongly agreed that full student evaluations (including comments) should be accessible to all, not just the scores on a 1 to 5 scale. Students felt that the impact of negative evaluations is not visible.

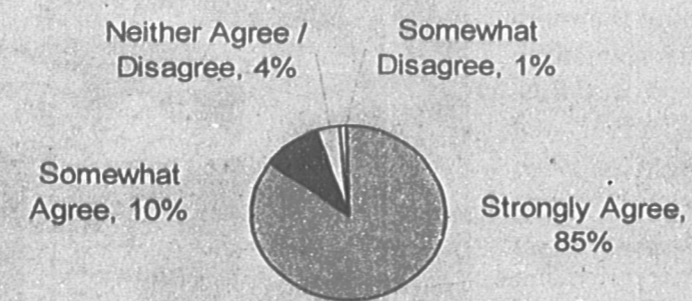
In regard to the quality of teaching, students felt that too much discrepancy exists in quality across faculty. (Names of faculty ranked most effective and least effective have been presented to the administration).

Other comments included that tenure should not be an excuse for incompetence; the quality of Visiting Faculty needs improvement; last-minute faculty changes to be avoided; and, that the administration should consider additional evaluation mechanisms for faculty.

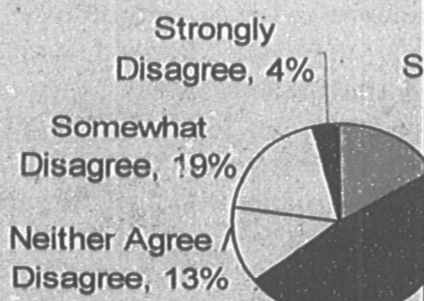
Possible solutions and suggestions included having focus groups and having peer evaluation where faculty and administration would sit-in on their peers' courses and evaluate them.

Also, having mid-trimester evaluations for 3-credit-hour courses could help a professor redirect the course for the remaining seven weeks.

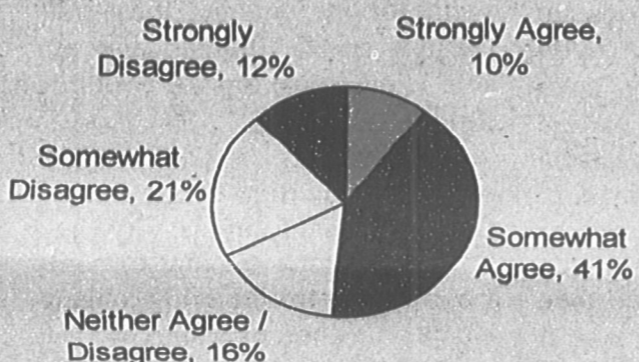
Student evaluation comments should be reviewed by the administration



Overall, I am satisfied with the quality of teaching



I am satisfied with the current curriculum



Area 6: Course Reclassification

Focus Areas

Additional focus areas proposed by students:

- Supply Chain Strategy
- Entrepreneurship
- General Management
- Human Resources
- Risk Management
- Consulting

Students also commented about the need to deepen existing areas as well as the need to compare offerings of other schools. Respondents also felt that there is little value-added in declaring a focus area.

Courses which need to be reclassified

- Elective to Core**
 - Financial Statement Analysis
 - Core to Elective**
 - Global Strategy
 - Global Negotiations/ Communications
 - Competing Through People
 - 1.5 to 3 credits**
 - Financial Statement Analysis
 - Data Analysis
- In general, reduce 1.5 credit courses or merge with others

The Course Rankings in terms of *Most and Least Valuable* have been provided to the administration. There were at least two courses which received almost equal votes in both categories reflecting the divergence of views.

New Courses Suggested

- Micro Finance
- Game Theory
- Business Law
- Technology courses
- Profit Planning & Control
- Government Policy/ Diplomacy
- Small Business
- Business Modeling
- Real Estate
- Private Equity & Venture Capital
- International Sales
- Six Sigma certification
- M&A not only in Winterim

Final Suggestions

Based on the feedback, the following key recommendations have been provided to the administration:

- * Provide greater flexibility in curriculum design;
- * Include more electives and less core courses;
- * Focus on courses providing "hard" skills;
- * Establish stricter admissions criteria, especially with regard to work experience and test scores;
- * Target uniformity in language capabilities of students;
- * Improve functioning of the CMC and link academic advising with career management;
- * Achieve uniformity in teaching standards across courses and faculty;
- * Reduce number of courses to be completed in 6 weeks;
- * Ensure courses are offered in all trimesters and campuses;
- * Rationalize the level and structure of tuition fees, especially for Winterims.

This survey, as well as its predecessor in November 2002, was the result of the joint efforts of a large number of individuals. Special thanks are due to Sandy Habib for managing the pre-survey and survey administration process.

I also wish to thank student members of the Curriculum Advisory Panel, especially Rajiv Arukundram who converted the myriad of responses into a coherent set of easily accessible data sheets.

Finally, thanks are owed to the administration, especially Dr Kay Keck, for being proactive in discussing the results of the survey and working on an action plan.

Area 2: Curriculum Design, Area 4: Class Size

Area 2: Curriculum Design

The key feedback points in response to questions in this section were:

- * The curriculum should be more flexible.
- * Fewer core and more electives required.
- * Difficult when courses are not offered in all trimesters.
- * 15 credits, 3 or 4 trimesters in a row is tough.
- * Better information about "spreading out" courses.
- * 1.5 credit/ 6 week courses are too concentrated.
- * Reduce repetition of content across courses.

The curriculum is well-integrated within functions

Strongly Agree = 30%
Somewhat Agree = 45%
Neither Agree / Disagree = 10%
Somewhat Disagree = 11%
Strongly Disagree = 4%

A 15 credit trimester load works alright

Strongly Agree = 28%
Somewhat Agree = 32%
Neither Agree / Disagree = 9%
Somewhat Disagree = 20%
Strongly Disagree = 11%

Area 4: Class Size

The majority of students felt that class size was appropriate.

I feel the class size is appropriate

Strongly Agree
Core 17%; Electives 18%
Somewhat Agree
Core 47%; Electives 37%
Neither Agree / Disagree
Core 11%; Electives 19%
Somewhat Disagree
Core 20%; Electives 16%
Strongly Disagree
Core 5%; Electives 5%

I am satisfied with the current curriculum

Strongly Agree = 10%
Somewhat Agree = 41%
Neither Agree / Disagree = 16%
Somewhat Disagree = 21%
Strongly Disagree = 12%

The curriculum is well-integrated across functions

Strongly Agree = 24%
Somewhat Agree = 38%
Neither Agree / Disagree = 12%
Somewhat Disagree = 17%
Strongly Disagree = 9%

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Doing Business in Singapore and India: Our Lessons Learned

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

The flight from LA to Hong Kong took an unexpected detour to Seoul, Korea, because the aircraft didn't have sufficient fuel. Was this a bad omen? Where would this winterim adventure take us? Our world for the next three weeks would change drastically and many things would be learned.

Our winterim "family" united at the Hong Kong airport, and we continued on to our first official stop: Singapore. As we deboarded the plane at Changi International Airport, for no particular reason at all, I was filled with euphoria. Perhaps it was excitement at starting a new adventure, or perhaps it was only the fact that the weather outside was warm, but I immediately felt a Singaporean "mystique."

Singapore most definitely lived up to its reputation. Palm trees lined the streets and a tropical breeze hit from time to time to lessen the humidity. What fascinated me, however, was how this tiny (426 sq. miles) and young (gained independence only recently in 1965) country became part of the Asian powerhouses. In our company visits and seminars we heard stories of how Singapore consistently raised the bar and has succeeded in attracting the United States as a major investor. Singaporean savvy also resulted in the physical growth of the country's boundaries. Did you know that Singapore has actually expanded its coastline by reclaiming land from the sea? Yes, approximately 18% of land in Singapore is reclaimed land.

In Singapore we were welcomed with open arms by Thunderbird alumni, each of

which had named Singapore his new home many years ago. I believe I was taken in by the same aspects of the country as they were: stability, security, potential for opportunity, and of course, good weather! As a highlight, some of us enjoyed a Singapore Sling drink in the famous Raffles Hotel (for \$18)!

The only damper on our Singapore stint was for those unlucky souls in our group who indulged in a seafood bar. Approximately 48 hours later, one-by-one, they fell violently ill. Hmm, what could they have eaten? The epiphany came with the next morning's newspaper headline: "Contaminated: Singapore Recalls All Oysters."

Singapore Lesson: Never eat shellfish!

At the end of the week, our group boarded a plane to Colombo, Sri Lanka. In the airport parking lot we were "greeted" by a group of Sri Lankan men who grabbed our suitcases from us. However, instead of running off with our luggage full of dirty laundry, the men scrambled to place the bags in our bus, thereafter soliciting a fee...

We received a much warmer welcome when we arrived at the Brown Beach Hotel. As its name suggests, our rooms were right on the beach and we had arrived just in time to see a beautiful sunset. Our group spent the next two days touring the country. Our journeys were limited however, as it took five hours to travel 140 kilometers via the sole two-lane road through the country. Along the way we visited an elephant orphanage, where we were able to pet the elephants and observe their daily bath time.

Later that day, our group visited The Temple of the Sacred

Tooth, where Buddha's tooth is said to be preserved. It was only after we observed the devout Buddhists in meditative prayer before the vault holding the tooth that we realized we were visiting one of the most sacred Buddhist temples in the world.

The highlight of Sri Lanka was Sigiriya - on the list to be named as the 8th Wonder of the World. Comparable to Machu Pichu, Sigiriya was an old Asian city, and we climbed 200 meters to the old city ruins on top of the rock. Sigiriya offered fantastic bird's eye views of the lush Sri Lankan interior. That evening we were fortunate enough to spend a night at Kandalama - one of Asia's most luxurious and ecologically - friendly 5-star hotels, located in the middle of the jungle. There we were able to ride elephants and fall asleep to the sounds of birds and crickets. We just had to be careful to keep our balcony door shut, so as not to let the monkeys in!

The visit to Sri Lanka wouldn't have been complete without a company visit. Our group visited Mast Industries, an elastics producer. "Elastics," you may think, "how boring." Au contraire. Ladies, that is where the elastic bands in our Victoria Secret undergarments are made!

We found Sri Lanka to be full of beautiful countryside and friendly citizens. We owe many thanks to Tony, a Sri Lankan T-bird, who organized this part of our winterim.

Sri Lanka Lesson: Sometimes the tiny countries that have been dismissed by the rest of the world hold the most secrets.

It was hard to leave the beach, alas our plane to India was waiting. We first arrived in Bangalore, where we visited various software and IT companies.



The Winterim class poses at a Banyan tree in Sri Lanka

The Infosys campus was amazing. This was a business park probably larger than Thunderbird's campus, accessorized with fountains, putting greens, restaurants and a clothing store. Except for the smell of curry spices in the air, one could almost forget we were in India. At AOL, we were able to tour their call center facilities and even heard some tidbits of real calls with customers.

The next stop was Delhi. At the airport we were again greeted by a band of men vying for our luggage; these men did not speak English, and our sole Hindi-speaking TA could do little to stop them.

It was in Delhi that I experienced the "real India." Delhi is an enormous city. The traffic is so chaotic that the only way to keep from having a heart-attack as a passenger in a car was to close my eyes. Everywhere there were cows, camels, pigs and monkeys roaming the streets. Herein lies the mystique of India. What makes India interesting is that in the midst of the chaos, cows, and camels is an extremely well-educated population poised to take the country to the next level. The highlight of the India portion of the trip was definitely

the visit to the Taj Mahal. This is most certainly a wonder of the world, and we found ourselves staring in amazement.

We would like to extend thanks to our TA, Sonal Singh, whose family went out of its way to give us VIP treatment during our stay in Delhi.

India Lesson: Don't judge a country by its facade.

These three weeks in Asia were exhausting, but also enriching. The things we learned, both through our many company visits and through our own explorations, have certainly given us a new-found respect for Asia. Believe it when government and business alike predict Asia to be the next big powerhouse.

A heartfelt thanks to Professor Winter Nie, who organized this winterim program and strived to make the course truly a valued-added experience.

Alas now, back in the comfort of Arizona, we are left only with fond memories and colorful photos of our whirlwind educational tour, oh, and also that darned jetlag.....

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An "Eye-Opener" on Switzerland Winterim Gives Students Perspective

By GLENN PETTEYS
U.S.A., Fall '04

Interested in Marketing? Want to schmooze and gain contacts in 20 companies around Switzerland? Like skiing in the Alps and sight-seeing in some of the most beautiful cities central Europe has to offer?

Then maybe next year you should go on Professor Stefan Michel's "Marketing in Switzerland" Winterim. This was the first year of the Winterim; no one really knew what to expect, and suffice it to say it surpassed everyone's expectations.

The Winterim consisted of company visits all over Switzerland where we were given a variety of different presentations in which the companies we visited presented their strategies on how they marketed their services, the challenges they currently face in their respective industries, and how they did business in a country as culturally and linguistically-diverse as Switzerland (a country of only 7

million people, but 4 national languages).

We visited Manor (a Swiss retailer roughly like Macy's or Nordstrom's), Novartis Pharmaceuticals, Reuters (the media company), Ciba Specialty Chemicals, Accenture Consulting, Nose (an industrial design studio), Loepfe (a Swiss PR Agency), Credit Suisse, Alcan (an aluminum manufacturer), General Motors / Daewoo, Hilti (specialty tools and construction equipment manufacturer), Mettler Toledo (precision instrument manufacturer), Interbrand (a global branding consultancy), Schindler (an elevator manufacturer), and Bucherer (a luxury watch and jewelry manufacturer and retailer). Quite a number of companies to fit into a two week Winterim! Due to Professor Michel's former teaching career in Switzerland, we had good contacts at every company, and we were treated very well. It was evident from the quality of the presentations we were given that the companies we

visited went out of their way to give us a good experience.

We visited on average two companies a day, and spent a lot of time on the road or on public transportation being shuttled from one company to the next. But due to the distances involved, we weren't traveling as much as one might think; in fact, we still had almost every night free (except of course when there were events planned with alumni in Zurich or Geneva) to explore, dine out, shop, or experience the nightlife. Over the weekend separating our two weeks, there was also a ski trip to Grindelwald, which was outstanding.

All told, we spent nights in Geneva, Basel and Zurich, and got to visit Lucerne and the tiny Duchy of Liechtenstein as well. We got to know Zurich pretty well, and stayed in the "hip" section of town where the bars and night clubs were located, so at night there was plenty to do as well.

Academically speaking for me personally, it was an



The sights of Lucerne were just one of many perks students experienced on this Winterim

incredible eye-opener. I feel like I have a much better idea of which industry I would like to work in upon completion of my studies here at Thunderbird. After having seen such a varied palette of industries (everything from retail to manufacturing to consulting to jewelry), I think I have a much broader perspective on business in general and the challenges unique to each industry.

Switzerland is a fantastic, interesting and unique place to visit and in which to conduct business, and I would encourage

anyone interested in marketing or in living in Europe in the future to attend the Winterim as well. Once again, thanks to Professor Michel, and to Sara Cadden, our fearless TA, who talked many of us in to going! For more information, or to view the list of companies we visited, please email Professor Stefan Michel at: Michels@t-bird.edu

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Preparing Managers for an Expanded European Union

By KOL HARVEY
U.S.A., Spring '05

The New Year will bring many changes to Europe as the European Union expands from 15 to 25 member states. In a Winterim lead by Professors Ivor Roberts and Stephen Wright, Thunderbird students kicked off 2004 with a three-week guided tour of the institutions, organizations and companies in Brussels and Prague that are preparing for E.U. enlargement.

On May 1st, the 15 European Union member states will be joined by ten new nations located in Central and Eastern Europe. In order to join, the new member states have had to meet strict criteria in a wide range of areas, including environmental protection, labor, trade, customs, transportation, taxes and immigration.

Thunderbird's "Managing in the 'New' Europe" Winterim sought to explain some of the challenges and advantages associated with E.U. enlargement through a series of site visits and discussions with diplomats, lobbyists, governmental organizations, and state-owned and private companies. The visits were organized by Professors Roberts and Wright, with the assistance of International Study Programs, a Prague-based educational tour operator.

A week and a half in Brussels provided the class with an overview of the EU and a sense of how enlargement is viewed by diplomats and leaders inside the "Ring Road," Brussels' answer to Washington's Beltway. Highlights included:

- * A meeting with the President of the European Parliament Pat Cox, the European Union's equivalent of the Speaker of the House of Representatives in the United States.

- * Discussions of how representatives from the U.S. Mission to the European Union influence policy decisions of the individual member states and of



In Brussels, the students visited the E.U. Parliament and had a private session with E.U. President, Belgian, Pat Cox
photo by E.U. Staff Member

the EU as a whole.

- * Conversations on Boeing's strategy to combat a new super-jumbo jet being produced by Airbus and how the aerospace company meets specific environmental and political challenges when marketing products in Europe.

- * Insight on how global advertising campaigns should be changed to reflect the preferences of subcultures within and across national boundaries in Europe.

The second half of the program in Prague focused on how the Czech Republic's economy and institutions have developed since the fall of communism in 1989. In visits outside of Prague, students were able to see how economic development outside the capital has lagged and the efforts currently underway to address the problem. The Prague portion of the trip focused on companies more than government institutions, providing the following insights:

- * Many of the most successful companies in the Czech Republic have benefited from foreign direct investment from other nations in Europe, from Asia or from North America. Outside involvement was deemed a critical success factor in helping companies transition from a planned economy to the uncertainty of free markets.

- * With less than five months to go before the E.U. expands, citizens in both current

and future E.U. member states don't fully understand what it means to be "European," how the E.U. is run, the work conducted "in Brussels," or how expansion will impact their daily lives.

- * Over time, membership in the E.U. is expected to increase the Czech factory workers wages from the current \$2.50 per hour. While good for individuals, higher wages may hurt the manufacturing sector, which is 40% of the Czech economy. Czechs reported having lost factories due to the rising cost of doing business in their nation.

- * Project and change management skills are in high demand as businesses struggle to help their employees become proactive, entrepreneurial, and engaged workers who can identify and fulfill customer needs. Visits with a bank, a consulting firm and a telecommunications company revealed that the same methodologies that are in use in the U.S., and are taught at Thunderbird, are being applied throughout the Czech Republic.

While it is hard to predict exactly what will happen as the E.U. expands in May, the students who participated in this Winterim are aware of the major challenges and opportunities for businesses in the current and incoming member nations.

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I Did It My Way The Entrepreneurship Seminar

By JENNIFER KEHL
U.S.A., Spring '05

Where can you to get up-close and personal with a truly eclectic assortment of creative, smart, motivated, talented and often wildly successful business people, hear 15 fascinating stories of entrepreneurial ventures large and small and get valuable and often insightful business advice straight, as they say, from the horse's mouth - all this and free pizza too? Right here in Glendale, during the Entrepreneur / CEO / Founders Seminar Winterim.

The course, led by Dr. Steven Stralser, Managing Director of Thunderbird's Global Entrepreneurship Center, is intended to give students an understanding of entrepreneurial strategies and the opportunity to learn from the experiences of actual entrepreneurs.

The syllabus promised "an intimate setting for interaction with entrepreneurial leaders"

and the class delivered on its promise. Moreover, the sheer variety of presenters really kept things interesting and provided students with exposure to a range of entrepreneurial personalities and ventures.

Classes typically began with a presentation by the guest speaker, and continued, after coffee, tea and networking, with an informal Q&A session followed on some days by the option to head over to the Commons to join Professor Stralser and the day's speaker for lunch. The style and content of the presentations varied greatly from day-to-day, from detailed Powerpoint slides to completely informal "give and take" sessions.

Some of the speakers walked us step-by-step through their backgrounds and through the development of their companies while others spoke more generally about what it takes to be an entrepreneur. They shared brochures, advertising materials, organizational charts and internal memos; we saw (and even tasted) samples of the products. In one case, we were presented with the first year business plan and financials of the company (including the starting salary of the owner herself!). We were fortunate to have a diverse group of speakers who were willing to share their stories and expertise.

They came from a variety of backgrounds and their businesses were equally diverse. There were more than a few former T-birds, but we also heard from entrepreneurs with little formal education; there were those that had spent a big part of

their career working in a corporate environment before venturing out on their own and others who were serial entrepreneurs and seemed to just spend enough time to get something up and running before moving on to the next venture.

The companies included an executive search consultancy in Tokyo, a local home building company, a restaurant chain in Los Angeles, an outdoor advertising firm, a private equity boutique, and a company that sold flavorings to add to children's medicines - to name a few. Some of the firms were only a few years old and not yet profitable, some had revenues in the hundreds of millions, and others had evolved into large corporations.

Class discussions typically covered key aspects of getting started, how to raise money (everything from maxing out your credit cards to how to deal with venture capitalists), different kinds of partnerships (including spouses and family), lessons

the sheer variety of presenters really kept things interesting and provided students with exposure to a range of entrepreneurial personalities and ventures.

learned (failures big and small), how to grow (how much? how fast?),

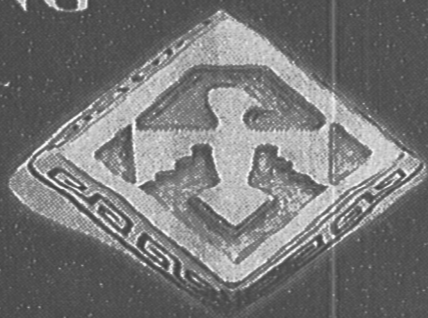
managing the business once it had matured (how to motivate employees and create a corporate culture), work life balance and much, much more. During some of the sessions, the students had the chance to brainstorm with the speakers regarding the challenges faced by their businesses. We exchanged ideas on issues such as how to improve sales tactics for a company that provides e-learning tools for youth sports coaches and what might be the most effective growth strategy for a local recruiting firm.

Interestingly, despite the diversity of the stories we heard and the striking differences of opinion the speakers had regarding some of the issues they faced, there were also definite themes that emerged over the course of the seminar. There were key traits or behaviors mentioned by almost every one of the speakers - putting them together an image emerged of what makes a true entrepreneur: passion, persistence, independence, incredible amounts of hard work, a true belief that you can and will succeed (even when all of the odds indicate that you won't), willingness to take risks and resilience in the face of the inevitable failures along the way. If you think you see yourself in this picture and have considered a career as an entrepreneur, think about enrolling in the Entrepreneurship Seminar next Winter, you will definitely get the inside scoop on what it takes.

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First Brand Management Winterim Takes New York City by Storm

By GINA RUIZ
U.S.A., Winterim '04

Record-breaking freezing weather did not thwart a class of 29 T-birds from making history by inaugurating Thunderbird's first Winterim dedicated to Brand Management. Despite a massive snowstorm that virtually paralyzed all air and ground traffic on the East Coast, T-birds from all over the world flocked to New York City for the Winterim. "The weather was slightly milder in Helsinki," remarked Riikka Sammalkorpi, a student who had flown in from Finland to take the course. Bunkered in the heart of Times Square, at the American Management Association's headquarters, the students received visits from a roster of more than 30 brand management gurus. Professor Dennis Guthery guided the Winterim, along with Joy Lubeck (Corporate & Foundation Relations) and Kerry Sanderson (CMC), who were instrumental in securing the lineup of speakers.

Executives from brand legends like Coca-Cola, IBM and UNILEVER, were among the presenters. The pool of participants, ranging from luxury goods powerhouses, like Louis Vuitton, to non-profit organizations, like UNICEF, was diverse enough to satiate the interest of most stu-

dents. Top-notch advertising agencies, market research firms and financial services providers also gave presentations during the Winterim. The well-seasoned speakers brought years of branding experience to the table. They shed light not only on how to build a new brand from the ground-up, but also on how to shore up existing brands to prevent their demise in today's competitive market place.

The potpourri of ingredients needed to launch a successful branding campaign - buzz marketing, direct mailings, and effective advertising - were examined at length during the Winterim.

"The presenters brought the concepts and theories to life, as I saw concrete, practical applications of them," Riikka noted. In addition to learning about well-established best branding practices, students were exposed to cutting-edge material that has not made its way into most textbooks. For example, the issue of quantifying the effectiveness of marketing and advertising endeavors is sure to heat up in the years to come.

"I now know the importance that measuring the success of an advertisement will have on my career in brand management," noted Eei-Hsin Tzyh, who took the class.

So far, the buzz among the students indicates that the Brand Management Winterim was a smashing success. So much so, that reservations for a conference room have already been made to host the second Brand Management Winterim next January.

More than an Academic Experience

The Thunderbird mystique prevailed through New York's cold winter, as students took full advantage of the excitement and adventure that the Big Apple has to offer. Some of the students who attended events were serenaded by Divas like Christina Aguilera, who performed at the David Letterman Show, and Destiny's Child chanteuse Kelly Rowland, who starred in the Broadway production of *Aida*.

Good food was also in abundance. "I had one of the best pastrami sandwiches of my life," noted Michael O'Dell of his culinary experience at Katz Deli in the East Village. And with the farewell dinner at Carmine's, a popular Italian restaurant in New York, the students had a chance to chow-down on some hearty Mediterranean grub.

Besides indulging in culture and cuisine, the students painted the city red at night. The



The group poses after a corporate presentation

Photo provided by Raul Perez Vazquez

city that never sleeps was host to many outings, including going to jazz clubs, bars and discos. Evening events, like First-Tuesday and Dr. Herberger's farewell dinner, gave T-birds a chance to spend quality time over cocktails - a time-honored tradition for our students.

Metrosexuals - A New Breed of T-bird

And, as if the rewarding academic experience and the splashy fêtes weren't enough, the male students were given free insight into their psyches. Those guys who like to dye their hair, wear cologne or get pampered at spas no longer have to hide the nature of their whims. Once labeled as self-indulgent fops - these T-birds have been outed as

metrosexuals by Madison Avenue. This dynamic breed of male is catching the attention of many consumer goods companies and advertising firms, as they scramble to tap into its massive purchasing power. Metrosexuals are hetero males who care about their appearance and are in touch with their feminine side, much like football icon, David Beckham. As discovered during the Winterim's L'Oreal presentation, many of our male students fit that bill. Just remember to be patient the next time your male T-bird friend takes hours to get ready - he is not being inconsiderate by keeping you waiting, he is being true to his metrosexuality.

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Students Meet and Mingle in Beltway Politics and Business, Visit Embassies and Test IPE

By ROY ZHANG
China, Spring '05

Washington, D.C. - The name of the program was "U.S. Foreign Economic Policy and the New Global Environment." Generally speaking, it was a program to help students get a better understanding of the interaction between U.S. policies and businesses; and, it helped participants get a closer look at international development.

Although the companies we visited were U.S. based, an international focus was still the backbone since topics are centered around the international aspects of MNCs. As one of the many benefits of this program, some students got a couple of useful contacts for their job searches.

We kicked off the program by touring the monuments in Washington D.C. on the cold evening of January 4th, 2004; yet, we felt warm because of our excitement arisen from exploring America's great history (the hot chocolate and cookies brought by Professor Goddard helped, too).

During the following two weeks, we visited different government agencies, NPOs, international organizations, companies, and think tanks, learning from over 30 diversified speakers. We actually went to their offices and saw how these people

worked and felt how they exercised their influence.

For instance, we went to the American Textiles Manufacturer's Institute (ATMI), which is a lobbyist organization representing the U.S. textile manufacturers. ATMI's vice-president gave us a speech on the current situation of the U.S. textile industry - it is pretty much related to competition from Chinese imports. On the other side, it is a reflection of globalization. ATMI, since it works for U.S. textile makers, is lobbying Congress to pass laws against imports from China. Sitting in such an organization, we could imagine how the speaker felt and learn how he influenced policy.

It is quite understandable that ATMI gave a speech from an economic nationalist's perspective; after all, they are doing a good job to protect the interests of the businesses they represent. However, they also seemed quite frustrated by the limited results they achieved under a global business environment. As the vice-president of ATMI said, "we don't want to improve our market share, but at least try to keep the current portion; it is necessary to have some textile industry in the U.S."

We visited the Export-Import Bank, Department of Commerce, Brazilian Embassy, OPIC, IMF, World Bank and

some others. We also had wonderful special events. We attended an evening event on currency crises, held at the IMF, in which there were more than 300 people from prestigious U.S. universities, including Johns Hopkins University, George Washington University, and Thunderbird.

In the Department of State, we encountered strict security checking; even going to the restroom was subjected to approval and monitoring. In the justice building, Richard Boucher, Colin Powell's spokesman gave us a presentation. Exactly as what you may guess, the speech was rather cautious and sort of bureaucratic.

In many cases, we cannot really tell the dollar value of the benefits we got from this program. But, as businessmen and global citizens, we actually absorbed something beneficial to our whole life - a wider vision of the business world.

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The World of Mergers & Acquisitions "Made Simple"

By VIVIAN KADELBACH
Germany, Winterim '04

Glendale, AZ - Over 80% of mergers fail, WHY? M&A Winterim 2004 dissected this growing business practice with real world scenarios and incredible depth. The Mergers & Acquisitions Winterim was a unique experience that is not to be missed and will not be forgotten by those who participated. The Winterim took place on the Glendale campus; the diversity consisted in the variety of the ten excellent professors who enlightened us on topics spanning the

world of M&A including strategy, organizational integration, legality, business intelligence, negotiations, corporate structuring, tax laws and brand management. During the three intense weeks, we had the opportunity to familiarize ourselves even more with LH 53 and several study rooms in Executive Education - a new location for us all.

The first two weeks examined previous M&A success and failure stories as seen from different perspectives and focus areas. Cases ranged from Martell to Chase / Chemical, Nissan,

Continued on Page 13

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Fading Dissonance Uncovers the Many Myths of Cuba

By PETER FINFROCK
U.S.A., Fall '04

Editor's note: Peter Finfrock attended the Winterim program in Cuba. After his trip, he confronted the many myths about Cuba that most Americans believe are true. The following is a brief sampling of Cuba's mysteries, to American eyes:

I will now tell you what I think is going on in Cuba. I say "think" because ordinary Cuban people do not acknowledge what is really going on there. They will tell you an official line, and then leave you in a state of cognitive dissonance as you observe reality. But as the dissonance fades, you connect the dots on your own.

Myth #1: Cuba is a Communist country. Despite the necessity of each person creating his or her own private Capitalistic enterprise in order to survive, the myth persists. From my observations, and the comments of university professors and small business people, I have come to the conclusion that while Cuba may be highly authoritarian, it is not solely Communist. Instead it is a sort of mix and match of Communist services and restrictions with the necessity of Capitalist enterprise.

Cuba is run like a giant

corporation, making a margin off of the difference between what a typical foreign investor pays for the use of its skilled employees (averaging \$400/month) and what it pays the employees (\$20 or less). Basic social needs are provided (healthcare, education and training), assuming the raw materials for them are in evidence, just as one might expect in a big company setting.

Everybody, of course, has a side business to make the majority of their money. This is run on the pure grass-roots Capitalist model. But even in private enterprise, the government gets its take in terms of heavy licensing fees, which is how the authoritarian government sticks its nose into the business world.

Myth #2: Basic economic principles do not function here because of the distorting impact of the state's power. The things that a society values the most are the ones that it will reward with the most money. Here in Cuba, the highest priority is on tourism. Our professors at the University of Havana talked about the "Inverted Pyramid," meaning that the most educated professionals are at the bottom and the tourist trade people are at the top of the social hierarchy. Tourism is the sugar and tobacco of the 21st century. The "wealthy" of Cuba are the ones who interact

with tourists, from hookers to cab drivers, to artisans selling their crafts at the market for tourists, to bands that play in hotels.

The people who were educated for industry, science, technology, medicine, sports, etc. were way ahead of their time, preparing for the wrong economic conditions. They were studying fencing and architecture while they needed to be learning hotel management and culinary arts. And so they are now left behind and forced to do jobs for which they are ill-compensated. They are, in fact, prohibited from working in the tourist sector, at least in an official capacity. The government tells these people that their time will come once the country develops to the point where the pyramid will revert to an upright position again.

Myth #3: Land is the property of the People and cannot be sold. This has been the hardest to figure out. Is it true or not? Everyone has a different story. Rainier, a young intellectual, finally clarified it for me. He explained that no one owns their own home or land, except the People (Fidel). They can however, pay the net present value of the rent to perpetuity, which is a lot like owning it because then you never have to pay anything again. One difference though, is that they cannot officially sell

their homes.

Myth #4: The U.S. and Cuba have neither business relations nor diplomatic recognition of each other. As for diplomatic relations, both countries have "Interest Sections" in the other country which function as de facto embassies. The U.S. Interest Section is located in the Swiss embassy along the Malecon. Historically, it had a big sign in front of it saying, "Imperialists, we have absolutely no fear of you!" Cuba's Interest Section was located in one of the Czech embassies in the U.S. in the early 1990's. I am not sure if it is still in the same location.

As to the business relations, Coca-Cola, DHL, Western Union, and Champion Raisins are all over Cuba. DHL and Western Union run offices throughout the country. Coca-Cola is brought in from Mexico, but could there be a more American company than Coke? If the goods can be imported from Mexico or elsewhere, then the only effect of the embargo is to rob U.S. companies of profits.

Myth #5: The embargo, or "blockade," as Cuba would have it, is responsible for all of the economic ills of Cuba. Helms-Burton contains a provision allowing the US government to sue any foreign government that

makes use of properties formerly belonging to the exilios for the full extent of the damages to them by the Cuban government. It is meant to be a threat to foreign investors in Cuba, and it means that foreign investors have to research the physical properties which they will be using for claims by exiles, yet it has never actually been used. If Helms-Burton is so powerful, why are so many foreign investors getting into the game? Canada, Italy, Germany, and Spain are the biggest ones, with Canada leading the pack by a long shot. Foreign companies doing business in Cuba are in fact protected by its policy of total confidentiality, as evident in the fact that the representatives of the Ministry of Foreign Investment would not reveal the names of foreign companies who have invested there.

In Cuba, I felt like I was from another planet, one where people care about making a profit in order to better themselves, and that I had been placed in a land where people don't even see the underlying importance of that, though they talk about it knowingly in the abstract. But if Cuba can be this alive under these circumstances, then imagine what it will be like later in its full flower.

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A True "Capstone" Course at T-bird Tests Students in Three Short Weeks

Continued from Page 12

DaimlerChrysler and Stanley Works to name a few. The amount of information was gargantuan. It was challenging to keep up with readings and preparations for in-class discussions.

The third week was dedicated to a role play exercise which evolved from a basic role play at the beginning of the week to self-identification with assigned roles and companies in a real life scenario by the end. Each participant played the role of a key member involved in the original negotiation process (we won't reveal the two companies that merged...it's up to your imagination!). The first half of the week enabled groups to prepare their approach to the actual negotiation with members from the other company. The second half of the week was a round of negotiations between members of the two merging companies.

This year, all groups managed to agree to merge. Needless to say, some groups threatened to walk out of the room, others were more peaceful in reaching an agreement. It must have been fascinating to be the observer of these real life negotiations! On the last day, faculty took great pleasure in picking us apart as we attempted to defend

our approach to the merger and its overall outcome. Needless to say, of ten slides we were asked to prepare, not a single team made it past slide number five - a true defense à la FORAD...

According to Zuben Bastani, "It was the most valuable course I've taken. It reinforced my skills, it provided new insights and the variety of professors kept it interesting. I wish Thunderbird had more courses like this."

Personally speaking, I think it will take another three weeks to digest the valuable information we were provided with in these unforgettable and extremely intense three weeks.

Thank you to the excellent faculty who were involved in this great and very worthwhile winterim. Their engagement and dedication was outstanding! Special thanks to Professor Drake for putting this together!

Let's keep our fingers crossed that this very unique course that offers such a broad and extremely useful approach to the complex and often underestimated world of M&A will be available for other T-birds in future years to come.

VivianKadelbach@global.t-bird.edu

Discussion of China Dominated Discussions on the Asian Financial Market Winterim

By ANDREW KING
U.S.A., Spring '05

On January 4, 2004, 19 Thunderbird students and two professors descended on the financial centers of Asia, visiting Hong Kong, Beijing, Shanghai and Tokyo. For many, it was their first trip to Asia, making it a very exciting trip for the group.

While on the Winterim the group met with nearly 25 firms, and discussed the challenges and opportunities of doing business in Asia. Much of the discussion was centered on the question of China; how domestic firms are adjusting to the recent addition of China to the WTO, and how foreign firms anticipate operating in China in the future.

The discussions were quite informative and I think that one of the messages we came away with was that entering the Chinese market is a key issue for the major firms we visited. The question is when. The consensus seems to be that there is an air of caution mixed in with the excitement of the opportunities available in China. Access to information still requires a great deal of patience and finagling, making it difficult to perform due diligence



Striking a pose must not be "forbidden" on this stop of the Winterim as students find a way to forget the cold

and start partnerships smoothly.

The group met with four alumni groups and therefore had the opportunity to network with alumni over a pint at local English pubs. The alumni shared their stories of starting businesses, and landing that first post-MBA corporate job. They were quite encouraging about the opportunities in their local market, but reminded us over and over that expatriate packages are a thing of the past. "Go local" was the message they shared.

The schedule was quite filled with meetings, but the group did find time to visit locales like the Great Wall, Forbidden City, Tiananmen Square, the Royal Palace in

Japan, and night markets in Hong Kong. There was also time for souvenir shopping, and although there were rumored cases of SARS in the vicinity of Hong Kong thankfully no one brought that souvenir home.

If you have questions about the trip, or want to get further insight into the things we discussed, please feel free to contact me.

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Survival Tips for the First Trimester

Compiled by **KELLIE KREISER**
U.S.A., Spring '05
Co-Editor, *Das Tor*

You're a first trimester student at Thunderbird, only a few weeks into the program? If you are like most students at this point, you are wondering, "How do I get it all done?" It's not unusual to feel a little panicked and overworked (or even a lot panicked and overworked!)

We asked a few of the people with whom a new student may come in contact to give a little advice. Not surprisingly, their answers had the familiar themes of prioritization, good work habits, and having a balanced life. Not bad advice for any of us . . .

Professor Ann Stringfellow
(Data Analysis)

My one piece of advice is to realize early on that they can't, as individuals, do everything assigned by their professors. Just like in the real world, setting priorities and relying on others for help are the keys to survival.

Professor Barbara Pettit (Finance)

The best advice I would give them is about time management: manage your time, establish your priorities and stick to them. I would probably tell them the "jar theory." (see inset box "Lesson on Time Management")

Professor Christine Pearson
(Management)

The range of opportunities and demands you now face should be overwhelming. To optimize, stay clear about your top 2 or 3 priorities and let them guide the choices you make.

Professor Gillian Rice (Marketing)

Maintain a work-life balance. Close your books (hide them!) for an entire day each week and spend this day renewing your energy and your spirit. Nurture yourself. During the rest of the week, work hard!

When asked to form teams by professors and in as many other situations as possible, take advantage of the opportu-

Lessons on Time Management

The professor stood before his Philosophy 101 class and had some items in front of him. When the class began, wordlessly, he picked up the very large and empty mayonnaise jar and proceeded to fill it with golf balls. He then asked the students if the jar was full? They agreed it was.

So the professor then picked up a box of pebbles and poured them into the jar. He shook the jar lightly. The pebbles, of course, rolled into the open areas between the golf balls. He then asked the students again if the jar was full. They agreed it was.

The professor picked up a box of sand and poured it into the jar. Of course, the sand filled up everything else. He then once more asked if the jar was full. The students responded with a unanimous - yes.

The professor then produced two cans of beer from under the table and proceeded to pour the entire contents into the jar effectively filling the empty space between the sand. The students laughed.

"Now," said the professor, as the laughter subsided, "I want you to recognize that this jar represents your life."

"The golf balls are the important things - your family, your partner, your health, your children, your

friends, your favorite passions - things that if everything else was lost and only they remained, your life would still be full.

"The pebbles are the other things that matter, like your job, your house, your car. The sand is everything else - the small stuff.

"If you put the sand into the jar first," he continued, "there is no room for the pebbles or the golf balls. The same goes for your life. If you spend all your time and energy on the small stuff, you will never have room for the things that are important to you.

"Pay attention to the things that are important to your happiness. Play with your children. Take time to get medical checkups. Take your partner out for dinner and dancing.

"There will always be time to go to work, clean the house, give a dinner party and fix the disposal. Take care of the golf balls first. The things that really matter. Set your priorities. The rest is just sand."

One of the students raised her hand and inquired what the beer represented. The professor smiled and said "I'm glad you asked. It just goes to show you that no matter how full your life may seem, there is always room for a couple of beers."

Source: http://ronhuxley.blogspot.com/privatepractice-building/2003/10/lessons_on_time.html

nity to work with people from other cultures. If English is your second language, seek out friends who are native speakers, so that you can improve your language skills through practice.

Don't make assumptions about assignment expectations. If you are not sure of what is required, visit your professor and ask for information. Professors at Thunderbird are very approachable and willing to help you.

Your learning is ultimately your own responsibility. Prepare well for class and be an active participant. The old adage

applies: "you get out of life, school, class, a project, etc... what you put into it."

Don't procrastinate. Tackle your most challenging tasks first. This helps you to reduce stress.

Professor Matilde Francuille (Spanish)

From the point of view of the professor, I would advise a student to develop good studying habits from the beginning. I believe that would reduce the end of the trimester stress. But only another student can tell them how to do it while balancing the rest of their lives here in Thunderbird.

Professor Patrick Cronin
(IPE)

I can offer tips on surviving IPE:

- 1) Keep up with the reading.
- 2) Don't be afraid to ask for help - ask the professor/TA for help with anything you don't understand on a weekly basis. (Don't

let problems pile up until an exam.)
3) Don't let the immediacy of graded projects in other classes take time away from IPE reading that will be tested at a later date.

If I had to speak for those students who have gone through the first term, my sense is the need to practice good time management. But then there isn't anything novel in that tip!

Professor Tom Selling (Accounting)

Adopt efficient work habits:

- 1) Make a "to do" list.
- 2) Do the most important tasks first. Don't get distracted by the little things, even though they may be easy to move from the "to do" to the "done" list.
- 2) Work as long as you can without taking a break. Re-starting takes time.

Professor William Wan (Management)

No pain, no gain. (When asked if that meant, "work hard," he replied back...) Work VERY hard.

Professor Guilomar Borrás (Spanish)

Study hard and don't drink too much!

Cathleen Prudhomme
(Academic Advising)

When I give the curriculum and advising sessions at Foundations, I always tell new students, "If I can give you one piece of advice as your advisor, I would tell you to be open and to reach out to all that Thunderbird has to offer. The resources are great here, and the students who walk away from their experience with the best success are those who allow Thunderbird to teach them both inside and outside of the classroom. You have the rest of your life to be an alum of Thunderbird, but only a short time to be a student in this unique environment. There is no place in the world like this, so allow yourself to be influenced by all that you are immersed in here."

Simo Nhill (Security)
"Use common sense."

LaDonna Tucker
(Financial Aid)

I guess the best advice I could give new students is to pay attention to deadlines, read and follow all Financial Aid instructions carefully and if you have questions - ASK! We in the Financial Aid Office are here to help and guide students through the process, so never hesitate to contact us!

After Being "Vulcanized," a New T-bird Gets the Mystique

By **MARCELO IGLESIAS**
Uruguay, Spring '05

The most frequent question everybody asked me when I decided to enroll at Thunderbird was, "Why Thunderbird?"

At first I used to answer: "Well, because it is the number one graduate business school for international business." That was an easy answer since I want to have an international career.



Marcelo Iglesias

But as soon as I arrived at Phoenix airport my answer to that easy question becomes more and more extensive and passionate.

I took an apartment lease from an alumna, she not only helped me (from picking me up at the airport to getting my Internet connection done) but also inspired me. During my first conversations with Karina Larsen (Denmark, Fall '03), I was

able to feel and appreciate the real value of the T-bird spirit. This feeling of belonging to a huge community of people willing to help each other is amazing, a feeling that all new students keep inside after Foundation Week.

With the heavy schedule of Foundations, we all started "the vulcanization process" - a concept that Nolan Clemens, an excellent strategy professor, once explained to me. Vulcanization is an irreversible process where the extreme heat provided to individual molecules makes a material stronger, more elastic and durable. We are now in that process.

Therefore, when someone asks me, "Why Thunderbird?" I answer that "it is a unique global business community, which is the perfect environment to develop cross-cultural leadership and teamwork skills, where competition among students has the right place well below collaborating...and by the way: we are still number one!"

Gila Monsters!
miglesias@global.t-bird.edu



It is only through teamwork and planning that you will be able to tackle all obstacles say some professors. These first trimesters try to untangle their "human knot" during Foundations week.

A Neo T-Bird's Perspective on Foundation's Week

By CHRISTIAN M. MACY
Brazil / U.S.A., 1st trimester

Let me start off by saying "Welcome to Thunderbird." You've made an excellent decision by coming here to Thunderbird, you won't regret it! So welcome to Thunderbird, where you'll learn and grow as you could never do anywhere but Thunderbird, to which I welcome you. And finally: Welcome again to Thunderbird!

I would like to begin with a quote taken from the Thunderbird web page: "(Foundation's Week) is a five-day, intensive academic experience designed to assist you in developing your personal and career effectiveness - the first step in a lifelong process of learning and skill development."

I think the writer of that sentence and the Foundation's Week (FW) organizer have to sit down and figure out who's wearing the pants in that relationship. While I'm sure that my success in

life will hinge greatly on the "personal and career effectiveness" I acquired in my one and a half hour session on Campus Security, I think perhaps I might have been better served by being coached on proper methods for buying the morning round of Starbucks coffee.

Perhaps I should make one point very clear at this point: In terms of communicating the need for cooperation and interpersonal development, FW was a very successful endeavor. However, if this was the main (if not only) point of the entire program, I would have liked to have seen it not only articulated in the premise, but also focused on almost entirely. Instead of wasting our time with whole classes on how to pay our bill and where to go for help if we fall off our bike, there should have been more group-building and interpersonal skill-enhancing sessions like Desert Survival, BaFa BaFa, and Group Decision Making.

Let's remember some-

thing here people: we are all MBA candidates. If we really need an hour and a half session telling us where and how to pay our bill, why did you accept us into the program?

Since we have already clarified what the effective purpose of FW ended up being, let's pop off a few more ideas, shall we? Compress the classes. One and a half hours is too long to listen to people congratulating us or asking us for more money. Take the one whole week and turn it into a half. Take the rest of that week and use it for group trips, events, games, and otherwise beneficial activities. Instead of taking a class session telling us to go to the Grand Canyon, take us there!

Here's a hint for the planners: Imagine that you are going on vacation with \$500 in your pocket. Buy a nifty backpack, put a logo on the back, then acquire and dispense whatever esoteric knowledge the intricacies of academic politics require.

Now take all the money that's left over, and use it to get to know all your new friends and colleagues. What would you do? A hot air balloon ride? A visit to a ghost town? Rawhide? Old Town Scottsdale? Sedona??

Keep Campus Crawl. Heck, make it longer - make it all day! Include all those useless-yet-energizing competitions we were all so good at being bad at in grade school and/or high school. How much fun would those have been if we had been of legal drinking age back then? Multiply it by the difference in tuition between then and now and you'll get a quantifiable number.

MBA's come in all sizes, shapes, ages, races, and sexes - but almost none of us need to be treated like ignorant children for an entire week! To quote a friend and colleague: "In retrospect, I can understand why they did it, I just wish they'd found a different way to get there."

Time for an overhaul, Thunderbird. Welcome us, but

welcome us as equals - show us what the Mystique is all about. Most importantly, give us what you promised us! That is part of our highly valued ethics structure, isn't it? We should know - we had an hour and a half class on it.

I would like to finish this off on a positive note though. This school has surprised me in more positive ways than I could ever have imagined - it has revived my belief in myself and my abilities, and also in my fellow students. I never would have imagined spending so much wonderful time with so many amazing people. If that's part of the Mystique, I can't wait to be a part of it for the rest of my life. This is the kind of community that people dream of being a part of - and I for one never want to wake up! RA - RA - TARANTULA!

ChristianMacy@global.t-bird.edu



These first trimester students discuss their traits as "NTs" after taking the Myers-Briggs test, one of the interpersonal skill enhancing exercises during Foundations week.

Focus On Your Career Search

Find What Makes *You* a Unique T-bird

John Hutchings (CMC)

Keep balance between activities that have short-term consequences and activities that have longer-term consequences.

For many students Thunderbird's academic rigor is much greater and career management activities more extensive than they every imagined before they stepped foot on campus. For some students looking for a job gets in the way of their studies; for others, it's the opposite.

To maximize your Thunderbird success, I would recommend that you create a mindset to balance the demands of both. The students who have been most successful in their career search are the ones who

are flexible enough to alternate focusing on their academics, which have short-term consequences (grades), and their career search, which has a longer-term consequence. Keeping this balance in mind will reduce frustration and make your academic and career management efforts more tangible.

Stick true to your calling. Remember the reasons why you came to business school and Thunderbird.

From a career management perspective, the Thunderbird experience opens students' eyes to professional opportunities that they may never have known even existed. With the exposure to these previously

why you came to Thunderbird...focus on what specifically makes you unique to an employer...and focus on those employers that value your skills and abilities.

Jason Passe (CMC)

Even though you have just left your job to start your MBA, you must begin immediately in preparing for your next position. Are you a career changer? Are you seeking an international opportunity? The sooner you understand the implications of such decision the better off you will be in gaining the necessary skills to be well positioned in your new role.

Advance your career search activities on a weekly basis. Join one of the many career clubs on campus to build your network. Consider spending two hours every Friday advancing your career. Use this time to prepare your 30-second commercial, resumes and even conduct company research.

Focus hard on your studies and how you will be able to apply your newfound knowledge in your next career. Practice articulating your new skills out loud so that when you begin to interview you present yourself as a savvy business professional with both practical and theoretical knowledge.

You are now a member of the elite Thunderbird Community. Consider it a privilege to be part of this unique 35,000+ network of business professionals, faculty, staff, alums, corporate friends and determine what you will do to advance the network and make it stronger.

COUNTRY GABLES

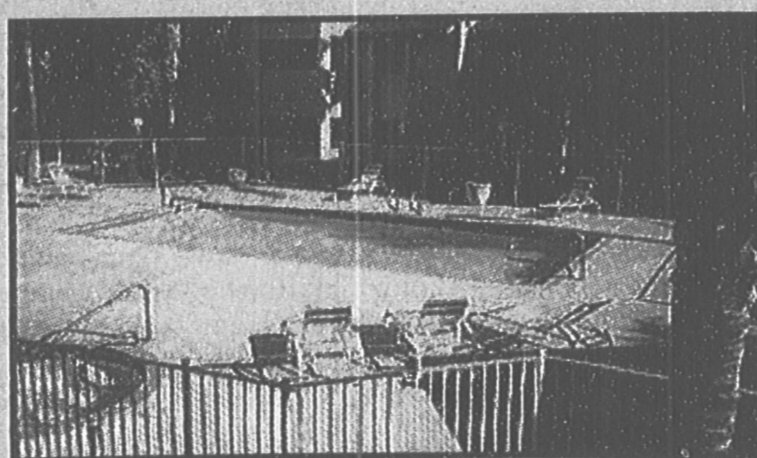
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unknown ventures, some students become mired and frustrated in exploring every new career direction and end up following paths that their peers, and not themselves, are forging. REFOCUS. Keep following the path that led you here. Many companies with jobs are recruiting on campus. The reality is these jobs are a small fraction of the total number of jobs available to MBA's worldwide. Focus on

European Companies Visit the Career Management Center and Thunderbird

Lufthansa and Deutsche Post World Net (DPWN) visited the CMC and the Thunderbird campus during the week of February 2nd. Coordinated through Janice Kleinwort at the CMC, representatives from each company visited with selected students and faculty, lunched with Thunderbird officials, toured campus and enjoyed the hospitality of several club representatives. European company visits to Thunderbird are less frequent than U.S. based company visits due to the large number of MBA schools who compete directly with Thunderbird, including INSEAD, the London Business School, ESADE, HEC and IESE. However, many European companies continue to post jobs with Thunderbird.

Three HR representatives from Lufthansa spent two days with various students, faculty and staff, learning about the school and its programs. They examined Thunderbird as a potential source school for their Proteam Program, as well as for other MBA recruitment opportunities. The visit was a direct result of Kleinwort's summer visit to Lufthansa in Frankfurt, Germany. The CMC and Thunderbird are looking forward to extending and deepening this relationship across Thunderbird Executive Education and the Thunderbird Development office.

Deutsche Post World Net's recruitment coordinators also visited, profiling their summer internship program at a presentation on Friday morning, February 6th. Thunderbird's relationship to DPWN extends back to 2002. Thunderbird is now one

of the core US schools for MBA recruitment. In addition to internship recruiting, DPWN broadened its recruiting last fall to include full-time positions. To date, four students received offers from DPWN as a result of the fall 2003 activity.

The CMC is looking to expanding Thunderbird's network of international companies and believe these two relationships are a significant step in the right direction.

The Business Development role at the CMC is a significant factor in selling and attracting companies to Glendale. More than 48 job postings (full time and internship) and several campus visits can be tied directly to business development activity since May 2003 when the position was created.

For more information on any of the services we offer employers, please contact us.

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Busy February at CMC Supports Job Search

By MARK TOWSLEY
Associate Director, CMC

A busy February has been planned by the CMC, to assist students pursue their next employment option. Several opportunities await those who are willing to sign up and get active in their job search . . . so, look into the following events:

The major focus for this month is the Spring Career Fair, February 18 - 20. As of this writing, more than 30 companies are participating in this spring's fair, with at least 10 additional companies coming to campus on the dates surrounding the fair.

Usually billed as the internship fair, this spring the CMC has requested recruiters hire for full-time positions as well. So, from now on, the CMC will refer to these events as the Fall and Spring Career Fairs. Real-time updates to the list of corporate attendees are available online through the CMC homepage on MTB.

It is important for students to have an approved resumé uploaded on their profile page, if they wish to post for one of the positions currently open for the career fair. It is also critical to watch the postings for the deadline dates, if you want to be considered for a position. However, there is always one last option to get an interview - by actually visiting recruiters at their booth and convincing them to place you on their Friday interview schedule.

If you are not planning on posting, but just want to see what a career fair is all about, feel free to visit the company booths on the Thursday of the fair. This is a great time to practice your networking skills!

For more information on this important 3-day event, be sure to go to the "Career



Nitasha Singh, May Lee, Robert Forman, Nicolas Lorenzo Hamam, and Christy Huff pose before going into the CMC

Management" section on your MTB page. Your career advisor will be happy to help you manage your career fair plan.

In order to facilitate a successful search for an internship or a permanent position, the CMC has planned some motivating interactions to get students headed

down the right path. Two special events will occur before the fair:

1) On Thursday, February 5th, the CMC Resource Center hosted an open house at Students saw the collection of company resources, books, periodicals and videos available to help in the job search activity. Congrats to Jane Wong - winner of the \$50 raffle!

Stop by the Center any time to chat informally with the advisors about your strategy.

2) On Monday, February 16th, join the CMC crew for the Information Exchange at the Commons. Review the company information sheets, ask questions about the



Yu-Hung Cheng and Juan Hung Chen look at CMC materials

positions posted, get hints and tricks from the relationship managers on how to best approach the recruiters. Students can also pick up some information on proper career fair etiquette and get some answers to tough interview questions. Company profiles will be released that day and contain vital corporate information in synopsis form. *Free ice cream!*

The CMC encourages everyone to keep an eye on the "Career Management" section of MTB for continually updated opportunities to advance and succeed in your job search prospects. Happy hunting!

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 becomes the first business school to be invited to join.

Equally important to Thunderbirds are the member international development specialists 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.

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.

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." SID-W board member Joan Dudik-Gayoso and her husband Antonio Gayoso joined Dr. Fong as visiting faculty to teach Project Management and Micro-Finance during Winterim.

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.

For more information about SID, please contact Mike Low at the CMC.

lowm@t-bird.edu

Meet the Career Management Center Staff

Meet the CMC Director

Kip Harrell, Associate Vice President for Professional & Career Development, oversees all operations and functions of the Career Management Center, which provides



Kip Harrell

career development services for full time students. These operations and functions include student job search preparation, advising, interviewing, job postings, corporate visit scheduling, career search technology support, and the CMC Resource Center.

Kip was raised in Chicago and educated as an engineer, although he has spent his

entire career in Human Resources and Recruiting. His experience includes almost 20 years of consulting, corporate leadership and individual business unit responsibility in employment operations, staffing, recruiting and people assessment for Accenture (Andersen Consulting) and two Fortune 100 companies. While at Andersen, Kip spent many years living in Switzerland and Russia where he had the opportunity to lead recruiting, employment operations and people assessment functions while working in more than 30 countries. At AT&T Solutions, he led the recruiting and staffing functions for the U.S., Asia and Australia.

harrellk@t-bird.edu

Need European or Pharma Advice? Janice Kleinwort Has Your Answer

Janice Kleinwort is the Director of Business Development and Employer Relations.



Janice Kleinwort

Janice's primary industry focus is the pharmaceutical industry. Through her involvement with the Pharma Career Club she works closely in organizing events and company presentations. Her regional focus is Europe. This past summer, she

was in Germany visiting various companies and taught the CMC Seminar to new students in Archamps, France.

Janice has a B.A. from Bradley University in Peoria, IL and has spent the last 8 years working in Hamburg, Germany.

Her work experience includes sales and marketing in the trade show industry and teaching intercultural communication courses.

602-978-7841

kleinwoj@t-bird.edu

Afraid That CMC Services Stop When You Graduate? No Worries!

As Director of Alumni and Executive Career Management, Barbara Limmer designs and delivers career management programs to assist Thunderbird alumni and EMBA students in their career advancement.



Barbara Limmer

Prior to coming to Thunderbird in December of

1997, Barbara spent 11 years working in Human Resources, with positions in recruiting, training, and employee relations for companies including AlliedSignal, Bank of America, MetLife Capital Corp., and Aldus Corp. She also worked as a "headhunter" in New York City while attending graduate school, and as a Career Advisor at UCSB and UCLA.

602-978-7764

limmerb@t-bird.edu

Have Another Career Need? Ask These Resource Specialists

Ms. Janet Dragoo
Recruitment Coordinator
602-978-7239
dragooj@t-bird.edu



Janet Dragoo

Ms. Karen Friedberg
Information and Operations Manager
602-978-7242
fridbrgk@t-bird.edu



Karen Friedberg

Ms. Emily Haigh
Recruitment Coordinator
602-978-7292
haighe@t-bird.edu



Emily Haigh

Mr. Ron Schuler
Resource Center Manager
602-978-7882
schulerr@t-bird.edu



Ron Schuler

CMC Associate Directors

Energy for Int'l Development

Mike Low's industry focus at Thunderbird includes the Energy sector and International Development. On campus, he is involved with Net Impact, the Energy Club, and the Curriculum Advisory Panel. He will also work with the SHRM Chapter and participate in the French Club.



Mike Low

Mike's work prior to Thunderbird was focused on education abroad and international management education. He has a Masters in International Policy Studies and 10 years experience with program development, student advising, external relations, and marketing, including 7 years at the University of Chicago's Graduate School of Business.

602-978-7789

lowm@t-bird.edu

Finding A Finance Job

Charles Brennan's industry responsibilities at Thunderbird include banking, financial services, and consulting. He is also adviser to the International Banking and Finance Society and the Consulting Club.



Charles (Chas) Brennan

Before coming to Thunderbird, he was Treasurer, VP & CFO for German owned international commodities trading companies based in New York City. Chas also has extensive experience in public accounting and internal auditing for large US Multinationals.

602-978-7981

brennanc@t-bird.edu

Communicating With "Techies"

Jason Passe is responsible for companies in the technology and telecommunication industries. As a former campus recruiter with Arthur Andersen, he brings a corporate recruiter's perspective to the Career Management Center. At Arthur Andersen, Jason's responsibilities included developing recruiting strategies and managing relationships with universities in Arizona and New Mexico. In addition, he was instrumental in the development of the local leadership program targeted for entry-level candidates. His expertise includes establishing job search strategies, communication and behavioral interviewing. Jason has a BS in Industrial Design from ASU.



Jason Passe

602-978-7073
passej@t-bird.edu

CRM and Service Quality for You

Mark Towsley establishes and maintains relations with numerous companies who are interested in hiring Thunderbird graduates for both internships and full-time positions. He is also involved in the organization of Thunderbird sponsored career and internship fairs held in the fall and spring respectively. Mark assists students with all aspects of the job search including strategies, self-assessment, and interview techniques.



Mark Towsley

Mark's education includes a BS in Finance and Marketing from the University of Illinois and Certification in Total Quality Management (TQM) - University of Phoenix. Mark's background includes a thirty-year career in corporate training, marketing, sales, service quality, and money management, comprised of positions in banking, hospitality, and communications. Most recently with Right Management Consultants, the world's largest human resources consulting firm, Mark counseled and trained all employment levels in career management, leadership development, and organizational performance. He directed and managed operations at Career Centers for Honeywell, AG Communications, and Conoco Phillips for extended periods of time, to provide full-service career transition

Sell Consumer Products!

Associate Director Kerry Sanderson is responsible for consumer products and marketing services companies. She works closely with the Marketing Club and Graduate Women in Business, and manages such programs as the semi-annual Brand Management Panel.



Kerry Sanderson

Kerry's background includes experience in human resources and marketing. Prior to Thunderbird, she was Director of Marketing for Foodlocker.com, an online retail venture. She worked for 8 years in the energy industry for Mobil Oil and Nalco/Exxon Energy Chemicals. Kerry has an MBA from Rice University and a BA, History of Art, from the University of California at Berkeley.

602-978-7058

sandersk@t-bird.edu

counseling, skills training, and job development.

Prior to his experience with Right Management, Mark worked within large companies such as Bank of America, Holiday Inn Int'l, Americana Hotels Resorts, Illinois Bell, and Banker's Trust New York, where he honed his understanding of career management, service quality, and customer relationship management.

x7940; towsley@t-bird.edu

Need Help Developing Strategy

John Hutchings establishes and maintains relations with numerous companies who are interested in hiring Thunderbird graduates for both internships and full-time positions. He is also involved in the organization of Thunderbird sponsored career and internship fairs held in the fall and spring respectively. John assists students with all aspects of the job search including strategies, self-assessment, and interview techniques.



John R. Hutchings

His education includes an MBA, in Finance from Columbia University and a BBA, in Marketing from the University of Iowa. Prior to joining Thunderbird, John owned a marketing consulting firm where he honed skills and techniques in business development, self-assessment, networking and company analysis. Before starting his own company, he led and managed product lines and marketing programs for such companies as American Express, Vlasic Foods and Barry Controls.

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hutchingj@t-bird.edu

Editor's Note: Information and photos taken from www.t-bird.edu

IBIC Resources: Microsoft Visual Basic and Visual Basic for Applications

Books & Bytes News from the IBIC



Visual Basic (VB) is a popular event-driven visual programming system from Microsoft for Microsoft Office. VB allows users to quickly design solutions in a graphical user interface ("click-and-drag," in other words.) Most of the code in Visual Basic is already written; the user simply selects and modifies the right components. Here's the best part: you can use VB without any previous programming experience. It's an ideal first programming language.

VB is not only a powerful programming language, but it also improves the look and feel of your work as well.

Visual Basic for Applications, or VBA, allows users to customize various off-the-shelf software packages (like Excel or Access) rather than building programs from scratch.

Students often say that learning Excel VBA is one of the best skills they have picked up at Thunderbird, and books on the topic are always at the top of IBIC's hottest titles. The IBIC has all of the latest books on VB and VBA. Here are a few:

Writing Excel Macros with VBA

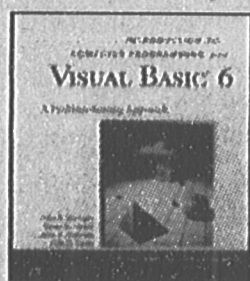
by Steve Roman



This is a great book for somebody who has done a little programming in the past. Using VBA macros greatly expands Excel's usefulness for the business analyst. While the blurbs on this book say that it's for a beginners, you'll get a lot more out of it if you have some programming under your belt. *IBIC Call Number: QA76.6 .R647 2002*

Introduction to Computer Programming With Visual Basic 6: A Problem Solving Approach

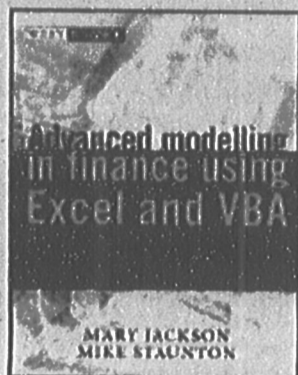
by Alka Harriger



Beginning with the basics, this book is used in many colleges and universities to teach introductory programming. This would a good starting point for somebody who wants to learn how to use Visual Basic in as many different situations as possible. *IBIC Call Number: QA76.76.B3 I58 1999*

Advanced Modelling in Finance using Excel and VBA

by Mary Jackson



Geared toward the finance professional who uses Excel extensively but wants to get more out of it. This is a straightforward book, but be warned - a working financial vocabulary is assumed by the author. A "must read" for financial practitioners. *IBIC Call Number: HG173 .J24 2001*

Beginning E-Commerce with Visual Basic, ASP, SQL server 7.0 MTS

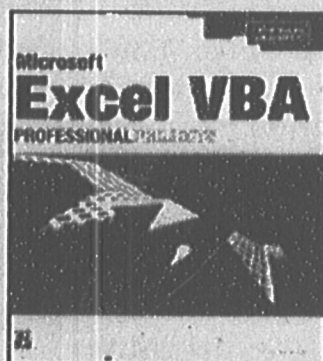
by Matthew Reynolds



Reynolds tells you how to create e-commerce sites using VB. Essential reading for any web programmer developing secure sites. *IBIC Call Number: HF5548.32 .R4 2000*

Microsoft Excel VBA: Professional Projects

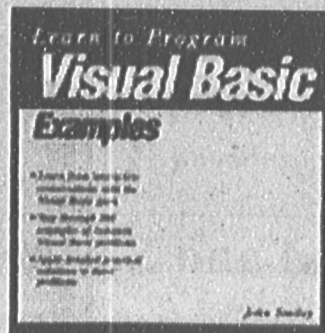
by Duane Birnbaum



No prior knowledge of VBA is needed to use this book, which teaches intermediate to advanced techniques in VBA programming using Excel. It begins with an introduction to VBA before proceeding to several actual projects. *IBIC Call Number: HF5548.4 .M523 2003*

Learn to Program Visual Basic Examples

(available online in ebrary!)



Written for the beginner, in the style of a call-in TV show with questions and answers, this is a great source of examples and insider tips. Available in ebrary (via IBIC Databases on THOR). In ebrary, simply search for "Visual Basic" to find this and other books on the topic.

To find these and other books on VB and VBA in the IBIC, simply type "Visual Basic" into THOR (<http://thor.tbird.edu>).

Suggested websites

Visual Basic Home (Microsoft)
<http://msdn.microsoft.com/vbasic/>

Product information, tips, downloads and updates.

Microsoft Excel VBA Examples
<http://www.mindspring.com/~tflynn/excelvba.html>

Free VBA subroutines to liven up your spreadsheets.

Visual Basic for Applications Fundamentals Tutorial
<http://www.lacher.com/toc/tutvba1.htm>

Learn VBA from a chartered financial analyst (CFA) for free.

IBIC Insight FAQ's for new arrivals, reminders for those returning

Q: I got a start on using the IBIC in Foundations, but I could still use some help when it comes to looking for data and information. Am I just on my own now?

A: No! IBIC has a staff of librarians who are available to work with you on your assignments and help you with your questions. If you want to go the face-to-face route, see a librarian at the reference desk in the IBIC lobby.

During the morning hours librarians are on-call, meaning you should ask the staff at circulation to call them and let them know someone is here who needs help.

The desk is covered from noon - 8 p.m. Monday, Tuesday and Wednesday, and noon - 5 p.m. Thursday and Friday. A librarian is also available on Sunday from 1-4 p.m. Librarians also answer questions online: post your question on AskIBIC which is under "Discussions" on MTB, seven days a week.

Watch also for announcements of IBIC classes that are offered; no sign up, just come. We will teach you how to do company research and find information on other business and career related topics.

Q: I heard IBIC has copies of textbooks for student use; is this true?

A: YES! It is true! IBIC has a single copy of most textbooks on reserve. This means you ask for it at the Circulation Desk, and you can have it for two (2) hours. Photocopy pages if you like, but don't take a reserve item out of the building.

Q: How do I get to use one of the small meeting rooms in the IBIC?

A: Reservations are made online. This is the ONLY way to reserve a room, so use the Student Services page on MTB to find out what is available and when, and claim a space for your group.

All group study rooms come complete with a VCR and monitor, a whiteboard and a computer with a 19" monitor to facilitate group use.

Q: Where do I find the Bloomberg database? It isn't listed on THOR.

A: Bloomberg is not a system designed for use through a network, since it has a specially designed screen and keyboard. So you must come in and use it in the IBIC. You can find the Bloomberg terminal in the East Room, at the east end of the IBIC. Be prepared to take turns, Bloomberg is often heavily used.

Q: Where are the videos and DVDs? How do I know which ones you have?

A: Videos are in a long row of cabinets at the end of the book collection, on the east side of the IBIC. Videos are arranged by language, and you can browse through them or look in THOR under the title or for a list of everything, type in the word video in the search box (IBIC has over two thousand, so this will be a long list!).

Remember that videos and DVDs circulate for only two days.

Q: I've always had trouble getting library books back on time. I am on a tight budget and can't afford food, much less fines. What can I do?

A: Watch your email. We will send you a message 3 days before your book is due. If you need the books a little longer, you can renew them online: go to "My Account" on Thor and follow the instructions. You can also call us to renew them (x7232).

Q: I can't find today's Wall Street Journal or the Financial Times on your newspaper racks - where are these?

A: These are two hot items everyone wants every day - and so we keep them on reserve. Ask for them at the Circulation Desk.

Another good choice is to read them online through the Factiva Database; find these two newspapers and many others by selecting the tab marked "news pages" at the top of the screen.

You can also pick up a copy of "Finding the Wall Street Journal (WSJ) and Financial Times (FT) Online" a handout available at Circulation, or get a copy from IBIC's MTB page.

Additional Services Available to Students in the IBIC

LAPTOP COMPUTER CONNECTIONS

There are 222 data port connections for laptops throughout the IBIC. Plug in the network cord, power cord, and mouse before booting up your laptop. If you experience any problems, please contact the student help desk at (602) 978-7510.

ZIP DRIVES

There are three computers with Zip Drives to handle large files and PowerPoint presentations that don't fit on the standard sized disks. You will find these computers in the computer study bays on the west side of the IBIC.

PRINTER / COPIERS

There are three networked printers for computer output and four copiers in the IBIC, which are maintained by The Document Source.

BOOK DROP

A 24-hour book drop is located at the south entrance to the IBIC.

INTERLIBRARY LOAN

If you identify materials you need that we do not have in the IBIC, we can borrow them from other libraries for you. Our network is international, and this service is free to all Thunderbird students. Request Interlibrary Loan service through IBIC's department page on MTB or at the Reference Desk

Plan ahead. It may take up to 14 days to receive an article and as long as seven days to receive a book, although materials that are available locally or regionally may arrive within a week. Students are notified when books arrive, and they may be picked up at the circulation desk in the IBIC. Articles will be sent to your campus address.
Information from MTB

IBIC Workshops for Building your Information Skills

All the workshops below are held in the IBIC Media Room, last just one hour, and no sign up required. They run from 1-2 p.m. on the days noted. Micaela Agyare, IBIC's Instructional Programs Librarian, will be the presenter.

Put these dates on your Calendar

Super Searchers Get the Job: Advanced Company Research for the Job Search.

Be informed about prospective employers when you sit down for your job interview. Learn how to use IBIC databases to do company research, and be prepared! This skill will also help you on the job in finding information about competitors and understanding the other players in the industry.

(If you missed this first in the series of IBIC workshops, do not hesitate to stop by the Information Desk!)

**Thursday, February 12
Marketing & Market Research**
Learn about key sources for industry research and finding information to market a new

"You Must Find Information: It Does Not Find You."
--L. Fuld, 1995

product or service. Know what the market is and who will be your customers.

**Tuesday, February 17
Doing Business Globally**
An overview of IBIC sources for finding information on countries and their culture.

Also covers resources on political and investment climate, statistics, political risk, and current news.

**Thursday March 18
Competitive Intelligence on the WWW**

What is CI? How do the experts use the Web to find information on competitors? Learn how to use the web to find freely available information. Especially useful if you will not have access to a strong business library.

**Thursday April 1
Life After IBIC**

For those about to graduate: find out about free and low cost information sources that will help you if you don't have access to a strong business library. Help for the day when IBIC is no longer part of your daily life!

Hours of Operation

For a recording of the current hours, call 602-978-7232. Hours are also posted at the entrances to the building as well as on the Thunderbird web site: <http://www.t-bird.edu/ibic>.

IBIC hours are subject to change. If you have a question about the hours please call 602-978-7303 or 978-7300.

IBIC Schedule

January - May 2004

Mon-Thu.: 7:00a.m. -1:00 a.m.
Friday: 7:00 a.m.-10:00 p.m.
Saturday: 9:00a.m. -10:00 p.m.
Sunday: 9:00a.m. -1:00 a.m.

Extended Hours

(Weekends Prior to Final Exams)
Fri, April 16: 7:00 a.m.-1:00 a.m.
Sat, April 17: 9:00 a.m.-1:00 a.m.
Fri, April 23: 7:00 a.m.-1:00 a.m.
Sat, April 24: 9:00 a.m.-1:00 a.m.

Holiday Closures

Sun, April 11 - Easter
Mon, May 31 - Memorial Day

Practice Presentations With the Big Screen in the IBIC

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

To reserve the room, stop by the IBIC Administration office weekdays from 8 a.m. until 5 p.m. or contact Barb Rupp at ext. 7300, or email at [ruppb@t-bird.edu](mailto:ruppbb@t-bird.edu).

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

Plan ahead, the Media Room is a popular location!

Did You Know?

Resources Available in IBIC and Beyond

Did you know the Career Management Resource Center maintains files on over 400 companies, along with a recently expanded collection of career-related books, periodicals, videos, and CD ROMs?

There is a comprehensive collection of company and industry insider guides published by Vault.com and WetFeet.com. Some of the recent additions include videos, three more business periodicals - Business 2.0, The Economist, and The Phoenix Business Journal, and numerous hard cover books including Best Resumes & CV's for

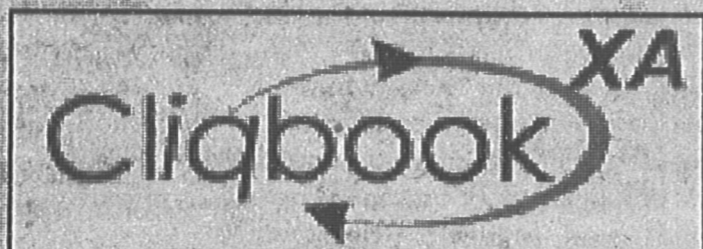
International Jobs, Directory of Business Information Resources, Federal Jobs: The Ultimate Guide, Directory of Websites for International Jobs, and an updated Director of American Firms Operating in Foreign Countries.

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

OMEGA WORLD TRAVEL

Leadership
Through
Technology

Our on-site agency offers student fares, consolidator fares, hotels, cars and rail passes.



The new online booking system provided by Omega your onsite Travel Agency can be accessed by:

- "MY THUNDERBIRD"
- www.owt.net/clientsites/thunderbird_uni



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Rumors Thankfully Did Not Deter this Student

By JEFF HUSTIS
U.S.A., Spring '05

The opportunity to study in Europe was a key reason why I chose Thunderbird. Before starting this past fall, I targeted my second trimester as the perfect time to go to Archamps. First, I would still be taking core classes and secondly, I couldn't resist the chance to ski the Alps! Throughout the fall, I attended all Archamps information sessions and gathered as much information on the program as possible. To my surprise, my information gathering endeavor could be summarized by a single phrase: BEWARE OF ARCHAMPS!

During Foundations, it was hammered home that attending Archamps was a risky proposition for all marketing focused students. That message scared away numerous prospective students before the trimester had even begun. Subsequent presentations focused almost entirely on problems students could encounter if they chose to study in Archamps. As the trimester progressed I began to wonder if I wanted to

take a chance on encountering potentially shoddy living arrangements, questionable transportation to campus, limited class offerings, and obtaining a French visa that no one could ever clearly explain to me. Let me stress that I am exaggerating a bit in order to make the point that "marketing" for Archamps consisted solely of highlighting questions about the program. While addressing issues is important, where was the presentation

These are some of the reasons why thirteen of the twenty students who started this past fall in Archamps opted to stay for the spring.

with the message that attending Archamps would be an amazing experience? Where were the cheerleaders for the program? Many students were scared away from going to Archamps because in the school's presentation, the questions that arose vastly overshadowed the positive aspects of the program.

Thus far I am extremely satisfied with Archamps. Only a five minute walk from campus,

my housing situation is excellent. I enjoy the small class sizes. The campus staff is terrific in regards to school and day-to-day issues. Plus, I have the opportunity to travel (ski!) every weekend and live in a gorgeous location. These are some of the reasons why thirteen of the twenty students who started this past fall in Archamps opted to stay for the spring.

Thunderbird Europe needs one person in Glendale whose job it is to extol the merits of the program, while also being capable of answering questions related to it. Additionally, the program would benefit from wider exposure. Adding a presentation about Archamps to Foundations week would be a positive step. Last trimester, most students on the fence about Archamps opted not to take the chance of going. What must be articulated is that going to Archamps is not taking a chance, but an amazing opportunity to go to school in a beautiful part of the world.

jhustis@global.t-bird.edu

Leading International Labor Rights Activist Visits Thunderbird Europe Campus

By MATT HARDWICK
New Zealand, Fall '04

Thunderbird's Archamps campus recently welcomed Jeff Ballinger to speak about his experiences campaigning for workers' rights in Indonesia. Ballinger was the original activist that brought the "sweatshop" issue in international clothing manufacture to light, specifically targeting Nike's contract manufacturers in the region.

In his presentation, Ballinger highlighted the large number of workers' rights abuse cases in Indonesia; but, he noted that taking on the whole industry would have been impossible. He described his decision to target the anti-sweatshop campaign toward a brand as "the best way to kick [Nike] in the shins, very hard." It was the first time that a brand had been actively targeted rather than an industry. As is now commonly known, the tactic worked, and Nike was eventually forced to take action.

Ballinger also described the working and living conditions in the Indonesian factories and how the minimum wage for workers had evolved over the last decade. A paper published by the Indonesian government in the early 90's reported that the average worker needed to earn US\$1.13 per day to purchase the minimum calories required to survive, yet at the time the average daily wage for an Indonesian textile worker was just US\$0.87. The situation improved through-



Matt Hardwick, Jeff Ballinger and Prof. Mary Teagarden

out the nineties until the Asian financial crisis of the late 90's, which brought about a substantial decline in the purchasing power of workers in Indonesia, and subsequently, their living conditions. The current situation leaves most Indonesian textile workers living below the poverty line.

Students' questions focused on what we as consumers, and more importantly as potential business managers, can do to stop the abuse of workers' rights.

In response, Ballinger offered two examples of European companies that manufacture in Asia using a skilled labor force. These companies (Bata and Zara) allow for labor representation in their factories, as well as sick leave and maternity leave for workers and workers' education on site. He used the example of Zara as a responsible and profitable company which is highly successful. (Zara's IPO on the Madrid stock exchange was

over-subscribed by six times.)

Ballinger has just completed a three year project on constitutional law at Harvard University's Kennedy School of Government and is currently at the University of Pisa developing an international workers' rights website as a visiting scholar at the University's Center for Interdisciplinary Study of the Science of Peace. The aim of the website is to pressure governments who consistently violate workers' rights and international labor laws into conforming with ILO guidelines and codes of conduct.

Ballinger is also the founder and Director of Press for Change, a consumer-information NGO which monitors workers rights in Asia, and "No Sweat," a U.S. based apparel manufacturing company with a unionized labor force.

mjh@global.t-bird.edu

Challenge-Seeking and Savvy Cynthia Zoubir

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

Q) 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?

A) I grew up living with Rotary exchange students in my family, and at 16, decided to be one myself. My year in Denmark brought out the "global spirit" in me, and marked me for life. I have now spent most of my adult life overseas, working in academic administration at the secondary, college, and graduate levels, specifically in admissions and academic / career advising roles. It is through this experience that I was hired for my present position at Thunderbird.



Cynthia Zoubir
Director,
European
Admissions &
Student Services

Q) Would you describe your position in the administration and what the position entails?

A) I am Director of European Admissions and Student Services. This means that I recruit European students for either the Glendale or Archamps campus, and work with them throughout the admissions process... from initial inquiry to arrival on campus. My "Student Services" role starts at that point, in terms of organizing Foundations Week and advising them on career management and academic issues. I am also responsible for organizing corporate visits for our Thunderbird Europe students and bringing speakers to campus.

Q) What do you like about the Thunderbird-Europe campus?

A) I like the fact that we get new students coming in on a regular basis, all eager to take in as much as they can in a very short time. Students share their adventures with us (the staff), almost as if we had been a part of them.

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

A) Without a doubt, living in a foreign country allows one to have a much deeper understanding of the local culture, than if one travels there as a tourist.

For non-Europeans, and especially Americans, it allows students to feel, perhaps for the first time, what it is like to be "different," in terms of language, customs, and identity.

From a hands-on perspective, the corporate and organizational visits offer a practical insight into European business practices and management issues, that cannot be learned from a textbook.

Plus, many students use their Archamps trimester as a springboard for a possible career in Europe - there is truly no better place to be if a student is looking for a European-based internship.

And finally, Thunderbird Europe (and the other campuses worldwide) give credibility to the fact that Thunderbird is truly a "global" institution.

Q) How would you describe the student body?

A) The adjectives that I would use for Thunderbird students, in general, are savvy, adventurous, culturally-sensitive, and challenge-seeking. I'd use the same adjectives for those Thunderbird students who

spend a trimester in Archamps, but I'd probably put them in bold: savvy, adventurous, culturally-sensitive, and challenge-seeking. Thunderbird Europe students are all that and more...they tend to "go the extra mile" in everything they do.

Q) Is there anything specific you would like to address?

A) Yes, to those students who are considering a study abroad in Archamps... If you are looking for a replica of the Glendale campus on French soil, you should probably stay in Arizona. Thunderbird Europe is unique in many ways, from the length of the classes (most are three hours, once a week), to the housing where you will live (no scorpions, guaranteed).

However, we have excellent faculty and a team of dedicated staff (albeit only four!) who are willing to do what it takes to make your stay as fulfilling as possible. And, while we have no FISH, we have some of the finest skiing in the world, just a short distance away.

qrsingleton@global.t-bird.edu

Quinton spent three of his four trimesters at the Thunderbird Europe campus.

Thunderbird Europe Ascends Upon UNCTAD

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

Geneva, SWITZERLAND,
(November 25, 2003) -

Thunderbird Europe, in cooperation with the International Development Club, sponsored a visit to the international headquarters of the United Nations Council on Trade and Development (UNCTAD). The exploratory visit was spearheaded by Dr. Yahia Zoubir, International Political Economy (IPE) Professor at Thunderbird Europe. UNCTAD is a division within the United Nations (UN) primarily focused on the integrated treatment of global trade and development as well as the exploration of interrelated issues in the areas of Finance, Technology, Investment and Sustainable Development.

"We specifically arranged this visit to UNCTAD," said Professor Zoubir, "to enhance the students' understanding of this important Geneva-based U.N. agency. Geneva boasts a great number of International Development

organizations.

"Each trimester the school takes advantage of our proximity to the city and encourages students to develop a hands-on approach to the material they study in IPE and other classes. Thus, the school organizes regular visits to the World Trade Organization.

"We have also organized visits to the World Business Council on Sustainable Development." In fact, on December 10, 2003, most Thunderbird Europe students participated in a seminar at the WBCSD.

The trip was capped off by a presentation by Mr. Kalman Kalotay, UNCTAD's Economic Development Officer from the Division on Investment, Technology and Enterprise Development. Mr. Kalotay gave an in-depth presentation on Foreign Direct Investment (FDI) in Least Developed Countries (LDCs). He spoke openly and engagingly about the macro and micro-economic problems facing the world's struggling economies.



The Fall 2003 T-bird Europe class poses on a brisk November day while at their visit to UNCTAD

Overall, the students felt fortunate to have this opportunity to learn first-hand about one of the organizations they are currently studying. First trimester student, David Paulson commented, "Mr. Kalotay's presentation added insight on specific issues discussed in IPE class. His knowledge and perspective greatly enhanced our understanding of FDI, North-South relations, and the role of international organizations in global affairs."

About UNCTAD

Established in 1964, the United Nations Conference on Trade and Development (UNC-

TAD) is primarily focused on creating development-friendly programs that help developing countries integrate into the world economy. In co-operation with other organizations and donor countries, UNCTAD provides technical assistance tailored to the needs of developing countries. Special attention, however, is paid to the needs of the least developed countries and countries with economies in transition. For more information about UNCTAD please visit www.unctad.org.

sschuman@global.t-bird.edu

Upcoming Events at Archamps

UN/WTO Library Tour

Event Date: 2/13/2004
Location: Geneva

Procter & Gamble

Event Date: 2/20/2004
Corporate Visit

HSBC

Event Date: 2/27/2004
Corporate Visit

Guest Speaker:

Ed Schneider '86

Venture Capital: The way it was, and the way it is.

Event Date: 3/9/2004
Time: 12:15pm
Location: Forum Cafeteria

Did You Know?

Thunderbird Europe students also had an "Insights on Pharma Marketing" event on February 3rd and a corporate visit to Rossignol on February 6, 2004.

In Archamps With A Question?

Don't Know What to Ask Before Going This Summer? Read On...

1) *To whom do I go if I have an issue at the French-Geneva Center?*

TSG: please approach any TSG member if you have any problems or concerns. You may also post your complaint or issue on the TSG Archamps Challenges and Solutions Board.

Dr. Yahia Zoubir: please feel free to contact Dr. Zoubir if you have any personal issues, or if you have faculty concerns. His door is always open.

Marie-Laure Kienne: please visit "ML" if you have any technical problems on your computer or other IT challenges.

Cynthia Zoubir: will answer any questions you may have in regards to career placement, internships, resumes, cover letters, etc.

Chantal Aublet: will take care of your everyday concerns and any emergencies (hospital, car rental, housing, visa, etc.)

2) *Where do I go to find housing?*

Currently, please visit the Overseas Department page. However, we will update this web page and have all the necessary information with student commentary for you shortly.

3) *How do I get my computer linked to the printer here at Archamps?*

Please visit Marie-Laure Kienne.

4) *Where do I find the bus schedule?*

Please check the front page of the French-Geneva Web page, in the spotlight section. This is updated every week.

5) *What is the French-Geneva web page?*

It is the place to find all the necessary information on internships, bus schedules, activities, a link to the Thunderbird Europe discussion page, TSG, Career Management, Alumni connections, and any other information you may need while studying at the French-Geneva Center.

6) *What is the "Thunderbird Europe" discussion page?*

This is your connection to recent past, current, and incoming students as well as faculty, administration and staff here and in Glendale.

7) *What is the "TSG challenges and issues" discussion board?*

This is exclusively for current T-bird Archamps students to post their issues or concerns. This is not available to faculty, admin, or staff. This allows you 24-hour access to your TSG.

8) *To whom do I talk if I have a visa / passport problem?*

Please see Chantal Aublet.

9) *How do I get involved with TSG in Archamps?*

Please contact any of the current TSG representatives.

10) *Why is the school not open 24 hours per day?*

Currently, your Graduate Assistants working for Thunderbird will dictate the hours of operation outside of the normal facility hours. This is to address security concerns.

11) *What is the "Europe fee" that*

I just paid?

This is to cover fixed costs that the Overseas Program conducts on your behalf (arrival here, housing, etc).

12) *Why is the IBIC so small and why is it only available during certain hours?*

As you will notice, there are only 4 administrators here and Chantal has devoted these times to giving her attention to checking out books in the IBIC.

We hope to continue to build the IBIC. If you would like to donate any books to the IBIC, please visit Chantal.

13) *How do I sign out a room for group study?*

Simply sign up on the sheet posted on the door. Maximum of 2 hours. If there is not a sign up sheet, then the room is not available to reserve.

14) *How do I use my insurance card in France?*

To use the coverage in France, you just need to see any physician and save your receipts. Then you can visit www.studentresources.net to print out a claim form to get reimbursed for the expenses that are covered by the plan. All services are covered at 80% overseas.

15) *Why did I just receive my insurance card in the middle of the trimester?*

Insurance cards cannot be sent from the insurance company until after drop/add and then it takes them 2-3 weeks to get every student in the system loaded correctly.

16) *There is a maintenance prob-*

lem that I have noticed at this facility, whom do I contact?

Please send Marie-Laure Kienne an email or contact your TSG representatives.

17) *Where does my TSG money go? Do I still get my TSG money in Archamps?*

Yes, please visit the TSG Archamps front page for the current budget.

18) *Why is the internet so slow?*

We are currently looking into this issue and will have an answer for you shortly.

19) *I want to organize a company visit or lecture, what do I need to do?*

Simply talk with Cynthia Zoubir and she will help you out.

20) *I want to start a club, what do I need to do?*

Talk with your TSG social chair and they will walk you through the steps.

This information taken from the Thunderbird Europe MTB page

About Thunderbird Europe

Strategically located in Archamps, France, just on the outskirts of Geneva, Switzerland, Thunderbird Europe was founded in 1993 with the purpose of creating a European base for T-birds to learn and grow. With its new building (inaugurated in October 2002), international faculty, a focus area in Finance, and a breathtaking view of the Swiss Alps, Thunderbird Europe is preparing global managers with a strong interest in Europe.

For more information about Thunderbird Europe, please visit http://www.thunderbird.edu/students/global_opport/archamps.htm.



Do You Know? T-bird Europe's 8 Core Purposes

- "I want to make a difference that is where my heart is."
- "No more suffering."
- "Learn and appreciate my own culture."
- "We need one another to survive."
- "It is not about me."
- "To find fulfillment."
- "Who is the foreign student?"
- "Together we make a difference."

(*As defined by the Summer 2003 Class. Information taken from MTB)

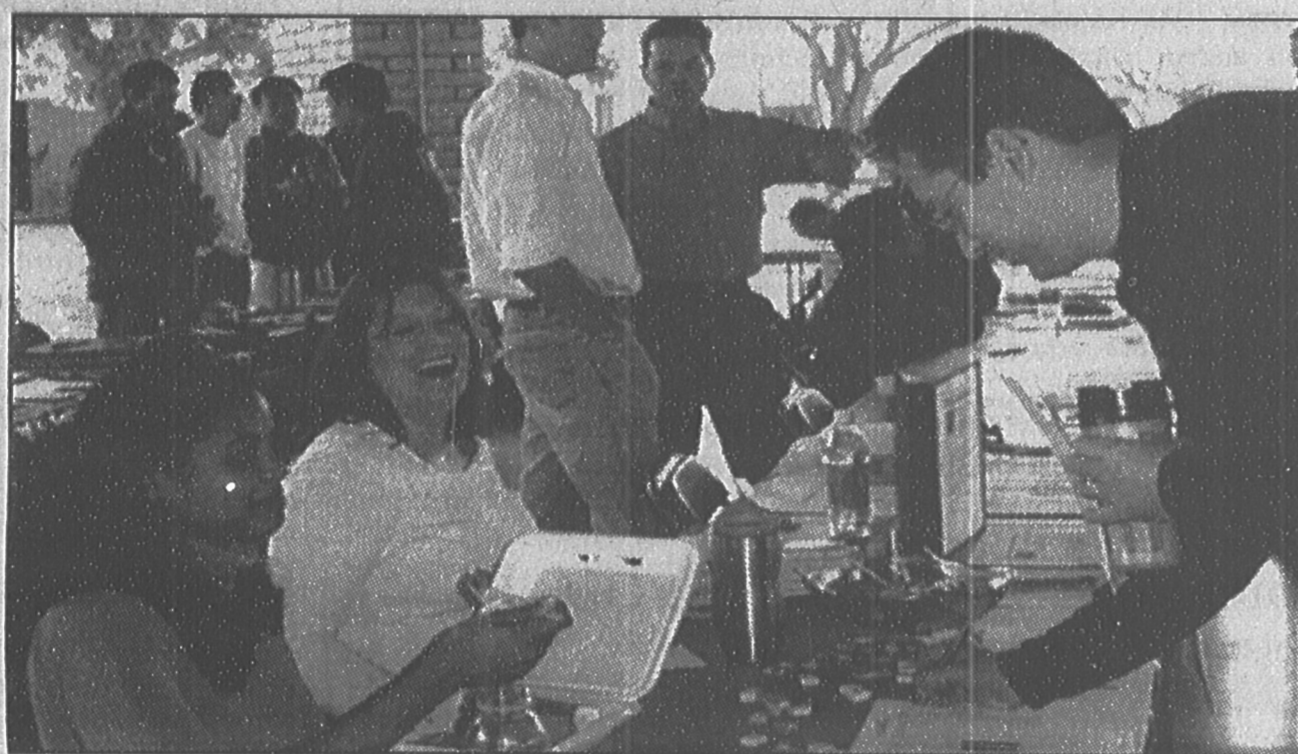
T-birds Get Involved



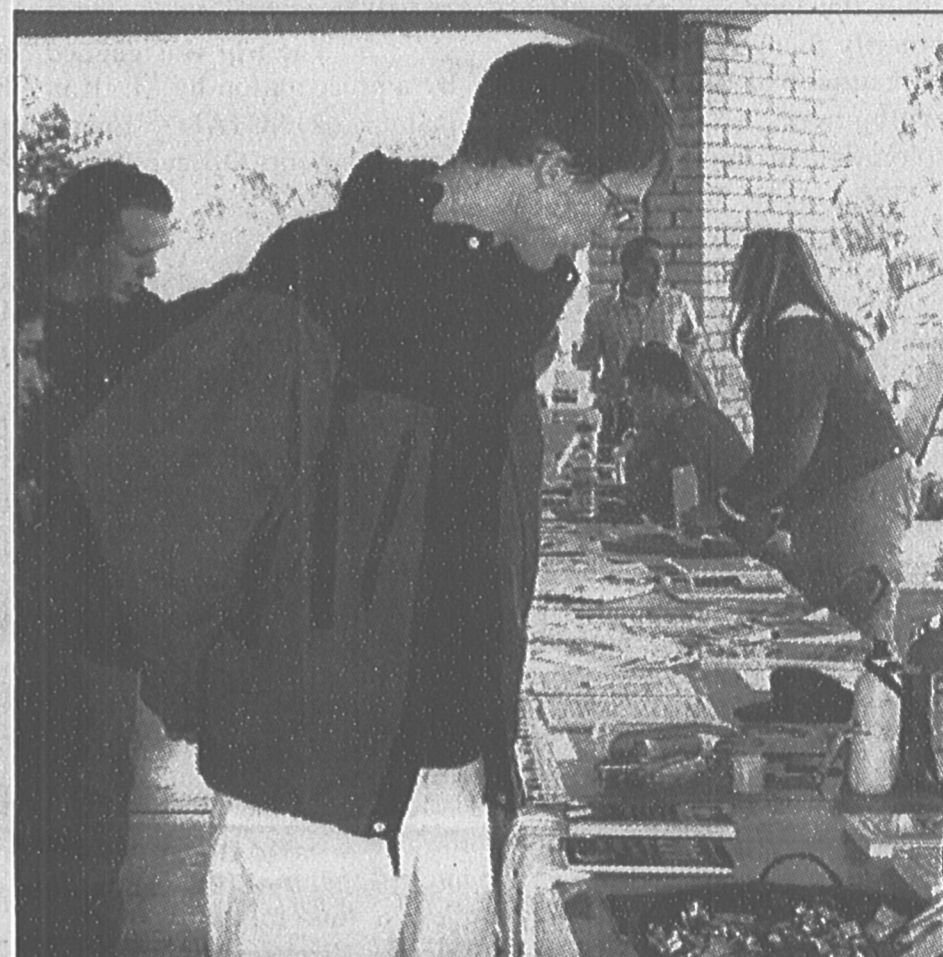
Women join Barbara Stevenson at the GWIB luncheon sponsored each trimester by the Admissions Office



Getting involved at was fun for this T-bird



Yeolan Delapenha and Heather Relations laugh with a fellow T-bird at the Marketing Club's table



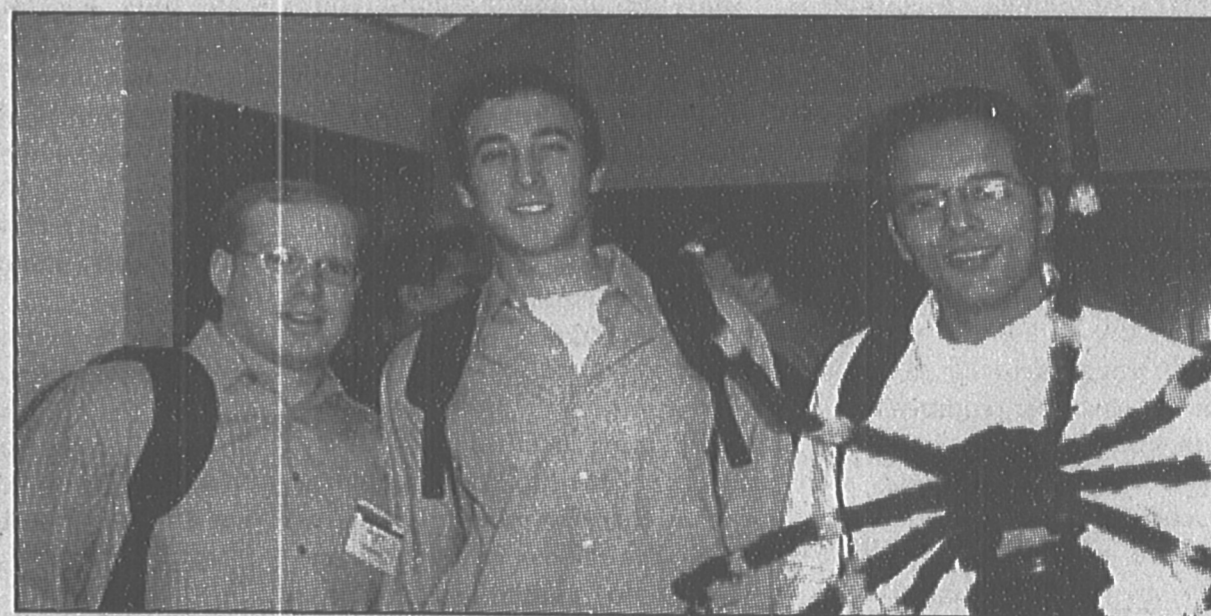
Paul Bellrichard (U.S.A., Spring '04) peruses information provided by clubs on Club Day



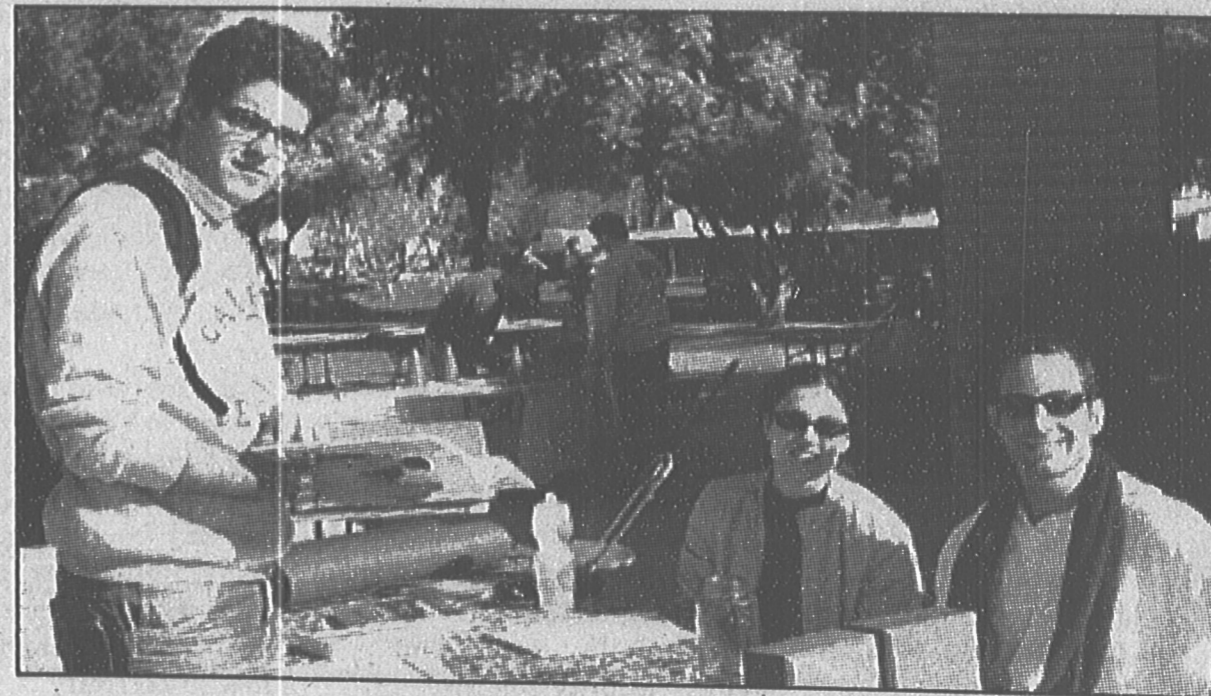
Hiroki Iwai and Jay Parikh of the Entertainment Club



Japan Club enthusiasts were all dressed up on Club Day. If you want to be included in future Japan Club activities, please contact Toshiaki Hanoaoka, President of the Japan Club at shunsei@global.t-bird.edu



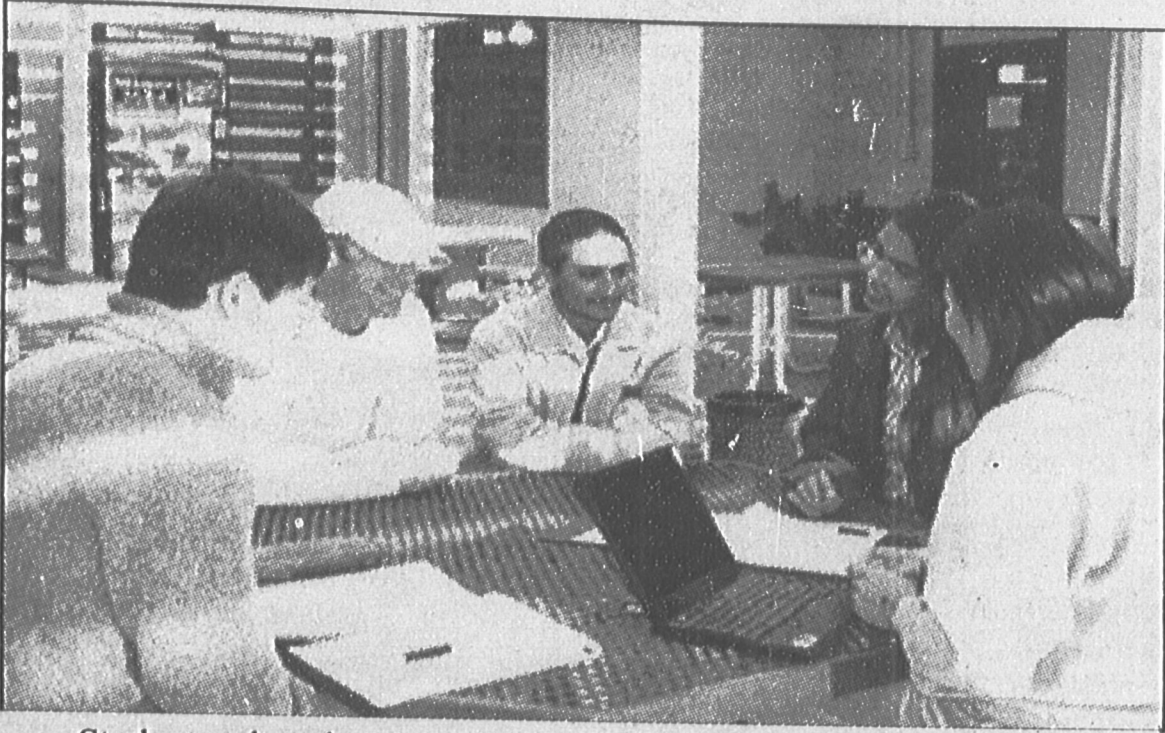
The presentations are over, it's the last day of Foundations, and it's all smiles



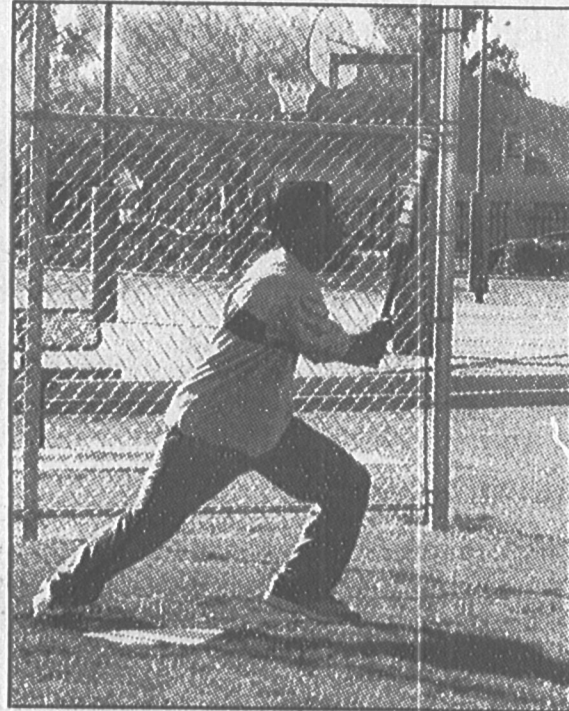
Ono Lattanzi reads about yoga with instructors Amber Renfro & Jay Clark

SNAPSHOTS

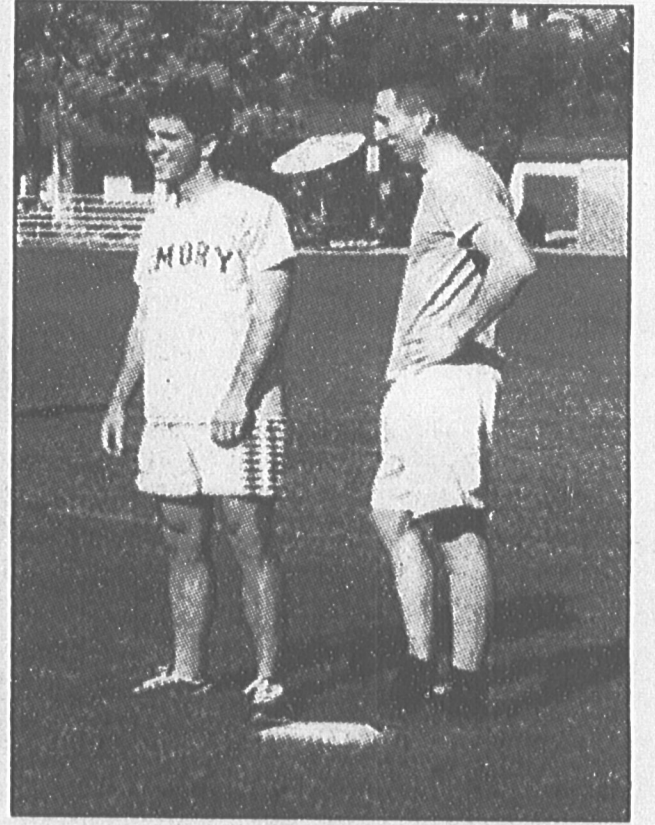
How Do T-birds Spend Their Weekends?



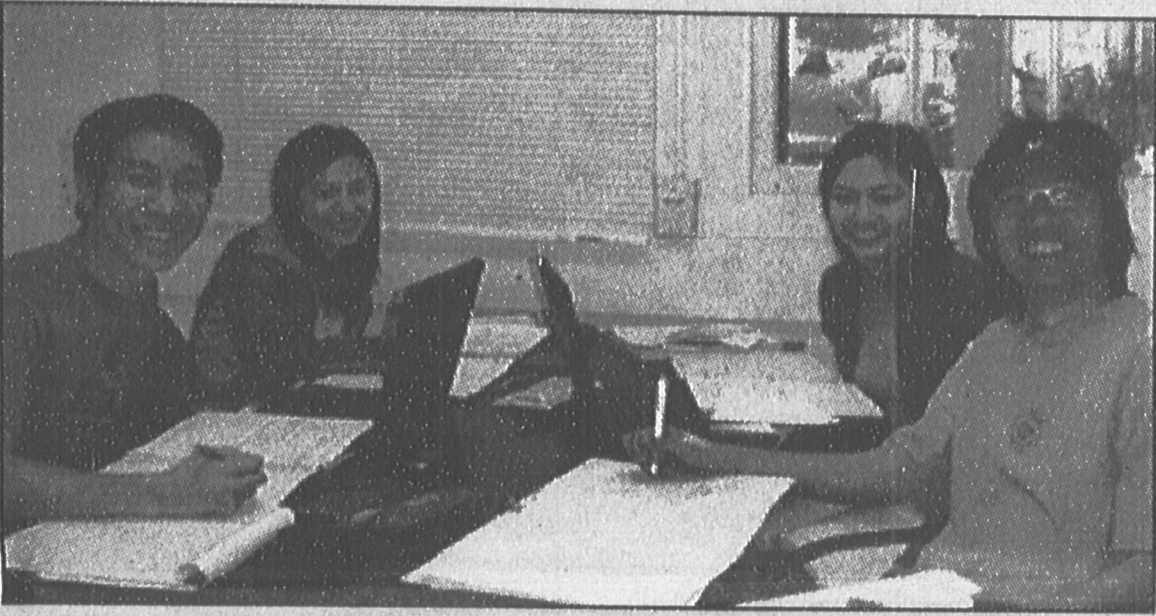
Students take advantage of the warm weather to study Marketing outside the Tower Café



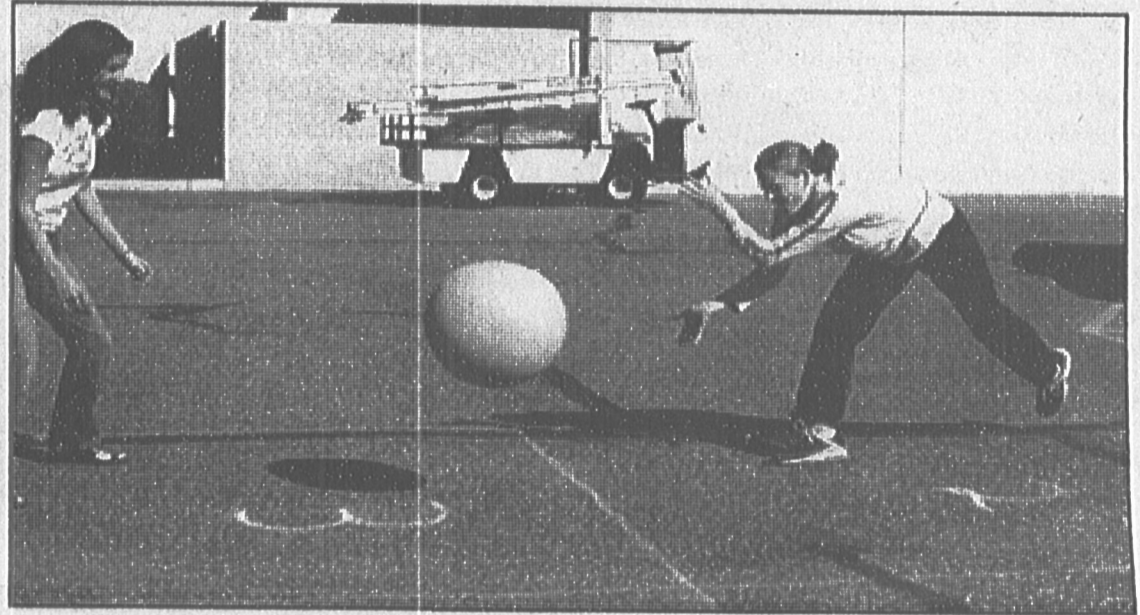
It's hit! Ready to run the bases now



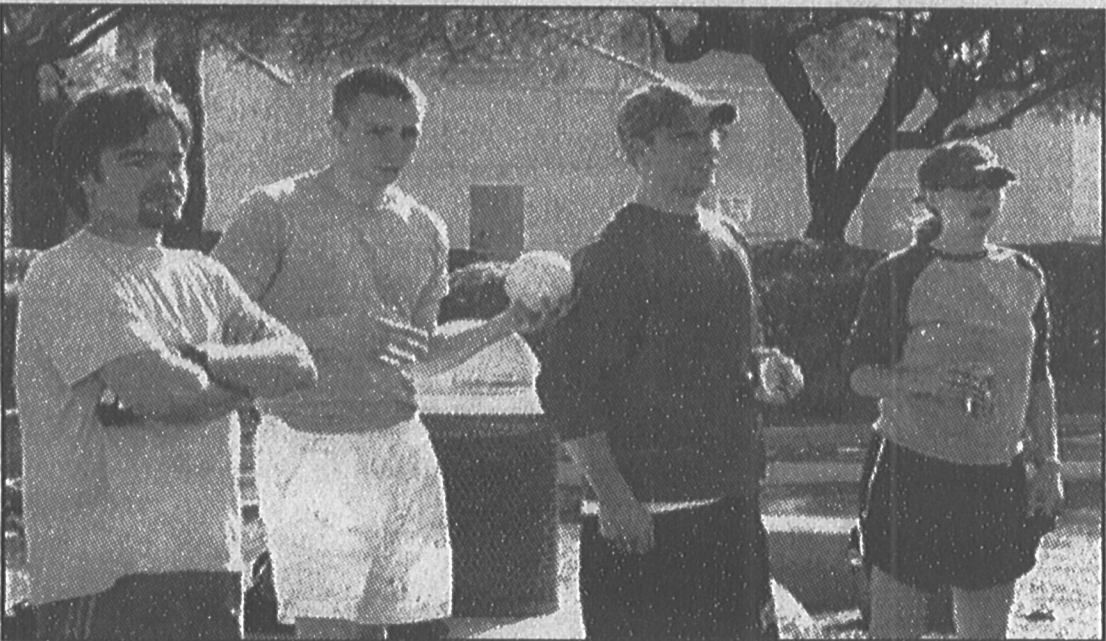
"Trash talking" T-bird style on the softball field always brings laughs



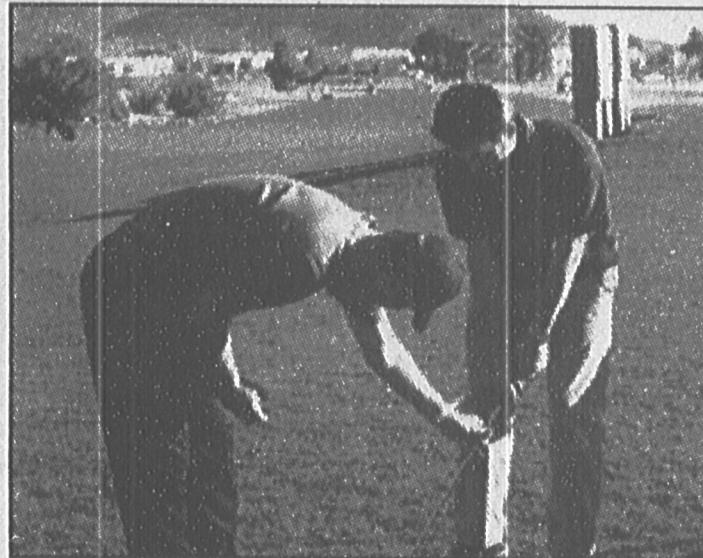
Steven Kao, Joanne Chiu, Marty Lotis Manlegro and Chalermphan Purijitrawong study Finance in the Tower on Saturday, Feb. 7th



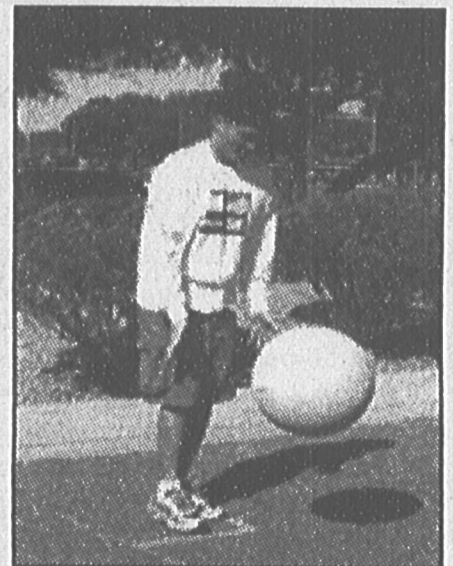
Vanya Dimitrova gets ready to return Shannon Coan's hit in Friday, February 6th's 4-Square Club match



The team looks on as their teammates try to score on the field



Golf pro helps Doug Bacon at GWIB golf lessons at Cave Creek Golf Course



Eugene Loui starts the 4-Square match with a serve



Will it be a strike?



Eager T-birds and exchange students from Essec practice their golf posture; photo by Jill Zabloski



Perfect form for a near perfect miss at the Friday, Feb. 6th Chicago Style Softball game

Send your sports photos to dastor@t-bird.edu for inclusion in next month's issue of Das Tor. Deadline for submissions is Friday, February 27th. Das Tor thanks all people pictured here for their enthusiasm to be photographed.

Sports for the Clueless Lesson Three: Rugby

By DEIRDRE DALY
Ireland, Spring '04

Welcome back to Sports for the Clueless. For new readers this occasional column explains the basics of popular sports for those of us that did not grow up playing them. We have already covered American Football and Baseball. This week our topic is Rugby. You can brush up on the basics and turn out to cheer on the T-bird Rugby team!

General

There are 15 players on each team. The rugby ball is an oval shape. The object of the game is to score more points than the opposing team by moving the ball up the field and across the opponent's try line. A game is 80 minutes long, consisting of two 40-minute halves.

Team

The 15 players are divided into 8 forwards and 7 backs. The job of the forwards is to get possession of the ball and pass it off to the backs. The backs' job is to run the ball up the field and to score. Each position has its own name and placing (which we don't have the space to detail here). However, everybody regardless of their position will play as a forward and a back during a game.

Play

The match begins with a kickoff and the ball must travel 10 yards before the kicking team can play it. After a score, the team that was scored against kicks off to the team that just scored.

There are some rules for moving the ball. The ball must be thrown backwards or kicked forwards, i.e. you cannot pass forward. The ball is moved down the field by running or kicking. Only the player carrying the ball may be tackled. If a player is tackled, play does not stop. A player tackles another by wrapping his/her arms around the ball carrier below the ball carrier's shoulders or waist. The defender who made the tackle must release the tackled player at once. Once tackled the ball carrier must immediately release the ball or face a penalty. Nearby players may pick the ball up only if they are on their feet and if the ball is loose. Players on the ground may not pick up the ball.

The scrum is probably the most recognized move in Rugby. If the ball is passed forward, the opposing team is

awarded a scrum. The eight forwards of each team pack together in two rows with one person at the rear. They meet the opposing pack of forwards over the spot indicated by the referee. The front rows of the two opposing teams form a tunnel. The scrum-half puts the ball into the tunnel and each side tries to deflect the ball back into their own pack. The two packs try to drive one another back until the ball leaves the scrum. Players cannot touch the ball with their hands while they are in the scrum but they can pick it up when it leaves the scrum and throw it to the backs.

If the ball goes into touch (out-of-bounds), it is brought back into play with a line-out. Forwards from both teams form two parallel lines, about two meters apart, and perpendicular to the touchline (sideline). The ball is thrown between the two lines and the opposing forwards jump for the ball to try to gain possession.

Similar to a scrum is a maul, which forms if a ball carrier is tackled

but remains on his/her feet. Often the ball will be forced to the ground, at which time the maul becomes a ruck. Players may not pick up the ball in a ruck, but they may try to free the ball by pushing the ruck toward the opponent's goal line. They may also use their feet to get the ball out of the ruck. If the ball is trapped in a ruck for more than several seconds, the referee will stop play and award a scrum to the team that last carried the ball.

Scoring

There are four ways to score. If the ball is touched down in the goal area by the attacking team, a try is awarded (5 points). The ball must touch the ground to score. If the team scores a try, they can then also attempt a conversion by kicking the ball through the goal posts (2 points). A team can also score 3 points from a drop goal or penalty kick. A drop goal is a drop kick through the goal posts. Lastly, penalty kicks are awarded for serious rule breaking (such as dangerous play or offsides); this is a type of place kick.

If you are interested in playing, T-bird Rugby Club (both men's and women's) meets on Tuesdays and Thursdays at 4:30pm. You don't need any prior experience.

ddaly@global.t-bird.edu
Read previous Sports for the Clueless articles on Das Tor's MTB page.



Ruggers fight for the ball

The Amazing Cycle of Talent

By KENNETH GEORGE
U.S.A., Spring '04
and
HUNTER TREMAINE
U.S.A., Spring '04

Despite losing more than half its starting squad, the Thunderbird Rugby Football Club has managed to land squarely on its feet and is already back in full swing (D.O.P. - pun fully intended), having played two games to date this year.

The Saturday before classes, Thunderbird played a magnificent match against the Cave Creek Critters winning 49 - 0. This game offered a perfect opportunity to field all the club's new recruits. Rookies Mathew Berg, Nick Lumpkin and Jon Klesner proved to be naturals of the gentleman's sport and are sure to be huge assets this season and beyond. Returning rugger, Alexis "Chino Chez" Edelstein, managed to score more than half the team's points with an astounding 100% boot.

Friday's beer-in-hand walkthrough was a great success as players introduced the game of rugby to students over an ice-cold pint. On Saturday, Jan. 31, the team fought it out with the Scottsdale Blues. Unfortunately, Thunderbird was unable to continue the success of the previous Saturday, losing by a narrow margin of 15 to 25.

However, once again the rookies showed their quick understanding of the game. One spectacular play involved a series of hard hitting driving plays up the right side of the field which allowed the ball to be passed along the line to the left side of the field into the open arms of Brian Shaifer (Shaif), leading to a magnificent try. Students and fans all enjoyed a great day as the weather was perfect and all enjoyed some drinks and brats after the game.

The team will be traveling to Los Angeles to play the Sin City Irish at the site of International Rugby 7's world tournament Valentine's Day weekend, but first faced NAU Saturday, Feb. 7th in Cave Creek. kgeorge@global.t-bird.edu

More details are available on the club's website on MTB. Read about the Rugby Football Club's matches from Fall 2003 and the Alumni Club in Cuba!



The Spring 2004 Rugby Football Club poses below the goal posts before the match



The ruggers line up by the goal posts ready to run on the field for their match



Fighting for the ball takes all the players have



Are the ruggers discussing strategy or which party to attend?
Photos provided by Kenneth George

Are You in Need of Serious Stress Relief Already? Then Join the Yoga Club! Spring 2004 Class Schedule

Tuesday
6:00-7:30 p.m.: Synergy (Hatha & Bikram Combo) Yoga with Jay (beginner, intermediate and advanced)
Wednesday
4:30-6:00 p.m.: Iyengar with Elizabeth (beginner, intermediate and advanced)
6:00-7:30 p.m.: Ashtanga with

Amber (beginner, intermediate and advanced).
Thursday
6:00-7:30 p.m.: Synergy Yoga with Jay (beginner, intermediate and advanced).
Friday
Noon-1:30 p.m.: Iyengar/Flow Hybrid with Caroline (beginner, intermediate and advanced)

Sunday
5:30-7:00 p.m.: Ashtanga with Amber (intermediate and advanced).
Visit the Yoga Club on MTB for more detailed information about the instructors and types of yoga offered and don't forget your Liability Waiver form (on MTB) for your first class.

The Other (and Essential) Half

By KIERSTEN GALLACHER

There's an invisible part of the Thunderbird student body, a quiet mass enabling students to be students. We're the ones who never attend class, but know the names of the professors. We don't skip dinner because of group meetings, we just choose to eat with our "group" when they come home. We don't ever talk to the registrar, we just hear about it later. We're in bed when our enrolled-student-half leaves in the morning and in bed when they return at night.

We emerge from obscurity on one occasion: Graduation. Here, at last, we can be clearly identified. This is when we officially claim our spot on the record. As children, we're often carried across the stage by our graduating-parents; and as elated spouses, we cheer knowing the diploma received is just as much ours as it is theirs.

I skim through Dr. Love letters of *Das Tor*, and only then remember that after class hours

for some are spent at the pub or trying to negotiate a date. If you're married, or have a family of your own, a drastically different reality exists. Demands on your time become demands for more than just you.

The overwhelmed student becomes the overwhelmed significant other at home. Your

study session at the I B I C that lasts until eleven p.m.

means your partner is probably trying to get to sleep in an empty bed. Sure, single at Thunderbird has its advantages - your cell phone doesn't interrupt at the library again (home calling to ask when you'll be finished) - but that's the point, there's someone at home. Besides, a loved one supporting you through graduate school increases the probability of having a homemade meal and

clean clothes!

As T-birds we're not exclusive to the never-see-my-spouse / mom / dad experience. This phenomenon is experienced by graduate, law, and medical student families alike. We all hold out until that morning after finals, when we turn to our companions and tell them they look an awful lot like someone we once knew.

At Christmas my husband and I met up with some friends who are attending dental school in Michigan. He's in class; she's at home with their ten-month old. "So how do you like single-parenting?" she asked me with a sarcastic grin. We exchanged stories of cramped apartments, cold cereal meals, and being alone. Despite the grind, we know it's an investment for our future; it's

just nice to know someone else has experienced those late night moments when they're still not home, the baby is crying, and you can't remember the last time you made love.

Of course there are wonderful times - like when class is cancelled, a meeting goes short, or a final is dropped. Even better, when your student decides to steal a break (never there to be had, just to be taken) and you become their subject for one divine hour or if you're lucky, an evening. That's when you savor each minute, sipping up their presence and companionship like a vintage wine.

Perhaps a "We're Still Married," or "I Still Know My Mommy/Daddy" diploma is in order here. Or at least, the next time a cell phone rudely disturbs one of your group meetings and the owner answers "Hi honey," (or yeo po or hi daa, since we're at Thunderbird) just smile and know there's the other Essential Half to the story.

kierstenandbrian@yahoo.com

someone else has experienced those late night moments when they're still not home, the baby is crying, and you can't remember the last time you made love.

This Essential Half's Favorite Ways to Cope

By KIERSTEN GALLACHER

\$22.00/month for Thunderbird student or spouse. 602.588.9622 or www.valleymca.org.

Biltmore Fashion Park

24th Street and Camelback. 602.955.8401. Lush gardens, fountains, walkways-exclusive shopping. Go here for the ambiance; then hit the location below to help you forget your graduate school budget blues.

Last Chance

1919 E. Camelback Rd. 602.248.2843 Nordstrom returns and discontinued items. Have to be willing to spend some time looking, but nothing can put a smile on your face like a sign that says "ninety-seven cents" above a table full of designer clothing.

International Women's Club

IWC meets every other Monday at the Tower Lounge 7-9 pm. Cooking groups, English conversation groups, art groups to name a few. Regular excursions out and about Arizona. Visit www.pdreams.com/iwc for more info. (A Living Guide for the area is available at the website as well.)

Thunderkids

Playgroup for moms and kids. Meets every Wednesday 10:00 - 11:30 a.m. in the Tower Lounge. Field trips, crafts, and food! Contact Katie Conover at katieconover4@yahoo.com for more info.

YMCA

Just south of the school. Provides free child care while you exercise. Classes include: Yoga, Pilates, Kickboxing, Cycling. Complete fitness center and swimming pool. Only

Public Libraries

Glendale Main Library

59th Ave. and just south of Peoria, located on west side of the street. Look for the copper tree sculptures. Large library with great children's book selection, and separate teen room. 623.930.3530.

Foothills Branch

57th Avenue and just north of Union Hills. More intimate setting. 623.930.3830.

Both libraries have free internet access and community classes.

To obtain a free library card, bring in your passport (or photo I.D.) and a recent piece of mail (with your name and local address on it).

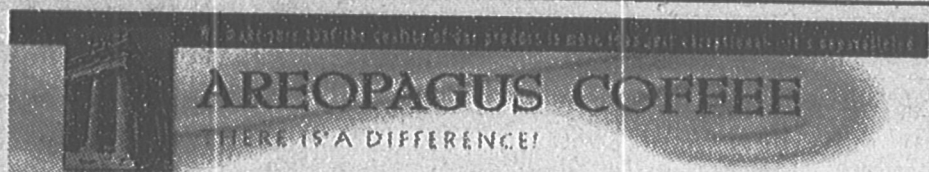
The Gully

(at least what I call it)

Best place in Glendale to see the sunset; no strip-malls to block the view! Wide open space to let the dog and/or kids run. You can enter just south of Greenway and 67th Ave. Both paved and Equestrian trails on west side. Paved trail on east side that goes under street overpasses. Perfect for rollerblading, biking, jogging or walking with the baby.

Buying or Selling?

Find inexpensive household items, furniture, bikes, and cars that other T-birds are selling. Log-in to MTB with your spouse at http://my.t-bird.edu. Click DISCUSSION, then on the left side scroll down and click on one of the Wanted / For Sale links.



Congratulations!

Das Tor and Areopagus Coffee wanted to hear your coffee story and Carole Low and Caio Schmidt won!

Prize: A \$50 gift basket from Areopagus Coffee House

About: A time when coffee has pulled you from death's door or saved your rear-end from a failing grade. (Embellishment and exaggerations are accepted and encouraged.)



Read the Winning Entry: Visit *Das Tor's* MTB page to read the winning entry as published in December 2003's edition.

Areopagus Coffee House

Located at 14021 N. 51st Ave. (by Indigo Creek Apts.) Visit *Das Tor's* MTB page to read more about Areopagus - the low prices, internet capability, selections of single-origin coffees, speciality teas, lunch specials and more

www.AreopagusCoffee.com

Hours: M-Th, 7 a.m. - 10 p.m.

Fri-Sat, 7 a.m. - midnight

Closed Sundays

Thunder Kids

A great support group for parents and children of all ages in the Thunderbird community.

Every Wednesday
10:00 - 11:30 a.m.
Tower Lounge

President - Katie Conover (katieconover4@yahoo.com)

Vice President - JungHee Kim

Treasurer - Elizabeth Petteys

Where In the World???

Test Your Global Knowledge

Give the Capital City for Each Country

- Australia = _____
- Ecuador = _____
- Iran = _____
- Canada = _____
- Hungary = _____
- Honduras = _____
- Iraq = _____
- Egypt = _____
- Germany = _____
- Latvia = _____
- Turkey = _____
- Venezuela = _____
- Saudi Arabia = _____
- South Korea = _____
- South Africa = _____
- Mongolia = _____
- Spain = _____
- Morocco = _____
- North Korea = _____
- Kazakhstan = _____
- Zambia = _____
- Japan = _____
- Brasil = _____
- Bosnia & Herzegovina = _____

Give the Country for Each Capital City Listed

- _____ = Santiago
- _____ = San José
- _____ = Santo Domingo
- _____ = Hanoi
- _____ = Bucharest
- _____ = Montevideo
- _____ = Wellington
- _____ = Oslo
- _____ = Damascus
- _____ = Amman
- _____ = Abidjan
- _____ = Mogadishu
- _____ = Addis Ababa
- _____ = Dhaka
- _____ = Bern
- _____ = La Paz
- _____ = Jakarta
- _____ = Manila
- _____ = Nairobi
- _____ = Beirut
- _____ = Bogotá

(list in no particular order)

*** Answers in next month's issue of *Das Tor* ***

How Does Das Tor Rate Movies?

One Thunderbird - Go to class

Two Thunderbirds - Better off studying

Three Thunderbirds - Maybe you can go to another class section

Four Thunderbirds - Class participation isn't graded anyway

Five Thunderbirds - Hey, you deserve a study break - make it a night out

rating system provided by SA Wieser

For "Female Power" *Against the Ropes* Backs Into Corner

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

One Thunderbird

Before I saw the sneak preview of the new Meg Ryan flick *Against the Ropes* - a fictionalized story inspired by the first professional female boxing manager Jackie Kallen - I had the opportunity to meet the real Jackie Kallen. My time viewing the film would have been better spent listening to the real Ms. Kallen give a motivational speech.

Aiming to be the Erin Brockovich of the boxing world, the film plays more like a Lifetime Television movie sans Tori Spelling. Although the real Kallen was a conservatively dressed, married mother of two when she started managing boxers, the film's Kallen, as portrayed by Meg Ryan, is single, wears short skirts, low-cut tops and generally flashy clothing. In fictionalizing the story, the film meanders - relationships aren't fully formed, and there isn't much reason to care about Kallen's story.

The film begins with a 10-year-old Kallen at her father's boxing gym. She clearly loves being there, standing in the ring and cheering the boxer, when her father kicks her out and calls in a

boy to stand in the ring because girls don't belong there. Young Jackie's boxer uncle is nearby and tells her that she is capable of doing anything she wants.

The film then jumps to

the present, where the adult Kallen is an executive assistant at a boxing arena, still being treated poorly by the men in the boxing world. By the time you are thinking, Kallen must really love boxing to stay in this disrespectful environment, she finally takes some action.

While at the local bar-hangout post-fight, boxing promoter Sam LaRocca (Tony Shalhoub), once again treats Kallen rudely, but this time she talks back. This prompts him to sell her the contract of his losing fighter for a dollar, setting him up as the evil man who wants to make sure she doesn't succeed. Although Kallen doesn't end up managing the boxer, she discovers a better one in the street thug

who comes to collect payment for the boxer's drugs. From there, Kallen must convince the skeptical thug to train as a professional boxer, coax a retired trainer into returning to the ring, call on

favors from the local newsman and childhood acquaintances, all in her effort to make it to the top, only

to alienate everyone around her, before she comes to her senses and makes amends.

Kallen is clearly enamored with the physicality and excitement of a boxing match. But her rise and fall are just not that interesting - given this storyline, Luther Shaw's tale would have been more interesting.

Omar Epps turns in a restrained and genuine performance as the thug cum boxing prodigy Luther Shaw. The best moments of the film are when he is on-screen. Fantastic character actor Tony Shalhoub's LaRocca starts out slimy, but by the final scene, he loses his menace. Tim

Daly's newsman is inconsequential and director Charles S. Dutton hits the perfect notes as the trainer who is pulled out of retirement. Meg Ryan is scrappy and convincing in the role, having mastered the real Kallen's midwestern speech. But, I have to ask, what has she done to her face? A strip club scene becomes inadvertently funny when Ryan as Kallen mentions that the cosmetically enhanced strippers are so fake they are going to melt!

Against the Ropes was originally supposed to come out in March 2003, but has been held until February 2004. Ostensibly, this was due to the Gulf War, but more likely it was due to the fact that the movie just isn't very good. You want a spunky everywoman that shows the man she can make it against the odds? Rent *Erin Brockovich*.

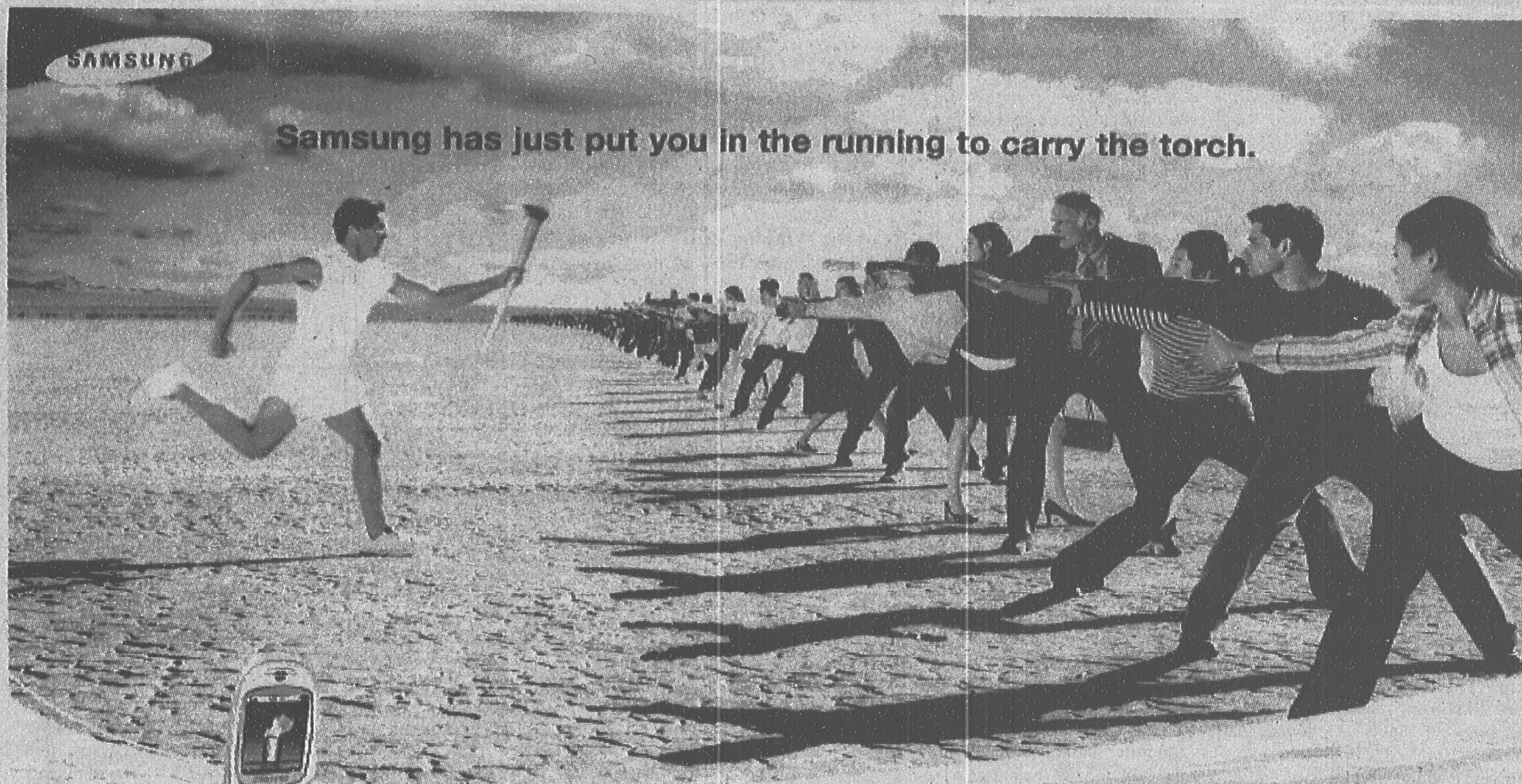
Starring Meg Ryan, Omar Epps, Tony Shalhoub, Tim Daly, Kerry Washington, Joe Cortese, Charles S. Dutton

Director Charles S. Dutton
Screenwriter Cheryl Edwards
Studio Paramount
Production Company The Cort-Madden Company
Release Date February 20, 2004
MPAA Rating PG-13

wieser@global.t-bird.edu

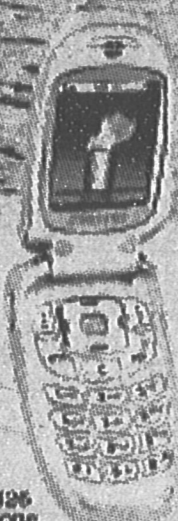


image from <http://movies.go.com>



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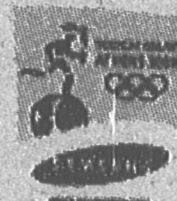


Samsung X126 Wireless Phone

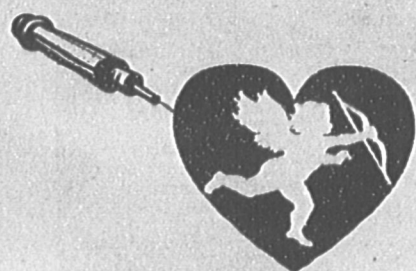
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www.dastoronline.com



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

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

How Do I Get Written Up at the Pub?

Dear Dr. Love,

As the big V-Day (Valentine's Day) draws closer and closer I am desperate to find that special Thunder Someone.

As I am a new student, I have recently heard of a so-called chalkboard in the girls' bathroom at the pub. They rate such things as: Best Bum, Best Dancer, Best Kisser, etc. If I could only get on this board, this could be my breakthrough opportunity!

How can I get on this board and how can I use the "Tips for Finding that Special Someone" to make this happen??

Many thanks,
Lookin' for Some Thunder Lovin'

Dear Lookin' for Some Thunder Lovin' (aren't we all?!),

The chalkboard in the girls' bathroom is indeed a strategic means of building your brand awareness on campus. However, beware! It is essential to have positive brand awareness where you develop a brand loyalty that keeps 'em coming back for some more lovin', time and time again!

Having said that, you want to make sure you polish up on your assets:

1) Go to the gym (you could get rewarded with Best Bum or Best Body).

2) Take advantage of the salsa lessons on campus (Best Dancer).

3) Observe and learn from the experts on campus: Los Latinos. They know how to charm the ladies.

4) Build up your tolerance: spend as much time at the pub as possible so that you learn to hold your liquor. (Remember: Too much fun can leave you sleeping alone!).

5) Walk around with a *Financial Times* in your bag: People will THINK you are smart.

And finally...Become a bartender and give the ladies lots and lots of free drinks!

Dr. Love

There's A Tear in My Beer, For He's No Longer Here

Dear Dr. Love,

While often idealized in not only your columns but on campus in general, the transient nature of Thunderbird students leaves many of us heartbroken and despondent. Certainly, the year-round schedule has its advantages, in that those hoping to quickly return to the workplace can do so. Furthermore, many of us attain internships, or opt to take advantage of a "break" without this skipped trimester looking suspicious to future employers, who are accustomed to two-year MBA tracks. I must confess, Dr. Love, it is this sort of "break" that has possibly altered my fate for eternity, and for this I must question our program's flexible timeline.

A charming and personable gentleman known as the Palma Sutra started classes at Thunderbird in the same trimester as me. In fact, we were in the same cohort. This man has reached legendary status through many achievements, including his grace on the dance floor. More than a few tears were shed at his graduation this past December, after a raucous run at Thunderbird which included a summer stint in Archamps.

I, on the other hand, opted to "sit out" the summer trimester, and drop a core class this past fall, meaning that I am not eligible to graduate until May. If only I had known the utter despondency that would engulf me. I am left in Glendale for the next three months, without the all-mighty and enchanting Palma Sutra, who is off to California to certainly parlay his many talents into several decades of a successful career. Dr. Love, I

ask you, how can the Thunderbird schedule be altered so as to ensure that this sort of pathos does not affect others?

Grieving but pining,
Becky Ho

Dear Becky,

You have written more than a few letters to me over the past year, and I am starting to worry about your stability.

That observation aside, your point is somewhat valid. Romances often revolve around timing. Due to the flexibility of the Thunderbird schedule and the adventurous nature of its students, you must make use of the short time you have with your

colleagues. Never again will you be able to fraternize in such a liberal - at times, juvenile - environment in which no advances are too cheesy, and inhibitions never even enter the equation. From the tone of your letter, I gather that the Palma Sutra is perhaps objectified. Does he know how you feel? Is he scared by your infatuation? My advice for you is to focus on your last trimester, and contemplate life without this hero.

Thunderbird is not about to change the course of its MBA track for students like you. In the meantime, move on.

Dr. Love



Palma Sutra enjoys his farewell dance at the Pub by two of his most ardent admirers



**HAPPY BIRTHDAY,
JESSICA!**

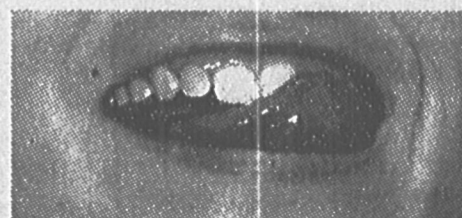
**BESITOS DE SANTO DOMINGO,
DANIEL**

SAY IT IN DAS TOR!

Have a special birthday wish for someone?

Want to congratulate a classmate on an accomplishment?

Post it in *Das Tor* for \$5 (35 words or less). Including a picture costs an additional \$5 (\$10 total). Send your message by email to dastor@t-bird.edu. All messages are subject to review by the editors, after which payment can be remitted.



Message at the tip of your tongue? Put it in writing!

"Where Da Party At?"

Dear Dr. Love,

I just returned from consecutive trimesters of study and work in Archamps and Paris, respectively. When I started at Thunderbird last fall, I lived off campus, but since I will graduate this May, it did not seem worthwhile to live off campus again. Therefore, I did some research and selected the B Dorms for various reasons, namely the bathrooms and the pool.

As anyone who has lived on campus and embraced the true spirit of the nightlife knows, affairs become public very quickly in the West Dorms. Sure, it's fun to barbeque there, but the U-shaped design allows pretty much everyone to know your arrivals and departures. As for East, the drive-up thing is slightly frightening, and the whole compound bears a strong resemblance to a "No-Tell Motel." I could not ascertain whether anyone still lives in G? Anyway, those in the know will tell you that A and B are THE place to be.

I moved in a few weeks ago, and I was ready to mentally and physically take on the thrills of B Life. However, the crew has been fairly lame thus far, and I am wondering if I made a huge mistake. Last week, I invited some people back after the Pub, and we hung out for a while. But when I tried to lobby for a continuation of the party in the pool, I was shut down. What better opportunity to mingle with neighbors than an after-hours swim? No takers. Beyond that, outside of the group in my room, no one in the entire A/B area seemed to be awake, except for Security (with whom I am rather friendly). Am I missing something? Why can't these people hang? Give me the goods, or from this point on, I may stick with the clubs.

Later,
Alec Postal

Dear Alec,

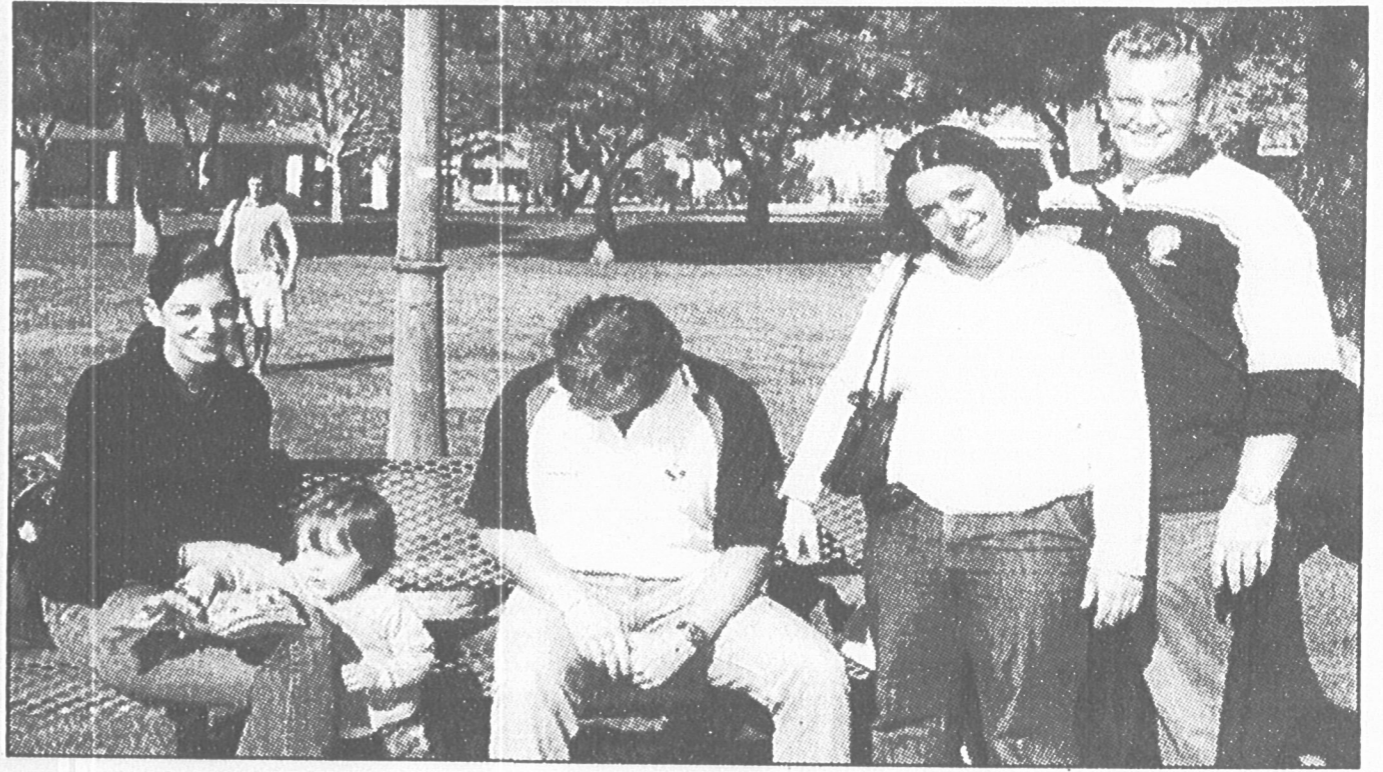
Welcome back. As it is still early in the trimester, it is possible that many of the new students are still feeling out the social scene. They may not want to carouse until 5a.m. until they have a better handle on the Thunderbird environment. It is also possible that the rowdy ones are lurking somewhere in the G Dorms.

I suspect your social life might not have been much better if you had lived off campus, as the types of students, who probably attended your party are often not able to stumble that far. It is still chilly for pool parties, and even the thought of a Speedo can ruin a good time. Kill that strategy, focus on boozing, and stop running to Scottsdale every weekend.

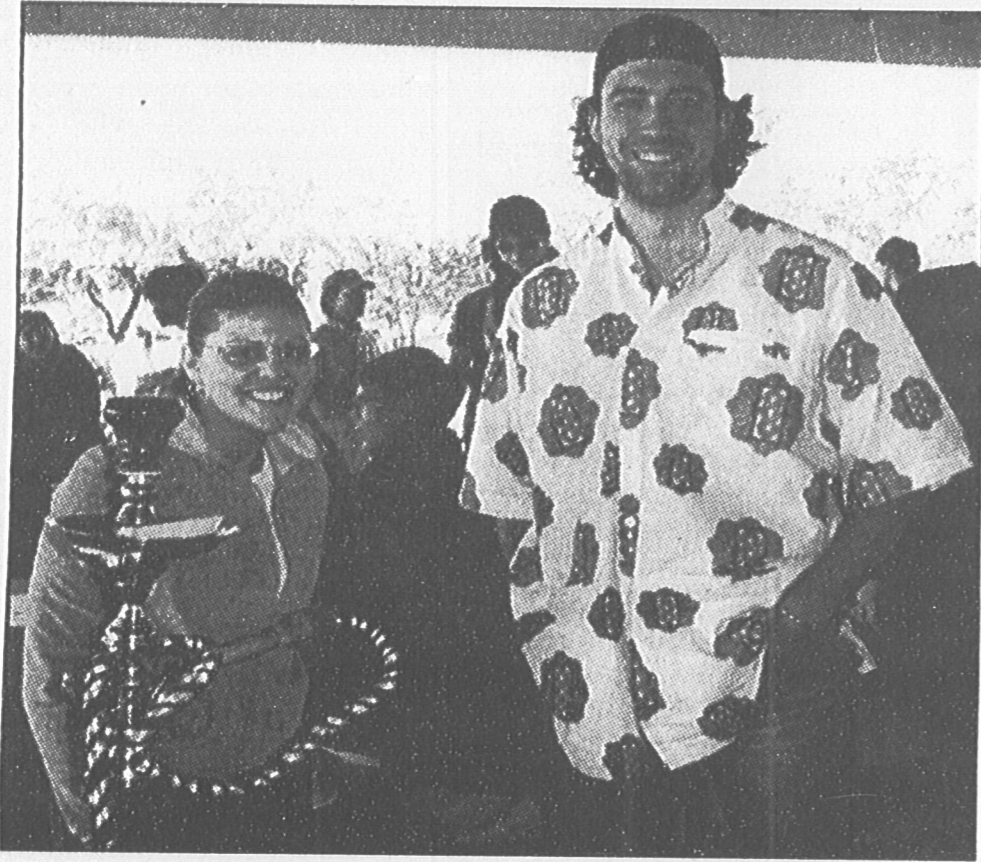
Dr. Love



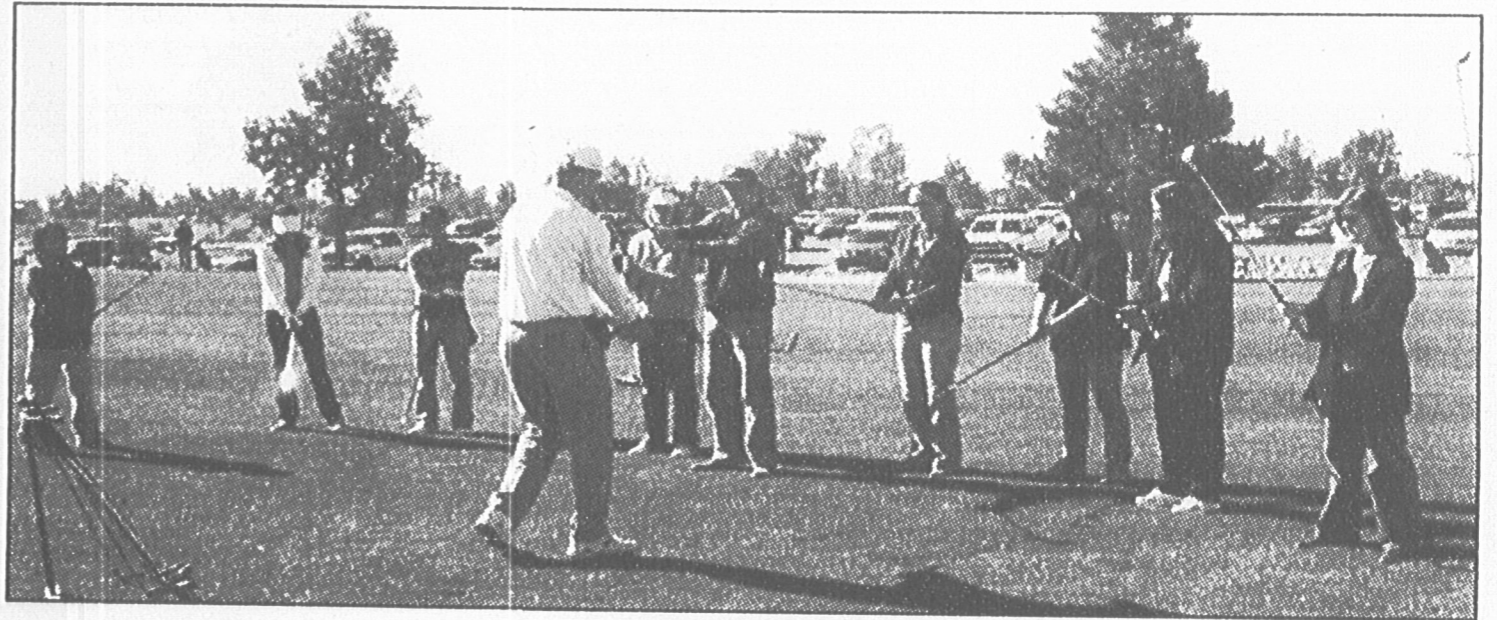
Amedeo Gaggion and Adiel Avelar take a break on Club Day



T-birds big and small enjoyed the warmth of the sun on Club Day



With artwork like that, who wouldn't smile?



Stacey Abella, Ginny Stern, Solene Lecoque, Sarah Gau, Laure Lécuyer, Christelle Chan, Mayumi Uejima, Sheila Oh, Jill Zabloski, Gregory Bonnet, Michel Salgado, and Kavita Raman learn how to grip a club at GWIB golf lessons at Cave Creek Golf Course

Sign-Up to Plan the Only B-School Innovation Challenge

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

The inaugural Thunderbird Innovation Challenge held in Fall 2003 was an enormous success. Seven hundred and fifty MBAs in 154 teams from 52 MBA programs in 6 countries competed to earn the title of the "Most Innovative MBA Team" in the World. On Thursday, February 5, the first planning meeting was held for Innovation Challenge 2004, to be held this fall. In response to a call for a core group of people to help plan the event, 15 Thunderbirds spoke with Innovation Challenge co-creators Anil Rathi '02 and Robert Lipton '03.

Rathi and Lipton talked about the positive feedback, with over 30 articles in the press resulting from the event. It had taken Rathi and Lipton a year of planning the event, where competitors receive an innovation statement from one of the sponsoring companies asking how a product, service, brand or business strategy can be innovated.

I have taken the torch for the Fall 2004 event. Additionally, an advisory panel headed by Thunderbird Alumna Marsha MacArthur '99, has been formed to assist the students in planning and executing the Innovation Challenge. The first order of business is to acquire sponsors for the event - \$75,000

in cash and in-kind donations was raised for the inaugural Innovation Challenge, and with its proven success we are hoping to exceed that amount for Fall 2004.

Second trimester student Stacey Reverby has been named Director of Marketing and Communications. A search is underway for Sponsorship, Public Relations, and Judging Directors.

There is also a call for students to work on these different planning areas. Students, like Dimitri Gamvrellis who is graduating in the Spring, will work on near term projects. Gamvrellis, who worked on the inaugural event, said he wanted to be a part of the Fall 2004 Innovation Challenge, and even plans on flying back to Thunderbird for the final round of the event. Students planning on competing in the event can work on teams in the Marketing, Sponsorship and Public Relations areas are still eligible to compete for the \$20,000 prize in the Fall.

Rathi and Lipton hope to see this event continue for years to come. They hope to come back in 20 years and see it still going strong.

If you want to help crown the "Most Innovative MBA Team" in the world, contact me at wieser@global.t-bird.edu

Crossword Puzzle

1	4	5	16	7	8	9	10	11	12	13	14	15
2									3			
16				17			18				19	
20				21			22		23			
		24	25			26					27	
28	29		30						31	32		
33							34					

Across

- 1) Process through which one attains citizenship
- 2) Rule by few members of a community or group
- 3) Ratio of the opposite side to the hypotenuse of a right-angled triangle
- 16) Italian Riviera city where Festival della Canzone is held each February: San _____
- 17) Educational impairment (initials)
- 18) Large African antelope with horns like an ox and a long tufted tail
- 19) Ambulances deliver patients to this part of the hospital, also a television show
- 20) International Organization for Standardization (initials) offering 9000 certification
- 21) "Moi" in English
- 22) Missouri (postal abbreviation)
- 23) Nebraska (postal abbreviation)
- 24) Cooks until ... (clue: _____ to a)
- 27) _____ whom it may concern
- 28) Do this at a green light
- 30) One step _____ a time
- 31) Polynesian god of the dead who collects souls in his cave
- 33) Baseball player _____ Galarraga
- 34) Seeks or aims

Down

- 1) Former leader of Panamá (1983-1989)
- 4) Liquors made from an infusion of malt by fermentation and the addition of a bitter, usually hops
- 5) Former Portuguese colony; gained independence from Indonesia in 1999: East _____
- 6) UnderGroundOnline (initials)
- 7) Dorm supervisor (initials)
- 8) City in Provence with Roman architecture; once inhabited by Vincent van Gogh
- 9) Flat-screen television (initials)
- 10) Hello (informal)
- 11) Cells formed by unions of two gametes
- 12) In Japanese: "harbor wave;" used as the scientific term for seismic sea wave
- 13) "Two" in roman numerals
- 14) Number after zero
- 15) Anxious or worried
- 21) Partner, friend, or spouse
- 22) Maker of Windows, Project, etc. (initials)
- 25) Used to propel a canoe or rowboat
- 26) Texas (postal abbreviation)
- 27) "Three" in Italian
- 29) Stay _____ top of it
- 32) Spanish for verb "to go"

Puzzle created by Betsy Hoag, U.S.A., Spring '04



Next Issue: FOCUS ASIA

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