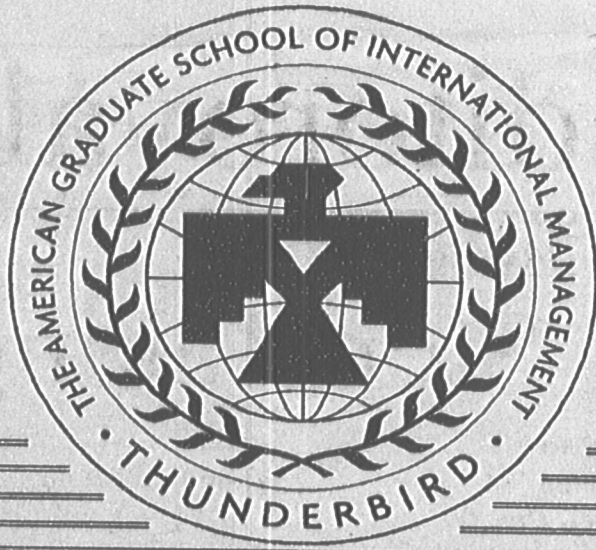


Das



Tor

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

William Schurz

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\$60,000,000 !!!

By KELLIE KREISER
U.S.A., Fall '04
Co-Editor, *Das Tor*

How many times have you walked around campus and thought, "If I had the money, I'd do something about..." Maybe you were thinking about longer hours for the Commons, better parking, or fixing the chairs in the Lecture Halls. But what if your thoughts ran to funding more scholarships, recruiting world-class professors, or building the Thunderbird brand? Well, then you would be thinking like Samuel S. Garvin, Thunderbird alumnus and the man who has given our school \$60,000,000.

Sam and his wife, Rita, have bestowed upon Thunderbird the most generous gift it has ever seen. In honor of their amazing generosity, our school will be named, *Thunderbird, The Garvin School of International Management*. This donation is the largest business school naming gift in history, surpassing last year's \$50 million gift to the Arizona State University for the creation of the W.P. Carey College of Business.

"This gift is just the beginning of what I expect to be a unified and generous program of support for the school, and through it I hope to inspire others to give so that Thunderbird can continue to provide students with

the skills necessary to achieve, not only lifetime business skills, but lifetime success in global citizenship," said Garvin. This is not the first time that the Garvins have given to Thunderbird. In fact, they are the most generous cumulative donors in Thunderbird history, having funded programs in entrepreneurship, culture and language.

The gift has very few restrictions, save for the fact that it will be focused on benefiting students. A past student himself, Sam ('88) has designated the money to be spent with students in mind. \$40 million of the gift will be placed in an endowment which will help fund annual scholarships. The remaining \$20 million will be used, in part, to address scholarships, investment in faculty and support of our new strategic plan. As well, Sam issued a challenge to the Board of Trustees with this donation; he has urged them to use this money as merely a start to an aggressive fund-raising plan that has a goal of an additional \$90 million. As Dr. Bowen said in the March 2 Town Hall, this is truly a "transformational gift."

But who is Sam Garvin? He is the founder, chairman and CEO of Continental Promotion Group, Inc., a global commercial fulfillment business with clients



Sam and Rita Garvin's belief in Thunderbird's mission, history and future spurred their generosity

in 26 countries. Sam developed the business plan for his company in an entrepreneurship class at Thunderbird. Working at first from the trunk of his car, using credit cards for seed money, he built Continental Promotions into a \$1.2 billion global market leader. Sam credits the Thunderbird network for helping to open the doors that led to multi-million dollar contracts.

Born and raised in Pittsburgh, Pa., Sam completed a dual B.A. degree in Political Science and German Studies at the University of Pittsburgh. After graduating, he served in the Reagan White House as a staff assistant, and later worked for Heinz U.S.A. as a sales merchan-

diser. When the time came for grad school, his father tried to persuade him to attend Wharton, where both he and Sam's grandfather had gone. But Sam was intent upon Thunderbird. Years later, Samuel S. Garvin would honor his father by funding the \$1 million Samuel L. Garvin Distinguished Professorship in Global Entrepreneurship at Thunderbird in his father's name.

This past December, Sam was the commencement speaker at graduation; he spoke of the responsibility he believes we all have. "Today more than ever before, many people are asking how can I make a difference by doing something positive and giving back. That answer may be different for each of us. At my firm, we give nearly a third of our annual net income to education related charities. Rita and I mirror that in our personal lives. You have been given the tools and contacts to succeed and I would ask you to reflect on what positive social change will you undertake once you get there."

The Garvins' gift is expected to bring world-wide attention to the school. Our new Chief Marketing Officer, Ken Lambert, is heading up a global PR blitz to celebrate the enormity

of the donation. Advertising in major newspapers, magazines, and online outlets on the day of the announcement (March 9th), will reach an estimated 4 million people worldwide. *The Wall Street Journal*, *Financial Times*, *Europe*, *America Economia*, *South China Times*, and the *Japan Times* are only a few of the media outlets that will feature our ads. The school has retained the PR firm, Burson-Marsteller, to handle the international launch. Thunderbird alum, Santiago Hinojosa ('73), will head up their efforts.

The expectation is that the global launch will generate a large amount of interest both with the press and with potential applicants. T-bird alumni, located in major cities around the world, are being set up to handle local media requests. On campus, current students and staff will man the phone lines to help field the expected deluge of calls.

Without a doubt, this gift will change the face of Thunderbird. And all T-birds know that there can be only one way to acknowledge such an amazing event... with a party! In early April, there will be a huge celebration to rededicate the school and to thank the Garvins for their generosity.

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Undergrad in "Global Business" Being Explored

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

For several months, there has been a buzz on campus that goes a little something like this: "Thunderbird is starting an undergraduate program." However, as with any "buzz," there are facts, suppositions, lies, rumors and more. To gain a better understanding of the Thunderbird Management Team's perspective and plans, I met with Dr. Dave Bowen, Dean of Faculty and Programs, on Friday, February 27th.

At this point, it must be noted: nothing is finalized; Thunderbird is only considering the option.

Market Research

"The Board of Trustees authorized the management team to look into the possibility and feasibility of developing an undergrad program...With that

blessing a couple of things are now in play," Dr. Bowen explained. "I convened a group of faculty and some staff to develop a tentative curriculum...and start listing some of the issues that would have to be resolved," he added.

"I have already heard from the faculty/staff initial design team a number of factors that they want checked out. This process is just forming, so not all details on the steps are known yet. Certainly, there will be dimensions/criteria/metrics around legal, financial, brand, and cultural fit.

"A subcommittee of the Board of Trustees is...arranging to work with an independent market research firm to assess the feasibility of an undergrad program with a partner. More broadly, this research will also shed some light on the attractiveness of a Thunderbird undergraduate

degree, overall," he continued.

As a follow-up, I asked Dr. Bowen what guidelines are being used in the data gathering process and, more specifically, what metrics are being used to determine if a partner school matches with Thunderbird's culture and resources. He said that

"We believe the MBA program drives everything,"
Dr. Bowen said.

"the metrics for this specific research activity will be set by the subcommittee, with input from the market research firm and the Thunderbird management team, with input from others in the Thunderbird community.

While it may seem incongruous to be exploring potential partnerships and doing curriculum studies while the market research has not been com-

pleted, Dr. Bowen cautioned that, "a tentative curriculum was necessary to help frame the Board's decision making as to whether to keep going forward with consideration of this possibility. They wanted to see that there was a design that could be true to our brand. Faculty were also interested in the same. And we wanted to have some design to possibly frame discussions with partners about what we would be partnering on."

When I asked Dr. Bowen if students were being involved in the market research, Dr. Bowen replied that "we need an independent firm to help us with a decision like this." In the future, "we want to talk with one another, student forums, TSG or the like...I think you need a third party watch dog," he said, elaborating that "you can find what you're looking for when you're in the middle." He added that there

"will be much more engagement of students, staff and faculty if this were to go forward."

Options

There are three options being explored:

- 1) Join with one specific partner
- 2) Go it alone
- 3) Don't do the program.

Potential for Partnerships

One thing Dr. Bowen made clear is that Thunderbird will not provide the basic education courses offered in the first two years of undergraduate education. The school will focus on creating a program for the third and fourth year students. "Nowhere have we ever thought about doing a full four-year undergrad," Dr. Bowen stated.

In light of this, the Board asked the management team to keep their "eyes and ears open" for partners with whom to do things. The management team

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

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

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In Search of the Mystique

Stop Taking Up Space

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

Two friends of mine graduated from Thunderbird this Winterim and spent a month traveling before returning, at the end of February, to move out of their apartment. Upon their return, I began to catch them up on the events in "ThunderWorld" that had passed while they were away. I had much to cover: pre-parties, pub-parties, after-parties, dinners, Sex and the City viewings, hikes, movies and just overall good fun.



Megan Staley

I then paused and thought about what I could tell them about their alma mater. Sadly, I had many rumors, suppositions, and "same old stories." Little had changed. Sure, there were meetings and debriefings and plans of action, but could it really seem like little had changed in four weeks?

The same clubs were sponsoring activities; administration was saying rumors would be addressed at a March Town Hall; graduation party funding was still under discussion.

You might think, "Well, I'm just one person. What can I do in the grand scheme of things? Things will never change." Actually, there is plenty you can do. And if you do nothing, then that is about the worst thing you could do.

Related to the "woe is me" whine often heard on campus, and spurred by the school's plan to be more selective in admissions criteria, I began wondering what "Thunderbird DNA"

would be. What makes a T-bird a T-bird? While I do not have a concise list yet, one thing I know must be at the top: the love and desire to make a difference.

You chose to come to Thunderbird for business school for the international focus - working with other people, learning new traditions, and discovering how the business and social world is intertwined worldwide.

By coming here you are connected with virtually every person and culture in the world; you come here to learn how to make a difference. Yet, during your time on this "training ground," where you can test your skills and ideas, you do nothing.

You are waiting for someone to ask you to be involved. You want a personal invitation, and sometimes that is not enough. Yet, you will be the first to complain and say "I am a customer. Treat me like royalty." Enough of that.

You gossip, complain, spread rumors and don't get involved. Take that complacent attitude elsewhere. Thunderbird is not that type of school.

Don't know what you can do? Here are some examples:

1) Run for a TSG office or volunteer to help a Chairperson. There is no excuse as to why each position in the most recent elections was uncontested. Some positions were not on the ballot because no one ran.

2) Get involved in classroom discussion. If you sit through 7 or 14 weeks of a class and say nothing, you are doing yourself a disservice. You are doing us a disservice.

3) Something is bothering you? Don't agree with something going on in

the world, on campus? Have a suggestion or solution? Write a letter to the Editor of *Das Tor*.

4) If you are involved in a club, update its MTB page. Students might be trying to get involved, but your Club page still lists activities and contact information for Fall 2002.

Don't wait for someone to contact you to be involved. Be the person you said you were, and are, in your admissions essays and cover letter - be active, exciting, and proactive. Be a Thunderbird; don't just take up space.

I believe this complacency comes from all parts of the Thunderbird community, not just students.

Faculty: Are you going to conferences? Publishing? Getting corporate contacts for school projects or job placements? Do you interact with students? Did you go to the Career Fair to find out what employers are looking for?

Administration: Have you set aside dates for a Town Hall each trimester for the year? (During a time when no other activity can be planned.) Are you being proactive and talking with students to find out what the morale is like?

Who is taking responsibility? Who is accountable? Every person in the Thunderbird community is.

As Ms. Pasawat said in her supply chain presentation on March 2, a crisis is an opportunity. A problem is a challenge. Are you taking the opportunities?

Take action. If you make a suggestion, follow-up with an action plan. Volunteer to help implement it. Otherwise, I will ask you, "What are you doing besides taking up space?"
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Sweating the Small Stuff

By LADE A. DADA
Nigeria, Spring '04

If you were walking down the street and saw a \$100 bill lying on the sidewalk, would you pick it up? Would you pocket it and keep moving? What if a cashier at the grocery store gave you too much change? Would you count it as a "blessing" and walk out beaming? How about if your employer gave you an additional "off the record" bonus? Would you report those earnings and pay the corresponding taxes? In the case of an exam, suppose your neighbor just happened to expose his/her work and you saw a few answers. Would you copy? What if you were stumped on those questions, no one saw you and you hadn't planned to cheat?



Ladé A. Dada

I assume that the responses varied widely. Some people would give absolute replies while others would rationalize their thinking. Each one of us makes compromises in seemingly minor situations on a daily basis. I would like to suggest to you that these "small" conces-

sions we make eventually add up to result in significant compromises (okay, so you haven't robbed a bank, but have you cheated on tests or plagiarized?) Allow me to expatiate. There is a saying that small drops make an ocean. By itself, a raindrop is inconsequential, however when it joins forces with other drops, it becomes a puddle, then a lake and an ocean. In like manner, when we are a little dishonest here, lie a little there, overlook something there, we alter our perception of what is acceptable. We subsequently begin to rationalize until we reach a point where "everything is okay." This is why we often find that what was an abomination to us two years ago is no longer a "big deal" today. Do bear in mind that Enron didn't just happen overnight. Initially, they simply wanted to make the company look good so they over-shipped products, thus driving up the earnings figures. Then they wanted time to fix what was wrong so they started misrepresenting the company's financial health. Before they knew it, they were blatantly involved in fraud, by which time it was too late. As the Honorable Lord Holme of Cheltenham puts it, "they did it as long as it wasn't stated in the law that they couldn't - they

essentially lost their values of what was right and wrong."

Likewise, most crime begins with a thought, which escalates into a fantasy. This seemingly harmless thought is incubated in the mind until one day, the individual goes out and buys a gun (for instance) just to further toy with the idea. One day however, the trigger is pulled and the crime comes to fruition. What does this mean for us as international managers? Well I'm glad you asked! It implies that we do need to sweat the small stuff. We need to be aware of those small concessions that are made without a second thought. We must also be careful about how we rationalize and justify decisions that aren't always right. We especially need to ensure that we don't move away from our strong ethical foundation in an attempt to increase shareholder value. Remember, integrity is what you do when no one's looking. Yes, it's all about the bottom line; increase your profits and shareholder value, but not at the expense of honesty. Just because the law doesn't explicitly say you can't do it doesn't mean you should! Remember your values! Maintain your integrity because that's good business.
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Corrections

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

Although errors are bound to occur,

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

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

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

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

Letter to the Editor:

The "Unqualified" Add Quality to Thunderbird Campus

By SEAN LACY
U.S.A., Spring '05
(Authorized to work: Japan)

According to the results of the "Fall 2003 Student Survey" in the February 11th edition of *Das Tor*, I should not have been admitted for study at Thunderbird.

Before school started last September, I had never taken a course in Accounting or Finance - I studied Philosophy and Asian Studies as an undergrad and I am the first to admit that my GMAT score was not stellar. Perhaps someone in admissions made a mistake?



Sean Lacy

I came to Thunderbird after living in Tokyo for seven years, including four years of experience working at some of the biggest corporations in Japan. Not only do I speak Japanese, I also read and write it. However, I did not come to Thunderbird to study Japanese - I came here to study international management, and ultimately, to learn. After all, if I was already proficient at interpreting the significance level of a hypothesis test, or computing the present value of future cash flows of a given financial instrument, why bear the actual and opportunity costs of attending Thunderbird for two years? Ostensibly, the reason we are all here is to fill the gaps in our knowledge and skill set that have so far prevented us from attaining our career goals.

The Fall 2003 Student Survey results represent the opinions of 257 students, the majority of whom were in their third or fourth trimester when the survey was taken. I do not assume that the opinions expressed in the survey represent all of the student body, only those who responded. This is important to keep in mind as you read on: Of those who did

respond, the majority indicated "admissions criteria have to be strengthened if the reputation of the school is to be maintained." I do not see a correlation between admissions criteria and school reputation or "rankings." In fact, I argue that poor selectivity on the part of the administration has little if anything to do with reputation.

The assumption that under-qualified students are admitted to Thunderbird, get their MBA, and then go on to tarnish the school's reputation through sub-par work performance in the so-called "real world"

makes no sense. This presupposes that students enter and leave with roughly the same amount of

knowledge and skills. In reality, "unqualified" students would find the curriculum too demanding, and eventually drop-out or be expelled from the program due to poor academic performance before they ever receive a diploma.

Therefore, it is reasonable to assume that either admissions policies are generally appropriate, or (despite student perception) the curriculum and faculty are actually facilitating learning. It is important to point out that, regardless of our past education, work experience, and training here at Thunderbird, none of us will be fully prepared for what awaits us after we graduate. Learning is a life-long process; an MBA is just a beginning, not an end in itself.

If "strict cut-offs based on test scores and work experience" were implemented, the result would be a very bland, one-dimensional student body. If the academic rigor and fast-pace (not to mention the \$14,350 per trimester) does not weed out potential applicants, then there must

be other factors motivating people to apply to Thunderbird as opposed to other B-schools.

Most importantly, I was disappointed to learn that "students believe that the Academic and Professional Quality of [their peers] is too divergent." In addition, "poor English language capabilities of certain students creates problems in teams and academic level." I suspect that the second half of that quote actually reflects an opinion shared primarily by native English speakers. It is hard to imagine that a student from South Korea or Brazil

would make such a comment.

Certainly, we have all seen groups of students from the same country eating

together in the Commons, studying together at the IBIC, and spending an inordinate amount of time at the pub. This applies to all students (yes, even all you Americans). This phenomenon is natural. Think about that Winterim or other experience you have had traveling or working outside your home country. Given the opportunity, you probably tended to gravitate toward your own cultural group. Academic, cultural, and professional diversity is what attracted me to Thunderbird in the first place. Yet the survey results seem to imply that all this diversity is somehow negatively affecting our education.

Without the cultural, academic, and professional diversity that exists in our student body, this is just another MBA program. The objective of education - any education - is to break down prejudice, not reinforce it. By "prejudice," I mean the preconceived notions and expectations we all had about this school, who we are, why we are here,

before the first day of Foundations Week. If education does not shatter prejudice and facilitate transformation, it has failed. Transformation is not easy, and our role is not that of a passive observer. Regardless of experience and aptitude, effort is the only sure means of success in any educational endeavor. You can blame the instructor, the curriculum, or fellow students, but the fact of the matter is that the value of any education is a direct function of the effort applied.

More bad news: if you actually plan on working in an international company or setting, diversity, poor communication, and cultural barriers are an unavoidable reality. Your time at Thunderbird is an opportunity to learn from others, as well as explore your own boundaries and prejudices and to get over them. This requires effort, not to mention a good deal of courage.

Maybe I am not the type of student some of you want in your classes. This was my first and only choice for B-school. I still have a lot to learn. I am struggling with the content and pace of the curriculum. I prefer to spend my time with a diverse group of people, learning about other cultures as much as I enjoy the satisfaction of finally figuring out how to get that damn balance sheet to actually balance. Most importantly, I have a stake in the success and reputation of this institution. That is why I am here. Why are you here?

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Comments?
Questions?
Suggestions?

Das Tor welcomes your opinions on this and any other topic
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Haven't You Seen Any Frenchies These Days?

By GREGORY BONNET
France, Exchange Student Spring '04

Have you wondered why more people were speaking French this semester, why people were sitting for hours in the Commons discussing? Who are these guys around or (even worse) in the swimming pool? I have the answer for you: this is the group of French exchange students.



Gregory Bonnet

Where we are from. We all are coming from the ESSEC Business School in Paris (France) where we are attending a post-graduate program called "Strategy and Management of International Business." I can hardly say we have a major. Our degree is a mixture of Strategy, Management, Marketing, Finance and Accounting. In Thunderbird, we are following the Certificate of Advanced Studies (C.A.S. for the intimates) in International Management. That is: International Economics, International Political Economy, Cross-Cultural Communication, Regional Business Environment, Global Strategy, Global

Management plus three credit hours that we can choose (with the agreement of the Registrar, of course!).

Why we came here. We had several reasons to join the Thunderbird Community:

- 1) We wanted to add an international touch to our resumes.
- 2) We wanted to escape from the Paris suburbs and (really) cold (and rainy and cloudy and...) weather.
- 3) We were told that we could meet great people at Thunderbird (and that's true!!!)
- 4) Last but not least, you have a swimming pool (we do not have one in Paris...).

So far, we have enjoyed the hot and dry weather... around and in the swimming pool (still pretty cold, but that is OK). We met great people during Foundations and we would like to know everyone on the campus before going back to France after graduation in April.

I heard someone asking a question... **But where can I meet those guys?** Well, nothing is easier. As I told you before, our HQ is located in the Commons. You will see that the French do pay homage to their reputation: spending hours eating and chatting, which is

the French touch! Or you can accidentally meet some French students running all around the Campus, getting ready for the Phoenix Marathon in March. You will surely have the chance to see us in the golf lessons of the GWIB on

Fridays or Saturdays. If you like to play volleyball, we often play on Friday or/and Saturdays at 2:00 or 3:00 p.m. You can have the chance to have a dance with us in the Salsa Club on Tuesdays. As you can see, nothing is easier than finding a Frenchy on the campus! By the way, if you find out that we are not there during the weekend, that is because we are enjoying sightseeing in Arizona (or even further in the United States...)

So feel free to come and join us,



The French Exchange Students pose during Foundations week after the traditional flag ceremony.

sharing breakfast, lunch, dinner or a coffee between classes. If you have any questions about France or if you want to improve your French with us, you all are welcome! And we will be happy to see you during the upcoming events: the European Night (Friday, March 26th) and the ThunderMovie night with the French film "L'Auberge Espagnole." (April 4th, in conjunction with the French Club).

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The Death of the "Y" Chromosome

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

Recent stats give rise to the dying Y chromosome. Could the future really be without men? We used to be good for hunting, providing security, and reaching for items that required more height. And well, the other obvious thing that requires such little time.

Now, a woman can do all these things without a man. Can you picture women taking over the leadership of the future?

Thus far on campus, of the 64 clubs...29% are led by women.

Of the 21 PROFESSIONAL clubs on campus...over 50% are led by women.

Of our TSG, student leadership...our president is female.

Within our "core" officers of TSG (the ones bustin' their butts)...36% are women.

Das Tor, our Campus Ambassadors are all led by women...

Hmmm....

Perhaps a few more years will yield a few more women in leadership and a few less wars which may yield a few more men living. The death of the Y chromosome is not at the hands of the XX, (not to be confused with the tastebud quenching Mexican beer), but rather controlled by its own misled direction.

JamesBrandonKeefe@global.t-bird.edu
Editor's note: James is a member of TSG and Campus Ambassadors, as well as a contributor to Das Tor.

The Frailty of Human Nature: An Essay on Nursing Homes and Social Reform

By CHRISTIAN MACY
Brazil / U.S.A., Spring '05

From the time you're born until somewhere around your mid-twenties, you wish that you could grow up just a little faster - achieve that esteem and respect that seems to come so easily to your elders, based merely on their age. Around the time you hit 25, you notice a change ... what John Mayer, and scores of others, call a "quarter life crisis." You start realizing that maybe growing old (and up) isn't all it's really cracked up to be. Then you visit your stepfather in a small, dark room that splinters solemnly off a dismal corridor pungent with the odors of human waste and decay. You start wondering what happened, how, and why - why would anyone have to be subjected to this? Inevitably - is this the fate to which I will eventually be subjected?

Until about two months ago, my stepfather was a healthy - indeed a virile man - in his mid-seventies. He enjoyed life to the fullest extent, taking either his boat or his plane for a spin whenever the occasion arose. He was probably the biggest reason I even considered going to Thunderbird. His son had gone here, and after marrying my mother, he posited the idea that I might also benefit from a Thunderbird education. They met four years ago, the day after my birthday. Four years is a short time for anyone to deteriorate in such a quick and complete manner. Two months is so much shorter, and so much more unexpected.

Had the condition of my stepfather been the only shocking aspect of my weekend, I may have yet walked away

moderately unscathed. Few of us have been lucky enough to be sheltered from the ineffable finality of our eventual progression down the spiral of human life. Indeed, this entire trip was manufactured solely for the purpose of visiting with my stepfather, perhaps for the last time. Had the loss of form, figure, and temperament in one singular man whom I hold in such high regard been the most of it, I am sure that I may yet have maintained some modicum of composure. Yet the truth is that I found more sadness outside his room than within.

Wheelchairs were not filled with people nor their remains, simply a great maw of sad loneliness. The undeniable and unrelenting sentiment of abandonment pervaded the very material of the cheaply-made, withering structures upon which resided the forms of beings who had once been happy and well-loved. Now left to their own devices in the great hallway of a world which no longer needed or longed for them, these poor beasts (for so they seemed to be treated) spoke frequently, incoherently, striving in vain to be heard by passing ears which had long since shut themselves off to the pleading and moaning of so many beseeching voices. I should like to say I was better than that - to say that I listened, and strove in earnest and to the fullest extent of my ability to assist all those who pleaded, who cried, who needed more love than the world was willing to provide. Alas, my "humanity" is more than I can bear; I did nothing, just as so many before me have done, and so many after are sure to do.

I pondered long on the reasons

for such a disgrace. How could so many people, so many humans - our families!, how could they be left apart, abandoned and deserted like so many toys a child discards when they have outlived their novelty? I wondered how a "modern" nation such as this could contain such decrepit castles of failed human care and concern. To be sure, the employees do not work because they expect to be paid well; but, how can the concerns, abilities, hearts and spirits of so few possibly combat or attempt to outweigh the mass lack of moral and ethical concern pervading the world outside?

Perhaps if fewer people were to strive so vigorously to oust any obstacles in their path to financial success and secular glory, perhaps then a new age might present itself. Perhaps if fewer "humans" deluded themselves so efficiently with the belief that they could not possibly provide care for those who for so long cared for them, perhaps life and love and prosperity would come in amounts of equal and deserved proportion to all. Perhaps there is hope after all, hidden deeply within the hearts and minds of us all - even us humble students.

"Perhaps" is a powerful word. "Perhaps" can change political and economic policies. "Perhaps" can alter entire nations and continents with its overwhelming force and draw. "Perhaps" can change you and everyone around you for the rest of your life. There is only one question you should ask yourself: Will you help or hinder the progress of "Perhaps?"

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Buying a House - The Most Exciting and Confusing Event - Made Simple

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

What is the happiest event in your life? Is it going out on a first date? Having your first kiss? Getting married? Or having a baby?

All of these things are exciting and stressful.

Buying a house, though, may top them as the most exciting and stressful activity.

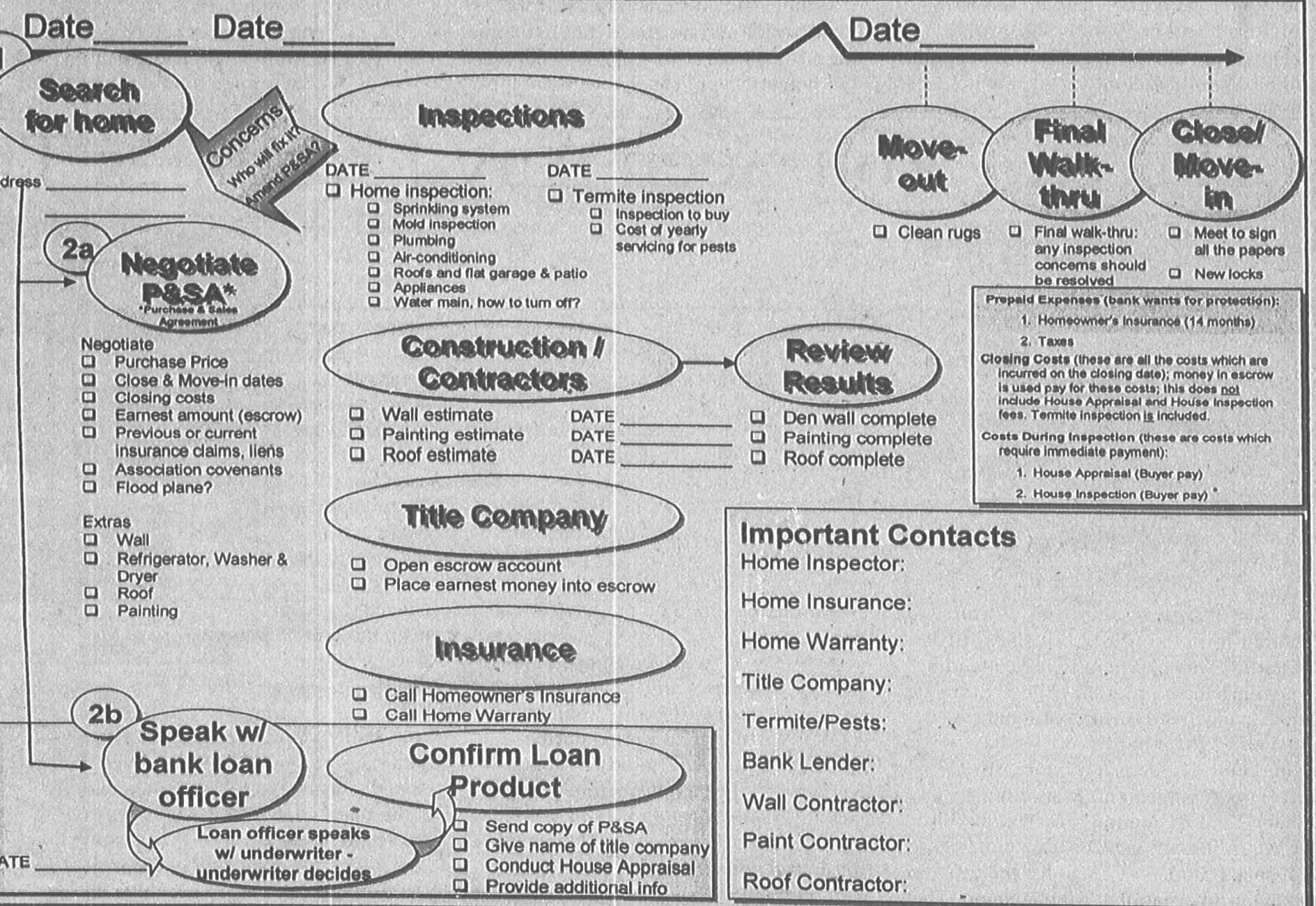
Why is buying a house so stressful? After all, the purchase of a home is the American Dream; along with the big yard, with grass or desert, the white picket fence, the dog, the friendly neighborhood bar-b-ques. What is so stressful about all that?

Hmmmm...how about the money, the loan, the banker, the realtor, the broker, the seller, the home inspector, the termite inspector, the house painter, the roofer, the plumber, the insurance company.

Oh, did I mention the mortgage rate, the points, the mortgage insurance, the closing costs, the earnest money, the escrow account, and the title company?

OK, there is a lot to keep track of, and quickly things get very stressed out.

What I have tried to do is create a one-page document that assists everyone buying a home. The document doesn't have every detail, but it is a guide to help the home buyer keep everything in order. Often, people expect their realtor to do all of this, but that



would be a mistake. Remember, if you are the buyer, it is your money, no matter what anyone says. Everything is negotiable.

I hope your house hunting goes well.

stolle@global.t-bird.edu

Editor's Note: Graphic created by Greg Stolle for his own house buying purposes and is available for download on Das Tor's MTB page.

Seasoned Marketing Exec Returns to T-bird Roots

By JENNIFER KEHL
U.S.A.

Ken Lambert is a true T-bird. Thunderbird's new Vice President and Chief Marketing Officer is a walking, talking marketing brochure of everything that Thunderbird can mean. Sure his Thunderbird degree helped him have the kind of international career to which many of us aspire, but that's only part of the story. His Thunderbird connections go much further: he married a T-bird, his best buddies are T-birds, he has networked with T-birds, recruited T-birds and started a company with T-birds. Now he is back for more. Two weeks into his new job, he took some time to meet with me, talk about his background and share some early thoughts about his new role.

Early Beginnings

Like many of us, when Ken first came to Thunderbird, his career goals were still a bit vague. He was sure however, that it would be "something international" which was why he came here in the first place.

"Those were different times" he says, indicating that businesses were really just beginning to focus on the global market and that Thunderbird, and its unique tri-partite curriculum, was almost the only game around for anyone interested in international management. Ken knew that the school's program and its student body were pretty a-typical; but, then again, so was he.

While he may not have had the picture perfect application, "they probably shouldn't have let me in," he said, he certainly had an interesting background. He had international experience in Germany and an eclectic list of interests that included karate (he's a black belt), playing the drums, and ballet dancing.

So what does a ballet dancing drummer with a black

belt and a somewhat "odd" degree in international management do when the time comes to get a job? He gets 8 job offers - that's what he does. Sure the job market was better then and the Thunderbird brand was stronger, but there's a lesson here for all of us in how to sell our transferable skills.

As Ken explained it, like any good marketer, he looked inside at his core capabilities and asked himself what he had to offer? "Basically," he said, "the only things I could bring to the table were the ability to dance, fight, and keep time." He also had the ability, having taken an advertising course here called Inter-Ad, to see how things like flexibility, a sense of timing and the ability to think on his feet could fit into an advertising career.

So, he accepted a position with Young & Rubicam in New York. Though he was hungry for his first international assignment, the firm wouldn't consider it until he had spent some time in the U.S. learning the business and honing his analytical and writing skills (something he advises us to consider before going overseas). After about three years, however, opportunity finally knocked and he was offered an assignment in Madrid. From there he moved on to Australia and then Thailand where he ultimately started his own company: KL&P.

The firm grew to become the largest independently-owned marketing consulting firm in Southeast Asia and Ken subsequently sold it to the big advertising firm D'Arcy Masius Benton & Bowles. DMB&B sent him to Latin America, where as the region's Managing Director he grew sales from 100 to 800 million in 3 years and was

responsible for 22 acquisitions. Ken then decided to leave advertising and go out on his own again.

Working with fellow T-birds he founded the Xulu Group, a venture capital company specializing in early stage technology and marketing companies.

Current Affairs

Fast forward to Ken and me sitting in his office here in Glendale where, having heard about some of the Xulu Group's incredibly interesting projects, I can't help but wonder - what is he doing here? It's because of the opportunity, he says. "This could be one of the most interesting marketing positions I've ever been in." Being able to keep an ongoing interest in the Xulu

that we were first on the list), new product development, the marketing goals and marketing tactics.

Getting all of the new ideas in the plan put into action is a major priority for Ken. We must act now, he believes. "Ready, fire, aim" is how he said the school needs to move ahead. It will probably come as no surprise that he emphasized the need to hold onto Thunderbird's position as the number one school for international business.

"We need to push the brand into a secure position. We can't let them kill us at our own game" he stated. Given his multiple connections with the school, Ken can speak from experience when he explains that he doesn't view our "product" as broken or irrelevant. He does believe however, that Thunderbird should look to becoming "new and improved" and then work to get the word out, ensuring that the brand is well defined and communicated.

Key for Success

How does he plan to accomplish this? He believes the right team is key. Ken knows he is fortunate to be surrounded by a wealth of resources - starting with the top-notch staff in the Thunderbird Marketing Department and including other staff, faculty and the students as well. He feels it is crucial to mobilize all of those resources, not just to get the marketing effort integrated across the various areas of the school, but also because everyone benefits from the plan's success. He emphasized the desire to have students involved, not just to provide feedback, but for real, hands-on



Ken Lambert

help (see below). Student support would provide him with talented people who have a personal experience with Thunderbird while giving the students a chance to build their resumes and help improve the school that will be a permanent part of their history (and future, he hopes).

Before I knew it, our meeting time had flown by. Time is an especially precious commodity given all of the great extracurricular activities here that Ken plans to take full advantage of. You would think that with his challenging new job and his continuing interest in the Xulu Group Ken's plate would be full, but like a true T-bird he plans to make time for other things.

If you haven't found his office yet (something he hopes will change), you may run into him playing rugby, hanging out in the Pub or practicing karate with the Martial Arts Club. How, you might wonder, will he manage the demands of Thunderbird's aggressive marketing plans along with his other responsibilities and find time for karate too? Fortunately, Ken seems like a guy with quite a bit of energy.

"Always try to have your cake and eat it too," he said - something I know I will remind myself of often.

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Everywhere I looked there were flip charts covered with information and ideas regarding the school's marketing plan.

Group as well, made it an offer he couldn't refuse.

Judging by the state of Ken's office, the first two weeks of the job have been very busy. Everywhere I looked there were flip charts covered with information and ideas regarding the school's marketing plan. On a few occasions during our conversation he would go over to them, flipping up the pages to illustrate things that we were talking about, pointing out the lists and diagrams with obvious excitement.

Plan of Action

I couldn't help but notice that what I saw on the walls and flip charts was reminiscent of what I'm learning in my Global Marketing class: a situational analysis of the market and market situation (decline in demand and increased competition - it isn't pretty), brand awareness, description of the customers (students should be happy to hear

COUNTRY GABLES

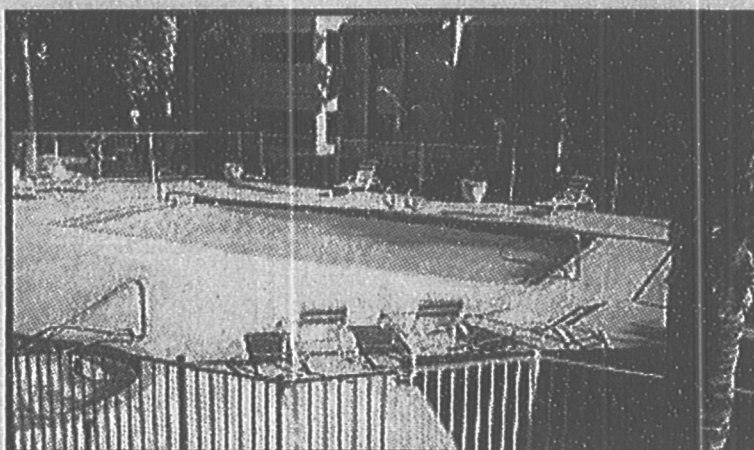
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Want to Get Involved?

The Thunderbird Marketing Club will be helping on some of the upcoming marketing initiatives.

Contact Yeolan Delapenha,
TMC President
(yeolan@global.t-bird.edu).

TSG will also be involved. For more information contact James Brandon Keefe, TSG Marketing Chair, or visit the Marketing section of the TSG pages to find out about current initiatives.

Ken Lambert can be contacted at
lambertk@t-bird.edu

Lies, Damned Lies, And Rankings

By **DEIRDRE DALY**
Ireland, Spring '04

Rankings matter. They drive student enrollments, influence recruiter visits and can strengthen our brand or destroy it. They can also significantly affect morale among students, alumni, and staff. Each ranking is a measure that tries to push a diverse range of programs and students into a generic system and then boil it all down to one number. That one number is very useful when you are sifting through hundreds of MBA programs to narrow down the right fit for you. But can one number really be a valid measure of a school?

As you can see in the article "Rankings: What They Measure" (see next page), each system has its own set of factors and weights, and relies on different sources for its information. There is no room for extra information or clarifications.

According to Judy Johnson, Dean of Admissions, "this puts Thunderbird at an extreme disadvantage." We pride ourselves on being a niche school. We have carved out the top position in international management by being unique and no generic system can accurately reflect our distinctiveness. Some rankings have attempted to address differences between schools through specialty rankings, and we still hold sway there. Our competitors for the top position in international business have a long way to catch up. In the *Wall Street Journal* rankings, Thunderbird got 262 votes for number one school in international business. Our nearest competition was INSEAD with 88 votes.

In addition to the differences between programs, prospective students have their own needs. It is important to look both beyond the numbers, to the core focus of the school, and behind the numbers, at the methodology and the individual scores for each factor to get the whole story. Unfortunately, many rankings systems do not supply this information.

I am unconvinced of the value of the methodologies and weightings in many of the rankings. Salary is an important component of all of them, but that discriminates against some sectors. It stacks the deck for schools targeting traditional consulting and banking sectors, and against the rest of us. The quickest way for us to rise in the rankings would be to send all our students to Wall Street. But would that number really reflect the quality of your education or whether you achieved your goals?

Selectivity

There are few general areas where Thunderbird's numbers are low. One of those is selectivity, a measure of how many applicants a program

accepts. In this case, a lower ratio of acceptances to applications is better. Thunderbird's selectivity is around 80%, compared to 13% at Northwestern.

Three issues contribute to this number. The first is that we are one of the largest MBA programs in the U.S.

Dr. David Bowen, Dean of Faculty and Programs, pointed out that "only four schools in the Top 50 are bigger than us; Harvard, Wharton, Northwestern, and Colombia."

Unlike those schools, we have not previously capped the size of our incoming class. Within the limits of our resources, we could accept as many people as applied.

The third reason, cited by Dean Johnson, is that Thunderbird is very clear about its admissions requirements and receives very few applications that do not meet them. We may see a change in this number in the future as the school plans to maintain the full-time student numbers roughly at its current level (833) which, in effect, will cap the number of accepted students. However, we also need to increase the number of applications we receive to see any real change.

Employment Rates

Another area of concern is in the rates employed 30 days after graduation, between 37% and 45% depending on the ratings system. Many of our graduates wait until after graduation to look for a job because either they are returning to their home countries, or they don't have enough time to devote to job-hunting right now, or even that they want to take some time off after graduation. The figures for "employed at 90 days after graduation" are double.

In addition, the numbers only count those seeking employment, so students sponsored by their company are not included, nor are those who do not report their status to CMC. Roughly 20% of our students are sponsored and about 60% of the balance report their status. *The U.S. News & World Report* ranking illustrates the problem. We had 677 graduates in 2002, only 390 reported that they were seeking a job and 216 of them had jobs within 3 months of graduation.

Salary Rates

This, of course, brings us to a third area of concern, low salary rates. For those who have heard the average salary number of \$60,000 for a Thunderbird graduate, take heart, it all depends on where you live. The high salary in the most recent data was \$120,000 and the average signing bonus was \$10,000. We are all well aware that many of our graduates go abroad and few are paid in dollars at the U.S. cost of living. A \$50,000 salary in Kuala Lumpur is a very different proposition from a \$50,000 salary in New York City. Only the

Financial Times converts salaries using Purchasing Price Parity. We would all love to be earning \$151,000 like a Wharton graduate, but if we dreamed of being I-bankers we wouldn't be here.

Another complication is the response rates on salary data. The class of 2002 data shows that of the 216 who accepted jobs, only 189 reported their salary data, less for bonus and other compensation data. As you can see, salary data for the school is counted only from 189 people out of a class of 677, definitely not an accurate picture.

Financial Times rankings

There was a great deal of discussion on campus earlier this trimester when the *Financial Times* 2004 rankings appeared and Thunderbird had slipped from No. 57 to No. 73. *Financial Times* is one of the few rankings systems that is completely open with its scores so we can see where the changes are. The full scores for 2003 and 2004 are detailed in the accompanying article.

The news was not all bad; we actually saw quite a rise in some of our numbers. Aims achieved moved up five spots in the rankings to 76 and salary figures also rose. The percentage of increase fell (from 146% to 126%), along with career progress which fell from a rank of 54 to a rank of 63. Both of these drops were largely due to the economy, which affected most U.S. schools.

Despite the tough market, placement success remained steady at 64. International mobility and international experience proved to be strong points; we are ranked 17 in both, compared to 20 and 46 respectively last year.

The strangest movement was in our doctoral rating. We went from 81 to 78, which is most surprising because we do not have a doctoral program.

There was a small fall in alumni recommendations rank from 23 to 27; however, in light of the fact that we ranked 98 in 2002, we are still doing very well. There was a small decrease in our research rank from 73 in 2002 to 76 today. Dr. Bowen believes that this is largely due to the lack of international studies or language journals on the *FT* list, as those are our core focus. We also saw a decrease in the number employed at 3 months after graduation, from 46% to 37%.

Given the weights of each of the factors, what hurt us most was comparative salary and the falling percentage of increase.

While our weighted salary number climbed from \$89,586 to \$92,033, we are still far behind the Top 20. The lowest salary in the top 20 schools in \$98,257 but fell generally between \$120,000 and \$160,000. Percent increase for the top 20 is between 140% and 180%, compared to 126% for Thunderbird.

Unfortunately, salary is not an aspect that we can completely control as it is largely based on economic conditions and the primary destination of students (Wall Street vs. Moscow). That is not to say that we can't take some action to try and improve it.

What aspects can be affected and what is the school doing to manage its ranking?

Kip Harrell, Associate VP at CMC, says all programs are "forced into playing the rankings game" and while we can't create our ranking, we can influence it.

Thunderbird does make an effort to manage some of the variables, but we do not have an overall strategy. Initiatives in the past included rewarding faculty at review time for publishing in the *FT* listed journals; initiatives with CMC to improve employer relations, and thereby placements and starting salary; and more focus on student opinions.

Dr. Bowen would like to see a comprehensive rankings strategy implemented. His aspiration is to reach the Top 50 and to do that he believes that we need to "revisit the power of our brand" and do a better job of telling our story, sentiments echoed by Dean Johnson and Kip Harrell.

"Institutional marketing is extremely critical," said Dean Johnson, "it's up to the organization to define its own advantage."

"Our new Chief Marketing Officer Kenneth Lambert understands branding and competitive positioning, and this is what rankings are all about," added Dean Bowen.

You can see how rankings could become a self-fulfilling prophecy. A school is highly ranked so more (and better qualified) students apply there, more

companies recruit there and top class faculty are attracted there. All of which serves to secure its repeat the following year.

On the opposite side, Kip Harrell sketched out the vicious spiral that can occur with recruiters and admissions. The admit rate influences employer visits, which influences the number of jobs, which influences placement results, which influences the applicant pool size, which influences the admit rate, which influences employer visits....

Do not despair; rapid movements in rankings are possible. Witness what is being heralded as "the era of the European B-school." This year saw huge rises for European business schools in their rankings as political and economic concerns about the U.S. encouraged students to look elsewhere. We too can still dream the impossible dream of climbing in the rankings. Our new strategic plan and a concerted marketing effort just might turn the tide in our favor.

You can help by reporting your status and salary information to CMC and by responding honestly and openly to ranking surveys. You can also help by approaching CMC and administration with your suggestions and comments.

Instead of just whining about something, take the next step. Call, email or visit the relevant person:

David Bowen, Faculty & Programs
978-7037 bowend@t-bird.edu

Kay Keck, Student Services
978-7077 keckk@t-bird.edu

Kip Harrell, CMC
978-7304 or harrellk@t-bird.edu

ddaly@global.t-bird.edu

Summer Curriculum Will Include FORAD

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

Remmers of INSEAD, among others. None of those contacted were available this summer.

Finance-focus students wanted - and need - the course. Thus, when a suitable instructor could not be found, Dr. Moffet offered to step in for seven weeks. The course will be shortened (from 14 weeks) to fit this time frame.

Dr. Mathis assures students that the value and quality will not slip, remarking that "Dr. Moffet has a lot of pride in this course." In order to ensure that students acclimate quickly and do not feel overwhelmed, some materials for the course will be available in advance. That way, students will already be familiar with a fair amount of information prior to the start of the trimester.

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Contrary to initial curriculum plans, Multinational Corporate Finance, or FORAD, will indeed be offered to Thunderbird students this summer. Originally, the course could not be offered because no one was available to teach it. According to Director of Faculty Dr. John Mathis, Dr. Michael Moffett, Associate Professor of Finance, was not available to teach the course due to prior commitments. This resulted in an intensive search beginning in October 2003 for a professor qualified to teach the material, as only a few individuals in the world are able to teach the intricate FORAD simulation. Thunderbird approached these candidates, who included the simulation's inventor, Dr. Lee

Rankings: What They Measure and How Thunderbird Rates by Category

By DEIRDRE DALY
Ireland, Spring '04

There are dozens of different rankings but only four that really count. Each one has a different focus and measures different factors. Below are listed the top four rankings, our score (where available) and the factors they assess. Rankings refer to full-time MBA programs, except where noted.

US News & World Report

No. 78 overall, No. 1 in international (same rankings as 2003).

Specialty rankings are determined by votes of deans and program heads.

Quality Assessment

* Ratings by business school deans and directors (25% weight): 3.3 out of 5

* Ratings by recruiters (15% weight): 3.5 out of 5

Placement Success

* Mean starting salary & bonus (14% weight): \$70,281

* Employment rate at graduation (7% weight): 32.1%

* Employment rate 3 months after graduation (14% weight): 45.4%

Student selectivity

* Mean GMAT (16% weight): 600

* Mean undergrad GPA (7% weight): 3.2

* Percent accepted (2% weight) 80.4%

Business Week

Second tier (between 31 and 50). (Note: BW only individually ranks the first 50 schools.) No. 9 for global scope.

Rankings are done every 2 years, the next is autumn 2004. *Business Week* does not make a comprehensive list of scores and factors available.

* Student satisfaction survey (45% weight) - based on responses from graduates of last 3 years. More weighting is given to most recent graduating class.

* Recruiter opinion (45% weight)

* Intellectual capital (10% weight) - measure of a school's influence and prominence in ideas.

Financial Times

No. 73 overall (No. 57 in 2003)

Alumni Career Progress

* Weighted Salary (20% weight): weighted average of salaries (converted using PPP) three years after graduation: 92,083 (up from 89,586 in 2003)

* Salary percentage increase (20% weight): 126% (down from 146% in 2003).

* Value for money (3% weight): salary earned by alumni three years after graduation compared to course costs and opportunity costs of the MBA: Ranked 51 (2.1 in 2003). (Changed measuring system from rate of return per dollar to a ranking.)

* Career progress (3% weight): career progression measured through changes in seniority and company size: rank 63 (down from 54 in 2003).

* Aims achieved (3% weight): extent to which alumni fulfilled their goals: rank 76 (up from 81 in 2003).

* Placement success (2% weight): percentage of 2000 alumni that gained employment with the help of CMC: rank 64 (same in 2003).

* Employed at three months (2% weight): The percentage of the most recent

graduating class that had gained employment within three months: 37% (down from 46% in 2003).

* Alumni recommendation (2% weight): Alumni of 2000 asked to name three business schools from which they would recruit MBA graduates: rank 27 (down from 23 in 2003 but still far ahead of our 2002 rank of 96).

Diversity

* Female representation (5% weight): percentage of women in faculty, student body & board: 33% 27% and 12% respectively (31%, 27% and 12% in 2003).

* International representation (10% weight): Percentage of international faculty, student body and board: 39%, 51% and 17% respectively (47%, 57% and 16% in 2003).

* International mobility (6% weight): A rating system that measures the degree of international mobility based on the employment movements of alumni between graduation and today: 17 (up from 20 in 2003).

* International experience (2% weight): Weighted average of three criteria that measure international exposure during the course: rank 17 (up from 46 in 2003).

* Languages (2% weight): Number of additional languages required on completion of the MBA: 1

Idea Generation

* Faculty with doctorates (5% weight): 94% (down from 97% in 2003)

* FT Doctoral rating (5% weight): Number of doctoral graduates from the last three academic years: 78 (down from 81 in 2003)

* FT Research rating (10% weight): A rating of faculty publications in

40 international academic and practitioner journals: 76 (down from 76 in 2003).

Wall Street Journal

No. 34 overall (same score in 2003). Most internationally diverse business school in America.

* Mass appeal (weight 20%) - number of recruiters who say they recruit at a given school.

Perception A (weight 75%):

* Student soft skills - communication teamwork, ethics, leadership, entrepreneurial skills.

* Student hard skills: Analytical and problem-solving skills, strategic thinking.

* Student Attributes: cultural fit, chemistry with recruiter, willing to relocate, original thinking, average years of work experience, general management point of view, strong international perspective, good corporate citizen.

* Past experience: quality of past hires, past retention rate, past acceptance rate.

* School attributes: content of the core curriculum, school "chemistry," career-services office, faculty expertise.

* General: likelihood of recruiting "stars," overall value for the money invested in the recruiting effort.

Perception B (weight 5%):

* Overall satisfaction with the school in terms of meeting your MBA recruiting needs; likelihood of returning to the school for future recruiting needs.

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Academic and International Services Announcements and Deadlines

THURSDAY, MARCH 11TH: French Student Visa Application Deadline. All students attending Thunderbird Europe this summer should turn in their French student visa applications to Ms. Julie Plombon. Application packets are available in her office.

FRIDAY, MARCH 26TH: LAST DAY FOR DEPOSIT REFUND. Students who have applied for Thunderbird Europe or the Summer in Guadalajara Program: the last day to receive your \$300 deposit refund is Friday, March 26th. If you drop on or before March 26th, please e-mail Julie Plombon at plomboni@t-bird.edu to request your refund.

INTERNATIONAL STUDENTS - FREE TAX ASSISTANCE AT ASU WEST. ASU West is hosting a free tax assistance workshop to international students on Saturday, March 27th. It will take place from 9:00am - 1:00pm in Room CLCC 218. For more information, please call 602-543-8201.

TAX FORMS AVAILABLE FOR INTERNATIONAL STUDENTS. Forms 1040NR and 1040NR-EZ are available on the IRS's website at www.irs.gov. We have the following forms in our office: Instructions, Publication 970 (Tax Benefits for Education), and form 4868 (Application for Extension). **Remember: The deadline to file your taxes is Thursday, April 15th.** Please be aware that we are not trained in international taxation and can only provide limited assistance related to tax forms.

Phone: 978-7177 E-mail: ais@t-bird.edu

The Changing World From Cold War to 21st Century

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

Imagine traveling to Berlin to learn German; six-months later, the Berlin Wall is torn down and you are standing with East and West Germans chipping away at the barrier. Then, you come to Thunderbird with all the excitement and potential in new business and cultural opportunities being explored. During your tenure, Nelson Mandela is released from prison. The First Gulf war began. Transformation was occurring in Latin America where countries such as Nicaragua and El Salvador were on center stage.

Can you imagine? If so, you have pictured Philip Reeker's ('91) foray into the international world via Thunderbird.

On Tuesday, February 17, Mr. Reeker spoke to a standing-room only crowd as part of the Global Issues Forum speaker series at Thunderbird. Mr. Reeker is a Spokesman at Large in the Bureau of Public Affairs for the U.S. Department of State.

He said that "a career in the Foreign Service can be an extraordinarily rewarding and interesting experience." He cited examples such as unique security challenges, an enormous political

and economic portfolio and a worldwide diplomatic community. (Although only U.S. citizens can work for the State Department, Reeker said working for your own government can be just as rewarding.)

The Changing World Environment

The fall of the Wall and the fall of the WTC are "book-ends on a transition period from the Cold War to the '21st century'," he explained.

"The Cold War defined everything," he explained. The geo-political and business environments in Eastern Europe were not open as markets. The 1990s were a time, Reeker said, when there were issues such as ethnic conflicts, business vs. nation, armed forces doing humanitarian work, and some even saw nothing of importance (citing Fukuyama's *The End of History*).

"What we did see was the emergence of global issues," he stated giving examples of drug trafficking, terrorism, and HIV/AIDS, with "entire generations threatened with complete elimination."

Terrorism, he said, is not something new, but only something that did not seem real to Americans as it never happened in the U.S. although Americans were targets overseas. These first

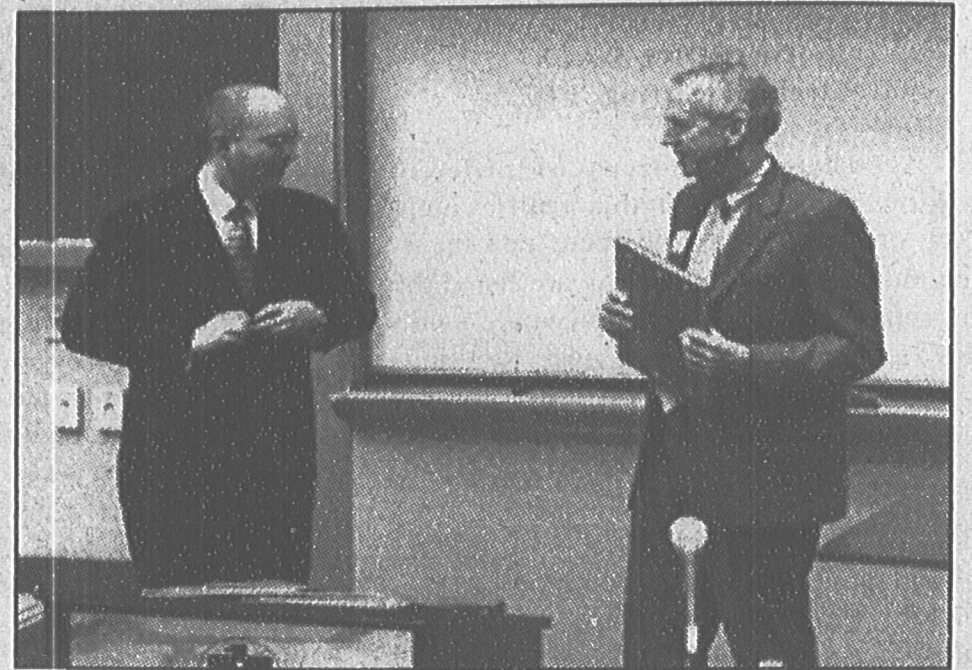
acts of terrorism (1st WTC, Embassies, USS Cole) were considered "law enforcement issues"). "9/11 changed that and crystallized the vulnerabilities we do have," he explained, continuing that, "today's threats are less from standing armies...than small shadowy bands" from weak or failed states.

Emerging from this transition period, into the 21st Century, one can see the emergence of China. It has been successful in pulling "400 million people out of poverty and created a middle class," he stated, giving the caveat that China still has 900 million in poverty. He also stated that the second largest purchaser of U.S. Government Bonds is China (Japan is number 1).

Now that the global community is in its new paradigm, the question becomes "How do we manage it?" Reeker said "there is no substitute for sound strategy." He was speaking of a world in which "liberty, prosperity and peace can flourish and be the heritage for all of us." Three key factors for achieving this are thinking about what is best for our security, for our prosperity (economic) and for our fundamental values (rights of all mankind).

Choosing policy focus

It is a daunting task for



John Seybolt presents Philip Reeker ('91) with a gift after his Global Issues Forum presentation

any nation to choose a foreign policy and national security policy focus. *The National Security Strategy of the United States* (Sept 2002, State Department website) document "helps [us] to understand what the judgments are...what strategy we're pursuing."

Reeker advised the audience to read the document and form their own opinions and "analyze how the media deals with international relations." He said that the media distorted the phrase "pre-emptive action," which appears in two sentences in the document. The purpose of the phrase, he elaborated, is to

convey to "adversaries that we won't let another September 11th happen."

The new foci are on alliances, partnerships, and free trade. There is not much difference between the Clinton and Bush policies as items such as freedom and dignity, controlling proliferation of WMD, and health coverage are always top administration priorities, he admitted.

"We no longer need to look at 'parity'," he said, stating that diplomacy can resolve crises. "Military victory is not the same as political success."

Continued on Page 10

Free Trade Agreements Are Seldom a Win-Win Situation

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

On Thursday, February 26, 2004, Thunderbird welcomed Geri Smith, Mexico Bureau Chief and Senior Correspondent for Latin America Business Week to campus as a Global Issues Forum Speaker. Ms. Smith joined Business Week in the 1980's.

During the past decade, her primary work has involved covering the North American Free Trade Agreement (NAFTA). This agreement, put into effect in 1994, makes the region consisting of the U.S., Mexico, and Canada the world's second largest free-trade zone, with over 365 million consumers. NAFTA was not signed without significant opposition, most notably in the United States. Environmental groups contended that pollution would not be regulated properly, while labor groups asserted that workers' rights and wages would not be taken into consideration (specifically in Mexico) in the name of "trade." Thus, these issues were addressed prior to ratification of the agreement. Ms. Smith covered NAFTA virtually from its inception, and was asked recently to review the effects of the treaty in Mexico.

The success - or failure - of NAFTA can certainly be used as a benchmark for future free trade agreements, and may have already played a role in the delay

of the Free Trade Area of the Americas (FTAA). The FTAA would establish a free-trade zone including all countries in North, South, and Central America, as well as various Caribbean nations.

In researching how the Mexican population perceives NAFTA after a decade of existence, Ms. Smith found that a large percentage of farmers are very angry about widening income disparities and poverty in general. Maquiladora workers in Ciudad Juarez have similar complaints. These groups represent two distinct segments who were expected to benefit from NAFTA, and who should have been protected by the previously-mentioned labor clauses. Certainly, some companies provide sufficient wages and living conditions - Ms. Smith specifically mentioned Delphi - however, dissatisfaction pervades. She also spoke to executives in Guadalajara, Monterrey, and Mexico City, and findings were similar: some were pleased with the changes brought on by NAFTA, but many complained about tax codes and other issues. The conclusion was that there is a limit as to what free trade can do for a country. It will not improve distribution of wealth or decrease corruption levels. Moreover, support for reforms can decrease once free trade is initiated.

As the facts reflect, NAFTA tripled three-way trade,

and substantially increased Mexican exports in particular. FDI inflow to Mexico tripled, partially through the establishment of new companies. Increased FDI and attracting jobs had been a main goal for Mexico. In addition, companies became more efficient as more engineers and managers emerged. Yet technological advances were not as widespread as anticipated. Furthermore, certain Mexican industries were wiped out by the onslaught of new companies.

Overall, "NAFTA did not create a suitable supply chain," Ms. Smith contended. Taking a closer look at some of the data, she found that 85% of FDI in Mexico since NAFTA was put into effect has gone toward the eight border states. Finally, the 15% increase in new exports can only be partially attributed to NAFTA, for the country was reaching a point where it had greater industrial capabilities. According to Ms. Smith's research, 75% of Mexicans believe they have not really benefited from NAFTA, or do not notice positive effects.

Ms. Smith suggested that wiser spending - specifically on education - is always a solution for a country like Mexico, which currently ranks 48th on the World Forum Competitive Index. Also, support programs for farmers should be developed. Without proper training and assistance programs across all sectors of



Geri Smith relays NAFTA success and shortcomings to a full AT&T auditorium (Photo by Martha Sheehy)

industry, advancement could be sluggish.

One of her first assignments involved covering the topic of hyperinflation in Chile during the Pinochet regime. She encountered a similar environment of high unemployment and poverty during her next stay in Brazil. Ms. Smith acquired extensive knowledge of Latin American economics and trade during these years, and called upon her experiences in Chile and Brazil while researching the benefits and possible upheaval resulting from free trade agreements. She was well aware that economic practices differed greatly from country to country, but bilateral agreements may not fully take this into consideration.

The United States has

higher labor and environmental standards that some other FTAA countries, and its intellectual property rights laws are completely different. Average border tariffs can also differ greatly. Trade negotiations are increasingly complex, Ms. Smith acknowledged.

The United States has made it clear that it desires more power in Central and South America through its fervent efforts to organize the FTAA and the passage of the Central American Free Trade Agreement (CAFTA). CAFTA represents \$11.5B per year in imports from the U.S., even though CAFTA nations have an average per capita income of just \$400. The lure of duty-free imports is seductive

Continued on Page 9

CAMPUS

March 9, 2004

Frank Borovsky: "Crafting Your Marketing Career Roadmap"

By SHEILA OH
U.S.A. / S. Korea, Spring '05
Alumni Relations Chair,
Thunderbird Marketing Club



On February 23, the Thunderbird Marketing Club hosted a career forum with Frank Borovsky, IT Director of DigitalWorks for Honeywell Engine Systems and Services and current member of Thunderbird's executive education program, eMBA XIII. The objective of the forum was to learn how to leverage skills and experiences to move closer to our ideal career. How and why did Frank move from advertising to corporate marketing for a major commercial bank to IT? Is it a classic story of ad guy gone bad? What were the underlying patterns, motivations determining each career decision, each lateral move, and are there important lessons that we can learn from each step? How was he able to leverage transferable skills from one point to the next to move up the career ladder and jump industries at critical points in his career?

Q: How do you manage your time doing so many activities?

A: "Managing your time among a number of different activities is always a challenge. But, in prioritizing how you use your time, you should focus on how important that activity is for you. If you take a pass on something, are you going to regret that you didn't do it? The reality of time management is that some things fall through the cracks. But life is about trade-offs. You have to make choices. It's not easy."

Q: I am looking at what are my interests, what are my experiences that I can analyze to define what my next step is, how can I see glimpses of my roadmap unfolding?

A: "If you can't find a direct path to where you want to go, under-

stand that there may be indirect paths to get there. Think about my experience. I was a librarian who wanted to get into advertising, but I had to go through publishing and brokerage before I could get into a copywriting position at an ad agency. Also, diversify your skills and experience as much as you can. Get as broad an experience as you can, so that employers can see different aspects of your skills and performance."

Q: Can you talk about the importance and role of mentors in navigating through each stage?

A: "Mentors are really important. When I was on the editorial staff of the publishing firm, I had a mentor on the Direct Marketing who brought me over when a position opened up. Approach people whom you admire and ask if they are willing to provide their insights, their advice. Sometimes you can go to HR and ask about a formal mentoring program. I've been lucky because I've had a few good mentors. If you don't have one, it is very tough because others do. If you are competing for positions with people with the same qualifications, the one with the mentor will win out every time because they are getting referrals and advice from people higher in the organization. It is critical to learn how to cultivate relationships that will help you achieve your career goals."

Q: Do you love the job because of the function or the organization? Which should take precedence when you are evaluating a job?

A: "The organization really matters because you have to feel good about your organization and the goals you are striving for when you get up in the morning. But you may find at different points in your career that one takes precedence over another."

You need to determine which is more important for you at each step in your career. But finding an organizational fit is really important in determining how long you are likely to stay with an organization."

Below are key points from Frank Borovsky's presentation.

1) *Career development is about self-actualization.* It is an on-going process, which involves applying self-awareness with career goals, values, and passion for what you love to do. Career management is never a finished story, but a work in progress.

2) *Networking and mentor relationships are critical and reciprocal.* Mentors are essential in any job. To succeed at any level of the organization, you have to have someone back you up along the way. If you don't have it, it is a lot harder. Motivations for networking and developing mentor relationships may vary from person to person. You may be seeking to explore career opportunities and learn from more experienced professionals. As a mentor, a key motivation of helping younger professionals is self-actualization by helping other people and sharing perspectives and lessons learned. To leverage opportunities, analyze what motivates them.

Proactively seek out networking opportunities where you can learn from others. Look

at professional associations in your target industry or function or both. Also, consider this in relation to your next step. Every opportunity poses a networking activity. Try to think creatively about what you can do to return the favor to build lasting relationships even before you may need them.

3) *Don't be afraid to ask stupid questions.* Once you ask them, you realize that the questions that you were afraid to ask may not be that stupid after all. When you are an outsider coming into a new industry, you bring a fresh perspective and this contributes to the group.

4) *Don't stick with something because it's comfortable.* When you get comfortable in a job, it means that you are not stretching yourself. If you're not stretching yourself, you are not learning anything new. Being overly happy in your position can also impede you. It's called the comfort trap. Ask yourself, where do I want to be 2-3 years down the line? It also comes back to networking and getting yourself out there. Constantly ask yourself, where do I need to go next?

5) *Look at big industry trends at a macro level and see where the opportunities are.* "Most of the jobs that I've been hired into didn't exist before I got there," Frank said. The key is to project ahead to what is needed before others do, discern the gaps, and prepare yourself with skills and knowledge as best as possible to fill them.

6) *Analyze your motivations to identify your personal career themes.* "In every situa-

tion, I have been a change agent. I am good at coming into an organization and starting up a new business or function. What are you good at? Where do you add value?" he asked.

7) *Map out developmental gaps.* Map out the gaps between where you are and where you want to go eventually. Leverage your involvement in non-profits, volunteer activities, chambers of commerce, to bridge developmental gaps.

"I got involved with the American Heart Association and gained invaluable experience working on projects. This experience helped in a similar initiative I spearheaded three years later in corporate banking." non-profits are always looking for volunteers to help out. They will let you do a lot and take more risks. You can also leverage these opportunities to pitch and speak with senior managers.

A member of Thunderbird eMBA XIII, Frank Borovsky is Program Director, DigitalWorks, for Honeywell Engines Systems and Services, responsible for its portfolio of IT projects yielding demonstrable process improvements. Previously, he was IT and E-business Director at Honeywell Aircraft Landing Systems in South Bend, Indiana. He is Green Belt certified and Black Belt trained.

Prior to joining Honeywell, Frank enjoyed a career in financial services, serving in a number of strategy, B-to-B marketing, product development and technology positions spanning 15 years at Comerica Incorporated, the 22nd largest bank holding company in the United States, with assets exceeding \$50b.

For a full transcript of his presentation to the Thunderbird Marketing Club, please email Sheila Oh at soh@global.t-bird.edu.

NAFTA'S Effects: 10 Years Later

Continued from Page 8

for many of these countries. Clearly, bilateral agreements bring numerous advantages. Yet countries such as Brazil remain justifiably weary: "Free trade agreements are not saviors. They will benefit the fittest," alluded Ms. Smith. Hence, Brazil has insisted that the United States and the E.U. remove agricultural subsidies before it would ever enter bilateral agreements with these nations. As it currently spreads its trade more evenly than most across the regions (25% to E.U., 25% to U.S., 25% to Asia and Latin America, 25% to other countries), it has the prerogative to act in this way. The rest of Latin America has a greater dependence upon the U.S.

Times have changed

since the advent of NAFTA, and the complex organizational structure of the FTAA negotiations demonstrate this. Three committees and groups address horizontal issues related to the negotiations. FDI in Latin America has declined since 1999, and poverty rates have increased. Latin America is becoming less supportive of the U.S. Some of this can be attributed to a general dislike of President George W. Bush and his policies. Bush criticized many Latin American countries for not supporting the U.S. in the war in Iraq. However, Bush has done little to settle these differences by cutting aid to Latin America, even though financial assistance to all other geographic regions was increased. Even U.S. Secretary of State Colin Powell has acknowledged that Latin America has not been the first priority of the Bush Administration. In closing, Ms. Smith questioned whether the FTAA, which has been called neo-liberal in many circles, will ever be ratified.

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Dean's Corner - How Does the Strategic Plan Affect You?

By DR. DAVID BOWEN
Dean of Faculty and Programs

In this, the first of a series of columns, the editor and I thought a description of "Thunderbird's 5 Year Strategic Plan" would provide useful framing for subsequent discussions of more specific issues.

There are four key strategy statements:

1) "Enhance the perceived quality, value, and differentiation of the full-time MBA in International Management in the eyes of students, employers, and other stakeholders."

This statement stands first among others. No choice has been made to value the full time program less, as some have worried. It is central to who we are, and its quality will be a key success factor in the implementation of our strategy, overall.

The plan sets five year targets for improvements in student selectivity in admissions and student ROI calculations, among others, which, in turn, can also elevate the overall ranking of the program. Starting late Spring, we will conduct a "strategic review" of the program focusing on its competitive positioning and leveraging the entire chain of characteristics of incoming students, curriculum, and characteristics of graduates. Special attention will be paid to connecting this chain to the needs of employers.

There is a five year goal of a significantly smaller full time program (the plan was to proactively manage that on our terms starting in 2005, but a host of factors have precipitated declining enrollments now). Program sizes of upwards of 1500 students in the late 90s are no longer realistic with more schools "internationalizing," invading our niche; the increased attractiveness of non-U.S. schools; new competitors such as on-line, etc.

A smaller program will position us for better performance on student selectivity, placement, and student services, overall. Right now, even with our "smaller" enrollment in the full time program of 990, we are the fifth largest program in the United States (behind Harvard, Wharton, Columbia and Northwestern). A tough peer group. We are at an interesting inflection point where we presently have both too few and too many students.

2) "Brand Thunderbird as the industry standard worldwide for international management education."

Our number one ranking on international among Deans in *U.S. News & World Report* and among employers in the *Wall Street Journal* must be protected by reinforcing "global" in the content and context of our programs, and the scholarship of our faculty. And we must get much better at sharing the compelling global story that is Thunderbird with the rest of the world via marketing. Wonderfully, we now have hired a top tier Chief Marketing Officer, Ken Lambert, with the savvy to do just that. We intend to reestablish the "valuable" and "unique" benefits of our brand and approach to international management education.

3) "Focus global expansion from three strategic hubs - Glendale (Americas); Archamps (Europe, Middle East, Africa) and Asia (a China strategy has been approved, to this point).

The emphasis on "focus" is to resist the temptation to be everywhere and, instead, consolidate activity around some key geographic areas. At the same time, we intend to generate more revenue from outside the United States; to double or triple the percentage of revenue we obtain from non-US operations. Geographic expansion also hedges against political, economic, and social risks that may com-

What is a "Dean of Faculty and Programs?"

Das Tor asked Dr. Bowen to describe his position, his interaction with students and what action plans he is working on. The following are his responses:

The Dean of Faculty and Programs is essentially the "chief academic officer" among the President's seven direct reports. The Dean:

- * Works with the President and Chief Administrator Officer on strategic and general management issues.

- * Relative to faculty, oversees policy design, implementation and decision making from hiring to performance management.

- * Relative to programs, acts as the final point of accountability on the academic design of

all degreed programs, with shared responsibility with the faculty senate on major issues.

- * Works laterally with Dr. Kay Keck, Vice President Academic Program Support & Student Services; and Jerome Couturier, Vice President of Executive Education to keep "academic affairs" integrated with their activities.

My interactions with students tend to be more indirect than direct. On academic issues, students usually have more contact with my two direct reports: Dr. John Mathis, Director of Faculty, and Dr. Femi Babarinde, Academic Director of the MBA in International Management. I stay in very close contact with the two of them. I also am a member of our "Operational Effectiveness Team" which

meets weekly to discuss how our operations connect to quality and student satisfaction. I meet with the subcommittees of TSG that address curriculum issues, and attend all Town Halls.

As Dean, I no longer teach in the full time program, so I always make it a point to teach in Foundations to at least produce a passing acquaintance! I still teach in some of our executive education programs, primarily due to an ongoing relationship with some of the corporate clients.

The three action items I am working on that I hope to have completed by September 04: The Presidential search; strategic review of the full time program; a "faculty strategy" in support of our overall five year strategy.

promise the attractiveness of studying (full time students or executives) in the United States.

That "Thunderbird is where the world comes to study business" will be complemented by bringing Thunderbird to the world through both on site and distance delivery of our increasingly diversified portfolio of degreed and non-degreed programs.

4) "Diversify programs and delivery methods with growing emphasis on the worldwide working professional management education market."

The vulnerability associated with approximately 70% of our revenues coming from the full time program is severe, as we have experienced. The objective is to reduce the full time program percentage to less than 50% of the total, and significantly increase revenues from executive education and other programs for working professionals.

However, this remixing will not happen at the expense of

the strategy to enhance the full time program. Indeed, the goal is for an altered product mix to improve revenues, overall, in a way that makes investment in the full time program more feasible than is possible now.

Additionally, the full time program remains the priority for faculty teaching assignments, though, yes, there may be some occasional tradeoffs as has always been true. Executive education also has allowed us to attract and retain some top faculty talent that otherwise we may have not been able to afford. And it will be the perceived strength of the full time program, even rankings, in some new markets such as China that will influence how attractive our nondegreed executive education offerings will be there. In sum, the growth of executive education and the enhancement of the full time program depend greatly on the success of one another.

In addition to the growth of executive education, diversifi-

cation will include ongoing evaluation of on online initiatives and the possibility of an undergraduate program. Any new diversification initiative will have to pass close examination as to its impact on our brand.

These four statements, then, describe the overall strategy formulated by the management team and approved by the Board of Trustees. However, success will depend on execution. It always does, plus some other universities are likely pursuing similar strategies.

The great news is that Thunderbird now has the resources to play to win: an established brand; first-rate additions to our management talent in executive education and marketing; the energy rush that often comes with a new President; and students and alumni who are passionate about the school. We are positioned for a transformation and, now having received a magnificent transformational gift, the Thunderbird's future is bright.

Never a Moment of Regret for this Career Foreign Service Officer

Continued from Page 8

As a related concept, he stated, "we make no apologies for our support of Israel ... We have a right to exist and do so peacefully. We'll be an honest broker to help them find a solution, not impose a solution ... We respect the outcomes of democratic processes."

The U.S. "intersects everybody's life in some way, all over the globe," he stated, admitting that the challenge of anti-Americanism is not a new challenge. He explained that, "we have to look at the context in which we are living," as being important and a viewpoint often lacking from the media's portrayal.

Thunderbird students, he said are in a unique position in that "knowledge of international

business...to be able to communicate in these spheres is an important asset." Working for the State Department is not something that requires 100% agreement with policies - debate is a critical part of the American system. "What I do believe in," he said, "is the process and practice."

Q) Duncan Boothby asked why the White House and Pentagon are extremely adept at setting agenda, and the media is so good at following it while the State Department seems to rarely set an agenda.

A) "I believe so strongly in the role of independent media," Reeker immediately responded. He feels it is their right to hold the government accountable. But, with media such as non-stop CNN and Fox

News the effect is "a remarkable thing, but not a great thing." He sees the White House agenda setting up to the press as they can ask and they can report what they desire, stating that the "Press has the ability to be more inquisitive," but that "Good news doesn't sell." He cannot get the press to cover the opening of schools in Afghanistan or enterprise in Iraq.

Q) The question was asked about Charlotte Beers' role in the administration.

A) "She was nominated by the President before 9/11," he explained, noting that she is a legend in the marketing communications world. Her role was to communicate foreign policy; however, "government types can't always function with the private sector," he admitted. While Ms. Beers stayed with the

position and proposed many interesting initiatives, she left the post due to health-related reasons.

Q) One student questioned how overseas radio stations such as Radio Free Europe in Prague (which was visited by students on Winterim) can be financed and what type of role they play.

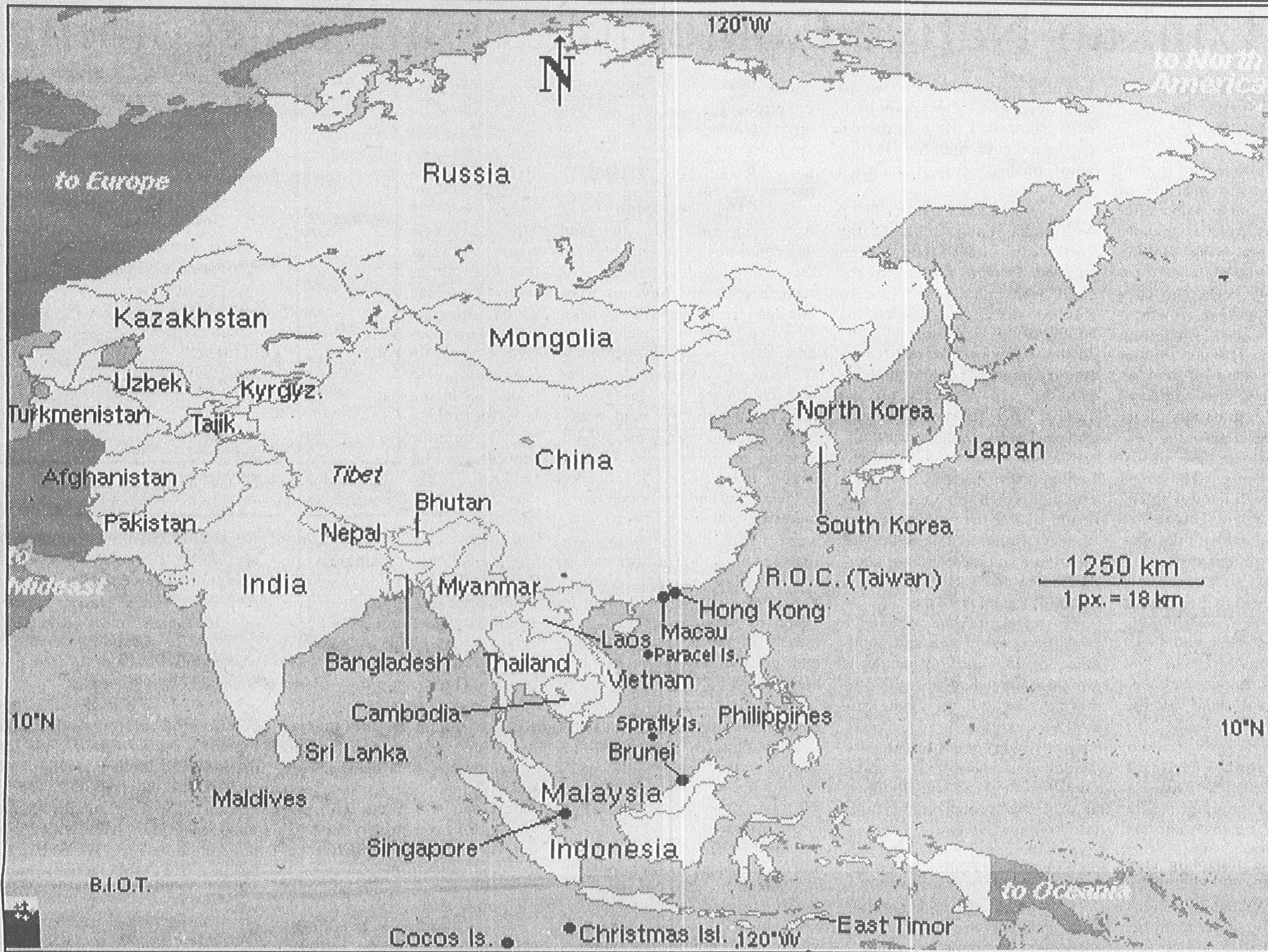
A) Reeker stated that it has been a challenge, as things usually come down to being matters of budget questions, which is difficult when politics and emotions are involved. Government sponsored broadcasts were important throughout the Cold War and still are, he explained. He added that the U.S. battles with Voice of America, "they don't report just what we want." It's an example of truly free

press, he said. One possibility is to now transfer resources to new Arabic broadcasting.

Q) Chris Hargett asked about the State Department's role to further American values around the world and the challenges it faces when people will claim that the U.S. puts more people to death than most countries, that there has never been a female president, and the U.S. claims separation of church and state, but has Presidents stating "God Bless America." Hargett wondered how Reeker reconciles these differences.

A) Reeker replied that "we have the freedom to elect whomever we want," and that the U.S. encourages that "everyone has the right to choose and argue vocally."

meganstaley@global.t-bird.edu



Sensen, Mark and boundaries' data by Guiseppa Bottasini. "FOTW Asia map". FOTW Flags Of The World website Based on material from Virtual Tourist. Internet. 1 March 2004. <http://flagspot.net/flags/>

We, the Editorial Board of Das Tor, would like to thank all members of the Thunderbird community who contributed to this, the first FOCUS AREA edition of the trimester.

We recognize that it is not always easy to write, especially if it is in a language that is not your native tongue. We, and all Thunderbirds, appreciate your involvement and initiative.

Thank You to: Brian Ascher, Mr. Basu Barua, Emily Bealke, Jack Byrd, Ladé Dada, Sean Daley, Deirdre Daly, Michael Grimm, Carol Hammond and the IBIC staff, Mona Hussain, Rizwan Hussain, Hiroki Iwai, Satoshi Kano, James Brandon Keefe, Jamie Li, Julie Lin, Mona Mansoor, Maya Naik, Tony Pimanda, Dr. Martin Sours, Minsoo Suh, and Yuka Tanimoto

For our next issue, we will have FOCUS:EUROPE and we look forward to more exciting and thought provoking contributors!
-- Megan, Betsy, Kellie and Rizwan--

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Test Your Asian Knowledge

- 1) What is the capital of South Korea? _____
- 2) Who are the four Asian Tigers? _____
- 3) This flag belongs to which island republic?  _____
- 4) Who is the President of Pakistan? _____
- 5) What is the most populous country in the world? _____
- 6) Some of the best steak in the world comes from this Japanese city: _____
- 7) Changed from UK hands to Chinese control in 1997 : _____
- 8) What is the largest city in Bangladesh? _____
- 9) What is the official language of Malaysia? _____
- 10) What waterway separates Russia from Alaska? _____
- 11) What Communist state has a currency called *kip* (LAK)? _____
- 12) Chinese city in which Thunderbird may establish a campus: _____
- 13) More than four nations have claims on this South China Sea territory (islands) _____
- 14) What country was known as Siam until 1939? _____

puzzle created by Betsy Hoag; Answers on page 15

Sri Lankan Native Contemplates a Homecoming

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

For Thunderbird student Tony Pimanda, the decision of whether to go home again after graduation this April is equally complex and gratifying. Hailing from a South Asian country looked upon 40 years ago as a model for Singaporean growth; it ironically finds itself esteeming to be Singapore. This sort of goal is not within reach at present, as Pimanda realizes. First and foremost, this nation must rely on its population to overcome the ravages of war, which have nearly depleted its resources. The country is blessed with natural splendor and a strategic geographic location, but cursed with decades of ethnic and political strife.

The Democratic Socialist Republic of Sri Lanka, as it is now known, was initially ruled by the Sinhalese and Tamil kingdoms. Beginning in the 1500's, various European countries colonized the island.¹ By the 1940's, after centuries of European occupation, tremendous animosity toward the Tamil people by the Sinhalese caused a schism in the country. The Sinhalese make up the majority of the population, while the Tamils represent the largest minority group.²

As the Sinhalese people felt they were too superior to be subjected to British Rule, the Tamil people ended up mingling with the British, and received higher posts in the administration governing Sri Lanka, which was then called Ceylon. The island achieved independence in 1948, but retained the name of Ceylon until 1972. Friction between the two groups continued, resulting

in a civil war in 1983 between the Sinhalese, who by that point basically controlled the government (a democracy) and the Tamils, who pushed for their own nation.³

Sri Lanka's relationship with India, its neighbor to the northwest, has long been stressed. Prior to the end of the Cold War, India was close to Russia, whereas Sri Lanka was an ally of the U.S. India supported the Tamil people, sometimes coming into Sri Lankan airspace to drop care packages for the Tamils. Later, India came to support Sri Lanka. In the late 1980's, India intervened to help Sri Lanka fight against terrorist groups, which resulted in the death of former Indian Prime Minister Rajiv Gandhi, who was killed in a suicide bombing coordinated by the Liberation Tigers of Tamil Eelam (LTTE).⁴

Despite the country's small geographic size and population of 19.7 million people, it remains somewhat segregated to this day. In addition to the turmoil between the Tamil (who are mainly Hindu) and the Sinhalese (Buddhists), there exists some animosity between the Buddhist and Christian groups in the country. Perhaps these differences have made it fairly easy for terrorist groups to proliferate on the island.

Certainly, social conflict could prevent Sri Lanka from achieving economic prosperity. High corruption can thwart social ventures and entrepreneurial initiatives. The country ranks 66th on Transparency International's Global Corruption Report for 2003, tied with China, Panama, and Syria.⁵ Businesses must be based upon administrative and operational skills that banks can

not really teach. In theory, the government or non-partisan organizations should head this up, but Pimanda claims that this has not been the case in a country plagued by war.

The Multi-Fiber Agreement ends this year, and this could pose a serious blow to the already-devastated Sri Lankan economy. Revenue from this agreement has basically been allocated toward the war for the past several years. Infrastructure is increasingly vulnerable as the war continues, yet Sri Lanka must rely on airports, road, water treatment, and energy use should it hope to promote its leading export industry, manufacturing, as well as another potentially lucrative industry, tourism.

Yet the country has renewed hope, due in large part to the upcoming elections. Former U.S. President Bill Clinton is stated to visit the country this month. Pimanda for one thinks that positive change is on the horizon.

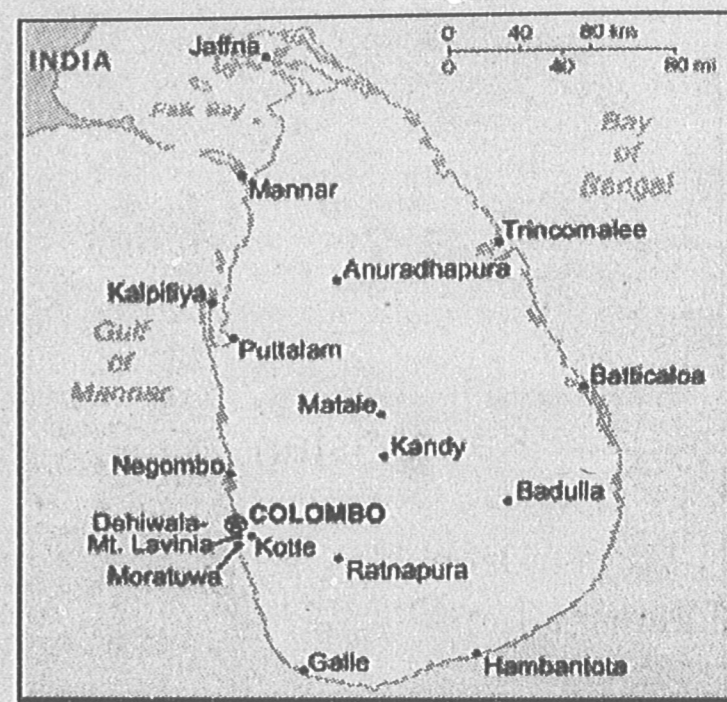
"Because of the hope that political stability will arrive, I will be first. I will be part of the change, rather than a follower." He ultimately hopes to return to Sri Lanka in May, first working in the private sector. He believes that until ethnic and political animosity subsides, the private sector cannot be efficient or profitable. He aspires to eventually work in the banking industry, which will hopefully oversee numerous micro-finance initiatives in Sri Lanka in the near future. The elections will most likely determine how quickly this turnaround can occur. Alliances with countries, such as India, will become increasingly important, and Sri Lanka's positive relationship with the U.S. should prove

beneficial, according to Pimanda.

Pimanda has lived in not only the U.S. and Sri Lanka, but the UK, France, Switzerland, and Australia as well. This has given him a unique perspective on his homeland. He ended up in the U.S. for college by default: schools in Sri Lanka were closed for over two years. This had followed a communist uprising / school closing while Pimanda was in middle school, which basically functioned as a means of recruiting young Sri Lankans for the communist movement.

The Communist Party started to push its views in 1985, and tried to topple the government a few years later. Intermittently, democratic rule returned, but the Communists maintained a presence in the country for several years. He says that years of strife have driven Sri Lankans to live day-to-day, knowing that the future could bring more chaos.

In addition to political and ethnic strife in the country, Pimanda notes that it will be difficult to adapt to the Sri Lankan way of life after years away from it. The society is one that values collectivism over individualism. The population adheres to a hierarchical system, one in which superiors and teachers are respected and feared. He returned



2003 The World Factbook Online: <http://www.odci.gov/cia/publications/factbook/geos/ce.html>

for a brief period in September and observed that much of what is ingrained as a child, in terms of respecting one's elders, carries over to business many years later.

He recognizes that the tremendous brain drain that has occurred over the past several decades has nearly pillaged his country of effective leaders. Pimanda asserts that leaders are needed at all levels and within all sectors at this point. Tony Pimanda will graduate from Thunderbird this April with a big decision to make. "I would like to be proud of the risks I have taken," he stated.

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1 2003 Encarta Online:
<http://encarta.msn.com/encyclopedia_761568352/Sri_Lanka.html>
2 IBID
3 IBID
4 Columbia University Website:
<<http://www.columbia.edu/cu/sipa/PUBS/SLANT/SPRING98/article5.html>>
5 2003 Transparency International Website:
<http://www.transparency.org/pressreleases_archhive/2003/dnld/cpi2003.pressrelease.en.doc>

Dr. Martin Sours Reflects on Thunderbird/Asia Relationship

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

Dr. Martin Sours has spent a few decades as a professor of International Studies at Thunderbird. He specializes in Asian Studies, and serves as an instructor of both RBE-Asia and Business Ethics. A retired U.S. Naval Reserve Captain, through both military and academic endeavors, Dr. Sours has spent quite a bit of time in Asian countries. He has maintained a strong interest in Asia. He has published numerous articles and journals on Asia-Pacific Rim affairs. Professor Sours recently shared his views concerning how Asian students - and the student body in general - have changed since his early days at Thunderbird. He also elaborated on what direction Thunderbird should take in the future concerning its presence in Asia.

Over the past several years, Dr. Sours has noticed a significant increase in the number of

students from South Korea. Just 25 years ago, Thunderbird's Asian students hailed only from the so-called "Allies of the U.S.," or Japan, Taiwan, Hong Kong, and the Philippines. Perhaps stemming from China's emergence as a major economic power as well as the end of the Vietnam War, Korea became increasingly global at a very fast pace. Around this same time, Thunderbird saw an influx of students from China. Sours added that a large number of Vietnam War veterans compromised the Thunderbird student body shortly after the end of the war.

Dr. Sours believes that the nature of the Thunderbird program has changed drastically during his time here. He commented that it is more stringently academic, with a stronger emphasis on quantitative subjects and a focus on the job search. In turn, emphasis has been placed on the



Dr. Martin Sours

professional development of the faculty as MBA scholars.

When questioned about Thunderbird's initiatives to establish another campus in Asia, Dr. Sours corrected the notion that the center in Tokyo, Japan is a campus. He commented that he suggested "...we call the 'Japan entity' a center and not a campus, because we could not afford to have a campus. Thunderbird attempted to do what other business schools had done by going to Japan, but this requires very deep pockets."

Dr. Sours would urge Thunderbird to think creatively about how to further establish itself in Asia. He mentioned Guam and Malaysia as possible locations where Thunderbird could establish a campus. In the case of Guam, which is a U.S. territory, he believes that its location is strategic: it would attract not only students from the Glendale campus, but also could

serve to educate American soldiers stationed on the island. His argument for a Malaysian campus stems from the possibility of government support.

In the end, however, he could not deny China's overwhelming presence in Asia, and understands why Thunderbird would go there.

The key to providing an effective curriculum in the Thunderbird-Asia programs will be to place emphasis on ethics and law. Dr. Sours stated that functional courses such as "How to Do Business in the United States" will give Thunderbird an edge.

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Saving Bangladesh, One Health Drink at a Time

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

A social venture, sounds silly right? Come on, social ventures are not going to make any money, right? Why should we waste our time?

What if this venture was to support 500 orphaned children in Bangladesh to have shelter, food, and clothing? What if this venture provided the funding for a miniature college where these children can learn vocational training skills such as constructing garments, carpets, and even learning how to type?

Mr. Basu Barua, a native of Bangladesh, has started this type of social venture. He has invested all of his savings into a Robeks franchise specializing in fruit smoothies and healthy eats. It is well managed, populated with friendly employees, and sells an array of healthy foods and drink. Located on the right side of the store is a billboard with photos of the Chittagong Village. This is where the orphanage that Mr. Barua has financed

and operated within his family his entire life.

Founded by his grandfather in 1943, the orphanage has grown into a community college of three facility buildings, three stories each, and is ten times the size of his Robeks franchise. The children are provided housing, food, clothing and educators. To date, Mr. Barua has been able to raise over \$2 million dollars for its operation.

However, the orphanage is at a critical time to gain the necessary funds to continue its operations. By opening Robeks, Mr. Barua hopes to utilize the profits to support his family's orphanage. Fortunately, his Robeks is looking to turn a profit just after 4 or 5 months of operation. When asked about his ability to turn a profit so quickly, he simply stated "by not wasting, we can save a lot of money. In America, we are very fortunate to be here, we should take advantage of it."

Mr. Barua operates his business with this concept in mind. He is able to cut down his per unit costs by managing a

strict inventory schedule of fruits and vegetables.

"When I save money, and cut costs, the orphanage will have more."

Mr. Barua projects an aura of kindness and giving. He takes time to explain to his customers the importance of living a healthy lifestyle. At the closing of our meeting, he shared a story that I believe defines his purpose,

"I was in New Jersey, in a railway station, going down three stories of stairs. I was in pain due to a recent surgery. I noticed an elderly woman, more than my elder, struggling with her bags. I forgot my pain and set down my luggage, I helped her down the three flights of stairs and parted with her words of 'God Bless You.' I then



Mr. Basu Barua stands in front of products offered at his store, Robeks. Proceeds from this store support an orphanage in his native Bangladesh

Photo by: James Brandon Keefe

returned to retrieve my luggage. (He asked me what I thought had happened to his luggage; my immediate reply was that it was stolen.) No, actually, two children were carrying my luggage down the stairs to help me as well.

"You feel good for doing something helpful. The joy

we receive in helping others, there is not cost in that."

Mr. Basu Barua's Robeks is located at:

81 S. McQueen Road, Suite 105
(SE corner of McQueen & Elliot)
Gilbert, AZ 85233
Ph: 480-545-0333

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A Mongolian Holiday Adventure

By EMILY BEALKE
U.S.A.

China is a vast country with so much to offer that no matter what kind of travel adventure you are looking for, you are guaranteed to find it. While attending school in Beijing, I decided to go



Emily Bealke

for a quick trip over National Day (October 1st) since everything in Beijing shuts down and security is very tight around the city. Beijing is in the far northeast of China and there are several hours of travel time between all cities on trains, the most common form of travel in China. I had been to several Mongolian hotpot restaurants and was very interested to visit the homeland of Genghis Khan since he was such a strong figure in world history.

The overnight ride to Hohhot was about nine hours which, on a local train, is an adventure unto itself. I was traveling with a large group of Japanese and Korean students who also attended my school. I had not met them before, in fact, we communicated only in Chinese, but now I would consider them among my lifetime friends.

Inner Mongolia is an enormous area with little between their somewhat small cities. If you wanted to go somewhere where you would never be

found, I recommend Inner Mongolia. On our first day, we took an extended bus ride across Mongolia to the grasslands on roads that left much to be desired. I saw so few people, it was difficult to imagine the powerful empire Mongolia once was. We stayed in a yurt which is a traditional hut style structure used by the traditionally nomadic Mongolians. Up until this point I had traveled extensively but had never been to a place so isolated and absolutely cut off from the world. There was no running water, no electricity, no trees, bushes, absolutely nothing besides the yurts, grass, and tons of horses.

Mongolians are famous for their horseback riding abilities and clearly felt very comfortable around horses. We all decided to go riding through the grasslands since there was absolutely nothing else to do. Imagine fifty students that can barely communicate with each other being led on horseback out of this area. My horse was insane and decided it wanted to run off in another direction (who knows where I would have ended up!) and when I guided it back to the group it attacked another horse and went up on its back legs. I felt like the Lone Ranger! I was convinced I was going to be the next Christopher Reeves in Inner Mongolia and was terrified of an accident.

I got off the horse and insisted in walking the 10 miles back to camp rather than ride the psychotic horse. They were persistent in my riding back so they

could collect their fees and I was finally convinced to get on another one with a guide holding the reins. Eventually they were in a hurry to get us back and rent the horses out again, so they encouraged our horses to go faster. The guide took off and soon I was being chased by Mongolians on motorcycles who were having the time of their lives making our horses sprint back to camp full speed. Most of the group had never been on a horse in their lives and were terrified. The Mongolians were honking the motorcycle horns and joking about how funny we must of looked. I could not keep from laughing myself, danger aside, it was actually quite funny to see all of us city slickers racing across the grasslands. Luckily, we all arrived back safely with only a few choice bruises and scars.

That night we sat in the dark drinking our rice wine with our new best friends trying to wind down from the intense stress from earlier in the day. Inner Mongolia has an amazing natural beauty to it - from the Gobi desert to the forests, however, our day on horses in the grasslands is what stands in the forefront of my memory.

Emily received a B.A. in East Asian Studies from DePauw University. She spent a year abroad at Beijing University and Chinese University of Hong Kong. She also had continuing education at Beijing University of Language and Culture and speaks Mandarin.

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My first impression of Japan

By JACK BYRD
U.S.A., Fall '04

Like most Americans, my image of Japan was distorted by Hollywood movies and stereotypes. I didn't really expect to see Godzilla swatting airplanes from the sky as he scaled sky scrapers or Ninjas running around with swords but I expected something dramatically different from home. Maybe some Geishas in white-face and Sumos in wooden shoes strolling around.



Jack Byrd

My first night in Japan, A (white) American lawyer came to get me from the station and bring me to my hotel. He hailed a taxi, it stopped (long enough for the driver to get a look at our faces) and drove away. My boss reached into his pocket, pulled out a hand full of coins and hurled it at the taxi. I asked him why he did that and he said the taxi didn't pick us up because we were *Gaijin*. Me being a Black American, I found his reaction amusing and welcomed him to the club.

After getting into the taxi I remember closing my eyes in the back seat certain he was going to crash into a telephone poll, a bicyclist or a pedestrian (the roads were very narrow). I learned that they know their cars down to the inch and regularly miss obstacles by an inch - but never did I see them hit anything.

After dropping my bags

off at the hotel, my boss took me to his house for dinner. A few beers into dinner I headed for the bathroom. He had this really cool toilet with all kinds and all colors of buttons on it but no flush lever. I spoke little Japanese, and read none. The toilet looked like the captain's chair on the Star Trek Enterprise. I started pushing buttons. First, I hit the noisemaker button that makes a flushing sound to hide any noise one might be making while on the toilet. Next, I hit the button that starts blowing warm air in your face. Then I hit the bidet button and watched helplessly as a little plastic arm, sort of a squirt gun shaped like a toothbrush, appeared from the back of the bowl and began shooting a stream of warm water across the room. I quickly put my hand over the stream of water and was in control of the situation. I pushed another button to make it stop, but it started spinning in circles throwing water all over me and the restroom.

My first impression of Japan was pretty much the same as my present impression. If you strip away the surface things, the ultra high-tech toilets and the ultra-low tech toilets, it is a lot like America, Italy and probably most other developed countries in the world. Full of people who wake-up each morning, work hard to try to get ahead in life, return home to chill with the family and get up the next morning to do it all over again. But it is much more interesting if you focus on the things at the surface.

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Memorable Moments From a Holiday in Cambodia

By SEAN DALEY
U.S.A., Summer '04

The picture on the ticket was of a sleek looking passenger speed boat - an express waterbus, which would whisk us from Phnom Penh along the Tonle Sab River and over the huge lake of the same name, to our destination, the Cambodian town of Siem Reap and the legendary Angkor Wat. The picture did not include, however, the two-dozen or so people and their luggage, lying on the roof. I was a roof dweller, and of the lowliest kind. Indiscretions from the night before at The China Club had us arriving late at the dock, leaving us not only relegated to the roof, but also at the rear end of it, directly over the engine.



Sean Daley

"Ha ha!" shouted my friend Mike, in apparent delight at our misfortune. When the engine roared to start, the roof shook hard enough to jar my fillings loose.

"It's going to be a hell of a ride baby!" screamed Mike. These were the last audible words he would speak to me that day. We would both be stone deaf before we arrived at Siem Reap.

Convex in shape, it was wise to spread out wide on the hot white roof, as to not tumble off when the boat rocks. Remember, though, to cover your face. A full day of direct sun glaring off the water can really scorch you. And for heaven's sake, don't forget your sunscreen like we did.

When traveling in Cambodia it is best to enjoy hardships and hassles as part of the fun. I once saw a group of backpackers riding overland in a pickup truck, in an apparent contest to see who could collect the most red dust on their bodies. For two dollars more, I judged this contest from the inside of the cab. Their smiles gleamed from their filthy faces. They were in heaven. Life is a journey, not a destination, they could have told me, as I hobbled off the boat, fiercely sunburned and as deaf as an old roadie. Amazingly, in the course of one eight-hour boat trip I had been transformed into an 87-year-old man. At least I had my destination, the fabled Angkor.

Built nearly ten centuries ago, Angkor Tom, the expansive ancient city of the Kmere Empire is now in ruins. Much of it is overgrown. It is hard to imagine it as a thriving city of 100,000 inhabitants, harder still is it to imagine, in its present peace, the thousands of lives that ended violently there in battles depicted in the wall's reliefs.

Now it was the violent end of my own life that I contemplated, ascending the frightfully steep stone face of the one of the hundreds of pyramids in the area. Surrounding me were enormous gum trees towering out of the tangled jungle, twisted, living wood and the haunting faces of Kmere God-Kings carved into crumbling stone, overlooking the entire kingdom atop countless ancient towers. The silence, however, made the gods' presence feel quite real. Almost audible.

"Be careful," my young guide warned me. For a thousand reil (about 25 American cents) entrepreneurial children offer

their expertise on Angkor's history as well as its present dangers. "Before have Japanese man fall down these steps," he told me. "Many broken teeth," he said. "And broken camera."

Nit was only nine years old, but his knowledge of this particular structure, once a monk's library, as well his mastery of English was very impressive. Where did he learn to speak English so well, I asked him. "From the old man. Before here have old man who take tourists all around and explain everything to them about

the history of Angkor. I followed him and listened. I learned everything from the old man and practiced my English with tourists. He is dead now. He was very old."

"So," I said, as we gazed out over the steaming jungle. "I guess you are the old man now." He paused thoughtfully. "Someday," he said "I think I will be the old man."

On the way down he instructed me exactly where to put my feet, showing me the safe stops and warning me of the dangerous weak steps in the stone. "You have camera? I know a great place to take a photo."

I did have a camera, I told him. Unfortunately I had no more

film, and due to a lack of both foresight on my part and a lack of ATMs anywhere in Cambodia, I had only enough money to get myself back over to the Thai border the next day.

"That's okay," he said. "You can take a photo on your mind. Look here." Nit skipped down a path that led to the pyramid and then turned me around. "Very good photo, no?" He was right. What I saw was a perfect postcard. The reddish brown stairs leading up the peak of the tower, the God-kings faces at the top, the setting sun behind it.

"Can you remember?" "Okay," I said and knelt down to get at his eye level. We both looked at the view for a while and then I said, "click" and motioned as if I had a camera.

"You got it?" "I got it," I said. Along with the child tour-guides, you will find many children selling drinks and snacks all around Angkor. After another visit to the main temple a pair of young girls called to me. "Excuse me sir. Do you want cold drink?" I did, but I was more interested in the game they were playing. Kicking something similar to a badminton birdie, they stood in a circle with other kids, trying to keep the birdie in the air as long as possible. Like hacky-sack, this kicking game

can be the cause of some hilarious acrobatic stunts. The kids were quite ready to let me join the game and watch the foreigner leap and throw himself on the ground. A bit later an older man in army fatigues hobbled toward us, limping on his prosthetic leg, which I imagined was the result of an all too common encounter with a land mine. The children smiled at him as he stood by curiously, a bit distant. Our laughter must have been inviting because he soon joined in, swatting at the birdie with his plastic leg, and laughing.

There is a lot to be said for journeys. Also there is great reward in reaching a prized destination. But sometimes the traveling and arriving give way to little moments of just being where you are. With a backdrop of Angkor Wat, its moat speckled with flowering lily-pads and sparkling in the setting sun, we were just playing a game. Some kids, a foreigner and guy with one leg hopped and jumped under the lavender sky.

I'll remember it longer than I remember anything about the history or art of Angkor. I'll remember it longer than the journey to get there. It was one of those moments.

Sean Daley, copyright 2001, originally published in "Guidelines."

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He was right. What I saw was a perfect postcard. The reddish brown stairs leading up the peak of the tower, the God-kings faces at the top, the setting sun behind it.

Economic Miracle to Juice Bars

By JAMIE LI
Taiwan, Spring '05

Unquestionably, Taiwan is a multicultural environment. She had been dominated by various foreign powers for several centuries. At first, Holland and Spain subsequently controlled Taiwan in the 18th century. And then Japan came into power at the end of the 19th century. After World War II, Kuomintang (KMT), a major political party in China) came into power. Besides those changing powers, aboriginal people who lived on this island for more than ten centuries also have had a huge impact on the Taiwan culture.



Jamie Li

With this diversified racial background and rough political history, Taiwanese develop very active and strong

characters. It was this character that forced Taiwan's democratic revolution moving rapidly in the 80's. Fortunately, it proceeded in a rather peaceful way. In the 80's, we lifted the ban on media and party control. People began to enjoy the freedom of speech. After several successful elections and fair competitions between two major parties (KMT and DPP), Taiwan was recognized by the international community as a democratic country. In 2000, Taiwan, for the first time in her history, experienced a peaceful political party transition and took our country to a different level in democratic development.

Besides political success, our "Economic Miracle" is also well known to the world. In 1980, the government focused all her efforts on economic development. They broadly built infrastructures and supported export business. This strategy brought Taiwan lots of fortune. At that

Continued on Page 17

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Access Granted: Creating Opportunities for Central Asian Artisans

By LADE A. DADA
Nigeria, Spring '04

You manufacture a quality product for which a significant international market abounds. Not only are you afforded the "luxury" of reasonably priced and readily available raw materials, your low overhead costs suggest that your earning potential is considerable. The catch? You don't know how to manage your inventory, couldn't create a simple balance sheet to save your life, and have limited access to a major portion of your customers. Enter Jeremy Terr, fellow T-bird and former Peace Corps volunteer.

Having worked with various low-income artisans in Kazakhstan, Jeremy realized that numerous opportunities were available to these entrepreneurs. However, the gap between their current abilities and potential was stupendous. Many lacked basic business skills and had little to no chances of accessing a significant portion of their customers, many of whom are international. With the help of the US Embassy in Kazakhstan, Jeremy, the mayor's office in Almaty (Kazakhstan's largest city), and other groups in Tucson, Serzhan Bashirov (a jeweler), and Zturgan Aldauev-Manager of the Almaty Chamber of Artisans, traveled 9,176 miles to display their wares at the Arizona Pueblo Inn Gem & Mineral Show, as well as here on the Thunderbird campus.

I had the opportunity to talk with Serzhan and Zturgan (through an interpreter) and here's an excerpt from that conversation.

- Ladé (to Serzhan):** What attracted you to this industry (jewelry)?
S: I've always loved creating things. In fact, as a child, I used to watch my dad work with metal in the garage. I've been doing this for 20 years now.
L: How big is your enterprise?
S: I'm a sole artist and a member of the Artisans of Almaty Association.
L: You mean you don't have any assistants? Not even your family?
S: Well, my brother helps sometimes.
L: Where do you get your raw materials from and are they expensive?
S: I get the silver from silversmiths and the bones from herds-men and so on. They are affordable.
L: These designs are so beautiful! Where does your inspiration come from?
S: I look at history, or will sometimes transfer images (of statues for instance) onto the jewelry. I primarily use signs of the sun, which are from ancient times and are symbolic.
L: How well do your products sell?
S: Local traditional art has a high appreciation level in Kazakhstan and I also sell internationally, as well as in Kiev and Moscow.
L: But you are not currently



Thunderbird students examine the Kazakh jewelry

exporting to the U.S.?
S: We don't have the capacity or ability to do so. I already mentioned that I'm a sole artist. However, this is why we came, to find out about product requirements and receive training.
L: What response did you receive this weekend?
S: There was a high amount of interest from the public and we would like to create a marketing group and gain exposure, especially to buyers. This trip was very useful and is very symbolic for us.
L (Turning to Zturgan): What impressed you the most/least?
Z: I was impressed by the number of physically impaired people. They are visible and are able to lead "normal" lives. Kazakhstan doesn't offer this type of care and most of them live in seclusion. I was however disappointed by the complacency and narrow mindedness. It's as if people merely drift with the wind

here and don't fully appreciate the many conveniences they have.

Both men were grateful to Jeremy for his assistance and the training workshops that are teaching them basic book keeping and other business skills. They hope to increase their capacity and the quality of their products so they can begin exporting directly to the U.S. After a toast, a glass of champagne, and a gift from Serzhan (silver rings), I bid farewell to two very happy Kazakh men.

Please visit www.catgen.com/allai and <http://welcom.to/Kazakhstan> for more info.

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Quiz Answers

- 1) What is the capital of South Korea? Seoul
- 2) Who are the four Asian Tigers? Hong Kong, Singapore, South Korea, Taiwan
- 3) This flag belongs to ...? The Maldives
- 4) Who is the President of Pakistan? General Pervez Musharraf
- 5) What is the most populous country in the world? China
- 6) Some of the best steak in the world comes from this Japanese city: Kobe
- 7) Changed from UK hands to Chinese control in 1997: Hong Kong
- 8) What is the largest city in Bangladesh? Dhaka
- 9) What is the official language of Malaysia? Bahasa Melayu
- 10) What waterway separates Russia from Alaska? The Bering Strait
- 11) What Communist state has a currency called 'kip' (LAK)? Laos
- 12) Chinese city in which a Thunderbird may establish a campus: Shanghai
- 13) More than four nations have claims on this South China Sea territory (islands): Spratly Islands
- 14) What country was known as Siam until 1939? Thailand



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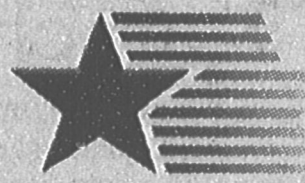
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Japanese "Samurais" Live at Thunderbird

By SATOSHI KANO
Japan, Spring '05

Behavior

("Samurai" Manners, Reigi)

1) "Samurais" at Thunderbird are very polite. They like to apologize for people. (Example: They often say, "I am sorry.") This behavior is one of the typical features for the Japanese. The reason why they want to apologize is that this behavior shows they are humble. This humble spirit is highly valued among the Japanese. However, for most foreigners, they might think this manner looks strange.

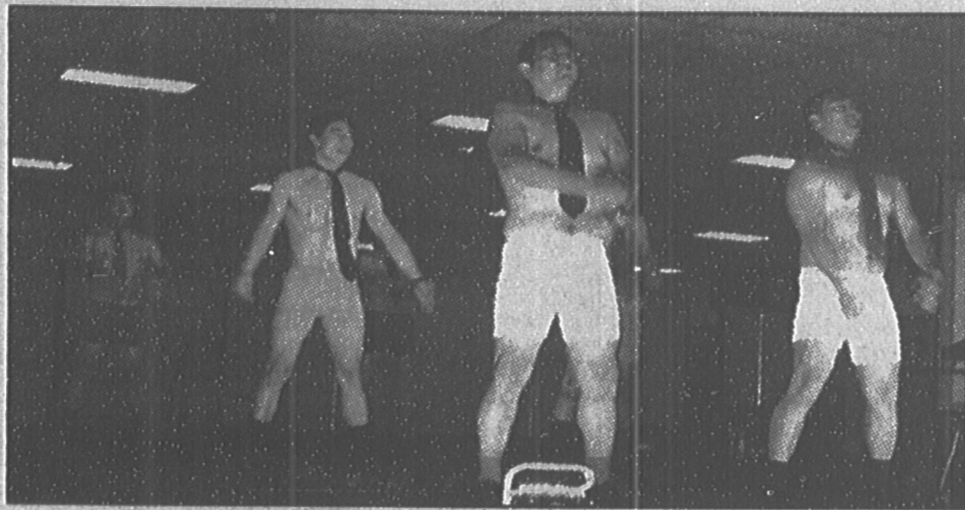
2) A "Samurai" studies really hard, like a monk. Samurais also like to study together. They prefer flocking together.

Some might say this "flocking" style is not appropriate for an MBA program. At first, my position was the same too. But our MBA program includes many group assignments. To do these tasks effectively and fill up our lack of language skills, Samurais (or other foreign students) need a lot of preparation in advance. This gathering style really fits in this situation.

I would say that this gathering form plays a role for Teaching Assistants (helps and prepares for team assignments and individual assignments). This style might be a by-product from tremendous never-ending assignments.

Activity

("Samurai" Spirits, Bushi-do)
"Samurais" T-birds are



T-bird "Samurais" demonstrate their *Bushi-do* at Asia Night

usually quiet; however Asian Night is the only time when Samurais lose control of themselves. Eight Samurais performed Radio Gymnastics, a common exercise in Japan. They are almost naked except for wearing ties, briefs and leather shoes. You have not yet known the real formal Japanese business style after work...

Business

("Samurai" Fighting, Ikusa)

Even though "Samurais" at Thunderbird look obedient and good-tempered, they are now aggressively cultivating their business networks by themselves. Many Samurais belong to the Japan Club. On February 13, the meeting of internships in the U.S. for Japanese was held in the IBIC. They discussed how to get an internship based on advice from seniors. For the Japanese, this event was a good opportunity to get to know the difficulty of an internship.

Some Samurais are also interested in entrepreneurship.

For instance, my group is focusing on an Internet-related business, and is now trying to find a corporation in the U.S. The main market is targeted in Japan, but we are still groping in the dark.

For a simple example, the arbitrage business between foreign countries and Japan is available. Usually foreign products are expensive if we buy them in Japan. We mediate among different markets, taking advantage of the differing prices. Japanese people not only have a passion for well-known brands, but also rare goods. If you are interested in business focused in Japan and are familiar with these rare goods, please let me know. We might cooperate together...

For more information on being a Thunderbird Samurai or joining the Japan Club, contact Satoshi Kano at kano@global.t-bird.edu

The record of observations is based on the diary of a Japanese student
kano@global.t-bird.edu

Another Day at the Office in Japan

By MICHAEL GRIMM
U.S.A., Fall '04

A burst of muggy air rolls out as the doors open and a cascade of Louis Vuitton bags and dark suits pour forth. With barely a pause, the line surges forward as 30 people try to fit into a space



Michael Grimm

meant only for six. Station attendants shove the would-be riders from the back, and the only reason you're still standing is because you're wedged between people on all sides and everyone is being swept forward by the tide. As the doors grind shut slowly, you notice that the diminutive man pressed against your chest displaced his bald-spot comb-over while mopping sweat off of his forehead with a handkerchief. The air conditioning kicks in with a gust as it feebly combats the oppressive humidity in the car, and the train surges forward, on time as usual. Welcome to Tokyo rush hour in the summer.

This and other equally glamorous adventures await those who will be interning or working in the land of the rising sun this summer. Great food, hi-tech gadgets, late nights at both the office and countless night spots will all serve to make the voyage memorable. Along the way you will encounter many things you will love, some you will hate, some you will learn to shrug off, and others that will vary between these three depending on the moment.

Among the things you will love will be the food, the convenience of the city, the politeness of the Japanese and the safety of Japan. Despite being one of the world's most populated cities, Tokyo is amazingly clean and safe. It is also truly a city that never sleeps with the last train ending after midnight, the first starting at 4 a.m., and plenty of places to spend time in between. If worst comes to worst and you really want to get home during this time, there's always a taxi nearby.

The most frustrating thing you will encounter in Japan is likely to be *kimari*, which, when encountered, are usually followed quickly by *shoganaï*. *Kimari* are the rules. They are written in stone, iron-clad, and then coated in a generous layer of titanium for kicks. The first time you encounter *kimari*, will also give you a new understanding of the word "bureaucrat," as you are usually informed of one by the other. After the bureaucrat across the desk finishes telling you that you can't do whatever it was you came to do, you will have the

opportunity to learn *shoganaï*, which means "tough luck" in English. I suggest that when you know you will be confronted with a bureaucrat, that you bring your passport, 3 photo IDs, 4 spare photos, your birth certificate, *gaijin* card, your mother's maiden name, your pet's birthday, and your letter of recommendation from Thunderbird with you to avoid falling victim to a *kimari* and being told, *shoganaï*, as this situation can lead to stress, which may lead to *seppuku* (see Hiroki Iwai for an explanation of *seppuku*).

As for things you may love one minute and hate the next, being a *gaijin* certainly falls into that category. The word *gaijin* means "foreigner" or "outsider," and unless you're Japanese, that means you. It doesn't matter how long you have lived in Japan, or how close you are to the people you're with, you will always be *gaijin*. (Note: this is an example of an unwritten *kimari*.) The term *gaijin* is remarkably unbiased in its prejudice, as it applies to everyone who isn't Japanese. Being a *gaijin* can be great at times, and the results are often referred to as "gaijin power" (ask Hiroki to elaborate on this one too). At times, you may even feel like a movie star as people go out of their way to be kind and helpful, and do their best to ensure that you enjoy your stay in Japan. The dark side of being a *gaijin* will give you a new appreciation of what zoo animals must feel like as children and adults alike all try to snatch glimpses of, or photos with, the strange and exotic beast in their midst. Again, if you're not Japanese, that means you.

My best advice to anyone going to Japan this summer is to stay humble, learn to appreciate the culture, learn to take *kimari* with a grain of salt (or risk me telling you *shoganaï*), and be on time. Keep an open mind, and realize that you are going to be someplace where things may seem similar on the surface, but that there are likely fundamental differences in the way people think, and the way things are done in Japan. Learn to understand how the Japanese do things, instead of getting caught up in how things "should be" done, and you will be ten steps ahead of your closest competition. The more you learn to appreciate the differences, the more you will enjoy a country which prides itself on being efficient, safe, clean, and unique.

Michael lived in Japan for a little over two years total, mostly as a college student, and then took graduate courses there. He also worked part-time on the side. He will return to Japan this summer for an internship with Shinsei Bank.
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The Streets of Karachi

By MONA HUSSAIN
Pakistan

When I think of Pakistan, a strong feeling of nostalgia fills my senses...the busy market place, fresh fruit and vegetable stands, crowded streets, smells of tandoori chicken and all sorts of delectable foods to make any epicurean's eyes light up. Everything about Pakistan is "real."

I must clarify that when I speak of Pakistan I speak of Karachi. Karachi is located at the southern tip of Pakistan and thus borders with the Arabian Sea. Karachi is the largest business center in Pakistan housing main branches of banks such as, Habib Bank Pakistan, Citibank and ABN Amro Bank of Pakistan. In addition, Karachi is the largest seaport in the country, exporting products to markets all over the world. One of the largest export items is rice, followed by textiles.

Pakistan appeared on the world map in August 1947. It was an ideological state in the sense that it was founded on the basis of Islam (religion) rather than any geographical conflict. Prior to 1947, Muslims and Hindus lived together in the Indian Subcontinent under

British rule.

Karachi, the city of lights, is also called mini-Pakistan due to its vital role in the country's economy. The population of Karachi is about eight million and extends over several hundred square kilometers along the coast of the Arabian Sea. Although Karachi is one of the major seaports in Pakistan it has always had a drinking water problem. The usual custom is for houses to have water reservoirs built underground and have water tankers deliver water regularly to homes. Demand has always exceeded supply. The poor places of Karachi are still waiting for safe drinking water.

The types of housing ranges from modern apartment blocks, prestigious cooperative housing societies, seaside mansions and areas of such appalling poverty that it is difficult to understand how families of sometimes ten people live in one bedroom straw-thatched-roof shanties.

The Modern Karachi is a city full of life and new beginnings. In the past ten years global, companies such as Dunkin' Donuts, McDonald's, Pizza Hut, TGI Friday's, Shell and Citibank have made a significant presence

on the street of Karachi. Young adults who formerly flocked to roadside cafés now prefer to meet at the above-mentioned locations.

Furthermore, Karachiites are discovering new cuisines and a new culture of "trendy" restaurants is developing. In a recent visit to Karachi I was introduced to the "trendy," "cool" places to go to eat. The list included restaurants like: Baan Thai (Thai Cuisine), Café Ilanto (serves excellent desserts), Café Zouk, Gelato Affair (an exclusive dessert café), and Okra. I was told that these are the restaurants you not only go to for a meal, but also to be seen.

Along with the new restaurants, there is a culture that recognizes name brands. Fashion designers such as Khaadi, Deepak Perwani, Amir Adnan, Nadya Mistry and Sonya Batla are fashion boutiques at which the "hip" visit and shop. I had a short chat with Nadya Mistry on my recent visit to Karachi. She was a short, peculiar-looking young lady with red-framed eyeglasses on and loud-designed jeans. In our short conversation, she mentioned that she had been trained in Paris at some fashion

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Japanese Culture Through Films

By HIROKI IWAI
Japan, Spring '05

Recently, the interest toward Japan seems to be coming back in an extraordinary way, not in the cars and electronic gadgets we make, but in the culture, the way the Japanese live, work and play in their own world. Two



Hiroki Iwai

American films which opened last year portrayed some aspects, seen through the eyes of the *gaijin*, of what our culture is like to the rest of the world. *Last Samurai* starring Tom Cruise and Ken Watanabe showed what it was like to be in the samurai era; the film *Lost in Translation* looked at contemporary Japan. While these films capture major aspects of the Japanese, we can not deny the fact that they are through Western eyes.

Since I believe that a motion picture is a portrait of a country's view of culture to some extent, this is a simple guide on how the Japanese movies capture our feelings through film. There are two segments in Japanese films: the *jidaigeki*, films which takes a closer look at the samurai era, and there are the contemporary dramas.

Until recently, the *jidaigeki* films seem to have lost the interest of Japanese viewers, although they were popular as one-hour dramas on TV, as a simple good administrator or lord wiping out the bad. But the spirit of the samurai, always being loyal to his master though being quiet, humble and hardworking was gone. These characters were magnificently portrayed in the Akira Kurosawa films and Kenji Mizoguchi films in the 1950's

and 60's when the popularity reached an all time high. Since our nation's downfall through the long recession in the 90's, which is in fact continuing, the spirit is again being looked upon as the lost souls we must regain to recover as a nation. *Twilight Samurai* (which was up for a Foreign Best Picture Nominee at this year's Oscars was a big hit in Japan. (Editor's Note: "The Barbarian Invasions," from Canada won the Oscar.) It brought out the old-timers and young middle class people who are struggling in their workplace, feeling sympathetic with the character on film. This film and the above-mentioned *Last Samurai* could bring back the genre to a new level.

But the spirit of the samurai, always being loyal to his master though being quiet, humble and hardworking was gone.

The contemporary drama, portraying the present life, has not been noticed by the rest of the world until recently. During the 1950's and 60's as a rival of Kurosawa, Yasujiro Ozu shot many family dramas like *Tokyo Story* and *Sanma no Aji*, showing an ideal family with a modest father figure and an obedient daughter and mother growing up strongly after the war. At the same time there were action films of youngsters with the great late Youjiro Ishihara (the young brother of the present governor of Tokyo) and Youzou Kayama. The films they starred in became a hip hit series stealing the hearts of many baby-boomers of the time. In the 70's, with the influence of the New Cinema from the U.S. and France, a lot of experimental hard to understand films came aboard, becoming a cornerstone of new techniques of expressing

sex and violence. Filming sex became an industry all by itself, creating a porno industry with artistic camera shots and difficult story lines continuing till this day in small theaters.

Violence was shown in the Yakuza films mainly shot by Kinji Fukasaku and introduced to the Western world by Quentin Tarantino. The blunt aggressiveness and the loneliness every character portrays is what the Japanese saw in themselves at that time, knowing they have caught up with the world economy, but not knowing what their next step should be like.

Recently, Japanese films have lost original movie stars, since financing has been done by the big TV stations and publishing companies. But this does not always bring a negative effect. Each TV drama and book is original, so the blowing up of these dramas may seem refreshing to foreign eyes. The recent hit series *Bayside Shakedown* (it will be shown by ThunderMovies on March 21) was originally a hit TV drama series, but shows how our age group deals with bureaucracy within the company in a casual ideal way.

This is only a brief outline of how some Japanese movies have portrayed us in many ways. There are still many genres in the movie industry like horror and anime films which I left out this time, since most of them do not get emotional showing a culture specifically Japanese. Although there is a rise of attention in Asian films altogether (thanks to Korea and China), I hope the films from Japan never forget to put in a special ingredient of their uniqueness that the Westerners would like to explore.

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The Life of Taiwan Comes Alive With Food

Continued from Page 14

time, Taiwan had the second highest dollars deposit in the world. Now Taiwan is a major high-tech products manufacturer, and is famous for its comparative advantage in producing high quality products at a low cost.

This economic miracle doesn't simply come from strategy success. It's also because of the Taiwanese diligent working style and strong entrepreneur spirit. Those high-tech companies, like Acer or TSMC, all begin from a couple of young people's small companies that then expanded rapidly to world famous companies in a relatively short time.

Other phenomena also reflected this working style. For example, retailers all run their businesses to very late in the day,

We have a so-called night market that you can get whatever you want to eat, even at 1 or 2 a.m.. Whenever you want to eat, you just need a 5 minute ride, and then you can get a fresh-made hot meal at 10 o'clock at night.

Since we are talking about food, if you come to Taiwan, you must try some famous authentic Taiwanese food. First, you must try fried crispy oysters. It's a dish with a strong seafood flavor. It tastes best when you eat it with some specially made hot and sour sauce. Second, I recommend thread noodle with oysters. It is one kind of extremely slim noodles with sticky sauce and, of course, oysters. My last recommendation is juice. Taiwan is a tropical island with rich fruit through the whole year. We have juice bars everywhere. You can

get fresh-made juice at less than one dollar with all kinds of flavors. There are too many interesting and tasty foods in Taiwan. I can't cover them all here. The best way to explore these cousins is to walk into a traditional market and vendors will show you the rest of the way.

If you went to Taiwan, you would realize that the Taiwanese are very passionate people. They are friendly and open to visitors, especially taxi drivers. If you take any taxi, the taxi driver will try to talk to you with his cute English through whole trip.

To see is to believe. I stop here, and let you discover the rest of the trip by yourself.

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On Being a Career Woman in Japan

By YUKA TANIMOTO
Japan, Spring '05

I don't know exactly what the business situation is for women in Asia other than Japan,

but it is an undeniable fact that there is discrimination against women in Japan. When entering a



Yuka Tanimoto

company, there are two types of employment for women: a general office employee or the main career track. On the contrary for men; they have only one type, the main career track. Women who are general office employees don't have a responsible job, and they don't have a title. Their main jobs are preparing and bringing some tea for guests, making copies, and putting the documents in order.

Being hired in the main career track is really difficult for women. And if a woman is hired for the main career track, she has to work harder than a man. In addition, she must have a good academic background. Otherwise, she cannot prove herself as businessperson.

Also, there is one of the worst situations for women in Japan. If she gets married or pregnant, she frequently cannot continue to work in that company. Most companies have childcare leave systems, but women seldom use these systems. Sometimes, such women even get strong pressure to quit their jobs from the companies.

I worked in many companies, such as a financial company, a manufacturing company, and a TV station. What's interesting is that each industry or each department had a different environment. But anyway, the women's status was not good. As for me, when I worked at a security company, I felt some discrimination. I guess that women in the main career track were 10% of all in that company. I belonged to the category of general office employee. My job was news anchor of the company. However, I could not offer my opinion on the program. Every

comment was configured by a person in a main career position. Therefore, after that, I chose to freelance instead of belonging to a company because I wanted to say my opinion, not only in the program but also in the company. I worked with many companies as a freelance announcer, but I never saw a women representative. (Actually, after I came to the U.S., one of the things that surprised me was that there are a lot of women who have titles.)

After I chose a career as an announcer, I ceased to feel discrimination. I guess that in Japan, a female announcer has more opportunities to get jobs than males do. That means there is little discrimination. Rather, I think females have an advantage over males in this field.

Unfortunately, discrimination in business against women is still a problem in Japanese society. But if you ladies want to work in Japan, you pretty much have an advantage. Because there are few people who speak English in Japan, such people can get a job easily.

Here is what I am going to suggest to you: you should be active in a business. In Japan, most women actually gave in to this bad situation. If you act positively, it is possible to open the door to success. And also getting qualifications (MBA!!) would be helpful for you to get a job. I really hope that this bad situation for women will change in the near future.

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Editor's Note: Yuka Tanimoto was a Bloomberg TV Anchorwoman on "News Japan" of Fuji Television, the most popular TV news series in Japan. She was featured as a "career woman" in the following Japanese magazines and newspapers: Senden Kaigi (one of the most famous marketing magazines), Yukan Fuji (a newspaper), and Nikkei Woman (a career magazine for women). As well, Yuka was featured as "the Japanese career woman" on a 2-hour program for KBS (Korea's national TV channel.)

The Sights of Pakistan

Continued from Page 16

school and had attended Karachi Grammar School while in Pakistan.

Although times are changing and you see more Banana Republic-clad women on the streets than traditional *shalwar kameez*, I still prefer those roadside cafés and fruit juice stands where my childhood memories rest comfortably.

Mona Hussain is the wife of Thunderbird student Rizwan Hussain and can be reached via his email address at rhussain@global.t-bird.edu



Taiwanese Preserve Age-Old Marriage and Childbirth Traditions

By MONA MANSOOR
Egypt

As a child, I was raised amongst different cultures. My beliefs and values were a result of constant exposure to a multitude of nations. My character was like an inverted prism, which would absorb all the colors of the world, and reflect me. So were all kids brought up this way all over the world? I was taught to respect each culture by knowing more about it. And as I learned, I discovered that although we may live continents apart, our core beliefs couldn't be closer. That lesson was again learned when I had a little chitchat with a Taiwanese friend of mine, Julie Lin. She taught me the Taiwanese traditions concerning marriage and giving birth. That was very interesting, so I thought I might share it with you.

Julie, throughout our conversation, stressed that although traditionally Taiwanese are conservative, the new generation is more liberalised. She mentioned that dating and courting is permitted, and moving in together is the norm for a couple. Engagement, though, is not so popular, and if it is done, then just for a very short period. Costs of the wedding and marriage used to be the groom's responsibility, but now are shared between both parties, as Allan and she did. If the

bride wishes to have an engagement party, she would bear the costs.

If you wanted to propose to a girl, you would visit her parent's house with your parents, and offer a gift, which is basically money. Julie says that it's perceived that the more money the groom offers as a gift, the louder his voice will be at home, or in other words, he will have the say.

A Taiwanese wedding is divided into two main parts; the actual wedding ceremony and a dinner party. The wedding ceremony traditionally is performed at a religious place such as a church or temple, but modern Taiwanese, saving time and money, may simply get married at a wedding registry.

At the ceremony, the bride wears the western white bridal dress, and the groom wears a suit. Traditionally the groom waits for the bride to arrive with a car, and then escorts her to the ceremony. The bride walks holding an umbrella that protects her from evil falling upon her. The new generation has included new ways and fads to the Taiwanese life, but still hangs on to certain traditions.

After the ceremony, a dinner party is thrown in their honour; the size of the party varies according to the newly-

weds budget or preference. The party may take place in a hotel, restaurant, or house. Or as it was traditionally practiced long ago, or nowadays where there is no hotel or fancy place like at the country side, the tables and chairs are laid down in the street or in the temple's garden and where cooking took place too. In Julie and Allan's case, both were born in different parts of Taiwan, so they had two dinner parties at each's birth place, so they would save their relatives and friends

Throughout the dinner party, the bride wears three gowns. Her gowns and all the furniture in the party must be new; otherwise, it means that she may marry again.

the hassle of traveling over to the dinner party. If you were a close friend of the bride, she would invite you by, dropping by your house with a cookie gift and an invitation in a red envelope (which you would eventually use later on), or she would just send you them through the mail.

As you enter the dinner party, you will find a huge photo of the bride and groom in their wedding gown and suit, which will help you identify the room in which the party will take place. At the entrance, you may find a table on which there will be a big photo album; that includes pho-

tos of the couple in different costumes, traditional and modern, and a person who will collect the red envelopes in which each guest will present a money gift to the couple.

Throughout the dinner party, the bride wears three gowns. Her gowns and all the furniture in the party must be new; otherwise, it means that she may marry again. Her first gown is a white one, but not the one she wore at the ceremony. Then she changes in to a cuter one. As for the third dress, she changes into it as a sign for the guests that the party is over, and she stands with the groom at the exit, thanking guests and offering them candy.

Of course, marriage sometimes leads to a baby. When a Taiwanese delivers, she stays at home for 30 days, not going out at all. Her mother would cook her a soup made of *shin-khwa-tan* which is made mainly out of that herb and seven other herbs. It is believed to increase milk production and helps the uterus to contract. Another food that is believed to increase milk production is pig thigh soup cooked with peanuts. She eats a lot of nutritious food, but all must be cooked using cooking wine, which is almost like Japanese sake, and no oil or salt is used. If she is thirsty,

she may not drink water, but boiled wine, whose alcohol evaporates. In fact, there is a special book that details all the dos and don'ts that a new mom should follow.

Taiwanese don't have baby showers, although friends and relatives would visit, bearing gifts, which mostly aren't clothing and toys like in the U.S., but gold. It would generally be a golden bracelet custom made, with greetings and wishes for the new baby, with a drawing engraved. Timmy received one with wishes for a fortunate life that had a baby boy wearing a graduation cap and holding a calculator. They may be presented in a decorative musical box.

In China, birth control is practiced strictly. In Taiwan, if a couple has a third baby, they receive a gift from the government - a sum of money that would equal approximately to \$1000.

And then our conversation was interrupted by both of our adorable kids, wanting to play with each other. So I put the pen and paper aside, and watched an Egyptian and a Taiwanese baby communicating and having fun, and it made me realize how beautiful life is.

Julie and her family will be leaving this trimester, back to Taiwan, I wish them a happy life.

Korea Makes Pivotal Decision to Enter Iraq

By MINSOO SUH
South Korea, Spring '04

The question of whether or not Korea should become involved in the war in Iraq was one of great controversy. There was a long argument over whether or not to deploy Korean troops to Iraq, prompted by demands from the U.S. that the Korean government should contribute to stabilizing Iraq and maintaining public peace. The war broke out during the time I was studying at Thunderbird's French-Geneva center one year ago.



Minsoo Suh

One day, I was driving my car to school and had a short argument with my friend over the war. He talked about the justification and the rightness of war on Iraq. He argued that this war could save Iraqis from the dictatorship and from the fear of weapons of mass destruction. I replied to him that innocent people would die from brutal missile attacks without knowing the reason, while the rest of the world watched the bombs drop. This sort of action film that would unfold on CNN would be met

with disapproval by the global community; to me, the war could not be justified

One year later, the sentiment of the world has not necessarily changed, but more countries have become involved. I will not comment on the rightness or justification of the war, but will instead address the decision process and impacts on Korean politics and economy.

On Friday, February 20th, the Korean parliament approved the deployment of 3,000 troops to Iraq.

This approval was welcomed and greeted with gratitude and relief in Washington, D.C. On the other hand, this decision provoked much opposition and repulsion in Korea. Some criticized this decision as obvious submission to U.S.'s high-handed foreign policy. But it must be relayed to these people why deploying troops to Iraq, in fact, serves the national interests of all Koreans and how important it is.

First of all, this move is a positive signal to foreign investors, who have felt the nega-

tive strain and tension between the U.S. and the ROK. Korea's contribution will help boost foreign confidence in the Korean economy and will attract and maintain foreign investments by removing unclear obstacles.

Secondly, this will likely result in good opportunities to expand Korean influence in Iraq and the region. Economic analysts have already projected that re-construction projects will reach about \$85 billion in next several years. Korea's early pres-

By making itself visible by both having a physical presence and contributing to the public peace, Korea can affirmatively take part in securing important resources.

ence in the re-construction in Iraq will help establish a firm position from which to obtain Iraqi contracts.

The third effect is the ensured stability of oil supplies. Korea currently depends on the Middle East for more than 70% of its oil supplies. By making itself visible by both having a physical presence and contributing to the public peace, Korea can affirmatively take part in securing important resources. This may result in lessening its dependence on the United States in terms of energy policy.

The fourth benefit of Korea's presence in Iraq involves a contribution to international security. There have been reasonable requests from the international community for Korea to contribute to global peace and security in proportion to its economic status. As the 12th largest economy in the world, Korea is expected to play a heavier role in international affairs than ever before in its history (through this decision).

Finally, Korea should perceive this involvement as a forward-looking milestone, which promotes Korea's military alliance and bilateral relationship with the United States. The U.S.-ROK alliance has come under serious doubt recently because of the dispersion of anti-Americanism in Korea. This antagonistic feeling is a sensitive one for the U.S., so the approval can be a first step in soothing any ill feelings caused in Korea.

A war tends to be justified by the winner. A loser disappears from the stage. My personal opinion about this war is that the war was groundless. One thing I want to say is that

any kind of war should be avoided and that the power should be returned to Iraqi hands as soon as possible.

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Focus: Asia Encyclopedia of Modern Asia (Reference) A great starting place for any research, any topic or any country related to Asia. Get a short article, definitions, facts and other information as well as a list of recommended sources for further study here.

Tigers' Roar: Asia Recovery and its Impact (2001). This book is about emerging markets in Asia, and covers topics as varied as Asia's environmental dilemmas to Islam in Indonesia.

China Cousin Felix Meets the Buddha and Other Encounters in China and Tibet (2003) by Lincoln Kaye. A travel book and a chronicle of modern China for anyone planning on making a trip to China. The author writes for *The Wall Street Journal*, *The Far Eastern Economic Review*, and *The Nation*.

Red Dust: A Path through China (2002) by Ma Jian. Described as a Sino-beatnik travelogue, this book is by a Chinese artist who leaves Beijing and travels throughout his own country, most of which can be described as "far from the tour buses and souvenir stands."

Before the Deluge: The Vanishing World of the Yangtze's Three Gorges (2002) by Deirdre Chetham. Flowing almost 4000 miles, the Yangtze River in China is the site of the world's largest hydroelectric dam now under construction. Over a dozen large cities and 1500 villages and towns will be submerged. Over a million people will be moved, voluntarily or otherwise, when the project is completed in 2009.

A journalist for *The Washington Post* described the project as "a vision that combines ambition worthy of pyramid building pharaohs with the destructiveness of open-pit coal mining."

Being Chinese: Voices from the Diaspora (2003) by Wei Djao. This book is about the Chinese who have scattered around the globe, but who retain Chinese values whether they are in London, Cuba or Peru.

The New Chinese Empire and What It means for the United States (2003) by Ross Terrell. Describes where China has been, and where it is going.

Hong Kong Crisis and Transformation in China's Hong Kong (2002) by Ming K. Chan and Alvin Y. So. A multidisciplinary view of the many changes Hong Kong has faced and continues to encounter since it has reintegrated with China.

Hong Kong the Super Paradox: Life After Return to China (2000) by James C. Hsiung. By a Chinese American academic, this book explores the predictions and what really happened after 1997 when Hong Kong was handed back to China.

Dealing with the Dragon: A Year in the New Hong Kong (2002) by Jonathan Fenby. Written by the former editor of the former territory's leading English language newspaper. Fenby's book is a snapshot of people and events at a turning point in time.

India The Tiger Ladies: A Memoir of Kashmir (2002) by Suda Koul. A memoir of a land now consumed in political and religious turmoil. Kashmir is a land of colorful legends and rituals that are brought to life in this book; but, it is also a lost Eden now for both Hindus and Muslims alike. The author grew up in Kashmir but currently lives in the U.S.

Shoveling Smoke: Advertising and Globalization in Contemporary India (2003) by William Mazzarella. About Indian consumers and how advertising is designed to appeal to them.

India: Emerging Power (2001) by Stephen P. Cohen. By a well-known scholar on India who has also held positions in the U.S. State Department. This book describes political and economic events in India and looks at U.S. policy toward this emerging market.

Indonesia The Memory of Trade:

Modernity's Entanglements on an Eastern Indonesian Island (2000) by Patricia Spyer. About global commerce, local ritual, and regional politics, this book studies the people of Aru, and archipelago in eastern Indonesia.

Japan Structural Reform in Japan: Breaking the Iron Triangle (2003) by Eisuke Sakabibara. The "Iron Triangle" refers to the current political party in power, the bureaucracy, and vested interests that dominate monetary and fiscal policy in Japan. The author formerly served in Japan's Ministry of Finance.

The Snow Fox (2004) by Susan Fromberg Schaeffer. A novel set in medieval Japan, this is a love story with a historical setting. The author has been described as a "wonderful writer."

The New Japan: Debunking Seven Cultural Stereotypes (2002) by David Matsumoto. Described as a tool for understanding your Japanese business partners, this study covers Japanese stereotypes such as lifetime employment, myths about marriage, and collectivism. It also describes some major cultural shifts taking place in Japan.

Going to Japan on Business: Protocol, Strategies and Language for the Corporate Traveler (2003) By Christalyn Brannen. The title describes it all!

Korea North Korea: Another Country (2003) This book by Bruce Cummings, who some say is "America's leading historian and political analyst of contemporary Korea," is about the nuclear crisis, Kim Il Sung, and our future with this modern-day dictatorship.

Macau Macau: A Cultural Janus (1999) by Christiana Miu Bing Cheng. A former Portuguese colony heavily influenced by China, this book is a study in "biculturalism, hybridity and colonialism."

Malaysia CEO Malaysia: Strategy in Nation Building (1998) by Hng Hung Yong. About Dr. Mahathir Mohamad, who has been described as the architect of Malaysia's growth as an economic powerhouse in Asia.

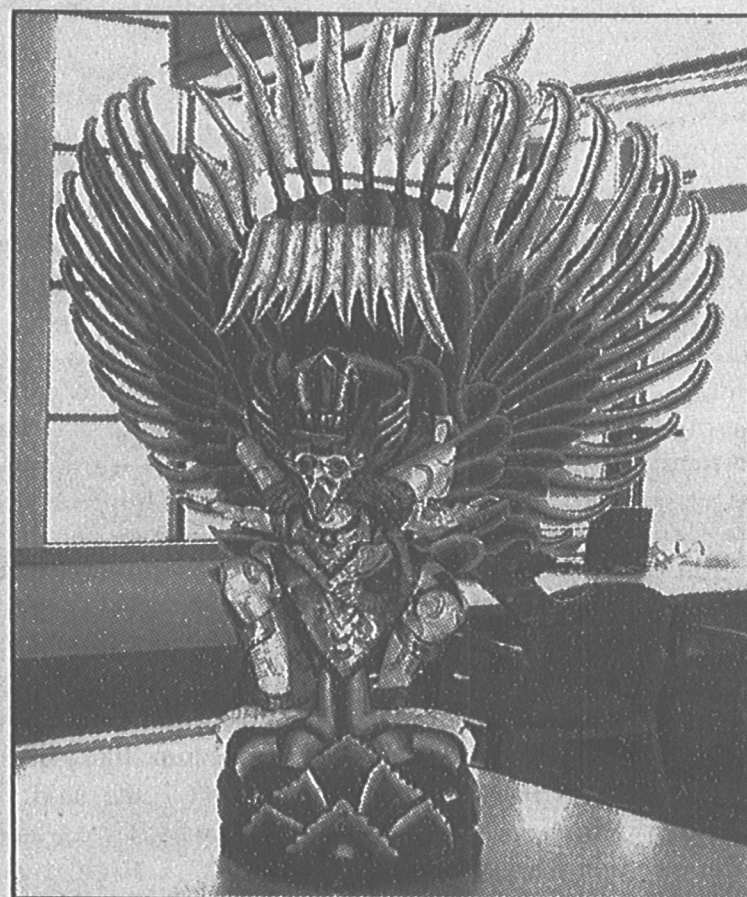
Tibet Naked Spirits: A

Journey into Occupied Tibet (1997) by Adrian Abbotts. Adrian and his wife were smuggled into Tibet by Chinese truck drivers where they observed a unique culture under a repressive and brutal regime.

Tibet: The Secret Continent. (2002) by Michael Pliessel. Oversized with many wonderful color photographs of the unusual landscape, costumes, and buildings of this small, isolated mountain country.

The Cup (1999) VIDEO. Selected for the Cannes Film Festival, *The Cup* is about a group of young monks in Tibet; Buddhism is their philosophy, but soccer is their religion. Based on an inspiring true story, this is a comedy about breaking rules in a highly disciplined organization. In Bhutanese with English subtitles.

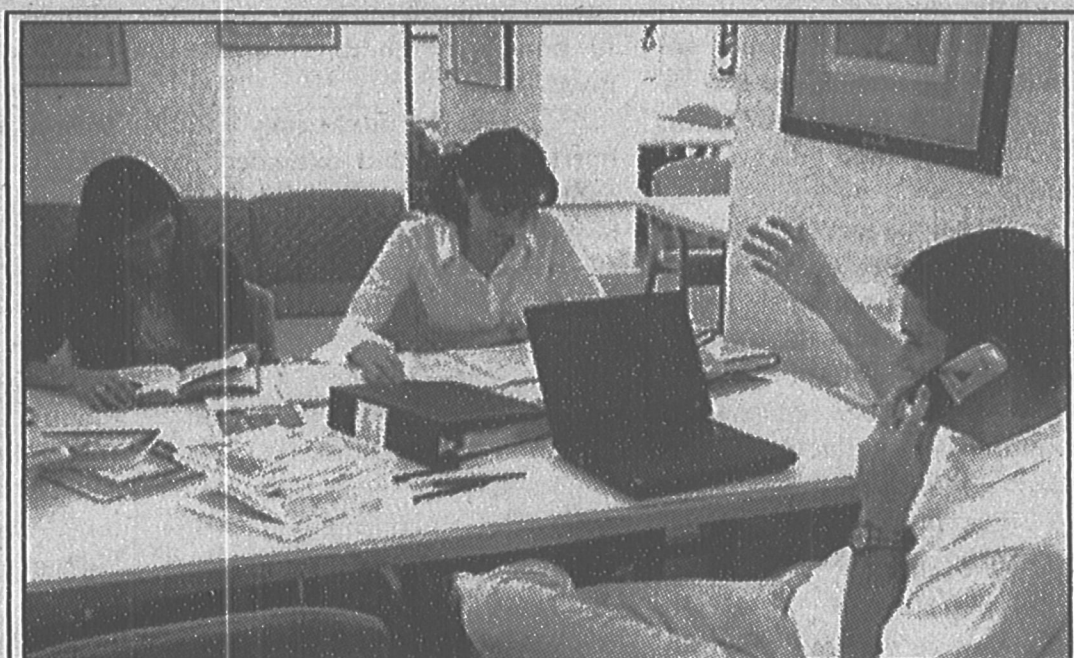
Vietnam Shadows and Wind (1999) by Robert Templer. This book is about society and life, and economic change - based on firsthand observation - and about the problems facing modern Vietnam.



IBIC has this large figure from China in its east-end reading room

The Vertical Ray of the Sun (2000) DVD. Set in Hanoi and about a family made of three sisters, two husbands and a child. About tradition, love and deception. A Toronto International Film Festival Selection. In Vietnamese with English subtitles.

Mongolia, China, Vietnam Where the Pavement Ends: One Woman's Bicycle Trip Through Mongolia, China and Vietnam (2001) by Erika Warmbrunn. This writer goes places few have traveled before, and encounters the lesser known and rarely seen side of these countries.



A Plea from your fellow students: Show some cell phone courtesies!

The constant ringing of cell phones interrupting the quiet is the single biggest complaint from students in the IBIC.

Your ringing cell phone disturbs those around you who are trying to read and study. Letting your phone ring or talking to callers in the quiet area is inconsiderate and rude.

PLEASE: Put your cell phone on "mute" when you are in the IBIC and take your calls outside!

Making Merit on a Slippery Slope

In which a trip to a Northern Thai cave provides four friends with an opportunity for good exercise and maybe even some winning lottery tickets

By SEAN DALEY
U.S.A., Summer '04

The water is sacred and so are the fish. That's what I am told and I'm going along with it. Brilliantly colored goldfish the size of toddlers, gently swimming in perfectly clear water is just the kind of invitation I would need to crawl through these dark caverns. Ordinarily, caves seem like scary places. Evil places. But not *Tam Chiang Dow*. It's inviting. Enticing, even. The water streams from the cave and forms a delicious looking pool near its entrance. A statue of the mythical kinaree watches over the slightly turquoise waters.



Sean Daley

Ganya and I went to Chiang Dow, just north of Chiang Mai, for the weekend with our friends Goy and Ken.

"I'm a little claustrophobic," admitted Ken in the well-lit "lobby" of the cave. We looked deep into the extensive labyrinths we imagined to exist behind the darkness.

"Yea, actually me too," I said. The smell of guano tumbled out from the cool blackness. Maybe it's not so inviting after all.

"Eek!" cried Ganya. A bat chirped back. "Eek!" she said again.

We felt a bit apprehensive now about going in there. Actually *Tam Chiang Dow* is not scary. It's just that we're not very brave. As we geared up to go in a monk stepped up to the man who organizes the guided tours through the cave.

"How many people are you with?" the man asked me.

"We're four," I told him.

"Okay, then you go with the monk."

"Hey great!" I said to my friends. "We're going with a monk. We have nothing to fear." The ladies agreed with smiles. Ken gazed at the ceiling, trying to recall a lost piece of trivia. "Stalagmites or stalactites?" he brooded.

As we made our way up the first tunnel, I noticed something was wrong. The monk was walking with a strange gait. His arms were positioned oddly in front of him like twisted chicken wings. His legs seemed numb as he lifted them unsteadily to walk and stomped his bare feet on the rock floor. His head was cocked at such an angle, as if puzzled by something he'd heard. Goodness gracious! This monk has cerebral palsy; more than a small added challenge to navigating through a cave. *Chiang Dow Cave* can be very slippery. It was, after all,

carved by flowing water. The tunnels are uneven and steep, filled with jagged rock formations coming from both the floor and ceiling, with puddles and holes to trip you. It's the sort of place where you wish you were an agile and youthful again - not barefoot with cerebral palsy. For our monk, this seemed quite an unnecessary form of self-torture. But his holiness appeared to have not a care. He smiled, slid his glasses up the bridge of his nose and ambled forward.

"I'm surprised to see that," Goy whispered to me. "Normally the person with a problem like that can not be a monk," she said. When I asked her why, Goy was not sure.

Right away, he was having trouble. Should I help him? What is the etiquette, I wondered, regarding disabled monks?

And what of disabled monks in slippery caves? In Thailand monks hold the highest social status. They are revered. Would it then be a mis-

take for me to give help to someone so much higher than me? Should I ask him? What if he falls? Should I catch him? Of course I should catch him. Please God, don't let him fall. I mean Buddha. Please Buddha, don't let him fall. If he does, please Buddha, don't let me miss.

Just then he teetered, not able to extend his arms to right himself. I scurried up behind him and leaned the man's body in the right direction. He smiled. The guide, as well as my friends, smiled in approval. Okay, helping is good. I sighed. Helping is good.

At the next tricky spot I hurried ahead and extended my hand for him to take hold of and hoist himself up a steep incline. He grinned widely and took it.

"Thank you," he said in English.

"*Mai pen rai*," I said.

"Oh! You speak Thai," he bellowed in a laugh.

His cheerfulness was contagious. Each time he had difficulty, he laughed. We laughed too. His name was Serachai and he chatted with all of us both in Thai and English as we made our way through the dark maze, the monk and I holding hands tightly, like two children on a school field trip. I had myself a buddy.

"Sean, today you make merit," Goy pointed out happily. I hadn't thought of that. Making merit can be complicated business in Buddhist Thailand. The idea is expressed nicely by the Thai saying: "Do good, get good. Do bad, get bad." It is about

karma, which is firmly believed in here. People go through specific rituals to create this good karma. Setting caged birds free, for example, is a form of merit making in Thailand. Never mind that they are quickly caught and re-caged to once again be set free. Making merit brings good luck. But what luck did I need, really, that I didn't already have, given the circumstances?

He took my hand again and we followed the guide to the next room, Serachai limping and plodding along. More than a few times he nearly fell and took me down with him.

"*Rawang!*" called out the guide. Be careful. "*Rawang hua!*" Watch your head!

"Uh oh!" Ganya warned from the front. We had approached a steep incline, chis-

eled vaguely into stairs, leading deep into the cave's belly. With steps barely wide enough for a child's soft foot, and little to grasp for safety, the trusting monk draped his weight onto the back of my shoulders.

at us as perfect. We are more advanced than the other people." Ga, who works at the disabled center had polio as a child and now walks with crutches. "Maybe I did something wrong. I don't know. I cannot tell because I cannot see that life. I don't know if I believe 100% but maybe 50%." This belief runs deep in Thai culture, yet Ga says that people are not unkind to her due to her disability. In fact, Panya told me, average Thais may treat the disabled with more compassion, as an opportunity to make merit.

Indeed, merit making is very complex business in Thailand, and can be accomplished in countless ways, for countless purposes, from bringing health and prosperity to ones family, to getting good grades on an exam.

When asked what she wanted people to understand about her, Ga replied, "I do not want people to pity me. The biggest problem is people need to give disabled people confidence."

When I asked Prae Panya about this, he agreed that disabilities were likely to be the result of karma. However, it is not a dogmatic law that disabled people cannot be ordained, he pointed out. Each case, he said, is heard by the abbot of the temple and the final decision is up to him.

"This may sound cruel to you. But you must understand Thai people. The monk must be perfect. People look at us as perfect. We are more advanced than the other people." Ga, who works at the disabled center had polio as a child and now walks with crutches. "Maybe I did something wrong. I don't know. I cannot tell because I cannot see that life. I don't know if I believe 100% but maybe 50%." This belief runs deep in Thai culture, yet Ga says that people are not unkind to her due to her disability. In fact, Panya told me, average Thais may treat the disabled with more compassion, as an opportunity to make merit.

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At the cave, the others had successfully descended the steep slope and were watching from below with fond but nervous smiles.

"You can do it," Serachai said. "We just go slow." He stood directly behind me, with much of his weight pressed on my shoulders. "No problem," he said again. My heart was pounding and my thighs were burning, as I led him and he guided me down the narrow stairs. From the bottom Goy pulled out a camera.

"Smile," Serachai instructed me cheerfully.

We made it, of course, but just barely. We came much closer to tumbling down those steps than either my friends or Serachai had realized. I didn't tell them that I'd nearly fainted.

As we emerged from the last tunnel to the place where we'd first met I turned to this man for whom I felt an unusually quick fondness and respect.

"Thank you very much," he uttered with a struggle. Even his larynx wouldn't obey him they way he'd have liked.

"Thank you very much too," I said.

Outside the bright sun felt good on my cool sweaty skin.

"You helped the monk. That's very good luck for you now. You should buy the lottery ticket!" Goy grinned charmingly and tilted her head. "And buy one for me too?"

"Mmm!" agreed Ganya. "And me too!"


Sean Daley is an American who lived in Chiang Mai, Thailand and taught English from 1998 until just before arriving at Thunderbird in the Fall 2003.

Sean Daley, copyright 2001, originally published in "Guidelines."
seandaley@global.t-bird.edu



The Garuda is a figure from Hindu mythology; the one in IBIC was made in Malaysia

What's Your Future This Year? Dr. Love Has Your Fortune Cookie



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.

In honor of this very special *Das Tor* Focus:Asia issue, I thought that all of you lovelorn T-birds out there might gain some celestial guidance from Dr. Love's very own Thunderbird Chinese Horoscope of Love.

What? You didn't think The Doctor knows of such things? Well, Grasshoppers, the ever-mysterious doctor is truly an international medicine-maker of amour. The Chinese have used a horoscope based on twelve animal signs for thousands of years. And since we all know that T-birds are animals at heart, find your sign to see what the heart has in store for you this year, you animal...

MONKEY

If you were born in:
1920, 1932, 1944, 1956, 1968, 1980, 1992, 2004

Baby, this is your year! 2004 is the year of the Green Monkey. Witty and bright,

Monkeys are natural flirts. You'll find the Monkeys late Thursday night at the Pub, still chatting up those who will listen. Known to be teases, Monkeys need partners that can keep them stimulated. But ThunderMonkey, you need to cut down on your self-indulgence this year and find that one special someone... for this trimester!

ROOSTER

If you were born in:
1909, 1921, 1933, 1945, 1957, 1969, 1981, 1993

Cock-a-doodle-do! Rooster, you do like to blow your own horn. Flashy dressing and melodramatic, you get angry when the spotlight shifts to someone else. But you are as industrious as you are passionate, attracting many suitors. Hmmm, Rooster, perhaps this is your year to try out for the Rugby squad?

DOG

If you were born in:
1910, 1922, 1934, 1946, 1958, 1970, 1982, 1994

Much like the family pet, you are devoted and faithful. But those aren't the qualities that make for a fun Saturday night, are they? Still, this could be your year to be a true Dawg. Unleash your instincts and go out on the prowl. Even the IBIC could be fun if you are sniffing up the right tree.

PIG

If you were born in:
1911, 1923, 1935, 1947, 1959, 1971, 1983, 1995

OK, so you look up your birth year and find you're a Pig. Well, get over it! You Porkers are

actually wonderful companions with exceptional good humor. True romantics who love to spend money and enjoy the finer things of life; you are quite a catch, Pig. So, this year, as you try to hook up with that hot first tri you see at the other of the bar, why not use the line, "Hey, did you know I am a Pig?"

RAT

If you were born in:
1912, 1924, 1936, 1948, 1960, 1972, 1984, 1996

Charismatic, but calculating, Rats were born to take FORAD. Able to see situations from any angle, these quick-witted rodents are snapped up fast for group projects. However a tendency to be overly critical means that a Rat often slinks back home alone. Perseverance! dear Rat, book a room for your next "group project" ... and I don't mean in the IBIC!

OX

If you were born in:
1913, 1925, 1937, 1949, 1961, 1973, 1985, 1997

There's never been an Ox who was afraid of hard work! Good thing too, since you chose the crazy life of a T-bird. But all work and no play makes you a boring bovine. Use that methodical nature to ThunderStalk yourself to love this year.

TIGER

If you were born in:
1914, 1926, 1938, 1950, 1962, 1974, 1986, 1998

Why is it always a competition with you, Tiger? Courageous and bold, you feel

driven to argue incessantly over matters of honor. That may earn you your stripes in TSG, but the wild heart can't be conquered so easily. Take a break from competitive sports and try out a calming yoga session in the TAC... there's a lot to be said for flexibility!

RABBIT

If you were born in:
1915, 1927, 1939, 1951, 1963, 1975, 1987, 1999

You may be a conservative Bunny on the outside, but inside you'd make Hugh Hefner proud! Your refined and always-fashionable exterior hides a serious love of fun. You have a smooth year ahead of you, Rabbit... although you'll have to resist the temptation to bed-hop post-Pub!

DRAGON

If you were born in:
1916, 1928, 1940, 1952, 1964, 1976, 1988, 2000

Dragon, you ARE the classic T-bird...self-assured, enthusiastic, and adaptable. But you have the T-bird dark side too, as you can be hot-headed and critical. Your pride can keep you from accepting help when you need it the most. So what's a Dragon to do? Why not attend a Wine Club tasting and let a ThunderHottie "help" you over to the Pub?

SNAKE

If you were born in:
1917, 1929, 1941, 1953, 1965, 1977, 1989, 2001

Oh you do have the moves, Snake. Subtle and

shrewd, many often take you for sneaky and manipulative. But you can put those moves to good use this year... Salsa Club actually encourages a certain amount of, ahem, "manipulation." Charm your way to love this year, Snake!

HORSE

If you were born in:
1918, 1930, 1942, 1954, 1966, 1978, 1990, 2002

The phrase "work horse" definitely applies to you, Pony. Trotting headlong into everything you do, you enjoy a good challenge. But in matters of love, you tend to horse-around first, and ask names later. Don't get hung up in a ThunderQuickie this year, rein in that animal instinct!

SHEEP

If you were born in:
1919, 1931, 1943, 1955, 1967, 1979, 1991, 2003

I hate to say it, Sheep, you are a complainer. You love to fuss and bleat about the smallest discomfort. But even so, you are cultured and artistic in nature. So you have a choice this year, spend your time bitching about the food in the Commons or prepare that romantic dinner for two. Make the right choice and you might have a good "flock" in your future.

Listen to the Good Doctor and you are certain to have a year filled with great ThunderKarma!

Email your questions to Dr. Love at dastor@t-bird.edu

Love Without Borders: Across Cultures and Straight to the Heart

By BRIAN ASCHER
U.S.A., Spring '05

It's been said that love knows no boundaries. However, said boundaries can introduce some obstacles along with extra spice to a relationship. First, a disclaimer: observations made in this article are purely that.



Brian Ascher

They are not meant to generalize or discriminate as every person, no matter what culture they come from, is different in his or her own special way. I was hoping to do extensive research on this article by dating numerous people from different cultures - all in the name of science, but I was restricted by a mandate from my girlfriend. So, I will have to confine this to my own experiences with her.

In my seven years of dating one woman from Taiwan and one woman from Hong Kong (at different times!!), I have come across some very interesting cul-

tural differences which have led to some interesting "discussions."

Communication

When I first met my girlfriend's parents, I prepared all the speeches that would convince them that I spent all my Saturday nights at church and Sundays doing charity work. When the moment finally did come, I was happy to find out that I wouldn't have to stumble through the speeches as they only spoke Cantonese and couldn't speak Mandarin or English. Since my Cantonese is non-existent, I had to resort to nodding my head and smiling throughout the meeting with my girlfriend selectively translating all my comments. This has

led to quite a strange relationship with the parents. We get along wonderfully despite having never actually said a word to each other (or maybe it's because we've never said a word to each other.) However, I do look forward to the day when I can learn Cantonese and actually have a real conversation with them. I'm sure I'll find them to be the great

people that I expect them to be.

Traditional Gender Roles

Traditional Chinese values call for the woman to be submissive to the man. While this is common today, it is also becoming more and more common to see the equal partnerships that are prevalent in the modern Western relationships. While my girlfriends have never been the traditional submissive Chinese women of the older times and I wouldn't have it this way, their

The most important and exciting element of the cross-cultural part of our relationship is the constant learning.

families still see this as an essential behavior. When attending meals with family, my shrimp is peeled for me and my plate is always full with food. This is always accompanied with the humorous grumblings from my girlfriend in English (which her family does not understand) on how she is being forced to "serve" me. Of course, I have to

pay for it later when we are not around family, but for a while, it's good to be the king!!

Money

As with any relationship, spending habits can be a source of tension. Rather than carrying an LV bag for my personal items, I can get one free with any purchase at the local Safeway and one pair of shoes matches every outfit in my wardrobe. These, I believe, are common differences in any culture, but when I found that 20% of her paycheck was going to her parents, I had to ask; where were their IRA's? Where was their 401k? I don't give anything except a Christmas gift to my

parents, so why is so much of her hard-earned money going to hers? It turns out that in many Chinese families, it is expected that the children take care of the parents after retirement. After all, their parents gave them life and successfully raised them into the adults that they are. The least the children can do is to give back a little bit of money every month to

support their parents. In many cases, the parents live with the children even after the children are married. OK, I guess I'm not the "mama's boy" I thought I was. After this learning experience, I now call my parents a lot more and thank God that my girlfriend has decided to live apart from her family.

Cultural Knowledge

The most important and exciting element of the cross-cultural part of our relationship is the constant learning. Students at Thunderbird all share a thirst for knowledge of other cultures and having a Chinese girlfriend gives me an amazing look into her culture that no book or class can teach. I am always finding out something new about her culture, often through embarrassing mistakes on my part. After years of dating, I'm still extremely ignorant and have only just touched the tip of the iceberg. I may never even come close to being an expert, but I'm looking forward to many more years of research toward this goal.

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Chana Bhatura (Chick peas with Fried Bread)

For Bhatura

Ingredients

- * All Purpose Flour - 3 cups (heaped)
- * Fresh Bread-8 slices
- * Salt - to taste
- * Yogurt - 1 cup
- * Oil - enough to deep fry
- * Baking powder-1/2tsp

Method

- 1) Mix the flour with salt and baking powder well.
- 2) Remove brown crusts from bread & dip it in water one by one. Squeeze out water immediately.
- 3) Mash it well to smooth consistency.
- 4) To this add the yogurt, flour and knead it to a smooth consistency, sprinkling a little water to mix.
- 5) Keep closed for an hour or two.
- 6) Make even sized balls and roll it in flour so it doesn't stick to the rolling pin when you roll it out.
- 7) Roll it out like you would roll out pizza or tortilla dough. It should be round in shape when you roll it out and not too thick.
- 8) Meanwhile heat the oil in a deep pan and gently lower the bread into it. It should puff up immediately. Take it out with a slotted spoon and put it onto a kitchen paper towel.
- 9) Serve hot with the chickpeas.

(Neeraj Sharma, India)

All recipes submitted by Mona Hussain, Pakistan.
monarhussain@yahoo.com

For Chana (Chickpeas or Garbanzo Beans)

Ingredients

- * White chickpeas - 1 1/2 cups soaked at least 8 hours
- * Onion, chopped - 1
- * Tomato, chopped - 1
- * Green chillies -2-3 nos.
- * Roasted cumin seeds powder - 1 tsp (fresh)
- * Roasted coriander seeds powder- 1 tsp (fresh)
- * Chili powder or cayenne pepper-1 tsp
- * Lemon juice- 1 tsp
- * Salt to taste
- * Sugar - a pinch
- * Garam masala - 1 tsp or All Spice Powder
- * Ginger - long, thin slices, to garnish
- * Cinnamon sticks-2 nos
- * Bay leaves -3-4 nos.
- * Cloves-4-5 nos. black pepper whole -4-5 nos.

Method

- 1) Soak Chickpeas over night or for 8 hours in water. Cook with salt until it is soft. (Do not throw the water away.)
- 2) Smash the chickpeas a little with the ladle only. Let it simmer on low heat.
- 3) In a small wok, add a little oil (about 2 tablespoons). When it is hot add the cumin seeds, bay leaves, long, black pepper and cinnamon sticks.
- 4) Fry chopped onions until dark brown. Then add, tomatoes and chillies. Also add the cumin and coriander powder let simmer for some time Turn off the burner and immediately add chili powder, coriander powder and garam masala.
- 5) Add this to the simmering chickpeas and cover for the flavor to absorb.
- 6) Serve hot garnished with ginger with fried bhaturas.

More than Curry in Indian Cuisine

By MAYA NAIK
U.S.A., Fall '04

Many people are fans of Indian cooking and associate Indian food with curry. Indian cuisine has many more exotic foods to offer than curry.



Maya Naik

The term curry is not of Indian origin; it came from the British and means spiced sauce. Spices in Indian food are used to both stimulate the appetite and aid in digestion.

Raita (yogurt) accompanies most Indian meals and also aids in digestion. Common spices in Indian cooking are saffron, cardamom, cinnamon, fenugreek, mustard seeds, cloves, turmeric, chillies, ginger, coriander, and garam masala (hot spice mixture). Known for its spices, India is also home to many unique fruits and vegetables such as jackfruit, bindi (okra), sweet limes, litchis, and more.

Indian food has a colorful history that is a mélange of numerous cultures and tastes. The British rule, trade routes, invasions, and colonies have led

to food influences by the Persians, Greeks, Chinese, Turks, Arabs, Egyptians, Dutch, Portuguese English, and French who came to India. Basic to Indian cooking is variety of flavors: astringent, sweet, sour, bitter, salty, and pungent.

Ayurveda also influences Indian food through a science of healing the body with the balanced use of food. In Ayurveda, food is seen as having positive and negative forces with properties of being cooling or heating to the body. Indian meals typically are neutral by offering both cooling and heating foods.

Chutneys and pickles (relishes) accompany many Indian meals and can be made from mangos, lemons, limes, coconut, cilantro, mint, and various vegetables and spices. These sweet/sour condiments balance the flavors of Indian meals.

Religion has also distinctly influenced Indian cuisine. Generally, Hindu Brahmins are Vegetarians and Buddhists are Vegetarians who do not eat onions or garlic. Jains are Vegetarians who do not eat root vegetables, onions, or garlic. Muslims do not eat pork and only eat Halal (Arabic for lawful) foods. Many Indians will eat lamb, chicken, or fish, but no

other animals. There is as diverse an assortment of food practices in India as there are people.

Most restaurants outside of India serve North Indian cooking and many have a Punjabi influence. Here you will find Tandoori (barbecue clay oven) meals, kebabs, and typical dishes include Biryani, Pulao, or Kichiri (rice dishes), Naan, Pori, Chapati, Roti, or Paratha (breads), and an enormous variety of vegetable dishes.

South Indian cooking is very different from that in the North and has been less influenced by Middle Eastern presence. Dishes in the South are hotter than in the North and are abundant in rice. In the South, many dishes are prepared with coconut, fermented rice, or tamarind. Popular dishes are dosas (fermented rice/lentil crisp crepes), idlis (rice/lentil steamed cakes), sambar (spicy vegetable soup), and various pulses or dals (legumes, seeds, beans).

Next time you are at an Indian restaurant try ordering a thali (tray of a variety of small dishes) to experience the many tastes and diversity of Indian food.

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Peas Pulav

Ingredients

- * 1/2 lb Basmati or any long grain rice
- * 1 Cinnamon
- * 1 Cardamom
- * 2-3 Cloves
- * Salt to taste
- * 1 cup Fresh green peas
- * 1 large onion (chopped and fried)
- * 3 tablespoons cooking oil

Method

- 1) Wash the rice.
- 2) Heat the oil in a frying pan, add the spices and then the rice - sauté well.
- 3) Mix in the green peas and salt.
- 4) Pour hot water just enough to cover the rice and cover the pan.
- 5) Cook for 10 minutes.

(Laxmi Murthy, India)

Chicken Karahi Curry (Pakistan)

Ingredients

- * 1 yellow onion thinly sliced
- * 4 tomatoes diced
- * 4 serrano chillies sliced
- * 4 oz fresh cilantro cut into small pieces
- * 4 oz fresh ginger sliced into 1/2 inch matchstick width pieces
- * 1/2 chicken with bones OR 1 lb boneless chicken breast
- * 1 teaspoon tumeric powder
- * 1 teaspoon salt
- * 1-1/2 teaspoon garlic paste
- * 1 teaspoon ginger paste
- * 1 teaspoon red chili powder
- * 2 tablespoons oil

Method

- 1) Add oil to a medium-sized wok or pot.
- 2) Fry onions, garlic paste and ginger paste for 2 minutes.
- 3) Add chicken and all spices except red chilli powder and fry for approximately 10 minutes (until cooked).
- 4) Add tomatoes, fresh ginger and red chilli powder and reduce heat to medium.
- 5) Cover and let cook for approximately 8 minutes (until water separates from spices).
- 6) Reduce heat to low and cook for additional 8 minutes.
- 7) Garnish with serrano chillis and fresh cilantro.
- 8) Serve with flatbread.

DASTOR

Next Issue: FOCUS: EUROPE

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*** 2004 Calendar of Asian Holidays ***

January 11-13	Makra Sankrant (Unification Day)	Nepal	March 21-22	No-ruz (Iranian New Year)	Iran	September 9	Kite Festival	China
January 15	Coming-of-Age Day	Japan	March 23	Pimia	Laos	September 12	Respect for the Aged Day	Japan
January 22	Chinese New Year	China	April 8	Pakistan Day	Pakistan	September 26	Mid-Autumn Day	Taiwan, Hong Kong
	Tet Nguyen Dan (Lunar New Year)	Vietnam		Hanamatsun (Celebration of the Birth of Buddha, 563 BC)	Buddhist			Taiwan, Hong Kong, Vietnam
January 26	Republic Day	India	May 5	Children's Day	South Korea	September 28	Birthday of Confucius	
February 4	Independence Day	Sri Lanka		Kodomono-hi (Children's Day)	Japan		Moon Festival	
February 11	National Foundation Day / Kenkoku-kinen-no-hi	Japan	May 8	Parent's Day	South Korea	October 2	Tet Trung Thu (Mid-Autumn Moon Festival)	India
February 15	Folklore Day	South Korea	May 15	Teacher's Day	South Korea	October 3	Mahatma Gandhi's Birthday Observed	
February 19	National Day	Nepal	May 22	Heroes' Day	Sri Lanka	October 10	National Foundation Day	South Korea
March 1	Independence Movement Day	South Korea	June 1	Children's Day	Mongolia	October 15	National Day	Taiwan
March 3-5	Hina-Matsuri (Doll / Girls' Festival)	Japan	June 6	Memorial Day	South Korea	November 3	Ramadan begins	Muslim
March 4	Lantern Festival	Taiwan	June 12	Independence Day	Philippines		National Culture Day	Japan
March 6	Holi	Hindu	June 22	Dragon Boat Festival	China			
March 10	Labour Day	South Korea	July 11	Revolution Day	Mongolia			
March 20-	Sakura-Matsuki (Cherry Blossom Festival)	Japan	July 13-15	Bon Festival	Japan			
April 20			August 14	Independence Day	Pakistan			
			August 15	Independence Day	India			
			August-15	Republic Day	South Korea			

Calendar dates apply to the year 2004.
Information taken from People to People International (PTPI) 2004 calendar. More information on PTPI and www.ptpi.org. Also dates were taken from <http://www.web-holidays.com/dates.asp>

How Would You Spend \$60M at Thunderbird?

Das Tor asked students how they thought Thunderbird should use the new monetary gift. Here are some responses:

Carlos Spinel
Colombia, Spring '04
"From my understanding one of the biggest issues is job placement. Students feel as if the school and CMC fall short. I would focus on forming relationships with people around the world in large corporations and manage those relationships."

"I don't think that establishing an undergraduate program would be a good idea. Instead, focus on establishing campuses overseas. Make it easier for people to go, through the offering of scholarships and grants, so that everyone at Thunderbird has an overseas school opportunity."

Also, add new focus areas, particularly Operations, Technology, and Human Resources."

Deirdre Daly
Ireland, Spring '04

"We could set up an incubator here, reduced rent for student / recent alumni companies. We could use it to form connections with other companies that we can leverage for research, internships and jobs."

Yi Wang, China, Spring '04

"I think the money should be put into marketing programs which will promote the Thunderbird brand. Also, we should update book and database collections in the IBIC so that we

are more competitive with top schools. At present, we do not have access to the many detailed reports on industries and company profiles, which could be used for job searches."

Mayumi Uejima
Japan, Spring '04
"I would like to put it into student/dormitory life: create kitchens for the dorms, and give each dorm a hot tub!"

Brian Cramer
U.S.A., Spring '04

"Do not put it into an undergraduate program. I would spend at least one-half of the money on contacting alumni, especially those who have been out of contact for years, and figure out how to get them involved. Focus on how to fix the 'bitter alumni' situation. They are our biggest asset."

George Nelson
U.S.A., Winterim '04

"I don't know if money would solve anything. The biggest problem at this school is that the right hand doesn't know what the left hand is doing."

Victoria Quipit
Philippines, Fall '04

"Free printing services. Why should we have to pay 5¢ for a photo copy?"

Young Wook Noh
South Korea, Fall '04

"Enhance the classroom environment. Or build a new building; have one modern building instead of a lot of small ones. And more indoor rest areas."

Peggy Allen, U.S.A., Spring '04
"Additional faculty. Hire ones who are known and respected in their fields worldwide."

Roy Zhang, China, Spring '05
"Improve the reputation of the school so we can attract more qualified applicants."

Nina Camera & Joy Burch
U.S.A., Spring '04

- 1) Decent Health Insurance.
- 2) Privatized Food Court.
- 3) Live Bands with hors d'oeuvres every Thursday.
- 4) Thunderbird Spa Facilities.

Natalia Tafur
U.S.A., Spring '04

"More DVDs at the IBIC!! Or, maybe premium cable channels in the dorms. Also, spend it on the Commons. How about hiring some extra Aramark staff so that the commons can have more options at dinner and stay open longer?"

Robert Trimble
U.S.A., Spring '04

"Improving the CMC. I don't know if that means getting more people or getting the 'right' people. Help the CMC so they can help us with our career searches while focus on courses."

Jens Garberding
Germany, Spring '04

"As an almost alum, they should increase the brand name, the rankings, the faculty and the gym facilities. Strengthen ties between companies and the school; I don't know exactly how it would work, but, maybe not through the CMC. And [use the money to] increase quality of the students."

"I think the existing partnerships with some schools are a bit shaky. Do we really need younger students on our campus?"

"Increase the budget for students traveling for sports and

business competitions. And, of course, subsidize beer at the Pub!"

Jill Ruprecht
U.S.A., Spring '04

"That the overall technological capabilities on this campus should be improved. We are so far behind every other program (it seems). Why doesn't the school do something with all that land it owns on the south side of campus?"

Mark Kim
South Korea, Fall '04

"Establishment of a special research center (in finance). Our professors spend most of their time teaching and we need research to have higher academic standards."

Steve Baumgartner
U.S.A., Spring '04

"Facilities improvement. A business incubation center. It would be good if we could be a center and rent out cheap office space for students / recent alumni who want to start their own businesses."

Hiroki Iwai, Japan, Spring '05

"Build restaurants instead of the Commons!"

Scott Zienkewicz
U.S.A., Fall '04

"We need to become financially stable. We should invest in projects that improve student, alumni, and corporate relationships to build the Thunderbird brand, for example, competitions like the Innovation Challenge."

**What Does
\$60,000,000
Equal?**

- * 43 IBICs
- * 922 professors
- * 4285 trimesters of tuition
- * 10,909 Regional Nights
- * 18,461,538 beers at the Pub

Boris Zilbermintz
U.S.A. / Ukraine, Winterim '05

"Hire the best professors. Tear down the TAC, repair the pub and add a Jacuzzi."

Christian Macy
Brazil / U.S.A., Spring '05

"Parking Structure."

Sonia Derobert
Switzerland, Fall '05

"Improve the quality of the school with better professors and a better CMC to attract better students."

Strengthening of MBA Program Could Mean "Globetrotting Undergrads"

Continued from Front

is not restricting itself to a partner in the U.S., but has the challenge "to find a partner who is true to who Thunderbird is." He added that one of the attractions of a possible partner is to offload some activities and costs, though he admitted that he is not certain if that can or can't be done on the faculty side.

Dr. Bowen cautioned that there may not be a perfect match, but that the school will look for a partner with an international reach and sensitivity to the culture that is built into this campus. In addition, he said, the partner school should be able to "supplement resources we presently don't have."

I asked Dr. Bowen which resources of Thunderbird's will need to be supplemented. He responded in that, "supplemental resources from a partner that might be of value to us could include: a variety of possible competencies and capabilities specific to this market segment, since we would be new to it; marketing power in this market segment; established connections to possible students, campuses abroad, etc."

More specifically, in response to my question on how it could be feasible for undergraduate students to come and

then spend time at different foreign campuses when the housing and faculty resources in Archamps are limited, there is no campus in Asia and the Guadalajara program only functions during the summer, Dr. Bowen responded that, "one of our interests in possible resources from a partner would be non U.S. campuses to supplement our own resources."

Everything is fair game provided it matches the criteria of who we are and what our resources are, Dr. Bowen explained, saying that, "there are a couple [of schools] we're looking at more closely."

"If partners are rumored, there will always be due diligence," he said with respect to technology, financial, legal, as well as broad effects. He added that the school would "never link up casually" and that "a level of scrutiny" would be involved.

While Dr. Bowen was discussing the potential of partnerships, I asked how something like that could be discussed when the market research on the feasibility of the plan will not be ready until June. He explained the contradiction by stating that, "a number of balls have to be up in the air at the same time when considering such an initiative. The market research data can provide

insight on the attractiveness and impact of such a program; at the same time, even if it is attractive, its implementability rests on our having the necessary resources, so we have started looking at possible partners as one way to ensure having the needed resources in a time and cost effective way."

Go It Alone
"However," Dr. Bowen said, "we haven't ruled out doing an undergrad without a partner."

He ruminated that it could be great if the undergrad were just an elite 100-200 students in their 3rd or 4th years and if Thunderbird could link up with quality undergrad schools where you can't get an undergraduate business degree or a community college system."

He explained that instead of having one partner, it would be a collage of many partners. When I asked if community college systems were being explored as partners, he replied that there is "nothing specific now."

To be clear, Dr. Bowen stated that the school is not looking to partner with the University of Phoenix and that, "any thoughts about ASU aren't fully developed.... We always are thinking about doing something with ASU, but we have to stay true to who we are and we're

stronger on global education."

Don't Do
"If there is no taste in the market, there is no point in going through with the details now," Dr. Bowen stated. "But," he cautioned, "we must have other clear alternatives to support our revenue and diversification objectives."

Impact on Brand

"First and foremost, we are going to be incredibly diligent that anything we do does not dilute the [Thunderbird] brand," Dr. Bowen explained when asked about the ramifications of adding such a program to Thunderbird's portfolio.

"There is an opportunity to have first mover advantage that we had at the Master's level in the 1970s and 1980s," he added, noting that with the undergrad, there isn't as much competition and that we could extend the brand vertically.

The undergrad program could be used to strengthen the brand, he said. Also, he added, "if we diversify revenues with undergrad, and the full-time [MBA] becomes more elite, you can use the undergrad revenue to take some pressure off the full-time program."

"Do initiatives go too quickly from concept to reality? This one won't," Dr. Bowen said. He reminds students to "look at

the positive impact versus the implementation."

"We believe the MBA program drives everything," Dr. Bowen said.

Between the gift and diversification of revenues, we will have some resources to pour into the full-time program

Going Forward

There is difficulty pushing beyond June at this point, Dr. Bowen explained, adding that by June there will be "a pile of diagnostic data to form a decision."

"Between now and June, when the market research is to be available, the faculty group must pause and say they are intrigued; but, they must see if anyone would buy the concept. There will be ongoing curriculum designs to make sure that if the idea goes forward, it is one that looks engaging to us as a faculty." In addition, Dr. Bowen said that Thunderbird is "NOT being acquired, bought or sold."

What is clear to Dr. Bowen is that, "we have to talk with one another..."

He did add, at the end of our conversation, that the school can "be thankful for the incredibly large gift" it received... We do finally have some money to execute dreams rather than just talk about them."

meganstaley@global.t-bird.edu

From the TSG President:

The Winds of Change

*"The wind of change
Blows straight into the face of
time" ~ The Scorpions in their
1991 hit "The Winds of Change"*

*"It is not the strongest of the
species that survive, nor the most
intelligent, but the one most
responsive to change."
~ Charles Darwin*

Let's face it -
Thunderbird
is at an
inflexion
point. The
winds of
change are
blowing and
they are
blowing
hard.



**Sharon
Jayakumar**

Over the last few months we have seen the search for a new President initiated, opportunities for international expansion and new academic product offerings explored and the organization restructured. Somewhere in between, we students have made our way through 15-credit work loads, job searches, and time at the Pub trying to understand how these changes will affect us and the value of the brand printed on our diplomas.

Let me take you back to the path through which some of these winds have blown:

The Presidential Search

Thunderbird's new President will be part of our brand identity in the times to come and therefore the choice

must be made carefully. The search kicked off in November with open forums that the search committee and the executive search firm held with students, faculty and staff to identify skills and characteristics we believed to be essential in the new President. Shortly after, a global search was formally launched with public advertisements as well as targeted letters to potentially good candidates, resulting in a pool of 2000 names from all over the world.

The Shortlist

The search committee chaired by Trustee Dick Snell comprises of several members of the board, the TSG President (first represented by then President Abe Jacob and currently by me), Prof. John O'Connell, Head of the Faculty Senate, Prof. Kannan Ramaswamy, David Bowen, Dean of Faculty & Programs and Kay Keck, VP of Student Services.

The committee, along with executive search firm, KornFerry, narrowed the candidate pool down to 200 qualified applicants. After further research and reference checks, eight candidates were invited for face-to-face interviews with the search committee.

This pool of candidates had backgrounds in academia, industry and government and public policy. Each interview was followed by a debrief with both the candidate as well as within the search committee, after which

four candidates were invited for the final round of interviews. All four final round candidates were male, two from the U.S. and two international. Three of these final round candidates have predominantly academic backgrounds with some involvement in industry at some point during their careers. All three are current Deans of mid- to top-level business schools, two of which are international. The 4th candidate has a complete industry background and his exposure to academia was via his PhD. This candidate has withdrawn his candidacy, citing family reasons in relocating, as well as the fact that he may not be ready yet to make a shift from industry to academia.

Next Steps

Amongst the remaining three final round candidates, two have recently visited campus and have met with a group of students, staff and faculty and Dr. Herberger in separate sessions. In the student forums, candidates were asked about their vision for the school, their ideas on plugging the school into the business community, international expansion plans, enhancing brand awareness, fund raising, etc. We expect to have one final candidate on campus next week to go through the same process.

After this, the search committee will make its recommendations to the Board of Trustees who will then decide whether we have hit a home run with one of the final round candi-

dates or if the search needs to be pursued further.

Student Involvement

Student perspectives have been strongly represented through the search process as detailed above. It has been encouraging that the chairman of the board of Trustees, John Berndt, and the chairman of the search committee, Dick Snell, have constantly sought the student perspective at every stage of the search and within meetings and deliberations. If you have questions or would like to provide more input, please meet with me or email me at sharonjayakumar@global.t-bird.edu

Keeping these changes in perspective, we should be excited about the gift that the school will soon receive, the first of its kind to a private business school. Can you imagine what that can do for our brand?

On a tactical level, it will provide additional scholarships to attract the best and brightest students, research support for faculty to ensure that they are on the cutting-edge of new developments, and resources to expand our international presence. On the strategic level the biggest value-add will come from a strengthening of the Thunderbird brand across the globe, which will enhance graduate recruitment. Thunderbird is a school like no other and this transformational gift will help us tell our story better!

As the Scorpions sang,

these winds of change will indeed blow right into the face of time. Will you be caught off-guard? Will you stand on the sidelines and watch change take shape without your participation? Will you adjust your sails and ride the crest of change? It is your decision to make and your footprints to leave on the sands of time.

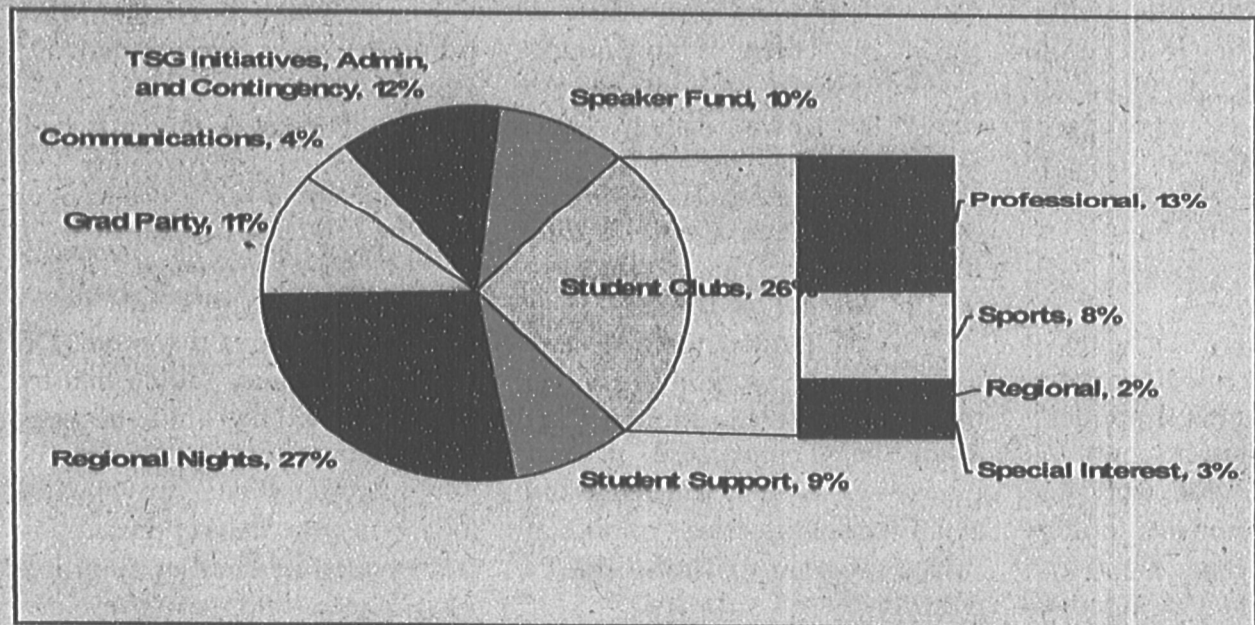
**Spring 2004
Graduation Party**

The End of Trimester Graduation Party has been a Thunderbird tradition for many years. It is the culmination of all of your hard work at Thunderbird, and an excellent opportunity to show your family and friends what the Thunderbird "Mystique" is all about. The attendees frequently include graduating and non-graduating students, as well as their family members, and members of faculty, staff, and administration.

The Graduation Party Committee has begun planning your Spring Graduation Party. This open committee is comprised of students from all entering classes; if you are interested in being part of the planning of this event, please contact: Gaby Monblatt (gabrielacb@global.t-bird.edu).

Watch for developing details on the Graduation Party page under TSG's MTB and Das Tor.

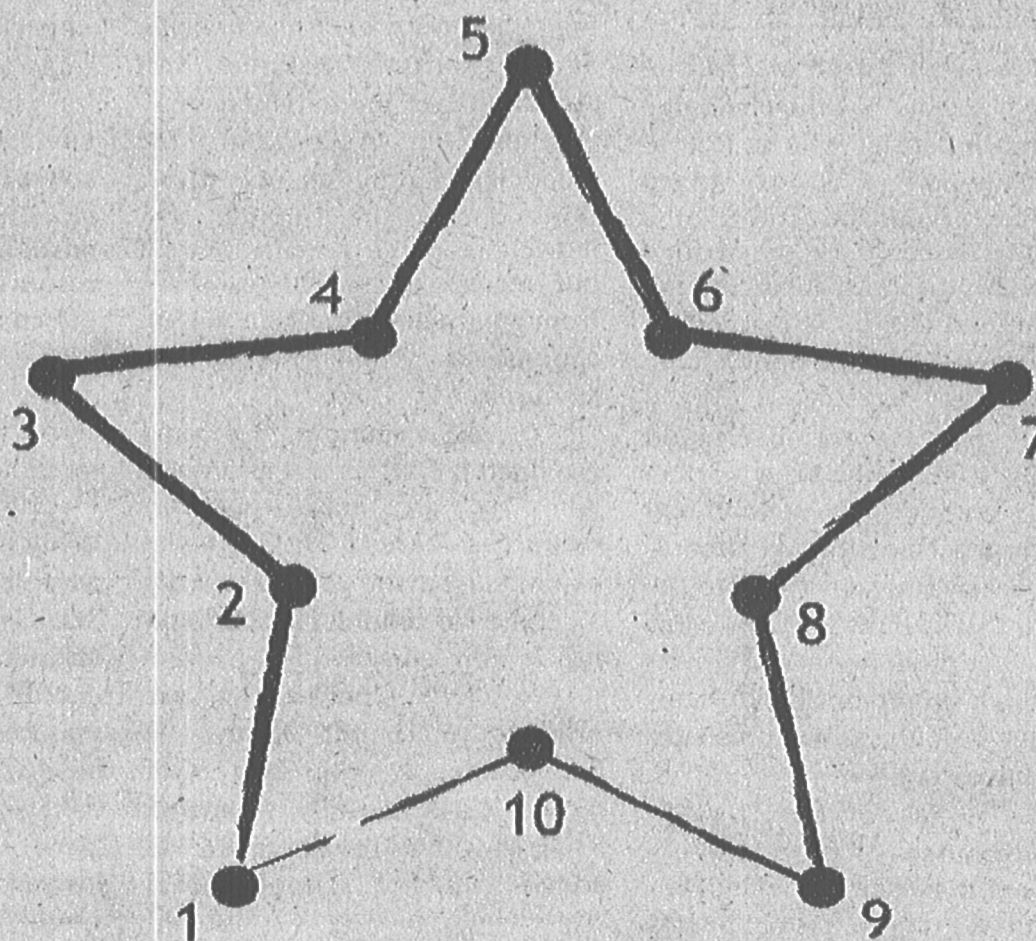
TSG Spring 2004 Budget Summary*



CATEGORY	TOTAL ALLOCATED	% OF BUDGET
Professional Clubs	\$12,205	13%
Sports Clubs	\$7,060	8%
Regional Clubs	\$1,950	2%
Special Interest Clubs	\$2,285	3%
Total Club Expenses	\$23,500	26%
Regional Nights	\$24,500	27%
Graduation Party Fund	\$10,000	11%
Administrative Expenses	\$3,500	4%
Communications	\$4,000	4%
Speaker Fund	\$9,500	10%
Student Support Fund	\$8,100	9%
Contingency Fund	\$4,500	5%
TSG Initiatives Fund	\$2,900	3%

TOTAL Spring 2004 Student Activities Budget \$90,500

**To see the complete line item budget, please visit the TSG page on MTB and follow the link to the Treasurer's Page where you will find the file "Spring 04 Budget."*



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Win that Competition

By **JAMES BRANDON KEEFE**
U.S.A., Spring '04
TSG Marketing Chair

The kick-off for the TSG initiative entitled "Win that Competition" was a collaborative effort with the GWIB professional club to entice the Thunderbird student body to get involved with MBA business plan and case competitions.

This initiative is to encourage and provide an informational infrastructure for students interested in taking their academic methodologies and applying them to a real world business challenge. We hope that the student body will walk away with information on up and coming competitions and knowledge

that there is a competition fund set aside to assist with the financial costs of competing.

To gain additional information, simply go to the TSG web page on MTB, click on "Win that Competition" and here you will find:

- 1) Information and links to up and coming competitions.
- 2) Access to the competition fund.
- 3) Articles on why you should get involved with competitions.

Overall, by participating in competitions hosted by high profile companies and schools, the Thunderbird Community will benefit by increasing its exposure to industry professionals, recruiters, and leveraging its

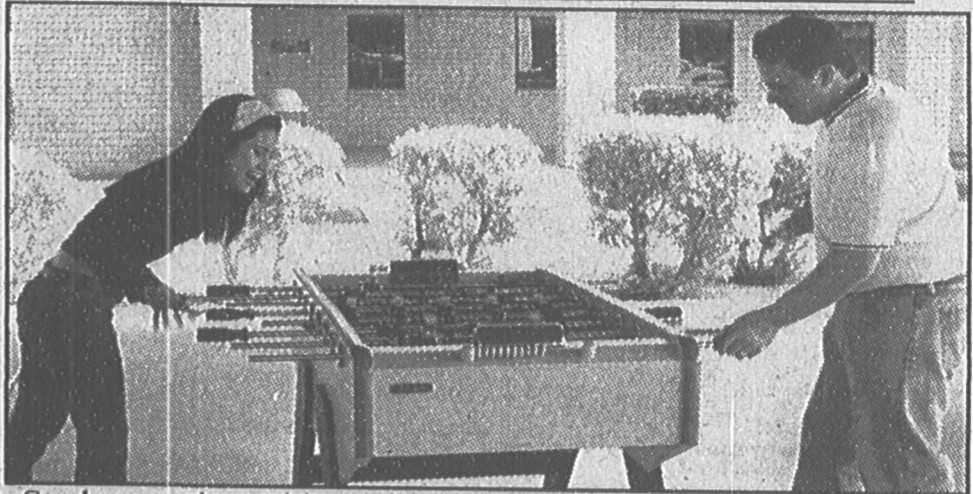
brand as the #1 international management school. We hope you take advantage of this opportunity and get out there and compete.

Good luck to our first team: Dori Merifield, Chris Liu, Jeremy Terr and Kirk Jorgensen at the Leeds School of Business.

There are some great competitions here on campus to get involved with: the Thunderbird International Finance Society is hosting the "Finance Challenge" as well as a collaborative effort between the Thunderbird Entrepreneurial Club and Net Impact with "Social Venture." Please visit their respective club pages for details.



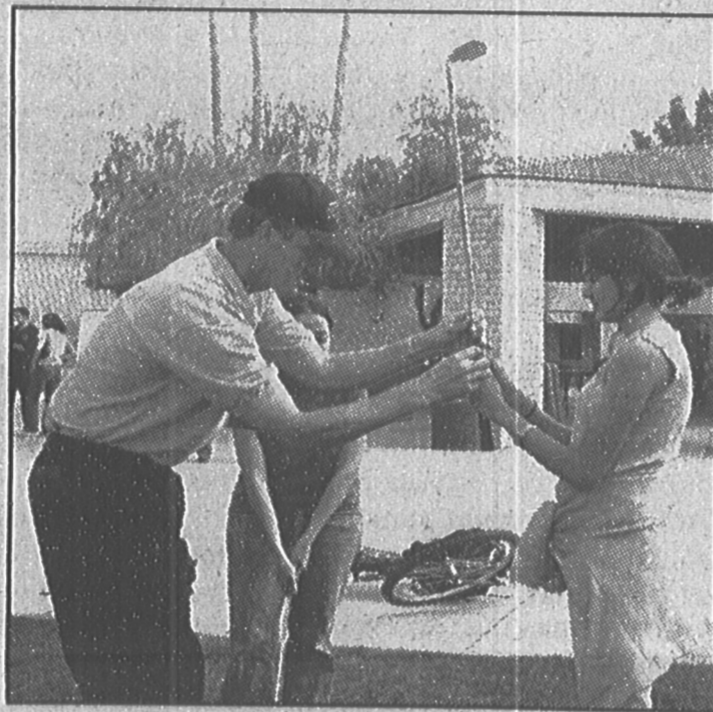
Rachel Clapp talks with about the benefits of GWIB



Students enjoy taking a break to play foosball in the Pavilion



Sarah Cody, Kelly Turner and Tamra Maupin give out sweets and encourage students to sign up for GWIB and "Win the Competition"



Mike the Golf Pro from Cave Creek golf course shows students how to grip the club



Doohyun Cheon marvels at his "hole in one" in the Tower lawn garden with golf-pro Mike

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Top 10 Reasons to go to Archamps

10) *Free printing services on campus.* That's right, free.

9) *Buildings older than the United States.* The architecture is simply amazing.

8) *The wine, cheese, baguettes, croissants, chocolate...*

7) *The skiing, biking, hiking, paragliding...* Gotta work off the wine, cheese, baguettes, croissants, chocolate...

6) *Company visits.* The group is visiting P&G, HSBC, Rossignol, the WTO, and the UN. You can even get a UN library card and study on site.

5) *Travel all over Europe.* So far this trimester, T-birds have traveled to Rome, Budapest, Paris, Zurich, Milan, London, Zermatt, and Chamonix - just to name a few!

4) *Network with alumni.* T-bird First Tuesdays in Geneva, weekend ski trips, moonlight happy hours, and more.

3) *The whole fam-damily.* Enjoying fondue with your teachers, vin chaud après le cour...now that's bonding.

2) *Smaller class sizes.* The average class size this trimester is eight! You get more individualized attention from the faculty and they actually know your names! Get your questions answered immediately. The teacher/student ratio facilitates a dynamic setting for learning.

1) *Macumba!* The largest discotheque in Europe - only a five minute drive from campus.

Don't miss out on an opportunity of a lifetime. Come to Thunderbird Europe! Work hard, play hard, and build life-long relationships with your T-bird friends.

Submitted by Christy Kong-Eaton
christykongeaton@global.t-bird.edu

Upcoming Events

HSBC

Event Date: 3/19/2004
Time: 9:00 a.m. to 12:00 p.m.
Corporate Visit

This visit will offer something for everyone, including cross cultural issues, marketing, finance, as well as a discussion with HR on internship and permanent placement with HSBC.

Procter & Gamble

Event Date: 4/16/2004
Alison Reid, the HR Manager for the WE Snacks and Beverages Unit, will briefly discuss career options with P&G, and has promised to organize top-notch speakers in the area of brand management.

French "Impressionism"

The Good Morning Stank... and More

By MATT TITLOW
U.S.A., Spring '04

I go to school in Archamps, France. And, Archamps gets some cow stank. But, cow stank ain't all that bad. I mean, it's a country smell and country smells can't be all that bad. When you've got French pastries and German MTV, who really cares about a little somethin' cow-like?

What is worse, however, is the stank on the sidewalks. It's all good when the doggies are off in the fields, but in the heart of big-city Gaillard, France, doggie-stuff can be a bit like Full Metal Jacket - that is, the land mine part. Don't bother staring at hot, 1986 Peugeot. Don't lose yourself in Gaillard-style Chinese restaurants. Don't even smile. Just look down - even if it makes you look like you have no self esteem. Hunch your shoulders, put your hands in your coat and watch for the @%#*.

mtitlow@global.t-bird.edu



Matt Titlow

I've Got the Business Idea of All Business Ideas and I'm Going to be Rich

Differentiation is a bunch of crap and so is cost leadership. That's just overrated MBA nothin'-nothin' brought to us by Michael Porter.

The heart of all competitive strategy on this continent is nothing of the sort. Here, it's called SUNDAY. Yep, I'm not selling jack Monday through Saturday. Few employees, low overhead and lots of vacation. But when Sunday comes around, I'm opening up shop.

I will make absolutely NO effort to differentiate myself from my neighbors. Same French pasta; same wine; same toilettries.

But my name's DIMANCHE. I will be the sole *dimanche* competitor, leaving plenty of opportunity to engage in horrific price increases. And on top of this rabid capitalism and cultural faux pas, I will hire employees that help customers and order product so as to have it all in stock on Sunday.

That's it. That's my idea. And I'm taking it all the way to bank.

A Tour of the WTO and UN Libraries

By MALEEKA MANMOHANSINGH
Trinidad & Tobago / U.K.,
Summer '04

Friday 13th February. Along with Chantal, our trusty guide, her son and her friend, nine T-birds set off to visit the WTO and UN libraries. The visit began early in the morning and barely on-time (some of us got lost!), with a tour of the WTO library. The WTO building is an impressive, albeit surprisingly inconspicuous building (hence our getting lost), set far back from Rue de Lausanne, which borders Lake Geneva. The library, which was recently refurbished, was smaller than I had expected, nevertheless its size and warm wood décor lends itself to a certain coziness suitable for studying. The highlight of the library is its vast collection of country data in electronic and hard copy form.

Our trip continued up the hill on Avenue de la Paix, past the Botanical Gardens, the "Mine Anti-personnel" (a large three legged chair, symbolic of those who have been killed/injured by land mines) and Musée International de la Croix-Rouge et du Croissant-Rouge (International Red Cross and Red Crescent Museum) to the Progeny entrance to the UN. This site, known as the Palais de Nations, was donated to the city of Geneva by Mr. Revillod, whose three wishes were that he be buried on the premises, that

the trees never be cut and that three pairs of peacocks be kept on the premises at all times. Surrounded by these ancient trees, peacocks and modern monuments, the buildings, which comprise the second-largest complex in Europe after Versailles, have been the headquarters of the League of Nations (and later the UN) since 1936.

Inside, our tour guide briefed us on the history of the UN, and the origins and meanings of the works of art donated from around the world which decorates the interior. While the purpose of the tour was to visit the UN library, I would say that seeing the UN conference room was my highlight. The library, which was larger than the WTO library, is more contemporary and traditionally library-like in set-up and decor. The conference room, on the other hand, evokes the power and inclusion-ism of the UN. This large room houses seats for every country (except Palestine) arranged in alphabetical order (eliminating signs of hierarchy), as well as seats for representatives of the E.U. and other trans-national bodies. The most impressive chair of course was the chair of the super power Trinidad and Tobago!

The tour ended with us having lunch in the UN cafeteria and all getting library admission cards. Both libraries open 8-5:30 Monday-Friday and tours are available at the same times at the UN Progeny entrance (opposite the Red Cross).

A Typical Weekend in Archamps

By JAMES PERKINS
U.S.A., Summer '04

Chamonix, Grand-Massif, Les Gets. To many T-birds at Archamps these mountain resorts offer easy escapes from the stress of daily classes. Within one hour of Thunderbird Europe, students find a number of world-class ski resorts in both the French and Swiss Alps. On a recent Saturday trip to Les Gets, six T-birds spent the day on the slopes from morning until late afternoon curving up trails and taking in the sun. The day was capped off with a fondue dinner and an evening stroll through Les Gets village.

The experience of being surrounded by snow-covered picturesque mountain peaks, crystal blue skies, and the solitary silence of nature is hard to fully capture on paper. There is something surreal about gliding down the mountain, taking in the sights and sounds of the Alps, and at the same time getting a good workout. All I can say is I hope I see you on the slopes. Enjoy life to the fullest.

JamesPerkins@global.t-bird.edu

Hungry at T-bird Europe? A Guide for Quick Bites

By MALEEKA MANMOHANSINGH
Trinidad & Tobago / U.K.,
Summer '04

The Alliance Building mall, located directly in front of the Grand Angle apartment and across the street from T-bird Europe, houses a cineplex, pool bar, and eclectic mix of stores (Virgin records, toy store, potpourri store, parfumerie and of course a wine store). The highlight though is the food court. The ten restaurants offering Italian and Chinese food, pizza, crêpes, sandwiches, Tex-Mex and more, is the default meeting place for hungry T-birds. This article reviews four of the restaurants.

"Kebabs?" You're sure to get this greeting a couple times at T-bird, (especially from Jeff!). No it is not "hello" in French, it is an invitation to lunch at the Orient Express. This source of inexpensive and healthy lunch fare, was my first, and is now my most frequent source of food. Despite what the name of the restaurant suggests, the speciality here is the kebab sandwich. Two



Maleeka Manmohansingh

large skewers of turkey (*dinde*) dominate the counter and for €4.5; you can get yourself a large turkey sandwich topped as you like, or for €8.50; you can get a full plate with turkey, fries and a salad.

La Perle de Chine is located around the corner and up the stairs. It offers take-away and eat-in Chinese and Thai food and has become the traditional Wednesday dinner spot. The menu here is so large that you will need a couple trimesters to get through it all. I go there for the wide offering of seafood - try the spicy shrimp (*crevettes*) for €12 and get seven large shrimp or for an appetizer try the lobster (*langouste*) wontons for €5. The sweet and sour shrimp which I did not like, is more sweet than sour. Andrew seems to like the spare ribs which remind him of home, and Austin likes anything on a sizzling plate (I'm talking about food here!)

Tutti Spaghetti If the name doesn't make you want to eat there, the desserts will - *liegeois* (ice cream sundaes), chocolate mousse, *profiteroles* and ice cream with alcohol (vanilla ice cream with whiskey and lemon sorbet with vodka!). The spaghetti is good too, although I'll admit I eat so much pasta in my room that I hardly go

out to eat it. When I do though, the lunch special for €9.90 including your choice of pasta and a glass of wine or water, is a good deal (€11.20 with dessert). Portions are large, so share and save room for dessert. Did I mention that desserts were the highlight here?

Croq en Stoq offers sandwiches, salads, and desserts. Lisa's favorite is the poulet curry sandwich, which is herbed chicken covered in curry sauce with tomatoes on a large roll. The sandwich is served heated and is an inexpensive and quick meal when you need to grab a sandwich on the way to class!

Desperately seeking: COFFEE Coffee in the land of sidewalk cafés, is a shot-glass sized cup of froth-less coffee. Whether ordering an espresso or café au lait, it's the same size. With the closest Starbucks in Zurich, I crave a cup of mochaccino topped with cinnamon and two inches of foam, large enough to wrap my hands around, and last a couple minutes while I savour the aroma.

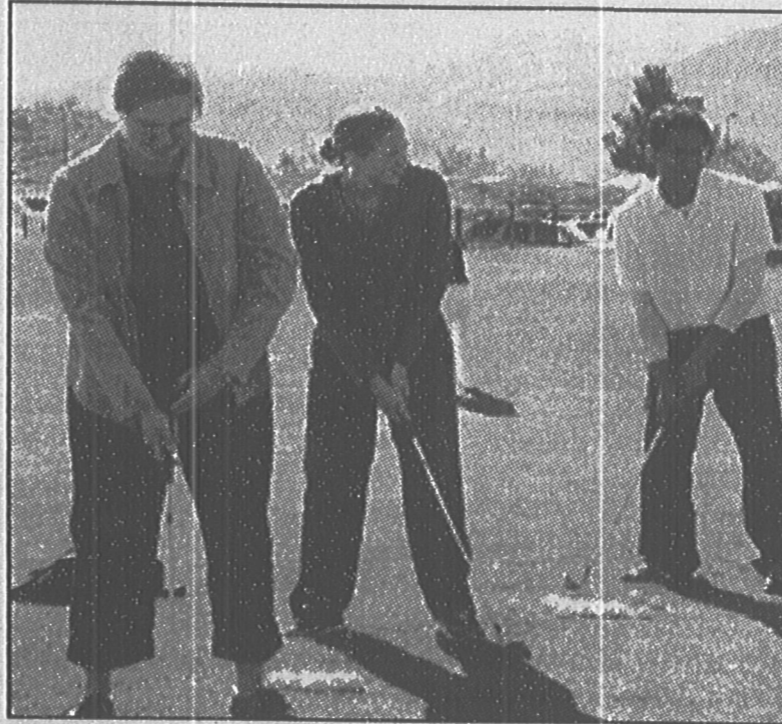
One last tip...stay away from the sandwiches from the vending machine at T-bird!

The author welcomes donations of Mylanta and coffee.
Maleeka@global.t-bird.edu

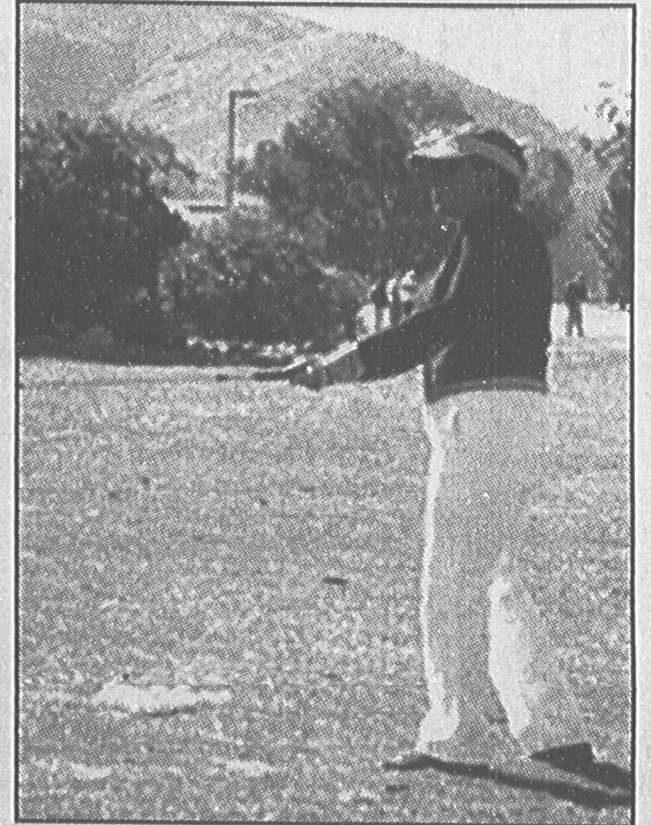
How Do T-birds Spend Their Free Time?



Brad Heaton, Tanya Baker and Jens Garberding take a break on the slopes at Snowbowl in Flagstaff on February 28. (Photo by Pete Frazier, Winterim '04)



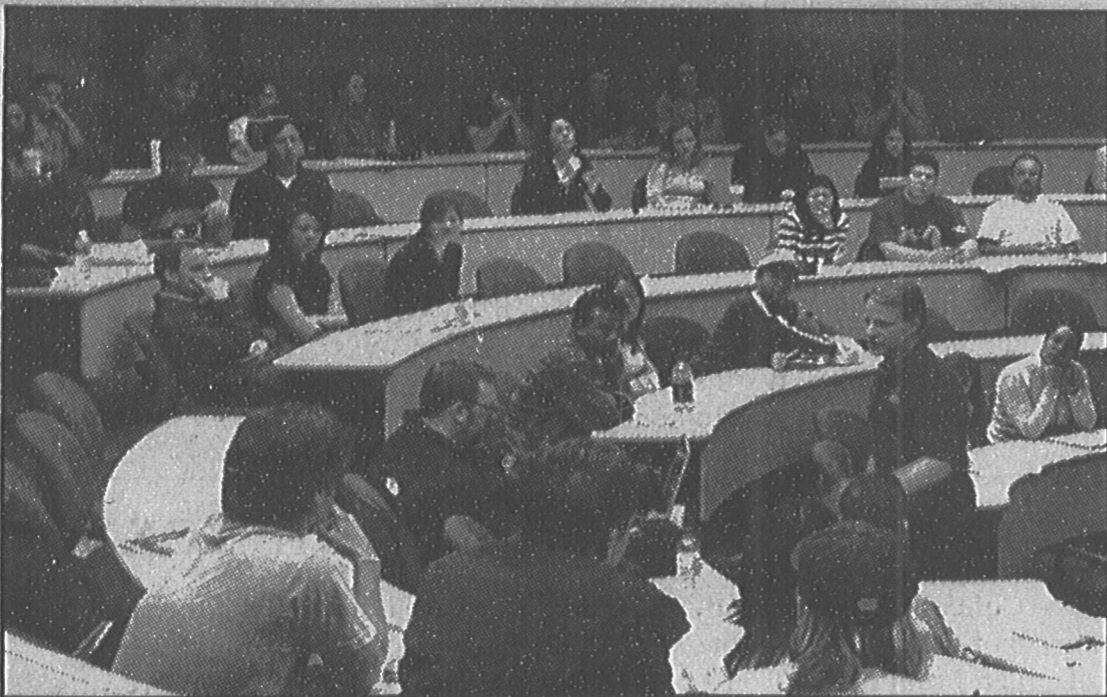
Cheryl Chapnick, Shannon Coan and Rahul Goel work on chipping at the GWIB golf clinic



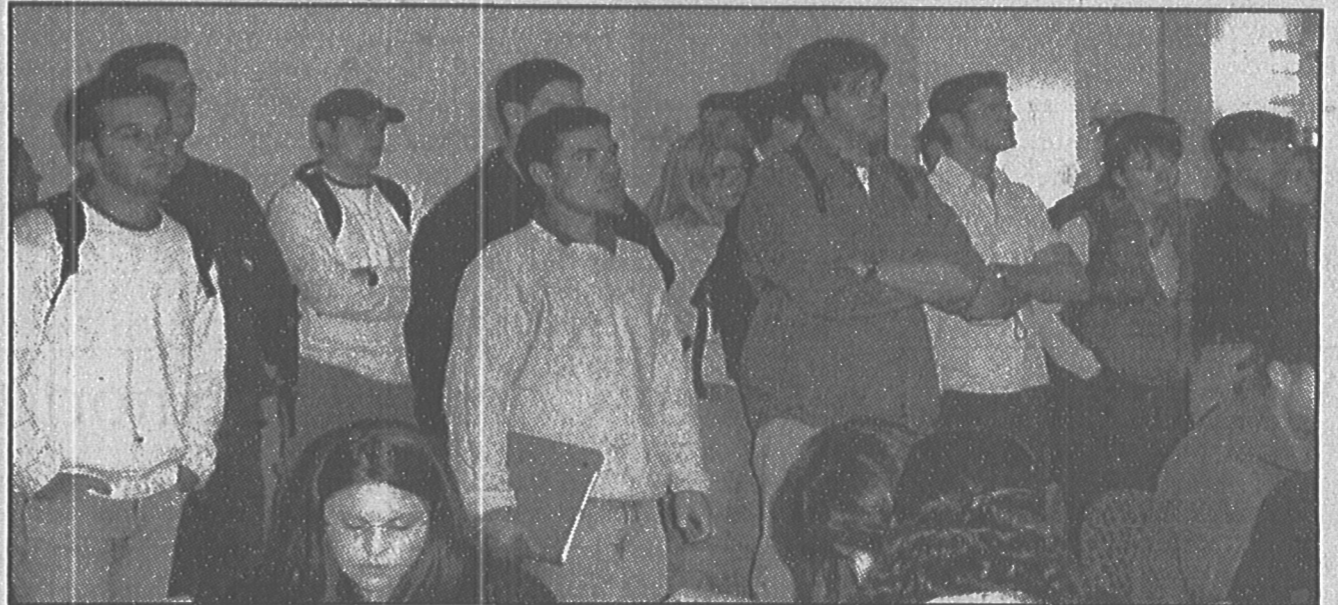
Erika Fredell practices her short game at the GWIB golf clinic on February 28th at Cave Creek Golf Course



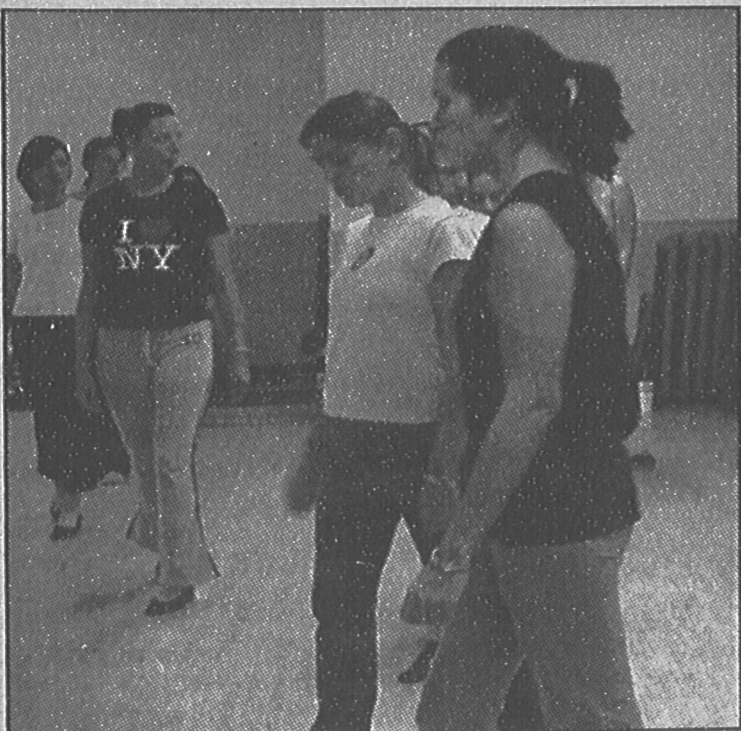
Students watched "Whale Rider" (New Zealand, 2002), on February 29th as part of ThunderMovies' double feature on Oscar Night. (Photo by Michael Jungreis, Fall '03)



Professors Dash (above) and Ettenson talk to packed rooms about Marketing and I.D. careers respectively in the TSG/CMC "Nail That Job" workshop. Professors Cavinato, Fong and Moffett also presented.



Students listened to Dr. Herberger's update of Thunderbird's Strategic Plan at the March 2 Town Hall



The International Women's Club learns Flamenco from Stefany Vivas of Venezuela



Students contemplate Thunderbird's Strategic Plan at the March 2 Town Hall in the Commons



Students take a break from salsa dancing at Pepin's (Photo by James Brandon Keefe)

Send your sports photos to dastor@t-bird.edu for inclusion in next month's issue of Das Tor. Deadline for submissions is Friday, March 26th. Das Tor thanks all people pictured here for their enthusiasm to be photographed.

T-bird Soccer Lives Up to Its Reputation at MBA Soccer Tournament

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

On the afternoon of Friday, February 20, 18 T-birds headed for Austin Texas to represent the school in the University of Texas MBA Soccer Tournament. The soccer team would be accompanied by an alumni squad, as well as 18 other teams from all the best business schools in the country.

In preparation for this prestigious event, Team Captains Pedro Fernandez and Kazumi Yanai had transformed a decayed and atrophied soccer program into a disciplined, spirited and highly-motivated group. The team was prepared with an array of set plays, and an unselfish, "just-in-time" substitution scheme.

Despite arriving late the night before, the team showed up at 7:30 a.m. on game day, ready to face a highly competitive flight of teams. As the #1 International Business School, Thunderbird found itself in good company. The team would face the #1 Marketing MBA (Kellogg), followed by the #1 Finance MBA (Wharton) and finally, the host team (University of Texas).

Team Roster

Goalkeeper: Chris Decker
Defense: Jens Garberding, Chris Gustafson, Jorge Mazon, Shun Moriwake, Jay Ward, Fernando Teshima
Midfield: Eugenio Brauner, Andrew Dicello, Alex Edelstein, Gustavo Eiben, Amedeo Gaggion, Alex Mailman, Kazumi Yanai
Offense: Cara Coffee, Pedro Fernandez, Takeo Ishii, Christian Kasparian

Game #1

The Kellogg game was a defensive deadlock. A classic match between T-bird speed and Northwestern brawn. Playing without star striker Takeo Ishii, who would arrive for Game 2, the T-Birds were unable to penetrate the opponent's oversized backfield. In the final minutes, Kellogg scored a fluke goal to seal the deal. Final score: 0-1.

Game #2

Wharton fielded an impressive team. Their finesse game put consistent pressure on Thunderbird, but the defense proved impenetrable. Thanks to Chris Decker's heroic performance in goal, and aggressive play by the diamond-defense, the game lay scoreless at half time.

In the second period, Wharton came out strong and scored a quick point. Despite shooting 6 shots on goal, Thunderbird was unable to even the score with Wharton, who would move on to place 2nd in the tournament. Final score: 0-1

Game #3

T-birds entered their final match on Saturday with no possibility of advancing to the medal round. Yet despite the two losses, the team was not dispirited. With a chance to beat the host team in its own back yard, Thunderbird entered the game with a fury. Tough defense, finesse in the mid-field, and lightning speed by the forwards would win the day. Late in the first half, Jorge Mazon fed the ball up to Takeo Ishii at the mid-field line. Takeo turned and beat his man, then bolted through two defenders. From the top of the box, he unleashed a shot that bent past the keeper into the upper

right corner. GOAL!

Late in the second half, Christian Kasparian trapped Fernando Teshima's goal kick up the right wing. Christian has explosive speed. He blew through the defense and blasted a shot across the goal. The goalie got one hand on the ball, but Kazumi Yanai was there to punch it in. Final score: 2-0.

Finishing with a victory, the team was ecstatic. And they had a lot to be proud of: Unselfish passing, aggressive play and good sportsmanship were in abundance. In this highly competitive tournament, the team finished with two goals against, and two for.

The fan support was also terrific. Cara Coffee's mother and cute friend turned up to root her on, and recent alumnae Talia Castellanos drove up from Dallas to cheer on the team.

The event also provided a great opportunity to interact with fellow MBAs from around the country. Many players noted how interested other students were in the Thunderbird experience. Students from Harvard, Columbia and Duke were stopping T-birds to ask about our international program, our great campus, and especially our pub.

But the highlight of the tournament belongs to Alex Edelstein. After a Wharton mid-



The team gets rowdy in the net before a match in Austin

fielder kicked high up near Alex's face on a loose ball, Alex went back to his roots in Argentina. Two seconds after the dangerous play, he let out a scream that sounded like something from a B-horror movie. Falling to the ground, he covered his face in agony, while simultaneously peeking out to see if the referee was buying it. After rolling over on the ground three times, he looked up to see the ref holding a yellow card for bad acting. Nice try Alex. The ref might have been fooled if it weren't for the entire sideline bursting into laughter.

By not advancing to Sunday's medal round, T-birds were free to explore the great city of Austin on Saturday night. And the timing couldn't have been better. It was Mardi Gras, and Austin has the second biggest celebration in the United States. So, after nursing their wounds in the hot tub, and then taking in a sirloin at Jay Ward's favorite steak house, The Austin Land and

Cattle, the players took to the streets. Live music, beads, feather boas, cowboy hats, and tens of thousands of people. Indeed the party was awesome!

On Sunday, Thunderbird students returned to campus with hangovers, bruises, and many solid friendships. All the participants shared the view that this was one of their greatest T-bird experiences. There is really nothing like traveling and playing together as a cohesive unit. Sports teams truly add something special to the graduate school experience.

Special thanks go out to captains Pedro Fernandez and Kazumi Yanai for making this event happen, to Jay Ward for showing the squad around Austin, and to the team's sponsor Orlandi Valuta.

Finally, thanks to all who helped raise funds for the team to travel. T-birds rule!

alexmailman@global.t-bird.edu

Alumni Soccer Team Comes Up Short On Goals, Long on Fun in Texas

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

The T-bird alumni came from Florida, New York, Utah, Boston, Los Angeles, and nearby Dallas among other places to compete in the 7th annual Texas Winter Classic. The talent was definitely there. Unfortunately, lack of time playing together coupled with many of the players being less than fit since joining the business world, ultimately did in the T-bird alumni team in the tournament.

The team was composed primarily of 2002 and 2003 graduates although there was one member from '98. The 8:30 a.m. game against Harvard Alumni started off well for the T-bird Alums as they went ahead 1-0 in the first 10 minutes on a corner kick by Oscar Sanz ('03) that went off the keeper and into the goal. If the first 15 minutes was any sign, it looked as if the T-bird alums would play some nice football in the tournament. However,

the first 15 minutes was the best they would play all day aside from a few spurts of brilliance in the third game against Columbia.

The score remained 1-0 at halftime, when early in the second half the T-bird alums were reduced to 10 men due to a red card. With valiant saves by goalkeeper David Mace ('03) and some strong defense led by Stephen Frail ('02), they were able to hold on to a 1-0 victory against a Harvard Alumni team that had the run of play in the second half.

Two hours later, it was time to face Duke, a team that Thunderbird had beaten 2-0 last year. Duke got an early takeaway and converted to make it 1-0 early in the first half. It remained that way until halftime. Late in the second half, Duke converted on a 20 yard volley in front of the goal to finish with a 2-0 victory. Duke was clearly the better team this year, and they went on to win the tournament championship with a 1-0 victory over Texas A.

The T-bird alums would need a victory against Columbia, probably by at least a couple of goals, to advance to the single elimination round on Sunday. Sanz sent in a free kick that Martin Gavito '03 trapped and tapped in late in the middle of the first half to go up 1-0. The T-bird alumni looked to be regaining their old form. Unfortunately, it did not last too long as Columbia scored after the defense gave up an unchallenged 10 yard strike.

With the score 1-1 at the half, T-bird came out inspired and pushed the action, but were unable to score. Then on some confusion in front of its own net midway through the second half,

Columbia went ahead 2-1 on a ball that trickled in the side corner. From there, T-bird could not regain its momentum and lost by a count of 2-1.

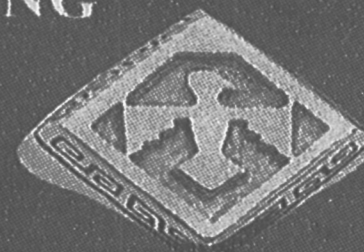
While there would be no games on Sunday, the stalwarts of the T-bird alumni vowed to be back next year, hopefully with better results. Pepe Castaneda

('03) summed up the tournament best by saying, "Though we were disappointed with the results, seeing each other and hanging out with alumni and current T-birds made up for the disappointing performance." Sanz added, "This is a good reason to see each other every year."

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THE ONE RECOGNIZED AROUND THE WORLD!

IWC: Did someone say a wives club?

By **MONA HUSSAIN**
Pakistan

The International Women's Club at Thunderbird is a unique group of women representing approximately 25 nations from Hong Kong to France, to Pakistan and the United States of America. IWC reflects the global, dynamic and distinctive community that Thunderbird prides itself on. This club is a place where wives of busy T-birds can learn to be U.S.-wise and, more importantly, learn about the world. This organization meets once every other week and members have the opportunity to share cultural similarities and differences, learn each other's languages and make friends.

The current president, Laxmi Murthy, has done an excellent job toward fulfilling the mission of this organization which is "to provide students and student spouses the opportunity to get to know each other and to learn each others' cultures. To foster cultural understanding and friendship among the different countries represented in the Thunderbird community." IWC has regular meetings with different international themes to encourage interaction, learning and friendship.

During orientation week, the IWC organizes a spouse orientation to discuss pertinent information for wives.

Highlights of this week include a visit from the traffic police to discuss driving in the United States and how to get a driver's license. Tours of the IBIC, local Safeway Grocery Store and Glendale Public Library are organized in this week, and health care insurance information is provided.

In addition, the IWC website provides a Living in Arizona guide which includes ethnic grocery stores, important phone numbers and addresses, restaurants, local parks, places of interest, childcare resources and other interesting information for families living in the Arizona area.

Furthermore, IWC offers weekly classes for Conversational English, Conversational Spanish, Arts and Crafts, Traditional Cooking and a Gourmet Cooking. IWC also encourages women in the health profession to participate in a shadowing program with similar health care professionals working in the United States. The wives of IWC also help organize Asia night, India night & Latin American night. Although mostly attended by T-bird wives, these groups are also open to Thunderbird students.

According to the IWC website "most of our activities provide cultural understanding not only of the countries represented by the members, but also of our Arizona Community."

Around Valentine's Day, the wives got together for sweet night in which women prepared desserts from their country of origin and discussed how Valentine's Day is celebrated in their country.

Other events will include Latin American Night, in which women from Latin America will present their countries and prepare ethnic foods for sampling; an International Women's Day, in which women will discuss outstanding women from their countries, and a Wedding Night, in which women will share matrimonial traditions and traditional photographs.

For many women, the IWC meeting is an excellent opportunity to interact with wives of other T-birds who share the same feelings and experience the same culture shock.

The experience of coming to a new country and leaving their friends and families is intimidating. IWC transforms this daunting experience into excitement and eagerness to make the most of this uniquely diverse community.

The IWC website <http://www.pdreams.com/iwc/> is an excellent resource to learn more about the organization.

Mona Hussain is the wife of second trimester student Rizwan Hussain. She can be reached at monarhussain@yahoo.com

Essential Half's Exchange

Ask your questions. Get some answers

This is a forum for the "Other Half" of the Thunderbird student body: Answers for spouses, significant others, and children of Thunderbird students

Dear Essential Half:

As a spouse of a foreign student, I don't have a permit to work in the USA. I would still like to find an opportunity to earn money. Do you have any suggestions?

Signed,
Just Want a Little Cash

Consider your skills, such as haircutting or typing, that you could provide for others. One very marketable asset you have: your foreign language! Make fliers advertising group language sessions for a reasonable fee and post them at the public libraries, Starbucks, and bookstores. It's a good idea to hold the meetings in public - both Barnes and Noble and Borders bookstores have cafes where small group gatherings can be held.

You could also provide child care for student families; inform the Thunderkids group on campus (President: elizabethpetteys@hotmail.com) if you're willing to provide your services to parents for an hourly fee. You can always write (even a restaurant or movie review!) for *Das Tor*.

Submit your questions to Kiersten Gallacher at kierstenandbrian@yahoo.com.

Dear Essential Half:

I am in desperate need of a babysitter. In Brazil, we always had my Mom to watch my daughter; here I don't know who I can ask.

Signed,
This Mamma Needs a Break

Sure, ninety-five percent of us at Thunderbird are far away from extended family, but the one thing we do have is each other! Swap babysitting with another T-bird family: ask them to watch your daughter for a few hours - or better yet, an evening - and then you do the same for them. You could do it on a weekly or monthly basis. Two hours watching another's child is a slim price to pay when you realize you'll have two hours of solitude! (Imagine - an uninterrupted hot bath, quiet moments with a book, lunch at the cafe without thinking if there's something your child will eat!) Also, the Child-Watch employees at the YMCA (602.588.9622) are trained in CPR and First Aid. You could familiarize yourself with one of them and hire them to provide babysitting services in your home.

Alumni Ruggers Take Campus By Storm

By **KENNETH GEORGE**
U.S.A., Spring '04
RFC President
and

By **BRIAN SHAFER**
U.S.A., Spring '05

The games and fun continue as the Rugby season continues. We would first like to give a heartfelt thanks to all the alumni who came into town for the Alumni Weekend.

Alums began arriving Thursday for an action-packed reunion. Events included a golf-tournament, softball game, social and banquet dinner. However, the highlight of the weekend was the alumni match versus the current players

on Saturday and the inaugural awarding of the memorial trophy in honor of the late Joey Suarez. Overall, the weekend was a huge success with alumni reliving their glory days and current students showing them how it's done.

The past two weekends have seen extremely hard-fought games by all sides. The

whole team received an extremely eye-opening experience in the game versus Red Mountain. Red Mountain is one of the top five teams in the nation, formed by mainly former professional and semi-professional athletes. Though we were unable to pull a win, the game gave a first hand experience of competition at its best. The game helped re-ignite the passion to keep improving our techniques and team cohesion.

The week thereafter saw the greatest improvement yet as the team geared up for the next game. Last weekend saw the team traveling to the far reaches

of western Arizona to Yuma. Playing against a team of mainly blunt-nosed Marines and rough-necks, the competition was once again physically daunting. However, the team fought hard though outmatched in size and numbers.

Alex Edelstein started the game on a high note with a three point kick. Shortly before half-time Yuma returned with three points. Due to fatigue and injuries in the second half, Yuma was able to push past the team and eke out a win.

kgeorge@global.t-bird.edu
bshaifer@global.t-bird.edu



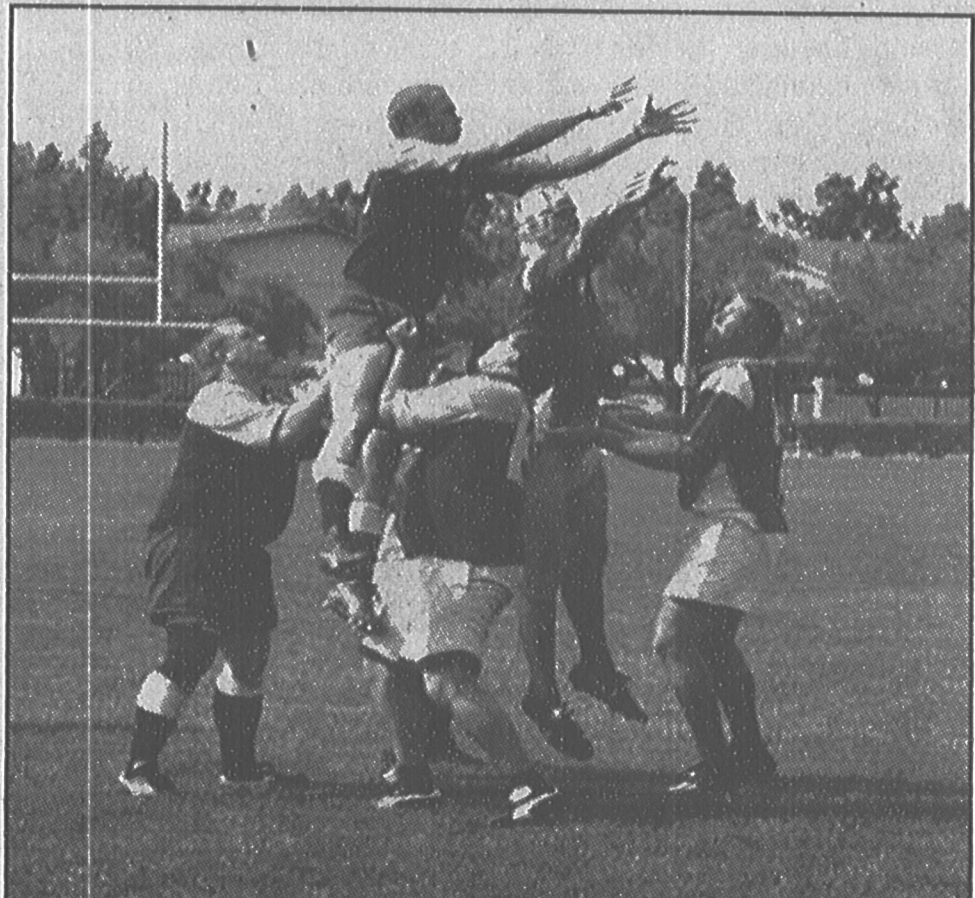
The ruggers fight for the ball against Red Mountain in a scrum

Wanted for Interview

Are you a female Thunderbird student with a child or expecting a baby?

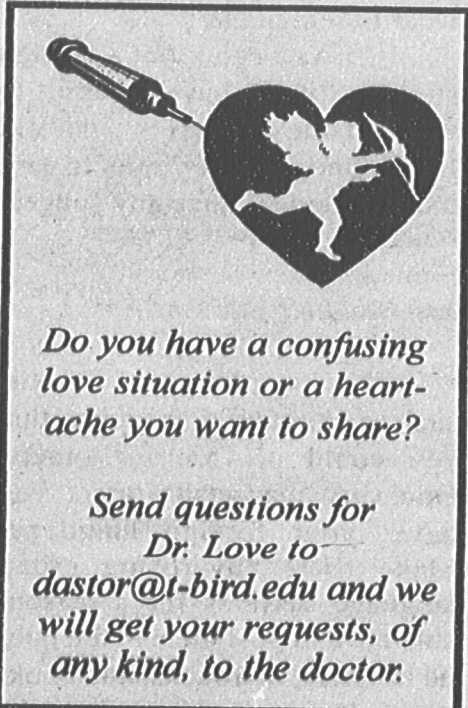
Share your experience and perspective!

Contact Kiersten Gallacher.
kierstenandbrian@yahoo.com



The ruggers reach for a toss at their match

Tried and True Strategies Work for Dr. Love Protégé



Dear Seekers of Love,

There is one among you that has experimented with varied ways of finding love. She has thus far been the most faithful writer seeking advice from me constantly, but alas to no avail. However, her many troubles have inspired me to write to my faithful readers, as I believe that the resilience of this wonder woman, Becky Ho, can be found deep within each of you.

Over the last eighteen months of her T-birdship, Becky Ho has adeptly tried numerous strategies to position herself in Cupid's path. Let me recount three of the most random:

1) The tried & tested Strategy: the essence of this strategy has been a series of psychedelic gyrations on the dance floor of the Thunderbird pub, including a recent scandalous body-lurch with Shannon Jonquilar that left numerous tongues both hanging and wagging. Sadly though, this approach came to a screeching halt as she was most mercilessly and callously dropped to the floor by latest dance-partner Tommy Piranha.

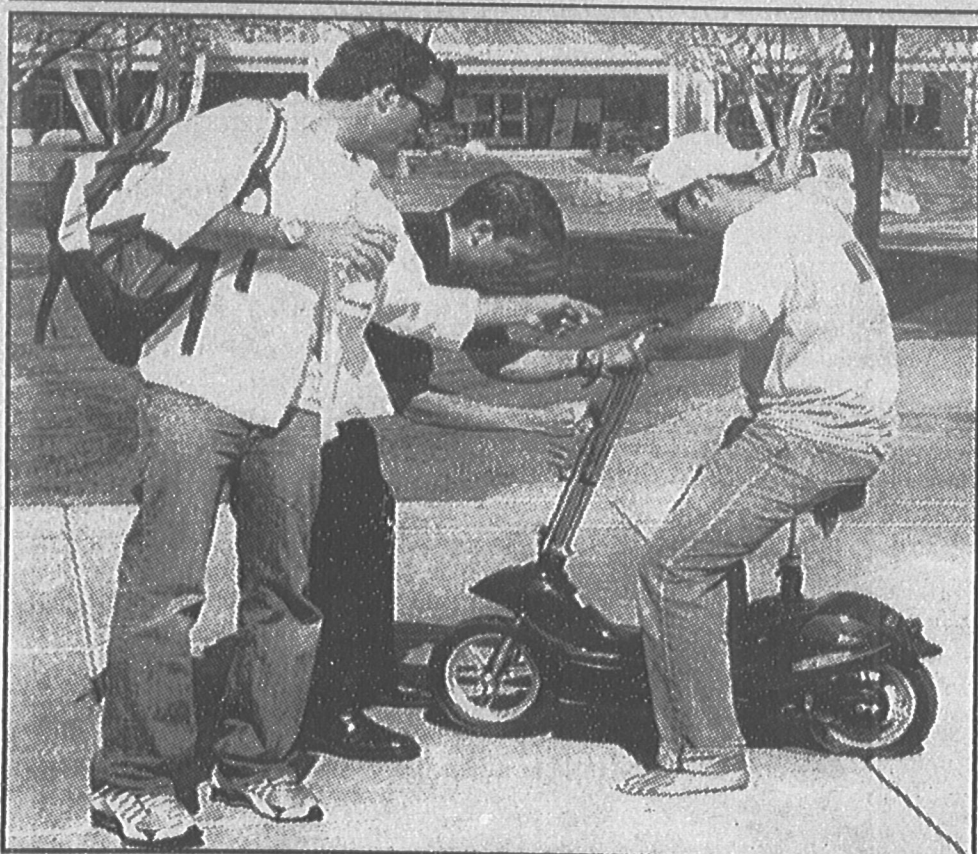
2) The "bowl" them over Strategy: BH recently decid-

ed to move out of a 5 mile radius of campus in order to diversify her opportunity pipeline. This took her to a bowling alley one Saturday night where she proceeded to flex her recently-acquired muscles (thanks to numerous classes in International Basket Weaving). The reason for the muscle flex was in defense of Nona Comona, whose well-shaped derriere captured the attention of a Townie sporting a wife-beater, a mullet, and six missing front teeth. Alas the evening ended disappointingly as numerous security personnel rushed to the scene to break up the struggle for attention. Thus, the 15 minutes of fame was short-lived (although her efforts to defend her friends were applauded and earned her the title "Becky Bang!").

3) The "Whata" Strategy: later that evening, Becky Bang had momentarily given up on finding true love, when the troubles of true love sought her at 3 a.m. - at the drive through window at "Whataburger." The guy on duty had numerous love-troubles and took it upon himself to unload these on the unsuspecting Becky Bang who sat comfortably in her car, scarfing down a scrumptious burger, and dripping mustard all over the steering wheel. Despite her own void in the romance arena, Becky Bang promptly proceeded to give him advice, drawn from her rich database of romantic escapades - oh, well - that is our Becky Ho-Bang!

And thus, for all of you who have tried one or more of these strategies, or some iteration thereof, here is the moral of the story: the present value of future love-flows may only be positive beyond the cactus-riddled borders of Grimdale.

With sincere hope,
Dr. Love



Christian Kasparian and James Keefe help Fernando Alandia get ready to ride on the scooter in the attempt to woo some of the GWIB members with their "hot wheels."

Will Eros and Ouzo Grant a Hole-in-One?

Dear Dr. Love,

You may be well aware of the situation on campus - it's difficult to meet a multi-faceted woman. Last semester I tried the Pub, ThunderMovies, cultural events, even the IBIC, until I got thrown out for talking, but still no real luck. I thought I was making some progress in the German club until I used a line I heard once in a movie (*Ist deine tochter achtzehn?*).

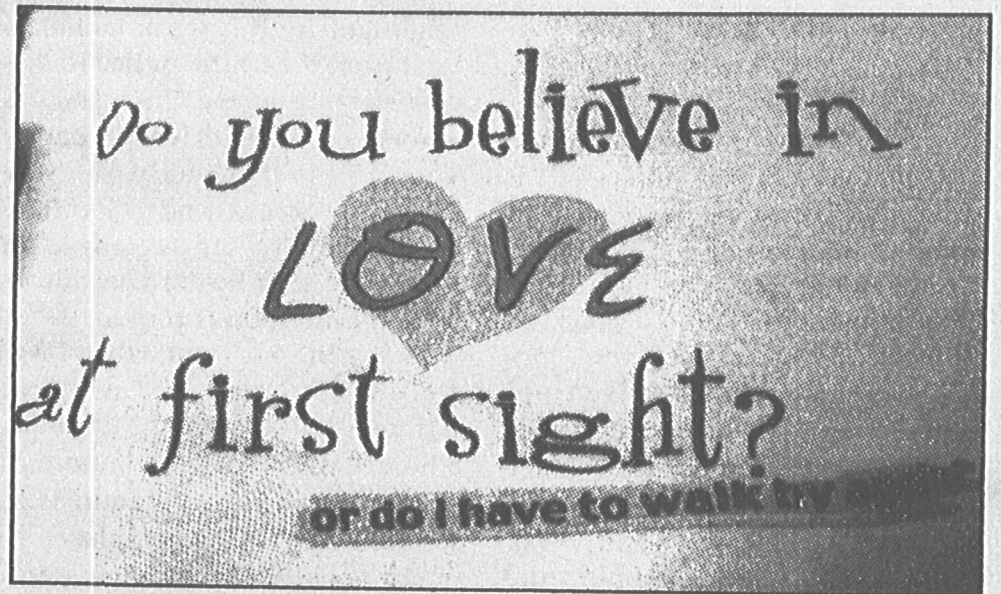
But what this letter really concerns is how my search for the willing T-bird woman may be at an end. I recently joined GWIB golf, which I thought would be the perfect opportunity to showcase my talents and meet women at the same time. Boy oh boy, was I right! I met the most perfect woman! Without naming any names, let's just say she is the Aphrodite of campus and the Helen of my dreams with a little Annika Sorenstram thrown in. Anyway, how do I approach her and do you have a good recipe for Moussaka?

In search of Artemis

Dear ISOA,

I think the first thing to do is find out about this woman. Besides golf, what are her interests? Who are her friends? Does she even like Moussaka?

Then use your new knowledge to talk to her about things she would find interesting. Given your experience using German incorrectly, I'd stick



with wooing her in English for now. Also, I heard this fine young filly is taking French.

I get the feeling you may have been coming on too strong in the past so try taking a more laid back stance this time. And make sure you stick to lining up behind her rather in front of her at the driving range, so it is harder for her to see any bad shots you might make.

Good luck and here's a recipe for Moussaka for you to try.

Dr. Love

- 3 large eggplants
- 2 lbs potatoes
- 1 onion (diced)
- 2 lbs ground beef
- 1/2 cup white wine
- 1/2 cup olive oil
- 2 tomatoes
- parsley (diced)
- salt & pepper
- some oil (for frying)

Wrap the eggplants in aluminum foil and bake until they are soft. Slice them in thick slices.

Peel the potatoes, slice them and fry them lightly.

Brown the onion and the ground meat together in the olive-oil.

Grate the tomatoes and add them in along with the parsley and the salt & pepper. Simmer for 15 min.

Layer the potatoes, the ground meat mix and the eggplants (in this order) in a deep pan. Cover with béchamel sauce.

Bake at 180C for 30-40 minutes.

Put on plenty of cologne, buy some roses, play your favorite Kenny G or Michael Bolton CD, and pour the ouzo.

Where In the World???

Answers from Last Issue's Quiz

Give the Capital City for Each Country

- Australia = Canberra
- Ecuador = Quito
- Iran = Tehran
- Canada = Ottawa
- Hungary = Budapest
- Honduras = Tegucigalpa
- Iraq = Baghdad
- Egypt = Cairo
- Germany = Berlin
- Latvia = Riga
- Turkey = Ankara
- Venezuela = Caracas
- Saudi Arabia = Riyadh
- South Korea = Seoul
- South Africa = Pretoria
- Mongolia = Ulaanbaatar
- Spain = Madrid
- Morocco = Rabat
- North Korea = P'yongyang
- Kazakhstan = Astana
- Zambia = Lusaka
- Japan = Tokyo
- Brasil = Brasilia
- Bosnia & Herzegovina = Sarajevo

Give the Country for Each Capital City Listed

- Chile = Santiago
 - Costa Rica = San José
 - Dominican Republic = Santo Domingo
 - Vietnam = Hanoi
 - Romania = Bucharest
 - Uruguay = Montevideo
 - New Zealand = Wellington
 - Norway = Oslo
 - Syria = Damascus
 - Jordan = Amman
 - Côte d'Ivoire = Abidjan
 - Somalia = Mogadishu
 - Ethiopia = Addis Ababa
 - Bangladesh = Dhaka
 - Switzerland = Bern
 - Bolivia = La Paz
 - Indonesia = Jakarta
 - Philippines = Manila
 - Kenya = Nairobi
 - Lebanon = Beirut
 - Colombia = Bogotá
- (list in no particular order)



I'm a final trimester student saving up for a big move to New York, where I'll be starting a high-profile job. The Big Apple is expensive, so I'm gunning for extra cash. Other skills: Dog-sitting, Grooming, Washing, and Cat-walking.

Will walk on short notice.
BTW, I Love Dachshunds!
ThunderStalk me!

Feb. Crossword Answers

N	A	T	U	R	A	L	I	Z	A	T	I	O	N
O	L	I	G	A	R	C	H	Y	S	I	N	E	
R	E	M	O	L	D	G	N	U	E	R			
I	S	O	M	E	M	O	N	E	V				
E	R	O	A	S	T	S	T	O	A	T	O		
G	O	A	T	X	E	M	I	R	U				
A	N	D	R	E	S	A	S	P	I	R	E	S	

Wanting to Try an "International Sampling"?



Dear Dr. Love,

I've been dating my boyfriend from home for the last three years. We love each other, but when ever I bring up marriage he says he's not sure he's ready for that.

Now that I'm here at Thunderbird (a.k.a. the Isle of Man), I've been considering my options. There's one guy in particular that I see at the pub a lot who is very charming and witty. I don't think he has a girlfriend, but I'm not sure. Every time I've spoken with him I've secretly hoped he'd invite me back to the ranch if you know what I mean.

I don't know what to do. I love my boyfriend, but he's far away and unwilling to commit, and now I might have a chance with this new man. You know the saying: *Amor de Lejos, amor de pendejos*. What should I do?

Torn

Dear Torn,

This situation should be considered with a clear head rather than through the fog of alcohol so don't make your decision on a Thursday night.

If you really want to stay with your boyfriend you should sit down and have a heart-to-heart with him about what shape your collective future will take. If you're not happy with his answers or you just think it is time to go your separate ways, the distance can offer a convenient way to amicably call it quits.

If you do decide to move on, I recommend against getting seriously involved with someone new too quickly. Also, find out for sure whether your new prospect has a girlfriend. You do not want to abide by the *Amor de lejos, felices los cuatro* philosophy!

But truth be told, after three years, you probably need to have some fun and the "Isle of Man" should offer some good opportunities.

Dr. Love

New TV Programming Boosts Amour

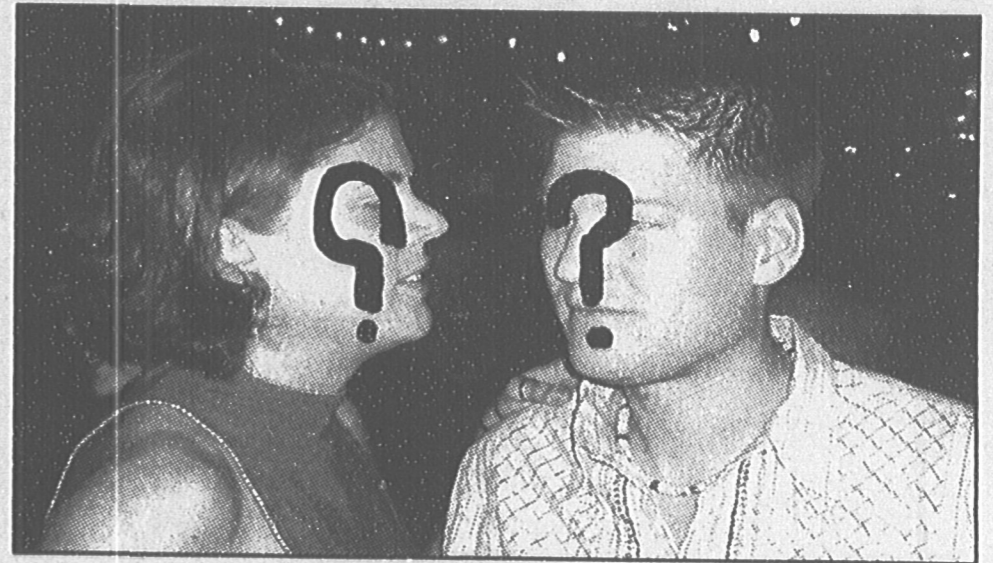
Dear Dr. Love,

I am in my 2nd trimester at Thunderbird, and have a fairly firm grasp on the student body and general environment. Despite the well-known rigors of the second trimester course load, I seem to have a decent amount of free time on my hands.

I recently helped found an entertainment club on campus. I have brainstormed with club members over how to better expose the student body to one another. An obvious option seems to be a Friday / Saturday / Sunday morning "Shack Attack" Show. The format of the show would be such: my club would follow leads on nightly pairings resulting from IBIC, Pub, Barwinkle's, or Tower Café love matches. We would then stake out various dorm rooms or apartments, shooting footage of sly departures from the bushes or other cover.

What better way to bring celebrity status to otherwise under-publicized nightly pairings?! I feel this would increase the number of ThunderChannel viewers for sure.

Yours in Libel and Slander,
Amant Dohookup



The eyes say it all; just make sure you take a minute out from looking at each other on your way home to check out paparazzi who may be hiding in the bushes!

Dear Amant,

With Career Clubs anxious to increase awareness and involve more of the student body, I find your innovation to be commendable. It sounds like you are truly devoted to developing must-see programming on ThunderChannel, which is somewhat under-utilized at present. The taping of not only the "Shack Attack," but the ensuing "Walk of Shame" or "Walk of Fame" (depending on the couple's sentiments toward one another come morning) should be a ratings bonanza. Dr. Love is encouraged

to hear of such creative endeavors.

Furthermore, with spring around the corner, what better time to promote amorous activities? As you may have read in my column from last issue, Alec Postal astutely noted that the U-shape of West dorm can be quite constricting for those trying to make a stealth getaway. You might want to start there. I hope you do not get beaten up in the process.

Dr. Love

It's a Matter of Semantics - How Do You Define "Swap"?

Dear Dr. Love,

My friend and I recently conducted a little experiment. I live in the dorms, and she lives at Petulia Brook, a gated community not far from campus. Bored of our daily bump and grind, we wanted to see if the grass really is greener on the other side. So, we decided to exchange residences for a week.

Last Monday, I packed my bags and headed for the good life, taking my string bikini and a case of Red Stripe, so I could kick it at the Jacuzzi. I exchanged keys with my girlfriend, Nancy Raunchez, who was only too happy to take her turn at the B-Dorms, where all the action is this trimester.

The week was pretty cool, except for a couple of mishaps. On Monday, I skipped some classes so I could get some extra sun time at Nancy's pool. After downing 8 Red Stripes, I was feeling a bit woozy, and it had gotten chilly in the late afternoon. So I headed for the hot tub. Not a good idea! I awoke 7 hours later, completely disoriented. It was dark, the Jacuzzi jets had shut down, and my skin had taken on that raisinesque look. I ran in my bikini back to the apartment, only to realize that Nancy's roommate, Lara Gogerl, had locked me out. Sopping wet and freezing, I had to scream for her to let me in.

Tuesday was a bit mellow. Lara and I watched the second season of *Sex and the City* on DVD, and ate spicy Korean ramen noodles. Those are hot!

After that, I cruised 51st Avenue, aka "The Hip Strip" in Nancy's car. Formerly, I led a pedestrian lifestyle.

On Thursday night, things got wild, and I finally got to have a real taste of what it's like to be Nancy. I met up with her at the Pub, and over apple martinis, we recapped our week. She told me how much fun she was having at the B-dorms. After-parties every night, easy access to the IBIC, and Thunderbird breakfast sandwiches at the Commons seemed to agree with her. I started to get jealous, and yearned to have my old life back. So, I asked if we could end the experiment, but Nancy wouldn't have it. She said she wasn't finished "sampling" in the dorms and I'd have to wait one more day. After dancing to Outkast with all the freaks in the pub, I headed back to Petulia Brook. That's when things really heated up.

At 3 a.m., there was a knock on the bedroom door. It was Nancy's boyfriend Tad, just back from interviewing in LA. I guess he has a set of keys to Nancy's apartment. The lights were off, and he jumped into bed with me. I guess he didn't know we had switched apartments, because he started to call me Nancy. I figured that if I didn't say anything, it wouldn't really be lying, so I just went along with it. Hey, it's all part of the deal, and I had given Nancy every chance to have her apartment back. 90 minutes later, Tad told me that I was a much better kiss-

er than he had remembered. Cool!

So, Dr. Love, do you think I betrayed my friend's trust? I mean, this is an MBA program, and like they say, business is business. Please advise me if I've done any wrong.

Yours truly,
Natalie Tofu

Dear Natalie,

Let me first say that your week does not sound all that exciting or fulfilling. I wonder if you truly took advantage of the splendors of Petulia Brook beyond the massive amounts of chlorine that may have infiltrated your skin during the hot tub pass-out. I am almost pleased to hear of your sinful tryst, because it seems to salvage your end of the swap. This Nancy character seemed to gloat about her revels in the B-Dorm, intending to make you jealous. Perhaps her maturity level is indeed better suited for this sort of living. I have heard stories about the recent string of drink-athons and Dance Fever episodes raging through the Thunderbird dorms, and I think you and your bikini were well-served to step it up a notch country-club style at Petulia Brook.

You need not look any further than a favorite Thunderbird student anti-plagiarism tool, Merriam Webster Online, to justify your actions. The primary definition of swap is "to give in trade," and synonyms given include "barter" and "exchange." Much as you stated,

you are in business school, and you must rely on contracts and definitions rather than emotions! The secondary definition is "to take turns," as in 'swapping stories.' Taking turns need not only apply to reciting limericks or haiku. Significant others are certainly fair game.

How seriously whipped is Nancy that she gave Tad a set of keys to her apartment?! Therein the fault lies. You two exchanged lives, and Tad seems to be a part of Nancy's life and bed. We must follow the written word these days in order to avoid lawsuits and code of conduct reviews. You are correct: business is business. I commend you, Natalie, for demonstrating a proper understanding of what a swap really is.

Dr. Love

SAY IT IN DAS TOR!

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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.

Delivering Not Always Your Best Strategy

Dear Dr. Love,

I am a first tri student who recently got back from serving in the Peace Corps in Papua New Guinea and I'm having trouble adjusting to the men here at Thunderbird. They seem fine when I first start talking to them, but as soon as I mention how much I loved taking care of the orphans in PNG and that I can't wait to raise my own family they seem to Thunder-bolt! Why are men here so scared of a relationship? Aren't we all adults? Ready for a Litter

Dear Ready,

I think your problem is fairly obvious. Lay off the kid talk. T-bird men can be a skittish bunch and talking about your dreams of a family first thing is a sure way to scare them off. Behaving like Fertile Myrtle can certainly ruin a good buzz.

Instead, I suggest you stick to more acceptable T-bird topics such as how many languages you can order a beer in or the many great opportunities for fun found in Glendale (and please let Dr. Love know of any opportunities you come up with beyond bowling). In short, you probably sound desperate by bringing up the subject of kids with a guy you hardly know, so chill out and let things happen at their own pace.

Dr. Love

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