

Das Tor



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

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April 27th, 2004

¡Bienvenido a Thunderbird Dr. Ángel Cabrera!

By **KELLIE KREISER**
U.S.A., Fall '04
Co-Editor, *Das Tor*
and
MEGAN STALEY
U.S.A., Spring '04
Editor-in-Chief, *Das Tor*

After a lengthy search that included over 2000 names and 200 applicants, Thunderbird has selected its new president, Dr. Ángel Cabrera. Currently the Dean of Instituto de Empresa Graduate Business School in Madrid, Dr. Cabrera becomes the ninth president of our school. He is the first who is non-U.S. born, a fact which demonstrates what Dr. Herberger calls Thunderbird's "commitment to the international arena."

While Dr. Cabrera will officially take the reins in August of this year, he was on campus April 5th, for his introduction to the student body. In a packed AT&T Auditorium, John Berndt, Chairman of the Board of Trustees, set the tone for the ceremonial meeting, saying that, "one of the most important things an accredited institution undertakes is finding a new leader."

Dr. Herberger then introduced the personable and straight-talking Spaniard who will lead us, saying "my hopes

and wishes for this institution are embodied in our President Elect, Dr. Ángel Cabrera." After an enthusiastic round of applause, Dr. Cabrera took to the podium and

explained to the crowd how he came to accept the position of president of Thunderbird, telling the audience how honored he was to be on campus, "to be part of this family, this community."

He explained that "the stars have been aligned" for him to be assuming this position, because he had been quite happy in Madrid. In his role of dean, he has had remarkable success leading his school to major accreditations, recruitment of top faculty, and a rise in rankings. But as he was negotiating the renewal of his contract, he decided to do what he tells his own students to do... get a feel for the market. That exploration led him to Thunderbird.

Even with the strong



Students react to Dr. Cabrera's welcome speech photos courtesy of Marketing Dept.

reputation of our school. Dr. Cabrera had four conditions that had to be met before he would accept the job: 1) he had to "truly and deeply believe in what it [Thunderbird] stands for;" 2) he had to believe that the goals and objectives set were attainable; 3) it had to be someplace that he would like to work, that would be fun; and, 4) the job would have to be in a city where he could raise his family. Thunderbird met all of those conditions. He stated that Thunderbird "goes beyond my most optimistic expectations."

When asked about his opinion on the school's strategic plan and what his major goals

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Das Tor approached Dr. Cabrera and asked him to write an introductory letter to the student body. The following is his reply. Dr. Herberger has personally addressed the graduating class. See his remarks on page 18.

A mere two days on campus and I managed to walk away with my first assignment! Which, by the way, I'm delighted to undertake. Having met a number of students, including folks from TSG, *Das Tor* and GWIB, I feel the pressure before I officially start this summer. The level of student involvement that I have seen so far is pretty amazing, and the excitement I have found is contagious! So keep it up.

For those of you who I didn't have the fortune to meet on April 5th, here is a summary of my first thoughts and impressions, somewhat repetitive with my first words on campus I must warn, though a little more elaborated.

There are four main reasons why I accepted the Board's invitation to become Thunderbird's next president. First of all, I totally identify with the school's mission. Business -

that is, responsibly managed business - is one of the most effective tools society has invented to tackle some of the world's most complex and dangerous problems, including the creation and distribution of wealth, the management of health threats and environmental risks, and the pursuit of peace and prosperity. Educating future business leaders with an international mindset is one of the surest investments to build a better and brighter future for all. And nothing could enrich me more as an individual than being part of one of the best institutions in the world at doing exactly that.

My second reason has to do with the possibility I see to make a difference. Leading a school with the legacy and reputation of Thunderbird is no small endeavor. Plus we face some significant challenges: increasing competition in business education, in attracting the best students and executive education projects, in finding the best placement opportunities, a proliferation of rankings that more and more influence student decisions,

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Thunderbird Says "Ni Hao Ma"

By **SHARON JAYAKUMAR**
India, Spring '04
President, TSG
and
MEGAN STALEY
U.S.A., Spring '04
Editor-in-Chief, *Das Tor*

"We can't afford to be absent from China," is the mantra from many a global company and, as a global business school founded on the principles of International Management, Thunderbird is taking this mantra seriously. In February of this year, the Board of Trustees approved the management's proposal to develop a stronger, more focused presence in China, from the small representative office we have there already, to a more full-fledged operation. The plan is to enter the market with a strong focus on executive programs that will be tailored to the needs of large multi-national corporations operating in China.

Das Tor and TSG recently met with Jérôme

Couturier, Senior Vice President, Executive Education, who is spearheading the China entry initiative as well as with Dr. Nandini Lynton, recently hired as the Vice President of Executive Education for Greater China, to find out more about the plan and how this may impact the full time MBA program.

The first phase of the market entry will be to "reestablish a more significant presence in China and a more significant portfolio of activities," said Couturier.

Dr. Lynton, who ran a consulting company in China that developed and delivered courses on cross cultural interactions, will now be Thunderbird's on-the-ground person in the country. Explaining the need to focus on Executive Education, Dr. Lynton points out that the "full time MBA market in China is already flooded, and schools are even losing money, therefore it does not make sense to extend a full time MBA program in the coun-

try. Rather, it makes sense to develop an alliance with a top Chinese university who will be an elite partner to Thunderbird in the region."

Therefore, in order to ensure that the inevitable need to be present in China is balanced by an opportunity to establish an operation that generates profit, Thunderbird will first focus on providing Executive Education programs to multinational companies in China. The target segment will be top tier companies that are ready to pay top tier prices for these programs.

From this base in Executive Education, Thunderbird hopes to benefit the overall brand. During Dr. Lynton's recent trip to Glendale, she met with various departments within the organization including the CMC, Overseas Programs, Marketing and I&IT, in order to get a better feel of all the areas that could benefit from as well as contribute to potential synergies.

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Dr. Cabrera smiles at a press conference announcing his selection as the next President of Thunderbird

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In Search of the Mystique

Goodbyes Should Look to the Future

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

Ahhh, home sweet home, sitting in my make-shift apartment of the past 28 weeks (a.k.a. *Das Tor* office). It's past 2 a.m., five hours before deadline, I'm having a drink and am now finishing this last part of the layout. My editoroyale, you would think this would be something for which I have planned, but it is not.



Megan Staley

How can words express two years of one's life? Of grueling 70+ (sometimes 80/90+) hour work weeks (yes, once while procrastinating I calculated that), of studying in another country, of after-parties that you thought only existed in bad movies, of 12+ editoroyales?

But it is something for which all of us should be prepared. Goodbyes do not have to mean reminiscing about the past. They can build upon our experiences and aim for an even greater future. We can capture what we have achieved, not

in one catch phrase or t-shirt slogan, but in the culmination of our accomplishments. I challenge all of us to continue our passion to "raise the bar" for T-bird as alumni, to have fun in our personal lives, and to stretch for the next possibility in our professional lives.

I wish for all of you that you enjoy life. No matter how the economy is, how many deadlines you are facing, or how much you have in student loans, you must stretch yourself for the future.

Do not search for a job or a career, search for your calling - search for

*Without that passion,
you run the risk of
being another suit in
another cubicle.*

that thing that makes you wake up in the morning and stay up late at night. Without that passion, you run the risk of being another suit in another cubicle.

You are a Thunderbird. You have done more. You are capable of more. And I know you will achieve more.

It has been an honor to work for you, for Thunderbird's only "free press," for two years. In this short time, a team of

dedicated editors, writers, contributors and readers was able to turn the paper into something which people are talking about, wanting to be a part of, and sending around the world.

I could not have survived five trimester's of the publishing schedule without the help of my friends and family, and I thank you. Special thanks to Betsy Hoag who agreed to help me copy edit one edition and soon became my "partner in crime" and close friend.

Thank you also to my friends who put up with my eccentricities and would, at times, drag me out of the office to my protests of, "but, I have to work on the paper." You are what made my Thunderbird experience what it is. One of memories of laughing, joking, trying new things, learning about different cultures, discussing viewpoints, and enjoying life. My list of thanks is too long to mention here; but, as you leave Glendale and venture to remote parts of the world that appeal only to T-birds, look above you at the stars and know that as you do so, I am looking at the same stars thinking of you, searching for the Mystique.

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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 Marabito, 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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Can You Ever Really Go Home?

By DEIRDRE DALY
Ireland, Spring '04

Does this sound like you? You are about to graduate and return home to your friends and family. You are expecting to slip back into your old life with hopefully a job promotion or career change, but otherwise to carry on as before. Before you step off the plane expecting the familiar, you need to consider the realities of repatriation.

We all learned about culture shock in Cross Cultural Communications. When you move to a new country, the unfamiliar can be a shock to the system and leave you disoriented. Many experienced it on arriving at Thunderbird. The reverse condition is called re-entry shock. Robin Pascoe, author of *Homeward Bound: A Spouse's Guide to Repatriation*, describes it as: "you feel like you are wearing contact lenses in the wrong eyes. Everything looks almost right."

In the last few months, I have heard many people talk about business school as a transformational process. We arrive in an unfamiliar environment, and we are pushed to our limits by timetables, projects, new subjects, and new experiences. Every day at Thunderbird, you have learned something, from how to construct a straddle, through Xuxa's political relevance, to time sense differences between cultures. You have been constantly learning and constantly evolving.

Your horizons have expanded along with your opportunities. Every day you have spent at Thunderbird has changed you a little more. I can honestly say that I am not exactly the same person who arrived. It is not a drastic change, but a subtle one. I have not only learned the business skills and management techniques that I set out to acquire, but I also learned a lot about myself and about how I think. My ideas and attitudes are different from before. I have also seen the same changes in most of my friends and classmates. The changes are not only in the students. Spouses and children have been exposed to new environments, new ideas, and diverse cultures. Their expectations are now different. The lives of your friends and families at home have also changed. They have learned to manage without you. They may miss you, but their lives have continued and adapted in your absence.

If you go home expecting a seamless transition, you may be in for a surprise. Everything will be familiar but strange at the same time. You will have missed events or news in your home country. You will miss parts of your T-bird life and all the friends you made here. You may look at your culture differently and may find fault where you never did before. Expatriates returning from international assignments often find they want to share all their experiences with their friends and families, but their audi-

ence is not really interested. The most important thing you can do to help your transition home is to be aware that these problems might occur and to be prepared for them. According to Robin Pascoe, it takes one year to recover from culture shock, but two years to recover from reentry shock. Realize that your transition will take time. Make sure to ask your friends and family at home about the changes in their life during your absence. A useful tactic is to treat returning home as if you were moving to another country. If you go back with an open mind and curiosity instead of expectations of how life should be, you will experience a much more successful transition.

¹http://www.expatriatepress.com/coming_home/reentryshock.html

Resources Online

- * www.workabroad.monster.com has some useful articles
- * www.expatexpert.com has articles about all phases of moving abroad and returning home.
- * www.expatica.com advises how to help teenagers and children through the transition.
- * www.expatechange.com has a useful checklist to help prepare for a return home.

Available in IBIC
The Art of Coming Home, Craig Storti
So You're Coming Home, by Stewart Black
Numerous faculty publications by Dr. Black on the subject of repatriation (ask at circulation desk).

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Corrections

In the last issue of *Das Tor*, Vol. 38, Iss. 6: The map of Europe on page 13 was mis-labeled as "FOTW Asia map." It should have read "FOTW Europe map."

The top center photo on page 21 misidentified the students. The students photographed are Barbara Woodard and James Montero.

The photo of Kip Harrell addressing students at the CMC Town Hall on page 29 was taken by Martha Sheehy.

On page 33, the "Essential Half's

Exchange," "Options for an Affordable and Romantic Date," and "Right Here in River City" were all written by Kiersten Gallacher.

The top left photo on page 36 was not properly identified. LtoR were Rachel Clapp, Sharon Jayakumar, TGC member Vincent Daniels, Amedeo Gaggion and Fernando Alandia.

If you, the reader, find any 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*.

April 27, 2004

Op-Ed

My Unforgettable Days at Thunderbird

By YING (MAGGIE) MA
China, Spring '04

Never ever in my life did I call home so many times and cry so much alone.

Never ever in my life did I enjoy life so thoroughly and find my life objectives so obvious.



Ying (Maggie) Ma

I still remember the first day I arrived at Phoenix Sky Harbor. Upon landing, the deep blue sky immediately reminded me of my beautiful hometown Kunming, where all seasons are spring. I took a deep breath and the air had the same balmy smell. I took a close look at people; they were different, however just as friendly as folks in Yunnan. My first impression of the desert was "like home." I was not scared by the desert; I doubted that the warning of "cultural shock" from the school was accurate.

The first night at school was quiet and wild. I showed myself around the campus in the darkness and extolled the countless twinkling stars hanging over the black backdrop. "It is the place where I will stay for at least a year. It's beautiful," I told myself. Every feeling was fine except for missing my fiancée, who I knew for twelve years, but had only been dating for one month. Nevertheless, I was so surprised that I did not fall prey to insomnia. I never did, as a matter of fact, even in the strangest nation, let alone the U.S., a country I knew and studied for some time.

Insomnia never favored me, but cultural shock did arrive. I spent my late teens and early twenties in an undergraduate school where there were several English instructors. I spent the rest of my twenties working with English speaking people. I assumed that I would be fine, but I was wrong. The first Data Analysis

classes were disasters. Though the knowledge was an old acquaintance in high school, I survived the exam by reading the book rather than listening to the lectures. Assignments well beyond my reading speed piled up no matter how hard I worked. Merciless confusions about how to trade-off and keep a subtle balance among academic study, extracurricular activities and job search kept torturing me for the whole trimester.

I would never deny that I cried a lot, a lot alone. I came to regret my decision of taking the one year program. What if it was a two-year program and I might be able to learn and live better! Not until I received a mail from a friend

The key of MBA study ... is to learn a virtue of tolerance, a spirit of cooperation, a way of thinking and an attitude of life.

enrolled in MIT did I realize that I had made the absolutely right decision. I sent him pictures of on-campus and off-campus activities and he replied with a strong jealous tone: "you are living the U.S. while I am not. I shuffle between library and dorm and spend day and night on assignments. I did not enjoy my life at all."

Isn't that right? What's the true meaning of MBA study? Industry knowledge, concept and formulae, use of software, or writing and presentation skills? No, not at all. School is by no means the best place to develop those skills. The key of MBA study, or shall we say international management study, is to learn a virtue of tolerance, a spirit of cooperation, a way of thinking and an attitude of life. It will be value-added by an active network of people who conduct trial and error along with us in this process. We widen our eyes, find the best practice and make it prevailing.

Thunderbird, needless to say, is the most ideal place to fulfill these objectives. I did projects with people from different continents and worked with intelligent students with diverse backgrounds. I assumed the responsibility of GCC and was joined by a group of fervent and creative buddies. Also, I was assigned an impossible mission like most of the others. No matter how painful this process was, I came to master surviving skills in this small world and was able to convert pain into joyfulness.

I could never forget all my friends who helped me with this conversion. Even those with whom I seldom talk would considerably impact me by a stance they took or a comment they made. Also unforgettable are professors and administrative staff who have performed their duties outstandingly and made extra efforts for us, regardless of how tough they grade.

What good news that Thunderbird will be rejuvenated thanks to the Garvins' gift and the new President. I personally appreciated it when Dr. Cabrera said that we students, not the president or administration, truly run the school. I believe it. Having been earmarked T-bird, we shall make it a brand, a sustainable, unique and successful brand.

Since I am graduating soon, I spend more time lingering around the campus. I can say nothing different than what I used to say: "How beautiful it is!" I shall miss the cactus that pierced me to bleed. I shall miss the squirrels that walked me through the lawn. I shall miss the black birds that noised me out of study. And most of all, I shall miss all my friends here. I wish you all the best! Remember that you always have a friend from Kunming, China, who enjoys being with you and is proud of you all!

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Security Keeping Campus On A Short Leash

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

Though silent for almost the entire trimester, the Thunderbird Security squad has recently made its presence known through a flurry of parking tickets and canine expulsions.



Christian Macy

Though there have been tales of peeping toms and shady individuals on campus, it is comforting to know that our super troopers have so effectively halted the influx of dangerous, messy, illegal household pets. On top of this superior protection, they have bravely and patiently ticketed entire rows of student cars that had been cruelly and selfishly parked in faculty and staff spaces.

I have one question: If this many people are "breaking the rules," doesn't that indicate a fault within the rules or within their application? That, and shouldn't rules be constantly and predictably enforced? If you're going to have a bunch of poppycock in the rulebooks, at least hire people who will enforce said poppycock consistently and in a just manner. To be fair, we all appreciate having security on campus - it gives you that warm fuzzy feeling knowing that if you fall off your bike after a drunken sprawl at the Pub, they can fend off wild animals and muggers as you crawl your way to the hospital (they can't drive you there).

There is no rhyme or reason for complaints without supplying a few suggestions for improvements, so here are a few ideas on how to have a safe and happy campus without upsetting the people who are paying to be here.

Idea 1: Amend the dog rule. It's understandable that the administration doesn't want man's best friend running through classrooms or being "accidentally" cooked in the Commons, but it seems unreasonable to banish him entirely, including public gathering places like the rugby pitch.

Idea 2: Have you noticed how many signs there are for Faculty / Staff / Visitor parking? Save on the signs and spring for some different colored lines for different parking assignments. White for students, blue for faculty, polka dot for visitors - no mess, no confusion.

Idea 3: Encourage security officers to enforce rules all the time, not just when they misplace their batons. Finally,

Idea 4: You know all that undeveloped space around the campus? Hello parking! You don't even need to pave it yet, just open up some of those chained areas and throw some string up as demarcation line. (At the very least, people who live here and don't use their car much could leave their car there and open up spaces elsewhere on campus.)

Clearing up these issues probably wouldn't generate campus-wide exclamations of glee and satisfaction, but it might make a good majority of students feel happier and more comfortable - which, by the way, is always a great idea if you want them to consider feeling Garvin-ish later on in life.

ChristianMacy@global.t-bird.edu
Editor's Note: Charles Cochran, Chief of Security & Safety, when asked for comment said his door is open 24 / 7.

What Women Really Want: A Conjoint Analysis

By NATALIA TAFUR
U.S.A., Spring '04

No, I'm not talking about the Mel Gibson blockbuster film. Guys, listen up! I'm actually going to give you some insight into what ThunderDivas really look for in ThunderStuds. However, I am going to take a more scientific approach using skills that I have acquired during my four trimesters. Who says that all this stuff only has a business application? In the midst of a Global Product Development class as Professor Sukumar was talking about the use of conjoint analysis to measure the tradeoffs customers make, I had an epiphany! TRADEOFFS, we make those everyday....career, family, location, money, but mostly with the opposite sex! My mission became clear: I was determined to measure what kind of tradeoffs ThunderDivas make when picking their ThunderStuds.

Process

1) First, I chose seven relevant attributes women use to profile a guy (brains, looks, body, sense of humor, faithfulness, sensitivity to feelings, dancing skills).

2) Next, I assigned different levels to each attribute (ex. Dancing skills: Saturday Night Fever, at least he tries, two left feet).

3) Then I used SPSS to generate 18 different bachelor profiles described by their different levels for each of the seven attributes.

4) Twenty ThunderDivas scored each bachelor profile with a rating between 0 and 100 based on the likelihood of the ThunderDiva going on multiple dates with this bachelor.

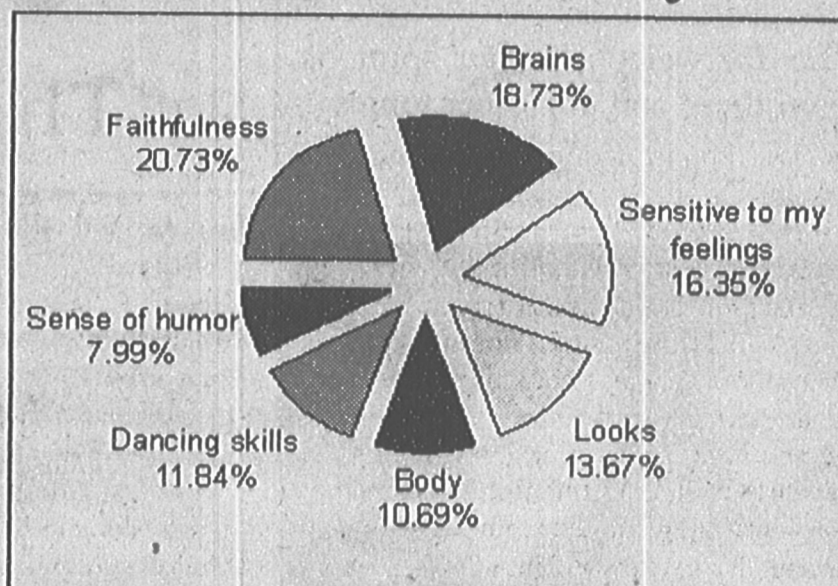
5) Lastly, I used SPSS to do a conjoint analysis using these scores.

Findings

The finding should not be alarming. The most important attribute to the ThunderDivas was his faithfulness to her. In second place were his smarts! "Sensitivity to my feelings" came in third place. (The inset chart summarizes how the attributes stacked up.)

Conclusion

1) The proverbial, "women want it all" simply isn't true. We are human and make tradeoffs everyday, especially when it comes to guys. We will actually give up a pretty face for somebody who



will make us feel better when we are having a rough day. Who needs a hot body when you have a devoted man who is going to wake up next to you every morning?

2) ThunderStuds, use this information!! We want faithful, smart and empathetic men! Isn't it all about customer needs? If you do not fit this profile, reposition yourself!

3) If you think you already fit this profile but still are not having success, perhaps there is a perception problem. Sorry, perception maps are not provided in this article. I suggest embracing an initiative that will clearly communicate your best points to the ThunderDivas. nataliatafur@global.t-bird.edu

Letter to the Editor
Beware: Information Distorted for Political Purposes

Dear Editor,

After I read the article on Spain in the first page of *Das Tor* ("Spain and the Weapons of Mass Persuasion: Part I"; Vol. 38, Iss. 6, April 7, 2004), I would like to make the following comments:

1) The person writing the article belongs to the political party that lost the elections in Spain. It should be clearly stated that what is said in the article are his personal opinions based on his active political role in Popular Party.

2) The information stated in the article is false or incomplete regarding many aspects, such as economic indicators and the polls, showing partial interpretations of facts.

3) The main issue regarding terrorist attacks and their impact on the elections is deliberately omitted in the article. The Government of Spain tried to hide that Islamic terrorists were responsible for the bombing, accusing ETA until the day of the elections. Since all international media, CNN included, were informed correctly, the people of Spain reacted strongly against a government showing this miserable behavior.

I sincerely expect that the next issue of *Das Tor* will clearly state that the article published by Carlos Fernandez is an opinion article coming from a member of a political party and it is not an informational article. I also expect *Das Tor* to implement some controls on sources of information, especially on important issues like that. This article shows how easily information can be distorted and spread out for political purposes.

Best regards,
 Pilar Garcia Heras,
 Spain
 pilargarcia@global.t-bird.edu

Editor's note: As always, 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 welcomes such commentaries; please submit to dastor@t-bird.edu.

Did You Know?

Many students comment on the unique shape and angle of the palm trees around the Fish and pool on campus. *Das Tor* asked Facilities how the trees came to grow sideways...

The trees were planted to grow that way in the nursery and when they were planted on campus in 1994, they were planted at an angle. Because the fronds (leaves) of the palm trees stretch for the sun (for photosynthesis), the top reaches toward the sky while the trunk continues to grow as planted - sideways.

These trees hold a significant amount of water in them giving to their extremely sturdy nature.

This water, however, makes them very heavy - be careful if you stand underneath them! (If you try this at home, make sure they have room to grow.)

Where the Rubber Hits the Road: Why Corporate Consulting May Be Your Most Valuable Class

By RACHEL CLAPP
 U.S.A., Spring '04

During the four trimesters that I have been at Thunderbird, I have heard a fair amount of controversy about a class called Corporate Consulting. I came to Thunderbird planning on taking this class at some point. Over the next two trimesters I wavered back and forth based on comments from students such as "it was the worst course I've ever taken" to "it was the best class I've ever taken." Well, despite the varying levels of buzz about the class, I followed through with my initial plan in my third trimester. What I learned was why corporate consulting is the most valuable course at Thunderbird.



Rachel Clapp

1) **Content applies to everyone:** You may not want to pursue a career in consulting, but this class still applies to any career path. All projects require a little bit of everything from marketing to finance to international development. You can even get credit toward your marketing focus area!

2) **Apply theory:** Every project has a paying client behind it, and you are a consulting associate. Coursework becomes much different when your input impacts a corporation's decisions. This is when you get to test the theory you've learned and realize what works and what you'll use in the real world, and what, well...is simply knowledge under your belt.

3) **Learn how valuable you are:** Someone is relying on you to deliver tangible results that help make decisions. No one holds your hand, especially when you travel. It is the most empowering experience you'll have! No employer ever trusted me to go into the field alone after only a few weeks on the job. This experience teaches you to hit the ground running and you also realize how much you can accomplish in a short period of time. Furthermore, you become an expert on a particular area. You'll present your expertise to your client, which is an extreme high, particularly when a high level executive recognizes the value of your work to his/her company.

is brilliant and the time spent with him as a smaller group gives a better opportunity to pick his brain and learn from his many years of experience.

I have to travel: No one is forced to travel, but I wouldn't suggest missing this opportunity. This is where the real life experience comes and when you really become empowered. The most thrilling aspect is returning and seeing how Dr. Kumar uses your findings to build a model. Furthermore, who wouldn't want to travel to Bali, Hawaii, France, Italy, Germany, or Kenya? We are International Business students...this is what it is all about!

Projects aren't completed within the trimester. This doesn't really happen any more. When it did, it was usually a function of the students requesting more time. However, Project Directors and team leaders keep the projects on a pretty tight schedule, so the project does finish within the trimester.

As you can tell, I had a very positive experience with Corporate Consulting. My client recognized that all of our findings were spot-on and decided to move forward with our suggestions. Every project depends on the company and your project team, but the Corporate Consulting structure is very conducive to preparing you for the real world. You get to test theories in a safe environment and get to profit from a manager (Dr. Kumar) who has an amazing track record in the corporate world.

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You'll present your expertise to your client, which is an extreme high, particularly when a high level executive recognizes the value of your work to his/her company.

What makes people uncomfortable about Corporate Consulting?

No Structure. One complaint I've heard in the buzz is the lack of structure. If you need structure, then yes, this may not be the course for you. However, in my opinion, the lack of structure is what makes Corporate Consulting so unique and allows you to learn more. Dr. Kumar does not lecture, and some students have complained that they are not learning because of this. Rather than an impersonal hourly lecture however, Dr. Kumar takes the time and works with students on a smaller, more intimate team level. I learned more from this format. He

Have an Issue to Debate?
 Questions?
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 Das Tor welcomes your opinions on these and any other topics
 dastor@t-bird.edu



Dr. Sundaram & Nina Camera at Wine Club



Students have fun at Africa Night

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Iraq: A Thunderbird's Eye View

By STEVEN MOORE
U.S.A., '00

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

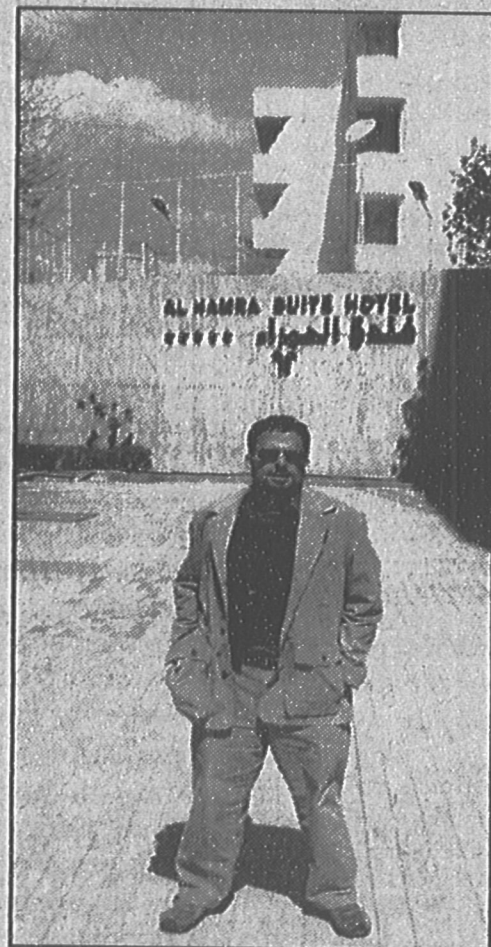
Editor's Note: I happened upon Steven Moore's name while reading an "Arizona Republic" newspaper article. Mentioned as a T-bird, I thought that Steven might be able to provide the student body a unique perspective on Iraq. I couldn't have been more correct. An employee of International Republican Institute (IRI), a nonpartisan, nonprofit organization dedicated to advancing democracy worldwide, he works in the heart of the unrest. Perhaps to keep his perspective and sanity in such a stressful environment, Steven writes a daily weblog of his experiences (<http://babelonandon.blogspot.com>). I recommend checking it out... after reading it, you won't view the happenings in Iraq the same way. What follows is Steven's response to my e-mail question: "What are you doing over there? Both 'what do you hope to accomplish' and 'what are you doing over there??!!!!?' meaning, why do you stay?"

What am I doing over here... My organization is trying to work with the building blocks of democracy - political parties, civil society, youth groups, women's groups - and educate them on how to have a voice in their government.

Me personally... after I graduated from T-bird in December '00, I got a job with Arthur D. Little, the oldest management consulting firm in the world. This was at the beginning of the dot.com bust, and I felt really good that I had landed such a solid job. Within six months of me joining the oldest management consulting firm in the world, they filed Chapter 11 and I got laid off. That was three weeks to the day before September 11.

So when the towers came down, I was in my apartment in Chicago watching it over and over and over for days. Sometime within the following weeks I decided to try to do something to help ease tensions in a very tense world. I found out about a job in Indonesia with the International Republican Institute, trying to help political parties in the world's

largest Muslim country express themselves democratically rather than through violence. So I went to Indonesia for a year and a half, traveled to about a dozen of Indonesia's 32 provinces, worked with local leaders and tried to help them solve



Steven Moore, clad in body armor

their problems and the problems of their people. It was a great gig. I had a tenth floor apartment in Jakarta's financial district. I took long weekends in Bali. I probably went to Bali like 10-12 times while I was in Indonesia. I had tons of friends in Indonesia. And most women do not wear headscarves in Indonesia - you can actually see their hair and faces.

In the run-up to the war, I was unsure whether I supported it or not. On the one hand, Saddam was a very bad guy. Amnesty International estimated that he killed an average of 50,000 people annually in recent years. Saddam, over the last thirty [years] or so, has been a one-man Rwanda. Or, as one of my Iraqi friends pointed out, Saddam has been personally responsible for about ten times the deaths from both the Hiroshima and Nagasaki atomic weapons.

I also felt like it was a good idea to do something to jumpstart democracy in the Arab world, which has never had a democracy. I believe that if people have the opportunity to express themselves politically in a peaceful manner, they are much less likely to express themselves politically through violence. The Middle East is full of various kinds of repressive regimes that don't allow political expression; so many Arabs are resorting to violence.

On the other hand... I thought it could be very messy. Turns out I was right on all counts.

In any event, once the war happened, I decided it was important to make it turn out right, and I thought that I had the skills to make a difference. So, when a position within our organization in Iraq opened up, I lobbied hard. I ended up taking a cut in pay to come [here] - not to mention losing my beautiful apartment, weekends in Bali and great friends - but I felt it was worth it.

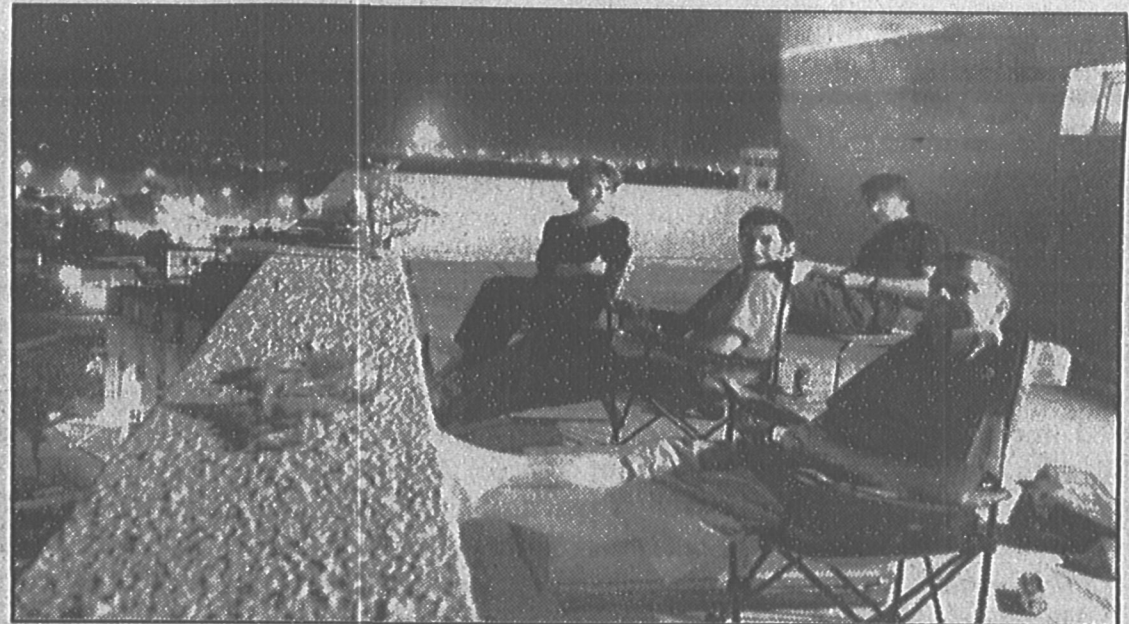
After arriving here I was sure that the war was the right thing to do. I have a lovely woman of about 55 on my staff who lost three sons in some fashion or another to Saddam. My accountant has a daughter of 18 who never met her father because he was killed in the Iran/Iraq war during her pregnancy. I've met dozens of people who were imprisoned for offenses ranging from standing up for democracy during Saddam's regime to criticizing one

of Saddam's actions from twenty years ago while drinking with a friend. One of my friends, Sean O'Sullivan, started an NGO in Baghdad called Jumpstart International (<http://www.jumpstartinternational.org>) where he employs hundreds of Iraqis to tear down burned out and bombed out buildings in Baghdad. He has taken apart rape rooms and torture facilities in numerous government buildings.

Anybody who cares about human rights should be jumping for joy that the Coalition Forces invaded Iraq. Anybody whose hatred of George W. Bush makes them blind to the suffering of the Iraqi people should probably trade in their humanitarian credentials for a job on the Kerry campaign.

I spend a lot of time doing polls and focus groups to help decision makers - Iraqi political parties, members of the Governing Council, CPA, etc. - understand the interests and concerns of the Iraqi people. I feel like I am able to help both sides. It is a good position to be in.

That being said, the combination of constant concern about security, the constant diet of some variation of "meat on a stick," the lack of a social life, being away from my family, everything being covered in dust, some of my friends getting killed, the lack of beauty, etc. is beginning to wear on me. I need a vacation for sure. I'm looking at spending the month of July on the beach in Thailand.



Steven with friends picnic on his 11th floor balcony, watching mortars impact in the Green Zone.

Excerpts from Steven Moore's Blog

April 11, 2004

My friend Riyadh was here yesterday, and gave me a "4" rating on the danger meter for Sadr City. Every time I see him, I ask him this. 10 is complete anarchy, 1 is absolutely normal. Three weeks ago it was a 2, after al-Hawzah was closed it was a 4, on Monday it was an 8, now it is back to a 4.

April 9, 2004

I hear that the US military will be conducting major operations today and tomorrow. Last time this happened was in November, at the end of Ramadan.

This was back when mortars had a lot more psychological impact than they do now. Mortars are still probably jacks or better, but not a very good hand to play. These days you aren't serious about being a terrorist unless you can come up with a car bomb.

April 8, 2004

Some NGOs are discussing pulling people out of the country. I don't believe we are to that point yet, but I just bought a shredder the size of a wood chipper so in case I have to leave in a hurry, I don't leave behind anything that would get any of my staff killed. I took all our money out of the bank. I keep my satellite phone and passport with me at all times. I have a PSD (personal security detail - people with cars and guns) standing by in case I have to hightail it to the airport or to Turkey. The road to Jordan goes through Fallujah, and the road to Kuwait goes through the heart of Shi'ia country, so if I have to get out by land, I go to Turkey.

To read more, go to <http://babelonandon.blogspot.com>



Just one of the off-beat photos of Iraq found on <http://babelonandon.blogspot.com>

Thunderbird is collecting donations for the soldiers in Iraq, until we have sent 100 boxes. (We had enough postage donated for this amount). Currently we are at 31 boxes - which have been sent.

We have had confirmation that the soldiers (actually Arizona Reservists) have begun to receive these - and they are so thrilled! If you haven't had an opportunity to participate - there is still time.

If you've already done so. THANK YOU!

Your generosity is greatly appreciated! Please let me know if I can answer any further questions.

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The Story Behind Course Evaluation Forms

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

At some point in the last few weeks of class, in classrooms on all the Thunderbird campuses, students took time from their jam-packed class schedules to go through the ritual of filling out course evaluations. Every student fills out the course evaluation forms and the yellow student comment form (see accompanying article) at some point and therefore each of us has a vested interest in understanding the story behind them.

Is the form useful?

The current course evaluation, which rates professors on a scale of 1-5 on a total of 12 questions, was implemented in Fall 2003. It is the result of collaboration between representatives of the administration, faculty and the student body, all of whom were unsatisfied with the prior form. Dean of Faculty and Programs, Dr. David Bowen, explained that the new form was designed "to measure the key dimensions of teaching effectiveness in a way that is connected to the strategy and mission of the school."

This idea was reiterated by the Director of Faculty, John Mathis and Amedeo Gaggion, TSG Academic Affairs Chair, who both agreed that the new forms are better at drawing out student opinion on the faculty effectiveness. A recent student-led project called "Seeking Excellence" (see article page 10) supports this view. Many of the "drivers of excellence" in faculty identified through the project coincide with questions in the new evaluation form.

Are the results valid?

Thunderbird has unique challenges with respect to the fairness of evaluations. Both Mathis and Gaggion highlighted the impact of cultural variables. Students from different cultures have different expectations of professors and different criteria for evaluating them. A further complication results from the diversity of student's backgrounds. A course that is highly rated by a student with no background in the material may be evaluated poorly by someone who has prior experience in the subject.

The results of actual evaluations support the possible influence of these factors. In some cases, ratings for the same professor teaching the same class during the same module vary by as much as almost 2 points. In one case this meant the difference between a rating of 2.65 (below expectations) and 4.5 (above expectations). In addition, some scores have high standard deviations indicating significant differences in the student's opinions.

Nevertheless, Mathis stated that despite some of the

variations in scores, the results are generally consistent and scores tend to correlate with informal feedback collected from students by Mathis and other faculty (cohort leaders and area coordinators), as well as through academic advisors, TSG, and student services.

Gaggion, however, feels that not all of the evaluation scores match with the informal feedback he receives. He emphasized that students have a responsibility to be consistent and honest when filling out the forms. He believes that in some instances, students do not differentiate enough in their ratings. They should give high ratings to those professors who they really learned from, and not shy away from giving low ratings to those courses that were unsatisfactory. He frequently provides student feedback on courses and professors to the administration. However, that feedback must be supported by the objective, quantified results on evaluation forms in order for it to be actionable.

Are the results used?

Drs. Mathis and Bowen both emphasized that the results of the evaluation forms are used.

They explained that the new form is not an isolated change, but rather part of a comprehensive faculty performance management program. Three dimensions of faculty performance: teaching, research and service to the school are used to determine faculty performance ratings. This information drives decisions about promotion, tenure, and salary. For visiting faculty, it also has a significant impact on the school's decision to retain their services for future trimesters.

The teaching component of the performance management process, consists primarily of the results of the course evaluations adjusted to account for other key variables. Some of those variables are class size, timely submission of grades, and adherence to the course specifications for each class.

The Director of Faculty provides feedback to all professors on the results of their course evaluations. Mathis contacts any professor who receives less than a 4 on either the overall average score or on the results of any individual question to review and analyze the areas of weakness. Faculty members that receive higher than 4 are also contacted and provided with positive feedback. Mathis emphasized, as did Bowen, that the vast majority of professors are meeting expectations, a fact that is confirmed by

Summary of Results (all campuses) Fall 2003 Classes

Results on Average Composite Scores

Rating Score	% of Total Completed Evaluations
Below 3	3.3%
Below 3.5	7.9%
Above 3.5	92.1%
Above 4	73.5%
Above 4.5	40.9%
Above 4.75	15.8%

Results on Score for

"Overall the instructor for this course was excellent"

Rating Score	% of Total Completed Evaluations
Below 3	5.1%
Below 3.5	13%
Above 3.5	87%
Above 4	74%
Above 4.5	47%
Above 4.75	24.2%

Spring 2003 through and including Fall 2003

Average results by department scores for "Overall the instructor for this course was excellent"

Global Business and International Studies (average class size: 27)

Rating %	% of professors receiving this score
Below 3	4.3%
Below 3.5	15.1%
Above 3.5	84.9%
Above 4	64.5%
Above 4.5	34.4%
Above 4.75	9.68%

Modern Languages (average class size: 8)

Rating %	% of professors receiving this score
Below 3	0%
Below 3.5	2.78%
Above 3.5	97.22%
Above 4	83.33%
Above 4.5	50%
Above 4.75	25%

the results of the evaluations. A review of the evaluation scores for Fall 2003 showed that over 90% of the evaluations had average scores over 3.5 and 73.5% had scores of 4 or more (see inset charts). However, in the cases where the overall performance

through the program. He has also been approached by a number of faculty members who have voluntarily expressed a desire to participate in the program despite having ratings that meet expectations.

rating for teaching falls below expectations, the professor is required to participate in a mandatory development program.

This extensive program involves the Director of Faculty, as well as staff from the school's instructional design department and runs over a 6 to 9 month period. It is designed to address the content, "packaging" and delivery of a course and involves everything from having instructional design consultants attend the professor's class, to video taping classes, to ongoing mentoring and team-teaching.

Given that this system is new, only one professor has gone through the development program thus far, though six additional faculty members were identified for the mandatory program in the last round of performance reviews. Dr. Mathis believes that the program will be an effective development tool leading to improved teaching. In fact, he has already seen a dramatic improvement in the evaluation scores of the first professor to go

Now what?

The evaluation forms we all fill out are used. They are part of a process that provides feedback to professors and administration. They provide an incentive to faculty because the results are linked to reward decisions such as tenure and merit pay. They further provide information for the development and improvement of faculty. The goal, according to Mathis is, "to have faculty here whose performance by far exceeds the faculty of any other graduate business school."

However, it is not a perfect system. Measuring performance this way depends on the quality of the student input which, as we have seen, may be skewed by other factors. Responding to results takes time. If performance expectations are not being met, the response is to attempt to assist the professor in improving. This may not be what all students want to hear. However, this is often true in the corporate world as well. Employees who are not meeting expectations are often first put through a corrective process and executives often receive coaching before more drastic measures are taken. Last, but by far not least, as we all know this is not the corporate world. This institution has the added challenge of the limitations imposed by the tenure system. While those limitations are not absolute, they are significant and it is for those reasons that the effectiveness of the development program, the influence of teaching effectiveness scores on rewards and promotion, and the objectivity and truthfulness of the each student's ratings are even more important.

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Student Comment Forms - Do they work?

Thunderbird's course evaluation form is supplemented by a comment form on which students are asked to write their answers to four different questions. These forms, unlike the rated evaluation forms, are seen only by the individual professors. Feedback from Dean of Faculty Dr. David Bowen, Director of Faculty, Dr. John Mathis, and Amedeo Gaggion, TSG Academic Affairs Chair regarding this form was less than positive. All three indicated that the questions should be reevaluated and possibly revised.

Furthermore, Gaggion expressed the student's view that the results of the comment forms should be shared with the administration. In fact, the Fall 2003 student survey shows that 95% of students believe that administration should be able to review these results. The likely reason for this is that students are not confident that professors pay attention to the results of these

forms. Both Mathis and Bowen believe otherwise. "I believe that everyone here wants to do a good job," stated Mathis, who also indicated that the validity and usefulness of the forms are sometimes affected by the comments themselves.

According to Mathis and Gaggion, many of the comment forms are not filled out and others contain comments that are not constructive or specific enough to be useful. Given the non-quantifiable results of these forms, Mathis stressed the importance of students being as specific and constructive as possible. "Writing 'I didn't like the book' is not nearly as useful as actually explaining why," he says.

Gaggion's opinion however, is that problems with the responses are the result of students not knowing if these results are even used. "It is a dual problem," he stated, "for students to be willing to fill them

out they want to know that there is real accountability for the results of the forms. But, for the forms to be used, students have to do their part."

The content and use of the comment form is still under review. To varying degrees Bowen, Mathis and Gaggion showed interest in having the forms seen by a wider audience if the questions were to be changed. The TSG representative would like to have comments added to the new evaluation forms since those forms are currently available to everyone on MTB. (You can find them on the student services, TSG academic affairs and the curriculum advisory panel MTB pages).

Bowen and Mathis are more circumspect, indicating that if the forms are revised there would be possible interest in having either the Director of Faculty and/or a member of the administration view them.

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Dean Warner ('57) and the Global Market

By **MATTHEW MOORE**
U.S.A., Fall '04

Since first coming to Thunderbird in early 2003, I can't begin to count the many times I have walked past the Thunderbird Global Market on my way to the Post Office and Bookstore. Sometimes I wondered what is in the store, but I never took the time to go inside.

The Thunderbird Global Market is full of unique and beautiful ethnic art from around the world donated by students and alumni. When the items are sold, 35% of the revenue goes to the student scholarship fund, and the rest to the student or alumni who supplied the art. The store retains no profit. Some items are purchased on behalf of alumni who want to support the scholarship fund and store, and choose to donate money instead of art.

This semester, when I became involved in the Thunderbird Student Photo Contest, I learned that Dean Warner, Director of the Global Market was kindly assisting with the photo framing. Then, I visited the Global Market to speak with Dean about the status of the photos, and thus began one of the most rewarding friendships of my Thunderbird Experience. I decided to assist Dean with the framing of the photos, and during this time began to learn a great deal about a man who so accurately represents the Thunderbird character.

Dean, a California native, served in the US Army in the 1950's. After leaving the Army, he worked in Northern Mexico for a year as a hunting guide. He then attended Mexico City College and earned a degree in foreign trade. Dean was interested in working abroad, and learned about Thunderbird through Arizona Highways Magazine. He graduated from

Thunderbird in 1957, and states that, "times were good, and there were many jobs available." Dean initially planned to pursue a corporate career and received a job offer from Citibank. However he held a strong interest in anthropology and archaeology.

Dean approached the Heard Museum in Phoenix to donate a collection of Mexican Pottery. To his surprise, the museum wanted to purchase the collection, leading Dean to realize there was a market for his passion. He began to consider starting his own business dealing art; he chose a job with a U.S. mining company that sent him to Peru. This resulted in the opportunity for Dean to learn more about the art of Peru, and save money to start his business. Dean worked high in the Andes Mountains at Cerro de Pasco for three years.

He then moved to Dallas, where he opened his own gallery selling pre-Colombian pottery and ethnic art, selling pieces to museums, major collectors, and famous Hollywood figures. Soon Dean was approached by Stanley Marcus (of Neiman Marcus) to direct a show and sales of Pre-Colombian art in stores, and was soon working with Bloomingdales and Federated Department Stores traveling throughout the U.S. to conduct store shows. As the market changed with new regulation regarding the trade of Pre-Colombian art, Dean adapted by focusing on different areas of art such as that from New Guinea and Southeast Asia.

During the time Dean referred to as "semi-retirement," he met Thunderbird President Dr. Roy Herberger and Jenny St. John, Vice President for External Affairs. He offered to donate much of his personal collection to Thunderbird, which consisted of many interesting treasures he

had collected over the years. Dr. Herberger asked Dean to help Thunderbird in developing a permanent art collection for the school. In 1994, Dean started the Thunderbird Global Market to help fund the Student Scholarship Fund, and took a position with Thunderbird as a consultant.

In addition to operating the Global Market, Dean is also organizing a project to send donated books to the Alexandria Egyptian library.

It has been a true pleasure getting to know Dean this trimester, and I encourage each one of you to stop by and take a look around the Global Market on your next walk over to the post office or bookstore. Most importantly, as you walk around campus today, take a minute to observe the beautiful ethnic art that decorates the campus. It's not hard to find: the Middle Eastern textiles, Panamanian fabrics, map collection, and Asian statues in the IBIC, the African masks, and Egyptian papyrus paintings in the career management center, the antique Turkish costumes and American Indian photos in the Administration Building, the Mexican lithographs, Indian beadwork, and the Thai rock rubbings in the Yount Building. All of this beautiful work that contributes so much to the unique global atmosphere of Thunderbird is owed to Dean Warner.

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During Exam Week, the Global Market will be open M-F 10 a.m. to 5 p.m. with a wine and cheese open house on Thursday, April 29. The Bookstore will be open M-Th 9 a.m.-5 p.m. and will close at 4 pm. on Friday. You can order bookstore merchandise online from the bookstores MTB page or at <http://thunderbird.bkstore.com/>

The Sarvodaya Movement in Sri Lanka

By **LADÉ A. DADA**
Nigeria, Spring '04

On Tuesday, April 6th, David Goalstone shed light on a breakthrough movement whose impact has significantly altered the lives of many in Sri Lanka. The Sarvodaya Movement, as it is known, is a strategy that was previously prescribed by Mahatma Gandhi several decades ago. Sarvodaya (which means "to uplift") is effectively a program of sharing resources, education, rural history, developing spinning programs (that was used to boycott British imports by encouraging "Made-in-India" clothes), and improving the position of the untouchables (the Indian minority that suffered significant discrimination).¹

Gandhi's non-violent approach encouraged collaboration among people, irrespective of ethnic or religious cleavages and is largely responsible for India's independence in 1947. In a like manner, Mr. Goalstone suggested that this strategy, which is currently in use in Sri Lanka, could be replicated in various other developing countries to effect sustainable development.

Sarvodaya in this context would be built upon five stages, supported by a solid foundation of social and economic divisions. The first stage, introduced in 1958 in Sri Lanka, involves an introduction to the Shramadana camp.

From 1961 through 1968, peer groups were formed (especially targeting mothers, the elderly and teenagers) to provide leadership training and establish child development centers.

In the third stage (1972) ten basic needs were identified (for instance, the need for a clean and wholesome environment

with the restoration of wells, replacement of buildings, etc.) and satisfied, even as the group engaged in employment and income generation activities.

By the fourth stage-1986, they sought to build self-reliance by using available resources to bring greater economic options to the village and subsequently empower other villages in the same ways.

Finally, by the late 1980s, the group began supporting other villages in their quest to take advantage of this relatively simple strategy towards their development.

Nevertheless, as with any such program, Sarvodaya faces strong opposition. Some donors argue that it is expensive, while SEEDS (encompassing banking / credit, enterprise service and training) is complicated to implement. These same parties are more interested in less "ambitious" approaches that place greater emphasis on micro financing.

Conversely, a comprehensive evaluation of the five stages (over a 45 year period) has led to the following observations. Sarvodaya allows the people to develop intuitively and professionally, while building their own capacity.

Moreover, the model is replicable and can greatly impact other developing nations. Perhaps Gandhi's good example could also be replicated.

¹ Sanders, Huub. "The Sarvodaya Movement." <<http://ias.leidenuniv.nl/kreeft/1IASNONLINE/Newsletters/Newsletter12/Regional/12CBCH09.html>>

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Acoma Thunderbird Townhouses

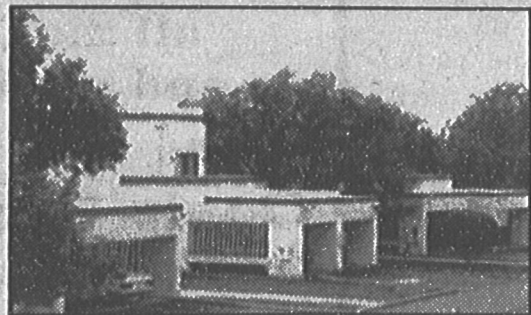
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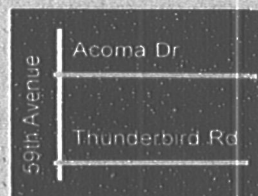
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Peoria school district



Directions: From I-17, exit onto Thunderbird Road and head West. Turn right (north) onto 59th Avenue. Then turn right on Acoma. We are 1 quarter mile down on the right



The fashions of Africa were modeled by students in a fashion show coordinated by Ladé Dada

Dr. Cabrera Becomes a Thunderbird

Continued from Front

were for his first year, he was supportive of the plan, but said that, "I need to do my homework" before offering any specific goals. Dr. Cabrera continued, saying: "Strategic plans are living documents, not fixed dogmas. The process is as important as the outcome, and the process never ends." He said that "the plan makes sense" and it is a "solid plan."

When asked about the impact a growing Exec Ed program might have at Thunderbird, Dr. Cabrera explained that "the full time MBA program is always the brand driver of the school." But the presence of an Exec Ed program did not make it a "zero sum game." In fact, he believes that if the school excels in Exec Ed, it will lead to a stronger MBA program.

Dr. Cabrera offered several additional thoughts about Thunderbird. He said that we "need to have an even stronger voice in the international business arena" and that we "need to make sure that we mind our store" and run the school as a business. He added that the education business is not easy and that "our competitors will make sure it's more challenging." He went on to say that the Garvins' gift is "not a subsidy for poor management," a statement met with rousing applause by those in the crowd.

The mention of the Garvins' gift led Dr. Cabrera to comment on a topic that was an initial concern for the Search Committee: his age. At only 36, Dr. Cabrera will be one of the youngest presidents of a business school. In his speech, he recounts a conversation he had with Sam Garvin, who is 39 years old. He said to Sam, "if you are old enough to give the largest gift ever to the school, then I'm old

enough to manage it!" When a reporter for the *Arizona Republic* asked him if his age was an issue, he replied that "age is not a sustainable competitive advantage."

During the question and answer section of the presentation, one attendee admitted to "Googling" Dr. Cabrera and finding articles concerning his belief in an MBA "Hippocratic Oath." The new president passionately stated that he believed "business management is a true profession with a capital 'P,'" and, that business is an art, a science, and an instinct. In the medical profession, "the oath is imbedded into the learning, and in business it should be the same."

In his current role at Empresa, Dr. Cabrera is an active professor, teaching one section a year. When asked if he'll continue that practice at Thunderbird, he expressed his great desire to teach. "Teaching is my passion," he stated. But he acknowledged that the busy schedule and extensive travel commitments of his new role as president may conflict with his availability to teach. When he exclaimed, "this school, I am convinced, is going places and I want to be part of it when it does," it appeared that Dr. Cabrera impressed many in the student body, faculty, and staff. Loud applause and overheard comments about his "grounded" nature seem to indicate the approval of the Thunderbird community.

Only time will tell how well he will fit into the Thunderbird "Mystique," but there was a good early indicator when he expressed interest in our Pub. And just for the record, if you see him there, his favorite beers are Rolling Rock, Dos Equis, and Negro Modelo.

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China Chosen for Next T-bird "Campus"

Continued from Front

Q) What types of courses will be offered and who will teach these?

A) The course content is currently still being developed. According to Dr. Lynton, "the focus is on the customer and we will tailor-make an offering that suits their needs best. Faculty from Glendale will be a consideration, but we will also need to look at issues like language skills, experience in China, etc." Couturier added that "there is no way we will be able to grow Exec Ed the way we have to without developing some resources as well, including faculty, locally," adding that these resources will be hired to do things locally that will feed into the entire Thunderbird system.

Q) How will potential synergies be realized as far as operations are concerned?

A) From a process standpoint, the school has been working on integrating the various overseas campuses better through an extensive use of state-of-the-art technology and an organizational structuring that has Customer Relationship Management at its centre. Dr. Lynton hopes that in time this integration will strengthen all of the value-added offerings in Thunderbird's portfolio.

Q) How will Thunderbird mitigate the risk of brand dilution that comes with brand extension?

A) Thunderbird's marketing team, headed by Ken Lambert, is working on a marketing campaign for China in order to ensure that the school is always positioned as a top tier brand in the international management niche.

One of Dr. Lynton's first priorities will be to build stronger relationships with the school's large alumni base in China, and involve them in the process of

building our presence there. Additionally, during her visit to Glendale, Dr. Lynton conducted initial interviews with Chinese students from the full-time MBA program who may be potential business leaders for our operations there.

Q) Will Thunderbird's existing program in Taiwan see any cannibalization due to our new presence in China?

A) According to Dr. Lynton, "Our operations in China will complement that in Taiwan. There are many companies that do business in both places effectively."

Q) How long will it take for this venture to be profitable for the school?

A) Our experiences and classroom discussions on doing business in China tells us that it may be a long time before a company sees profits in China and this raises the concern on whether the school can afford to take this challenge on at this time.

The business plan projects revenues of US\$1M in the first year (2004) but it will not be profitable, with revenues in years 2 and 3 to be US\$2 and US\$3M respectively.

In years 2 and 3, the revenues are projected to be 50% from Exec Ed and 50% from MBA recruitment activities. Couturier said that the goal is to attract 10 Chinese students per trimester the first year, 15 the second and 20 in the third.

According to Dr. Lynton, "Yes, you do have to be committed to being in China for the long term. However ... studies show that service enterprises are the fastest to make money, and service is what Thunderbird will provide. We will have a minimal upfront capital investment. The

major investment we will have to make is in building relationships."

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Assessment: How can this initiative positively impact the full time MBA program:

- 1) Build brand visibility in a key global market.
- 2) Work with the CMC to enhance recruitment from global companies looking for managers in China.
- 3) Enhance the curriculum with more case studies on companies participating in Executive Education in China.
- 4) Recruit more Chinese students for the full time MBA program in other campuses.
- 5) Long term potential to offer a summer program in China.
- 6) Develop corporate contacts to benefit Winterims that focus on China.
- 7) Re-engage the large alumni base in China.

On the flip side, there is always the risk that the school may be taking on too many initiatives at the same time - an undergraduate program consideration, developing Executive Education in Glendale, strengthening existing overseas campuses, online programs, etc. - all while the need to improve the current full time MBA program continues to be critical.

However, in the long run, if the school is able to develop synergies and ensure that the sum of the parts does indeed benefit the entire picture, then Thunderbird may be on yet another cusp of positive change.

Hospitality Weekends: Attracting the Best and Brightest

By ANDREW DICELLO
U.S.A., Spring '04

Two of the biggest challenges facing Thunderbird are decreasing enrollment and the low selectivity of admitted students. In an effort to address both of these issues, the administration has undertaken an exciting and highly successful new Hospitality Weekend program. Organized and led by the Joe Miller, Director of Student Services, the Hospitality Weekends provide top prospective students with an opportunity to get immersed in the T-bird culture, learn about the programs, and interact with faculty, staff and students.

Prospective students are invited to spend a weekend on campus with a full schedule of events and activities. The campus visit includes a welcome and cocktail reception with refreshments and appetizers on Friday evening, and then a full-day pro-

gram on Saturday.

Throughout the visit the prospective students are provided with the opportunity for substantial interaction with faculty and current students. The events are planned for a weekend in which one of the cultural nights takes place so that the visitors can see how T-birds celebrate culture.

The Saturday events include an overview and introduction to the MBA program, a panel discussion by several of our International Studies faculty, and a case presentation by a member of the faculty. Also included is a campus tour, a presentation by the CMC, and an introduction to our global technology capabilities.

Thunderbird's first-ever Hospitality Weekend was in October, when we hosted 48 prospective students and their guests. In March, there were 59 prospective students, and in April, an additional 38 prospects participated in the program.

Not only have the events been extremely well perceived by the prospective students, but it has paid off in increased applications and admittances to the school. Of the 48 prospective students involved in October, 14 have applied and been admitted to the program, with 8 already on campus. This number is expected to increase over the next few months. Statistics for the spring events are not yet known.

Participating faculty and staff, who volunteered their weekends to participate include: Femi Babarinde, Guio Borrás, David Bowen, Larna Drake, Koren Elder, Rich Ettenson, Ken Ferris, Glenn Fong, Roe Goddard, Kip Harrell, Catherine King-Todd, John Mathis, Winter Nie, Signe Nufez, Jasson Passe, Cathleen Prudhomme, Anne Stringfellow, Karen Walch, and Priscilla Wisner.

Campus ambassadors also spend their time with the

prospective students giving them insight into student life, explaining the rigors of the programs and answering any questions the prospective students might have.

Highlight events for the participants have included 2-hour long case discussions, twice led by David Bowen and once by Rich Ettenson, where the cases were mailed to the participants and read before arriving. Also a highlight was an International Studies panel which analyzed the failed GE-Honeywell merger - twice done by Babarinde, Fong and Nufez, and once done by Babarinde, Fong and Walch. Lunch with faculty has involved the participants identifying their possible focus area of interest, and then being seated with faculty from that area.

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STUDENT REFERRAL PROGRAM

A TSG & CMC INITIATIVE



THUNDERBIRD
THE HARVIN SCHOOL OF
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The Student Referral Program (SRP) links corporate contacts from students and recent graduates to the Thunderbird Career Management Center. The SRP initiative was created by the Thunderbird Student Government and the Career Management Center to help bring full-time and internship job postings to Thunderbird. Students are paid \$250 for their job posting contact when it results in the placement of a Thunderbird student in an internship or full-time position through an official job posting on MTB. For complete details, visit the CMC homepage on MTB.

Speaker Connects Entrepreneurship and Craze

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

On April 15th, a group of would-be T-bird entrepreneurs gathered to hear how starting their own businesses might mark them as "crazy." Barry Moltz, entrepreneur and author of the new book *You Need to Be a Little Crazy: The Truth about Starting and Growing Your Business*, spoke on campus. Barry has had 15 years of successes and failures running his own enterprises. He has taken those hard won lessons, and compiled them into a book to help others thinking about following this uncertain path.

Barry opened his talk by saying that he wrote the book as a way to rail against the thinking of the '90's where "on Monday, you'd write your business plan; on Tuesday, you'd get your angel money; Wednesday you'd buy some really cool furniture; on Thursday you'd get VC money; by Friday you'd go public, and then you'd have the weekend to party." He said that heady times like these only come around once every hundred years, and budding entrepreneurs need to forget about the dotcom model as a viable way to do business. Instead of entrepreneurs, he wants to see a return of "retropreneurs," those using common sense business practices.

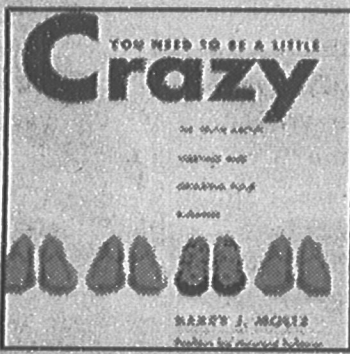
During his talk, Barry addressed a few of the popular

myths surrounding entrepreneurship. He said that the beliefs that people start businesses to make money, to have more control, or because they are risk-takers are all false. He called these business people "leapers and jumpers," not risk takers. "The only reason to start your own business is because you have some sort of passion inside of you," he stated.

Barry told the group to prepare for the failures, and that these failures will actually make them more successful in the future. He said the only way to "develop true confidence is by coming back from failure." In fact, the original title of his book was going to be *The Worst They Can Do Is Eat You: Surviving Your Business in Hard Times*.

In addition to writing, Barry also co-founded Prairie Angels Capital Fund (www.prairieangels.org), an angel organization that invests seed money in start-ups. One student asked what he looks for when valuing investment opportunities. He replied that there were three things he looked for, "management, management, and management." If an organization had strong people to sell and market the idea, that often made the difference between success and failure.

You can learn more about Barry's book and his background at www.barrymoltz.com. kkreiser@global.t-bird.edu



U.S. Consul Visits T-bird Europe

By AMANDA HAWK
U.S.A., Spring '05

Thunderbird Europe students recently had the good fortune to welcome Angie Bryan, U.S. Consul to Lyon France, as a visiting speaker. Ms. Bryan addressed an assembly of students, faculty and staff about the role of the U.S. Consulate in fostering international relations with France.

Ms. Bryan offered a candid glimpse into the various workings of the U.S. Consulate in France, from its role in increasing U.S. exports into France to more diplomacy-related functions. Of particular interest in the day's lecture were discussions surrounding French-U.S. relations after such world events as the war in Iraq, as well as recent crises in Haiti and Liberia.

Ms. Bryan discussed in depth the value of establishing a day-to-day presence in the French community on U.S. international relations, which, among other benefits, enables the consulate to have a stronger (and more informed) voice in local press.

Following the talk, T-birds engaged in a lively Q&A with Ms. Bryan; questions ranged from policy issues to export promotion programs and the consulate's relations with the Department of Commerce on projects like the Golden Key program, an initiative designed to help US exporters find foreign trading partners. As one student noted after the presentation, "Familiarity with resources like these is so helpful for T-birds interested in foreign trade relations and import/export management."

The consulate in Lyon is one of seven U.S. Consulates in France - which, as one student noted during the Q&A, is quite a high concentration of foreign consulates for the U.S.

Angie Bryan is a graduate of Trinity College in San Antonio, Texas, with a Masters in Arab Studies from Georgetown University. Prior to locating to France, Bryan served at U.S. Consulates in Kuwait, Damascus, Algiers, Lahore, Islamabad, Kabul and Peshawar.

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Seeking Excellence at Thunderbird

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

The exclamations of "Excellent!" being heard around campus the past weeks are not due to a popular resurgence of the 1989 movie, *Bill and Ted's Excellent Adventure*. Instead, these acclamations are part of the "Seeking Excellence at Thunderbird" initiative. This initiative was started in 2003 by James Brandon Keefe (U.S.A., Spring '04) under the guidance of Professor William Youngdahl.

The culmination of the efforts was presented to a standing-room only crowd in LH54 on Thursday, April 15. As students, faculty, staff and administration found their way into the lecture hall, they were welcomed by the sounds of Guns N' Butter as they rehearsed for Global Sounds, an example of Excellence at T-bird.

Keefe said that it is "much easier to talk about problems than it is to talk about excellence," because "when you talk about how excellent you are, people hold you accountable to it." He then proceeded, saying, "We're going to show you how excellent you are."

101 students participated in the initiative, representing 24 countries, creating 15 hours of video, and highlighting 600 excellence stories. The entire process took six weeks.

Traditionally we discover problems, talk about them...figure out the root causes figure out solutions, come up w/ best practices...what comes of that is a reactionary culture. There's nothing wrong with that, Keefe said; but, noting the paradigm shift saying, "what we thought would be different was to ask "Tell me what's different

here." And that is what happened. For an hour, the audience was treated to *good* stories of life at Thunderbird. The drivers behind these stories are listed below.

"Students are walking away feeling good about coming to Thunderbird," Keefe concluded. He highlighted the uses this initiative can have. Admissions can talk with faculty and ask "what is an excellent student" or CMC could ask recruiters "what is an excellent candidate?"

Going forward, TSG will institutionalize this project and will continue to seek stories of excellence and identify key drivers. The goal is to incorporate the identified drivers of excellence into the culture at Thunderbird. Direct questions to: jamesbrandonkeefe@global.t-bird.edu

What Defines Excellence? Who "Raises the Bar"?

SEEKING EXCELLENCE IN STUDENT SERVICES

Top 5 Drivers

- 1) Add a "personal touch" in delivering services to students.
- 2) Exhibit patience with students.
- 3) Respond to student inquiries immediately.
- 4) Are accommodating to students' needs. Are able to make each student feel as if their needs are a priority.
- 5) Exhibit high level of organization

Top Honor

Cathleen Prudhomme was identified with 16 stories of excellence and 47 references to excellency drivers.

She later said that, "what you did was to hold up a mirror to us, and I truly believe that one hour and a half will produce some profound changes after you have left. I have often become frustrated and impatient when some staff or faculty put obstacles in my way to serving the needs of our students at Thunderbird, and I have a feeling that some of the walls melted away..."

Judy Johnson also had 16 stories of excellence with 25 references to drivers.

Honorable mention

Debbie Parris, Academic Advising; Sunny Christofferson, Student Services; and, Cheryl Kibarlian, Financial Aid.

SEEKING EXCELLENCE IN CMC

Top 5 Drivers

- 1) Building relationships, interest in students, approachable;
- 2) Mock interviews, seminars, classes, workshops;
- 3) Accessibility, proactive;
- 4) Referrals, personal introductions, calls;
- 5) Honest feedback, candid

Top Honor

Kerry Sanderson had 16 stories of excellence with 56 references to drivers.

Honorable mention

Mark Towsley, Kip Harrell, and Jason Passe.

SEEKING EXCELLENCE IN FACULTY

Top 5 Drivers

- 1) Challenges, motivates, engages students;
- 2) Relates class to real world;
- 3) Builds relationships with students;
- 4) Clear and organized; and,
- 5) Involved and accessible outside of class.

Top Honor

Professor Barbara Pettit had 21 stories of excellence with 63 drivers identified.

Dr. Pettit told the team that, "I would like to thank you and your teams for the outstanding job you have done. Until yesterday, I had no idea that such a comprehensive project was under way. More importantly, this was the first time that students, staff and faculty spent an hour and a half talking about the positive things that happen on this campus. Sharon, your last words were very important for the faculty, making a positive contribution to the students' learning experience is one of the key reasons why most of us chose this career."

"Last, I am very honored of the award you gave me yesterday, it means a lot to me. I am sure that the drivers of excellence you identified will help us to improve the students' experience and I will keep this as a major goal in the future."

Honorable mention

Professor Anant Sundaram and Professor Graeme Rankine.

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SE Project teamleaders

Fernando Alandia

Tania Baetjer

Jessica Berrios

Nikola Boehm

Sarah Cody

Kenneth George

Rahul Goel

Nikolaus Hagleitner

Kol Harvey

Jennifer Kehl

Christy Kong-Eaton

Jeannette Lombardo

Dori Merifield

Jeffrey Ostaszewski

Nilsa Sanchez

Sonal Singh

Natalia Tafur

Jill Zabloski

Thank you to the 101 students who participated in this project

Special Thank you

Prof. William Youngdahl

Dr. Kay Keck

Kip Harrell

Tim Propp

Dr. David Bowen

Catherine King-Todd

Sharon Jayakumar

Cara Coffee

Socorro Meek

Doohyun Cheon

Sheila Oh

Tanya Baker

Carlos DeJesus

Jason St. Louis

Kristen Jarchow

Ronald Schuler

Greg Stolle

In addition, thank you to all those in attendance on April 15th and the incredible amount of feedback and support.

New TSG Already Working to Represent Student Body

REGULA SCHEGG
Switzerland, Winterim '05
President Elect, TSG

The trimester is over and I guess we all agree that we deserve a "long" two week break. I truly hope that it has been an amazing 14 weeks for all of us, with many good experiences and learning opportunities, both in and out of class.



Regula Schegg

The elections for the new TSG happened only three weeks ago, however, the Vice-President and I are already preparing for the new trimester to come. There will be many opportunities for all of us to join in and contribute to the development of the school. We look forward to your inputs, since our purpose is to act on your behalf.

In reflecting on what has happened in the last couple of weeks, looking specifically at the election process and the transition period, our commitment to serve on TSG has already paid back, and we all are very excited. The next two trimesters will be a tremendous chance for all of us, not only for the students serving on TSG, but also for everyone who wants to contribute to work toward excellence. With our newly gained financial strength and Dr. Cabrera joining us in August, there will be enormous opportunities to improve certain aspect of our education.

Without going into detail about what specific projects the new TSG will work on, it is our utmost goal to make the students' voice heard and to ensure that our opinions are considered in the important decision which will be made over the next few months. The new TSG team looks forward to working constructively together with all stakeholders to make this institution not only excellent in terms of

curriculum, but also in regard to cultural experience. Learning in class is very important to gain credibility in the business world. However, I consider the most added value to all of us to be the cultural interaction and learning opportunities.

I would like to take this chance to introduce you to those students, who have been appointed as new TSG members and have already accepted their positions (see below). We are still in the process of recruiting and will let you know as soon as the remaining positions are filled. I want to thank everyone who has shown interest in our work by either attending the president's debate and election or by applying for one of these positions. It is this election process, and your involvement in it, that is crucial for future development of the school and the importance of TSG. We hope that all of you will show up at our doors, and share your experiences and ideas with us.

The current TSG has not only launched and implemented excellent initiatives like Seeking Excellence or the Global Council Student Involvement Plan; it also has succeeded in gaining credibility and trust in working together with the Administration and Faculty. It is our intent to build on these relationships and ensure that the students' voice will be heard and considered.

I would like to thank the current TSG very much for their efforts on behalf of the student body. Their professional and passionate engagements have laid the groundwork for the path to come. Sharon and her team have done an excellent job and added significant value to our future. They opened the doors for us and have enabled us to continue their mission - hopefully at the same high standard. Again I would like to thank you very much!

RSchegg@global.t-bird.edu

Managing Your Money

TREASURER

EUGENIO BRAUNER

1) Budget Allocation Process Revisions (with SAC): Improved transparency across the entire budget allocation and reimbursement process. Implemented budget standards based on category



Eugenio Brauner

percentages derived from core priorities, such as school branding, and professional activities.

2) Introduction of Re-allocation Plan: To counter the historical problem of a trimester-end balance of unused funds, created a plan to reallocate unused funds throughout the trimester to other clubs and initiatives that would maximize use of the student activity fund.

3) Separation of Funds: Creation of new functional accounts to ease transition between trimesters and foster transparency in internal book-keeping.

The TSG final Spring 2004 budget will be posted on TSG's MTB page.

EugenioBrauner@global.t-bird.edu

Your Summer TSG

Regula Schegg, President
Marcelo Iglesias, Vice President
Joseph "J.T." Lee, Rep At Large
May Lee, Asia/Pacific Rep

APPOINTED CHAIRS & REPS

Academic Affairs Chair - Nikola Tchouparov
Africa Rep - Choysandra Perry
Alumni Relations - Chris Liu
Europe Rep- Christophe Servais
I&IT - Doohyun Cheon
Marketing - Geoffrey Gougion
Speaker Rep - Kent Wong
Student Activities - Maria Campanico
Treasurer - Michel Salgado

Applause for the Speaker

SPEAKER REPRESENTATIVE
JEREMY TERR

1) Video Teleconference (VT) Facilities: Made available to all clubs, free of cost. Brett Beyers, the A/V Technician assured that funding could be secured if there was student interest and faculty support.



Jeremy Terr

2) Corporate Governance Faculty Speaker Panel: With discretionary funds, the Speaker Representative should proactively seek out events of interest to the student community. This Spring, a Corporate Governance Faculty Speaker Panel was organized. This year's event appropriately compliments the first annual Net Impact Social Venture Business Challenge.

WORK-IN-PROGRESS

1) The single greatest recommendation I would make to the future TSG folks would be to Liberate the Speaker Budget. As stated

earlier under "Action," the idea should be to provide 30% pre-approved funding to those clubs with confirmed appointments, but allow the rest to be flexible enough to be allocated rapidly to those active clubs, which find and recruit quality speakers at later dates during the trimester. The full 10% should be maintained. The reason such an abysmal rate was used this trimester was because we did not have the flexibility to allocate funds to flexibly and rapidly.

2) Due to the recurring problem of attendance, I would recommend considering a requirement that all students attend at least two Global Forum Speaker series events. An alternative approach would be to include Club Speaker Events as applicable to satisfy the mandatory two event minimum. The next TSG Speaker Chair should consider this approach or/and call other MBA programs and ask them how they recruit attendance to events. What is the benchmark?

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TSG would like to thank the following people for their support and strong student orientation:

* **Kay Keck** for your belief in TSG, strong support for our initiatives and an open door at anytime.

* **Joe Miller and Sunny Christofferson** for your willingness to make things happen, sense of humor and regular attendance at TSG meetings. Your enthusiasm and dedication in supporting TSG in making a difference. Sunny, thank you also for making it possible for us to get our very own TSG events email off the ground.

* **Dr. Herberger** for including student representation in all areas and taking the time to appreciate.

* **Jennifer Hollingsworth, Kim Collens and Karen Tisdale** for your support in coordinating busy schedules and also for your ready smiles!

* **Torrey Mann** for your willingness to help anytime we needed to distribute material to faculty.

* **CMC, Marketing Team and Alumni Relations** for taking time out to attend TSG meetings regularly.

* **I&IT and Facilities** for helping set up all our events.

* **John Seybolt and Barbara Stevenson** for helping initiate student interface with the TGC and helping bring great speakers on campus.

* **Global Council members** for your strong student orientation, especially **Richard Gallio and John Hendrickson.**

* **John Berndt**, Chairman of the Board of Trustees, for always being keen on listening to the student perspective and for appreciating our efforts. Thanks also to **Dick Snell** for including the student perspec-

tive in the search for a new president.

* **Kristen Jarchow, Michelle Olson, Diana Rittenhouse, Belinda Gleason and Ken Lambert** for keeping TSG in the Marketing loop.

* **Jason Passe, Kerry Sanders and Kip Harrell** for being supportive of the ideas and initiatives that the TSG has brought to the CMC.

* **Laurna Drake, Carlos DeJesus and the I&IT team** for helping with new equipment purchase.

* **Dr. Femi Barbarinde, Dr. David Bowen and James Scott** for helping address academic issues and **Katherine King-Todd** for your help with the scholarship committee.

* **"Seeking Excellency" Project supporters:** Prof. William Youngdahl, Dr. Roy A. Herberger, Dr. Kay Keck, Kip Harrell, Tim Propp, Dr. David Bowen, Catherine King-Todd, Socorro Meek, Carlos DeJesus, Jason St. Louis, Kristen Jarchow and Ronald Schuler.

* **"Win That Competition" Project Supporters:** Dr. Kay Keck, Joe Miller, Professor Ettenson and Professor Inkpen.

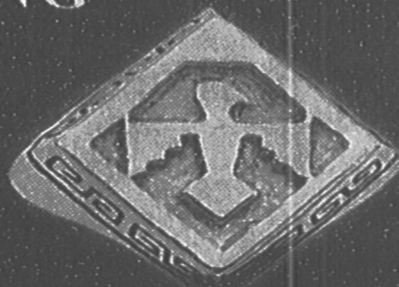
* **Professors Richard Ettenson, Joe Cavinato, Glenn Fong, Stefan Michel, Anne Stringfellow and Pricilla Wisner** support for involvement in value-added student activities.

* **Socorro Meek** for bringing order to our chaotic days and for her constant flexibility.

* **A supportive student body and students** that went above and beyond to make a difference at Thunderbird.

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PRESIDENTIAL ACTIVITIES SHARON JAYAKUMAR

1) Presidential Search: Member of the Search Committee for Thunderbird's new president - applicant selection, 1st round interviews, final round on-campus interviews, student focus group and Search Committee recommendation to the Board of Trustees.



Sharon Jayakumar

http://my.t-bird.edu/files/content/95546/Via_Papero_Issue_Tree.pdf

2) Thunderbird Global Council - Student Involvement Plan:

Developed a plan for further TGC involvement in areas that immediately impact students and received commitment from Thunderbird management and TGC members.

Involvement will be in the areas of recruitment, client projects within the curriculum, speakers and campus activities, etc. through TGC member companies.

Follow-up to be continued by future TSGs and various departments in administration.

http://my.t-bird.edu/files/content/95546/TGC_Student_Involvement_Plan.pdf

3) Student Representation to the Board of Trustees (BOT) and Thunderbird Global Council (TGC):

TSG will now have a 20-minute presentation to cover student highlights and lowlights at all future semiannual BOT meetings.

TSG will also have a working lunch to present new ideas and initiatives, student highlights and lowlights to TGC members.

4) Resume Book:

Developed the opportunity to provide student resumes to Thunderbird Global Council (TGC) members.

5) "Nail That Job Workshop:"

Career workshop for four functional areas conducted by professors and CMC counterparts in an effort to foster a cross functional approach to student careers.

6) New Budget Model:

All spending will now be presented as a percentage of total amount for better decision making and more transparency in allocation.

Included budget items like "Competition Fund" to support student participation in competitions, "Chair Core projects,"

etc. Cut TSG administrative funds to better manage costs.

7) Meetings Institutionalized:

Student Town Hall with Thunderbird Management.

Cross Functional Team meeting between heads of all departments and TSG to represent student issues.

8) Process Efficiencies:

All five first trimester representatives are now assigned to a TSG chair to ensure their participation in key focus areas as well as to develop a future leadership pool from within.

Instituted presentations at TSG weekly meetings, from all TSG members, on focus projects to enhance internal communications and develop accountability.

Instituted "Chair Projects" for Chair members to complete one or more key project per term.

9) Representing Students on Committees:

SWAT Marketing team: together with members of administration and marketing developed and implemented projects to enhance the T-bird brand and improve rankings.

Garvin Gift celebration and student involvement.

SharonJayakumar@global.t-bird.edu

Monitoring Processes

VICE PRESIDENT FERNANDO ALANDIA

1) Strove to maintain an "open door policy" for all student concerns and operational needs of the TSG organization. Spent significant amount of time addressing last minute fires



Fernando Alandia

and creating tangible solutions with TSG officers as issues arose that required TSG action.

2) Graduation Party:

Team leader for the transition from the old Graduation Gala to a more responsibly financed party for the graduates.

3) Election Committee Head:

Responsible for the management of all TSG elections.

4) Budget committee member:

Assisted in the allocation and approval of TSG budget.

5) Restructuring of TSG bank accounts: Assisted Treasurer in reconciliation of TSG accounts and creation of a more streamlined banking system focused on improved budget management and accountability.

6) TSG Tower Rededication: Assisted the Representative at Large (RAL) in promoting and preparing TSG towers for a rededication with local community leaders.

7) Restructured TSG member terms: Worked closely with the RAL to create more streamlined terms for key TSG positions that will promote group synergies and accomplishments.

8) Mentoring program for First Trimester Representatives:

Assigned First Trimester Reps to areas of interest with TSG Chairs.

Created a discussion board for posting of new member issues. Created opportunities for mid-term reviews and discussion.

salandia@global.t-bird.edu

Keeping Students Informed

COMMUNICATION TANYA BAKER

1) Weekly Events Email: Streamlined communication of campus events by introducing weekly events email summarizing and linking to relevant information on MTB for each week of the trimester.



Tanya Baker

Worked closely with Sunny Christofferson to ensure staff and faculty are also kept informed on campus happenings

2) Via Papero:

Editor for TSG's monthly newsletter. Created electronic archive for VP on TSG main page.

3) TSG Handover: Coordinated collection of information from current TSG team to ensure smooth transition between incoming and outgoing student government.

4) Keeping student body informed and involved: Aside from leading communications efforts with students for all TSG sponsored events, I worked to keep students informed about how best they can publicize their events to the student body by promoting the use of MTB news items and the calendar, and by encouraging attendance at our weekly TSG meetings.

Tanya@global.t-bird.edu

Maintaining IT Systems

I&IT DOOHYUN CHEON

1) Foundations Slide Show:

Created slide show introducing entering students to TSG

2) New A/V equipment:

Upgraded obsolete equipment with '96 alumni gift.



Doohyun Cheon

Scheduled training sessions for handling the equipment.

3) Wi-Fi enhancement:

Survey for Wi-Fi satisfaction level creat-

ed and distributed via MTB.

4) MTB Introductory Sessions: Individual and group sessions held to help students utilize MTB - finding information and creating better MTB pages.

5) E-learning Enhancement: Encouraged use of Tegrity by professors. Examined feasibility of inter-campus sessions.

WORK-IN-PROGRESS

MTB Introductory Sessions: Individual and group sessions for utilizing MTB--Recommend regular sessions for club managers each trimester
dhcheon@global.t-bird.edu

First Trimester Representatives' Accomplishments

HENRY KENYON

Completed Projects

1) Helped sell Thunderbird Rugby memorabilia during the old boy reunion, helped in general provision of services during old boy reunion and general rugby games, involved in organizing the Kachina rugby 7s tournament, promoted the Kachina 7s in *Das Tor* (April 7, 2004 edition).



Henry Kenyon

Read Giselle Schmitz's accomplishments as a First Trimester Representative, assisting the CMC on page 14.

APURVA KHANNA ASSISTED TREASURER AND STUDENT ACTIVITIES CHAIR

1) Budget spreadsheet (calculated burn rates for all the clubs): Created template for the clubs with all the information that is required to organize any event, worked on recommendations for collecting future budget estimations from clubs to ensure decline in budget surplus and ensure optimal utilization of funds by clubs.



Apurva Khanna

2) Helped with the marketing initiative at the pavilion.

3) Promoted all TSG events and activities, helped organize the Kachina 7s and India Night.
ApurvaKhanna@global.t-bird.edu

ROSS YUROVSKIY ASSISTED ACADEMIC AFFAIRS

Completed Project

Managed IBIC service improvement project: Collected student feedback and formulated a comprehensive list of desired improvements to the IBIC management. A total of six students with different cultural backgrounds who spend significant amounts of time studying in the IBIC were selected to participate in focus groups.



Ross Yurovskiy

Several suggested improvements have already been implemented, e.g. ordered more copies of the most popular textbooks, more subscriptions for *FT* and *WSJ* have been purchased,

JENNIFER HILL

Completed Projects

1) Active participant in all TSG events including: Marketing Club, TEC, Regional Nights, and Sports.



Jennifer Hill

Helped Henry with the Rugby Club initiatives.

2) Currently creating a "How to Promote Campus Events" sheet that will be included in all clubs' files.

3) Grad Party Committee: Organized an "American Easter" for students at which 35 countries were represented.

4) Working with a professor in bringing software that will benefit students into circulation - introduced it to my team for projects.

Other Activities

5) Involved in internship referrals. (6) Helped with the Town Hall meeting: Writing and forwarding on student questions. (7) Organized a First Tri "Night out."

jenniferhill@global.t-bird.edu

old abandoned bikes from the bike racks in front of the IBIC have been removed, etc. Other suggested improvements may take up to several months to

install (flash drives, furniture, new Bloomberg classes, etc.)

RYurovskiy@global.t-bird.edu

Leading 33,000+ T-birds

ALUMNI RELATIONS
RACHEL CLAPP

awarded in the Spring 2005
trimester.

1) *Networking with Alumni Panel:* This was a TSG and Alumni Relations Office organized event. Promotion and other details were handled by GWIB and the Rugby Club. The four



Rachel Clapp

panelists represented diverse industries. We had Erik Sebasch '01 from UPS, Anna Arellano-Payne '97 from American Express, Michael Rubel '01 from Michelin, and Joy Lubeck '86 from Thunderbird Corporate and Foundation Relations. Each panelist shed light on the complex world of networking and gave useful tips. This turned out to be the small details that make all the difference, such as thank you notes and focusing on building a two-way relationship.

2) *Janus Project:* This student run initiative started in Fall '03. The originating committee was Abe Jacob, Deirdre Daly, Jeff Boyd, Christian Kasparian, Rachel Clapp, Nikola Boehm and Nikolaus Hagleitner. The purpose of the initiative is two-fold. First, it is intended to initiate the spirit of giving back to the school. The second goal was the foundation of a scholarship fund that is awarded to students who are active leaders on campus. The initial proposal was to design the fund as a gift from the starting class of Fall 2002. Project Janus raised \$7,000 in cash and pledges, and achieved 20% participation of the Fall 2002 class. The first scholarship will be

3) *Garvin Gift Participation Drive:* While Project Janus sparked tremendous interest in raising rankings by increasing participation rates, the TSG took the concept one step further. As students, we wanted to give the Garvins a map in appreciation of their donation to Thunderbird. More importantly, however, we wanted to continue the spirit of giving and emphasize the importance of participation. The Garvins may have donated a large sum, but they are still only 1 donor out of 32,000 alumni. By focusing not on the dollar amount of participation, but on the number of participants, we hope to show the Garvins and the rest of the Alumni Network how beneficial participating can be. Our goal is to give the Garvins the gift of 80% student participation, which will go to a scholarship fund.

4) *Alumni Relations Activities:* The Alumni Relations Office creates many opportunities for students to interact and network with Alumni, and also provides support to students who need help finding alumni. The Open House was a great way to meet the ARO staff and learn more about the resources available. In addition, while alumni were on campus, we facilitated opportunities for clubs to meet with alumni about specific projects. One alumnus from the NYC chapter agreed to speak about the Financial industry prior to the internship fair, as well as meet with several students while on campus.

roclapp@global.t-bird.edu

Spreading the Word

MARKETING

JAMES BRANDON KEEFE

1) *"Seeking Excellence:"* 15 focus groups conducted in Glendale and Archamps with over 600 stories of excellence to cross reference (on behalf of T-bird faculty, staff and students) to establish a culture of excellency at Thunderbird and brand ourselves as the global standard in international management.



James Brandon Keefe

2) *"Win that Competition:"* Financial and informational support to students wishing to compete in business plan and case competitions.

3) *Introduction of TSG to our new CMO, Ken Lambert:* Chair position and relationship established to link CMO, TMC, and the Marketing Chair.

4) *"SWAT Marketing" team:* Together with members of administration and marketing, developed and implemented projects to enhance the T-bird brand and improve rankings.

WORK-IN-PROGRESS

1) *"Win that Competition:"* Further develop the list of high profile competitions in which Thunderbird needs to be a part.

2) *"Seeking Excellence" institutionalization.*

3) *FLA, Fair Labor Association:* Thunderbird should be a part of this organization and promote their efforts with our apparel.

4) *Marketing to alumni:* Bringing together Development office and Marketing to ensure our alumni are receiving the best CRM possible anytime.

5) *Working with regional clubs:* Collecting key journals, conferences, and publications in regions in which Thunderbird should be publicizing our program.

JamesBrandonKeefe@global.t-bird.edu

Promoting Academic Excellence

ACADEMIC AFFAIRS
AMEDEO GAGGION

1) *FORAD Class Summer 2004:* After a long process that started in Fall '03, I worked with faculty and administration to ensure student needs are met and successfully pushed for offering a FORAD course with the same level of content / quality.

2) *IBIC Feedback Session:* Lunch session with IBIC director to identify the needs of students for information, services and possible use of Garvin funds for IBIC improvements.

3) *New TSG Exit Survey:* As a complement to the Fall of 2003 general survey, I developed a new survey to focus on CMC and student affairs. This will allow an objective review of the internal operations of the CMC to complement the more general Fall survey.



Amedeo Gaggion

4) *Scholarship Committee:* Improvement in transparency of process for Spring 2004.

5) *Course Pack Policy Implementation:* Following the Honor Council Global Ethics and Conduct Code implementation, derived new course pack policy.

6) *Dead Hour Policy:* Worked to ensure no make-up classes are scheduled during dead hour - this hour is dedicated to other events such as speakers, TSG sessions, town halls and student activities.

WORK-IN-PROGRESS

1) *Integration of Coursepacks and Books within Tuition Fees:* This project is still in development and is awaiting elimination of article duplication within courses by academic area coordinators and Dr. Babarinde, as well as guarantee that all material in the coursepacks will be used during courses.

2) *Professors' Academic Accountability:* This process was presented to the administration and is intended to guarantee that there is uniformity of learning between sections taught by different professors. The project has been presented to administration and we have the promise of Dr

Bowen that he will follow up on this.

3) *Tegrity Video Use:* The objective is to use the Tegrity video as a complementary tool to cover all the lessons of a class, while at the same time being available to students in the future as a consultation source. This project initially did not receive a positive response from administration as it was felt that it was very expensive and would not add value to students. However, after persistence by TSG, Dr. Keck and Dr. Babarinde agreed that this is an important proposal that will add significant value to students.

4) *Structural Changes to the Curriculum:* Based on last year's survey of classes and curricular modifications that will fit with the requirements of students and employers.

5) *Policy of Grading Transparency and Return of Final Exams:* The project objective is that all exams and papers should be returned to students on a permanent basis. Additionally, we want to emphasize that the grading process should be transparent to all students.

AmedeoGaggion@global.t-bird.edu

Facilitating Active Student Involvement

STUDENT ACTIVITIES
JESSICA MCCOY

1) *Student Activities Communication Plan:* As part of an integrated plan to improve the budget allocation process and club spending procedures, we created a transparent system of communication between Club presidents and TSG. Major deliverable was the creation of detailed Budget Allocation Letters with contractual agreement between TSG and club presidents regarding allocations, with hard copies sent to presidents and electronic copies distributed to all stakeholders.



Jessica McCoy

2) *Global Council - Student Activities Involvement:* As part of TGC Involvement Plan, developed detailed plan and incentives for integrating TGC members with student clubs and activities. For the most recent TGC meeting in April, designed, produced and distributed easy-to-use "menu" of involvement opportunities for TGC members with student clubs and activities. Out of this meeting was contacted immediately by TGC members wishing to mentor clubs and arrange "round table" chats with students.

3) *Graduation Party Communication:* As member of Graduation Party Committee, developed survey and class discussion board to facilitate communication between graduation party committee and Spring 2004 graduates.

4) *Pre-MBA Early Involvement Project:* At the start of the Pre-MBA program, made a formal presentation to entering Pre-MBA class demonstrating range of activities for new students to integrate with T-bird student body and to improve their language skills. This is an excellent opportunity to involve new T-birds at an early stage in their T-bird lives.

5) *Spring 2004 A/V Purchase:* Finally! Working with the I&IT Chair and with a great deal of help from the I&IT department, facilitated the purchase of new equipment to replace our antiquated stock. The new equipment is now here and available for student activities!

WORK-IN-PROGRESS

1) *Improved Signage System in Commons:* Objective: to replace or improve the current system of easels and posters that currently clutter the entrance to the commons. This trimester was spent investigating options and feasibility. We are currently looking into placing large flat-screen displays on the walls of the commons that will flip single slides of campus events. This will be a drastic and modern improvement

to our current system. Status: price shopping screen / signage systems.

2) *Mainstreaming Promotions Process:* In conjunction with first trimester representatives Jennifer Hill and Apurva Khanna, developing a better system of promoting campus events. The main deliverable will be a simple-format menu of ways to successfully promote on-campus events (i.e., weekly email, MTB promotion, campus stuffers, etc.) so that student planners will have access to a single list of options to increase attendance at their speaker, regional, sporting, competitive, etc. events.

3) *Integrating Lessons Learned into Next Trimester Budget Process:* Together with the Treasurer, we are developing documentation of processes for this trimester to determine areas of improvement for future TSG Program boards. Status: Will transfer knowledge to new SAC and Treasurer at end of term.

JessicaMcCoy@global.t-bird.edu

These projects have been institutionalized, with back-end processes well in place in order to ensure continuity. The current TSG is using the final three weeks of this Spring trimester to ensure that a smooth handover occurs between this government and the incoming government. Complete details on projects to be continued and materials relating to these projects will be turned over to the new TSG team so that these initiatives continue to live after the current TSG members have left.

TSG: CMC, Exec Ed Accomplishments

CAREER MANAGEMENT

1) **Creation and launch of the Student Referral Program:** An initiative to pay students \$250 for their contacts when resulting in a job / internship for a current student.

2) **CMC Weekly Email:** Worked with the CMC to institute a weekly email to students and staff with an overview of the companies coming to campus, as well as highlights such as "Job of the Week" and "Job Tip of the Week."

3) **CMC Seminar:** Worked with CMC to create "Student Job Lead Exchange" discussion thread, as well as adjusting the seminar to have at least one course in the CMC building to acclimate students to the staff and resources of the CMC.

IanBolin@global.t-bird.edu



FIRST TRIMESTER REP

GISELLE SCHMITZ
ASSISTED CMC CHAIR

Completed Projects

1) Assisted at the TSG Town Hall, organized CMC Town Hall (including facilities planning, promotions and coordination with Kip Harrell at CMC).

2) **Worked on Student Referral Project:** Helped to design the program, reviewed rules and regulations of program.

3) **Changed CMC Town Hall format:** Set-up schedule for upcoming Town Hall events, worked with Kip Harrell on a standard format where time is split between TSG and CMC.

4) **Explored creating a student internship within the CMC.**

5) **Researched national speakers for CMC.**

6) **Developed Professor Career Promotions Program (concept):** Professors will volunteer to advertise job postings during class time, e.g. marketing professors will take two minutes at the beginning of class to mention job

EXECUTIVE EDUCATION

1) **Organized culture dinners:** Nine dinners total, representing the following countries / regions: India, China, Latin America, Western Europe, Eastern Europe, Middle East, Africa, Japan, and Korea, with companies including Exxon Mobil, Baker Hughes, American Express, Honeywell and McDonald's.



Chris Liu (Nan)

2) **Honeywell Executive Seminar:** "The Real World." Three executives were invited to this event, Mike Speetzen, Frank Borovsky and Mark Chavez. (See article by Chris Nietopski in the April 7, 2004, edition of *Das Tor*.)

3) **Finalized the scorecard system for culture dinner participants.**

ChrisLiu@global.t-bird.edu

postings. Idea is to help create mentoring opportunities so students see the link between faculty and careers).

giselle@global.t-bird.edu

Tips for European Job Search

By **GLENN PETTYS**
U.S.A., Fall '04

On Friday, April 16th, John and Andrea Keller, founders of Career Opportunities International (C.O.I.), came to speak on a career in "executive search" and to give tips on how to get jobs in Europe.

Andrea, herself a former T-bird CMC staff member, and John were prepared to speak on what it is like to work as a recruiter and to talk about their industry. But after taking a poll and discovering that most of the people who attended were interested in hearing about how to search for jobs in Europe, they changed the focus of the talk and did their best to inform the students on successful job search techniques. In addition to saying a lot of what we've heard from the CMC, they gave a European focus to the recommendations as well. For those who missed the presentation, I'll summarize:

Don'ts

Don't expect flight reimbursement for an interview. Flights are not normally included in the interview process, since employers view the candidate as more serious if they're committed to buying their own ticket.

Don't cold call. You're just wasting everyone's time.

Don't over-sell yourself, be honest and don't exaggerate. What's seen in the U.S. as a "go get 'em" attitude and a readiness to do anything, comes across as boastful and arrogant to an average European.

Do's

Even though English is the defacto language of business, send your resume in English and in the local language.

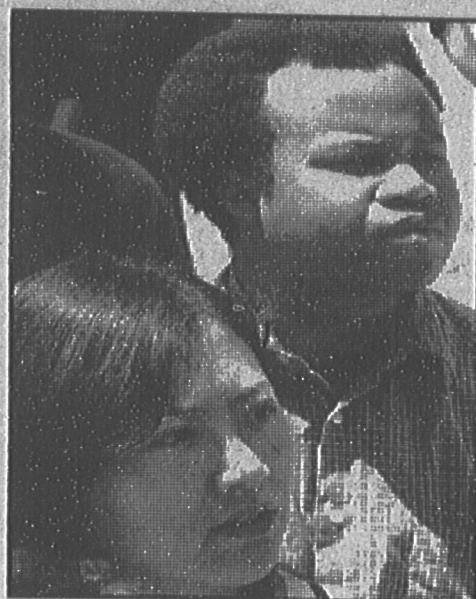
Have "a story" - Why do you want to go to Europe? Why should we take you over a local? Tailor your resume individually and don't spam.

Different questions are asked in Europe: are you married, how old, what is your religion, do have or are you planning on having children? Offer this info in your resume and save them the time.

They also had an interesting bit of insight on how T-birds are perceived by their customers who place T-bird graduates: T-birds are said to be more "hands on" than other candidates and are more willing to get their hands dirty than candidates from other schools.

For anyone interested in pursuing a career in Europe after graduation, C.O.I. would be worth a visit in helping you get there. www.careeropsinternational.com. C.O.I. was formed in 1998, and is a firm specializing in finding candidates and executives with international educations who look for jobs all over the world, or for multinationals who are expanding outside the U.S. C.O.I. specializes in placing candidates in IT, engineering, e-commerce, telecommunications, marketing, banking and general management in a variety of industries.

glennpettys@global.t-bird.edu



Focusing on the camera all grad photos by Martha Sheehy



With the stress of classes over, grads are all smiles



Jill Ruprecht joins the guys for a laugh



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Ruggers Sprint to the Finish in Kachina 7's

By **KENNETH GEORGE**
U.S.A., Spring '04
RFC President

This year has been a huge success for the team as we placed third at the international championships at Duke and we would like to thank all the fans that have been on our sidelines every weekend supporting us.

This past weekend (April 17) saw the close of the Spring 2004 Rugby season. This year's 26th annual Kachina 7's added a new twist to what has become one of Arizona's most fast paced tournaments between men's club teams.

This year we hosted six high school teams from across Arizona and Texas in a round robin tournament held before

ours this past Saturday. This mini-tournament is an example of the continual growth of rugby as a sport throughout the traditionally non-rugby U.S. But, the Kachina 7's saw 10 teams from eight different clubs compete in a very different type of rugby than we typically play.

"7's rugby" is a seven on seven match that has two seven minute halves. The typical rugby the team normally plays has fifteen players on a side and each half is forty minutes. "7's rugby" is best described as a fourteen minute sprint. The lower number of people for a shorter period of time makes the game a very fast, action packed event.

The tournament was won by Red Mountain and Thunderbird placed third after a

loss to Yuma in the semi-finals. However, the favorite team of the tournament was the Pickhead RFC, which was made up of local firefighters.

The tournament highlighted the evolution of the newest T-bird players from never having played to being skilled key players, including a first-time try by Matt "Barnie Rubble" Berg and a cut and run try by Cuatro "B.S." Tolson. We had a tough loss in overtime to Camelback after a drop kick shoot-off, but ended up winning the other two set matches. Overall, a great day of rugby and fun.

See you in the Fall.

kgeorge@global.t-bird.edu



The Thunderbird Spring 2004 Rugby Football Club (RFC)

Thunderbird World Cup: A Novice Gets Exposed!

By **RACHEL CLAPP**
U.S.A., Spring '04

At 6:30 a.m. on Saturday morning, April 17, I hopped in the grape (my ever attractive purple Probe) and made my way to the Starfire golf course in Scottsdale. I was certainly jittery as I made my way to the clubhouse to find out with whom I would play. This was my first golf tournament. With a bit of reluctance, I agreed to play, assuming that Thunderbird is the safest environment to play in a tournament before I'm in the real world and doing this for the first time with my boss, colleagues or important clients.

I'm not a strong player, in fact, I picked up a club for the first time here in Fall 2002, when I started to go to the GWIB golf clinics.

Well, I was pleasantly surprised at how supportive my fellow T-birds were! In true T-bird style, they guided me through the 27 holes. My partner for the first 18 was Ben Johnson, who gave me great pointers and made up for my mistakes. We had stiff competition, playing against Evita Sideri and Alexis Gonnat.

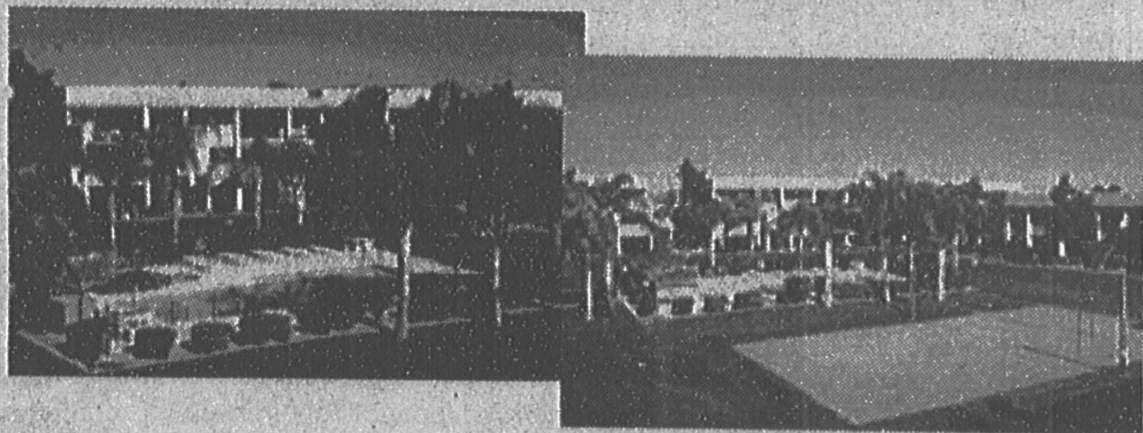


Rachel Clapp

I loved seeing how enthusiastic the golfers were. We were playing for the World Cup: the International team against the American team (see photo below of the participants). At lunchtime, Team U.S. was ahead, but the International team tied things up after the 9 holes in the afternoon. We played a sudden death hole, with Evita Sideri representing the International Team (and handling the pressure extremely well, I might add!). Dan Bocwinski represented the U.S. team, and won the hole by inches!

My fellow T-birdies were excited to see a newcomer to the sport, and I must admit, their support has prepared me for anything! It's a testament to what Evita Sideri and Betsy Hoag have achieved with GWIB Golf: there is hope for newcomers. We truly can prepare for those business outings on the golf course. Shane Jacob, Andrew Dicello and Shun Mawatari planned a wonderful day on the course. I couldn't think of a better way to spend a Saturday ...even after waking up at 6 a.m.

roclapp@global.t-bird.edu



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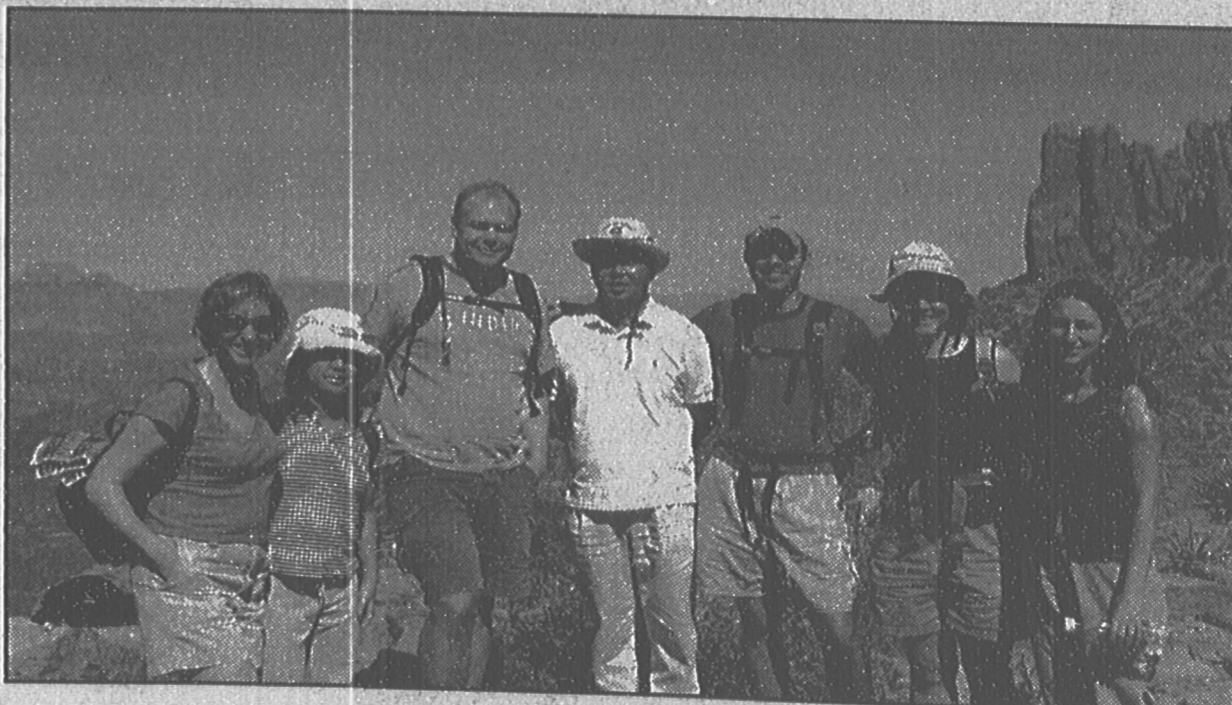
6451 West Bell Road - Glendale AZ, 85308

office@eaglecrest-aps.com

Call: (623) 878-1457



The tournament participants get instructions before play begins

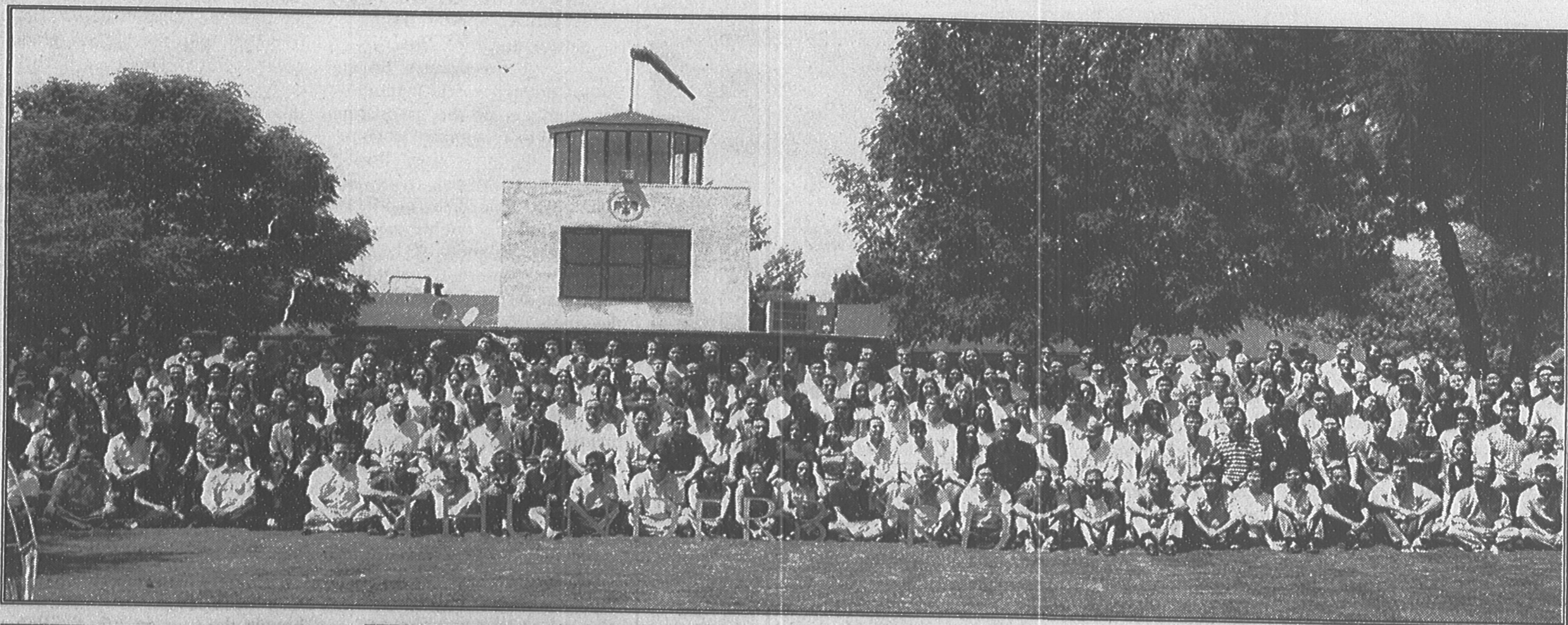


The Mountain Hiking Club went to Flatiron mountain, just before Canyon Lake in the beginning of April

photo submitted by Jaekyung Park

GRADUATES

Das Tor Applauds Thunderbird's Next Alumni



Sharing memories before the trimester ends

Is it a tennis match or a graduation photo?



Thumbs up to the graduates!



One can only guess what Brad Heaton, Jens Garberding and Christian Kasparian are looking at!



Early arrivals get front row seats



Trying to catch a moment for the camera can be difficult



The Thunderbird line-up
all photos of graduates by Martha Sheehy, Marketing Department

Dr. Herberger Shares His Goodbyes

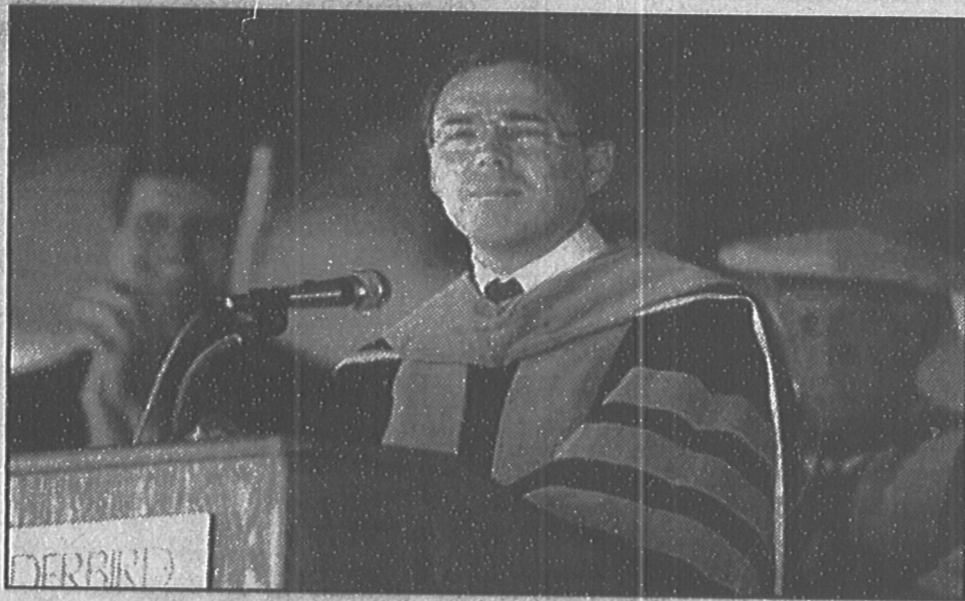
Dear Students,

Nothing quite compares to having to say goodbye to people and organizations you really like. For me this is a special season of goodbyes as I join you in moving on to other challenges that this wonderful world will provide. I want to thank so many of you that have caught the Thunderbird spirit and thrown yourselves into making the school a better place.

Each class has the same character of love of cultures, of adventure, and the promise of things to come. And each class has uniqueness that makes it easy for us to remember you.

The class of Spring 2004 will best be remembered for the creativity and sense of quality that you put into your clubs and organizations. The Rugby club, GWIB, THINC, the Entrepreneurship clubs, to name a few, are standing symbols of your spirit and the genius of Thunderbird.

I was particularly moved by our student's efforts to



Dr. Roy Herberger at Thunderbird's 1989 Commencement Ceremonies (photo provided by Nelda Crowell, Archives)

honor excellence in the classroom and in the staff who support our faculty and students. Nothing carries more impact than recognizing people and showing your gratitude.

We will soon celebrate the beginning of a new era for Thunderbird with the coming of a new President and the energy and ideas that he will bring. It gives me a silent peace to know that he

will be welcomed by a student body just like you, who have embraced the history of this great institution while helping to continuously shape its evolving future.

My best to you as you move on to your new futures and your new relationships.

Sincerely,
Roy A. Herberger, Jr.
President.

Being an Ideal Thunderbird

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

At this year's Spring 2004 Commencement ceremony, six members of the graduating class will be recognized as nominees for the prestigious Barton Kyle Yount award. *Das Tor* determined five of the candidate names, but was unable to reach Dr. John O'Connell [C.V. Starr Chair of International Risk Management] for comment on the sixth. The nominees are: Matt Barga, Ann Dushane, Sharon Jayakumar, Jeff Mathers, and Greg Stolle.

This award is given to a member of the graduating class to preserve the ideals of the first president and founder of Thunderbird. This award honors Lieutenant General Barton Kyle Yount, who saw an opportunity to build the first exclusively international business school. The winner is elected by a vote of faculty as the Thunderbird who most closely adheres to the ideals of the founding president from the standpoint of scholarship, accomplishment, and character.

The criteria for the award do not set baselines for the three categories of scholarship, accomplishment and character.

"What used to happen, until a few years ago, was the nominating faculty member did a 'why I think this person deserves to win' speech. Now, faculty members nominate students and Dr. O'Connell goes back to the nominees and gets their resumes and descriptions of their campus activities," said Dr. Kay Keck, Vice President Student Services and Program Support.

There is no limit as to how many students can be nominated; but, each graduating class usually has an average of five to seven nominees.

All faculty are invited to nominate students and vote. There are no criteria for what percentage of faculty must vote for the results to be valid or by what percentage the winner must win. It was not made clear what happens in the case of a tie, as various sources said "there was a tie this year," and there "has never been a tie." Dr. O'Connell, who solely administers and oversees the BKY Award process, was unavailable for comment.

While there is no fortune to accompany the fame of winning this award, Dr. Keck said that, "the neatest thing for the winner is to become a part of the cadre of BKY winners," citing such benefits as BKY reunions, a BKY discussion board for previous winners, as well as an internal mentoring program.

At present, there are no other awards for graduating students, Dr. Keck said. The EMBA graduating class recognizes its most outstanding graduate student with a separate award.

The Barton Kyle

Yount award is not the same as naming the class valedictorian (member with the highest grade point average). However, historically, the winner has a high GPA, possibly showing a favoritism by faculty toward the academic side of the criteria. There is an award given the semester after for the graduating class member with the highest GPA; this award is the Alfred Knight Award.

The United States Air Force Academy, which Lt. Gen. Yount helped found, also gives its outstanding student a Barton Kyle Yount Award.

It was Thunderbird Field's commander, Lt. General Barton Kyle Yount, who first envisioned a private business school; he believed that building global relationships and a worldwide economy offered mankind its greatest hope of preventing future wars. Yount and his band of devotees petitioned Congress, bought the base on July 8, 1946, assembled a faculty, curriculum, and student body, and began classes at the then named American Institute of Foreign Trade just three months later on October 1.

People have said of Lt. Gen. Yount that "His ideals were so high, his motives so unselfish that I am sure all who came under the influence of his personality will continue to feel the inspiration...He was the epitome of what a man should be."

A New York bank executive said, "he represented the very best - completely honest, uncompromising in his sense of duty, completely fair, selfless and humble to a degree that produced that rare combination of gentleness with strength."

If not for the open-mindedness exhibited by Lt. Gen. Barton Kyle Yount and the opportunity he saw in the Sonoran desert, Thunderbird might not be as we know it today. It is this vision that drives us toward exciting, new possibilities in management education. It is this vision which is exemplified and recognized in the Barton Kyle Yount winners.

meganstaley@global.t-bird.edu

"The Original Thunderbirds." *Thunderbird Magazine*. Vol 54, No. 1, 2000. http://www.t-bird.edu/about_us/publications/tbird_mag

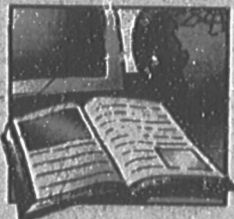
Other sources consulted were "Thunder Founder Lt. Gen. Barton Kyle Yount Was A Visionary." *Thunderbird Magazine*. Vol 55, No. 3, 2003 as well as written information provided by Dr. Kay Keck.



Brett Penfield and Vikki Yeh

The IBIC and Alumni: Information at your Doorstep

Books & Bytes News from the IBIC



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

There are many changes we will have to face when our MTB status changes from students to alumni. One of these changes will be the types of IBIC services that are available to us.

Database Access

Those databases you have grown to love and rely upon will not be available for free. The sole exception is EbscoHost, accessible through the IBIC's MTB page. EbscoHost includes *Harvard Business Review*, *the New York Times*, *the Wall Street Journal*, *The Economist*, *Business Week* and *Christian Science Monitor*. You can subscribe to Factiva for \$69/year and will have the ability to view headlines and abstracts; to view a

complete article, it will cost \$3/article. Through negotiations between the Alumni Relations office and the individual vendors, alumni are eligible for discounted subscriptions to other IBIC databases; call each company individually to find out the rates.

Alumni do not have free access to all the databases due to the legal agreements issued by the vendors. Circulation privileges change as soon as we become alumni. Because of the demands and needs of enrolled students, books, videos and other materials are not circulated to alumni. If you are in the area, you can visit the IBIC for access to all databases using the six terminals in the lobby. Please note, however, that these databases are available to you for your personal use or for the job search; use of the databases for commercial and business purposes is a violation of the IBIC's agreements with the database vendors.

IBIC Services for Alumni

Because our access to the AskIBIC Discussion Board will be removed, the IBIC provides similar services through its Business Information Service (BIS) (www.t-bird.edu/bis/). This

is a secondary research service specializing in business and international management; the IBIC provides this service on a fee basis. Some standard packages include Company Background, Business Abroad, Country Specific Industry Overview, Country-Based Political Risk, as well as research tailored to your specific needs. More informa-

tion about the fee structure and special packages is available on the web site or by calling 602.978.7236.

One-Stop Shopping Sites

Two sites highlighted by the IBIC for research starting points include the IBIC Global Gateway and CEO Express. The former is a database of over 4,000 internet resources dealing with business, culture and language. The IBIC staff has reviewed and analyzed the contents and feel that the information listed is the best available. (Bookmark: <http://globalgateway.thunderbird.edu/>)

CEO Express has links to newsfeeds, business and technology news, stock quotes, reference links, travel sites and more (<http://www.ceoexpress.com>).

By going to the IBIC's site on Thunderbird's external website, alumni can access all the IBIC Guides that are available in the IBIC lobby, including the Alumni guide. Go to www.thunderbird.edu - About Thunderbird - Campus Resources - Library-IBIC - Guides.

Do not forget to check access provided by local libraries and public universities in your area. Also, large corporations often maintain libraries and subscribe to databases.

Information for this article was taken from "IBIC Services for Alumni: Info Guide 1" and the "Life After IBIC" presentation held this spring. Also referenced was the handout from this class, IBIC's Resource Guide No. 13, "Free or Low Cost Internet Services for Business Information." You can find this through IBIC's Business Information Service web site by clicking on the "news and info" button at the top of the page. meganstaley@global.t-bird.edu



Geraldo José Dos Santos, Carlos Spinel, and Adiel Avelar

T-bird Cheat Sheet: Your MBA in Less Than 1,500 Words

Now that you are re-entering the "real world," we at Das Tor thought we'd give you some parting advice to help you survive. Remember, the majority of the world has different definitions for terms and concepts we've learned. It seems current students do as well!

Accumulated Depreciation: The wear and tear on your body after 4 trimesters of drinking from Thursday evening through Saturday every week.
Alternate: How many tequila shots you have to do before the opposite sex starts to look attractive.

Black Scholes Model: Umm, what??? Not used (except in Finance 3) since dotcom bust.
Bond Liability: The mistaken thought that you can successfully navigate your walk of shame in 007 fashion, without running into anyone.

Book Value: The \$1 the bookstore gives you when you sell back your \$100 finance book.

Bottleneck: Men's failure to score at Thunderbird due to the male/female ratio (also known as the 80/20 rule).

Bull Whip Effect: Skipping class to cram for a test after drinking at the Pub the night before.

Business Cycle: Einstein's, Commons, Chipotle, Del Taco (repeat).

Business Ethics: Telling him/her you are married BEFORE you sleep with him/her.

Business Risk: Limiting your dating options.

Call Option: Your go-to drunk dial.

Capacity Constraints: One too many thunder-muffins.

CAPM: Used to determine optimal number of daily naps.

Chi Squared: The amount of caffeine that is necessary to pull an all-nighter.

CMC: Chasing Monetary Compensation.

Commodity: That messenger bag the Fall 2002 entering class got during Foundations.

Competitive Advantage: Being female at Thunderbird.

Competitive Advantage (alt.): Brett Penfield with a moustache.

Confidence Interval: Required number of beers needed to approach your preferred supplier.

Conjoint Analysis: The trade-offs between looks, wit, intellect and bank balance that one faces when dating a T-bird boy.

Continuously Compounding: Students, mounting annoyance with the "smart guy" going for the gold in class participation.

Cost Benefit Analysis: is having a blast and sacrificing two years of your career worth 20 years of debt?

Country Risk: The beta measure inherent in dating a jealous Latin boy vs. a perpetually hungover Caucasian.

Cross-Cultural Negotiations: Trying to get a date at Thunderbird.

Cultural and Language Tools: The various libations available at the Pub to acquire a preferred supplier.

Customer Relationship Mgmt: Making sure your MTB profile doesn't list your wife / husband's name.

Discount Rate: Saying, "Maybe that guy isn't so ugly" said on the last ThunderPub Thursday.

Entry Barrier: Middle Eastern Passport.

Eurodollar: This means that for every US\$3,000 you withdraw from your American bank account, it will afford you one night on the town at the Archamps campus.

False Advertising: When a guy is leading on women when he has a wife or girlfriend.

False Advertising (alt.): MTB

picture taken prior 20lb weight gain that bares little resemblance to current product offering.

Financial Risk: Dating a student with mounting loans rather than that sugar mama / daddy you met on the dance floor at "Barcelona."

Free Cash Flow: Honeywell execs at the Pub.

Growing Perpetuity: The increasing fear of not finding a job with graduation two weeks away.

Hedge: Applying to Guadalajara while awaiting word on your internship.

Hedge (alt.): Dating multiple people at one time.

Horizontal Integration: Productive studying in bed.

Hurdle Price: How many drinks you need buy a guy / girl before s/he'll have dinner with you.

IBIC: I Be IMing Constantly.

Inflation: What women try to achieve when they buy the WonderBra.

Inventory Valuation: Surveying the new students in the incoming class the first week of every trimester.

Law of Constraints: The effect of having an Art History major on your FORAD team.

Liability: Rugby tournament teams at the Pub.

LIFO: The behavior of students who have no idea what any of the questions on the final are.

Limited Liability Instrument: The beer that is ordered at the Pub versus the deadly Long Island Iced Tea.

Linear Programming: The bird dog effect.

Logistical Regression: The decline in your performance from 1st trimester to 2nd to 3rd to ...

Manual Simulation: A stress release for Thundermen experiencing bottleneck.

Marketing Mix: A cute outfit, smart conversation, bikini wax, liquid courage and your friends putting in some good words.

MBA: Married But Available.

Mergers and Acquisitions: ThunderCouples (green card included).

Opportunity Costs: Failure to answer the phone despite scheduled Friday morning interview.

Optimal Capital Structure: 2 Koreans, 1 Indian, 1 Latin and 1 American (English lit major preferred).

Positive Customer Lifetime Value: When a relationship extends past graduation.

Preferred Supplier: C'mon! That's too easy.

Product Life Cycle: 4 trimesters in Glendale.

Real Options: Limit the downside potential of your walk of shame after a raunchy night, by sneaking away before the sun is up.

Shorting a Stock: "Go Ugly Early."

"So far so good?": So far, not so good, at all.

Sovereignty at Bay: 2 words, Thunder Spouse.

Spell-check: Making sure a native English speaker is on your all-Asian (or fill-in the blank other) group project.

Standard Deviation: The curious phenomenon of every student having the same wrong answer on "individual" assignments.

Supply Chain Leadership: Befriending the Korean Mafia in order to get your hands on their Super Notes.

Synergy: The ability to use a paid internship for a four month vacation in the tropics.

T-Accounts: The credit card bill that you rack up at the T-bird Pub every Thursday night.

Take Home Test: Keg party and

BBQ.

T-bird to Perpetuity: Taking nine trimesters to graduate.

T-bird Swap: Locking in a sure ("fixed") win at the Pub, while simultaneously pursuing a higher-risk ("floating") endeavor.

Throughput: How many women / men you can manage to chat up in one night at the Pub.

Total Assets: The total package. (Which you will be hard pressed to find in the male species at Thunderbird.)

Total Corporate Risk: Too much time spent pursuing a career instead of a rich spouse.

Trait vs. Behavioral Research: Secretly Thunderstalking that hottie vs. casually observing him / her at the Pub.

Transformational Leadership: A phenomenon that occurs over the span of a student's time at Thunderbird in which one's team project participation declines from leader to slacker status.

Triad: Pub, B-Dorm, Indigo Creek.

Unaided Recall: Remembering the name of the guy / gal you spoke to for two hours the night before while drunk, without the use of thunderstalking.

Unemployment Rate: Excellent gauge of how much longer we can drink on a nightly basis.

VC Pitch: Speech that ends up in a pathetic beg for cash. Crying optional.

WACC: What you do to a guy at the pub when he pisses you off.

The above list is a combination of two collaborative efforts. Ginny Stern, Sean Daley and Clay Sass started the list over some beers at the Pub while Tanya Baker, Laura Boberg, Joy Burch, Nina Camera, Deirdre Daly, and Sharon Jayakumar rounded out the study sheet. List compiled by Megan Staley.

The Votes Are In! The Best of the Class of Spring 2004 Are ...

BEST
"All Around:"
James Keefe, Sharon Jayakumar

Cook: Apurba Dutta,
Gift Pattarapotiku

Dancer:
James Keefe, Alexis Glenn

Dressed:
Federico Spadea, Ladé Dada

Hair:
Andreas Apel, Yesica Schaaf

Partier: Alex Mailman,
Betsy Hoag & Tanya Baker (tie)

Personality:
Jamie Johnson, Kelly Turner

Sense of humor:
Brett Penfield, Cindy Liu

Smile: Jens Garberding, Joy
Burch & Yeolan Delapenha (tie)

Style: Jens Garberding,
Nina Camera (Does not graduate
until Summer 2004 but received
multiple votes)

ThunderCouple: Fernando
Alandia and Jessica McCoy

MOST

Argumentative:
Luis Carlos Barquero & Mo
(no females nominated)

Artistic: Andreas Apel, Julie Ng

Athletic:
Kenneth George, Tanya Baker

Dependable:
Andrew Dicello, Jessica McCoy

Friendliest:
Eugenio Brauner, Nana Anum

Intellectual:
Stephen Black, Brandy Stephens

Musical:
Venkat (no females nominated)

Organized:
Greg Stolle, Yesica Schaaf

Outspoken / Outgoing:
Ian Bolin, Deirdre Daly

Outstanding Leader:
Sharon Jayakumar (five males
nominated with one vote each)

Quiet: James Van Dress, Cari
Linehan

Talented:
Matthew Blaum, Megan Staley

Time spent at Pub: Nilsa
Sanchez, James "Buddy" Holly

Unforgettable:
Shun Moriwake, Betsy Hoag
Unique: Sun Woong Kwon &
Federico Spadea (tied; no female
received more than one vote)

Wild / Crazy:
Tony Pimanda, Tanya Baker

MOST LIKELY TO:
Ask the best questions in class:
Brian Cramer, Anne Guignard

Ask the most questions in class:
Marius Marcu (no female
received more than one vote)

Ask about the class deliverables:
Joel Pugh (no votes for females)

Be late for graduation:
Ryusuke Koyama, Supannee
Wongwasupongsa

Be the next Dr. Love:
Tony Pimanda, Natalia Tafur

Be unemployed in one year:
Colin Brennan &
Alexis Edelstein
(no females received votes)

Break Sarbanes-Oxley law:
Sebastian Bacarreza, Shannon
Skaggs (graduated in Fall 2003,
but received votes)

Fall asleep in class:
Mayumi Uejima (no male
received more than one vote)

**Give \$60,000,000 to
Thunderbird:**
Christian Kasparian (no female
received more than one vote)

Live at home:
Matt Schneiderman, Saloni Shah

Teach at Thunderbird: Rajiv
Arunkundram, Rachel Clapp

Congratulations to the Spring 2004 Potential Graduates

- | | | | | |
|--|--|---|---|--|
| Manuel Alegre
Peggy Allen
Nana Asare Anum
Andreas Apel
Rajiv Arunkundram
Mario Asturias | Lisa Smith Fugate
Ichiro Fujii
Chitoshi Fukuda

Amedeo Gaggion
Dimitri Gavrrellis
Noah Garber
Jens Garberding
Sarah Gau
Kenneth George
Hakim Ghanem
Alexis Glenn
Alexis Gonnet
Andrew Green
Shane Griffin
Kierstan Grunow
Anne Guignard
Christopher Gustafson | Namhoon (Daniel) Lee
Sang Ho Lee
Seok-Ro Lee
Seung Min (Min) Lee
Soomin Lee
Soo Wook Lee
Tae Hun Lee
Young Ryeol (Young) Lee
Xinneng (David) Li
Omar Librizzi
Ying (Lilibelle) Lin
Yu-Min Lin
Cari Linehan
March Lingnau
Paul Linseisen
Lichun (Lydia) Liu
Cindy Liu
Jeannette Lombardo-Crespo
Eugene Loui | Heather Relation
Megan Reynolds
Thaddeus Rieder
Christopher Rieger
Gonzague Romefort
Brian Rosenhouse
Stephanie Roy
Jill Ruprecht

Nilsa Sanchez
Tsuyoshi Sanjo
Giridhar (Giri) Sathiamoorthy
Robin Sborov
Yesica Schaaf
Donald Schanz
Elisa Schleisman
Christian Schmidt
Matthew Schneiderman
Hugh Scott
Kalpana Sehwani
Yangseog (Yang) Seo
Maria Serrano
Saloni Shah
Travis Simkins
Rajpal Singh
Sonal Singh
Ranjan Sinha
Chuchart Sirampuj
Shannon Skaggs
Jennifer Slack
Cecile Sother
Federico Spadea
Carlos Spinel
Megan Staley
Brandy Stephens
Greg Stolle
Venkatesh Subramanian
Minsoo Suh | Hunter Tremaine
Oscar Tugendhat
Kelly Turner

Mayumi Uejima

James Van Dress
Christian Van Oord
Alfred Vanderpol
Christelle Vanhoenackere
Manuel Villarreal
Kaewridthara Viriyawathana
R. (Mark) Voelker

Andrew Waddell
Kyoko Wakatsuki
Yi Wang
Jay Ward
Jeffrey Watts
Ladd Watts
Thomas Whitaker
Micah Wightman
Ryan Williams
Dustin Williamson
Kathryn (Kate) Witherow
Supanee Wongwasupongsa
Byung Lae (Brian) Woo
Tyler Wright
Michael Wu

Masahiro Yamamoto
Noriko Yamane
Kazumi Yanai
Jian Ye
MingYu Yeh
Jae-Sang Yi
Jung-Woo Yi
Kyoung Soo Yim
Song Ho Yo
Cheol Yoon
Kazunari Yoshida
Sayuri Yoshikawa
Mitsutoshi Yoshino
Jaeman You

Junguang (Richard) Zeng
Yan (Jenny) Zhang
Ting Tiang Zhao
Katherine Zuga |
| Sebastian Bacarreza
Tania Baetjer
Changsuk Baik
Tanya Baker
Matthew Barga
Rami Barkatis
Luis Carlos Barquero
Joanna Bartecki
Zuben Bastani
Pamela Baum
Steven Baumgartner
Jordan Bayless
Frederic Belaigues
Paul Bellrichard
Itai Biederman
Stephen Black
Matthew Blaum
Laura Boberg
Daniel Bocwinski
Ian Bolin
Gregory Bonnet
Aaron Boyd
Eugenio Brauner
Colin Brennan
Alexandre Buisson
Elizabeth (Joy) Burch
Joon Yong Byun | John Hagen
Stanislaus Haribowo
David Hatch
Todd Haviland
Bradford Heaton
Elizabeth (Betsy) Hoag
James (Buddy) Holly
Charles Holt
John Hopkins
Akihide Hoshiba
Jennifer Hubbard
Chul Ho (Andrew) Huh
Chih-Wei (Ray) Hung
John Hunter
Ethan Hurley
Byung Ju Hyun | Ying (Maggie) Ma
Michelle Macomber
Alexander Mailman
Jean Baptiste Mandicourt
Mariou Marcu
Renzo Marrese
John (Alex) Marsh
Jeffrey Mathers
Jorge Mazon
Jessica McCoy
Silvia Melgar
Mohamed Mohamed
Sarah Montgomery
Shun Moriwake
Brian Muir
Jacob Munns
Egor Musatov

Amin Nabli
Yoshinao Nakata
Roxanne Nazari
Julie Ng
Thanh Nguyen
Christopher Nietopski
Hirohisa Nitsu

J. Michael O'Dell
Hong Sub Oh
MinKyoung Oh
Seung Hyuk Oh
Michael Oldham
Masaki Omori
Jeffrey Ostaszewski
Kosuke Osumi | Natalia Tafur
Megumi Takahashi
Kanae Tameda
Youngchao Tan
Rosliany Tan
Paul Tedeschi
Chirag Thakkar
Soe Myint Thein
Matthew Titlow
Kentaro Toda
Kazuhiro (Kaz) Todoroki | |
| Yajuan Cao
Norman Capistrano
Julie Carbajal
Christelle Chan Wan Fong
Bernardo Chapa
Lan Chen
Peng Cheng
Karim Chikkhani
Julien Chirouze
Won Jun Choi
Wonho Choi
Hyoung Seok Choi
Jerome Choupin
Nnaemeka Chukwudebe
Rachel Clapp
John Cleetus
Shannon Coan
Chadwick Covey
Brian Cramer
LeEllen Craven | Kazunori Inoue
Takeo Ishii

Shane Jacobs
Vanessa Jacobs
Vishal Jadhav
John Jaggi
Karyn James
Yannick Janssen
Sharon Jayakumar
Ryan Jensen
Parag Jhaveri
Salila Jitmakusol
James Johnson
Benjamin Johnson
Pierre Jurek | | | |
| Omolade (Ladé) Dada
Deirdre Daly
Benjamin Davey
Gregory Davis
Carlos de los Heros
Christopher Decker
Yeolan Delapenha
Daniel Dente
Hemant Deshmukh
Andrew Dicello
Geraldo José Dos Santos
Henri Drouin
Victor Dumont
Ann Dushane
Apurba Dutta | Keita Kaji
Christian Kasparian
James Brandon Keefe
Lara Kelso
Jun Koo Kim
You Shik Kim
Young Jae Kim
Teehan Kim
Jae Min Kim
Jae Cheul Kim
Min-Kyu Kim
Byung-Tae Kim
Tae Kim
Scott Kinkade
Sang-Young (Andrew) Ko
Ryuske Koyama
Erich Kranz
Noriyuki Kuroda
Yoshihide Kusaki
O Dae Kweon
Sun Woong Kwon | Marcelo Padilla
Mina Pak
Hyung Jun Park
Jae-Kyung Park
Jong Jin Park
Min Park
Sang-Wook Park
Seong Soo Park
Soohyun Park
Young Ha Park
Tucker Partel
Nongluck (Gift) Pattarapotikul
Brett Penfield
Raul Perez Vazquez
Yarassaya Phanthusak
Shamindra (Tony) Pimanda
Benjaphan Ployangunsri
Milan Poidl
Brian Prendergast
Joel Pugh | | |
| Gustavo Eiben Brill
Jong Yun Eun
Stephanie Evans | Solene Lecoque
Laure Lecuyer
Chi Youn (Elaine) Lee
Dae Sung Lee
Eung-ho (Thomas) Lee
Jae Yong Lee
Jong Hwan Lee | | | |
| Fernando Ferrero Merino
Josh Fields
Darron Flagg
Paula A. Fleming
Jeffrey Frankum
Irene Fromentel | | Brinda Rama
Charu Ramakrishnan
Valentin Recker
Mark Refsdal | | |

THUNDERBIRD'S MISSION
We develop high-potential individuals to serve the advanced management needs of international enterprises.

THUNDERBIRD VISION
To aggressively consolidate and confirm our position as the world's premier graduate school of international management and a leading source of talent and information for global managers.

THUNDERBIRD'S SHARED BELIEFS
We believe in the virtues of a global economy and the rewards that globalization brings by serving a global, open society.
We believe that valuing cultural diversity fosters open, peaceful, and mutually beneficial relations among the world's people.
We believe course content with a global context is core to our curriculum, and that the School should promote and support unique content creation in everything we teach.
We believe that global diversification - sites, programs, alumni networks, and learning experiences globally - is important to our unique "global context."
We believe that our students and clients join a worldwide network where people take care of each other in a quality way with a shared sense of purpose.
We believe our "global context" offers a unique value added experience to our students and clients and is a means for differentiating and securing our brand image among a growing set of competitors.

Why Latin America? Trade Changes Bring Opportunities

By **DR. ROY NELSON**
Associate Professor

Now is an especially good time to be preparing for a career involving Latin America. The Western Hemisphere is currently on the verge of taking an important step toward greater regional integration with the Free Trade Area of the Americas (FTAA). The FTAA, encompassing over 800 million people in this hemisphere, is slated to go into effect on January 1, 2005. Although the negotiations for the FTAA have faced serious obstacles, at least some version of this agreement will go into effect in January and further regional integration - if not the completely free trade for the hemisphere that some negotiators may have sought - seems likely over the next 10-15 years.



Dr. Roy Nelson

As Geri Smith, Chief Latin America correspondent for *Business Week*, emphasized in her talk at Thunderbird recently, free trade - or at least, freer trade - for the hemisphere will not solve all of Latin America's problems. It may even create new difficulties, for example if Latin American countries eliminate subsidies and import barriers for agricultural goods such as corn, sugar, and tobacco before the U.S. eliminates generous subsidies for its own domestic producers in these areas. Also, because of the political obstacles to negotiating an agreement involving so many countries at such different levels of economic development, the FTAA will not emerge in 2005 as a unified agreement with a single set of rules for the entire hemisphere, but more as a complex patchwork of agreements. Thus there will continue to be constraints on doing business regionally.

Nevertheless, the FTAA

will also create tremendous opportunities. One area in particular that should grow rapidly in the region over the next 10-15 years is environmental technology. The economic integration of the Americas will create strong pressure to strengthen environmental regulations in the region.

The reason is that trade pacts normally require harmonization of environmental standards among members. Countries with relatively strict environmental regulations tend to be unwilling to join trade agreements with other countries whose standards do not adhere to the same guidelines. For example, Chile had to strengthen its own environmental legislation in preparation for joining a free trade agreement with the United States.

This "harmonization upwards" of environmental standards will not be complete by 2005. Nevertheless, it seems likely to become an important and ongoing trend in Latin America.

This trend will create strong demand for pollution control equipment, waste management systems, and environmental consulting in Latin America for many years to come.

Thunderbird students are especially well-equipped to take advantage of new opportunities in Latin America. In addition to their outstanding, rigorous preparation in all areas of global business, Thunderbird students have the opportunity to develop their knowledge of specific regions in the Regional Business Environment (RBE) courses. As with RBE: Asia, RBE: Europe, and RBE: North America, RBE: Latin America educates students about the political, economic, and cultural aspects of doing business in the region. This course provides students with an

in-depth knowledge and understanding of a specific region that few if any other business schools can provide. And whether stu-

dents choose to take RBE: Europe, RBE: Asia, RBE: North America or RBE: Latin America, the vast Thunderbird global network is active and strong in every region of the world. This is just another among the many factors that differentiate Thunder-

bird, and give it a sustainable competitive advantage over all the other business schools attempting to move into the global business niche.

Professor Nelson teaches the popular RBE: Latin America class in Glendale, and is currently the Academic Director of Thunderbird's Executive MBA program in Sao Paulo, Brazil. nelsonr@t-bird.edu



Geri Smith

¿Qué Pasa in GDL?

By **PRISCILLA WISNER**
Associate Professor

What's happening in Guadalajara (GDL) Mexico this summer? Thunderbird is what's happening,

with a summer program of study and immersion in Mexican culture that is one of the highlights of many T-bird's academic careers. For over 30 years, T-bird has partnered with the Universidad Autonoma de Guadalajara (UAG) to offer a summer trimester of courses to Thunderbird students.



Priscilla Wisner

In GDL, the UAG provides the classroom, computer, and other campus facilities. Classes are taught by a combination of Thunderbird faculty and adjunct faculty, most of whom return to the GDL program year after year. The 65 students in this year's GDL program therefore have a program structured very much like a trimester would be structured in Glendale or Archamps, but with the added bonuses of being in a delightful Mexican city and being immersed in Mexican business, social, and political culture.

What sets the GDL program apart are the daily opportunities the students have to interact with the Mexican community. Interaction starts from the beginning of the program, where students find their own housing in GDL. It continues throughout the classroom portion of the program, with speakers from Mexican industry and government coming into classes, and class sessions that sometimes include exercises with UAG MBA students.

Last summer, Prof. Nufiez's Negotiations class held a joint negotiation exercise with UAG students - but the T-birds had to negotiate playing the roles of Mexicans and the UAG students negotiated as the Americans. Talk about your cross-cultural exercise!

Outside of class sessions, we have multiple plant tours, movies almost every week, cultural excursions, and even a 3-day trip to Aguascalientes (plant tours) and then to Guanajuato, a fascinating old mining town where many students take singing lessons for at least one night.

Interaction with faculty is another characteristic of the GDL program. Given the smaller class sizes in GDL, and with many of the faculty in-residence for the summer term, students and faculty have more opportunities to spend time together outside of class hours. Whether it's having a café or lunch near campus, or perhaps a happy hour in a local cantina, or at one of the many parties and events that pop up over the trimester, there are many chances for faculty and students to talk and interact 'offline.'

For faculty, the added advantage is that we can give more individual attention to students that are struggling with course material. Of course, it's also easier for us learn about students that are struggling with their work because they are having a little too much social interaction in GDL!

And you can't discount the value of the learning that students undertake through social interaction, which is another strong selling point of the GDL program. Whether it's through navigating the bus system in GDL, or shopping at the down-



Source: Sensen, Mark. Boundaries' data by Giuseppe Bottasini. "FOTW South America map." 03-01-03. FOTW Flags Of The World website Based on material from Virtual Tourist. Internet. 9 April 2004. <http://flagspot.net/flags/>

town market, or going to one of the (seemingly) hundreds of clubs around GDL, or traveling to the beaches on the Pacific coast, students have multiple chances to be part of the fabric of Mexican life. We encourage our GDL students to take the time to enjoy the city and surrounding

areas, and they all receive an 'A+' for that assignment!

GDL has so many pleasures for all of us, and it's great fun to share stories and information about good restaurants, good bargains, and good fun. Or sometimes even bad restaurants, bad bargains, and bad fun!

As the summer progresses, we will send updates to Das Tor about the program, and the experiences of the students who have traveled to Guadalajara for a summer of hard work, good fun, and lots of learning on many levels.

wisnerp@t-bird.edu

Living in the Bolivarian Republic of Chavez

By DANIEL LENS
Venezuela and Spain, Fall '04

I woke up on April 9, 2002, turned on the TV and saw that the so-called Chavez Opposition on national TV was calling for a General Strike against Mr. Chavez's Government.



Daniel Lens

Two days later, I walked more than 10 miles in a march that was trying to reach the Government palace. It was a manifestation that showed the World and especially Venezuelans how immense the power of the people can be, but how dangerous it can become if there is no leadership. As we were approaching the government palace, we heard shots, but we said: "do not worry, those are

fireworks." Ten minutes later, I saw a young man dead with a bullet in his head; he was killed by a sniper located on the top of one of the buildings. Like him, 12 more died on April 11, 2002.

That is Mr. Chavez, a murderer that has divided the country into two bands, Chavistas and the Opposition, while destroying the economy by following Fidel Castro's Marxist ideas. Therefore, how does it feel to live in Venezuela under these circumstances?

A day in Venezuela represents the frustration of not knowing what is going to happen tomorrow, the anxiety of not having enough money (if you are lucky to have some) to pay the rent. It's the fact that in dollar terms, everybody is earning 200% less today than three years ago. It's going to the supermarket and seeing how prices have

increased more than 100% in two years. It's not having access to buy or sell any currency other than the Venezuelan Bolivar. It's suffering with the idea that more than 7000 companies have closed during the Chavez presidency. It's reading the newspaper and seeing that an average of 65 murders happen every weekend. A day in Venezuela stands for waiting for the next march against Chavez, knowing that at the end of the protest there will be the Army throwing tear gas while the Chavistas are shooting unarmed people.

That's living in Venezuela today. Some personal

examples will make you understand that what I'm telling here is far away from an exaggeration. After 30 years of business, my



Source: "Guardia Nacional arremete contra la oposicion". El Universal Newspaper. February 27 2004

of 20% (that is counting informal jobs, without informal jobs it is around 40%), nobody has money to buy anything but food. My wife's business closed one month ago. When I came to T-bird last fall, I had 30 workmates, now only 10 are left. Two of my three brothers immigrated to Spain. After five years of work experience, my best friend is earning a \$300 monthly salary.

From my view point, it represents having no work, no access to credit, no possibility to save money, no security, no car, no life, no referendum, NO FUTURE. It represents the naïve hope that Chavez will leave the country and everything will be solved.

I hope I'm wrong, but the worst is just about to come. What a sad story for such a rich and beautiful country.

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Columbia: Rising Above Kidnappings and Drugs

By EDUARDO DONNELLY
Columbia, Spring '05

Colombia is a country torn by violence and drugs. Internationally it is renowned for its cocaine production, the guerrilla war that has terrorized the nation for decades, and the high level of kidnappings and



Eduardo Donnelly

urban violence. Yet, Colombia is actually a country that has fought and persevered after so many years of instability. Its people are characterized by their hope and their belief in their country. Beyond intangible attributes, Colombians are characterized by their high literacy rate of 91%; moreover, they are ranked 17th in the world by World Competitive Yearbook for their managerial skills.

Colombia's positive attributes are also reflected in the administration of President Alvaro Uribe Velez. This president has given Colombians a newfound hope and belief in their country. He has implemented a hard-line policy where the population feels the support of the state. The government has increased the number of policemen in all of the state regions, as well as considerable improvements in the military in both training and weaponry.

Uribe has been able to leverage the renewed strength of the government to establish peaceful negotiations that will lead to the eventual surrender of these terrorist organizations. He has stood up to the guerrillas and the paramilitary groups, even reaching a ceasefire and surrender with the latter. More importantly, he has worked hard to fos-

ter economic growth and development. Foreign business is coming back and employment is increasing once again. The belief that Colombians have in their country and in their President is starting to spread, and the international community is seeing Colombia with new eyes. They now see its long-term potential and the leadership role that it can enjoy within its neighboring South American nations.

Since the opening of the economy in the early 1990s, Colombia's ties with the international community have continued to develop. The Andean Community and the United States are its main trade partners; but, in addition, trade relations with the EU and Japan are quickly becoming important factors in the country's economic growth. The most important issue being discussed currently is the Free Trade of the Americas which may have widespread impacts in future economic policy.

Finally, Colombia is recovering from what had been a difficult economic period. This economic renaissance makes an optimal time period to invest and work in the area. During 2003, the economy grew at a rate of 3.5%, whereas the rest of Latin America on average was -0.5%. It has also never defaulted on any loans. Unemployment fell by 4% from 2002 to 2003.

More importantly, since 2000, private sector investment has grown by 8% since 2000, reflecting a great deal of confidence in the market and the long-term commitment of companies in the country. For people looking to work or invest in Colombia, they should be confident that this country has great potential that greatly outweighs the risk.

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Argentina: Financial Recovery, but Problems Remain

By SANTIAGO MARTELLO
Argentina, Spring '05

After the 2001 Financial Crisis, Argentina has been recovering at a steady pace, but there are still important social and financial issues that may compromise the economic rebound.

During the first months of 2002, Argentina's GDP decreased by more than 16% and the unemployment rate rose almost 20%. Moreover, the Convertibility Plan pegging the value of the peso to the dollar officially ended on January 6, 2002 and has been replaced by a freer floating currency. The exchange rate was 1 dollar = 3.80 pesos.



Santiago Martello

Even though this situation favored foreign tourism, many people lost their jobs and social tension dramatically increased.

Some months after the new presidential election, some positive signals have started to appear on the Argentine horizon. The new Peronist President, Mr. Nestor Kirchner, is leading the country toward an export-oriented economy favored by a high exchange rate and by increasing commodity prices, especially for soy.

This agricultural export boom boosted the economy in the last year. The economy accelerated, showing a 10% average annual growth in the second semester of the year. This rhythm has been kept in January, as a new expansion of about 9.5% is expected.

The combination of an important acceleration in the economy, the greater participation of intensive-work sectors

and the decrease of labor costs for producers of marketable goods is giving a strong impulse towards employment. If the 7% growth expected for 2004 is achieved, some 650,000 additional employees may be added to the existing labor force.

However, as I mentioned previously, there are social and financial problems that must be solved in the near future.

The most important social issue is the current unemployment level; there are almost 5 million people without jobs. Additionally, there are more than 2 million people unemployed; but, as they receive a government subsidy, they are considered employed.

This social problem is leading the country to an increasing security problem. Crime rates have soared in Argentina in recent years, as its economic crisis worsens. One person a day is kidnapped, and muggings are common. More than 150,000 people took to the streets of Argentina's capital several weeks ago to protest a surge in crime, in the wake of the recent murder of

a kidnapped 23-year-old college student.

The major financial issues that Argentina is facing nowadays are the tough negotiations with local and international creditors. In the last year the Government has shown greater willingness not only to attain the goals set by the IMF but also to advance, toward the payment of the debt.

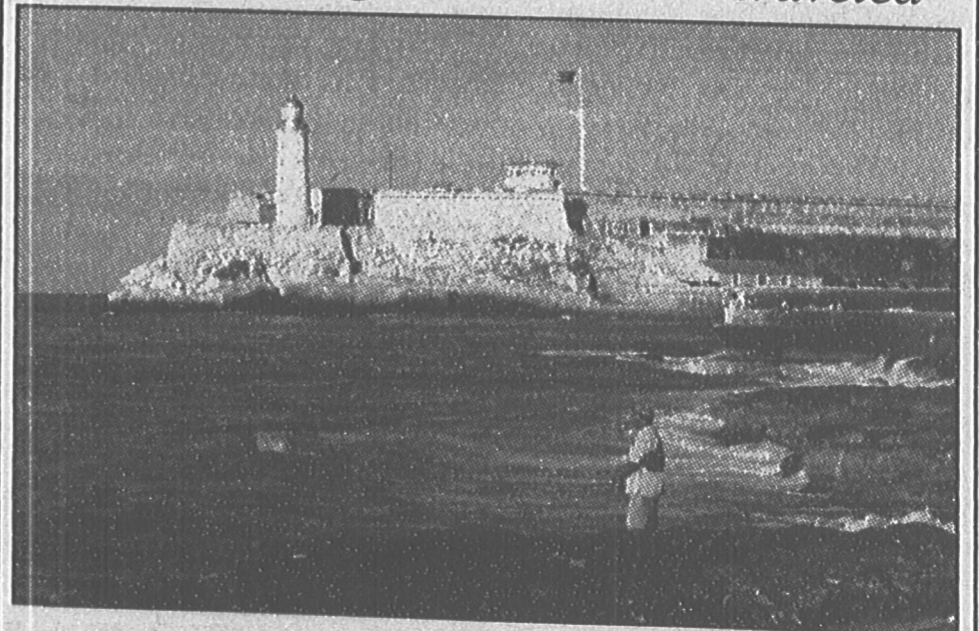
But, if the country wishes to obtain the benefits of renegotiation, then it will be necessary to negotiate so as to obtain a percentage of approval closer to 90%. (Almost impossible considering the actual proposal.)

To sum up, we could appreciate that, even though the Argentine economy is recovering at a steady pace, there are important issues that must be solved in order to secure this positive economic trend.

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Source: Agencia Maritima Internacional, Argentina Economic Report N 3, March 2004.

T-birds Taking the Road Less Traveled



El Morro Fortress - Havana, Cuba by Matthew Moore

Commentary:

Brazilian Policy: Lula's Global Trade Union

By TATIANA PINHO
Brazil, Spring '04

Lula, the nickname for Brazil's populist president, Luis Inacio da Silva, ran in three elections before his 2002 victory. However, the leader of South America's largest economy seems to be attached to his roots as a union leader.



Tatiana Pinho

Mr. da Silva has left his unparalleled stamp on last year's World Trade Organization's (WTO) Doha Round meeting in Cancun. During the event, Lula reached back to the charismatic union leader who gained popularity by persuading his fellow blue-collar workers that, in unity, they could have a stronger voice against the oppressive force of exploitative industrialists.

Even though the days of scruffy beards and Che Guevara logos are over, the spirit of firm alliances and revolution remained as Lula tried gathering powerful developing nations into negotiating certain crucial issues, such as farm subsidies and anti-dumping measures, as a block. In addition to this bold and defiant move, he also proposed special free-trade agreements among the developing countries constituting the G21, while simultaneously conciliating discussions between Mercosur and the European Union and the proposed Free Trade Area of the Americas (FTAA).

A couple of months and two global trade fiascos later (both the Doha and FTAA largely failed), Brazilians and Latin Americans in general have been asking if Lula's move had an audacious courage or just sheer stupidity as a foundation. Idealistically, a united Latin

American and Developing Nations front may appear appealing in a quixotic way. Perhaps, in the long run, these countries will gain more power as they become more important markets for developed industries who are obliged to grow out of their saturated markets. However, in economics, the long run is always too far away to be considered important to most politicians, and the intimidation of the U.S. and its "with us or against us" philosophy has made several smaller developing nations drop out from the G21 from fear of being blackballed by the world's current hegemon.

These smaller economies' international trading usually consists of agricultural goods; therefore they don't see developed countries as an industrial threat, but rather as their most important consumer. However, they fail to realize the power they are giving these industrialized nations, who usually have highly subsidized agricultural policies.

For mainly political reasons, the wealthy nations will hold on to a protectionist agricultural sector that goes entirely against all WTO regulations and open trading ethics as long as they can. By holding back a short term sacrifice, poorer Latin American nations are, in a sense, cutting off the possibility of significant future growth for their most important sector, farming, as they aid developed nations to maintain the status quo that will keep the needy nations in a limited position.

Commodity prices are rising, and that will be the ongoing direction as population increases and arable land becomes a more valuable asset. So Latin America and other developing nations should take a caveat in thinking short-term, for the timing to confront those

issues may be imperative for the peripheral nations' future.

Brazil has an added interest vested in a G21 alliance. Its economy is both considerably larger and more complex than agriculture-reliant nations, and trade agreements that are only focused on the industrial positions can be threatening for Brazil's recovering industries.



Luis Inacio da Silva

Source: <http://www.librosalacarta.com/imgs/hotelart/TonyBerrocal/Lula2.jpg>

Unfortunately, the nation still hasn't purged itself entirely from the ISI policies of the 70's, just as developed countries never abandoned agricultural barriers. Such protectionism proved to be a maiming factor, and has created an environment for benefiting weak companies and industries at the expense of stronger, innovative firms. It is a recipe for crippling an economy.

The other advantage in such an alliance is clearly political. The U.S. and other European nations have been viewed in a negative light by many citizens in developing nations for their unfair protectionism in the only area in which poorer countries can truly compete. And, the war

on Iraq certainly didn't help the notion of a hegemon exercising imperial power without the blessing of the United Nations or other international consensus. Thus, Lula's defiant position against the WTO trading rules, which appear to induce trading where rich nations are strong while balking trade laws in sectors where developing nations have some strength, brought in the kind of nationalism that is somewhat laced with reprisal. This move lies in the same vein as the requirement for Americans to be fingerprinted and photographed as the U.S. is the only country who required the process for Brazilian citizens. A somewhat silly bureaucratic move can bring home big political points.

These strategic advances may act as a counterweight to some problems progressing at home. Brazil's recovering but vulnerable economy is extremely susceptible to any political news or economic shock. A recent corruption scandal involving a high member of Lula's party, PT (Partido dos Trabalhadores), doesn't help the president's situation, especially since he vowed to eradicate political corruption from all governmental wings.

The country's exports enjoyed a rise of 20% during his administration in 2002, emitting hope to a two-decade-history of stagnant export growth. However, this positive result came mainly from a rise in world commodity prices and further currency devaluation. A nation's export policies cannot be based on one-time events if the country wants to achieve broad-based growth. Lula is aware of this, and he is also aware of Brazil's ex-president's, Fernando Henrique Cardoso, export drive plan in order to help the country pay its external debt which could lead to higher credit rating and this higher investment confidence, lower interest rates and greater FDI.

China and India are also becoming increasingly important trade partners; replacing trading calibers that formerly only belonged to developed countries. By 2003, China had become Brazil's third-largest trading partner, accentuating the belief of some economists of the great potential of the BRIC block (Brazil, Russia,

India, China) as eventual leaders in a globalized market.

However, a G21 alliance has its dangers. The foremost and more immediate one is the danger of retaliation from G8 countries. The U.S. already announced that it will cut bilateral deals with "will do" nations while ignoring or blocking trade with "no do" countries. The move has seriously undermined the plan of a more coalescent group of developing nations.

The other, more subtle, but equally important problem is the one of overlapping interests among the evolving states. While they may be stronger in demanding the crucial breakdown of agricultural subsidies and anti-dumping rulings, they ultimately compete to get in the same developed markets.

Brazil's manufacturing industry views China as a significant menace to its maturing industries. And as trade grows between the two developing giants, China imports raw materials from Brazil and exports back manufactured goods. While this may prove profitable for Brazil in the short run (and it may become even more profitable as commodity prices rise), it puts pressure on the development of its industrial sectors.

Brazil is one of the few Latin American countries that accounts simultaneously for commodity and industrial goods, and it is very conscious of the traps of an economy dependent on commodities, Lula and his economists understand that they must cultivate and invest on industrial infrastructure in order to prosper.

Despite strong criticism from some Brazilian media groups and politicians, Lula's brazen approach to international trade has scored him high political marks and a more visible platform to international administrations. Perhaps this is the most important time to determine the future of trading for Brazil and many other developing nations.

Some sacrifices will have to take place if this group decides to hold on to a position where they can confront the issues that rich countries have historically banished from the negotiations table, these are the topics that can truly change developing nations into stronger economies.

In the meantime, Lula will run his country with his new, more sophisticated image, and a hint of the brassy union leader who climbed the echelons of political hierarchies with a passion and rapture that is so stereotypically Latin American.

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COUNTRY GABLES



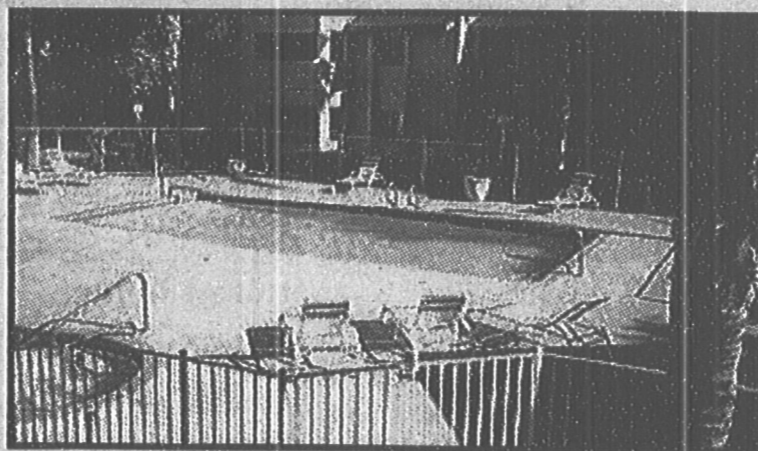
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Homosexuality in Tropical Lands

By TIAGO MACHADO
Brazil, Spring '04

Seemingly, the acceptance of homosexuality in the global community has certainly attracted more attention nowadays than it used to in the past. Two of the main topics that are related to this are gay marriage and gays in the business environment. The issue is very complex and raises many controversies.



Tiago Machado

In Latin America, homosexuality is even more complex. Acceptance among Latin communities faces two distinct aspects. The first is religion. The Catholic community, and a large part of society, is being led to tolerate and accept gays. This change has been driven by compassion and the numerous "in-the-family" cases, which have increased immensely as gay family members have decided to come out to them. The second point is the macho and conservative mentality.

This can be illustrated by the fact that for many foreign observers, "Brazil still conjures up a collage of exotic images, ranging from the camp antics of Carmen Miranda to the bronzed girl (or boy) from Ipanema, moving sensually over the white sands of Rio's beaches. Among these tropical fantasies is that of the uninhibited and licentious Brazilian homosexual, who expresses uncontrolled sexuality during wild Carnival festivities and is welcomed by a society that accepts fluid sexual identity."¹ However, beyond Carnival, there is a more complex picture of the social obstacles that confront Brazilian homosexuals.

Studies, ranging from the late nineteenth century to the rise of the politicized gay and lesbian rights movement of the 70's, uncovered the stories of men coping with arrests and street violence, dealing with family restrictions, and resisting both a hostile medical profession and moralizing influences of the Church.²

Statistics for anti-gay slayings between 1997 and 1998 confirm Brazil as the leading homophobic nation in the world: an average of one crime every three days occurs against gay men, lesbians and transvestites.³ One of Brazil's most reputable newsmagazines, *Veja*, published a cover story showing how Brazilian gays and lesbians cope with coming out and how their families often greet the news that a member of their own clan has become "unconventional."

There has long been a time during which people who've discovered that they

were not heterosexual opted to leave both their homes and home-towns, living as they desired, but concealing their preferences. "Today, more and more Brazilian homosexuals not only reveal their homosexuality to their families, but live their lives openly, minus old-fashioned feelings of shame or regret for being the persons that they are.

The article cites that one of the reasons for this attitudinal and behavioral change is that, because of AIDS, sex is no longer an unspoken taboo in the home. More and more parents are becoming aware that it is both necessary and healthy to talk about sex with their children, instead of ignoring the subject."⁴

Laura Bacelar, a 39-year old businesswoman dealt with her own guilt for desiring another woman, and struggled within herself, thinking she might be diseased. It was "only after traveling to Europe and seeing how same-sex love is accepted there" that she developed the courage to come out.⁵

Such groundbreaking reports provide an eye-opening challenge to Brazil's huge homophobic populace that is generally given to seeing gays as stereotypically effeminate inasmuch as they are portrayed as such in TV and movie dramas.

This article is geared to giving some insights of gay men and lesbians in Brazil as ordinary people living, working and contributing to society. But it also serves as an exercise for the Global Community in terms of understanding that, like in Brazil, many other countries face similar constraints.

As for us, future international business leaders, the topic is relevant not only for cultural difference appreciation, but also as a benchmark. Someday we might end up having one or several bosses, or a team of employees who will be gay or lesbian. Are we ready to interact, motivate, respect, be respected, coordinate, lead or be led by them? Do we understand the global cultural differences in business environment, as well as the differences in people's life styles?

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¹Green, James Naylor. *Beyond Carnival: Male Homosexuality in Twentieth-Century Brazil*. Dec. 2001. <<http://www.rainbowsauce.com/gaynonfic/gaystudcult.html>>

²<http://www.press.uchicago.edu/cgi-bin/hfs.cgi/00/13840.cil>

³Green, James Naylor. *Beyond Carnival: Male Homosexuality in Twentieth-Century Brazil*. Dec. 2001. <http://gaytoday.badpuppy.com/garchive/events/020199ev.htm>

⁴<http://gaytoday.badpuppy.com/garchive/world/022100wo.htm>

⁵ IBID

Source: *Veja*. "O desafio de assumir a identidade sexual." 16/02/2000.



Source: Sensen, Mark. Boundaries' data by Guiseppe Bottasini. "FOTW Central America and the Caribbean map." 2001-08-02. FOTW Flags Of The World website Based on material from Virtual Tourist. Internet. 18 April 2004. <http://flagspot.net/flags>

Caribbean: Peoples of Jumbled Lands

By MALEEKA
MANMOHANSINGH
Trinidad and Tobago,
Summer '04

It has become old hat to treat the Caribbean and/or the West Indies as one generic grouping, sometimes even lumping it in Latin America - "Latin America and the Caribbean." But while the islands and the 37 million people of the Caribbean basin share a similar history that binds them, each country has its own special history and character and culture, the most obvious of which is language and the influence of its colonial heritage, which should be explored.



Maleeka Manmohansingh

The islands of the Caribbean Sea were discovered by Christopher Columbus (1492-1498), hence initial colonization by Spain, but most were not occupied for many years. While some, such as Jamaica, changed hands only once (from Spanish to British) others like Tobago were taken over by the British in 1508 then fought over by the Dutch, Spanish, English, French and settled by Latvians and buccaneers well into the 18th century. Still others like Trinidad were "owned" by the Spanish and British. Not surprisingly the impact of colonization and occupation is still significant today on language, religion, education, the legal system and culture.

The period from 1655-1838 was characterized by the slave economy. After a brief period of experimenting with indentured European labour, which brought the Portuguese to the region, the colonizers turned to large scale importation of Africans to be used as slaves in the plantations. This was followed, after the abolition of slavery, by more indentured labour bringing with it Indians (especially to Trinidad and Guyana), and Chinese. The impact of these immigrant groups is most obvious in food (callaloo, hot pot, and curry), religion (Hinduism, Islam, Voodoo, Rastafarianism and Shouter Baptist) and the arts (steelband, zouk and reggae).

While immigration to the Caribbean has not been significant, the 1900's saw the influx of Lebanese, Syrians in the 1950s (primarily in Trinidad), and some Chinese as well as more Dutch, British, and French. Today the Syrians and Lebanese form a small but prominent community on many islands, bringing with them their own traditions.

U.S. influence came with the 1940 "base-for-destroyers agreement" (the transfer of 50 U.S. WWI destroyers to the Royal Navy in exchange for 99 year leases on British bases in Bermuda, New Foundland and the West Indies) and with it stories of "Yankee Soldiers" throwing chewing gum out of car windows and the discovery of peanut butter. But also infrastructural and technological developments ignored by the colonizers, education and the first taste of westernization.

So don't be surprised to discover that curried goat is a regular favourite in Jamaica, that Spanish Christmas carols called Parang are sung in English-speaking Trinidad and Tobago or that Carnival is celebrated in Aruba. The Caribbean is more than a paradise of beautiful beaches and warm people. It is also a rich source of culture, religion, languages, musical styles and of course literary and academic contributions.

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Famous Caribbean Citizens

Sidney Poitier	Arts	Actor - "To Sir, With Love"	Bahamas
Bob Marley	Arts	Singer/Musician - inventor of Reggae	Jamaica
Sir V.S. Naipaul	Arts	2001 Nobel Prize winner for Literature	Trinidad and Tobago
Jennifer Hosten	Model	First Miss World of Colour	Grenada
Janelle Commisong	Model	First Black Miss Universe	Trinidad and Tobago
Shakira Caine	Model	Miss Guyana and wife of Michael Caine	Guyana
Rick Fox	Sports	NBA Basketball	Bahamas
Ato Boldon	Sports	Four time Olympic medalist	Trinidad and Tobago
Brian Lara	Sports	Highest individual score in test cricket (400 not out!)	Trinidad and Tobago
Hasely Crawford	Sports	1976 100M gold medalist	Trinidad and Tobago
Duncan Tim (Sports)	Sports	1999 NBA Champion with San Antonio Spurs	US Virgin Islands
Hubert Julian		(The Black Lindbergh) - First black person to fly Trans Atlantic Solo, and East to West Coast of America	Trinidad and Tobago
Mary Jane Seacole		Treated wounded soldiers in Crimean War and treated cholera single-handedly in Panama	Jamaica
Sir Arthur Lewis		1979 Nobel Prize Winner for economics	St. Lucia

Confessions of a Salsa Addict

By MILTON AGUIRRE
U.S.A., Fall '04

Salsa music is lively and fun. I must admit I found it a bit of a drag when I didn't dance it. I remember vividly going to the (ahem) world famous Copacabana in New York City as an undergraduate with my fellow Latino classmate friends and being a wallflower. I never had the time to learn how to dance until I started working. Once I started consulting work, I became bored just being on the road, going back to my hotel with nothing to do. So I opened up my favorite Web browser and searched for Salsa dance lessons. That's where the story begins.



Milton Aguirre

Wanna be a *Salsero*? Afraid you have two left feet? Don't be! Just enjoy yourself baby! Have you danced Salsa before? It is one of the best ways I found to make friends during my travels. As one Salsa dancing partner has frequently told me, "Salsa dancing is better than making love."

I want to briefly begin by mentioning four styles of dance that are popular today in the Latin community (or for that matter, the international community) where knowing a good basics in Salsa can help simplify your learning curve. (What is a good basic? Having a good lead and follow, keeping a good posture, looking up while you dance, being relaxed, keeping up with the rhythm of the music, etc.)

Style One
One is the mambo forward and back, straight-line or slot style (which has two forms, LA style - break on-1 or NY style break on-2). Obviously this style originated in the U.S. Mambo style dancing incorporates a couple of other styles of dance, such as Jazz, Hustle, Swing and Ballroom. By the way, the break on-1 style, in my opinion, is the one that is most popular in the clubs in the States (although I learned mostly on-2 dancing); it was also the one danced in the Americas night performance at Thunderbird. I encourage you to learn NY style though; you may need it if you go dancing in NYC. The music that complements this dance is the Cuban Salsa influenced by African-American jazz and Nuyorican musicians (Nuyorican is a blending of the phrases "New York" and "Puerto Rican"), also referred to as "hard" Salsa. Please see the diagram for more detail of on-1 dancing.

Style Two
Another is the South American style danced to beautiful, frequently up-beat music like Vallenato. Some people refer to this music as "soft" salsa. You frequently hear it at the pub. It involves a lot of back-breaks and/or side-breaks.

Style Three
Cuban style is not

danced in a straight line with a forward and back, but making a circle with your partner during your lead and follow. This dance style is probably just as popular world-wide, again in my opinion, as the on-1 style. It's documented that guys lead the girls using their wrists rather than their hands during the dance.

Style Four
Finally, the Casino ("Rueda") style is when several couples dance in a big circle and perform variations based on the

practice, practice, practice. Confidence is key to enjoying yourself when you go out clubbing. Take advantage of the club on campus where you can learn and practice your dance.

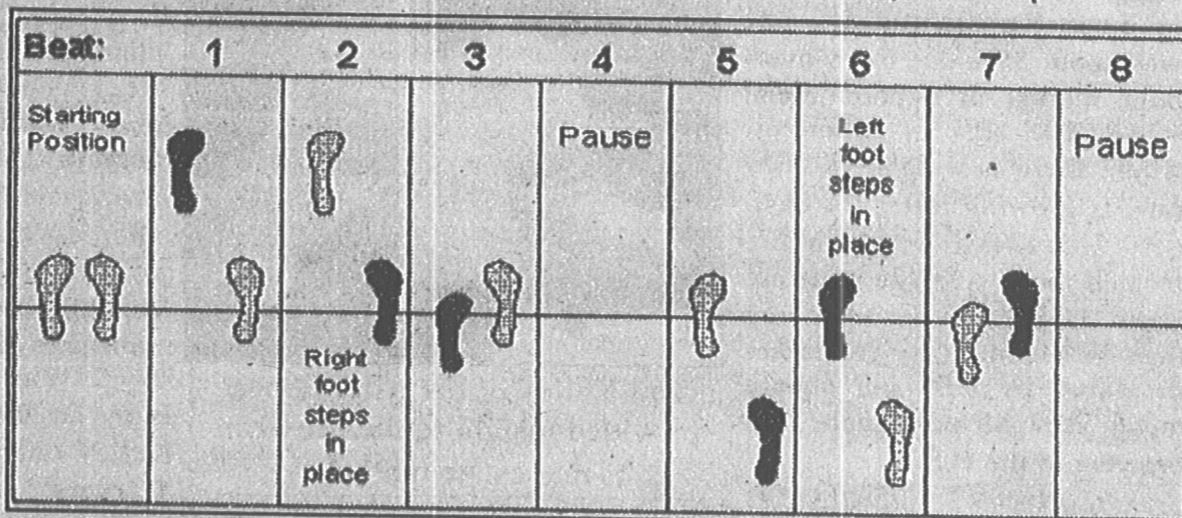
I'll confess, I took lessons when I traveled from place to place and picked up on a number of styles. I found dance instructors and clubs almost everywhere I went. I even spent one month in the boondocks of the Netherlands (in a city dominated by Philips called

lady to dance!

As a former New Yorker, let me tell you, group lessons offered in Phoenix are cheap! Take group lessons offered at dance clubs (they're usually for beginners). They're cheaper than if you were to take them when living in a big city. A group of *Salseros* (Salsa club members) just ventured one Thursday night to club Moda Lounge. A former T-bird owns the place and another former T-bird teaches there on Thursdays about 6:30 p.m. (see the Salsa Club's MTB page for more details). We arrived early! So early that the club/restaurant was not even open (5:50 p.m.)! We were waiting for about half an hour outside for the place to open. We were waiting and waiting, but once it opened, we had a blast, baby! We each paid \$5 for a dance lesson that lasted about 1.5 hours. There was another lesson following that one that was included with that \$5 lesson: Casino ("Rueda") style. As a full-time student, that price makes economical sense!

If you're a guy, I've found ladies like dancing with guys that have good rhythm, not guys that know a lot of variations. Once you learn the basics and could keep up with the rhythm of the music, your dance could adjust to any of the four styles mentioned above. Not overnight, mind you, but it won't take too long. I'm a firm believer that a focus on the basics and a good lead and follow are fundamental to taking your dance globally.

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Cuban Salsa: this is the men's timing, lady's timing is the exact opposite, you start by breaking back on your right foot.

call of the "leader." This dancing style originated in Cuba. It has gained a lot of popularity as of late.

With different styles, come conflicts among dancers. My opinion is if you're concerned with the style of Salsa the other person is dancing, you may not be able to enjoy yourself during your travels. Just enjoy it!

My advice is to learn the basics (especially a good lead and follow), of either a Cuban or an on-1 style and keep up with the rhythm of the music, count in your head (in the beginning) and

Eindhoven) where lo and behold, a Salsa club was open on the weekends. They had a unique tradition on Sunday evenings called the "Rose" dance (or *Baile de la Rosa*). After partners danced, the gentleman would pick up a rose from the stage, which was neatly arranged in a basket, and offer the rose to his dance partner. Each table at the club had its own vase or several vases, where ladies would accumulate their roses and bring them home with them that night. That night I seemed to dance with a lot of ladies and was rarely rejected when I asked a

Salseros: The Thunderbird School of Latin Dancing

By SEAN DALEY
U.S.A., Winterim '05

This is a case of sassy personal brand management. A "citizen of the world" ought to be comfortable in a variety of situations and adroit in the face of diverse challenges. He or she ought to be able to unpack a perfectly pressed business suit from a carry on bag. He or she should be able to propose a toast in six languages. More important than these however, an effective global manager simply must be able to salsa. This being said, I joined the Salsa Club for two simple reasons. For one, I am one of the T-birds headed to Guadalajara this summer and this is training for cultural immersion. One must become intimately acquainted with the locals.



Sean Daley

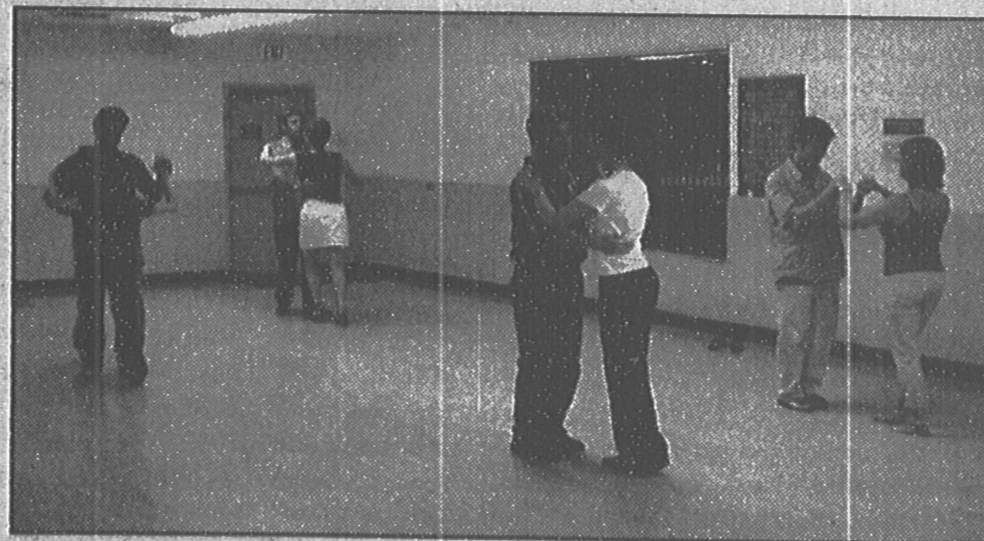
Secondly, the Salsa Club is perhaps the only venue at Thunderbird where the women

outnumber the men. Perhaps these are just two versions of the same reason. In any case I've spent most Tuesday nights between 7:30 and 9:00 p.m. in the aerobics room counting 1,2,3...5,6,7,...

By definition, the students in a salsa class do not already know how to dance salsa. So a prospective student of the Latin dance need not fear being embarrassed by our more rhythmic and serpentine classmates. The Salsa Club is a safe place to learn. Melinda Mariotti and Milton Aguirre are our trusted instructors and we have had a couple of guest instructors as well. I like this class and though it is not for credit, I give it as much priority as say, Data Analysis or Finance. We are

graded entirely on class participation and if Professor Tuzzolino were there he'd be handing out dollar bills left and right. In no other class at Thunderbird are you encouraged to "Shake it!"

We are an eclectic bunch, we *Salseros*. We are



Salseros learning the moves in the Aerobics Room

mostly Gringos, Europeans and students from numerous Asian countries who, I have been told, are universally known as Chinos. We are a shining example of the universal appeal to Latin danc-

ing. We even learn moves such as "around the world" and "travel." But we are also tough athletes, executing "back breaks" and "drop-step turns." We *Salseros* are also fun loving, performing the "Coca-Cola" and the "Copacabana." To cool down, we Meringue.

The Salsa Club is not only about dance classes in the aerobics room, however. Far from it. We perform at The Americas Night party, support DJ Ono at Havana Nights at The Pub. The Salsa Club also arranges fairly regular outings to Latin nightclubs in the area. The Salsa Club is synergy.

It is a wise investment in my personal brand, this Salsa

Club is. In fact I have already seen a return on my investment. Just last Thursday at The Pub I confidently approached a beautiful young lady, dancing marvelously in front of the jukebox with her friends. With my new skills there was no reason for trepidation. I simply took her hand, smiled and led her skillfully through my repertoire of moves. By the second song we were really churning and had opened up a large area on the dance floor where others stood back to admire us. She laughed swinging her hair in long lassomotions over her head and spun into my arms.

When the song finished we made are way to the bar amidst the applause. I ordered us a couple of Cosmopolitans, "You are quite a dancer," she said. "Especially for a gringo!" I responded with a cool shrug. "And you were simply sensational out there," I told her. "I mean, that is... for a Chino."

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Present and Future Market Conditions for Mexican Real Estate

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

Tim Kelley (Winterim '04), Founder and Executive Vice President of the Alles Group, spoke with students on March 23, about the general market conditions in Mexico, walked the group through a typical commercial real estate transaction from the client perspective, and spoke about the future of the Mexican real estate industry.



Megan Staley

Market Conditions

In 2001, Mexico was upgraded to investment-grade status, giving private firms and financial institutions more access to foreign capital at lower financing costs. This upgraded rating affected real estate business, Kelley said. Wealthy families who had only invested in real estate began to diversify their portfolios and divested real estate to go into investments, freeing up investment for other people. He joked though, that, "You don't invest in Mexico, especially in Real Estate, right before an election."

Currently, he said that a pent up demand for construction is beginning to be met. In June 2003, the vacancy rate in Mexico City was 22% due to an increase in new construction. He cited instances of places that were landfills 20 years ago that have since been turned into business parks.

Within Mexico's three economies - Yucatán, Central and North - Kelley said there are not only different sub-cultures, but different economies. In Sante Fe, the vacancy rate was about 35% due to an over-built market in a commercial sense. The area of Monterey, where there is a 25% vacancy rate, is growing faster for business; both CEMEX and GM are located there. Average rents are about US\$3 less in Monterey than in Mexico City (rents are measured by US\$ per square meter vs. US\$ per square foot per year in the U.S.)

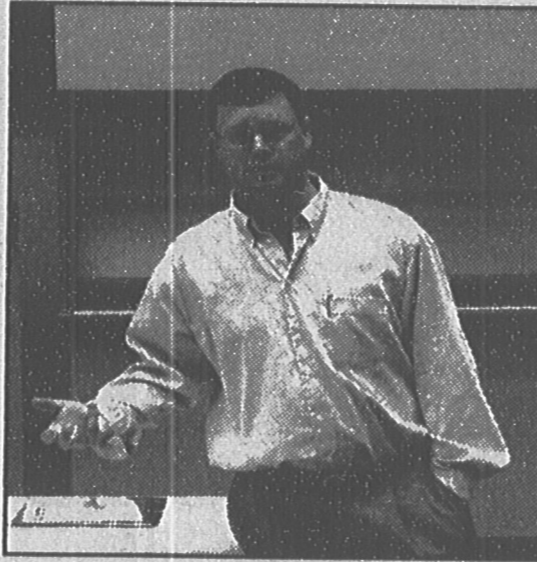
Heavy industry is moving out of Central Mexico, adding to the vacancy rate woes and many of the former production plants are being converted to distribution facilities. Kelley added that there is much being torn down and rebuilt for a market that is in transition.

A sample real estate deal from the client's perspective

There are five key steps

in completing a real estate transaction:

1) Preliminary analysis. This consists of a needs assessment, getting the meters-squared client requirements, determining the difference between the rentable usable space, and conducting a technical analysis on ceiling



Tim Kelley of the Alles Group provided insight to the Mexican real estate market

heights, antenna access, type of air conditioner needed, etc.

2) Select alternatives.

3) Evaluation / Comparison to determine the most economical alternative based on NPV.

4) Negotiations are handled with a brokerage firm and are different with every deal.

5) Construction / Occupancy. Finally, once the property speci-

fications are set, the company must begin bidding for architects and contractors to start construction.

Future

As of late, Kelley said, the Mexican government has had increased democratization. Also, the States are beginning to issue bonds. The increased flow of institutional money is changing things, Kelley said. He added that developments are becoming more sophisticated and that families are focused on real estate.

In April 2003, Mexico changed its foreclosure laws where now foreclosure takes place within three months of default. The result is that an owner can get the property back after less than one year, where it used to take seven years. Such changes are helping create a mortgage market.

The residential market is by far the hottest right now, Kelley added. The National Workers Housing Fund (Instituto del Fondo Nacional de la Vivienda para los Trabajadores - Infonavit) charges a tax on payrolls so that each employee affiliated with Infonavit has an individual fund to purchase federal housing. This company allows these employees to walk in with a guarantee for a mortgage up to US\$76,000, for up to 25 years, with an average annual interest

rate of 6%.

When asked how one with no real estate experience could get into the industry, Kelley advised the group to "just get in the middle of it," cautioning them that they have to be deal junkies and die hard opportunists though. Often, newcomers are hired as research assistants under a broker.

The Alles Group is a top five commercial and industrial real estate consulting firm based in Mexico City. Tim has managed over US\$ 200 million in projects in Mexico, Venezuela and Chile and has been a part of commercial real estate transactions with over 40 Fortune 500 firms, including Wal-Mart, GE Capital, as well as institutions such as the U.S. government, the European Union, and the President of Mexico. Tim is currently consulting with Mexican Municipalities on the alternative financing tools that are available for long term urban planning and infrastructure development.

www.kca.com.mx
www.allesgroup.com

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Cinco de Mayo: A Mexican Holiday more Celebrated in the United States Than in Mexico

By RAUL PEREZ VAZQUEZ
President, Thunderbird
Mexican Association
Mexico, Spring 2004

The holiday of Cinco De Mayo, The Fifth Of May, commemorates the victory of the Mexicans over the French army at The Battle Of Puebla in 1862. It is primarily a regional holiday celebrated in the capital city of the Mexican state of Puebla and throughout the state of Puebla, but is also celebrated in other parts of the country and very surprisingly, most enthusiastically celebrated in U.S. cities with a significant Mexican population. It is not, as many people think, Mexico's Independence day, which is actually September 16.



Raul Perez Vazquez

The battle at Puebla in 1862 happened at a violent and chaotic time in Mexico's history. Mexico had finally gained independence from Spain in 1821, and a number of internal political takeovers and wars, including the Mexican-American War (1846-1848) and the Mexican Civil War of 1858, had mostly wiped out the national economy.

During this period Mexico had accumulated heavy debts to several nations, including Spain, England and France, who were demanding payment. Similar debt to the U.S. was previously cleared after the Mexican-American War. France was eager to add to its empire at that time, and used the debt issue to move forward with goals of establishing its own leadership in Mexico. Realizing France's intent, Spain and England withdrew their support. When Mexico finally stopped making any loan payments, France took action on its own to install Napoleon's relative, Archduke Maximilian of Austria, as ruler of Mexico.

France invaded at the gulf coast of Mexico along the state of Veracruz and began to march toward Mexico City. Although American President Abraham Lincoln was sympathetic to Mexico's cause, for which he is honored in Mexico, the U.S. was involved in its own Civil War at the time and was unable to provide any direct assistance.

Marching on toward Mexico City, the French army encountered strong resistance at the Mexican forts of Loreto and Guadalupe. Led by Mexican General Ignacio Zaragoza Seguín, a small, poorly armed

militia estimated at 4,500 men and composed mainly of native Zacapoaxtla Indians, were able to stop and defeat a prestigious and well-outfitted French army of 6,500 soldiers, which stopped the invasion of the country. The victory was a glorious moment for Mexican patriots and is the cause for the historical date's celebration.

Unfortunately, the victory was short lived. Upon hearing the bad news, Napoleon found an excuse to send more troops overseas to invade Mexico again, even against the wishes of the French populace. 30,000 more troops and a full year later, the French were eventually able to depose the Mexican army, take over Mexico City and install Maximilian as the ruler of Mexico.

Maximilian's rule of Mexico was also short lived, from 1864 to 1867. With the American Civil War now over, the U.S. began to provide more political and military assistance to Mexico to expel the French, after which Maximilian was executed by the Mexicans. So despite the eventual French invasion of Mexico City, Cinco de Mayo honors the bravery and victory of General Zaragoza's small,

outnumbered militia at the Battle of Puebla in 1862.

Celebrating Cinco de Mayo has become increasingly popular along the U.S.-Mexico border and in parts of the U.S. that have a high population of people with a Mexican heritage. Commercial interests in the United States and Mexico have been successful in promoting the holiday, with products and services focused on Mexican food, beverage and festive items.

While in the U.S. I invite you to shout "Viva Mexico!" and celebrate with all Mexicans this historical date which has been transformed into

a celebration of color, music, culture, and all the warmth and magic that my country has to offer.

You do not have to be Mexican or speak spanish to join the Thunderbird Mexican Association. You only need to have an interest in Mexican culture, business oportunities, history, travel destinations, food, etc. To join TMA just e-mail Raul Perez Vazquez.

raulperezv@global.t-bird.edu
Viva Mexico!

Sources: Encyclopedia Encarta, Encyclopedia Britanica, Prescott's Mexico: 1900, HistoryChannel.com



Latin students (and friends) pose for a group photo after the graduation class photo in front of the Tower

Peruvian Delicacies: South America's Best Kept Secret

By **SONIA DEROBERT**
Switzerland, Winterim '05
KATE MITCHELL
U.S.A., Spring '05
With the original recipes of
JOSÉ LUIS MARES

Peruvian food is by far one of the world's best and least-marketed cuisines. The origin of Peruvian food is not only indigenous, but also influenced by different waves of immigration. The combination of Spanish and African influence during the colonial period, the influx of Chinese and the local cuisine lead to the famous "cocina criolla." Regional specialties also add to the great variety of Peruvian food.

In coastal regions, one of the most popular plates is Ceviche which can be found in different forms. In the northern town of Tumbes, the Ceviche, Conchas Negras, is made from snails found in the roots of trees growing in the river connecting the ocean to the inland. This Ceviche has been rumored to be an aphrodisiac and therefore should be consumed in small quantities. Of course, Ceviche can also be made from all types of seafood from the vast 200 mile coastland.

Anticuchos is another popular Peruvian food that originates from the colonial period. The slaves were given only the remains of the cow that the Spanish colonialists found inedible. The heart or liver was wrapped around a stick and grilled. To this day, there are many restaurants that serve Anticucho and remain true to the original recipe.

The town of Arequipa is most famous for spicing it up. One mouth-watering dish is Rocoto relleno made of a special variety of spicy peppers. The dish is for the adventurous and courageous few who can brave the spice.

The best-known dish from Peru is Lomo Saltado (see

recipe below). This is a Peruvian favorite that is influenced by the Chinese. It contains the Peruvian staples: onions, tomatoes, meat, potatoes, aji (hot pepper) and rice.



Los tres amigos

No meal would be complete without a true Peruvian national treasure: PISCO SOUR (see recipe). The writers do not

recommend mixing Conchas Negras with Pisco Sour. For the teetotalers, there is the non-alcoholic drink, Chicha Morada, made from fermented purple corn.

We recommend that every T-bird experience the wonderful and diverse cocina criolla from Peru. You will find food to satiate a traveler's palate that will keep you coming back for more.

Lomo Saltado (for 8 persons)
2.2 lb beef cut in cubes
2.2 lb French fries
3 red onions of medium size (cut into quarters)
4 aji (yellow hot peppers)
4 tomatoes
2 tablespoons vinegar
1 teaspoon of soy sauce
salt and pepper
4 cups of rice
Fry first the meat with some oil, some of the vinegar and soy sauce. When the beef is ready, put it aside and fry the onions and hot peppers with a little bit of oil and vinegar. When ready put them aside, and cook the tomatoes. Mix the beef with the onions and tomatoes. Serve the meat with rice and French fries.

Pisco Sour
3 parts pisco
2 parts "jarabe de goma" (sugar syrup)
1 parts lime juice
1 egg white
ice cubes
Mix all the ingredients in a blender, serve the pisco sour and add a drop of Amargo de Angostura on top of each glass.
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Visit Peru: A Country With Three Regions and Endless Delights

By **SILVIA MELGAR**
Peru, Spring '04

For those people who haven't visited Peru yet and for those who wish to go back, I would like to share some tips about what to do in this diverse country.



Silvia Melgar

First of all, Peru is located in western South America, bordering the South Pacific Ocean, between Chile and Ecuador. Peru is divided into three regions: Coast, Highlands and Jungle. Each of these regions has its own peculiarities in terms of people, food, traditions, ancient cultures, weather, landscapes, and more.

Coastal

52% of the total Peruvian population is concentrated on the coast. This is due to the fact that the capital, Lima, is located in this region and includes the most job opportunities, best education and accommodations in city life.

In Lima, you must visit The Plaza de Armas and its impressive Spanish colonial public buildings surrounding, including the 18th century Cathedral and main post office that was once the Spanish governors' residence; the Gold Museum that shows a massive collection of luminous gold, ceremonial objects and jewelry from the Inca civilization.

Larcomar, which is an entertainment center located in the famous district of Miraflores encircles the best night clubs, bars, a number of movie theatres and a variety of excellent restaurants with a nice view of the Pacific Ocean.

You must try the popular "Pisco Sour," a cocktail made from pisco, lemon juice, egg whites and sugar syrup, whipped and served with a dash of angostura bitters. And try the

Anticuchos, Causa Limena, Ceviche dishes, and Picarones and Suspiro Limeno desserts.

Continuing with the Coast, at the south of Lima you'll find the area of Ica. Ica offers its National Reserve Paracas and its wildlife with an immense variety of birds, and marine life, including sea lions, penguins, red and white flamingos. Also, it offers the Nazca lines, an area located in the Peruvian desert with an assortment of perfect pictures of birds and beasts all imprinted on a giant scale that can only be appreciated from the sky.

Highlands

The Highlands concentrates 36.9% of the population. This region is a mountainous area dominated by the Andes that reach up to 6,768 m above sea-level (Huascarán). The area of Cuzco named the "Archeological Capital of America," the capital of the Inca Empire from its beginnings in the 14th century until the Spanish conquest in 1533, encircles the Inca ruins and the Spanish colonial architecture.

Seventy miles from Cuzco city you'll find Machu Picchu, the most wonderful urban creation of the Inca Empire standing at 2,430 m above sea-level. Located in the middle of a tropical mountain forest, a city with giant walls, terraces and

ramps made from rocks. Besides the eastern slopes of the Andes establishes the upper Amazon with its rich diversity of flora and fauna. You must try the Choclo con queso, Pachamanca, Olluco con charqui and Quinua.

Jungle

The Jungle concentrates 11% of the total population and is characterized for being a zone covered with tropical vegetation where you can find some of the greatest natural reserves, such as the Manu National Park.

You must visit the Amazon River, beginning in the Peruvian Andes ending in the Atlantic Ocean about 6,275 km away, it has become the world's largest river by volume, and possibly the longest. In the river surroundings, you can join riverboats tours, jungle lodges, bird watching and rainforest tours. You must try the great dishes Tacacho, Juane, Trucha and the specialties from famous Austro-German colonies leaving in that region.

These are some of the great things that this country covered with rich natural resources can offer. If you want to find out more about it or if you plan to visit Peru please feel free to contact me.

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T-birds Taking the Road Less Traveled



"Indigenous Children of the Peruvian Andes"
By Norm Capistrano

The Realities of Job Searching in Latin America

By **JAY BOYNTON**
U.S.A., Spring '98

So it is time to go South of the border, to lands of umbrella drinks, sandy beaches, glacier-carved mountains and inhospitable deserts. With your degree in hand and your Spanish skills you are an



Jay Boynton

unstoppable force about to be turned loose on the Latin American job scene. Well, almost. Sometimes everything doesn't go as planned so it helps

to consider some realities about job searching in Latin America before packing the bags.

Contact Realities

You probably already know that contacts are easily the most important component to your search. Even in the big cities in Latin America, there are surprisingly small communities of people who make a lot of the decisions. Within these groups people will go out of their way to help one another. If you aren't already a member of some such group then figure out how to be introduced to someone on the inside. Print out business cards (simple and conservative style)

and start informational interviewing.

Time Realities

How long do you want to stay? Many Latin managers are unwilling to hire foreigners that are only looking to stay a year or so then return home after their "international experience." Before you go, think long and hard about how you will answer questions about your longevity in the country.

Perhaps you want to move down here and never look back. Great. But if it is temporary, there will be hurdles to overcome. Why should companies spend time and money training

you only to have you leave after a year? A way around this is if you happen to have some sort of specialized technical skill that the company needs.

Disillusionment with gringos settled on the Latin American economies after hordes of them came down in the 1990's, worked for a bit, then promptly returned North. Convincing people you are serious and in it for the long haul is paramount.

Network Realities

Do not underestimate the power of the Thunderbird network. Yet, just as importantly, do not abuse the network either! The quickest way to turn off alumni is

to get them on the phone and immediately ask for a job. People will help you if it is obvious you know where you are going and what you are doing. Desperation is fatal to building alumni contacts.

So buy the plane ticket and go chase destiny! It may not work out how you envision it, but at least there won't be any regrets later on.

Jay Boynton '98 just started a job as a tech journalist with a business wire service located in Santiago, Chile. He can be reached at:

Boynton_jay@yahoo.com

Business Plan Winners Launch Enterprise in Miami

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

Arturo Perchemlian and Santiago Mejia, Winterim '04, did not need to borrow to finance the creation of their new company, *Tours Gone Wild!* Their \$25,000 grand prize from the Thunderbird Global Business Plan Competition last year gave them the seed money they needed to get their tour company started.

The two men credit the connections that they made at and through Thunderbird with a great deal of their success. Their original business plan was sub-

mitted as an assignment for the New Ventures class, and further developed for Strategic Services Marketing, International Marketing Communications, and finally the Thunderbird 2003 Global Business Plan Competition in December. For this competition, they competed against approximately 100 applicants from Georgetown, Indian School of Business (ISB), INSEAD, Monterrey-Mexico, and UCLA, among others, winning first prize.



Arturo Perchemlian and Santiago Mejia holding their check

Brazilian friends made at Thunderbird as well as the alumni network provided valuable connections in law and tourism. Their T-bird experience prepared Mejia and Perchemlian for doing business with Latin America.

Through its strategic partnerships with Brazilian tour operators and airlines, TGW will take its clients on five to seven-night VIP Party Packages to the region. The company is targeting three distinct market segments: Spring Break vacationers, 18 to 34 year-old young professionals who make more than \$50,000 per year, and African-Americans in both of those groups.

In its first year TGW will offer weekly trips to Rio de Janeiro, and Salvador, Brazil. In its second year of operations, the company will offer tours to Buenos Aires, Argentina, and Punta del Este, Uruguay. The overall theme of all Tours Gone

Wild vacation packages is party, glamour, fun, and untapped destinations. "Basically, only one other tour operator in the United States targets young adults in general, let alone takes them to South America," says Perchemlian. "Our competitive advantage is also in the element of having the best and only 'VIP Nightlife Card' in Rio de Janeiro and other locations we service. These VIP cards offer VIP access, front of the line privileges and cover charge paid for Rio and Salvador's hottest night clubs."

Salvador was chosen as a second tour destination of special interest to young, affluent African-Americans because it is so strongly a center of African cultural influence.

In their own words: "there is no specific spring break destination or company that caters exclusively to the young African American market segment. African Americans surveyed by Tours Gone Wild have sought similar benefits as non African Americans (exotic appeal, the ocean, warm weather), but have placed a great premium on discovering African culture. According to EMBRATUR, the Brazilian Board of Tourism, African Americans constitute the largest growing segment of North American visitors to Brazil."

TGW will use an innovative marketing strategy which includes, "campus representatives" who are independent agents at colleges across the country, direct marketing, public relations such as promotional events at nightclubs, radio and print advertising, as well as guerilla marketing. TGW is also employing a "highly interactive website with booking capabilities (www.toursgonewild.com)."

Take note, T-birds! Tours Gone Wild! is beginning tours to Brazil, starting in May, and is offering a special graduation T-bird discount! Take a look at its website, www.toursgonewild.com for further details. Arturo can be contacted at aperch@toursgonewild.com, and Santiago at smejia@toursgonewild.com.

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Doing Business in Panama

"Center of the World and Heart of the Universe"

By JEANNETTE LOMBARDO
Panama, Spring '04
President, Latin Business & Culture Club

Panama has always been a cultural and business meeting point because of its privileged geographic location and its tradition in international services. Its key location, trade liberalization and privatization have helped the Government, and the business community to promote the country as an international trading, banking, and services center. Panama also has a dollar-based economy, which offers low inflation and zero foreign exchange risk; its most important trading partner is the United States.

Business practices in Panama are similar to those in the U.S., direct and straightforward. According to Panama's Constitution, nationals and foreigners are treated equally. All companies must fulfill the same requirements to operate. For franchising purposes, Panama is open to U.S. style franchising and the market for franchising opportunities is attractive.

Panama gained access to the World Trade Organization (WTO) in 1997. This opened up trade and lowered tariffs. Panama has the lowest average tariff rate in Latin America, and there are no restrictions on the outward direct investment or the outflow of capital.

Panama has the highest per capita income in Central America, and its economy is based primarily on a well-developed services sector. Services include the Panama Canal, port activities, banking, legal services, insurance, and the Colon Free

Trade Zone. The Colon Free Trade Zone alone is a larger market than the entire internal market. Hong Kong is the biggest supplier and Colombia and Ecuador are the two largest destinations for re-exports.

Marketing

High quality, excellent customer service, brand name recognition, and attractive packaging are some of the most important factors for market success in Panama. Products targeting the middle to upper income segment are competitive. Consumers with high disposable income follow sophisticated U.S. and European consumption patterns, so an aggressive marketing strategy is key.

Distribution & Sales Channels

The marketing channel structure is usually simple, where direct importers play the role of wholesalers and sometimes, they also act as retailers. Some of the major importers are also regional distributors located in the Colon Free Zone, and with affiliated stores in Panama City for retail sale to the local market. Success among distributors is decided by quality of the training and support they receive from their principals.

Protecting your Product

Panama is a member of the World Intellectual Property Organization (WIPO), the Geneva Phonogram Convention, the Brussels Satellite Convention, the Universal Copyright Convention, the Bern Convention for the Protection of Literary and Artistic Works, and the Paris Convention for the Protection of Industrial Property.

Business Customs & Etiquette

Panamanians value deep, long-lasting relationships. When doing business in Panama, your associates will be interested in getting to know you first. Invest a considerable amount of time developing a relaxed relationship before discussing busi-

ness, to establish an atmosphere of trust. A handshake is the normal greeting for colleagues. The exchange of business cards is important. Get them printed in both English and Spanish, if possible.

Punctuality is appreciated by business people. Executives and General Managers are expected to wear business suits. Male executives usually wear fashionable three-piece suits, and officer workers wear the two-piece version. Women in business wear elegant suits, dresses, or blouses and skirts or pants.

Women in Business

Women are now seeking more opportunities, and are moving into higher managerial positions. There is a considerable presence in the management workforce and as traveling executives. Panamanian and foreign women should not find difficulties in the business setting, but behaving and dressing conservatively are basic steps toward gaining respect. Professional behavior and a respect for local traditions will also help business women.

Panama is a country with a market economy that boasts positive and sustainable growth, it is a recognized international financial center that uses the dollar as legal currency, and has the largest international free trade zone in the Western Hemisphere.

Its strategic geographical location, the Panama Canal, its activities in the areas of port development, inter-oceanic transport logistics and marine business, makes Panama a center for negotiations and headquarter for many companies. All its culture and its business opportunities have earned it the name the "center of the world and heart of the universe."

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Latin American Alumni Chapters

CHAPTER	CHAPTER LEADERS	EMAIL ADDRESS	MEETING
Buenos Aires	Gustavo Gurgulino de Souza '97	gustavo@gurgulino.com	1st Tuesday
Rio de Janeiro	Sarah Jane Rodriguez Surban '01	saritasurban@yahoo.com	
Sao Paulo	Pedro Carvalho '94	pedro@global.t-bird.edu	1st Tuesday
	Charles Hefner '96	hefnerc@global.t-bird.edu	
Santiago	Nicholas Walker '01	nick@puente-sur.com	1st Tuesday
Bogota	Julio Otalora '98	jotalora@orbitel.com.co	
San Jose	Julie Goins '92	jgoins@global.t-bird.edu	1st Thursday
	Julio Barquero '99	bmyamuni@sol.racsa.co.cr	
Ciudad de Guatemala	Diego Cuestas-Rolz '95	dcuestas@telgua.com.gt	
	Luis P. Chavez Blanco '98	Luispchavez@global.t-bird.edu	
Guadalajara	Eduardo Chavez Michel '01	echavez@global.t-bird.edu	1st Tuesday
Hermosillo	José Arturo Barrera '91	josebarrera@global.t-bird.edu	
Mexico City	Mario Zaldivar '91	mzaldivar@global.t-bird.edu	1st Tuesday
	Joel Cruz '99	joruztol@gnp.com.mx	
Monterrey	Jorge O. Lizan-Calderon '00	jorge.lizan@yum.com	
	Alma Gutierrez '02	AlmaG@global.t-bird.edu	1st Tuesday
	Oscar Guajardo Walsh '00	oguard@infosel.net.mx	
Panama City	Michael C. Pierce '68	pierce@info.net	
Lima	John P. Leigh '01	jpleigh@global.t-bird.edu	
	Sandro Gallardo '02	sgallardo@totus.com.pe	
San Juan	Barbara Rivera '00	brivera@global.t-bird.edu	2nd Tuesday
Caracas	Alexander Volkel '92	alexander@volkel.com	1st Tuesday
	Cesareo Goyanes-Duran '95	goyanes@global.t-bird.edu	

The William P. Banning, Jr. Latin American Book Collection

Books & Bytes News from the IBIC



Anyone and everyone at Thunderbird who is interested in Latin America can benefit from a wonderful gift the IBIC has received from the family of William P. Banning, Jr., Thunderbird '54. Banning spent much of his career after Thunderbird working in Latin America. His wife Marion Banning and his stepson David Winters, Thunderbird 2002, wished to honor his memory and make a gift to the School; one of the ways they did this was to set up a fund for books on Latin America for the IBIC.

We are fortunate to be able to buy the latest books that are available every year on the history, culture, politics, and business aspects of Latin America countries. Additionally, we have also selected many business books in Spanish and acquired materials for learning Spanish for this special collection. All of the books have a special bookplate inside indicating they are a gift in memory of William P. Banning. With this

support, the Latin American book collection is one of the strongest in the IBIC, and is very up to date on this region of the world.

To find Books that are part of the Banning Collection, look in THOR for William P. Banning. Here is a sample of some of the titles you will find:

Business Books in Spanish

- *El Arte de Negociar y Persuadir
- *Como Trabajar con Gente Difícil
- *Los 10 Mandamientos para la Dirección de Personas
- *Corrupción en la Economía
- *Anatomía de un Plan de Negocio
- *Que Dice Antes de Decir Hola
- *Dirigir en tiempos de Incertidumbre

Other titles

- *Good neighbors: Communicating with the Mexicans
- *On Becoming Cuban: Identity, nationality and culture
- *Death Beat: A Colombian Journalist's Life Inside the Cocaine Wars
- *Latin American Popular Culture
- *After the Trees: Living on the Transamazon highway
- *The Invention of Argentina
- *Of Centaurs and Doves: Guatemala's Peace process
- *Peasants Against Globalization
- *The Automotive Industry in Latin America
- *Heading South, Looking North: A Bilingual Journey
- *Nicaragua Investment and

Business Guide

- *Keeping the Lights On: Power Sector Reform in Latin America
- *Culture and Customs of Chile
- *East Asia and Latin America: The Unlikely Alliance
- *Multiculturalism in Latin America
- *Global e-Commerce in Latin America
- *Canada-Cuba Relations: The Other Good Neighbor Policy
- *Brazil: Equitable, Competitive Sustainable
- *A Concise History of Bolivia

Videos

- *The Tango Lesson
- *Fidel Castro
- *Chiapas: The Inside Story
- *Cuba
- *NAFTA and the new Economic Frontier

Many thanks to Marion Banning and Dave Winters, who continue to support this resource for all Thunderbirds, especially those who are studying Spanish or planning to work in Latin America. Take a look at these great resources!



Prof Publishes New Book

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

If you've ever walked past the glass case filled with books outside of the AT&T auditorium, or maybe had to buy a certain IPE textbook with some familiar names on the cover, you know that Thunderbird has its share of published professors. The school places a premium on the act of being published. In fact, a professor's worth is determined in part by the number of journal articles, cases, or books he or she has published.

A new book will soon be added to that glass case, as our own Guiomar Borrás, Professor of Spanish and Business Spanish, has just completed her new work *Plazas: Lugar de encuentros, Second Edition*. The book is an innovative new introductory Spanish textbook, written in conjunction with Robert Hershberger (DePauw Univ.) and Susan Navey-Davis (N. C. State Univ.). The text uses information about various Spanish-speaking cultures to help students to learn the language. It is based on the theory that students not only need to learn how to communicate linguistically, but also culturally. It's a very 'Thunderbird' idea.

title refers to the fact that in Spanish countries, plazas are the places where people meet and interact. The teaching program associated with the book hopes to encourage this level of interaction within the classroom. Each chapter of the book focuses on two different countries and includes information about their histories and cultures. As well, the book uses current pop-culture references, like the singers Shakira and Carlos Vives, to connect with students.

Professora Borrás is a popular professor who has received the "TSG Outstanding Professor Award" six times, and in 2000 received the "Hacker Faculty Prize for Excellence in Teaching and Research." It is common for her to use this concept of teaching language by way of culture in her class.

If you are interested in seeing a sample of her new text, you can find it at http://new-texts.com/newtexts/book.cfm?book_id=1818.

kkreiser@global.t-bird.edu



The Dining & learning: Guio Borrás with her students

Academic and International Services Announcements

TNE: Term of Non-Enrollment Forms Due May 21st

We are now accepting applications for TNE/Reduced Course Load from international students planning to enroll for less than 12 credits in the Summer 2004. The deadline to apply is **Friday, May 21st**.

You should request a TNE/Reduced Course Load if you are planning to:

- Take a vacation from your studies, either inside or outside the U.S.
- Graduate at the end of the term and have fewer than 12 credits left to complete.
- Attend classes at an overseas campus.
- Do an internship outside the U.S.
- Have special circumstances (medical, academic) which require under-enrollment.

OPT and CPT Applications now Available

OPT and CPT application packets are available in the Student Services Reception Area and on the International Student Advising MTB page.

I-20 Extensions – Look at your End Dates!

All students who are not graduating this spring should look at their I-20 form's end dates. Is it long enough for you to complete your degree requirements? If not, please see an advisor to get your I-20 extended.

Internship Registration – Open through May 28th.

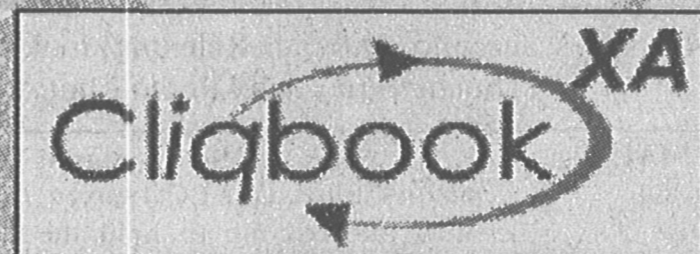
All students going on internships this summer and wish to register it can find forms and information on the "Internships" site of MTB. Registration will be open through **Friday, May 28th**.

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Chilean Student Finds New Home at Thunderbird

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

The presence of second-trimester student Felipe Calderón (Chile, Spring '05) on the Thunderbird campus is a testament to the power of both the Thunderbird alumni network and outgoing President Roy Herberger's active international recruiting initiatives. Calderón enrolled at Thunderbird in Fall 2003 after completing the pre-MBA program during this past summer.

He was introduced to Thunderbird by Beatrice Cueto, a 1987 graduate who knows his father from Santiago. Knowing the younger Calderón's interests would mesh well with the Thunderbird program, Cueto encouraged him to apply. Cueto also included Calderón in a breakfast event held for President Herberger when he visited with current and prospective MBA students, as well as various executives in Santiago. Calderón was quite impressed with Thunderbird from the start, and enjoyed the personal attention.

The number of enrolled Chilean T-birds currently stands at three, and Calderón says that more will enroll this summer and fall. He mentioned that there is a strong sense of camaraderie among the Latin American students. At the same time, he said that he has almost had to relearn Spanish in order to understand the various dialects and slang encompassed by the Thunderbird Latin American community as a whole. Despite the fact that the majority of Latin America speaks Spanish, meanings and words change depending on the country of the speaker.

As Calderón prepares for his second torrid summer in Arizona with his wife Carola and daughter Mathilde, he begins to miss weekend futbol games and other pastimes he enjoyed in Chile. Though Calderón has thoroughly enjoyed his involvement

in Thunderbird's soccer and rugby clubs during the past two trimesters, he commented that the style of play is a bit less aggressive than in Chile, where the "eye for an eye" mentality is rampant.

He and Carola had to adapt to life in the U.S., but he and his family have acclimated well. In fact, Calderón stated without hesitation that he would prefer to stay in the U.S. and work in Miami after graduation. He remarked that Miami's strategic location and its large Latin American community make it an attractive destination.

Despite his preference to work in the U.S. upon graduation, Calderón believes the Chilean economy and political system are quite strong at this time. The Chilean elections will take place in two years, and of the three candidates who have announced they will run for President, two are female and have very strong credentials.

Furthermore, the Chilean market has been able to

increase its global presence, even without involvement in Mercosur. Interestingly, traditions and culture have taken precedence over modernity in some ways, with companies such as Sears, Home Depot, and Carrefour meeting early demises after

attempting to establish a following among Chilean consumers.

Prior to his arrival in Glendale, Calderón spent six years in the banking/financial services sector as a leasing executive in Santiago following the completion of his degree in Economics from the Universidad Gabriela Mistral. An internship in

the Netherlands furthered his interest in international business. He hopes to return to the banking industry upon graduation.

If you are interested in learning more about Chile, feel free to catch up with Felipe or some of the other Chilean students on campus this summer. betsyhoag@global.t-bird.edu



Felipe Calderon and Matilde, the Rugby Football Club's cheerleader, take a break

T-birds Taking the Road Less Traveled Photo Contest Winner



"Las Amigas Descansando" (Friends Relaxing) took the top prizes in the Thunderbird Travel Photo Contest

By **HUNTER TREMAINE**
U.S.A., Spring '04

While exploring the streets of Havana, Cuba, these two ladies caught my attention from afar.

Hoping to catch them in a natural setting, I stayed on the opposite side of the street, readied my camera and crouched as if to tie my shoes.



Hunter Tremaine

With a Sony digital camera I utilized the LCD screen, which allowed me to hold the camera near my feet and set the shot inconspicuously. After taking the photo, I ventured on.

To this day I kick myself for not introducing myself as I am sure these ladies would have been as kind and interesting as the other Cubans I had the pleasure of getting to know during my travels.

Tremaine@global.t-bird.edu

Editors Note: Hunter's photo won both the juried First Prize and also the People's Choice Award, as voted by the T-bird community. All of the photos entered in the "Taking the Road Less Traveled Photo Contest" can be seen hanging in the Commons. In this issue of Das Tor, you can read more about the contest and the winners.



Dr. Cabrera in His Own Words

Continued from Front

changing demographics in our environment, an industry-wide shortage of doctoral faculty, and the crowding of our traditional niche, among others. But the elements to tackle those challenges and make a difference are certainly there. I am delighted to start up with the support of a gift like the Garvins', not just for the transformational opportunities it opens up, but also for what the gift itself means: a living proof of what Thunderbird is all about, of how we can and do bring value to society through education. I have been very impressed with the quality of the Board of Trustees, their knowledge of higher education, their experience in international business, and their enthusiasm and involvement. I have been equally impressed by the students and the alumni. Students didn't miss the opportunity to hand me a detailed to-do list in our first meeting. The alumni I have met - and keep running into in the most surprising places - all cherish their Thunderbird experience and have some passionate ideas as to how to make the Garvin School even stronger.

Last, and certainly not least, I have been impressed by the quality of the faculty and the staff, their commitment to providing a learning and life-changing experience to the students, and their willingness to share in the responsibilities of governing the school.

A third condition I had in considering a new job was to find a professional environment where I could be happy and a team I would be excited to work with. My first impressions after visiting both the Glendale and the Archamps campuses could not be any better. Even though I missed the South-African wine tasting

event (sorry!), and I haven't been able to drop by the Pub yet, something tells me I'm going to have fun at Thunderbird.

Finally, the Phoenix area had to pass the family test. And it clearly did. To the point that Beth, my wife, did not mind taking a break in her career to ease the transition. In fact, I still wonder whether she had a secret pact with board member and search committee chairman Dick Snell to convince me to take the job. Overall, that makes it a 100% score. So, while we have been very happy in Madrid and I have enjoyed working at Instituto de Empresa very much, we clearly could not let this opportunity go by.

I am delighted to become part of the Thunderbird family, and honored by the responsibility with which I have been entrusted. Ahead lie some tough times - some threats, but also great opportunities. I hope to be able to strengthen the vision of the school, to guide and support the faculty and staff in their duties, and to work closely with the Board of Trustees, our student body and faculty to steer our strategy to successfully meet our challenges. Let us keep in mind that Thunderbird has never been and cannot afford to become just another business school. Students who choose Thunderbird are looking for something else - for a mind opening experience, for a gate to the world, for a life-lasting network of like-minded people. We need to continue to be different-true to our legacy and yet willing to redefine ourselves and the field of international management.

April 15th, 2004.
Dr. Angel Cabrera

Spring Break: Andean and Galápagos Escapades

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

Ecuador is a geographically-blessed country, with infinitely varied terrain, including 2,237 km of Pacific coast, numerous cloud forests, the highest active volcano in the world (Cotopaxi), highlands, lowlands, and the Galápagos Islands. With a population of about 14 million people and an area of 283,560 square kilometers, it is not an intimidating country to traverse... except for the volcanoes. Its primary exports include oil, bananas, coffee, flowers, and shrimp. Tourism has become increasingly far-reaching and profitable over the past decade, and many tourists visit solely for the Galápagos Islands experience. The Ecuadorians are justly proud of the surge in tourism the country has experienced, and extremely helpful.

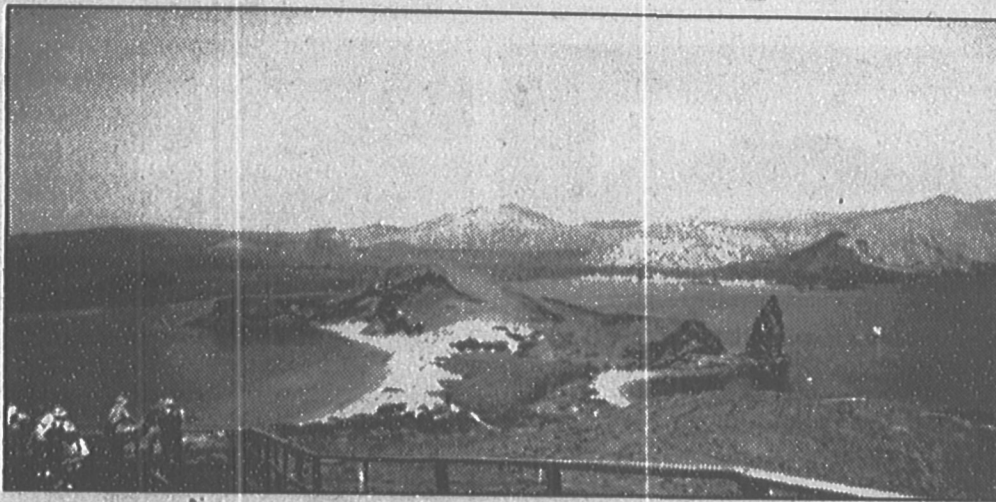
With all the stress and worry over classes and the job search, taking a mid-trimester vacation may not be feasible for most. However, with just one class this second module (which only meets one day each week), I was able to find some time to travel to Ecuador with my dad, and I wholeheartedly recommend this plan to other students.

This was my second visit to Ecuador, as I had lived there for three months just prior to starting at Thunderbird. I was anxious to introduce my father to both friends and places. Much

had changed in just two years, and the changes were overwhelmingly positive. The government has made safety and transportation top priorities as of late. The main reason behind this, according to many Ecuadorians, is that the country will host the Miss Universe Pageant in Quito this June, which will put it on the global stage. In any case, the country's three largest cities - Guayaquil, on the coast; Quito, the capital; and Cuenca, in the south - are well-connected by airplanes and buses.

We spent a good deal of time in Quito, since I was already familiar with the layout and surrounding area, and wanted to visit with several people. At 2,850 m, the city is nearly twice as high as Denver. Walking the steep streets of the Old Town wreaks havoc on one's lungs, but the sights are tremendous. The area was declared a UNESCO World Heritage Site in 1978, and boasts several baroque-style monasteries and churches, several of which were constructed by indigenous people under Spanish direction. Incan art was smuggled into some of the churches as an act of defiance (against the Catholicism introduced by the Spaniards), resulting in spectacular montages of stars and suns - which the Incas ardently worshipped - on many of the cupolas.

Trips by bus from Quito included journeys north to Mindo, lush with cloud forests and orchids, and south to Baños,



A view of the Galapagos Islands, off the coast of Ecuador

located in a valley encompassed by waterfalls, rivers, and hot springs. Both locations offer strenuous and scenic hiking and mountain biking opportunities. Mindo is known for its commitment to ecological initiatives, and has achieved worldwide attention for its protests and general antagonism toward the construction of an oil duct through some of its most vibrant forestland. Despite the presence of the oil duct, the area is amazingly well-preserved. Fresh trout and tilapia are offered in abundance at nearly every restaurant in the small town. Baños attracts multitudes of tourists, many of whom flock to the many natural piscinas surrounding the village on nearly every side, hoping to experience rejuvenation or healing.

Certainly, the pinnacle of our trip was the five days spent on a 16-passenger boat in the Galápagos Islands. Tourists come from around the world to experience a few days in Charles Darwin's backyard, and it is a

truly spectacular adventure. Regardless of the itinerary or time of year, Galápagos visitors are guaranteed to see penguins, sea lions, various types of boobies (these are birds rather than organs), tortoises, and iguanas. Accommodations are definitely Spartan, but nothing compares to exploring these volcanic islands which, except for three, are uninhabited.

Flights from the U.S. are relatively inexpensive during this "off-peak" season, and for those with frequent flyer miles, a trip to Ecuador from the U.S. and several other countries can be acquired for just 30,000 miles during most of the year. Since Ecuador lies on the equator, seasonal changes are limited in most parts of the country, so the traveler is not at a disadvantage by visiting during what the airline industry defines as "off-peak."

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Latin America Quiz

- 1) Which two South American countries are land-locked?
_____ & _____
- 2) Hordes of tourists visit this fabulous Incan creation outside of Cusco: _____
- 3) What is the highest capital city in the world? _____
- 4) This former leader of Panama was nicknamed "la Piña:"

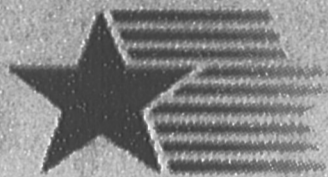
- 5) For the past few years, the highest number of Latin American Major League Baseball players hail from this Caribbean nation:

- 6) Formerly called British Honduras; divers flock to its reefs: _____
- 7) In what two countries in Latin America is French the official language?
_____ & _____
- 8) Who is the President of Venezuela?

- 9) Country that made the Tango famous:

- 10) City that hosts the largest Carnival in the world:

answers on page 33



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We, the Editorial Board of Das Tor, would like to thank all members of the Thunderbird community who contributed to this, the third 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: Milton Aguirre, Jay Boynton, Sean Daley, Sonia Derobert, Eduardo Donnelly, Peter Finfrock, Daniel Lens, Jeannette Lombardo, Tiago Machado, Maleeka Manmohansingh, Santiago Martello, Silvia Melgar, Kate Mitchell, Matthew Moore, Dr. Roy Nelson, Tatiana Pinho, Raul Perez Vazquez, Hunter Tremaine, and Dr. Priscilla Wisner

During this summer, we will continue to focus on various countries and regions. We look forward to more exciting and thought provoking contributors!

-- Megan, Betsy, Kellie and Rizwan --

DAS TOR

Interested in writing or taking photos for *Das Tor*?
We are always looking for contributors!

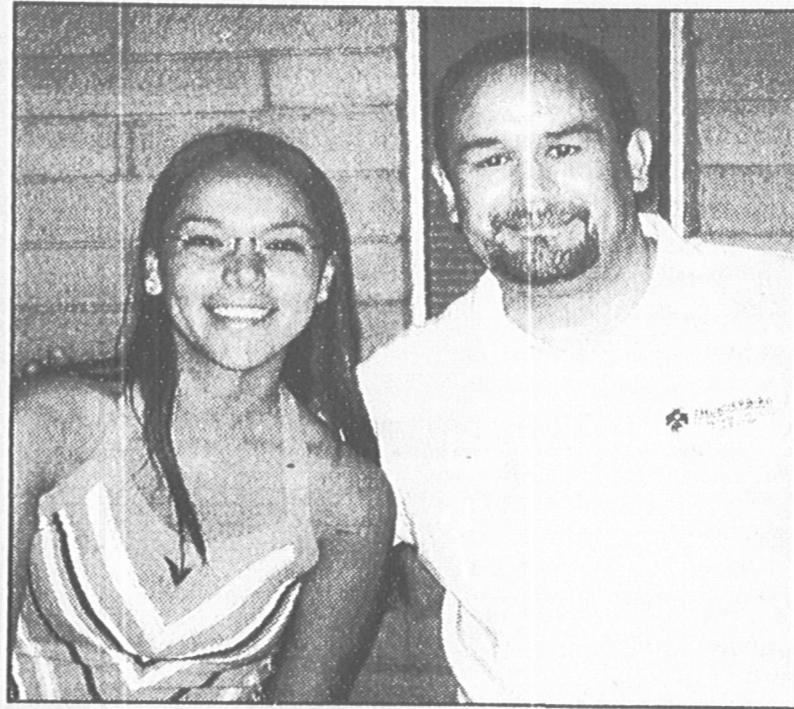
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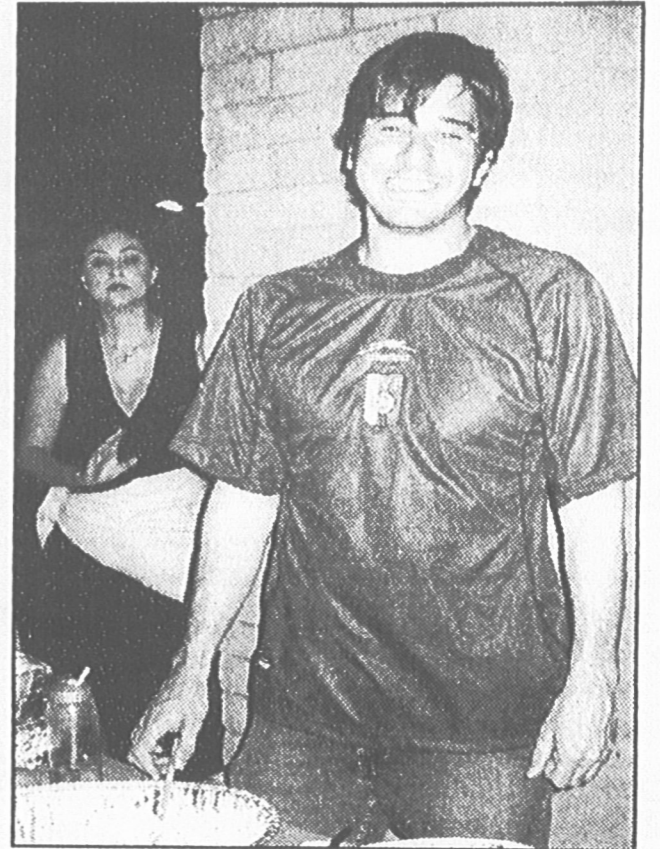
Viva Americas Night!



Christian Kasparian and Fernando Alandia were in high spirits pouring the spirits



Silvia Melgar and Raul Perez Vazquez



Daniel Lens serving up the chicken salad



The International Women's Club performance stole the show



The men of Latin America with their flags



Becky Eby found American cowboy, Paul Mariotti



T-bird Salseros showed off their moves



The International Women's Club



New TSG President Regula Schegg enjoying the caipirinhas



Priya and Vishwanath Raja, Jaspreet Singh Kahlon, and Kristin and Darren Coble sample the fine food



Brian Faulkner and Jose Dominguez having a laugh

Send your photos to dastor@t-bird.edu for inclusion in next month's issue of Das Tor. Deadline for submissions is Thursday, May 28th. Das Tor thanks all people pictured here for their enthusiasm to be photographed.

Latin America Quiz Answers

from page 31

- 1) Which two South American countries are land-locked?
Paraguay and Bolivia
- 2) Hordes of tourists visit this fabulous Incan creation outside of Cusco.
Machu Picchu
- 3) What is the highest capital city in the world?
La Paz, Bolivia
- 4) This former leader of Panama was nicknamed "la Piña."
Manuel Noriega
(The Pineapple, referring to his face)
- 5) For the past few years, the highest number of Latin American Major League Baseball players hail from this Caribbean nation.
The Dominican Republic
- 6) Formerly called British Honduras; divers flock to its reefs.
Belize
- 7) In what two countries in Latin America is French the official language?
Haiti and French Guiana
- 8) Who is the President of Venezuela?
Hugo Chavez
- 9) Country that made the Tango famous.
Argentina
- 10) City that hosts the largest Carnival in the world.
Rio de Janeiro

Quiz created by Betsy Hoag, U.S.A., Spring '04; Co-Editor, Das Tor
betsyhoag@global.t-bird.edu

Television Can Teach Us Something, Ask "The Donald"

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

Let me start off with the caveat that I hate reality television. The "Survivor" craze did not capture my attention. However, I have watched every episode of "The Apprentice." It started out innocently enough, my friend told me about it, and I was walking on a treadmill at the gym where I enjoy mindless TV or reading instead of studying. Well, I became hooked. Sixteen competitors from different backgrounds and education levels work in teams to complete weekly job assignments. Each week one member of the losing team is told "You're Fired" by Donald Trump, and the last person standing will be named "The Apprentice," receiving a one-year contract with the Trump Organization and a salary of \$250,000.

Is this reality TV show relevant to our MBA education and experience?

Gender Wars

As a Graduate Women in Business (GWIB) member, I know that most MBA programs have about a 30% female population. On the show, the competitors were a 50/50 split and initially, the teams were divided by gender. The females won the first four challenges, and a reorganization of the teams subsequently occurred. Mr. Trump expressed that they were exploiting their sexuality too much. It would ultimately hurt them.

I agree with Mr. Trump, it was almost embarrassing to watch these women dressing practically like streetwalkers at one point in order to entice patrons into Planet Hollywood. The cliché of cat fighting also

arose, and these things may have set back women in the business world by fifty years. Interestingly enough, when the teams were reorganized and became co-ed, the exploitation of sexuality seemed to dissipate.

Real World Relevance

Second trimester student Cheryl Chapnick says, "The reason I like it is that you get to see people put business skills in practice: Project Management, Marketing, Negotiations - all the skills. It constantly tests your Leadership skills - not only do you have to win, but stay on top as a group. It is an interesting dynamic, because at the end there can only be one person standing. Troy was my favorite - he was the only failing leader that went into the boardroom three times without getting fired."

I have to agree with Cheryl - Troy was also my favorite. He had a lot of energy, fantastic charisma, and thought outside of the box. He also only had a high school education and was a bit of a "live wire." When Trump had to make a choice between him and Kwame, a Harvard MBA, the MBA won out. However, Troy and Kwame also became good friends during the course of the competition and realized, acknowledged and respected each other's strengths.

Group Work

It has been interesting watching this dynamic. The relationship between Troy and Kwame highlighted the fact that

recognizing the strengths and weaknesses of others makes for a good business person, and excellent leaders can complement themselves with team members that augment and enhance each other. Team dynamics personally resonated with me, because of the challenges I have faced with group work here at Thunderbird. Most interesting was seeing how team members worked with the contestant Omarosa, who I found to be the least likeable of the competitors. It was interesting to see all of the competitors overcoming obstacles with both personalities and the team challenges.

Importance of the Interview

In the second to last episode, the last four competitors

One of the contestants called it a 16-week MBA boot camp. But, at the end of the day, it is merely a reality TV show...

interviewed with Trump advisors. The two competitors selected to remain were based on the interviews, not their track records. In fact, Amy, who had the best track record and an MBA from Texas Christian University, was eliminated with comments that she was annoying, sounded like a "Stepford-wife," and was boring to talk to. Kwame, who had the worst track record and an MBA from Harvard was selected to remain as a finalist, though there was some concern about his "energy" - which Kwame defended during his interviews as his laid back style.

In fact, a recent press release from "CareerWomen.com" stated that the show "provides job seekers new insights on

the importance of the interview" and "that many lessons can be learned from how all candidates were evaluated."

How significant is "The Apprentice" to an MBA candidate? Well, as the "CareerWomen.com" article indicates, there are lessons to be learned in observing the competitors. The group dynamics, team work, challenges, and how the competitors demonstrate their Financial, Leadership, Managerial, Marketing and Project Management skills are both interesting and insightful - especially since the competitors were working with differing personalities and backgrounds.

One of the contestants called it a 16-week MBA boot camp. But, at the end of the day, it is merely a reality TV show - entertainment that can manipulate viewers through editing, and participants through whatever the producers tell them.

This was crystal clear in the finale. As soon as Trump said "Your Hired" to undergraduate degree holding, Cigar Entrepreneur Bill, selecting him over Harvard MBA Kwame, the walls of the boardroom pulled away to reveal a live studio audience. Which begs the question - how real is 15 week long a job interview that culminates in being hired in front of an audience?

Whatever your take is on the "reality" of this show, and the significance to an MBA, I have realized this: it is an interesting exercise to watch, and something to take your mind off your schoolwork while at the gym. And I would love to watch a Thunderbird compete in the next season of the competition - the Apprentice Two!

wieser@global.t-bird.edu

A Recipe for a Good Mood: How They are Making Holidays in Europe...

By ANDREY TOLKACHEV
Russia, Spring '04

It's not that complicated! One should just invite guests from five continents, cook the favorite meals of seven countries and flavor all this with fiery music and energizing dances. One will also need to add some competitions and performances to taste, and mix the ingredients with exquisitely tasting wines and the Russian traditional drink. Voila, a good mood is ready to be served!

Of course, you can say that the ingredients of such a recipe are not easily found. I would not disagree with that if we hadn't only spoken about Thunderbird! Students from forty-one countries made the European Night memorable and thinned the *couleur locale* down with their high spirits. On the other hand, German, French and Russian Cultural clubs along with the Central and Eastern European Association did their

best so that all the other ingredients of the recipe were fresh and served in time.

The night welcomed its guests with a plentiful supply of food. To name French crêpes, German strudel, Russian pierogies, Greek baklava is to name only a small part of what the clubs prepared for the night. Guests allayed their thirst with wine and beer, while Russians offered a more drastic remedy, filled to the very top in small shots.

A live German band started the entertainment program. National costumes and traditional songs attracted the guests. Many of them danced, sang together with the band and drank toasts. The band gave place to the performance of the Russian Children's Center with traditional folk songs and dances. In attractive bright clothes and with ingenious smiles, the children shared their puppyish vitality with the guests, inviting them to the show. The German band con-

tinued the program. After that, the Russian Cultural Club presented a ladies' folk dance and a merry performance of Russian matreshka dolls.

Though even when partying, the students did not forget that the event is held at a MBA school. A quiz followed the performance. Feelings ran high with the humorous but, at the same time, fancy questions about Russia. The clubs also prepared a slide show with the photos of the most beautiful places in Europe. It could not but hearten the guest to the view that such beautiful place is not only worth while studying, but also just visiting for fun.

The night continued with the disco. At this point, the East was meeting the West in that a variety of songs originating from different parts of the world sparked the students and their guests to dance. They socialized, danced and met new friends - an essential and invigorating rest before the so quickly approach-

ing exams.

Essentially, the European night reminded us once again of the diverse student body that is bringing to the school not only knowledge and experience, but also the customs and traditions of their cultures to make Thunderbird #1 in International Business. The other side of the coin is that such an eventful social life allows the students to balance their intensive academic schedule with the recreation, well-preparing them for academic achievements.

And if we think that the European night is only one in the row of regional events, we can see many opportunities for practicing in the preparation of the best meal for success - a good mood. The meal that is always on the menu of the Thunderbird mystique!




Children perform at European Night

Author's Note: The Russian Children's Center is going to compete in a local contest among other cultural and non-profit organizations.

atolkachev@global.t-bird.edu

Students Want More Technical Frameworks for "Real World"



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.

Dear Dr. Love,
As I am graduating on April 30 and leaving the country for a small island nation formerly known as Ceylon, I realize that this issue of Das Tor is possibly my last chance to express a very pertinent viewpoint to the greater Thunderbird community. I am a male in my early 30's. Since I applied to Thunderbird in 2002, I have noticed the average age of Thunderbird students has decreased. While this equates to a rise in hormone levels on campus, this increased youth also brings an obvious lack of experience with the ladies, perhaps a reason for the recent surge in let-

ters addressed to your attention. If I can have a lasting legacy, may it be a few words of advice complete with pictures taken in my "office." I know that Thunderbird students find photos to be helpful in understanding difficult concepts.

1) Start the exchange with an innocent handshake (even before the kiss on the cheek). The grip can become more sensual as both parties acclimate to the touch (see photo). I find cocoa butter with a slight aroma of vanilla accentuates this process.

2) Bring out your best talents as soon as you have gained her trust. For me, the one-handed bra unsnapping is always a winner. Whether the hook is in the front or the back, I am a maestro, and so are many of you; you just have not tried hard enough yet. If this is not your best talent, maybe you are better at tying knots in cherry stems with your tongue - figure it out as soon as possible and PRACTICE (see photo for pictorial advice). But I am telling you, the bra thing is always a winner, and there is nothing more embarrassing than making her unhook her own bra...just get the job done.

3) Don't forget to focus on HER needs first. It is always

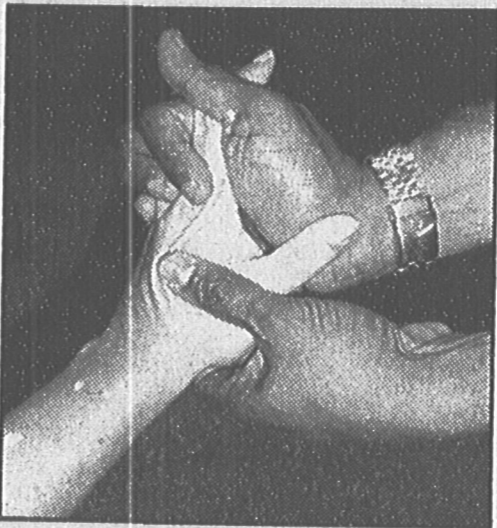
about HER needs. This is why you should hang on to the cocoa butter. Use it to give her the most erotic massage she has ever received. Those T-bird backpacks you received during Foundations Week have an unbelievable amount of pockets in which to carry candles, powders, lotions, and other "necessities." You should start working on your finger strength as soon as possible, to ensure that you can vary the pressure applied.

I am not saying that these steps will result in a sure hook-up, but I think Thunderbird males could definitely use a few of these moves in becoming more sensitive and experienced lovers. It is all about gaining trust. Listen to women, and treat them as queens. Remember, Metrosexuals have a lot of fun. Thank you for printing my suggestions.

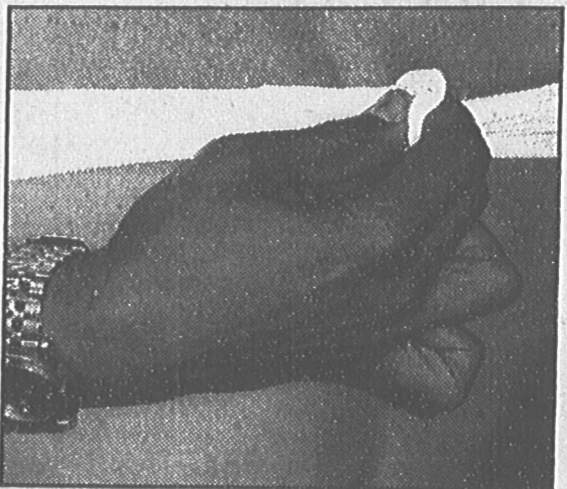
Respectfully Yours,
Tommy Piranha

Dear Tommy,

I could not have said this better myself. I am sorry that you never wrote me earlier, as you are somewhat of a love doc-



Start with a sensual handshake



Be sure to practice your manual dexterity



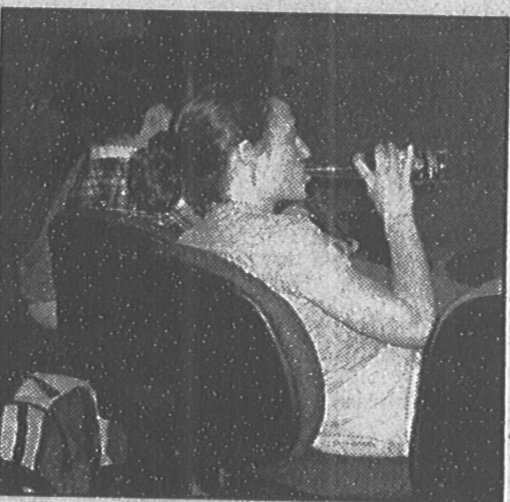
Focus on her needs and help her relax. A back massage is a sure win!

tor yourself. Being in touch with your inner self and revealing your feminine side is magnetic to a significant portion of Thunderbird females. I would add that on even par with the bra unhooking move by guys, the one-handed belt and jeans unsnapping by women has always achieved my highest level of respect. Ladies, if you like his first move, don't feel shy about responding with this oldie-but-goodie. Tommy, thanks for your well-thought and generous advice. You surely won't be sin-

gle for long. To all of my faithful readers, take these pictures to heart.
Yours in Seduction,
Dr. Love.

Sitting in the Back Row Has Benefits

Dear Dr. Love,
Over Winter Break, my boyfriend Ky proposed. I was elated, and we will not be married until next summer. Once we move to our new house somewhere in the Great Plains, I will begin an advanced degree program, while Ky will stay in the working world. We are both anxious to be in the same place after quite a bit of time apart. However, one thing is definitely worrying me: I am concerned that my fiancé will not understand my passion for carousing. Yes, he has known me for a long time, and he has always understood (and joined me) in my passion for beer and the like, but married life might push us-or him-to a more sophisticated level. You see, continuation of student life equates to partying, as far as I am concerned. The boozing will not end! But Ky must wake up every morning and deal with corporate life and the appropriate behavior it entails. Do you think I should adopt more cultured and demure behavior in my adaptation to wifedom, or do you think Ky will continue to love me for who I am?



Ahhh, the life of a student: Keep swigging; just make sure you sit in the back row.

Still Chugging,
Raquel Tapp

Dear Raquel,
I am convinced that you will acclimate to married life with ease. Contrary to your assumptions, marriage does not

require much maturity. I presume that your wild side has always amused and attracted Ky, and he will continue to treasure you. Of greater concern is the reputation you may earn in your new neighborhood. What will the neighbors think of all the mounting bottles and cans in the recycle bin? They may suspect that you are somewhat of a lush. I would recommend that you and Ky install a kegerator once you have moved in. Guinness, Coors, Fat Tire, or whatever else you may desire can be delivered on a regular basis at a very low price, and you will have a seemingly endless supply of beer tapped from your very own refrigerator.

One bit of advice: If you bring beer to class at your new university, put it in a coffee thermos. Even Cornhuskers admire discretion from time to time!

Dr. Love.

How to Communicate With Women

Dear Dr. Love,
By this time in the trimester, I've taken a certain liking to a particular ThunderGal who I met in Data Analysis. In fact, we've gone on several dates. But as usual, she is beginning to make no sense. She keeps telling me that we are having communication problems. But what does that mean? Dr. Love, I am seeking your advice on women. How exactly am I supposed to speak the secret and cryptic language of "woman"? Sincerely, "woman" - illiterate ThunderStud

Dear "woman" - illiterate ThunderStud,
There is no arguing that men and women were born speaking different languages. However, I will give you the crash-course of do's and don'ts and send you on your way to clearly communicating with your bodacious ThunderChick and all women alike.

- 1) **Hay is for horses!** Avoid saying "hey" when you see her. Use her name! It lets her know that you are at least temporarily focused on her. You'd be surprised how this can work as a differentiation strategy for you!
- 2) **When emailing her, avoid using specific closing comments** such as "Take Care" (this leaves her with a feeling that your next encounter will be next year) or

- "Best Regards" (you aren't applying for a job, just her heart).
- 3) **Ask her questions about HER.** This gives her the impression that you are actually interested in her. You should know by now that women love talking about themselves. If you give her the invitation to do so, she will return the interest in other ways. In the process of her rambling on, you will gain useful insight into what makes her tick (a competitive advantage for you).
- 4) **Just Listen!** Your manly instincts may lead you to provide a solution for all of your woman's problems. However, when a woman has a bad day she

You may be rolling your eyes wondering why you should follow these insignificant things. The answer is because they aren't insignificant to her.

- 5) **Sorry.** Girls will say this lots and usually don't mean it in the way that guys do. Please do her the favor of at least acknowledging her "sorry." A simple response of "no problem" will do just fine and put any conflict at bay. If you simply disregard it, she will begin to think that you are expecting or deserving her

- sorry's (even when you aren't). This is a huge area of miscommunication, so stay clear of it!
- 6) **Don't set expectations you can't meet!** If you say you're going to call her after Data Analysis class, then call her! Otherwise, don't set expectations that you cannot meet. This will frustrate your new crush and cause her to doubt your interest in her.
- 7) **Avoid the booty call approach.** When you get home from the Pub on Thursday nights, don't call your new crush in an attempt to make a "late night visit." This form of communication is definitely a turn-off for most ThunderDivas. It's best to initiate communication with your new Thunder-love when your mind is more clear.
- 8) **You have a girlfriend?** Many ThunderStuds have girlfriends back at home that they like to keep a secret. Just be honest with your new heart-throb and tell her your current situation. If she finds out about your secret relationship too late in the game, you'll most certainly strike out.
You may be rolling your eyes, wondering why you should follow these insignificant things. The answer is because they aren't insignificant to her (don't underestimate stakeholder needs). If you learn to choose your battles correctly, you'll win other battles which are important to you!
Yours Truly,

Lone Star State Might Be Lonely

Dear Dr. Love,

As you may remember, not too long ago, a guy wrote you seeking advice on how best to capture the heart (and body, I suspect) of a gorgeous Greek T-bird who plays a mean game of golf. Well, the guy who wrote that letter must have botched the Moussaka he was trying to use as an aphrodisiac, because she is mine now. But, I am having second thoughts. You see, I am a native Texan, and this fine state seems to control my destiny and fill my soul, regardless of how international I may try to be.

This reality has been with me for years, but I thought my semester abroad in Spain during college and working in Chile had brought out a different side of me. But, alas, we are called home by our favorite lullaby: "The stars at night, are big and bright...deep in the heart of TEXAS!"

I took my girlfriend home to meet the parents a few weeks ago, and that's when a few things became clear. My parents really liked her, and she was her usual charming self the whole weekend. But all of a sudden, I noticed a few things about her that just might not work.

First of all, she doesn't have big, bleached hair. I really LIKE her hair (it is brown, long, and slightly curly), but she never gives it those few extra "Texas Inches" that just send my heart aflutter. In fact, she doesn't use hairspray at all!

Secondly, she never wears make-up when she works out. I used to really like how natural and low-maintenance she was, but while I was at home I hit the gym one day, and it is really exciting to finish lifting and watch those fine Texan gym bunnies conquering the elliptical trainers in full maquillage.

In addition, there's nothing like a fine Dallas drawl or clipped Houston twang to send you into oblivion. Sure, my girlfriend's accent is fairly exotic, but I think I prefer the down-home phonetics. I am probably heading back to Texas in May, so these temptations will probably grow... what should I do? Thad Cuddly

Dear Thad,

Texas is a religion, and you are a faithful man. I suspect that holidays on South Padre Island are preferable to sunny days in Mykonos. Your allegiance to the Lone Star State is impressive. I think some of your reasoning is too closely tied to a sort of 1980's glamour. Looks like the Greek Goddess may once again be on the market. Unless she can assimilate in Texas, you probably should end it. A good Texan woman is clearly what you need. Just because you have a degree in international management does not mean that you are suited for romance that crosses an ocean.

Dr. Love

Competitive Advantage Snags New T-birds

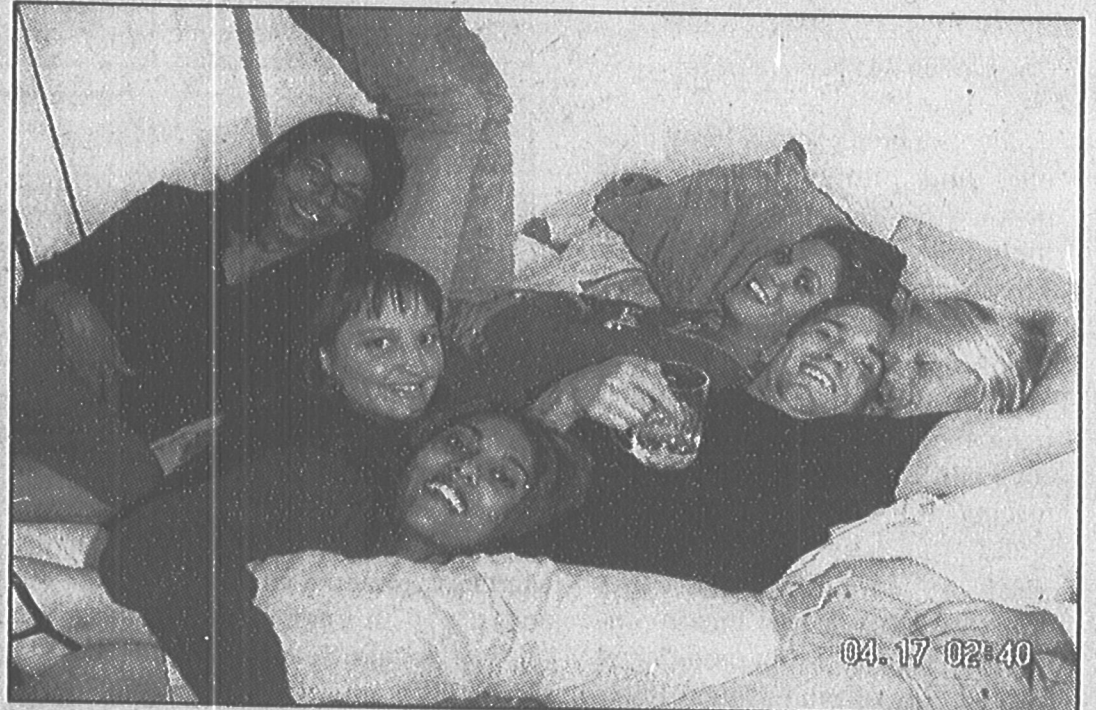
Dear Dr. Love,

I just visited campus for Prospective Students Weekend. I listened to detailed testimonies of the Thunderbird Mystique by the Campus Ambassadors, various TSG members, and Joe Miller, among others, and all of it was impressive.

But let me share what prompted me to send my deposit the minute my plane landed back home: the Thunderchicks! I could not believe how easy those hoochies are. I mean, I heard all this talk about how terrible the male to female ratio is, and that the quality of the girls is rather questionable. Maybe that is the case, but who cares when they are so EASY.

All these guys who complain about months of celibacy have clearly not attended any of the "after-parties," where the ratio rapidly increases and morals drop significantly. It is not uncommon - from my brief sojourns in both the B Dorms and off-campus locations - for articles of clothing to be discarded or at least pulled up or pushed down. I even saw two girls with rum bottles in their mouths because all the guys were tied up with other babes.

Just wanted to say, whatever the admissions standards are, keep these floozies coming. I have attached a picture



Billy Ho sees a side of Thunderbird not in the viewbooks

from my visit, lest you think I am exaggerating.

Yours for Nookie,
Billy Ho

Dear Billy:

This is one of Thunderbird's most unique and economical-selling points. Many business schools, like the Division I colleges recruiting top athletes, must chase down top MBA candidates with scholarship offers or assistantship possibilities. This is where Thunderbird has truly turned the tables. Our students are happy to assist the Admissions office in luring top prospectives by supplying them with ample booze and grinding with them to a vari-

ety of music samplings. We can meet a variety of tastes and preferences. And we do this all FOR FREE! Good to hear we have snagged yet another valuable addition to the Thunderbird community.

Dr. Love



Send your questions to Dr. Love for the next issue!

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T-Birds Taking The Road Less Traveled

By MARCO AMARO
Guatemala / U.S.A., Fall '04
and
SHEILA OH
S. Korea / U.S.A., Spring '05

Thunderbirds have traveled and photographed exotic destinations around the world, including their own countries. This travel photo exhibit, which is on display in the Thunderbird Commons, was motivated by a vision for beautifying and globalizing the Commons café experience while at the same time reinforcing the Thunderbird global brand.

As great as all these pictures are, only a few lucky contestants can win the wonderful prizes being offered. The following are the the stories behind some of the photos.

"Indigenous Children of the Peruvian Andes" Norm's Story

Norm Capistrano, '04, submitted a photo which he took during a mountain expedition through the Peruvian Andes in November 2000.

"During the expedition we reached at altitude of about 5000m (approx. 15,000ft.), but the picture was probably taken at around 3000-4000m. The indigenous people who live at these altitudes have not changed their way of living for several centuries, and although they live in poverty according to Western standards, they all seemed healthier, happier and had better diets than most Americans."

"Cuba Today" Matthew's Story

Matthew Moore, '04, submitted seven photos for the



Road Less Traveled on display in the Commons

contest. Now if volume doesn't reflect serious passion, we don't know what does. Most of his photos were snapped during the 2004 Winterim to Cuba. Matthew rented a car for a week and drove through Cuba alone, relying on his Spanish language skills to communicate with people.

"Picking up hitchhikers was an excellent way to meet various people and learn about life in Cuba. I met many interesting people - college students, farmers, police, school children, military service persons, housewives, and retirees - who became my friends along the way," he said.

"Aurora Borealis" Jim's Story

Word travels fast and far on MTB. Jim Hanson, T-bird '78, found out about the travel photo contest from a posting on MTB and an article in *Das Tor*. As an alumnus, Jim says that T-birds are interesting because of that unique global perspective that comes from having traveled, worked and lived abroad.

In fact, "there is a common thread across T-birds that I've encountered throughout the years: T-birds are global adven-

tures, open-minded and highly creative."

Jim also had some words of advice about leveraging the photo contest as an alumni outreach initiative: "I think you are onto something with this travel photo contest and exhibit. I feel alumni would embrace the opportunity to share a significant photo from their international experience. Simply the recognition of having your photo displayed with a short byline should suffice to get alumni involved. Just imagine the potential of photos coming in from around the global community of T-birds!"

I don't know about you, but these stories make me want to go and buy a camera and start taking pictures all over the world. The inspiration, emotion and dedication are intoxicating! It is people like Richard, Matthew, and Norm that make us feel as if we don't do enough with our time. Where have YOU been? Participate in next trimester's photo contest and share your travel experience with your fellow T-birds.

marco@global.t-bird.edu
soh@global.t-bird.edu

And the Winners Are...

At a wine and cheese reception hosted by the Thunderbird Marketing club in the beginning of April, the winners of the Road Less Traveled photo contest were announced. In tandem effort, there was a mixed panel of judges (alumni, faculty and students).

As one judge said, "all of the photos displayed beautiful photography but 21 is beautiful and taken from a unique point of view. It shows T-birds view the world, through a one-of-a-kind unique lens."

First Prize (\$100 Aramark meal-card): Hunter Tremaine, Las Amigas Descansadas (Cuba)

Second Prize (\$100 giftcard for B&N): John Hopkins, The Rivercross (Brazil)

Third Prize (\$25 Xerox card): Norm Capistrano, The Matterhorn (Switzerland)

People's Choice (1 hour massage gift certificate Serenity Bodyworks): Hunter Tremaine, Las Amigas Descansadas (Cuba)

The following are some of the comments received from students and judges:

"When viewing this

photo in the Commons I felt like it was truly a snapshot in time - I kept expecting the hustle and bustle, noise and movement to start at any moment!"

"Strong fortress, green grass, dark sky, lonely horse in the wind...well, that is simply beautiful. I wish I could make photos like this."

"Excellent idea! The Commons has so much more character with these wonderful photos."

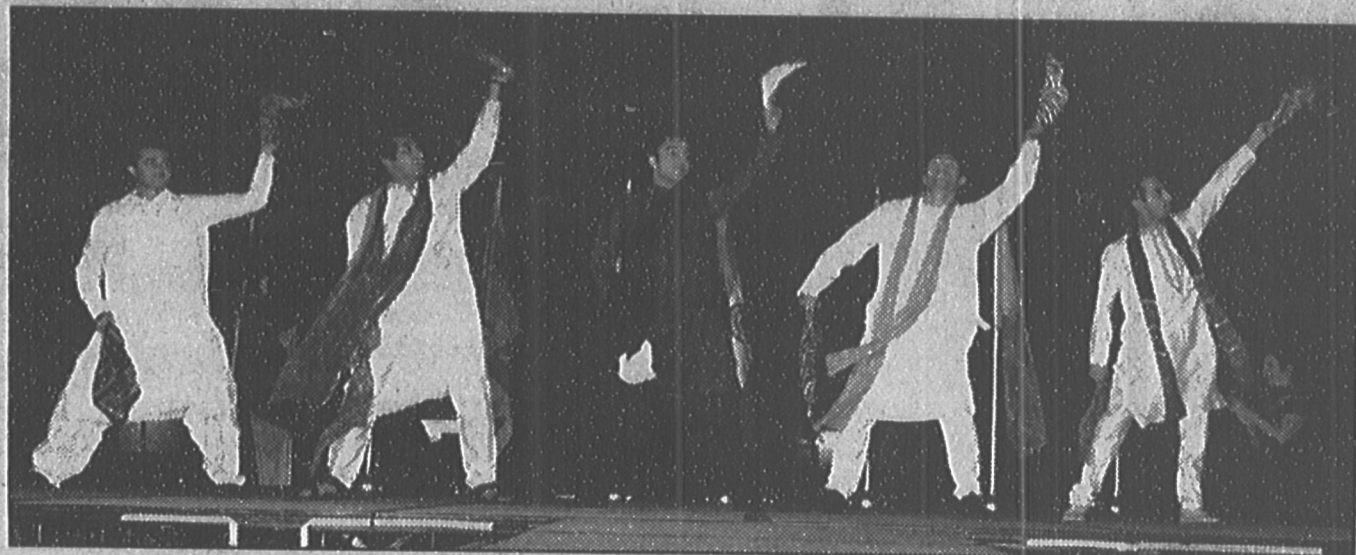
"The contest is a simple but exceptional idea to capture the Thunderbird mystique - travel, adventure and a keen eye for beautiful moments in life."

"When looking at these three photos, I felt as if I was stepping into different worlds, into cultures unknown and fascinating. I felt that these three reflected the theme of this contest, in that they captured 'roads less traveled' and the people and cultures the photographers have explored."

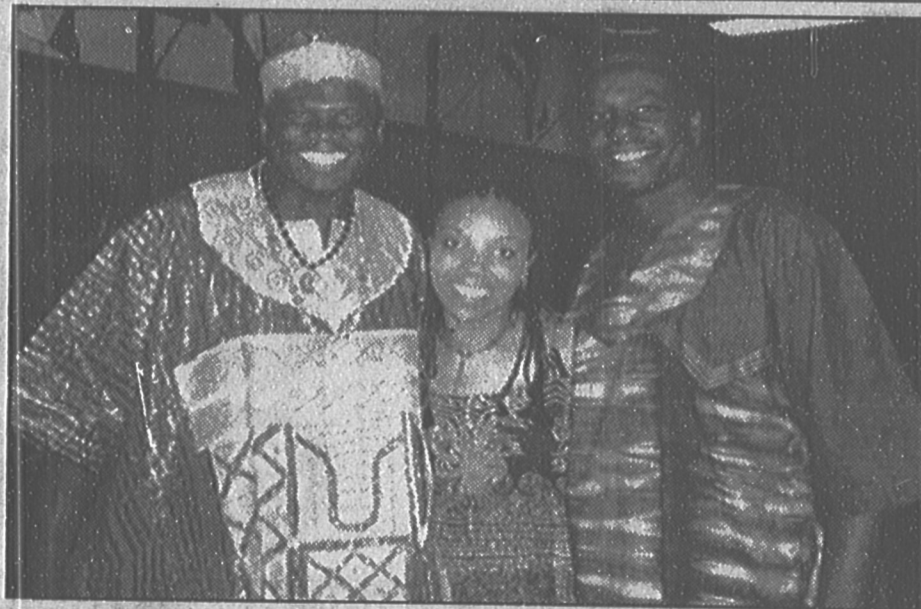
"Though the other photos are wonderful, and show exciting destinations, I doubt many tourists have this 'road' in their album! This has to show a road less traveled."



T-birds tasting some delicious Chilean wine



Students perform at India Sub-Continent Night - photo from Simone Bott



Aondowase (Kennie) Anum, Kellie Turner and Carlton Yocum at Middle East / Africa Night



Graduates listen to announcements at the class photo on Thursday, April 22

** Recycling Reminder **

Acceptable Office Recyclables

paper clips, staples, and Post-it Notes are OK

YES: White paper, colored paper, Post-its (No Neons), paper envelopes, glossy paper, file folders, magazines, newspapers, and aluminum cans (no liquids please).

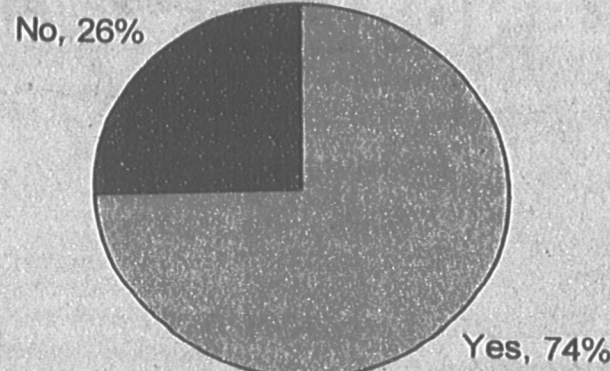
Unacceptable Office Recyclables

NO: Ream wrappers, cardboard, brown paper, neon/bright paper, labels, food wrappers, paper towels, trash.

Every ton of paper recycled saves 17 full size trees.

dastoronline Poll Results

Should men be allowed in GWIB golf lessons? (43 respondents) (See Pro/Con Editorials on page 3 of the April 7, 2004 edition of *Das Tor*)



Be sure to check out www.dastoronline.com to vote on the new poll!