

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

William Schurz

Volume 38 Issue 8

www.dastoronline.com

June 14th, 2004

Dr. Herberger Welcomes Students

Greetings from each of us on your Thunderbird management team. We are pleased that you have chosen to invest in your future by studying with us. You have selected a very special time in the history of Thunderbird.

You will be among the first class to graduate under a new President, Dr. Ángel Cabrera. The community is excited about the arrival of Ángel and his family, which will transpire toward the end of August. He will bring with him a solid background in academic administration and an international perspective of what is important for Thunderbird's programs and future strategies.

Speaking of strategies, you will see that our mission as an institution remains focused on

the academic programs that have made us the number one international management program in the world. We are committed to bringing a faculty that is respected and productive in their fields of study.

The world is continuing to present challenges to nations, to administrations, and to individuals as to how to cope with an uncertain future. You will have the special opportunity to study, to think, and to decide how your career will advance and how you will participate on the "global stage."

We look forward to being your partners in this critical period of your life.

Welcome to Thunderbird!
President Roy Herberger



Some of the new T-birds during Foundations week.
Full story on Page 14.

Tribute Dinner for President Earns \$500,000 for Scholarships

By NIKOLA TCHOUPAROV
Spring '05
TSG Academic Affairs Chair

May 14, 2004, Kierland Resort, Scottsdale -- Thunderbird alumni, and civic and corporate leaders, including the CEO of Intel Corporation, Craig Barrett, gathered for a tribute dinner to commemorate Dr. and Mrs. Herberger's 15 years of leadership at Thunderbird. The gala was hosted by the Greater Phoenix Community as a tribute to Thunderbird's historic role in the Valley of the Sun, with a cost of \$200 per person. The food, the wine, the show and the service were outstanding and definitely worth the money, especially considering that the proceeds will benefit student scholarships and faculty at Thunderbird. Many recent and distant alumni from all corners of the planet were present to carry the flags of their countries and celebrate the past, the present and the future of Thunderbird and the Herbergers.

The event started with a cocktail party followed by the traditional Thunderbird flag ceremony, followed by the U.S. national anthem and the presentation of a personal letter from United States Secretary of State Colin Powell. In his letter, Mr.

Powell recognized Thunderbird's role as a leading educational institution in the field of international management and expressed gratitude to Dr. Herberger for his contribution to international business education. Other VIP's that were not in attendance, but had sent in video tributes to honor Dr. Herberger, included Sandra Day O'Connor, Associate Justice, U.S. Supreme Court; Lubna Al Qasimi, CEO, Tejari; Steve Forbes, President and CEO, Forbes Inc. and Editor-

Thunderbird event, was probably the biggest ever with representatives from virtually every country on earth. Rita Garvin, proudly carried the flag of her birth-country, Italy, and her husband and benefactor of Thunderbird, Sam Garvin expressed his warm thanks and wishes to the outgoing president and his wife.

The high profile and the diversity of the audience was an important indicator of Dr. Herberger's accomplishments. As a surprise farewell gift, a check

for \$500,000 was presented to the Herbergers as a scholarship fund in their name. Additionally, the Administration Building on the Thunderbird campus will be renamed in their honor, but the final name is still being debated between the 'Pam and Roy Herberger Administration Building' and 'Roy and Pam Heberger Administration Building.' A final decision on the new name of the Administration building is expected soon.

For those who wish to express their farewell wishes to Dr. Herberger and his wife Pam, there is a dedicated discussion board accessible through the MTB Internet page.

Additionally, the Administration Building on the Thunderbird campus will be renamed in their honor, but the final name is still being debated...

in-Chief, Forbes Magazine; Paula J. Dobrianski, Under Secretary of State for Global Affairs; Jeane Kirkpatrick, Former U.S. Ambassador to the United Nations; Stan Shih, Chairman and CEO, the Acer Group; Karim Kawar, Jordanian Ambassador to the United States and Mexico; and Clayton Yeutter, Former Secretary of Agriculture and U.S. Trade Representative.

The flag ceremony, an inseparable part of any formal

tchouparov@global.t-bird.edu

T-bird Exec Ed #5 in FT Rankings

By MARTHA SHEEHY
U.S.A., Winterim '05
Co-Editor, Das Tor

Thunderbird's Executive Education program has once again been ranked among the top programs in the world according to the May 17th publication of the Financial Times. The Garvin School of International Management joins Duke, Columbia, Harvard and Stanford as one of the top five programs in the United States for executive education.

The school also increased its overall ranking for the executive program to ninth best in the world. Additionally, Thunderbird was ranked #2 in the

world in the category of "value for money."

In addition to value for money, the program was ranked on the following criteria: preparation, course design, teaching materials, faculty and faculty diversity, new skills and learning,

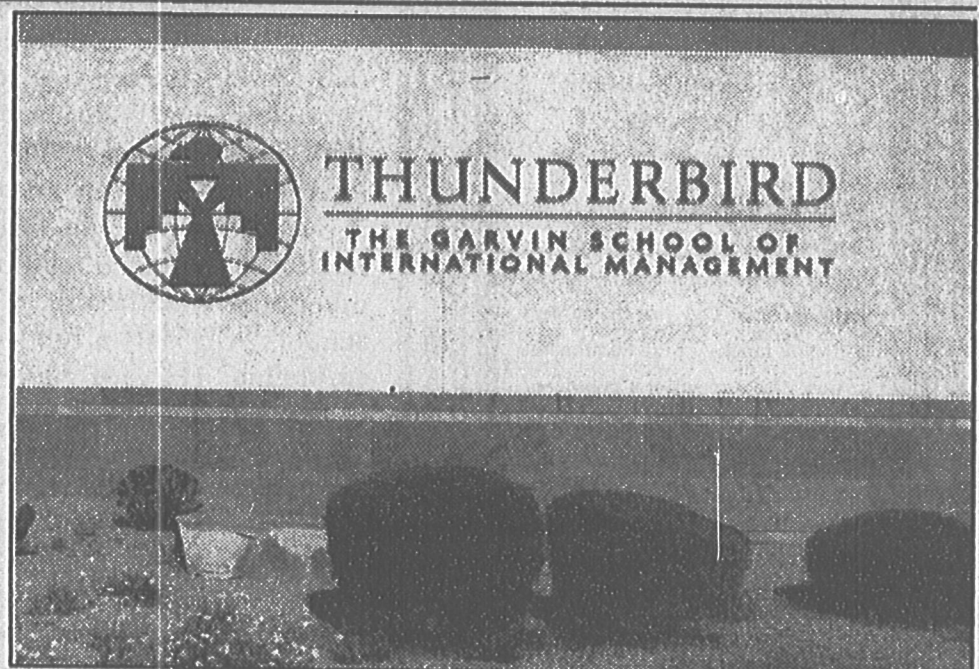
"Seeing Thunderbird climb higher in the Financial Times rankings is another affirmation of the quality of our executive education programs."

follow-up, aims achieved, food and accommodations, facilities, future use, international clients, international participants, overseas programs, consortia and partner schools.

According to comments from President Roy Herberger in a recent press release, "Seeing Thunderbird climb higher in the Financial Times rankings is another affirmation of the quality of our executive education programs. Our intent is to aggressively pursue new opportunities in Europe, and this top ranking by one of Europe's most respected business newspapers shows our approach is on target."

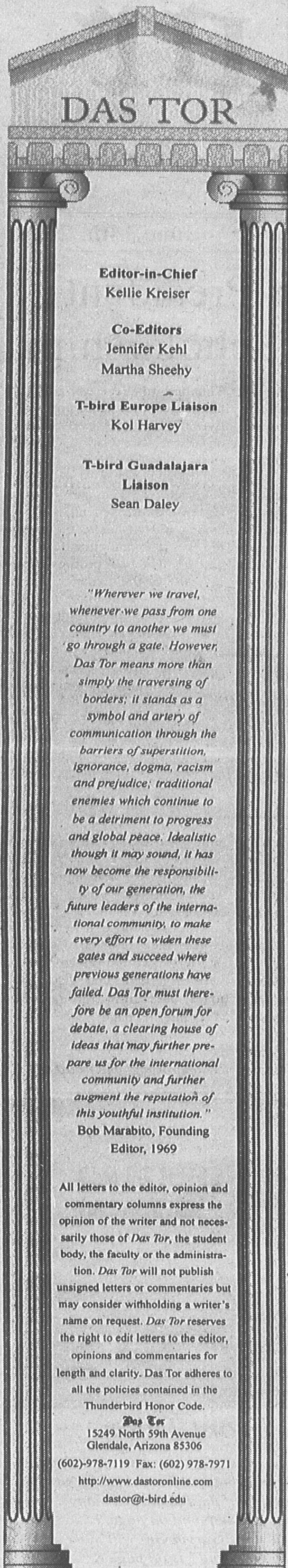
Thunderbird's Executive Education presence can be experienced around the world with programs in China, the Czech Republic, France, many countries in Latin America, Russia, Taiwan, and the United States.

MSheehy@global.t-bird.edu



Our New Front Door....

Securing the \$60 million Garvin Gift was one of the highlights of Dr. Herberger's long and fruitful career at Thunderbird. A timeline of the President's many accomplishments can be found on page 9. Information about how the Garvin Gift will make Thunderbird "Truly Global" is on page 8.



DAS TOR

Editor-in-Chief
Kellie Kreiser

Co-Editors
Jennifer Kehl
Martha Sheehy

T-bird Europe Liaison
Kol Harvey

T-bird Guadalajara Liaison
Sean Daley

"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.
Das Tor
15249 North 59th Avenue
Glendale, Arizona 85306
(602)-978-7119 Fax: (602) 978-7971
<http://www.dastoronline.com>
dastor@t-bird.edu

The Sausage is Already Full

By KELLIE KREISER
U.S.A., Fall '04

Editor-in-Chief, *Das Tor*

First, let me introduce myself.

I'm Kellie Kreiser and I am the new Editor of *Das Tor*. I am joined this trimester by two new Co-Editors, Jennifer Kehl and Martha Sheehy. The three of us are looking forward to providing our readers with the best newspaper we can create. But how do we define 'best?'



Kellie Kreiser

I've had many people suggest what they would like to see in the news paper... more politics, more photos, more news ("Hey why didn't you report it when Duncan drove his car into the ditch?") All of these suggestions have led me to consider the question, "If we have MTB, what should the *Das Tor* be?"

My conclusion is that if MTB gives the cold, hard facts, *Das Tor* should provide the heart. To that end, the paper should represent student life and all of the issues that are relevant to how T-birds live, learn, and think. The paper should be a place to get exposure to new ideas and to voice opinions. We should never be afraid to ask hard questions... or offer up suggestions for improvement. We should look to both sides of every issue, and be prepared to give praise or criticism with equal generosity.

Lately, I have heard many informal critiques about our current curriculum from students and faculty. Perhaps it is just because the large class of last fall has just reached the end of their second trimester, but the grumblings are getting louder and more frequent. So I decided to give those voices an outlet in the paper. On the following page, you'll read many opinions about what is happening in our school. If you are in the administration, you might think 'I hear your concerns, but you have to understand the process of change.' If you are in the student body, you might think 'I feel the same way!' or even 'Quit complaining!' What do you think if you are a recruiter, a prospective student, or an incoming president?

So what is the uproar about?

From my own perspective, my dissatisfaction with the curriculum comes after I evaluated my own learning upon reaching the halfway point in my T-bird education. I find that I have learned quite a bit in two trimesters, but I also have huge gaps in my understanding. Having completed my core courses in Accounting, Finance, and Data Analysis, I still feel uneasy with some of the basics. Why is this?

For me, I believe it is because of the sheer speed with which we rush through our classes. At 14 weeks, our trimesters are already slimmer than some schools' 16 week semester system. Now consider modules... we take 14 weeks, split them in half, and throw away the middle week for midterms. Now we are down to two 6 week chunks of time. We have 4 exams, and double the lost time spent on syllabi, course evaluations, test prep, and test review. We are never any further than three weeks away from a major exam; our time is spent cramming for them. There is never any time to do the readings. What can we really retain in a system like this?

"We are trying to put too much in. The Sausage is already full." This statement comes from a professor quoted in the December 14, 1998 *Das Tor*. The article further states, "Not only students, but professors have expressed complaints... citing student burn-out as a major problem." Five and a half years ago, this article voiced everything that I feel today. When it was found in an old filing cabinet, I was outraged. If the school knew it didn't work then, why am I still paying for it now?

So I went to talk to the people I felt could explain it to me, Dr. Babarinde, Dr. Mathis, and Dean Bowen. And I have to say that each was sympathetic, open to discussion, and on some points, in agreement with me. They want the T-bird curriculum to work just like we do. But they must work within measured timelines, committees and consensus, justification and careful steps. That's understandable given the history of our curriculum.

As current students, we don't see it, but in the past few years, the curriculum here has been a bit of a mess.

Changes in the marketplace, changes in

the needs of the school, demands from the T-bird stakeholders, all created 'course corrections' to the program. But each correction created a new batch of students with a different curriculum. Everyone was confused, and the school just needed time to let one curriculum become the standard. This program was it. Now, enough time has passed that the school knows what works and what doesn't. There is a Curriculum Advisory Committee that will be examining every aspect of the program starting this fall.

This fall?!?! I graduate this fall! What good will it do me? The truth is that, most likely, none of the current students will see changes in their education due to this committee. Knowing this, why should we care enough to voice our opinions to the powers that be? There are several reasons.

In the short run, while major changes won't happen, little changes will. Already we are seeing the edges of the module system crumble. Data Analysis I and II, and the two core Marketing classes have been reunited into 3 credit courses. The Finance department is looking at their own crushing module set-up. Programs like the Writing Enhancement Program and the first trimester Industry Term are examples of small, but powerful changes. Speaking your mind can lead to more positive change.

Additionally, the changes you champion now, will lead to change after you are gone. We have an obligation to the T-birds who come after us to make our school the best it can be. Students did it before us, we should look after the students who are yet to come.

And from a purely mercenary standpoint, a stronger Thunderbird curriculum means a stronger T-bird brand... and all of the reputation, job offers, and admiration that comes along with it.

So take a closer look at those quotes printed on the next page... yes, you see frustration, but you also see suggestions for improvement and evidence of passion. This is what it is to be a T-bird. We don't sit passively by, we work for change. We speak up!

kkreiser@global.t-bird.edu

How does the Curriculum Compare?

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

Co-Editor, *Das Tor*

In order to determine a benchmark group, the top five schools in the U.S. News and World Report (2004) and Wall Street Journal (2003) rankings for international programs were used. There is overlap between the results of the two rankings, yielding a total of 6 programs, other than Thunderbird. Five of the schools offer only a full length program: Columbia, Harvard, Moore School (Univ. of South Carolina), Stern (N.Y.U.) and Wharton (U-Penn). Only one offers an accelerated program: INSEAD. However, Instituto de Empresa, which has an accelerated program, was also considered in the comparison group. Therefore the total group is 6 full length programs (including Thunderbird Track I) and 3 accelerated programs (including Thunderbird Track II.)

Length

Five out of the six full-length programs in the comparison are made up of 13-14 week sessions (semesters or trimesters.) NYU's Stern School of business is the exception with a 15 week semester. The accelerated programs are approxi-

mately 1 year in length.

* INSEAD: 12 months

* Instituto de Empresa: 13 months

* T-bird: three 13 week Trimesters

Language Requirement

Of the full-length programs, only the Moore School and Thunderbird require any foreign language study. The 3 accelerated programs (T-bird, INSEAD, Empresa) all require fluency in a second language upon graduation.

Core Requirements

Thunderbird's full-length program (Track I) has the highest number of core credit hours required. This is due to the language requirement. The total is 36 (made up of 33 core plus a minimum of 3 language). The range for required core credit hours, excluding language requirement is from 26 to 33.

Ability to Waive Core Requirements

Three of the six full-length programs allow students to test out of specific core classes (Stern, Columbia and Wharton.) Thunderbird will consider waiving of one of the core classes for students with the appropriate professional designation.

Make up of the Core Requirements

Most of the full-length programs require approximately the same number of credits

in: Finance, Accounting, Operations, Economics, Marketing, Statistics and Human Resources Issues (e.g. managing and leading.) Exceptions: Harvard requires the most finance credits (6); Thunderbird requires the least credits in operations and in economics (most programs have 3 or more vs. T-bird's 1.5); Harvard requires no statistics; Columbia requires only 1.5 credits of Strategy. Four out of the six programs require a course in ethics (of 1.5 or 3 credits.)

Structure of the Core Classes

Both Thunderbird and Wharton offer the vast majority (about 85%) of their core courses as modules (generally half a term) while Columbia's core is 61% modules. The other 3 full-length programs offer most of the core classes as full term classes - with Harvard offering no modular core classes.

Total Credits Required

Depending on the number of language credits taken, Thunderbird Track I students have the lowest number of total required credit hours for graduation (48) of the full-length programs. Most of the other full-length programs require approximately 60 credits for graduation.

jkehl@global.t-bird.edu

T-birds Students Are Talking About the Curriculum

"Driving the curriculum towards excellence is one of my big goals ever since I joined Thunderbird, and was my main reason why I ran for president. I hope to actively contribute to the school and to change things to the betterment of our education. It is therefore good to hear feedback from other fellow students and be able to act on their inputs." *Regula Schegg, TSG President*

"I have a problem with the modules. I think that the pace of classes is too fast, plus how are we to actively look for jobs if we have an exam every three weeks?" *Sally Winter*

"Modules: Good idea in theory but leads to information overload in practice. Professors who teach 1 module courses want to stuff as much as possible into 6 weeks. When you have 3-4 professors doing that at the same time the workload becomes fairly ridiculous. My biggest gripe comes from the sheer amount of REQUIRED coursework. Because I started from the beginning in language, I can only choose 12 credits. If I want to have a 'focus' other than customized, I'm limited in choice even further." *Becky Eby*

"The pace is just so damn fast. I feel as if I'm standing in front of a water cannon and trying to swallow as much as I can. I get really excited about what I'm learning, but feel that I have to just gloss over it because of the rush. I suppose that that is what happens when you are trying to get a complete MBA in only 16 months, though." *Peter Finfrock*

"Like the majority of us attending Thunderbird, I am looking to maximize my educational experience by taking courses that will challenge me and provide important skills for the future. Unfortunately, I am reluctant to take many of the courses that I believe would be of great benefit to my career aspirations because I have heard from students who have taken those courses that they are taught by unenthusiastic professors who teach material which is no longer relevant to current business practices. How much of this is due to pessimistic attitudes or plain truth I do not know, but what I do know is that if an institution is going to rapidly push us through an MBA program, that program better have professors that teach in a way that maximizes our learning. In a program such as ours it is critical that we learn as much as possible in the brief amount of time we have here. In order to perform up to par with our MBA competition we need to be able to learn as much as they are learning in their 2 year programs. If we do not, it is going to be difficult for us to be able to compete for promotions, let alone jobs." *Rick Cid, TSG Honor Council Rep*

"I think that the Track II curriculum is too short, and as we take 15 credits without language we have too many core classes at the same time, which makes it hard to 'digest' all subjects. Being now on internship, I realize that many things I hear here are familiar as we briefly were introduced to them in class, but I don't feel very comfortable with the material even if I passed the exams with no problems at all. It's simply because the assimilation process is too short. It would be better to have a minimum of four semesters and extend some of the 1.5 credits class to 3 credits class to ensure that the material is not taught superficially." *Sonia Derobert*

"I think that there are a number of great courses to choose from from the current Thunderbird curriculum. However, there is so little time to take all the courses that I feel will be necessary to prepare me for my next job. Besides, I feel that some of the 1.5 credit courses actually need to be 3 credit courses because there isn't enough time to really delve into the topics for such a short time. And there may be some 3 credit courses that actually only need to be 1.5 credit courses because these are not applicable for my future job." *Virginia Quipit*

"I think the basic core is good. I think that we should look at: 1) Sequencing: What is the logic of taking IPE before Marketing when RBE doesn't really build on IPE anyway? A big issue is that when you interview for internships they want to know what traditional MBA classes you've taken so far (i.e. finance + marketing + accounting + strategy). Taking IPE before marketing doesn't make sense to me. 2) Cutting Edge Electives: It seems odd to me that we offer no courses on technology (i.e. e-business) or (managing business outsourcing) or (ethnic marketing/ cross-cultural marketing). To be competitive we need to offer electives that are on the cutting edge." *Sheila Oh*

"I find it fascinating that I got an A- in Accounting. In spite of this, I cannot do a proper statement of cash flows from scratch, nor a T-account without a little help from my friends. Maybe my future employer will be oh-so impressed by the A-, and my ability to talk at length about operating leases." *Fernando J. Ojeda-Doldán*

"I would love to see a reduction in the amount of required courses. I'm pursuing a marketing focus, and after two trimesters, have only been able to take one marketing class. Classes like RBE and Cross Cultural Communication should be optional. I'm sure many people would still take them, but we should have a greater ability to determine the direction of our degree." *Mike Bryce*

"The 4 semester program is much more effective as most of my buddies that have taken such programs attest. Trying to learn a language here is insane unless it is restructured. My proposal: have a 1.5 credit hour course each of the 4 semesters and a 3 month immersion (probably not run by Thunderbird) in between the two years. I accepted that I would not retain everything so have been diligently making class binders. When my next boss asks me to do a market study or calculate the value of a derivative, I'll just head back to the office and pull out the binder." *Don Maciag*

"A semester system would serve us much better. I think a language immersion in the summer is a terrific idea. Also, the CMC class the first trimester is a burden when you are trying to adjust to the fast pace here. It would have been much better to devote one or two days during foundations week to cover CMC material and condense some of the other topics we covered. In addition, it would be nice if they offered a CMC day long event at the beginning of each trimester on a Friday to address issues the students have. I would like to see other electives offered such as Game Theory or Six Sigma preparation." *Maya Naik*

"In my opinion, all soft skill classes should be taught differently. So far, they teach me what is the quality of the leader, what are the theories of negotiation and so on, without developing these qualities of a leader or training me how to use different negotiation approaches. With the current structure of the soft-skill classes I am taking only a theoretical knowledge without any practical use. I have no idea how to teach soft-skill classes but I have a feeling that it would be much more effective for me if the class helps me to change my leadership or negotiation skills through some kind of practical exercises." *Boris Zilbermintz*

"(Finance III) class made me wonder if the Finance courses are planned together. There was clear disconnect and it makes me wonder if the professors have even talked to each other about the expectations they have of students coming in and leaving their course. Plus, there seems to be disagreement on what is really important to teach. One course spent a huge amount of time teaching WACC while the other shot the whole thing down. The effect is that I feel even more uncomfortable with Finance than I did going in. I don't know which tools are important for me to take away and which ones are best to leave in the past." *Tim Natale*

"Studying an MBA course in English is a very tough challenge for most of the foreign students - especially for people who don't have experience in listening / speaking English before coming to the U.S. To be honest with you, taking 15 credits in one trimester is impossible. However, if I compare with the situation in other top B-schools, I think that the workload here is not that high. (A friend of mine who is studying at Darden told me that he has only 3 hours to sleep.) Studying like hell is our destiny." *Bruce James*

"While it's beneficial to gain insight on a broad spectrum of subjects, forcing important classes and concepts such as finance into 6 week modules detracts from the overall learning of critical information, because as a former professor put it, it becomes a 'binge and purge' of information." *Sarah Cody*

"The HUGE discrepancy between students in regard to skills, background, and expectations, is hurting the program. For example, we have students who have never worked in business and monopolize the professor's time with repeated questions in the same class with people who have a business background and a stronger understanding of finance and accounting, who are severely underchallenged because the professor does not have the time to fully complete the basic material, much less move on to the higher level material. I think there has been a breakdown in the admission process or I was very mistaken about the quality of the MBA program that Thunderbird offers. We are all going to graduate with the same degree, so we all need to be educated to the same level. Unfortunately that level, based on what I have seen, is pretty low." *Jenny Lipson*

"It seems that we have too many large classes, especially for the first two trimesters. With the number of students in the neighborhood of 50 in a class, however, active interaction during class tends to be rather distracting and even frustrating sometimes. To encourage class participa-

tion and enhance the quality of class itself, I think the number of classes that require the Lecture Hall needs to be reduced to minimum." *H.S. Yoo*

"'What a waste of time!' is one of the most frequently mentioned phrases that my friends and I say to each other. Many of us share the same discontentment about the curriculum and some of the faculty on campus. Not only do students feel burned out due to information overload, knowledge retention is in question, but the quality of the teaching is also under intense discussion among students. If the school were still in sync with the business world and believed in the gospel of 'customers are always right', then the administration should start proactively collecting feedbacks from its customers." *May Lee, TSG Regional Rep, Asia/Pacific*

"Nowadays, managers are required to have an eminent sense of balance based on having multidimensional standpoints. At this point, T-bird seemingly lacks a multidisciplinary approach, crosscutting the division of subjects. Thus, I would like to suggest a special program, which requires students to have various points of views: Finance, Operating Management, Marketing, and Human Resources. Assigned faculties also join in the project, and give some suggestions and evaluation from each standpoint. This program is compulsory to be held periodically. This repeated exercise must strengthen students' applied ability in order to make pertinent judgments when they are faced conflicts in real business world." *Hisanori Kanno*

"The trimester system has to change into semester system. I understand that this might lead to 2 year program instead of 1 year but that way at least we are able to learn everything properly and not hastily (Like right now). After 2 years, we will understand the concept behind probably almost everything. We might not be masters at it but at least we will remember the basics. Right now, what's happening is that the time-frame is so short that we are jumping from one topic to other in just one week. Imagine this in all the 5 courses (15 credits). How much are we going to read or remember? At present, we concentrate on one topic for one day and the next day we forget the 1st topic because we are busy concentrating and understanding the second topic." *Jay Parikh*

"Interaction between students and faculty from around the globe gives Thunderbird graduates a distinct advantage over those from other universities by teaching them to work in an increasingly global environment. I am deeply committed to the ideals of Thunderbird, but am concerned that the rest of the curriculum may leave me unprepared for the business world. As a Track II student, 3 trimesters of 6-week classes hardly grants the time to absorb and become functional in the multitude of information presented. I fear that compared to my peers at other MBA programs I will not be up to par in certain subjects, especially finance and accounting. While the 1 year Thunderbird program does have its advantages, it is in the school's best interests that Thunderbird graduates have the tools to succeed. I believe that the school's curriculum should be seriously evaluated." *Jennifer Wolf*

If Bush Were a T-bird...

By ALEX MAILMAN
U.S.A., Spring '04

No matter what your politics, I think everyone can agree that we messed up in Iraq. But the missteps taken in the past year have little to do with a republican or conservative agenda, but rather a lack of global awareness and sensitivity on the part of our leaders. What is missing is a sophisticated understanding of America's place in the world. We are not a remote island that functions in isolation, but a globally linked economy, highly dependent on trade and cooperation with other nations.



Alex Mailman

Can we then also agree that things would be much different if George W. Bush were a T-bird? Just imagine.

From day one, T-birds learn the value of divergent opinions in decision making. We first struggle to simply understand each other, then to respect one another, and finally to build a consensus. George Bush, on the other hand, seems mistrustful of contrary opinions, lacks respect for those opinions, and sees little value in building consensus. On a micro-level, he has surrounded himself with people of like mind, and decided to exclude divergent opinions like those of Colin Powell and many leaders in Congress. On the world stage, he has done worse. By rushing into Iraq without European support, he has undermined our relationship with France and Germany, and kicked America off its pedestal in the eyes of European citizens.

Thunderbirds are known for their cross-cultural awareness. We are particularly skilled in our sensitivity to the historic and cultural factors that influence the actions of other people. This adminis-

tration is not. Why would we hold and interrogate prisoners at Abu Ghraib prison, the nation's symbol for tyranny and oppression? It seems so basic that we would risk taking the reviled place of Saddam Hussein in the eyes of the people. And why should we assume that a nation of three different cultures will sit quietly while we mold their new state? What about pride? George Bush would be smart to read Thomas Friedman of the NY Times, who asserts that a loss of pride in the Arab world is the strongest driver of opposition to the U.S.

Although many would argue that the Bush team's strategy is at best "emergent," or molded around past actions that follow a consistent pattern, we can identify a clear path charted by the administration with regards to Iraq: to impose a democratic government in the American image, ignoring international pressure, and ultimately set an example that justifies our actions. Such a strategy exemplifies cultural imperialism. While democracy and individual freedom may be the priority for Americans, dignity and Islamic ideals take a higher precedence for the Iraqi people. The administration fails to see the fallacy in the approach, and arrogantly thinks the world will toe the line.



All T-bird students are exposed to lessons of crisis management. The most skilled global leaders face crisis by

being pro-active, transparent, and by assigning or accepting responsibility. Bush has failed on all three counts. Rather than release the photos of the prison scandal, Bush opted to let them trickle out, prolonging the collective pain. Instead of aggressively pursuing answers, he has slowed the process through cover-ups. To make matters worse, there have been no apologies, only blame directed at army mechanics and other low-level pawns.

T-birds understand the fragile position of America in the international political economy. We are now at odds with the world on so many issues, from trade and the environment, to MTV culture and gun control. There is still so much that this country does right, but our moral ground is slipping. First we declined to sign the Kyoto protocol, and then we ignored the United Nations and started a war. Now, we have spit on the Geneva Convention by holding prisoners without hearings or representation. Let's forget the torture for the moment.

What does all of this amount to? In an effort to stamp out terrorism, we have done the opposite. The U.S.A. is more hated today than in 2001, and by more people. We have alienated ourselves from many allies, used up favors, and lost important influence around the globe. As Thunderbirds, this is particularly hard to stomach.

What can be more important to this country than its place in the world?

If we had a T-bird in the oval office, we would have avoided many of the pitfalls of the last year. In my mind, the unfortunate state we are in underlines the importance of global management skills and validates our decision to attend Thunderbird.

alexmailman@global.t-bird.edu

Photo Source: <http://www.onlineathens.com/images/092101/bush.jpg>

Tell An American to Vote

For the first time, citizens of the world are being asked to become involved in the U.S. presidential election, by urging the 7.1 million expatriate Americans worldwide to vote. This groundbreaking initiative was created in Amsterdam to specifically target the 30,000 Americans living in the Netherlands.

TellAnAmericanToVote.com offers non-U.S. citizens the unique chance to participate in the 2004 U.S. election process. By visiting the website - available in 7 languages - they can send an e-mail message to Americans living abroad, which contains user-friendly instructions on the otherwise complicated matter of overseas voting.



Carron Oswald

TellAnAmericanToVote.com directs voters living outside the United States to downloadable voter registration forms and specific state-by-state instructions. Americans registering through the site may opt to receive an e-mail reminder as Election Day approaches. Visitors can also spread the word by e-mail to friends all over the world.

Editor's Note: This press release came from Carron Oswald (Class of '00). She volunteers for this organization in the Netherlands and thought that this "would be of great interest to our globetrotting faculty, students and alumni."
carron@global.t-bird.edu

Abu Ghraib: Time to Heal

By TODD G. WITT
U.S.A., Summer '05

As a Captain in the United States Marine Corps with experience in the Intelligence and Reconnaissance fields, Todd Witt has a particularly relevant perspective on the current military scandal at Abu Ghraib.



Todd Witt

With regard to the current abuse scandal being broadcast in the media today, I believe that the service men and women who are accused of the offenses may have been "caught up in the moment." Everyone in their right mind is still very disconcerted over the tragic happenings of 9-11. From my limited experience and personal observations in Afghanistan, the issue that concerns me the most is the tarnished image the U.S. military may be given because of this.

By any stretch of the imagination, I wholeheartedly disagree with the accused individuals' actions. I do, however, understand how psychologically chal-

lenging times like these can be on an individual as they are away from their loved ones and risking their life each and every day. The bottom line is that the Geneva Convention was put into place specifically for the protection of individuals such as these. The treatment of prisoners, detainees, refugees, whatever the case, should be humane.

The United States is going through a very difficult time right now and we need to remember that the men and women are doing very good work over there and it doesn't need to be belittled at this time. The last thing that we need right now is for those soldiers, sailors, airmen, and marines to feel as though the United States and allied nations alike are not supporting them and the current mission at hand. Although it may take time to heal, this too shall pass.

toddgwitt@global.t-bird.edu



Desert Puddles: Don't Use Up All the Water

By JEREMY TERR
U.S.A., Spring '05

In 2004, Phoenix ranked 5th on the list of fastest growing cities in the United States. The city boasts an abundance of museums and science centers, hotels and resort spas, professional sports teams, and 300 days of sunshine on which play a round of golf on any one of its 120 golf courses. The 3.4 million inhabitants of the greater-Phoenix area enjoy luxurious amenities without exception.

Phoenix may be the destination for resort-goers and golf aficionados, but the implications of grass growing, water guzzling, and Hummer driving are not without repercussions. Properties as far and wide in their missions from The Pointe Hilton to Thunderbird still water their lawns as if water were a plentiful commodity for the taking, rather than a scarce resource in need of conservation.

How can we reduce water use at Thunderbird? Below are just a few suggestions for reducing water use at Thunderbird. Can you think of more?

- 1) Revisit grass sprinkling systems and eliminate concrete watering and over-saturation;
- 2) Replace all dormitory shower nozzles with lower pressured ones.

3) Solicit input from our international students to learn how other countries manage water.

As future business leaders and managers, we need to prioritize energy conservation as much as financial results. The Balanced Scorecard is an example of this, wherein a triple bottom line accounting approach evaluates company performance by financial, environmental, and social benchmarks. If you're trapped in a single bottom line culture, today's fuel prices should be cause enough for revisiting your energy consumption agenda.

Strategic planning decisions in coming years will require an understanding of and ability to apply energy management processes. Thunderbird needs to take action today; Step 1 is to lead by example by revisiting our own energy management strategy; Step 2 requires that we integrate energy management into our business school theoretical acumen. As an early-adapter, Thunderbird should lead the way integrating real-life scenarios into its global business curriculum.

This article was submitted as part of the Net Impact Club's commitment to promote socially responsible business practices.

jbtterr@global.tbird.edu

Will Thunderbird Slide Up or Down in the Rankings?

By NIKOLA TCHOUPAROV
Spring '05
TSG Academic Affairs Chair

Every year the U.S. News and World Report ranks accredited graduate business schools worldwide. Out of the 377 accredited master's business programs, only 185 provided the data needed for inclusion in the rankings. Out of those, the top 82 programs were ranked - the top 50 are the first tier schools, and number 51 through 82 are the second tier schools. Fortunately, the U.S. News and World Report once again ranked Thunderbird as number one in the world in the international specialty ranking. What does that mean? Unfortunately, it does not mean much, because Thunderbird was not among the best 82 business schools in the world according to the same ranking source. Conclusion - as a business school Thunderbird is ranked somewhere in the third or fourth tier.



Nikola Tchouparov

graduates from these business schools (this one measures how much recruiters like the graduates of a business school), by the percentage of people who have jobs straight out of school, the percentage of people who have jobs 3 months later (these two variables measure the employability of graduates) and the mean starting salary (this one is important because it measures whether your graduates are flipping burgers or working in managerial positions. Thunderbird is currently at \$60,067, as compared to \$105,896 and \$107,320 for Harvard and Stanford respectively.)

The second most important variable in a school's rank is the average GMAT score of the entering class. Hence, setting a minimum GMAT score at around 600 (and more importantly enforcing this minimum) would definitely boost Thunderbird's rank. For all the awesome people who want to be an intricate part of the Thunderbird community, but whose talents are not accurately captured by their GMAT score... guess what... you will have to take the GMAT again and again until you get a score above 600.

Otherwise, you would be bringing down our beloved institution and the value of the degree of all living 33,000+ alumni. Would you soberly want to be responsible for that?

Additionally, all the skeptics who complain about the notoriously high acceptance rate at Thunderbird should be informed that this variable contributes only 1.25% (25% times 5%) to the overall poorness of the rank. Hence, forcing acceptance rates to drop to below 80% is not going to contribute to the bottom line of the school's rank.

It should be also noted that the most recent rankings are for the year 2005 and are based on data from 2003, which means that next year's ranking will be based on 2004 data. So look around your class and ask your inner voice, is next year's ranking going to be representative of the quality of entering and graduating students? More importantly, will Thunderbird slide up or down the ranking system?

Next month Nikola explores how Thunderbird can change its rankings. tchouparov@global.t-bird.edu

U.S. News Ranking Methodology

Component	Variable	Overall Weight
Quality Assessment	Rank by business school, deans and directors of accredited program	25.0%
	Rank by corporate recruiters and company contacts	15.0%
Placement Success	2003 mean starting salary	14.0%
	Percentage of students employed at graduation	7.0%
	Percentage of students employed within 3 months of graduation	14.0%
Student Selectivity	Mean GMAT score of the entering class for Fall 2003	16.25%
	Mean undergraduate GPA of the entering class for Fall 2003	7.5%
	Acceptance rate for Fall 2003	1.25%
TOTAL		100%

Being number one in something is great, but it does not weigh much considering that there are at least 82 other graduate business schools, who rank higher than we do. Consider this analogy - a graduate business student

For all the awesome people who want to be an intricate part of the Thunderbird community, but whose talents are not accurately captured by their GMAT score... guess what... you will have to take the GMAT again and again until you get a score above 600.

receives recognition as the most traveled person in a class, but she is not among the 82 best students in the class. Chances of being hired straight out of school - unclear, but there are at least 82 other students who have better chances.

The bottom line is that Thunderbird must improve its overall business school ranking. To examine how this can be done, let's first look at the ranking methodology, which is available at <http://www.usnews.com>. Compiling the information results in a neat data set (see box.) It is clear that the biggest determinant of high rank for a graduate business school is quality assessment (40%), while placement success and student selectivity bear less weight (35% and 25% respectively). These three components measure the inputs and outputs of the school and include a peer evaluation component. The Dean's Assessment variable represents how business school deans and directors of accredited programs perceive Thunderbird on a 1-to-5 scale. This is the peer evaluation component and the single variable that bears most weight on the institution's ranking - a full 25% (62.5% times 40%).

The quality of the inputs of a business program is captured by the average GMAT score of the entering class (this variable measures the admission worthiness of candidate to a graduate managerial program; GMAT = Graduate Management Admission Test) and the average undergraduate GPA of the same folks (this measures whether a student was conscientiously committed to studying during their undergraduate years).

Quality of outputs is assessed on a 1-to-5 scale by recruiters who hire

Our Unfit Fitness Center

By MATT WEINBERG
U.S.A., Fall '05

I wouldn't normally complain about a free gym membership (I guess it's actually costing me \$52,000 a year) when World Gym or 24 Hour Fitness cost at least \$30 per month. But the fact is that the Thunderbird fitness center is pathetic, which perhaps explains the paltry attendance. For the majority of the day, there are 1-2 people maximum using the gym, and most mornings I walk in to find no one at all. As much as I enjoy always being able to find a free machine, it would be nice to have a spotter present.

Currently the weight room needs new equipment (including the televisions) and basic maintenance on many of the machines. If the gym is further neglected, Thunderbird runs the risk of a lawsuit for an injury caused by faulty equipment, which presumably would be much more costly than the money needed to complete a fix up.

Furthermore, potential students who see the neglected fitness center will not be impressed. A low-quality gym will never be the sole reason for rejecting Thunderbird, but an impressive, modern weight room could push someone over the edge in the right direction.

The fitness center has the basics covered: weight machines, benches, free weights, Stairmasters, treadmills, and an elliptical machine. However, much of this equipment is in drastic need of replacement. Many of the dumbbells are bent or missing, the machines are lacking basic attachments, and I don't think there's been a new addition to the fitness center since Sam Garvin went to school here.

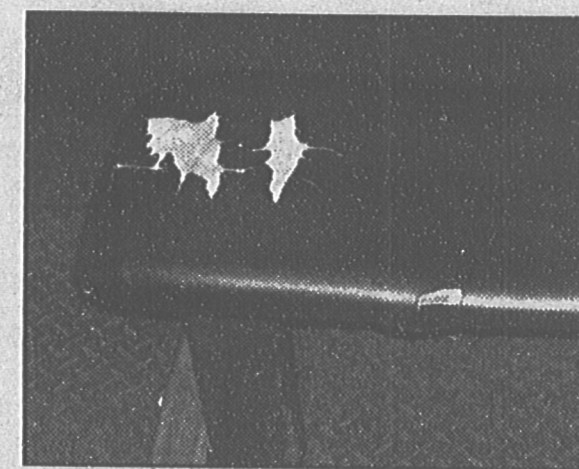
Additionally, the televisions and radio look as if they were picked up at a swap meet en bloc for about \$100. The television near the corner has such a large discoloration in the middle of the screen that it looked as if Augusta's fairways were brown and dying during the Masters. It would not cost much to refit the fitness center with some replacement weights and machines, and an improved entertainment system would make the gym experience much more enjoyable for those who utilize the facilities frequently.

Many of the exercise machines are high quality models; however, just as a BMW won't run smoothly if the oil or



Matt Weinberg

I don't think there's been a new addition to the fitness center since Sam Garvin went to school here.



T-bird's fitness center, located in the TAC, in need of some TLC?

brake pads are never changed, the weight machines won't function if they aren't serviced regularly. Most gyms have a full-time maintenance man on staff to make regular repairs and modifications. While I don't advocate this extreme measure because of its cost, I do advocate regular cleaning and service on most machines. We may need to call in a priest to exorcise the larger treadmill because I'm pretty sure its possessed. It jumps to life intermittently throughout the day, yet, when I actually set foot on the machine and attempt to use it, the wheels stop churning, and the electronic display reads 666.

Although not vital, frequent tidying up of the weight room would be beneficial. Even with Uncle Sam requesting us to clean up after ourselves, it will always be the case that some individuals do not re-rack their weights. A more secure environment -- I recently witnessed two high school truants using the squat machine with highly improper form -- and better defense against the elements -- after a heavy rain in early March, the floor near the entrance was covered by at least two inches of water - would also be refreshing.

The improvements that I've requested could probably be accomplished for less than a year's tuition. A new treadmill costs just 1/30,000th of the Garvin Gift. The fitness center is an important part of many students' lives whose minds and bodies are benefiting daily from exercise. Let's improve its condition before everyone begins migrating to the YMCA. That \$20 a month represents two shared pitchers of premium beer at the pub, and that is something that nobody wants to give up.

msweinberg@global.t-bird.edu

Have a different opinion?

Send Das Tor your thoughts at dastor@t-bird.edu

Articles and letters to the Editor are welcome.

Op-Ed

Indian Elections: A 'Balanced' Analysis by a Happy Indian

By P. SHASHIDHAR
India, Summer '03

A Victory for Democracy!

'Democracy is more than a value. It is the best means of bringing about economic and social development without violence and disruption. The basis of democracy is that people by and large will have the discrimination to sift the false from the true and the wisdom to reconcile personal or group advantages with the larger benefit of the people as a whole'



P. Shashidhar

(Mrs. Indira Gandhi, Prime Minister of India in a speech on June 20, 1973 in Toronto, Canada.)

If anything, these words of Mrs. Indira Gandhi, mother-in-law of Mrs. Sonia Gandhi, President of the Indian National Congress (INC) and "The Hero" of the 2004 Indian Elections, were proved true when the Indian voters rejected the National Democratic Alliance, a coalition of political parties led by the Bharatiya Janata Party (BJP) which ruled India from 1999-2004. The election results were totally unexpected, even by Mrs. Sonia Gandhi!

The results dismayed the BJP, which had hoped to continue ruling India for the next 5 years, and in the process, try to change the secular nature of Indians causing a divide between Hindu nationalists and Secular Indians.

Looking at the rout of Hindu nationalists (BJP and Shiv Sena) in Mumbai (a.k.a. Bombay), the most cosmopolitan city in India, and also its commercial capital, I can declare that democracy has prevailed in India. The voters have sifted the false from the true. The same was seen in hundreds of parliamentary constituencies across the nation.

It is just not the "anti-incumbency" factor, which led to the stunning defeat for the BJP. It is the democratic right of the Indian voter, who decided that "India Shining" is just a glib ad-line used by BJP to pull the wool over his eyes.

The main driving force behind the election results appears to have been the rejection of the BJP by the rural masses, who make up more than 70 percent of India's population and have largely been left behind by the country's so called "shining" progress. The BJP concentrated more on market and economic reforms which benefited people in urban areas at the expense of the rural poor and farmers.

So what led to these unexpected developments, which almost saw an Italian born Sonia Gandhi become the Prime Minister of India, a mostly unthinkable reality for most Indians, including those who voted for her party the INC?

Why did the BJP lose power?

"Complacency and overconfidence," declared former Prime Minister and supreme leader of the BJP, Atal Bihari Vajpayee. He added that the BJP did not identify the real rival in these elections. They should not have focused on Sonia Gandhi's foreign origins. "India Shining harmed us," declared L.K. Advani, former Deputy Prime Minister of the BJP and the new Leader of the Opposition in the Indian Parliament. A real reason is that the Indian voter acted against the policies of communalism, arrogance and the lop-sided economics of the BJP.

The kind of communal targeting and violence seen in Gujarat, where the BJP Chief Minister, Narendra Modi, allegedly encouraged the rioting, led even the Chief Justice of India to comment that Modi fiddled while Gujarat burned. This single factor brought Muslim voters out and made the swing possible. This was also true for the lower "castes" the SC/ST, and other minorities, especially the Christians, many of whom turned out on voting day and swung the elections against the BJP.

Personal attacks against Sonia Gandhi and her children, by Narendra Modi and other BJP leaders, riled even BJP supporters. The Indian voter found Gujarat chief minister Narendra Modi's persistently offensive campaign against Sonia distasteful. Besides, the voter has indicated that he has more important

issues to worry about than Sonia Gandhi's birthplace, and that there is no place for temple or mosque in the politics of India.

As stated above, the rural voters did not benefit from many of the BJP's economic policies, which mostly helped the urban rich and the middle class. There was almost a divide in India between a smaller "shining" middle-class and the "rest of them," the masses of rural poor watching on the fringes. This divide has resulted in political parties representing the "minorities," such as the BSP, becoming the major "spoilers" for the BJP.

The sheer arrogance exhibited by the BJP and its allies over its policies of selling off large Indian public corporations to the private sector, often in a hurry, even made its nationalist supporters believe that something was "not right" here.

Master Stroke by Sonia Gandhi!

The shrewd move by Sonia Gandhi in turning down the most powerful position of the Prime Minister of India and instead bringing in a highly respected economist, Man Mohan Singh, was seen to be a master stroke by most political analysts. The move has enhanced her moral stature in the country and increased her power beyond comprehension. It might yield the top position for her son, Rahul Gandhi, during the next elections. Some of the people closest to her regard her as a "Queen of India" who has named a "Regent" to warm up the seat for the young "Crown Prince" until the next elections!

Conclusions and possible rise of Rahul Gandhi (GenNext!)

This was a victory for democracy, though it has resulted in a fractious power base for Sonia Gandhi's Indian



Sonia Gandhi

Source: www.sontagandhi.org

National Congress. If the coalition led by it stays together in the coming years, it can lead to stable governance. There are many challenges ahead for Sonia Gandhi and Man Mohan Singh. The writer hopes for sound economic and social policies, which should bring real progress to as many Indians possible, especially its poor and downtrodden classes.

The BJP can reflect during the coming years and perhaps make a come back during the next elections. However, if the "Regent" delivers, and stays in power for the next 5 years, in 2009 India could see Rahul Gandhi emerge as the youngest Prime Minister. That would bring the long-lasting Nehru-Gandhi dynasty in to the 21st century, a prospect which would have been unthinkable at its beginning.

pshashidhar@global.t-bird.edu

Have an Issue to Debate?
Questions?
Suggestions?

Das Tor welcomes your opinions on these and any other topics

dastor@t-bird.edu

Indian Elections Outcome: Who is to Blame?

By MINEESH PORE
India, Summer '04

I was in Taiwan at the time of the Indian elections in 2004. I still remember the day before the results were declared. I was discussing the Indian political situation with some Taiwanese and American friends. I was proudly telling them how happy I was about the way



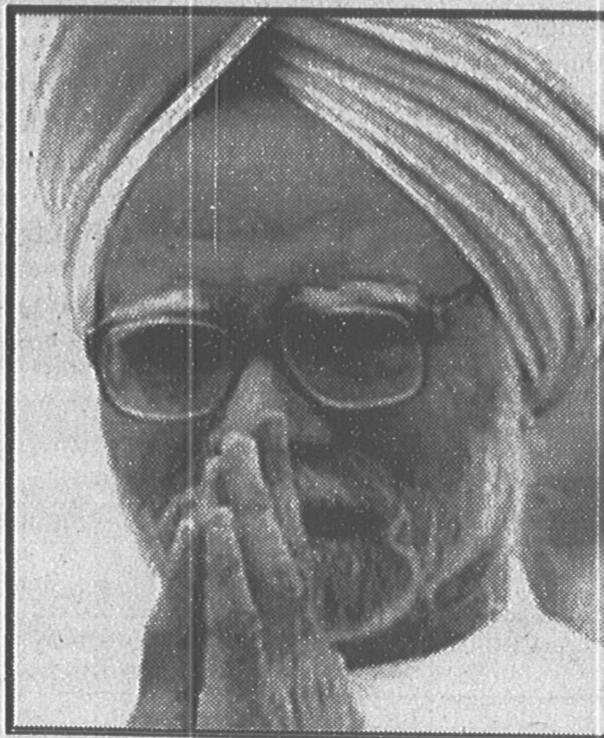
Minesh Pore

that the Indian economic situation has been improving in the last few years. And I proudly told them that the ruling Bharatiya Janata Party (BJP) deserved the credit for this. How could I know then that the Indian majority did not think the way I did?

I was amazed and shocked when I first got the news that there was a hung par-

liament. I had always thought that the BJP would surely have a majority and a clear majority. I assumed that even without the support of the National Democratic Alliance they would surely be the ones to form the government. Never in the wildest of my dreams would I have thought that the Congress Party, especially the way it is currently, could manage the largest democracy in the world.

Congress, the party that ruled India for 35 of the 57 years the country has been independent, is a party with no direction, no leader, no focus, and no confidence. I compare today's Congress Party with the lame horse who could win, not because of its speed, but because people have pity for it. Congress lacks the leadership that could run this nation that has, after so many years of waiting, just started rising as a global player. And



Man Mohan Singh

Source: http://timesofindia.indiatimes.com

surely I would give the credit for this rise to the BJP. The BJP, even with the burden of all of its political alliances, was able to show India the glory that the Congress Party could not in the

35 year that it ruled. For the first time since the country's independence India's international relations are looking up, the trade deficit is getting reduced by leaps and bounds, foreign direct investment (FDI) is multiplying, and stock markets have stabilized.

Whatever people might say in supporting the win of the Congress Party, the reality is that if you see the voting results, it's clearly visible that Congress has gained the votes of the less educated and the less aware, of the people who have no idea about the importance of the economic and international stature of India today. These are the

people who will keep being influenced by the false talk and promises of politicians like Sonia Gandhi (the Congress Party President) and repeat the

same mistakes, time and again; mistakes that led to the slow growth of the country for so many years. The blame for this victory of the Congress Party and the possible downturn of the country rests on the middle and higher class of Indian society. These are the educated people who understand politics and economics and I am sure supported the BJP for their past performance. But still they did not vote in the elections and therefore contributed to the BJP's loss. God forbid if India does see spoilt international economic standing, loss of jobs, loss of FDI, and a falling stock exchange, you know who to blame. It's not the Congress Party or the BJP or Sonia Gandhi. It is the people of the nation who did not vote.

MineshPore@global.t-bird.edu

Transformation of the Indian Economy: An Expert's Perspective

By SUSMITA PODDAR
India, Summer '04

Picture this: it is your first trimester at Thunderbird and you have just been introduced to International Political Economy. Remember those long nights aided by numerous cups of coffee, trying to make



Susmita Poddar

sense of Adam Smith's liberal ideas, dos Santos' structuralist perspectives, and Friedrich List's economic nationalistic viewpoints! Think about the animated class debates trying to correlate these ideas and frameworks to the issues of international development and trade. What thought processes guided the "minds of nations" when they decide to impose trade restrictions? How do nations view things when they open their economies? What motivates them to pursue Import Substitution Industrialization?

India proves to be an excellent case in point. All of these different perspectives have played out to various degrees at different points in time, determining the form and shape of the post-independence Indian economy. The path of development that India has followed aptly demonstrates the forces behind transformation in the global business arena, the emergence of new economic powers, and the evolution of existing players. On June 1, Mr. P. N. Vijay visited Thunderbird to share his views and experience on the radical transformation of the Indian economy.

Mr. Vijay has over thirty years experience in the Financial Sector. He served as the country head of merchant banking at Citibank in India before his entrepreneurial spirit drove him to open "P N Vijay Financial Services," a Merchant banking and Asset management services company based in New Delhi, India. He served as an economic policy advisor to the Vajpayee government in India. Mr. Vijay comes across as a highly approachable, modest, and down-to-earth person who is full of enthusiasm, vigor, and insight while discussing the Indian political and economic landscape.

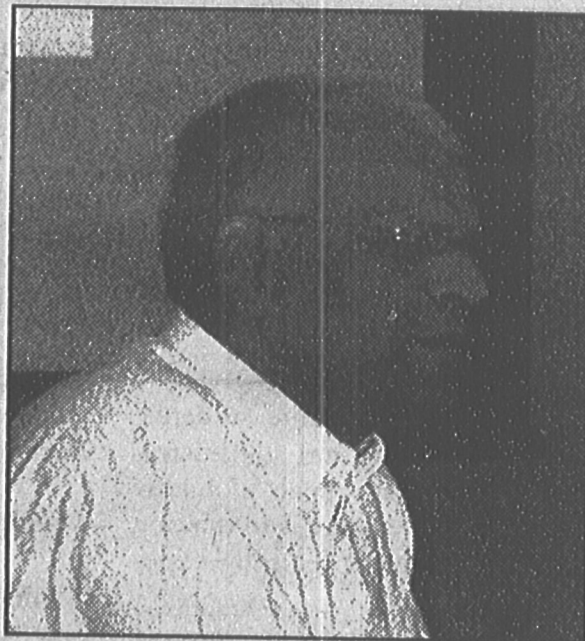
Mr. Vijay started the discussion by highlighting the fact that the economic development during the post-independence era in India has been influenced by two distinct schools of thought. A structuralist approach prevailed from 1947 to 1991, at which point the internal economic realities, especially a balance of payment crisis, acted as a catalyst for transformation, forcing the policy makers to rethink the validity of the existing economic model.

Profoundly influenced by the socialistic ideas, Jawaharlal Nehru, the first prime minister of independent India, envisioned a Soviet-style planned economy for the country. This led to the creation of a huge and often inefficient public sector through which economic resources were channeled. These market distorting policies were continued and extended by the subsequent prime ministers. This, in effect, severed India's economic ties with the rest of the world. Foreign companies were asked to "Indianize" themselves by reducing their holdings to 40%.

Some companies like Coke, and IBM choose not to "Indianize," and opted to exit the market instead.

"Some are born with reforms, some achieve reforms, [and] some have reforms thrust upon them. India probably belongs to the third category," reflected Mr. Vijay. However, to India's credit, the reform process in India did not cause any major social or political upheaval. In June 1991, India faced a crumbling foreign exchange crisis when the forex reserves dropped to a mere week's imports. S&P and Moody's downgraded India to speculative, the Indian Central Bank had to move its gold reserves to Switzerland as foreign banks started declining letters of credit, and the Indian stock market hit a panic bottom. The then ruling party, Indian National Congress, which had till then followed socialistic policies, realized the need for liberal policies and decided to adopt them as a cornerstone for future policy making. Subsequent governments have maintained this trend of liberalism in their policy making processes as well. As Mr. Vijay mentioned, "India as a whole realized the futility of a command economy."

According to Mr. Vijay, "... Dr. Manmohan Singh ... the prime minister of India right now, who was sort of the father of reforms in 1991 (as Finance Minister)" initiated the process of liberalization. As the economy opened up, trade barriers were brought down, private participation was promoted, and the role of the market was emphasized. The overall dynamics of State-Market relations got a new direction. The reforms created massive momentum in the economy with the reduction in tariff and non-tariff barriers, abolition of licensing requirements, and removal of capital controls. Foreign ownership in Indian companies was allowed again. Tax laws were modified to provide incentives for the knowl-



Mr. P. N. Vijay, sharing his views and experience on the radical transformation of the Indian economy.

edge economy and excellent infrastructure was created through technology parks. FDI was permitted in many new sectors, and portfolio investments were encouraged.

What has been the overall impact of the reforms on the Indian economy? Indian businesses became globally competitive and remarkably successful in many areas. "... India is fast becoming the back office of the world," said Mr. Vijay. Infrastructure development is happening at a rapidly accelerating pace, he added, "11 kilometers of highways are being built in a day [during the] last two years as compared to 11 kilometers every year on average before." The cost of telecommunication has fallen between 50% and 90%, and two million new telephone users are being added every month. Nokia sees India as its largest growing market for cell phones.

The financial sector reforms are a resounding success, non-performing assets are down to less than 3% for most banks, and commercial banking is on the rise. The level of transparency and efficiency in the capital market processes has reached international standards. Mr. Vijay explained that "The Americans have helped in a big way" to move the depository system to paperless trading, and "... even the Americans have been amazed ... this whole program was put in place in next to no time." India has the second highest derivatives volume in the world, next to the United States. "In two years, India's derivative volumes have overtaken the London Stock Exchange. Can you imagine! ... We are real punters at heart... we love to gamble!" Mr. Vijay added in jest. Well, the world eagerly awaits to see how the 'brave new world' of the new Indian Economy matures into an 'economic superpower' in the coming years.

poddars@global.t-bird.edu

Reflections of FIRE: 2004 Intern

By JEREMY TERR
U.S.A., Spring '05

On August 5, 2003, when I arrived at Thunderbird after traveling more than 10,000 miles, across 2 continents, 1 ocean, and 4 airport connections, I walked through the gates of opportunity in the making.



Jeremy Terr

Every word from professor to student sat long in the air, navigating a maze of unfamiliar territory. From textbooks to case studies, group projects and final examinations, all of the synapses hummed to a new tune. Sleep 4 hours, run 1, study 19.

On May 24, 2004, I exited the gates of Thunderbird enroute to see the future - stopping just long enough to read "We are not only Athenians and Greeks, but citizens of the world." The destination: Strategic News Service™ "2004 Future In Review" conference, where Joel Pugh and I were selected by Thunderbird Trustee Don Budinger as this year's Leadership Interns. The Future In Review (FIRE) Conferences, hosted by The Strategic News Service™ (SNS), are international meetings of leaders in technology, global economics, bioinformatics, and policy, for the purpose of generating an enhanced understanding of future markets.

On May 25, 2004, I exchanged a casual conversation with Mitch Kapor, Ray Ozzie and Donna Dubinsky; asked Herve Gallaire about R&D, Don Budinger about leadership, and listened to Robert Hormats explain China. At mid-day, I participated in a breakout group of millionaires discussing philanthropy as a priority. At nightfall, I boarded a dinner boat bound for circular tours of city lights under starry skies. Amy, her mother,

and Lance Tracey, her father, and I sat to discuss world travels and the business of golf and sailing.

It was 2 more days before Joel and I departed the conference location, San Diego's Hotel Del Coronado. We listened to Lee Hartwell expound on his Nobel winning doctrine, Dave Dorheim describe fuel cells for laptops, and Gregoire Ribordy and Jim Peoples rationalize Quantum Entanglement and Encryption. An exchange with Tim Brown challenged notions of innovation and Andrew Himes illustrated grassroots technology policy in action. Elon Musk inspired us all with interplanetary ambitions.

On May 24, 2004, I left Thunderbird as a student aspiring to citizenship of the world. Now, I have returned a citizen with regained passion to be a student. The CEOs, entrepreneurs, and visionaries of the "Future In Review" conference professed a borderless world, a world which requires commitment, perseverance, and the globally-minded wherewithal to act today on shifts that may not be realized for 20 years. I have returned a student, prepared and empowered to take advantage of Thunderbird's position at the cutting edge of global business education.

NOTE: The Strategic News Service™ (SNS) and the Rodel Charitable Foundation of Arizona have instituted the Emerging Leaders Intern Program with the profound goal of equipping a new class of leaders with the capacity and connectivity to carry forward and multiply the rapid advancements hereto achieved by SNS members - the CEOs, visionaries, and entrepreneurs who create tomorrow's reality today. Additional information about SNS and the Rodel Foundation may be found at: <http://www.futureinreview.com/> <http://www.rodelfoundationaz.org/index.shtml> jbtterr@global.t-bird.edu

Alumni Farewells to Dr. Herberger

Tonight, I am contacting associates in Brazil as a matter of course concerning a business project, and in so doing, am thinking of the institution which helped me shape a lifetime vision and professional orientation when I was a student in Glendale. I will give thought to your challenge to participate in the process of facilitating Thunderbird's future and try to contribute to the dialogue you are initiating.

Herb Radford, '75

For myself and on behalf of the active alumni body in Singapore, I thank you very much for your strong & committed leadership, and for building the brand equity which we all value so greatly.

The Thunderbird Community will always be indebted to you.

Alex Zecha, '90

Thanks for helping make Thunderbird the great school that it is today. You have been a great leader and have led the school through many important steps, in especially tough times when all U.S. business schools decided to become "international." It's a tough challenge to be compared to traditional schools while remaining unique but you have made sure that Thunderbird keeps in its international image while becoming more competitive with traditional programs. You've got guts!

Geoff Mathieux '95

Thunderbird Partners With Babson to Explore Online Learning

By KELLIE KREISER
U.S.A., Fall '05
Editor, *Das Tor*

Thunderbird has embarked on a partnership this summer with Babson College aimed at leveraging the strengths of both schools. As early as last summer, the respective deans discussed how Thunderbird and Babson might work together. The idea crystallized into creating online classes where students from each school could learn from top professors at the other institution. Course catalogs were exchanged, and each school chose two classes.

As Babson is renowned for their entrepreneurship program, our school picked the courses "Managing Growing Businesses" and "Social Entrepreneurship." With Thunderbird's obvious strength in global business, their choices were IPE (taught by Dr. Glenn Fong) and Global Negotiations (by Dr. Karen Walch.) Both T-bird professors had previously

worked to create proto-type online versions of their classes in the past, so the fit was good.

When the Thunderbird classes were opened up to the Babson students, they immediately filled. Some students who couldn't get a spot even took the step of contacting T-bird professors directly to try to squeeze into the courses. (They met with no luck.) At our school, the online courses were also popular, with 26 students signing up for Managing Growing Businesses and 13 in Social Entrepreneurship.

Social Entrepreneurship is taught by Babson professor, Natalie Taylor. It is a unique course that combines managerial skills with the desire to solve social problems. Enterprises that fit into this category are popularly known as "double bottom line" organizations; businesses concerned with creating both private and societal wealth.

"It's such a pleasure to be part of the Thunderbird community," remarked professor

Taylor. "The students are bright, spirited and so incredibly talented. This is my first exposure to distance learning. And, as with any new venture, it's not been without its challenges. But what's been most striking about this experience is how welcom-

... this trial program is a bit "like a start-up."

ing and supportive the students, technology folks and administrative people have been and how committed everyone is to making the course a great learning experience"

The Babson course Managing Growing Businesses is a more traditional business class which examines the many decisions an entrepreneur must make in forming and running an enterprise. "It was not without reservation that I agreed to teach, because we had never done this before at Babson and I have very little experience with distance

learning," Professor Ed Marram, who teaches this class, commented. "But I always like a challenge and wanted to find out what it would be like to teach in this way. It has been quite an experience."

All the courses use a combination of online discussion boards and 'real time' virtual classes. Students do most of their work on their own schedule, or 'asynchronously.' But there are a few scheduled class times where students meet either by teleconference or in cyberspace.

One challenge for the Thunderbird students is that there are class members in both Glendale and Archamps. The nine hour time difference has made scheduling virtual classes and assignments a challenge. An added struggle for those students in France has been the difficulty in accessing the internet from campus, and a British Telecom problem that knocked out service the first week of class.

Dr. Babarinde, who has been instrumental in coordinating

the courses along with a team of T-bird staff and faculty, commented that this trial program is a bit "like a start-up." He noted that there have been both anticipated and unanticipated problems, but nothing monumental.

Professor Marram explained, "This is a 'beta' class - there are many kinks to work out. Students are participating in improving this teaching process with their suggestions. Some of what we are doing is working; some of it does not, so we are adjusting as we go along."

When the courses conclude, both schools will do a post-mortem evaluation to determine if the courses should run again in the fall. And while there are no plans to perform this sort of program with other schools at this time, Dr. Babarinde mentioned that it is not outside the realm of possibility if we found another school that added significant value to our course offerings.

kkreiser@global.t-bird.edu

T-bird Exodus Fuels Brain Drain

By BABS RYAN
U.S.A./UK '81

"Seventy percent of workers at goliath companies in the U.S. are unhappy with their jobs. Sixty percent dream of starting their own companies. Each year, six million of the best and brightest quit to wake up to entrepreneurship," I told Dr. Steven Stralser, Managing Director of Thunderbird's Global Entrepreneurship Center. "The dum-dums aren't exiting; it's the top talent that is heading for the high road and I've got the data to prove it."



Babs Ryan

Sharp enough to turn any response into a question, Stralser replied, "Did you know that fifty percent of T-bird graduates are entrepreneurs?"

No, I didn't, but I'm not surprised. I did say "the best and brightest" start companies. When people ask what I thought about Thunderbird as a student in the early 1980's, I say that there were so many worldly, intelligent people, that in relative terms, as a 21-year-old, never-been-out-of-America hopeful, I was one of the dumb ones. I never felt that way in large companies.

While nations scramble to stem the emigration of business leaders, U.S. corporations have been complacent about stemming America's corporate brain drain.

Entrepreneurs weren't laid off. The Kaufmann Center for Entrepreneurial Leadership states that 89 percent of entrepreneurs quit their former positions. Half of them produce successful products related to their previous field that the big brother business

squashed or ignored. Supermen and superwomen are getting even by competing head on.

Why do they choose the start-up route rather than stay on?

-- The lack of competent employees in corporations has led to a glut of process roles, such as Six Sigma gurus and project managers, whose main function is to try to get incompetent people to do their jobs right and get them to communicate. The people who move up and get promoted own products (read P&L) while shifting competent threats to managing processes. Why not fire the uncommunicative roadblocks and replace them with quality people who can manage people, products, projects, and processes (like small business owners)? Successful small business owners aren't hiring auxiliary checklist checkers in order to deliver quality products/services and manage projects. Next time you consider taking a process or support role, remember that it's better to be an athlete than an athletic supporter.

-- Decisions on innovation in big companies are usually controlled by those who have never taken a different route to work, or in work. Read all the books you want on driving corporate change. The person who makes the ultimate decisions will never read that book. Most brilliant ideas introduced in corporations never make it to market; 90 percent of the ones that the decision makers choose to launch, fail.

-- The best and brightest are tired of the "teamwork" talk. Teamwork is favored by those who want to steal the credit or share the blame, because they can't go it alone.

-- Endoras and Omarosas have driven the best and brightest out of corporations. The

Workplace Bullying and Trauma Institute reports that the more competent you are and the higher your level of education, the more likely you are to be targeted at work. Their number one weapon: fabricating information about you. Bullies talk about the person, not the product. Thirty-five percent of corporate employees admit to having been bullied. The bully is punished in only 7 percent of reported cases and terminated only 1 percent of the time. In 82 percent of cases, the bullied employee left the company.

-- Then, of course, there's the money. Two-thirds of millionaires in the U.S. are self employed. But let's get down to the average Joe. Self employed independent workers average \$58,000 a year, compared to \$45,000 for those with regular wage jobs. Small business owners are often the most successful, averaging more than \$110,000 a year, and they report more job creativity and satisfaction in life. The book, America's Corporate Brain Drain, details how corporations can curb the brain drain, not only by hitting the above issues head on, but by transforming the corporation into small, empowered businesses run by the people who have demonstrated they can run businesses. But until they do, half of Thunderbird alums will continue to follow the path to entrepreneurship-the high road for the best and brightest.

Babs Potvin Ryan '81 is corporate change agent, entrepreneur, inventor, writer, and world traveler. She is founder of Sparks Worldwide LLC. Babs was Assistant Editor of Das Tor in 1980-81 and is the author of the soon-to-be-published "America's Corporate Brain Drain." babs@brainrain.biz

Thunderbird's Brand Promise: "Truly Global"

By RYAN WILSON
U.S.A., Fall '04
Thunderbird Marketing Club
Executive Committee

As the environment for MBA education continues to change, so too must Thunderbird evolve in order to remain competitive. In an effort to extend Thunderbird's brand leadership beyond the international business category, Chief Marketing Officer Ken Lambert and others in the marketing department are spearheading a brand repositioning by implementing the school's first ever fully-integrated marketing plan. The key objectives are to optimize degree and non-degree enrollment; build brand awareness, relevancy and trust; and strengthen customer relationships. Several strategic initiatives are in place to support these objectives, but the tour de force begins with the Thunderbird brand.



Ryan Wilson

Thunderbird's brand repositioning is the result of concentrated focus groups, moderated by third-party agency SHR Perceptual Management, with key stakeholders including students, alumni, faculty, staff, employers and even CEOs. The participants were asked a series of questions in the following areas that impact Thunderbird's brand position: competencies, values/mission, anti-competition, visceral consumer connection, personality and origins. The interview results were then compiled into a brand profile highlighting Thunderbird's heritage,

personality, sensory assets, and self-expressive, functional and emotional benefits. A comprehensive brand strategy resulted which incorporates Thunderbird's brand promise as a 'Truly Global' institution.

The Garvin Gift has helped pave the way for Thunderbird to aggressively market its products to a target audience of students, alumni and recruiters. With the Board of Trustees blessing last week, the wheels of the marketing engine will soon begin to turn in hopes of meeting some lofty yet attainable goals. Thunderbird's time-honored differentiator as a leader in global management is diminishing as a result of new entrants into our niche market. As Ken Lambert explains, there are growing "needs for differentiation and relevance in light of new challenges, in particular message clutter - there are simply too many voices in the marketplace."

Through new branding initiatives, Mr. Lambert and his team hope to cut through that clutter with a direct, integrated message designed to obtain a greater share of voice in the crowded marketplace. This is no easy task, but the fact that the administration and members of the board are ready to address the issue of Thunderbird's brand dilution is a good sign of things to come. In improving the overall recognition of the Thunderbird brand, the marketing team will develop a comprehensive brand definition; coordinate messaging used in both internal and external communications, including advertising, public relations, recruitment and alumni relations;

Continued on next page

The Coming of a True Profession

By DR. ANGEL CABRERA

Is business administration a true profession? Does it matter if it is or not? To me, the answer to those two questions is a rotund yes. Business managers deal with complex problems that affect important aspects of human life.

They diagnose conditions, infer causes and effects, identify solutions and execute action plans. Their decisions and actions often carry great consequences for others. They impact the savings of families and the wealth of institutional investors, they create employment opportunities, they utilize natural resources, and they provide products and services that are valuable for other individuals or organizations.

To be effective in their decisions, they must bring in technical knowledge from a variety of disciplines—economics, sociology and psychology to name a few—they must work collaboratively with colleagues, negotiate solutions, and lead others to make things happen. The size, complexity and geographic spread of business organizations has added a new level of difficulty.

Managers need to create, monitor and manage complex organizational forms, they must navigate a culturally diverse world, they must be able to leverage information technologies to reach over time and distance gaps. No matter how one tries to define what a true profession is, management clearly passes the cut.

Why does it matter whether we call management a profession or not? If we agree that management is a true profession, then management education must incorporate the three components of any true professional training. On one hand, professionals need to be equipped with a great deal of technical, multi-disciplinary knowledge. Second, professionals must develop the necessary skills to integrate and apply technical knowledge to solve real problems. Third, they must recognize the contribution

of their practice to the common good and buy into a set of norms of good behavior.

Traditionally, business schools have excelled at transmitting technical knowledge. Especially after a 1959 report commissioned by the Ford Foundation ignited a process of consolidation of management as a rigorous scientific discipline.

In the last decade or so, business schools have also advanced significantly in the development of managerial skills such as team work, negotiation, coaching, or leadership—in spite of voices like Prof. Mintzberg's claiming that we haven't done enough. The key pending challenge though is for business schools to fully assume its remaining educational responsibility: the transmission of a professional attitude, a sense of purpose and value creation among managers of business corporations, and a code as to what constitutes acceptable professional practice.

Thunderbird has a long history of bringing values to management education. Thunderbird grads are more open minded, more sensitive to cultural diversity and more inclined to undertake world business opportunities than their average peers from other schools. Thunderbird embraces the positive contribution of international business to international development and peace. The Garvin School has also taken clear action to bring ethics and professionalism to the forefront of management education, especially with the creation last year of the Lincoln Center for Ethics in International Management. The Center's founder, Mr. David Lincoln, said it all: "good ethics is good business."

Thunderbird has all it takes to be considered as not only the number one school in international management, but also the number one in training managers with a truly professional mindset. *Editor's Note: Dr. Cabrera assumes his new role as President of Thunderbird in August.*

Marketing Plan Unveiled

Continued from previous page and implement a proactive media relations program. This equates to rolling out an integrated marketing communications campaign designed to build brand relevancy and awareness in the minds of the consumer.

So what does this mean for the student body, alumni, faculty, and others? As T-birds we are constantly reminded that we are part of something larger than our own aspirations. To this end we are all stewards of the Thunderbird brand, and the better we know how to communicate that message the more salient the

message will become. Where perception is reality in marketing, we can all contribute to improving the Thunderbird brand. And if the plan is implemented correctly, Thunderbird will once again stand out as the only Truly Global name in business education.

If you are interested in marketing and would like the opportunity to participate in marketing related events on campus, please visit the Thunderbird Marketing Club homepage on MTB.

rwilson@global.t-bird.edu

President Herberger: 15 Years of Dedication



President Herberger then...



.... and now!

When Dr. Herberger leaves his position as Thunderbird's president this summer, he will leave behind a fifteen year legacy of accomplishments. This timeline details only a small portion of the changes and challenges Thunderbird faced under his reign.

- 1989** Dr. Roy A. Herberger, Jr. became president.
- 1990** Thunderbird - A World of Difference Campaign began.
- 1991** Construction completed on the Global Business Administration building. The first Executive MIM class enrolled.
- 1992** The Thunderbird French-Geneva Center opened in Archamps, France. Thunderbird library card catalog went online. The first electronic mail was installed on campus.
- 1993** Construction on the Welcome Wall, a wall that greets visitors in ten languages, was completed. The U.S. Department of Education recognized Thunderbird as a Center for International Business Education and Research.
- 1994** Former British Prime Minister Margaret Thatcher spoke at Thunderbird. Thunderbird received two \$1 million grants from the U.S. Department of Commerce to develop American Business Centers in Nizhny Novgorod and Volgograd in Russia.
- 1995** The newly built IBIC was dedicated. Business Week ranked Thunderbird in the top 40 graduate schools of management.
- 1996** Thunderbird ranked number one for international business by U.S. News and World Report. The new 'B' residence hall was completed.
- 1997** Former U.S. Vice President Dan Quayle joined the Thunderbird faculty. Thunderbird ranked number one for international business by U.S. News and World Report for the second consecutive year.
- 1998** My Thunderbird (MTB, the campus intranet) was launched. Thunderbird ranked number one for international business by U.S. News and World Report for the third consecutive year.
- 1999** Construction completed on new Executive Education classrooms. Thunderbird ranked number one for international business by U.S. News and World Report for the fourth consecutive year. Business Week named Thunderbird Executive Education in top five for global business.
- 2000** The Continents sculpture was placed on the IBIC lawn. Thunderbird ranked number one for international business by U.S. News and World Report for the fifth consecutive year.
- 2001** E-learning courses were developed and offered to executive participants. Thunderbird ranked number one for international business by U.S. News and World Report for the sixth consecutive year. Wall Street Journal ranked Thunderbird number one in international business.
- 2002** The Thunderbird degree changed from the MIM to the MBA in International Management. Thunderbird ranked number one for international business by U.S. News and World Report for the seventh consecutive year. Wall Street Journal ranked Thunderbird number one in international business for the second consecutive year.
- 2003** Financial Times of London ranked Thunderbird Executive Education top 10 overall in the world. Thunderbird ranked number one for international business by U.S. News and World Report for the eighth consecutive year. Wall Street Journal ranked Thunderbird number one in international business for the third consecutive year.
- 2004** Sam Garvin, '88, and his wife, Rita, gifted \$60 million to Thunderbird. The school was renamed Thunderbird, The Garvin School of International Management. Thunderbird ranked number one for international business by U.S. News and World Report for the ninth consecutive year.

Sources: *Thunderbird: A Story of Progress* by Nelda S. Crowell, Thunderbird Archivist Assistant and www.thunderbird.edu.

Professor Gerri Henderson: Helping Us 'Feed' Each Other

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

Close your eyes. Imagine you are sitting in class, you are very hungry and you have a plate full of delicious food in front of you (keep your eyes closed!) You want to eat but you cannot bend your elbows or your wrists and you must eat with your hands (you still have some manners.) How do you do it? If you had attended the first session of Gerri Henderson's International Brand Management class you would have learned. One of the students, eyes still closed, reached over to the plate of the student next to him. He took food from his neighbor's plate and then proceeded to feed his neighbor. Therein lies part of Dr. Henderson's (or, Gerri, as she prefers to be called) teaching philosophy: in an MBA program, the students need to 'feed' each other. One of the roles of a professor is as a facilitator, ensuring that all of our perspectives and experiences are shared and that we provide 'food' for the other students.



Jennifer Kehl

Gerri is visiting Thunderbird this summer where she will teach a number of marketing classes. Her area of specialization, Global Marketplace Diversity (a term that she

coined), is a natural fit with the school. She believes (as do most of us) that companies can benefit from understanding the impact of the increasingly diverse population on business, specifically on marketing. U.S. companies must recognize that there is no single 'dominant culture' to which they can market (witness, for example, the Cuban culture in Miami versus the Mexican and Native American cultures in Phoenix). They face the growing purchasing power of different ethnic segments with different needs and buying habits. And marketing to different cultures in the U.S. can act as a training ground for expansion into international markets.

She is passionate about her research on this topic. "It's what makes me want to jump out of bed in the morning," she says. She is currently working on a book about 'Consumer Racial Profiling' and for another project she is reviewing hundreds of interviews of people who collect black memorabilia. She is equally passionate about her role as a teacher. In fact, it is the ability to alternate between research and teaching that contributes to her enthusiasm for being a professor. "I can't imagine that I would ever do anything else," she says, "This is the greatest profession on the planet."

While she was always interested in teaching, for many years she feared that the career wasn't the right financial choice

for her. One of her favorite high school teachers used to tell her how little money she made, claiming she lived on boiled cabbage and spam in order to make ends meet. While Gerri recognized that the teacher was "prone to hyperbole," it's no wonder that she initially pursued a different career, getting her B.S. in engi-



Gerri Henderson

neering and then working for IBM in relationship marketing.

During her tenure at IBM, she was selected for an executive education program, an experience which ended up influencing the direction of her future career. She was exposed to the case method and enthralled by it and she learned that the professors who taught at the program,

many from renowned business schools such as Darden, were definitely not living off of spam. "I realized," she said, "that you didn't have to be poor to be a professor."

She earned her MBA and Ph.D. from Kellogg, with a brief stint in between as a brand manager at Kraft on the Cheese Whiz account. (For those of you who have never been fortunate enough to try Cheese Whiz, Gerri's got a collection in her office and, as long as you remember to always refer to it "affectionately," I am sure she'd be willing to let you try some.) She has taught at many renowned schools including Darden, Duke's Fuqua School, Howard, Stanford and Kellogg.

Comparing Thunderbird to her other teaching experiences, she says our school's emphasis on diversity and culture make her feel right at home. "There is also a greater emphasis on networking at an earlier stage here," which impressed her. By the same token, she says "you may not want to hear this, but I basically think on some level all MBA students from top notch programs are very similar. There is a certain type of person that gets interested in an MBA. Stanford, Kellogg, Howard, Darden, Duke, or Thunderbird - MBA's are MBA's." Nevertheless, she admits that students here seem to have more "joy" and are less uptight than at other places she has experienced.

That "joy" is right in line with her recommendation on how to get the most out of an MBA. Despite all of the work involved, she believes students ought to have fun with it. "You should try to learn as much as possible, meet as many new people as possible, and try as many new things as possible."

jkehl@global.t-bird.edu

Interested in Global Marketplace Diversity?

The Thunderbird Marketing Club and GWIB will be sponsoring a presentation on the topic. Gerri will speak to interested students about her research in this very topical area. The presentation will take place during the first half of July.

Stay tuned for details!

Greentree Apartment Homes

- * Discounted Cable
- * Heated Pool and Spa
- * Sand Volleyball
- * Washers & Dryers Available
- * Large Patios
- * High Speed Internet



(602) 938-2896
5959 W. Greenway Rd.
Glendale AZ 85306

See our new signature services at
www.greentreeapthomes.com

Move in for only \$99!

One and two bedroom apartments from \$549 per month
Exclusive Thunderbird student discount includes:

- * 5% off monthly rent, 1st month free
- * Only \$99 security deposit and application fee.

Ask for Susan Hagen.

Meet the Thunderbird Fellows

By **DRENUSHA KUSARI**,
Albania
ANDY WOODWARD, U.S.A.
PHILIP MIZE, U.S.A.
KALOYAN KAPRALOV,
Bulgaria

The Thunderbird Fellows Program was created as a part of Thunderbird's two-year-old effort to market the School at colleges and universities around the United States and create relationships and linkages on those campuses. The program began three weeks ago by bringing four highly accomplished undergraduate students onto the Glendale campus for the first half of the summer trimester. These students are: Andy Woodward, Phillip Mize, Drenusha Kusari, and Kaloyan Kapralov. While here, they will participate in Dr. Signe Nufez's Cross-Cultural Communication course, the Career Management Seminar conducted by Jason Passe, and will be involved in research projects with several members of the faculty, including Dr. Krishna Kumar, Dr. Nufez, Dr. Barbara Pettitt, and Dr. Steven Stralser. The four have thoroughly bonded and are outgoing enough to have mixed in well with Thunderbird's

MBA students. They are well-integrated into our student body for extracurricular activities, and are taking advantage of what Arizona has to offer - Camelback Mountain and Squaw Peak here in the Valley have already been scaled, and they joined the Hiking Club on a trip to Sedona last weekend.

Andy attends Colorado College as a distinguished and notable student. He is double majoring in Economics and Philosophy at Colorado College. This dual major provides him with the ability to seamlessly think in both abstract and concrete situations, which complements the Thunderbird program by diversifying the already unique perspective of the school. The motivation for enrolling in the program stems from his grandfather regaling him with stories about his past profession working for the United Nations. These experiences and knowledge sparked his interest in international affairs and business. The faculty at Colorado College selected Andy from a highly competitive process based on academic achievement, resume experience, and essay questions.

Andy believes the Thunderbird Fellowship program will continue to quench his interest in the international forum of business. After the program, Andy will further his international business exposure by interning for Draft Worldwide, an international advertisement agency.

Drenusha Kusari is originally from Kosovo and is a recent graduate of Occidental College in Los Angeles, California. After double majoring in Diplomacy and World Affairs as well as Economics, Drenusha decided to partake in the Thunderbird Fellows Program due to its uniquely diverse nature. She also decided on the opportunity to acquaint herself with the business school experience after having held various internships with Morgan Stanley, the Carlyle Group, the United Nations, as well as the World Bank and before embarking on her professional career with Goldman Sachs in New York this fall. As a passionate traveler, Drenusha was also excited about Phoenix's vicinity to many interesting places - which she has taken the advantage of visiting. Drenusha has been very impressed with the

friendly nature of Thunderbird's students, faculty and staff and hopes that Thunderbird will be one of the institutions she will consider when she decides to attain her M.B.A.

From Atlanta, Georgia, Philip is a rising senior at the University of the South in Sewanee, Tennessee. He is seeking his Bachelor of Science degree in Economics with a minor in Latin. Selected for the Fellowship by the Career Services Department of his university, Philip has demonstrated a desire to work hard and has shown a devout interest in business and finance. As a junior, he studied abroad in Perugia, Italy for four months and returned feeling the need to continue his experiences in a culturally diverse setting. Following his undergraduate work, Philip would like to pursue a job in the financial services sector and perhaps attend graduate school. The opportunity he has been granted at Thunderbird has helped him appreciate the cultural diversity for which this institution has become so famous. Furthermore, the opportunity to interact with such knowledgeable professors

and administrators has provided for an invaluable experience.

Kaloyan 'Kal' Kapralov is a mathematical economics major at the Colorado College in Colorado Springs, Colorado. A native of Bulgaria, Kal finds a career in international business a logical combination of his American education and multi-cultural exposure. "The thing I enjoy most about being at Thunderbird is the incredible diversity of backgrounds that students and faculty bring to campus. It has been an eye-opening experience, especially with regard to the opportunities available out there in the business world," he says. The location of the school in the heart of the Southwest is a welcome bonus for Kal, who seeks to balance academic work with spending time in the wilderness. As a budding adventure and outdoor photographer he ventures out into the canyons and biking trails of Arizona on a regular basis hoping to capture on film "a sense of place, distant and unlike anything" he has ever seen before.

k_kapralov@coloradocollege.edu,
kusari@oxy.edu, PHIL9582@aol.com
d_woodward@coloradocollege.edu

First All Regional Alumni Council Summit

By **MARTHA SHEEHY**
U.S.A., Winterim '05
Co-Editor, *Das-Tor*

For the first time since its inception, the Thunderbird Alumni Association (TAA) held a global summit in Glendale on May 14 and 15 for its regional council members. The purpose of the summit was to allow the alumni council members to interact directly with the administration and various members of Thunderbird's Board of Trustees, including Chairman of the Board, John Bernt.



Martha Sheehy

According to Anne-Marie Nelson, Asst. Vice President, Alumni Relations and Thunderbird alumna, "the council summit was designed to bring together council members and key Thunderbird administration to discuss current issues, particularly related to the School's strategic direction, and the growing attention being given to leveraging the power of the alumni network."

The Thunderbird Alumni Association is a virtual organization with four regional councils including North America, Latin America, Europe/Middle East/Africa, and Asia Pacific. While the councils meet in their respective regions at least twice a year and hold additional teleconference meetings, this summit was the first time that all four councils convened at the same time and place. Independently, the regional coun-

cils provide advice, contacts, information, and feedback to the administration.

The council members, all of whom have some level of alumni engagement prior to their council positions and many of whom are involved with alumni chapter leadership, are advisors to the School and represent alumni interests worldwide.

During the summit, many updates were provided and many presentations were delivered about the School's programs, enrollment, issues, and strategic direction. In addition to the structured presentations, the council members participated in a networking luncheon with a



group of students. The students were involved to allow the alumni the opportunity to discuss issues with them as well as for the alumni to provide some of their opinions and advice.

As Meredith Peabody, a North American Council Member states, "In my opinion, one of the highlights of the session was the luncheon with the students. It gave us a chance to meet with current students and get the feedback on their experiences with school, the curriculum, and other important issues

that we all need in order to keep Thunderbird at the top of the rankings for International Business Management. After all, the current students are the alumni of the future."

With many items discussed and plans shared, the group also created an action plan for a project currently referred to as 'Project Engage.' The purpose of this project is to create strategies and specific requirements to ensure all alumni are connected with the institution as well as they are connected with each other. According to Ms. Nelson, "the plan is to involve alumni with the school for mutual value and benefit."

Regarding the alumni network, EMEA Council Member Sandra Desourdy offers another opinion: "I was surprised that this meeting was focused a great deal around the fact that the Board has come to 'realize' that the alumni are a powerful network that they need to engage. The alumni network has been in existence for years and has always been a selling point to prospective students. The School's biggest asset is the alumni and to sit in two days of meetings to hear what appeared to be this great epiphany about the alumni and its potential was a tad bit annoying."

To this comment, Ms. Nelson asserts that "the most important part of the May 14-15 outcome was not recognition of the value of the alumni network, but recognition of the need for a 'mutually empowering' partnership with the alumni."

MSheehy@global.t-bird.edu

Trading Through T-bird

By **FERNANDO J. OJEDA-DOLDÁN**
Argentina, Summer '04

Once upon a time, while I was in college, I opened a brokerage account and deposited what, at that time, was my life savings: a grand total of \$1,500. After some due diligence, I bought 200 shares of Michael Baker Corporation, determined to hold it for the long term. I noticed that it would rise and fall in an elegant and simple pattern, until one day it dawned on me that I could be realizing profits every day by selling the stock at the upper bounds of what I could discern was its price channel, and buying it back as it traded lower. That simple realization prompted a paradigm shift in the way I approach work, life, and the idea of building wealth. I started trading stocks, and that has made all the difference.



Fernando Ojeda Doldán

So how can I make money doing this when the prices of securities follow a random walk? The answer is simple: the price of a stock is a discrete random variable, with its own probability distribution. Past history cannot predict future returns, but past volatility is an excellent predictor of future volatility. Like a good meteorologist can tell you that there is a 25% chance of showers over Glendale tonight, I can run through the numbers and extract a probability distribution for a particular stock, good for the next 12 trading hours. Then I

just put some money behind it, and test the hypothesis.

On average, I make 4.86 trades a day, winning \$2.63 for every \$1.00 I lose. I spend 75% of the time in the market, and 25% waiting for the right opportunity. I have never had a losing year since I started, and 77 out of the past 81 months have been winning months. My average daily profit has held steady through the last 2 years at about \$100 a day. Because I withdraw the profits to pay the bills while I'm in school, my return has not compounded, holding steady at 6.67% a month, or about 80% yearly. While I am a big fan of borrowing cheap money, I feel that one mortgage, a Stafford loan, a Perkins loan, and a margin account should be sufficient leverage!

Active trading on this scale is not for everyone. However, you owe it to yourself to take a more active role in managing your own portfolio as part of your strategy to achieve financial freedom. Often, investors are happy with returns of 12% a year with a buy-and-hold approach, yet tolerate regular draw-downs and run-ups of up to 3% a day - a full quarter of their expected yearly return! While my average profit is \$100 per day, most of you experience much wider fluctuations than that on your own portfolio. By buying and holding, you experience gains and give most of those gains back to the market, day after day.

The choice to take profits and repurchase lower is yours. And when you're ready to take it a step further, shoot me an email. *doldan@global.t-bird.edu*

Deutschsprachige Ostbelgier: Eine der best beschützten inderheiten der Welt

By **CHRISTOPHE SERVAIS**
Belgium/Germany,
Winterim '05

Hintergrund

Belgien ist ein kleines Land im Herzen Europas mit etwa 10 Millionen Einwohnern. Es grenzt an 5 Länder: Deutschland, die Niederlande, Grossbritannien, Frankreich und Luxemburg. Brüssel, die Hauptstadt Belgiens, wird auch oft als Hauptstadt der Europäischen Union gesehen. Nicht nur der riesige Verwaltungsapparat der Europäischen Kommission ist in Brüssel ansässig, sondern auch der Hauptsitz der Nato.



Christophe Servais

Föderalstaat
Der belgische Föderalismus beruht im Gegensatz zu den meisten anderen Föderalstaaten nicht auf zwei, sondern auf drei Komponenten:

- Eine Föderalgewalt
- Drei Regionen: die Flämische Region, die

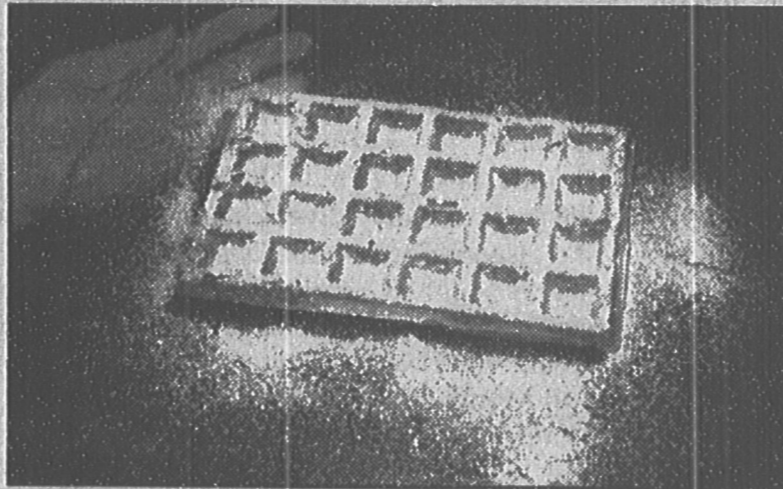
Wallonische Region und die Region Brüssel - Hauptstadt -Drei Gemeinschaften: die Flämische Gemeinschaft, die Französische Gemeinschaft und die Deutschsprachige Gemeinschaft

Während bei der Festlegung der Regionen geographische Grenzen und wirtschaftliche Zwecke ausschlaggebend waren, sind die drei Gemeinschaften auf Basis der unterschiedlichen sprachlichen und kulturellen Hintergründe der Bevölkerung entstanden.

Geschichte

Die Deutschsprachige Gemeinschaft, die sich in Ostbelgien befindet, ist der mit Abstand kleinste Bestandteil des föderalen Belgiens mit etwa 71.000 Einwohnern. Die Städte Eupen, Malmedy, St. Vith, die den Hauptteil Ostbelgiens ausmachen gehörten ursprünglich zum Preussischen Reich (heute Deutschland). 1918, am Ende des 1. Weltkrieges, infolge des Versailler Vertrags, kamen die preußischen Kreise Eupen, Malmedy und St. Vith an das

Königreich Belgien. Zu Beginn des 2. Weltkrieges, werden die Kantone Eupen, Malmedy und St. Vith wieder durch das Deutsche Reich annektiert um 1945, am Ende des 2. Weltkrieges, wieder von der Belgischen Verwaltung übernom-



men zu werden.
Beschützte Minderheit
Die Deutschsprachige Gemeinschaft Belgiens verfügt über politische Eigenständigkeit in folgenden Bereichen:
-Unterricht, Ausbildung und Beschäftigung
-Familie, Gesundheit und Soziales
-Kultur, Tourismus und Sport
Die Deutschsprachige Gemeinschaft verfügt ausserdem

über ein eigenes Parlament welches alle 4 Jahre vom Volke gewählt wird. Bei der Vergebung der Stimmen im Europaparlament verfügt die Deutschsprachige Gemeinschaft über einen eigenen Sitz. Aufgrund aller dieser Vorteile, wird Ostbelgien oft als eine der best beschützten Minderheiten der Welt angesehen.

Sprachenvielfalt

Ostbelgien kann im Wettbewerb der Europäischen Regionen einen Vorteil mit Seltenheitswert aufweisen: die Mehrsprachigkeit der Bevölkerung. Ostbelgien liegt an der Schnittstelle der romanischen und germanischen Kulturen, so dass ein Großteil der Bevölkerung die Deutsche, die Französische und nicht selten auch die Niederländische Sprache beherrscht. Die Kenntnisse der Englischen Sprache sind in Akademiker Kreisen auch eine Selbstverständlichkeit.
Wirtschaftliche Aktivitäten

Der herstellende und verarbeitende Bereich, vor allem die Metall- und Kunststoffverarbeitung, der Maschinenbau und die Lebensmittelindustrie, beherrschen die wirtschaftlichen Aktivitäten in Ostbelgien. Das Bauwesen und der Fremdenverkehr stellen ebenfalls entscheidende Wirtschaftsschwerpunkte dar. Das Gebiet verfügt über ein sehr aktives Netz von kleinen Familienunternehmen.

Kulturelle Aktivitäten

Aufgrund der Nähe zum Deutschen Rheingebiet ist auch in Ostbelgien der Karneval im Februar eine besonders alte Tradition. Karneval ist eine Strassenfest welches 1 Woche vor Beginn der Katholischen Fastenzeit beginnt und dann 5 Tage lang gefeiert wird. Die ganze Gegend feiert dieses Fest und das Geschaefliche Leben kommt teilweise zum vollstaendigen Stillstnad. Weiter ist auch die Töpferkunst des Gebietes Raeren aus dem 14-17. Jahrhundert weltweit bekannt und in allen berühmten Museen der Geschichte zu bewundern.

ChristopheServais@global.t-bird.edu

What's Going On Here?

French, German, Dutch, and Spanish in the *Das Tor*? We think it is time that Thunderbird's newspaper reflects the unique cultural background of our school. Our goal is to include articles in the native languages of our student body. The Asian characters may be a challenge, but we are going to do our best to truly represent our readers. And what if you don't speak these languages? Log on to www.dastoronline.com for the English language versions. Many thanks to our writers for this section and to John Weinshank for his help in translating the Spanish into English.

Le Ministère des Finances Offre à Nicolas Sarkozy L'occasion de se Forger une Stature Internationale

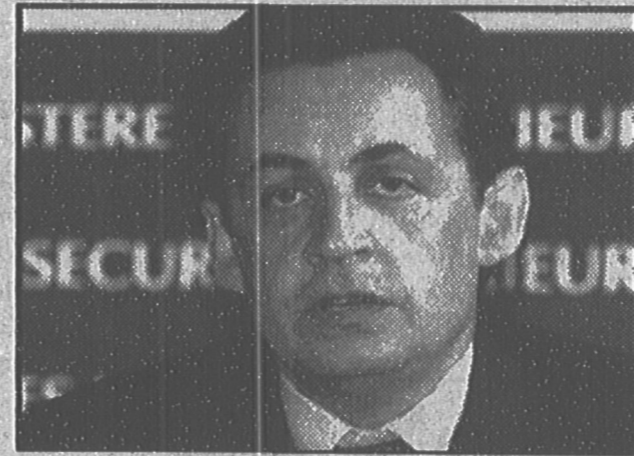
By **DON MACIAG**
U.S.A., Spring '05

Nicolas Sarkozy, le ministre des finances français, est bien connu et populaire en France. Il a été choisi par le premier ministre, Jean-Pierre Raffarin, pour mener le Ministère des Finances après la défaite dévastatrice de l'UMP dans des élections locales en avril 2004. Il a été choisi pour ce poste en raison de sa popularité. Des décisions difficiles sont exigées dans les mois suivants pour stabiliser



Don Maciag

les finances d'état qui progressivement s'étaient aggravées chaque année.
La nouvelle position de Sarkozy lui permet de gagner une attention internationale comme un chef français significatif, rivalisant l'influence du Président Chirac et autre administrateur comme lui. Les exemples de ces voyages incluent le sommet économique récent du G7 à New York, où il a dîné avec le maire de New York, Michael Bloomberg. En avril, il a rencontré Colin Powell et Condoleezza Rice à Washington. En juin, il



Nicolas Sarkozy

Source: <http://sourd.free.fr/PHOTO3.jpg>

voyagera en Algérie pour une réunion de restructuration de dette avec le président élu.
La popularité de Sarkozy profitera de ces expériences supplémentaires et image internationale. Ce développement concerne Jacques Chirac qui est soupçonneux des ambitions de Sarkozy de courir pour la présidence française en 2007. Chirac préfère d'autres ministres tels que Raffarin ou Dominique Villepin pour le succéder. En conséquence, Chirac a essayé de limiter les voyages de Sarkozy quand il était Ministre de l'intérieur. Dans ce nouveau rôle, Sarkozy pourra ignorer de telles limitations. Chirac, néanmoins, cherchera à limiter son influence d'augmenter dans certaines capacités telles que rencontrer des chefs d'Etat et signer des accords internationaux, mêmes accords financiers.

donmaciag@global.t-bird.edu



Ga je mee lachen! Een amerikaan z'n gedachten over Nederland

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

Ik vind't heel erg leuk de gelegenheid te hebben om een beetje over nederlands cultuur te hebben. Ik leerde nederlands omdat er zo vele heel interessante mensen zijn die uit nederland komen. Ze zijn er allemaal



Peter Finfrock

in een gezichtspunt met elkaar eens: Ze doen allemaal hun eigen oorspronkelijke denken. Het is een aanblik van de nederlandse gemoed - aparte gedachte uit een apart land.
Nederland was toch het eerst land en de wereld die het wettig had, als twee mannetjes of twee vrouwetjes elkaar zouden willen trouwen. Volgens kwam België, ook een nederlandstallig land (terwijl ze het er 'vlaams' noem). Nederland is ook het enig land in de wereld waar het land

groter woord, door de Deltawerken en de afsluitsdijken waar het land uit de zee word teruggegeisd. In die opzichten is Nederland een uniek land.
Is het niet leuk dat ik over bijna enige tema hier zou kunnen schrijven, en niemand zou het toch weten? Het is niet te geloven!
Of jij bent een van de weinige mensen die op z'n NLs praat, vind me toch. Het zal onze geheimtaal zijn.
PeterFinfrock@global.t-bird.edu

El Pisco es Peruano

... No, El Pisco es Chileno

By **ADOLFO PUENTE-ARNAO**
Peru/Italy, Spring '05

Actualmente, el pisco es el motivo de una disputa comercial entre Perú y Chile. A pesar de que ambos países reclaman un legado cultural sobre el mismo, el motivo real de la disputa es por los derechos sobre la comercialización del nombre. Perú está reclamando ante los organismos de acuerdos internacionales sobre patentes, el uso del nombre de manera exclusiva, argumentando el derecho sobre la denominación de origen.



Adolfo Puente-Arnao

El pisco es un licor de uva similar al brandy que ha sido parte de la cultura y tradición culinaria del Perú por más de 400 años. El pisco es para los peruanos un símbolo de orgullo nacional. Su producción ha pasado de generación en generación y es un ritual para muchas familias. Las condiciones para el pisco fueron establecidas siglos atrás por los expertos ingenieros Incas en el valle de Ica, ubicado en la costa sur del Perú. Con la llegada de los españoles al Perú en el siglo XVI, fue posible plasmar la idea del emperador Inca Pachacutec de canalizar los deshielos provenientes de los

Andes hacia los áridos desiertos de Ica. Más de 100,000 acres de viñedos crecieron rápidamente en la región. Los viñedos fueron tan prósperos que en tan sólo diez años Perú ya exportaba vino a España, Argentina, y Chile. El cultivo de uva en Latino América fue el resultado del éxito peruano y se piensa que la extensamente cultivada uva Criolla en Argentina y la uva País en Chile son descendientes de la uva Negra Corriente, originalmente traída del nuevo mundo por los españoles en el año 1547.

Como resultado del intento por parte de los españoles de producir un licor de uva que se asemejase a su brandy nativo, éstos encontraron que la uva Quebranta producía un brandy puro y aromático que eventualmente se hizo conocido por el nombre del lugar de donde era exportado, el puerto de Pisco.

Para hacer el verdadero pisco, hay que aplastar las uvas y el jugo resultante ponerlo a fermentar en botijas de arcilla. El pisco chileno es un aguardiente de uva de menor calidad que es más dulce y ligeramente más suave que el pisco peruano. Sólo el Perú tiene el suelo, el clima, y la tradición de hacer pisco, que le da a esta bebida un sabor especial, y que nos permite decir que "El Pisco es Peruano."

apuentearnao@global.t-bird.edu

By **FELIPE CALDERÓN**
Chile, Spring '05

Chile y Perú tienen una disputa sobre quien tiene el derecho a vender Pisco bajo esa denominación. El problema nace por el éxito que ha tenido Chile en la exportación de Pisco, especialmente a los Estados Unidos y Europa.



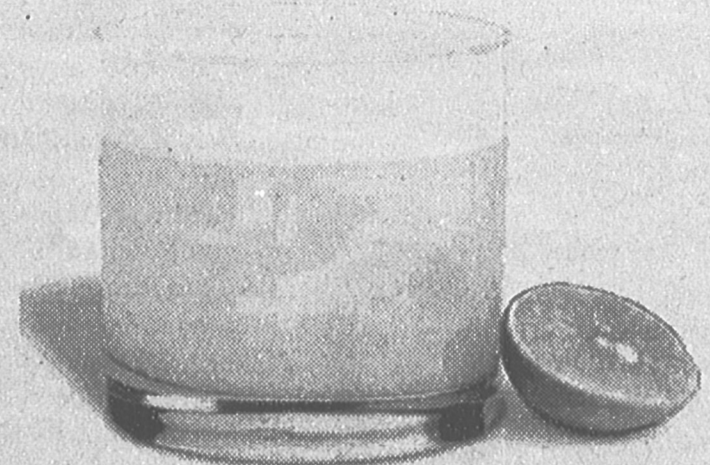
Felipe Calderón

Pisco es la denominación de origen reservada para el aguardiente producida y envasada en las regiones III y IV de Chile, elaborado por destilación de vino genuino potable proveniente de las vides que determine el reglamento de cada región. A modo de comparación con Perú, Chile ocupa otro tipo de uva y el proceso final de destilación es distinto.

En esencia el Pisco no es un invento chileno ni peruano, sino español. Fueron los conquistadores los que introdujeron las vides y los procesos de destilación en el continente, y la producción aguardiente tuvo particular relación con las órdenes de religiosos como los franciscanos, mercedarios y los jesuitas, asiduos al cultivo de vides y la producción de vinos para sus necesidades eucarísticas.

En Chile la historia del

Pisco comenzó hace cerca de 450 años con viñas plantadas en las ciudades de La Serena y Copiapó (al norte de Chile), usando variedades Moscatel de Austria y de Alejandría, o Pedro Jiménez, traídas por los



conquistadores de España. La costumbre de fabricar aguardiente en las citadas regiones chilenas, para enviarlas a Pisco (puerto peruano que se utilizaba en ese entonces para exportar productos chilenos y peruanos), llevó más tarde a los peruanos a reclamar, con dudoso fundamento, que dicho producto era de su génesis, lo que ha quedado desvirtuado, tanto por referencias testamentarias de los siglos XVII y XVIII, como los acreditivos de mercado marítimo donde los barcos chilenos registran importantes partidas que van como agua ardiente para Pisco.

Las formas tradicionales de tomar Pisco son: solo con hielo, con Coca-Cola y hielo (más conocida como PISCOLA), o con limón, hielo y jarabe de goma (Pisco-Sour). Una fecha importante es el 8 de Febrero de cada año, día en que todos los chilenos nos juntamos para celebrar el día internacional de la

PISCOLA.

Finalmente, apoyo la forma como Chile ha promocionado su Pisco, en el sentido de potenciar el producto propio para decir por qué es superior al resto, y no malgastar esfuerzos o recursos en hostigar directamente al resto de los productos competidores.

fcalderon@global.t-bird.edu

Sources for El Pisco es Peruano:

Case: Pisco Liqueur Dispute between Chile and Peru (PISCO). CASE NUMBER: 145. CASE MNEMONIC: PISCO. CASE NAME: Pisco Liqueur and IPRs. A. IDENTIFICATION. 1.

gurukul.ucc.american.edu/TED/PISCO.HTM - 16k - Apr 1, 2004

Pisco Shop: Virtual Store of Original Peruvian Pisco:

http://www.piscoshop.com/en/cart.cgi?page=elpisco.html&cart_id=690911_18946&orden

Sources for No, El Pisco es Chileno:

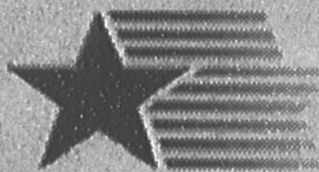
<http://www.soberaniachile.cl/pisco.html>

www.pisco.cl

www.piscocapel.cl

Photo Source:

<http://www.perou.org/recettes/photos/coc/101.jpg>



WE'RE FOR EDUCATION

EQUITY RESIDENTIAL

SALUTES THE STUDENTS DEDICATED TO HIGHER EDUCATION



- Furnished or unfurnished, 1 & 2 bedrooms
- 24-hour emergency and 48-hour routine maintenance service promise
- Microwave, dishwasher, and high speed internet available
- Month-to-month and short-term leases available
- 30-day satisfaction guarantee

Call Today!
602.978.3589

BRING THIS AD IN FOR AN ADDITIONAL
\$100 OFF YOUR FIRST FULL MONTH'S RENT!

AMERICA'S CHOICE FOR APARTMENT LIVING



View more and only please. Present this ad at time of application.

EQUITYAPARTMENTS.COM



**** Promotion ****

Waive Security Deposit on "Look & Lease"

1 bedrooms starting from \$649.00

Indigo Creek is pleased to offer the following services to our residents:

- Hotel / Airline / Restaurant Reservations
- Resident Clubhouse
- One Bedroom Guest Suite Rental
- Resident Video Rental Library
- Housekeeping Available
- On-Site Courtesy Patrol

www.indigocreekapartments.com

Diary of a Thunderbird "Newbie"

By YULING ZHAO
U.S.A., Spring '05

Disclaimer: The following "diary" is an opinion of my own views. It shall not and does not reflect on any other individual or the Summer '04 incoming class as a whole.

Day -1 (Sun.
5/11/04)

I've heard many different rumors about this "Foundations Week." Is it really that big a deal? Ex-T-birds have told me to go at least two days earlier to run my personal errands, that it will be boring lectures from dawn to dusk. I got here a week earlier, everything has been ready since 5 days ago, and I've just been mindlessly hanging around campus doing nothing. Guess I better get a good night sleep to conquer the 8am-8pm day ahead of me.

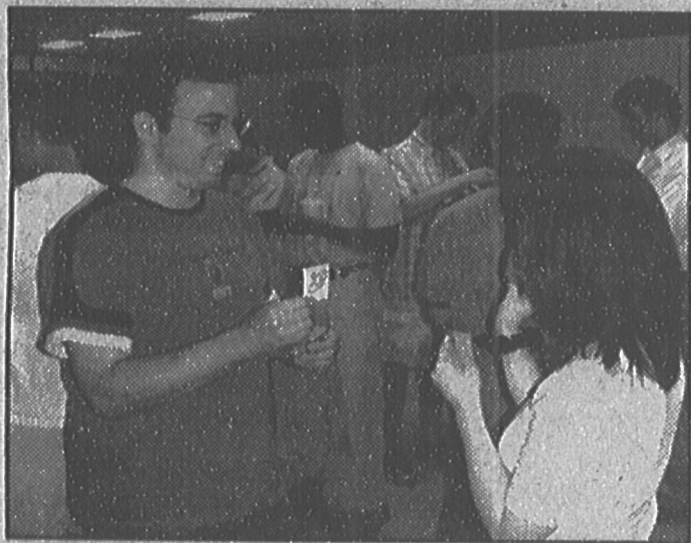


Yuling
Zhao

Day 1 (Mon. 5/10/04)

WOW! I'm impressed!

They don't waste any time at all. I felt like a child learning how to swim by being dunked into the deep end of the pool. It all began with the way-too-early welcoming speeches by the I-can't-really-remember-your-name-but-I-know-you-are-important faculty. I LOVED Bafa Bafa. How



Bafa bafa?

Day 2 (Tue. 5/11/04)

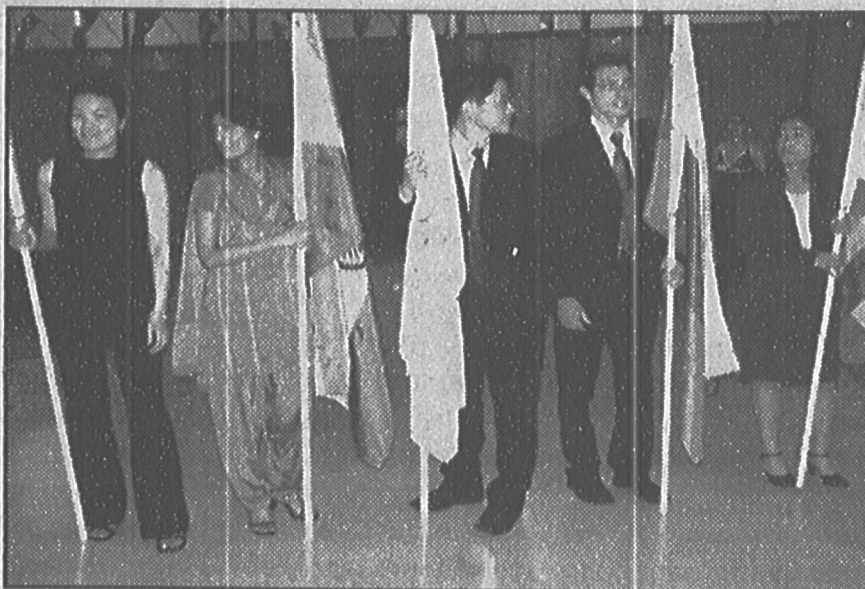
Today I was a bit annoyed in more than one lecture. I wished someone had given us newbies SOME type of directions as to the different functions of MTB. Sure, it's going to be easy once we are here long

ing intellectually stimulating questions. It was a great ice breaker and learning experience about coming in contact with different cultures.

After a day full of other speeches and lectures, I was asked to carry the Chinese flag for the traditional flag ceremony which marks the opening of the summer trimester. I have never been asked to represent my mother country since I grew up drinking more Coca Cola in the States than tea in China. Nevertheless, a rush of pride washed over me as I glided across the stage carrying the five star red flag. "I proudly represent the People's Republic of China; a country with over 4000

years of history, currently, one of the most focused regions of the world; and it represents a myriad of opportunities and fascination in the future." If T-bird is going to help me reinstate my roots, it's not going to be a bad journey at all.

enough, but seems like many of questions directed towards the curriculum, registration, advising and I & IT were answered "It's on MTB." To someone that does not



First Tri flag bearers preparing for the ceremony

yet know the campus inside-out, that answer seems a bit irresponsible. On top of all that, my profile was not set up correctly. Many of the crucial pages I was not a member of and did not have access.

Day 3 (Wed. 5/12/04)

Very impressed with the size of the AT&T auditorium! CMC had 2 very good panelists. It gave me insights on what employers look for and how I should tailor my resume to maximize my chances of grabbing attention. Looks like I have plenty to do. Back to the old drawing board!

I came out of the Conflict Management Skills lecture more confused than ever. I was expecting this lecture to address some of the common upcoming issues such as how to deal with overly bossy or free-rider teammates in the very near future. Maybe the lecturer had a different aim in mind. The issues that were brought up may be relevant if we are taking a class, but I thought this week was suppose to give us tools on how to survive the next 3-5 trimesters.

Day 4 (Thu. 5/13/04)

Today's lectures could have been put in a simple information pamphlet. Instead of sitting through the almost 2 hour

lecture, it would have been a more efficient use of the faculty and student's time to read a pamphlet and maybe taking an "online financial obligations test."

This is the day of our final meeting and decisions on the first presentation of

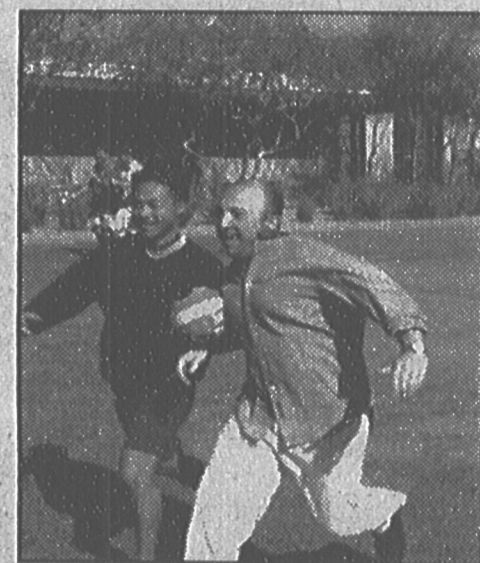
our MBA career. I have to admit, this is a great pre-step to prepare me for the real presentations soon. Learning to use the research databases in the IBIC, learning to cooperate with people from different regions and different backgrounds, learning to deal with the pressure of presenting and not letting my teammates down are all part of a good learning experience. It's tiresome to try to pull together and present after each full day of information overloading. It is a very good

choice as the "rites of passage" for this pre program.

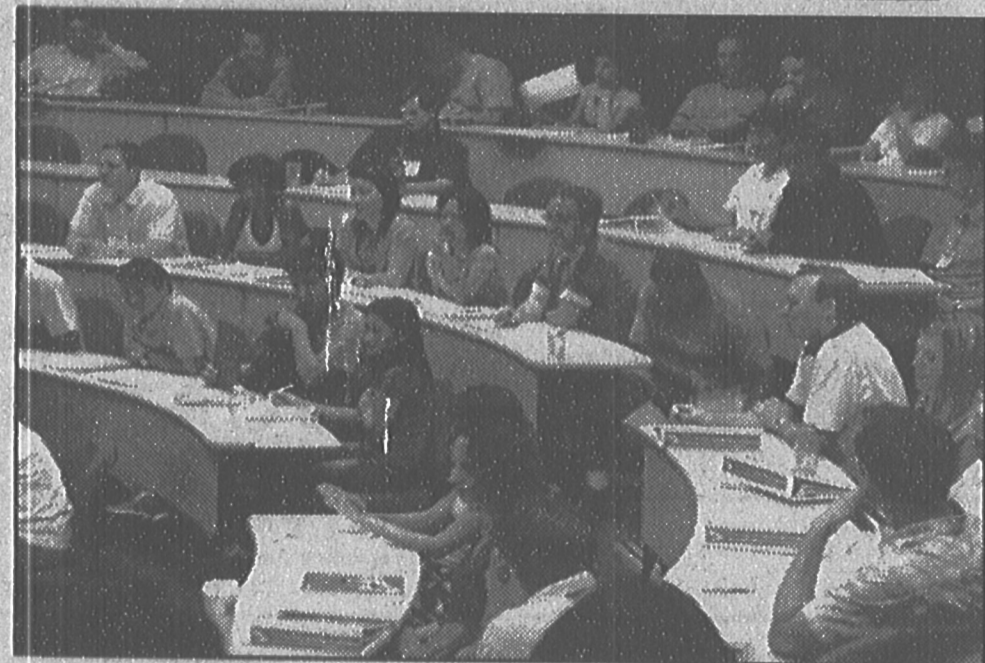
Day 5 (Fri. 5/14/04)

Sigh of relief It's finally over! Gosh, presentations are much more nerve wracking than I thought. Although its with the same group of people I've grown very close with very quickly, I suspect it will never get any easier having people watching and judging me. The past week has definitely been a very good learning experience. I'm hoping I can remember many of the skills and pay attention to many of the sensitive issues. The upcoming year should be a very colorful and fulfilling journey.

yulingzhao@global.t-bird.edu



Fun on the IBIC lawn



Foundations Week = lots of time spent in those lecture halls

A Chicagohead Lost in the Arizona Ozone

By SUDIO S. SUDARSAN
U.S.A., Spring '05

1:30 p.m. April 21, 2004. 42 degrees F. Neighbor screamed, "Drive after the BBQ." "Nah! Have to beat the evening rush hour." The Friday's rush hour actually starts Thursday morning on Death Trap, aka the Dan-Ryan Expressway; I planned it prudently.



Sudio
Sudarsan

5 boxes, 2 suitcases, 12 handpicked CDs from my 2500-strong, underground music collection, and emotions sealed in a box, I plunged on a marathon

2000-mile marathon drive from Chicago to Glendale, Arizona. A few hours after I crossed the river at St. Louis, Missouri, I exhausted listening to all 12. I abominate the radio. There are hundreds of stations in the windy city, but all play junk. Well, in parts of Oklahoma, northern Texas and all of New Mexico, there was not even 1 station. "Fo' sizzle, my nizzle - am I in the USA!"

Like any first tri, I too met with those from the DMV to Bank One over the rather expensive temporary encampment. I said, "sup?" The softhearted and amiable people all alike greeted me in a rather circumlocutory manner. I've never heard of such care before, even if it were merely lip service. There are a few, I

must warn, especially in the Arrowhead mall, whose friendliness infringes upon your time.

Along with things I took care of on the practical side, I thoughtfully bought many binders, shirts, and stuff that had "The American Graduate School" name on it, and coined my own acronym "GSIM," for the business cards (call me to know my creative definition for it.)

It will take a long time to acculturate to driving on the Arizona roads. I am trained not to stop at yellow lights, for you will be rear-ended, cussed out and, if you happen to be on the south side of Chicago, possibly shot. When I am the first one on the starting line, I hold and pray

when the light turns green to avoid crashing with all the drivers running the red light in cross-traffic while I hear the horns from all the cars behind. Oh yeah, we Chicagoans honk to express all our emotions - anger, sadness, enmity, restraint, glee, etc. On Greenway or 59th Ave, I am usually the lone punk sweltering in the box with the cruel sun above. The most irritating gross understatement I hear all the time from the locals is, "But, it's just dry heat." Holy cow, I drink water like a blue whale and pee like a fire hose, I listlessly think.

There are no interstates or freeways in Chicago, only tollways, but we pay to have wholesome permanent entertainment, both during construction and

rock-salt seasons. There is no need to carry a road map because it gets obsolete twice a week, and most importantly, you know where you are in Chicago-land from the music emanating from the other cars: Rush and The Rapture - north side, Jay-Z and Beyonce Knowles - south side, and if it's C&W it must be a moron visiting from Iowa who drives the posted speed limit. Like in Chicago, in Arizona too you do not need a road map; it is just I-17 and I-10 with a 101 going around all the damn cactus-es.

Whatever said, I deeply love the skin they show here. Thanks, Sun.

sudio@global.t-bird.edu

What it is Like to Be a Foundations Leader

By **MONIKA VEJMEJKOVA**
Czech Republic, Fall '04

After absorbing the first day of my Foundations week, I was so extremely excited about Thunderbird and its atmosphere that my goal

became to work as a Foundations Leader for the next group of incoming students. My dream did

come true; however, attaining it was not as simple as I expected. I had to officially apply for the position and submit a cover letter and a resume. I was invited to an interview and it surprised me how official it was. When I found



Monika Vejmelkova

become their "moms" for a week.

We meet with our teams every morning for 45 minutes and provide them with important updates and memos, help them solve their problems, and play games if time allows. In each session, we have to take the attendance of our team members, make sure the students come to the correct building and room on time, assist professors during their lectures, prepare settings for students' activities, organize dinners for students, and prepare the Campus Crawl.

This summer's incoming class was small, but very bright and sophisticated. The students bonded quickly and really enjoyed themselves for the entire week. Since they were a smaller group, they got to know each



This summer's Foundations team

out the great news that I was among those selected, I was very excited.

I have been a Foundations Leader twice and I'm going to be for the third time in the fall. I always have a blast during Foundations. I really enjoy meeting and getting to know all the new students, taking care of them, being their source of information and advice. Also, the backstage atmosphere is great, and we have a lot of fun together.

Being a Foundations Leader is very entertaining, but our positions also include many obligations and responsibilities. Our official duty starts a week before Foundations Week because we have to set up for the actual Foundations. We have to purchase supplies for the entire next week, prepare binders and backpacks for new students, divide responsibilities for certain activities, and get to know each other. The real job starts with the arrival of new students. Most of us have our own team of approximately 20 to 25 students and we

other better, faster and more in depth. I think that they will become a tight team.

Usually the most memorable experience of Foundations is the Campus Crawl. Unfortunately, the summer class did not have the opportunity to experience this activity because of the small size of the group. However, instead of a Campus Crawl we organized a barbeque along with Karaoke, which was very popular and some performances were unforgettable.

I love being a Foundations Leader and I would recommend it to everyone. It is a great opportunity to improve your leadership, interpersonal and communication skills and to get to know all of the new students and make new friends. The only drawback for some people might be the long hours and getting up early in the morning because our daily meetings start around 7 a.m. and we are usually at school from dusk to dawn (or later) the entire week. But in my opinion, it is worth it.

mvejmelkova@global.t-bird.edu



Will they figure out that one needs the rind and one needs the juice?

A First Tri's Guide to Time Management

By **ASHLEIGH KENCAYD**
U.S.A., Summer '05

You have all probably had at least one day at school when you blurted out "I can't do this, what have I gotten myself into?" So, you

take a break for lunch to relax and refocus. But sitting just to the left of your sandwich are heaps of papers and mountains of books. Now all of the anxiety and aggravation have come flooding right back. Not to worry. There is a solution.



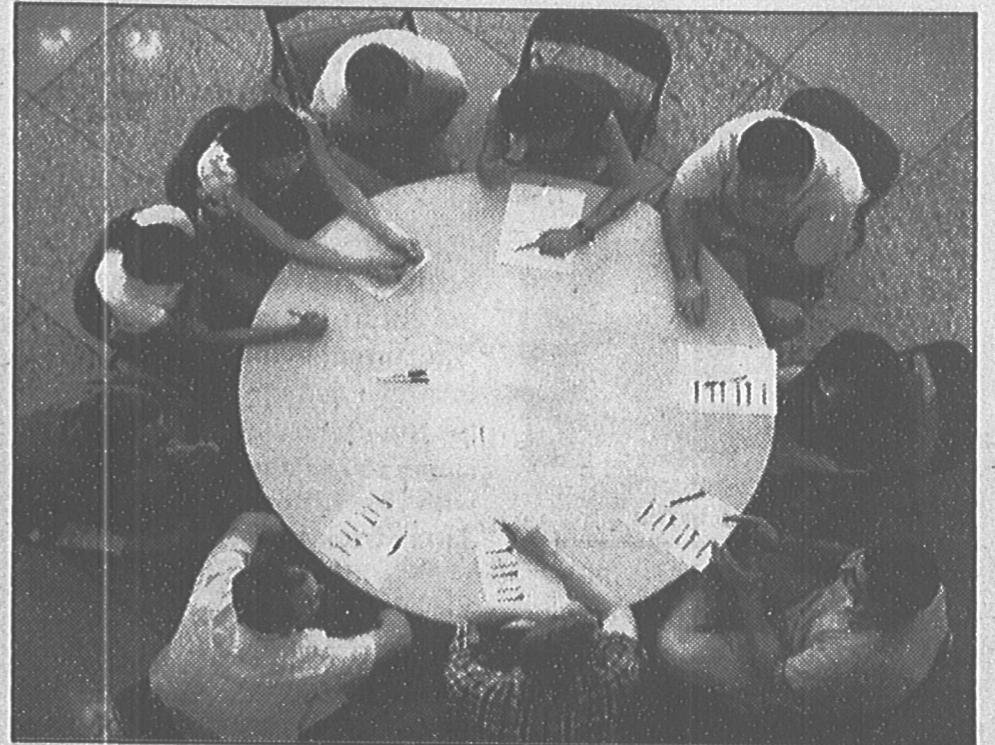
Ashleigh Kencayd

Trying to figure out how to handle all the stress and demanding course work is a task in itself. Time management continues to be a major issue with both new and returning students. Coming up with a strategy on how to effectively manage and utilize time is not a quantitative skill that can be merely taught. However, coping strategies can be learned and applied to help ease some of the overwhelming stress.

Virginia Stern, a third-trimester student says a time management strategy should be specifically tailored to fit you, focusing on your own individual needs and capabilities.

"You realize quickly that you can not do it all. Physically being able to do it is an accomplishment in itself," she says.

Stern keeps her strategy simple. She identifies what must be done immediately and what can be temporarily put to the side. She breaks up her day into



A group of "ST's" working together during Foundations

small blocks, to keep her productivity level high. Every day she sets aside time for one enjoyable activity, baseball club.

"Finding something interesting and fun (to participate in) is just as important as allowing study time." Her overall strategy: maintain a good balance between work and leisure time and the rest will flow into place.

A first trimester student may have a slightly harder time trying to achieve this balance. Kozo Amemiya says managing his time is one of his most difficult challenges, but so is studying and preparing for classes taught solely in English and not in his native Japanese.

"Before I do homework, I check it over and decide to give it a point, like one through ten. In case there is a test or quiz, this would be most important. I then assign (studying) time to the points." Amemiya says another good idea which he uses and also recommends is finding a friend

or study partner who can help with problems and give good advice.

Creating a personalized time management strategy has helped many students become more productive and feel lack of time is no longer a major issue. It is important to create a plan you feel comfortable with, one that can be updated or changed as the trimesters continue.

Be flexible, patient and intuitive when first creating your time management strategy. Try out different ideas, keep the ones that are working for you and throw out or rework ideas not facilitating your plan.

Your goal now is to get into an efficient rhythm without all of the irritating scheduling conflicts and bothersome worry. Once everything is in place, you may also be able to get some extra and probably well-deserved sleep.

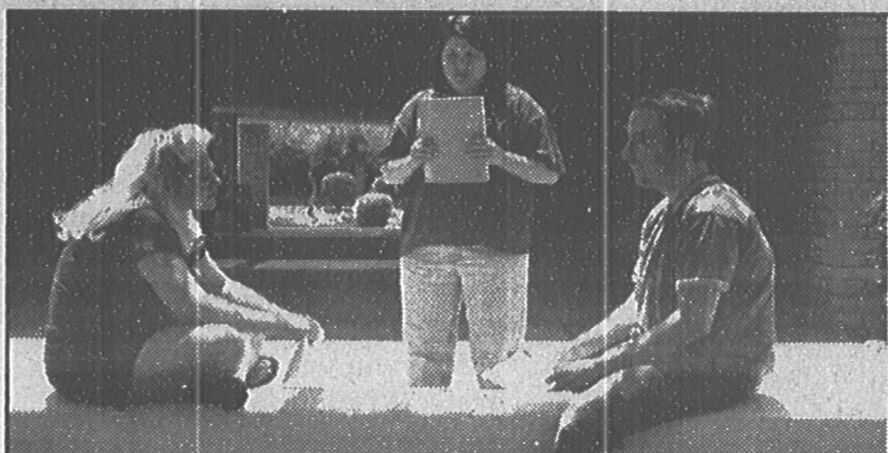
akencayd@global.t-bird.edu



The first of many BBQ's at the Fish



Hanging out...



Deep into "ugly orange" negotiations



Sunny does karaoke?

ARCHAMPS

New Students Get (Dis)Oriented On Rafting Trip

By JENNY LIPSON
U.S.A., Fall '04

I can't be certain, but I do suspect that the students who didn't make it out of bed to join the Thunderbird Europe Orientation Day on Saturday, May 15th are just kicking themselves for missing out on such a wonderful day. Seriously, we could not have asked for more with a warm welcome from the T-bird Europe staff, good information, beautiful weather, and a wonderfully well planned day of activities.



Jenny Lipson

After a nice breakfast, warmhearted introductions by Chantal Aublet, Marie-Laure Kienne, and Cynthia Zoubir, and an information session geared to bring us all up to speed on the logistics of the Archamps campus, class changes, bus routes, and a few cultural "Do's and

Don'ts," we headed to the picturesque town of Evian. In Evian, yes, the one famous for its spring water, we explored the tiny but beautiful village nestled against the south side of Lake Geneva. Most of us hung out by the clear-blue water of the lake, taking in the sun and watching the sail boats coast on by, but a few adventurous souls made their way through the back alleys of the town and up to the gardens at the top of the steep incline. There some found the Evian museum with its historical water pump dating back to 1903.

From the town of Evian we set off on our rafting adventure on a tributary of the Rhone River. This steep stretch of the river, with its expanse of white-water rapids is created by the runoff from the glaciers high in the Alps and as the winter snows melt in spring, thus creating the 6 degree Celsius water temperature. We were all herded into 4 large rafts, sporting our very attractive wetsuits and helmets, with paddle in tow of course.

Apparently, Level 3 rapids in the US and Level 3 rapids in Europe are not quite the same thing. Our rafts bounded down the river dipping in the rough water and bouncing off rocks, causing an occasional "man overboard" scare. From someone who has gone rafting on four continents, I can honestly say this was the best rafting experience I have ever had.

After a thorough soaking in the Rhone, we were taken on a tour of the Chateau de Ripaille. The 14th century castle, built by the Duke of Savoy and later used as a monastery, now can be toured along with the adjacent winery. After ample tasting of the local production, the whole group headed to our last, and in my opinion, most beautiful stop of the day.

Located a little further west on the Lake of Geneva, the small village of Ivoire is like something out of a movie set. This small medieval, walled village, complete with towers, arched gates, and cobblestone streets, was the place we were to have dinner. A stroll along the waterfront let us not only enjoy the cool breeze coming in off Lake Geneva, but also let us see the sun start to drop behind the still snow-covered Alps that lay just to the north on the other side of the lake. At the restaurant, which was also located on the waterfront, we were provided a lovely full course dinner and passed the remainder of the evening by watching the sun sink lower in the sky, engaging in good conversation, and toasting for all the best for the trimester to come.

JLipson@global.t-bird.edu



Adventurous T-birds (L to R): Our guide, Kol Harvey, Clayton Odor, Sen Yang, Cheryl Chapnick, Jenny Lipson, Virginia Quipit.



Kelvin Lee and Gary Chiang in front of the Chateau de Ripaille



Sen Yang posing with the menu of the day in a small side street in Evian.



Jenny Lipson, Denise Thiem and Eddie Chen pause to pose on the promenade along Lake Geneva in Evian, France.

Chantal Aublet, Thunderbird Europe's Program Coordinator

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

Students cite Chantal Aublet, Thunderbird's European Program Coordinator, as the soul of Thunderbird Europe. Aublet, who greets everyone by name when they enter the main door of the school and handles inquiries with a smile, joined Das Tor for a recent interview.



Stuart Schuman

interesting things in your seven years at Thunderbird Europe; can you share a few of those with us?

A: Oh yes, every day is interesting. One funny thing I remember during one trimester was a female student who arrived with wild, frizzy hair. I asked her if she was having hair problems. She replied that she had heard that French people do not take showers very often and consequently have lots of head lice. Thus, she decided to buy disinfectant to prevent head lice. The disinfectant she bought caused her hair to stand on end. I calmly, without laughing, told her that French people are very clean and she does not have to worry about lice!

One day I received a phone call from a French customs agent [who] told me a box for one of our students contained an excessive amount of emergency medical products. The agent



Chantal Aublet, with a few students she cares for: (left to right) Federico Jost, Minna Rauhala, Tamra Maupin and Clayton Odor.

assumed that the student was going to resell the goods and wanted to charge the student value-added tax (VAT). When I confronted the student about the equipment, the student replied that it was in case of an emergency in France. I informed him that he was not in the jungles of Africa and that we have modern medical facilities here.

Q: What are some of the cultural problems students have when they come to Thunderbird

Europe?

A: Students coming from America tend to be surprised by how formally dressed people are here. Maybe because we are so close to the banking industry in Geneva that is why people dress more formally. Usually we do not wear shorts or sandals in the summer. Every time the school goes on a company visit we must remind students to dress up. It's not normal for local people to go to the United Nations wearing shorts and sandals!

Another important rule is you should not wear a cap when you eat. Also, you should not put your hands in your pockets, this is very impolite.

When we eat in Europe we put our hands, not our elbows, on the table, not under the table. A French King issued this rule to stop men from doing something sneaky under the table with the beautiful ladies next to him.

Today when you eat at a table, everyone must see your hands.

Q: Do you have any advice for students coming to Thunderbird Europe?

A: Yes, students planning on studying here should realize that they will discover other cultures and a completely different environment than what they are used to. When they arrive they should open their eyes and they will see that things are not all that different than in their own country. The students who do well here are those that are open-minded, embrace different cultures easily and try to integrate with the students, staff, and the community.

Q: Why should students study at Thunderbird Europe?

A: Thunderbird Europe is a great place to learn about Europe. The late French Prime Minister, Charles de Gaulle, used to say that it is very difficult to manage a country that produces 300 different kinds of cheese. In a way, Thunderbird Europe teaches you to do just that and we awaken the European side of students.

sschuman@global.t-bird.edu

In Mexico, The Soda Never Goes Flat

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

It's true, you could buy a bottle of Coke or Coke Light (that's Diet, for those not in the know) on Monday, drink half the bottle, put it away, and drink the rest slowly over the course of an entire week - the soda will not go flat. What's that you say? Flatness-averse soda isn't quite your thing? Endless carbonation wouldn't float your boat even if said vessel were made of Styrofoam? Say no more, say no more, (wink wink, nudge nudge) this amazing convergence of theoretical physics and soda manufacturing is just one of the many incredible things that the students of Thunderbird, Guadalajara have found in their travels.

Did you know, for example, that the fine state of



Christian Macy

Jalisco not only lays claim to the fine city of Guadalajara, but the origins of the Mariachi as well? Not to mention tequila? The area surrounding your comrades-in-arms here in Mexico is rife with so much culture that one could almost drown in it! Or was that the grease in the taco-stand tacos? Who knows, but why don't we begin our journey through Cibola in those self-same dens of gastronomical depravity - the local taquerias.

Tacos here are small, cheap, tasty as all get-out, and can be located on virtually every street in the city. During the day, larger brick-and-mortar establishments serve lunch and dinner to hungry workers and students alike, but it is at night when the real culinary delight begins. Taco stands appear in mobile carts similar to those of hot dog vendors in the U.S. and serve up fresh, (you hope) delicious, (usually) and greasy, (always) tacos made to order with a variety of meats that you would scarce find in good 'ole Glendale.' The best

part? The price of each taco is on average about 4 to 6 pesos - that's 40 to 60 cents U.S. Oh yeah.

After all those tacos, you're bound to be thirsty, so it's a good thing that the nightlife here almost never stops! Sure there are nights when it slows down, but the days between Wednesday (big party night) and Saturday (other big party night) are rarely devoid of a good party or two. And these aren't "Hey, I'm a U.S. student with time and money to kill" parties, these are honest to goodness "I'm a citizen of Guadalajara and I want to shake my moneymaker" parties. Good reason to get your homework done early? Yep. Good reason not to get your homework done at all? Yay, fifth amendment.

In the morning, as you groggily stumble out of bed, still dazed from last night's... 'studying'... you can rest assured that you will be able to safely make it to class on time due to the reckless - did I say reckless? I meant 'great and safe' driving of the

local bus drivers. These buses start and stop quickly enough to throw even the most stalwart off balance, but they get you where you're going speedily and efficiently, and for only 3.5 pesos! Apparently there's a student discount, but I'm still a little nervous about asking since they are usually much better drivers than conversationalists - at least with gringos, I think.

You can take these buses to almost any destination in Guadalajara. Downtown, Minerva, or even maybe the Ballet Folklorico, a cultural dance which many of us were glad to have woken up early on a Sunday for. Said ballet incorporated many regional stories and dances from throughout Jalisco, completely ensnaring the senses on many occasions through a wonderful use of light and music.

If such a thing isn't quite your cup of tea, or perhaps it's a Saturday, you could always go out to Tlaquepaque to enjoy an art festival, or perhaps find a bull fight! For those out there

who appreciate architecture, there's a wide variety throughout the city that can be viewed on foot, by taxi, or on one of those crazy buses. At the very least, you could always skip town with a large group of your fellow classmates and hit the beaches and dive spots of scenic Puerto Vallarta, admiring the incredibly vast and changing countryside to be witnessed on the bus ride down.

Whatever it may be that you want to find, chances are you can find it here. (with the exception of the Tower of London... that's kind of, well, in London) The people are beautiful, the scenery is incredible, the food is wonderful, and I don't think any of us would trade these three months for all the crepes in the world. Listen closely, do you hear that? It's coming from Guadalajara, up through the deserts and across the Atlantic: "Wish you were here!" (and believe me, so do you!)

ChristianMacy@global.t-bird.edu

T-birds Obtain Access to WTO, Univ. of Geneva HEI, U.N.

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

Nine Thunderbird students plus one faculty member toured the facilities of three of Geneva's most important non-profit organizations on Friday, May 28. The trip, organized by



Kol Harvey

Cynthia Zoubir, Director of European Admissions & Student Services, and Chantal Aublet, European Program Coordinator, was conducted to introduce the Summer 2004 Thunderbird Europe students to library resources available in the nearby city of Geneva.

The tour began at the World Trade Organization's Geneva office. Housed in a building that formerly belonged to the International Organization of Labor, the newly renovated library has an extensive collection of economic, demographical, trade, and statistical information. The library also holds a permanent collection of all of the public documents created by the WTO since its founding. Most resources are available in French, English, and Spanish, with additional documents in other languages according to the subject and nation under consideration. The recent installation of a fully computerized card catalog, an extensive array of electronic databases, and several full-time staff members who are available to help with research projects make it easy to conduct research on most recent economic issues. The United Nations was the highlight of the day, based on an informal poll. The visit consisted of a tour of the complex as well

as an introduction to the library resources of the U.N.

Housed in its own wing of the Palais des Nations building, the U.N.'s Geneva library has over 100,000 books, 9,000 periodicals, 500,000 official documents of member states, as well as a large number of electronic resources. Thunderbird alumni who no longer have access to the school's electronic database subscriptions will be pleased to know that the U.N. library has nearly 200 CD-ROMs and subscriptions to many of the same databases available in the IBIC. Beating the IBIC's policy, copies at the U.N. library are free but, as Ruth Hahn-Weinert, chief of the Users Services Section of the library requested, "you can make or print one copy for free, but please not two copies" of the same item.

Although the library is open to the public on a daily basis, Thunderbird students obtained user badges which provide them with entry into the U.N. compound and on-site access to the library's resources throughout the trimester.

A day-long outing cannot be complete without lunch, and the multinational Thunderbird group found itself at the U.N. cafeteria. Students chose items from an extensive menu including pizza, sushi, grilled shrimp, and dishes from Greece, northern Africa, Asia, and throughout Europe.

"The [U.N.] cafeteria is not the Commons, but it is very international," Patrick Hoffman joked.

The tour left a lasting impression on several students, who sought foot massages later in the day. With many parts of the U.N. complex built using materials donated by different nations,

it was the floor from Italy that was to blame. Cheryl Chapnick paraphrased the tour guide's description of the exact composition of floor as "a combination of granite and granite" which was no less hard on the feet for its rare geological composition.

Security at the WTO and U.N. libraries was tight. Metal detectors and passport controls were required, with spot checks allowed at any time. Security concerns at the U.N. have resulted in the removal of any maps of the complex. While this makes it difficult to locate the appropriate entrance or to find the library once inside, one student commented that it only increases your chances of meeting diplomats outside meeting rooms and in the corridors.

As a reminder that Thunderbirds are indeed students, the University of Geneva's HEI school's library had the more typical university library feel: institutional yet functional. The extensive rows of study carrels, an open stack system, and an impressive array

of business, economic, and political publications in a wide range of languages on the shelves was enough for one student to remark that it was a far cry from university libraries in other European nations.

"Apparently the Swiss have their act together on libraries, too," commented one student who had attended univer-

sities in France and the United States.

Standing in the U.N. park above Geneva and Lac Lemman on a sunny Friday afternoon in May, students reflected on the day. "It's not Finance III, but it was fun" quipped Garth Robbins.

kharvey@global.t-bird.edu

Academic and International Services Announcements and Deadlines

THURSDAY, JUNE 10TH:

CPT AND OPT INFORMATION SESSIONS

Curricular Practical Training (CPT) and Optional Practical Training (OPT) sessions will be held on **Thursday, June 10th in Lecture Hall 54.** The CPT session will begin at 1:00pm for international students planning to take an internship during the Fall 2004 term. The OPT session will begin at 1:45pm. Students planning to apply for an OPT in either this term or the Fall 2004 term are welcome to attend as well as all new international students.

THURSDAY, JUNE 17TH:

FALL 2004 THUNDERBIRD EUROPE APPLICATION DEADLINE

Applications for fall in Archamps at THUNDERBIRD EUROPE are available in the Student Services reception area and on our Overseas Campuses MTB Page!

To ensure your place in a program, please apply by the priority deadline: Thursday, June 17th.

OPTIONAL PRACTICAL TRAINING (OPT) DEADLINES

International students completing their degree in the 1st half of the summer term and wish to apply for OPT, should submit their application packet to AIS no later than **Friday, July 2nd.** Students graduating on **August 20th** should submit their packet to AIS no later than **Friday, August 6th.** Applications for OPT must be received at the California Service Center (CSC) by the date you complete your program of study. Applications received after your program completion date will not be considered for work permission in the U.S.

Phone: 978-7177

E-mail: ais@t-bird.edu

TSG News: Funds Allocated, Parties Planned, Books to Be Audited

By **REGULA SCHEGG**
TSG President
Switzerland, Winterim '05

One of Abraham Lincoln's Principals of Leadership was "Provide your managers a three-to-five-month grace period to see if they will take action and perform adequately." (Donald T. Phillips, "Lincoln on Leadership," 1992.) Though I see his point, I do not think that in today's world we have the luxury of such a long grace period.



Regula Schegg

From the perspective of the TSG, there is no such time period to prove our ability to act. For three weeks, the TSG has been putting their heads together

and the individual members have immersed themselves in their Chair positions and their responsibilities, which allows me to inform you what TSG has achieved since our official start.

First, we were focusing on internal procedures. You might be aware that Socorro Meek, who has been with us and supported several TSG governments in the past, left us for personal reasons several weeks ago. She was certainly a great help and constant support to the students, and for that we thank her very much. Currently, we are in the process of analyzing her previous position and hope to soon hire another good soul, who is willing to work with a bunch of 'crazy' students. Jessica McCoy, a recent graduate and alum, is currently supporting us in maintaining the high level of services to the students.

The allocation of the

student funds needed our immediate attention these last two weeks. Unfortunately, we were not blessed with a large amount of funds this term. The amount available has actually shrunk by two thirds. However, by allocating the money wisely, we believe we are nevertheless able to provide the student body with a vast variety of initiatives and events for the weeks to come. In addition to professional events, speakers (which will hopefully catch your attention), and cultural events, two global parties (regional nights in which multiple regions will be combined) will take place at the Fish on June 19 and July 31. So please mark your calendars.

Despite the rumors that there will be no Graduation Party held, we can assure you that we put some funds aside to support those who will graduate in the summer. It is indeed our intention

to help you organize an amazing celebration. Soon, Marcelo, our Vice President, will provide you with further information on how we plan to realize your graduation day with your support.

Second, we are also focusing on external achievements - new initiatives which enrich and enhance our truly global MBA experience will be launched within the next few weeks. It will not take us five months, but two to three more weeks to finalize these plans and present them to you. Two of our goals are the improvement of the brand recognition and to influence the content of the curriculum within the curriculum review process.

What is more, an initiative to improve transparency will be the launch of an audit team that will audit our books quarterly. So please watch out for a posting to recruit financial wizards

who would like to act as TSG Auditors. Further Career Management ideas as well as Marketing related issues are in the works.

Furthermore, the TSG Student Involvement Plan, launched by the former TSG team and supported by our administration, is an initiative which will eventually generate new internship and full-time job opportunities, in-class consulting projects, as well as high profile speakers.

It is my hope, and the hope of the entire TSG team, that at any time, any member of the student body will feel free to approach us on any of the issues described above or any outstanding concerns in general. The TSG team is comprised of people who not only share the same issues as students, but are dedicated to helping resolve them.

RSchegg@global.t-bird.edu

How the TSG Budget Was Created

By **MICHEL SALGADO**
TSG Treasurer,
Argentina, Summer '04

We all know that there are not many students this term and therefore we don't have much money. Our budget is tight and we can't fund all the activities, events, BBQs, speakers, and regional nights that we would like to. But, we shouldn't be demoralized. Our main asset, the motivation, is still active and should still remain that way.



Michel Salgado

We have been working with the entire TSG to allocate our funds in the best way and decide on the activities to pursue during the summer. The decision process was very difficult and not every club was satisfied. We

could fund just about 27% of what you have requested through the clubs. We tried to do our best and will try to do the same the rest of the summer.

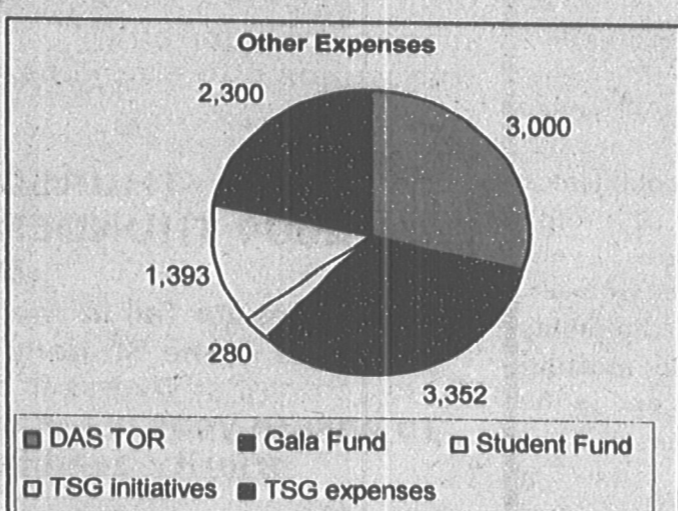
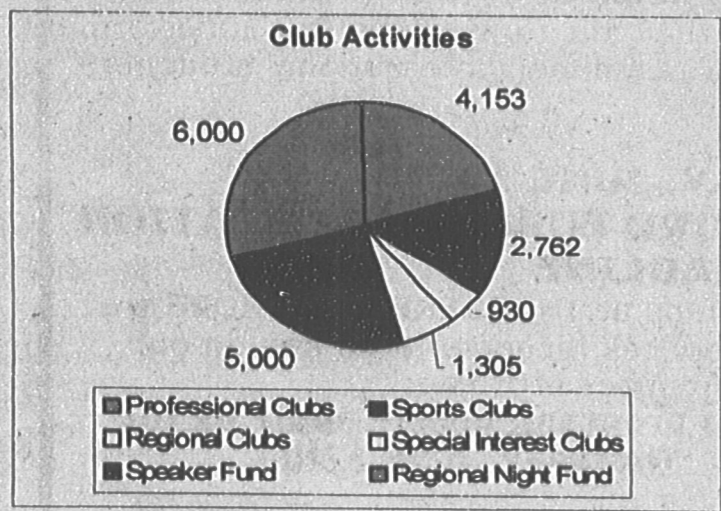
Some guidelines were set to make the decisions. We prioritized activities that would be of interest to the whole (or at least the majority) of the student body, as well as activities related to school purposes. Meetings and sessions had to have well defined purposes. We gave priority to on-campus activities to be shared with the rest of the community over off-campus activities, such as visit to museums, sports practices in the Phoenix area, and entrance to sports matches.

We set a limit of \$100 for sessions, forums, tournaments, and declined money-based rewards for winning a competition. We also set limits for movies and BBQs of \$70 and \$200, respectively.

We went over each club and tried to prioritize the activities within each club based on these general guidelines. We did this in order to try to reach all the students in campus. We have \$30,475 to spend in the summer and we expect the decisions taken to be appropriate.

The clubs received 66% of the budget. The rest, 34%, was allocated to other expenses TSG has like DAS TOR, student support fund, graduation party fund, TSG initiatives, and TSG expenses. Below, you will find two pie graphs describing the funds allocation.

The entire budget is posted on MTB, on the TSG homepage, under Treasurer. Please come and see me if you have any questions regarding the budget, specific projects, or the funds available at any time. msalgado@global.t-bird.edu



Alumni Networking Opportunities

By **CHRIS LIU**
TSG Alumni Relations Chair
China, Summer '04

The most popular activities of the local Alumni Chapters are First Tuesdays and Last Thursdays. The Phoenix Chapter hosts First Tuesdays (the first Tuesday of every month except for July 6, due to the holidays).

The Scottsdale Chapter organizes Last Thursdays on the last Thursday of every month. If you want to join either of these activities, please go to the appropriate Chapter page and check TSG Alumni Relations



Chris Liu

page for updates.

Also, on July 15, Alumni Relations Department will hold an Alumni Networking Panel. After the panel, you will have the opportunity for real world practice networking with Alumni! Stay tuned for more information.

ChrisLiu@global.t-bird.edu

What is the TSG?

Many times, the question has been posed: "What does TSG actually do?" It is our hope, within the current TSG administration, to fully answer this question to the satisfaction of the student population.

The main question that must be addressed is what the actual purpose of TSG is. Thunderbird Student Government's main purpose is to act as a bridge between the student body and the members of the faculty and staff. Through TSG, student concerns are addressed and solutions to them are found. With a viable, established channel of communication it is more likely that these issues would be appropriately brought to the attention of the faculty and addressed with the concern and attention that they deserve.

Furthermore, TSG acts as an umbrella organization for the clubs and their activities on the various campuses. Without such an organization, each club, which enriches the MBA experience for each student involved with it, would be forced to charge for membership, which might lead to lesser enrollment.

So that each of these individual assignments is completed with the attention they deserve, different individuals from within the student body have been elected and selected to fulfill different roles. Each of these individuals is responsible for a different aspect of the student government, and is required to enact several proposals during their tenure.

For instance, the current IT Chair is attempting to rework

the substance of MTB together with the I&IT department in order to make it more organized and user friendly. The Treasurer and Student Affairs Chair have just finished the arduous task of creating the budget for all activities on campus in the coming Trimester. These and other tasks happen behind the scenes, but are absolutely necessary for the continued workings of Thunderbird. In addition, the TSG team will launch some new initiatives shortly, which have are intended to enhance the student's curricular and cultural experience.

In order to accomplish each of these tasks, each and every student currently enrolled

Thunderbird Student Government's main purpose is to act as a bridge between the student body and the members of the faculty and staff.

and taking classes is charged \$125 to be apportioned by the TSG as it sees fit. In return, TSG is responsible for ensuring that there is sufficient transparency and accountability for those funds. To improve transparency, a student audit team will review our accounts by the end of this trimester.

The very fact that this question: "What does TSG do?" can be asked and addressed is a testament to the student government. Supplying answers for this and other various questions is one of the mandates of TSG. It is our hope that any matters can be freely brought up and solved in the future. If there are any further questions or concerns, please feel free to address them to any of the current TSG members, who will be happy to respond.

The Staff of the Thunderbird Student Government

Meet the New First Trimester TSG Representatives



Anders Hansen - Denmark

My name is Anders Hansen. I have four years of experience in international sales and business development, and am concentrating my studies at Thunderbird in the area of global management. My professional interests include market-entry in Latin America and country risk assessment. I am currently looking for an international management internship with a strong Latin America focus where I can utilize my analytical skills and my Portuguese/Spanish language proficiency.

ajh@global.t-bird.edu



Richard Anderson - U.S.A.

I have been with Philip Morris for the last five years working in both marketing and sales in the U.S. and Mexico, focusing on channel, inventory, and brand management. I have a B.B.A. in marketing management, as well as a B.B.A. in international management from the University of New Mexico, and I am fluent in Spanish. I ran for a position with TSG because I want to give back to Thunderbird as much as I plan to take in terms of knowledge and experiences.

RLAnderson@global.t-bird.edu



Greg Whelan - Canada

I am a Track I student with a Custom Focus, studying French and I plan on spending a Trimester in Archamps. I grew up in Canada and have lived all over North America, spending the last 6 years in the U.S. I have spent the last 10 years working in the business of 'fun'; specifically ski, golf, and waterpark resorts for Intrawest. As a resort manager, I have developed a diverse skill set with extensive practical experience and look forward to assisting the students and TSG over the next 4 months.

dgwhelan@global.t-bird.edu



John McGuire - U.S.A.

I came to Thunderbird because I saw it as being 'ahead of the curve' in terms of having a global focus towards business. What has been added to this are the incredible people, students and faculty, who make the atmosphere on campus unique from other graduate programs in the United States. The exciting opportunity which presents itself today is that we all have the chance to contribute to the program which we all now have a vested interest in! (That was my official campaign speech.)

JohnMcGuire@global.t-bird.edu



Bryan Stewart - U.S.A.

I was born and raised in Houston, Texas. After graduating from Texas Christian University in 2000, with a B.A. in communications, I have spent the past several years working as a legal assistant for a group of family law attorneys in Houston. I am very happy to be here at Thunderbird. Not only is this the first time I have lived outside my home state, it is also my first time serving on a student government.

BryanStewart@global.t-bird.edu

Executive Education Culture Dinners: Free Food and Networking

What is Executive Education?

Thunderbird Executive Education holds an average of 25 one to two week programs per year, both custom and open enrollment. These programs are either designed to meet a specific company's needs, or are focused on a particular area such as Global Marketing. Thunderbird Executive Education holds programs for companies such as Mattel, Textron, Lincoln Electric,

Delphi, Delta Airlines, Ericsson, American Express, Dow, ExxonMobil, Kellogg, Baker Hughes, CEMEX and Pfizer.

What is a Culture Dinner?

Executive Education enjoys demonstrating to our clients just how global Thunderbird really is. One way we do this is through our culture dinners. A culture dinner entails sending a group of 5-7 executives off to dinner with 5-7 students

who represent a specific culture. We place the executives into a culture that they have little or no experience in and send them off with the students to a restaurant representative of that culture. Throughout the dinner students teach the executives about the food, business practices, values, etc. about that specific culture.

What are the qualifications to be considered for the dinner?

You need to have lived

outside of the US for two or more years in a specific country or region to be eligible.

What are the benefits of becoming involved?

Free dinner, need we say more? More importantly, you will have the opportunity to meet executives from around the world possibly creating some networking opportunities. Finally, you will have the opportunity to teach someone about your culture!

How do I get involved?

Fill out the Culture Dinner Rules and Regulations & Profile Information forms and return them to the TSG Executive Education Chairperson. That's it! Right now we have 9 dinners available; they are Chinese, Indian, Japanese, Korean, Eastern European, Western European, Middle Eastern, African and Latin American.

ChrisLiu@global.t-bird.edu



We Have Everything...But You!

Independently Owned

Experienced and Dedicated Staff Since 1990

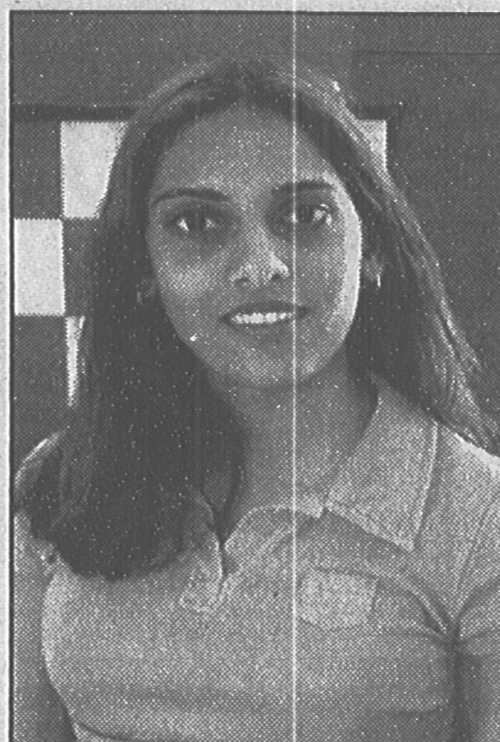
- * Prime Location - Next door to Fry's Marketplace
- * Furnished Units Available
 - One Bedroom starting at \$510
 - Two Bedroom starting at \$645
- * Ask about our \$1 Move In!
- * Close to Campus
- * Short Term Available
- * Heated Pool and Spas
- * Free Water and Sanitation
- * Courtesy Patrol
- * Small Pets Are Welcome



6451 West Bell Road - Glendale AZ, 85308
office@eaglecrest-apts.com
 Call: (623) 878-1457

Where does Sharon get her red hair?

Salon 59



A Full Service Salon

- * Hair Color
- * Highlights
- * Permanent Make-up
- * Body Waxing
- * Body Wraps
 - * Perms
- * Hair Cuts
- * Facials
- * Manicures
- * Pedicures

20% discount for T-Bird students, staff, and faculty
 Ask for Laura or Kandice and mention this ad

17045 N. 59th Avenue #104
 NE Corner of Bell

Glendale, AZ 85308
 (602) 547-3618

T-bird Connections and Chance Led to India Internship

By **MATTHEW T. MOORE**
U.S.A., Fall '04

Bangalore, India. May 27, 2004. The torrential rain slapped the thin canvas top of the three-wheel auto rickshaw. Lightning crashed nearby, instantly lighting up a view of the Sherman tank, which sits on display in front of a military facility.



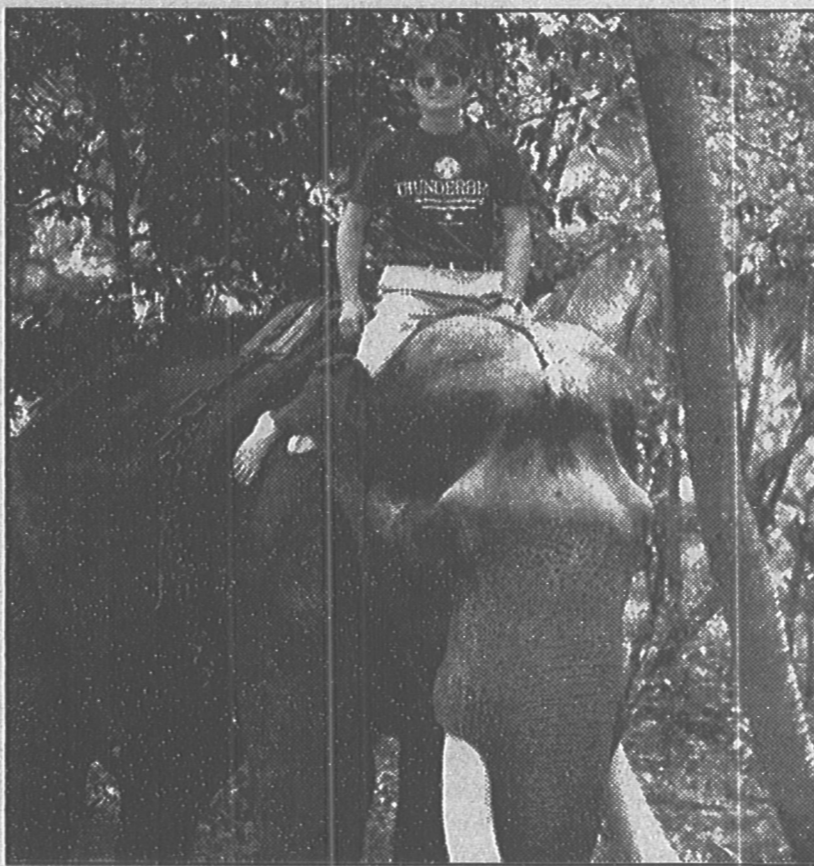
Matthew Moore

The roar of the thunder temporarily restored life to the tank, which had been captured during a conflict with Pakistan. The rain poured down around me, however, I couldn't have felt more ecstatic as I reflected on the meeting earlier that had finalized the purpose of my summer internship.

In January 2004, I made a personal vow to complete an internship before my final trimester at Thunderbird. My search led me to explore opportu-

nities in the Cayman Islands, Mexico, and the U.S., however a suitable internship didn't materialize. I'd noticed that many companies hiring Thunderbirds were seeking students from outside the U.S. who could return to their home country to conduct business. I asked myself, who would hire an American, and then send him to the U.S. to conduct business?

Feeling a bit frustrated, I was about to give up. Unexpectedly, I received a message from a close friend, John Cleetus '04, who requested help selling his car still located in Phoenix. I asked John, who is from India, if he believed there was a good opportunity for an internship there. I considered India because of my strong respect and interest in



It's not all work for Matthew Moore during his new internship in Bangalore, India

Asia, as well as the English language compatibility. John responded that many Indian companies were seeking Americans to join their teams to give them a

more "local touch" in business development.

John invited me to visit India for the summer, to see the country and seek an internship. It seemed a bit crazy at first, but I figured it would be an exciting experience and at the least, I'd learn quite a bit about India. Coincidentally, there was an upcoming student/executive breakfast sponsored by the CMC, so I attended in order to meet the CEO of an Indian company.

Mr. Lalit Ahuja, a dedicated member of Thunderbird Global Council, spoke of the growing economy and strong business opportunities in India. After the

breakfast, he recommended that I go to India and even offered me an internship with his company, Sun Tech Data Systems. It was the only time we spoke, until I arrived at his company in Bangalore a few weeks later.

Now I look forward to working with Sun Tech in a remarkable position that will focus on the "big picture" of the company. The four basic areas are research (industry and market), operations, business development, and account management. With time, I'll narrow the focus to identify a specific business process in a U.S. industry that offers a significant opportunity for Sun Tech.

Bangalore, India is a remarkable place. Yes, it's quite different from the U.S., however it's exciting, challenging, and offers immense opportunity. I look forward to new experiences and friends I'll encounter during the summer, as well as the rich and diverse culture of India.

MatthewTMoore@global.t-bird.edu

Visiting DISCO to Get to Tokyo

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

In true Thunderbird spirit, many T-birds will be interning all over the world this summer, and many of us will be sharing our experiences through Das Tor. It seems the best place to start in my case, as my internship has not "officially" started yet (though the work has already begun), is with how I found my internship in the first place. I will also cover some of what I expect my internship to entail.



Michael Grimm

For those of you interested in an internship or job in Japan, apart from working with Mark in CMC, and joining the Japan club discussion groups, my advice to you is to look into an organization known as DISCO. No, DISCO isn't a retro club of T-bird parties; it's an organization that helps bilingual students find companies to work for. Every year at the end of October DISCO holds a large, three-day career fair in Boston. Many of the top MNCs in the world across all industries participate in the career fair, and many T-birds have found both internships and full time positions through the fair.

To be honest, the Boston Career Forum is a grueling three days of being grilled by employees from many of your dream countries while they are jet-lagged and irritable. Interviews are conducted in both Japanese and English, and the experience can be more than a little stressful

at times. However, those who pass the first, second, and third round of interviews, are invited to dinner parties, and eventually find positions with various organizations. After the career fair there are usually follow-up interviews by phone, teleconference, and in some cases company visits.

In the end, I chose to accept an internship with Shinsei Bank in Tokyo. Over the summer, I will be working with their Institutional Banking Group, hopefully on M&A advisory services. The internship, I am told, will begin with a training program covering analytical and data management skills (I've learned more about pivot tables, cell validation, and logic functions in Excel over the last two weeks doing pre-work than I've learned in the last 27 years). After completing the training program, interns will work with their assigned groups throughout the summer, with some rotation into other departments.

My biggest fear, which I think is shared by several of my colleagues, is that my command of Japanese is

not strong enough for me to perform at my full potential. I imagine that all of the interns at Shinsei are hoping to not only obtain offers from the bank, but also be better prepared for the work expected of an MBA holder by the end of the summer. Over the next two months, I will cover my experiences during the internship itself, and will hopefully have nothing but success stories to share. However, I expect I will have an equal number of dim-witted mistakes to relate as well. Maybe my stumbles can help other T-birds succeed in the future. Until next time, best of luck to everyone this summer.

MichaelGrimm@global.t-bird.edu

An Internship with the U.S. Foreign Commercial Services

By **KATE MITCHELL**
U.S.A., Spring '05

With a background in Information Technology, finding a development oriented internship in Latin America was going to be difficult. I was therefore pleasantly surprised to see the CMC internship posting for the United States - Foreign Commercial Services in Santo Domingo, Dominican Republic.



Kate Mitchell

The duration of the internship is 10 weeks with an

option to extend it into the following semester. The position entails organizing and implementing upcoming trade fairs and preparing market research reports such as Industry Sector Analyses, International Market Research Reports, Flexible Market Research and Country Commercial Guides.

I hope to gain some insight into the support network the United States offers major trade partners in emerging markets as well as to see if I would like to pursue a career in either the Foreign Services or Foreign Commercial Services after graduating from Thunderbird.

kmitchell@global.t-bird.edu

COUNTRY GABLES

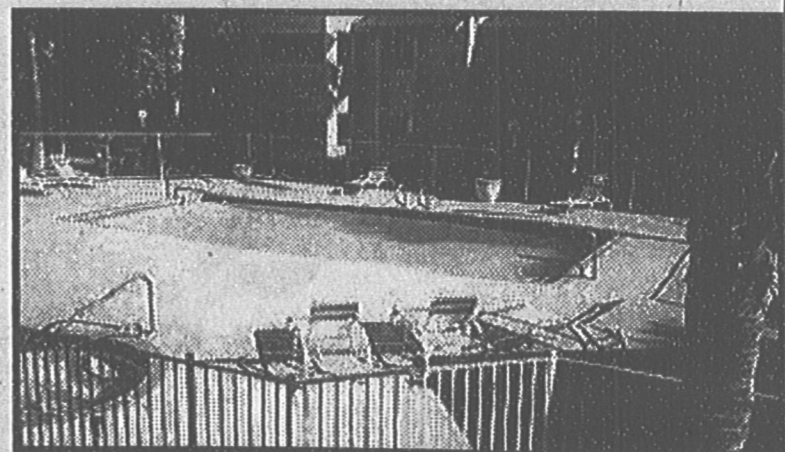
A P A R T M E N T S

Controlled Gated Entry

- 1 & 2 Bedroom Apartments
- Spacious Floorplans
- Washer/Dryer Hookups
- Microwaves
- 24 Hour Pool and Spa
- 24 Hour Emergency Maintenance

Directly across the street from Thunderbird's main entrance!

15010 N. 59th Ave.
Glendale, AZ 85306
602-938-2578



Welcome - 歡迎 - Recepción - 歡迎 - Willkommen - Υποδοχή - Benvenuto - 환영 - Boa vinda - Добро пожаловать

The Hunt for 'Unobtainium' Or How to Find a Summer Internship

By **BECKY EBY**
U.S.A., Spring '05

Getting a good summer internship can sometimes seem like searching for unobtainium. You know the drill: search MTB, hit the career fair, go to the company presentations, talk to your friends and family, surf the web... all while under the pressure of a full load of classes and activities.



Becky Eby

You start out feeling positive, after all you're a T-bird, companies will be clamoring to hire you! As you get used to your class schedule, you promise yourself that this week you really will put time into the internship search. Luckily, you've still got plenty of time. The semester goes on, nothing yet.

Hmm...you revise your resume and put a few extra hours into the search. Yes, an interview! You envision yourself living in XYZ for the summer. Rejected.

Ack, midterms! Full stop on the job search. A few more weeks pass and you realize

that summer is coming SOON, your calm confidence begins to fray a bit around the edges. Friends start telling you about the internships they've been offered - one even mentions that she's having a hard time deciding which offer to take.

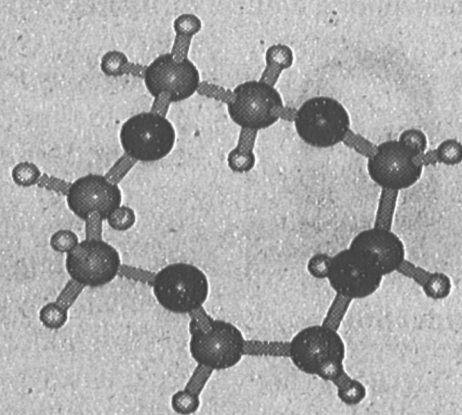
You revise your resume... again, and take a second look at some of the internships that didn't look that interesting at first glance. Damn crappy job market!

Suddenly, you start getting some positive responses. It's about time! The interview goes well, so does the second one, and the internship sounds interesting. You may not need to enroll in summer classes after all. A week passes, then a few more days - why haven't they gotten back to me yet? Make some phone calls and send some emails.

Finally, a response. It's an offer! Woo-hoo! Call your parents and buy a round for your friends at The Pub. You knew they'd want you, you are a T-bird after all.

Becky@global.t-bird.edu

Picture Source:
<http://www.enseignement.polytechnique.fr/profs/informatique/Georges.Gonthier/p198/confelther.gif>



Ready for Bulgaria or Bust!

By **KEVIN SPENCE**
U.S.A., Summer '04

I was a little hesitant when the opportunity came to do an internship in Bulgaria. I don't speak the language or know the culture very well. Yet I have an interest and experience in Eastern Europe, having lived in Ukraine for close to three years.



Kevin Spence

Fortunately for me, I discovered the Bulgarian language is amazingly similar to Russian and the Bulgarians are some of the friendliest people I know on campus. Knowing this and a doing a little research on the company and country, reassured me that this internship was the right thing for me to do this

summer.

Cepis Corporation / Polycontact, the company I am going to work for, is one of the largest and most respected firms in Bulgaria. One of the owners started the first franchise in Bulgaria's history. The company has offices in 12 cities throughout Bulgaria as well as in Holland and America.

The department I will be working in is trying to attract foreign direct investment by selling, among other things, real estate. Their website displays impressive photos of what they are offering, including photos of mountain chalets, villas on the Black Sea and hotels/restaurants in major cities. The value of these properties is expected to skyrocket as Bulgaria inches closer to European Union membership.

Most of their customers come from the UK or Holland but they are trying to reach out more and more to the US and

Asia. This is where I will hopefully become useful.

With this internship, I hope to learn a lot about the general business environment of Bulgaria. I also expect to use a lot of my marketing skills over the three months that I am here.

One thing I have already learned was that investors need to overcome a couple of obstacles to acquire property. For example, if a foreigner wants to buy property in Bulgaria, he or she must start a business. Our company can help the investor start their own "business." Hopefully, I can help my company attract the investments they need.

kspence@global.t-bird.edu



Summer in Atlanta: A Finance Internship with Wachovia Securities

By **BECKY EBY**
U.S.A., Spring '05

I got my internship through the CMC. The job listing was posted on MTB in early January with interviews scheduled during the career fair in February. They did not accept cover letters so I made sure to include all of the relevant details on my resume.

The position is with Wachovia Securities, specifically the International Corporate Finance (ICF) group, which is part of Investment Banking and Credit Capital Markets. ICF, located in Atlanta,

traditionally recruits T-birds because of our international background. (And because one of the hiring managers is an alum.) The job entails reviewing the business, industry, and financial profiles of clients looking to renew or to obtain new lines of credit. At my previous job as an economist, I covered industry wide trends, but I've never

analyzed individual companies before so this will be a new experience.

I almost didn't get the internship, but with some luck and lots of follow-up I eventually got an offer. The interview went well and the interviewers indicated they'd get back to me by the middle of the following week. When I hadn't heard anything by Wednesday afternoon, I decided to send an email that re-emphasized my credentials and interest, and I gave the contact numbers from my last job. I got a response saying they'd received a few resumes from internal sources so they were interviewing more candidates.

After a week, I followed

I almost didn't get the internship, but with some luck and lots of follow-up, I eventually got an offer.

up with the CMC to see if they'd heard anything. They had. Wachovia offered the position to someone from Wharton. At that point, I gave up on the internship and concentrated on other opportunities until my contact emailed me, three weeks after my initial interview, and told me that the candidate they offered the position to had requested more time before she had to decide.

Hmm...sounds like she was holding out for something better. Sure enough, after her deadline passed, I got a phone call asking me if I'd like to come see the Atlanta office and the formal offer arrived in the mail the day before my trip. It only took 2.5 months for the whole process.

Wachovia's summer associate program is formalized

across the bank-there will be 26 associates in total with most of them stationed at the headquarters in Charlotte, North Carolina. All of the interns start on June 14, with two days of meetings in Charlotte.

On the 16th, I'll start in Atlanta along with fellow T-bird Scott Zienkewicz and an MBA student from Georgetown. Throughout the 10 week internship, there will be additional activities and training opportunities in Charlotte and there is also the possibility of working out of the Philadelphia office for 2-3 weeks.

In addition to gaining finance-specific work experience, I want to find out if

Wachovia is a place where I'd like to work after graduation. The bank is a big organization, with around 80,000 employees, and I have a feeling there will be quite a bit of red-tape-similar to when I worked at the head quarters of an insurance company.

The formal offer was accompanied by a lot of paperwork, including instructions on how to schedule my drug test. (Never had to do that before. I guess they don't want people granting a \$20 million line of credit rather than \$2 million because they partied too hard the night before.)

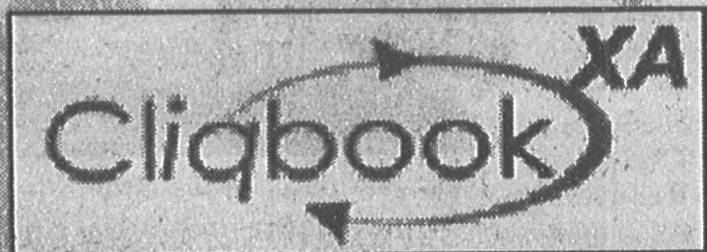
My biggest concern with the internship is the working environment. (Will there be TPS reports?) My most recent job afforded me a lot of flexibility and freedom and I wonder if I can adjust to a more restrictive setting. I guess I'll find out soon-stay tuned!

Becky@global.t-bird.edu

OMEGA WORLD TRAVEL

Leadership Through Technology

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



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

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

The Job Hunt: Who's Getting Hired and Why?

By **JEREMY TERR**
CMC Chair,
U.S.A., May 2004

The stories that follow are of three individuals who are now, or soon will be, working in their dream jobs. Sharon Jayakumar's position as a brand manager is very different from Greg White's management rotation program. Greg Underhill's internship with the State Department is a step farther from the norm. Yet, as you read deeper into their stories, you will recognize a common thread of persistence and creativity, which eventually led to successful placement.

Sharon Jayakumar:
AstraZeneca Brand Manager for Cerapol (\$1.7 billion in global sales)

Last summer, Sharon was placed with AstraZeneca as a summer intern with their public affairs team. AstraZeneca had no formal internship program and she found herself searching for ways to enhance the experience, such as enrolling in AstraZeneca Academy courses and accompanying sales calls to experience the frontline first-hand. Sharon turned ambiguity into opportunity and by summer's end she was



Jeremy Terr



Sharon Jayakumar

pitching a multi-thousand dollar proposal to the group's Brand Leader (senior brand manager).

Today, Sharon is packing her bags, selling her car, and heading east to begin working as a Brand Manager at the Delaware headquarters of AstraZeneca. When I shrugged at the news, Sharon was quick to snap, "It is not because of my internship; that was just an opportunity. Converting an internship into a career opportunity is not a given." Below are the keys to Sharon's successful job placement:

- Seek out high level opportunities during your internship, especially if there is no formal program.
- Position Thunderbird! By selling the school you are selling yourself. Highlight focus area courses you will take and the stronger candidate you will be in 6 months to a year.
- Don't look at the internship as a job source. No position was offered until Sharon was nearly hired by another firm. "It takes one job to make the other one."

Greg White:
Degussa PROOF international management rotation program (€11.8 billion in revenue)

As an incoming student in the fall of 2003, Greg's professional and personal achievements were well above the average; including 8 years of professional work experience and a travel record spanning 4 continents and 40+ countries. Greg's primary interest in the MBA program was to professionalize his skills and return to work as soon as possible. With that, he set out on a

mission from Day 1 to get a job. Through Sharon's story, we learned how to capitalize on the opportunities of an internship.

Greg's story is of CMC exploitation. Greg took the 6-week CMC seminar seriously and was one of the first in his class to complete the prerequisite survey, submit his resume for approval and gain access to the job listing databank. Scouring available job listings, Greg submitted his CMC-proofed resume and cover letter to Phillips Electronics, Johnson Controls, Tyco, Kohler, JP Morgan and about 25-30 other full-time and internship postings.

Success did not come easy for Greg and certainly not without failure. He was declined by the vast majority of postings to which he applied, but persisted onwards even calling hiring managers to demand an interview. When Exxon Mobil visited campus to give a company presentation, Greg wouldn't leave the room until they agreed to give him an interview. The interview went well, but his qualifications didn't match the typical candidate profile. Persistent as ever, Greg called, e-mailed and wrote letters to receive another two interviews over the course of 8 months. The jury is still out as to the effectiveness of this approach, but they did extend him a conditional offer for June 2005.

Greg recommends the following steps to jump start your career search:

- Start immediately and don't be afraid to spend more time on your career search than some of your classes.
- Go to every CMC career fair and read every job posting on MTB
- Work with your CMC Advisor to negotiate a competitive salary

Greg Underhill:
U.S. State Department Program Analyst (Office of Administration and Innovation)

Greg's story is a different breed altogether. Focused and prepared to walk the straight line of government employment, the notion of networking, letter campaigns and persistent phone calls seemed neither appropriate nor realistic. Then, during a winter term course called Project Management & Microfinance, Greg met Professor Joan Dudik-Gayoso who summarily crushed preconceived notions of government bureaucracy.

Professor Joan learned of Greg's interest in a State Department summer internship and suggested that she call a friend who was in close contact with the hiring officer. Within weeks, Greg received a call directly from the hiring manager, and at 9AM, suffering from a mild hangover, he proceeded to answer questions, eloquently regurgitating facts found on the State Department website highlighting the position's compati-



Greg Underhill

bility with his long-term professional interests. By May, and after several months of waiting to be cleared by State Department security, Greg boarded a plane bound for Washington, D.C. to hold a post as Program Analyst, reviewing process maps of various embassies to integrate ISO 9000 standards.

Applying his newfound urgency to network, Greg will meet later this week with Phil Reeker, T-bird alumnus and Spokesman-At-Large for the State Department. Enthusiastic and optimistic at the prospects of a long-term career with the Foreign Service, Greg attributes the success to the power of the T-bird network. In closing our interview, Greg offered the following wisdom: "When I wake up in the morning and go to bed at night, I'm a T-bird ... it's just a way of life!"

Persistence, creativity, and a strong sense of personal responsibility resulted in the successful placement of Sharon, Greg, and Greg. Job hunting is a challenge that neither today nor tomorrow will be overcome with any more ease. The role of CMC, consistent with the mission of Thunderbird, is to provide us with the tools to be successful managers. Whether managing operations at the office or managing the progress of our professional careers, personal responsibility is the necessary ingredient. Take control of your job hunting education today so that tomorrow's challenges will only be replication of best practices already internalized.

jbterr@global.t-bird.edu

Summer Isn't Too Early to Prepare for Job Fairs

By **MARK R. TOWSLEY**
Associate Director, CMC

For those of you new to campus or for those who are just now beginning to focus on your career search, we would like to provide an update on some of the upcoming events, for which you will need to prepare or plan to attend.



Mark Towsley

One of the reasons we are encouraging you to tune up your resume and start practicing your 30-second commercial will be the Fall Career Fair, which will be held on October 13-15. Our fall career fair is the largest of the two held each year (the other one will be held next February). Last fall, 60 companies visited during the fair dates and during the month of October. Employers who made these trips to Glendale hosted numerous presentations to provide information about job opportunities, hiring practices,

and corporate cultures. In addition, the employers opened hundreds of interview slots. For many of our students, this was the event that got them re-employed.

In the corporate world, where the normal hiring cycle begins in September, fall is the time when most companies post and interview for positions for the following year. For those of you who are Track I, you will not be in a rush this fall—you will have an opportunity to network at the fair and get a feeling for how career fairs work. However, for those of you who are Track II, this is your fair and one of your first important opportunities!

What does that mean? You need to have: your resume polished, your 30-second commercial committed to memory, several positions you would like to pursue identified, and your interviewing practice completed (even if you are a Track I student who is networking).

The Thunderbird Spring Career Fair focuses more on internships for the summer. In the MBA recruiting cycle, MBA stu-

dents interview for summer internships during the spring. As such we receive the most internship postings during this time. At Thunderbird, where you are able to complete an internship any trimester, this is the best time to identify and pursue summer internships. At Thunderbird, the CMC solicits companies to post regular full time positions at the Spring Fair as well.

In the spring, 2004 trimester, the CMC hosted a series of speakers ("MBA Spring Training"). Because we received such positive feedback, we plan to repeat it in the fall. Each presenter addressed various issues confronting students who are searching for new employment.

Our first presenter, Liz Freedman '00, presented a program entitled "Intelligent Risk Taking In Your Job Search." This was an opportunity scheduled over the dead hour, which many students found very relevant to their search. Barbara Limmer, CMC Director of Alumni and Exec Career Management, gave a presentation on "The Proactive Job Search." This session was

closely followed up by a presentation by another alum, Vickie Austin '93 titled "Your Golden Rolodex @: How To Network for Results." As mentioned, these timely lectures are to be repeated in the fall, along with other carefully chosen presenters. Keep watching your MTB front page for CMC updates on activities on campus.

The CMC will keep you updated on other career fairs like NB MBA (National Black MBA Assn.) September 14-19, or NSH MBA (National Society of Hispanic MBA's) October 21-23 this year. You can find additional



New graduate James Brandon Keefe talking to a corporate recruiter at last Spring's career fair

information on these fairs in the CMC section of MTB under "Career Fairs."

As you can probably tell by now, a job search is not a one week pursuit, but a constant vigil to determine what you want to do, where you want to go, and how you are going to get there. The CMC is here to help you with that journey. Watch the CMC MTB page and visit with your career advisor today.

Looking for a Good Job in Latin America? Try Networking

By PATRICIA CANEPA
Peru, '84

If you're looking for a job in Latin America, and you are sending marketing letters, responding to newspaper ads, or posting your resume on the internet, you're probably not handling your search the most efficient way. While these are valid search methods, networking is by far the most effective method for executive placement in Latin America.

According to a global 2003 DBM study among 64,000 outplaced executives who transitioned into new jobs last year, 83% of executives in Latin America landed a new job thanks to networking. This is significantly above the world-wide average of 53%.

There are a number of reasons that may account for this. One is the smaller size of executive circles in Latin America, where "hidden" positions are found. Then, there is the "who you know" unspoken concept, highly-valued in our close-knit societies. Finally, many companies in Latin America may not have the resources to hire head hunters for their search, or place attractive ads in the Sunday paper.

Given the importance of networking in Latin America, following are some tips to help make your networking and job search more successful:

Think of yourself as your very own Commercial Manager.

Your product (composed of your skills, abilities, experience and competitive advantages) must be sold to a company. If you think of yourself as the commercial manager of this product, then it follows that you must first know your product and its competitive advantages perfectly well. Then, you must build the channels to get your product visibly on the shelf, promote it and sell it. This is what networking is all about.

Think of networking as a strategic tool.

Networking is not just about handing out business cards, or attending cocktail parties. It is the focused, strategic management of your contacts to convert them into your spokespersons. You must ensure target contacts know who you are and where your interests, experience and competitive advantages lie. This will enable them to suggest your name when "hidden" positions spring up.

Be persistent.

It is wise to remember that on average, it takes at least six calls for a sales person to get an appointment. Do not be discouraged, and do not leave messages. It is better to wait and establish direct contact. Voice mail may not be as common in Latin America, so be sure to learn the secretary's name and use it

the next time you call for a more personal approach.

Do not underestimate contacts.

Sometimes targeting the highest ranked executives will make networking more difficult, as their agendas tend to be full or booked well in advance. An

try primary contacts, or people you know directly. It is best to work your way up to your secondary contacts or referrals before trying cold calls.

Be enthusiastic.

Do not forget to be friendly and professional when you call. Mention the person who referred you. Be direct in terms of why you want to meet, and mention you will only take 20 minutes of their time. This improves your chance of success.

Make the most of your appointments.

Most people won't have a job waiting for you. So, be sure to use your time wisely. Establish your meeting objectives beforehand. Define the type of information you hope to get out of the meeting, such as information on the sector, challenges the company is facing, feedback on a particular idea, or referrals. Above all, be sure they know all about your experience and competitive advantages before you walk out the door.

Limit the length of your visits.

Busy people making a space in their agendas for you will not appreciate delays. Better to be on time than late. And in Latin American countries, you'd better be prepared to wait patiently for delays. Limit your calls to no more than fifteen or twenty minutes. Thank them for their time, and leave.

Pace yourself.

It is wise to first practice your approach with people you know well. They can provide valuable feedback and help you gain confidence. Then, you can



Be thankful.
Even if thank you notes are not common practice in Latin America, they will help you stand out from the crowd. And, among etiquette conscious executives, they will strike a chord, particularly if written in fine paper.

Even the most seasoned executives often find networking hard to do. If you find it difficult to talk about yourself or your accomplishments, don't forget that you are actually providing information that could eventually help the person you are talking to, and you are gaining valuable information in the process. The more you practice, the easier it becomes.

Remember, each appointment has the potential to become an interview so wear your best suit-you will never go wrong with grey or dark blue and black polished shoes. If you are a male, don't forget the tie, a clean tie. Avoid strong perfumes or cigarettes before the interview, check for trim and clean nails, a good haircut, and you're set. Good luck!

Patricia Canepa is an alumna ('84) who is currently the Consultant and Marketing Director of DBM, a global human resources consulting firm.

Map 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/>

Thunderbird Global Reunion in Shanghai

Thunderbird Global Reunion is back! The first Thunderbird Global Reunion (TGR) took place in Dubai in 2002. It actually started as a European reunion (planned by the Europe-Middle East and Africa Thunderbird Alumni Association) and eventually evolved into a global reunion as the planners (Salman Chaudhry '88 & Hilmi Ghosheh '99) developed their agenda and marketing strategy.

The event was a big success, attracting 150 T-birds from all over the world including: Belgium, Canada, Ecuador, France, Germany, India, Italy, Lebanon, the Netherlands, Norway, Romania, Spain, Switzerland, U.S., U.K., and UAE.

The success of the Dubai reunion prompted Thunderbird to continue holding Global Reunions every other year, alternating them with homecoming. In Global Reunion years, an "Alumni Weekend" is also held to honor and bring together the 10, 25 and 50 year reunion classes.

The school considered several possible sites for TGR 2004 based on suggestions from alumni including places such as Rio, Phuket (Thailand) and Shanghai. The decision to select

Shanghai was based on the strong interest in China from a business and cultural perspective and the school's strategic focus on China. The location also provided opportunities for business, social and cultural activities for the attendees, while allowing Thunderbird to showcase its China hub.

The theme for the event, which takes place Oct 15-18, is "How to start or expand your business in China" with a heavy emphasis on the business component. There will be two full days of business conferences and seminars. However, we will also focus on the social aspect that is the spirit of T-birds.

There will be plenty of opportunities for networking, visiting with old friends, and lots of eating and drinking! TGR Shanghai 2004 is very affordable, even fresh grads and current students can afford to attend (US\$500 for full business track, US\$300 for social track). There are also plenty of cultural tours for those who want to tour in and around Shanghai.

Thanks to Linda Suen of TAA Shanghai Chapter and Anne-Marie Nelson for their assistance in the preparation of this article.

Interested in attending?

Why should students and alumni attend TGR Shanghai 2004?
Here are the top 5 reasons:

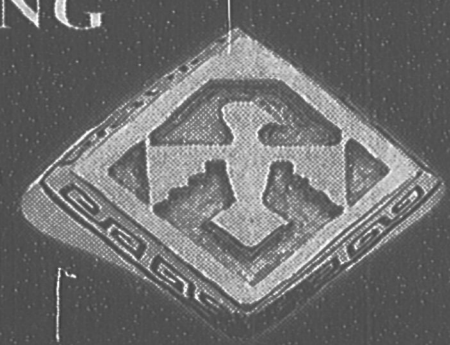
1. Meet our new president, and hear about the vision for Thunderbird under his leadership
2. Give back to Thunderbird: all net proceeds will go to alumni scholarships and charity
3. Renew ties with fellow alumni while experiencing Shanghai
4. Look for clients, suppliers or business partners from all over the world and in China
5. Learn to start or expand your business from successful business leaders

Registration for the event is available on line at: www.my-tgr.com/ Registering qualifies you for entry into drawings for prizes such as hotel rooms at the Portman Ritz-Carlton Shanghai, airline tickets and mobile phones. TGR 2004 is hosted by the Thunderbird Alumni Association (TAA) Shanghai Chapter, in cooperation with TAA Hong Kong & Beijing Chapters and Thunderbird Asia Pacific Council.

For information please email: info@my-tgr.com.

THE THUNDERBIRD RING

Congratulations Grads!
Take advantage of Special Promotion
Prices while we are on campus...
Thur 11am to 4:00 pm
Friday 1:00 pm to 4:00pm



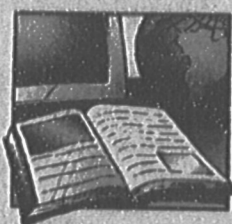
Rings are on display at the Thunderbird Bookstore.
For information contact Hannis Latham '71 at ALUMNI SCHOOL RINGS
1-800-769-7464 (U.S.A.) 1-520-529-3871 Fax: 1-520-299-8772
E-mail: hannis3@comcast.net



THE ONE RECOGNIZED
AROUND THE WORLD!

Are You New Around Here? 12 Things to Make Life Easier (and a Little More Interesting!)

Books & Bytes News from the IBIC



If you have a spouse:

He or she can get a card to use the IBIC so they can check out books and videos, use our ESL learning materials and other resources. Pick up a form for this at the Circulation Desk in the IBIC. It must be signed by the spouse who is a student before a card can be issued.

If you are planning to tour Arizona or travel elsewhere:

IBIC has a large international collection of travel guidebooks for the US and countries all over the world that you can check out to plan your trip and take along with you. We also have laminated fold-out maps of all major international cities that you can take with you as well.

If you need to know when we are open:

Use the IBIC page on

MTB. This lists not only our hours, but phone numbers to reach us, links to our guides for finding information, copies of our policies, online forms for interlibrary loan, the schedule of when a librarian is on duty to help you, and other services.

If you need help using IBIC or finding information:

Reference librarians are available to help you use databases and other resources in the IBIC on a schedule that is posted on the reference desk in the IBIC lobby and on IBIC's MTB page. If you are out of the country, off campus, or need help during other times, use AskIBIC. You can find it under "Discussion" on MTB. Just post your question; librarians check this site 7 days a week and will assist you with advice and instructions online.

If you are learning another language:

IBIC has a large collection of foreign language dictionaries; the most heavily used ones are on the dictionary stand in the lobby close to the circulation desk. We also have videos and DVDs in many other languages, newspapers from all over the world, and journals from many

countries in different languages. If you are working on learning a language on your own, we have many programs that you can check out for teaching yourself and working on your own to learn a language. To find these look in THOR under "Spanish Language" or "Chinese language" for examples.

If you want to improve your ability to use software:

Some of IBIC's most popular items are our computer and software guides. Enhance your skills in using Excel, PowerPoint, Access, and many other programs.

If you want today's Financial Times or Wall Street Journal:

Today's copy of both of these newspapers is available for 2-hour use from the Circulation Desk. You can also read the online version through the Factiva database. If you need instructions on how to access these online, pick up a how-to guide in the IBIC lobby or see the electronic version that is available on the IBIC MTB page.

If you are taking IPE:

We have books about the IMF, WTO, World Bank,

Globalization, International trade and finance, and many other topics covered in this course. For help understanding the terms used in IPE, use these books from the IBIC reference section: Dictionary of International Business Terms, Dictionary of International Trade, Dictionary of Commercial, Financial and Legal Terms, International Dictionary of Finance.

If you left your textbook at home:

IBIC has copies of most textbooks on reserve. Ask for them at the Circulation Desk, but remember these circulate for two hours and cannot be taken out of the IBIC!

If you can't get your books back on time:

You will get an email reminder three days before your books are due, but if you are traveling or for some other reason can't get them back by the due date, use our online renewal feature and extend your loan. Find this service on THOR under 'My Account' and follow the directions that are provided. It is online so you can do this from home or anywhere you may be in the world. You can also call us to

renew books; the Circulation Desk number is also on our MTB page. The IBIC is open long hours, but if we happen to be closed you can return books to the outside book drop on the south side of the IBIC, near the entrance.

If you are looking for a job:

IBIC has a large collection of books on writing resumes and cover letters, interviewing, and background on many different business careers. If you need to research an industry or a company, be sure to attend one of the IBIC classes that will show you how to do your research, and use our industry guides on the IBIC MTB page to save yourself some time in getting ready for your interview.

If you just want to read a good book:

New books are on display in the lobby and can be checked out. The new books include most of the current business bestsellers as well as many others that relate to international business. IBIC also has an international fiction collection if you would like to read a novel in your spare time (see, we do have a sense of humor over here!)

The IBIC is Better Than BlockBuster

IBIC collects international DVDs of productions that show the culture or history of a country and the differences in human cultures, aspects of doing business or making relationships across cultures, shows life in other countries or tells a story relevant to these themes. Most are award winning productions from international film festivals. Some of the videos or DVDs are primarily for learning another language, and were selected for a certain language level rather than for content. DVDs Circulate for 3 days. They are arranged by language in the wooden cabinets at the end of the bookshelves. You can also check THOR for specific titles, actors, or directors.

The following new DVDs have been added to the collection in the last few weeks:

Osama: Golden Globe Winner, 2004 Best Foreign Language Film: About a twelve year-old girl in Afghanistan under the Taliban who disguises herself as



a boy to avoid the repressive measures taken against girls and women. She renamed herself Osama. In the original Pashtu language with English subtitles.

The Triplets of Belleville: A selection from the Cannes, Telluride and Toronto Film Festivals, this is an animated feature from Canada. In English or Spanish.



Twist and Shout and Zappa: About coming of age during the 60's in Denmark, these two films start and then finish the story. In Danish with English subtitles.

In Brands We Trust: 53 minutes about how "coca cola" came to be the most widespread word in the world after "OK." Also covers the concept of branding, key visionaries, and a growing backlash against brands. Coke, Nike, Chanel, Apple and Benetton are highlighted.

Sumner Redstone: The Making of a Media Empire. About the Chairman of Viacom, the parent company of CBS, MTV, Paramount, Blockbuster and Nickelodeon.

The Murdochs: Building an Empire. About a three generational media dynasty that has extensive holdings on three continents, where it dominates the media in some arenas.

The Video Game: Past, Present, and Future: The history of the video game and its global impact.

All My Loved Ones. "Matej Minac's heartbreaking and poignant story of one family's experience at the onset of World War II that is inspired by the real life heroics of Nicholas Winton, an English stockbroker who saved hundreds of Czech Jewish children from the Nazis." Czech with English subtitles.

Blackboards: A film by Samira Makhmalbaf, about a group of male teachers who cross the



mountains in remote Iranian Kurdistan carrying their own blackboards. They use these for shelter, camouflage and shields against gunfire as well as for instruction. By Iran's most promising young female filmmaker. Kurdish with English subtitles.

Japanese Story. An award winning Australian movie starring Toni Collette about a young woman and a Japanese businessman who take a field trip around western Australia's Pilbara Desert. A cross-cultural journey and a love story.

The Magdalene Sisters. Based on true events, this tells the story of young women in Ireland made to serve as laundresses indefinitely as punishment for sins they may never have committed. DVD with soundtracks in both French and English and subtitles in either French or Spanish.



Ikiru. A film about a dying man who finds meaning in his final days of life. By Akira Kurosawa, in Japanese with English subtitles.

Winged Migration. A documentary about global bird migrations that used the talents of 450 people to produce, along with 17 pilots, 14 cinematographers, and numerous planes, gliders, balloons and helicopters. It shows cities from New York to Paris and regions from the Arctic to the Amazon. A truly beautiful and unusual production.



Photo source: www.amazon.com

Heard Any Good Books Lately?

If you don't have time to read, check out these new books on CD and listen to some business bestsellers:

The Art of Happiness at Work, by His Holiness the Dalai Lama

Life is a Series of Presentations: 8 Ways to punch up your People Skills at Work, Home, Anytime, Anywhere

The New Buffettology: The Proven Techniques for Investing Successfully

Leadership, by Rudolph Giuliani

Thinking for a Change: 11 Ways Highly Successful People Approach Life and Work

The Millionaire Next Door: The Surprising Secrets of America's Wealth

The One Minute Manager

What They Don't Teach You at Harvard Business School

The Go-Getter: The Classic Story that Tells You How to be One

Fish! For Life

On a Student Budget? Check Out These Discounts for T-birds

By ALEX MAILMAN
U.S.A., Spring '04

Learning to live on a student budget is one of the most difficult lessons most of us will have at Thunderbird. To help you live within your means, but still be able to live it up, I have compiled a list of discounts available to Thunderbird students. This listing is not a paid advertisement, but simply a list based on student input and field research. The businesses listed reserve the right to deny, change or terminate their promotion. If you know of any additions or changes, let us know and we will update this list on the Das Tor MTB page.



Alex Mailman

FOOD

Taste of Thai
59th & Greenway
Next to Ray's Pizza
10% discount

Quiznos Subs
59th and Thunderbird
Next to Fry's
10% discount

Majarajah Palace
59th and Bell
Next to Walmart
15% discount

Tokyo Lobby Sushi and Roll
59th and Bell
Next to Walmart
10% discount

Taste of India
16th Street & Bell
10% discount

Sushi for Dinner
67th and Bell
In Fry's marketplace
25% off dinner

FITNESS

LA Fitness
547-9425
Special rolling rates for T-Birds
Ask for Rob
(602)547-9425

YMCA
On campus, next to the tennis courts
\$20 per month

AUTOMOTIVE

Dave's Auto Corral
51st and Peoria - N.W. corner
10% discount

MOVIES

Harkins Cinemas
\$6.50 anytime

AMC Cinemas
\$6.50 anytime

BEAUTY/HAIR

Salon 59
17045 N. 59th Avenue
59th and Bell
Next to Blockbuster
20% Discount
Ask for Laura Russo

Custom Color West/Nail Tech
59th and Greenway
In Barwinkles Plaza
\$5 off any nail job
Ask for Shamra

HOUSING

Greentree Apartment Homes
\$99 security deposit + application.
First month free and 5% discount on rent.

Eagle Crest
\$21 move-in and application-fee
No deposit, 1st month free.

Indigo Creek
1 month free on 13 month lease
\$99 security deposit

Country Gables
No security deposit
1 month free on 12 month lease, or 1/2 month free on 6 month lease.

Acoma Thunderbird Townhouses
1 month free on a 13-month lease.

OTHER

Party City
Party & Paper Supplies
Up to 30% off depending on amount of purchase.

alexmailman@global.t-bird.edu

He Said/ She Said: A Thundercouple Reviews "Shrek 2"

By SAVVY HIM
Cambodia, Fall '04
and
CHRISTOPHER LAY



Fairy Godmother's role.



Chris: Though we know T-birds are busy with school work, every once in a while you need a break. So this month we decided to check out Shrek 2. With over \$200 million in ticket sales in the first two weeks, Shrek 2 looks poised to be the biggest hit of the summer. However, as with any movie title ending in "2", I had reservations about how good it would be. In the first thirty minutes, it appeared my doubts were warranted. Aside from the clever introduction of Prince Charming (voice of Rupert Everett), perfect hair and all, the beginning of the film plodded along with the foreboding of a doomed plot; the low point being an animated version of the worn out "are we there yet?" routine where Shrek and Fiona play the parents to Donkey's childlike questions.

Savvy: I totally disagree. I was mesmerized from the beginning. After days of studying for classes, anything to get out of reading ten chapters for Cross Cultural Communication was a welcome break. For me, the spoofs on other movies and fairytales were funny and I especially liked the

Chris: Absolutely, the fairytale and Hollywood parodies are an essential part of the movie and provide much of the humor. And it is the new characters like the Fairy Godmother and Puss In Boots (voice of Antonio Banderas) who saved this movie from being a mere shadow of the original.

Savvy: Oh Antonio! Even as a cartoon cat, his voice is still sexy. Puss was absolutely adorable and the audience let out an audible "aw" when he made his big innocent eyes.

Chris: Puss was definitely one of the crowd's favorites. He even won over the heart of my seven-year-old niece who said Puss was her favorite character. When asked which movie she preferred,

she thought Shrek 2 was better than Shrek. Granted, it had been over a year since she last saw Shrek, but her nine-year-old brother backed up her opinion.

Savvy: With any movie, the first one will always contain that element of originality that holds the audience captive, for example Toy Story. Then along comes a sequel, Toy Story 2, which was good, but lacked the freshness of the original. As for the Shrek sequel, I would agree that the beginning was a little slow, but it was as funny as the first one because of all the tension between Shrek and his father-in-law the King (voice of John Cleese) and Prince Charming. You can even see some of the cross cultural challenges that exist in multi ethnic relationships; in this case ogres and humans. I recommend everybody see this movie and give it 4.5 Thunderbirds out of five.

Chris: Back to the textbooks with you. As for me, this movie was enjoyable, but didn't quite live up to the original. If Shrek was a five T-bird movie, then Shrek 2 was 3.5 Thunderbirds. However, if you are a kid, it's a definite 5 T-bird that you will want to own on DVD to watch again and again.

savvy@global.t-bird.edu



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 to the Doctor.

Dear Dr. Love,

What is up with guys when they get to the pub? They seem fairly normal in class but then Thursday night comes around and they turn into near-dethals. Do you think there's something in the beer tap lines? The other day, a guy I didn't know very well came up and slurred "You're one of the most beautiful women on campus." I'd be more impressed if I hadn't hear him use the same line on two other women earlier that night and if he wasn't slopping beer on his shoe. Where are the guys with better behavior hiding? Sincerely,
21st Century Girl in a Stone Aged World

Dear 21st,
You should try Barwinkles for a few nights. It will make the pub and drunken T-bird guys look better to you. And if by chance you find you actually like it there, well you've got a whole new place to hang out! Practically,
Dr. Love

Dear Dr. Love,
I am writing from Thunderbird's Guadalajara campus. Seeking relief from the Arizona summer and hoping to reinvent myself as a chick magnet. I chose to study in Mexico this trimester. Guadalajara is a wicked fun city; there is almost as much to do here as in my

hometown of Boston. The weather has been fantastic, and my classes are relatively easy. Only one problem has dampened my time here: the local ladies want nothing to do with me. This is baffling because as any current student at Thunderbird will tell you, I was pretty much the toast of the town, 'el guapisimo,' the mainstay on the ladies' Pub blackboard during my two trimesters in Glendale. As far as chicks were concerned, I came here to expand my prowess, since I had few challenges remaining on the G-Dale front. So this drought in Mexico is extremely frustrating. All signs point toward success - my workable Spanish, Boston Red Sox cap (which suggests good taste), and able 'wingmen' - but all the mujeres seem to flee whenever I get within shouting distance. This is tough on the ego.
Signed,
Spurned Daily

Dear S. D.
Most Thunderbird males find greater success rates with the general female population than they do on campus, merely because the odds improve. I would agree that your situation is peculiar, but in your letter I detect the root of the problem. You are relying on the reputation and finesse you established in a completely different setting - and country! And trying to transfer it without any adjustments. Your Red Sox cap alone may not rake in the babes. Rather you and your 'wingmen' should research which approaches work best. This is where classes like Culture & Language Tools or Cross-Cultural Communications come into play. The next step is to dole out alcohol, and lots of it. Your moves will appear a lot cooler in the eyes of the beholder(s). Don't give up on these Guadalajara ladies just yet. However, if you still have not made any progress by August, start working on your T-bird classmates instead.
Signed,
Dr. Love

How Does Das Tor Rate Movies?

One Thunderbird -
Go to class

Three Thunderbirds -
Maybe you can go to another class section

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

Two Thunderbirds - Better off studying

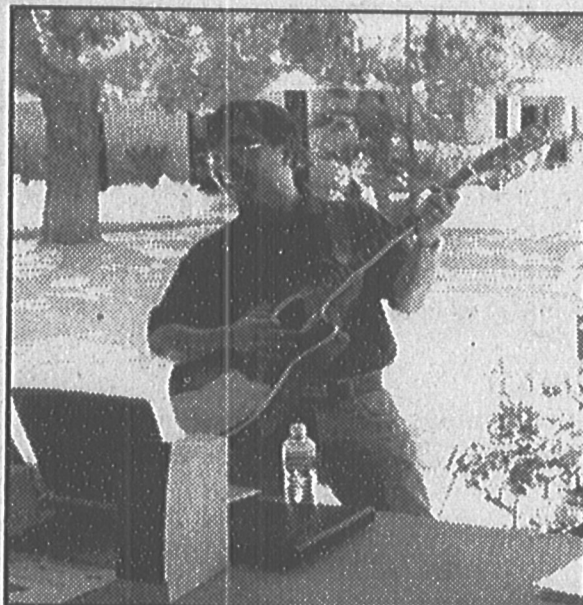
Four Thunderbirds - Class participation isn't graded anyway

Rating system provided by SA Wieser

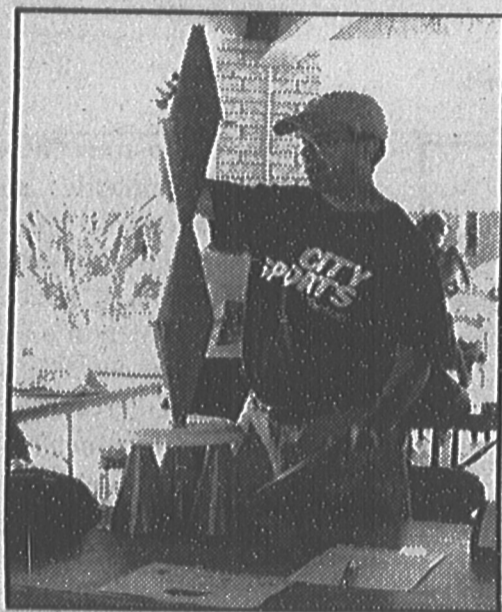
Lots of Choices Available for Students on Club Day



The Japanese Club recruits them young!



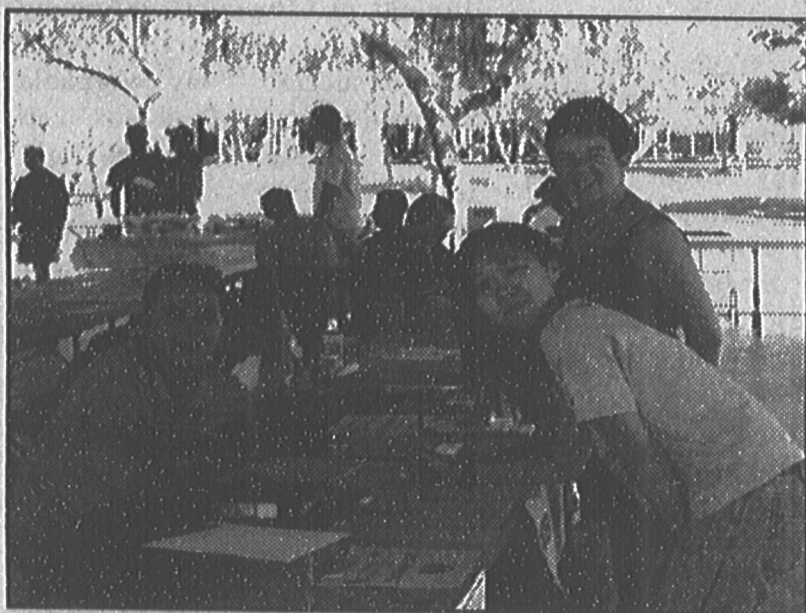
We don't think there was any alcohol in that water bottle, but with the Karaoke Club, you can never tell...



Is this the Ultimate Frisbee Club or the Modern Art Club?



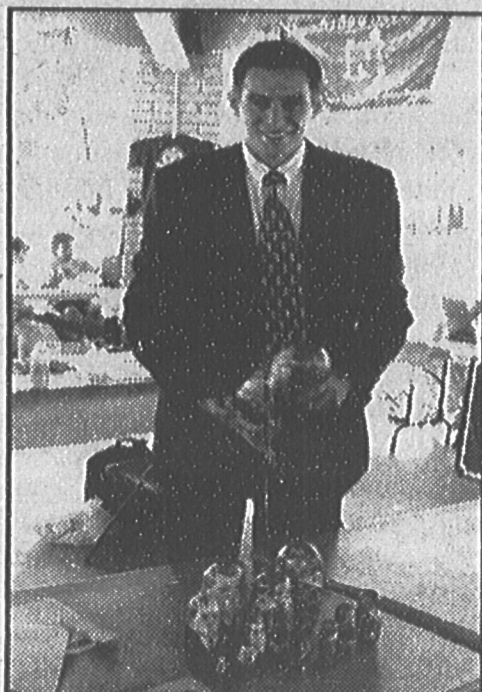
Spain Is Different Club? Don't we know it, Jose!



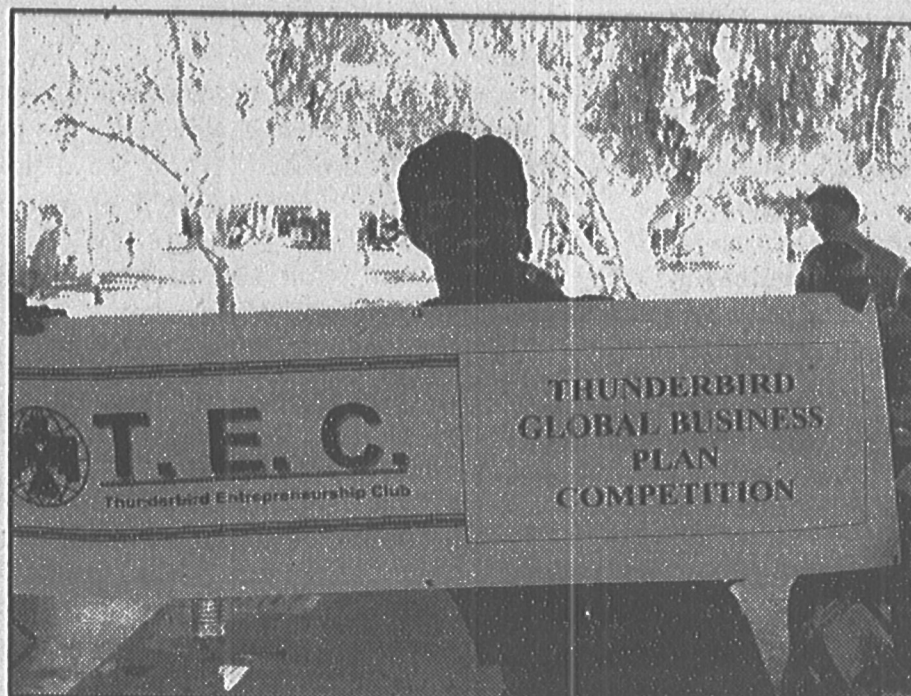
Nikola Boehm, Cathy Huang, and Rachel Granger looking for new GWIB members



Our forefathers would be proud that we have an Aviation Club on campus!



Boris Zilbermints makes an offer you can't refuse about joining the Russian Club



Jay Parikh very subtly gets the word out about the Entrepreneurship Club

10 Things I Wish I Knew When I Started T-bird...

So you are new to T-bird, or maybe you've been away for a few months on an internship... or maybe you have been here and haven't taken your head out of your books long enough to look for the short cuts. In any event, the Das Tor staff compiled this short list of things we wish someone had told us when we started school. We hope they help you save some time and maybe a few bucks!

1) You don't really have to buy all of your books. Some of the books you don't even end up reading and others are on reserve in the IBIC. Even if you do buy them you definitely don't have to use the bookstore. Check out amazon.co.uk, ecampus.com and other sites to find cheaper options.

2) You can receive and send faxes from the Xerox office. You pay for this service, of course, but it is good to know that you don't have to make a run to Kinko's. Information is on the Xerox MTB page.

3) You can pay your tuition bill with a credit card and get airline miles on your card! Pay before your loan or scholarship is received and then the school will reimburse you when the money comes in. A nice way to make that tuition bill pay for a trip home!

4) You cannot possibly read everything the professors assign (at least not if you actually want to have a life.) You must learn the fine arts of skimming and prioritizing. But when you feel stressed about the sheer amount of assigned reading, take a deep breath... no T-bird in recent history has ever managed to read it all (we are guessing!) so you are in fine company if you let some of it slide.

5) There is a travel agency on campus: Omega Travel. Have a complicated trip to book? Stop by their office in the Wilson

building (on the left as you walk into the Fish from the Commons.) They can work out all the connections and ticketing for a very small fee.

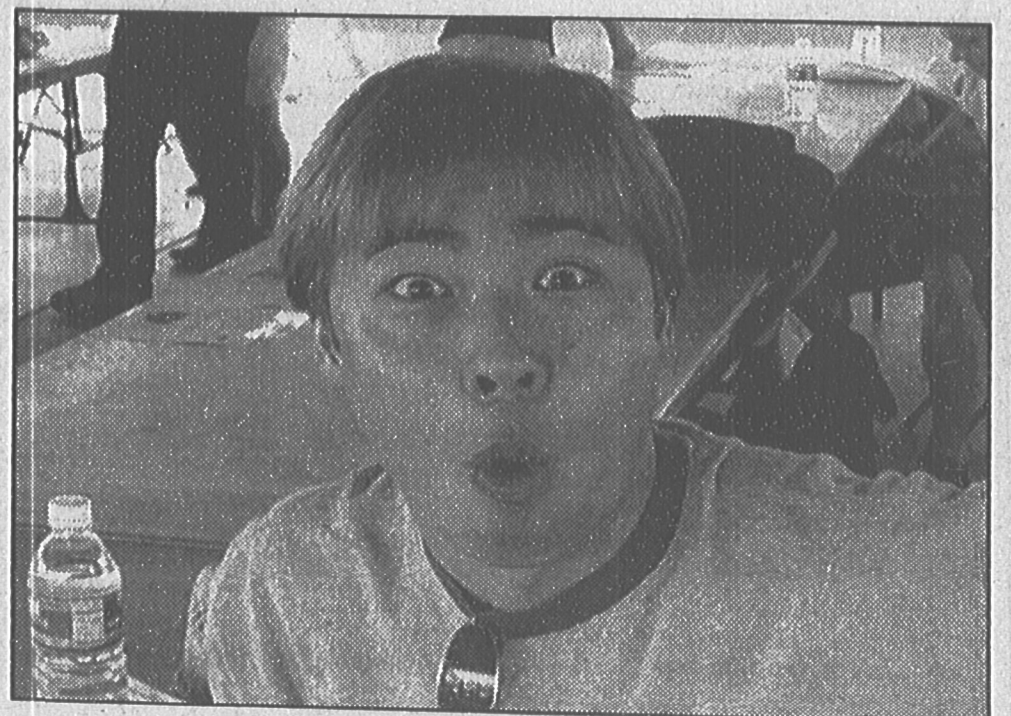
6) Some of the clubs provide course syllabi from previous trimesters on their MTB pages. Not sure what a class is about? Curious as to what is the difference between how two different professors run the same class? Several clubs on campus keep copies of old syllabi on their MTB pages. Check out the Thunderbird Marketing Club and GWIB pages.

7) The IBIC has (really good) videos, DVDs and books on tape to rent for free! Why pay Blockbuster when the most international "video store" in Glendale comes as part of your tuition? The IBIC carries a wide variety of DVD's... in case you had any spare time! (See article page 24.)

8) Faculty course evaluations are available online. If you were going to buy a car, you'd read about it before buying it, wouldn't you? We suggest you check out the professor evaluations on MTB before you drive your next teacher "off the lots." Find the evals through the TSG Academic Affairs and Student Services pages.

9) Your T-bird ID can get you discounts. Just by flashing your student ID, you can get a few bucks off of a wide number of local stores and services. We listed a few places on page 25, but there are many more around town. It never hurts to ask!

10) Never leave a campus computer with your MTB page open! Walk away from the computer you are using in the IBIC without logging off and you risk being "Thunderjacked." Inevitably, you will end up seeing your name next to a posting about Speedos, thongs, horniness or something worse. Beware.



Was Satoshi Kano just Thunderjacked? No, he's just excited about the Communication and Entertainment Club.

Why Spain is Different

By JOSE DOMINGUEZ
Spain, Fall '04

I will run the risk of deceiving many of my peers by not answering this intriguing question right away. Instead, I invite the whole student corps to find out for themselves by joining this new club. Well, I don't want to be rude, so I am going to give some hints on the purpose of this club.



Jose Dominguez

What is the club about? People constantly ask me this question when my Spanish friends and I advertise the creation of this new club. To begin with, we felt there was an immense gap left by the last Spanish club on campus, if any ever existed. We felt students needed more than just another regional club; they need club that will make a difference both in fun and cultural activities (from now on called "Fiesta") and in academic and professional interest activities ("lo Serio.") That was the spark for creating the club.

Spain has come a long way to play a key role in the international arena. Spain's economy is thriving, and many busi-

ness opportunities arise every day. Moreover, Spain is the second most visited country in the world. Nevertheless, many people around the world still don't have a clear grasp of our country, and sometimes we are perceived as a mere combination of sun and party (an image fostered by our lack of positioning as a quality destination and by low-quality European travel agencies.)

Yes, we do have lots of sun and a myriad of party opportunities, but Spain is much more than that. Therefore, we felt the need to create a means of bridging the cultural and business knowledge gap between Spain and so many other regions. So...what do we offer? Our mission, vision and intentions are embodied in the following list of planned events:

Cultural meetings: we will have deep insights into Spanish habits and our "way of life" through entertaining evening events such as "La Noche de San Fermín" (the running of the Bulls-Festivities of Pamplona Night), "Flamenco & Tortilla de Patatas Night," and "Noche de Cine Español Moderno" (Spanish Recent Movies Night), where we will enjoy masterpieces such as "Airbag," "Torrente, el brazo tonto de la ley," and "Al otro lado

de la cama." Needless to say, we will be active participants in European Night...and we'll try to sneak into the America's Night (after all, we don't want to abandon our Latin American brothers!)

Speakers: we are already negotiating the participation of a top Spanish official in a campus conference. This is just the kick-off to many top-class speaking events, where high level Spanish businessmen and Spanish officials from local and international entities will enlighten us with their experiences.

We will build an MTB club page with all relevant data: general and economic facts and links, country report, immigration requirements, business opportunities, night life in our major cities, festivities and parties, soccer, tourism, news, and more. Additionally, our club page will be an open forum for discussion and opinion, and will help to integrate our members even after graduation.

Don't forget our core competency: fun and hard work. We hope to see you soon in our club....Bienvenidos, amigos. (By the way, there is no Das Tor anymore...to us, it has become Das Tor!)

josedominguez@global.t-bird.edu

The Hidden Minority

By JAY BRYANT
U.S.A., Fall '04

What do Michelangelo, Peter Tchaikovsky, Alexander the Great, Federico Garcia Lorca, and Socrates all have in common? They are



Jay Bryant

not from the same countries nor do they speak the same languages. Instead, these individuals are a few members of the 'Hidden Minority.' Gays, lesbians, and bisexuals cannot be identified by their religious beliefs, the color of their skin, or the country of their birth.

In the U.S., 1848 was the beginning of the women's rights campaign in Seneca Falls; 1955 marked the beginning of the civil rights movement as Rosa Parks refused to sit in a segregated part of the city bus; and with the Stonewall Riots of 1969 in New York City, the gay rights movement began. Since then, gays and lesbians have come a long way but there are still many challenges ahead.

With the recent debates over same-sex marriage and a potential constitutional amendment to prohibit it, things are beginning to happen faster and faster. Even though state laws prohibiting same-sex activities were overturned in the spring of 2003 in the Lawrence v. Texas case, over half of the states still have these laws on their official books. Although estimates vary, there are approximately 10.5 million Americans who consider themselves to be gay or lesbian - approximately twice the population of Arizona (www.avert.org).

In some countries, such as Sweden and Argentina, gays and lesbians enjoy the same rights as their heterosexual counterparts. However, there are those countries that still prohibit any

form of same-sex encounters, oftentimes punishable by death. Practices similar to those of Nazi Germany where they did unimaginable experiments on homosexual men, tortured them, and killed them are still practiced in certain areas of the world.

Does this mean that there are fewer homosexuals in these areas? Absolutely not! No race, country, culture, or religion has a smaller percentage, rather the individuals stay 'in the closet' hiding behind insurmountable amounts of fear caused by the very governments that should be protecting their human rights.

So the question arises, "who are these gay people?"

We are doctors, lawyers, schoolteachers, trash collectors, engineers, pilots, flower shop owners, and politicians. We sit next to you at the movies and dance next to you at the clubs. We are the friendly voice that you talk to when you call your bank. We are singers and actors. We build your houses and then you pay us to decorate them.

We lived next door to you growing up and we were in your fraternity or sorority with you. We played on your football team and we have become Olympic medalists. We throw the craziest parties and we write the books that make you cry. Some of us are mothers and fathers, some of us your sisters, brothers, cousins, and friends.

We are T-birds.

We want to be treated as equals under the laws of the country that claims to be the 'Land of the Free.' The truth is we are not so different from everyone else.

GLOBE welcomes new members at any time. We are an organization dedicated to supporting each other and providing a network to the numerous members who have already graduated from Thunderbird. For any information please contact Jay Bryant at jbryant@global.t-bird.edu.

A Few of the Active Clubs This Term...

Even with the small number of students on campus this summer, there are many active clubs to join. Here are only a few...

The Greater China Club

China is one of the four oldest civilizations in the world, with a written history of 4,000 years and a wide range of rich cultural relics and historical sites. Today, China is the world's most populous nation, and mainland China is the third largest country. With the world's sixth largest economy, fifth highest export totals, and second highest foreign currency reserves, China has become a key player in the global economy.

The Greater China Club promotes cultural, business and career interest in Greater China. It seeks to enhance understanding of China as a business venue while supporting the professional development of its members. Club activities include social events; co-activities with other B-schools and Chinese communities; alumni gatherings; national day celebrations; career consultations; settlement assistance, and more.

We will try our best to support Chinese culture and business in the Thunderbird community, to enhance the relationship between Thunderbird and its Chinese alumni, and to promote the Thunderbird brand in China.

Contact: Jamie Mo
jmo@global.t-bird.edu

International Development Club

This club maintains a presence here in Glendale and in Archamps, and is defined by the passion and active interests of its members. The ID Club strives to support those pursuing the International Development focus area, but is also a valuable resource for anyone interested in learning about global development needs and opportunities. Past activities included visits to international organizations, such as the UN (Archamps), presentations by qualified speakers, volunteer activities and providing information about career opportunities. Upcoming events potentially include speaker Steven Moore ('00 T-Bird Alum) who has recently worked on building democracy in Iraq.

Contact: Dave Clabaugh
dclabaugh@global.t-bird.edu

The Latin Business and Cultural Club

The Latin Business and Cultural Club is the most active, effective and engaging regional club on campus. Its purpose is to continue generating more involvement of the entire Thunderbird Community, not only in the Latin America & Caribbean Culture, but also in its business practices and reality.

Contact: Luisa Vallejo
LuisaVallejo@global.t-bird.edu

Net Impact

The impact of business on our world is unequalled by that of any other discipline, and business leaders are in a unique position to influence what happens in society for years to come. With this power comes monumental responsibility. Leaders can choose to ignore this responsibility, and exacerbate problems such as economic inequality, environmental degradation and social injustice - problems that will compromise our ability to do business in the long run. Or, they (WE!) can realize this (OUR!) potential to create lasting social change.

Net Impact is a national network of nearly 10,000 new leaders for better business and more than 90 graduate student and professional chapters. Thunderbird's chapter of Net Impact seeks to align its mission to the national body and tap into this network of leaders. This trimester, our mission is to educate the student body about the importance of corporate social responsibility. Events already undertaken include an informal discussion of corporate social responsibility chaired by Professor Wetzal (June 2nd) and a presentation by Dr. Jane Ives on the same subject (June 7th). Upcoming events include more speakers and the launch of our "Get Published" thesis competition.

Contact: Luisa Vallejo
luisavallejo@global.t-bird.edu

You Can Be a TV Star!

By SATOSHI KANO
Japan, Spring '05

Do you want to be in the spotlight of a TV interview? We are doing a talent search for interesting stories of world travels, global careers and industry insight. Your interview will be on Thunderbird's in-house TV station, ThunderChannel 4, and broadcast live everyday in the Commons and via T-bird cable television. Welcome to our TV interview club. My name is Satoshi Kano, the Vice President of the Communication and Entertainment Club. This summer, we are focusing on three kinds of interviews:



Satoshi Kano

1. Studio Interviews
2. 'Man on the Street' Interviews
3. Off-Campus Interviews

This trimester, we are focusing on 2 main areas: 'Live from the Streets of Thunderbird'; and interviews of off-campus people, places, and events. We shot the first Street Interviews in the Commons. We interviewed the new students (Pre-MBA students and the first trimester students) about their impressions of Thunderbird.

We are now planning to have an interview with the owner of a Sushi restaurant. By providing quality content via ThunderChannel 4, we hope Thunderbird students recognize the importance of our media. At the same time, we believe we can also enhance student networking opportunities by spotlighting people of various interest groups.

Please tune-in to ThunderChannel this trimester to see familiar T-bird faces - an opportunity you can not miss!
kano@global.t-bird.edu

Step Up to the Plate With the Thunderbacks Baseball Club

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

Ginny pulls her car up to my door around one o'clock and I come out with the cooler. We toss it in the trunk and head off to Safeway to pick up supplies. Some weeks it's Pabst Blue Ribbon. Other weeks we go for the Schlitz. Ginny prefers the High Life. We toss a couple of Gatorades in the cart for the Mormons and grab a bag of ice on the way out. This ritual came to be as important to the baseball club as stretches and batting practice.



Sean Daley

The Thunderbacks Baseball Club's weekly softball games truly embody the American pastime. The feeling on the field is that of a friendly family reunion. It is a very large, extended, and rather eclectic family at that. The regulars arrive at the field gradually but enthusiastically as Ginny straps on her

spikes and I paint the baselines. Matt "The Blonde Blaumer" arrives with his equipment bag, and Buddy approaches, toting his tiny son in hand. Along with the blue blooded Americans are also Himanshu and Raj from India who, though fierce at the plate, still insist on swinging the bat like a cricket bat. Hide from Japan has his game face on, and though he plays shortstop, we know he can rundown fly balls as far as right field.

And there are plenty of folks, men and women, who have never played before, but turn out for the fun and exercise, the sunshine, the camaraderie, and some free cold beer. There are T-birds from Austria, France, Iran, Mexico, Thailand and India on the field, and many of them have really taken to the sport. It warms the cockles of my American heart.

It's just a pick-up game, so we count off in twos, to decide the teams. For the next two hours or so we play ball. Nothing beats getting out in the sunshine, with cleats, cap and glove, and run-

ning around on the baseball field. It's not about cut-throat competition or even well-honed skill but about having a good time, sharing this great American pastime with newcomers and for some of us, reliving a little of our youth.

We all need relief from the pressure of schoolwork we face day in and day out and playing ball presents the optimal stress-relief. Between slugging the ball, shagging flies and running the bases, one can channel all the pent-up stress into action.

So if you long for the crack of the bat and pop of the glove, or if you want to get some exercise T-bird style, come on down to the softball field this weekend. Or, if you just feel like hanging out, grab an Old Milwaukee from the cooler and head to left field. We welcome everyone to join us every week for a pick-up game. Check the Thunderbacks Club page for more details. No experience or equipment needed!

seandaley@global.t-bird.edu



Thunderbacks flex their muscles on and off the field



Nina Camera takes a swing

T-bird Marathon Club Members Go The Distance

By JENNIFER KEHL
U.S.A., Spring '05
Co-Editor, Das Tor

In many ways an MBA can be like a marathon - the discipline, the preparation, the challenge and the sense of pride (and relief!) when you reach the final goal. So metaphorically, we are all going through our own personal marathons, but on June 6, two of our fellow T-birds experienced the real thing.

It's not news that T-birds often travel great distances, the difference this time is that Matthias Schreblowski and Shin Satake went the distance on their own two feet and completed all 26.2 miles (about 42.2 kilometers) of the 2004 San Diego Rock n Roll Marathon.

Why would anyone run 26.2 miles?! Believe it or not, it's fun - listen to Matthias' comments upon completing the race: "It was a great experience! It was

awesome; the crowds were awesome; it was awesome!" Matthias completed the race in 4 hrs., 38 min. Shin, who finished in 4 hrs. and 40 min., was equally 'high' on their accomplish-



Matthias Schreblowski and Shin Satake were all smiles after the race

ment, "It was very fun," he said "we had a great time, the music and the people were really great." If having an "awesome" time isn't reason enough for you, consider the sense of satisfaction that comes from meeting such a

tremendous challenge, the networking opportunities and last, but by no means/least, the bragging rights.

If you think you can't run a marathon, believe me, you can (if I can run one, heck; if Oprah can run one - you can most definitely run one!) Want some more information? Not convinced? Check out the Thunderbird Marathon Club. It's a great opportunity to learn more about long distance running, train with fellow students, and maybe add a real marathon (or half marathon) to your resume before you're done with the academic one. Matthias is the club's president and Shin is its treasurer. Given their success on June 6, the club is off to a terrific start!

For club information contact: MatthiasSchreblowski@global.t-bird.edu

jkehl@global.t-bird.edu

The Long Season Is Over

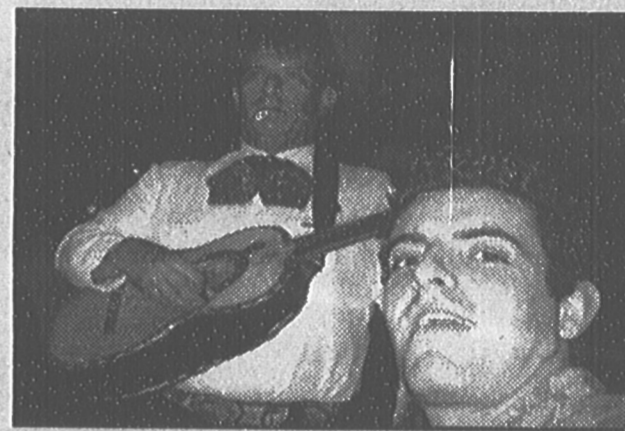
By MARCO AMARO
Guatemala/U.S.A., Fall '04

The long season is over. And as the French take the coveted cup back to France, Latin Power has had to regroup and think about the future. Spirits are still high at the club, and Felipe Calderon, the team's captain, has been quoted as saying "our best players are working hard in Guadalajara, Detroit and of course Phoenix."



Marco Amaro

What Felipe is talking about is Latin Power's so called 'Power Trio' that is now in the Mexican League in Guadalajara trying to find their form. Onofrio Lattanzi, Christian "El Gol" Zavala (acquired from Diablos Rojos in the off-season) and Marco Maradona, are currently training with the



'The Stallion,' in mariachi heaven

'Chivas' of Guadalajara. There are rumors of dissent in the Mexican newspapers though, especially regarding Italian International Onofrio Lattanzi. The 'Italian Stallion,' as he likes to be called, has acquired a liking for Tequila and Mariachi, and has often been seen roaming through the nightclubs in a decadent display of Mediterranean debauchery. Club president, Giovanni Mondin, was quoted as saying "We know Italians like to party and are hard to manage, but the 'Stallion' has scored three goals in the three games he has played. If his form drops, then it would be a problem. I am concerned with some of the others though, and we're analyzing the situation in order to take the proper action."

He should be concerned about the others as Marco Maradona has been seen passed out at numerous Mariachi establishments with empty bottles of



Soccer BBQ with Brazilian Flavor

On Friday, May 28, the Soccer Club and the Brazilian Club organized an opening trimester party at the Thunderbird field which ended with dancing at the Pub. The brilliant initiative that had Pedro Fernandez del Valle '04 (Soccer Club) and Danilo Pelho '04

Tequila in hand. A Chivas player that would not disclose his name said "It's impossible to get free from the peer pressure the 'Stallion' puts on the rest of the players to drink profusely and party." This is the kind of press the administrators back in Phoenix were afraid of when deciding to send the trio to Guadalajara.

To establish some discipline in the ranks, Latin Power is sending feared sweeper and veteran player Jose Dominguez to straighten everybody out. Jose has been known to instill order and organization in his teammates by using his unorthodox Spanish Conquistador discipline methods. "El Método la Conquista" as he formally calls it, has been passed down from generation to generation in his

family and has been used in famous clubs around Spain to discipline players. Vicente del Bosque, ex-Real Madrid coach, was quoted as saying, "We used 'El Método la Conquista' to quell Christian Panucci's behavior when he first got to Real Madrid, and I'm sure that Latin Power will have success disciplining The Stallion."

If all goes smoothly though, Latin Power will enter this fall's tournament as the favorite. The acquisition of Christian "El Gol" Zavala, and Jose Miguel "El Chapulin" Palma in the off-season was considered by many a tactical coup on the rest of the field. If the work pays off and the team comes together, good things can happen.

For the next issue, I will be doing a special on recovering alcoholic soccer players that moved to Bali after unsuccessful careers in Trinidad. Be sure to check out the Euro 2004 in the meantime.

marco@global.t-bird.edu