

Das Tor



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

Volume 38 Issue 9

www.dastoronline.com

July 22, 2004

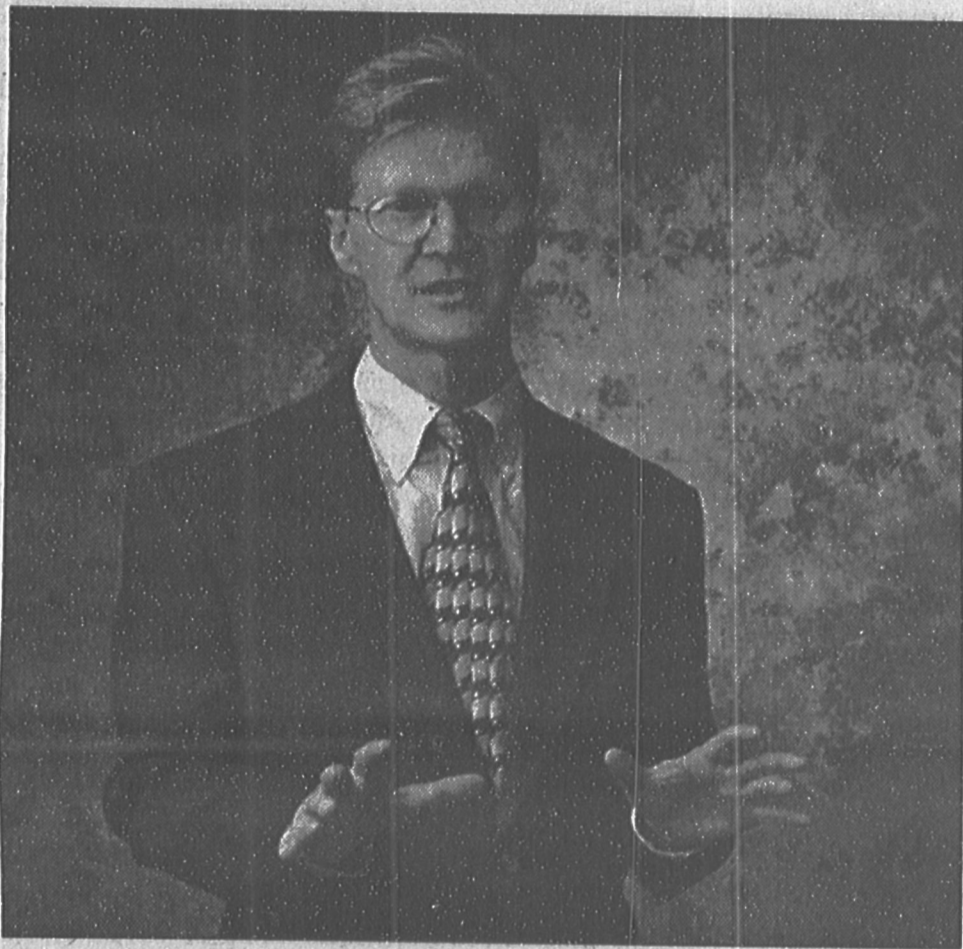
Dean Bowen to Step Down

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

It has been a year of remarkable change at Thunderbird, and we can add yet another transformation to our list. Dr. David Bowen, our Dean of Faculty and Programs, has decided to step down from his position. Dean Bowen will remain in his role through the end of the Spring '05 trimester. This time will allow him to aid Dr. Ángel Cabrera in acclimating to Thunderbird, and to help our new president find a new dean.

"I'm anxious to return to teaching and writing," Dr. Bowen stated. Prior to assuming the position of dean in 2001, he had been a popular professor of Organizational Behavior at T-bird, teaching such classes as Competing Through People and Global Leadership.

In the summer of 2001, when the school was struggling through a particularly turbulent time, President Herberger asked Dr. Bowen to take over the job. With financial problems, changes to the degree, and a reorganization of the academic chair structure, Dr. Herberger sought to place someone in the dean's position who knew Thunderbird well. Dr. Bowen accepted the challenge, with the



Since 2001, T-bird programs and faculty have been in Dean Bowen's hands.

understanding that he would be in the role only one or two years. Three years later, Dr. Bowen is finally able to return to teaching. He says, "The timing is right."

With a new incoming president and the Garvin gift, Dr. Bowen stated that it was an excellent time to bring someone into this position that was better at 'deaning.' "I think we need a

little more managerial talent in this office," he said self-deprecatingly.

The search process will begin August 11th, when Dr. Cabrera arrives. The first step to finding Thunderbird's next dean will be an assessment of the structure of how faculty and programs are run. Prior to Dr. Bowen, one person did not hold the dual role of

overseeing both faculty and programs. Many schools have these functions run by separate people. Dr. Bowen said that compared to other schools, "I sense we are too lean." He added that especially in light of our strategic plan, which calls for a diversification of programs, T-bird may need to broaden the support for these important areas.

Our next Dean could come from within the T-bird ranks or from external sources. Dr. Bowen sees positive sides to both potential outcomes. "One of the reasons I find an outsider successor potentially attractive is bringing in fresh ideas." On the other hand, an outsider could have difficulty. "Thunderbird is a pretty unique place with a distinct culture," he said. "If someone comes in who can't figure the culture out, they'll have challenges and problems."

A search committee will be formed this fall with faculty, students, and perhaps alumni. Dr. Bowen feels that the faculty will play the largest part in the search. "Faculty is the centerpiece of a search committee," he stated. They will be hiring their "Chief Academic Officer."

When asked about his plans after the spring trimester ends, he said that he'll be taking a sabbatical before returning to T-bird to teach. His time as a dean has put him behind in "prepping fresh cases" and "classroom technology." As well, Dr. Bowen wants to take time to reconnect with the literature and network of his research topic, organizational behavior issues surrounding the behavior of quality service. "Research is the toughest thing to resurrect," he says.

We can expect to see Dr. Bowen back in front of students in the future though. His eyes light up when he talks about it, saying of teaching, "It's a kick!" Although he admits that he may have a different opinion when he tackles grading for the first time. "Come back and see me when I'm grading my first batch of blue books," he laughs. And, when I say that I haven't heard the term 'blue books' in many years, he laughs harder and it is apparent that he is looking forward to that sabbatical and his "reentry" into teaching.

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Curriculum Matters

By DEAN BOWEN

I read the students' comments about the curriculum in the June 14th issue of *Das Tor*. I want now to tell you what all of us, including students, are doing about them.



DEAN BOWEN

A "strategic review" of the full time program was launched in late spring of 2004 under my direction with Tim Propp, Chief Administrator and Finance Officer; Kay Keck, Vice President of Student Services and Academic Program Support; Ken Lambert, Chief Marketing

Officer; and Femi Babarinde, Academic Director of the full time MBA in International Management. Our focus was the competitive positioning and branding of the program. Also, we assumed a system's view that looks at incoming student characteristics, throughput via the structure of the curriculum, and outputs in terms of desired competencies of graduates in the eyes of employers, i.e. placement.

On competitive positioning, "Truly Global" has emerged from Ken Lambert's work; and we have analyzed our program relative to the top 50 in the Financial Times.


On the input side, we are looking at the effects of the con-

siderable variance in incoming student characteristics (see Jenny Lipson's comments) and how a higher incoming average GMAT could affect both rankings (see Nikola Tchouparov's comments) and student performance and placement. On the output side, we have assembled employer needs analyses from the Graduate Management Admissions Council GMAC, other secondary data sources, and possibilities for original data collection. The focus now turns to throughput—the structure and content of the curriculum... The committee will be expanded both in size and scope. To be added are the members of the

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Participants in Thunderbird's first Miss MBA Pageant (see pages 16-18 for more)



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

Bob Marabito, Founding Editor, 1969

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Work the System, Then Work to Change It

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



KELLIE KREISER

Last month, I wrote an editorial entitled "The Sausage is Already Full." The title came from a quote from an unnamed professor from some years ago who used this analogy to describe how packed our curriculum had become. I wrote about how I was concerned for our present day curriculum... how I feared that a poorly designed program today would present problems in the future.

When I was writing the article, I knew that I had hit a nerve because of the number of students who jumped at the chance to voice their opinions along side mine in a page full of quotes. Since the publication of that editorial, I'm amazed how the topic has continued to resonate with many T-bird stakeholders. I've heard from students, alumni, faculty, staff, and even incoming students.

One of the first e-mails I received came from an alum. He wrote, "The recent *Das Tor* Online has a 'negative' article / views about the Thunderbird curriculum. Putting myself into the shoes of a prospective student reading this article, I would have severe doubts about Thunderbird's curriculum." It gave me pause for thought. Could it be that bringing to light problems in a public forum could do more harm than good?

Amazingly, a day later I got this e-mail from an incoming student... "I read your articles in *Das Tor* regarding the Thunderbird curriculum and found them to be very insightful... thanks! If you don't mind, I have a few questions. What advice do you have for incoming students on how to make the experience more productive/positive given the limitations of the current curriculum?"

Amazingly, this new student GOT it! He was still excited to become a T-bird,

but he took the information he learned and he figured out how to make the system work for him. That is what we all must do... 'work' the system, then work to change it.

In this issue of *Das Tor*, Dr. Bowen wrote a response to the curriculum articles and quotes from last month (page 1.) I hope you read it. He's given a very straightforward and honest response. In fact, he's even directly addressed some of the individual concerns students had voiced. All of those students who were bold enough to speak their mind and allow their name to be printed should feel good that they are helping to fix the problem.

Dr. Bowen explains in his article about the process that the school is taking to fix these curriculum issues. The process will take time, but if we are diligent about it, things can change here. It is imperative that they do. I attended two different meetings this month that really drove that point home to me. A weak curriculum has far ranging implications beyond just the individual student.

Ken Lambert and his Marketing team held a meeting a few weeks ago to unveil the new branding campaign for the school. The campaign is centered on the phase and the idea, "Truly Global." Ken has held a series of focus groups to develop what 'truly global' means to the different T-bird stakeholders. The meeting I attended was for students. Ken asked, "What does truly global mean to you?" I don't think he was prepared for the response he got. One student after another voiced the opinion that if we are going to sell to the world that we are 'truly global' then we better deliver 'truly global' through our curriculum. Here was a meeting on marketing, and suddenly, the curriculum issue pops up. But it makes sense... our program is our product. We have to fix the product to effectively market it.

The second meeting where I got curriculum *deja vu* was a CMC advisory group session. Kip Harrell asked a few students to meet with him to go over the latest performance results of the CMC. They measure their success against a few key metrics... number of visits, internships, and interviews, employment level, and starting salaries. There were good results and bad: more companies visiting, less interviews; less employed 90 days out of school, higher starting salaries. But some of the most disturbing news was concerning the number of students who are starting their job searches late or not using the CMC at all. One of the statistics given was "Only 1 in 6 students who begin their career search during the last trimester receive offers before graduation." A CMC advisor expressed frustration at the seeming lack of interest students have for career seminars and company visits. Our response was that while we know we should be actively working on the job search and attending events, the issue is time. The sausage is already full. When your schedule is packed with the immediacy of group meetings and midterms, it is difficult to make time for the extras.

So once again, the implication of a poorly designed curriculum can be less time for job searching, which leads to less employment 90 days out, which leads to lower rankings, which leads to less applications, which lead to lower enrollment... a vicious circle. Of course the curriculum issues aren't the only thing impacting rankings and enrollment, but certainly it plays a part.

So as Dr. Bowen says in his article this month... curriculum matters. I encourage every T-bird, student or otherwise, keep involved in the curriculum process. It means so much more than just the individual.

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Curriculum Matters

Continued from page 1

overall "portfolio of degreed programs," to possibly include a limited number Masters of Science or Arts programs; an undergraduate program; part-time MBA, etc. Overall, the goal is to enact the school's strategy to diversify and to have a smaller, more elite full time program. The committee will present its suggestions to President Cabrera.

Issues to be addressed relative to the full-time program are those mentioned in *Das Tor* and elsewhere, such as (Faculty specific issues will be assessed by the Director of Faculty, the Faculty Development Committee of faculty peers, and the Dean):

Length and pace of program. Thunderbird added an accelerated program partly because during the last curriculum revision data indicated that length of program was an important factor in choosing a school; and our European competitors had been successful with such programs. Relatedly, 1.5 credit hour courses were a method for delivering a large number of courses and topics in a short amount of time. With two years of experience now, we need to consider the tradeoffs that could sur-

round moving to a longer program. On the one hand, a less compressed pace and possibly better learning and placement; on the other hand, added tuition (possibly) and opportunity costs to students. And within a systems view, the committee must consider whether shorter programs only fit certain incoming student profiles.

Structure of student movement through the curriculum determining if we should commit to only one admissions point (Fall or Spring) for one or both Tracks in order to maximize students' internship and placement opportunities; specifying the "ideal" path across time and courses for placement purposes in any design.

Content, itself ...looking at waivers (Thunderbird has gone back and forth on this); how early-on in the curriculum electives can be taken; adding electives that balance responsiveness to both students and financial requirements; reexamining focus areas—their value in the labor marketplace, is "customized" a poor performer in job search, additional focus areas; language at Thunderbird, for sure, but how best to teach and leverage it...

Will any of this benefit those of you reading this? Many changes to the curriculum are almost certain not to happen in a trimester or two. Just getting out ahead of present cur-

riculum previews and promises to recently admitted students is a constraint on fast change.

The committee balances pursuit of a longer term vision of the program with short term fixes. So, for example, for the pace issue, we have recently combined four 1.5 credit hour courses to two 3.0 credit hour courses. We will also work with faculty cohorts to try to smooth loads and assignment and tests schedules across the modules. At the same time, going from 1.5s to 3.0s will not necessarily produce huge reductions in pace and pressure. Even with 3.0s, there remain five courses a trimester—and only 31% of students in the CAPS survey disagreed with the 15 hours load being alright. (Nevertheless, we are trying to help with that also. Feel free to ask an advisor how you could take 12 credit hours a trimester rather than 15).

I believe that even the more distant changes will benefit present students. Across years, jobs and companies, students rely on the strength of their Thunderbird degree. This strategic review is intended to improve and leverage the curriculum and Thunderbird brand in ways that will hopefully deliver long lasting returns to all students and alumni.

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T-birds Voice Opinions on the CMC

By MAY LEE

Taiwan and U.S.A, Spring '05

What do you think of the services provided by the CMC? Many students cringe when they hear the words: Career Management Center. We all have heard stories from current and past T-birds



MAY LEE

expressing their displeasure with the CMC. There is a genuine sense of frustration among students about what the CMC can or cannot offer them. Nikola Tchouparov commented, "Their [CMC] role at Thunderbird is unclear." This adverse perception of CMC has a lasting negative influence on the students' interaction with the CMC.

The CMC contends that its role is as a facilitator, not a job placement agency. Based on a survey that I have conducted with fellow T-birds, the general consensus among the respondents aligns with the CMC's positioning. However, one should ask the important question, "What does it mean for the CMC to be a facilitator?"

What are the responsibilities of a facilitator?" Does the CMC really perform what it states on the Thunderbird website "...throughout your stay at Thunderbird, your relationship manager will guide you through every step of your career-building process—from providing résumé reviews and interview workshops to facilitating rewarding global business connections?"

I remember when I attended my mandatory meeting with my relationship manager last spring. For some inexplicable reason I sensed uneasiness when he came forward to greet me. Why would he hesitate to greet me, was it because he thought I did not speak English? Even if that were the case, he should not have sent out such an unnerving non-verbal message because this, after all, is Thunderbird. We have students coming from all parts of the world and representing all walks of lives. I later learned that I was not the only one with an unfavorable first impression of the CMC.

A student once described his interaction with his advisor during one of the CMC workshops, "I felt as though I had gone out on a really bad date at the end

of the session." A similar negative sentiment concerning poor interaction between students and advisors was echoed by Clemens Binder, "An Advisor who works at the CMC needs to be a people person first. You have to be interested in people. You have to be excited about people, about who they are, what they did and where they want to go...The things I often hear from fellow students are that they don't feel fully appreciated, which drives both sides away from each other instead of creating an atmosphere of possibilities."

My 30 minutes consultation with my relationship manager went by quickly without getting constructive advices on my resume, other than that I should quantify my experiences. When I asked specifically how I should do that, a few minutes of silence ensued. So, I asked a question concerning my career development. The advisor took another quick scan over my resume then remarked, "You need to try to get into one of the bigger U.S. companies to boost your qualification and experience." My jaw dropped upon hearing his response. Was he saying that only by working for an American

company can one gain better credentials? Once again, I was dismayed at the CMC for making such a narrow-minded statement. The advisor clearly lacked an "international perspective." Following his logic, I pressed further on how I should accomplish that. Once again, no constructive advice was given.

So, let's revisit my initial question of "What does it mean that the CMC is a being a facilitator?" Students approach the CMC because they need advice from their "relationship manager" on job related issues, yet many of us often felt humiliated and empty handed when walk out of the CMC. A second trimester student commented on her perception, "All I hear from CMC and alums is the "can't's". For example, you cannot work on the east coast since you are at Thunderbird, you cannot work in banking, you cannot talk with the alums, you cannot expect any help. No one is willing to push with the "cans"... why aren't we placing in the international niche places either, such as UN, World Bank, etc...Most people are getting jobs on their own. The CMC

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CMC - Myths and Facts

By MINESH PORE

India, Summer '04
TSG CMC Chair

When I started to write this article, the picture I could draw of the CMC at

Thunderbird was that of a scapegoat; often blamed for many things it was partially or wholly not responsible for. There is much more involved than the CMC just getting companies to come here to recruit and getting students jobs in those companies. As I sat down to write this article I too had a lot of doubts that I thought needed to be clarified.

I decided to take a view of the entire situation as a third-party and come to a conclusion as to what is possibly going wrong and why. Being a student of Marketing, what came to my mind was - How is CMC positioned / perceived in the minds of its clients (students of Thunderbird)?

Here is where I hit on the soft spot. My findings made it clear to me that this all was because of a major communication error. I was amazed and astonished when I found that there were many students who had not even used the resources of the CMC, did not know who was involved in its activities, and did not know what the CMC really does. More amazing still was the fact that these were often the students who said the CMC was not performing or that the CMC was not a useful organization.

This was the fact that inspired me to write this article and I decided to put together all the facts about the CMC in black and white for all the students to review. We are all managers of tomorrow and will be faced by many similar situations in our career, which will call for us to have a deeper understanding of situations than just speaking and repeating what others have told us.

One of the major Myths that remains about the CMC in the minds of the

majority of the students, which I think is the major reason for a lot of ill feelings and disappointment by students, is that the CMC is our internal placement agency, who we pay through our tuitions to get us jobs and internships.

The Fact is that the CMC is a facilitator of career search and not a placement agency. The CMC's role is not to call up contacts in companies for individual students and get them jobs, like a placement agency. It is to be a contact for the company to assist them with their recruiting activities. The CMC's role is to get an understanding of the corporate culture, business processes, hiring needs, and recruitment process of the company so that they can identify qualified talent from among the students to fit into the company's requirement.

There are many ways in which the CMC differs from a placement agency. The CMC is a body that works for each and every student, unlike a placement agency that is able to choose the people it works with. The CMC has to take every student and consider his/her background and requirements, whatever their past qualifications may or may not be. It has no choice. CMC is not paid by the company, unlike a placement agency, and therefore unlike a placement agency it cannot be biased towards its clients.

The CMC also has the limitation of having to work both with the company and the student; it has to make sure that the company gets the student that is the best fit in order to get the company to come back to campus again the next time. The CMC cannot afford to only aim for the short term goal of placing a student at a given point in time. It must consider a long term perspective since they need to build the relationship with the company and attract them over and over again to provide opportunities for more and more students.

Enough about the limitations of CMC - now let me mention what the CMC can do for students for which they should take advantage. All students are enrolled in the free, non-credit course on career

management offered in the first trimester. This is one of the best tools to get to know the CMC and to know how to start your career search.

Some of the value added benefits that students can seek from the CMC would be provided after a student manages to get an interview fixed with a company either with the help of CMC or on his/her own. Getting the interview is based on the personal profiles and the CMC at its best can help the students make a very good CV and a cover letter and then forward the same, if the profile fits the company's requirement. But the CMC has little say in getting the company to interview a student.

However, after an interview is set up:

The CMC can help the student by conducting a pre-interview to make sure the student is well prepared to face the company.

The CMC can guide the student about the points that he/she needs to brush up on before facing the company.

The CMC can give the student a lot of information on the recruitment process and the company culture. At many points,

the CMC can even guide the students about the interviewing techniques of particular companies.

The CMC can give behavioral inputs to the students to improve their chances of getting the job.

In many cases, the CMC can also guide the student to an alumnus or a contact inside the company, which could help the student get insight about the company before the actual interview.

I think that using the CMC for the above measures could really make a big difference to our interviews and help us be much more confident when facing the actual interviewer.

On a personal level, from my experience, I would like to end this article by suggesting you all build a closer relationship with your CMC advisor, be in constant touch with him/her, and make sure you are always at the top of his/her mind when the CMC receives information about a position you would want for yourself.

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More Opinions Voiced . . .

"They should make their role very clear. To me their role is more of a friend who helps me go through the job search, interview and contract signing process. I do not believe that their role is to provide job postings. Instead, when I receive a letter from an employer, inviting me to an interview they should be the ones telling me how to prepare, what to expect and to look out for. When I get a contract, they should be the one guiding me with the salary negotiations etc."

Christophe Servais

"Be CREATIVE !! Get companies onto our campus... Pre-select qualified applicants (or help the companies to do so)... Bring in some new talent with deep connections in the corporate world."

Jack Byrd

"I'd like to suggest that they [CMC] need to play a role of HEADHUNTER. If they sell and make contract for our T-bird students, let them get incentive from company or school."

Brian Kim

"I'm not sure exactly what I'm looking for and I don't want to waste CMC's time. I feel like I need to go to CMC prepared and ready to articulate the type of internship I'm looking for so they can help me. But as of now, I'm still trying to figure it out."

Christine Castro

Moore Lacks Global Understanding

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



GLENN PETTEYS

I went and saw a packed matinee showing of Michael Moore's new film "Fahrenheit 9/11" on opening weekend a few Saturdays ago. I thought it was a rather interesting bit of commentary, and, as with his other films, he raises some interesting points and has done some laudable fact-finding work, specifically, on the background of the Bush family and their relations with the Saudis and the Bin Ladens. Again like Moore's other films, the conclusions he draws from those facts are rather sophomoric and superficial at times, and at others times downright ridiculous.

Watching the movie reminded me of when I saw the "Rocky Horror Picture Show" as a teenager; I have never seen a film where the audience was so active. The audience heckled Bush, hissed at parts, and went into loud and thunderous applause, which lasted quite some time, when a GI being interviewed in Iraq called for Secretary of Defense Donald Rumsfeld's resignation. There were a lot of angry people in the theater, not the sort

of vibe you'd expect from a Saturday matinee crowd of mostly senior citizens.

The film is an enjoyable experience, and is worth seeing, though I doubt it will change anyone's mind on the Bush administration or its policies. Moore has some really good moments, and his portrayal of September 11th is very tastefully done and moving. Some of the cameos he has of Bush will make you cringe, and if you are not a fan of Bush, you will enjoy 9/11 with a strong malicious joy and sense of schadenfreude. Moore is certainly effective in his #1 objective: he makes Bush look like a smarmy dumb rich kid who's out of his element doing anything more serious than fund raising or practicing his golf drive. And this, gentle readers, he does quite well.

Moore is very "careful" in his presentation of ideas. His facts are well documented and played out clearly, with his own opinion interjected at the end, usually in the form of a rhetorical or open-ended question. Sometimes this is compelling, while other times it is patronizing. Like "Bowling for Columbine," Moore's films have their best moments when he is out stomping the pavement interviewing people, and not trying to draw large, sweeping conclusions that try to make sense of it all.

That said, the film takes a lot of

"cheap shots" and makes some very silly insinuations. Basically, Moore claims the war on terror is a sham, that it's all about Halliburton and Bush and their Saudi buddies making fortunes while the youth of America slug it out in the trenches for nothing; that the Bush family is in bed with the Saudis and always has been; and together they wage wars for profit. One of the points he uses to support his allegation that the Bush family has Saudi businessmen's interests at heart over those of Americans is the figure presented showing how much the Saudis have invested in the U.S. markets over the years. The insinuation is that if the Saudis remove that money from our economy our economy will falter, and therefore, the Saudis must be placated since they have a controlling interest in our economy. Well, as anyone who took IPE knows, everyone invests in everyone else's economy in this global economy, and to use Saudi investment in America's capital markets as evidence of them trying to "buy" favors from the government is silly, as the Japanese, Germans and indeed every rich country in the world has huge amounts of money invested in the U.S. So, while it is interesting to know that Bush Sr. and Bush Jr. have a long and very intimate relationship with Saudi Arabia and the House of Saud, all

of which is meticulously laid out and researched, his conspiracy-theory conclusion that the Bushes serve the Saudis interests before those of the U.S. is, well, evidence of Moore's lack of understanding of the global economy.

Criticism aside however, his strongest message is a universal one and one to be remembered: if you're going to send our youth to war, make sure there's no other option left and it better be worth it, since Abu Ghraib and coffins are what come out of it, like it or not. As Siegfried Sasson, the highly acclaimed English war poet of the First World War wrote, "Pray you'll never know, the hell where youth and laughter go." Those words are as true today as they were in 1918. The case for the urgency of the war in Iraq has at this point lost much of its credibility; Saddam's arsenal was not what the world thought it was before the war. Whether or not the war was worth it, however, only time will tell. The jury is still out on this one. If Iraq prospers into the State everyone hopes for, it might just be worth it after all. But until that happens, Moore's film will certainly find a captive audience.

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Fahrenheit 9/11 Connects the Dots

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



ALEX MAILMAN

Fahrenheit 9/11 is full of the low blows and cheap shots that are the signature technique for Michael Moore. He knows how to push the buttons of his viewers, such as interviewing sympathetic mothers who have lost children in Iraq to echo his opinions, or featuring fumbling undereducated idiots to voice the views of the ill-informed right. Sound-bites abound and embarrassing images of Bush that are played in slow motion help to drive home

the idiocy of this administration. All of this can be at times annoying, and distracting, but it is at the same time entertaining, and is what has made Mr. Moore so successful.

For those of us worried about the deteriorating reputation of America in the eyes of the world, the film is very pro-American. Besides a few clips of teenage soldiers acting stupid, Moore portrays the American people as hard-working, ethical, patriotic people who were taken advantage of by a campaign of propaganda. This will do much to win the hearts of foreign viewers, which is critical, since we can expect many of America's detractors in Europe and elsewhere to flock to this film. That popularity is evidenced by

the acknowledgement at Cannes. My feeling was that we may be forgiven if we elect someone different, but shame on us if we vote for Bush again.

After the film, there was much discussion among viewers as we all filed out. One man turned and said, "This film is going to change everything." Another was handing out voter-registration condoms that said "F*CK Bush." A third solitary young man ended up talking with my friend and me for over 30 minutes at the theater exit. We debated whether this film would have a significant impact on the election. Will Bush supporters even see it? If they do, won't they simply discount it? We concluded that most of America would see it, especially young

people who yearn for controversy. And even for those that don't agree, there is enough there to make you question the government's actions.

The film is highly effective. It relies more on evidence than past Moore films have, and in doing so presents a chilling tale. It seems that Moore has been able to connect the dots, leaving us to wonder why no one has exposed all this before. In fact, most of it has been exposed in piecemeal in the written press, but TV press is too big and compromised to tie it together into a statement against the government. That is the beauty of Moore's films. He doesn't care who he pisses off.

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Moore Inspires More Feedback . . .

"Going to Fahrenheit 9/11 on opening night here in Atlanta was quite an event. It was part political rally, part block party where voter registration packets were handed out and theatergoers introduced themselves to each other. During the show people applauded and booed and almost everyone clapped at the end. The film, unapologetically presents Michael Moore's point of view which can be summarized as: They (Bush et al) don't care about average Americans like you and me—we are being manipulated to serve their means, which mostly involve lining their pockets. Moore did lots of digging to find supporting evidence and even used some pictures of prisoner mistreatment in Iraq before the story broke. I don't think the movie will change people's opinions—those who like Bush will come up with plausible excuses for the administration's actions, while those who think Bush is an idiot will have their feelings reinforced. I'm sure people who hate Moore won't see the film and will call him nasty names—one of my coworkers compared the movie to Nazi propaganda—but I came away feeling like he really does like being an American, he just wants the country to move in a different direction. But you don't have to take MY word for it,

check it out for yourself." *Becky Eby, U.S.A., Spring '05*

"This movie was your typical Michael Moore movie, extremely exaggerated, biased and one-sided. However, if you go in knowing this about him and are prepared to be objective, it is definitely worth your \$6.50. It's a very emotional movie. One moment I was mad at Michael Moore and the next I was mad at Bush. I don't really believe everything that was said or implied, but even if 50% is true, then Bush has some explaining to do. Oh...and the soundtrack is great!!!" *Brain Ascher, U.S.A., Fall '04*

"The value of this movie is the rationale that Michael Moore used to question Bush's ability and justifications for many policies. However, he also abused his power as a media person by providing answers that are based on insufficient evidence or LOTS of arbitrary assumptions. From a foreigner's point of view, all Americans should be proud of this movie for the reason that one person can tell the whole world that he is against his own country's president, while on the other side of the world thousands of people died just because they didn't share

the same religion with one person in power." *Jamie Li, Taiwan, Fall '04*

"F911 had amazing footage which I had never seen before, and I have been following this story very closely! I especially liked the footage of the Bush's first official trip to the White House, their car pelted with eggs and having to weave through the angry mob, which was shouting and waving picket signs. That's the kind of coverage that never made it into the news - and they say that the media is so liberal!! Time for a wake-up call!" *Peter Finrock, Fall '04*

"Frankly I think I do not need to add to the divisions caused in the American psyche by the actions of this administration. Neither do I want to comment on the validity of Moore's reporting. But what was interesting to me was the reactions within the theaters.

I also saw queues snaking round buildings and within buildings to get tickets. There were obviously people who had come to dispute what the documentary had to offer [From some of them, I heard "How can this be?" as a much repeated comment while the movie was ongoing. I saw silhouettes of people shaking their heads slowly, I

heard loud and long applause at the end of it all. I saw disgruntled people leave the cinema, shaking their heads.

Two scenes stick out for me. The utter silence with which the President handled the news that American soil had been breached. Not even a sideward glance at his security people. No rush, no haste... He stared straight ahead through it all. The second is the careless and arrogant way in which he says "Now watch this drive" after calling on the world to fight terrorism. A humorous president he may be but it was inappropriate." *Abe Jacobs, Singapore, Fall '03*

"Whether you agree with Michael Moore or not, one issue his recent movie raised was the role of large corporations in the political arena. As future business leaders, we need to ask ourselves where our ethical line lies. Will we be like the Bush family, who uses their political influence to make millions at the expense of American soldiers' lives? Or will we follow what the Republican Party truly advocates, a government that is separate from business." *Mell Wells, U.S.A., Summer '04*

Iraq: Historic Change of Power, But Intelligence Questions Remain

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

"This is a historic day, a happy day, a day that all Iraqis have been looking forward to,"



JEREMY TERR

Iraqi President

Ghazi al-Yawir told the ceremony, which began at 10:26am (06:26 GMT), in the heavily guarded Green Zone. "This is the time when we take the country back into the international community." (aljazeera.net)

Baghdad, Iraq – June 28: Two days ahead of schedule, U.S. authorities officially transferred sovereignty to an interim Iraqi government, led by Prime Minister Ayad Allawi. In his last act director of the Coalition Provisional Authority, L. Paul Bremer III handed over a blue folder of legal documents to Judge Midhat al-Mahmoud. By

mid-afternoon, Bremer was airborne aboard a C-130 US Air Force transport plane, while Judge Mahmoud stood in front of a large red Qu'ran and swore in Prime Minister Alawi, President Ghazi al-Yawir and the new 32-member cabinet. (*Newsweek*, June 28)

A temporary constitution will restrict Allawi and his 32 Cabinet Member government to the areas of basic civil administration and preparations for national elections scheduled for January. The country's oil revenue will be subject to international oversight. American personnel will continue to work out of Hussein's Republican Palace. The Allawi government itself is supposed to be in power for only seven months, until national elections are held. Supporting the 4,000 member Iraqi army and continuing authority over state security will be a contingent of 130,000 US troops. (*Washington Post*, June 29)

When the war began 15

months ago, President George W. Bush's Iraq policy rested on four broad principles: The United States should act preemptively to prevent strikes on U.S. targets. Washington should be willing to act unilaterally, alone or with a select coalition, when the United Nations or allies balk. Iraq was the next cornerstone in the global war on terrorism. And Baghdad's transformation into a new democracy would spark region-wide change. (*Washington Post*, June 28)

Washington, DC – July 09: The release of a 500-page report by the Senate Intelligence Committee concluded that "the CIA presented flawed, even misleading intelligence leading up to the war," per the threat of weapons of mass destruction (WMD) and ignored evidence to the contrary. The report brings into question whether lawmakers would have voted in favor of war in Iraq if data were more complete. In an interview with NPR's Debbie Elliot, Peter Hoekstra,

Michigan Republican and member of the House Select Committee, stated that "There might never have been a vote as to whether we would go to war or not. The President, if he had different information and more accurate intelligence from the intelligence community would have chosen a different course of action as to where he thought the United States and the rest of the world should go in dealing with Saddam Hussein."

Indiana Democrat, Evan Bayh stated, "There was a pre-existing assumption that Saddam had weapons of mass destruction and that's why [members of the Senate Intelligence Committee didn't read the full report before coming to a decision.] Is it realistic to expect people to read the entire report? Probably not." When asked if either congressman had read the full report, neither provided an overwhelming affirmation, stating "I read it in detail, but I can't say I read every page." (NPR, July 11)

Baghdad, Iraq – July 08: In yet another historic handover, Saddam Hussein was transferred to the Iraqi authorities – under US Military control – so that Iraqi courts could set a date for his trial. In his first vocal public appearance since the fall of the regime in mid-April, Hussein refused to recognize the authority of the Iraqi tribunal in Baghdad, saying: "This is all theatre, to help the real criminal, Bush, win the election." Seven charges were read out – from poison gas attacks on the Kurds to the invasion of Kuwait. Eleven of his former aides also faced similar proceedings. (NineMSN, Australia)

Amidst the backlash in Washington, DC and historic handovers in Baghdad, Iraq, the only fact that remains clear is that resolution and peace in the Middle East remain, as ever, a largely ambiguous and unattainable goal for western diplomats.

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T-bird Alum Returns to Speak on Iraq

By DAVE GLABAUGH
U.S.A., Summer '04
and
RYAN JOHNSON
U.S.A., Summer '04

Steven Moore ('00) embodies the Thunderbird global persona as he strives to look for challenging and meaningful opportunities to use his skills and fulfill his passions. Fortunately for many current students,



DAVE GLABAUGH



RYAN JOHNSON

faculty and staff, Steven was able to take some time and stop by campus on Thursday, June 24th to share some insights from one of his recent and meaningful experiences: his year and a half tenure in Baghdad spent working on building democracy in Iraq.

Steven graduated from Thunderbird in December of 2000 and moved to Chicago to work for a renowned consulting firm that subsequently folded. After September 11, 2001, he left to fulfill his desire to perform development work in Indonesia, which then led to this opportunity in Iraq. Steven's time in Iraq enabled him to witness the profound transition that is occurring in that country while working to understand the

thoughts and views of those suffering through heartache, hardship and instability. His thoughts from conversations with Iraqi citizens, journalists and coalition force members were revealing and provided unique insights into Iraq from someone whose feet have tread the soil and whose profile has been adorned by armor.

Working with the International Republican Institute, a non-partisan/non-profit organization established to help spread democracy throughout the world, Steven struggled with some of the realities that come with working in a war zone. While operating from his home base in a hotel just outside of the Green Zone (The U.S. Military Command Area) with an incredible view of the city of Baghdad, Steven did extensive work with Iraqi citizens, conducting polls, focus groups and surveys of the population to find out where their sentiments truly lie. Many of the survey results were surprising to those listening to his detailed talk.

For instance, when the Iraqi's were asked whether or not the United Nations (UN) would be a good source to help provide security in the country after June 30th, only 2.9% of the people responded favorably. He said the low opinion of the UN is a direct result of the extended Food-for-Oil program conducted during the 1990's. Many people saw Saddam use the UN's humanitarian program as a weapon to punish certain segments of society.

However, the only group seen less favorably as a security provider to the Iraqi's was the U.S. itself.

Despite some negative feelings towards the UN, Steven told the group that the majority of Iraqi's do want the UN to partic-



Steven Moore, shown here in Iraq, returns to speak to students.

ipate in the election process because of strong beliefs that their involvement will lead to "free and fair elections." However, this brings up a bigger point: will democracy work in Iraq? Despite the growing pains, Steven believes it will, and he presented some figures to support his beliefs. According to their studies, they found 78% of the people polled want to vote for local city councils, 71% for national legislators, and 66% want to vote for governors. Steven provides further evidence for his position with the fact that support for the appointment of government leaders by religious officials barely broke double digits.

When asked about their

favorite political ideology, the greatest support went towards Moderate Islamic and Nationalist groups, far more than the Hard line Islamic groups that receive much notoriety on television.

Even more encouraging, signs

of civil institutions are beginning to emerge, such as student groups, interest groups that conduct peaceful protests, over 200 political parties, and the acceptance of the new military with 70% of Iraqi's polled saying they would support a family member's decision to join the armed forces.

One of the most intriguing things Steven said, which also surprised many of the attendees, was related to the conduct of the media in Iraq. He stated that while many of the reporters there are excellent and unbiased, there is a vocal minority that openly announced their intentions to make the war look like a disaster back home. Even some of the reporters that Steve holds in

higher regard state that their job was unfortunately to cover "the daily bang-bang" and therefore they did not have time to cover more positive but less attention-grabbing stories.

Regarding the United States, Steven points out that the U.S. has made some key mistakes during its occupation of the country. He suggests some learning points the country needs to recognize in order to not repeat them in the future. First, the situation is dynamic and a solution that worked once in the past may not work again in the future. Second, foreign aid does not equal favorable opinion; success equates to favorable opinion. Third, the differences of beliefs between Iraqis and Americans are policy based, not values based. Both sides want similar things; however, they strongly disagree on how to get there.

Steve ended the presentation with three key points. First, there are a small number of people who are trying to deprive the vast majority of Iraqi's of their right to freedom. Secondly, Iraq's democrats will need time and protection in order to survive. Finally, he views the process of Iraqi democratization much like the U.S. Civil Rights struggle in that it will take time and require the mobilization of the Iraqi people themselves to establish a sustainable and stable democracy.

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The Story of Space Flight from Insider Dr. Thomas Stauffer

By JEREMY TERR
U.S.A., Spring '05
Intern for Honeywell Defense &
Space Systems

DILEMMA: Black box, mission control center for the space shuttle, gyro compass and rad-hard

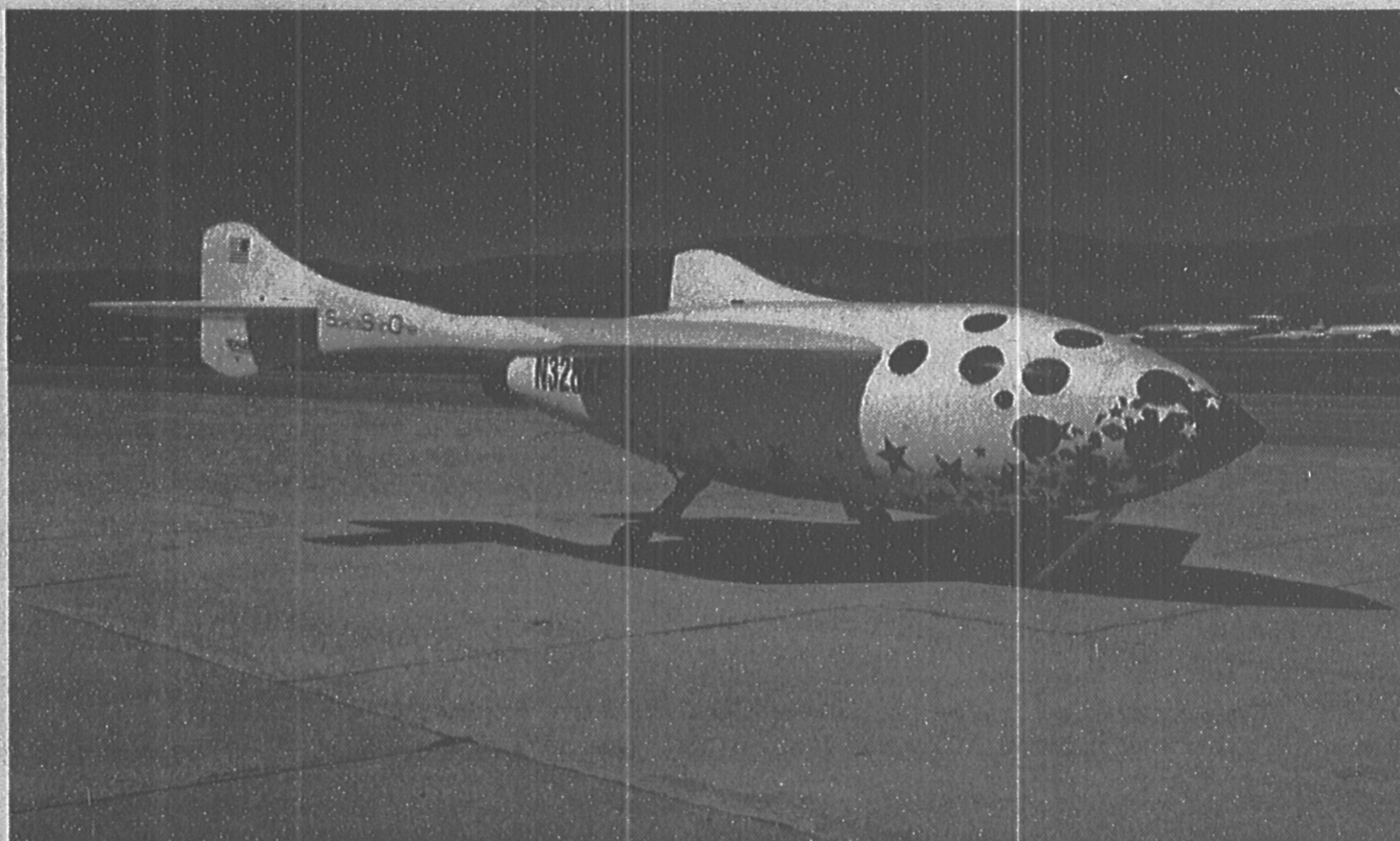


JEREMY TERR

microprocessors stared at me waiting to be categorized, described in detail and compared against competitors. What!? I am a former Peace Corps Volunteer and advocate of world peace. What am I doing buried in missiles and Space Shuttle gear? There is no way I'll be able to understand this junk!

SOLUTION: It's not possible to explain how we moved from Apollo to X-Prize in a 500 word essay, but if it could be done, the man who can do it is Dr. Tom Stauffer, Executive Director of the Lincoln Center for Ethics. Yes, that's correct, on our campus we have a living legacy - a man who served as Assistant to the NASA Administrator during the early 1990's. Could there be a better resource to pull me from my state of utter confusion? Reason 102 why T-bird is like no other.

Dr. Stauffer explained the ins and outs of space flight, from 1960's public-driven projects to present-day private contractor engineers. He spelled out in detail the competitive landscape, drivers for growth, and roadblocks in strategic planning. At



the end of the conversation, I asked him if I could maintain contact with him periodically throughout the summer; and when Burt Rutan's SpaceShipOne achieved recognition as the first successful private sector space flight, Dr. Stauffer was quick to laude the event as a great achievement in space travel innovation.

But what is SpaceShipOne and what are its implications for the Aerospace & Defense market? The space.com news screen pronounced, "Reaching 62 miles above the surface of the Earth, SpaceShipOne passes Step 1 on its way to the X-Prize." SpaceShipOne is the first private sector, manned space vehicle to exit Earth's atmosphere. Mike Melvill was the test pilot who propelled the spacecraft to a

height of 328,491 feet (100 KM), Burt Rutan and his team at Scaled Composites designed the craft, and Paul G. Allen sponsored the venture. The implications for the Aerospace and Defense sector are best captured in this excerpt from the press release issued immediately following the successful flight:

"Our success proves without question that manned space flight does not require mammoth government expenditures," Rutan declared. "It can be done by a small company operating with limited resources and a few dozen dedicated employees."

Six million dollars versus the current industry price of \$60 million is a considerable threat to Honeywell's competitive edge. But just how soon will the threat come to fruition? The Scaled

Composites group as well as industry experts estimate viable commercial space flight in 20 to 25 years. The SpaceShipOne project began in 1996 and achieved its landmark event in

2004. Is there a chance that 20 years will drop to 15?

The technology systems integrated into space flight vehicles require mission critical (zero-error) and rad-hard (radiation proof) components. While NASA has been publishing RFPs (request for proposal) for prize-winning space flight innovations all month long, it is unlikely that any organization will be able to leapfrog the efforts of Honeywell's extensive defense and space laboratory capabilities. Keep your ears open for industry trends, but for now, commercial viability will need to navigate the hallways of industry giants with economies of scale. Fortunately, innovative T-birds have infiltrated the labs and achieved success accelerating the time spent between R&D and manufacture!

For pictures and more information about SpaceShipOne, please visit their website: <http://www.scaled.com/>

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CIBER Makes the Commons More Interesting

By MINESH PORE
India, Summer '04



MINESH PORE

I spent more than 400 dollars buying books last trimester and I am sure all of you out there spent something similar, or maybe more. And still, have we really read all that we wanted to read? NO!

CIBER (Center for International Business Education and Research) is now taking an initiative to do something which will change the way we read books and where we read them. We at Thunderbird are going to have a chance to get to read some of the interesting research published by the professors on campus. As an experimental beginning, CIBER has placed a book shelf in the Commons near the ATM machine. This book shelf will carry a number of books published by the faculty on campus. The books are free to be read by anybody who wants to sit in the Commons and read. This is actually a nice way to get to know more about what our professors are really doing when they say they are busy with research or when you hear students say they are Research Assistants to a cer-

tain Professor.

The best part for me is that the books are available to be read without having to check them out or other hassles, and also that they are available in the Commons. I have spent a lot of time in the Commons waiting for friends, just sitting there because it is too hot outside, when I don't feel like going to the IBIC where I have to keep quiet, or just sitting around before or after having my meals. This would be well utilized time if I were able to read some research publications on topics I am interested in while I enjoy my lunch or snack.

In the near future, the book shelf will carry a wide array of books from various fields ranging from corporate finance, to marketing to international development. I am going to make sure that I spend more time in the Commons now, and I will read some of these books while I am there. It is really a good idea to me, and I hope all those reading this article agree. I am waiting to read as much of our professors' studies as possible while I am here.

Hey! But do not forget! Put the books back on the rack after you are done reading to give other students a chance to read them after you.

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Lufthansa Airlines Lands in Glendale

By SALLY WINTER
U.S.A., and U.K., Spring '05

Europe, Disney, Vienna, Amsterdam, these are just some of the locations that



SALLY WINTER

a few lucky T-birds can choose to travel to this summer. Why? Because Lufthansa Airlines has landed in Glendale, Arizona.

This summer, the competition to be involved in on campus is a marketing case competition sponsored by Lufthansa Airlines. The grand prize is a free round trip ticket to any destination in Europe.

The competition calls for students to present a marketing plan for Lufthansa's broadband

internet service, FlyNet, on its flights from the U.S. to Munich. FlyNet is the perfect product for Thunderbirds to develop a marketing plan for since it is targeted at the business traveler. And who other than T-birds truly understand the nuances of business and travel?

The competition is unique for several reasons. First, only Thunderbird students are involved in the competition, providing a fantastic opportunity for T-bird talent to really shine. The competition is also being used by Lufthansa as a recruiting tool. Teams will be presenting not only in front of Eric Schempp (a T-bird currently interning with Lufthansa) and his boss, Martin Stoll, but also the head recruiter from Germany and senior management from New York.

The idea for the competition

started to form last spring when Lufthansa was on campus interviewing students for summer internship positions. The Thunderbird Marketing Club subsequently got an email from Eric, after he had started his internship in San Francisco.

Over the course of the past month, the teams have each met individually with representatives from Lufthansa, and have had follow up conference calls. Hopefully the success of this competition will encourage more companies to come to Thunderbird and sponsor similar competitions.

Final presentations will take place Friday, July 16th, so please be sure to wish those of your classmates who will be presenting good luck.

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Tenure 101

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



JENNIFER KEHL

I admit it. I have always been skeptical about the concept of tenure. Its role in protecting 'academic freedom' seems a bit dated and I've always worked in organizations where the definition of job security is: if you're good at your job you get to keep it. (OK - sometimes good people get laid off but, well, that's just life.) Fact is though, the tenure system exists. It has a long history (in the 1700's, Harvard already had a lifetime employment system for some professors¹), it's not going away anytime soon and, even a skeptic like me admits that there are some valid reasons for this practice. For example, it's a perk that helps compensate for the relatively lower salaries earned in academia - after all, you don't go into teaching for the big bucks. So the question becomes, how does it work? What is the process involved in becoming a tenured faculty member here at Thunderbird?

The old adage "publish or perish" is still in full force today and is especially true for tenure track professors. Basically, our professors really have two jobs: teaching and publishing (along with the research that entails). The key, however, is that both of these roles are emphasized in the tenure review process. More importantly still, according to

Dr. John Mathis, Director of Faculty, the order of emphasis on the different elements that make up faculty performance is: 1) teaching, 2) research and 3) service to the institution. In order to be eligible for tenure a professor must exhibit "Outstanding" performance in either teaching or research and "Demonstrated Competence" in the other. ("Demonstrated Competence" is defined in the faculty handbook as being "in the upper half of active researchers at his/her career level and clearly above average in teaching quality.") There are two ways to become a tenured professor here, you are either hired with tenure or you enter on the 'tenure track.'

Clearly it is difficult to attract faculty to the school that are currently tenured elsewhere without giving them the same considera-

The old adage "publish or perish" is still in full force today and is especially true for tenure track professors.

Basically, our professors really have two jobs: teaching and publishing (along with the research that entails).

tion here. For candidates that Thunderbird is considering for employment that already have tenure at their current institution, the school considers the nature and reputation of the institution they are currently working at, scores on their teaching evaluations while there, their publication record and other relevant sources. All of which are

reviewed by a committee of Thunderbird faculty (who are already tenured) as well as other members of the administration.

The tenure track for faculty already teaching at Thunderbird is usually a 9 year process (though the total time it takes can vary if someone joined T-bird with a greater level of experience) involving three equal length probationary evaluation periods along the way. The evaluations involve an assessment of teaching capacity that includes (but is not limited to) the student evaluation forms, evaluations for any exec-ed classes, peer evaluations and publications for teaching such as teaching notes, cases or textbooks. The tenure candidate must also show evidence of "scholarly writing" which is evaluated in terms of quality, quantity and consistency as well as the nature of the publication in which it appears. There is a list of journals and their relative importance in the evaluation process provided to faculty on their intranet page. The publications given the most weight reflect the strategy of the school, their importance in certain rankings and their regard within each academic area. In this, Thunderbird has a particular challenge as an MBA program in that not all of our areas have the same kinds of publications. It is unlikely, for example, that many of the well regarded journals in which language related research might be published would be on the list of top journals from the FT rankings since they typically focus on publications related to the 'typical' business areas (e.g. marketing, finance, etc.).

While the tenure track is broken into a series of 3 year review periods, faculty still participate in annual performance reviews which also aim to keep the tenure process on track. One of the goals of the new performance management process that began here last fall was to improve the clarity of expectations and to provide explicit guidelines for the requirements for tenure. These are outlined in the faculty handbook (part of which is being revised to reflect the new process), on internal web pages, and in ongoing reviews with the Director of Faculty. Individual goal setting, done annually, also involves specific guidelines on how much time will be spent teaching vs. on research. Additionally, feedback is provided on whether or not expectations are being met. "Nobody likes surprises," Dr. Mathis told me as we were discussing the evaluation and tenure process, and the new process is designed to avoid them.

When it is time for the tenure review, the faculty member submits a wide variety of information including a C.V., peer evaluations, reprints of publications, instructional development materials, student course evaluations and even the names of external sources to be contacted as references. Then, the candidacy is reviewed and recommendations are made by PERCOM and relevant members of the administration. Finally, the recommendation is submitted to the President.

The tenure process is long and involves much work. For some faculty members it is the culmination of 9 years of effort in

teaching and research. We as students often only see one half of the equation. It's easy to forget that research and publication are part of the job and wonder as a result why a given professor doesn't have more office hours or why one of our favorite teachers isn't teaching more classes. It may very well be those professors are working on their research, which should in turn enhance their knowledge and therefore their teaching. This is partially the rationale for the emphasis on both teaching effectiveness and research activities in the tenure process. Sure, publishing increases the profile of the school and helps in the rankings, but it also keeps our faculty up to date on current topics in their field and in many cases forces them to test and use some of the very theories and practices they are teaching in the classroom.

To be frank, I'm still not sure I buy into tenure (hopefully I didn't just blow my chances for keeping a good GPA). Having said that, from my discussion with Dr. Mathis, my review of some of the relevant information in the faculty handbook and a couple of informal chats with professors, Thunderbird does seem to be doing what it can to have a fairly clear tenure process and to ensure that tenure track professors focus on both of their jobs.

¹<http://users.aristotle.net/~hantley/hiedlegl/tenure/backgrnd.htm>

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Preparing for the Question "Why T-bird?"

By BETSY HOAG
U.S.A., Spring '04



BETSY HOAG

Extensive interview preparation and abundant self-confidence may not prepare

you for one recurrent question posed by prospective employers: "Why did you choose Thunderbird?" For those fortunate enough to interview with companies already familiar with Thunderbird, this question may never arise. As many of us know, companies such as Johnson & Johnson have historically sought out candidates from Thunderbird based on the school's curriculum and diverse student body. Yet for every company like J&J, there are scores of others that are completely unaware of Thunderbird. Rather than bemoan this or develop an inferiority complex, the best plan of attack is a unique answer.

There is much talk of rank-

ings in the business school community since students fear the worth of their degree in the employment arena rests heavily upon how others—rather than how they—perceive their school of choice. Certainly Thunderbird's placement in the rankings pertaining to international business has significant relevance, for the international aspect is why the majority of applicants are attracted to Thunderbird in the first place. Yet employers cannot be blamed for ignoring these rankings, nor can they be faulted for comparing Thunderbird on the strength of our outright MBA program as it compares to "the leaders." Garnering continual publicity in business journals will, of course, increase the chances that potential employers know what our school is about, but they may still ask "why?" This affords you the chance to truly differentiate yourself in the way that we at Thunderbird claim we can.

I came to Thunderbird knowing that I would return to the

same industry (sports), barring unforeseen obstacles. Essentially I left for personal growth, realizing at the time that my industry might not lend much credence to an MBA in International Management, but that it would allow me a better vantage point on the industry as a whole. Clearly the industry is a prime arena for Thunderbird students since the scope of sports is increasingly global; the major sports organizations in the U.S. are expanding at a rapid pace on a multitude of levels. Once immersed in classes and distracted by the uniqueness of my peers and wide range of activities at Thunderbird, I somehow forgot that my former co-workers and future employers in the sports industry might not relate to all of it. They might view my business school experience as a two-year hiatus from the "real world," rather than as a stepping stone for re-admittance.

"Why did you choose Thunderbird?" they have asked, and in the question I hear "Why

did you leave a job you loved?" and "What are you bringing back that makes you more valuable than before?" The question seems better suited for casual

"Why did you choose Thunderbird?" they have asked, and in the question I hear "Why did you leave a job you loved?" and "What are you bringing back that makes you more valuable than before?"

dinner conversation rather than an office environment. In answering, I have sometimes stepped perilously close to offending my interviewer, and as a result have recognized that just because I feel my new-found skills could benefit my industry does not mean that prospective employers feel the same way.

My advice to my peers as they tackle interviews and attend job fairs where Thunderbird means very little to those around you is

to approach the unaware or uninformed with a blend of poise and honesty. Lose the chip on your shoulder and highlight what you have learned, whether they are general skills or specific knowledge. Let them see your perspicacity and distinctiveness through your answers and allow them to appreciate the "why" without falling back on numbers or comparisons. The effectiveness could be invaluable.

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Odd Interview Questions?

Have you ever been asked a strange interview question? Something that you weren't prepared to answer? Subjected to a rigorous or just plain odd process? We'd love to hear about it!

Send your interview stories to dastor@t-bird.edu

Managing Our Immigration Laws: We Have to do Better*

By STANLEY MAILMAN and
STEPHEN YALE-LOEHR**

Editor's Note: Many thanks to Stanley Mailman, father of T-bird alumni Alex Mailman, for allowing the reprint of this timely article.

Recent newspaper articles confirm to the public what immigration lawyers have known for a long time: the administration of our immigration system is a mess. Put aside the immigration system itself, which President Bush conceded at the beginning of the year needs radical reform.¹ The way the current system is managed violates every good rule of public administration. On the side of services to the public, severe and uneven delays deprive applicants of statutory benefits; policy contradictions and the lack of regulations make it hard to divine how the agency will apply the law. The enforcement side has been a scandal, particularly in its dragnet style and shockingly harsh conditions of detention.

According to one recent article, it takes a year and a half to become a citizen in San Antonio, but three times that long in New York, a delay even greater than the President promised to reduce when he campaigned for his first term.² Elsewhere in the country naturalization backlogs are also ballooning, and are equally lopsided. So are delays in other types of applications. A California company that seeks to bring a worker of extraordinary ability for permanent residence faces a wait of a year and a half just to get the initial petition approved; obtaining the immigrant visa may take another year. For the same kind of worker, a New York company must wait about two years plus the visa processing. Overall, a recent report by the U.S. General Accounting Office (GAO) indicates that despite a funding increase of \$80 million annually starting in 2002, the number of pending immigration applications had increased by 59 percent to about 6.2 million by September 30, 2003, the end of the last fiscal year.³

The immigration agency is not the only agency responsible for delays. To qualify an ordinary worker for a green card, an employer, even before filing an immigrant visa petition, must first obtain a labor certification, that is, a certification from the Department of Labor (DOL) that qualified U.S. workers are unavailable. But "labor certs" have been taking two or three years, or even longer, depending on where the job is. The last step for workers (or beneficiaries of a family petition) to obtain a green card is adjustment of status, a

process that itself can take years – in Atlanta three years, for some in Houston as long as five.⁴

The timetable for temporary workers is of course shorter. The fastest track is for intracompany transferees (L-1) – usually 30 days, probably because Congress set that time limit by statute. But petitions for O-1s (temporary workers of extraordinary ability) often take months, as do petitions filed for H-1Bs (professional workers), unless the employer springs for "premium processing," a service that guarantees action in 15 days for an extra fee of \$1,000.

SAFEGUARDING FROM SOPRANOS

In a case that should have caused embarrassment to the government but clearly didn't, the Pittsburgh Post-Gazette reported that the Pittsburgh Opera had to cancel the appearance of a Bulgarian soprano in Handel's *Julius Caesar* earlier this year because the immigration agency had so badly mauled the application with typos and clerical errors.⁵ The best the agency would offer was to reprocess the application when it rose from the bottom of a new four-month pile or to expedite it on payment of the \$1000 premium.

The standard answer to complaints is "9/11." According to the Post-Gazette, the government's spokesman explained delays by saying: "We slowed the process down. We run them through national security databases to ensure that that individual is entitled to the service. We make no apologies for that. We need to safeguard the homeland." From sopranos?

Mark Scorea, president of Opera America, has a different theory. He says that many of the government staff members "who processed the [routine] visa applications now work in the [premium] processing program. That is a managerial choice . . . as to where they are going to devote their highest and best attention. We are not like a big corporation that can blindly pay \$1,000 for an expedited petition review," the Post-Gazette reported. Indeed, while Congress saw premium processing as an additional service to speed up processing, it has apparently become an expensive substitute – the only workable way to get nonimmigrant visa petitions done on time.

The immigration agency acknowledges that it must do better. The U.S. Citizenship and Immigration Services has a backlog reduction plan, and claims that two years from now, by the end of 2006, it will eliminate the immigration backlog and reduce application waiting times to an average of six months.⁶ To

achieve that goal, the agency estimates that it must increase productivity by 19.6 percent, a Herculean task.

Adjudication delays are not the only problem. Uncertainty also pervades immigration practice today. We can't be sure how the government will parse an ambiguous statute in the absence of an interpretive rule. And certain policy decisions now take longer because they overlap the purview of different agencies. Before March 1, 2003, the Immigration and Naturalization Service (INS), an agency of the Justice Department, performed most immigration functions. But under the Homeland Security Act of 2002, Pub. L. No. 107-296, 116 Stat. 2135, the INS was dissolved and its functions distributed among several agencies of the Department of Homeland Security (DHS), including the Citizenship and Immigration Services (CIS).⁷

Now, for example, the CIS passes on such immigration benefits as reentry permits for residents and extensions of stay for nonimmigrants; the DHS agency known as Customs and Border Protection (CBP) inspects incoming travelers. To correct a mistake made in issuing the I-94 entry permit, a nonimmigrant goes to CBP if it was made at the time of entry, but to CIS if made in the course of extension. But to give those instructions, the agencies had to coordinate and agree, which they did only recently.⁸

Apart from the split in functions, indeed even before it occurred, the then-INS failed to resolve ambiguities in the statute. Among the most troublesome are those that appear in section 212(a)(9)(B) of the Immigration and Nationality Act (INA), which was enacted in 1996. That provision deals with the individual who overstays, and is therefore "unlawfully present" in the United States, for more than 180 days. Should that person then simply leave without removal proceedings she is barred from the United States for three years from the date she leaves. If she is unlawfully present for a year or longer, the bar extends to ten years.⁹

According to an INS memo, the time an applicant for change to another temporary status waits for a decision on a timely-filed petition is "authorized" while the petition is pending, even if it extends beyond the period that the initial status expires.¹⁰ What is not clear is whether a petition remains pending when a timely appeal is taken from its denial. The INS Office of General Counsel said that it does.¹¹ That legal opinion recommended, however, that the INS amend its regulations to state this position explicitly: an appealable deci-

sion is not final until the right to appeal is waived, the time for appeal has expired, or the appeal or certification is decided. So far we have no such amendment. Practitioners simply have to guess whether their clients, while awaiting the result of an appeal, risk accumulating unlawful presence.

INCREASING RESENTMENT

Immigration practitioners have experienced delays and uncertainty for a long time. And discourtesy by immigration personnel to lawyers and applicants alike has been common if not institutional. But after 9/11, the treatment of many foreign persons in contact with our immigration agencies has deteriorated. The special registration program, targeting nationals of most Middle Eastern countries and those with contacts in that area, including many students, has sparked sharp resentment. The U.S. government eliminated most of the special registration program and folded it into the more general U.S. VISIT program last December.

Resentment over our treatment of foreign passengers, particularly travelers from the Middle East, has boiled over with reports of how we treat foreign citizens living in our midst, especially those detained after 9/11. Some of these reports come from individual sources.¹² Two of them involve elaborate studies, one by the Inspector General of the Justice Department.¹³ The other is by Mark Dow, the author of a new book called *American Gulag: Inside U.S. Immigration Prisons* (June 2004, Univ. of Cal. Press). These reports draw a picture of violence to immigration detainees, coerced sex, and sexual humiliation that anticipates the photographs of Abu Ghraib.¹⁴

Sadly, these abuses have produced no corresponding gains in security. Although the final report of the commission investigating the 9/11 attacks is not yet published, the commission made a preliminary finding in April that "immigration policies promoted as essential to keeping to keeping the country safe from future attacks have been largely ineffective, producing little, if any information leading to the identification or apprehension of terrorists."¹⁵

The mismanagement of our immigration laws continues to cause us ill will around the world and harms our national interest. Foreign students, upset by reports of visa snafus, fingerprinting on entry, and delays in the issuance of routine work permits for practical training are looking for their degrees elsewhere. "Educators warn that unless the rules are modified, US dominance in the competition for the world's most talented

students and scholars could be at risk."¹⁶ Indeed, applications from international students to U.S. graduate schools fell 32 percent this year.¹⁷ Immigration lawyers would add that without a sea change in the culture of our immigration authorities, no legislative change or infusion of more money will be enough to fix our broken immigration system.

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Emerging Markets: Potential or Problem?

By TATIANA PINHO
Brazil, Fall '04

Emerging markets, as an investment group, has been gaining popularity as more international investors abandon earlier prejudices and begin comprehending the benefits of investing in assets from developing nations. These benefits are mainly represented by higher returns on risks, which can be diminished when better comprehended.



TATIANA PINHO

While a large group of academics and financiers still believe in the possibility of high returns from such investments, many of them still believe the collateral necessities such as country risk research and float-

ing exchange rates. And foreign investment fees make investments on LCD's too cumbersome for the return values. Yet a small but agile community of firms specialized in emerging markets appear to obtain positive results as they invest their efforts in understanding the patterns and individual nature of international asset classes, and these benefits can go way beyond diversification.

Emerging markets is still a subject of contention and dubious perceptions to many members of the global finance community. However, LCD researchers believe that a better measurement of country risk could bring investors to a better comprehension level of emerging markets. This superior understanding could lead to situations where optimum results could be achieved.

Critics of emerging markets as an investment class, claim that the diversification effect doesn't make up for the additional time and expenses required by the addition of this class to one's portfolio. Common judgment generally holds that the demand for increased thorough research, currency exchange rate management, international taxes and other incremental services and fees are not worth the effort. In addition to this critique, many still believe that the volatility of emerging markets are simply too high to consider dependable results. Even further critical appraisal from certain managers and researchers, weary of emerging markets' assets, also affirms that previous research supporting the portfolio diversification effect of emerging markets has been tainted by a positive bias resulting in defiled, overly-optimistic results.

The criticisms and commentaries are valid. However, there is a belief that emerging markets' assets can amass benefits well beyond the perks of portfolio diversification. With appropriate research, the use of more congruous data and a recreation of financial paradigms, portfolio managers could find patterns among emerging markets that could improve their comprehension on their risks and ameliorate the timing of their investments in LCD's assets.

Several financial firms and funds operating in developed countries have started to recognize and reap the profits of such investments. In fact, the United States has experienced a phenomenon not unlike a mild 'capital flight', where the usually increasing level of FDI into American financial assets has

been decreasing. The US has seen the unusual scenario of a capital deficit; in the last 12 months it has amounted to negative \$150 billion. This is due to Americans' urge to find the alpha in foreign markets, as well as the rest of the world retracting their positions from American securities. A big motive for this unorthodox financial play is certainly found in current American politics and the volatility brought by a war with fractured support. However, emerging markets prefer to believe this may be due to the fact that American firms' foreign investments are bearing around 11.7% returns, as opposed to the 5.5% figures found at the home front.

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Financial Aid Fraud

Someone Impersonating an ED Official Is Offering Students Grants for a Processing Fee

Courtesy NASFAA

It was brought to our attention recently that someone claiming to be a representative of the U.S. Department of Education (ED) is calling students, offering them grants, and asking for their bank account numbers so a processing fee can be charged. Specifically, the caller tells the student he understands the student has federal student loans and offers to replace the loans with an \$8,000 grant. The caller explains that a processing fee must be charged and obtains the student's checking account information.

There is no ED program to replace loans with grants and there is no processing fee to obtain Title IV grants from ED. Furthermore, students should never provide their bank account or credit card information over the phone unless they initiated the call and trust the company they are calling.

A student who is a victim of this or a similar scam should take the following steps:

1. Immediately contact his or her bank, explain the situation, and request that the bank monitor or close the compromised account.
2. Report the fraud to ED's

Office of Inspector General hotline at 1-800-MIS-USED (1-800-647-8733) or oig.hotline@ed.gov. Special agents in the Office of Inspector General investigate fraud involving federal education dollars.

3. Report the fraud to the Federal Trade Commission (FTC). The FTC has an online complaint form at www.ftc.gov/scholarshipscams and a hotline at 1-877-FTC-HELP (1-877-382-4357; teletype for the hearing impaired: 1-866-653-4261). The FTC will investigate if the fraud is deemed widespread; therefore, it is important that every student contacted by

the person or people in question lodge a complaint so the FTC has an accurate idea of how many incidents have occurred.

4. Notify the police about the incident. Impersonating a federal officer is a crime, as is identity theft.

When filing complaints, the student should provide detailed information about the incident, including what was said, the name of the person who called, and from what number the call originated (if the student was able to obtain it via Caller ID). Additionally, if unauthorized debits have already appeared against the student's bank

account, the student should mention this fact in his or her complaint. Records of such debits could be useful in locating the wrongdoer.

For information about identity theft prevention, you and your students may visit www.ed.gov/misused. For information about preventing financial aid scams, visit www.studentaid.ed.gov/lsa.

This information is distributed courtesy of The National Association of Student Financial Aid Administrators and was posted July 14, 2004 on www.NASFAA.org.

Tuition Increases for 2004/2005

Your pub fund may have just gotten a little smaller...

Comparison of on-campus per trimester fees between '03/04 and '04/05

Tuition	2003/2004	2004/2005	Change per trimester	Change per year (3 trimesters)
Full Time	\$13,950	\$14,650	\$700	\$2,100
Winterim - per credit hour (3 hours)	\$930	\$975	\$45	\$135
Per credit charge if under 12 credits	\$1,200	\$1,260	\$60	NA
Per credit charge if over 15 credits	\$930	\$975	\$45	NA
On-campus housing				
Room (average)	\$1,567	\$1,567	\$0	\$0
Meal plan	\$650	\$675	\$25	\$75
Other				
Health insurance	\$360	\$360	\$0	\$0
Student government fee	\$125	\$125	\$0	\$0
Foundations	\$500	\$500	\$0	\$0
Book estimate	\$600	\$710	\$110	\$330
Total change per trimester			\$835	
Total change per year (3 trimesters)				\$2,640

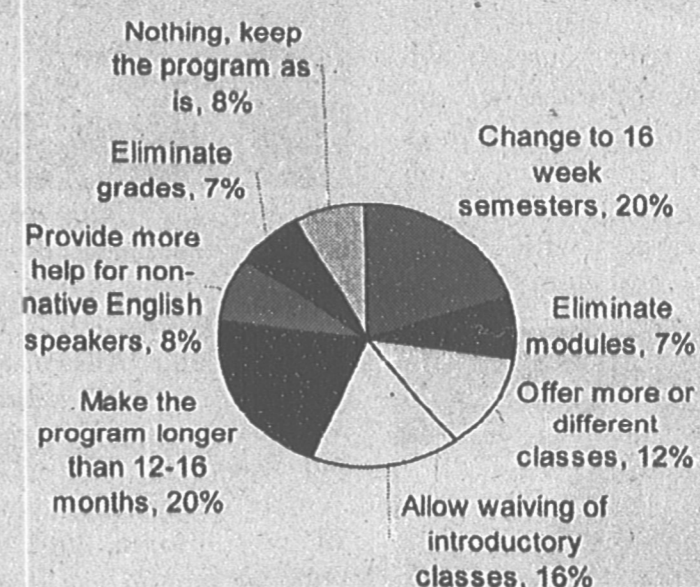
Das Tor Online Poll Results

What would you do to improve the Thunderbird curriculum?

According to 108 students who responded to the online poll, 20% of students would change the program to include 16-week

semesters. Take a look at support for the other suggestions in the chart below.

Participate in this month's online poll at www.dastoronline.com



GWIB: Summer Adventures Continue...

By RACHEL GRANGER
U.S.A., Summer '04

Campus may seem quiet during the summer, but the activities continue. GWIB (Graduate Women in Business) launched the summer 2004 trimester with a great welcoming luncheon for new and returning students, which was generously sponsored by Dean Judy Johnson of Admissions, and a showing of the Independent Film "Osama" on the IBIC lawn. These kick-off events marked the beginning of what has become a summer of preparation.

Summer 2004 has brought on an era of planning for GWIB. We have maintained some of our signature programs such as the golf lessons and recently relaunched the Brown Bag Lunches with Professor Mary Sully de Luque as our first guest. Both events are open to all stu-



RACHEL GRANGER

dents and we encourage you to join us for these informal gatherings – it is a great way to get to know your fellow students and faculty in a casual setting.

Additionally, GWIB is in the process of gearing up the Mentoring program, which will pair students with potential mentors for general and career specific guidance and advice. Another exciting program in the works is a self-defense workshop for women which will be a combination of physical self-defense and negotiation skills. This program is the inspiration of Professor Walsh who will lead the negotiation aspect of this course. Stay tuned for an upcoming announcement regarding the final date of this workshop.

Other new programs being prepared include a Personal Finance seminar to be led by Professor Barbara Pettit. This program has emerged at the urging of former students who suggested that having some insight into how to manage personal finances after graduation would

have been helpful – something we will all no doubt appreciate!

GWIB is busy working on laying the foundation this summer for programs that will continue through the fall and future trimesters. These initiatives include the Mentoring Program discussed above as well as a possible Thunderbird Cookbook. Given the diverse cultural setting of Thunderbird, GWIB, in collaboration with the Marketing Club, is planning to collect recipes from you, the Thunderbird Community, to compile into an International Cookbook. What a great souvenir to take with you when you graduate from Thunderbird! We will soon be adding drop boxes to the GWIB website and encourage you to submit your favorite recipes.

So, stay tuned and be sure to visit the GWIB Club page for further information regarding GWIB and our upcoming activities around campus.

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Update on Global Environmental Issues

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

What's happening in North America and the European Union?



JEREMY TERR

Title IV of the 1990 Environmental Protection Agency's 'Clean Air Act' set a goal of reducing annual sulfur dioxide emissions by 10 million tons below 1980 levels. Central to the agenda was a market-based system of emission allowance trading. Where are we today?

The Chicago Climate Exchange (CCX) is at the cutting edge of energy trading. CCX has established a self-regulated, rules based exchange, designed and governed by its North American members including Ford, Dupont, Motorola, IBM, World Resources Institute, Baxter Healthcare, Amtrak, and Tufts University (a full list is available at the CCX website). Members have made a voluntary, legally-binding commitment to reduce their emissions of GHG by 4% of their 1998-2001 baseline by 2006, the last year of the pilot program.

BP has been trading emissions between strategic business units (SBU) for more than 5 years. They allow each SBU to buy and sell credits, encouraging innovative solutions to energy consumption. BP's expertise in buying and selling credits, also known as 'cap and trade', earned them an advisory role in the British greenhouse gas Emissions Trading System. Similar actions by Shell Oil resulted in an advisory role in developing the EU's Emissions Trading Directive, due to go into effect in 2005. Each of these companies took the initiative to act early and now have the benefit of the resulting political leverage.

Greenhouse gas regulation may be voluntary, but the privilege is unlikely to last.

Implementing energy management techniques today hedges against forthcoming regulation and gives an edge above the competition through political leverage and more informed strategic planning.

What's happening with the Kyoto Protocol?

As of April 15, 2004, 84 parties have signed and 122 have ratified or acceded to the Kyoto Protocol. At present, only two developed countries, Australia and the United States, have opted not to participate. The second part of the Protocol awaits a decision from Russia, which produces 17.4% of global greenhouse emissions.

Although the United States position on the Kyoto Protocol is to abstain indefinitely (1997 vote yielded 95-0 against), it should be noted that more than 45 relevant bills have been put forward in Congress; most recently a bill by Arizona Senator John McCain and Connecticut Senator Joe Lieberman, which, while rejected, recruited strong support (55 against 43 in support).

Generally speaking, the Kyoto Protocol puts forth 5 elements: (For more information on the Kyoto Protocol, visit the UNFCCC website.)

- 1) Commitments, including legally binding emissions targets and general commitments
- 2) Implementation, including domestic steps and three novel implementing mechanisms
- 3) Minimizing impacts on developing countries, including use of an Adaptation Fund
- 4) Accounting, reporting and review, including in-depth review of national reporting
- 5) Compliance, including a Compliance Committee to assess and deal with problem cases.

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Wine Suggestions for Every Budget

By VIVIAN PACHECO
Brazil, Summer '04
Thunderbird Wine Club
Co-President

As some of you know, the Thunderbird Wine Club is active again this summer in Glendale



VIVIAN PACHECO

and our mission is to bring together fellow T-bird wine lovers, in a relaxed environment, to enjoy and learn about wine. In the spirit of our international community, we taste a variety of wines from around the world. Each tasting is unique following a particular theme or region. They include guest speakers who provide brief comments on the characteristics of each wine, food pairing suggestions and other interesting wine trivia.

This trimester, we have already tasted summer wines from California, Spain, Portugal and France. For our last two tastings this trimester, we are planning on sampling wines from Eastern Europe and South America.

We work with Rick LeSueur, a T-bird alum from the

class of '69, (you can visit him at AJ's Wine Cellar on Thunderbird and 7th St. and get a 10% T-bird discount) who has kindly provided the following suggestions for wines, depending on your taste and budget! Enjoy!

STUDENT BUDGET

George Duboeuf Chardonnay France 2001 (\$6.99 a steal!). A crisp style chardonnay, fruit driven.

Castle Rock Sauvignon Blanc Napa Valley, California 2002



(\$7.99). Few whites from Napa in this price range; dry with a head of citrus.

Thomas Mitchell Cabernet/Shiraz blend Australia 2001 (\$6.99). A soft and subtle great with hamburgers, pizza, pasta and steaks.

Mark West Pinot Noir Edna Valley, California 2002 (\$9.99). Wine of month last October at

AJ's; Light style pinot – hint of black cherry.

RECENT ALUMNI BUDGET

San Giuseppe Pinot Grigio Italy 2002 (\$11.99). Doesn't see much oak, light style for summer – great for Arizona salads.

Chateau Souverain Chardonnay Sonoma, California 2002 (\$14.99) Received 91 points in the Wine Spectator; nice fig vanilla taste to it.

Chateau d'Arcins Bordeaux, France 2000 (\$14.99). Best vintage since 1961; blend of merlot, cabernet and cabernet franc.

Rocca della Macie Chianti Classico Riserva Italy 1999 (\$19.99). Great with Italian red dishes, pastas.

CORPORATE EXECUTIVE BUDGET

Trimbach Alsace Riesling 1998 (\$49.99). "Liquid gold"; well balanced with good acid; pairs with white dishes.

Paul Hobbs Cabernet Sauvignon Napa Valley, California 2001 (\$39.99) Received 95 points in the Wine Spectator; good balance, buttery, honeysuckle; best cabernet sauvignon released this year.

Flor DE Pingus Duero, Spain 2000 (\$45.99). Ages well; very complex and completes any red dish including steaks.

Caymus Cabernet Sauvignon Napa Valley, California 2001 (\$71.99) Best cabernet made in California.

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Leveraging your MBA to Pursue an Untraditional Route

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

The Marketing Club sponsored a unique opportunity for eleven lucky T-birds, the chance to visit the Heard Museum in Phoenix and learn how one T-bird alum used her degree to pursue an untraditional route. Lisa MacCollum ('97) is the Creative Director for the Heard Museum, the world's leading museum for Native American art. Lisa spoke to the group about how she leveraged her degree from Thunderbird to help her grow in her career in the arts.



KELLIE KREISER

program. Lisa did exactly that, and in 1997, graduated from the Exec Ed program.

While in school, she harbored some thoughts about using her new degree to make a career change. But those who knew her in class and saw her speak so passionately about what she did at the museum, questioned why she would want to leave. Her answer was, "Money." While it is true that careers in the arts make less money on average than careers in the more traditional business world, ultimately



Lisa began working at the Heard 20 years ago as a graphic designer. When she had the opportunity to install an exhibit of Barry Goldwater's photographs at the IBIC, she became interested in Thunderbird. After the event, she spoke wistfully to a friend about someday going to T-bird, when the friend suggested that she look into the Exec Ed

Lisa decided to stay with what she loved... art.

However, Lisa was able to use what she learned at Thunderbird to help her rise to the position of Creative Director, overseeing the exhibits, graphics and marketing collateral produced for the museum. In the past several years, she's directed the massive project of building a

new gallery to house the museum's impressive permanent collection. Lisa sat down to speak with the T-bird group, to share information about the Heard and about pursuing an untraditional career path in the arts.

The Heard Museum has an operating budget of \$7 million with 52% of the

earned income coming from business activities such as their museum shops and rentals. Recently, the museum has undergone a branding process not unlike the one that Thunderbird is now pursuing. As a private museum, they rely less on government funding and more on

private donations. When asked what position is most apt to make the largest income, she responded that people in development can command larger salaries than other roles in the arts. Development is the fund raising

responsibility in non-profit organizations. Fund raising

is a challenge in Phoenix as the city does not headquarter as many major corporations as other large cities. This means less corporate giving for

the city's cultural organizations. Another challenge of this area is a surprising competitor... the weather. "One biggest competitor in Arizona is the weather... we love it when it rains," Lisa stated. Faced with the prospect of being outside or visiting the museum, many people opt for golfing or other outside activities.

It was an interesting afternoon. The Heard Museum is amazing (a very worthwhile trip for those who would like to see a unique part of America). And for those who are interested in pursuing a career outside of traditional business, listening to Lisa was heartening. A T-bird education can carry you many places in life... even on an untraditional route.

The Heard Museum is located at 23021 N. Central Avenue in Phoenix. Call 602-252-8848 for more information. If you are interested in speaking with Lisa, she is active in the Phoenix chapter of the Alumni Association and can be found at the First Tuesday events.

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My fondest wish for the future of this collection is that students of all ages will be able to visit and study it and emerge with a full understanding of what the katsina means to the Pueblo Indians... and to our heritage...
BARRY GOLDWATER

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Ask for Susan Hagen.

My Festering Wound

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

Odesa, Ukraine, (July 7, 2004) — Traveling in Laos last year was a blast. The highlight of the trip was eating barbecued rat with the locals. Believe it or not, it tasted just like chicken. But this story isn't about succulent rodent; this story is about seeping wounds and the doctors who misdiagnose them.



STUART SCHUMAN

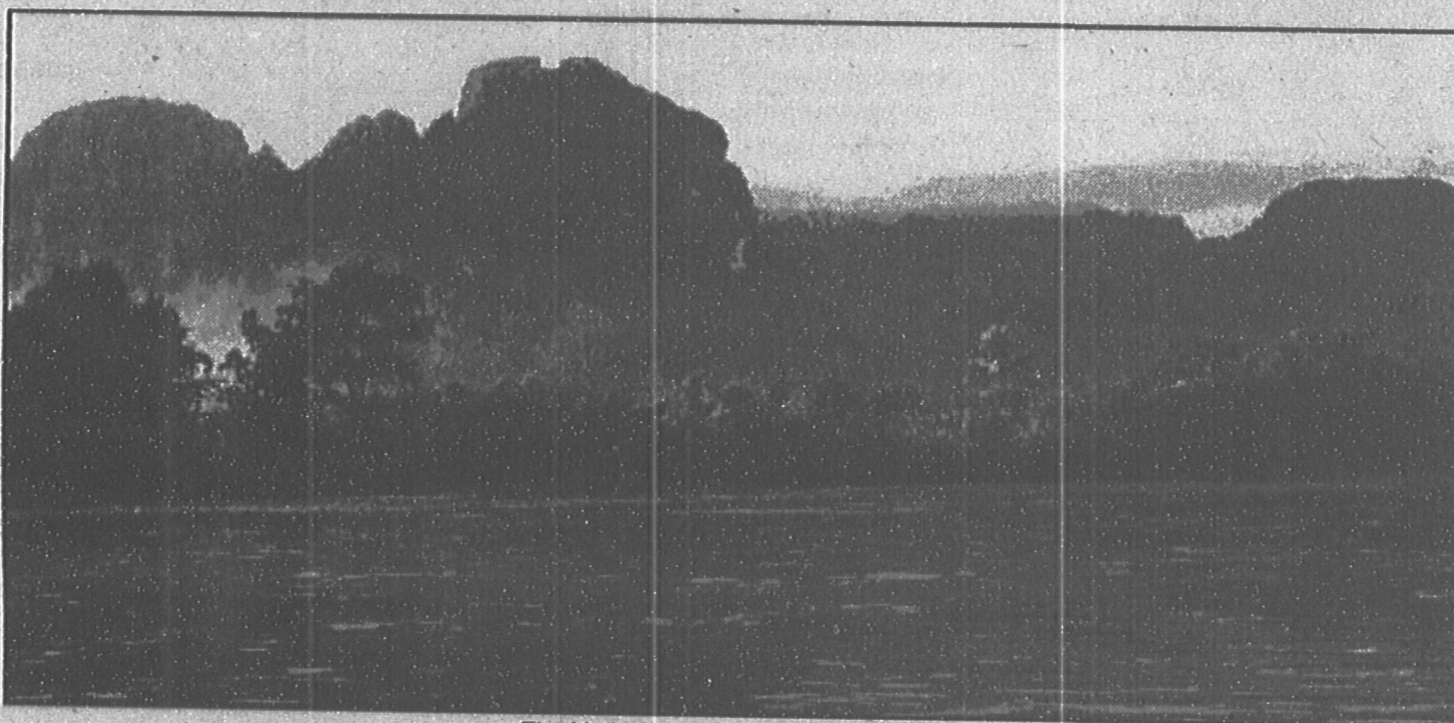
One day during my trip last year, I ventured from Vientiane, the capital of Laos, to Vang Vien, a small town north of the capital. The four hour bus trip was quite interesting and only cost US\$0.90. I boarded a rickety old bus in Vientiane and climbed over bag after bag of rice to get to a vacant seat. Along the way we stopped at a furniture store to pick up a dresser and a sofa. The picturesque route between cities included water buffalo, rice paddies and grass huts. Nearing our destination, the bus's muffler fell off. The driver promptly jumped out, took off his belt, crawled underneath the bus and magically tied the muffler back in place with his belt. Before long we were on our way again.

In Vang Vien, where our story actually begins, a hotel room will run you about US\$2.00 and an ice cold beer Lao will set you back US\$0.50. Vang Vien has two main dirt roads that form a "T" in the center of town. The town has a handful of hotels and a dozen or so restaurants where customers sit on cushions instead of chairs and watch pirated movies all day and all night. It's a great place for rafting, mountain climbing and chilling.

If you're into tubing there's a nice muddy river, the Nam Song, on the outskirts of Vang Vien. As you float down the river the locals cast out bamboo poles and draw you near their river-side stores where you can buy a beer Lao, Super Tiger Whiskey or even a bag of ganja if you so desire. One fine day I went tubing down said river on a warm summer afternoon. I drank too much Super Tiger Whiskey and got lost in a cave near the river, but that's another story.

About two months after my Lao trip I was in Italy during one of the hottest summers on record. As I put on my sandals one morning for another day of sightseeing, the sweat already pouring off my brow, I looked down at my right leg. A small blister appeared just above my ankle where a small cut had previously been. I thought back and remembered cutting my leg only slightly on a jagged rock while

tubing down the muddy Nam Song River. The cut had almost healed, but now a small blister appeared at the top of the cut. It didn't hurt so I let it go. A week or so later the blister popped and another blister appeared right above the old blister. Still no pain, but I decided to see a doctor just in case. I was in Naples, Italy at the time so I went into a hospital. I explained to the doctor what had happened emphasizing: Cut, Laos, Blister. He explained to me that my cut probably got infected because I was walking in sandals in the dirty streets of Italy. He gave me some peroxide, salve, bandages and that was that.



The Muddy Nam Song River, Vang Vien, Laos (Picture Courtesy davestravelcorner.com)

A couple weeks later another blister appeared directly above where the other two had formed. There seemed to be some sort of geometric pattern occurring here and the blisters were getting larger and larger. Concerned, I went to see doctor number two who was located in sweltering Rome, Italy. Once again I explained the details and emphasized: Cut, Laos, Blister. He seemed a bit concerned as he gently pressed his gloved hands around my sore. After some deep thought, he prescribed a spray-on Band-Aid which I purchased.

Back State-side my blister was still reoccurring and slowly crawling up my leg. Since there were no tropical disease specialists in my hometown, I decided to see a dermatologist. He listened to my explanation and promptly decided that I had a virus. "But don't you think it might be a parasite or something," I asked suspecting what I had naturally assumed the whole time.

"Ninety percent of the time these things turn out to be something simple so let's just treat it as such," he said. He made me buy 200 pills and told me to take four a day and then promptly made me pay him US\$60 for his time.

A few days later I was on Thunderbird's Glendale campus for both the Accounting and the

Economics boot camps a week before the start of school. During one of the class breaks I went in to see Thunderbird's nurse. She checked out my wound which was at that time about six inches above where it had started and, once each blister had popped, was leaving a larger and larger crater on my leg. She advised me to go to Thunderbird Hospital for some professional help. I asked her to make an appointment for me with the Tropical Disease specialist because that seemed so very logical. She called, but unfortunately told me that I could not see the Tropical Disease specialist at Thunderbird Hospital without a doctor's rec-

ommendation. In Arizona, patients, it seems, are incapable of making a proper diagnosis of tropical diseases.

one says that you have a bacterial infection armed and ready to chew up your testicles! To say I was a bit distraught after hearing this iota of news was an understatement. However, noting that my wound had only traveled up my leg six inches in four months, I carefully measured how long it would take to reach my testicles and calculated that somewhere around September 2006 I would be in serious trouble. Thus, no need to panic just yet.

There was a bit of good news. The doctor said he would take a culture of the wound and if it tested positive for MSR (whatever that is), then he would be sure it was a bacterial infection.

I was leaving for Archamps to go to Thunderbird Europe the following day and had no recourse except to go to Thunderbird Hospital's emergency room the night before I left. I checked in to the hospital around 5pm with all of the other wounded and waited. And waited. Around 10pm a doctor came in and seemed very excited as he examined my blistering, crater-ridden leg. He pulled out some textbooks and showed me some grotesque pictures of festering wounds. None of them unfortunately were similar to mine.

After a few minutes, he concluded that I had a bacterial infection. "I see," I said. "And what does that mean exactly?"

"Well," he said, "it means that your infection will continue to climb up your leg until it finds the closest lymph gland and then attack the lymph gland."

That sounded interesting. "And where is my closest lymph gland," I asked, having never studied anatomy, but hoping Thunderbird offered a short course.

"Your closest lymph glands are your testicles," he said as calmly as a person asking another to pass the salt.

It's not every day that some-

Europe's finest MD.

Mr. Gardinier is located in Gaillard, France, just a stone's throw from the Swiss boarder. I sat down in his small waiting room and read his French race car magazines as sick patients streamed in and out. Finally I was called into his office. I explained the details of my problem to him. His eyebrows rose a bit like Spock's from Star Trek. I think he was used to treating your every day runny noses and diaper rashes, not something sexy like a gaping wound. "Finally a patient with a real problem," he must of thought. He closely examined my leg and then jumped to his bookshelf and pulled out a folder full of articles about tropical diseases.

"Finally a doctor that listens," I thought. Low-and-behold, in his folder was an article entitled "Migrating Parasite." The article had a picture of somebody's leg that looked just like mine and the parasite is commonly found in Southeast Asia. Wala! That was it! I had a Migrating Parasite. Shazaam! A Migrating Parasite! That's why it was going up my leg; it wasn't interested in my jewels at all. It was just moving up my leg in search of other parasites to dance the tango or do whatever it is parasites do.

Lucky for me, our French doctor specialized in tropical diseases and even lectured other doctors on the latest tropical disease news, hence the folder. He promptly called his wife who ran the pharmacy downstairs and told her to prepare my medication—something that would kill my Migrating Parasite. I trotted downstairs to her, bought four magic pills for twenty or so euro and two weeks later the wound had healed. And no new blisters have formed since. My testicles were saved! Hallelujah!

In the end, it took five doctors and one nurse to correctly diagnose my festering wound. A few things can be learned from this episode. One, don't trust doctors, they just don't listen and are in too big of a hurry to prescribe medication. Two, if you think you have a specific medical problem, go to see a specialist in that field, unless you're in Arizona, then forget about it. Three, if you're ever in Vang Vien tubing down the river and you get a cut on any part of your body, better douse it with Super Tiger Whiskey, that stuff will kill anything!

ABOUT LAOS

For more information about traveling in Laos, please visit www.visit-laos.com, www.davestravelcorner.com or www.laos-travel.com.

sschuman@global.t-bird.edu

A week later I was in lovely Archamps, France for foundations week at Thunderbird Europe. I received an e-mail from Thunderbird Hospital and they informed me that my culture tested positive for MSR. My testicles twitched a bit upon hearing the news. The e-mail continued and informed me that I should head to a Pharmacy, pronto, and buy "Bactrium" to treat the infection.

In Switzerland the pharmacies are easy to spot by their bright green crosses colorfully displayed outside. I went in to a few pharmacies and told the people in the nice white lab coats behind the counters, "I need Bactrium like you wouldn't believe!"

They pulled out their big book of drugs and not one of the Swiss pharmacists had ever heard of Bactrium. I e-mailed the news back to Thunderbird General. They fired back, "Just tell them your wound tested positive for MSR."

Of course, nobody in Switzerland has ever heard of freaking MSR either. Frustrated and hearing the clock ticking as my wound was becoming bigger and bigger and deeper and deeper and my testicles seemed to be more and more vulnerable, I finally had Chantal, our Program Coordinator, make an appointment with a French doctor: Mr. Regis Gardinier, Thunderbird

The Things You Do For Love

By CHRISTOPHER LAY
U.S.A.

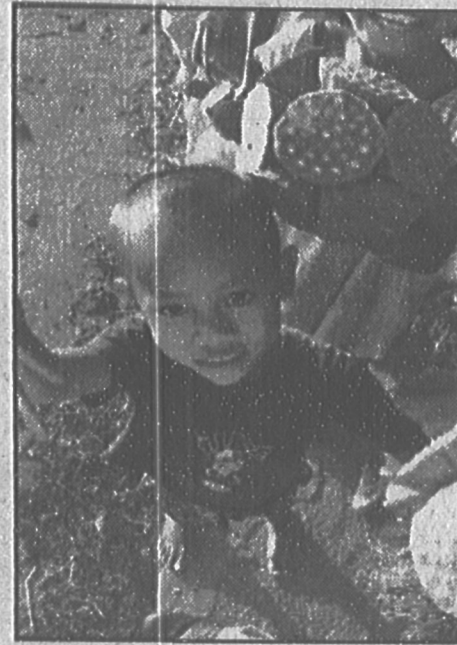
Last fall, Savvy Him (she better graduate this December) received the opportunity of a lifetime: a six month internship in Cambodia. For some students, the chance to put their education to the test would be reward enough; although a little monetary compensation is always wel-

come. For Savvy, this internship afforded her the opportunity to return to the land that orphaned her during the rule of Pol Pot and the Khmer Rouge, learn about her culture and try to make Cambodia a little better off. Awesome! But what was in this equation for me - the ThunderSpouse?

As a photographer, I knew from a previous excursion to

Cambodia that there was much to photograph. But as a husband, worried about such frivolous things as paying bills and providing enough income to feed us, I did not know what I would find. Throwing caution to the wind, I resigned from my dead-end sales job in Phoenix and diligently set out with my beloved for Cambodia.

Upon arrival, Savvy immediately got to work for Digital Divide Data (to learn more about DDD check out www.digitaldividedata.com). To keep myself busy while looking for work I set about organizing our new home. Actually, home is an overstatement. We



be a bit depressing.

Straight away, sleeping became a problem. An outdoor karaoke bar on the street corner filled the air with the voices of amateur singers crooning love songs into the night. After the bar closed shop, the neighborhood dogs would carry tunes of their own, along with cats, traffic noise and roosters. Just about the time when all seemed peaceful,



had a room at DDD that doubled as Savvy's office. As our room was one of the few that had air conditioning, it was a popular place to hold meetings and for staff to just hang out. With bars on the doors and windows and only 12' x 14' to call my own (so long as it was not during office hours), I found the space, or lack thereof, to

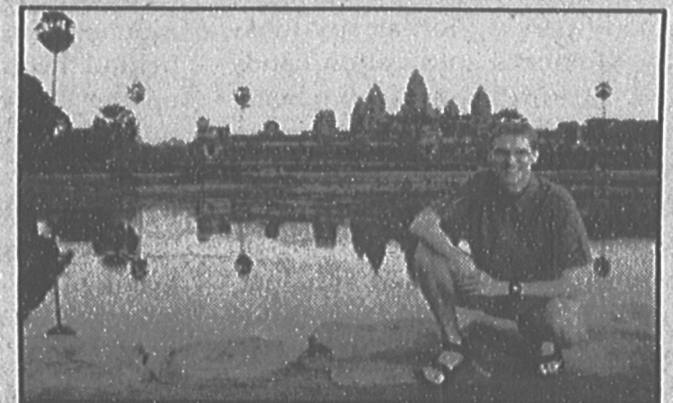
at 6:00 in the morning, 50 pairs of feet would come marching up the stairs for the first shift of the day. It was an insomniac's paradise. It did not take long before I began to wonder what I was doing in Phnom Penh.

Thankfully, after two months of networking and sleepless nights, I finally

landed a business consulting contract with the Cambodian Red Cross (CRC). Fortunately, the job required traveling around the country for five weeks to carry out a revenue generation feasibility study in nine provinces. Traveling the country and freed from my prison cell, I began to enjoy my time in this unfamiliar country. An added bonus of my traveling was that it provided many photo opportunities such as visiting remote temple ruins and touring a floating village at night.

By the time my report was finished in the beginning of our fifth month (February), Savvy had trained the staff accountant from scratch, implemented a program to track productivity, and was a vital asset to the Operations Manager at DDD. She was working 10-16 hour days and loving it; some people just thrive on pain. Although Phnom Penh had not changed, somehow the dust, constant noise and lack of space did not bother me any more. Even now, months later, back in Glendale, lying in bed awake at night, I am occasionally forced to get up and turn on a fan. The silence is so disturbing that I need some noise in order to sleep.

christopherlay@cox.net



PHOTOS BY CHRISTOPHER LAY



Budget Gems in Europe

By MANISH PUNJABI
India, Spring '05
With contributions from
BECKY EBY
U.S.A., Fall '04

Like other T-birds, the travelling spirit holds sway over me at times and I often just decide to take a chance at finding a decent place to sleep and leave without making a hotel reservation. The goal is to share some of the gems that have been found in Paris, Milan, Rome, Reykjavik, and Amsterdam.



MANISH PUNJABI

PARIS

You can get tips for walking around in Paris from www.frommers.com or other guide books. However, these books do not offer these truly tried and tested places for a night cap.

Hotel Brasserie Des Belges - 35 bis, Rue De Saint Quentin 75010 Paris. Phone +33.(0)1.48.78.25.30.

The price compared to its neighbours is a much better value for the money.

It is located just outside the Gare du Nord Metro and is ideal if you have to catch a flight the next morning. The RER B from this station goes directly to Roissy CDG and Orly Airport. Hotel Brasserie Des Belges is a family run hotel and, as a result, it closes for annual vacations in September. Do note that only one person speaks English. There is no internet site available and the registration deadline is 1 am. No breakfast is included in the price; however, there are lots of bakeries and Indian restaurants in the area. It's a superb place to rest your head. The cost is 40 Euros for a single person room. This is negotiable if your French is good.

Hotel Formula 1 - This is a

chain of hotels across Western Europe. Internet booking is available on www.hotelformulae1.com and for Paris you should choose Porte d'Orleans which is located in the south of Paris. The hotel is a 10 minute walk from the metro and offers a room with 3 beds for 38 Euros per night.

MILAN

Near the Central Station there are many 3 star hotels and I was lucky to find a single room in such a hotel, Hotel Augustus, for 40 Euros. There was also a youth hostel not far away, however, since the price was the same I naturally chose the 3 star hotel. Hotel Augustus, 20124 Milano - Via Napo Torriani. Phone +39 02 66 98 82 71 www.augustushotel.it

I wouldn't suggest that you make a hotel reservation, but rather you should go to the hotel and ask for a room. Therefore availability depends on the season.

ROME

I went to Rome after having phenomenal success in finding last minute cheap sleeps in Milan and Verona. Well, my luck continued in Rome.

At Fumicino Airport or Termini Station I located an agency called "Hotel Reservation." They specialize in last minute reservations and don't charge any extra for commission. You can call them on +39 06 69 91 000 or check out www.hotelreservation.it. This is a government agency which is tied with all of the hotels in Rome. I paid 37 Euros for a single room with a shared bath in a 3 star hotel while the quoted tariff for walk-in customers was 80 Euros. There is also a youth hostel near Termini Station called M&J Hostel. It is next to the Nokia Shop on Via Solferino.

My fellow T-bird, Becky Eby, offers some additional European travel bargains:

ICELAND

Guesthouse Isafold is within easy walking distance of the main part of town where you can catch tour buses. There are sinks in the rooms with shared bathrooms down the hall. The price includes breakfast and the rooms have TVs where you can watch Icelandic pop videos. Guesthouse Isafold, Barugata 11, IS-101 Reykjavik, Tel. + 354 561 2294, Fax + 354 562 9965

AMSTERDAM

Hotel Van Onna is in the Jordaan neighbourhood of Amsterdam. The owner prefers cash, and breakfast is included. It is within walking distance to the main train station and all of the major things in the city. Hotel Van Onna, Bloemgracht 102 / 104 / 108 1015 TN Amsterdam, The Netherlands, Phone: + 31 20 626.58.01, www.vanonna.nl

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La Sangre Nueva en el Toreo

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

Photos by MATT WEINBERG
and SEAN DALEY

There was a hint of controversy when T S G Guadalajara sponsored a trip to the bullfights.



SEAN DALEY

Going to the bullring would certainly be a cultural event. Bullfighting has been cherished in the Spanish-speaking world as an art form of grace and bravery for hundreds of years and is celebrated in folklore, paintings and songs even today. And yet, there is this unavoidable problem of el toreo being a "blood sport". And so a number of T-birds found themselves wholly conflicted, torn between appreciating another culture without judgment or criticism and being repulsed by the drawn out, gory torture of animals for the amusement of humans. Indeed it was a classroom-worthy case of moral relativism vs. cultural imperialism. Ole!

We arrived at the stadium in the late afternoon on Sunday. Imagine a small Roman coliseum inauspiciously made of poured concrete. Near the muddy parking lot, sleepy looking Mexicans sold cotton candy and fried meats, while two beautiful chicas handed out restaurant flyers. From the inside I could here a small band playing Mexican horns. But there was no exciting rumble of an anticipating crowd around the ticket booths. The turnout was low, as summer is not regular bullfighting season. As has been the norm here in the late afternoon, dark clouds began to slide across the sky and the occasional heavy raindrop pelted the ground. A vendor stood by with rain ponchos at the ready.

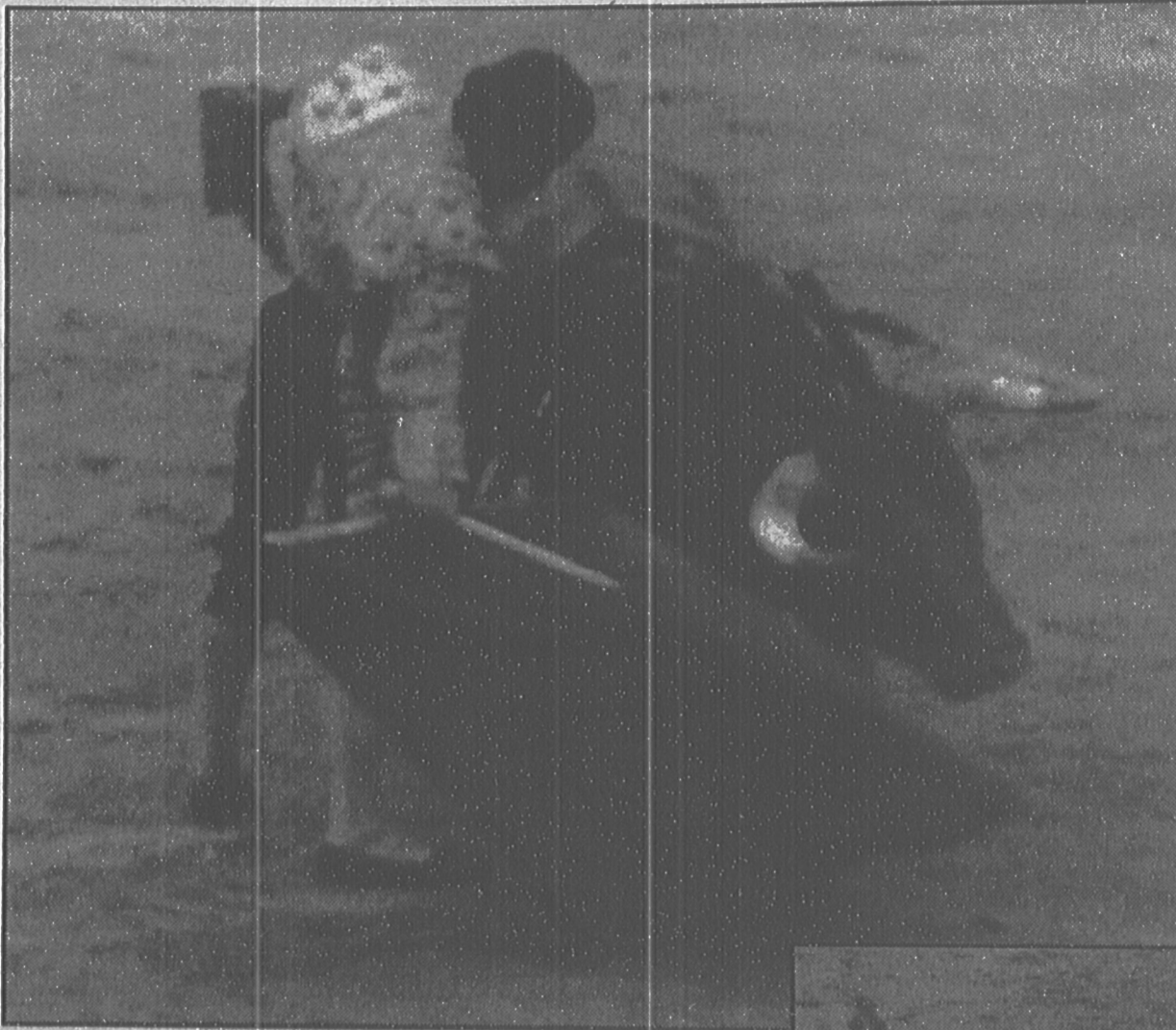
For 80 pesos, or about \$7.50, we took our seats with a perfect view high above the ring, shielded from any threat of rain. The festivities began with the sounding of trumpets and a parade or paseo of all the day's participants. Along with the expected matadors were Don Quixote-looking fellows on horseback and a number of guys in vests and caps. These men later turned out to be the grounds crew, in charge of grooming the sand after each fight, and, of course, removing the bull. Once the parade was over there was a moment of silence. Then the ring was cleared and out came a charging bull.

Our first contender weighed in at about 970 pounds. Named Descrito, the first bull really looked ready to do some damage. With frightening speed, Descrito raced around the ring seeking someone to gore with

his massive horns. The bulls are muscular and mean looking and I immediately thought that someone would have to be insane to get in there and actually fight one of these things. In fact the Anglicized word "bullfight" is actually an inaccurate translation of "Toreo". It's not supposed to be a fight, per se, in which each contestant has an equal chance of winning. The objective for the matador (his title literally means "killer") is actually the opposite of fighting; to avoid confrontation by using his human attributes of intelligence grace and elegance. There is no scoring in a bullfight, and it is assumed that the human will prevail. The interest comes in how gracefully and skillfully the matador can put down this enormous beast.

In a moment I notice four matadors step from behind wooden gates equally dispersed along the edge of the ring. Then Descrito notices them too and charges. At the last possible moment, the matador skips back behind the gate and Descrito digs up the dirt with his hooves and turns to go after another one. I must admit here that the matadors do not look all that tough in their pink tights and funny hats, teasing the bull and jumping back behind the wall just in time. Like many other T-birds, I'm sure I found myself rooting for the bull. Then something surprising happened. As Descrito came charging, one matador stepped behind the gate but Descrito just kept coming. The bull actually jumped and came crashing into the wall, breaking off one of the boards. The crowd gasped as the bull collected himself from the collision, shook his head, and turned to find someone else. It was getting violent already and I could see that this was going to be a tough one to watch for many of us T-birds.

After a few minutes of this, the two Don Quixote-looking fellows, called picadores enter the arena armed with lances. Each is mounted on a heavily padded and blindfolded horse. They encourage the bull to attack the horse, which it does, at which time the picador stabs the bull in the back with the lance and digs in. Here is where the bloodshed starts. The struggle goes on for some fifteen seconds or so and my fellow T-birds and I begin to squirm. Descrito backs off but then heads for the next picador. Again he is stabbed with a lance and blood pours out of his back. This is generally the least popu-



A classroom worthy case of moral relativism vs. cultural imperialism. Scenes from a bullfight recently attended by some T-birds in Guadalajara

lar and most criticized aspect of the event, as it severely weakens the bull. Excessive use of the lance generally displeases the audience since it makes the fight too one sided.

Then two men come out on foot, holding two small brightly colored harpoons. The "act of the banderillas" requires the men to draw the bull towards him, and as it passes, plant the spikes into the bull's flanks. To me this is the most dangerous part for the humans. They have no capes and so the bulls charge right at the men's midsection. Just in time, the banderilla leaps in the air, both dodging the horns and hitting their target. This is intended to spur the bull on and make him more ferocious. But for Descrito it seems to send a message that he is in over his head. The bull stops for a moment and tries to shake the harpoons loose. Then he stops and begins to breath heavy.

In the final stage, we meet the star of the day, a young matador named Arturo Macias. He is known as "La Sangre Nueva en el Toreo", or "The New Blood in Bullfighting" according to the free handkerchiefs that were handed out, emblazed with his smiling image. He is twenty-two, handsome, determined, and a true showman. He enters the arena with ballet-like strut and tips his hat to the crowd, and then faces the bloodied and angry Descrito. At this moment the sun comes out for the first time and glistens off the blood dripping from Descrito's coat.

The origins of bullfighting go all the way back to the time of Spanish War of the Reconquest (711-1492 A.D.) during which time knights, known for their valor, would hunt wild game.

The Iberian bull was known to be the most beautiful and impres-

sive beast in the forest. Unlike the other animals, the bull, when provoked, would die fighting rather than flee, thus transforming a simple hunt into an even exchange of courage between man and bull. Eventually some entrepreneur captured several of them and brought them to the village to recreate the thrill of the hunt in front of the king and his loyal subjects. And the rest, as they say, is history.

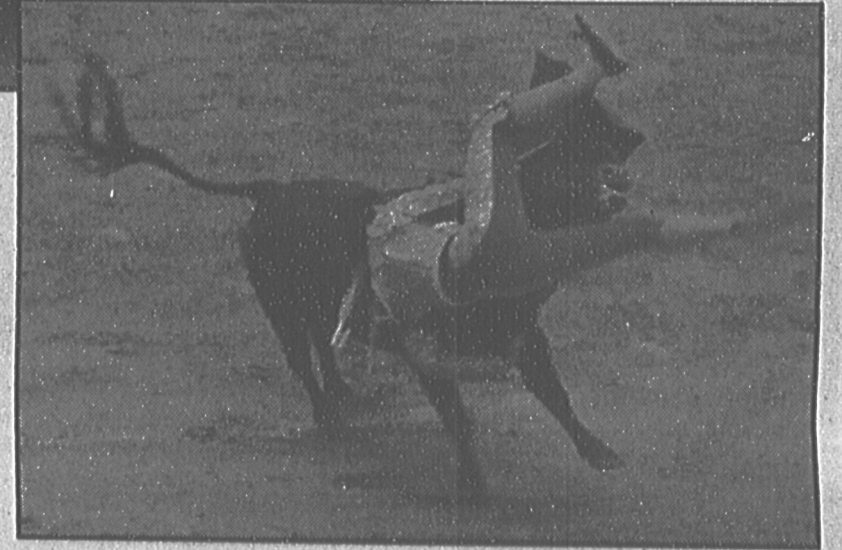
Mario Carrion, a writer and former matador describes the cultural relevance of bullfighting this way.

"Satisfaction is implicit in the expected triumph of human cunning over brute force: a bullfight (audience) screams ole not because the matador has won, but because of the manner, the form, the grace the wit, the dexterity of the torero performing a pass. The trophies awarded to the bullfighter are often nothing more than the people's momentary show of emotion. Just as in painting, singing or dancing, the quality that made that move special cannot be quantified or described. The appreciation of its worth is intuitive. (It is a) type of dramatic ballet dance with death."

For this reason, the Mexicans tend not to see the bull as a sacrificial victim, but rather a contender who deserves respect in his own right. The matador is expected to show great dexterity and courage. The pinnacle

moment comes when the matador must find a two inch space between the animal's shoulder blades with one fluid motion with a sword exactly long enough to pierce the bull's heart. If he fails and drags out the bull's pain, the crowd may get on him, whistling, and in the case of a particularly botched performance, demanding the freedom of the bull.

Back at our bullfight, Arturo Macias begins to wave his cape, which conceals a thin sword. Descrito makes a move towards it, lunging his horns at the cloth, but he is weak now and losing a lot of blood. Still, Macias moves skillfully around, dictating the bull's movements, flirting with his



horns and maintaining elegant poise. At times, he turns his back to the bull and laughs, waving his hand flamboyantly, drawing applause.

Despite my growing discomfort at the situation, I am momentarily delighted to learn that people really do shout "Ole!" at bullfights. The band occasionally plays a note on the trumpet, perhaps a judging of a particular move. Though Descrito has an occasional surge of energy, which reminds the audience of his power, the end is clearly in sight. It is time for the big lunge. Marcias spins his cape and then points the sword towards the nose of the bull. It's tense in here. Descrito charges and Marcias lunges and stabs. But it's a miss. The sword bounces off the animal's backbone and falls out. Marcias, frustrated with himself, must try again. I don't remember how many tries it took - maybe three or four - too many, according to Mario Carrion. But eventually the sword sinks. Likely due to a puncture of the lungs, Descrito begins to back off, walking slowly, his head low and blood now streaming from his nostrils. His tongue is dangling from his mouth. Two more men with capes suddenly appear and wave him back against the wall. And then there is this blood-curdling scream from the stands.

Continued on next page

Continued from previous page

A woman is screaming in horror and someone starts shouting "Medico! Medico." There are other screams too coming from the area and it gets so shrill that in the arena Macias turns away from the dying bull for a moment and turns to see what is going on. The fight is frozen. Meanwhile, Descrito has fallen onto his front knees and is looking up at the three men with this look on his face that seems to say "You bastards!" But it only lasts a moment and he goes down.

And so that was it. Macias walks off sort of sheepishly, for not having put the bull down cleanly, and the grounds crew comes out to rake dirt over the blood puddles and carts the bull off behind two horses. The crowd applauds half-heartedly. In the seats above the ring is a very uncomfortable element of horror mixed within the recreation. There is discussion about how horrible it is and questions of what we are doing here. And yet we all knew what to expect, or should have. Unsure of what to say, most of us just grimace and order another beer. Some leave.

Hemingway once wrote, "Bullfighting is the only art in which the artist is in danger of death and in which the degree of brilliance in the performance is left to the fighter's honour." This quote does not leap to my mind at the time.

There would be five more bulls to follow and two more matadors. In the subsequent battles the bulls would occasionally get their revenge by goring a matador. One had to be carried away with a horn wound to the back of the head. Even Macias, in his second fight, got lifted off the ground and gored for a bit. Despite having been literally knocked right out of his shoes, he came back, now angry as hell. Despite his grace and showmanship, again it took him forever to drop the bull. The crowd got restless. When the final bull fell and was carted away, leaving a trail behind him in the dirt, most of the T-birds had already gone, some quite angrily. But they did leave under their own power.

It turns out that the earlier screams had come from an American woman who had watched her boyfriend lose consciousness. I met Nick later at a party in Guadalajara. He is from Syracuse and is here studying, like we are. "I don't know what happened," he said. "Once the bull started backing up and bleeding out of its nose, I guess I just went down." And so, Nick seemed to have come up with the perfect diplomatic solution to our earlier dilemma between taking in the culture and being offended by its difference in values. Take in the local culture. Try the food, dance to the music and revel in their festivals. Try everything once. And when it gets too ugly - just faint.

seandaley@global.t-bird.edu

T-Birds Get Involved in Local Community

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

On Saturday, June 12, a small group of thirteen T-bird students, spouses, and professors traveled to Las Pintas, an impoverished area outside of Guadalajara central, for a play date. They brought with them coloring books, markers, crayons, books, sports balls of all types, and the desire to interact with children from impoverished families in the hopes of brightening their day and teaching them the value of education. Approximately twenty-five children from Las Pintas, ranging from age five to fifteen, met the T-birds in a park. The social



MATT WEINBERG

event lasted a couple of hours, culminating in classic Mexican style with a piñata bashing and children scrambling for candy.

After saying goodbye to the children and taking a couple of last minute group photos, the T-birds were led to the center of Las Pintas to learn more about the Centro Integral Comunitario. The Centro is in charge of developing programs, such as adult education and social awareness, in order to help the members of Las Pintas rise above their situation. As the Centro receives no assistance money from the Mexican Government, all programs must be entirely funded by donations.

One of the most important functions of the center is teaching the citizens of Las Pintas how to live with minimal resources. Most of those who reside in Las Pintas cannot afford

gas and electricity and consequently are forced to do without warm water or proper cooking appliances. The Centro attempts to teach these citizens how to survive without these so-called necessities. One process, which was demonstrated to the T-birds, involved cooking in a solar-powered oven which could be built in a cardboard box and would reach temperatures of up to 350 F°. "You could cook a pizza in there," said one hungry T-bird.

In addition to running social programs, the Centro also has a model home on its premises. Most of the local families live in overcrowded, single-room structures, with very little privacy. The model home at the Centro has had walls erected, screens installed, and a loft added in order to show the residents of Las Pintas how a little ingenuity and hard work can turn

the standard one room residence into a multi-bedroom home. The Centro instructs the citizens to build one wall at a time in their own homes, when they are able to afford it, in order to add a dimension of privacy and style.

All of the students and teachers who attended the event felt it was a great success and would gladly do it again. T-bird Sean Morris is planning a second similar event to take place some time in July. If you would like to contribute a donation to this cause, please contact Professor Stephen Morris smorris@jaguar1.usouthal.edu. The costs of this event are still being recuperated, and all gifts are greatly appreciated.

mweinberg@global.t-bird.edu

Guadalajara, the Real Story

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

To say that the "overseas" program in Guadalajara, Mexico, has been undervalued in recent years would be a great understatement. Perhaps the greatest proof of this is the drastic jump in attendance from last year to this - the program going almost instantly from 16 students to 56, with around 70 originally showing interest. Why the sudden change? To find out, students and faculty were asked to answer a few questions and to comment on their feelings toward the Thunderbird, GDL program. The results may not shock you, but they could make you reconsider your choice of summer campus.

For approximately four years, Dr. Stephen Morris, Director of the International Studies Program at the University of South Alabama, was saddled with almost all the responsibility of not only planning events and excursions in Guadalajara, but also executing virtually every aspect of the program, all without having an official position at Thunderbird. Last year, apparently responding to Dr. Morris' long-standing claim that GDL could be much more, Thunderbird administration assigned someone within the school to help with planning the program and advertising it to students. Dr. Priscilla Wisner has not only taken on these responsibilities, but has also headed up the Corporate Partners program, which groups GDL students with both large and small companies



CHRISTIAN M. MACY

in the Guadalajara area, giving students not only a unique work experience, but also a chance to learn the business language and culture which exists in Mexico.

Dr. Morris, who has taught in the GDL program for 11 years, says that the potential has been there for a long time, and now with Corporate Partners in the mix, the program may even go a step further. "One direction I want to see it go is in internships," Dr. Morris says, believing that with a little help from the CMC, the GDL program could evolve into a summer of classes followed by a fall of internships. A huge believer in the importance of learning the business and regional culture as well as classroom material, Dr. Morris encourages student participation in a myriad of beneficial events, including breakfast roundtables (where speakers from different industries and functional areas address students and answer questions), various trips throughout the country, and culturally-relevant films and shows.

With all the culture and information facing students, it's no wonder that it sometimes becomes difficult to balance responsibilities. Matthew Berg, a second tri student, says that while there is less time to study and prepare for class, the time that is spent doing either of those things is therefore invariably more productive and beneficial. Though there is less time, Matt says it is because of trips and events, not the pub or the internet (an almost scarce commodity here) as is the case in Arizona. Citing past experience on the Glendale campus, Matt shares a common belief with many students here at GDL that overall teachers and classes are a lot bet-

ter than they were in Arizona: "I am extremely happy with teachers here," he says, adding "though I can't say the same about teachers in Glendale." Matt suggests that the program would be much improved with greater and more accessible resources, a problem that could be solved if Thunderbird and the Autonoma agree on construction of a Thunderbird GDL Building on the UAG campus; an offer that Thunderbird previously refused.

Cathleen Prudhomme, the director of Academic and International Services, recently visited the Thunderbird GDL program to advise students on classes and registration. This was the first time anyone had been sent to Guadalajara in such a capacity and this is surely a sign that Thunderbird believes the GDL program now plays a more significant role in its overseas programs. Speaking both candidly and in an official capacity, Cathleen had only good things to say about her brief experience in Guadalajara and the GDL program. Cathleen believes that low cost and close proximity to the U.S. are huge reasons to come here. She added that with the continual boom in trade between the two countries, and the huge amount of culture and history which pervade the area, GDL is not only a fantastic program now, but could even merit consideration to become a year-round program. When asked their opinions on this idea, students all seemed to like it, though only a few would admit a desire to stay in GDL for two or three trimesters. Faculty who were asked also approved of the suggested year-round program.

Many of the problems in the

program have been logistical in their nature, and most can be attributed to the sudden and extreme growth in the number of attending students. Christopher O'Sullivan, a third trimester student working with Flextronics in the Corporate Partners program, says that while there have been a few kinks, he believes they are fairly minor and will probably all be resolved with time. An example he brings up is the Corporate Partners program, which has been marred with ridiculous prerequisites, huge wait-lists, and originally, a small number of 'partners' compared to the large amount of students. Program leaders successfully tackled many of these obstacles, and hopefully fewer such roadblocks will exist in following years.

Overall, the program has been very well received by all the students and faculty involved. When asked if they would do it again, or if they would recommend the program to someone else, almost all students said yes to both. When asked why, one student said that having the same teachers here, but in a smaller classroom setting, created a wonderful, close-knit environment, and adding the culture and surroundings, made for an 'awesome', almost unbeatable program. Clearly, the GDL program, once thought to be teetering on the brink of obscurity at the best, and non-existence at the worst, is finally here to stay, and most if not all of the students and faculty involved are glad to hear it.

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A Regional Night of a Different Kind

By CHRISTOPHE SERVAIS
TSG European Representative
Germany, Winterim '05

Very often in life you sign up for something and you have no idea what you are getting yourself into. You do it because you were talked into it, or because it seemed interesting, but very soon you find out the truth.



CHRISTOPHE SERVAIS

This describes what I experienced when I entered the regional representative position at the Thunderbird Student Government (TSG). The main responsibility of this position was to organize a regional night for my particular region. Based on past experiences, I was look-

ing forward to getting a nice and large budget and plenty of time to prepare. But I soon had to learn the real side of the story.

Anyway, the regional night that included the regions of North America, Latin America and Europe still turned out to be a huge success, regardless of the limited budget and short time frame. The clubs of the different regions contributed greatly to provide food and beverages. Many people literally spent hours cooking, barbecuing and heating up food for the night. The Miss MBA show also was a great success.

When the first ideas about the Miss MBA show were generated, many of us were in doubt whether such an event would entertain a large number of very culturally diverse students. However, once the first round of the show started, it was clear that

the audience highly enjoyed the show. The organizers, the hosts and certainly the contestants did a very good job. Finally, the dance music at the end of the evening could not have attracted more people onto the dance floor.

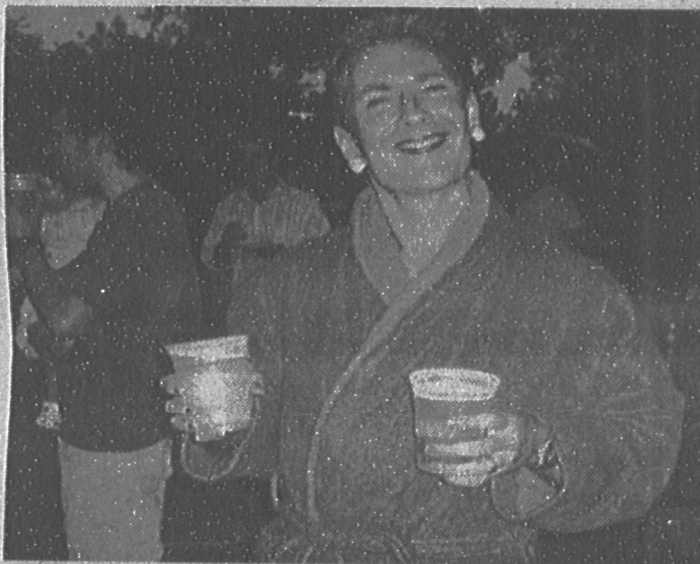
At the end of the day, even though this event included three regions, in spite of the fact that the budget was only a fifth of what the three regions would have had in other trimesters, and regardless of the limited time that was available to organize this party, it turned out to be a great night for most of the attendees. So in the future, would it not be wise to keep the budget this limited and use the thousands of dollars that would be freed up for other activities?

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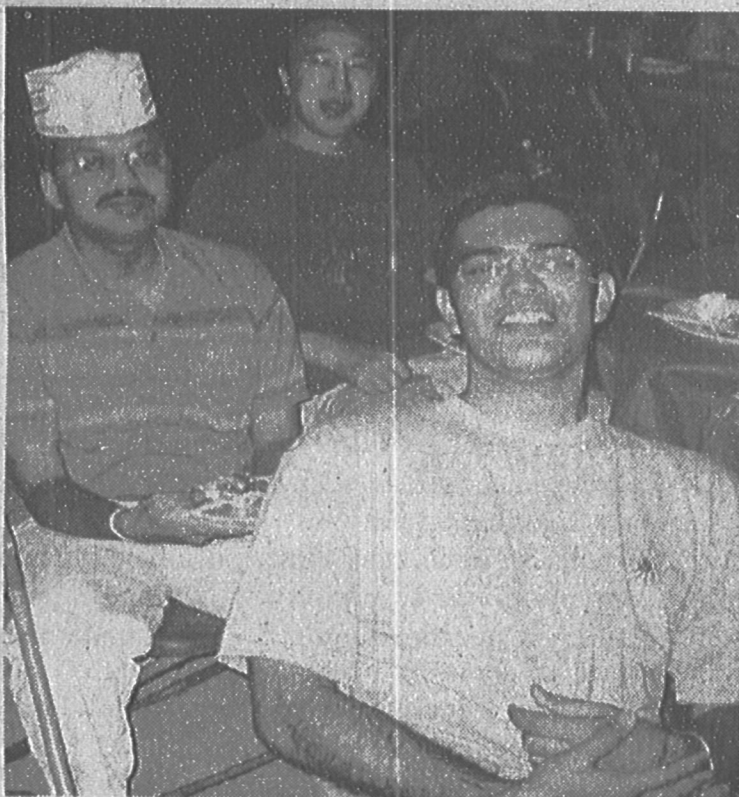


Patrick Haerberli (Miss Cross Cultural Communications) answers a question from MC Randy Yount.

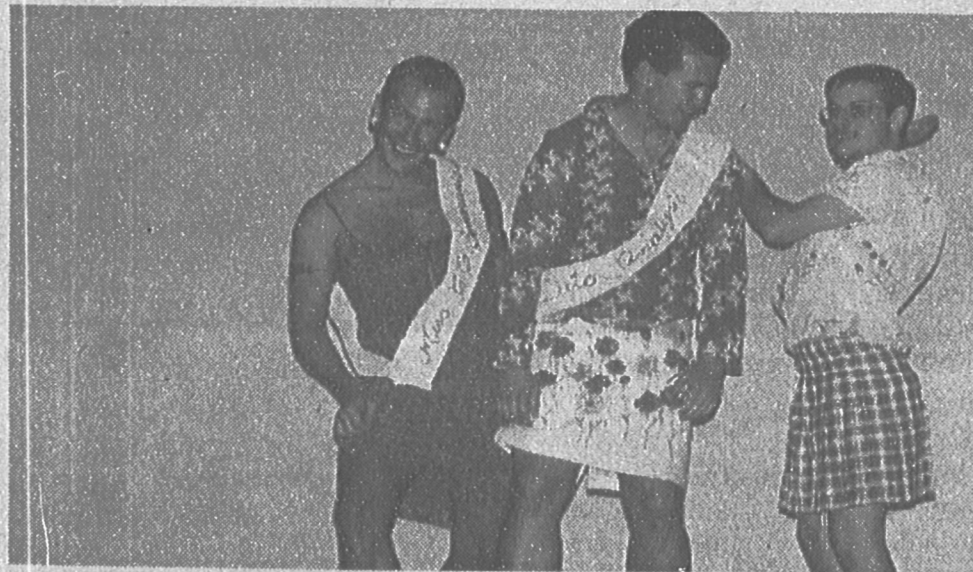
BELOW: These two beers before the competition explains alot about what happened during the competition!



BELOW: Ashwini Kumar, Roy Zhang, and Jay Parikh enjoying the show.



BELOW : We should just be glad we missed the swimsuit competition!



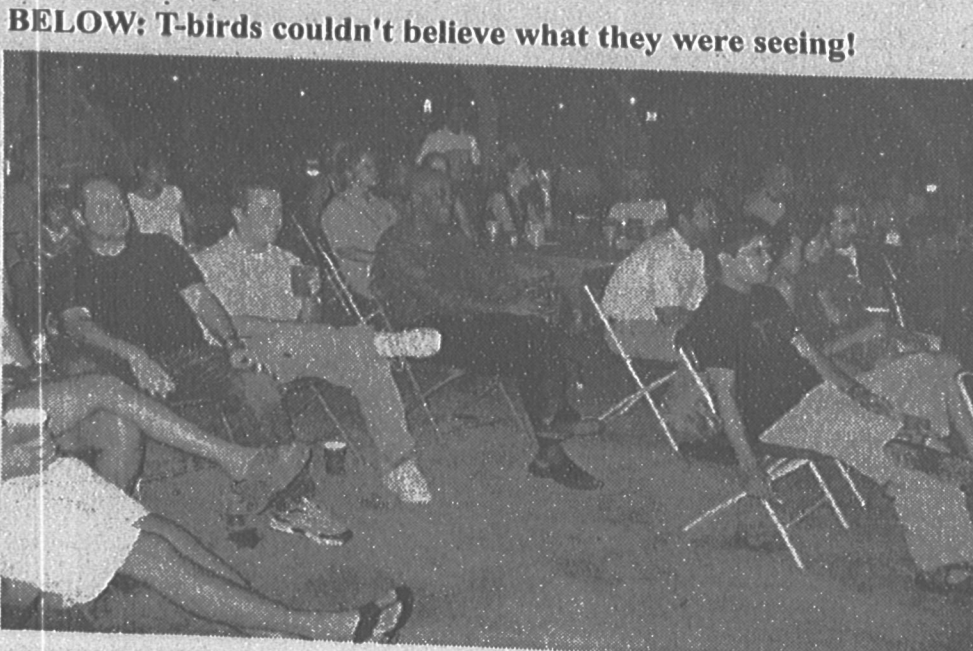
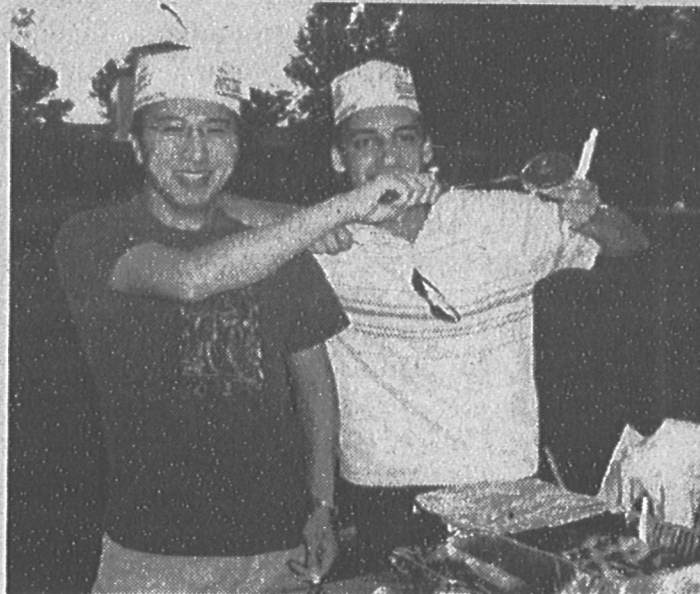
ABOVE: Hungry T-birds lining up for the multi-cultural feast.
BELOW: Roy Zhang and Tim Natale serve up the American offering... Krispy Kremes.



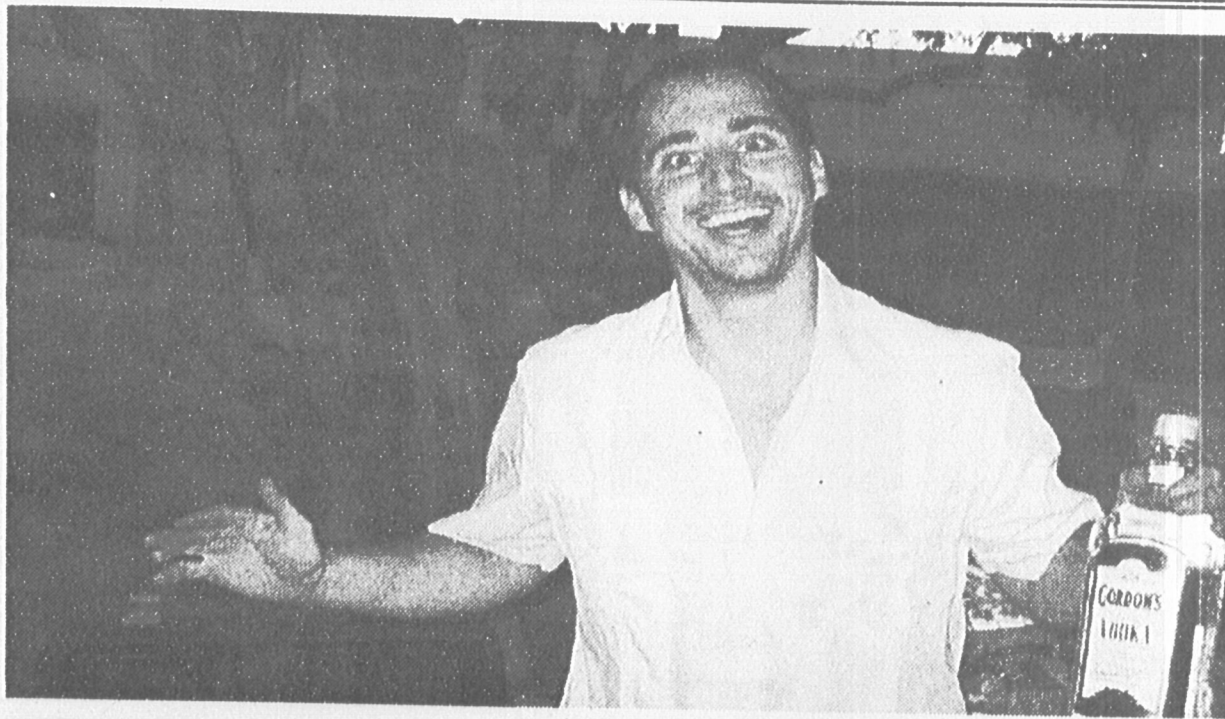
ABOVE: Patrick and Nikola await word on who will be crowned "Miss MBA."
BELOW: Geoff, Nikola, Choy Sandra, and May Lee put on their 'game faces' before the show.



ABOVE: Choy Sandra Perry, Patrick Haerberli, Nikola Tchouparov, Geoff Sanders, and Bryan Stewart.



BELOW: T-birds couldn't believe what they were seeing!



LEFT: Jose Dominguez, King of Sangria!

RIGHT: Geoff worked the shy school girl look for all he could, but it wasn't enough for a win.



T-bird Girls Lyrics

Written and Performed by BRYAN STEWART

Well Wharton girls are hip I guess
I dig their sense of flair
And the Harvard girls with the way they talk
Can't understand them when I'm out there

The UC Davis females really like to go and party
And the ASU girls just across the way
Are fine as long as they stay in Tempe

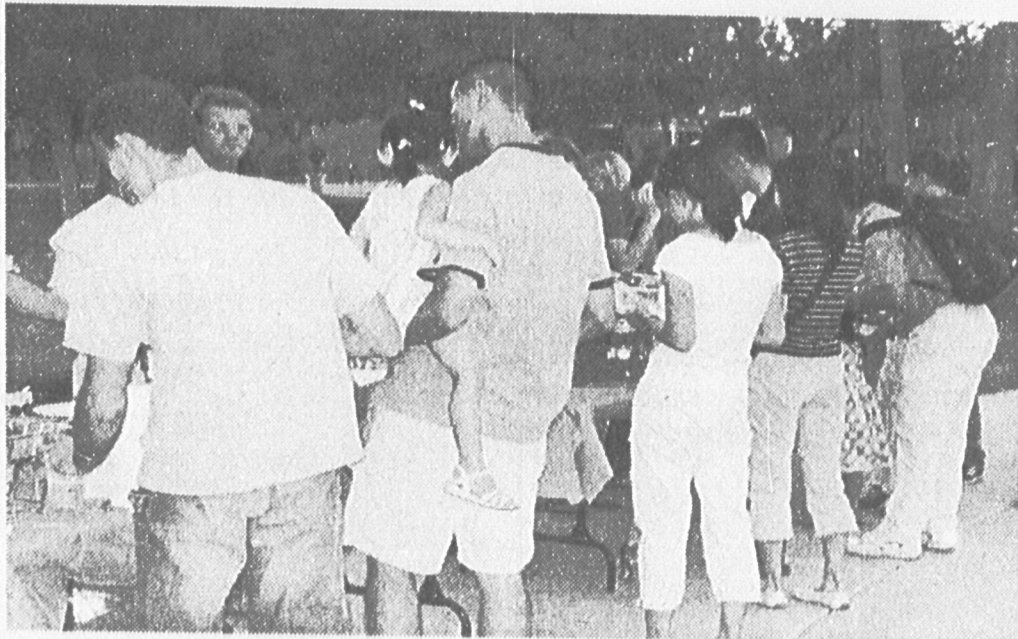
I wish they all could be just like T-bird
I wish they all could be just like T-bird
I wish they all could be just like T-bird girls...

Now UT girls they are just fine
You know I love the Lone Star State
And those Duke girls out in North Carolina
They've got a basketball team that's really great

I've seen all the schools 'round this great big world
And I've seen all of their girls
Yeah but I couldn't wait to get back here in Glendale
Back to the cutest girls in the world

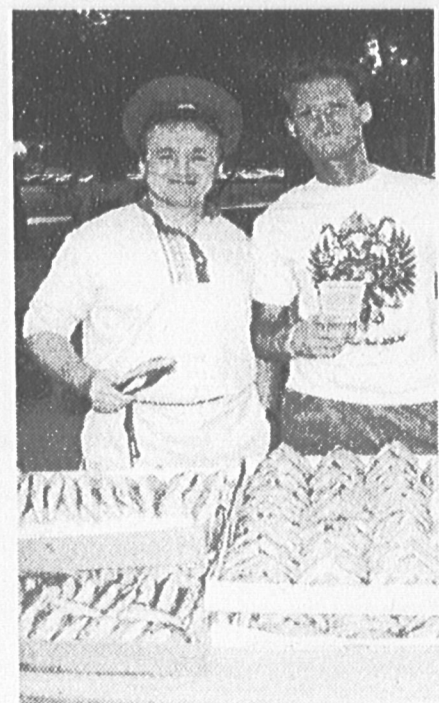
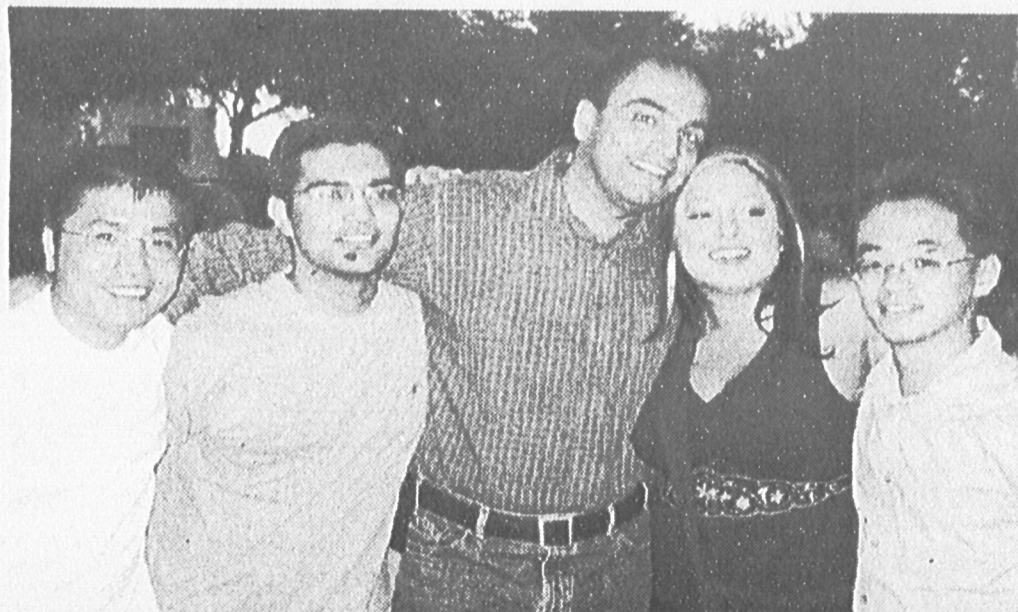
I wish they all could be just like T-bird
I wish they all could be just like T-bird
I wish they all could be just like T-bird girls...

I wish they all could be just like T-bird
(girls, girls, girls yeah I dig the girls) x 4

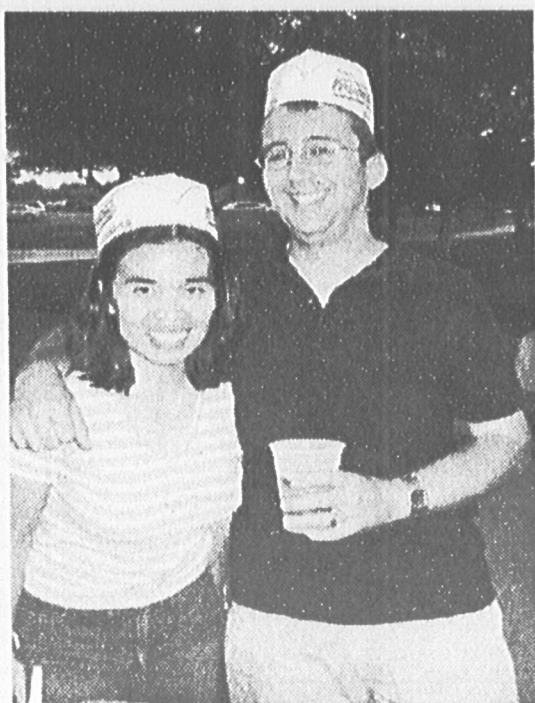


ABOVE: Such good food...so many choices!

BELOW: Erpeng(Eric) Zhang, Jay Parikh, Jaspreet Singh Kahlon, Maya Naik and Masaya Mori.



Aleksey Marchenko and Nick Muessig had turnovers by the boxload.



Savvy Him and Geoff Gougion, the Queen and King of Krispy Kreme.



Someone must tell Nikola Tchouparov not to be so introverted...



Ellen Chen and Merance Jotisakulratana were much too pretty to be participating in THIS show!



Someday this photo will come up in a Google search when these guys are both high powered execs...

Get to Know Your Miss MBA Candidates

Ten T-birds (who were very good sports) participated in the first annual Miss MBA Pageant during Regional Night. Here are the introductions that were given that night by the MC's, Ginny Stern and Randy Yount. And don't forget the "Vanna" of the night, Malu Campanico, who was the Prize Presentator.

MERANEE JOTISAKULRATANA
Miss Accounting: "Cook the Books"

Miss Accounting's job working for a large energy company in Texas ended abruptly resulting in her enrollment at Thunderbird, where she's the student representative on the advisory panel for the Garvin Gift. She's hoping her assets will win her the crown this evening - and what a pair of assets she's got.

PEGGY CHANG
Miss Finance: "Zero Coupon Bond"

Miss Finance hails from Quebec Canada and has the distinction of passing Professor Griffiths Finance 3 class. Congratulations. She certainly has the optimal capital structure to succeed tonight.

JOHN MCGUIRE
Miss Marketing: "Customer Satisfaction"

Primarily focused on developing entry strategies to emerging markets, Miss Marketing has found a niche practicing. She's hoping her product life cycle peaks this evening. Good luck.

MAY LEE
Miss Strategy: "Five Forces"

Her research focuses on men's sustainable competitive advantage. Her conclusions indicate that this is only possible through the use of Viagra. She's hoping she has a competitive edge tonight.

NIKOLA TCHOUPAROV
Miss Data Analysis: "Rita Regression"

Coming straight from a speaking engagement at the Annual Global Business SPSS Conference, Rita's confidence interval is strong; she's looking for a win here tonight folks. Comfortable with the computer, though when all else fails, she runs manual simulations.

ELLEN CHEN
Miss RBE Latin America: "Open for Market"

"Open for Market" is the great-great niece of Argentine hero Eva Peron. Her popularity is rising faster than Peruvian inflation and she stands a good chance to win tonight.

BRYAN STEWART
Miss RBE Europe: "Recently Enlarged"

We can see she is aptly named. Miss RBE Europe hopes to continue to breakdown entry barriers for her Eastern European counterparts with her wide-open trade policies.

CHOYSANDRA PERRY
Miss Business Intelligence: "Coup D'Etat"

Fluent in 6 languages, having grown up all over the world she thought her background in military intelligence would provide an easy segue into the world of business intelligence. Should she win, she hopes to use her influence to achieve world peace.

GEOFF SANDERS
Miss Modern Languages: "Doxy Moron"

Doxy specializes in the use of tongues but so far has been unable to find a practice partner. This may be due to her inability to maintain a lengthy dialogue.

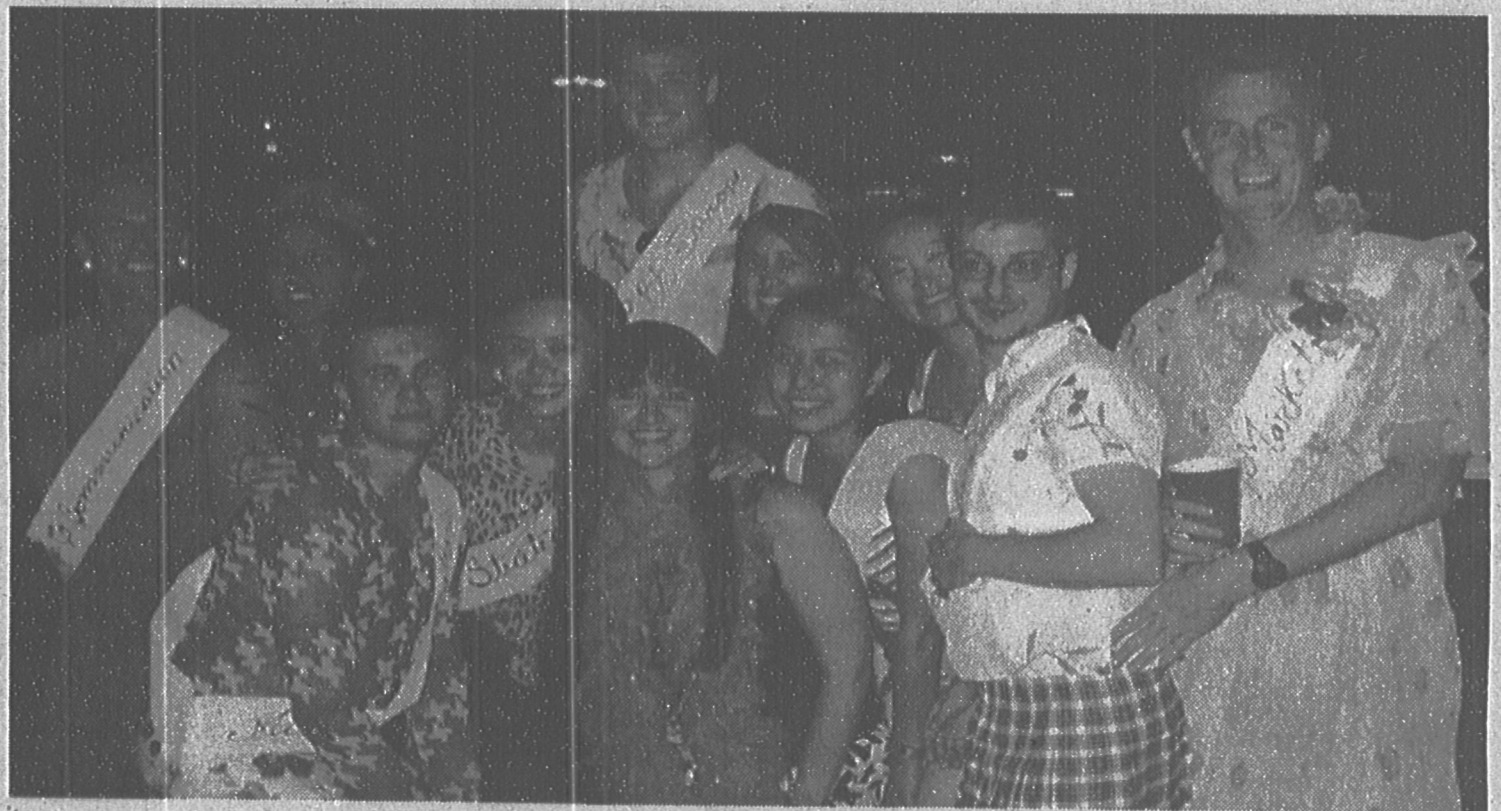
PATRICK HAEBERLI
Miss Cross Cultural Communication: "Ethnico Centrica"

This is Miss Ethnico Centrica, our Miss CCC. She has the ability to communicate in a language everyone understands, especially men. Her mission as the next Miss MBA is to put on her sexiest dress and visit the guys from Business Week, Financial Times and Wall Street Journal to make Thunderbird the overall #1 Business school in the world.

For those who couldn't attend, Miss CCC was crowned the overall winner and accepted the tearful congratulations of the runner-up, Miss Data Analysis.



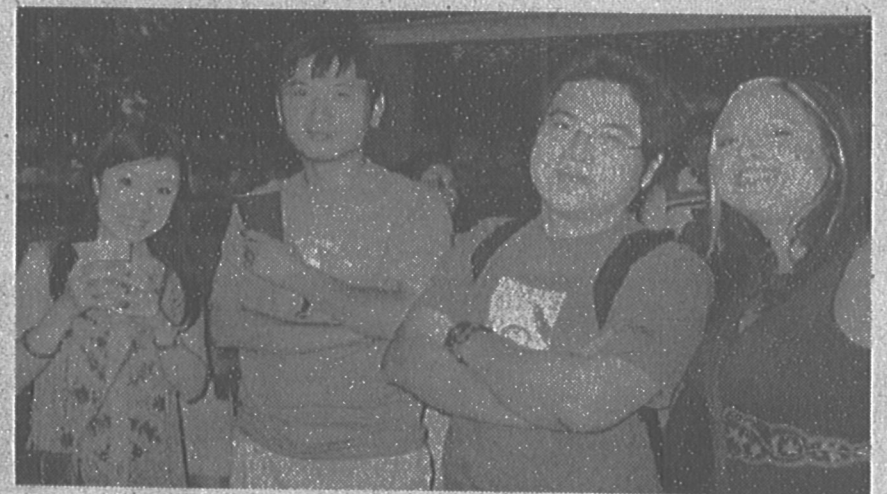
Meranee, Bryan, and Ellen waiting their turn for the talent contest.



Thank you Miss MBA Team for a great show!



John, is that dress supposed to be a strapless?



Yuka Tanimoto, Ki Suk Ok, Jack(Jeong Hoon) Lim, and Maya Naik



Shoe styles were fiercely competitive throughout the night.



Winner Patrick Haerberli taking a victory stroll down the catwalk

Dragon Boat Festival / 端午節

By JAMIE LI
Taiwan, Fall '04



JAMIE LI

農曆五月五日為端午節，和春節、中秋並列為最重要的三個節慶。端午節時值夏季，正是疾病開始流行的季節，因此端午節的由來，可追溯為驅邪避惡，以求身心的平安，後來加入愛國詩人屈原的傳說，更增添了端午節的重要性。

端午節最令人興奮的活動便是划龍舟，划龍舟的由來原是一祭水神的儀

式，後來附會為紀念愛國詩人屈原的身軀。屈原是戰國時代楚國人，忠心愛國，曾多次上書楚王，闡述國是，無奈楚王卻聽信小人言，遠離屈原，屈原因感懷國事不振，竟投汨羅江自盡已示忠心並期能喚醒楚王。人們便在每年的五月五日端午節時划龍舟試圖驅走魚群以保其身軀完整並紀念屈原的愛國情操。競賽開始，只見

下，已成為具各種變化，不論是鹹甜素葷，一應俱全。此時走在街上，仿如進入古老東方的糕餅坊，相信沒人可底得過這誘惑，想換過這天的唯一方法就是暫且忘記一切的飲食禁忌盡情享受美食。另一個包粽子的源由是因為包粽音同“包中”。所以若遇上考試或競賽，當事人通常會主動包粽子，以求得好彩頭。

如果你打算到台灣或中國旅遊，不妨考慮端午節這個時節，想必會是一場豐盛的身心饗宴。

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INTERESTED TO READ THE ENGLISH TRANSLATION?

Log onto www.dastor-online.com to read what Jamie and Satoshi have to say!

Would you like to write in your native language for Das Tor? Contact us at dastor@t-bird.edu

The Sushi in AZ! Do You Wanna Try to Eat It?

By SATOSHI KANO
Japan, Spring '05



SATOSHI KANO

アリゾナでお寿司はいかが？
加納智

2003年秋入学

まぐろ、たこ、いくら、、、
このような食材に聞き覚えは
ありませんか？お刺身は食べ
られますか？例え、これらの食
材を知らなくても、お刺身を
食べられなくても、お寿司は
今やアメリカでは有名な料理
になっています。ザ スシ、
ベルロードの67番ストリート
沿いのフライスマーケットの
隣にあるお店はたくさんのサ
ンダーバードの学生が訪れる
場所です。

このレストランでは、ラ
ンチメニューが豊富です。お

寿司だけでなく、天ぷらやさ
ばの味噌煮が食べられます。
値段はさまざまですが、4ドル
ぐらいから8ドルあたりで食
事が可能です。私は通常Aラ
ンチ(\$6.95)を頼みます。

例: A ランチ

5種類のお寿司(まぐろ、
キングサーモン、たこ、
たまご) とカリフォ
ルニアロール
味噌汁
サラダ

健康食品を求めるアメリ
カ人にとっては、日本食はま
さにうってつけの食事です。
お刺身は、ご存知のように、
牛肉と比べ、低カロリー、低
脂肪、DHAなどの貴重な栄養
を含んでいます。しかしなが
ら、気持ち悪いということで、
お刺身を嫌う人もいます。と
くにアリゾナでは夏場はお寿
司屋さんにとってはお客様を

集めるのに非常に苦労します。
主な理由として、このような
暑い気候の場所では、お刺身
の安全性を問う方がいるから
だそうです。お刺身はいつも
も冷蔵庫、冷凍室にあるわけ
ですし、これはばかげた話で
す。百聞は一見にしかず。お
寿司屋さんにみんなで行きま
しょう！

kano@global.t-bird.edu



Thunderbird Alumnae put on Women in Business Conference in Berlin

By TAMRA MAUPIN
U.S.A., Spring '05
And
JESSICA BERRIOS
U.S.A., Spring '05

"GIRL POWER!!!" was the theme of the weekend of June 18-20 at the "Building Transatlantic Relations through Women in Business" conference at the historic Reichstag building in Berlin. The purpose of the conference was to bring together professionals from diverse backgrounds to discuss the important role women play in developing strong global ties through international business.



TAMRA MAUPIN



JESSICA BERRIOS

The topics among the keynote speakers included the role of women in business, the importance of diversity in the workplace and how to develop life-work strategies when living apart from your family. All of the speakers addressed the challenges facing women in the workplace today, regardless of the country in which they live, and made suggestions for breaking the glass ceiling.

Kevin Clayton, Vice President of Diversity for Russell Corporation, discussed how Russell has developed an entire division to increase diversity within the corporation. The division has implemented several initiatives including "reverse mentoring." This is where a top-level executive is paired with a lower-level employee who has a different cultural understanding (such as a single mother, a Hispanic employee, or an African-American employee) in order to increase communication skills and awareness. Kevin was able to show how such initiatives have increased profitability for the corporation.

Angelika Bergmann, President of Encoda Systems and Director of the Board of the American Chamber of Commerce in Germany, emphasized the importance of using mentors in order to cultivate and foster future women leaders.



Thunderbird students and alumnae turn out in force to discuss the role of women in business and the importance of diversity in the workplace at a June conference on "Building Transatlantic Relations through Women in Business" in Berlin. Thunderbird students and alumnae present (from left to right) are: Carron Oswald, Katia Solovova, Tina Tanberk, Jessica Berrios, Kate Masschelein, Kimberly Wiehl, Susan Boedy, Martina Falter, Amy Amann, Erika Dunnire and Tamra Maupin.

The conference was held in the historic Reichstag building, which has recently been remodeled preparation for hosting parliamentary sessions in September, the first time since the Nazi era. The Reichstag has been a point of controversy in the recent past, as some Germans

feel that its ties to the Third Reich make the building an inappropriate site for a democracy, while others feel that the Reichstag's rich history makes it the perfect home for the new democracy of the united Berlin.

Of the 38 participants and 11 speakers who attended the conference, there were 11 T-birds present, including eight alumni and three current students. Susan Boedy (Fall '02) and Kate Masschelein (Spring '03), are both involved with GAIN, Graduate Alumnae International Network and helped organize the

conference. The conference was supported by GAIN and the Institute for Cultural Diplomacy. Boedy and Masschelein are both Executive Committee members and Co-Founders of GAIN, which they developed for high-caliber women from around the world to share their practices, experience, knowledge and cultural exchanges with one another.

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T-bird Alum Presents Research on German and American Women in Business

By TAMRA MAUPIN
U.S.A., Spring '05

On June 7, Susan Boedy, a 2002 Thunderbird graduate living in Berlin, visited the Archamps campus. Susan recently finished a research paper which will be published in the Robert Bosch Foundation's twentieth anniversary book due out this fall. In this paper, Susan compares German and American women in business. During her visit, she presented the findings from her research to current Archamps students and faculty.

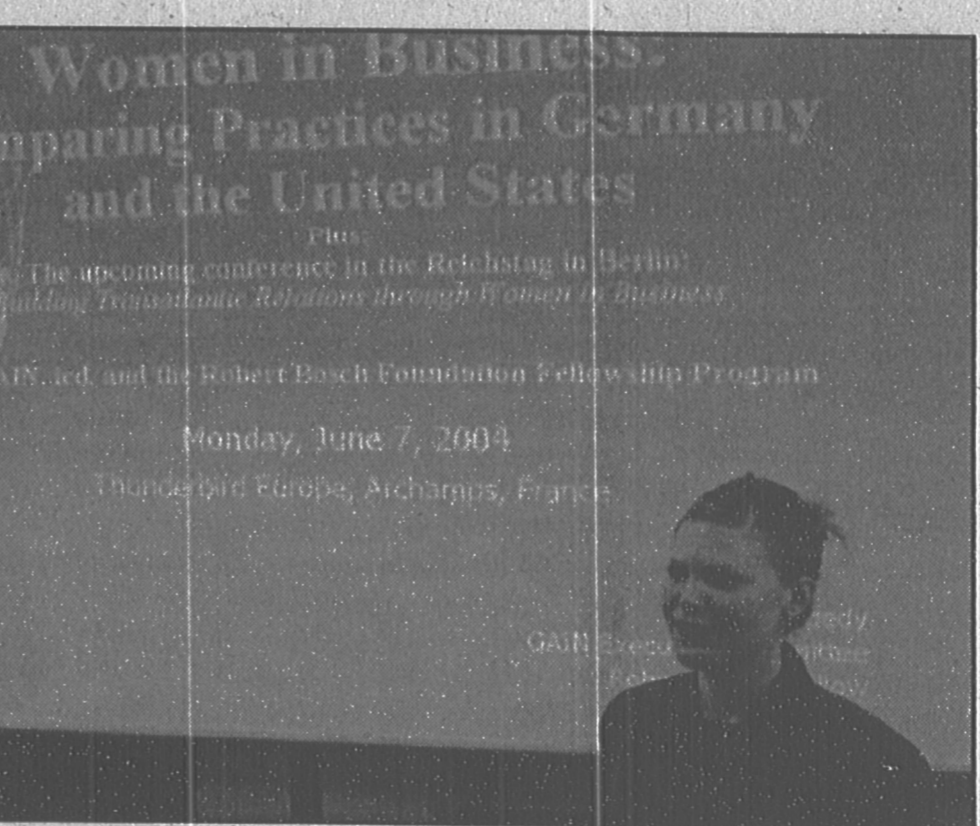


TAMRA MAUPIN

In her research, Boedy found that women in both countries face similar barriers in the labor market. While there is abundant research about the working environment for women in the U.S., research about this topic in Germany is lacking. Both coun-

tries have significant wage gaps between men and women, and, while there are few female CEOs in the U.S., there are no female CEOs in Germany. Boedy's presentation illustrated that gender diversity is more than a human resource issue; it is a business strategy. Her research shows that some companies in have experienced a 35% higher ROE by hiring more women.

Many firms, including such corporations as Intel, Microsoft, Deutsche Bank, and McKinsey & Company, are realizing the importance of diversity and are creating initia-



Fall 2002 Thunderbird alumna Susan Boedy presents research on German and American women in business at Thunderbird Europe.

tives to hire more women. These are the small advancements that will increase future opportunities for women in business, Boedy said. According to attendees,

Boedy's presentation helped manage expectations for students wanting to work in Germany upon graduation by providing insight into the working environ-

ment for women.

In addition to being a Robert Bosch fellow, Susan Boedy is also an Executive Committee member of the Graduate Alumnae International Network (GAIN; see www.hergain.com). As a part of this organization, Boedy worked with the Institute for Cultural Diplomacy (ICD; see www.culturaldiplomacy.org) to organize a conference in "Building Transatlantic Relations through Women in Business." The conference, which was held June 18-20 in Berlin, brought together 35 professional women from diverse backgrounds to discuss the significant role women hold in global business. Boedy's presentation and visit to the campus prompted three current Archamps students to participate in the conference (see related article above about the conference).

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Information Security Is Management's Job

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

Managers in today's world of interconnected computer networks and precious intellectual capital need



KOL HARVEY

to be aware of and vigilant about protecting their information systems. This was the message of Stéphane Koch, Executive Master of Economic Crime Investigation at Intelligentzia.net, who spoke to over 25 students at Thunderbird Europe on June 1.

M. Koch is an independent consultant on cyber-criminality, business intelligence and competitive intelligence with extensive expertise helping companies manage and protect their information systems. Koch shared a wide range of information on how hackers and other computer savvy ne'er-do-wells can easily infiltrate your system and capture your intellectual property, along with bank account and credit card numbers, usernames and passwords.

While many Thunderbird students will return to firms where cyber security is the job of information systems departments, Koch argued that all managers

need to be aware of the threats and be responsible for protecting against them. Managers are first to spot (and often even forward) photos, music files and games propagated via email, many of which have malicious code which is difficult for firewalls and security software to catch. Ensuring that your staff knows your company's information security policies and understands how one simple malicious computer program can reveal your company's trade secrets is your responsibility as a manager, Koch argued. Once the information is leaked, it will be your job to make up for whatever lead you lose to the competition as a result, he warned. IT staff can help protect information, but they are not very useful once the information is outside your network.

Koch highlighted the following points for future managers to recall:

Know your network administrator and information systems staff. These people can help you when you run into inevitable computer problems. Developing a relationship with them before things go wrong will make them more willing to stay at work late to fix your crisis.

Information security extends beyond electronic data. Be sure to remove and destroy flipchart pages and extra handouts, erase

whiteboards, and remove all notes from meeting rooms before you leave. This should be standard procedure at off-site retreats, at conferences and in the office.

Stay organized and keep a clean desk. Not only will this help your efficiency, you will be quickly able to spot if someone has tampered with your materials and you will keep sensitive papers away from unauthorized eyes.

Security extends beyond the office. The market value of a stolen laptop may be insured, but the data on it is often far more

costly. Encrypt your hard drives and keep all sensitive information on servers in the office which you access only via secure network connections and only when needed. Home computers and networks should not be used for business purposes without the same security systems that are used on office computers.

Emails are public and encryption is not foolproof. Email has the same level of security as a post card sent through the mail. Encrypted email is better, but more complex and rarely used. Even if you use encryption, the data is only protected when in

transit, not when it is being used.

Be aware of the trails you leave behind. Searches in Google, on electronic databases (Ebsco, Factiva, Lexus-Nexis, etc.), news sites and other internet locations are all logged, leaving a trace of what information you are collecting. With minimal skills, a competitor can track where you've been looking and easily get a sense of the projects you are working on, leapfrogging your research and development efforts.

kharvey@global.t-bird.edu

I'm just a student, what should I do?

While he admitted that student security needs are not the same as those of a business, Stéphane Koch stressed the importance of protecting your personal data. Koch offered several tips which constitute the minimum level of protection that every business school student should have:

Install personal firewall and anti-virus software on your computers. Be sure that you regularly run updates to ensure that you are protected against the latest threats and that all of your subscriptions are up-to-date. Schedule full system

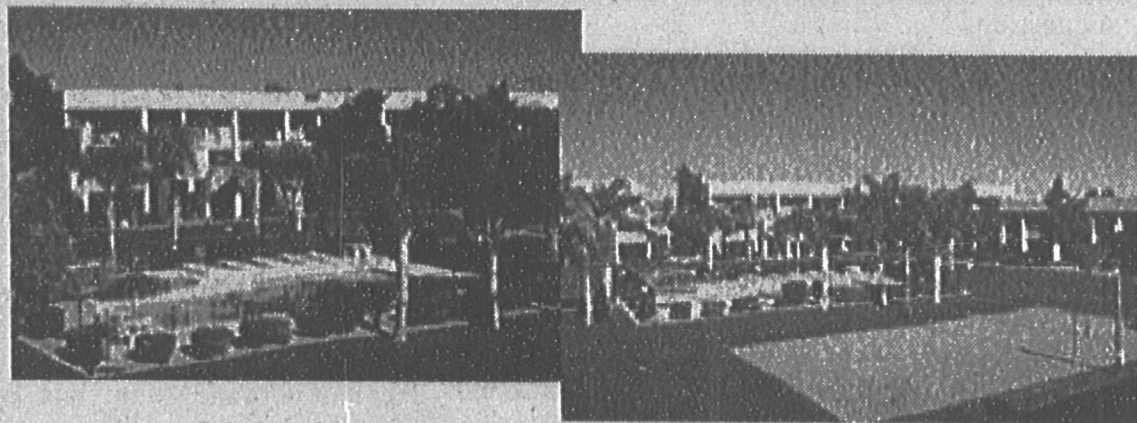
scans at least weekly and turn off your computer when not in use.

Install anti-spyware software. These tools check for spoof internet sites, key logging programs and other programs that run on your computer and report your activities to the creator of the program, allowing them to target your machine and steal personal data that you type.

Encrypt your laptop and wipe deleted files. Even after sending files to the recycle bin, the data remains on your computer. Ensure these files are deleted by using a program that wipes you data. Encrypt your computer files

so that a stolen laptop does not result in an empty bank account or destroyed credit rating through identity theft.

Worry. Be aware of your online activities and reports of new viruses. Given the amount of time that students are online, they are prime targets for viruses - both receiving them and spreading them. Keeping your system secure will also help prevent you from sending the latest virus along with your resume and cover letter.



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Academic and International Services Announcements

Thunderbird Europe - Fall, 2004

Program Exit Meeting: Thursday, July 29th.

All students attending the Thunderbird Europe Campus this fall should attend this Exit Meeting. Representatives from Financial Aid, Finance & Accounting, IBIC, and International Student Advising will be there to give you important information about your term abroad. In addition, program handbooks will be distributed.

Thursday, July 29th

1:00pm

Snell 22

OPT Processing Date for Fall 2004:

Express: July 26 through August 13, 2004

Early: August 16 through September 10, 2004

Regular: September 10 through November 26, 2004

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. Applications are located in our office and on our International Student Information MTB Page.

International Students - Report your Address Changes!

Are you coming back from vacation or an internship this summer? Have you moved? If your answer is "yes", then please note that all international students must report your address change within ten days of your move. This is a legal requirement of your status as a foreign citizen (all F & J status people, including dependents). Change in address forms are located in our office and on our International Student Information MTB Page.

Academic and International Services

Phone: 978-7177

Email: ais@t-bird.edu

Newsletter

An Update on the Status of Student Government Projects

By REGULA SCHEGG
Switzerland, Winterim '05
TSG President

This is an update of TSG projects currently in progress. If you wish to participate or contribute



REGULA SCHEGG

to one of these projects, please contact the individual chair directly. Your input will be appreciated. Thank you for your attention.

COMMUNICATION

It was brought to our attention that the way the school and the TSG communicates might not serve the needs of the students. Although we already use several means of communication, we need to better understand how we can best reach all of you. To tackle this issue, Randy Yount, a post-MBA student, is currently working on a project for Dr. Keck in

It was brought to our attention that the way the school and the TSG communicates might not serve the needs of the students.

regard to communication, with TSG's support. We want to analyze what has been done so far, what could be done better, and what means of communication would be most efficient and successful in reaching you and providing you with the information needed. TSG is considering focus groups from which we expect to gather the information needed to build a well-organized communication process. For further information please contact Randy Yount, rnyount@global.t-bird.edu or Geoffrey Sanders, sandersg@global.t-bird.edu, TSG Communication Chair (for TSG communication).

In regard to the means of communication of TSG, we mainly use MTB, weekly e-mails (sent out Tue/Wed) and *Das Tor* to disseminate information. Via *Papero*, a TSG newsletter that was distributed through the campus mail system is no longer published. The outcome of the above project will be integrated into the TSG communication structure.

MARKETING

Geoff Gougion, our Marketing Chair, is leading a TSG initiative to create a more effective and valuable club struc-

ture to help students get the most out of their professional and social affiliations on campus. Part of this initiative is also seeking to define alternative sources of funding to help support our clubs and student involvement.

TSG is working with a committee of students, faculty, and administrators to design and implement a solution that will not only be effective, but also will be sustainable in the long term. We will soon be looking for input from club leaders once the concept is more defined. In addition, Geoff is pursuing other initiatives, for which further information will be published in *Das Tor* in August.

If you have any interest in the above initiative, have new ideas of how you want to get involved in marketing, or just want to talk more about what the school and TSG are doing in the marketing arena, feel free to contact Geoff at ggougion@global.t-bird.edu.

ALUMNI RELATIONS

The Alumni Relations Chair, Chris Liu, is working together with the development office to analyze the possibility of creating a TSG Giving Chair. This student would work closely together with the development office to create new opportunities for students to be involved and give back to our institution.

In addition, the Giving Back Project that shows the commitment of the whole student body to the school, which was initiated by the former TSG Alumni Chair, has been very successful and nearly 40% of the students committed \$1 or more to the school. This initiative was launched in conjunction with the gift of Sam Garvin. Your contribution is not only a wonderful gesture in contributing to scholarships, but also increases our ranking, as the amount of donations received (in % of the alums) does reflect positively on the ranking of the school. Furthermore, the Janus Project will continue and there is another Giving Back Project in the pipeline. A specific plan will be put in place in July.

Last but not least, the Alumni Networking Panel, co-hosted by the Marketing Club, was held on July 15. We hope it was useful to your career search. For any further information in regard to above projects, please contact Chris Liu, chrisliu@global.t-bird.edu.

ACADEMIC AFFAIRS

The students' contribution to the Strategic Curriculum Review Process is important. The process just started recently and Nikola Tchouparov, our Academic Affairs Chair, and I are represent-

ing the student's perspective. We are currently analyzing how to better understand the needs of the students. In this regard, we intend to gather information either through focus groups or a survey. Further

information will follow. Please also check regularly the All Current Students discussion group for updates. You can also submit to us your experiences and opinions via e-mail. We will be glad to share these with the strategic curriculum review committee. Any experience, positive or negative, will provide us with valuable insight and help us better understand the flaws and positive aspects of the current curriculum. The more detailed information we have, the better we can influence the outcome of the review. Please contact Nikola, tchouparov@global.t-bird.edu or Regula, RSchegg@global.t-bird.edu.

In addition, Nikola intends to organize focus groups in Glendale, Archamps and Guadalajara to solicit student input about improving the course evaluation process and the actual questions on the evaluations. Concerns, questions, suggestions or you simply want to be involved? Please contact Nikola at tchouparov@global.t-bird.edu

I&IT

Dooyhun Cheon's current project is the improvement of MTB's user-friendliness. This project is pursued in collaboration with the I&IT department. One of Dooyhun's first steps is to gather information and tap into your ideas by conducting focus groups. The outcome will be tied into the communication project as discussed above. For further information, please contact Dooyhun, dhcheon@global.t-bird.edu

TREASURY/SAC

The establishment of an Audit group is in progress. The first audit will be held at the end of the summer trimester. These procedures will provide greater transparency. The budget will be reallocated over the remaining time in collaboration with the Student Activity Chair and the Speaker Rep. It is our intention to spend the entire student contribution in the trimester it was raised. Any requests can be submitted to the SAC, Malu Campanico, mcampanico@global.t-bird.edu or the Speaker Rep Kent Wong, kentwong@global.t-bird.edu.



The YTD accounts will be posted as soon as available. For any further information, please contact Michel, at MSALGADO@global.t-bird.edu.

CMC

Minesh Pore, our CMC Chair, is currently implementing a new TSG CMC structure. The purpose is to have CMC Student Representatives for Europe, Asia Pacific, Middle East, Latin America, North America, Indian Subcontinent, who will work together with him in gathering region-specific, job-related information. Information such as potential employers, major placement agencies, and major career fairs will be integrated into the CMC activities, and will help you in your job search activities internationally. For any further information, please contact Minesh, mineshpore@global.t-bird.edu.

EXECUTIVE EDUCATION

Several Executive Education dinners have taken place over the last few months and the student participation was a great success. The next dinners will be held in the fall, starting in September. Jelueh Marquez, who took over recently from Chris Liu, will continue organizing those relaxed get-togethers. If you are interested in attending, please contact Jelueh at jmarquez@global.t-bird.edu and also read her article in this issue of *Das Tor*.

OVERSEAS

Apurva Khanna, our Overseas Representative, is currently working on a survey which will be conducted in Archamps and Guadalajara with the purpose of learning from the students' experiences to better understand the strengths and weaknesses of these programs. With so many students currently abroad, we have a good sample from which to get feedback. This is not a curriculum study or comparison tool, but a way to gather students' opinions (likes and dislikes) about the programs. The outcome will hopefully help not only for the constant enhancement of our overseas programs, but also to provide you with up-to-date information, which might help

you in relocating to and living on those two campuses.

For any further information and your input, please contact Apurva, at apurvakhanna@global.t-bird.edu.

OTHER PROJECTS/INITIATIVES

The Thunderbird Global Council (TGC) Student Involvement Program is making progress. The purpose of this program is to offer the TGC direct involvement with students. TGC members were asked to be involved in different categories which directly impact the student body. Such categories are: Internships & Full Time Jobs, In-class Consulting Projects, Thunderbird MBA Case Series, Scholarships, Professional Club/Society Mentoring, High Profile Event Sponsorships and Industry Speakers & Competition Judges. We hope to provide you with the first results and involvement activities of TGC members at the latest by fall.

For further information, consult the TSG MTB webpage where the proposal is posted or contact me at RSchegg@global.t-bird.edu.

Graduation Party: The graduation is only a few weeks ahead. A team has been assembled for planning this event. For any further information and your input, please contact Marcelo Iglesias, our Vice President, at miglesias@global.t-bird.edu.

OFFICE MANAGER

After Socorro Meek left us at the end of April, we were able to hire a new Office Manager, who will start on July 12, 2004. Heather Crawley-Kim has been

... we were able to hire a new Office Manager, who will start on July 12, 2004.

working several years in student services at another university. With her background and experience, she will be a great asset to all of us. The office manager position is a very crucial part in running TSG smoothly and in providing you with the services called for.

Her office hours will be posted soon. We look forward to working with Heather and warmly welcome her. We also thank Jessica McCoy very much for her great support during the last few weeks. We were indeed very lucky to have her around.

RSchegg@global.t-bird.edu

Ever Had the Chance to Dine With Executives From All Over the World?

By JELUEH MARQUEZ
Venezuela, Summer '05
TSG Executive Education Chair



JELUEH MARQUEZ

Have you ever had the chance to dine with executives from all over the world? As the new TSG

Executive Education Chair, I can make sure you live that experience in the upcoming months.

Thunderbird Executive Education holds many one to two week programs for companies from all over the world. ExxonMobil, Mattel, Ericsson and American Express are just some examples of the organizations that have participated in these programs. One component of the curriculum for the Executive Education program is exposing the executives to the multicultural environment we enjoy at Thunderbird. One way to do this is by organizing cultural dinners, where they have the opportunity to get to know T-birds and share their experiences with us.

Executive Education selects restaurants in Arizona that repre-

sent the culture of a specific country or region of the world in which to host the cultural dinners. Some examples are European, Latin American, African, Chinese, Japanese or Indian restaurants. Throughout the dinner, students teach the executives about the food, busi-

Does "free food" help entice you? Although this might be the first thing that crosses your mind, the experience goes beyond enjoying a free meal. To have the pleasure of meeting people who have worked in different industries for a long time adds to our learning experience here at Thunderbird.

ness practices, values, and nuances of a specific culture.

My job is to encourage you to take part in this wonderful experience and quickly prepare you to interact with the group of executives. Your job is to dress up, be ready to share experiences from



the culture you represent, and enjoy the exquisite cuisine. Does "free food" help entice you? Although this might be the first thing that crosses your mind, the experience goes beyond enjoying a free meal. To have the pleasure of meeting people who have worked in different industries for a long time adds to our learning experience here at Thunderbird.

My own experience illustrates the extra value that I have received so far. The first dinner I

attended was with ExxonMobil and the second dinner included a group of executives from different companies. I met people from Canada, South Korea, U.S. (Texas, Michigan, New York and many other states), Belgium and many other countries. It was a lot of fun to teach them about my culture and compare how things differ in a business or informal environment.

One particularly interesting experience was helping an executive from ExxonMobil. He had

recently been promoted to Manager of the Latin American Production Operations. One of his first tasks was to visit Venezuela (where I am originally from) to meet the people from the national oil company. He was leaving one week later and knew very little about the country. I was able to tell him everything I could about the appropriate conduct in business and informal settings as well as the best places to visit and what to expect from the people. From him, I learned how my country is perceived in the American oil industry and I was delighted to learn that, although Venezuela is going through an economic and political crisis, these types of companies are still investing in it and have future plans there.

I encourage you to join us at the cultural dinners. Please complete the Participant Profile Form found in the TSG - Executive Education web page on MTB and send it to jmarquez@global.t-bird.edu. I look forward to meeting you.

jmarquez@global.t-bird.edu



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Daily Bulgarian Summaries

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

Why would anyone want to invest in Bulgaria? This is the task I have at hand. Ask your average Joe on the street about Bulgaria and he will likely answer you with a blank stare. My job here is to convince people from the UK, Ireland, Germany, Holland and the USA that a vacation home or commercial property in Bulgaria is a safe investment opportunity. What makes it an easy job is that I truly believe that with a little education on the subject people will have no problem investing here.



KEVIN SPENCE

One of the first projects my colleagues and I came up with is an idea for a CD ROM that explains everything about Bulgaria and our properties. After a long meeting, we decided on the content of the CD ROM. We also discussed the price and to whom we should market the disk. One section of the disk will explain everything about Bulgaria, Varna, and our company. To make things interesting, none other than myself will create these descriptions. My beautiful (yet manly) voice alone should make people apply for mortgages as quickly as possible. The other part of the CD ROM will contain vivid descriptions of what Bulgaria has to offer investors. For example, he or she may take a virtual reality tour or view professional photos of a luxury hotel. Another option is to view photos and descriptions of restaurants, bars, museums, beaches and other cultural attractions near the properties we offer. We are the only company in Eastern Europe offering this

service.

On one viewing trip with a client, I met with an Israeli man who believes he can invest in property in Bulgaria and double his investment within two years. This is a market that is about to boom. He usually deals with selling property in Budapest and Prague, but believes those markets are saturated. The Bulgarian and Croatian coasts are the place to be for investors and developers today. He was planning on buying land for close to a million



euros! Too bad I don't make commission.

While sometimes I drive clients out to view properties, most of my days are spent behind a computer trying to find partners and clients from the West. I believe I have been relatively successful. Yet, some of the tasks I work on here seem like a complete waste of time. I need to give my superiors daily and weekly summaries and they each need to be at least a page in length. It is not easy filling up a page with some of my daily tasks. The worst thing is I don't even think they read these reports. They just want to know if I've done them or not. With that time, I could be doing more meaningful work. I'm sure this is just part of being an intern though. Hopefully, my next job will not have such tasks.

kspence@global.t-bird.edu

Learning the Ropes at Wachovia

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

I've been at Wachovia for three weeks now and I'm beginning to get my bearings. The job isn't particularly difficult, it's like doing a bunch of case studies to answer the question "Should we lend this company money at this rate?" The difficult part is learning the software, the process, and the lingo.



BECKY EBY

It's kind of ironic that Wachovia was looking for people with experience in the field since the most qualified candidates are going to be insanely bored just working on renewing existing lines of credit. I, on the other hand, have no banking or corporate finance experience so I am learning quite a bit and it will probably take me at least another couple of weeks to become disenchanted. Wachovia dangled the prospect of "special projects" out to us when we first got here, but I don't see that materializing

since business is picking up and there are a lot of un-special projects that need to be handled.

I am using nearly everything I've learned so far in two semesters of accounting and finance. My job involves pouring over the footnotes of financial statements to find out why "other expenses" shot up 23% and what is causing the operating margin to shrink. To be truly good at the job takes a fair bit of finesse. What is "adequate" versus "limited" debt capacity? When is a firm considered "highly leveraged" and how much is too much reliance on intangible assets? There are no definite answers, even after you've calculated the interest coverage ratio and the EBITDA margins—in the end it's a judgment call.

To help us get the most out of our summer at Wachovia, each of us was assigned a peer and senior mentor when we arrived. The peer mentor is the person we go to for everyday questions, while the senior mentor is available for big picture help and advice. My peer mentor has been great at answering the questions that

came up every 5 minutes the first week and has shown me the best lunch places for pizza, falafels, and most critically—ice cream.

Besides plowing through the pile of credit renewals, I'm taking the opportunity to learn about Wachovia and find out where I might fit in. My senior mentor is arranging for me to meet some of the senior economists next time I'm in Charlotte so I can find out more about their group. So far, I've learned that I have little interest in being an investment banker. The long hours of number crunching and photo copying so you can afford your 3-series and that pair of pointy-toed 3-inch heels is not my kind of thing. But you do get reimbursed up to \$20 for meals if you work past 8pm! Whee. Luckily, the Atlanta office is much more relaxed than headquarters and I'm enjoying myself.

In a nutshell, the positives of this internship greatly outweigh any negatives and I'm expecting the rest of the summer to be excellent.

Becky@global.t-bird.edu

T-bird in Bangalore Discovers the Meaning of "Truly Global"

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

Bangalore, India, June 30, 2004: As we sat in a Chinese restaurant eating with chopsticks, the American country and western band, Bellamy Brothers, played in the background. At one end of the table my acquaintances, fellow Toastmasters from a local chapter, tried to share their favorite jokes in English, but often broke into their native tongue, Kannada. At the other end, there



MATTHEW MOORE

was a conversation about common travel to the UK. At this moment, I had an enlightening perception of the current society we live in. The only way I can describe our society is... truly global.

T-birds know better than anyone that competitive advantage is one of the key drivers of being truly global in today's business world. Businesses that embrace opportunity across borders have greater advantage over businesses continuing to operate in a more traditional manner. An internship with Suntech

In addition to learning through the internship, there's tremendous opportunity to learn outside the office. I find the Bangalore culture to be very open and accommodating with a strong emphasis on personal networks. The concept can easily be summarized into three simple words;



Data Systems has placed me right in the center of the one of the fastest growing areas of international trade, business process outsourcing (BPO).

Suntech is a BPO company that specializes in Intellectual Asset Management Services and Healthcare Services. The Suntech team is very wisely developing business in the newly emerging areas of higher value BPO service in contrast to mature low value BPO services, such as data processing and call centers. The internship has exposed me to activities involving medical transcription, ECG image diagnosis, textbook content development, and business research. Recently, our team completed an in-depth industry analysis of the swiftly emerging coal gasification industry for a large EPC company.

people need people. No doubt this is an important concept throughout the global business world, however in this part of the world, the concept is more strongly recognized, and opens many doors of opportunity.

I've met people and developed friendships through various channels such as Thunderbird alumni and students, Suntech, Toastmasters, and golfing. Recently, I was fortunate enough to attend a WPO forum event, where Wipro Chairman Azim Premji, one of the most influential businessmen in the world, spoke about his experience and future business trends. Furthermore, the president of Kingfisher Breweries has kindly arranged for me to visit a local brewery soon (in continuing the

Continued on page 25

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An Internship in Paris

By MANISH PUNJABI
India, Spring '05

It began August 18th, 2003 - The Operational Marketing Director for Alcatel's Mobile Solutions Division (MSD), Shannon Wolfe, invited me to join her Paris based team as a Solutions Collaterals Manager. Shannon came to Archamps based on the recommendation of her friend who is a T-bird (bless her). This was going to be one long internship (9 months) and I was hoping to get some non-technical marketing related experience and an opportunity to learn French.



MANISH PUNJABI

September - I arrived in Paris speaking only 4 words of French since my internship did not require French (surprise, surprise!!!). Little did I know that I would need French while apartment hunting. As a result, every search began and ended with "Vous parlez l'anglais?" It was indeed a very frustrating time for me - why couldn't people in a beautiful city such as Paris speak any English? Luckily for me, I was holed up with a friend while I searched for apartment-nirvana.

October arrives - Shannon used to say "Wait until the hose connects and then you'll see..." Well, it was not until middle of October that work started pouring in. A meeting in November defined the crucial requirement of my main task: building a Comprehensive References Database for MSD. The task sounded easy: call up people responsible in the field and fill in an excel sheet. Boy! I couldn't have been more wrong....

Quickly, November, December, and January passed by and I was making slow progress on the References table. Getting the right people and getting them on the phone proved a Herculean task.

In between, my responsibilities covered creating marketing collaterals such as leaflets, web briefs and brochures for our division's quarterly launch, coordinating with Fujitsu and NTT DoCoMo for their demo center on our campus, and finding business intelligence on the messaging and video competition.

The hose was finally connected and pumping more than an intern would have liked.

6 pm February 20th, 2004 - After putting in some crazy 11 hour days, I finished writing a user manual that was to be used at the 3GSM Cannes Congress starting next week. This is the mother of European mobile events that attracts close to 30,000 visitors.

I was looking forward to a restful week ahead since everyone except me was going to Cannes. However my hopes were very short lived... I was hauled to Cannes on very short notice (as I think of it now, it sounded really cool then and still does... Manager: "What are you doing next week?" Manish: "Umm... nothing... what do you want me to do?" Manager: "Come to Cannes!")

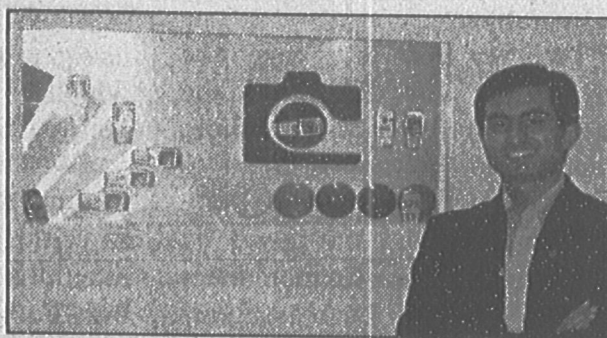
Cannes was a super experience for me. Standing for 10 hours on the stand and presenting clients with our solution and then partying till 3 am. And back to the stand next morning at 8 am. Cannes also completely redefined my relationships with my French colleagues. I felt part of a big family called Alcatel.

April - MSD reorganized and Shannon's responsibilities changed and she moved to another department. Enter Michel Faul.

From an American lady as my boss, I now had a French male boss. It has been a fascinating experience to contrast both of them from a cultural perspective. While Shannon came across as a typical American woman: confident, articulate and independent,

Michel is typically French: mirthful and an art lover.

May and June - Summer is expected soon and good times too. Michel gave me the responsibility of coordinating and organizing demos for an event in Rome. The Applications Users Group (as it was called) brought together existing clients from across the world together to discuss their problems and how everyone can help each other. Apart from an exciting "Demo Effect" experience (where demos work for the dry run but not on the final day), I also met clients informally and got to understand their situations. I hope to share these experiences with class



mates when I attend future marketing classes.

Welcome to the present: July - With August just around the corner, a replacement has been brought for my position and I have started bidding good bye since the holiday season is coming. Soon my French colleagues will leave the office for annual holidays and all businesses expect tourism will come to a standstill in France.

Zoom to the future - August 13th - My last day with Alcatel. As I leave Alcatel and beautiful Paris, I carry many fond memories of friendships forged and professional experiences gained. There is hope in my heart that I shall return to work in Paris and probably, Alcatel. Mission Accomplished - Gained marketing experience and able to speak French...

PS - I still haven't felt summer and am waiting to feel the raw heat of Glendale.

mpunjabi@global.t-bird.edu

Working M&A Deals In Japan. And Loving It

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

Hello from Tokyo, where the food is delicious, local television has motivated me to master the art of channel surfing, and the humidity is almost enough to make me wish I was back in Glendale... Oh wait, it's summer there too... umm, never mind about the humidity.



MICHAEL GRIMM

Before I detail the events of the last few weeks, I would like to remind everyone out there who received an internship or landed a job to take a few minutes to log onto myThunderbird and update their employment status. It's really very easy. Log into myThunderbird... good... now see that little link that says "Employment Status," next to "Update your," in red right at the top of the page? Click it. I think the rest is self explanatory, but if you need additional guidance, talk to the kind people over at CMC. See? That wasn't so hard now was it? You just helped our rankings, your future job prospects, and all of your fellow students. Now go out and get yourself a cookie, you deserve it.

Getting back to what I am really supposed to write about; the internship at Shinsei has been a good experience thus far. The program began with a two-week training period covering many interesting topics, like Shinsei's Private Equity activities, and some not so interesting topics, like compliance. We also spent a day at the Tokyo offices of Bloomberg and Temple University for training on the Bloomberg system and Excel respectively.

After the two-week honeymoon was over, the real work began... (For some reason that sentence makes me think of Brian Ascher... just kidding Brian, congratulations to you and Tina on your upcoming marriage!)

Back to the internship; a good portion of my time has been devoted to developing an internal database that draws information from Bloomberg and other sources, feeds it into Excel, and provides information used for identifying potential M&A

deals. And you thought Excel was only good for Data Analysis I @Risk simulations; shame on you. (Note to self: remember to verify if the data coming from Bloomberg is in consolidated or unconsolidated form!)

Now that the database is mostly complete, I have begun working on some of the M&A deals in process. Between my work at Bank of Hawaii, finance classes at T-bird, and this internship, I am now a pro at calculating Free Cash Flows. More interesting has been running comparable analyses for the various deals, and helping to create some of the presentation materials. I will say this though; doing everything in Japanese has been challenging... and words like shasaihakkousakinshoukyaku really piss me off.

Going into the M&A Advisory Group, I expected to have to work from 9 am to 2 am six days a week. However, this is not the case at Shinsei. I usually get to work around 8:50 am and leave by 9 or 10 pm at the latest. I also have yet to work on a Saturday or Sunday. We often get out earlier for company functions or complementary dinners as well. Better still, the company is taking all seventeen interns, many group heads, and several mentors to Minakami-onsen at the end of July for a weekend of rest and relaxation. Not too bad if you ask me.

The team I am working with is also fantastic. My mentor is great, always willing to answer questions, and good about spreading work evenly between myself and the other intern in my group. My boss is also great to work with; he loves sports, and manages to slip a joke into every other sentence somehow. The rest of the team has also been friendly and helpful, although a few were a little unsure of having interns in the group as this is their first time.

All in all, the internship is turning into a valuable experience. I am learning a lot, I enjoy the company of the people around me, and I am making more than I am spending, sort of. Hopefully I will have more of the same to report next time, and I hope everyone else is having as enjoyable an experience as I am.

MichaelGrimm@global.t-bird.edu

Top Ten Tips for a Successful Internship from the CMC

You have secured that internship and are now trying to do a great job and impress your boss with the hope of securing a full time job offer. Here are 10 things you can do to help make a good impression.

1. Make your job a priority- despite the distractions that may be available, don't forget you were hired to do a job.
2. Don't be afraid to talk to people.
3. Ask for things to do.
4. Learn all you can about the organization and industry.
5. Expect to do a limited amount of 'grunt' work without complaining. Remember the FedEx commercial: They have MBAs in the mailroom.
6. Take advantage of the fact that other employees always want to help students.
7. Find a mentor for the summer.
8. Always show your interest and enthusiasm to learn.
9. Ask to attend meetings, workshops and events.
10. Remember the Student Referral Program. If you are working at a company that doesn't recruit at Thunderbird, there may be a way to earn an extra \$250. Log on to the CMC web pages on MTB and check out the SRP.

T-Bird in Bangalore Discovers...

Continued from page 24

true Thunderbird tradition, and making up for lost time at the Pub).

I look forward to new learning experiences, challenges, people, and places that lie ahead during the forthcoming summer, as well as what I can share with others. In our world today, the

importance of international business is stronger than ever, and I'm very indebted to Thunderbird and Suntech for the opportunities to discover the immense value of being "truly global."

MatthewTMoore@global.t-bird.edu

D.R. Intern Works to Facilitate Trade

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

Dominicans are famous for being welcoming and warm to visitors to their beloved country. This extends to the workplace as well. I am fortunate to be working with a lively staff that is dedicated to increasing trade relations between the Dominican Republic and the United States. The office consists of two U.S. Commercial Service officers, eight Dominican trade specialists and two interns. The officers are also responsible for overseeing Jamaica, Trinidad and Tobago, and Barbados.

The mission of the Dominican U.S. Foreign Commercial Service is to promote U.S. exports for primarily small to medium sized companies in the Caribbean region. The Commercial Service assists these companies in entering a market that they would otherwise face difficulties entering due to lack of funds and/or knowledge.

I have mainly been occupied with assisting in the recruitment of new-to-market U.S.



KATE MITCHELL

companies for the upcoming EXPO U.S.A. 2004 to be held in Santo Domingo. In addition, I have been writing reports on the recent inclusion of the Dominican Republic into CAFTA, now called here DR-CAFTA, (the Central American Free Trade Agreement) that is presently being negotiated in Congress and in the Standards Board of the Dominican government. These papers are designed to inform U.S. companies of recent changes in legislation that will affect their prospects in exporting to the Dominican Republic. DR-CAFTA is of particular interest to U.S. companies

"I have also attended various events at the U.S. embassy."

since it removes many existing barriers to trade and presents new opportunities for U.S. goods.

Apart from my work assignments, I have also attended various events at the U.S. embassy. I met the President of the Dominican Republic, Hipólito Mejía, and the U.S. Ambassador to the Dominican Republic, Hans Hertel, as well as many other key players in the Dominican business community. My first diplomatic event was the 4th of July celebration held at the embassy. It was exciting to participate in an important holiday for the United States government in a foreign setting. In true form, there were hotdogs, hamburgers and fireworks aplenty!

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Look for the third installment of these T-bird interns' stories as they finish up their summer positions. Available in the next *Das Tor!*

An Interview with a Unilever Intern

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

I posted 4 questions to the 'Summer Interns' discussion board and received fascinating responses from Amanda Hawk and John Weinschank. I will share with you John's words this month and Amanda's in the August edition.



JEREMY TERR

John Weinschank '05: \$40 billion Unilever; Intern to Director of Finance.

JT: What is the specific nature of your summer internship, i.e. deliverables?

JW: My post is a corporate finance gig where I report to the financial analysis and planning department. My project is to integrate two forecasting models: One derived top-down by senior brand and finance managers within the business units (skin, hair care, deodorants, and laundry); and the other a bottom-up forecast model derived by customer channel development – basically Unilever's sales force. The project gives me good exposure to middle and senior management. I also have access to fairly complex Excel functions, which is good for me since I am weak with Excel (as anyone in my T-bird finance teams will verify!).

JT: In which division do you work and what is the title and description of your position?

JW: I work as a summer intern for the Home and Personal Care Division of Unilever North America in 'lovely' Greenwich, CT. Unilever NA's other major division is foods, which offers such well known brands as Lipton,

Ben & Jerry's, Slim Fast (ironically, acquired on the same day as the ice cream company), and Ragu. Besides being one of the largest companies in the world, Unilever is a diverse 'GLOBAL' company in regards to its strategic objectives, and boasts a presence in over 120 countries. They are also unique in that they have 2 headquarters (a 'true' merger of equals): Unilever NV located in Rotterdam, Netherlands; and Unilever PLC located in London, England. They are listed under two NYSE tickers: UN and UL. The company has over euro 40 billion in sales worldwide. Check it out at www.unilever.com

JT: Which MBA skills are you using most frequently and with which do you feel a lack of competitive competence?

JW: I am using general strategy and management skills such as critical thinking and communication/listening skills, accounting (both managerial and financial statement analysis), all the Excel work done in finance and accounting classes is invaluable (Thanks Dr. Pettit!), and marketing skills are used daily even though this is a finance position. In fact, without a general understanding of marketing, I would be lost! The Senior VP of Finance told us on the first day: "Everyone in Unilever in one form or another is a Marketer." Being a T-bird, I naturally exploit my cross-cultural communication skills navigating the global workforce. I have met people from China, India, England, Holland, South Africa, Nigeria, Brazil, and Argentina as well as others. It's a unique T-bird trait to be trained in regional business and it's definitely a discriminator in my favor.

JT: Since beginning your

internship, what trends have you noticed in your industry and how has your organization responded?

JW: It's early, but a couple of observations: Supply chain is growing in importance for companies like Unilever. They want to buy cheaper and minimize transportation costs. (While they do outsource, it is not the final solution.) The customer, i.e. Walmart and other low-cost retailers want to squeeze margins. Even though the retailers are in a mature industry (consumer goods), growth is still the overwhelming mission. Proctor & Gamble is evil (Just kidding, but that's our #1 competitor), and even so, they have made Corporate Social Responsibility a priority in the 5-year strategic plan – to integrate it at all levels of the corporate culture.

JT: What is the size of your work group and how much autonomy/independence do they extend you to carry-out the responsibilities of your position?

JW: I have a lot of autonomy (too much if you ask me). My group is cross-departmental and cross-functional. Financial planning links into every business unit with liaisons in Brand Finance and Customer (sales) Finance. It is an excellent opportunity to understand the business landscape, but navigating it alone is very difficult. The problem is that my bosses are so swamped I don't get much face time – but, that's also the 'Real World', particularly in a big company.

If you want to share your story or learn more about the spotlighted T-birds, please e-mail me at jbterr@global.t-bird.edu.

jbterr@global.t-bird.edu

T-birds Voice Opinions on the CMC

Continued from page 3

model their program on a successful CMC from another school. The CMC treats students as though we do not have the training or experience required for the 'good' jobs, hence why try? If our own school doesn't value its own students, then who will?"

Robert Pfeil also expressed the need for positive feedback rather than unconstructive or even negative guidance from the CMC. "The CMC needs to help itself by helping students...create opportunity for students...offer realistic and positive encouragement." It is bad enough that the CMC has little credibility in the minds of the many students. The last thing we need is another reminder that we have made a poor investment by coming to Thunderbird. Another student wrote in disdain about what his advisor said to him, "If you want a finance degree [you] should have gone to Columbia or

Wharton, maybe. But the fact is that I came to T-bird, so at least try to make me feel like I made a good choice." Isn't this part of the career-building process that the relationship manager should facilitate students by instilling confidence and providing positive encouragement?

For a price tag of \$15,000 in tuition and fees paid to Thunderbird every three months, students should and could demand more from the CMC than unconstructive advice and insults. The students are, after all, paying customers in this dynamic relationship. Why aren't our concerns being addressed yet still we are being blamed for not cooperating with the CMC's futile efforts to understand what is on students' mind and for not responding to their requests for data about our job and internship placements?

Frankly, there are stellar relationship managers at the CMC who strive hard to help students with their career development

processes. Regula Schegg had very favorable experience interacting with her relationship manager, she indicated, "Very good experience, great advisor, good contact and overall efficient help...I am pleased with my interaction with the CMC." Federico Jost had an unfavorable perception of the CMC in Glendale, but a positive experience with the CMC in Archamps, "the person who runs the CMC in Archamps is doing a great job. Some of us have already [gotten] an internship in less than a month." After all of my trials and errors with different relationship managers, I consulted Minesh Pore on the issue. Afterwards, I finally had an excellent interaction when speaking to one of the recent T-bird grads that has joined the CMC staff. He truly guided me through how to prepare for the interviewing process and the follow-up actions to take. This is a facilitator's role, to provide positive feedback and coach students along the way.

Unfortunately any positive efforts are undermined because of the lasting negative impression that many of us have from our first encounter with the CMC. The effects are evident in the responses to the survey question, "What factors deter you from going to the CMC after your initial visit?" The majority of the respondents replied: "lack of time" followed closely by "my advisor was unable to offer constructive advice". Rounding off the top three was "Waste of time on first try so I pursue other method of job searching – search on my own."

When asked "What changes would you like the CMC to make to help you with the job search process?" The answers were: the CMC should provide quality and constructive feedback on students' career development, improve the job placement rate, improve the accessibility to advisors, (especially the ability to make appointments through MTB), and hold career develop-

ment /training workshops (ie. How-to-Network, International job search, etc.)

In spite of these horrible CMC related Thunder-tales, I would still encourage students not to give up and to continue to make efforts to visit those relationship managers that they communicate most effectively with. Make them work harder and hold them accountable for their performance because your presence will likely assert pressure on them. Another option for students is to become more involved, either working with the TSG CMC Chair or overseeing initiatives that would help the CMC improve its services to us. It is true the CMC should proactively reach out to the students and attempt to understand our needs, but we should also take proactive action to help them help us.

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Test Your Career Management Savvy

Take the CMC IQ Quiz below. Circle all that apply.

1. What is your 30-second commercial?

- A) It's that new DVD resume technology that will replace written resumes.
- B) An opportunity to talk about my club on the Thunderchannel.
- C) It is your 15-30 second introduction about yourself to anyone and everyone who may be a resource in your network. It should sum up your interests, experience, abilities and value to an organization.

2. When networking with alumni via email you should...

- A) Attach a resume and ask for a job. You're both T-Birds and they've been in your shoes before so they should have a stronger professional and emotional bond with you than they do to their coworkers, superiors and other professional contacts. They've been in your shoes before...they "owe" you!
- B) Mass email the same message. Recipients of mass emails love to see their address as one of 94 other addresses in the "cc" field, and love the fact that you've ignored making a personal connection with them.
- C) Observe the same networking etiquette as you would other network contacts. You should have an agenda in mind for specific information, advice or assistance. Remember, they may be your boss someday.

3. A resume ...

- A) is a document to market your skills, achievements, professional background, academic history and future potential to a prospective employer.
- B) is used to promote yourself when you are not in front of the employer personally.
- C) should offer just enough candidate information to entice the potential employer to seek a meeting.
- D) is a life history detailing past job responsibilities and not accomplishments, childhood educational achievements and as much personal information as possible (including names of pets, personal credos and photographs of family holidays).

4. Proofreading all your correspondence including cover letters, resumes and emails is...

- A) Knot kneaded, my spill czech works wall.
- B) Not necessary because even if I do make a mistake the recruiter should know that English is my second language and won't expect me to be perfect.
- C) Absolutely imperative. Grammar and spelling errors are major flaws that sabotage Thunderbird students' posting efforts. Simple spelling and grammar errors tell recruiters the candidate is lazy or not detail-oriented.

5. True or False

- Especially when communicating with a non-Thunderbird employer, your resume should be standardized to the Thunderbird format. You should not tailor your resume to the relevant accomplishments and skill sets each position requires (it's a lot of

work to create a different resume for each position...and besides, you have two team meetings and a midterm tomorrow).

6. Once you successfully received an offer and negotiated your perfect job, you need to report it on MTB because:

- A) It increases the value of the Thunderbird degree and network. As a member of the MBA Career Services Council, Thunderbird is required to release placement statistics regarding graduates. The greater the number of reported offers, the higher Thunderbird rises in various ranking reports thereby increasing the number of recruiting companies and student applications. Reporting salaries also increases the value of the degree.
- B) The CMC staff gets bored in the summer and this gives them something to do.

7. The best way to utilize your CMC Career Development advisor is to...

- A) Pump him or her for "names."
- B) Ask him or her tell what job is best for you... especially in the first 45 seconds of your first meeting.
- C) Establish a relationship through regular contact so that he or she can understand your interests, abilities, experiences, career direction, etc. Partner with him or her in preparing, strategizing and executing your career search...but remember, OWNERSHIP for your career search is yours.

(Answers: 1 - c, 2 - a, 3 - a, b & c, 4 - c, 5 - false, 6 - a, 7 - c)

Tips for Meeting with Your CMC Advisor

Make an appointment.

You can schedule an appointment by doing an MTB SEARCH on your assigned CMC advisor. You can find out who your assigned advisor is by going to YOUR MTB home page and clicking on the 'Careers' tab. CLICK on your advisor's name when the search results are returned. Then, CLICK on 'view appointment calendar' and schedule yourself.

OR

If all the slots are full and you must see your CMC advisor right away, send him/her an email with some selected times you are available. Your advisor will select a time and email you back. Occasionally, walk-ins are available; however, your time may be more limited.

OR

You can always call or see Gloria Tolliver in the CMC -room 110- (602-978-7292) if you need additional help scheduling.

Be on time. If you need to cancel, please let us know. Don't be a 'no show.'

Bring your resumé and any appropriate paper work, cover

letters, self assessment results, etc.

Spend some time thinking about your questions or objectives for the meeting in advance.

If you can focus on a specific topic to ask about and prepare wisely in advance, you will have a better and more productive meeting. Some examples:

Wrong: "What job leads do you have for me in finance?"

Right: "I have been researching several banks and their private banking divisions. Can you help me review my cover letter and my follow up telephone call script to help increase my chances for success?"

Wrong: "Who do you know in a marketing position at a Fortune 50 company?"

Right: "I have found out about several alumni in marketing roles at several of my target companies. I need some advice and help on the email I am planning to send to them as a first contact step. Can you help me review the email and offer some input on the business etiquette or appropriateness of my inquiry?"

Did You Know?

Did you know the Career Management Resource Center maintains files on over 400 companies, along with a recently expanded collection of career-related books, periodicals, videos, and CD ROMs? There is a comprehensive collection of company and industry insider guides published by Vault.com and WetFeet.com. Some of the recent additions include videos, three more business periodicals - Business 2.0, The Economist, and The Phoenix Business Journal, and numerous hard cover books including Best Resumes & CV's for International Jobs, Directory of Business Information Resources, Federal Jobs: The Ultimate

Guide, Directory of Websites for International Jobs, and an updated Director of American Firms Operating in Foreign Countries. If there is a job resource or additional job search materials that you would like to see included at the Resource Center, please stop by the information desk and let the CMC staff know. Ron Schuler will be happy to secure any affordable resource for everyone's use.

A complete listing of all career search reference books, directories, career guides and electronic resources can be found on the MTB CMC web pages under "Resource Center"- click on Books.

Know Your CMC

JOHN HUTCHINGS
Associate Director

John works with Thunderbird students in all aspects of the job search including strategies, self-assessment, interviewing techniques and teaching the CMC Seminar. He is also involved in the organization of Thunderbird's participation in the 2004 National Association of Black MBAs (NB MBA) conference to be held in Houston in September.

John received his MBA, Finance from Columbia University and his BBA, Marketing from the University of Iowa.

Prior to joining Thunderbird, John owned a marketing consulting firm. Before starting his own company, he led and managed product lines and marketing programs for such companies as American Express and Vlasic Foods.

Opportunity is missed by most people because it is dressed in overalls and looks like work.

THOMAS EDISON

CMC Resource Center New Arrivals

These new books are now available in the Resource Center for students and staff to read:

- Women for Hire: The Ultimate Guide to Getting a Job
- Outwitting the Job Market
- 9 Steps to a Great Federal Job
- Guide to Internet Job Searching
- America's Top Internet Job Sites
- The Ultimate Guide to Getting the Career You Want
- Can I Lie on My Resume
- Career Warfare
- 202 Great Resumes
- Get the Interview Every Time
- How to Write Better Resumes
- 25 Jobs that Have it All
- Gallery of Best Resumes
- Atlanta JobBank
- Dallas/Ft. Worth JobBank
- San Francisco JobBank
- Seattle JobBank
- Washington D.C. JobBank
- Houston JobBank

Starting Your Job Search Early Can Increase Your Odds of Success!

By **JOHN HUTCHINGS**
Associate Director, CMC

Based on a CMC survey of Spring 04 graduates, if you start your job search in your first trimester, you are 3.5 times more likely to find a job by graduation than if you wait to begin until the last trimester. Here are the details:

2 out of 3 students (67%) who started their search

process in their FIRST trimester received at least one job offer before graduation.

About 1 out of 3 students (30%) who started their career search in their second (or third, in some cases) trimester received a job offer before graduation.

Only 1 of every 5 students who began their job search during their last trimester their last trimester received a job offer by graduation.

Global MBA Graduate Reflects on Lessons Learned

By HEATHER M. CARNER-ELIZONDO, Global MBA U.S.A., Summer '04

When I look back over the last two years of my life, I am amazed at how much I have learned and grown in such a short amount of time. When I began the Global MBA, my goal was simply the pursuit of higher education in international business; however, in the process, I learned much more about the world than I imagined and I began several life-long friendships.



HEATHER M. CARNER-ELIZONDO

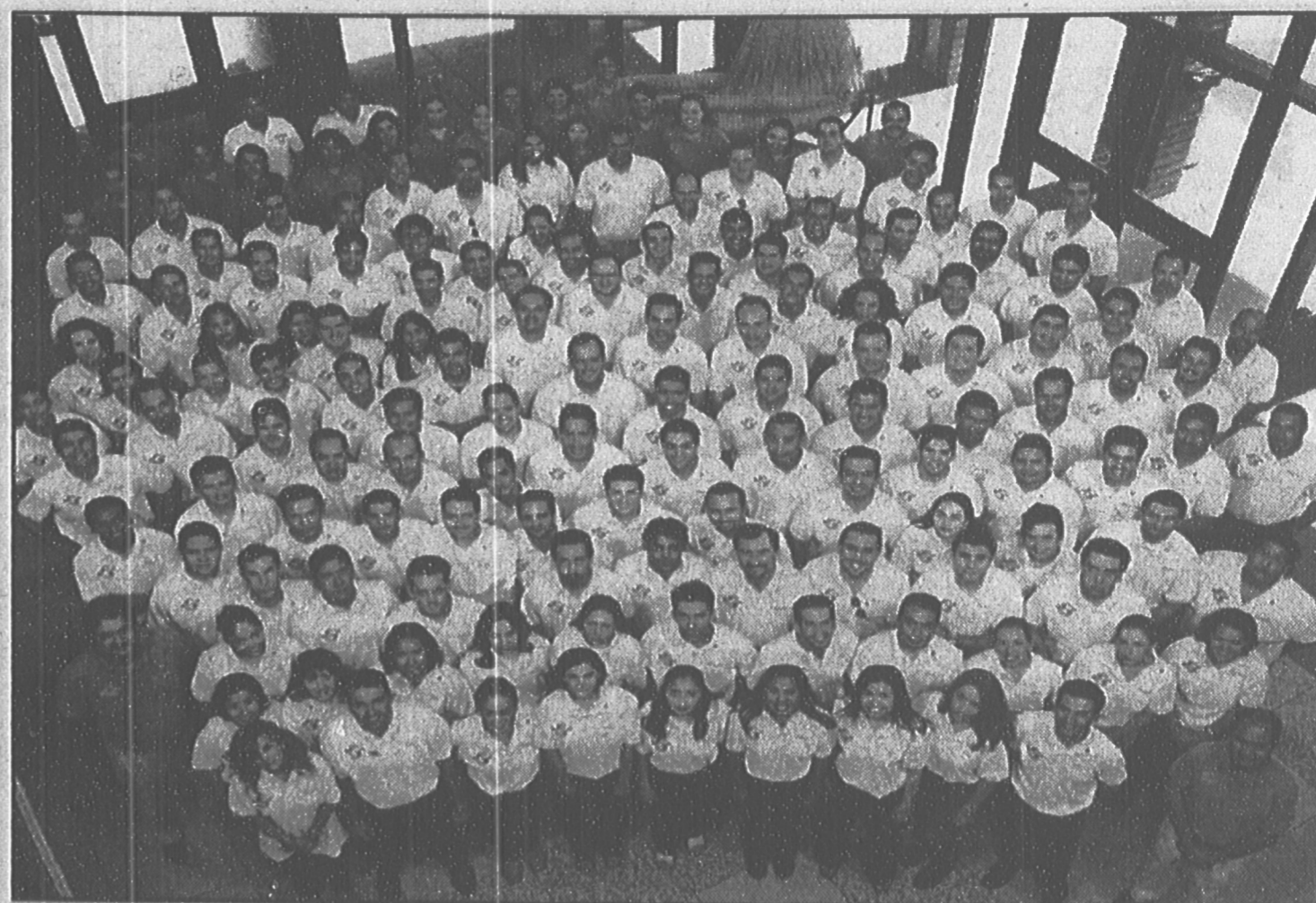
In addition to the incredible amount of knowledge and experiences that our professors shared with us, I found that the classroom discussions provided a valuable addition to the program. My classmates from all campuses frequently shared interesting stories and points of view that gave a multi-cultural dimension to the Global MBA program and heightened our learning experience immensely. Those of us who have suc-

cessfully completed the program did so by making many sacrifices and devoting hours to our studies. We not only learned about essential international business concepts; we also learned how to balance family, work and school. To do this effectively, we worked in teams and supported one another. Many friendships were formed and many memories were made. During our two years together, several classmates became engaged, got married, had children and were promoted, among other personal and professional accomplishments, and together we celebrated each one of them.

When we reach graduation day and receive our much-anticipated diplomas, it will be a bittersweet moment. We will be overjoyed to have reached our goal at last, yet we will be sad to see such an important part of our lives come to a close.

It has been a wonderful experience and I am thankful to all the teachers, classmates, facilitators and coordinators who made each moment a memorable one.

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The 2004 Global MBA graduating class looks towards a bright future.

Global MBA for Latin Managers

By CHELSEA OYEN U.S.A. Global MBA Program Coordinator

On July 17th the Global MBA Class of 2004 will return to the Thunderbird



CHELSEA OYEN

campus for graduation. These graduates represent the successful completion of another generation of the Global MBA; a program that is working to set the benchmark for the future of distance education.

As the fifth generation of Global MBAs, the Class of 2004 carries on a legacy. It began in 1998, when Thunderbird, the #1 International Management pro-

gram, joined forces with ITESM, better known as Tecnológico de Monterrey, the #1 MBA program in Latin America. The goal was to offer a unique degree program focused on International Management studies for the Latin American market.

Through the Tecnológico de Monterrey's Virtual University infrastructure, which utilizes satellite signals to reach 32 campuses throughout Mexico, the Global MBA program provides Thunderbird quality education to business executives throughout Latin America. Faculties from both institutions develop and teach the courses, while both institutions confer the degree.

In 1998, the first Global MBA (originally known as MIMLA) generation began at four campuses in Mexico

tunity to earn a world-class international education while pursuing family and career goals appears to be impossible. But, with the Global MBA, students are finding that they can have it all... a home, a family, a career and a world-class degree. By utilizing an educational environment that facilitates virtual learning, this program is preparing Latin American Managers for success in the highly competitive and dynamic global business environment.

The Global MBA makes this possible by following an executive MBA schedule. Classes are offered every other weekend, on Friday evenings and all day Saturday. Each course employs a mixture of live satellite broadcasting, local class facilitation, and virtual interaction. Upon the

successful completion of two years (six terms) of study, the students return to Thunderbird for a final seminar and graduation ceremony.

The Global MBA alumni network currently has 451 members. These graduates

are stationed in Latin America as well as around the world. Including the students currently enrolled, Global MBA represents 720 Thunderbird alumni. The 2004 graduates will attend their capstone seminar "Latin American Business Leadership for the 21st Century" during the third week of July. Then, on July 23, 2004 the newest Thunderbird alumni will receive their diplomas at Scottsdale's Chaparral Suites Resort.



(Guadalajara, Mexico City, Mexico State and Monterrey). Now, just six years later, the Global MBA program is delivered at nine campuses in Mexico (Ciudad Juarez, Chihuahua, Guadalajara, Merida, Mexicali, Mexico City, Mexico State, Monterrey, Queretaro and Santa Fe), with additional campuses in Bolivia (Santa Cruz de la Sierra), El Salvador (San Salvador), Panama (Panama City), Peru (Lima) and the USA (Miami, Florida).

How does it work? For many people the oppor-

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Thunderbird's Future in Asia

By GREG ALLISON U.S.A., Fall '05

The business world is rapidly rebalancing in places like China, India, and Eastern Europe. You can't read a paper or watch TV without hearing about off-shoring, and the rapidly expanding economies of parts of the world that were closed to western business interest just 20 years ago. So what is Thunderbird doing to prepare its students for this environment that is changing year-to-year and even month-to-month?



GREG ALLISON

When I was looking at MBA programs, I had a specific goal of putting myself in the best position to take advantage of future opportunities in Asia. I spent last spring working for a large multinational in Shanghai and did research on the best MBA opportunities in the U.S. and Asia. I went to MBA networking events, and talked with many associates about their thoughts on an MBA China and in the west.

There is currently a glut of low quality MBA programs supplied in China and demand is rapidly increasing in that mar-

ket. Starting a MBA venture in China is currently a risky venture because of the rapidly changing market. A program can be popular one year and discontinued the next. Many big name local universities have started MBA programs, but stand alone programs like CEIBS (Chinese European International Business school) and joint EMBA programs with western universities have cornered most of the MBA and EMBA education interest for business elite and foreign expats living in China. I was accepted to CEIBS which has been a highlight in Shanghai and ranked 53rd in the world for their MBA program (#1 in Asia) and 45th for their EMBA program by the Financial Times. However, for many reasons I believe Thunderbird to be a much better choice.

There are many MBA programs starting up in China, but I do not believe they have the truly "global focus" we enjoy at Thunderbird. Most foreign MBA programs I researched are basically U.S. style MBA school curriculums that happen to be in a foreign location and cannot enjoy the niche that Thunderbird enjoys.

What does this mean for current and future Thunderbird students who want to focus on Asia? Thunderbird's recent focus in China has been with the

EMBA program. The school has had multiple exchange programs and joint ventures in China since the early 80s, but unfortunately most of these have expired due to cost, lack of interest, or changes in focus. This is unfortunate for current students, but as the university shifts gears with a new president, changes are on the horizon.

It is no coincidence that this year's Global Reunion is happening in Shanghai in October. Thunderbird is currently investing in opportunities in China to increase Thunderbird brand awareness and has permanent employees in Shanghai expanding our EMBA market in Asia. Hopefully, Thunderbird will be able to offer intensive opportunities that do not compromise the niche curriculum while giving tools necessary to compete in a rapidly changing Asian business environment.

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Thirst Quenching Titles: New Books on Beverages

Books & Bytes News from the IBIC



By RACHAEL BROWN
IBIC Circulation Supervisor

Is summer in the desert making you long for something cool and refreshing to drink? Come on in to the IBIC and check out these thirst quenchers you can find in our air conditioned stacks...

Three recent items about America's favorite soft drink have hit the IBIC's shelves:

Former New York Times food and beverage industry reporter, Constance L. Hays, explores how the global strategy of the Coca-Cola Company turned a local fountain drink into one of the world's most powerful brands in



The Real Thing: Truth and Power at the Coca-Cola Company (Call number HD 9349 .S634 C639 2004). This book

focuses mainly on the company's development and management from the 1980's and 1990's under the leadership Roberto Goizeta and Douglas Ivester.

In **The Sparkling Story of Coca-Cola**, readers will find a lighter nostalgic picture filled



look at the history of the Coca-Cola Company and its products development throughout the 20th century. Chapters cover every aspect of the product from the origins of the flavor and the fight over the formula, to the company's relationship to several independent bottling manufacturers and the different marketing strategies the company used throughout the decades.

And if you still can't get enough of the "real thing" be sure to check out the promotional DVD, **Coca-Cola: The History of an American Icon** (Call number EN 713) made by the Coca-Cola Company that features rare footage and facts about the history of its famous beverage.



No soft drink is complete in Glendale without lots of ice. **The Frozen Water Trade: A True Story** by Gavin Weightman (Call number HD 9481 .N72 2003) is the amazing and quite shocking story of Frederic Tudor and his vision to establish a frozen water trade in which he would be able to "harvest" ice



from frozen Massachusetts lakes and ponds and sell his product to tropical countries in the early 19th century in the days before artificial refrigeration. Tudor's efforts resulted in a huge industry that employed hundreds of workers and harvested millions of tons of ice. The most fascinating part of the story involves shipping one hundred tons of ice wrapped in hay from Massachusetts to Calcutta in 1833.

If you prefer something a bit stronger than soda, why not take a look at the following four books.

American Still Life: The Jim Beam Story and the Making of the World's #1 Bourbon by F. Paul Pacult (Call number HD 9395 .U47 J367 2003). This is the story of the Beam family and their uniquely American product: bourbon. Their story is told in the context of the social and political changes the state of Kentucky went through from the Pre-confederate period to the present. Of note is the chapter on the colorful Booker Noe, Beam's only grandson, who passed away in February 2004.



Absolut: Biography of a bottle by Carl Hamilton. (Call number HF6161 .L46 H3413 2000) Emily Engel Moore in Library Journal wrote, "Is it possible to create a worthwhile book about the Absolut Vodka's advertising campaign? Absolutely. TBWA/Chiat Day executive Lewis tells the story of the ad

campaign that increased the sale of Absolut Vodka by 14,900% over 15 years. For ad junkies who want all the details, Lewis includes almost 500 Absolut ads along with commentary on how each ad was created and chosen...this is highly recommended for libraries with an interest in advertising and marketing."

True to our Roots: Fermenting a Business Revolution (Call number HD 9379 .F48 D65 2003) by Paul Dolan. Dolan, the CEO of Fetzer Vineyards, wrote this book to explain the transformation of his company into a model of "sustainable business." He credits it with "enhancing the lives of employees, boosting the bottom line, and protecting Earth."

Citizen Coors: An American Dynasty by Dan Baum (Call number HD 9397 .U54 C667 2000) was based on more than 150 interviews with Coors family members that depict "the genius, eccentricity, and tragic weaknesses of the remarkable Coors family. With enough private dramas to put them on par with the Ewings of Dallas, and enough business crises to keep them constantly in the business hot-seat, the ultra-right-wing Coors of Golden, Colorado, represent one of the more riveting family sagas of our time."

If you are looking to fulfill your caffeine fix, be sure to check out these recent IBIC finds:

Beans: Four Principles for running a business in good times and bad by Leslie Yerkes and Charles Decker (Call Number HD 62.7 Y47 2003) is a "business fable" that uses the true story of a Seattle coffee bar

(Monorail Espresso) that survives and even prospers in spite of the growth of the coffee giants all around them. The authors set out to identify how this company is able to succeed. This book is similar in style to Fish. It also contains an appendix of caffeine facts for the true coffee addict.

Tea at the Blue Lantern Inn: A Social History of the Tea Room Craze in America by Jan Whitaker (Call Number TX945 .W44 2002) "The Gypsy Tea Kettle. Polly's Cheerio Tea Room. The Mad Hatter. The Blue Lantern Inn. These are just a few of the many tea rooms - most owned and operated by women - that popped up across America at the turn of the last century, and exploded into a full-blown craze by the 1920s... Anyone interested in women's history, the early days of the automobile, the Bohemians of Greenwich Village, and the history of food and drink will revel in this spirited, stylish, and intimate slice of America's past."

If you are interested in the beverage industry, be sure to look at these other IBIC holdings as well:

Adfollo CD: Beverages/non alcoholic and Adfollo CD: Beverages/alcoholic. These are searchable databases of collections of award winning ads produced in a variety of countries.

Beverage World Monthly periodical. The IBIC has paper holdings for the past two years and microform holdings from 1981-1994. This journal is also available electronically in Factiva and Lexis-Nexis.

New DVDs in the IBIC



THE ENDURANCE

Based on a true story about Sir Ernest Shackleton's expedition to explore Antarctica in 1914. His ship became trapped in ice and the 27 men lived for 635 days without adequate shelter or supplies until they were rescued. Shackleton had to travel across the open seas in a small boat to send for help. Everyone survived, and much has been written about his leadership style that managed successfully in the face of awesome disaster. Selected for both the Telluride and Sundance Film festivals; narrated by Liam Neeson.



BEYOND SILENCE

Winner of the Best picture at the Tokyo and Vancouver film festivals. About a young woman's struggle for independence and her deaf parents' struggle to understand her gift for music. In German and English.



MOSTLY MARTHA (BELLA MARTHA)

Romantic comedy drama about a woman with a passion for cooking. She finds herself raising her 8 year old niece, and working with a new carefree Italian chef who brings even greater changes to her life. In German with English Subtitles.



CILANTRO Y PEREJIL: RECIPES TO STAY TOGETHER

From Mexico, this is one of the most successful recent box office hits in Latin America. About couples exploring whether or not they should stay together. In Spanish with English subtitles.



EUROPA EUROPA

Based on a true story about a thirteen year old German Jew who takes on different identities, including one as a member of the Hitler Youth, to survive the Holocaust. In German or French, with your choice of English, French or Spanish subtitles.



THE SOONG SISTERS

Based on the true story of three famous women whose husbands were among China's most significant political figures. It was properly said that "One loved money, one loved power, and one loved China." One married the richest man and finance minister of China, H.H. Kung, one married Sun Yat Sen and the third married Chiang Kai-Shek. In mandarin with subtitles in traditional Chinese, simplified Chinese, and English.

Dr. Love Answers Lovelorn from Around the Globe



Querido Dr. Amor,

Editor's Note: To read the following in English, go to the Das Tor Online Website at www.dastor@t-bird.edu.

Querido Dr. Amor,

Es público y notorio que la impresionante reputación de su eminencia le precede, alcanzando todos los rincones del planeta. Aunque no soy un T-bird, me siento como tal en mi corazón, lo cual me ha dado el valor necesario para expresarle al mundo mundial lo que corroe mi corazón y motiva mi permanente desvelo. Mandeeeee...ahí procedemos con la chingada!

Este pasado fin de semana conocí a un estudiante de Thunderbird padrísimo, el cual estaba de visita en mi ciudad del Porro Humeante, en la provincia de Chupamestepenko, en México, de visita por el 4 de Julio para relajarse después de una semana pendeja repleta de exámenes. Para ser exactos, nos conocimos en la principal discoteca local- el Pontiac Morado- y desde el primer instante en que le eche el ojo a ese papasito supe que yo era la salsa para su guacamole. Sin entrar en detalles farragosos, pasamos 48 horas maravillosas- bailando los ritmos locales (no manches como baila el chamaco!), tomando el sol bajo la influencia de múltiples Margaritas, y montando encima de la banana acuática con una única dirección: el horizonte

Los dos conseguimos superar la diferencia cultural que hubiera dificultado las relaciones de una pareja normal. Su famosa frase, "Hostia tía!", era como música para mi "No mames, guey". Desafortunadamente, fue tarde cuando caí en cuenta de la gran dificultad que acarrea la distancia geográfica que pronto nos iba a separar; después de todo, nuestro "affaire" tuvo un final abrupto el lunes pasado, cuando mi güerito chingón hizo las maletas de vuelta para Thunderbird, que en mi tierra se traduce como el "Pajarraco del Chimichanga"

Medico del Amor, que puedo hacer? Mi vida no tiene sentido

Dear Dr. Love,

I am a first tri and I am looking for love. Actually, my mom wants me to find a boyfriend before I go back home. I was so excited to see so many cute guys when I arrived here. But now I fear I have too many choices. For example, there is Mick Clavin who is always talking about funding for his Track. I guess he is a fast runner and my mom likes good athletes. Then there is a cute guy with a great nickname that I can't ever remember. It's something like "Wild Willie."

Anyway, he is so great and a teacher even named him our North American specialist in class the other day. Then there is... well you get the idea. What should I do?

Signed,
Too many choices

Dear Too many choices,

Making your mom happy is important, but you need to be happy too. The question is do you have any former cheerleaders in your group? Dr. Love has found that mothers tend to be happiest when their kids bring home cheerleaders. Your mom will start planning the wedding if there happens to be a cheerleader who likes acción heroes. But, alas, those true gems are so rare. Good luck.

Signed,
Dr. Love

Dear Dr. Love:

This summer in Glendale has been hot and heavy in terms of romance, at least thus far. I will definitely be sad to graduate this August. Having hit the pinnacle of love very recently, I am not quite ready to go. The vast majority of people who started with me back in Fall 2002 have

graduated already, and I had previously dreaded spending my last trimester without many of my closest friends. But that all changed once I found out that the long-lost object of my affection, Dick Muesslix, would be returning to Thunderbird for the summer. Dick, like me, took two trimesters off to pursue an internship. Due to different schedules, we had last seen each other our first trimester, but there was a connection. When I saw him back on campus this May, my world changed. Whether hanging out at Barwinkle's (our karaoke harmony is amazing), coordinating dinner parties, or hitting the Newport Landing pool, we have a great time. Dick is a scream, word. He has said that we must enjoy the limited time we have remaining together, yet for some reason, he did not want to spend Fourth of July break with the rest of our crew at Rocky Point. Instead, he went to Chicago to meet up with some "friends". I wasn't worried at first, but down in Mexico, my mind started reeling, and I came to suspect that maybe Dick has something on the side. Am I off-base to broach the subject with him? Also, even if he was in fact faithful to me,

should I tell about any naughtiness in Mexico?

Signed,
Nona Kimono

Dear Nona:

You are living it up this summer, it seems. Maybe it was fate that you and Dick are still around this trimester. The foundation sounds relatively solid, but there are a few questions. When was Dick's Chicago outing planned? Before your relationship with him had fully blossomed? You should figure this out before you accuse him of ditching you. Furthermore, are you using separation from him as an excuse for your own lewd activities in Mexico? You and Dick need to sit down and discuss some things before any accusations are made. No doubt Newport Landing has brought some sizzle to your life, and karaoke is a well known aphrodisiac. Based on the picture you sent, I think that you and Dick have the makings of a successful—even successful beyond-Thunderbird-campus—couple, but honesty remains an issue.

Signed,
Dr. Love

Two Books for Busy T-birds

By Kellie Kreiser
U.S.A., Fall '04
Editor, *Das Tor*

FOUND: THE BEST LOST, TOSSED, AND FORGOTTEN ITEMS FROM AROUND THE WORLD

By Davy Rothbart

1,000 PLACES TO SEE BEFORE YOU DIE

By Patricia Schultz

If you are like me, you have almost no time to read anything but chapters and case studies. However, I picked up two books this month that demand little time and would appeal to the curious T-bird.



The first book is called *Found: The Best Lost, Tossed, and Forgotten Items from Around the World*. The author, Davy Rothbart, has spent years picking up discarded or lost notes, letters, and pictures. One night, he came out of a friend's apartment to find a note stuck to his windshield. It was obviously

meant for someone else: "Mario, I f*cking hate you. You said you had to work then why your car HERE AT HER place?? You're a f*cking LIAR. I hate you. I f*cking hate you. - Amber PS - Page me later."

The note, filled with longing and anger, moved him to share it, and the rest of his 'found' collection with the world through a magazine, *Found* (www.found-magazine.com). This book is a selection of the best items from that magazine.

I really enjoyed this book. It is filled with the most surprising things, both funny and touching. Reading all of these lost letters and notes is compelling. While the book touts that the items come from all over the world, the majority come from America. It's an interesting insight into the common American; certainly a revealing read to anyone who would like to see parts of America that you would never find at Thunderbird.

Contrary to this voyeuristic view of America is the second book I discovered this



month, *1,000 Places to See Before You Die* by Patricia Schultz. Exactly as the title suggests, it lists 1,000 of the most compelling places in the world to visit. Listed by country, it gives half page, quick summaries of unusual travel destinations.

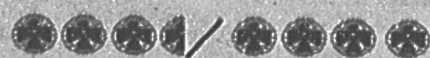
More than just detailing the places to go, it also picks locations where there are unusual things to do. *The Headhunters' Trail* ("In the footprints of the wild men of Borneo"), *The Ice Hotel* ("The world's largest igloo"), *U Fleku* ("Raucous and rowdy, the Czech beer experience"), *The Cave Temples of Northern Maharashtra* ("An architectural achievement of mysterious power")... these are only a few listings of the many. This book reads like a T-bird travel checklist.

Both books are written in such a way that you could pick them up to read for 5 minutes or 5 hours... perfect for the busy T-bird with little time for recreational reading, but yet the need to have a little something other than coursework to read. Both can be found in the big book stores like Borders or Barnes & Noble, or at www.amazon.com.

kkreiser@global.t-bird.edu

She Said/He Said: Spiderman, Spiderman, Does the Things That Spiders Can...

By SAVVY HIM
Cambodia, Fall '04
and
CHRISTOPHER LAY
U.S.A.



Chris: The summer of sequels continues and July's favored heavyweight, if not the whole year's, is Spiderman 2. Director Sam Raimi has returned with the cast of the first Spiderman, along with a new villain, Dr. Octavius (Alfred Molina), to continue our education on the life and adventures of Peter Parker/Spider-Man (Tobey Maguire). In its first six days, Spiderman 2 snared a record breaking \$180 million in its web. But the real surprise of this movie for me is the development of the main characters. This movie is as much about Spiderman vs. Peter Parker as it is about Spiderman vs. Dr. Octavius.

Savvy: A good example of this internal struggle can be seen in Peter's conflicted feelings for his best friend and leading lady, Mary Jane Watson (Kirsten Dunst). I also noticed that this sequel is geared more towards women than men.

Chris: Really, how so?
Savvy: Well, I personally think that comic books have a



broader appeal to boys of all ages than to girls and women. In Spiderman 2, it seems that the romance is more prominent and therefore it makes an ideal date movie. Furthermore, from a marketing perspective, Hollywood is trying to target more women without alienating their action-starved guy fans. Would you agree?

Chris: There was a romance in this film? Oh yes, that's what was slowing the action down. I did feel like this movie wasn't as action-packed as the first. Understandably, some fans (those action-deprived guys that you mentioned) may feel like the pace of the movie is slow because of the unfolding human drama, but the character development did not disrupt my movie enjoyment and enough explosions and body crushing was

dished out to satisfy my need for comic book action. In addition, the character of J. Jonah Jameson (J.K. Simmons), better known as the editor of the Daily Bugle, brings a bit of comic relief to the story whenever it is on the verge of taking itself too seriously.

Savvy: I'm an action girl myself, and I would have liked to have been on the edge of my seat a bit more. But then again, I am a sucker for romance. The special effects were also nice.

Chris: So just what was your opinion of Spiderman 2?

Savvy: I liked it, but I wanted more antagonism between Spiderman and Dr. Octavius. For me, it was 3.5 Thunderbirds.

Chris: I also enjoyed the flick and agree that a bit more action might have raised the bar, consider Spiderman 2 is from the action/comic book genre. However, I found it enjoyable to watch the trials and hardships that come with trying to balance a normal life with great super-powers. For me it was 4 stars, err, Thunderbirds (I'm trying, I'm really, really trying). It is worthy of your cash at the movies, or on DVD. If nothing else, it will let you escape the reality of that group project due next week.

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Read more about what's happening in ARCHAMPS on Pages 20-21.



After a ten-hour train ride, Eddie Chen enjoyed a spectacular weekend in Venice with Adam Cheng.

Watch "Eye on Thunderbird" Online

By YUKA TANIMOTO
Japan, Spring '05
President of Communication
and Entertainment Club

How many of you have watched "Eye on Thunderbird"? The Communication and Entertainment Club broadcasts this



YUKA TANIMOTO

30 minute program every weekday at 1:00pm, 6:30pm, and 7:00pm. You can watch it in the Commons, the Yount building, and in the dorms. And now, you can also watch it on your PC! By going to the MTB page of the Communication and Entertainment Club, you can download "Eye on Thunderbird" and enjoy the program through your computer.

So far, we have mainly broadcasted interviews of faculty and

presidents of clubs, but now we are broadcasting new and unique programs. Information on good restaurants around T-bird, interviews of T-bird students on campus, and introductions of new "Thunderbabies," are just a few examples of the new programming.

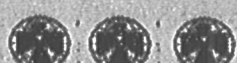
If you are interested in getting involved, anyone who wants to participate in making these programs is always welcome. Can you do stand-up comedy or dance? Are you interested in creating a panel on your home country to increase awareness across the community? Do you have any interesting videos that you want to share with T-bird students? If so please let us know. And if you want to share your ideas and participate, please contact me and we will get you started!

yuca@global.t-bird.edu

How Does Das Tor Rate Movies?



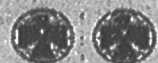
One Thunderbird - Go to class



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

Get the Scoop on Scuba on page 32, Sports



COUNTRY GABLES

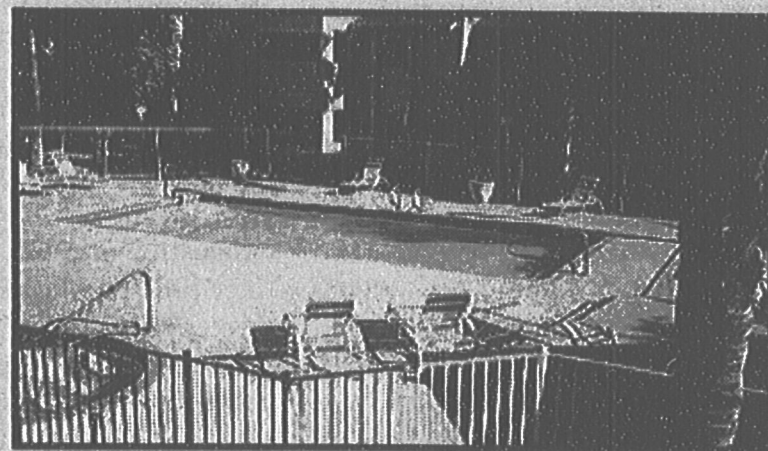
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Rowing Revealed

By GISELLE SCHMITZ
U.S.A., Spring '05

You've seen it on cheesy successories posters: eight rowers under a bridge on a misty morning. For a sport that has endless parallels to the business world most people don't really understand what happens in rowing. As an eight year veteran, I'd like to offer a guide to this fascinating sport.



GISELLE SCHMITZ

That little guy in the front of the boat is called a coxswain (pronounced cock-sin). Stop laughing. I have no idea where the name came from, but many of the English terms came over from Britain and let's face it, they use phrases like "grab a quickie" to say "get a beer." Contrary to popular belief, the coxswain does not just sit there and yell "stroke, stroke"- they would be pretty useless if that were all they did and I wouldn't give them the free ride.

The coxswain is like a horse jockey. She tries to steer the straightest course, take the tightest corners and motivate her team. She is equipped with a "cox box"- enough with those dirty thoughts- which is like a

little speedometer with a microphone and speakers that she uses to tell her crew how fast they are going.

The best part of the coxswain is that they are little pit bulls. USA Rowing regulates that women's coxswains cannot weigh less than 110 lbs. But during the race, these pint-sized people will do whatever it takes to get their crew ahead. A lot of the strategy takes place inside of the boat- knowing what part of the race your team is strongest at, focusing them and coaxing them to pull harder. But the rest happens outside of the boat when coxswains do anything from trying to steer other boats off course (or into a bridge) or trash talking the other teams (I've even heard "yo mama" references in some races). A good coxswain knows that her crew doesn't have to be faster if she can capture the attention of the other team.

Rowers are a strange breed. Yes, it is a morning-person sport. Practice usually starts before sunrise- when the water is calm and booze-cruisers aren't out waking the course. Rowers usually own a rainbow variety of spandex shorts and tops and, even worse, the popular unisuit.



Giselle and crew get ready to row.

That is not to show off their buff muscles but because excess material can get stuck in the slide of the seat.

If you ever hear a rower talking about "catching crabs," don't question their lifestyle just yet. They're referring to what happens when the oar gets sucked under the boat which can result in the boat coming to a stop or getting thrown from the boat. It's pretty common with beginners.

But, rowers are usually pretty smart people. At just about any school, the top sport in terms of GPA is the rowing team. And while they don't go on to sign mega contracts with Gatorade or Nike, they do become doctors and lawyers and, oh yes, graduates of Thunderbird.

Rowers have big hearts. Literally, they have the biggest hearts of any sport because it is so cardio-vascularly intense. They also have tough skin. That's because every season it gets scraped off by their oar handles until a callous forms. I remember one season having so many blisters that I wasn't able to wash my own hair. That reminds me—rowing brings people together. It is the ultimate team sport, because if you get tired you can't stop. If one person doesn't show up to

practice, the other seven can't row. If one person doesn't row her hardest, the boat will go the wrong way. In that way, it is a pretty good parallel to business and to teamwork and so I guess it does earn its place on the walls of boardrooms everywhere. Go row!

Giselle Schmitz has caught a number of crabs and owns lots of spandex. She is currently rowing for "Chicks with Oars" in Atlanta and will compete in the Georgia Games next week. You can meet her when she returns to campus in the fall.

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T-Birds Race to the Bottom

By SCOTT KRAWITZ
U.S.A., Winterim '05

On Memorial Day Weekend, fifteen T-birds from the Guadalajara Program set



SCOTT KRAWITZ

out for picturesque Puerto Vallarta in an endeavor to conquer the other two thirds of the world - namely, the Pacific Ocean. Nine T-birds pursued PADI Open Water SCUBA Certification, while an additional six, already certified, joined in to share the experience. This is a multi-visceral experience that can only come from strapping on a 60 pound tank of compressed air and entering the deep blue of the world's oceans.

Seizing the opportunity to get away for a much needed long weekend, the Thunderbird SCUBA Club chartered a luxury bus, arranged for ocean front hotel accommodations and organized both diving and certification courses, all at 'deep' discount rates.

Certification course materials

eral consensus on the course: "The difference between learning the skills in the pool and actually using them in the open ocean was amazing. The course far surpassed what I had expected. The weekend of certification training will provide me with a lifetime of rich experience."

In addition to opening the door to a new underwater world of vast beauty and intrigue, SCUBA certification helps to build self confidence and leadership abilities. Moreover, SCUBA is a team sport (divers always accompany each other in 'buddy pairs') and provides great opportunities for networking and business development.

"Overall, it was a fantastic weekend," exclaimed Owen La Fave, "we were given yet another opportunity to strengthen our relationships with fellow T-birds in an environment that was second to none. Moreover, we were able to expand our portfolio of underwater acrobatics."

Reflected Christian Macy, "It was a great way to meet some of the 'locals'."

For pictures of the trip or information on joining the

In Summer 7's, T-birds Face Tough Teams and High Heat

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

On Saturday June 26, Thunderbird Rugby Summer 7's team gave its first showing



BRIAN SHAIER

of the summer at the Tempe Sizzlin 7's tournament. The summer team comprises a number of veterans and five very talented newcomers who have graced the ranks of this illustrious club. T-bird RFC faced four 15 nonstop minute games throughout the day; battling not only Arizona's finest rugby clubs, but also the scorching heat with temperatures in excess of 106 degrees.

T-BIRD VS. JUMBOS (21-27)

T-bird players stepped onto the pitch determined to rock the Jumbos' team. Within the first 2 minutes, quick handling placed the ball into the hands of Quatro Tolson who nimbly avoided several tackles, running 40 meters for a try. Stiff resistance ensued, but at the end of 5 minutes, Seth Magden stole the ball and battled inside, dumping the ball to his support, Rich "the Boy" Royston, who crashed through the Jumbos' defense for another try.

The Jumbos were not to be taken lightly and returned the kickoff for their first score. T-bird responded with a try as Pat "DOP" McRae swung the ball to Brian "Shai" Shaifer who pop kicked the ball over the defenders, recovered it and placed it down for another try. With the end of the half quickly approaching, T-bird was determined to score again. After a series of amazing tackles, Agustine Zamora snagged the ball from the Jumbos and flipped it to Seth who rumbled within 5 meters of the goal, where a defender's last second desperate lunge tripped him up, resulting in a knock on and the end of the half.

Fatigue had begun to set in for the T-bird players, while the Jumbos substituted almost their entire side with fresh players.

At the end of the 1st minute, the Jumbos' backs were able to create an overload and despite a heroic tackle by Toshi Suemone, the Jumbos' winger was able to slip through for a try. Heat exhaustion and fatigue were distinct problems as T-bird players were never able to recover and the Jumbos were able to score 3 more tries during the half.

T-BIRD VS. GILBERT (0-28)

T-bird next paired up against the very experienced Gilbert team. Comprised of what

appeared to be all Pacific Islanders, Gilbert possessed a highly skilled team who expertly stole the ball and moved it quite fluidly. Despite a brave attempt by T-bird, Gilbert's significant experience proved too much for the young T-bird team, resulting in a loss.

T-BIRD VS. RED MOUNTAIN (7-14)

Perhaps the best game of the day was against Red Mountain. Despite last fall's decisive loss to Red Mountain, T-bird was undeterred and determined to exact revenge. At the end of the 5th minute of the second half, T-bird managed to tie the game and it looked as if T-bird would win. However, a penalty was called against T-bird which led to a "quick tap," catching the T-birds unaware and leading to a score for Red Mountain.

Thunderbird Rugby continues to practice every Tuesday and Thursday from 6:00pm to 8:00pm. Several friendly matches are scheduled to take place throughout the summer and the team continues to practice in order to reach and maintain a high standard of rugby ability to lead the fall season.

bshaifer@global.t-bird.edu



were generously sponsored by the Guadalajara TSG. The funding aided not only in easing the burden on tight student budgets, but it will also serve as a resource for future T-birds wishing to obtain the certification. As of Fall '04, the materials will be publicly available to all SCUBA Club members wishing either to become certified, or just brush up on their skills.

Jon Klesner sums up the gen-

eral consensus on the course: "The difference between learning the skills in the pool and actually using them in the open ocean was amazing. The course far surpassed what I had expected. The weekend of certification training will provide me with a lifetime of rich experience."

In addition to opening the door to a new underwater world of vast beauty and intrigue, SCUBA certification helps to build self confidence and leadership abilities. Moreover, SCUBA is a team sport (divers always accompany each other in 'buddy pairs') and provides great opportunities for networking and business development.

For information on participating in Thunderbird's Summer in Guadalajara Program, please see the page on MTB (Office of Overseas Programs) or contact Professor Wisner at (wisnerp@t-bird.edu).

skrawitz@global.t-bird.edu