



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

Volume 38 Issue 10

www.dastoronline.com

August 16, 2004

The Evolution of TSG

By REGULA SCHEGG
Switzerland, Winterim '05
TSG President

In the coming weeks, several structural changes that have been in the works concerning TSG will take effect. In the efforts of efficiency, it is our hope that these changes within TSG will improve internal process as well as external communication and engagement.



REGULA SCHEGG

Essentially, the long and short of these changes amount to a smaller, more streamlined and more active student government. This structure intends to reduce the dependency on the internal organization and provide everybody the opportunity to actively be part of projects we initiate to the benefit of all of us.

One of the largest problems that we in TSG have discovered within the last three months is that with 27 members currently in the student government, fre-

quently the left hand doesn't always know what the right hand is doing. With so many members, it is nearly impossible to follow through with all of the proposals and plans made and significantly support each other. As such, a simple plan occurred to us: without sacrificing efficiency or scope, the organization of the student government should be reorganized.

With the evolution of our student body's needs and demands, TSG wants to catch up to where we believe we should be - close to the clubs and the entire student body - facilitating you in your endeavors and activities.

This led us to the decision to consolidate some positions, create new ones and respectively elevate some to positions with increased responsibility. In addition to a decrease in positions, an Event Rep position was created. This student will be in charge of all cultural nights and will work closely together with the SAC and the regional clubs to coordinate the dates of the events. In addition, the position of 1st

trimester rep has changed to a more interesting, involving one.

Though the consolidation may seem a significant change within TSG as a whole, and by inference a change in its

"...TSG wants to catch up to where we believe we should be..."

impact on the school, in reality, direct involvement will increase. With a more streamlined process in TSG, the student body as a whole will have the opportunity to contribute in ways that have not necessarily been open in the past. We consider every student on campus to be part of TSG and would like to build on this. Furthermore, the new structure will allow us to more closely work together with the clubs to provide them with the support they might need.

By consolidating certain positions, we also create new opportunities, which hopefully better reflect today's needs of all the students. These opportunities

also arise for previously untapped potential within TSG. There are currently 5 first trimester representatives. These individuals join us in order to get involved from day one of their Thunderbird experience. Their interest and commitment has not necessarily been fully utilized. To avoid this waste of talent and motivation, each of the first trimester reps will, in the future, be responsible for part of the duties left vacant by the outgoing members and will work closely together with those chairs to which they are assigned. Hopefully, by increasing the 1st trimester rep's responsibilities, we provide them with the opportunity to prepare for positions and responsibilities beyond their tenure as first trimester rep.

We truly hope, with this consolidation and reorganization, that we are able to catch up to your needs and that it will provide us with the structure best suited for new endeavors to come. We all look forward to continuing our mission: facilitating and engaging students beyond the curriculum in the trimester to come.

In addition, I would like to take this opportunity to thank everyone who actively contributed to the Thunderbird experience during the summer trimester - either through an official position within TSG, or within a club, as an individual, or as faculty or staff member. This summer was great and the more I spend time with fellow students from such a variety of cultural backgrounds, the more I learn how tremendously enriching and transforming the Thunderbird experience can be. It is up to us, we can make it happen!

I wish you all a wonderful break and look forward to seeing you again in the fall. For those who are graduating, good luck with your new endeavors. Hopefully we will meet again somewhere in Africa, Asia, Latin America, Europe or on campus during one of our homecomings.

RSchegg@global.t-bird.edu

Eat, Drink and Be Merry at the Multi-Regional Night

By MAY LEE
Taiwan and U.S.A., Spring '05
TSG Regional Rep: Asia/Pacific

On July 31, students and their families were elated to have survived a week of exams and project deadlines to enjoy another multi-regional night - Africa, Asia/Pacific, and Middle-East - filled with a mouth watering, wide selection of foods, drinks, and entertainment at the Fish.

Each region put together a slide show presentation that captured the wildest imagination of the audience, taking them traveling across time and space to catch a glimpse of Indonesia, Philippines, Thailand, Korea, Japan, China Taiwan, Lebanon,

western and southern Africa, all in 20 minutes. For a moment or two, the audience appeared to have forgotten they were still in Arizona.

A surprise performance was done by Doohyun Cheo, who appeared on stage with layers of paper cut outs and hand drawn outfits. The crowd was exhilarated to watch Cheon capturing the essence of various musical performances from the traditional Korean pop, to American country music with dances with matching outfits. The performance came to an end with the crowd singing along to "We are the world."

The happy sing along atmosphere quickly filled with intensity due to a karate perform-

ance led by karateka (black belt karate masters) Teruhisa Tsugami and Yoshihiro Saito. Karate is a highly disciplined form of martial arts. One of the most important karate trainings is kata, which Tsugamisan demonstrated by fighting against the imaginary enemies coming from four directions. Saitosan showed what shi-wari is by single handedly breaking two wood boards in front of the intently watching crowd. Before the applause fell silent, Tsugamisan was on the stage again showing the highest level of karate skill, shihou-wari, by fighting off four imaginary men

Continued on page 11



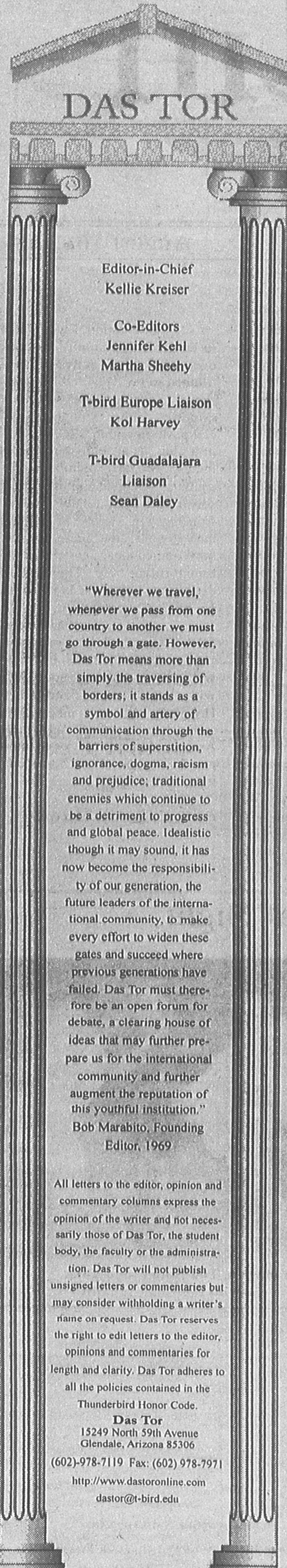
Akiko Yanagiya, Tim Natale, and Yuka Tanimoto show off their karate skills



Fun took center stage at Thunderbird's Multi-Regional Night

Inside This Issue

Op-Ed PAGES 2/5	MARKETPLACE DIVERISTY	REPORT FROM THE CMC CHAIR
DEFINING OUR BACKBONE	MULTI-REGIONAL NIGHT	CMC PAGES 19/20
THE CAMPUS EPIDEMIC	DIFFERENT VOICES	INTERNSHIPS PAGES 21/23
HYPERINFLATION AT T-BIRD	GRADUATION	SPORTS PAGES 24/25
TIPS FROM ALUMNI	GUADALAJARA PAGE 16	IBIC PAGE 26
CAMPUS PAGES 6/15	CULTURE OF COCKFIGHTING	A&E PAGES 27/28
BUILD YOUR NETWORK	ARCHAMPS PAGE 17	DR. LOVE
FLYING HIGH	TOUR DE FRANCE JUNKIE	SHE SAID/HE SAID
T-BIRDS IN HONG KONG	TSG PAGE 18	NEWS FOR YOUR FUNNY BONE
20 ?'S FOR DR. CABRERA	THE SECOND COMING OF MTB	RESTAURANT REVIEWS



DAS TOR

Editor-in-Chief
Kellie Kreiser

Co-Editors
Jennifer Kehl
Martha Sheehy

T-bird Europe Liaison
Kol Harvey

T-bird Guadalajara
Liaison
Sean Daley

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

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

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

Defining Our Backbone

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

In Operations Management class

last week, Professor Youngdahl was teaching us how to use fishbone diagrams. That's the one where you start with the problem as the head of the fish and the backbone becomes all of the rea-



KELLIE KREISER

sons causing the problem. For our example, the 'head' was "students aren't getting jobs." Students shouted out reasons for the problem... "the economy," "the curriculum," and "low GPA." Next, we dug deeper into the reasons for the reasons... he asked what causes low student GPA's. A voice from the back yelled "Finance 3!" The class chuckled and Professor Youngdahl gamely put "Professor Griffiths" on our fishbone chart. But he turned towards the class and said to us, "You know... there are some of us on the teaching staff who think Professor Griffiths might have had the right idea."

A scandalous idea? Well, I'm going to offer what may be an unpopular opinion... I don't think Professor Griffiths was out of line in his Finance 3 class.

For those of you out of the loop, last trimester Professor Griffiths taught Finance 3. It was a really difficult class and the grades showed it. Rumors circulated about how many people failed the class... I've heard 12 or 13 students, or 20%. And A's were scarce. It seems possible that the average grade was a C. Students were outraged. "How could he give out such low grades? He never gave the class problem sets or old exams to study from. He cold called. He was mean. He was insulting. He expected too much."

Did Professor Griffiths have some warts? Yes. Did he expect too much? No. He entered class the first day and said that he expected that we already knew the basics of finance from Fin 1 and 2. Unfortunately, that was a bad assumption, and it probably caused most of the

problems. On our fishbone chart, it would be the first 'rib' of the backbone.

The class moved quickly and was based on many of the concepts we were introduced to in earlier courses. I know that I felt a little uncertain about those basic concepts. After the midterm, Professor Griffiths addressed the class very honestly. He said he was concerned about how little the class knew about Fin 1 and 2 concepts. Most of us missed the easy time value of money question on the exam and the "gift" of a simple balance sheet question. I missed both. In response, he posted a lengthy set of slides reviewing time value of money. But who has extra time to review? The class moved on...

I'm going to offer what may be an unpopular opinion... I don't think Professor Griffiths was out of line in his Finance 3 class.

By the end of the class, I think many of us realized how little we knew about finance. And certainly, Professor Griffiths knew. At this point, he would have had to make a decision: would he curve the grades downward or would he assign grades on the knowledge students demonstrated? The answer: 20% failed. I've thought about what I would have done in that situation. I came to the conclusion that if I was the last professor that the students would have for finance, and I had to put my name on grades that would indicate whether or not they were proficient, I would not give passing grades to students who did not know the material.

I'm sure many of the students in the class will argue that Professor Griffiths should have given out problem sets or old exams. That may have helped. But without a strong foundation in basic finance concepts, it would have just come down to memorizing how to do a certain kind of problem. Many of my classes have relied on this technique. Time is tight, so all I can do to get by is memorize the steps, never fully understanding the meanings. Give me Beta and I can find you r_f ... don't ask me what Beta is though. H_0 ? Hey, here's H_1 for you... and that means... umm... And let's not even talk about the buttons on the HP 17II+.

I went to visit Professor Griffiths a few days before the final... completely panicked. The material was tough and I felt like I barely understood. He told me to calm down and that he'd help me. He started with a time value of money question and asked me to type in 'e' to the power of something. I looked at my calculator and couldn't find the 'e' button. How could I not remember where the 'e' was? How could I get an MBA and not find the 'e'? To his credit, he helped me that day for almost 2 hours.

So is the point of this that our Fin 1 and 2 professors were bad? Absolutely not! I had unbelievably talented finance teachers. They knew their stuff and had wonderful classroom skills. But they each had 6 weeks to force feed some very complex ideas into students who were dividing their time among five courses. Given that situation, what could they do other than provide past tests to study from, "cheat" sheets, and formulaic problem sets (and exams)?

So, students complain, "Dr. Griffiths, I want my god-given B. I want to see the breakdown of the grades. I want the school to do something!" But what they should be saying is, "Why don't I know this stuff? Should I have done something differently? Is the finance program set up to allow success?" More ribs for our fishbone...

This is Dr. Griffiths' last trimester at Thunderbird. He leaves to go to a great job in Ohio. Another school will benefit from his skills. I'm sure that there are students who would show up at his house to help pack up the moving boxes, just to make sure he goes. But I think our school will be losing an asset.

But Dr. Griffiths leaves a legacy. People are talking, they are pressing for answers. His name is brought up in other classes. Teachers are discussing it. There is a group of students pushing the school for an examination of this issue. The Finance department is evaluating their program. The curriculum committee starts soon and will no doubt examine such issues. Thunderbird is defining the 'ribs,' and finding its backbone. Good things happen when you find your backbone, and I see them on the horizon...

kkreiser@global.t-bird.edu

Identity Crisis and Negativity in Our Desert Oasis

By SEAN LACY
U.S.A., Fall '04

If you have been at Thunderbird long enough to drink one of those conservatively priced beers at the pub, you have undoubtedly been on the listening end of



SEAN LACY

vicious rumors, inane gossip, and speculative ramblings about virtually everyone and everything here in our tiny desert world. Then there are the debates: MIM or MBA? GMAT or diversity? Customers or students? American or Garvin? Truly Global or Ivy League poseur? These issues detract from and can adversely affect what should otherwise be a positive learning experience.

The implications of our identity crises are much more serious than you think. It affects everyone in the Thunderbird community, from the oldest living alumni to the hardest working groundskeeper. It is difficult to avoid getting caught up in all the hullabaloo. The problem is much deeper than student gossip. Frankly, and with no small amount of irony, some areas of this institution are just

plain poorly managed. Worse, the management and leadership taught in class is sometimes lacking in the words and actions of our leaders: the Thunderbird faculty and staff. Here is an example:

Commenting on our recent, dismal midterm performance, the professor told our class: "I don't know what to do about this, other than to suggest that you go and see your accounting professors that you had, and your finance I and II professors and say "Hey! How come we didn't- how come I don't know cash flows? This may sound cruel - I don't mean it to sound cruel. This is [me] talking about reality checks. As a graduate student, I don't care if you're a Marketing major, an Operations major, Finance major, or a Management major - if you can't calculate cash flow... you're not much good to anybody, okay? And if you get a job, you're not going to keep it for long. That's just reality. So... a lot of people need to do a lot of work on cash flows, okay? That's all I'm going to say about that."

I agree with this professor and do not doubt that this professor is correct. However, an effective educator would know "what to do" in this situation. It is commonly referred to as "teaching." Deliverables and exams are an educator's primary tool, used to measure and evaluate student progress. This is how an educator can assess whether or not learning objectives

have been achieved. Obviously, in this case, objectives had not been met, and if these words were spoken in earnest, this professor has an academic obligation to ensure that no student leaves the class without this essential knowledge. If the teacher gives up on the students, the students give up, and the learning process breaks down. Even more disconcerting is the adversarial posture implicit in these words, both in terms of faculty-to-faculty and student-to-faculty relationships. Forget students and customers - when is this ever appropriate, particularly in a learning environment?

For some of us, earning our MBA and moving on to the next step can feel more like "escape" than achievement, but to the end, we must endeavor to remain positive and avoid the negativity trap. To paraphrase writer and philosopher Albert Camus, the MBA is not our goal; rather, it is the struggle itself towards the heights that is enough to fill our minds. Mind you, that is not going to calculate any cash flows for us, but it is important to note that graduation is not a finish line. It is a starting mark, and learning does not end when grades are posted. Ultimately, we are the only ones responsible and accountable for the achievement of our objectives. Now, if we could only figure out exactly who we are...
seanlacy@global.t-bird.edu

The Campus Epidemic

By TIM NATALE
U.S.A., Spring '05

Has anyone else noticed the amount of sickness around the campus? Everyday I wake up and another person tells me about how he's incredibly sick. At first, I thought it would just pass me by, but at the beginning of this trimester I was caught up in the illness. I didn't want to go to class. I didn't want to read. I didn't want to do anything. You know? That's how a sickness works, right? More times than not, you go to the doctor and pay them to tell you they can't do anything because you've got a virus. You should drink lots of liquid, and should rest in bed. That's right; we pay them to tell us to fix ourselves.



TIM NATALE

Well, here's my advice, for free: fix it. Yourself. Fix it. Don't go complain to the 'doctor.' Fix it yourself. I'm tired of hearing people complain, I'm tired of hearing people whine, and I'm tired of people not taking the initiative nor having the drive to change themselves. You make the choice, you decide how to respond, you control your attitude, you set your priorities, and you make it work. That's right: you. Not them.

Have you caught on yet? Why are you here at this school? Why did you come? To learn, right? Then why have I been in so many groups with free riders - or sick people,

as I call them - people who don't realize that they have the control to learn. It's not up to me to help you learn, and there is only so much a professor can do to help you learn. It's all in your control and it's all in how you set your priorities.

It is in the classes, too. A professor gives an ounce of work and I hear hours of complaints. Am I the doctor? I don't want to hear it anymore! If you come to me, here's my advice again: If you're here to learn, then take your own initiative. This isn't high school or even college where someone should have to make you learn by giving daily quizzes or threatening you in some other manner. Come on? We're beyond all that, right? Apparently not.

Recently, I went to an excellent class. Professor Youngdahl was teaching Six Sigma. He asked us to read some background material on what Six Sigma was all about, and then in class gave an excellent lecture by applying Six Sigma to Thunderbird. Of course, if you didn't read the 22 pages of text (some of the easiest reading I've ever had at Thunderbird - high school level), then the lecture was more about Thunderbird and you likely are one of the complainers that is sick.

Professor Ramaswamy's class is another example. The reading is demanding, no doubt. When I don't do the reading though, let me tell you how sick I become: I don't want to go to class at all. And I honestly shouldn't. I chose to go out the night before and it was more important to me than

learning. So why should I go to class if I'm not ready to learn?

Imagine what a difference that would make for the professors? If only people who were motivated to learn attended class. Whoa! It would knock even the healthy ones, like Ramaswamy, off their feet. He wouldn't know what to do simply because he would be in pure shock. But he'd come ready for the next class. The same would be true with sick professors, who are tired of teaching. Whoa! Suddenly people are demanding more from me, what have I got to do to transform their experience? Let's face it: if you are not willing to learn yourself, then the professor has no reason to try to help you.

So, if you're thinking that you should go talk to a professor about their class and how it may not be helping you. Or, if you hate attending a class, there certainly may be problems on one side. However, first ask yourself some questions: have I been motivated to learn and gain more from the class? Have I shown that I desire to learn? Have I set my priorities in the right place that allow me to gain the most I possibly can?

You choose. You choose your attitude and you choose how much you are going to take from a class. No one else does. Honestly, if you decide you are not going to take anything from a class, don't let me know. I don't care. If you tell me, then all it does is bring me down. If you decide to get a lot out of a class, don't tell me that either. Rather, show me. The latter choice is the harder one;

it takes time, patience, energy, and will.

If you feel you've done all that is listed above but still have problems - because yes, there are other problems out there - then go to a real doctor, not to me. Go to a TSG rep or to a professor. Share your thoughts because when they see that you have a desire and motivation to learn, they have reason to listen and possibly change too.

It's the end of the trimester. Take a week, or take more, to get healthy. Come back focused, come back determined, and come back to show a change. It's said too many times, but I'll say it again: change comes from within and is infectious in a good way.

Mind you, I do realize that we do not have the time to do as well as we may like in every course. Achieving an MBA is a balancing act where we must continually make tradeoffs and this is part of the overall learning experience. In addition, I would be the first to argue that time well spent socially (especially at T-bird) can offer a greater learning experience than many classrooms anywhere in the world. But these factors shouldn't affect our overall attitude and mindset.

Finally, an apology from me to both my peers and professors for my having helped spread the virus and forgetting what it is I am here to accomplish. I've let you and me down and will do my best to not let it happen again.

timnatale@global.t-bird.edu

Hyperinflation in Thunderbird

By DANIEL LENS
Spain and Venezuela, Fall '04

Yes, that's right. We all know that T-bird is still (thank God) number one in international business. When someone asks "why do you believe T-bird is number one?" you'll probably hear the same answers: "the diversity of the student body," "the presence on other continents," "a global alumni network of more than 33,000 people on five continents." "Blah, blah, blah." Guys! You are wrong. The primary reason why T-bird has become number one in international business is because of its ability to replicate certain macroeconomic environments from around the world. The latest example is the amazing, incredible, outrageous, abusive, unthinkable, unfair, and brutal, increase of our spouse's insurance fee.



DANIEL LENS

In a great effort to replicate the Argentinean's and Peruvian's hyperinflation macroeconomic environment of the 80's or Venezuela's during the last two years, Mega Life has decided to increase the Insurance Spouse fee by 65% from around \$660 to \$1,014 per trimester. That means that an international student that is married will have to pay \$3,042 per year for his/her spouse, plus \$1,080 for himself/herself, adding to a total of \$4,122 a year! Now, GIVE ME A BREAK! I know that Bush and Kerry are trying to solve the healthcare problem; I know that healthcare and insurance have always been extremely expensive in the U.S., but \$4,122 just for insurance? Come on!! 80% of the Venezuelan population lives on half of that amount. Moreover, that's without even counting a child, who will "only" pay \$745 per trimester, if you have multiple children you will "only" pay \$1,016 per trimester. Therefore, an international family with multiple children will

"only" pay the insignificant amount of \$7,170 per year. Cheap, huh?

I understand the reasons behind the fee hike. It is logical to increase the insurance fee if the spouses and dependants claim rates have increased significantly, but it is also logical to use a little of that negotiation weapon called "bargaining power" and say: "You know what?... a 65% increase in just one trimester is unacceptable, you either decrease that rate to something reasonable (15% or 20%) or we will be forced to find a different company."

True, I have not had time to talk with the insurance people, but I'm sure that more could have been done by them at the time of negotiations. I'm sure that out there must

"...the amazing, incredible, outrageous, abusive, unthinkable, unfair, and brutal, increase of our spouse's insurance fee."

be another company willing to offer the same services for a cheaper fee.

The other irritating point was the way the increase was announced by the school. On July the 20th we received an e-mail that said the following: "Thunderbird Students,

Attached are three documents outlining the new tuition and student health insurance coverage and costs. The tuition increase is 5% for full-time enrollment. The student insurance premium will remain stable, but with a higher deductible. Unfortunately, it was necessary to increase the cost of coverage for spouses and children because our claim rates for these groups were significant. We felt the most fair change was to place the increased cost of coverage on those who received the benefits."

We can clearly see the 5% number for the tuition increase; however, can you see any number for the insurance fee increase? I don't. Why? Probably because they know it was absolutely outrageous. In fact, since I did not see the number I sup-

posed it was around 5% and I did not open the attachment until an "unlucky" friend of mine (he is married with one daughter, which means \$6,597 a year) told me about the situation.

I would like to make three recommendations, just in case this problem happens again. (And I hope there won't be a next time.)

1. I would recommend that T-bird at least offer some other choices with other companies for the international students.

2. Give the details of the negotiations. Let us know that you worked for our rights. Just make us believe that you tried hard, but you could not do anything. Show us a list of potential insurance agencies you called, but who gave you an even more expensive fee.

3. State the increase in the insurance fee in the e-mail and give us at least 3 months to shop around and see different opportunities. Remember, we are international students and we rely on T-bird for this type of issues. But if T-bird can't help, at least it can give us time so we can find a different solution.

I do believe in the good faith of the people that negotiated this issue, but I have some questions for them; what would you do if your insurance fee increased 65% in just one trimester? How would you feel? Would you be happy and just accept it? Or would you try to negotiate a better deal?

As for me, I still believe that T-bird can push MegaLife to get a better deal.

Signed, a desperate and broke husband!
lens@global.t-bird.edu



What the World Can Learn From India

By DINESH GOEL
India, Fall '04

Sitting at a bar late at night chatting over a beer after a long day is probably something casual, right? Not

when you're sitting with the Editor of the World News section of the Atlanta Journal Constitution, Mr. Raman Narayanan, and talking about world politics. A Malaysian of Indian origin, Mr. Narayanan and I were introduced by an alumnus in Atlanta during a post-event get-together for the Iraq Forum organized by the Thunderbird Alumni Association of Atlanta. As the evening progressed, I had the privilege of speaking and hearing about many perspectives on Iraq, the middle east, etc. Longing for a little talk about 'Desh' (a reference to India by an Indian), I walked up to Mr. Narayanan and asked him what he thought about the recently concluded elections in India. What follows is an article about our conversation that evening. What I heard and gained is an important perspective that very few of us really have thought about:

Politics and Secularism:

Talking about equality and secularism is synonymous with almost every country's politics, politicians, and strategists. What is surprising is the fact that the world's oldest democracy (U.S.) has never had a woman or a black president....hmm...come to think of it, all American presidents have been great white men (not to undervalue their leadership, vision and statesmanship in leading the U.S.).



DINESH GOEL

Continued on page 7

Eight Tips for Gleaning Job Leads from Alumni

By BABS RYAN
U.S.A., Spring '81

Today, I received an e-mail from a T-bird class of 2000 graduate with the subject line: "T-Bird Startup Seeks Investors." The graduate had selected entrepreneurs from MTB. The e-mail contained many reasons why he wanted my money, a wonderful description of what he had done and what he wanted to do, but nothing about what I might receive in return. Stupid, you think? Yet, that's exactly the same approach used by most T-birds that have contacted me looking for a job. As an entrepreneur who has held senior management positions in large corporations both in the U.S. and abroad, here is my advice on how to secure alumni support and assistance in finding jobs.

Alumni Tip #1: Tell alumni about the WORK you'll do for THEIR companies, not about YOU. That requires research. Yes, research is hard work that takes smarts. And the best way to get me to help you is to prove that you are willing to work hard and smart, rather than just ask me to give you contact names or a job.

Alumni Tip #2: If you're a U.S. citizen wanting to work abroad, look for positions in the U.S. with global companies. Be willing to start domestically in a division that is not international. And prove yourself in that company to get an international assignment. Most of the U.S. citizen T-birds and expats I know who got jobs abroad did it that way. Start by learning the company's business and how the company's current expats got abroad before asking for international jobs.

Alumni Tip #3: Don't lie. About anything. Thirty percent of people lie on their resumes. Don't do it. In 1999, I worked for GE Capital in the U.S. Our division's policy was that all applicants

had to already have work status enabling them to work, without restriction, at ANY U.S. company. When I called a T-bird who had sent me a resume and explained our work permit policy she replied: "My work permit is not restricted." So we interviewed her. Her details then went to Human Resources who asked to view her permit. She had lied. Her work permit was restricted.

"I thought if everyone liked me, they'd get me a work permit." A company of 300,000 employees is unlikely to change its hiring policies because it "likes" you, unless you are at the senior executive level. But more importantly, companies never "like" liars. The incident was embarrassing for me and insulting for my colleagues whose time was wasted. It put a permanent black mark on Thunderbirds. And it happened again and again.

Alumni Advice Tip #4: Research the job that the alum does before you contact him or her. Most T-bird writers didn't care or know about what products GE or my division within GE sold. Make your cover letter relevant to the DIVISION of the person to whom you are writing.

Alumni Tip #5: Expect to remain a student in your next job, not enter as the expert. A degree in international business doesn't entitle anyone to senior management positions without the experience to

back it up. Those who conveyed a willingness to start at a level appropriate for their past experience and a willingness to learn from others bagged the jobs. AFTER you've demonstrated that you can apply the excellent education you've received by boosting net income and stock prices in the company you work for, the rewards will come.

Alumni Tip #6: Don't just ask for "names." When I have taken precious time to tell jobseekers about the local business market, many appear to be completely disinterested in anything except the

response to, "Have you got the NAME of somebody I can contact?" Often, I've provided information about divisions of certain industries and which companies are growing, hiring, or getting bad raps on the street. If you're only interested in getting names and not interested in what's going on in the business world, it's unlikely you'll be a valuable or competent employee in any company. So why would I give you names when you appear to have no interest in information about the industry?

Let's say you do pump "names" out of me? What is the first thing that "name" will do when you contact them using me as a reference? That's right; they'll call me. And what do you think I'll say about you - that you're a person who understands business or you think networking is about collecting names?

Alumni Tip #7: Business and networking are based upon MUTUAL exchange. It's about sharing experiences and getting to know people, not securing mailing lists. Yet, I was never offered information that would help my business grow, or industry know-how. People who contacted me expected me to work for them to find them a job, when they were offering me nothing in return but a list of stuff they had done for other people.

Alumni Tip #8: Great workers seek great jobs, not great resumes. The fact is that 97% of all U.S. employers are NOT large companies. When you're after the big company name to put on your resume, you're missing out on 97% of the opportunity. Working for one of the big company's smaller competitors is more likely to land you a senior position at one of those big names in five-to-ten years. Why? Because if you're competent, you will have more responsibility and gain broader expertise more quickly in a small company. You'll climb the ladder faster because there are fewer management layers.

Many alums in big-name companies haven't had these experiences or this reaction to jobseekers. And many T-bird job hunters don't behave this way. But each T-bird jobseeker makes a lasting impression, either good or bad which either enhances or denigrates my degree too. Remember that networking is about communication and getting to know people, not suddenly ringing up for job leads. If you want new investors, new clients, or a new job, the way to win in business is to be honest, do your homework, and tell me what you can do for ME. Then maybe, I will do something for you.

babs@braindrain.biz
www.sparksworldwide.com

Value Extraction at a Pittance

By RANDALL NUFER
U.S.A., Winterim 2001

It seems to me that there is a large disconnect between firms seeking professional services and those candidates in the Thunderbird Community who are qualified to render such work.

Especially, in the case of business activity here in The Valley, some companies seem eager to retain intellectual capital with the anticipation that they can do so at minimal investment because "It's a school" and "Students and graduates need experience." But what they fail to realize is that most of these students already have seven years experience and so they perform at a different caliber than those of an undergraduate institution.

I, as a graduate of this institution, responded to an advertisement on MTB some time ago. It was a local company with a history of hiring students and graduates to develop pro formas, conduct market research and establish strategies for launching products into the marketplace. They were interested in retaining someone to develop a business plan so that they could now launch a separate company and become a national distributor of products. But when we broached the subject of compensation, they informed me that they were only willing to compensate at the rate of \$11-\$15/hr, as they said they had advertised on MTB. I informed them that my rates were substantially higher. They balked at that statement. I explained to the managing partners of the firm that I received \$25-



RANDALL NUFER

\$30/hr years back, before attending Thunderbird, and while working at a consulting firm - and that was income, not a billing rate with overhead factored in.

If a firm wishes to engage professional services, they should do so with the understanding that they are "professional services," and nothing less. If you want someone to play an integral part in the success of your company, you should be prepared to make an investment into their efforts. If you simply require word processing, then a lower compensation level is appropriate.

So the question then becomes - why are such concerns even allowed to advertise in our forum? Understandably, this is a free market economy, and you are free to ask and negotiate for whatever you like. But implicit with that request comes a certain protocol which expects a level of performance and respects a profession. Shouldn't we, the Thunderbird Community be setting a standard for such cases? Shouldn't the administration be helping to foster that standard?

Understandably, the economy is bad, and employers have not been hiring in the past couple of years. When I began my studies at Thunderbird, back in '99, there was exponentially more recruitment activity on campus. That has all changed. Still, the CMC is doing all it can to attract the best institutions to campus amid dire economic times. But if the school is also advertising MBA level employment contracts at seriously diminished salaries, just to fill space, then what do you think prospective students, browsing our website and job exchange pages, are going to think about their outgo-

ing opportunities following graduation? What will they think about the quality of our academic program if they see that our graduates are competing for \$15/hour assignments? Would viewing that level of compensation entice you to attend our pre-eminently positioned school?

Following my above mentioned experiences, I set out to see if I could elicit a statement of position from the corporate community. I interviewed an esteemed recruiter who has hired many Thunderbird graduates over the years and who agreed to speak with me. He was both forthcoming and frank, and allowed me to publish his comments with the understanding that his profile remains anonymous. When I posed the issue of engaging MBA graduates and candidates relating to compensatory practices, he laughed: "I also have been guilty of exploiting Thunderbird students and recent graduates. It's a great opportunity, to be able to harness the talents of these individuals at minimal expense."

Unfortunately, the standard I referred to above is thus often compromised. And it is done so partially because we have had a large influx of foreign students who are arriving here from countries with vastly different economies of scale. Many of them are more than eager to find work in this country and so will settle for lower salary levels. Thus our overall economic standards are lowered. Without my even posing the subject of this trend during our conversation, the recruiter I spoke with initiated the topic as an explanation for exploitive practices. "The incoming foreign students at Thunderbird, many of whom we have later employed, are hurting your (the

Americans') opportunities for employment by accepting salaries below the standard wage."

Wow! Quite a statement.

What the Thunderbird Community needs to do is encourage all students and graduates to accept only what is reasonable, justifiable and directly quantifiable with the revenue model that individual as an employee or contracted worker will effect. Compensation should always be performance based. Otherwise, they as working professionals, entering the American marketplace, are doing a disservice to not only themselves, but to their peers and the community as well. But as far as professional servicing is concerned, I saw very little mentorship from the administration while enrolled as a student. For some reason, there seems to be a vacuum here.

That recruiter whom I interviewed offered his advice: "What your Career Management Center needs to do is Value each engagement as it is received. This will provide for fairer compensation levels - jobs that call for a specified salary range in line with requisite skills."

As students and graduates, professors and staff, seeking to attain a high standard for our institution and ourselves, I think we need to continually reassess our goals and level of performance, and then communicate that level to the external community. It is in this manner that we will all achieve our economic objectives. Aside from perhaps ruffling a few feathers, I hope that I have at least educated some of you on the subjects of valuing one's services and employment practices.

randall@global.t-bird.edu

What Good is a Job Anyway? The Coolness Factor

By MARCO AMARO
Guatemala and U.S.A., Fall '04

Looking for a job is like trying to get into some cool clique in high school, joining a fraternity, or joining a sports club. It's the same bullshit protocol of making them like you in the hopes of getting in. The big difference is that your livelihood depends on that particular job. But then again, doesn't your livelihood depend on those cool friends too? Anyway, I've recently been thinking of how much it sucks to try and get an "in" with a bunch of people that you really don't give a damn about, or working for someone else's dream in the hopes of gaining whatever benefit for whatever agenda you might have, and how difficult it would be to get that cool job everyone wishes they had.

Then I think about the great benefits they will offer you, such as 10 vacation days a year, some sort of plain working space where you will spend 8-10 hours a day doing random tasks that fulfill you as much as a Three's Company rerun. OK, some people will try to argue that what they're doing is in some way meaningful or interesting; it's not. Unless you're working on a cure for cancer or have some job that entails

being paid for traveling the world taking pictures of random stuff, your job is neither meaningful nor interesting. Cash flows, ratios, NPVs, Fisher Effects, Arbitrage Opportunities, are as meaningful as the speeches at the recent Democratic convention. So why do we do it?

This beats the hell out of me. I don't want to do it. I just want to sit by a beach and look at the pretty people walk by. Maybe play some tunes on my MP3 player and have a go on a jet ski. Then I'd like to have a big shrimp platter and wash it down with a cocktail. Also, I'd like to paint; that's a cool job if you can get paid for it. Accounting is not cool. I think people that paint for a living have it made. Nobody bothers them and all they have to do is paint. That's cool. Doesn't everyone want to be cool in the end? I truly believe so. If you ask anyone, they will tell you they don't care what people think of them; if they're cool, etc. That's a big lie.



"I believe that everything cool comes from the creative forces of the universe."

Everyone wants to be cool. So why do we have accountants, programmers, efficiency experts, plant managers, financial analysts, research specialists, etc? This leads me to the main point in this article, my theory, called "The Coolness Factor."

First, let's establish the connection between coolness and creativity. I believe that everything cool comes from the creative forces of the universe. Everything cool is image, sensory, instinctive, esthetics and everything related. That's why rock stars, movie stars, designers, and photographers are the ultimate cool. The rest of us are not. We, at business school, are somewhere near the bottom of the pack, right after engineers.

Somewhere along the way, the cool and creative people carried out a coup on the rest of the population. People are completely unaware of this coup because

it happens at a young age. Everyone is creative and cool at some point. The key is maintaining this. It's hard. How many times will you hear someone say, "I was the coolest in middle school!" only to have it all go to hell in high school. Anyways, these people have the greatest jobs; no matter how good you are at finance, you'd give it all up to join this club. So, can you get it back somehow after a long hiatus with the un-cool? There are different paths you may take. You may have some kids and mold them into painters, writers, or musicians.

Or you may say f@#k all, drop everything and have a go at it. There are some examples out there of ex-accountants and just plain old uninteresting people that have taken a sharp left turn into cool. I think I might make that left turn. It's probably too late, but we all have dreams. How many people out there recount memories when they were younger and had a band, or were really into some artsy fartsy sort of activity, only to have it all go to hell from a combination of the creative coup and the minivans, babies, suburban, cubicle, middle management hell that is their current reality? Just some thoughts...

marco@global.t-bird.edu

The More Things Change

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

I can remember a time when I used to think that we all grow out of this phase of wanting to be in a group, or to be accepted. When I got to high school I thought "Hey, now, things are gonna be different here." When I hit college it was "I'm outta high school, welcome to the real world!" The truth was that the real world was on pause until I graduated, and only then did it seem as if I had finally escaped the constant grouping and "cliqueing" that had gone on around me as far back as I could remember. Then I hit grad school, and suddenly I was caught in the social snares I had so long sought to escape, and had thought were gone forever.



CHRISTIAN M. MACY

Is it a human thing, do you think? I would often wonder that as I walked through Glendale campus, or passed the classrooms and lounges here at the UAG. It doesn't take a genius to figure out that society evolved as a result of that self-same desire to be in a group. Safety in numbers and all that, right? But what is the drive that causes us to go one step further than that, excluding others from the same group we wanted to join? More importantly, why here? Why an MBA program? Why an institution of higher education, one of the pinnacles of human beings' self-evolution?

Surely networking is the obvious answer here. We want to make friends with all these people that could some day prove to be a valuable asset! It's purely logical, isn't it? Make contact, make impression, keep business card. Unfortunately this logic fails in one very important area: where is the logic in excluding any potential "assets" from this list? Where is the logic in excluding people, or talking behind their back, or avoiding them entirely? I guess

that explanation is out.

What about a stable support system? That's a pretty good reason, don't you think? Meeting people so that you can get through this educational experience with a firm grasp on your sanity and have a constant outlet for your frustrations makes sense. Unfortunately, while individual pairs of friends may last quite a while, there are few groups of friends that do not end up frustrating each other in some way or another. Invariably, the collective back-talking starts up and hearts are bruised if not broken - collective drama ensues. In order to fix this potential fountain of bad karma, the group reshapes itself, excluding the once-included and including the once-excluded one or two members at a time. This process repeats slowly, subtly until the group is stable, which only lasts a little while (as stated above) and ultimately the process repeats. Does that sound like a stable support system?

What about homework help? Nah, too much like networking. Drinking buddies? One week is all it takes to figure out that the people you talk to ain't necessarily the people you chill with. Wandering comedy troupe? ... OK, maybe.

I know what you're asking, and I won't deny that it's a valid point. "So what? If my friends and I want to get together and hang out, what of that?" To be honest, I have no witty retort or logical explanation. The fact is that we all need/have friends, and sometimes those friends get together, and voila, a group is born! I have no qualms with this, but I have heard too much back-talk and seen too much exclusion to ignore the topic. I think we've all done this, and none of us are so sanctimonious as to say that we're innocent of the crime. So why not do something about it?

Let's shake things up! Rewrite the boundaries! Force a re-defi-

inition of the group! This entire school experience is supposed to be about cross-cultural education, but don't let it stop there. It's the spirit of the law that counts after all, not the law itself. Do yourself a favor, look around right now and find someone you never talk to, sit down next them, and invite them to go out with you

and your friends, or hang out with them and theirs. It might not be easy, heck it might not even be enjoyable, but it will likely make you a better person, and allow the people around you that same opportunity.

ChristianMacy@global.t-bird.edu



We Have Everything...But You!

Independently Owned
Experienced and Dedicated Staff Since 1990

- * Prime Location - Next door to Fry's Marketplace
- * Furnished Units Available
 - One Bedroom starting at \$510
 - Two Bedroom starting at \$645

* Ask about our \$1 Move In!

- * Close to Campus
- * Short Term Available
- * Heated Pool and Spas
- * Free Water and Sanitation
- * Courtesy Patrol
- * Small Pets Are Welcome



6451 West Bell Road - Glendale AZ, 85308

office@eaglecrest-apts.com

Call: (623) 878-1457

STRESS: A Well-Known Word to MBA's

By SONIA DEROBERT
Switzerland, Winterim '05

Stress is a well-known word for every MBA student. Who can honestly say that they have never been stressed? But, the question is, do we really know what stress is and the consequences it can have on our physical and mental health? Do we know how we can control stress?



SONIA DEROBERT

While doing my internship with Cemex in Mexico, I participated in a stress management seminar, which is part of the health awareness program that Cemex implemented a few years ago.

So what exactly is stress? Like animals, humans have a defense mechanism for

combating threats. When our ancestors were confronted with danger, adrenalin and other hormones were released, which led to tense muscles and an accelerated heartbeat to help prepare them for "fight or flight." Although many of these threats no longer exist, we maintain the same physical make-up. We therefore have the same intense physical reaction when exposed to different, less-dangerous situations.

Today, stress is the nonspecific response of the organism to any kind of demand. Every action you undertake and every emotion you feel will produce stress. Stress is an important part of our lives, and if controlled can be very productive. Experiencing stress occasionally produces a healthy response and acts as a stimulant. But, if

the organism is constantly exposed to stress, the result can lead to serious health problems, largely due to the impact it has on the nervous and endocrine systems. 75% of all diseases are related to stress. Common diseases produced by stress are ulcers, migraines, high blood pressure, heart attacks and cancer, to name a few.

The first thing taught in the seminar is how to measure your stress level. People with a hyperactive and impatient personality will have a higher stress level than people with a calm, patient personality. Your stress level will also depend on your lifestyle. Alcohol, tobacco, and coffee all contribute to stress, while exercising is a good way to reduce stress. Several questionnaires measure different factors of your personality, habits and

environment to determine whether you are in good health or if you are in a risk zone.

But the main question is: what can I do to reduce chronic stress? The first step is to acknowledge the existence of stress and to be aware of its positive and negative aspects. The second step is to control stress. To control stress, you have to control your mind. Did you know that during the daytime each of us has an average of 60,000 thoughts passing through our minds? This means that our mind is constantly busy. One way to focus is to practice meditation. Meditation is the art of clearing your mind of thoughts. One can meditate by simply thinking of or inventing a word that has no meaning to you and does not lead to any thoughts. You should sit in a relaxed position on a chair with

your eyes closed. Try to concentrate on the word and repeat it to yourself in the rhythm of your breathing. If you practice this for 10 minutes a day, you will be able to relax and thus reduce your stress level.

Other advice for stress management is to exercise regularly, have a healthy life-style, pursue a hobby, dedicate half an hour daily to yourself and turn off your TV and computer at least one hour before you go to sleep, as these electronic devices have a negative effect on your sleep. Laughing is also a good way to relax, so don't look at the world too seriously and try to have a good laugh as often as you can!

The Cemex seminar was designed by Dr. Claudio Zapata.
soniaderobert@global.t-bird.edu

Build Your Network

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

Do you want to start building relationships with alumni, but don't know who to contact? Are you looking for industry advice and expertise, but don't know exactly where to begin? Well, look no further than the Thunderbird Network Partners program.



MARTHA SHEEHY

Network Partners began as a pilot project in 2003 and has received rave reviews. The program includes alumni members across many industries (Banking and Financial Services, Consulting, Consumer Products, Energy, Fashion/Apparel, Hospitality, International Development/Government/Non-Profit, Manufacturing, Pharmaceuticals/Health Care, Professional Services, Technology/Telecommunication, and Transportation/Automotive) who have offered their expertise and time to all interested students. These individuals span a variety of industry functions including Business Development, Consulting, Executive General Management, Finance, Human Resources, Marketing, Operations Management, Project Management, Sales, and Supply Chain Management.

Aside from encouraging students to be involved with others, Network Partners was created with additional goals in mind. One of the chief goals was to create an easier way for T-birds to connect with alumni to begin to build their professional network. Additionally, the program facilitates the creation of mentor-student relationships and helps students decide about industry and function choices. The program was also created to help promote

non-financial contributions from alumni and to provide them with an additional opportunity to volunteer.

As with any network or relationship-building communication, it is important to use proper etiquette in contacting members of the Network Partners. These are not contacts designed to arrange jobs, but rather to help students along the path of discovery. Students should perform the appropriate industry/function research before contacting these members as well as use professional follow-up skills (including thank you notes) after the discussions. Adequate research and analysis will help students establish better rapport with the partners, as preparedness often leads to better questions. Very often, the partners have been very impressed with our students' well-researched questions and ideas. Remember that good communication also

The chief goals was to create an easier way for T-birds to connect with alumni to begin to build their professional network.

involves understanding some of the partners' potential needs. Ask yourself how you can help them. Can you update them about campus activities? Can you share a special (and appropriate) campus photo? Ask good questions and try to determine how you can add value to their experience too.

The list of Network Partners is constantly expanding and can be accessed in a variety of ways on MTB. Check the recent news items, the CMC section, or the Alumni section to identify key partners. Don't delay. Get involved early to build your network and learn from professionals.

msheehy@global.t-bird.edu

Flying High: T-bird Marketing Competition Teams Connect with Lufthansa

By JUSTIN LAZZARA
U.S.A., Spring '05

Imagine yourself as a marketing manager, fresh out of Thunderbird, charged to develop a marketing campaign to promote a key new



JUSTIN LAZZARA

product at a leading global airline like Lufthansa. Failure is not an option, but you have only one month and imperfect market information. Will you take a dive, survive, or thrive under the pressure and the responsibility? Do you have the right stuff? Well, on July 16th, executives at Lufthansa were convinced that our six Thunderbird teams did indeed have the stuff winners are made of, because the hard working groups formulated creative and powerful marketing plans that left Lufthansa management impressed and energized for the flight back to headquarters.

The idea for this case came from the combination of Lufthansa's need, Eric Schempp's (a T-bird presently interning with Lufthansa in San Francisco) initiative in putting Thunderbird first through the door and CMC's support (especially Janice Kleinwort). Shelia Oh stated: "We are really excited about the partnership between Lufthansa and the Thunderbird Marketing Club (TMC) in this case competition from concept to implementation. We would like to recognize the leadership of Sally Winter, TMC VP and Justin Lazzara, TMC Corporate Relations Chair, TBird Eric Schempp from Lufthansa, and the team participants who gave 100% of their passion and

talent." Lufthansa wanted to experiment with the concept of leveraging MBA programs for innovative marketing ideas that were different than the boring over-used industry norms, and for improved recruitment evaluation - the "preview window" to identify and secure talent.

The competition began in earnest the first week of June. Lufthansa's stated objective for the groups, intentionally left open-ended to nurture creativity, was to develop and present a realistic marketing plan that maximized Lufthansa's first mover advantage as the initial airline to introduce an



The Winning Team: Pete Khamneian, Mike Lavin, Alex Nepogodiev, Marcelo Iglesias

innovative service called FlyNet: wireless high speed internet technology in the clouds. The exciting aspect was that Lufthansa trusted T-birds to lead the way on such a key initiative.

The competition began on June 7 and the teams were given until July 16th to develop their plan. Each team had the opportunity to meet with Eric and Martin Stoll, District Sales Director from Lufthansa's San Francisco office, to get more information about the competition and over the course of the remaining weeks the T-birds corresponded often with Lufthansa.

On July 15, the entire Lufthansa judging team, including the Head HR recruiter from Germany, Ingrid Twohey, USA

Promotions Manager, and Ellen a customer research associate, as well as Martin and Eric joined all of the contestants, TSG, CMC team members, and some faculty for a dinner reception/mixer in the Atrium. It was a pleasant evening and allowed the groups to "break the ice" with Lufthansa executives in a social setting.

The next day, the presentations began in earnest. Each team had 25 min. to present and then the judges had 15 min for questions. Each group of T-birds, showing clear signs of future global CEO potential, delivered powerful presentations that were all individually unique in their marketing strategy and tactical recommendations. One hour had been allocated for the judges to deliberate, but the competition was so close that they needed an extra 1/2 hr! Finally, we had a general session for Lufthansa to provide feedback to all of the teams and for the teams to give feedback to Lufthansa, as well as for the presentation of the

awards. The Lufthansa "FlyNet" Marketing Plan Competition was neither a test flight nor a computer simulation. This was the real deal, that is to say, this competition reflected true business conditions, where you could crash and burn or streak across the Atlantic triumphant. The winning team, "Vorteil Marketing" (see photo), are on their way to becoming part of the global jet set; each team member received a round trip ticket to Europe as the prize! "Vorteil Marketing" included: Marcelo Iglesias, Michael Lavin, Alex Nepogodiev, and Payam Khamneian. Runner-up was awarded to team 5: Jaspreet Kahlon, Jay Pariikh, Ashwini Wankhede, and Minesh Pore.

Continued on next page

20 Questions for Dr. Cabrera

Many Americans may be familiar with the children's game "20 Questions." In the game, one person has 20 questions they can ask someone else to determine the answer to a riddle. We thought it might be fun to ask Dr. Cabrera 20 questions in order to get to know him better. Here are his responses...

What is your favorite food?

Good old southern barbeque

What was your best subject in grad school?

Statistics

What was the best piece of advice you were ever given?

Always tell the truth (lying is way too complicated.)

What is the thing that bothers you the most?

Not being listened to.

What American landmark or tourist spot do you most want to visit?

Hiking the Appalachian trail.

What was the last book you read?

The Snopes trilogy by William Faulkner

What languages do you speak?

In order of fluency, from mother tongue to very rusty: Spanish, English, French and German (I took Turkish though it's long gone, and I never studied, but I can understand some Italian, Portuguese and Catalan).

If you could take one class at Thunderbird, what would it be?

Probably a combination of IPE, International Corporate Finance and a refresher of French conversation (OK, that was not just one).



If you could teach one class at Thunderbird, what would it be?

Global Leadership

How did you meet your wife?

In grad school, studying for exams together.

What is your sign?

Leo.

What soccer/futbol team do you root for?

The world's best, of course, Real Madrid.

Do you play sports? If so, which ones?

Hiking, Skiing, Sailing, Squash

Do you have any brothers or sisters?

Three brothers. One in Mexico City, the other two in Madrid.

What will you miss the most about Spain?

Attitude about life, olive oil and the simplest, most relaxing activity I know of: the "paseo."

What are 3 things you can't live without?

Internet, a world phone, and a Palm Pilot.

If you could have dinner with any famous individual, living or dead, who would it be?

Nelson Mandela

What kind of music do you listen to?

Scary combinations: Puccini, Mozart, Smashing Pumpkins, Eric Clapton, Phil Collins or Nancy Griffith.

What is your fondest memory?

Long summers in my mother's home town in the mountains in Extremadura, swimming, hiking, picking cherries and figs.

What's your favorite thing about Thunderbird?

Its openness to all. The Pub. Das Tor.

Editors Note: We didn't put him up to that last answer!

Continued from previous page

Lufthansa was very happy with the treasure trove of ideas generated through the competition, and the many insights and recommendations from the T-birds that Lufthansa's own staff never came close to thinking of.

The consensus from T-birds on the experience was that they enjoyed the healthy peer competition, the competition was a rewarding personal journey, and it was valuable learning experience that truly challenged their capabilities. The "buzz" in the room after this competition was positive. Janice Kleinwort summed up the competition saying, "It started as a brainstorm and turned into an excellent event - congrats all around!"

Martin Stoll said, "We were very impressed with the results from the marketing case competition at Thunderbird. The teams demonstrated creativity and out of the box thinking. In every presentation, there was an idea that we can use in our marketing campaigns." Lufthansa management also stated that the groups had great presentation skills.

The Thunderbird Marketing Club's strategy is to build mutually beneficial long-term relationships between Thunderbird and top global companies, like Lufthansa. The advantage for T-birds would be increased recruitment for both internships and permanent positions. Our goal is to have more events designed to raise the value of our "truly global" brand profile, while at the same time producing career related results. We encourage the T-bird family to give us your ideas and suggestions on the type of events that will exceed your expectations and fulfill your personal aspirations. In conclusion, the question most frequently asked now is, when will the TMC have the next T-bird exclusive competition? Please stay tuned, more exciting competitions are taxiing down the runway for 2005!

jlazzara@global.t-bird.edu

T-birds in Hong Kong Raising the Bar

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

I was at a wedding a couple of weeks ago in Hong Kong and the topic of Thunderbird came up (ok,



SALLY WINTER

I'll admit that I brought it up.) The response I got from this young executive was that he wished he were a T-bird because the network in Hong Kong was well known and extremely tight knit. This was further illustrated to me when I sat down to lunch with chapter leader Bret Benson last Saturday. Bret says that T-bird attendance at the First Tuesday fluctuates month to month depending on who is in town, but without doubt T-birds do show up.

First Tuesday takes place on the rooftop of the Fringe Club in Hong Kong. The chapter has a small banner that they hang; they are looking to upgrade to something bigger but have been told to wait pending possible name and logo changes. Last night there were a wide

range of T-birds. I was there along with Niels Thomsen (another intern), a student who had graduated only two months ago and was in town on business (yes, he has a job two months after graduation, it happens!), and a group of T-birds who had lived in the area for many years. I also brought a couple of friends who were interested in learning

more about the school after hearing me talk endlessly about it. I met one T-bird who came to Hong Kong about 25 years ago. He left once to go to Thunderbird for his degree and immediately came back. Another guy has

been in Hong Kong since 1981 and is working with an Arizona trade group to facilitate business between Arizona and Hong Kong. We spoke about the possibility of involving student clubs in the process, or maybe getting an intern for a project.

Regardless of the story, one thing is clear: these T-birds love Hong Kong. The Hong

chapter has raised over \$42,000 to send a student from Hong Kong on full scholarship to Thunderbird. Furthermore, as if that were not enough, I got support from the chapter to commit to trying to provide more intern-

ship postings for students. The chapter is also leading the organization of the Thunderbird Global Reunion (TGR) in Shanghai. The reunion will serve as a gathering for T-birds past and present. TGR has a theme; a series of speakers will present different aspects of doing business in China. It could not come at a better time as the profile of the school is rising.

The commitment of the Hong Kong chapter should serve as an example of what we can do when we graduate. We become part of a larger network that is going to help us get jobs, make deals, and have friends wherever we go in the world. I'm idealistic, yes, but part of what we as T-birds get from being T-birds is being part of this network. Raising the profile of Thunderbird through providing more internships is one way of doing this. I walk the halls of HSBC with my name card and security pass attached to my lanyard. You laugh; I call it self-marketing. I gave one to each of the chapter leaders in Hong Kong so they could do the same!

swinter@global.t-bird.edu



Hong Kong Alums meet for networking, friendship, and a beer

ship postings for students. The chapter is also leading the organization of the Thunderbird Global Reunion (TGR) in Shanghai. The reunion will serve as a gathering for T-birds past and present. TGR has a theme; a series of speakers will present different aspects of doing business in China. It could not come at a better time as the profile of the school is rising.

The commitment of the Hong Kong chapter should serve as an example of what we can do when we graduate. We become part of a larger network that is going to help us get jobs, make deals, and have friends wherever we go in the world. I'm idealistic, yes, but part of what we as T-birds get from being T-birds is being part of this network. Raising the profile of Thunderbird through providing more internships is one way of doing this. I walk the halls of HSBC with my name card and security pass attached to my lanyard. You laugh; I call it self-marketing. I gave one to each of the chapter leaders in Hong Kong so they could do the same!

A Different Perspective From the Recent Elections

Continued from page 3

On the other hand, is India, the world's largest democracy, which really is proving what a secular, unbiased democracy is all about. India has a Sikh Prime Minister, a Muslim President, a Catholic leader of the ruling coalition and a Hindu opposition leader. India has shown the world what secularism is all about. Irrespective of the duration of this coalition government, what is important to note is that at a time when a war on terrorism is being portrayed as a war between religions, the citizens of the world find it hard to differen-

tiating between right and wrong. India is a ray of hope for the future of a secular world.

Power of the People:

'India shining,' is the campaign theme used by the ruling Bharatiya Janta Party before the elections to highlight the steps it says it took to boost economic growth, slash interest rates, stabilize prices, expand road, telecom and health networks, and offer free basic education. It was riding on wave of good rainfall in 2003 and a strong economy mainly due to the success of the Indian technology industry. No one will ever be

able to tell who or what was behind the campaign, but the ones who saw it assert that the incumbent forgot about the power of the people.

Falling flat on its face, the campaign nearly brought an end to the feel good factor in almost every Indian. With a change of power at the top, the Indian voter once again proved that it is the will of the people that matters and the power lies in the hands of the people and not in money that goes into funding these ridiculous media wars between the incumbent and the opposition seeking the power.

Governance in a Coalition:

It surely takes a visionary leader, strong will and a lot of political skill to manage a coalition government. India has been ruled by coalition governments with multiparty alliances for almost a decade now which is a strong signal that India has more than enough skilled leaders, statesmen, visionaries, and citizens that believe in the strength of their country to withstand any political storm. This says quite a bit about the rather complicated structure of Indian politics.

dinesh@global.t-bird.edu

Bloomberg Speaker Visits Thunderbird

By BRIAN ASCHER
U.S.A., Fall '04

Many know that Thunderbird has a Bloomberg monitor in the room toward the east side of the IBIC. But, for those of you who, like me, had little to no finance experience before coming here, it can seem quite intimidating. The double flat



BRIAN ASCHER

screen monitors displaying fancy blinking numbers and colors can make it look like something that could only be found on Star Trek (yes, I'm a recovering Trekkie). On July 29, Raj Vyas from Bloomberg LP in San Francisco visited the Global Portfolio Management class to give some insight into this important tool and show off some of its features. The presentation was open to all students whether or not they were taking the class.

Bloomberg is used for communications, market data and news. It is the standard for anyone in the fixed income industry and is growing rapidly for those working with equities. Its main competitors are the finance resources on the internet such as Yahoo Finance. However, this data can be old and not always clean. In Bloomberg's case, they own their own data and according to Mr. Vyas, this is one of the points upon which the company really prides itself. They have six secret sites in the U.S.

and three global sites. Even most Bloomberg employees don't know the locations of these sites. They keep the information current and provide backups for any unforeseen problems. In fact, during the most recent New York City blackout, all of Bloomberg's competitors had problems keeping up, but Bloomberg's service was seamless.

Bloomberg is a privately held company, 70% owned by Michael Bloomberg (aka Mayor of New York City). However, if you could swing it, you might want to invest in this growing company which has a history of being quite profitable. Mr. Vyas told the story of how Merrill Lynch bought 20% of the company for \$30 million. Seven years later, they sold 12% of this 20% for \$350 million. It is considered the best investment Merrill Lynch ever made.

Mr. Vyas first demonstrated the feature called New Worksheet (NW) which allows users to list stocks, news, and graphs customizable to what the user wants to see. There is even the option to be watching Bloomberg TV in one of the corners of the screen. Bloomberg allows for four mutually exclusive screens, so it is possible to have four different views up at the same time (which helps explain why there are double monitors at the terminal). The user can have easy access to all types of information that will help him or her to remain informed with up to the minute information.

Mr. Vyas then went on to demonstrate the Bloomberg

Launchpad function which was just introduced a year ago and is the modern version of the New Worksheet. This is a customizable screen that allows up to 20 views. The powerful feature allows much more customization and allows the user to gain more information than ever before.

Of course, this is just the tip of the iceberg of Bloomberg's functionality, but Mr. Vyas did not have enough time to demonstrate everything. How much does all of this cost? Well, for one terminal, it is \$1700/month and a two year contract. But, don't worry. If you decide to get one for each member of the family and order multiple terminals, you only have to pay \$1350/month with your own equipment or \$1450/month if you use Bloomberg's equipment. This may be too much to come out of the pockets of students like us, but investment bankers, Fortune 500 companies, money managers, hedge fund managers and wealthy individual investors are more than happy to put up the money for this excellent tool.

I would like to thank Mr. Vyas for taking the time to present to the Thunderbird students and for complementing our classroom studies with current information about a valuable industry tool. Speakers like Mr. Vyas, who are willing to brave our warmer climate and visit the campus, really add excellent value to our Thunderbird education.

bascher@global.t-bird.edu

Techniques in Portfolio Management - FPA's Paul Healey

By DARREN COBLE
U.S.A., Spring '05

On July 22nd the Thunderbird campus welcomed Mr. Paul Healey, Executive VP and COO of Franklin Portfolio Associates (FPA). FPA is a Boston-based institutional money management firm, which uses proprietary quantitative modeling techniques to add



DARREN COBLE

value to over \$23 billion in assets under management. FPA is a proven specialist in risk controlled, benchmarking strategies with steady growth in assets under management over their 22-year history in the industry. The firm currently manages institutional assets for several Fortune 500 corporate pension plans (AT&T, GM, Philips, Verizon, BP America, Bayerische Versorgungskammer, Aventis, American Express), public pension plans (NY State Common Retirement Fund, Arizona State Retirement Fund, and CALPERS), endowments and foundations (The Salvation Army, Baylor University, The U of Michigan), while also acting as a sub-advisor to the retail environment (Vanguard Group and Frank Russell Corporation).

Mr. Healey's presentation simplified and broke down FPA's model and investment philosophy, which stylistically utilizes bottom-up, stock selection, seeking to identify and rank an undervalued universe via multi-factor analysis. This process ignores sector and industry performance factors, choosing to immediately drill down to the individual security level and identify investment opportunities through fundamental, technical,

momentum and behavioral analyses, such as P/E and P/B ratios, moving averages and insider buying and selling. These individual factors are then weighted and tallied, ranking the universe into risk-adjusted deciles, representing undervaluation at one end of the spectrum and overvaluation at the other. Given the strict benchmarking reality of the institutional playing field, FPA then adjusts portfolio tracking error, defined as risk appetite or deviation from the benchmark, according to client mandate by scaling up or down the calculated risk spectrum of the decile system. This quantitative model has exhibited incredible consistency and outperformance relative to its benchmarks such as the S&P 500 Index over multiple time horizons (1,3,5,10 and 20 years) and has created an enviable, long-term track record for the firm. FPA also enjoys high marks in terms of the information ratios across their various asset-class based portfolio products, connoting above average risk-adjusted managerial skill.

Mr. Healey professed his firm's daily usage of the Barra portfolio management software platform, which is a component of the GPM course taught at Thunderbird and the standard in the industry. When asked how to break into the industry after graduation, Mr. Healey recommended humility, a strong work ethic and exhibiting overt interest and curiosity in the industry. On behalf of those T-birds in attendance last week, I thank Mr. Healey for his time and insight into the industry and his contribution of assisting Thunderbird in maintaining the highest standards of relevant and up-to-date educational offerings in the industry.

DarrenCoble@global.t-bird.edu

Business Valuation is a Growth Industry and Invaluable Skill

By PROFESSOR SCOTT
GABEHART

GF5421: Valuation, Sale & Acquisition of the Private Firm

Having listed, brokered and valued hundreds of privately-held companies of all types and sizes since 1991, I am keenly aware of the pivotal role played by "small businesses" in the U.S. and, increasingly, the global economy. Statistics prove that job growth and innovation are both closely linked with an increasing number of small, private firms across the nation.

As a Certified Business Appraiser, these "statistics" correlate tightly with what seems to be a never-ending supply of valuation assignments for purposes which range from "buy-sell" agreements to estate taxes to fairness opinions to ESOP's to divorce and on and on and on. Recent survey data shows that professional business appraisers earn more than \$225 per hour (on average) and charge as much as \$30K for a single engagement. While most assignments pay much less than \$30K, the compensation potential is quite impressive.

Learning the finer points about "private firm valuation" is beneficial to many career paths beyond valuation itself. The intri-

cacies and nebulous nature of the closely-held, private firm realm are not typically addressed in most MBA curriculums given their "public firm" focus. Suffice it to say that the two worlds are quite different in a multitude of areas and the specific tools and perspectives needed to navigate this often murky underworld are not always a priority at major MBA programs (with a few exceptions). As few as only five MBA programs across the nation offer a course which is comparable to GF5421 (Valuation, Sale & Acquisition of the Private Firm.)

The ability to apply a broad range of qualitative and quantitative evaluation and valuation techniques against the private firm will aid the marketability and skill set needed for career paths that include commercial banking, investment banking, private equity/venture capital and of course entrepreneurship. There are even substantial opportunities available in the public sector (national and international).

Students enrolled in GF5421 enjoy the unique opportunity to become well versed in this "private" arena through a combination of lectures, discussions, case studies, teleconferences and yes, a formal business appraisal related to

a going concern. Former students have used this final report to directly obtain employment, whether with a regional valuation firm or a Big Four accounting firm's valuation services department.

Other unique aspects of this course include the use of publications from the leading valuation organizations (the Institute of Business Appraisers and the National Association of Certified Valuation Analysts). Including articles from professional, peer-reviewed journals, students will learn about the entire realm of "generally accepted valuation principles and procedures."

Thanks to the IBIC, students are also provided access to the valuation world's premiere family of websites (www.BVResources.com). The cost to non-students would run into the several thousands of dollars on an annual basis, but GF5421 students are provided this exceptional tool free of charge (extensive valuation library, current market comparable data and much more).

Finally, internships are available (unpaid but limited commitment) with the professor for those with a genuine interest in refining their valuation skills.

SGabe57806@aol.com

Spyware and Parasites and Viruses, Oh My!

Unwanted popup ads? Mysterious new program toolbars? Problems with your web browser or email program? Slow system performance? Spyware, adware, browser hijackers, and dialers are some of the fastest-growing threats on the Internet today. But there are a host of free programs available to help you fight back against these threats. SpywareBlaster is one of the most powerful freeware protection programs available. This product helps prevent spyware from installing in the first place! <http://www.javacoolsoftware.com/spywareblaster.html>



The Spyware Guide was created to provide an all inclusive and updated resource on spyware applications, what they do and how they're used. These resources include: which software applications can detect and defeat

spyware, an extensive database of all known spy software and adware applications and contact information, as well as other privacy related products. As the spy versus spy battle rages on, we have decided to document this fascinating battlefield. Find the

Free Online Scanner at the following website:

<http://www.spywareguide.com/>

AVG is free virus protection software which is a good solution. It has update functionality and good detection capabilities. <http://free.grisoft.com/freeweb.php/doc/2/>

Most of the above mentioned programs will not work unless you have administrative privileges on your PC or laptop. More information can be found in the technology section in MTBor from the staff at the Help Desk in the Computer Lab.

How Do I Know You Are Who You Say You Are?

By KRISTINA GRAMMATICO
U.S.A., Spring '81

Today, we face changing security needs. Crimes such as terrorism, illegal drug trade, arms trafficking, money laundering and alien smuggling are global and fast spreading in g.



KRISTINA GRAMMATICO

Criminals and fraudsters exploit technology, country laws, governance and data to shift money, people, assets, and resources across borders within seconds. These crimes threaten national security, impede global commerce, cripple growth, and drain wealth and resources from world economies. At the root of these crimes is identity fraud, which is the use of false identifiers and documents to steal or create fictitious identities to perpetrate a crime.

In a 2003 report, the American Federal Trade Commission stated that nearly 10 million Americans reported being a victim of some type of identity fraud. This represents a 41% increase in victims since 2001. IS THIS AN INCREASE? IS THERE A BASELINE TO COMPARE AGAINST? The cost of identity fraud crimes to American society approaches approximately \$50 billion, with the average loss to the victim being \$4,800 — not

to mention the countless hours and frustration the victim spends to clear his or her name and credit.

Identity fraud has quickly spread. The British government reported 75,000 estimated cases of identity fraud per year in the UK with costs to the British economy equaling £1.3 billion annually. Approximately £430 million is lost from credit card fraud alone. The Technology

Today, there are three possible ways to authenticate identity: tokens, biometrics and a knowledge-based system. Yet each has flaws.

A token-based system recognizes an individual by his or her possession of an official identifying item, such as a driver's license, passport or national identity card. Each of these "tokens" bears a description of the person. The weaknesses of this system are that tokens are easily fabricated or stolen and difficult to authenticate without additional information.

The developing field of biometrics is the second means of identification. It relies on the recognition of some individualized individual characteristics such as fingerprints, DNA patterns, or retinal scanning. The strength of the biometric approach is that everyone has uniquely identifying physical characteristics. The weakness of this system is that it can be easy to mismatch a name with a biometric or even to steal a biometric, thus incorrectly verifying an identity. Because bio-

metric technology is still rather undeveloped, these systems are also incredibly expensive to deploy.

Finally, knowledge-based systems rely on the matching of personally identifying data (name, address, phone, or a personal identification number) with other information such as the individual's mother's maiden name or a password given to the individual at an earlier time. The process is generally referred to as identity

In a 2003 report, the American Federal Trade Commission stated that nearly 10 million Americans reported being a victim of some type of identity fraud.

authentication if it covers typical "in-wallet" information like name, address and social security number — data one would find in a wallet.

Today, most American businesses use a knowledge-based system to verify the identities of potential customers or employees. The business quickly checks this information — usually through a 3rd party data provider — before engaging with an individual. Most of this time, the information is based on public records and other proprietary information from a 3rd party data provider. American businesses use a knowledge-based system to verify identity before extending a loan, issuing a credit

card, or accepting a transaction from a consumer over the Internet, for example. Moreover, American banks must comply with Section 326 of the PATRIOT Act, which mandates that financial services institutions (banks, insurance companies, casinos) must verify the identity of a consumer who is interested in opening an account with that institution. To comply with this law, banks use a knowledge-based system. While this system is more comprehensive than tokens or biometrics, the data must exist in the first place on that individual in order to confirm that individual's identity. The Real Solution

While various identity authentication technologies are available, the real solution is an integrated collaboration between the private and public sector to discuss, shape and deploy "Information policy." Information policy would guide the acquisition of international data and the development of technology to confirm identity while safeguarding the privacy of citizens and their personal information.

International identity verification is needed as citizens conduct global commerce and travel internationally. Without international data, it is difficult to authenticate passengers boarding an international flight, for example, if information does not exist to confirm their identities beyond a passport number and photo.

Passports can be easily fabricated and photos doctored. Without international data, it is difficult to conduct cross-border transactions with the confidence that you are doing business with people who are, who they say they are. Without technology, it is difficult to authenticate data or to deploy systems that are sophisticated in information-sharing — to share data across law enforcement agencies and staff.

But without agreed-upon information policies, it becomes impossible to build a trusted and secure environment to share data across borders while protecting the privacy of individuals. Information policy should guide the collection of data, how it is acquired, who has access to it and how to build the architecture of technology systems to deploy it. Essentially the issue is how to get the right information to the right people at the right time. These challenges are similar for most industrial societies. The ultimate solution is getting governments, businesses, law enforcement agencies and consumers working together to create information policy to fight identity fraud, terrorism, drug trade, arms trafficking, money laundering and alien smuggling.

Kristina Grammatico '01 is an Alumna of Thunderbird. She currently works for LexisNexis in Risk Management. kristinagrammatico@global.tbird.edu

Loan Consolidation

By CHERYL A. KIBARIAN
Assistant Director Financial Aid

Are you thinking about consolidating your student loans? If not, you should be. Federal student loan consolidation, as we



CHERYL A. KIBARIAN

know it, is short lived. That is, the fixed interest rate that current federal loan consolidation provides will be replaced by a variable interest rate. The million dollar question is "when"?

The Higher Education Act is currently undergoing reauthorization by Congress, but due to partisan politics it looks like reauthorization may not occur until next year. This is good news for students who are graduating soon or by year's end.

A federal consolidation loan is one in which the borrower may include any federal student loan. This includes Perkins, Stafford, Plus, and HEAL loans. The current loans are paid in full and the borrower then has a new loan at a fixed rate of interest based on the weighted average of the underlying loans, rounded up to the nearest 1/8%. A consolidation loan reduces one's minimum monthly payments required on their federal loans by going from a

standard 10 year repayment up to 30 years, depending on the principle balance.

Students with Stafford loans borrowed since 1998 currently enjoy a deferment interest rate of 2.77%. If a borrower consolidates only these Stafford loans, their interest rate will be 2.875%. This is the lowest possible interest rate available today on student loans. To ensure you receive a rate this low, it is necessary to complete the loan consolidation process before the end of your grace period. Stafford loans have a 6 month grace period. Many lenders take as many as 8 weeks to complete a consolidation loan due to high demand. I always recommend allowing at least this amount of time when submitting an application. In fact, it is a good idea to initiate the process halfway through the grace period to ensure the loan is complete before one enters repayment. Once the grace period ends or consolidation is complete, payment is due in 30 days.

Currently, the interest rate of unconsolidated Stafford loans in repayment is 3.37%. This is a .6% price difference between the deferment rate and the repayment rate. Thus, it is in one's best interest to obtain consolidation prior to the end of their grace period, possibly forgoing a few

remaining weeks of grace, to ensure the lowest possible rate.

Consolidating Perkins and Stafford loans

Should you consolidate a Perkins loan with your Stafford loans? Think twice about it first. Reauthorization in 1997 changed consolidation loans to allow a continuation of subsidized benefits for the Subsidized Stafford portion of the consolidation loan. However, this provision is not extended to the Perkins loan. Therefore, in consolidation, a Perkins loan is treated like an unsubsidized Stafford loan. During periods of deferment, interest continues to accrue on the Perkins loan portion. A deferment is granted for the following reasons: enrolled in school at least half-time, unemployment, and economic hardship. Could you be enrolled in school at least half-time in the future? What about unemployment? An unemployment deferment is certainly a good thing to have if needed. Carefully consider cancellation & deferment benefits for the Perkins loan before giving them up for a consolidation loan.

Another consideration is the interest rate. The Perkins loan is already at a fixed 5% interest rate. By consolidating Perkins with Stafford at 2.77%, the weighted average will likely range

from 2.875% to 3.375%, depending on the Perkins loan balance. This might be a good option for someone carrying private student loan debt or considerable credit card debt. Consolidating Stafford and Perkins loans usually results in a dramatic decrease in the monthly minimum payment thereby allowing one to pay more each month on their higher interest debt. For example: \$37,000 in Stafford loans consolidated at 2.875% requires a monthly payment of \$203. Perkins loans of \$6,000 require a monthly payment of \$64. The combined monthly payment is \$267. However, if these loans were consolidated together the monthly minimum payment would be just \$207. Imagine having an additional \$60 available each month to pay off those private loans faster? That additional \$60 per month just saved Joe Student 2 years on his \$30,000 private student loan payments!

Private Loans
Private loans cannot be consolidated with federal loans if you want to maintain the federal benefits. Private loans can be consolidated with Private Loan Consolidation offered by some student loan lenders. However, a private consolidation loan is not available at a fixed rate of interest and most lenders charge a fee.

This fee is typically a percentage of the principle balance and determined by one's credit score. I do not recommend obtaining a private loan consolidation unless it is absolutely necessary to reduce the minimum monthly payment by extending the loan period. Most private loans already have repayment periods of 12 to 20 years.

For helpful information regarding loan repayment, consolidation, and news on reauthorization see the Financial Aid MTB page for the Loan Repayment folder, and Consolidation subfolder.

Also helpful are loan repayment calculators. www.finaid.org/calculators/loan-payments.phtml will allow you to determine your minimum monthly payment. <http://www.mapping-your-future.org/features/dmconsolid.htm> will help you calculate your consolidated loan interest rate, minimum monthly payment, and length of the loan term. <http://www.mapping-your-future.org/apps/debtwizard/> will help you determine the salary needed to repay your accumulated student loan debt.

kibariac@t-bird.edu

Professor Geraldine Henderson: "Marketplace Diversity in the U.S."

By SHEILA OH
U.S.A., Spring '05

The session began with rap artist Nellie's "It's Getting' Hot In Here" pulsing in the background. Not your usual marketing lecture. But then again, Professor Geraldine Henderson is not your usual marketing professor. Approximately 20-25 students filled Snell 21 on July 13th to hear about growing ethnic and racial diversity within the U.S. Professor Henderson challenged us to think about how ethnicity, geography and racial diversity may influence different customer needs, wants, and desires. Applying our cross-cultural understanding to deepen our understanding of customer needs will help us, as marketing professionals, better target diverse consumers within the global marketplace.



SHEILA OH

Today's marketplace is increasingly diverse and com-

plex. For instance, Professor Henderson pointed out that "black" may be a better term than African-American because it really is a preference, a cultural term and race – the term doesn't represent ethnicity. As an example, actress Charlize Theron could say that she is "African-American" because she is from South Africa but now an American by virtue of residence. The term "Hispanic" refers to ethnicity, while "Korean" is more nationality, but Korean-American within the context of U.S. demographics would be ethnicity-nationality. In South Africa, race takes on a very different dynamic. An African-American would be considered by South Africans to be white because they are American.

Changing demographics also suggest the need for a marketing mindshift: 1/3 of the U.S. population are consumers of African, Latin, and Asian descent. The buying power of all these groups is over \$1 trillion (Selig 2000) On a relative basis, the growth rate of Asians is highest. The total population of

Asians increased by 56.6%, from 7.6 m (3% of population) in 1990 to 11.9 million (4.2% of the total population). On an overall basis, Hispanic population growth is highest from 22.6 million in 1990 (9.1%) to 35.3 by 2000 (12.5%) or 56.2%. The black population grew from 30.6 m (1990) to 36.4 m (2000)

Overall, the reasons for the rapid growth of Asian and Hispanic populations can be attributed primarily to increasing immigration and increasing mortality rates among white and black populations. Also, European immigration rates have declined in the last 4-5 decades and the demands of labor across many different sectors of the U.S. economy puts pressure on the government to follow more liberal immigration policies. Despite these changing demographics, Henderson pointed out, "many U.S. based companies are still operating on outdated concepts of what consumers want."

From a product design perspective, physiological differences among different consumer groups create different needs. In

the cosmetics and hair industry, women of color have different needs. Think about L'Oreal and how they have successfully targeted ethnic segments by acquiring Softsheen to meet the hair care needs of black women.

Analyzing black consumers' purchasing behavior, Professor Henderson highlighted the following interesting trends: Tend to be early adopters of "immediate gratification" type items. Compared to other groups, black consumers spend proportionately more on cosmetics, toiletries, and clothing but less on medical care, entertainment, and insurance 50% of all movie tickets are purchased by black consumers Black consumers have lower net worth (\$4.4 K) than average U.S. household income (\$36.7K) and low home ownership rates. Black consumers are twice as likely to own an Audi, BMW, or Mercedes

How can this knowledge be applied to product development? Why don't banks offer "Afrocentric bank checks," asked Professor Henderson? Or what about pantyhose designed

for black women. Black women have smaller ankles than their Caucasian counterparts, but their hips are fuller. In addition, traditionally, pantyhose shades were never made to match black women's skin tones. But companies are finally starting to catch on to this opportunity to improve the products they develop.

In closing, Professor Henderson challenged us: "as a marketing professional, think about specific opportunities for your company to market to ethnically diverse consumers. Help your company learn about how to sell to your ethnic, racial or social groups in the U.S. and other countries. Use the diversity that exists in the U.S. as a springboard to understanding diverse consumer base and needs abroad."

soh@global.t-bird.edu

This presentation was sponsored by the Thunderbird Marketing Club. Please Visit the TMC web page on MTB for a copy of the article and Professor Henderson's bio.

The True Story About "French" Fries

By CHRISTOPHE SERVAIS
Belgium, Winterim '05
and
By BIRGIT SERVAIS

Early in 2003, when political tension between the U.S. and France was at its peak, a number of restaurants, fast food places and cafeterias in Washington D.C. decided to re-name "French" fries and call them "Freedom" fries. When a French state official was asked what he thought about this, he just replied that he could not care less, as "French" fries neither originated in France nor in the U.S., but in Belgium. So if they were to be re-named, their new



CHRISTOPHE SERVAIS

name should be "Belgian" fries. When looking back at the time when some genius decided to drop slices of potatoes into a pot of boiling fat, which goes back to the late 1700's, it was clear that this would revolutionize the eating habits in the local area of Belgium. Despite the fact that the identity of this individual is unknown, most experts support the idea that this person was located in the area of France that today is known as BELGIUM. By the 1830's, deep fried potatoes had become a popular taste sensation in Belgium. Following this success, it took another hundred years for them to become a fast-food staple in the United States.

Despite the fact that every single Belgian household owns its own frying device,

Belgians still like to go out and eat French fries at special snack shops called "Friture" (in the French speaking area) or "Frietkoets" (in the Dutch speaking area). Those "Fritures" are little shops that often sell only French fries. The fries are sold in different ways. The most common and traditional way is the "sachet de frites" or "cone of fries." Another very common method to sell French fries is a "mitraillette" or "machine gun." This is nothing less than a 10-15 inch long piece of French bread stuffed with French fries. "Pomme Frites," as the French fries are called today in Belgium, are considered a national treasure and obviously make up the national dish.

How to make proper French fries?

Buy proper potatoes - so called special French fry potatoes (they are larger and less consistent than regular potatoes.)

Peel the potatoes and slice them into 1/2 inch thick slices. Each slice is then to be further reduced into 1/2 inch thick sticks. (Typically, 3 large potatoes per person are appropriate.) Dry all the potato sticks in a clean and dry kitchen towel.

Then fry the French fries in special French fry oil at about 340 degrees Fahrenheit for 5-10 minutes. It is important that you fry only small quantities at a time. Take the fries out, and let them rest on pieces of paper towel to

cool off. This will allow the grease to be absorbed by the towel. When you are ready to eat, fry the fries a second time until they are nice and golden and crispy (again in small quantities.)

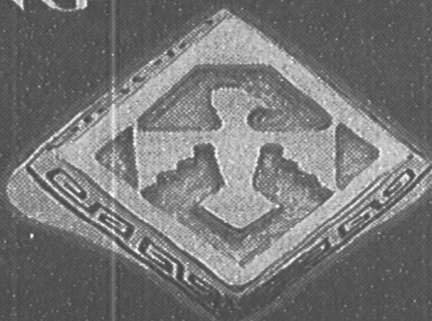
If you are expecting guests for your French fries, you should be prepared to start the preparations well ahead of time. Also, as French fries can not be kept warm (as opposed to what our friends at McDonalds might think), as a host and chef you will not be able to share the meal with your guests. The small quantities must be prepared for one person at a time.

Enjoy your "Belgian" fries!

ChristopheServais@global.t-bird.edu

THE THUNDERBIRD RING

GRADUATION, FLYBACKS,
INTERVIEWS?
Be recognized as a T-bird
Wear The Thunderbird Ring!



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

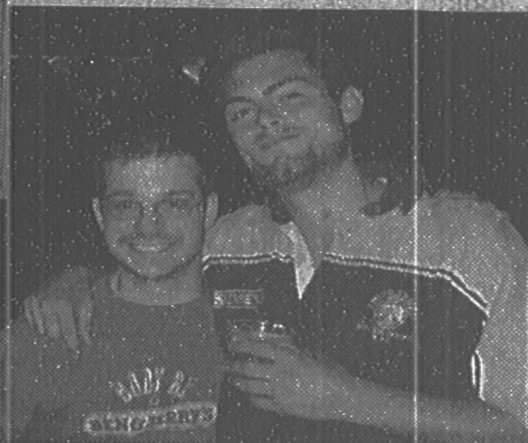
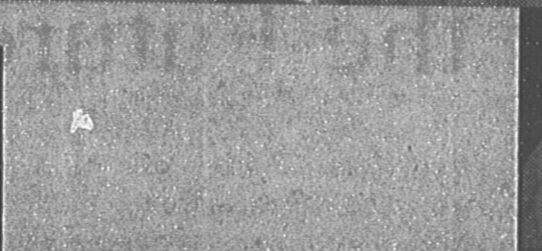
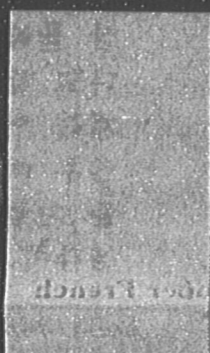
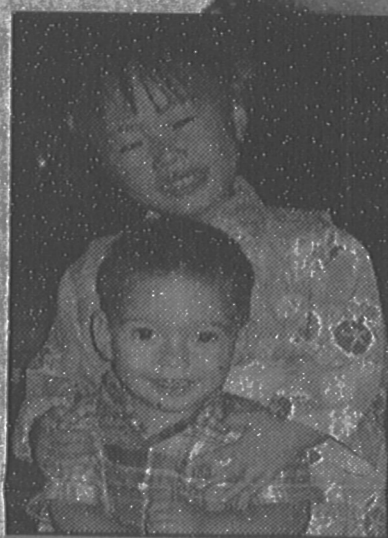


THE ONE RECOGNIZED
AROUND THE WORLD!



Sen Yang (left) and Jenny Lipson tasted traditional Belgian cuisine, pommes frites, as they traveled to Brugges, Ghent, and Antwerp over the weekend of July 4. (photo courtesy of Sen Yang)

Multi-Regional Night



Fun, Fashion, and Karate...

Continued from page 1
through breaking six wood boards in split seconds. To relieve the residual tense ambiance from the karate show, the fashion show was led by a group of bold and beautiful ladies and gents who proudly struck their poses and walked down the catwalk in a way that could rival the pros. These students modeled traditional outfits

from Botswana, Korea, Japan, Thailand, and China. Our ever so composed master of ceremony, Randy Yount, described the fabric, history and the occasion of the customs to the audience, which added a touch of educational value to the show. Another highlight of the night was when the belly dancer took center stage with her exotic costume and ever so envied body

that commanded the audience's immediate attention. The audience of all ages was thrilled to see the dance performance, and some audience members even took part in the belly dancing on stage. If the show did not have to end, people would probably have danced the night away. After watching our classmates performing on the stage, many of us were pleasantly

surprised to see a different side of them. Thanks to everyone for coming out that evening, especially those who helped out, to make this one unforgettable night. Who said that people cannot have fun in the middle of a sweltering hot summer in Arizona?

maylee@global.t-bird.edu

앞으로의 작은 장남감의 미래?

By JACK LIM
South Korea,
Spring '05



Can't Read
Korean?
Read the
Translation
Below!

지금 우리는 기술혁명의 시대에 살고 있습니다. 약 3달전에 있던 핸드폰이 지금은 구모형이 되고, 3달전의 디지털 카메라가 구형이 되어서 중고로 거래되는, 제품이 아주 빠르게 변하는 상상도 못하는 빠른 기술 진보시대에 살아가고 있습니다. 많은 사람들이 앞으로의 작은 전자제품의 미래는 "all in one" 개념의 작은 핸드폰정도나 그보다 조금 큰 크기의 통합기계가 될 것이라고 예측합니다. 디지털 카메라와 PDA 그리고 MP3 플레이어, TV, 라디오, 동영상 플레이어, 디지털 캠코더, 심지어 핸드폰까지 하나의 기계에 들어 있는 "all in one"의 작은 디지털 기계가 멀지 않은 미래에 나올 것이라고 합니다.

그럼 그 작은 기계의 출발은 어디인가가 저의 관심입니다. 그 시작이 핸드폰에서 시작될지? 아님 MP3 플레이어? 그것도 아님 그냥 작은 소형 노트북에서? 그럼 그 작은 소형기계가 어디에서 나올까? 지금 당장은 어느회사의 제품이라고 말할수는 없지만, 나라를 말한다면 저는 단연코 한국이라고 말하고 싶습니다. 그 작은 소형기계가 디스플레이 기술, 인터넷 솔루션, 핸드폰, MP3 플레이어등의 디지털 기술이 핵심이라고 한다면, 지금 제가 언급한 대부분의 분야에서 한국기업들이 세계시장에서 큰 역할을 하

고 있습니다. 그래서 디지털 강국인 한국에서 여러개의 연결고리를 중에서 몇개의 중요한 인더스트리에서 한국기업의 활약을 살펴보았습니다.

1. 한국의 인터넷 서비스 시장은 다른 어떤 나라의 인터넷 시장보다 역동적이고 빠르게 움직이고 있습니다. 그 시장 중심에 인터넷 포털서비스 업체인 다음이 미국의 라이코스를 8월 1일에 인수했습니다. 한국에서의 성공사례를 얼마나 미국에 적용시킬수있는가가 가장 큰 이슈이겠지만, 당장은 아니지만 전세계에 서비스를 제공하는 다음의 모습을 기대됩니다.

2. 현재 삼성에 이어서 LCD 세계 점유율 2위인 엘지전자의 5세대 DTV 수신칩이 미국 공중과 유료방송 선두업체인 USDTV(U.S. Digital Television Inc.) 와 긴밀한 협력관계를 맺었다고 합니다.

3. MP3 중국국인 한국에서 시장 점유율 50% 넘기는 아이리버 또한 세계시장 1위를 보이고 있습니다. (MP3는 한국에서 세계최초로 상용화에 성공시킨 제품입니다.)

4. 마지막으로 노키아, 모토로라에 이어 세계 3위의 핸드폰 회사 삼성 또한 지속적인 기술개발과 제품 개발로 이제는 세계 2위의 모토로라와 약 0.9% 정도로 따라 잡

았다고 합니다. (from IDC, 2004-07-30)

제가 앞에 언급한 작은 기계의 최종모습의 디지털 기술분야에서 한국기업이 두각을 드러내고 있어 더욱더 한국에서 그제품이 나올 것이라는 생각이 듭니다. 현재 MBA를 공부하고 있는 저로서는 이 제품들이 어떻게 시장에 런치되고 어떻게 소비자에게 어필될수 있을지가 가장 큰 관심사입니다. 여러분은 어떻게 생각하는지요? 핸드폰쪽에서 그 미래형 소형기기가 나올까요? 아님 음악영상기기쪽에서 나올까요?

아직은 걸음마 단계이지만, 제가 말한 것에 가장 가까운 제품이 있어 간단한 소개를 합니다. 삼성의 MIT M4000 모델과 아이리버의 PMP-120 입니다. 삼성의 M4000은 PDA를 기반으로 TV와 네비게이션을 단것이 특징이고, 아이리버의 PMP-120은 말그대로 Personal Multimedia Player로서 카메라 동영상 플레이 게임을 완벽하게 소화한다고 합니다. 아직은 완전한 최종단계는 아니지만, 현재의 기술수준과 향후 여러 다른 기술의 발전가능성을 가늠해 볼 수 있는 제품이라는 생각이 듭니다.

hoon1443@global.t-bird.edu

What Will the Gadget of the Future Look like?



SAMSUNG MITs M4000

We live in an era of technical innovation and high speed revolution, especially, in this time of a melting pot of different technologies. For example, the boundaries of technology or products blend as one. The fast innovation of technology makes my new digital camera obsolete in 6 months, and this phenomenon is even bigger among the cellular phones. People predict the future digital gadget will be smaller in size with an "all in one" concept. Your next electronic gadget will have an all in one machine which has the functions of a digital camera, PDA, MP3 player, TV, radio, digital movie player, digital camcorder, navigator and even a cellular phone. I am particularly interested in the initial stage of this new gadget. How will the product start? Will the integrated products come from the cellular phone industry, from the MP3 player, or from the small laptop?

Which company will be able to combine these products' functions? I cannot say which company will succeed. However, I would like to say that Korea will be at the front of this industry's advances.

There are strong reasons why I mentioned that Korea will be a leader in this industry, especially if the core technology of this small gadget is able to function as the display technology, the internet solution, the MP3 player and the cellular phone. My assumption will be correct since Korean companies lead the world market share in these industries. I decided to look into some of companies which represent "Digital Korea."

First, the internet market of Korea is one of the most dynamic and rapidly changing markets in the world. "Daum," a leading Korean company, purchased Lycos USA in August. I think Daum's ability to replicate its' core competence in the USA will be a key issue. But I think that its future might be bright in the USA market since Daum went against some of the world's stiffest competition in Korea.

In the LCD market, LG Electronics is 2nd in world market share after Samsung electronics. LG Electronics made a business agreement to supply DTV to USDTV (U. S. Digital Television Inc.)

IRIVER, which is a leader in making flash memory type MP3 players, is the world's biggest seller of MP3 players. If

there was an origin for MP3 players, it would be Korea, since the first commercial MP3 player was invented in Korea. This company plans to introduce multimedia players which will play MP3's, movies, games and take pictures.

Samsung Electronics is 3rd in the cellular phone market with 14.5% of the world market. Samsung Electronics is just barely behind Motorola in terms of market share about 0.9% (From IDC, 2004-07-30). Actually Samsung developed many technologies only to see others sell them.

I think that small electronic gadgets will hail from Korea because many Korean companies lead the world in the introduction of new technology and innovative design/function. I want to see the market penetration and the strategies from leading companies as well as the reactions from other related industries. This is particularly relevant because I am an MBA student and this product's industry might cover the whole personal digital player market. What is your opinion? I believe it will come from the cellular phone industry or it will come from the music/movie player industry.



IRIVER PMP-120

Still, we do not know what it will look like, but there are some products similar to it for sale in Korea. I want to share the idea of this product's concepts and to discuss its possible future with you. The products are Samsung's MITs M4000 and IRIVER's PMP 120. The first of Samsung's MITs M4000 was based on the PDA Phone with some of the other digital player functions such as TV, navigator, digital camera, MP3 player, and a small electric organizer. This model was released last February. The other product is IRIVER's PMP-120, which has not been released yet. This model will contain many critical digital functions such as a digital camera, movie player, and a game. This product will define the concept of PMP (Personal Multimedia Player.)

hoon1443@global.t-bird.edu
www.sec.co.kr http://www.iriver-america.com/products/pmp-120.aspx

America Cup Final Ignites T-birds Don't Cry, Argentina! Nao Chore, Argentina!

By **DANILO PEHLO**
Brazil, Summer '04

Porque nem jogamos bem na final. Tirando as atuações de Júlio César e Juan no bloqueio pelo alto e no chão, respectivamente, e o oportunismo de Adriano no ataque só no fim, não há o que elogiar.

Pois só fomos melhores contra o México e a Costa Rica. Fomos derrotados pelo Paraguai e sofremos para empatar com o Uruguai,



DANILO PEHLO

garantindo a classificação somente nos pênaltis.

Porque só conseguimos ganhar de um Sul-Americano na Copa América, o Chile, com um gol no fim, de Luis Fabiano. E se continuarmos com esta dificuldade, vamos sofrer mais um pouco nas Eliminatórias para a Copa do Mundo de 2006, embora a gente não precisaríamos desde que ganhamos a última copa – pentacampeão, so para lembrar.

Pois nosso camisa 10 se escondeu na final. Apesar dos passes para a maioria dos gols decisivos da seleção nos

outros jogos, Alex sumiu quando mais se precisava dele e mostrou que não é absolutamente confiável para ser o substituto dos armadores titulares do meio-campo (os que jogam na seleção Brasileira "A" e "B").

Porque nossos gols saíram em cruzamentos para a area. Ameaçamos pouco e só o de Luisão foi por mérito tático, pois saiu numa jogada treinada. O segundo surgiu devido ao talento do atleta brasileiro, num lance a la Matrix, segundo o amigo Augusto Uchoa Jorge de Sandra. A propósito, não foi

Adriano o artilheiro do torneio?

Pois a Copa América é um título de menor importância para potências do futebol. Tudo bem que os hermanos não são campeões há mais de uma década e qualquer conquista é útil para dar uma injeção de ânimo numa situação desta. Mas o torneio só serve mesmo para testar jogadores.

Porque Carlos Alberto Parreira e Zagallo mostraram que ainda têm estrela suficiente para serem campeões sem brilharem.

Pois derrotas para nós

já não deveriam doer tanto. Afinal, na última década, levamos a melhor em nove dos 11 confrontos que tivemos, vencendo seis partidas no tempo normal e duas nos pênaltis.

Porque, enfim, ninguém vai ligar para o choro de sempre de vocês. Por agora, só dá para ouvir o riso brasileiro por mais um troféu. Todos conquistados tendo como uma das principais táticas o respeito ao adversário, virtude que sempre falta aos hermanos.

danilopehlo@global.t-bird.edu

A Moral Victory... Una Victoria Moral

By **SANTIAGO MARTELLO**
Argentina, Spring '05

La final de la Copa América entre Argentina vs. Brasil fue un excelente partido. Obviamente esta final era la más esperada por ser los dos mejores equipos de América y por sus distintos estilos de fútbol.

Lamentablemente buenos equipos como Perú



SANTIAGO MARTELLO

(dueño de casa), Colombia y Uruguay se quedaron en el camino. La historia hacia justicia al poner en la fina a los más grandes de América.

Muchos podrán decir que Argentina estaba en ventaja porque para Brasil no jugaba Ronaldo ni Ronaldinho pero en Argentina tampoco estaba Aimar, Riquelme ni Samuel. De todas maneras estos equipos con muchos "suplentes" presentarían un gran espectáculo.

Argentina por su lado con un juego muy aguerrido, fuerte y tenaz presentó un juego

además muy técnico y preciso. Presionó desde el principio y limitó al rival a presentar un pobre juego de contra-ataque, muy poco característico del típico "jogo bonito" de Brasil. Brasil era un fantasma que solo se limitaba a aprovechar algunos errores del rival para atacar.

Los desbordes de Tevez y las imparables subidas de Zanneji marcaban la gran diferencia a favor de Argentina. Si bien el partido estaba 1 a 1 en el segundo tiempo el resultado moral era muy distinto, Argentina merecía ganar por mas

de un gol.

Por fin se hizo justicia en el minuto 42 del segundo tiempo, derecho imparable de Delgado ponía el marcador más cerca de la realidad del juego y daba tranquilidad al equipo argentino.

Pero de nuevo la presión del equipo brasileiro (no tanta como cuando Havelange estaba como presidente de la FIFA) se tradujo en tres minutos inventados de descuento. En el último minuto Brasil empataba. De nuevo el resultado real distaba mucho del resultado moral.

En los penales la suerte le favoreció a Brasil y la historia ya estaba sellada. Pero los argentinos mas allá del mal humor por dejar pasar esta final nos quedamos con la seguridad de que jugamos mejor que el rival, de que tenemos un gran equipo y que en el Mundial la cosa va a ser muy distinta...

smartello@global.t-bird.edu

Where does Sharon get her red hair?

Salon 59



A Full Service Salon

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

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

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

Glendale, AZ 85308
(602) 547-3618

Dr. Lynne Fiore
Woman's Health Practitioner

CONGRATULATIONS!!

Continuing your education is
your key to a successful and
fulfilling future --

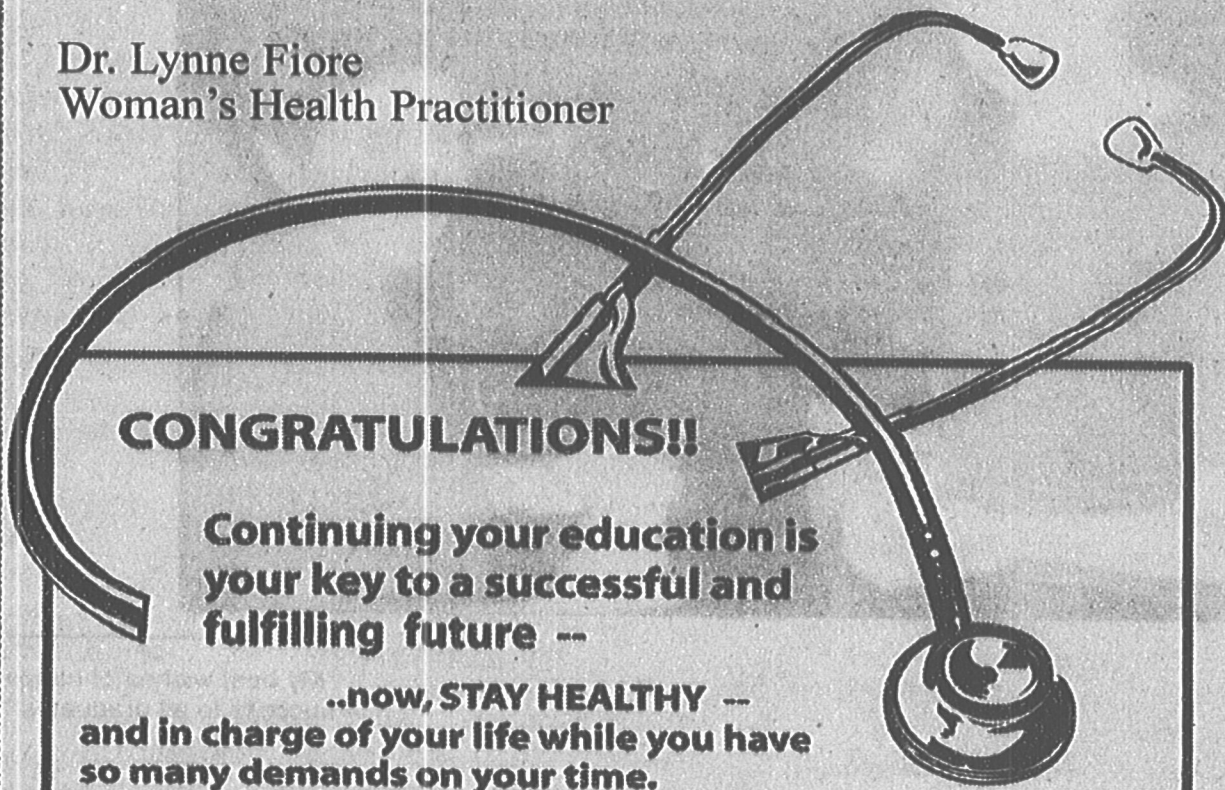
...now, STAY HEALTHY --
and in charge of your life while you have
so many demands on your time.

I offer fast and friendly:

- Yearly Physical exams
- Pap tests
- STD screening
- Infection checks - Urinary tract and gynecology infections
- Birth control methods and education
- Weight control and nutritional information
- Stress management and exercise information
- Free access to medical e-mail chat and information line

We accept private pay and most insurance plans.
Lynne A. Fiore, RNC, MSN, Nurse Practitioner
Specializing in Women's health care for 35 years

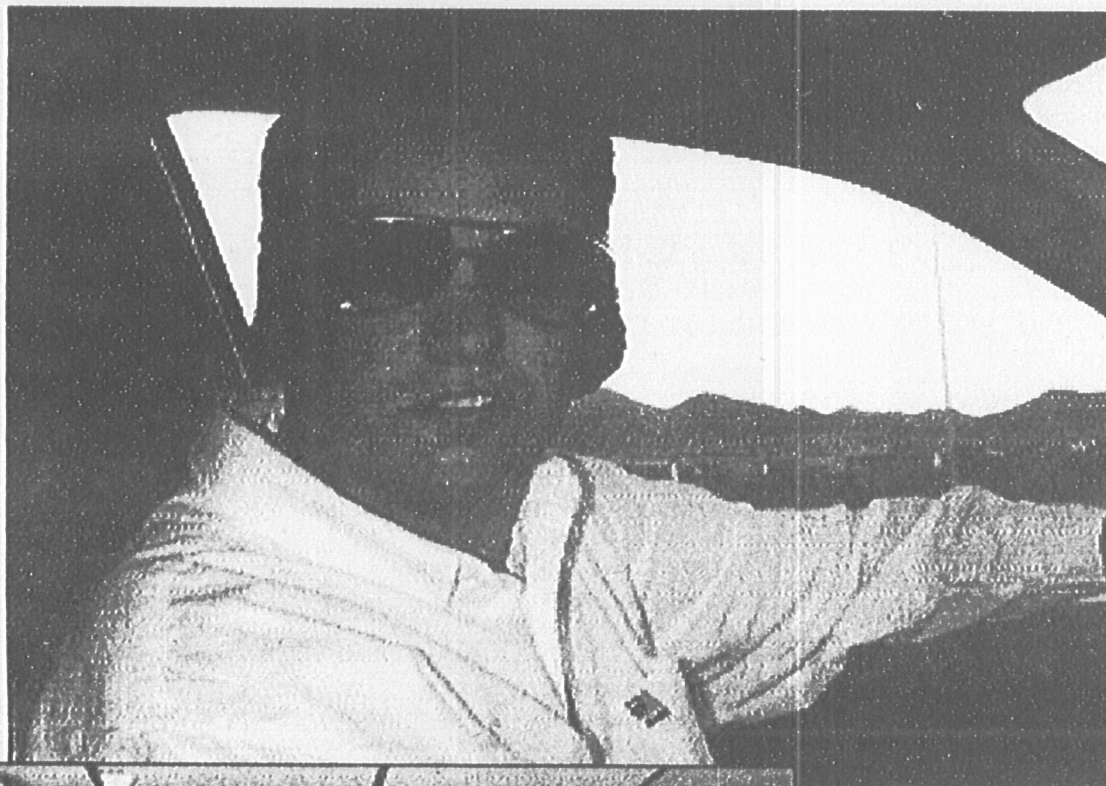
3243 W. Thomas (Just West Off I-17)
Phoenix, AZ 85017
602-415-1900
lynne@lynnefiore.com





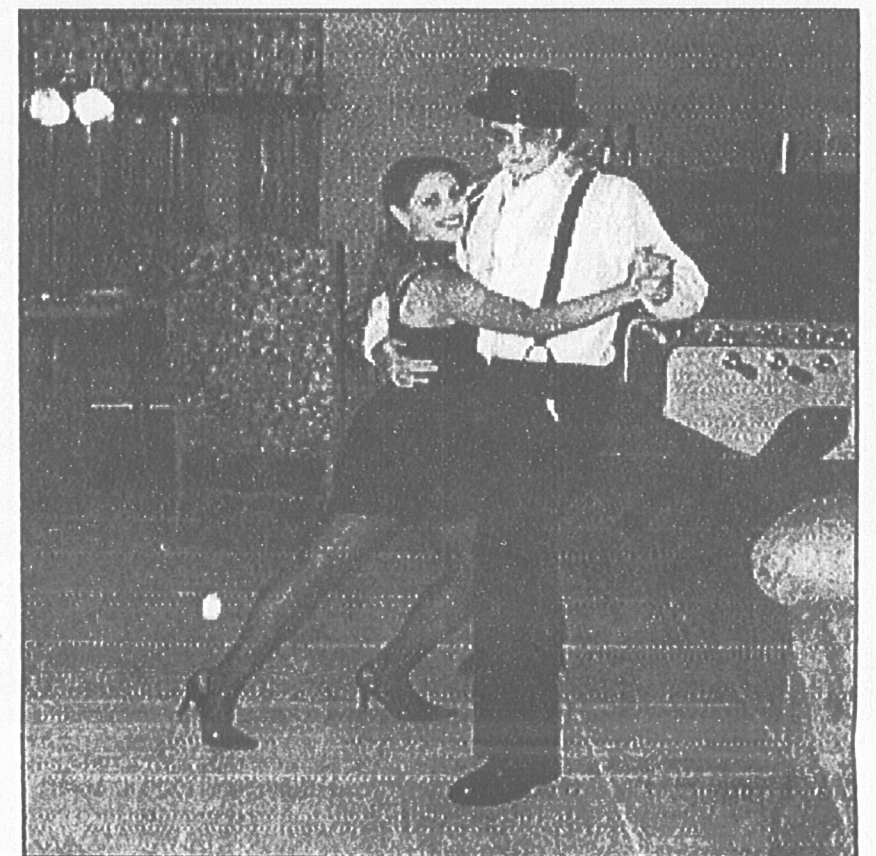
"Active participation in your area chapter and the School as a whole, when approached in both a professional and purposeful way, can open the doors to innumerable advantages and opportunities that would not otherwise be there to enrich and deepen your own life. Participation, in terms of your time, talents, and support is a means of protection and continued investment in who you are for the rest of your life: a Thunderbird."

Hazem Gamal '98
United States
President, TAANYC



"My best wishes of happiness and success to all graduates!"

Sandra C Desourdy '96
United States
Alumni Council Member



You're Almost Alumni!

By LINDA JENSEN
Assistant Director of Alumni Programs and Services

To the summer 2004 graduation class:

Welcome to the Network. Once you walk across that stage you will automatically



LINDA JENSEN

become members of the Thunderbird Alumni Association (TAA), a group of over 34,000 (living) T-birds working and living around the world. The TAA includes over 140 chapters, half of which are outside the U.S. We encourage you to become an active member of this powerful network.

The TAA offers you a host of alumni programs and services, including:

- Tuition discounts
- Unique travel programs

- Business Information Service - customized research
- Career forums, job boards and online tools
- Reunions
- Lifetime MTB access
- Publications: Thunderbird Magazine, Global Vista business newsletter, and Community Update newsletter about School events

Ways to get involved:

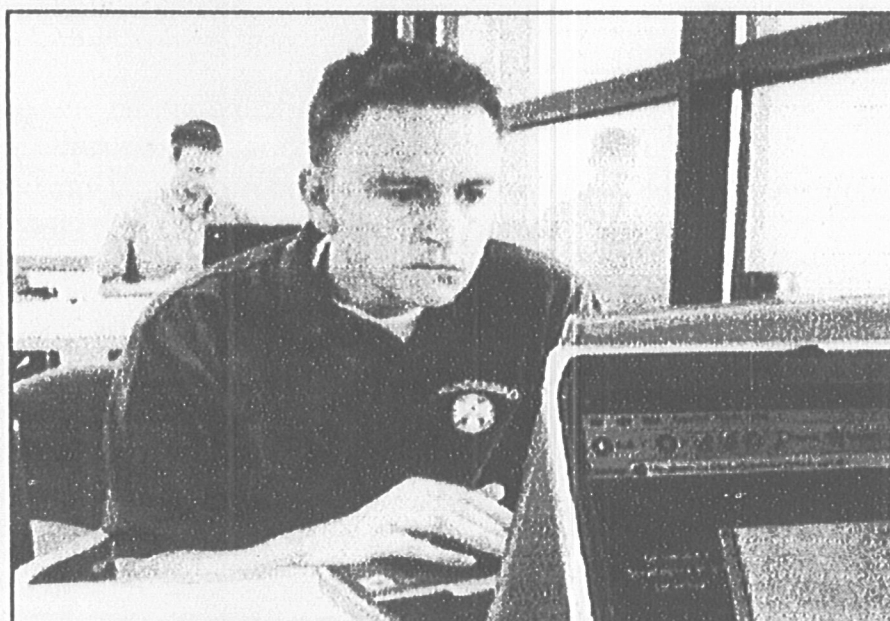
- Join your local chapter (contact the Chapter Leader listed on MTB)
- Keep your MTB profile updated and viewable to both students and alumni
- Recruit new students through the Alumni Ambassador program
- Offer career-related advice through the Network Partners program
- Make a donation in any amount

Have questions? The Alumni Relations Office is always here to assist you. Contact us at Alumni Central; tel: 602-978-7358 or 1-800-457-6957.

amb@thunderbird.edu

"Congratulations, new grads, and welcome to the network! I hope each of you continues to strengthen this global T-bird community by keeping your MTB profile updated and getting involved with your local chapter. I look forward to seeing all of you at reunions and various T-bird activities around the world."

Anne-Marie Nelson '95
United States
Assistant VP, Alumni Relations



"The global network of Thunderbird alumni is the most valuable part of your investment in yourself, which one makes in attending this special school. It is aided by the common experience and values that are Thunderbird, but not to be taken for granted. It is not a given, but a status acquired over time and by mutual consent, nurtured by one's action and engagement within the perception of your peers. Courtesy and reciprocity are a real currency. Assistance to and promotion of other alumni is the best way to establish multiples in the valuation of your investment, and by far, among the most enjoyable. Thunderbird's "mystique" is as real as we make and maintain it."

Craig Heinze '81
The Netherlands
Chairman, TAA/EMEA Council



"The Thunderbird Alumni Network is very unique in its constitution. It comprises individuals from across the globe, making it very vast. This network transcends race, creed, religion and culture. We celebrate and respect the differences of its members; that is what makes us strong."

Aondowase Kennie Anum '97
Nigeria/United States

"It is our responsibility to actively contribute to Thunderbird's long-term presence and success; by assuring this, we will remain on top of global leaders' minds and will participate in making our world a better place one day at a time."

Alejandro Marti '00
México
President, TAA Latin America Council



"First of all, congratulations on your role changing from T-bird candidate to a real T-bird. One of the great things about being a T-bird is that each one of us is a part of an extraordinary global business community. Get involved with the community wherever you go - it will benefit you both professionally and personally. Most importantly it carries on our school's mystique."

Donny Huang '94
China
Chapter Leader, Beijing



Congratulations Graduates!

Fernando Alandia
Scottsdale, Arizona
Jonathan Allen
Pottstown, Pennsylvania
Luis Anguiano
Glendale, Arizona
Kennie Anum
Ugambe, Nigeria
Adiel Avelar
Sao Paulo, Brazil
Matthew Black
Omaha, Nebraska
Nikola Boehm
Innsbruck, Austria
Chawatcharee Boobphaves
Bangkok, Thailand
Jason Brooks
Lake Forest, Illinois
Ryan Brown
Farmington, New Mexico
Nina Camera
San Francisco, California
Shannon Canady
San Pedro Sula, Honduras
Tzu-Yuan Chen
Taipei, Taiwan
Adam Cheng
Concord, California
Doo Hyun Cheon
Seoul, South Korea
Wee Keong Cheong
Singapore, Singapore
Jae Hoon Choi
Seoul, South Korea
Nnaemeka Chukwudebe
Onitsha, Nigeria
David Clabaugh
Cincinnati, Ohio
John Cleetus
Chennai, India
Adams Dalzell
Williamstown, MA
Fernando Doldan
Santa Fe, Argentina

Michael Ferber
Jackson, Mississippi
Pedro Fernandez
Phoenix, Arizona
Frederick Fischer
Atlanta, Georgia
Matteo Formenti
Seregno, Italy
Eric Gillies
Salt Lake City
Matthew Goff
Olathe, Kansas
Gregory Grabiec
Katowice, Poland
Edin Gradasevic
Toronto, Canada
Rachel Granger
Westport, CT
Andrew Green
Tontogany, Ohio
Amit Gupta
Meerut, India
Nikolaus Hagleitner
Kitzbuehel, Austria
Tristan Hagmann
Chandler, Arizona
David Hatch
Centennial, Colorado
Ryan Hawker
Mesa, Arizona
David Jackson
Los Altos, California
Antonya Jandacek
Los Alamos, New Mexico
Ryan Johnson
Glendale, Arizona
Kirk Jorgensen
Point Arena, California
Christopher Karcher
Darien, Connecticut
Pakornchai Ketvoravit
Bangkok, Thailand

Yang Rae Kim
Seoul, South Korea
Vasu Klomkliang
Bangkok, Thailand
Christy Kong-Eaton
Seoul, South Korea
Mehrdad Koti
New York, New York
Christa Laden
Brooklyn, New York
Antonio Lannes
Rio De Janeiro, Brasil
Dong Ho Lee
Kyunggido, South Korea
JooHwan Lee
Seoul, South Korea
Tae Hong Lee
Kwang Myong, South Korea
Jang Won Lee
Seoul, South Korea
NanLiu
Guangzhou, China
Maleeka Manmohansingh
Trinidad and Tobago
Hadi Mansouri
New York
Heidi Marshall
Dayton, Ohio
Jorge Mastellari
Panama
Tomomi Masumoto
Hiroshima, Japan
Shun Mawatari
Chiba, Japan
Allison McCurdy
San Francisco, CA
Osamu Miyachi
Yokohama, Japan
Masaya Mori Ikeda
Osaka, Japan
Nicholas Muessig
Shawnee Mission, Kansas
Tomoyuki Nakatani

Osaka, Japan
Ryan Nelson
Fruit Heights, Utah
JacobNg
Manila, Philippines
Cynthia Ortega
Puebla, Mexico
Vivian Pacheco
Sao Paulo, Brazil
Danilo Pelho
Araetuba, Brazil
Robert Pfeil
Denver, Colorado
Benjaphan Ployangunsri
Bangkok, Thailand
Minesh Pore
Murrieta, California
Jian Qin
Phoenix, AZ
Virginia Quipit
New York, New York
Kristen Radford
Scottsdale, Arizona
Ambereen Renfro
Manila, Philippines
Garth Robbins
San Diego, California
Rogelio Robinson Bours
Obregon Sonora, Mexico
Ileana Rodriguez
Caracas, Venezuela
Peter Rothermel
Columbus, Ohio
Yoshihiro Saito
Chiba, Japan
Michel Salgado
Buenos Aires, Argentina
Clayton Sasse
East Greenwich, RI
Walter Schause
Curitiba, Brazil
Virginia Stern
Highland Park, Illinois

Wandae Sung
Seoul, South Korea
Tina Tanberk
Minnetonka, MN
Minoru Togo
Osaka, Japan
Raymond Tolson
Dallas, Texas
Manuel Trigueros
Mt. Laurel, New Jersey
Bianca Tuazon
Metro Manila, Philippines
Greg Tuzzolino
Tempe, Arizona
Carina Uhle
Lancaster, Pennsylvania
Jaime Villagomez
Chicago Heights, Illinois
Haiyan Wang
Nanjing, China
Elizabeth Weaver
New York, New York
Melissa Wells
Martins Ferry, Ohio
Gregory White
North Muskegon, Michigan
Jennifer Wolf
Washington D.C.
Kent Wong
Sydney, Australia
Grant Woods
Mesa, Arizona
Xiaofeng Wu
Changchun, China
Tatsuhiko Yamada
Tokyo, Japan
Chikako Yamamoto
Tokyo, Japan
Xi Zhang
Shanghai, China
Ting Tiang Zhao
Beijing, China

The Subversive Culture of Cockfighting

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

Some fellow T-birds and I decided that it would be a fantastic idea to try to find a palenque (cockfight arena). So we asked around



SEAN DALEY

at the local gourmet taco stand ("gourmet" because they actually wear uniforms, offer multiple condiments, are not squatters, and may pay taxes) and we received simple directions on the back of a guacamole-stained business card. We ran home for a quick change, because you have to look your best for a cockfight, and then headed off in my roommate's car. After about 20 minutes of driving, we were completely lost in some podunk suburb of Guadalajara. Luckily, Mexicans in podunk suburbs are not accustomed to seeing 5 large, lost Americans, and most were very curious and willing to help direct us to the Palenque Laredo, our ultimate destination.

We arrived at 6:30pm and found the palenque closed. Luckily, the palenque janitor (top 5 worst jobs ever) showed up at the same time with his son. He told us that the doors would open at seven o'clock and the fights would start at eight. So we went to the corner bar for a quick round of Corona Negras to pass the time and returned at 7:30. No one was there, yet, but we got a brief tour of the arena from the

owner. I told him I was writing an article on cockfighting for our school newspaper and wanted to know more about this subculture. He let me in on some rather interesting facts and asked me why I had not brought my camera. Now, before I left, this thought went through my mind, but I decided that a cockfight was not the place for a \$500 piece of equipment, just in case the locals got rowdy. However, I didn't want to speak badly of his establishment, so I just told him that I had forgotten it. He told us the fights would start around 8:30, which means 10:00 p.m. by a Mexican clock. We left to get some food and my camera since he had assured me it was safe and that pictures were welcome.

When we returned, we found the Palenque Laredo, this time without the detour, paid our \$2 entrance fee, snapped a picture with the door man, picked up a 5-pack of Modelo at the bar, and took our seats ringside. The clientele at the cockfight could have been straight out of an 80's renegade cop flick. They're part creepy, part intimidating, part curious, and overall very willing to tell you all about the theatrics you are about to watch.

The cockfight we witnessed consisted of five fights, a fairly low number since we were approaching the low season when cocks lose their plumage. During the high season (November through July) the roosters are in full plume, and one can expect about eight fights a night. The format of the fight depends on how many con-

tenders show up. Some nights it is a derby, where six to eight individual fighters are paired off against each other. This particular night, it was a team event with five roosters from one farm fighting five from another. The winning farm owner takes home a cut of all the bets, which hap-

he's never seen before against someone whom he doesn't know and who may very well have a shank in his bootstrap. She asks for 80 pesos, he hands her 200 expecting change, but no one in Mexico ever has change, so the bet immediately becomes 200p, which he never sees again. I

flurry of feathers and talons, with the roosters leaping at each other through the air and cock-a-doodle-doing wildly. It only lasts 15 seconds or so, and it's finished when one rooster dies or runs away and refuses to fight; something that never happens because the owner will grab a stray rooster and throw it back in the mix if it strays too far. (Plus the roosters are pretty ticked off from having their butts blown on.)

We stayed for the whole event and talked happily with the crowd. Things only came close to violence once, when an owner picked up his rooster, which was getting beaten badly, and saved it momentarily. The crowd became hostile, as did the other rooster's owner. But things were settled non-violently (among the owners, not the roosters) because the perpetrator's cock lost anyway. I was lucky enough to hold one of the winning roosters and foolishly stuck out my hand as the owner had instructed me to do. I immediately was nailed with a peck that tore the skin, and everyone laughed because it was funny that the ignorant newcomer was so trustworthy.

To conclude, I highly recommend going to a cockfight if you ever get the chance. It is a little bloody and pretty shady, but ultimately a very unique and cultural experience. I mean, "when in Mexico..." right?

seandaley@global.t-bird.edu



Galleros at the Palenque Laredo

pened to be a healthy \$1,500 this time.

More and more people began filing in, many with little rooster carriers (narrow cardboard boxes with holes, like the type that pet stores carry) perched delicately under their arms. The fight begins with a weigh-in in order to make sure that no cock has an advantage. Roosters weigh on average from 1.5 to 3 Kg. Next, a woman comes around with ticket stubs and asks if anyone would like to place a bet. One of our crew decided this seemed like a reasonable idea: to bet on a sport

don't even think he knew which rooster he bet on, but apparently it was the loser.

After the betting is over, the Galleros (rooster owners) come in and try to fire up their roosters by blowing on the fowls' butts and letting a third cock take free shots at the fighters' flanks while they are held at bay. Then blades, which look like mini-scythes, are attached securely to the cock's ankles. Finally the cocks are allowed to stare at each other for a while as the owners hold them back by their tails before they are released. The fight is a giant

Architectural Review: Luis Barragan's House in Mexico City

By SONIA DEROBERT
Switzerland, Winterim '05

A few weekends ago in Tacubaya, a neighborhood in Mexico City, I had the pleasure of seeing the work of one of my favorite architects, Luis Barragan: his own house, built in 1947.



SONIA DEROBERT

At first glance, the house appears ordinary. The facade is just one more austere facade in a little street, with haphazardly placed windows. After passing through the first hallway, a dark space illuminated by a single yellow window that separates the house from the street, we enter the main hall. The hall is like a theater stage. A pink wall dominates the room, and the light from a high window is augmented by the placement of a gold picture. Steps without a railing lead to the upper floor. Lots of closed doors lend an air of mystery as you wonder what exactly lies behind them. Our guide tells us that

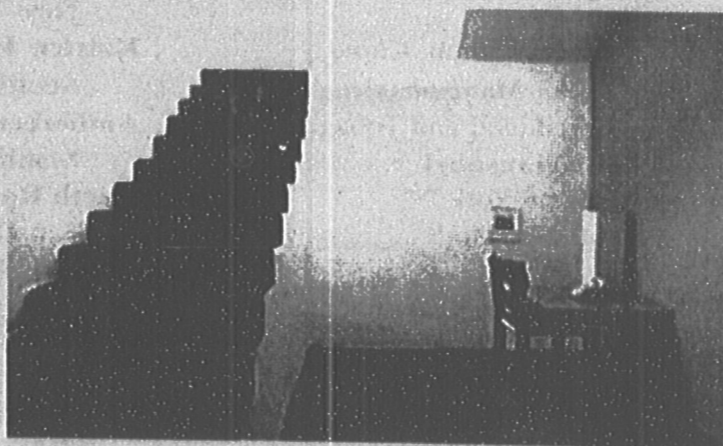
when Tadao Ando (a famous Japanese architect) visited Barragan's house he compared the house to a good striptease. Slowly, piece-by-piece, you discover something new... Even inside the rooms, you have this kind of systematic "unveiling" through the placement of low walls which create separate areas.

The living room is two stories high and divided into several areas by low walls. The garden seems to be incorporated in the room by a huge pane of glass; there is no defined boundary between interior and exterior. In reality, the garden is quite small, but Barragan smartly positioned his windows to give the impression that you are surrounded by nature.

The dining room is dominated by a painting of Chucho Reyes, a Mexican artist who also advised Barragan on the colors for the house. A pink wall gives the dining room a

warm atmosphere, while very simple wooden furniture and some indigenous ceramic objects reveal Barragan's interest for popular culture.

Barragan was a very religious man, as evidenced by the many religious sculptures throughout the house. The



Inside the Museo Casa Barragan

importance of silence for spiritual absorption is omnipresent. You cannot believe that you are in one of the noisiest cities in the world. There is no sound coming through, and the whole house is oriented towards the patio and garden, so that you hardly ever see another building when you

are inside the house.

The second floor is reserved for the bedrooms. Barragan never married, and his own room has the atmosphere of simplicity you see in monasteries, with simple wooden furniture and religious objects. However, pictures of the famous model Iman on Barragan's table show that our guide did not invent all of the stories about Barragan's interest in women like we first suspected...

On the last floor, we step into a patio surrounded by high orange and pink walls. The patio is a tribute to a common element of Mexican buildings: the wall. With Barragan, it received a new expression, becoming an amazing plastic sculpture. You just see the sky and the walls, and the reflection of the sun on the very intense colors creates an amazing effect. Barragan increased the height of the walls as the buildings around the house continued to grow, in order to block out the

outside world.

Barragan's house in Tacubaya is an extraordinary piece of modern architecture and one of the most impressive works of Barragan's poetic style, where every space is proof of the importance that he placed on the intangibles of architecture. As Barragan himself said when he received the Pritzker Award: "In alarming proportions the following words have disappeared from architectural publications: beauty, inspiration, magic, sorcery, enchantment, and also serenity, mystery, silence, privacy, astonishment. All of these have found a loving home in my soul."

Museo Casa Barragan in Mexico City was declared world patrimony by the UNESCO. Open from Monday to Saturday. Visits by appointment only. Phone (55) 52 72 49 45.

soniaderobert@global.t-bird.edu

Confessions of a Tour de France Junkie

By BETSY LOYD
U.S.A.

Imagine the excitement a young baseball fan feels at the opening of a new season: keeping track of daily stats, learning about the best players, and watching each game on television, because a trip to the ballpark would be too expensive or too far away. Now imagine that the young fan discovers that the World Series will be held in her hometown. That's approximately the exhilaration I felt in discovering that the Tour de France would be passing by only five minutes from my summer home, only one street away from the Thunderbird Europe campus in Archamps.

Though I usually watched Tour coverage at home, one day, I was at campus and was chagrined to find out that I could only get Eurosport in French. No worries, though, because I was able to get the audio feed over the internet, only five seconds behind the video footage I got through the TV. Class breaks quickly became opportunities for a few people to catch the day's stage, and for most to try to understand why anyone would spend each day watching four hours of bike racing, let alone actually trying to cycle it.

As the day approached when the Tour would begin in Annemasse, skirt Switzerland, go up over a small mountain range through a pass called the

Col de la Faucille, and flee off into the distance, excitement gathered, not just for me, but also for those who I was able to pull into my strange cult. Shuttle bus conversations to school began to focus on the different color jerseys earned by riders, how points were attained, and who the best riders were. (Contrary to American opinion, there are other riders in the Tour besides Lance Armstrong).

Though some Thunderbirds hoped to catch the action just outside of school, Kol Harvey, Cheryl Chapnick, and I decided to venture to the Col de

Seeing the Tour de France go by was an amazing day.

Actually, it was an amazing fourteen seconds.

la Faucille. Armed with chocolate croissants, a roasted chicken, rain gear, hiking boots, and finance textbooks, we left home at 7:00 am, hoping to catch the road up before it was closed to traffic.

As it turned out, we didn't need to arrive so early, but we did need the rain gear. After staking out the perfect spot from 7:30 am until 10:30 am, the rain eventually pulled us back to our car — but then someone took our spot.

At approximately 3:05 pm, though, a group of five riders were pedaling up the climb where we were standing, and we could see the television helicopters just a few switchbacks below

us. Then they were there. Then they were gone. After so much anticipation, I almost missed them. Honestly, I was really only looking for one guy in that breakaway group of five riders, and he wasn't there. Lance came six minutes later, in the pack, referred to as the peleton.

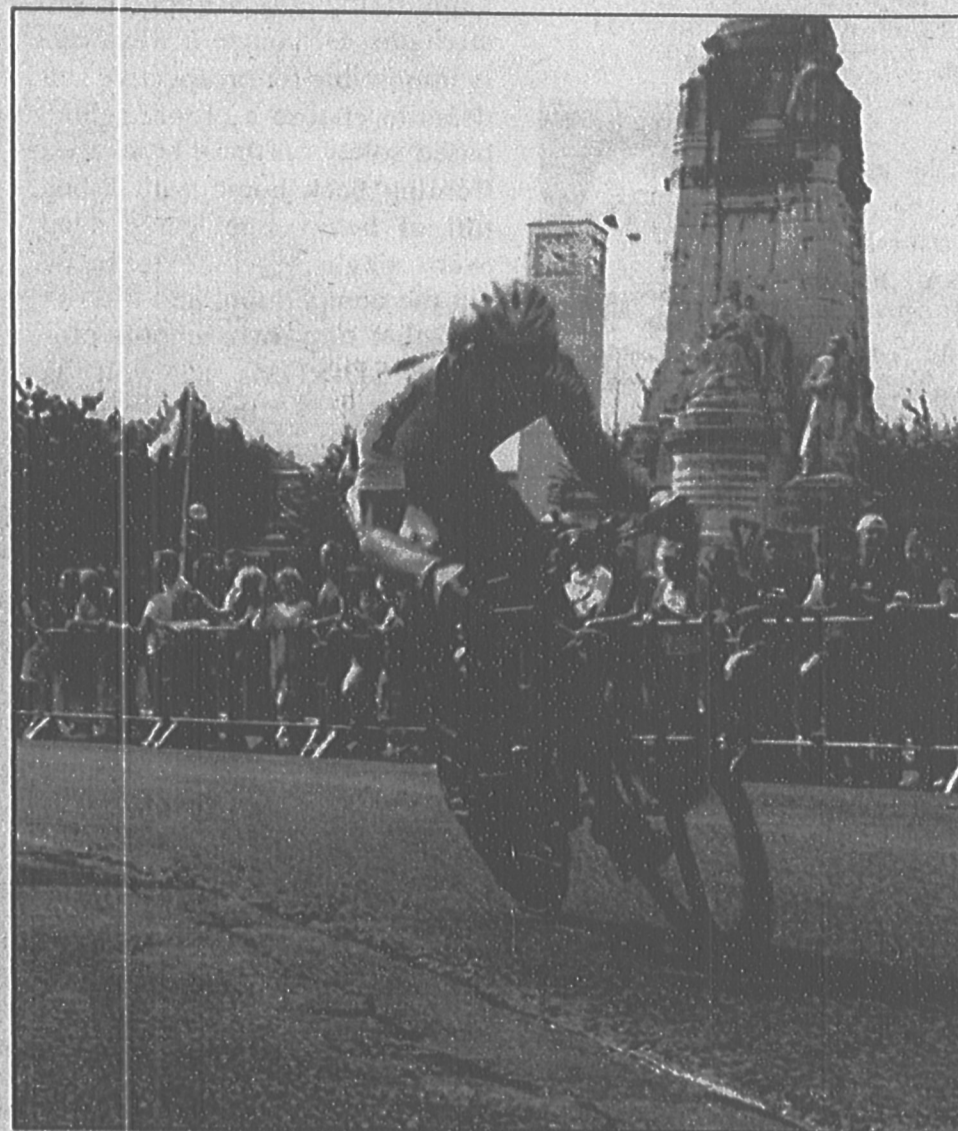
Seeing the Tour de France go by was an amazing day. Actually, it was an amazing fourteen seconds.

So I decided to do it again. The following morning, I took a two-hour trip up with Ben Eaton, husband of Christy Kong-Eaton, to the beautiful little town of Besançon. When we arrived at around noon, the race had already begun. Unlike the day before, however, the race was a time trial, and each rider rode alone, at two-minute intervals.

The day before, up on the Col, I was amazed that the only Americans we saw were a family of ex-pats who had come down from Germany for the fourth year in a row. Besançon was covered with Americans. American and Texas flags were everywhere, and I couldn't get that American accent, which I had quite happily not heard all summer, out of my mind.

In addition to the Americans, there were two other vocal groups along the race route — the French and the Germans. The French cheered for riders like Thomas Voekler and Richard Virenque. The Germans cheered for anyone other than Lance

Armstrong (but names like Jan Ulrich and Andrea Klöden also sprang



Close to the action at the 2004 Tour de France

from their mouths).

Watching the time trial was a completely different experience because it lasted all day. We were able to explore Besançon by walking to the start, scampering over walls to get better views of riders warming up, and following the beginning of the 55k route through town.

Eventually, Ben and I sat on the inside of a curve with a friend of his, and just watched the racers go by, through the lenses of our cameras.

My first day of seeing the Tour de France was an excit-

ing day, but it almost would have been better through my television. My second day of seeing the Tour de France exceeded all of the excitement that I had built up in my mind for the 18 previous stages, stretching from Liege, Belgium to my spot on the curve in Besançon. To me it didn't really matter that Lance would win the next day in Paris. Each rider went by me individually, and I saw the effort and energy each experienced in participating in the greatest race in cycling.



On July 7 Dr. M.V. Krishna Kumar, Executive Director of the Thunderbird Corporate Consulting Program (TCCP) and Professor of World Business, discussed major trends in the consulting industry with over 20 students, faculty and alumni at Thunderbird Europe. The presentation was followed by a networking reception (pictured) for students, faculty and Geneva-area alumni. Kumar was in Europe as part of an around-the-world trip to sign up clients for future Thunderbird consulting projects. TCCP has conducted over 140 projects for major international companies including Coca Cola, IBM, General Motors, AIG, Johnson & Johnson and Microsoft, generating revenue for the school and providing students with both real-world business experience and academic credit. Kumar's presentation was based on both his industry experience and a strategic planning project conducted by Thunderbird students last year for Cap Gemini Ernst and Young North America. (Photo courtesy of Sen Yang)



**** Promotion ****

**Waive Security Deposit on
"Look & Lease"**

1 bedrooms starting from \$649.00

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

Hotel / Airline / Restaurant Reservations

Resident Clubhouse

One Bedroom Guest Suite Rental

Resident Video Rental Library

Housekeeping Available

On-Site Courtesy Patrol

www.indigocreekapartments.com

The Second Coming of MTB

By DOOHYUN CHEON
South Korea, Summer '04
TSG I&IT Chair



DOOHYUN CHEON

While attending a San Francisco MBA Forum in 2001, I made it a point to gather brochures from almost all of the business schools in attendance. Each school was attempting to seduce prospective students by

capitalizing on its perceived strengths. Of course it was nearly impossible for prospective students to choose a proper school based solely on these brochures. Coming back home with a bag full of heavy booklets, I read every single brochure to scope out the competition, and discovered that only two schools provided CD-ROMs as well as brochures; they were Georgetown and Thunderbird. As a technology maniac, I was pleased to see the role that

advanced media plays in this process for Thunderbird.

As I have mentioned at the Foundation Weeks and in Das Tor, the technology level of Thunderbird is not obsolete. Most especially, our web site is one of the best among the business schools. We have two separated web sites; one is internet (www.t-bird.edu), and the other is intranet (www.my.t-bird.edu). That intranet web, MTB, is a very useful tool for the Thunderbird community, but if

has been accused of being cumbersome and disorganized.

To make MTB more convenient, TSG has surveyed users' feelings towards it. For the last 3 weeks, 52 students have responded via survey sheets or focus group interviews. All of the information they have provided is invaluable towards rebuilding the system. I have since handed the collected information off to the I&IT staff and discussed the next steps with them. For now, I&IT will sort

and filter the various suggestions made by students based on the technical possibility and inherent costs. The current timetable for the release for the second coming of MTB is preliminarily scheduled for January 2005. If any students still have questions or suggestions, do not hesitate to contact either TSG or I&IT. Both organizations are anxious to hear the thoughts of the student body on the matter.

dhcheon@global.t-bird.edu

TSG Speaker Representative

By KENT WONG
Australia and Hong Kong,
Summer '04

"People don't like us because we deal with the money." Malu, our Student Activities Chair, told me in our first meeting for this trimester's budget allocation. Well... to date, I certainly see some truth to these comments. But I'm not totally convinced, as I have seen many dedicated club leaders as well as many fun/committed individuals with whom I've worked. As a 6th trimester student who is leaving the office at the end of this



KENT WONG

trimester, I'd like to take this chance to drop a few lines to share my role, challenges I have faced in my capacity now and challenges the new speaker representative, or the team, might face in the future.

I bet you all can't find my job description on MTB! It is because it is a relatively new role and in my own words, Speaker Representative plays a lead role in liaising with student body, clubs, faculty and staff regarding speaker affairs. I organize and facilitate speaker events and occasionally, I represent TSG at various speaker events on campus. Besides, I manage a \$5,000 speaker fund and am responsible for fund allocation.

One of the facts that I've known (so do many of you)

before I was on my job was: the speaker fund utilization was merely 30% last trimester. That is, only \$3,000 was spent on actual events compared to \$10,000 actually allocated and requested by clubs. So, does that mean that clubs want to 'reserve' a piece of the pie but not spend what they allocated? There were mixed opinion about this, of course, but among them, I noticed that students being too busy to follow up with speakers or speakers changing their visiting schedule are among the most popular reasons.

Isn't this job great! I got to SPEND THE BULK of the money! Together with Regula, TSG President, and Michel, TSG Treasurer, our objectives are to increase the fund utilization and

make sure the students get bang-for-the-buck. We devised various measures not only in allocating funds, but also ensuring every dime of our fund goes to good use. The strategy is basically two-fold; first, we are adopting a more dynamic approach in allocating the funding. This includes our review of funding being used and reimbursed, and requests that come in mid-way through the trimester. We believe this will help us to actively manage the available money. Second, I took a more proactive approach in assisting and facilitating these events by offering advice and help. Seriously, this part of the job encompasses everything, including helping some clubs to draft an event on forms to carrying soda to the venue for speaker

events!

I'm very proud to be on a fun team that is has dared and committed to make changes. Lastly, I'd like to take this opportunity to thank the TSG team giving me this chance to work with you all, particularly Regula, Michel, and Malu who have given me support and advice during this wonderful journey. Also, I'd like to thank Mrs. Barbara Stevenson for she has been most supportive in helping us with many, many speaker events.

I encourage those of you who want to gain TSG experience and exposures to high profile speakers to consider this position seriously!

KentWong@global.t-bird.edu

A Look Back

By MICHEL SALGADO
Argentina, Summer '04

The end of the trimester is coming and, therefore, so is my contribution to the TSG. I am graduating in August and I am taking with me incredible memories that I won't soon forget. Working with the TSG has been an amazing experience. It was a wonderful opportunity to get to know more people, students, and staff and have a sense of what is going on around campus.



MICHAEL SALGADO

For this term, the allocated funds for the summer have not yet been fully spent. Therefore, it is probable that we'll have money left over by the end of the term. If that is the case, then TSG will keep these funds in a separate account to be used for buying long term assets for the school.

The TSG has been very proactive this term in finding ways to improve things on campus as well as trying to get more students involved in T-bird activities. Despite the hot summer, many activities have still been held and funded.

For the future, I wish you all best the best and good luck in your initiatives. It has been my pleasure to work in this capacity for the school and the students.

msalgado@global.t-bird.edu

Get Involved to Hear the Truth

By ANDERS HANSEN
Denmark, Spring '05

We all know that our decisions are only as good as the quality of the information on which we base them. It is true in business and it is true when it comes to sorting through the chatter on campus regarding various



ANDERS HANSEN

rumors. While the TSG and the administration have a duty to keep the campus community informed about relevant issues, you as a student can improve the quality of the information upon which you evaluate these various rumors by being actively involved in campus activities.

At TSG, in particular, you have the ideal forum to discuss issues of interest. We meet every Thursday at 1 pm in the Tower building. Our meetings are

open to ALL students.

I am pleased with my decision to join the TSG. It has not only given me an opportunity to contribute to our campus, but it also provided me and, by extension, my peers with a good source of information about the current changes in particular and about school issues in general. I encourage incoming students as well as continuing T-birds to support the TSG and other student initiatives on campus.

ajh@global.t-bird.edu

Report from the CMC Chair

By MINESH PORE
India, Summer '04

The summer trimester as the CMC chair has been eventful in some ways and not so eventful in others. Being a trimester without a career fair really means that not many activities were visible originating from the CMC chair. The main objective for me when I took over the chair was to understand all the projects that CMC was doing and to convey the same to the students, as well as to get feedback from the students about ways CMC could work to



MINESH PORE

benefit them even more.

One key project that I initiated in this term was a regional structure within the student body to assist the TSG CMC chair. This is mainly aimed at creating a regional approach to CMC to target different geographical regions for students to work in. This will hopefully be carried forward by my successor in Fall '04 under the guidance of the President of TSG, Regula Schegg. I have also worked on getting feedback from students for the Student Trek program, intended to get an idea about where the students would like to go to do their job search in terms of the industry, the company, and the geographical regions within the US. The CMC will soon be announcing the trek programs

that have been decided upon, and the survey has helped them decide on locations to start the treks. I have also worked closely with the CMC staff and some students to give feedback about the new look of the CMC website to be launched soon. I have tried to make efforts to increase the communication link between the CMC and the student body by providing some facts to the students through the Das Tor.

I want to give you all my best wishes in your career search, and I hope the activities that were started this trimester continue in my absence.

MineshPore@global.t-bird.edu

Reporting Your Job Offers

By JASON PASSE
CMC, Associate Director

The value of the Thunderbird network is a culmination of our individual contributions to building and sustaining the network. One of the ways current students contribute to the Thunderbird network is by reporting job offers and acceptance activity. As you know, job search activity significantly impacts Thunderbird in most major rankings - from the caliber of students the school attracts in the admissions process, to the number and quality of employers that recruit from campus, to the salaries our graduates and alumni can expect from those employers.

By taking the time to report your job search status, you help ensure Thunderbird's success in the various ranking publications and, as a result, build a stronger more valuable MBA program. Thanks and congratulations to the following graduates for building a stronger Thunderbird network by reporting their job acceptances. To report your job offer status, simply click on the CAREERS menu tab on MTB. On the left menu, click on JOB OFFERS.

passej@t-bird.edu

Career Fair Fall 2004

By MARK TOWSLEY
CMC: Associate Director

Ready to start your job search? Already deeply involved in networking? Been to interviews, but no offer? Whether you are negotiating a salary or just starting your career search, now is a good time to dust off the resume, get that 'interview' suit pressed, and polish up your 30-second commercial. IT'S FAIR TIME!

Whether you are looking for a job, or just want a

chance to practice networking and 'shop around,' October 13-15 should be marked on your calendar.

Wednesday, 13 October

Welcome Reception at the outdoor pavilion - meet with the recruiters in a more relaxed setting.

Company Presentations - numerous companies will present themselves and talk about their positions and hiring practices

Thursday, 14 October

The Career Fair - drive, walk, or take the bus to the Embassy Suites down the street. Visit the various booths and have the opportunity to meet with the recruiters face to face to sell yourself to their organization, get on their interview schedule, or start to create a relationship for the future.

Friday, 15 October

Interview Day - most companies choose to interview

the students they previously selected through the MTB posting process or met at the fair. Here is your chance to start your next adventure!

To find additional details and to keep track of the companies as they sign up for the fair, go to the CMC page on MTB and click "CMC Programs and Information" in the left hand column. There you will find the icon for "Career Fair Fall 2004." You are also welcome to contact your CMC advisor or drop into the CMC office for answers to

your questions about the career fair.

TAKE NOTE: On Monday, 11 October, the CMC will hold the Career Fair Information Exchange in the Commons, from 11:30 am to 2:30 pm. Come visit us to review the companies which will be attending, discuss individual positions with the staff, and ask about procedures and etiquette. Did we mention free ice cream?

towsleym@t-bird.edu

Europe in June

3 Countries, 8 Cities, 14 Companies and a Conference

By JANICE KLEINWORT
CMC: Director Business Development & Employer Relations

June is a wonderful time to be in Europe - the sun shines, the weather is finally warm, the European Cup keeps everyone happy, and people aren't yet vacation yet. Well, only one of the four happened - people weren't on vacation yet and I was able to meet a variety of companies.

The immediate results of the trip have been 4 more internship postings by Continental from Hanover, Germany. We are also in discussions with them about career fair attendance. Deutsche Post World Net will be back in the fall, recruiting for full-time positions

and in the spring for summer internships. Watch Das Tor for an article from one of our recent alumni who just started there. We're also expecting DHL out of Scottsdale to participate in the career fair and hopefully a representative from their UK office will be able to accompany them.

The immediate results of the trip have been 4 more internship postings...

Future opportunities exist with the European Bank for Reconstruction and Development, Zurich Financial Services, Standard Bank, and Gate Gourmet among others.

As part of the trip I also spent two days as the school's representative at the Royal Institute of International Affairs political risk conference. Speakers included representatives of the UN, AIG, ACE, and British Airways, among others. It is an exciting area and one that may be a fit for many Thunderbirds. When doing your job search, take a moment to look into this portion of the insurance industry and corporate world. Citigroup's risk management group will be visiting campus in early November.

kleinwoj@t-bird.edu

Get Connected

Thunderbird is pleased to announce its partnership with Global Workplace, the exclusive online careers services platform for 50 leading business schools worldwide. Global Workplace incorporates the features formerly offered via Top MBA Careers, so you can access the features of both sites via Global Workplace.

Features:

—Job Bank: Over 10,000 MBA jobs from around the globe annually, in partnership with Top MBA Careers. This platform features jobs from a wide range of MBA recruiters, from small to medium sized enterprises to large MNCs such as Booz Allen Hamilton, KPMG, CSFB, Goldman Sachs, Morgan Stanley, Bertelsmann, Hewlett Packard, Microsoft, Levi Strauss, and Procter & Gamble.

—Get Headhunted: Online resume database of MBAs searchable by recruiters. AT Kearney and UBS are two of the companies that use this service.

—Networking Events and Directory: Users may join or search the database of Global Workplace members to assist networked job searches, project research, and entrepreneurial ventures. Users may also attend or host networking events in countries worldwide.

—Career Research: Company, industry, and country guides comprise a solid library of career research, powered by The MBA Career Guide.

Register your unique username and password at www.global-workplace.com/thunderbird

Greentree Apartment Homes

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



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

See our new signature services at
www.greentreeapthomes.com

Move in for only \$99!

One and two bedroom apartments from \$549 per month

Exclusive Thunderbird student discount includes:

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

Ask for Susan Hagen.

Network! Network! Network!

Use your T-bird connections to find that perfect job!

2004 Spring

Siti Alwi, Hewlett-Packard Singapore Pte. Ltd
Rajiv Arunkundram, Storage Technology Corp.
Nana Asare, US Airway
Mario Asturias, Banco SCI, S.A
Tania Baetjer, Deloitte & Touche
Matthew Barga, Eaton Corp.
Luis Carlos Barquero, Torneca International Company Ltd.
Ital Biederman, Citigroup
Matthew Blaum, Cintas Corp.
Ian Bolin, Audi of America
Colin Brennan, Ernst & Young
Norman Capistrano, Bank of America
Julie Carbajal, Intersport Fashions West
Peng Cheng, Hongyong Group
Yeolan Delapenha, General Mills
Ann Dushane, Centrillift Division of Baker Hughes, Inc.
Apurba Dutta, Storage Technology Corp.
Darron Flagg, Intel Corp.
Paula Fleming, ING
Christopher Foy, Walbro Engine Management
Lisa Fugate, U-Haul International
Ichiro Fujii, Free Bit, Inc.
Dimitri Gamvrellis, Mercedes Benz division of Daimler Chrysler Corp
Noah Garber, Hilti Corp. North America
Shane Griffin, Walbro Engine Management
Christopher Gustafson, Christensen & Associates
Stanislaus Haribowo, KPMG
Todd Haviland, Karl Storz
Bradford Heaton, Black & Decker
Chul Ho Huh, Cheil Communication
Takeo Ishii, Whirlpool Corp.
Shane Jacobs, Johnson Controls, Inc
Karyn James, AT&T
Sharon Jayakumar, AstraZeneca International
Ryan Jensen, Journey IPD

Benjamin Johnson, StanCorp Financial
James Keefe, CMC division of Thunderbird, The Garvin School of International Management
You Shik Kim, Samsung Electronics
Colin Jae Min Kim, Samsung Electro-Mechanics America
Erich Kranz, TradeLinkOne
Yoshihide Kusaki, NSLG
Sang Ho Lee, Cheil Communications
Soomin Lee, Samsung Electronics
Elaine Lee, Cheil Communications
Xinneng Li, Bunge Corp
Lilibelle Ying Lin, Sears Group, Div. of Whirlpool Corp
Cindy Liu, Disney Consumer Products
Lichun Liu, Johnson & Johnson International
John Marsh, Diageo
Sarah Montgomery, Johnson Controls, Inc.
Brian Muir, KPMG
Roxanne Nazari, Daimler Chrysler Corp.
Julie Ng, Tyco International
Hirohisa Nitsu, IBM Business Consulting Service
Michael Oldham, McDonald's Corp
Mina Pak, Samsung Life Insurance
Tucker Partel, E D & F Man Sugar, Inc.
Raul Perez Vazquez, Intel Corp
Mark Refsdal, Mizuho Securities USA, Inc.
Giridhar Sathiamoorthy, JNJ Medical Division of Johnson & Johnson International
Yesica Schaaf, IBM
Christian Schmidt, Alltel Corp.
Yangseog Seo, Samsung Electronics
Cristina Serrano, Lexicon Genetics, Inc.
Travis Simkins, Expeditors International
Chuchart Sirampuj, Thai Trade Center
Joseph Smith, General Electric Co.
Venkatesh Subramanian, Masterfoods USA (MARS, Inc.)
Kelly Turner, Matrix Professional Haircare Division of L'Oréal
Mayumi Uejima, Eli Lilly & Co.
James Van Dress, Ernst &

Young
Manuel Villarreal, Temple-Island
Yi Wang, Ad Value Technology LLC
Ladd Watts, MasterFoods USA (MARS, Inc.)
Thomas Whitaker, Prudential Financial
Micah Wightman, Daymon Worldwide Demonstrations
Dustin Williamson, Maricopa Partnerships, LLC
Jian Ye, Vital Processing Services
Song Ho Yo, HIDC
Sayuri Yoshikawa, Luxury Brand Group Div. of Fossil

2004 Winterim

Adil Attlassy, Hilti Corp. North/Latin America & Europe/Asia
Stewart Azuma, Northern Japan Div. of Hilti Corp
Brian Brubaker, Prudential Financial
Sara Cadden, Latin America Div. of Bridgestone/Firestone
North American Tire
Thomas Callahan, Poolsafe
Christopher Corkery, UPS
Mirza Dautbegovic, Tyco International
Stephen Dutson, Eli Lilly & Co.
Eric Frappier, Troon Golf
Vivian Kadelbach, Daimler Chrysler Corp.
Joseph Littlefield, DHL
Margaret Morrison, The Watt Stopper, Inc
Patrick Rosat, FMC FoodTech
Marcel Sauer Eisenberg, NOP World Automotive Division of United Business Media
Tony Selway, First Data Corp
Jeffrey Shippy, Banking and Corporate Valuation at Mosaic Capital
Jerry Zhang, Honeywell Turbocharging System Co., Ltd.

2003 Fall

Elyse Acanda, ePlus, inc.
Pranav Amin, Alembic Limited
Andrew Ashton, Intel

Corp.
Jeong-Ae Bang, Citigroup
Paul Beicher, Cintas Corp.
Mark Bradt, EchoStar Communications Corp.
Talia Castellanos, American Airlines
Vikram Chatur, Degussa
Alan Chiu, ADLINK Technology, Inc.
Dam Chung, Samsung Electronics
Marisol Coriano, Eaton Corp.
Namita Dhariwal, Citigroup
William Fordyce, Population Services International
Martin Gavito, Wachovia Corp.
Sandy Habib, Applebee's
Christoph Harner, American Life Insurance Company
Hao He, Rochdale Investment Management Corp.
Emily Hendin, E-channels Div. of FedEx
Richard Henson, Kimball International Inc.
Douglas Hoyt, Bureau of European and Eurasian Affairs at the U.S. Department of State
Sha Hua, Globe Business Consultancy, Inc.
Jose Imaz, Citigroup
Takamitsu Ito, Shinsei Bank
Ivo Ivanov, Unilever HPC
Shweta Jain, Pfizer, Inc.
Saravan Kandasamy, marketRx
Robin Kim, Samsung Electronics
Sangeet Kochhar, Honeywell
Samantha Kohn, Buena Vista
Gwen (Yun-Kyung) Koo, DBM Korea
Karina Larsen, Johnson & Johnson International
Daniel Levy, Outsource International
Karen Lomeli, Citigroup
Carole Low, Digital Impact
Juarez Lowe, Johnson & Johnson International
Steven Lukens, Lockheed Martin
Hector Marisca, American International Group Inc.
Felipe Martinez, Grupo Emyco
Peter Matt, Citigroup
Eric McEachen, Alliance International
Joshua Miller, United Surgical Partners International

Silabhadra Mohanty, JP Morgan Chase
David Mudd, Navigate International
Anand Nair, Amgen
Dong Jun Park, BG Tech America, Inc.
Sang Ho Park, L'Oréal
Alirio Parra, Bridgestone/Firestone
North American Tire
Scott Paylor, American Express
Marc Petznick, DHL Express
Phatchaphol Phatcharasukhol, Primerica (Citigroup)
Andrew Pruitt, Rental Service Corp.
Brett Roberts, Eli Lilly & Co.
Victor Sanchez-Soto, Hilti Corp. Spain
Daniel Santa Maria, RYCO Hydraulics
Emily Sawyer, Lifescan, Inc
Caio Schmidt, EchoStar Communications Corp.
Subhash Shah, Deutsche Post Consul GmbH at Deutsche Post World Net
Quinton Singleton, Deloitte & Touche
James Sinor, Grupo Emyco
Michele Smith, Overseas Private Investment Corp., a U.S. Agency
Seda Solmaz, Proactive Worldwide, Inc.
Ayele Solomon, Praxair
Sean Spalding, Matrix division of L'Oréal USA
Irina Stanciu, Deutsche Post Consul GmbH at Deutsche Post World Net
Jose Suarez, Rental Service Corp.
Mariam Sultani, UPS
Seigo Tanaka, Asatsu-DK Co., Ltd.
Timothy Tsao, IBM
Roman Vasiley, Johnson Controls, Inc.
Santiago Vega, Seminis Vegetable Seeds
Maja Vukmirovic, Anvil
Wan-Jung Wang, Unilever Bestfoods Ltd.
Aaron Welling, R Garden Internationale
Carrie Wheeler, Dell Inc.
Shawna Wilson, Tetra Tech, Inc.
Patrick Xi, Manitowoc Ice, Inc
Ryuta Yoshida, Oriental Connections, LLC

India: A Place That Will Forever Change Who I Am

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

I must admit that the internship in India with Suntech Data Systems resulted in much more than I ever expected. It has definitely been worthwhile. I've gained significant knowledge of the business process outsourcing (BPO) industry worldwide; in addition to specific knowledge



MATTHEW MOORE

of the various companies with whom Suntech works. One of the most rewarding elements of working in BPO is the opportunity for tremendous exposure to a variety of industries and markets. Since it's imperative that a BPO firm soundly knows the business

of its customers, this results in immense knowledge of each individual project.

The BPO industry is very stimulating. It's a field where top management must have a wide understanding of various business processes and subjects, and involves a lot of strategy and "big-picture" thinking. It is a business of multiple projects where you frequently encounter changes in environment. It's a business of constant learning. This fits my personality well, as I don't really want a routine position with little change or diversity. Additionally, since the industry is staged to experience tremendous growth over the next 5 to 10 years, I see significant opportunity for a successful career, which is well suited for the characteristics of a Thunderbird.

I believe the internship

will add significant credibility to my resume. A wide scope of experience in the Indian outsourcing industry should be valuable as the demand for offshore services continues to rise. Additionally, I now add significant value to any company interested in BPO, from the front-end office in the US, UK, or other locations, to the back-end operations of an offshore location such as India. Could I work in India? Yes, I could work in India, however I'd prefer travel to India to periodically implement specific projects, and then return to the front-end of the business.

As a result of the internship, I've decided to strongly consider a career with Suntech in the BPO industry. This has worked out well since my final trimester is mainly open to customized focus electives. I've identified several courses that I

believe will contribute to my success in the industry, and look forward to taking them in the fall. The courses will focus on services and project management. I would definitely recommend this internship to another student, and look forward to exploring the possibilities of setting up a permanent internship slot with Suntech.

If I could have done anything differently, I would have taken the time at the beginning of the summer to travel to North India. Although I did have significant travel opportunity throughout southern India, it took a few weeks to finalize the internship; therefore I spent more time in Bangalore when I could have been traveling a bit. However, in Bangalore, you must be patient, flexible, and tolerant of the different time orientation.

Regardless of the future potential, the internship has given

me tremendous new experiences that have allowed me to learn about the vibrant Indian culture, the rapidly growing BPO industry, a variety of different industries, and international trade. In addition, I've built relationships that will be valued throughout my life, and I have once again journeyed to a place that will forever change who I am. It's been a pleasure and a rich experience this summer working with Suntech as they have been very considerate during my time here. I hope I've created enough value for Suntech to result in a career with them. Either way, this internship has provided yet another tool for me to find my position in our dynamic world, and to continue my personal passion of becoming truly global.

MatthewTMoore@global.t-bird.edu

Internship in Japan: Rafting, Cliff Diving and Karaoke!

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

Hello once again from Japan, for my third and final article on the internship at Shinsei Bank. It really is amazing

how quickly the last few months have passed. While I have



MICHAEL GRIMM

enjoyed most of the summer, I am definitely looking forward to getting back to The Pub... I mean... back to the books... really.

Anyway, before I get into the heart of this article, I wanted to take a moment to mention that Shinsei Bank will be coming to Thunderbird to recruit full-time hires and interns this fall. The company is looking for Japanese-speaking students and alumni who are interested in working in finance in Tokyo. The company will be posting a job on MTB in the near future, and the CMC is in the process of compiling a resume book. If you would like to find out more about the opportunities available at Shinsei be sure to submit your resume to CMC and follow the updates on the Japan Club discussion group. Good job, now go get yourself another cookie.

Okay, on to my evaluation of the internship itself. I would like to disclose now that my judgment may be suffering from the influence of all the drinking and cliff-diving that occurred at Minakami-onsen last weekend. The company took us to a hotel in one of the most beautiful areas of Japan I have ever seen. I was truly amazed at

how lush and pristine the mountains are in the summer. After a night of free drinks, card playing, and karaoke singing, we were up at 7 A.M. to go white water rafting. Since this was my first rafting experience, I wasn't quite sure what to expect. Quite (Internship in Japan - continued from page 21) honestly, it was the highlight of my summer. We spent as much time in the water as in the rafts, and I got to drench my superiors as we cruised down the river. Being the lemmings that we corporate employees tend to be, we also ended up jumping off of a cliff into the river as a group. Let me

While I have enjoyed most of the summer, I am definitely looking forward to getting back to The Pub...

tell you, there is nothing quite as entertaining as seeing your boss launch himself off of a cliff out of your sight. Just kidding, a good time was had by all, minus a few hangovers.

As for the program itself, I have found it to be a valuable experience. Not simply because the salary will help me repay some of my mounting pile of debt, but also for the knowledge acquired during the program. I am now very comfortable with Bloomberg, and an Excel wiz. I am utilizing some of the skills learned in our finance classes, and through the process gained a better understanding of how banks generate deal flow. As Shinsei's M&A group is a relatively new entity, I have had the opportunity to see the business being built from the ground up and contribute in the process.

Not everything at Shinsei is perfect by any means. There have been a number of obstacles in the way, like a lack of access to necessary information. I am also sure the bank will have to work past difficulties like this in the future. However, there are some very talented people working at the bank, and I think that they will continue to be successful going forward. This is Shinsei's fourth year of operation, and its first official year for the internship program, so it is only bound to get better.

On a personal level, the internship has made me aware of my limits, and exactly how much I am able to accomplish. My ongoing struggles with Japanese indicate that I need to devote a little more time to the language. The position has confirmed my interest in finance, particularly in corporate valuation. Additionally, I plan to look into Private Equity more as it is a similar field that offers the opportunity to gain some management experience. As such, I plan to add Valuation of the Private Firm to my list of classes before I graduate.

Despite increasingly long work hours the last few weeks (including working on several Sundays, and one Saturday night), I would recommend the internship wholeheartedly... Particularly after hearing about the wringer Niels is being put through in Hong Kong. For anyone who is interested in applying for next year's program; take some of the Excel sessions and pay attention to your finance professors. Until next time, best of luck to everyone on their final exams, I will see you all in Glendale for fall classes.

MichaelGrimm@global.t-bird.edu

Adios DR

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

I would encourage those considering working for the U.S. Foreign Service to intern abroad in order to get a glimpse into embassy life. There are many ups and downs of embassy life, particularly if you are posted in an undesirable location.



KATE MITCHELL

There are many opportunities for T-birds (U.S. nationals) interested in a career in the U.S. Foreign Service, not only in the Commercial Service, but also in other departments of the U.S. embassy such as USAID, Eco-Pol (Economic and Political division) and FAS (the Foreign Agriculture Service). Thus far, Eco-Pol appears to be the most interesting department of the U.S. Embassy, with duties ranging from meeting with transition leaders of the outgoing and incoming governments to solve major issues (such as the energy crisis), to negotiating the forthcoming trade agreement, to helping facilitate the pending IMF loan. The U.S. Embassy plays an important role in the Dominican Republic, making it a great post for people interested in making a positive change.

On the whole, my experience has been a valuable one. I did expect to receive more analytical assignments and therefore recommend that if you are interested in working for the Commercial Service, then you should state your goals prior

to taking the position. My final and most interesting paper (IMI or Industry Market Insight) is regarding the government transition and the impact new policies will have on new market opportunities for U.S. exports. The classes that have proven to be most valuable to me on the internship were RBE Latin America with Professor Nelson and International Economics with Professor Grosse. I do plan on taking many ID classes this fall including Import/Export, which will hopefully help me import all of the goodies to the U.S. that I have discovered in the Caribbean.

Summer in the Dominican Republic has been amazing on many levels. The hospitality of the people is truly the best I have ever experienced in my 15 years of globetrotting. If you ever have the opportunity to visit the DR, take some extra time to explore the historic colonial zone of Santo Domingo, the countryside and rivers in Jarabacoa and the pristine beaches of Samaná before heading to an all-inclusive resort. That said, the greatest asset of the Dominican Republic is not the white beaches or clear waters but the warmth of the people. Despite the hardships, people always find comfort in a cold Presidente beer over a game of dominoes with friends.

kmitchell@global.t-bird.edu



The Wine Institute: "The Voice for California Wine" —

Amanda Hawk, Spring '05 – ID Internship

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

Two worlds converge to fight, old against new:

Reputation vs. Ad King. At the center of it all is Amanda Hawk, intern extraordinaire.



JEREMY TERR

We've reached the quintessential crisis of International Political Economy where France, Italy and the kings of reputation ride high on their histories, betting customer loyalty against ad king pop stars Australia, Chile and the newbies who infiltrate the 'old' with new taste, consistent quality and cult following. Competitive Intelligence and Strategic Planning take center stage as Amanda crafts a convincing argument to the Wine Institute constituents on Why? How? When? Where? and to Whom? California wineries must position themselves to overcome calamity.



AMANDA HAWK

JT: In which division do you work and what is your title and job description?

AH: I work in the international division of the Wine Institute, a public policy group that lobbies on behalf of the California wine industry. While the "domestic side" of the organization deals with U.S. centric issues (direct shipment legislation, labeling laws, etc.), the international division is primarily concerned with increasing the exports of California wines. It's the wine industry's version of the US Commercial Service. My primary assignment is competitive intelligence on export strategies of competitor markets (i.e. wine producers Italy, France, Australia and Chile) to see how they position themselves as a country of origin in the global wine market. I am also supporting an initiative to develop a global identity for the California wine industry as a way to help individual wineries and distributors enter and position themselves in our key foreign markets: namely Canada, the UK, Germany and Japan.

JT: Which MBA skills are you using most frequently?

AH: I helped create the 2003 Wine Trade Barriers report using a charming blend of IPE - referencing Doha and Uruguay rounds - and Data Analysis -

market research significant to a 95% confidence level....! The knowledge I picked up from my Import/Export Winterim was invaluable, for obvious reasons, and I've been calling on knowledge from Strategy: Hello, Michael Porter! Since currency fluctuations influence the attractiveness of a country's exports, Finance III is also earning its keep.

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

AH: Globalization has extended to include the wine world, which makes for some interesting challenges with regards to country of origin (COO) differentiation. COO has always been of great import (pardon the pun) in wines, but until recently, such in-depth distinctions were either unnecessary (i.e. not as many countries producing/exporting wines) or self-explanatory. As more and more players crowd the field, COO branding in wine becomes a much more complex, multi-faceted affair.

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

AH: The international division here has a small in-house team of five, with dedicated offices in key markets around the world, including the UK, Japan, Canada, Germany and The Netherlands. Since much of what I do is research, I have a great deal of autonomy with regard to competitive analysis. As far as the branding project goes, I'm in more of a coordinator role. I do have input as to the direction in which to point the agency, though, which is gratifying and rewarding.

JT: Now that you've charted the course for California wineries are you drunk with disillusion or primed for a career as an industry professional?

AH: The industry is having a few setbacks, but the internship validated my decision to work for wine. I would like to be a brand manager at Southcorp or Hardy, or Gallo or Constellation. Ideally, I would like to position American brands overseas or established international brands in new markets, e.g. Italian wine in London or the US.

The major wineries value P&G brand managers, not just exclusive marketers. My advice to those interested in a

wine career is to start with a major product marketing firm, like Unilever or P&G. Personally, Associate Brand Management would be the ideal position post-Thunderbird. I am also considering being a consultant to international wine groups. It's exciting to work with the product in an international context. I probably don't see myself moving to Napa and doing production or management for cult wines because it is not international. 90% of wine marketing is special event planning - Harvest Festival, groceries and shelf talkers.

LAST WORDS: At the end of the day it's grape juice and you're just trying to sell it. There are people who are so resistant to wine because they see it as a snobby product. The majority of American households don't own a corkscrew. Stigmas do exist. Someone says if you want to work in wine, you must be a Bordeaux Connoisseur. It's not true!

jtterr@global.t-bird.edu

Internship Lessons Learned

By BECKY EBY
U.S.A., Fall '04

My internship at Wachovia is wrapping up with only two weeks left to go, and it has generally been a positive experience. I would recommend it to others considering a banking career (although hard-core I-banking it is not). The main benefits to me have been: 1) huge increases in my financial analysis skills, 2) greater knowledge



BECKY EBY

of the types of careers that are possible in banking, 3) experience at a solid company that will look good on my resume, 4) experiencing life in part of the country I had never visited before.

Ironically, after gaining such insights I have discovered that I don't want to live in the Southeastern U.S. and I don't really have a banker's personality, but I'm willing to prostitute myself to corporate America under the right circumstances. Like many of us, I will be coming out of Thunderbird with tens of thousands of dollars in debt so the thought of the high salary that banking has to offer is very tempting, even if it is a Faust-like bargain. "Come on, only a couple of years and you could pay off all of your loans and save some money..." Welcome to the velvet lined coffin, ladies and gentlemen.

Fortunately for me, I don't have to make the decision yet. This internship did not come with the promise of an offer, although I definitely have an "in" with the company. I just spent the day meeting with people from various groups that are somewhat related to the department I'm currently in to find out what they do and what opportunities may be there. Some areas look kind of promising. I have decided I'll only take a job with the bank in Philadelphia, my adopted home city. (E-A-G-L-E-S!) Or if they every get that Shanghai branch up and running...

This internship has exposed some holes in my education so I will be taking different classes during my last two semesters. It's clear that a strict finance focus is not the best way for me to go, so I'm going to broaden my course selections. In addition to classes at Thunderbird, I'm looking at enrolling in a graduate level econometrics class at ASU.

I'm haven't ruled out working for Wachovia, but I really need to be in a different area of the bank, where my skills and interests can be better utilized. And I'm not moving to Charlotte or Atlanta. My zone of comfort definitely falls north of the Mason-Dixon line.

Becky@global.t-bird.edu

Academic and International Services Announcements

TNE: Term of Non-Enrollment Forms due September 10th

We are now accepting applications for TNE/Reduced Course Load from international students planning to enroll for less than 12 credits in the Fall, 2004 trimester. The deadline to apply is **Friday, September 10th**.

You should request a TNE/Reduced Course Load if you are planning to:
Take a vacation from your studies, either inside or outside the U.S.
Graduate at the end of the term and have fewer than 12 credits left to complete.
Attend classes at an overseas campus.
Do an internship outside the U.S.
Have special circumstances (medical, academic) which require under-enrollment.

OPT and CPT Applications now Available

OPT and CPT application packets are available in the Student Services Reception Area and on the International Student Advising MTB page.

I-20 Extensions – Look at your End Dates!

All students who are not graduating this summer should look at their I-20 form's end dates. Is it long enough for you to complete your degree requirements? If not, please see an advisor to get your I-20 extended.

Internship Registration – Open through September 17th

All students going on internships this fall and wish to register it can find forms and information on the "Internships" site of MTB. Registration will be open through **Friday, September 17th**.

Academic and International Services
Phone: 978-7177 – Email: als@t-bird.edu

In and Out of Bulgaria

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

Finally, the summer is concluding and I can start thinking about financial aid, new professors and courses. This summer seemed to speed by faster than I ever could have imagined. I feel like I have just started to get accustomed to my job and the Bulgarian culture. My Bulgarian vocabulary has steadily increased by a factor of 10 words a week. I can now go to the laundry mat without someone holding my hand. The internship has become more and more routine with each passing day. Maybe now is the time to wrap things up and head back to the States.



KEVIN SPENCE

One of the questions I have been asking myself over the last week is if this internship was worthwhile. A part of me says it was not worthwhile because I will not continue my career with this company. They are not a blue chip / Fortune 500 company that many future employers would be familiar with. Yet, a part of me recognizes the fact that I have learned and grown a lot from this experience. Cepis Corporation/Polycontact did not just treat me as an intern or trainee; I believe they treated me like a normal employee. With this elevated status within the company, I was able to take a leading role. As a future manager, experiences like this are invaluable. My confidence level in the workplace has skyrocketed as a result of it. I am sure this would not have been possible if I had gone to another internship in a huge multinational conglomerate. I would be just

another face in the crowd.

Of the courses I have taken thus far at Thunderbird, I have found "Regional Business Environment: Europe" (RBE) helpful to me at this internship. Throughout my time here, I have been in contact with many clients who have asked me about Bulgaria's ascension to the European Union. I can speak with confidence about this subject and more since in RBE I studied every detail about the requirements to join the EU and the advantages and disadvantages that come with membership. Bulgaria and Romania should join in 2007. I also seem to remember a class in which we spoke about management styles in Eastern Europe that I have found to be completely accurate.

I would definitely consider working in Bulgaria again. The FDI over the last year was about 40% higher than expected. Obviously, investors have an



optimistic outlook for Bulgaria's future. This type of investment will definitely attract the kind of companies that hire Thunderbird students. While I have been in Bulgaria, I have made business trips to Skopje, Macedonia as well as Bucharest, Romania. Both of these nations seem to have the same positive outlook as Bulgaria. I feel like this experience, combined with my two

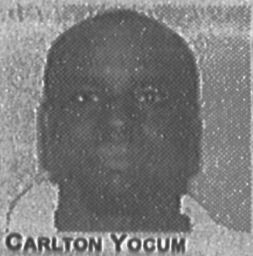
and a half years in Ukraine make me somewhat of an expert in this part of the world. I am sure many businesses will value the knowledge and experiences I have obtained. If not, I could always escape here and hide from the financial aid collectors.

kspence@global.t-bird

That is China

By CARLTON YOCUM
U.S.A., Spring '05

Ni hao ma! Greetings from Shanghai, PRC. The rainy season is over and let the heat wave begin. Like Michael Grimm mentioned in his article in the July 22nd issue of Das Tor, never mind the humidity.



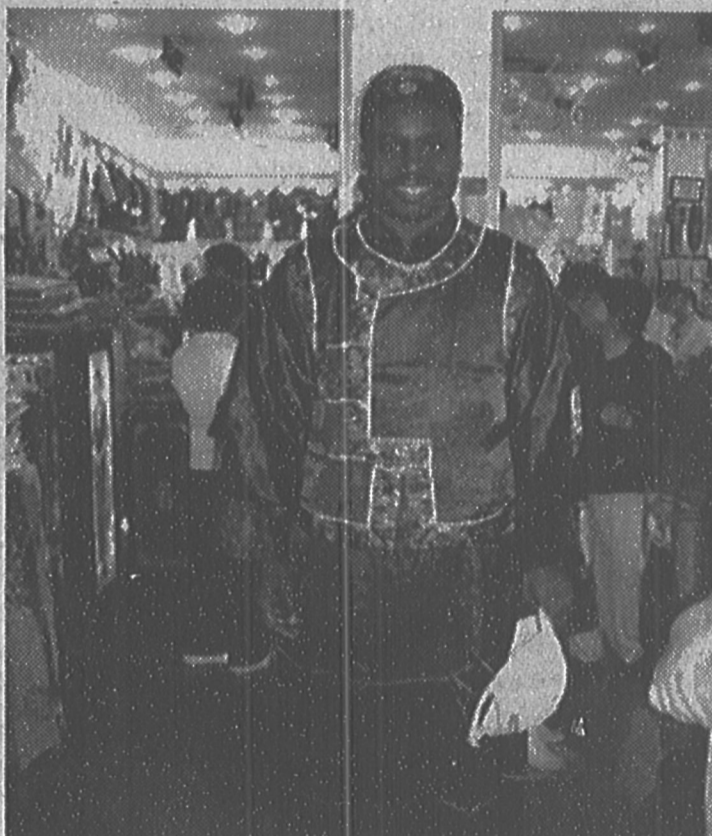
CARLTON YOCUM

I am interning this summer at American Asia Express Ltd., an air courier express company with headquarters in New York and offices in Los Angeles, Hong Kong, and other Chinese cities. I am the only intern in a company of 120 employees. In addition, I am the first non-Chinese employee in the Shanghai branch's history. I landed this internship based on "guan xi," a personal relationship, with the agent I hired to locate an internship in China and AAE's General Manager.

Prior to departing for China, I accepted an internship with a different company. When I met my agent at the airport and began to discuss my ideal internship and my background, unbeknownst to me she had begun the process to place me at AAE. As I was later schooled by the local T-bird Alumni, "That is China" or T.I.C for short.

The nature of my internship was formed during the interview as I toured the operations center with the general manager. I inquired about a staging area filled with packages and the GM informed me

that those imported packages required translations from English to Chinese. As I counted eight people feverishly performing this task, I asked him if he had ever considered offering a discount to customers who filled out the waybill in Chinese at a price somewhere near the company's cost of performing this translation. I then proceeded to tell him how he could calculate this expense using simple techniques I acquired from my pre-Thunderbird operations background if he did not want to invest the energy into finding the true cost. Next, I explained to him a more sophisticated method using



Activity Based Accounting techniques acquired in Managerial Accounting. Well, based on the smile on his face

as I told him this information (which was being translated for him by his assistant), the excellent meal he treated me to after the interview, my agent canceling my remaining two interviews, and a one night stay in a local 4-star hotel, I had a hunch where I would be interning this summer.

So far, the most influential Thunderbird courses that apply directly to my work this summer include Managerial Decision Making/Accounting (GM4102) and Data Analysis II (GM4302). However, Regional Business Environment: Asia (GM4600), Global Leadership (GM5486), Global Marketing Strategy (GM4501)

and surprisingly International Political Economy (GM4000), have also been very influential. My first task when I return to Glendale next spring will be taking Gregg Lee, Chris Deasy, and especially Karin Zhang out to dinner. Without our late night study sessions, i.e. discussions about China, I would have been grossly under prepared for adjusting to Chinese business and social culture even in this international city called Shanghai. This internship is not only becoming a valuable business experience, but an invaluable life experience. I sincerely hope all of my fellow interns are enjoying their experience as well. Zai jian (bye-bye for now).

yocumc@global.t-bird.edu

Why Enroll in GF5421?????

(Valuation, Sale & Acquisition of the Private Firm)

- Business valuation is a marketable skill and a growth industry.
- Hourly compensation averages more than \$225 (full appraisals cost \$15K or more)
- Employment opportunities exist with local, regional, national and global valuation firms as well as major accounting firms (accounting degree not required).
- Self-employed business appraisers control their own destiny.
- Students in GF5421 learn to apply qualitative and quantitative skills learned in other core classes (a type of "capstone" course)
- Entrepreneurs (current or would-be) need to understand how to purchase/sell and value a going concern.
- Commercial and Investment Bankers, Private Equity or Venture Capital
- Personnel and Corporate M&A Employees need to understand basic deal structures and valuation methodologies.
- Leave this course ready to pursue a professional designation that is highly respected (CBA).

Contact
Professor Scott
Gabehart at
602-692-0887 or
gabe57806@aol.com
for more information or
visit the coursepage for
GF5421.



Inside the Olympic Games

By RUBY A. GUALBERTO
U.S.A., Fall '03

There is a lot that goes into hosting the Olympic Games. When you look at it, there are several key players including the Olympic Games Organizing Committee, National Governing Bodies, and National Olympic Committees such as the United States Olympic Committee (USOC). This is just touching the surface. There are numerous agencies, federations and sponsors that are also involved. Volunteering for the USOC is a great opportunity and I am seeing how much actually goes into being involved in the Olympic Games from the USOC perspective. The USOC starts working on the Games several years in advance. The Olympics can't be thrown together at the last minute or even a few years out. There are so many details that they have to start early. Just look at the Games for 2012. New York City's bid for the 2012 Olympic Games was approved in 2002 – ten years out!



RUBY A. GUALBERTO

Just so you will get an idea of what goes into the Olympic Games, the following is a progression of the preparations for the Games:

- May**
Ship all merchandise, supplies and equipment to Greece
- July 9**
Visit the Schenker Warehouse to confirm that pallets arrived
- July 9-15**
Set up of the OAKA Sponsor Hospitality Centre
- July 16**
Begin set up of the USA House in

- downtown Athens (Plaka)
- July 26**
Team Processing Starts
- August 6-12**
Soft opening of the USA House
- August 13**
Opening Ceremonies
- August 14**
Official Opening of the OAKA Sponsor Hospitality Centre
- August 13-29**
The Olympic Games
- August 29**
Closing Ceremonies
- August 30-September 5**
Breakdown of the OAKA Sponsor Hospitality Centre and the USA House

Now that these Games are here, the USOC is working hard to ensure that it will be a success for them, their sponsors and

their partners, sponsors and athletes during the Games. It is used to do business, have meetings, conduct athlete interviews and also enjoy the comforts of a hospitality center. As the main location for hospitality, the USOC is anticipating approximately 400 – 600 guests to go through the USA House doors on a daily basis. The OAKA Sponsor Hospitality Center is also a key location for the USOC in that it provides an area for sponsors, partners and athletes to simply relax and retreat to during the Games.

One might think that this job is totally glamorous, but in actuality it's a lot of hard work and long hours. Although I will be able to interact with famous Olympians, VIPs and Sponsors, I have also been involved with other tasks, such as painting walls, constructing tables and setting up the retail store in the USA House. Not only do we have to worry about the littlest of details, like using A4 paper and lighting, but we also have to deal with the bureaucracy in Greece. There is so much paperwork to be completed before anything can be done. For example, even though the President of a facility verbally approves the use of a facility it doesn't matter. One must physically show proof of the approval in person and sometimes that won't even give you access. Just recently, we were granted the right to a facility for storage, but security would not let us in due to paperwork. Long story short, if you do business in Greece, make sure that you start early and that you have a lot of paperwork, proof of approvals, patience and luck.

Make sure to check out the fall issue of Das Tor to see how well the Games went!

rubygualberto@global.t-bird.edu



Is Hellas Ready for the World?

By RUBY A. GUALBERTO
U.S.A., Fall '03

What is the fate of the Athens 2004 Summer Olympic Games? There are several questions running through our minds. Will Greece be ready for the Olympic Games? Is Greece safe and free from terrorism? These are legitimate questions considering everything we are hearing and seeing about Greece in the media.

When I arrived in Athens about a month ago, the facts didn't look good – incomplete construction, bombings, security issues, etc. It is now August and the Games are here. When I first passed by OAKA (Olympic Stadium Complex) and traveled around Athens back in July, it looked like Greece wouldn't be ready for the hoards of people that are planning on arriving this month, but the Greeks might surprise you. Although they are a little behind, when they put their minds to something, they get it done. The Greeks have definitely surprised and impressed me. Although there is a ton of bureaucracy and missed deadlines, they know how to pull together and make things happen. Athens is not the same

Athens as before. It has received a total makeover, with new fully air-conditioned trains, a new metro and tram system and beautified squares and streets. They have also rounded up a lot of the stray dogs and cats in the city. Since I arrived in Athens, I have noticed how quickly the Greeks work. For example, there is one road near my home that was ripped up in one day and a brand new road was constructed in less than 24 hours. In addition, did you see Euro 2004? What a game! The Greek team was pegged as the underdog and they totally surprised Europe, if not the world, by pulling together and first beating

Portugal, then France, then the Czech Republic in the semi-finals and finally beating Portugal again in the final game of Euro 2004!

People may have their doubts about Greece, but I have full faith that their determination to host a successful Olympic Games will help them finish construction, make Athens safe and throw an unforgettable party. Go Hellas!!! Stay tuned to find out how the Olympic Games unfold.

Will Greece be ready for the Olympic Games? Is Greece safe and free from terrorism?

rubygualberto@global.t-bird.edu



Construction of the Olympic Stadium

The Summer Runner in AZ – Challenger

By SATOSHI KANO
Japan, Spring '05

Do you know the student who likes to jog around the campus in such a hot weather?

Yes, I know this student, and I AM the person. I asked my colleagues whether they wanted to join me in running, and 99% of them said "Are you crazy?" YES, I AM definitely eccentric, and I am now a member of Thunderbird Marathon Club.



SATOSHI KANO

Why am I running now? My answer is that October 10th, 2004 is the day of the Chicago Marathon and it is also the day

when I will run a full marathon for the first time in my life. I just started running two months ago. To be honest, I was not enthusiastic about the club. However, I decided to run for a while, mainly because I had "promised" to jog with club members. Running in the early morning (6:30 a.m.) was really tough. I planned to stop running if the President of the club broke our "promise," of jogging with me in the early morning. At that time, I was thinking that sooner or later, I would not have to run at such an early morning because he would break our "promise" easily. However, surprisingly, he has not broken our promise so far. I was really surprised at his strong sense of duty and punctuality, and at the same, I was really impressed by his sincere attitude for a marathon.

Then, I changed my mind completely, and I swore to him that I would participate in the Chicago Marathon.

When do I usually run? Usually I jog at 6:30 a.m. on Monday and Wednesday and at 9:00p.m. on Thursday and Friday. I often check the exact time schedule on the discussion board of Thunderbird Marathon Club.

Who am I seeking now? I am looking for new participants for the Chicago Marathon. Definitely I can say that daily running will produce good results for our bodies, minds, and spirits. But my motto is "This is men's (women's) promise!" My running spirit is like an old fashioned Samurai's "keen sense of duty or obligation."

If you still like my spirit, please join me. I am happy to run

42.195km with you in Chicago!
kano@global.t-bird.edu

Information Chicago Marathon Registration (both online and mail-in) will be closed on September

3rd, 2004 or when the maximum field of 40,000 participants has been reached, whichever comes first.

Web Site <http://www.chicago-marathon.com/>



August 16, 2004

Page 25

Summer Sports Wrap Up

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

Even though the demands from classes were great this summer, the students in Glendale found quite a bit of time to enjoy sports on the pitch in the 100°+ weather.

The Thunderbacks (baseball/softball club) hosted numerous Saturday evening games and even had a "Slip-n-Slide" sliding clinic on July 17th. Everyone got to perfect their major league slide in style and comfort, getting to escape the unbearable weather a little.

The Soccer Club organized a couple theme soccer games this summer; the Latin-Americans VS. The rest of the World, and the married guys VS the single guys, as well as very competitive intramural season, with 5 teams enduring the heat. The final game, a game between the Brazilians of Peladilha and Latin Power, allowed Peladilha the opportunity to once again show off their dominating soccer skills. Peladilha shut down the Latin Power team 3-0. Following the game the Soccer Club, the Brazil Club, and the Spain is Different club hosted a great BBQ with beer flowing for all.

The Rugby Club practiced every Tuesday and Thursday night, and participated in a 7's tournament in Tempe, giving some new players a taste for the game in very warm conditions.

On July 31st the Soccer Club, Thunderbacks, Rugby Club, and an Indian team joined together to play a mini cricket

tournament. The initial pairings were the Indian Team VS the Soccer club, and the Rugby Club VS the Thunderbacks. The Indians and Rugby team advanced to the final game. Both teams played their hearts out in order to advance to the finals. They each felt a great need to get to the finals in order to have a rematch of the game from the Fall of 2003. (A game where the Rugby Club SOUNDLY beat the Indian team!!) This summer the Indian team approached the game with the Rugby Club more humbly. With the game extending well into the twilight of the day, it was clear that neither team was going to go down quietly. Even as the sprinklers came on, the teams continued to play with intensity, chasing down the ball on the wet, moonlit field. The Indian team eked out a victory within the last plays of the game, ensuring that a tie breaking game this fall will be played with more intensity than the previous games.

All these clubs will be in full swing this fall, and if you are interested in playing you should contact the following people...

Thunderbacks: Sean Daley - seandaley@global.t-bird.edu
The Soccer Club: Andres Swett Amenabar - aswett@global.t-bird.edu
The Rugby Club: Andrew King - andrewking@global.t-bird.edu.

At Thunderbird, It's All About Soccer Too!

By RENZO GONZALEZ
Peru, Spring '05

The 2004 Summer Intramurals is coming to an end offering a great final match between Latin Power F.C. and Peladilha. In the last trimesters, the intramural tournament has been greatly organized by Soccer Club President, Pedro Fernandez, who once again has done a great job in organizing the tournament in which every player at Thunderbird has been able to compete and enjoy fun barbe-



RENZO GONZALEZ

after beating Track III by a clear 6-0 score. On the other hand, Latin Power F.C., a team that has shown to be made of pure "Juego Bonito" and "Corazon" gained access to the final by beating the Bad News Bears in the penalty kicks round. The final match promised to be a great one, considering the tight results given in recent games between these two teams. If you were looking to bet and win, my recommendation was Latin Power F.C. It is in tough moments that this team shows its "Corazon" to overcome negative results and win matches.

"We expect quite a big number of students to join the soccer club this coming fall 2004 trimester. This will allow organizing a bigger and more competitive intramurals tournament" said Andres "Astroboy" Swett, Soccer Club elected President. We encourage new students who are interested to join the soccer club at the Club Day which will be organized during the first week they get to campus. All you need to join the club is the desire to play soccer, have fun and have at least the same ability that a

crocodile has to do push ups. In the next trimester you will see Jose "Chupetin" Palma, Christian "el Toro", Zavala, Eric "el judio" Burgers and Marco "pesadilla" Amaro joining Latin Power on its way to achieving its second championship. New members and teams are more than welcome, however "BEWARE OF THE LATIN POWER".

Other potential activities that will be organized by the Soccer Club during next fall trimester are:

Soccer welcome barbecue
UCLA MBA soccer tournament (Nov. 6-7)

Southwest conference soccer tournament dates (11-Sep., 18-Sep., 25-Sep., 2-Oct., 9-Oct., 16-Oct., 23-Oct.); this tournament will serve as training for the MBA tournament in California

Global dinner when T-bird and ASU host one of the dates in Phoenix

Intramurals
Friendly game against anthem penitentiary

Soccer intramurals final barbecue
renzog@global.t-bird.edu



ques. Soccer lovers have had a chance to watch exciting games including many versions of "el clasico" between Latin Power F.C. and Bad News Bears, a team with some of the best players on campus.

This final match put the legendary Latin Power F.C. team against the most consistent and luckiest team so far, Peladilha who gained access to the finals



Something Wicket This Way Comes

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

Thunderbird Regional nights are well known for their cultural diversity, assortment of talent, and variety of activities.

This regional night was no different. Well, maybe it was.

Four clubs joined up to kick off the regional night with a wicked game of Cricket. The Thunderbacks (Softball), Soccer, Rugby, and Indian Club all did battle in order to claim the title of Thunderbird Cricket Champion. Don't worry if you don't know how to play- most of the players didn't either.

For those unfamiliar with the game (as I was) a brief explanation follows. A game introduced by the British over 300 hundred years ago, the sport is somewhat similar to American Baseball. Each team is composed of 11 players, and games can last from a few hours to several days. Teams attempt to score runs by batting the ball away from the defending team. The fielding team "bowls"

the ball in an overhand, locked elbow fashion and attempts to hit the "Wicket." The batting team protects the Wicket (made up of 3 sticks and supporting bales) by swinging a wooden bat in an attempt to deflect the ball.

Once hit, the batsman attempts to reach the successive Wicket before the fielding team can "take a Wicket" - by hitting the corresponding Wicket before the batsman. Unlike baseball, long powerful swings to place distance on the ball are rarely used. Much more often, batsmen will try to strategically place the ball in sections of the pitch where the defending team cannot quickly field the ball.

Most of the players who participated on Saturday learned while on the field. Every game was characterized by good sportsmanship, generous libation, and copious amounts of fun. The four teams drew straws to determine the playing order. The defending Cricket Champions - the Rugby Club- took on the Thunderbacks, while the Soccer Club matched up against the Indian contingency.

The Soccer Club was at a distinct disadvantage against the more experienced Indian contingency. Quickly realizing this, they strategically plied their competitors with large doses Caipirenas and Mohitos in order to try to cloud their mental and physical abilities, and thereby gain the

upper hand. Despite their best efforts, they were unable to upset their capable rivals.

The Rugby Club squared off against the Thunderbacks. Heavy hitters accentuated both sides and all knew that it would be a good game. The Rugby Club quickly gained an early lead. Steve Gemmiti led the Rugby Club with multiple hits, and it seemed that

none of the Thunderbacks could get him out. That is until Ginnie "The Arm" Stern, stepped up to bowl. "The Arm" exploded with a flurry of expertly bowled balls, for which Steve was no match. He was quickly retired to the sidelines. Next, the Rugby Club took the field while the Thunderbacks aimed to even the score. Sunny Christofferson logged multiple scores and it looked like the Thunderbacks were poised for victory. However, the next several hits led to outs. Then, James "Buddy" Holly (aka Casey at Bat) stepped up to the Wicket. The Rugby Club players groaned, placed their bottles of 'water' on the pitch and began backing up in order to defend against the sure blast of his hit. As the bowler wound up, Buddy gritted his teeth, cocked his bat and prepared to launch the ball. The resulting swing was of enormous propensity and all the spectators turned expectantly to watch the ensuing path of the ball. But, to everyone's surprise, including Buddy's, the ball didn't connect with the bat and instead hit the

Wicket, sending him back to the dugout.

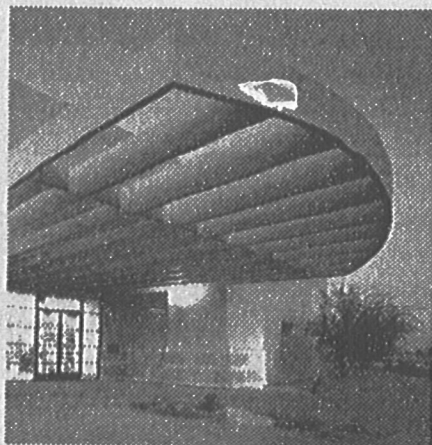
The Rugby Club managed to defeat the Thunderbacks and everyone quickly prepared for the championship match. There was no time to lose as the sun had begun to set and visibility was quickly deteriorating. The Rugby Club batted first and scored only about 15 runs. By this time, darkness had really set in and despite the fact that neon yellow balls were used, fielding players could not see the ball. The lack of visibility did not seem to affect the strikers or the morale of the Indian team, as they were able to continue to put the ball into play. The Rugby Club valiantly chased after the sound of the balls skipping across the pitch. In the end, amidst challenges of a future rematch, the Indian team was able to amass more runs than the defending champions, and proudly earned the distinction of T-Bird wicked Cricket Champions!

Thanks to all the clubs who worked to make this event a huge success!

bshaifer@global.t-bird.edu



Shopping: The Great American Past Time



By RACHAEL BROWN
IBIC Circulation Supervisor

Have you been escaping the summer heat by hitting the malls this summer? Before your next shopping excursion, be sure to check out the IBIC's recent acquisitions dealing with consumerism, shopping and retail management.



Number HD38.5 .L614 2004

"This new volume brings together well-known academics and practitioners to share their research, ideas and experience of retail logistics in the 1990s. Practitioner examples and research syntheses are used to chart this decade of development, not least of which includes the internationalization of retailing, which British retailers have been notoriously slow to pick up on when compared with their European counterparts."

Celebration of fools: an inside look at the rise and fall of JC Penney by Bill Hare (Call Number HF5465 .U6 P4519 2004).

This book "chronicles the unprecedented rise and tragic fall of this uniquely American icon. The people who tell the story - from author and veteran JC Penney speechwriter Bill Hare to the dozens of former executives and employees he interviewed - are the people who know it best, because they were there."

America's Corner Store: Walgreens' Prescription for Success by John U Bacon (Call number RS 78 .B33 2004)

"The story of Walgreens' remarkable rise to the top is one of grit and gumption, talent and tenacity, and an unfailing commitment to old-fashioned down-home values. Written in an engaging and highly readable style, this book offers both a colorful slice of Americana and a compelling corporate profile, expertly interweaving personal anecdotes with historical and economic insights."

Into - and out of -the Gap: a cautionary account of an American retailer by Louis E. V. Nevaer (Call number HF5429 .N4184 2001)

This book examines why the Gap's performance rose so dramatically in the 1970's and then fell drastically throughout the 1980's and 1990's. It is based on

over 60 interviews with current and former employees.

Kmart's ten deadly sins: how incompetence tainted an American icon by Marcia Layton Turner (Call number HF5429.215 .U6 T87 2003)

"News that discount giant Kmart was filing for bankruptcy in early 2002 sent shockwaves through the retail community. How could a brand as widely recognized and firmly fixed in our cultural lexicon be teetering on the brink of extinction?" Popular business writer Marcia Layton Turner argues that the real reason for K-Mart's predicament was bad management. Turner identifies ten management mistakes that she feels proved nearly fatal for the Kmart Corporation.

F.W. Woolworth and the American five and dime: a social history by Jean Madder Pitrone (Call number HF5465 .U64 W667 2003)

"This work is a full account of the Woolworth chain, its rags-to-riches founder, Frank W. Woolworth, and his flamboyant and tragic descendants. It traces the important role that Woolworth stores played in the sit-down strikes of the 1930s, the lunch counter sit-ins that began in Greensboro, North Carolina, as part of the Civil Rights movement, and the gradual disintegration of the five and tens during the 1980's and early 1990's. The dramatic story is enhanced with important photos featuring such events as the closing of a Woolworth's in Germany by Nazi soldiers and the Greensboro sit-in."

The Wal-Mart Decade: How a generation of leaders turned Sam Walton's Legacy into the World's #1 Company by Robert Slater (Call number HF 5465 .U64 W357 2003)

This book sets out to answer the question, "How did a leadership team of relative unknowns build on Sam Walton's legacy and the unique culture he established, manage a triumphant succession, and create a retail powerhouse that is bigger stronger and far more complex than the company Walton left behind?"

Call of the Mall by Paco Underhill (Call number HF 5430.3 U.53 2004)

"Paco Underhill, the Margaret Mead of shopping, has run hundreds of research assignments in malls across the country (and in Tokyo and European capitals). He has visited them, observed his fellow-mallers, looked long and hard for his car in mammoth parking lots, chatted up the staffers, gone hunting for jeans with adolescent girls and anniversary shopping with guys. The result is a bright, ironic, funny and shrewd portrait of the mall - America's gift to personal consumption..."

One Nation Under Goods: Malls and the Seductions of American

Shopping By James J. Farrell (Call number HF5430.3 .F37 2003)

"This lively, fast-paced history of the hidden secrets of the shopping mall explains how retail

designers make shopping and goods "irresistible." Architects, chain stores, and mall owners relax and beguile us into shopping through water fountains, ficus trees, mirrors, and covert security cameras. From food courts and fountains to Santa and security, Farrell explains how malls control their patrons and convince us that shopping is always an enjoyable activity. And most importantly, 'One Nation under Goods' shows



why the mall's ultimate promise of happiness through consumption is largely an illusion."

Taming the Sharks: Towards a Cure for the High Cost Credit Market by Christopher L. Peterson (Call number HG 3755 .P437 2004)

This book examines "the historic, economic, legal and political factors breeding America's feverish high cost debt industry. The ideas presented are novel, progressive and controversial... With an eye on the future, Peterson's book hopes to find the ingredients of a compromise: to protect working-poor borrowers while simultaneously preserving economic competition."

The Commodification of Childhood: The Children's Clothing Industry and the Rise of the Child Consumer by Daniel Thomas Cook (Call Number HG 792.U5 C673 2004)

"In this revealing social history, Daniel Thomas Cook explores the roots of children's consumer culture - and the commodification of childhood itself - by looking at the rise, growth, and segmentation of the children's clothing industry. Cook describes how in the early twentieth century merchants, manufacturers, and advertisers of children's clothing began to aim commercial messages at the child rather than the mother. Cook situates this fundamental shift in perspective within the broader transformation of the child into a legitimate, individualized, self-contained consumer."

Consuming kids: the hostile takeover of childhood by Susan E. Linn

(Call Number. HF5415.32 .L56 2004)

"A psychologist and children's advocate, Linn is openly critical of the corporate bottom line and focuses on what will benefit children and families. Her exhaustively researched picture is of a \$15 billion industry in near-total denial about the effects it has. Executives traffic in transparently self-serving rhetoric, extolling the educational value of such seemingly bland fare as Teletubbies or claiming to be developing toddlers' incipient need for control. The concept of "prenatal marketing" need not be exhaustively described to send a shiver down the spine of any mother-to-be. Linn points out that successful marketing is often in direct opposition to what's good for society. Sex, violence and

sugar-packed snacks obviously hold great appeal for youngsters, and there exists, he says, no countervailing social force to effectively check their influence." (Reed Business Information)

Freaks, geeks, and cool kids: American teenagers, schools, and the culture of consumption by Murray Milner (Call Number HQ 796 M493 2004)

"Drawing upon two years of intensive fieldwork in one high-school and 300 written interviews about high schools across the country, he argues that consumer culture has greatly impacted the way our youth relate to one another and understand themselves and society. He also suggests that the status systems in high schools are in and of themselves an important contributing factor to the creation and maintenance of consumer capitalism explaining the importance of designer jeans and designer drugs in an effort to be the coolest kid in the class."

The birth of Plenty by William Bernstein (Call number HC79 .W4 B47 2004)

"With the advent of computers, we tend to think that technology is changing at a more rapid pace than ever. Bernstein, a noted financial expert, reminds us that the invention of the locomotive and the telegraph prior to 1850 had a much greater impact on the lives and well-being of the people of that era. According to his analysis, there was little change in the world's standard of living from the dawn of recorded history all the way to 1820, with technological progress moving in reverse as often as forward. In a very solid review of economic history, Bernstein examines the four factors that fell into place to create a formula for human progress: property rights, scientific rationalism, capital markets, and transportation and communication. From the rise of common law to the invention of the steam engine, from the creation of currencies to shipbuilding, this is an in-depth history of the rise of prosperity." (David Siegfried in Booklist)

Franchising: an international perspective

Edited by Frank Hoy and John Stanworth (Call number HF5429.23 .F685 2003)

"This is a unique collection of articles that offers a handpicked selection of the main outstanding 'classic' works in franchising knowledge. Researchers, students, professional advisors and anyone with a serious interest in the development of this extremely topical subject, can now have - at their fingertips - the key articles and papers that have contributed to the philosophy of cloning business success. Many researches in the field have only heard of the names, 'Brickley and Dark', 'Rubin', 'Hunt' or 'Oxenfeldt and Kelly', but may never have seen their original seminal works through the difficulty in locating the material. Their origi-

nal articles are reproduced in full here, complete with supporting notes."

Franchising: pathway to wealth creation by Stephen Spinelli, (Call number HF5429.23 .S695 2004)

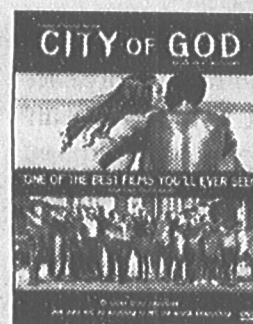
"The definitive insider's guide for franchisor's, franchisees, and investors by experts who've made fortunes in franchising at Jiffy Lube and Dunkin' Donuts demystifies franchising with detailed case studies and examples ." (Book jacket)

Photos from THOR and Amazon.

New DVDs in the IBIC

City of God

Much acclaimed film from Brazil that has won numerous awards. Set in the "world's worst slum" in Rio De Janiero, it is about a boy who looks at his life in these violent and terrible surroundings with the eye of an artist, and he manages in the face of impossible odds to



achieve his dream of becoming a professional photographer and finding a way out of the slum. Soundtrack in Brazilian Portuguese with a choice of English, Spanish or French subtitles.

Richard Branson: My Life

Head of an empire of international business, Richard Branson was already a millionaire at 18. In several interviews he covers his concept of a brand and how he has managed his brand internationally, as well as details of his life, his business philosophy and the story of his many successful ventures.

Monsieur Ibrahim

A film starring Omar Sharif that has won awards at many international film festivals. It is a story about an elderly widower in Paris who makes an unlikely friendship with a lonely teenage boy; it is self described as "two different generations, two separate religions, the unlikeliest of friendships." In French with a choice of subtitles: English, Portuguese or Spanish.

When We Were Kings

Academy Award winner for Best Documentary, about the career of boxer Muhammad Ali.

And on CD: 101 Secrets of Highly Effective Speakers: Controlling Fear, Commanding Attention. 3 disc audio book about how to get up and speak well in front of a group.

Greg's Best of Phoenix

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

I know everyone has been wondering ... does Glendale have any good food other than the ordinary fast food and typical chains. I would hesitate to say "no" with few exceptions. That is why I wanted let you in on of couple Phoenix area places that might tickle your taste buds. If you are willing to drive a bit, the places below are not expensive restaurants or chains, but are more locally and family owed places.



GREG ALLISON

Enjoy some of my favorite places...

Carolina's Mexican Food

This is a family legacy that has been dishing up hearty helpings of inexpensive, home-made Mexican food for 35 years. The décor at Carolina's is Spartan, but you really won't care as you savor the hearty servings of tasty fare. 1202 E. Mohave St. (602)

252-1503

La Tolteca

La Tolteca is a sprawling restaurant that's also part kitchen store, part bakery and part butcher counter. The tile-floored dining area and walls that are painted with cartoon scenes of Mexican village life make it a truly unique place

Even with all of the other distractions, the main attraction here is the food, which is served at a counter between the bakery and butcher sections. I recommend the combos or burritos, but the extensive menu has anything you could want. Do not forget the free salsa bar with four choices, from habanero hot to a less-punishing tomatillo salsa. 1205 E. Van Buren St. (602) 253-1511

Pizzeria Bianco

In the shadow of Bank One Ball Park in Heritage Square downtown, some people would consider Pizzeria Bianco some of the best pizza in the country let alone Phoenix. Chef/Proprietor Chris Bianco obsesses over quality and detail, and with one bite of the Wiseguy, made with fennel

sausage, roasted onion and mozzarella smoked in-house you will get the idea.

If you arrive around 5 o'clock or so and get your name on the list the wait is not long at all. During your wait, I recommend a glass of wine at the wine bar next door. 623 E. Adams St. (602) 258-8300

Chicago Hamburger Co.

You can't go wrong with this neighborhood mainstay. Our east coast students might be happy to know that the big item on the menu is a tiny one: Windy City Sliders. These are tasty 3-inch-wide hamburgers that sometimes sell at a rate of 400 per day. I would consider the burger and fries here the best in the valley, but definitely try the dogs and other favorites from the large menu.

The place is kept looking very "Chicago," with political posters and sports memorabilia filling the walls. Its comfortable environment makes transplanted Chicagoans feel at home and Valley residents feel they're in Chicago. 3749 E. Indian School

Road (602) 955-4137

Thai Lahna

This award-winning restaurant dropped into town over 20 years ago as the first Thai eatery in Phoenix. This quant little place packs a punch, if you can take it (ask for it hot). Top menu choices include kowlowta-lay, a mixed seafood dish and phik king: green beans, served with pork, shrimp or chicken and do not forget the pineapple fried rice. 3738 E. Indian School Road (602) 955-4658

Gourmet House of Hong Kong

This longtime Valley favorite still puts out the kinds of Chinatown dishes that serious Chinese-food lovers crave. This is the only place I have found in town that can really take me back to the little dive noodle shops in Hong Kong. Do not let the building scare you because the food is always top notch

Bar Food

Mickey's Hang Over

4312 N. Brown Ave.
Scottsdale

Sushi - Zen 32

3160 E. Camelback Road
(602) 954-8700

Sandwich - Pane Bianco

4404 N. Central Avenue
(602) 234-2100

Indian - Indian Delhi Palace

5050 E. McDowell Rd
602-244-8181

Irish - Dubliner

3841 E. Thunderbird Rd # 107
602-867-0984

Cuban - Chary's Place

3945 E. Camelback
602-912-0048

BBQ - Honey Bears BBQ

5012 E. Van Buren St.
and
2824 N. Central Ave.

Late Night Mexican - Any of 1000 "Beto's" chains in town!

gregallison@global.t-bird.edu

News For Your Funny Bone

By CHRISTOPHER LAY
U.S.A.

Every Monday through Thursday night at 11:00, you can be sure to find me catching up on yesterday's headlines. You may think it odd to follow the news a day late, but that is how one of the most creative reporting shows of our time does things. No, I am not talking about the usual suspects on NBC, CNN, MSNBC or even PBS. For this half hour of coverage, you need to tune in to Comedy Central.

For five years, Jon Stewart has been at the helm of The Daily Show, Comedy Central's answer to network news - fake news. But whereas critics and academics have been bemoaning the decline in the depth, quality and bias of news reporting in America, coverage of fake news appears to be improving. Last year, the Daily Show won two Emmy awards for best show and writing in the variety music or comedy category. This year, the show has been nominated for three Emmys; best show, writing and directing. Perhaps the real scoop, however, was at the award ceremony for the Television Critics Association in July, where The Daily Show won the critics' category for best news show, beating out real news programs 60 Minutes, Frontline and Nightline. In his videotaped acceptance speech, Stewart labeled his show's award as a travesty and reminded the critics that his show is totally fake.

Granted Jon, but with all due respect, that is not entirely true. Sure enough, the show does go out of its way to dredge up some of the most ridiculous investigative stories ever imagined; though often based on true stories. Some may even disclaim any credence the

show may have reporting on the headlines; such as the other night when it showed President George W. Bush using the same line, "We've turned a corner," 27 times in five speeches. It may not be news worthy, but it is funny.

No, the real genius behind The Daily Show is when Jon Stewart sits down with a guest for the final portion of the show in what is often some of the most straight-forward, honest and hysterical interviewing on television. The actors, activists, authors, artists, politicians and other interview fodder types can count on Jon to crack some jokes while they plug their products, but he is a shrewd and attentive interviewer who is not afraid to steer the conversation into the light of truth. That might scare off some politicians who often seem to prefer sound bites, double speak and vain promises (jaded, who's jaded?), but because of the core audience of The Daily Show, the elusive undecided swing voters between the ages of 18-35, there seems to be no shortage of politicians willing to lay it on the line in an appearance on the program.

The Daily Show's coverage of the Democratic National Convention under its ongoing election year theme,

Indecision 2004, even garnered the attention of television news network CNN and public radio's NPR. Both ran stories of The Daily Show's antics during the convention and NPR even interviewed one of the show's senior correspondents (giggle), comedian Lewis Black. Summing up his views on modern day political conventions, Black noted that because they are now so staged, he did not feel they were even worthy of fake news, let alone real news.

My one regret with The Daily Show is that it only runs four days a week. I know they are comedians, busy people with busy lives, but please Jon, can't we have at least one more day of stale news.

christopherlay@cox.net

Tokyo Hold 'Em?



Who has time for Poker? Hiroshi Kagao, Yuka Dalzell, Tomo Takata, and Osamu (Sam) Miyachi are actually participating in a focus group for Christopher Deasy, Ryan Hawker, and Ryan T. Wilson. They are researching the viability of taking the card game, Texas Hold 'Em into Japan. Hope they aren't playing for real yen...

COUNTRY GABLES

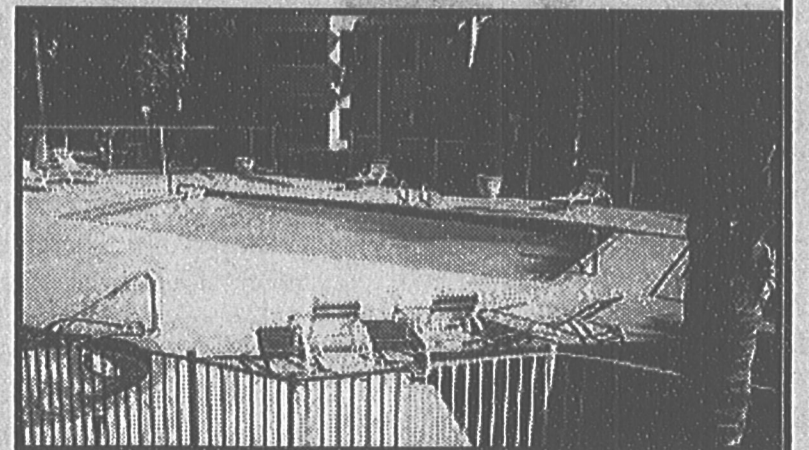
APARTMENTS

Controlled Gated Entry
Coming Soon

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


Directly across the street
from Thunderbird's
main entrance!

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



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

Dr. Love Advises Against Pursuing the MRS Degree



Do you have a confusing love situation or a heart-ache you want to share? Send questions for Dr. Love to dastor@t-bird.edu and we will get your requests, of any kind, to the doctor.

ago and I drink enough water so I have no idea what's going on.

My friends love me and always encourage me to take advantage of every opportunity to be all that I can be. Why can't I just be smooth like Gian? Is there some way that you can teach me to be smooth? Do I need to stop dancing? Should I drive around Glendale looking for younger women? Do I need to impress them with my knowledge of the cattle hormone industry? You think they'd go for me then? Please, just tell me, "Where are all the laaaaadeeeez?"

Signed,
Warren Buffet

Dear Warren,

I can honestly say that your knowledge of the cattle hormone industry, while... umm... peculiar, is not a good way to impress the ladies. Also, I would agree that you are on the right track with adequate water and a non-drug regimen.

I think the problem may be that you are too focused on "your needs." Do you ask the ladies what they want? Remember... spend a moment on the lips, and a lifetime on those nice fertile hips!

Also, stop listening to your friends. If you are "taking advantage of every opportunity," ladies will assume you are after only one thing, and that is a turn-off. My advice is to stop driving, stop saying offensive things, stop "taking advantage", but definitely KEEP DANCING!

Signed,
Dr. Love

Dr. Love,

Let me start by saying that this is not another one of those Dr. Love articles — one that resembles a bad episode of Jerry Springer where a Thunderbird student is spending late nights searching for "dirty surplus items" in the pool with their long lost cousin from halfway around the world. I fear this is the real thing.

Recently, I have been shacking up with an American girl, Nono Camono. My mom always told me to be careful of those loose gringas, but I had to try my luck. The thing is that she is older than me...older than me in Thunderbird years, that is. She started well before me, and she will be graduating soon. I won't be finishing until December.

As with many other T-birds, she is having a tough time finding a job. And the tougher it gets, the more she drops hints that she is going to stay with me through the fall and that she might just want to start a family instead of working! This is where I turn to you for advice, Dr. Love. What if she turns into one of those lingering T-alums that are still at the pub drowning in shots of tequila months after they have graduated? And I feel like she is really cramping my breathing room! And all this talk of kids... slow down, chica!

Help a toro out!
Hose-hey Dominatrix

Dearest Hose-Hey, Ah, this is a classic. You have fallen victim to a girl with her eyes set on her MRS. degree, not an MBA. These are women that come to Thunderbird, knowing that the school is full of rugged bachelors such as yourself, looking for "the rock"...you know, the big De Beers diamond. I mean, is spending \$50,000 on grueling 4 semesters at Thunderbird worth the chance to find Mr. Right? Wrong.

Regarding the MRS. hunter Nono — just play along with the charades until fall semester gets here. Once the new crop comes in you will be able to explore other risk-free alternatives. You can find a cute T-newbie to hang out with, slowly edging out Ms. Camono. Beware, however, as female T-alums have been known to turn violent when replaced by the younger T-birds.

Good luck, Hose-Hey. And next time, you should listen to your mother.

Dr. Love

Dear Dr. Love,

I have found in this school that I just cannot find my perfect match. You see, I prefer more refined and "mature" women. My approach is just not working. Sometimes my choice of words may be offensive to some, but you see, I am just looking for a relationship that's right for me...45, single, married less than twice, 3 or less kids, and nice fertile hips. I gave up drugs years

She Said/ He Said: Bourne Stupidity

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

Chris: Tempting as it was to go to the movie "Thunderbirds" for this month's movie review, we decided it would be better to wait for its release on cable next month. However, as it bears the school's name, I feel T-bird students are duty bound to watch it. Instead, Savvy and I chose to round out our summer of sequels with the Bourne Supremacy. For those of you wrapped up in marketing homework, Matt Damon has returned to the silver screen as Jason Bourne and this time the action is shaking. Seriously, the cinematography is so wobbly that I noticed a number of audience

members using the motion sickness bags on the seats in front of them.

Savvy: The shaking camera was so bad that I...hold



on...I'll be right back. (Retching sounds from the bathroom). Sorry, I'm still a bit queasy. I could not believe how unsteady

the scenes were. Even when Jason was searching the Web on a computer, the camera kept bobbing back and forth. I was so frustrated that I was making comments during the movie and it takes a lot to get me talking during a film.

Chris: Yes, I, and the two rows in front of us, took note of your periodic commentaries, though perhaps I was a tad more understanding. Still, glaring looks aside, I wholeheartedly agree with you. Perhaps it was director Paul Greengrass' earlier documentary work that made him forget to budget for camera booms, but Oliver Wood, Director of Photography, should have put his foot down on all but a fraction of the handheld camera work. Shame on you Mr. Wood. But aside from the feeling of being on the high seas from time

to time, what did you think of the story?

Savvy: The one positive thing about this movie was the fact that I totally forgot about my homework and the papers that were due the next week, and for that I was grateful. Nevertheless, there was not enough character development and very little dialogue in what amounts to almost a continuous stream of action. I think the car chase scene alone lasted half an hour!

Chris: Wait a minute, are you implying there can be too much action in an action movie?

Savvy: Of course! From a woman's perspective, I would like a balance of romance, action, character development and dialogue in any genre of film. I was disappointed by the untimely death of one of the female characters who could have satisfied

some of these criteria.

Chris: All right, next weekend we can rent Pirates of the Caribbean to fulfill your feminine cinematic needs. As for me, I think the movie would have been alright had it not been for the copious amounts of caffeine ingested by the camera crew before and during the shooting. Perhaps on the small screen it will look smoother. Without the shake, I would give it three T-birds, but as is, I've only two birds for this turkey.

Savvy: For me, I cannot take away the shake because it was the WHOLE movie. I give it two Thunderbirds too. And if you are a person prone to motion sickness, be sure to sit in the back row and don't throw away your popcorn box prematurely.

savvy@global.t-bird.edu

Summertime at the Pub

By GINNY STERN
U.S.A., Summer '04

Over the past three trimesters, I have received more than a little slack for the amount of time I spend at the Pub, first as a patron and now as a bartender. Some suggest that I have a rather robust appetite for the King (of beers, that is). But, for me, the Pub has always been more than just a watering hole; it is a social gathering place, a place where you can drop by and be confident you will find a friendly face. To me the Pub is a place to meet fellow T-birds, engage in stimulating



GINNY STERN

debate, even if just to argue the chances of a Cubs-Red Sox World Series, and find out more about the diverse, international backgrounds so many T-birds share.

The Pub is also truly the Thunderbird hub for campus activity. Clubs like GWIB and Marketing hold weekly meetings here. Language classes occasionally meander in to hablar in a more casual setting. Victories are celebrated here—professional ones, like landing a job or winning a business plan competition as well as academic, like surviving and conquering FORAD and of course, sports-related, because those intramural soccer matches can be quite heated. Losses are also drowned here — difficult exams and subse-

quent disappointing results, hard-fought, losing games, and the surrender to impossible assignments. Time and again, the Pub is named



Two of those "cute bartenders"...

as the meeting place for departures to dinner, to Scottsdale, to movies, and to golf lessons. It is readily recognized as a central and convenient

spot for all.

Alumni stop by to reminisce because the Pub is about the only place on campus that hasn't changed a bit. The worn, swiveling bar stools, the incomprehensibly heavy wooden chairs around the equally old tables, the well-used pool tables and the permanent fixture of Golden Tee are familiar and welcoming sights to T-birds of years past.

And oh, if those old walls could talk, (because the bartenders don't), there are plenty of stories to tell of mischief, drunken debauchery, rampant flirtation and torrid dancing episodes, but if you need some more incentives to stop by the Pub consider the following.

Top Ten Reasons to Visit the Pub in the summer:

1. Ample opportunity to chat with cute bartenders
2. Meet up with friends
3. 24 beers on tap plus a myriad selection of bottled ones from around the world
4. Unwind from studying
5. Shorter play-list on the jukebox means you can hear your selections sooner
6. A quiet study spot during "happy hour" (5-7 pm)
7. Never have to wait to be served
8. Ice cold beer hits the spot in the hot summer
9. Thermostat restrictions elsewhere on campus are not enforced
10. It's where everybody knows your name

virginia.stern@global.t-bird.edu