

Dastor



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

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WSJ Rankings: Recruiters Like Us, They Really Like Us

By KELLIE KREISER
U.S.A., Fall '04
Editor-in-Chief

The results from the fourth annual Wall Street Journal/Harris Interactive survey of executive recruiters are in: Thunderbird is #1 in academic excellence for international business and #8 in top international schools. The academic excellence category refers to our school's reputation for providing an international curriculum. This is the fourth time that Thunderbird has secured the top spot.

The survey, which questioned 2849 M.B.A. recruiters, used a new methodology this year to rate the "mass-appeal," or number of recruiters who visit the institutions. The rankings were divided into three classes: national, regional, and international. For the first time, American schools were considered in the top international school category.

"This is terrific news for the entire Thunderbird community. We were not included as part of the International Schools list last year and to enter the list this year at number 8 is a tremendous achievement. To retain - for four years in row now - the number 1 ranking for academic excellence in the International Business category is also exciting. Thunderbird received 559 first place votes, more than the next 4 schools combined and a more than 100% increase over last years vote totals," stated Kip Harrell, Associate Vice President of Professional and Career Development.

During a time when M.B.A. programs in general have been struggling and Thunderbird, in particular has focused on improvement, the news of the results rocketed through the school. Postings on MTB discus-

sion boards and announcements in classes helped spread the word. At the Private Equity Conference, a jubilant Dr. Cabrera opened the event with the good news.

In his school-wide announcement he stated, "While rankings portray only part of the reality of schools, and results must therefore be interpreted carefully, these results are a clear boost to the Thunderbird brand in the world of higher business education, and a testament to the hard work of the Thunderbird community."

The survey, which is based upon the views of recruiters, holds particular interest for those students facing the job search. And what did the recruiters say that they liked about Thunderbird? "Unparalleled international expertise - students/faculty," "Excellent team-building and communications skills," and "Truly diverse work experience." Sentiments

echoed by Dr. F. John Mathis, Director of Faculty.

"I think this is outstanding and appropriate recognition of our students' hard work and the diligence and commitment of the faculty to excellence in the classroom," he said.

However, the survey did highlight a few of the school's shortcomings, namely: "Doesn't seem very difficult to get into the program," "Lack of internship experience among students," and "An arrogance about being 'international.'" The recruiters gave the following recommendations for increasing the school's appeal to recruiters: "Increase admission standards," "Do more homework on companies of interest," and "Be better prepared for finance questions in interviews." Still, the good news far outweighed the bad, and many of the recruiters surveyed indicated that they would continue

to visit, and hire, T-birds in the future.

"Our 'Truly Global' brand positioning has been credibly and visibly endorsed," stated Dean David Bowen. "This recognition for 'academic excellence' is a powerful testimony to how our faculty, programs and students are viewed by the outside world. I so invite, encourage all of us, to fully believe in ourselves just as much as these corporate recruiters and rankings do. It's also quite enjoyable!"

TSG President Regula Schegg was equally optimistic about what the rankings mean for Thunderbird. She stated, "Such good results are the results of hard work of committed people within faculty, administration and students. A new era is born, let's build momentum!"

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My Plans for Thunderbird

By DR. ÁNGEL CABRERA
President

I am 40 days into my new job, and I don't think a day goes by when someone doesn't ask me the (sixty) million-dollar question: What are your plans for Thunderbird Dr. Cabrera? With time, I have become quite deft at addressing the question without really answering it. The reason for this ambiguity is not that I haven't come up with anything to say



Dr. Cabrera speaks with Jane Wong and Linda Jensen

or do yet. Or that the president's job is turning me into a sly politician. The reason is that my own ideas for the future of our School, to be honest, don't matter all that much. Before I scare you further, let me explain what I mean.

Every day I run into a fascinating new side of Thunderbird I wasn't aware of. For example, last Thursday, student Luisa Vallejo introduced me to the Tyco Case Competition. One of the most interesting experiences I have ever seen for students to learn about corporate social responsibility in action, in collaboration with a unique partner: a company that has faced serious issues in the past and that is now

dedicating significant resources to avoid those issues in the future.

On Wednesday, I learned about the Thunderbird Global Innovation Challenge from the Thunderbird Innovators Circle (the THINC club). For the second time, literally hundreds of teams of MBA students from the best schools around the world will be challenged

by a select group of sponsors to crack a real-life business problem in a unique way. October will be the month of innovation and creativity in the MBA world,

and Thunderbird will be in charge of getting all that brain power in motion.

On Friday I learned about Prof. Youngdahl's research regarding the drivers of excellence in the classroom. With the help of several students, and by applying a groundbreaking methodology, this team has been able to identify the key factors that contribute to an excellent student experience in the classroom. The results are now being disseminated among the faculty.

Then on Thursday, I learned from Trustee Barbara Barrett that Project Artemis had received the attention, approval and support of the White House. Nothing surprising, considering

how Project Artemis will allow fifteen Afghan women (who, let's recall, were not allowed to walk alone, work or even have access to professional health care just two years ago) to become true entrepreneurs, to develop their business ideas which will hopefully help create wealth and prosperity in their country; fifteen Afghan women who will build skills and confidence here in Arizona, and who will return home to try to make a difference.

I consider myself a pretty creative man, but I don't think that's the reason I'm here. No one's ideas can beat the creative power of a whole community. I see my role as an energizer, a catalyst, a supporter of a productive, engaging environment. Not as the holder of the truth. The question, my friends, is not what are my plans for Thunderbird? But: What are yours?

Photo: Matthew Moore

Private Equity Conference: A Great Success

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

The first annual Thunderbird Private Equity Conference (PEC) held on September 22 was a tremendous success, and reinforced Thunderbird's position as the leading educational institute for International Management. The conference was a truly global event with a worldwide spectrum of speakers and attendees that included some of the top private equity players in the industry.

The conference, which lasted all day and completely filled the AT&T auditorium, included an array of panelists and speakers who addressed private equity trends and



MATTHEW MOORE

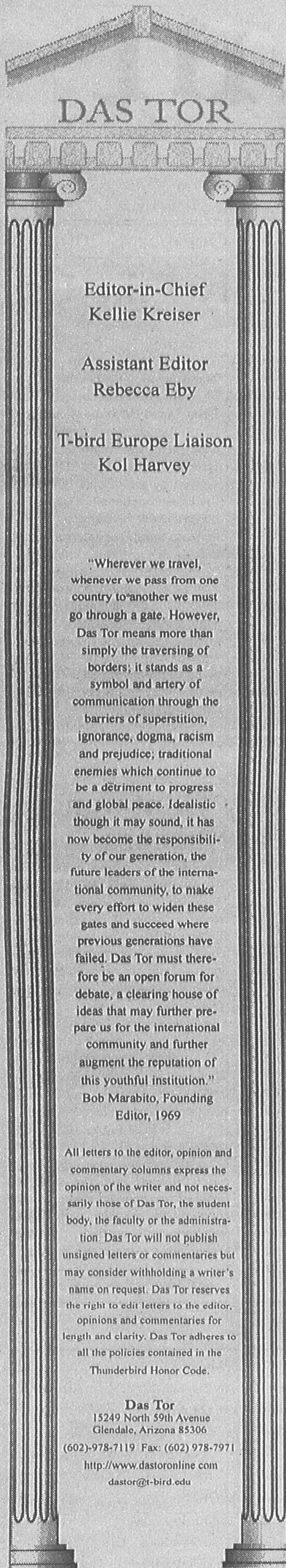
emerging opportunities in the regions of Europe, Asia Pacific, Latin America, and North America. Keynote speaker, Kurt Geiger of the European Bank for Reconstruction and Development, stressed the growing role of private equity in the development of transition economies. The Thunderbird Private Equity Conference successfully demonstrated the synergistic fit of the expanding global private equity industry with Thunderbird's vision of providing a leading source of talent and information for global managers.

Private Equity (PE) is the capital invested in small companies or business ventures that is generally raised through investors such as financial institutions, corporations, endowments, wealthy individuals, and various foundations. Private Equity firms manage the investors'

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

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By KELLIE KREISER
U.S.A., Fall '05
Editor-in-Chief

I'm feeling very optimistic lately. Maybe it's the recent WSJ rankings or the fact that our new President just seems so capable, approachable, and well, international. Or it could be that way that the TSG and the clubs are really accomplishing things... the curriculum review, business plan competitions, the PE Conference. Or it could be that we are finally seeing some physical evidence of all the re-branding work... the snazzy new logo and uber-professional new magazine. Whatever the cause, its starting to feel like this "Truly Global" thing could stick.



KELLIE KREISER

I'll admit that I have my bleak periods when I think, "How are we going to pull this off? How are we going to convince the world that we are the epitome of all things global?" I mean, honestly, \$60 million is not THAT much money. Not when you have years of catching-up to do. But on the other hand, the bank is not ready to foreclose on us either, and things are definitely looking up.

One of the cool things about being in Das Tor is that I get to talk to a lot of people on campus. Not just the big wigs, but everyone... professors, cool people who work in the airplane hanger, the folks who somehow rank high enough to get one of those golf carts, people stuck in cubicles in the Global Admin Building, and of course, students. When you talk to people on all different strata of an organization, you start to get a feel for the pulse of it. You can tell if morale is down or if people are engaged in their organization.

Truly Do-able?

From last fall to this fall, I've seen a gradual improvement in the mindset of the school. I think people are starting to believe.

If you were on Glendale's campus this summer, maybe you noticed what I did... professors are using Thunderbird as a case study. They are applying what they teach to what is going on around us, which is a welcome change from the classes I've had where teachers use class time to complain about the school or how they have been treated. On the off-chance that any profs actually read this column, your attitude in the classroom has a huge impact on how students feel about Thunderbird and the value of our degree.

If you head in the direction of your Big Vision, you are going to prosper along the way. So in that sense, "Truly Global" is Thunderbird's Big Vision.

Here's one example... I'm taking Global Leadership right now. And while I have to come clean and confess that I'm always a bit skeptical about "soft skill" classes, this one has been really interesting lately. Professor Pearson used Thunderbird as a way to explain the concept of Vision. When leaders and organizations have Vision, they have a better chance of success. And the cool thing about Vision is that you want to make it BIG... make it something that you set your sails for, knowing that you may never reach it. But if you head in the direction of your Big Vision, you are going to prosper along the way. So in that sense, "Truly Global" is Thunderbird's Big Vision.

Oh, you can poke holes in Truly Global... in fact you should! Push on it, beat against it, question every part of it... it will only help to shore up the weaknesses and strengthen the foundation. "Why don't we teach Arabic? Why don't we have recruiters

from more countries come to us? Why don't more international executives know our name?" Press the issues, but don't let the shortcomings shake your faith. It's going to take time, but I believe we'll get there.

What could put us off track? What are the reasons why we might fail? I can only think of three: poor leadership, lack of money, and bad attitude. Have you had a chance to hear our new President speak? Or maybe had the chance to talk with him in the Pub? Thunderbird has a winner with this guy. He takes time to listen to people at all levels, but he isn't a push-over. I'm sure he'll have his fair share of screw-ups (Sorry, Dr. Cabrera!), but I think he's got his eye on that Big Vision. I'm pretty sure we're in good hands.

Money? As I said, \$60 million is a drop in the bucket. That scares me a bit. But that's why the school has fund raisers, connected executives on our Global Council and Board, and classy alumni like Sam Garvin. But we all need to give... alumni, are you reading this? Get your checkbook out right now and slip your school a few bucks. Don't wait for them to come hunt you down. You know it's the right thing to do, so just do it.

The most dangerous threat to our Truly Global success is bad attitude. If you think and act like it won't happen, it won't. We all need to have some blind faith on this one. It's too important to give up easily. And isn't perseverance in difficult and unfamiliar situations a true T-bird characteristic? I'm not asking you to tattoo Truly Global across your backside... just think and act as if it's our birthright to be the best place on Earth to learn about international business. If we all do that, that future will be "truly do-able."

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CORRECTION

In the August 16, 2004 issue, the article "The Subversive Culture of Cockfighting" was written by Matthew Weinberg, Fall '05. The piece was incorrectly credited to Sean Daley. Our apologies to both authors!

Corrections can be sent to: dastor@t-bird.edu and will be printed in this space the following issue. Thank you to our readers from the editorial staff of Das Tor.

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My Dual Degree Experience

by ASSAD MALIK
U.S.A., Spring '05

Have you ever considered pursuing a graduate program in another country... in another language? It is tough enough to undertake a business program within your own culture. However, when you change the location and language of the program, you come across an entire new set of challenges.



ASSAD MALIK

Ever since, my first trimester at Thunderbird, I knew that I wanted to do a dual-degree program, one in English and the other in Spanish. Through the dual degree program between Thunderbird and a variety of schools around the world, I applied and got accepted to

ESADE Business School in Barcelona, Spain.

Although I had lived in

Madrid before and spoke conversational Spanish, I wanted to deepen my Spanish. My goals were to acquire a solid proficiency in Business Spanish, to become familiar with doing business within the European Union, and experience a new way of learning. This meant no taking classes in English.

If you choose to go under a dual-degree program in a foreign language, I recommend that you do the following:

First, allow for some time for your central processing unit (CPU) to adjust. Although I could speak Spanish, nothing could prepare me for the first day of class of futures and options. The professor started the class by saying "This class involves understanding international financial markets and the instruments investors use to protect themselves from risk and increase their wealth." I remember feeling completely overwhelmed. The professor was speaking 80 miles per minute and using terminology I had never heard before. It was not until the third week

of class that I began to understand her and the material.

Second, try to avoid speaking your native tongue all the time. The reason why you came there was to strengthen your language skills. Be adamant in speaking the foreign language taught inside and outside the class room while still making time to speak your mother tongue. Of course, you will make mistakes, but you will be surprised how responsive people are at your attempts. Many of them will give you positive feedback. Over time, your language skills will get better, increasing your confidence. You will need it for when you want to participate in class discussions and give class presentations. In addition, your language skills will help you when networking, whether you want to obtain an internship/job and make

...when you change the location and language of the program, you come across an entire new set of challenges.

Third, balance work with fun. Travel around the

country and/or continent. Go to a museum, a nice restaurant with classmates, or a nightclub. Although what you do inside the classroom is an important part of your experience, the real learning occurs outside by immersing yourself in the culture and getting acquainted with the local people.

My experience at ESADE Business School was the most challenging, rigorous academic experience that I have ever had in my life. After those challenging experiences of language and cultural immersion, I have a lot of respect for the international students who come to Thunderbird. From a holistic perspective, when I reflect upon my living experience and the wonderful people that I met in Spain, the dual-degree program was an extension of the Thunderbird experience.

If you want to learn more about the exchange and dual-degree programs offered at Thunderbird, contact Sunny Christofferson at christos@t-bird.edu.

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Where's the Feedback?

By JENNIFER KEHL
U.S.A., Fall '04

I recently received some of my assignments back from the summer trimester: One paper: 15 pages, single spaced plus assorted appendices; 5 weeks worth of team meetings and more hours than I care to think about of research and writing went into it - what came back? 3 sentences of feedback on the last page.



JEN KEHL

Another paper included: 20 pages of analysis, recommendations, charts and graphs; hours of work running the data, analyzing, drawing conclusions and formatting the output - what came back? 3 bullets of feedback on the first page, only 1 of which legible.

I wasn't surprised or disappointed with my grade on either of these projects but I was surprised and disappointed (OK, actually I was irritated) by the amount of feedback provided. I actually looked through both of them a few times since I couldn't really imagine that there wouldn't be a single comment or mark anywhere else on the document. There wasn't. So I started to mentally review the major assignments I had turned in over my 3 trimesters here and I realized just how often there had been either very little feedback (e.g. 10+ page write up with just a single check mark on the front page next to the grade), or none at all (e.g. 10 page final paper that the professor never even returned to the students). I also talked to a few of my friends, many of whom had experienced the same thing. One recounted a story of a professor whose primary feedback on a major assignment was to "use more bullet points." It dawned on me that we at Thunderbird are missing out on an important part of the learning experience.

Knowing how you did (your grade) on a test or assignment is only part of the picture; knowing why you did well or didn't do well is equally key. This is definitely less of an issue for qualitative courses where it's easier to see exactly which ques-

tions on a test you get wrong or whether or not the formula you used in your homework question was correct (assuming that the solutions to the questions are available to students - which in my experience here in quant classes they have been). In other classes however, just getting a grade is not enough. A grade may evaluate my performance on a particular assignment but it doesn't help me learn. Clearly, if I don't get a good score I need to understand what happened so I can improve. But even if I get a good score on something, what good does it really do me if I don't know WHY? And, the fact of the matter is, as a student, I think even a really good paper is bound to have some elements that are less strong or that were neglected. How will I know what these are unless the professor tells me?

I think its part of a professor's job to provide more than just a grade. It could be argued that professors just don't have time since there are tight deadlines for turning in final grades. But if I can find the time to write it, I'd hope they could find the time to really read it and, since I have had a few professors that did provide useful, adequate feedback there must be a way to find the time. It could be argued that I should just contact the professor and ask them to give me more input. I'm sure many students do just that. But I believe that a certain level of feedback should be given without me having to ask for it. I don't think I'm the only person to believe that. In fact, the second question on the Thunderbird Course Evaluation is: "Provided quality feedback to students" so clearly this is viewed as part of what makes a good (or bad) course. The irony is that some of the professors who I was thinking about when writing this article are, in many other respects the best professors I've had here at Thunderbird. So, if I were giving them a grade, it would probably be an A. But, I'd make sure to give them some feedback: I'd tell them that the reason for their grade was the terrific content they provided in class but that they could do even better if only they provided the same level of useful information when commenting on my assignments.

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Fidel Castro, Cuban Chatter and Versailles

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

So we're in Miami, a place that my father considers a second home.

We're there for one week for a family reunion of sorts. My father, Nelson, sits on the passenger side of our rental for the week and proudly calls off important cultural landmarks and reminisces of what



MARCO AMARO

used to be where and what's there now. It's a treat for him to recall a certain time and place as Miami was the port of entry for our family in 1969 when they left Cuba. They lasted 6 months in the Florida sunshine before deciding to move to Guatemala, where my dad met my mother.

It's getting close to dinner time and the age old question of "where should we go to dinner" arises. My dad adds "Why don't we go to Versailles?" My mother, who would probably rather go to some fancy French restaurant, begins her rant, "No, Nelson, No!" My mother, who is Guatemalan, has been a

good sport about the Cuban food for years, but she's had enough for the week. "We've been there three times this week!" I'm looking at my father, and trying not to say anything bad about the restaurant he holds so dear to his heart, so I offer another option. "Why don't we go to that little Italian place in South Beach or something?" There is no stopping this Cuban though, on this particular day he wants his Versailles and he's going to get it. Reluctantly, we make our way there, and proceed to dine.

What is it about middle aged men and restaurants? They pick a place and stick to it, and won't budge. On the way to Versailles, my dad goes on about the conversations he's had there regarding Fidel Castro and Cuban politics in general throughout the years. It's noteworthy that a man who has been at the helm of Cuba for much of the last 40 years is 78 years old and still going strong. Sometimes I think Cubans would not be Cubans without the persona of Fidel. Heart attack inducing conversations about the man have been going on in Miami for the best part of the last four decades.

So we order dinner, and I must

admit that once I'm in there, I see the charm and personality of this Cuban landmark. The deco has nothing to do with a Cuban motif, but somehow the Victorian touch blends well with the mostly Cuban clientele. I order what I always order at my grandmother's house or any Cuban establishment I have ever been to; "an order of *croquetas*" to start please, a breaded steak for an entree, oh, and a side of black beans!"

My girlfriend, Janna, orders the same thing I do, and hates everything except the *croquetas*. My dad, in an obvious state of ecstasy as he savors his *ropa vieja*, turns to her with a big smile and asks, "Do you like it?" Janna understands that anything other than a positive comment will have a devastating effect to his feelings about the place, and responds, "It's great! Thanks!"

I have to commend Versailles for their ability to fry a Hershey bar if they had to. The fried goodies I had were great. As a rule, I always have said that there are three things you can't go wrong with if you are in a restaurant and doubt the menu; 1. anything fried, 2. anything with cheese, 3. anything carbonated.

Follow those simple rules and you're golden. Versailles has the "anything fried" rule down to the tee. Still, I cannot put my finger on why we keep going back to this place and why it's so personal to my father.

It's gotten to the point that for some reason, offend the restaurant and you offend him. So, we keep going back every time we go to Miami.

By the end of dinner, I conclude that this restaurant connects my father to a time and place. This establishment has been around for a long time, and on any given table you may find some Cuban complaining about Fidel Castro. And what would a Cuban be without some opinion of Fidel Castro? Its 2004, the world is a much different place than 1960, when thousands of Cubans would leave their homeland because of one man's socialist dream. So the next time my father says, "It's off to Versailles kids!" I will follow proudly and order my *croquetas*. Maybe Fidel will show up. That would be an interesting situation.

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Why Does the Right Own Morality?

By ALEX MAILMAN
U.S.A. Alumni '04

It seems that the Right has a virtual monopoly on morality in American politics. This always baffles me. I hope to one day understand this puzzle. Maybe someone can explain to me why the Democrats have virtually ceded the moral high ground to the Republicans. In the meantime, I've done my own analysis. Let's lay out all of the issues and see who "God" would side with in a head-to-head playoff ... see the Morality Scorecard to the right.



ALEX MAILMAN

You may think the GOP is better for our national security or our economy, or big business, or whatever, but please don't argue that it is the more ethical, morally sound party. That's just hogwash. Democrats push for social change, and Republicans resist. That is what conservative means (Webster's: "Favoring traditional views and values; tending to oppose change.") One might argue that social change is immoral or somehow bad, but when we look at the major changes over the last millennium, it is clear that we have become a more moral planet, despite our killing it slowly. We've moved from feudalism to capitalism to socialism (Yes: Europe is ahead of us!). We also have democracies instead of monarchies, and we no longer allow stonings or torture or slavery. In modern countries, women have equal rights. We seem to be advancing. The more we learn from science, the more we evolve socially. So, it would seem to me that the Democratic camp is taking us in the right direction with their efforts at social change, while the Republicans are slowing us down. Or, what am I missing?

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MORALITY SCORECARD

ISSUE	THE LOGIC	DEM	REP
GUN CONTROL	The right to bear arms is not a moral issue, it is a constitutional one. Anyway, "Thou Shall Not Kill"	✓	
TAXES	Conservatives want everyone to pay the same tax rate, and Democrats want to spread the money out. You can slice and dice this from here till Sunday, but we all know... keeping the rich rich isn't what God would want.	✓	
ABORTION	You could argue this either way, depending on your take on science. Especially when you consider that a woman is the one who must bear the child and raise it, and we shouldn't legislate her choice. On the other hand, we're talking about a potential life. Both sides have morally defensible arguments, but I give this to the Republicans. (Life trumps choice.)		✓
CIVIL RIGHTS	The Democrats have driven civil rights since the parties shifted in the late 19 th century, while the GOP has dragged their feet. It's shameful that the GOP stakes claim to Lincoln. He would just as soon shave his beard before joining today's Republican party.	✓	
WOMEN'S RIGHTS	Same as above.	✓	
GAY MARRIAGE	The majority of educated Americans believe that Gays should not be discriminated against. However, from a purely biblical standpoint (slightly out-of-date), the Religious Right wins. (Pick-em.)	✓	✓
WAR	Torture at Abu Ghraib; Prisoners held without representation or formal charges in Guantanamo; Lies over WMD; Haliburton. This is a blowout!	✓	
SCANDALS	Unfortunately, both parties have had scandals, but Watergate takes the cake in my book, followed by Iran-Contra, followed by the travesty of Bush's cronies profiting from the Iraq war. Carter was squeaky clean, and Clinton's Travelgate, and Monicagate were relatively minor. Being generous, I call this a draw.	✓	✓
CAPITAL PUNISHMENT	Uhhh.... Yeah.	✓	
FAMILY VALUES	What values? What does this mean anyway? Dems protected kids from smoking, want more for education, want to ban assault weapons from the home, and they give more money to child-care/child-protection causes. Still, the Liberal Hippies believe in free sex and drugs, and the Hollywood set is pretty decadent too. Tie.	✓	✓
LABOR	Minimum wage, worker rights, unions: All Dems.	✓	
SOCIAL WELFARE	This belongs to FDR's New Deal, and LBJ's Great Society. Dems believe that the government should help people with health insurance, Medicare and other benefits. The GOP has been trying to roll back social services for years. What would the Good Samaritan do?	✓	
CAMPAIGNING	The Republicans take the gloves off first, every time. That's the only reason they have the edge now.	✓	
ENVIRONMENT	Dems want to protect the Earth. Reps want big-business to have free reign. If God really did create the earth, who would he vote for?	✓	

ISSUE	THE LOGIC	DEM	REP
GUN CONTROL	Approximately 4.83 times as many people are killed by automobiles than by firearms. If you think guns should be outlawed then do you think that cars, trucks and hauling rigs should be outlawed also? As a Constitutional right, gun ownership is the ultimate equalizer. Gun control takes weapons out of the hands of legal owners, but not criminals. Depriving citizens of the basic right to defend themselves is immoral.		✓
TAXES	Americans should be allowed to keep the money they work so hard to earn. And heaven forbid other people should be motivated to get off welfare and actually earn a living. Why should any citizen be treated differently for spending the money to get an education at T-bird and get a good job? Do not forget the fact that if Kerry is elected president, he will be the richest president in the nation's history. John Kerry is not your blue-collar, common man.		✓
ABORTION	This is one of those issues where both sides present valid arguments. We as authors believe that abortion is morally wrong, but that citizens should have the right to choose.	✓	✓
CIVIL RIGHTS	What is shameful is how the Democrats have been whoring out the minorities for decades, only caring about them during election years. People like Rev. Jesse Jackson, Al Sharpton, and John Kerry will not have jobs unless they keep their constituents poor and stupid. Democrats depend on keeping current voters in dire straits, while painting a bleak, horrible picture for potential voters. It is possible to make a better life for yourself if you want it badly enough and work very, very hard for it. (See Taxes.) The left wants to keep this notion as far away from its constituents as possible.	✓	✓
WOMEN'S RIGHTS	Same as above.	✓	✓
GAY MARRIAGE	This argument has valid points on both sides of the table. While no one should be able to tell another person how to live his/her lifestyle, the government redefining what is marriage or institutionalizing gay marriage will throw common law as we know it out the window.	✓	✓
WAR	Does it help to remind you that Sen. John Kerry voted FOR the United States going to war in Iraq? We know the left loves to try and downplay this fact time and again, but he chose it, and now he is doing everything he can to convince us otherwise. We don't want a man who can't stick to his guns to be our president. It is more immoral to try to undermine our soldiers in the field in order to try to win an election!		✓
SCANDALS	Let's chat first about how Sen. John Edwards made his fortune? He's basically a very successful, ambulance-chasing attorney who came up with a bogus lawsuit pertaining to cesarean-section births in North Carolina. Care to take a gander at how much the infant death rate was reduced? 0%. As a result, it's nearly impossible to find an OBGYN in North Carolina who: 1) is even willing to deliver a baby; and 2) won't charge you a fortune to do it.	✓	✓
FAMILY VALUES	It's not up to the government to determine family values. It's up to the parents to determine family values. The government should not tell me how to raise my kids. Just bring me my mail and defend the country.		✓
LABOR	Ever hear of Socialism? Again, let the government pay for everything and everything will be happy, happy, joy, joy. Hugs and kisses for everyone. Sweden's welfare system is going broke and it takes months to get your appendix removed in Canada. Our healthcare system has its problems, but I would choose it over that of any other country any day of the week. By the way Communism failed!		✓
CAMPAIGNING	Anti-Americans like Michael Moore only need a week or so to film, edit, market and distribute propagandist material like Fahrenheit 9/11, which Democrats revere as the absolute and ultimate truth when it comes to the Bush administration, and CBS's false documents regarding President Bush's Air National Guard service probably aren't meant to influence the public's perception of President Bush?	✓	✓
ENVIRONMENT	I'll give the left more credibility when they start leading by example. If they all start driving battery-powered cars, use recycled paper 100% of the time and chum their own butter, then their view might hold water (water in a recycled, biodegradable bottle.) Unless you are prepared for a world without heat, plastic, abundant electricity and air-conditioning, let the companies continue to drill for oil.	✓	✓

Casting Stones From the Left

By BRYAN STEWART, U.S.A., Summer '05
GREG ALLISON, U.S.A., Summer '05
RICHARD ANDERSON, U.S.A. Spring '05
and other "T-birds for Truth"

This article is in response to Alex Mailman's *Das Tor* article titled, "Why Does the Right Own Morality?" We would like to see where exactly the quote is that says the right owns morality. The right does not own morality, but what it does do much better than the left is justify its decisions on certain issues and stick by those decisions, even should they become unpopular. See our Morality Scorecard to the left.

We won't tell you that the GOP is the more ethical, morally sound party. We will tell you that the GOP is the more fact-based, forward-thinking, mentally grounded party. Conservative also means 'moderate or cautious.' While liberal is defined as 'not strict or literal; loose or approximate,' the government, economy, and national security of the United States are not things that should be handled in a loose or approximate way. If these are aspects that you favor, we hear that Toronto is gorgeous in the summer time.



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Where Are All the Good Men Dead, in the Heart or in the Head?

By MATT LOZIER
U.S.A., Summer '05

When you pick up an American newspaper these days, it's a good bet that you'll see a headline discussing the upcoming presidential election. What is frightening is that the candidates engaged in a "battle for the soul of America" are completely politically inept. At every turn, they pass up opportunities to make progress on important issues of national concern; each feels it necessary to regurgitate partisan zingers and dwell on the trivial black marks on the other's past.

Case in point: Vietnam. Are most of us who are fairly well-versed in international politics aware of the corruption that almost always goes hand in hand with political power? Of course. Is it very possible that President Bush used political and familiar connections to obtain a very cushy and questionably deserved stint in the National Guard? I think the realist in all of us would say "yes." Could it be argued that this has serious implications as to the character of the man with access to "the button"? Without a doubt.

On the other side of the issue is John Kerry. Was he a war hero? At the very least, he was there (Would the rest of those who fought in Vietnam stand up, please? Not so fast, Mr. Bush!). Did he do some controversial things upon returning home from Vietnam? Of course. Do opinions differ as to whether he deserves accolades or criticism?

Apparently they do. Gentlemen, let's move on to other issues.

Mr. Bush, there are several things about your presidency that disturb me far more than your war record, or lack thereof.

To begin: George, you're not our brightest president, are you? I feel compelled to ask you something: why can't you pronounce the word "nuclear"? Nu-cle-ar. In four years, someone in your cabinet must have mentioned this to you. Of course it's not your linguistic shortcomings that scare

At every turn, they pass up opportunities to make progress on important issues of national concern; each feels it necessary to regurgitate partisan zingers and dwell on the trivial black marks on the other's past.

me as much as the probability that you don't know what "shortcoming" means.

Most important: the war in Iraq. "He's got biological weapons." Wrong, George. "Saddam Hussein is a horrible tyrant who has killed his own people and invades his neighbors without cause." True, but let's examine this statement. First, who worked hand-in-hand with Mr. Hussein to help him develop his biological weapons programs not so long ago? Why are you shrugging your shoulders? It was the U.S., George. Second: your administration perpetrated an enormous breach of international law in preemptively invading one of our world neighbors recently... Remember that? Who was it? I believe

its name starts with "I" and ends in "-raq". "We're winning the war in Iraq." Mr. Bush, if you really expect anyone to believe that, I have some advice that may save your life: that's not what model glue is for.

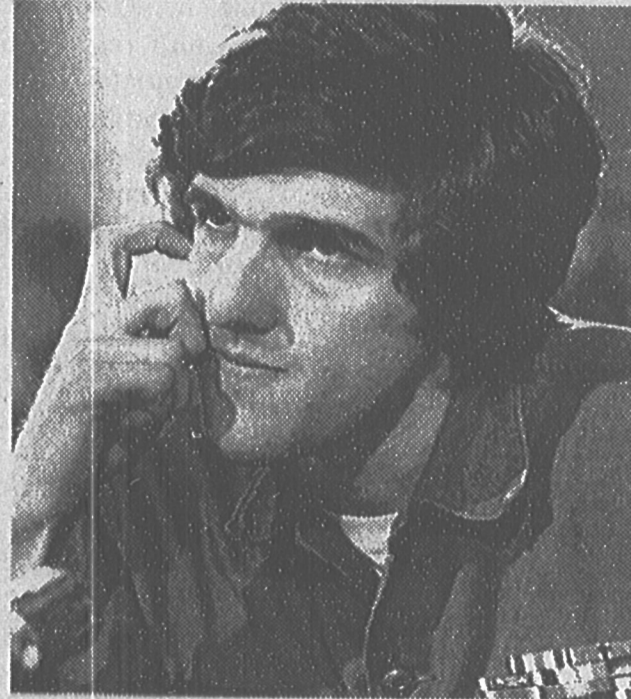
Other matters to take issue with: international policy, environmental policy, "No Child Left Behind," The PATRIOT Act, a completely unnecessary and startlingly puritanical proposed constitutional amendment to ban gay marriage, etc., etc., etc.

John Kerry is not off the hook, though. His job is to bring focus to what will be different under his administration. He has not done this well in his campaign, however.

I'll return to the first issue, Vietnam. Alright, Senator, we get it. You were a hero. Fantastic. What are your plans for the economy? "George Bush has created bad economic policy." Perhaps you didn't understand my question, Senator. I'll change topics. What can we expect in terms of an Iraq exit-strategy if you're elected? "George Bush is losing the war on terror." I see... Do

you have anything to say about what you plan to do if elected, as opposed to what George should have done since being elected? "America, it's time for a change!" What type of change would that be, sir, and in what area? "Have you met my wife Teresa? She's quite an interesting woman." Wonderful.

Those on each side of these issues will say that the media has given disproportionate emphasis to the weak points of their candidate's platform. My point here is this: I'd like to see both candidates shift their emphasis back to the issues, instead of just spewing catch phrases. I want to know what George Bush plans to do differently if given four more years, and see him hold himself accountable for the mistakes of the first four. I want John Kerry



Source: www.boston.com

to take the moral high ground, quit letting the Republican media machine distract him from the real task at hand, and give me some idea of what he intends to do with regards to the issues he so monotonously criticizes President Bush for botching. I want a deserving, dynamic, reasonably trustworthy leader! Anybody know where I can find one?

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If You Can't Say Something Nice...

By CHRISTOPHER LAY
U.S.A.

It's confession time. I belong to an elusive, political minority in this country. I have no party, yet millions of dollars are being spent in advertising by both sides of the political spectrum in an attempt to win over my vote in the coming November presidential election. I confess I am an independent, undecided voter. And at the risk of taking on too much responsibility, on behalf of the rest of those undecided voters like me, I apologize to those of you who have already made up your minds and yet must still put up with all the advertising political trash that is being strewn about the airwaves with wild abandon.



Source: www.newmediamusings.com

This has left me greatly perplexed. I missed the last presidential election as I was living overseas and was therefore spared the political campaign circus. Now I'm back, in a state where one of the biggest tents has been erected by both parties and the bar on trashing the opposition seems to have been raised...make that lowered. Just in case my memory had been fried by too much equatorial sunshine, I conducted some extensive primary research and asked five of my friends and family members if campaigning has

indeed become more negative. In each case, democrat, republican, other, they all said about the same thing: this presidential campaign is based on personal attacks of character with no discussion about the issues. Oh, and they were all angry about that. I couldn't agree more, neither side has addressed my concern over the rising cost of movie tickets and popcorn at the cinemas. However, I gathered from my research that these were not the issues my subject voters were concerned about.

So as the weeks leading up to the election dwindle away, I hold on to hope that one of them will actually say something of meaning and real content about how they will lead this country if elected president; not just promises but processes. I fear the only chance for frank discussion will be the debates; but I expect more beans than franks at those political picnics if they ever happen.

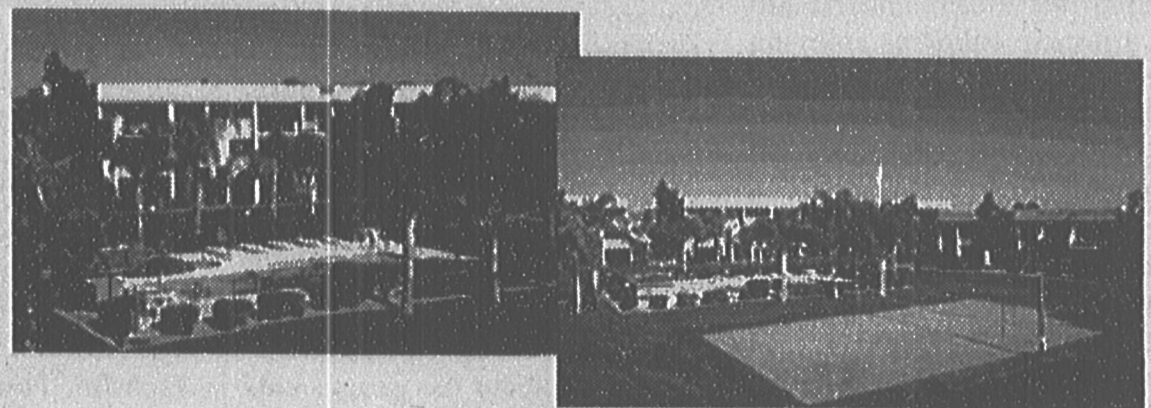
The truth is, the Republican and Democratic parties have brought to the fore two candidates and, as I understand the process, they claim that these are the two prize fighters for their parties — the absolute best each party has to offer America and its citizens to boldly lead us in these times of uncertainty. Well, phooey. If this is the best America has to offer, it is a sad commentary on our political system indeed.

But election-day is looming and I will be forced to make a choice between a rock and a hard place. Since a discussion of the issues appears unlikely, I will lay out the secret to winning my vote this November. It is simple really. My mother always said, "If you can't say something nice about someone, don't say anything at all." She's right. Why would anyone want

to vote for someone whose campaign is focused on what is wrong with the other candidate? Instead of telling us all the bad things about each other, they should tell us about

themselves. And hey, it wouldn't hurt to go over a few issues.

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What Does "Truly Global" Mean?

By SAVVY HIM
Cambodia/U.S.A., Fall '05

As some of you are already aware, Thunderbird has adopted a new tagline called "Truly Global". An independent consultancy firm spent many hours interviewing students, faculty, and staff to develop a theme that would capture Thunderbird's sustainable competitive advantage. Does the "Truly Global" theme resonate with the students, faculty, and staff? Well, let's hear from some of them. Random people were asked to answer any of the following three questions:



SAVVY HIM

1. What does "Truly Global" mean to you?
2. What should the school do to get there?
3. Do you think that "Truly Global" is a differentiator for the school? Why or why not?

"Truly Global" means being open and accepting - whether it may be ideas, cultures, people, etc. It also means having a sense of adventure and a thirst for exploring the unknown." **Andy Chen, Spring '05**

"Truly Global" means being able to view the world from the perspective of others; whether that means understanding different cultures, enjoying foreign foods or participating in new activities, a truly global person feels comfortable in new, international experiences.

"The school should continue to coordinate activities outside of classes for students. They should also keep the RBE classes filled with current information and try to tie in activities other than readings! Perhaps they could create an RBE Winterim?

"In this environment, building awareness in the business community about being

'truly global' is a differentiator, however more and more academic institutions are successful in international management so we need to support our current programs with innovative opportunities to remain ahead of the pack. We also can't rely on a 'truly global' differentiator without having a solid foundation in core business so we should focus on improving our overall business ranking as well." **Sara Swain, Winterim '05**

"...I think Thunderbird is an ideal place to learn the right attitude toward globalization. I'm not talking about the curriculum that has named "global" in front of its title. I'm talking about people and diversity we have here. I think that is the best opportunity Thunderbird can offer to us." **D.J. Park, Spring '05**

"In order for Thunderbird to become truly global, it has to improve the quality of the professors in the English program (for international students taking English as their foreign language).

"Truly Global" is not a differentiator for Thunderbird, mainly because this term is not a trend anymore..." **Satoshi Kano, Fall '04**

"I thought that 'where the world comes to learn business' and 'where business comes to learn the world' that we were using previously spoke to who we are very well. I find the new branding theme less targeted." **Cathleen Prudhomme, Manager of Academic Advising Programs**

"I think that 'Truly Global' means representation of many countries from around the world and having the opportunity to learn about the various cultures and how important they are in international business. Along with learning, there is also an element of enjoyment when we participate in regional nights. I think that we are doing a pretty good job at being truly global so

far, but there are still some countries that are not yet represented here. Being 'truly global' is definitely a differentiator." **Brian Ascher, Fall '04**

"My idea of 'truly global' is that there are unlimited positions for students to pursue after graduation. I absolutely think that it's a differentiator, especially if you've spent your entire life just trying to find jobs in the United States, and now you can go anywhere. I also think that 'truly global' has to be in the minds of the students. They need to show this on their resumes and in job interviews that they are truly international in their experiences." **Mark Towsley, CMC Associate Director**

"In my situation, where I see 'truly global' is in the number of applications and where they come from. I have learned an awful lot of information from this position, especially about countries that I would never get to visit." **Maureen Cameron, Senior Admissions Specialist**

"In regard to 'truly global', I believe that there is only one kind of global...and this is global. There is no such thing as truly global or fake global. You're either global or not global." I don't think that it's a differentiator because it's pretty much an expectation nowadays (an order qualifier)." **Nikola Tchouparov, Spring '05**

"When I think of 'Truly Global', the first thing that comes to mind is diversity. When it comes to Thunderbird, there's definitely a lot of diversity in the many cultures that are represented here. We've had good experiences here going to the cultural nights." **Erin Jackson, Thunder spouse**

"Let's start with the opposite word of global - that would be local. Now you cannot anymore be local, which means that the words local and global are one and the same. What

'Truly Global' means is that the school has to do a variety of things. It has to locate itself in the hands of the customers, whether the customers happen to be in New York City or in Hong Kong; it doesn't matter. The world has changed to an environment where the customers don't come to us. We have to go where they are. What this means is that we have to create educational programs that are tailored to our prospective clients in their respective locations." **Professor R. Sukumar**

"Truly Global" means the ability to function successfully (either personally or professionally) in most countries in the world. It also implies that you have a specific area of expertise in at least two regions of the world (your home region plus one other). Thunderbird is a "Global Leader" for business, cross cultural communication, and business language education. I also think that language education should be given more weight since it is the key to understanding other cultures and building strong business relationships. The tagline 'truly global' should imply that we set the pace, the tone, and lead the "industry."

"Given our 50 year head start, that our campus is 60% international and that we offer students a chance to learn explicitly and implicitly the ways to conduct business internationally, we ARE the global leader. However, our competitors are not far behind us. Harvard, Columbia, and U of Chicago all have dedicated international programs. But while they offer a few additional international classes and languages, they are not offering the unique opportunity to interact with international students from all over the world. Americans are the majority at their school, which does not really give them the experience of working with people from other cultures and ethnic backgrounds.

"Thunderbird does not have to have a campus on every continent. If we do open a satellite campus, it should have the

same core curriculum and also offer a unique area of "expertise" with a key partner anchoring the program. For example, the Archamps campus could be the expert in international development given its proximity to the UN. Thunderbird faculty should be management experts. In addition, Thunderbird faculty and alumni should be interviewed on the effects of cross border mergers and acquisitions." **Professor Jane Kuo**

"In my opinion, the term 'truly global' has the following implications. First, it refers to the declining significance of national borders in the operation of national economies. This is brought about by increased trade, spread of technology & culture and cross-border financial flows. Second, it refers to market liberalization which leads to greater global integration." **Rashmi Sahay, Fall '04**

"I believe that the description 'truly global' can only be applied to individuals or companies whose reach, impact and influence are felt worldwide. You could say the U.S. as a whole is truly global because directly or indirectly we impact people's lives the world over. In that sense, Thunderbird is already truly global. For Thunderbird, the goal should be to continually develop its truly global presence and impact. Offering courses across the globe rather than in one or a few locations might achieve that goal.

"Truly Global" is becoming a term that sounds like a cliché because it seems like everyone is using it. I wouldn't say that the term is a differentiator for the school, but rather I hope the fact that the school is truly global is the differentiator." **Cheryl A. Kibarian, Assistant Director Financial Aid**

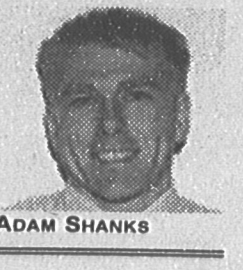
savvy@global.t-bird.edu

Get a Truly Global Education

By ADAM SHANKS
U.S.A., Fall '04

Do you ever wonder what happens to T-birds who are never seen again after their first semester? Probably some simply call it quits. For others though, like me, we have been seeing the world. Through study abroad programs and an internship, I have had the opportunity to live, work, travel and study in various countries throughout Latin America.

For many T-birds, doing the majority of our tenure as stu-



ADAM SHANKS

dents outside of Glendale offers a range of experiences not to be found on campus. Unlike many other MBA programs, Thunderbird's is very flexible; Thunderbird gives its students study abroad opportunities and the ability to take time off to travel. Over 100,000 MBA's are minted in the United States per year, gaining the overseas experience could distinguish T-birds from the rest of the herd looking for jobs.

As T-birds, we all have focus areas. What better way to add value to your focus area than to spend time in that region? Not only would T-birds get practical international experience, but also hone their language skills. While the Thunderbird language classes

are great, they do not compare to learning a language in another country. Doing a study abroad program or an internship in another country allows T-birds to immerse themselves in a language that cannot otherwise be done in Glendale.

Thunderbird offers many opportunities for T-birds to study and travel abroad. From taking advantage of our campuses in Guadalajara, México and Archamps, France to exchange programs from Latin America to Asia, T-birds can truly get a "global education." My own experiences include a semester at Thunderbird's campus in Guadalajara, the exchange program at La Pontificia Universidad Católica in Santiago de Chile, a

study abroad program at A Pontificia Universidade Católica do Rio de Janeiro and finally an internship in Quito, Ecuador. In addition, I have traveled to other countries in Latin America. I have had experiences and met people that will prove both unforgettable and valuable to me professionally.

Perhaps costs could be one of the largest barriers T-birds might have in deciding whether to spend so much time traveling. But these costs are not as excessive as they may seem, and could possibly be less than staying in Glendale. Thunderbird offers travel grants to T-birds traveling abroad to offset expenses. The ISIC International Student ID card allows students to receive greatly discounted plane

fares and "Around-the-World" tickets are available to the truly earnest traveler. Furthermore, in most other countries, the cost of living, such as food and rent, are significantly less than that of the Phoenix area.

For many of us, our time as T-birds will be the last opportunity to travel like this before the shackles of careers and families imprison us. So if you are wondering how to spend your Thunderbird career, why not take advantage of seeing the world while at the same time adding value to your MBA?

adamshanks@global.t-bird.edu

Extreme Makeover: T-bird Magazine and Logo Get a Face Lift

By KELLIE KREISER
U.S.A., Fall '04
Editor-in-Chief

If you've watched any TV in the past year, you are probably aware of the recent "make-over" trend. Plastic surgery, home decorating, and style advice dominate the airwaves and bookshelves. Now, this make-over trend has come to Thunderbird. Starting this month, we will see the first physical manifestations of the re-branding initiative the school embarked upon last fall. A stylish redesign of the Thunderbird Magazine and a bold new twist on our logo are the first changes to arrive.

Both changes come out of the long process of research and focus groups which yielded the "Truly Global" mantra. With the new marketing collateral that is being created to promote our school to prospective students and recruiters, an updated look was needed to match the new message.

The logo, which builds on the familiar bird design, has a

few new elements. The globe behind the bird has been made more prominent. The triangle heart of the bird has been enlarged, and will also be used alone as an individual design element in our literature. The bird's head is slightly sleeker in shape now. And a dark ring of leaves circles the entire logo. The most striking change is the half black, half white split of color. This nod to the yin-yang is entirely intentional.

Ken Lambert, our Chief Marketing Officer, revealed that out of the re-branding research, the dual nature of Thunderbird emerged. When asking focus groups which famous person best embodied the T-bird spirit, there was an even split between irreverent entrepreneur Richard Branson and peace-loving Dali Lama. As Ken explained, "What makes us really different, really special, is this balance between hard and soft skills." The black/white split in the logo is meant to signify this balance.

As to be expected, some in the T-bird community have



The new Thunderbird Magazine features Dr. Cabrera on the front cover.

resisted the change to the beloved logo. But this is by far not the first time the school's logo has seen a change though. Nelda Crowell, Thunderbird Archivist, explains the colorful

history of what has been called our "weird funky bird" on page 7 of this issue.

In conjunction with the logo, our alumni magazine is also receiving a face-lift. The first issue, out now, sports a stylized look created especially for us by design legend, Roger Black. Black has put his creative mark on many iconic publications, such as Rolling Stone, The New York Times, Newsweek, Fast Company, Reader's Digest, Foreign Affairs, Advertising Age and Esquire. Building on the magazine's new look, the

content has also been given an overhaul. New Editor, D.J. Burrough, and publishing veteran, Roger Toll, have worked to expand the content of the magazine.

Beyond being a promotional piece for the alumni, the new magazine will detail T-bird life across the entire community. Alumni, students, faculty, staff, and employers will all be represented in the new journal. The hopes are that the magazine, which is now read by 50,000 international managers across 166 countries, will find an even wider audience in non-T-bird executives interested in global business. And interestingly, the magazine will now accept advertising.

More changes to the school's marketing agenda are expected in the coming months as Thunderbird continues with its re-branding initiative. The Marketing department is leveraging the brain power of our school's top professors to further explore how we can reinforce to the world that Thunderbird is Truly Global.

kkreiser@global.t-bird.edu

1960

1970

1980

1990

2004

TODAY



THUNDERBIRD GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT



New Logo, New Look

By NELDA CROWELL
Thunderbird Archivist

It was always about the bird—the campus layout, the student nicknames, and of course, the logo. From its beginnings as Thunderbird Field, laid out in the shape of the mythical Thunderbird, the bird has always been symbolic, first of the airfield and then the School.

The first logo adopted by the School, then called American Institute for Foreign Trade (AIFT), was the bird that had been the logo of Thunderbird Field, the U.S. air base that trained thousands of pilots for World War II. Colored in black and red with a large intimidating eye, a hawkish beak, and powerful wings, it symbolized the strength of the U.S. Army Air Force training at Thunderbird Field. The symbol was subsequently adopted by AIFT, probably as a matter of convenience. After all, it was already painted on the roofs of the four hangars [see sidebar] and was familiar to the army veterans who were part of the School's first entering class.

For more than a dozen years, the fearsome bird

remained the School's logo. In 1966, however, there was a movement for Thunderbird to take on a more corporate look. Ford and DuPont, as well as other companies, were encasing their names within an oval border, so Thunderbird followed suit.

This was the Vietnam era, and as if to rebel against world events, the Thunderbird took on a sleeker, more peaceful global appearance, with longitude and latitude lines in the oval, symbolizing Thunderbird's international focus. Gone was the menacing eye and threatening wings. The new bird with its straight beak and linear design looked more like a dove than a hawk. The initials AIFT (American Institute for Foreign Trade) joined the bird within the oval. With the arrival of another new president, the logo was simplified even more. A name change to Thunderbird Graduate School of International Management in 1968 prompted the elimination of the initials, and the fine linear design created a more sophisticated presence that lasted, with minor variations, through the remainder of the 1970s into the mid-1980s.

As the oval went out of fashion, the logo was redesigned with a circle and a bird that reflected more power—heavier lines and more angular head and wings. The delicate bird was replaced by a strong Thunderbird that retained a feeling of Native American design.

At that time, research showed that Thunderbird still needed a more academic feel to pull it out of the realm of the trade school. Caps and gowns had replaced business suits for graduation, the curriculum had been substantially strengthened under President William Voris, and the logo needed to reflect the increasing academic stature of the School.

To accomplish that, the School, which had become The American Graduate School of International Management, turned to the School's "seal" as its logo. The round emblem carried the lengthy School name in a ring around the outside, a middle ring of laurel leaves surrounding the center, which held, as you might expect, the bird. Soon after, a stylized globe became the background for the bird in the center, leading to the most recent iteration of the logo in the early

1990s under President Roy Herberger.

Once again, the School took on a corporate look with a strong symbol that reflected the global nature of the School. The outer rings of the seal were deleted

and the new design pulled out the Thunderbird with its global background as the logo, one that would last throughout the rest of the Herberger years.

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Where Did The Bird Come From?

In the early 1950s, the old Air Force logo, which had since become the School's logo, continued to be displayed on the roofs of the hangars. Meanwhile the U.S. Air Force was developing a new aerobatic flight team, which as yet had no name. As they were flying toward Luke Air Force Base, they looked down on the hangars of the School with their large Thunderbird insignia displayed, and knew they had the perfect name for their flight team. They would be called, "The Thunderbirds."

T-birds Attend Emotional UN Event on HIV/AIDS

By JENNIFER KEHL
U.S.A., Fall '04

On February 21st a small group of Thunderbirds journeyed out to ASU in Tempe and attended Stephen Lewis' speech about Women and HIV/AIDS in Africa and the related photo exhibit called "Family of Woman." Both the photo exhibit and the speech provided a stark illustration of what can occur at the intersection of extreme poverty, violence, disease, and gender discrimination. It's a very sobering picture.



JENNIFER KEHL

The exhibit presents images of women in different developing countries, opening a window into their struggle to provide for themselves and their families. One photo showed three Ethiopian women at work, bending over a pile of rocks that will be used to build roads while another showed women who had brought their young children to a medical clinic for care, a third showed a family in Botswana surrounding a grave in

Canadian Ambassador to the UN and Deputy Executive Director of UNICEF, was a gracious, articulate and extremely eloquent speaker. He is clearly intimately familiar with the subject of HIV/AIDS in Africa. Mr. Lewis is passionate about his work and has an incredible way of telling his story. The combined effect was a powerful presentation about the HIV/AIDS crisis in Africa, particularly among women - a situation which Mr. Lewis confessed made him feel that the "world had gone mad and completely off its moorings." By the end of his speech, I couldn't help but feel the same way.

The enormity of the crisis is overwhelming and, as Mr. Lewis put it "this pandemic has a woman's face." He shared some

Saharan Africa by the year 2010 (in some countries this amounts to 10% or more of the total population.)

He explained that married women in Africa are often worse off. Young and often married to men years their senior, they cannot control their mate's fidelity, cannot practice abstinence and are in no position to demand safe sex. What do they do? They contract the disease. In fact, more married women than non-married fall prey.

He described the hospital in which each bed held two women, each with her head at the feet of the other and under each bed...a third woman...all of them dying of AIDS. In the corridors of the hospitals one could hear the mothers wailing...as their children died of AIDS.

right?

He shared the stories of three women he had met who had been tortured and raped dur-

audience to get involved, to volunteer, use their vote, donate money and be cognizant of what is happening. For more informa-



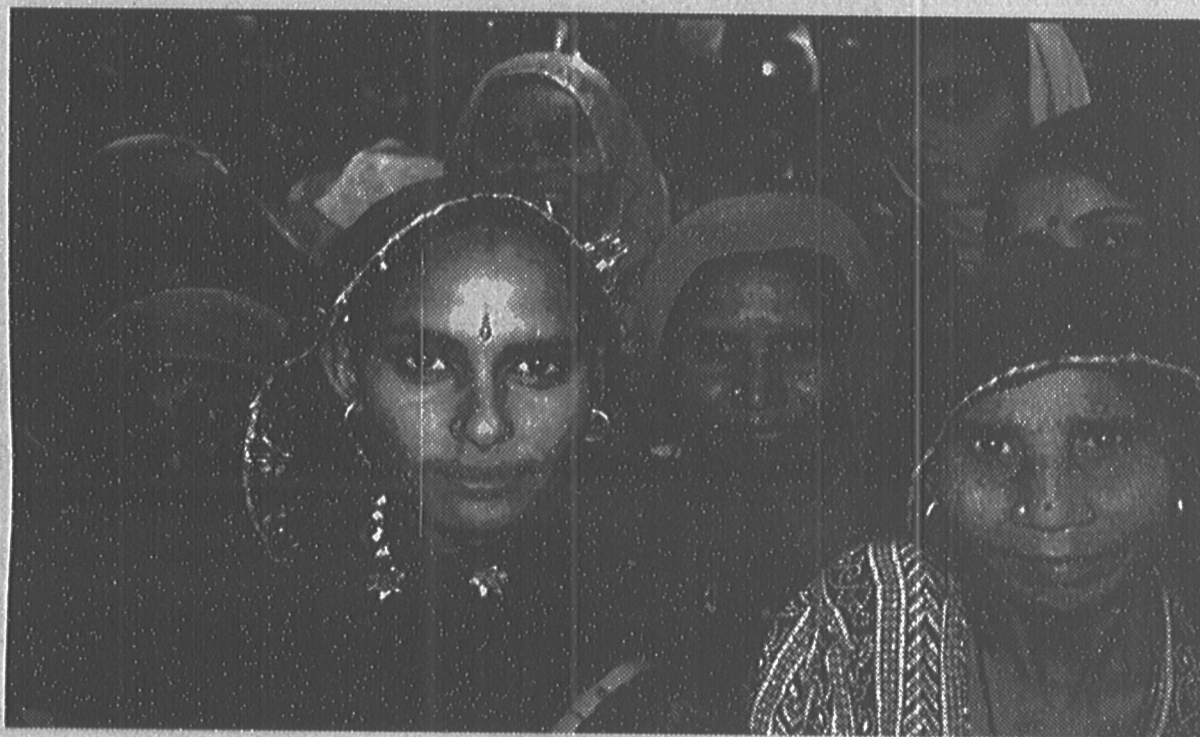
ing the conflict in Rwanda, all of whom now had AIDS - stories so horrible it was beyond my imagination.

Not all was darkness and sadness in his presentation however. He spoke to the audience about "glimmers" of hope: new treatments, focused on prevention (such as drugs/devices that a woman could take to protect herself without her husband's consent/knowledge), a new initiative called "3 by 5" which aims to get 3 million people on antiretroviral drugs by the year 2005, successful public awareness campaigns (such as "If it's not on, it's not in" in Ethiopia) and increased treatments for the prevention of mother to child transmission (PMTCT). In addition, however, Mr. Lewis emphasized that it is critical to work towards increased gender equality. To ensure women and girls have access to education, have legal rights and that rapists and others who commit crimes against them are brought to justice. This combination of protection, treatment and empowerment is the only hope of stemming this crisis. "The women are dying today," he said. "We do not have time; we have to empower women immediately."

In closing Mr. Lewis explained that "we have allowed this to happen, something that is beyond the power of words to convey." He encouraged the

tion you can check his website, stephenlewisfoundation.org or the UNFPA at unfpa.org

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One of the many striking photos in the "Family of Woman" exhibit.

which a heart-wrenchingly small coffin has been laid holding an infant who had died of AIDS. While the exhibit is small, it is nevertheless powerful and it was an effective introduction to the presentation which would follow.

The keynote event that evening was the presentation by Stephen Lewis, Special Envoy to the UN on HIV/AIDS in Africa. Mr. Lewis, the former

of the frightening numbers with us:

There are over 26 million people between the ages of 15 and 49 living with HIV/AIDS in Africa and almost 60% of them are women.

75% of all those infected, between 15 and 24 years of age, are young women and girls.

Largely as a result of AIDS, 20 million children will be without one or both parents in sub-

Often however, he explained, the parents die before the children, leaving them to raise themselves, creating families in which the "head of household" is a child as young as 10 years old. Children, who after caring for their sick parents, would have to watch them die and would then grow up without anyone to parent them. Can we even imagine how a child would handle that? How will they ever become parents in their own

Don't Miss It!

Until October 31, 2004, "Family of Woman - a Photographic Journey into the Invisible World of Women in Developing Countries" will be presented at Gammage Auditorium, ASU, in Tempe.

If you would like to learn more about the exhibit, join the coalition of supporters, volunteer or get involved in any other way, please visit www.familyof-woman.org or call 480-423-5521.

T-birds on Assignment: Ecuador & Jordan

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

Every now and then, there are a few T-birds that love the school so much they never seem to get around to graduating. Are they part-timers? Undecided between focus areas? Slackers? Well, maybe... But, there are also EMDAPers.

The Emerging Markets Development Advisors Program (EMDAP) is a prestigious grant awarded by the US Agency for International Development (USAID) to qualified MBA candidates between their first and second years of study. Grantees live in-country for a period of 10-months during which time

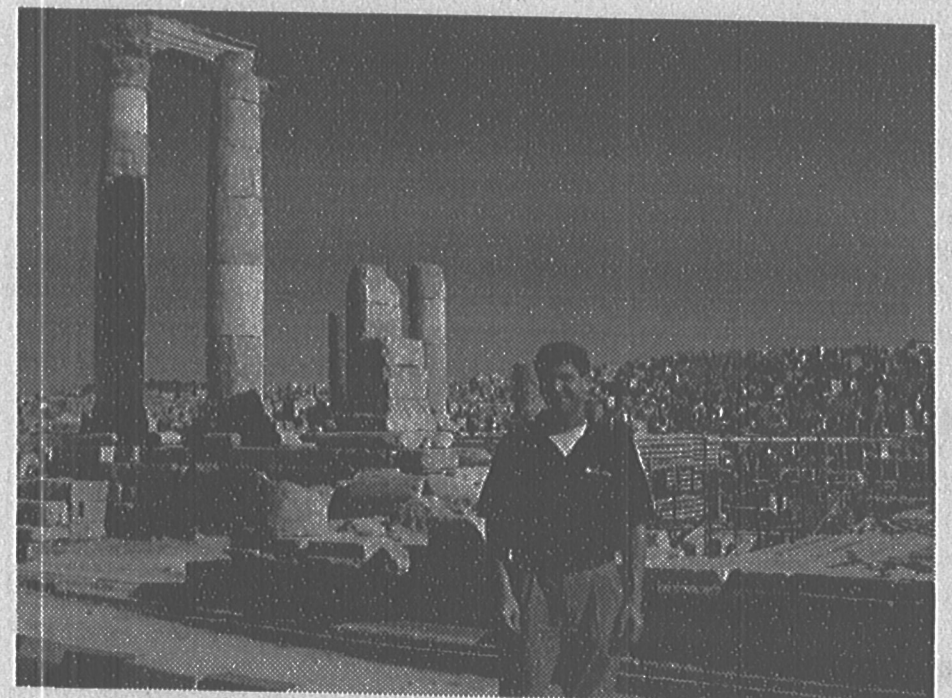
they act as Advisers to their host organizations; providing expertise in marketing, finance, change management, and other management acumen. EMDAPers serve in emerging markets throughout the world.

This year, more than 80 people from across the US applied to the program from which 17 were selected. Among the grantees, Jeremy Terr and Jill Zabrowski were chosen for assignments in Jordan and Ecuador respectively. Jeremy is an Adviser to the "Aqaba Development Corporation" and is working with a team of Bearing Point consultants to establish change management and strategic marketing best

practices. Jill is working with the Ecuador branch of the World Council of Credit Unions to increase the country portfolio of services. Beginning October, Jeremy and Jill will publish snapshots from their work journals in Das Tor for other T-birds to share the experience.

If you are interested in applying for EMDAP, contact Mike Low at the Career Management Center for the application materials. The process is extensive so it is best to start well ahead of the January 5, 2005 deadline.

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Jeremy Terr at Hercules Temple, Jordan

New Director has Big Dreams for the Garvin Center

By JENNIFER KEHL
U.S.A., Fall '04

Dr. Mansour Javidan is a man with big dreams for Thunderbird. In his mind's eye he sees Thunderbird as a future gathering place for senior executives, renowned scholars, and high level government officials. He imagines a future in which students would not be surprised if they looked out the window and saw the likes of Colin Powell walking by, or an Ambassador, or a CEO of a global corporation... a future in which Thunderbird hosts an annual conference on major issues related to international management... in which we have Executives in Residence, an Ambassador's Row and a Thunderbird branded ranking of the world's most global companies. Though he just joined Thunderbird this past August, the new Director of the Garvin Center for Cultures and Languages of International Management is clearly in full gear already.



JENNIFER KEHL

I met with Dr. Javidan recently to learn about his background, what brought him to Thunderbird, and the plans for the Garvin Center. His background combines teaching and extensive research in international management issues with real operational experience in international business. He is on the Board of Directors of GLOBE (Global Leadership and Organizational Behavior Effectiveness) and is one of the editors and writers of the recently published GLOBE book, which we are all exposed to in our Global Leadership class. He has published numerous articles and has experience teaching and consulting all over the world. He also has been exposed to what he called the "nitty gritty practical operational issues" of international business, having worked for 3 years with the CEO of TransCanada PipeLines, a multi-billion dollar Canadian energy company. In this role, he was also directly involved in the acquisition of a \$15 billion corporation, which at the time was the largest such merger in Canada. It's no surprise given his background that his key interest lies "in bridging the gap between the academic world and the practical world," a theme that is apparent in many of the ideas that he is working on for the Garvin Center.

When Thunderbird called him in the early part of this year, Dr. Javidan was with the University of Calgary in Canada, but was already well down the road to a new job with INSEAD. In the end, he chose Thunderbird because he believes it is the only business school that is totally focused on international management, and the position as director of a new center provided broad and diverse opportunities. As well, he really connected with the people he met here. Another reason perhaps is that Dr. Javidan shares a key characteristic with many Thunderbirds - "The love of my

profile of Thunderbird and to build on its legacy and reputation as the number one international business school. He wants Thunderbird to become: "the intellectual home for all people with an interest in international business issues." To accomplish this, he has a number of exciting programs in mind. The first is an annual conference in international management to be attended by senior business executives, international and local political and governmental officials, and scholars. Not only would this build awareness of Thunderbird and provide opportunities to build relationships that could lead to other connections with conference attendees, but the hope is that, space permitting, some of the conference events would be open to students so we could benefit from the discussions as well.

The Center is also working on expanding the current speaker series and perhaps combining it with "residence" programs that would bring individuals similar to those attending the conferences (i.e. senior level people from academia, business and politics) to campus to spend a period of time giving presentations, doing research, benefiting from instruction and the like. This could include things like an Executive in Residence program and/or an "Ambassadors Row."



Dr. Mansour Javidan

life," he told me "is to be exposed to and meet people from other places and cultures." Sounds like he's in the right place.

The other goal is to elevate the

the Garvin Center's strategy is twofold. One goal is to ensure the continued integration of language and cross-cultural education with the other business elements of the Thunderbird program, particularly as the school works on its future programs and on any changes to the curriculum. The Center will work with professors to explore ways of integrating language and culture into the business classes and vice versa.

The other goal is to elevate the

least, Dr. Javidan outlined an intriguing concept. One that would certainly be the most challenging to pull off - but also could have tremendous benefits. Think about the Fortune 500 Largest Companies and the 100 Fastest Growing Companies. What if there were a Thunderbird 100 Truly Global companies? Better still is the Thunderbird/Fortune (or Business Week or WSJ...) 100 Truly Global Companies. What Dr. Javidan also sees is the potential for companies seeking to improve their global ranking to seek out Thunderbird for consulting projects, executive education programs, interns and employees. Can you see it? I can.

After only a few short months on our campus, the director of the Garvin Center not only has a number of dreams, but he's working on turning them into reality and not wasting any time either. The first conference is tentatively being scheduled for early next year and by the time this article is published, he'll have spoken to the Thunderbird Global Council about the ranking idea. As we closed our meeting, Dr. Javidan asked me to "make sure that the students know how to reach me" as he is interested in hearing our feedback and ideas. If you'd like to learn more or share your thoughts he can be found at javidanm@t-bird.edu.

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Last, but certainly not

Attending Jewish New Year's Service in Geneva

By STACY ALYSE WIESER
U.S.A., Spring '05

My experience in going to religious services at different congregations is that every service is unique.



STACY ALYSE WIESER

Sometimes the melodies of prayers are the same and sometimes, well you just aren't quiet sure how loud to sing in case you end up a soloist. So, I figured that going to religious services in Geneva would be a new experience. I didn't realize how vastly different it would be.

I went to Friday night services the week prior to the Jewish New Year to see about getting an invitation to High Holiday services. In the United States you need a ticket for these services as they are the most well attended holiday of the year. It was suggested that I go to a congregation in Geneva called Beth Yaacov, since T-birds have been welcomed there in the past. I made my way to the synagogue, which was surrounded by a wall that had a locked metal gate in front.

Three security people were at the gate. I approached stat-

ing "Je suis américain." One of the guards spoke English and asked me if I belonged to a synagogue in the United States and to show evidence of this. I showed him my passport, but had no documents indicating my religion.

I was let in, but the congregation was neither embracing nor friendly - which is different from the U.S. I was told this is partially due to the culture and partially due to anti-Semitism. I was surprised that was the case in a country whose first female president happened to also be Jewish.

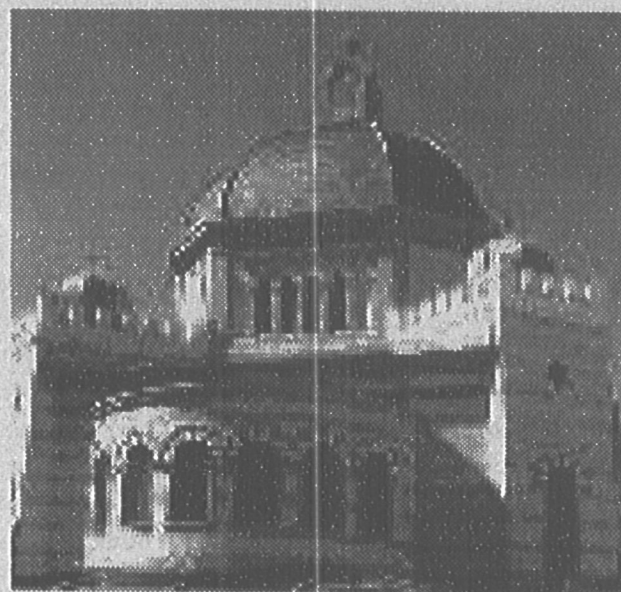
The synagogue was quite old and beautiful, a two story high building in the middle of a plaza. It had stained glass windows with bars on the exterior, and inside there was ornate painting and gilded architectural features. Women sit upstairs and men sit downstairs like in an Orthodox temple, although it is actually a Conservative congregation.

The guard told me that I would have to go to the Jewish Community Center to get an invitation for High Holiday services. On Monday I went into Geneva in search of the Jewish Community Center. I got lost on the way and was starting to think that I was not in the right locale when I found a building that had concrete barriers

in front of it to prevent parking near the building. I had to ring a doorbell and stand in front of a video camera before I was able to enter the building. Once inside, there was an ante-room with a security booth. It was one of the same security guards from Friday. The other one had told me the office was open until 8pm - this guard said 6pm! It was about 6:30pm, so I missed the staff. I was given a pamphlet and a phone number for Beth Yaacov.

The next day I had a French speaker call the synagogue for me. They told me I needed to go down to Beth Yaacov to get security clearance for High Holiday services. At this point I was feeling frustrated - I had gone to the synagogue, was told to go to the Jewish Community Center, was told to call the synagogue and was now told to go back to the synagogue. My friend explained that I had already gone to the synagogue and the staff member then said I could fax something showing my identity and they would fax back a security clearance. This was done easily and I

finally had my ticket to services. When I arrived for services the ENTIRE PLAZA was surrounded by metal barriers with



Beth Yaacov, Geneva

Swiss police wielding machine guns guarding it. I showed the security pass and my passport and was let in. Along with the prayer book, I received a sheet of evacuation instructions in the event of an emergency. Happy New Year!

The seats are reserved for congregation members, but if no one shows then you can take an empty seat. This results in a kind of "jockeying" for seating by non-congregation members (like myself) in unclaimed seats and then

scurrying for a new one when the owner of the seat arrives. The prayer books had vowels in the Hebrew, which is cool, because in the United States there are no vowels in the Hebrew text - you just "know" how to pronounce the words. Or rather, you ought to know - this is something that was always a challenge for me. The rabbi was, by my conservative estimate, a million years old. He had an assistant that walked him to and from the podium.

The service was in Hebrew and French. It was similar to those in the U.S. and I could follow it for the most part. The biggest difference was that afterwards there were no apples and honey for a sweet New Year. Perhaps this was due to the security instructions which advised that following the service "do not remain on the pavement outside the building and please disperse as quickly as possible".

In spite of the challenges, I definitely enjoyed my experience, and plan on attending services there again during my study at Thunderbird Europe.

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Supply Chains at Thunderbird a Competitive Edge

By PROFESSOR JOSEPH CAVINATO
ISM Professor of Supply Chain Management

Thunderbird offers students interested in supply chains a unique advantage over other schools and for their careers. That difference is in its leadership focus rather than how it is taught at competing schools as a management discipline. Too, Thunderbird's orientation is toward the supply chain world that is evolving for competitiveness three to five years out.



PROFESSOR CAVINATO

Supply chains, or value-chains as some refer to them as, consist of the operational, financial, informational, and relational processes and linkages that firms use to acquire goods and services, convert or configure them, and deliver them into the market. The key is in building the correct competitive architecture of supply chain related resources, processes, and systems.

Thunderbird further views supply chains in a different light than most other schools in the world. First, it presents the content in a global context rather than that of just one country's domestic setting. Second, it applies a top-down approach starting with how the

company or organization decides to compete and following through with building and supporting the business models and operational supply chains to attain those strategic ends. Third, it views the field as both chains and networks. And, fourth, in creating future leaders of tomorrow's businesses and organizations of the world, it adapts a top down and integrative approach with emphasis upon the state of supply chains as they are evolving and will likely be competitive three to five years into students' careers.

A new emphasis of study in supply chains was recently launched at Thunderbird. At its centerpiece is a comprehensive course, GF 5274, Global Supply Chain/Network Leadership. As Cavinato says, "This course takes a leadership view of supply chains rather than the bottom up management approach. The rationale is that, as future business leaders, Thunderbird grads are better served with the capabilities of scanning, interpreting, and applying the correct architecture and specific components. Besides, every three to five years, the 'best practices' are constantly changing."

In addition to this course, students select an additional nine trimester hours from courses offered on a regular basis at Thunderbird. These courses enhance supply chain knowledge and capability while providing

flexibility and choice determined by students' particular career interests and aspirations.

- Managing Projects
- Export/Import Management
- Customer Relationship Management
- Channel Management
- International Business-to-Business Marketing
- International Sales and Negotiation
- Global Product Development and Management
- Strategic Services Marketing
- Global Negotiation
- Regional Business Environment: Asia, Europe, and Latin America
- Cross Cultural Communication
- International Business Ethics
- International Risk Management
- Country Risk Management
- Business Intelligence
- Corporate Consulting

Students are also encouraged to seek a wide range of field related internships.

Students can build specific paths of study with their particular interests in mind. Typically these are with orientations toward marketing, purchasing/supply, consulting, supply chain logistics, or general management.

For more information, contact Professor Cavinato at cavinatj@t-bird.edu.

WINTERIM: Project Management & Microfinance (GF5301)

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

In January of 2004, I attended the Project Management & Microfinance winterim to acquire the development acumen I never knew as a Peace Corps Volunteer. The course, meeting for 2 weeks 7 hours each day, was a whirlwind of intensity. We went on field trips to credit unions, created a bank from scratch, and hosted a microfinance mini-conference.



Winterim attendees

that included the North American Director of the International Fund for Agricultural Development, as well as representatives from the Grameen Bank, World Council of Credit Unions, Arizona Credit Union League, and even Trustee Merle Heinrich's philanthropic entity the Keamy Alliance.

But don't be fooled! The class is not all road trips and free lunches. We also worked in small teams to draft proposals for microfinance institutions and presented these to fellow classmates who determined how much, if any, funding would be allocated. I worked on a three-person team including Rachel Granger and Joel Pugh, to draft a proposal for a Grameen II Replication project in a hypothetical southeast Asian town of 200,000 people. At the end of the day, our classmates funded less than 50% of our proposal. Regardless, many drinks were purchased that evening at the Pub!

One of my favorite classes involved a mock negotiation between a Latin American country and development organizations (UN, World Bank, IMF, and USAID) and a private enterprise. The negotiation highlighted the intense complexity of doing business in emerging markets. The private enterprise wanted a guarantee from the World Bank's MIGA group, the UNDP wanted the government to avoid exploitation of labor, the IMF... So many stakeholders, so many compromises!

The Project Management & Microfinance winterim is a necessity for the ID Professional, but offers enough diversity to meet the interests of Finance and Marketing focus areas as well. By the end of the class, you will learn how to create a financially viable bank for the poor through interest-bearing savings accounts and loan portfolios. You will also practice and speak to practitioners of international development. Most important of all, you will have the unique opportunity to study under Antonio Gayoso and Joan Dudik-Gayoso, two highly qualified experts of international development and a dynamic teaching duo guaranteed to keep you smiling!

Whether for networking, learning, or simply for credit, I give two thumbs-up and a strong buy in favor of the Project Management & Microfinance winterim. jbtterr@global.t-bird.edu

Convergence of Technology and Business in the Global Financial Sector

By SUSH PODDAR
India, Fall '04

One of the first things Thunderbirds learn during their initial days at school is the prolific growth of international trade, FDI, and portfolio investments over the last two decades. In courses like International



SUSH PODDAR

Political Economy and International Economics, we discuss the global business context, and the international economic and political factors that fuel this growth. Then, those of us who eventually move to the focus area courses in Finance start exploring the finer details and practical dynamics of how those concepts are applied in the industry.

A particular facet of finance that strikes us at this point is the heavy emphasis on the usage of technology tools in the financial domain. Be it in the area of banking, asset management, trading, or research, technology is ubiquitous and a fundamental strategic driver for business performance. For instance, when Professor Grieves asks Sparky (the nickname for T-bird Fixed Income students) to analyze a fixed income strategy, Sparky has to immediately open three terminals — one with Bloomberg, one with Yield Book, and another with Excel VBA. Or try walking into the lobby of a Wall Street firm and you will most likely be greeted by a Bloomberg TV. And if you attend the Portfolio Management class at

Thunderbird, the class will possibly start with Professor Viteri talking about Asset Allocation Strategy or Active Risk Management, and as you start wondering "but how do I do it?" he leads you to the Ibbotson Encorr or the Barra Aegis terminal in the computer lab.

Deregulation of interest rates and the break down of the Bretton Woods Fixed Exchange Rate system have fundamentally transformed the financial landscape by creating interest rate and FX rate risk exposures that did not exist before. This has led to an exponential growth in the derivative markets and introduced increasingly complex risk management products. As a result, application of quantitative financial methods that demand immense technology horsepower has become imperative for the mere existence of global financial institutions. The evolution of quantitative trading firms and hedge funds, which use sophisticated numerical algorithms to capitalize on global arbitrage opportunities, is not only creating new business possibilities but also promoting market efficiency. Not surprisingly people with strong quantitative aptitude are the most sought after professionals on Wall Street!

Over the past decade, rapid information exchange and faster data processing capabilities have reduced transaction costs, increased competition, and promoted transparency in financial markets. But that is the obvious part played by technology in this industry. Technology is becoming indispensable in several other ways —

the structure of the financial industry is undergoing a sea of change following the repeal of the 1933 Glass-Steagall Act. Investment banks and retail banks are merging giving rise to colossal financial services firms, and technology is the predominant vehicle enabling the process of integration and collaboration. Besides, the new financial disclosure requirement mandated by the Sarbanes-Oxley Act has amplified the information processing needs for firms of all sizes across all the industries.

On the other hand, the horrific events of September 11 have alerted the financial institutions to the need of developing disaster recovery mechanisms by capitalizing on distributed information technology capabilities. Simultaneously, to curb terrorist activities, regulatory authorities are also aggressively using technology to monitor the global flow of funds and identify suspicious money laundering activities.

The strategic significance of technology in the financial industry is gaining momentum at an accelerated pace. People who are seriously considering a career in finance, be it investment or corporate finance, have to keep in mind that in some way or other their jobs are becoming more and more quantitative and technology intensive. Although most of us are not going to be involved in hard core technology, a deep understanding of how technology can be leveraged to better carry out your work can certainly give you a competitive edge as a professional in this industry.

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FORAD: The Great Adventure

By DON MACIAG
U.S.A., Fall '04

It was late on a hot, sultry Wednesday night in June. The air was still, our suits seethed with sweat, and these ties were killing us. We had just finished our biennial



DON MACIAG

report defenses in Lecture Hall 53 and now many of us found ourselves in the Pub reenacting our spirited responses to the Ferris-Pettitt-Moffett tribunal. We could not pin down what exactly about the experience made it so unique. Was it the lack of sleep over the last week? Was it the darkness of the room and the shining spotlight in our eyes as we looked up at our inquisitors? Was it the incredibly obvious questions they asked which we never even thought of until that moment? Was it the clusters of spectators whispering to each other during the uncomfortable silence as we thought of a response? Was it the amazingly clear hindsight of our mistakes that we had made on our FORAD decisions? Maybe it was all of these

things... Oh well, we could not ponder it any longer. After our two beers, we had to go back to the Commons to work all night to write our case studies which were due the next morning.

I have to admit, this class will go down as one of the memorable events of my time here at Thunderbird. It was so encompassing in that it drew from first- and second-trimester finance and accounting classes and integrated them with business strategy, international financial markets, and corporate treasury management. Going into the class, we knew it would be challenging, especially on a condensed schedule this summer. What we did not realize was that this class was really two classes disguised as one. First, there was the class content which consumed a full 24 class periods. Topics ranged from firming up our understanding of international parity conditions, to delving in much more detail into the three different types of foreign currency exposure, to learning the different types of derivatives that companies use to hedge against unexpected interest rate, currency, and commodity movements, to

Continued on page 9

Private Equity Conference Attracts Execs, Alumni, Profs and Students

Continued from page 1

capital, and carefully analyze many possible projects or ventures before selecting the ones expected to generate significant profit. The PE firm then provides capital to the selected business to promote growth and expansion in exchange for partial ownership of the business.

Although individual strategies may differ, private equity firms generally realize profit when the venture company is sold, or goes public. After the sale or IPO, the PE firm returns the capital and profit to the investors, and retains a percentage for itself. PE firms must be cautious since funding companies that fail result in losses for investors, and tarnishes the PE firm's image.

Private Equity has evolved into a mature industry that is rapidly expanding on a global level. This dynamic change has created significant opportunity for those professionals who understand the challenges of conducting business across the globe. In this respect, there is a clear and strong alignment with the ideas, goals, and people that are associated with Thunderbird.

Thunderbirds have traditionally stood out as well-traveled risk takers with strong entrepreneurial spirit and cultural awareness that are uniquely suited to manage in the cross-cultural global business environment. The increasing demand for private equity investment in regions such as Eastern Europe, Asia, and Latin America directly drives an increasing demand for globally oriented managers. There is no doubt that the private equity industry and Thunderbird have a unique fit that will continue in years to come.

The AT&T auditorium was filled to capacity throughout the conference with a high quality crowd of industry participants, alumni, students, and faculty. Interaction between participants was successfully facilitated throughout the conference and participants were visibly engaged during various activities including coffee breaks, lunch, cocktails, dinner, and of course the Pub.

Keith Cooksey '05 of the student PEVC club reported, "During the conference, a \$3 billion syndicate was formed among participants, and several companies showed strong interest in advancing relationships with Thunderbird." A syndicate consists of several private equity firms that enter a venture together to share risk, talent, resources, and rewards.

Cooksey attributes the importance of connecting Thunderbird and global private equity industry to the concept that, "In the private equity industry, people only do deals with people they know and trust, and Thunderbird provides a venue for future global investments."

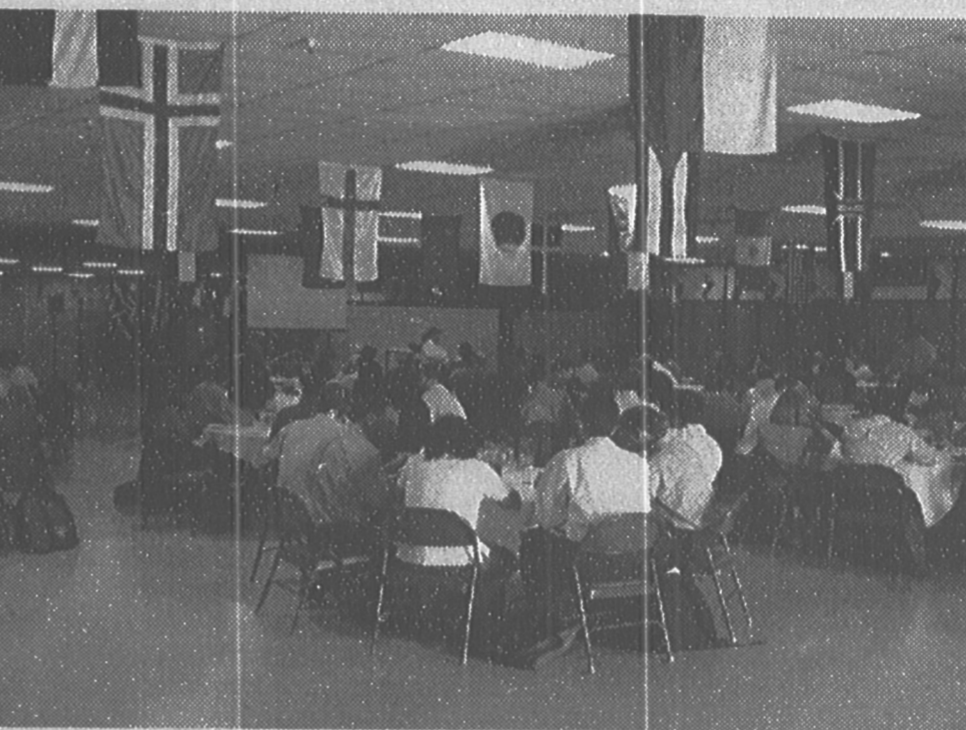
One of the most interesting points of the conference apparent through the various panel speakers was the many different strategies used by PE firms. For example, some firms preferred a strategy of diverse investments across a wide range of industries, whereas some preferred a concentrated approach and focused on a specific type of business. Another difference was in the number of ventures of which firms invested. Some firms preferred to manage a large portfolio of projects, and some preferred to only work with a few projects.

There was also a diverse approach to the amount of ownership a firm preferred to take in a venture company, with some firms taking small percentages of ownership, and some firms preferring to acquire large percentages of ownership. Additionally, some firms stressed the importance of selling venture companies very quickly, and some firms stressed the importance of holding venture companies for the long term. Finally, some firms were development oriented, and some were market oriented.

Michael Bleyzer, President and CEO of SigmaBleyzer captivated the audience with a well-articulated presentation of private equity in Eastern Europe. SigmaBleyzer became an industry leader by actively working with Eastern European governments as well as businesses to promote economic reforms that foster successful FDI, and economic development. SygmaBleyzer choose to enter the emerging market of Eastern Europe to pursue business development after realizing the markets of the Western regions were mature, and returns on investments were diminishing due to market efficiencies in the private equity industry.

Perhaps one of the most innovative firms at the conference was Sustainable Asset Management (SAM) from Zurich. Lead by Ms. Gina Domanig, SAM presented the concept of a private equity group that follows a socially-oriented strategy of creating value for investors through funding of sustainable development projects. These projects include investment in clean energy technology, such as companies developing ocean wave power generation, and companies developing water conser-

vation technology. Additional funding is allocated to infrastructure projects, and other clean technologies. As further development and expansion of the global population impacts the environment's ability to sustain life, there is no doubt that private business will become an increasingly important player in the management of resources, and promotion of conservation.



Conference attendees enjoy keynote speaker Kurt Geiger from the EBRD

One of the themes that continuously emerged during the conference is the concept of "overhang" in the private equity industry. Overhang is used to describe the surplus of funds raised by private equity firms relative to the venture projects that the firms can invest in. This has resulted in much more capital than the companies can invest in ventures. Over the last few years more investors have turned to the private equity market; however since the PE firms must be selective about the potential of the investment venture they cannot just toss money into any business. Additionally, as domestic PE markets mature, the international markets become increasingly attractive.

Another emerging theme from the conference is the lack of private equity invested in emerging, and early stage developing businesses. These are the ideas or businesses that are developed by entrepreneurs who require "seed money" to cultivate the business, and generally are in the planning stage before the product or service is delivered to market. Traditionally, private equity firms have avoided investing in this stage, leaving investment to individual entrepreneurs and their families, angel investors, or government and

educational institutions.

However, if private equity is successfully connected to early stage technological development, there could be significant opportunity for value creation for investors, PE firms, entrepreneurs, and society at large as new technology is brought online much more rapidly for our use and benefit. Thunderbird is in a unique position to facilitate progressive advancement in private equity and early stage funding with its strong connections to entrepreneurs, the private equity industry, and an immense pool of global talent and resources.

The Thunderbird Private Equity Conference (TPEG) was organized and conducted by the Thunderbird Private Equity Group, a consortium of alumni from the PE industry, school administration, and students. TPEG seeks to "advance Thunderbird to the forefront of the international private equity arena, to provide promising future leaders with a unique, progressive networking, mentoring, educational, and career development vehicle into private equity, and to foster and develop Thunderbird's exceptional global pri-

private equity community." (<http://clubs.t-bird.edu/tpeg/>) TPEG brings industry alumni together, increases awareness of private equity opportunities, and positions T-Bird in the private equity niche, all through a strategy that promotes connection, collaboration, and cultivation.

Jeff Shippy '04 of Mosaic Capital, Akhil Kishore '03 of Deutsche Bank, and John Cook '79 of WJ Hopper & Co. Ltd. spearheaded the alumni effort along with students Keith Cooksey '05, Josh Dunivant '05, Scott Zienkewicz '04, Regula Schegg '05, and Ben Barclay '05. SigmaBleyzer was the major sponsor of the PEC, with additional support from Intel Corp., and SAM Private Equity. The conference's success is a great example of how a student-group and some key student leaders with a vision and perseverance were able to gain support and momentum for the PE Conference in a cross-discipline fashion. They allowed the conference to take on the direction set by future student leaders and the whole Thunderbird community. Many participants were impressed by the dedication and efforts of the planners, and look forward to next year's conference, as well as the results of future Thunderbird PE events.

The 2004 Thunderbird Global Private Equity Conference has successfully increased the Thunderbird community's awareness of the vibrant global private equity industry, and will no doubt pave the way for another great PE Conference next year. In addition, the conference has demonstrated the growing opportunities for global managers in this quickly expanding industry, as well as the importance of a venue for connection and collaboration of industry leaders. Most importantly the PE conference reinforces the significant role Thunderbird plays on the private equity industry's future which is no doubt, truly global.

Additional Resources can be found at:

Conference Speakers' Slides: <http://www.hyperpub.com/>

Thunderbird Private Equity Group homepage: <http://clubs.t-bird.edu/tpeg/>

Thunderbird Private Equity Club homepage: available on MTB

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FORAD: "Trust Me – It's Worth the Effort..."

Continued from page 8

reviewing how to manage capital structure within multinational corporations, to understanding international mergers & acquisitions and finally (phew!) building effective international tax management strategies. Throw in a mid-term and a final and that gives you half the class.

The second half of the class is made up of special projects which include playing the FORAD simulation, preparing a biennial

report, defending it, and writing a case study on an international finance topic. These projects were done outside of class in groups that you became either family or sworn enemies after spending upwards of ten hours a week in meetings. It was these projects, though, where you really synthesized everything you were learning in class. Your mind could not grasp every detail, but at the end of the day you walked out of the class with a clear understanding of what kind of financial

risks a multinational enterprise faces and you gained a set of tools, methodologies, and operating principles to quantify them and manage them effectively.

So if I could impart any advice – what would it be? Well first of all, this is more than a finance class. It's a business leadership class. So if you think you are not a finance guy or gal, do not necessarily write it off. We learned many important business challenges that CFOs, COOs, and

CEOs face and how a decent understanding of corporate financial management can help deal with them. We learned how financial conditions had to be deeply integrated into how you manage your business and vice versa. Operations people cannot make decisions without understanding the risks and financial obligations incurred by them. If you do decide to take the class – come prepared. There really is a lot of work and you need to plan ahead and distribute

the work as much as possible so that you do not make big mistakes in the final stretch of the class when time is most important. However, your return on that work will be fantastic. You finish the class with a sense of accomplishment and a well rounded understanding of finance in the context of managing multinational corporations. Trust me – it's worth the effort...

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My Job at Deutsche Post World Net

By IRINA STANCIU
Alumni, '03

After months of job searching, interviewing, and many rejections and within a month from your graduation, receiving your first job offer is a big thing. One would say that one should be very happy to have this happening to her. However, my offer for a consulting position in the German office of Deutsche Post World Net (DPWN) brought along many questions and a lot of stress. As most of you, I had chosen Thunderbird because I was seeking an international career and was looking for that job that makes you wake up every



IRINA STANCIU

morning looking forward to a new work day. Was this the job that I was looking for? The opportunity of doing strategy consulting for DHL and Postbank (two brands of DPWN) was tempting, but to be honest, I had never considered Germany as a possible location. I was aware of the significant international exposure of the job and also of the future opening of other international offices; however the decision to move to Germany was not an easy one. The cultural experiences and exposure that we have at Thunderbird should be a stepping stone in the development of our international profiles. But was I ready to start a new life in a foreign country and dive into "the German culture?" I have to say that even after accepting

the job I still had doubts whether Germany would be the country where I wanted to live. However, in making my decision, I left the cultural aspect aside, thinking that my cultural awareness and exposure to date would help me get through. Instead I considered the job responsibilities, the development opportunities within the company (as much as I knew at that point) and how the job fit my career plans and the profile I wanted to develop.

A couple of months later I moved to Bonn, Germany and started my new job. Apart from the culture shock and the usual difficulties that one faces when moving to a new country, I have to say that my job and the work environment totally captured me from day one. Besides the

interesting aspects of my job, which I will elaborate on further, I was also amazed by the great social interaction of all co-workers, by the support that I received from everyone and by the true team spirit that I found at everyone I have worked with so far. These things are hard to explain and you only get to appreciate and understand them when you experience them. However, I believe there are more things besides the great working atmosphere that really differentiate DPWN Inhouse Consulting from any other consulting company out there. First of all, a job at DPWN Inhouse Consulting facilitates the development of a solid knowledge and expertise of the DPWN business through various projects in all corporate divisions (Mail, Express, Logistics and Financial Services) rather than only an outsider's perspective and somewhat limited understanding of the customer's business that external consulting companies are restricted to most of the times. Secondly, the current corporate focus on growing the business in foreign markets (Asia, the U.S.A.)

brings along many opportunities for Inhouse Consulting to drive the business development strategies. This translates into assignments in various markets, therefore a wide international experience for the internal consultants. Another aspect not at all unimportant is that Inhouse Consulting is currently growing at a fast pace to keep up with the business needs, which brings along diverse career development opportunities both in Germany and abroad.

Today, after half a year at Inhouse Consulting and in Germany not only can I say that I am happy with my job and decision to join the company, but I can also speak against any cultural stereotypes and promote the German culture, its bier and ever partying mood of Cologne.

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If you would like to find out more about the job opportunities at Deutsche Post World Net Inhouse Consulting please visit our website at www.deutschepost.de. Our recruiting team will visit Thunderbird campus and hold interviews during November 8-9, 2004. Please refer to MTB for more details about the job opportunities.

Deutsche Post World Net
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At the right place, at the right time: the Deutsche Post World Net group, with its brands Deutsche Post, DHL and Deutsche Postbank, is one of the world's largest and most competitive logistics providers. At the beginning of 2003, our express, parcels and logistics businesses were brought together under the global brand DHL.

Our employees are the foundation of our success.

Alumni Weekend is Coming!

On November 5-6, the Glendale campus will be alive with Alumni Weekend activities. We will be celebrating reunions for three class years: 1954 (50 years), 1979 (25), and 1994 (10). This is a great opportunity for students to meet and mingle with alumni from a wide range of industries, regions and graduation years. Events are free to students, but you must register to attend. Some events have limited seating, so register early!

Friday, November 5

- Noon - 5:30 p.m.: Table Topics Luncheon and CareerForum (Registration Required)
- 5:30 - 7:00 p.m.: International Development Networking Panel
- 7:00 - 8:00 p.m.: Meet and Greet at the Pub
- 8:00 - 11:00 p.m.: Asia Night

Saturday, November 6

- All Day: Rugby Tournament
- Noon: Picnic Lunch (Registration Required)
- 2:00 - 3:00 p.m.: Memory Lane pres (Registration Required)

Event details and registration available on the homepage of MTB in the Alumni section.

Students can also volunteer to help organize or staff events. We need volunteers for everything from greeting alumni to leading campus tours to manning registration desks. Interested? Contact Alumni Relations at jensenl@t-bird.edu or extension 7404 to volunteer your time.

Life After Thunderbird in Atlanta

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

What happens when you graduate and leave Glendale for good? Do the lights in the metaphorical Pub of life dim? Does the fun end? Or worse - do you become a boring businessperson?

For the Atlanta Alumni Chapter, the answer is no, no and heck no. Graduating is just like what happens at bar closing time- the after-bar party. And let me tell you, they're partying hard in the ATL.

I was among the 9 Thunderbird interns in Atlanta, Georgia this summer. Our time spent with the Thunderbird Alumni Chapter gave me new insights into what it means to be Thunderbird alumni. Of course with 9 interns in one city, everywhere

we went felt like a party. But the alumni chapter made us feel like rock stars by taking turns hosting barbecues and dinners and inviting us to events around town. Our social calendars were packed with the alumni events alone. This helped us with our transition to a new city and re-introduction to the working world as interns.

One of our first weekends in town we decided to venture out as the attractive multi-cultural group that we were. I'm happy to report that the alumni performed exceptionally well in all of the major Thunderbird competitive event categories: caipirinha drinking, salsa dancing and tapas consuming. It was the first time I realized that they were no different than us: they just had more stories to tell, and oh yes, enviably more money to

spend. I recall later in the summer being at a house party hosted by an alumni. The house had all of the markings of T-bird ownership- international fare was being served, international dance music was blaring and the house was decorated in an ornate Asian style. The next thing I knew, "Janette" (all alumni names have been disguised to protect the innocent) started a dance party in the living room. "Saturday Night Fever" comes on and suddenly another unnamed alumna (who happened to be my boss at Coca-Cola) had joined her and was doing his best John Travolta. At this moment it sunk in: these people never left the pub, they've just taken it with them.

Hanging out with alumni for the summer left me with two strong impressions. My first impression is

that there is no limit as to what you can do as an alumnus. Sitting in on their meetings, I was pretty impressed with the vigor with which they wanted to promote the school in their part of the world.

For them, the more T-birds in Atlanta, the better. They banded together to generate more opportunities for students, the school and each other.



Alumni take the Pub with them wherever they go!

They also showed us that once you're a T-bird, you're always a T-bird. The mosaic-culture and eclectic style of T-birds span the generations.

Finally, interacting with alumni has taught me that the fun doesn't have to end with graduation. Life on campus is just the initiation rite to a life-long distinction as a T-bird. For these alumni, it was bar-time at the pub, but the party had clearly moved on to Atlanta.

Thank you Atlanta Alumni!

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Maximizing Your Marketing Internship: Lessons Learned

By SHEILA OH
South Korea/U.S.A.
Spring '05

This summer, fellow T-Birds dispersed to a range of cities, industries and top companies to flex their marketing and business skills and to showcase their international acumen. Here is a snapshot of some of the impressive companies on the list:



SHEILA OH

Honeywell (Phoenix, AZ)
L'Oreal (New York, NY)
Mercedes Benz (New York, NY)
Wine Institute (San Francisco, CA)
Intel Corporation (Chandler, AZ)
Pepsi (New York, New York)
Coca Cola (Atlanta, Georgia)
IBM (Armonk, New York)
Abbott Laboratories (Chicago, IL)
HSBC (Hong Kong)

In an effort to share the internship experiences with first and second trimester students, the Thunderbird Marketing Club sent out surveys to capture key lessons learned. Here are a few of the results...

What advice would you like to share with peers about how to maximize their internship?

"Don't take an internship just for credit, or for money. Make sure you take it based on what you really want. Whether that be your interest in the company and a possible foot in the door, or a genuine interest in the work you will be doing."

"Don't choose a company for name recognition only, unless you have very little experience. Define your position with your directors before you show up to work. Don't be afraid to ask for work on the kinds of projects you want. Don't be afraid to call people out of the blue to network."

"Be yourself. Being honest with people and feeling comfortable interacting with any level of the organization—from

other interns to very high level executives—is key. You must feel free to ask questions, but also make yourself available to help out whatever the task maybe. Being an MBA student does not mean that you know everything."

"Try to get involved in as many projects as you can handle. I learn something new from every project whether it takes one day or two months."

"Under-promise, over-deliver. It is your life, so remember to live, even with long hours. Don't get things done too fast or they will continue to expect the same speed and long hours when you are a full-time employee."

"Don't be afraid of anyone, or talking to them. Use ignorance and your 'intern' status to your advantage to ask questions to start conversations with the big-wigs. Be friendly and not pushy. That person you held the elevator for? They might actually be a C-level exec you haven't met or heard of yet. People remember attitude and demeanor long after the work you've done is no longer relevant."

What are the two most important lessons you learned (e.g., about yourself, influencing others in an organization, success, managing your boss, communicating your achievements)?

"I'm still learning about influencing others within the organization. It's hard working virtually most of the time. With different people, different tactics work."

"If you don't respect yourself, no one else will. Personal contacts are more powerful than emails. Don't be afraid to go see someone, no matter what his or her position is in the organization."

"Just be honest. Communicate what you would like to learn and be open to experiencing."

"Ask for feedback regularly and be open to receiving it."

"I think the most valuable lesson I learned is that English is a foreign language. Just because two people speak English, doesn't mean they communicate effectively. I have combated this cross-cul-

tural communication barrier by sending e-mail follow-ups after all discussions. Many times I have stood corrected in my summary of discussions. Also, persistence is a requirement to success."

"1. Listen, because a lot of other people will not... to you, your ideas, or even their own bosses. Use this to get the most complete picture you can, because a lot of other people will get confused because they are being too literal or too myopic. 2. Pick your battles. Every boss will have certain quirks. They may be micro-managers or they may even do things that seem illogical or impractical. They are people too and are not infallible. However, the best way to manage-up is to do things the way they ask. Plus some (things) they have their own reasons that they may not feel like explaining at the time to an intern; try to make sure that their foibles don't get them into trouble, and make them look good at every opportunity. At the same time, stand up for things and have respect for yourself, others will too."

"No one has the time to spoon-feed you or even tell you what they need you to do. You have to grab what you want to do. Prepare your plan, set your goals and then get the proper endorsement from key stakeholders."

In summary, the key lessons learned were: Plan your entry strategy before your first day. Set goals

for yourself, your project, and how to add value to the team beyond your formal role.

Be deliberate in managing others' perceptions of you. Everything you say and do creates an impression. Own your own development. Sell your accomplishments. Do not expect that others know what you do. Respect yourself and the potential value you contribute to the team. Don't think of yourself as "just an intern."

Ask questions to clarify assumptions. Don't assume. Don't be afraid to ask for a job offer. Be persistent. If someone doesn't answer your email, pick up the

phone or walk over to their office.

The Thunderbird Marketing Club will be hosting a Marketing Internship Panel at the end of this month. Take advantage of a great opportunity to learn more from your peers about their internship experiences and how to make the type of impression that converts an internship into a job offer. Look out for information on the session on MTB.

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Woman's Health Practitioner

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Looking for Networking, Mixers, Cookbooks, and Self-Defense? GWIB has your solutions

By MARTHA SHEEHY
U.S.A., Spring '05

Are you a talented woman on campus looking for opportunities to meet and network with other talented women? Well, look no further than the Graduate Women in Business (GWIB) club. This dynamic group's first meeting was held during a luncheon on Thursday, September 16, but don't worry if you missed it because there are many ways for you to be involved this fall.



MARTHA SHEEHY

Among the many topics discussed with the packed crowd were the fall initiatives which

include: self-defense seminars, the launch of the cookbook, faculty student mixers, ASU mixers, dynamic speakers, admissions initiatives to support future women students, and new event development ideas including the possibility of a GWIB Tea. The group also welcomed several faculty and staff members including the Faculty Advisor, Dr. Anne Stringfellow and Dean of Admissions Judy Johnson.

There are many exciting events planned and, most importantly, many ways to be touched by hearing about experiences from women around the world. We may come from different continents, but



Students enjoying the GWIB luncheon

we share many commonalities and the stories inspire us all.

For more information or to get involved with GWIB, contact club president Choy Sandra Perry at CRPerry@global.t-bird.edu.

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Oktoberfest "Ein Prosit der Gemütlichkeit"

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

On October 12, 1810 the crown prince Ludwig of Bavaria (who was to be King Ludwig I) married princess Therese of Saxon-Hildburghausen. The official festivities and wedding ceremony lasted five days and included parades of riflemen, music, eating and drinking, and featured not only nobility, but also commoners as well. The festivities ended with a horse race held on a green, which was situated in those days outside of the city limits and named "Theresienwiese" (Theresa's Green) in honor of the bride. Over the next few years the horse race was repeated and the Oktoberfest, affectionately shortened to "Wiesn" by the locals, was born.



well. It grew in length, too; it started as five days, now it is more than two full weeks. It's also one of the most important events in the local economy and puts a serious dent in the local chicken population: millions of chickens, pigs and liters of beer are consumed by the estimated 6

booths. The highlight of the Wiesn event is the Oktoberfest Costume and Riflemen's Parade. The parade happens every year on the first Wiesn Sunday, and is really incredible to behold. The fair grounds are not atypical of any other fair you might visit (booths for candy, games, small rides and people walking around selling trinkets), with the striking difference that there are dozens of beer halls and everyone, literally everyone you see (except for the police), is drunk or in the process of getting drunk. Only local Munich breweries are permitted to sell their

Source: <http://travel.guardian.co.uk>
million guests who attend each year.

The Theresienwiese is long since paved over and is basically your standard fairgrounds-type thing right in the heart of Munich, walking distance from the main station. Funny to think that it used to be a meadow since it's now in one of the busier areas downtown. The nature of the festival has changed as well; the horse races have been replaced with carnival rides and

wares at Oktoberfest, the beer really is as good as they say it is, and is consumed in a huge liter glass called a "Mass."

Oktoberfest is one of the most copied festivals in the world, and T-bird is no exception. Look for the German Club's version of it at Regional Night.

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So, even though the marriage between these two didn't last for very long, the festival did, and aside from a few years hiatus, has taken place every year for 170 years. Every year it got bigger and more popular, since it was the only event that was held not only for the nobility, but for the commoners as

P2P

By MANISH PUNJABI
India, Spring '04

P.2 P means many different things... Peer 2 Peer in computing and Person 2 Person in the mobile telecom world... Paris 2 Phoenix is what P2P means in my nomadic travels.



MANISH PUNJABI

After having spent the last few months in Paris, I am now mentally preparing my fragile mind to bear the onslaught - both environmentally and culturally - that shall be presented upon touching Sky Harbour International Airport, Phoenix.

Without doubt I am absolutely sick of the uncertainty in the weather in Paris and am looking forward to waking up with sweaty palms and drenched shirts in Phoenix. Yet Paris is Paris... Even Vincent Van Gogh agrees with me.

Though I have enjoyed my time in Paris - sitting outside the café looking at prim and prop French women whose keyword is "regime, regime!" ("diet, diet!") - I am now prepared to explore another beautiful country - the desert with its unrelenting sun, snakes hiding behind the cactus and renegade cowboys on wild horses. Am I living a Western?

I recently travelled to Brussels and Amsterdam with a friend. We decided to live on the cheapest decent meals that money could afford - McDonalds, Quick and Burger King ... Within in a span of 3 hours of travelling; I observed a significant change in the definition of LARGE. While the Belgians, with their French influence of small portions, serve 500 ml of cola as the largest choice, the Netherlander's serve 750 ml cola as their largest. I fearfully imagine the size of the diet-cola that I could order at McDonalds after my 8 hour flight across the Atlantic... 1 litre of cola?

Apart from the tiny food portions that cost a lot, it

is the small pleasures of life that I shall miss most - sharing a Cuban with my partner-in-crime, M. McClure and walking along the river Seine while watching the Eiffel Tower light up on the hour.

I was speaking to my former Italian flatmate, Matteo, discussing what expectations to carry for a first time visitor to the US... BTW, I have received many a raised look when I mention that this would be my first trip state-side... I wonder if I can do that when if I meet people who haven't seen beautiful Europe.

Anyways, my Gucci and Armani clad friend advised me to find a \$5 "all you can eat" Pizzeria. This is a completely alien concept in Paris - 5 Euros could get only a measly pizza slice...

Over the last eight months, I have received a handful of American friends who lament at life being very hectic and fast paced in their side of town. They enjoy the easy going French lifestyle... However I have Indian friends here who crave for more professional action and want to head to the US. As Bono of U2 sings - *I still haven't found what I'm looking for* - so true...

When I moved to France last year, I left behind Indian cricket stars Sachin Tendulkar and Rahul Dravid... Now I am leaving behind football wizards Beckham, Zidane and Henry... my next idols would probably be some basketball star or baseball hero... Cricket in India, Football in France and Baseball in America. Thank God there is no single dominating sport, unlike governments, that want to become hegemony.

So here is where I sign off my random thoughts and start packing my bags. Incidentally, the first article that I wrote for Das Tor was titled "Pack your Bags" and here I am closing this eventful chapter of my life on the same note ... ironic.

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Boy Voyage for Global Tourism

By TANIA MARCINKOWSKI
CIBER Grant Coordinator

How would you like to cruise the Caribbean this Winterim? Sandy beaches, snorkeling and lots of sun. You can even enjoy the warm clear waters of the Caribbean and go kayaking with Professor Grosse!



TANIA MARCINKOWSKI

Given how much T-birds love to travel and the importance of

the Tourism sector in several leading economies, studying Global Tourism at Thunderbird seems like a natural fit. Join Professor Grosse and T-bird alums on a 13-day excursion through the Caribbean to explore issues in International Tourism Management. This event, scheduled for January 7-19, 2005 aboard the cruise ship Coral Princess, will see participants set sail from Fort Lauderdale and make calls at-destinations around the Caribbean. The "excursion" is actually a course for Thunderbird students and alumni, in which they will visit various cruise destinations and hear talks from a

range of tourism managers in hotels, restaurants, activity centers, and of course, the cruise line (Princess).

This event is part of Thunderbird's traditional Winterim program, in which students can earn 3 credits toward graduation by traveling to a foreign location and studying subjects ranging from international relations, to languages, to business in different parts of the world. The Global Tourism course will launch Thunderbird's new Alumni College, which will allow alumni to return to Thunderbird (figuratively) to study interesting subjects in interesting

parts of the world. In this instance both current students and alumni will be invited to participate in the activities.

The Global Tourism program will start with the Princess line cruise from Fort Lauderdale, and will include class sessions aboard the ship for the first three meetings. The fourth session will be at a hotel in Costa Rica, where a senior executive of that hotel will talk about managing such a property targeted at international tourists. Another session will be held in the Panama Canal Zone, which the cruise visits mid-voyage.

Other class sessions will cover themes such as eco-tourism (in Belize) and tourism as a vehicle for economic development. Final sessions will be held in Miami at the headquarters of Carnival Cruise Lines and at the offices of American Express. An initial itinerary, costs and other registration information are posted on MTB. To obtain more specific information contact:

marcink@t-bird.edu

Thunderbirds Take Flight!

By DAVID LANE
U.S.A, Spring '05

"When you come to the edge of all the light you have known and are about to step out of the darkness, Faith is knowing one of two things will happen...there will be something to stand on or you will be



It's a bird, it's a plane, it's a Thunderbird!

taught to fly." From Jonathan Livingston Seagull

These words of wisdom from the sign on the wall at Skydive Arizona recently led 13 lucky Thunderbirds to step out of the darkness and into their first lesson in what skydivers call "free flight."

Another famous exchange from the day included "well, it turns out he was saying 'NO, NO, NO!' but I thought he was saying 'GO,

GO, GO!" This simple miscommunication led one Thunderbird to get the best ROI according to one measure. More on the business details a bit later in the story. First, let's begin at the beginning.

Before we were allowed to pay for the privilege of jumping out of a perfectly good airplane 13,000 feet above miniscule Eloy, Arizona, Skydive Arizona staff member Ashley Herzfeld led us through an orientation video and a four page contract. Ashley got her start as secretary of her university skydiving club in Kansas, and came west last spring just so she could work at Skydive Arizona, The World's Largest Skydiving Resort. Ashley has now made close to 100 jumps, but wouldn't be more specific because a skydiver's one-hundredth jump is traditionally performed "in the buff." Even if she succeeds in making

her 100th jump fully clothed, she will then likely be thrown in the pool by her fellow staff members.

On a more serious note, Ashley explained that, "if skydiving were dangerous, people wouldn't do it for a living." Then, she showed us a video, that reminded us that, "there is not now, nor will there ever be, a perfect parachute, a perfect plane, a perfect pilot, a perfect parachute instructor, or even a perfect student."

Next was the legal waiver, where you must sign your name and the date three times, and write your initials on the contract no less than twenty-one times! If you die, you're not allowed to sue.

After literally signing our lives away, Ashley asked, "Who wants to go first?" and at least 10 Thunderbird hands were raised in the air. As we gathered around the payment booth in groups of five, various squeaks and squeals of excitement were heard from the T-Birds anxious to get flying.

The trip was organized by Thunderbird Keith Fournier MIM'05. Keith is a dedicated skydiver with almost 450 jumps in his skylog. He first got bit by the bug on a Midwestern lark, when he and some friends decided to go skydiving. When Keith came back to the Greater Phoenix area, he started jumping on his own. He has since earned a Class A license and is working on his Class D. That means Keith is a big boy, and jumps alone. The rest of us were closely

paid up, suited up and given a few basic instructions, we next headed out to the 35-year old DeHavilland "Twin Otter" airplane and loaded up. T-bird Christian Brendal '05 said, "When we were in the plane I thought I might not be able to jump. I was almost last, and the others went so fast. Then I was next and didn't know if I could do it. Then I was out." Out. Out into free flight. Tandem skydivers reach about 120 miles per hour in 12 seconds. Jumping from 13,000 feet gives about a minute before opening the parachute, and about 4 minutes gliding down much more slowly, "under the canopy." Chutes are usually opened around 5000 feet, but there is

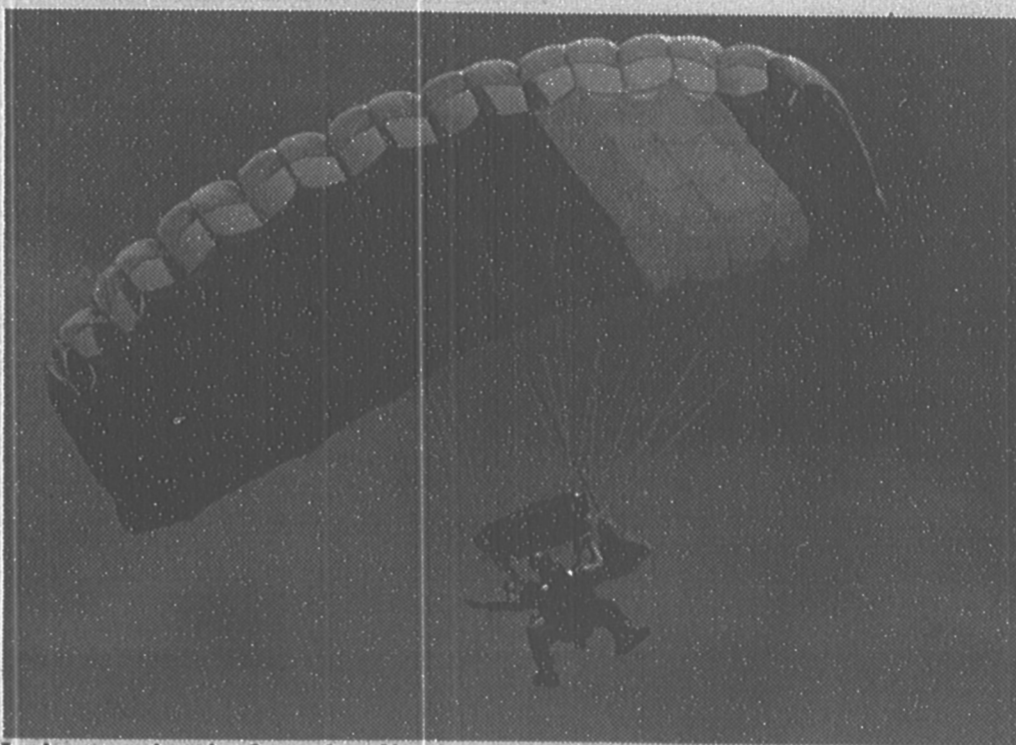


Christian Brendal and Luisa Vallejo, ready to go

training teams, professional skydiver performers and plain-old enthusiasts come from all over the world.

Two Thunderbirds took the opportunity to jump a second time, Sanja Prohic explained, "Because I love it so much, and I'm already here."

And what about the ROI mentioned earlier? Tandem jumps usually cost \$170, but we saved about \$20 each because we



Luisa coming in for a landing!

came in a group. Video and still photography cost extra because you have to pay a photographer to jump with you. The jumper mentioned above who misunderstood his instructor's "NO!" for a "GO!"? He got a longer flight than the rest of us, because he opened his chute way ahead of schedule, above 10,000 feet. Measured in flight-minutes-per-dollar, that Thunderbird got the

plenty of leeway.

Some speed-demons wanted maximum time in freefall, negotiating with their instructor to not open the chute until 3000 feet. Others preferred the mellow part of the ride that comes after opening the canopy, and so pulled the ripcord higher up. After opening the chute, you can talk with your tandem master and survey the landscape in a more leisurely way. We saw mountains, dust-storms, thunderstorms, highways, farms, and more. Most Thunderbirds reported enjoying the ride with little or no fear. Luisa said "I loved that my instructor spun us around. I got to see 360 degrees, and it's so good. So beautiful." Others got a little bit of motion sickness, so their instructor flew more gently. One jumper told his tandem master he was scared. "Relax, why are you scared?" That T-Bird displayed a good grasp of practical English with his answer, "Because it's F*&@ing high!"

When asked about his job, one instructor said, "It's a good life. We do about 1000 of these a year." The whole operation runs about 110 to 150 thousand jumps per year. Another instructor reported that he had learned to skydive in the Marines, and now has over 2800 jumps. Someone else reported "between 6000 and 7000," jumps. The busiest seasons are fall, winter and spring. With some pilots taking over 30 loads of jumpers per day. Skydive Arizona has about 10 planes with different advantages for different kinds of jumps. Military

rights forfeited,



Keith Fournier just after another perfect landing

best ROI. Measured in pure enjoyment, everyone reported a Win! Many discussed going again as soon as possible. Details, costs, directions, discussion of skydiving, and photos of Skydive Arizona are all at www.skydivearizona.com. Photos of our trip are at www.zenciti.com/Skydiving/Skydiving.html.

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All photos by David Lane.

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Foundations Fall 2004: A Different Perspective

Compiled by
VANYA DIMITROVA
 Bulgaria, Spring '05
 TSG Student Activities Chair

All of us have gone through Foundations and remember the long lectures and the packed schedule. But while the entering students were focusing on playing BaFa BaFa and surviving in the desert, the team leaders had a life of their own. Here is a glimpse of some of the behind scenes action! I asked the team leaders this fall what was their most memorable/funny moment from this Foundations and here are the responses I got.

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Sunny: "Watching Smita and Giselle or Vanya play that boxing game ... that was awesome!"

Giselle Schmitz's Top 2:
 "1. Watching Jeremiah kiss Koza- I have it on tape in case anyone missed it. 2. Ono and his 'style.'"



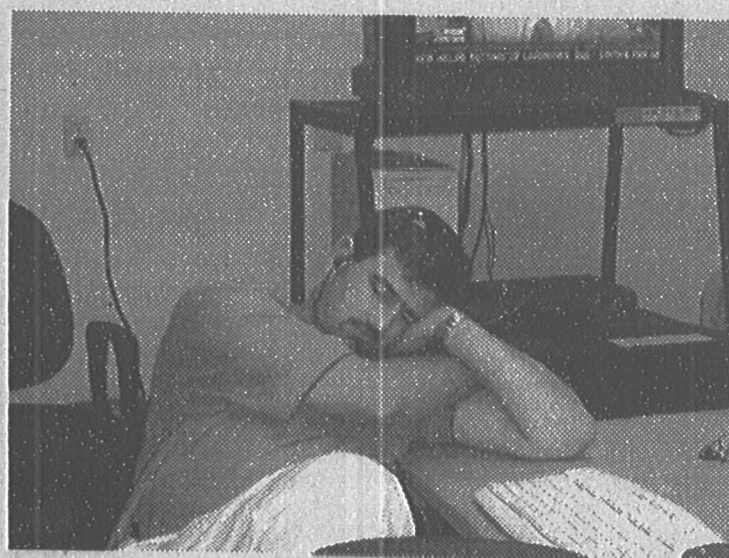
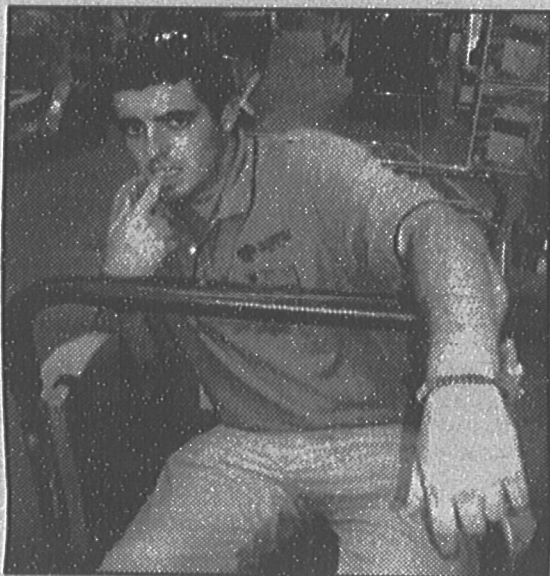
Patrick Hoffman (our representative in Archamps, France!): "Foundations in France!!! Well, as you all know Archamps is pretty close to the Swiss border. Of course, students tend to go out at night ...cross the border and spend a good time in Geneva. So, what is the problem? Hmmm, it's the PASSPORT! So many times we were told, and of course I told the new students to bring their passports - of course you can't think about everything all the time, but you should ALWAYS bring your passport. What happened one day is that one of the entering students - let's call him D.D. - crossed ... or better wanted to cross the border. He is American, but also Brazilian ...and he actually looks more Brazilian than American. They stopped him, asked for his documents, but he couldn't show him. He told the border patrol that he is American - but they didn't want to listen to him. They took him in an office, questioned him (maybe also body-searched him) and he had to stay for about an hour. Later they let him go back to his apartment in order to present his passport. Here we go: Welcome to Europe - and Switzerland is not part of the EU - therefore, bring your passport!"

Ono Lattanzi's response: "Being a team leader gives you extra "style" points! Foundation week is a great memorable experience. Looking back a year ago, I was part of the students that were completely lost in starting their MBA. This fall, I was a team leader. A team leader is the person that helps you out to find a way. Literally when you don't know where is the TAC, the Lecture Hall 53, or the AT&T... The team leader is also a new life long friend to keep in touch with on & off campus. I can't list all my students, but I can say Good Luck Hawks! Ono!"



Koza Amemiya: "Sunny's face at 7 am! Since she was half awake but still half sleeping."

Vesi: "I liked the Campus Crawl the best because all the new students were very excited. Only during Campus Crawl mature people act like children and have a lot of fun!"



Get To Know the Incoming Class

The incoming Fall 2005 class brought 276 new T-birds into the school. If you work very hard at the Pub, you may be able to meet them all. But until that time, here is a brief overview of our newest Thunderbirds...

55% are from the USA (151) and 45% are from countries outside the States (125)

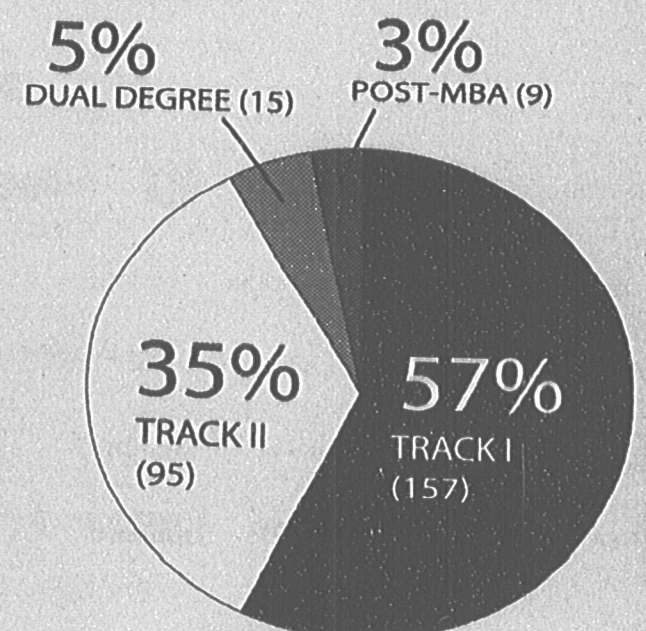
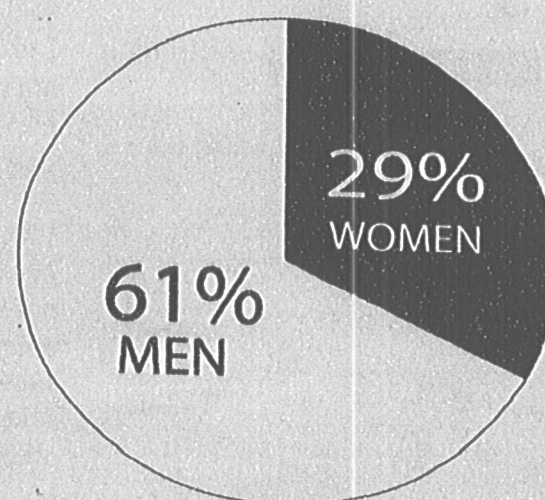
38 countries are represented in the new group

29% of the new students are women and 61% are men

57% are Track I (157), 35% are Track II (95), 5% are Dual Degree (15), and 3% are Post-MBA (9)



38 DIFFERENT COUNTRIES



Thunderbird, Through My Eyes

By GENEVIEVE GUTIERREZ
U.S.A., Fall '05

On Friday, August 27, I worked until 5 p.m., went home, packed up my truck that same night, said *adieu* to my friends and headed to Glendale the following day to begin Foundations Week 2004.

I arrived at the AT&T auditorium, exhausted from packing, driving and staying up late the night before with my friends Melisa, Gabe and José Cuervo. Two hundred students were chatting in the TAC lobby, which has the architectural properties favorable for chamber music, but amongst my rightfully excited classmates, the lobby sounded more like a Metallica concert. So I made my way outside...

I believe the ebb and flow and constant stimulus of those first days of Foundations

will set the pace of the next year and a half here at Thunderbird, however through my eyes, the underlying themes of the week were psychoanalysis, team building and drinking.

Let's start with psychoanalysis

All my life I've been an overachiever - the kid who always has someone looking over her shoulder to copy her homework. Languages, travel, interesting jobs, bla, bla, bla. More than intelligence, hard work always helped me succeed. In any case, I found I was a bit unprepared to be amongst the rest of you overachievers.

Some of you speak numerous languages of all different alphabets and characters, and your English is better than mine. You've traveled to places I've never even heard of, come from countries I can't spell and have professional and life experiences

beyond this bordertown girl's wildest dreams. Everyone has a story different from that of the person next to them.

It's a question of how to communicate that story - how to be open to others' ways of doing things and to realize that when I speak, maybe it's all Bafa Bafa to the other person and I should approach it from another angle. And maybe not all cultures are so touchy-feely, and talk much less about their fathers.

In completing the stacks of self-assessments during the week, I figured out what I need to do to better prepare myself to succeed in a business environment. I need to speak up, maybe try and compete a little and while I'd do okay by myself in the desert, I'd last longer with my team.

Please, not another pyramid
Meeting a number of successful Thunderbird alums

throughout my life played heavily into my decision to apply. One of those alums told me that her most true and lasting friendships were made during Foundations. It's easy to see why.

Up until a month ago, I wasn't fond of group work. In fact, I couldn't stand it. Historically, someone always bears the brunt - that someone was usually me. I'm proud to say, however, that I'm part of an incredibly proactive and energetic cohort group (Tat-attack!). Today, like on the first day of Foundations, my first trimester classmates are a resource, a source of insight, and good friends.

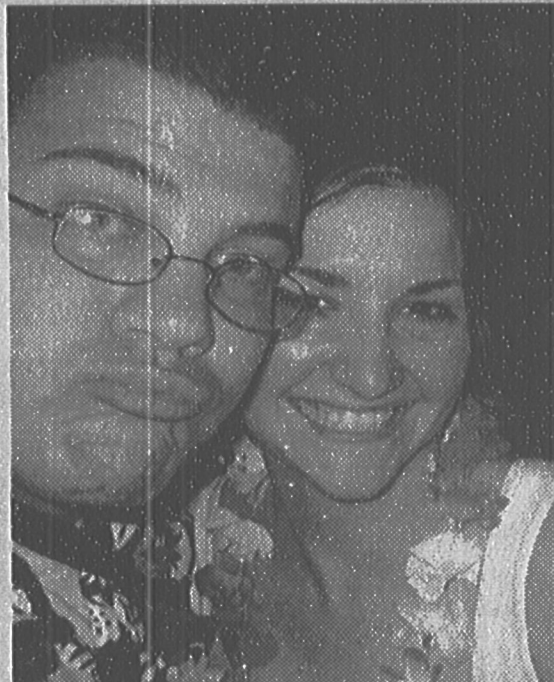
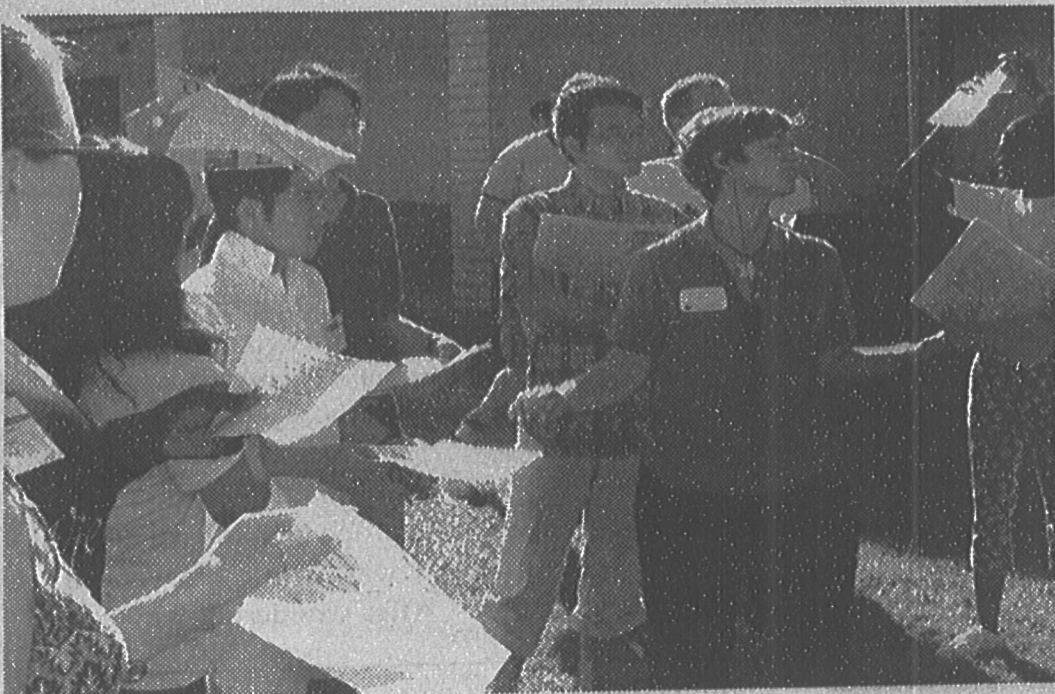
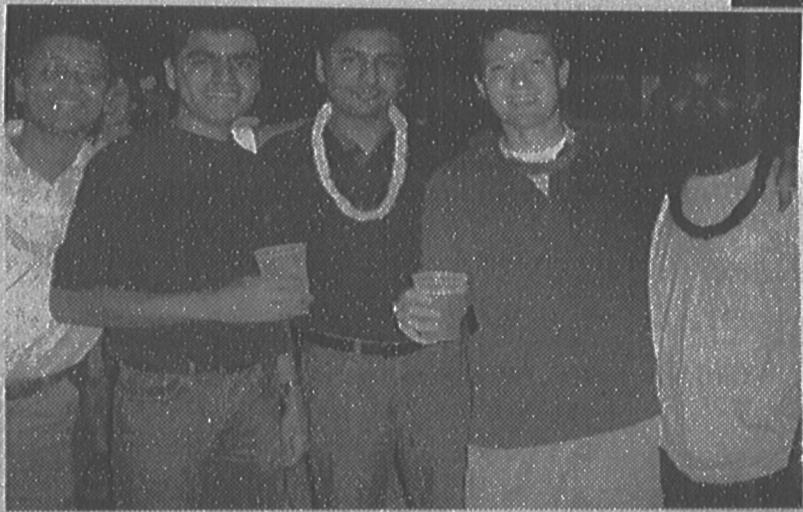
But one doubt remains. Would our team building efforts have been so successful if we hadn't built so many human pyramids?

A keg on every corner
I've never been able to

justify drinking on campus before. When it's encouraged however, it can be an effective team building tool. In fact, never did I think I'd get talked into downing a beer and then get chased down the field by rugby players, jump through an adult-sized inflatable obstacle course, stack into more pyramids, and then get hit in the head with an oversized foam joust - at least not all in one night.

Foundations Week 2004 gave me an overall picture of my capacities and limitations, helped me to understand that life at Thunderbird will be a balancing act between work and play, and made me open up to the idea that my classmates are team members, worthy competitors and co-creators of so many stories yet to tell...

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Making the Most of Thunderbird Europe

By BRYAN STEWART
U.S.A., Summer '05
and
GEORGE SAMOLADAS
U.S.A., Summer '05

Greetings and salutations from Archamps, France. Having spent the last two weeks at the Archamps campus, we would like to share some of our advice regarding life on the French/Swiss border.



BRYAN STEWART



GEORGE SAMOLADAS

Bring hiking boots. Archamps is situated at the base of a series of huge, imposing mountains. The most popular is Le Salève, a popular destination

for paragliders, kite enthusiasts, and hikers. On a clear day you can see all of Geneva and the surrounding French/Swiss landscape. Paragliding lessons should run you about €80 per day. If you encounter any goats or cows, don't harass them (umm, this is from experience).

Travel often. Archamps is a hop, skip, and a jump away from a number of wonderful destinations. By car, cities such as Lyon, Zurich, Munich, and Milan are easily accessible. Slowly, but surely, Geneva is being added as a destination for Europe's low-cost airlines. If you're lucky, you can find a ticket to London or Paris for the same price as a nice dinner in Scottsdale.

Arrive hungry, leave happy. Probably the most reliable aspect of living in France is the gastronomical delights it has to offer. A wide array of cheeses,

meats, breads, fruits, vegetables, and desserts await you.

Wine Club, eat your heart out. Step 1: Have a glass of wine. Step 2: Comment on the wine as if you know what you're talking about. Step 3: Have about seven more glasses. Step 4: Miss

If you're lucky, you can find a ticket to London or Paris for the same price as a nice dinner in Scottsdale.

class the next day.

Geneva is a stone's throw away. Seriously, we can literally throw a stone into Switzerland from our apartments (we're that close). The city offers fine dining, inviting bars, a plethora of international institutions (UN, WTO, Red Cross), and beautiful parks.

Don't go anywhere without your passport (unless

you want a browbeating from a border patrol lackey.) While Switzerland is literally right across the street, it's not as easily accessed by just crossing the street. French and Swiss border guards may demand that you show them your passport while crossing. If you don't have it with you, be prepared to put your day on hold.

Italian food should be eaten while in Italy. The Swiss mean well, but stick with the chocolates and you won't go wrong.

If you plan on renting a car during the trimester, learn to drive a standard transmission before arriving in Archamps. Sorry, but there is no such thing as an (affordable) automatic in Europe. Burnt clutches and ground gears are good for a laugh, but they ending up costing big bucks.

Never ask if bread

comes with the meal. This one almost got us thrown out of the restaurant.

Celsius to Fahrenheit:
[C x 2] + 32

2.2 lbs. = 1 Kg; .62 miles = 1 Km; 1 pint = a wonderful glass of beer

Never taunt a French mime. Trust us on this one.

So, there you have it. To those with a wandering spirit and a curiosity to see just how high Geneva's jet d'eau really goes, you'll find that this list will come in handy. And to those who won't be studying in Archamps, a trip over here is worth it all the same... especially since you'll always be served bread.

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Vive la Difference

By PATRICK HOFFMANN
Germany, Winterim '05

My second trimester was a great experience this summer. I spent it at the Thunderbird Europe campus in Archamps, France. Even though I am from Europe, I enjoyed it very much. Was it only because of the nice area and people, or the delicious wine and cheese? No, it was more than that!



PATRICK HOFFMANN

We were a group of just over 30 students. Everybody knew each other and we were a nice community. The first day during "orientation" I learned that we had a "Taiwanese Mafia" at school - but this mafia was from the very first moment open to everybody and the perfect example how to mingle. I really liked that they were so much into soccer (since it is the #1 sport in Europe). As I lived most of my life in Europe, I am a big fan of this sport and so when I was asked to play with them I agreed right away. Arriving at the pitch with my old shorts, shirt and tennis shoes I saw well prepared players. Jerseys from "Real Madrid," new cleat shoes and the official Euro-Cup soccer ball. I was impressed! The skills were, thank God, not that professional but they increased week by week. At the next soccer tournament in Glendale, you should watch out for our group - we kick ass!

As you can imagine everybody was excited to travel throughout Europe. The planning of trips and booking of flights, cars and hotel rooms during the week was incredible. You could hear the calls from every room: Budapest, Rome, Paris, Moscow and Barcelona. Wow, I probably haven't been to all these places.

As a German I, of course, had to plan a trip to Munich: Hofbräuhaus, the English Garden, and Weisswurst. Here we were, a good mix of international students enjoying a beautiful weekend in Bavaria. Some people were so impressed by the "Glockenspiel" at Marienplatz that they wanted to return again and again. "Mr. Happy-face" from our group stopped smiling one day. When I approached him to ask what was wrong he looked at me with wide open eyes and asked me whether all German women would be so tall. He was scared.

Traveling was very popular, and the cultural differences within Europe make trips quite exciting, but sometimes I was a little bit worried about some classmates. After wondering why one

COUNTRY GABLES

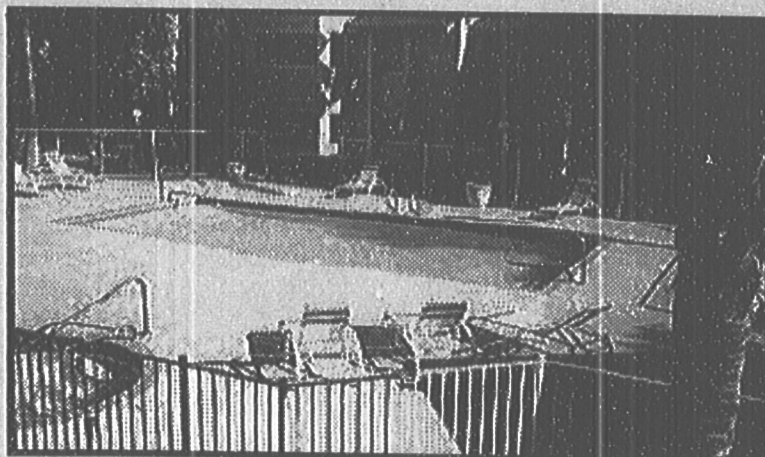
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Welcome - 歡迎 - Recepción - 欢迎 - Willkommen - Υποδοχή - Benvenuto - 환영 - Boa Vinda - Добро пожаловать

Continued on the next page

Thunderbird Europe Welcomes New and Continuing Students

By KOL HARVEY
U.S.A., Fall '04

On September 4 the Thunderbird Europe staff officially welcomed 24 of the 23 new and 19 continuing students studying in France this fall to the Haute Savoie department of France. The beautiful summer day spent on the shores of Lake Annecy included meals featuring local specialties, a trip through a high-ropes course in the forest and views of paragliders over the lake.



KOL HARVEY

The first two hours of the orientation program illustrated the challenges of navigating French streets and bureaucracy. A window of the bus transporting the students shattered when the side of the bus bumped a guardrail attached to the roof of a house as the driver negotiated a tight curve the village of Talloires. No one was injured in the incident, which occurred when the bus was traveling at less than two kilometers per hour and 150 meters from its destination.

For the kick-off session, Stephane Berard, director of the Site d'Archamps, and Director of Thunderbird Europe, Yahia Zoubir, gave a progress report on the new housing being built for Thunderbird students. The apartment complex, Le Residential, will be in the Alliance Building of the Site d'Archamps business park

where the Thunderbird Europe campus is located. The same building is home to the Logitop Residence Grand Angle, where past Thunderbird Europe students have lived, as well as several stores, restaurants and a movie theater.

Originally scheduled for completion in mid-August, M. Berard explained that construction delays had pushed the completion date for Le Residential into the fall. He reported that the current schedule was to have the apartments which are allocated to Thunderbird Europe students completed by the end of September, approximately 5 weeks behind schedule. Additional construction will continue on other floors of the building after this date.

The revelation sparked a bilingual debate between students, Zoubir and Berard regarding the impact of the delays on the living conditions of students. Zoubir, bilingual students and Thunderbird Europe staff assisted M. Berard with the French-English translation. Several students complained that their housing at the Citadines and Appart'Valley long-term stay hotels in Gaillard, France was below the standards they were promised.

"August 23 was the initial [completion] date. We have had to push it back two times, and

investors [in Le Residential] have been kind enough to subsidize the cost difference between Le Residential and the Citadines and Appart'Valley. They see [Le Residential] as a long-term investment and are pushing back the date to ensure high quality construction, good decorations," Berard said.



T-bird Europe orientation included a high rope course.

Thunderbird has hired private buses to transport students living in Gaillard to and from campus, which is 15 kilometers from school.

Zoubir explained that Citadines and Appart'Valley housing have been the home to Thunderbird Europe students for several years and that as recently as the Summer 2004 trimester students were living in Gaillard without incident. Without the benefit of the subsidy offered by the investors of Le Residential, students in the summer term paid up to double the cost that current stu-

dents are paying for the same rooms.

Following orientation, Thunderbird Europe staff and students worked together to identify and implement solutions to the most pressing housing issues faced by current students.

During orientation, Berard and Zoubir sought to explain the construction delays in the context of the Geneva region to the newly arrived Thunderbirds. "The Geneva area is facing a major housing shortage" due to the influx of people seeking jobs in Geneva, Zoubir said.

In the last 20 years the area has seen substantial growth which has only intensified since the signing of an accord between Switzerland and the European Union which makes it easier for EU passport holders to find work in Switzerland. Construction companies are overwhelmed with work. Indeed, Berard explained that even the "hefty fines stipulated in the contract for each day that Le Residential is overdue will be very difficult to claim" due to industry norms, past precedents and the excess demand for construction labor.

Zoubir added that in past years Thunderbird students "have been faced with housing shortages due to conferences" in the Geneva region during which rents have

tripled or quadrupled. "I have been in charge of finding housing and have been pushing for this on-campus solution" for several years, Zoubir said.

Once completed, Le Residential will offer 25 studios, 8 two-bedroom apartments, and 3 three-bedroom apartments for Thunderbird students this fall, as well as housing for local residents. Students will be able to subscribe to high speed internet connections through local telecommunications providers at an additional fee.

An extension of the regional public transportation network to the Site d'Archamps is expected to come on line in October. Berard said that the Site d'Archamps is "paying 60,000 euros per year to subsidize the extension of the bus system" which will link the business park to Geneva. A provisional schedule calls for six to seven buses per day Monday through Saturday with reduced service on Sundays. A substantial portion of the cost of developing and operating the Site d'Archamps is borne by local and regional governments as part of a long-term economic development program.

Zoubir stated that "Lyon, Grenoble and the other business schools [in the region] don't get the level of financial support that [Thunderbird Europe] gets from the local authorities."

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Vive la Difference

Continued from previous page

student was trying to negotiate with the car rental company for an extra 5000 free kilometers for the weekend, I learned that Americans in particular love to drive. He got only 3000 for free, but he used them all. Unfortunately, on Mondays he was often suffering from aching toes after having pushed the gas pedal to the limit during the weekends. Sorry, cruise control is a rare option on rental cars.

The summer was beautiful and warm. The first time we hit a pool in France we saw one of the biggest differences between the US and France: Men wore G-strings and in some pools you are not allowed to wear shorts. Instead, we had to buy "Speedos." France is famous for its good food, therefore it was incredible that some students couldn't live without Tex-Mex or Pizza every day, others were desperately seeking cheddar cheese. At least they were impressed that, compared to the US, people took more time for lunch and dinner and that you didn't get the check before having enjoyed a crême brulée and café.

What is the Thunderbird Europe experience? It is about being in another country with a different culture, getting to know interesting local people and picking up some words of the lan-

guage. Thunderbird Europe is a small campus. Think of it as a start-up which is being continuously developed. Growth takes time and we all have to help. As future managers and entrepreneurs we should not only ask for things; we should work together to develop them. After all, it is our school! Class sizes were small and we had individualized contact with the faculty. Chantal Aublet, our program coordinator, takes care of everybody and everything you need and, if you ask her every day for one word in French, you will already have a good start on the language. That is something that the people in France will appreciate as most of them add in their bits of English as well, always willing to help.

Being a "citizen of the world" you should not forget that being in another country means adapting. Most of the students I spent the summer in France with were open-minded and therefore had no problems adjusting to the European lifestyle. Their acceptance allowed them to simply enjoy it. My advice: Don't compare everything there with the Glendale campus and/or life in your home country. Instead, come out of your comfort zone, have a glass of wine, smile and enjoy. Vive la difference!

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НАЗАД В КОММУНИЗМ?



SARVAR TILLABAEV

Can't Read
Russian?
Read the
Translation
Below!

Сегодня Россия опять на главных страницах мировых новостей. Авиакатастрофы, взрывы в Москве, связанные с террористами-самоубийцами, и наконец, школьники-заложники в Беслане, привязали взоры людей со всего мира к тому, что происходит в этой большой и в то же время нестабильной* стране. В течение последних лет проблема Чечни, отсутствие правопорядка, а также борьба за власть между элитой и Кремлем были горячими заголовками новостей. Недавнее решение президента Путина укрепить свою власть усилило интерес и настороженность к России. Некоторые информационные агентства даже прозвали реакцию Кремля на последние события шагом назад к коммунизму.

Просмотр телевизионных новостей и разговоры с американцами, интересующимися Россией, невольно наводят на мысль, что люди вокруг кажутся удивлены и озадачены. Так что же происходит в России? Неужели это что-то новое, или просто всего лишь результат нескольких лет политической линии президента?

Я думаю, было бы довольно таки трудно не заметить за последнюю пару лет процесс концентрации власти и создания строгой авторитарной системы русского президента. Зарубежные инвесторы вначале приветствовали инициативы Путина, надеясь увидеть страну с благоприятным инвестиционным климатом и законодательством. Теперь же они начали проводить паралели со временами правления коммунистической партии.

Имея опыт проживания в одной из

бывших советских республик, мои сомнения насчет политики господина Путина начались довольно таки давно. В большинстве своем, после развала СССР, коммунистические лидеры сохранили свою власть в тех странах. Конечно же, они немного изменили названия своих партий, устранив слово «коммунистическая», но при этом сохранив те же методы правления. В большинстве стран СНГ сегодня наблюдается автократический режим и отсутствие настоящей демократии. В отличие от остальных республик, Россия начала 90-е годы по другому, более открыто к изменениям, в то же время напоминая плохую имитацию Восточноевропейского опыта перехода к рыночной экономике. Было много проблем на пути развития, которые приводили к разочарованиям и накалу страстей. И люди после этого обрадовались увидев Путина у власти. Даже при разговорах с близкими русскими друзьями я не мог убедить их в том, что политика президента влечет за собой не только порядок, но и в то же время – автократию.

Прошлое десятилетие, во времена правления президента Ельцина, центральная власть потеряла контроль над экономикой страны. В то же время, некоторые «предприимчивые» люди нажили состояние, создав новый класс, прозванный олигархами. Финансовая поддержка предвыборной кампании Б.Н.Ельцина в середине 90-х годов усилила их вес в экономике страны. Простой народ воспринял взлет небольшой кучки олигархов несправедливым по отношению к остальным, не имеющим таких же возможностей ввиду занимаемой

должности или состояния. Конечно же позиция простого народа понятна: в большинстве случаев олигархи разбогатели благодаря своим должностям и доступу к принятию решений. Но несмотря на разные взгляды с точки зрения «честности» или «нечестности» возникновения данного класса, исторически этот период необходимо рассматривать как один из этапов развития страны.

К сожалению, как и во многих других пост-советских странах, у простого русского народа до сих пор свежо в памяти советские времена, когда не было слишком богатых и слишком бедных. Люди все еще помнят времена, когда все были более или менее равны, имели равный доступ к социальной защите, и не было необходимости беспокоиться о завтрашнем дне. Наверное поэтому, люди обвиняют своих богатых соседей во всех своих проблемах. И наверное поэтому, когда руководитель Юкоса Михаил Ходорковский был арестован, простые люди на улицах были рады, даже не зная его лично. Причина была в его состоянии. Простые люди не обвиняют коммунистов в сегодняшних проблемах. Вместо этого, люди верят, что все олигархи разбогатели, украв деньги простого народа. Отчасти это правда. В дикой стране, не имеющей нормально работающего законодательства, не было никакой возможности бизнесу развиваться законно. Единственно возможный путь был через налаживание контактов и сделок с властью. Так было и в случае с Юкосом, который превратился в козла отпущения, чтобы другим неповадно было...

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Back to Communism?

By SARVAR TILLABAEV
Uzbekistan, Spring '05

These days Russia is again on the top pages of newspapers. Two crushed planes, suicide bombers in Moscow, and the school hostages in Beslan concentrated the attention of the world on the things happening in this big and unstable country. Chechnya problems, lack of the rule of law, power struggles between oligarchs and the Kremlin were a hot topic of discussions last year and President Putin's recent decision to empower his authority contributed to that. Some news agencies called Kremlin's response to the latest developments as a step back to communism.

Watching TV news and talking to Americans who have in interest in Russia makes me think that people around seem surprised and confused. So, what is happening in Russia now? Is it something new or

just simply the result of the several years' policy of the strong president?

It would be quite difficult to forget during the last couple years, the process of concentrating the power and creating a tight and authoritarian system of the Russian president. Initially foreign investors welcomed Putin's initiatives hoping to see the country with legislation that was friendly to foreign investment. Now they are realizing that the new Russian policy is beginning to remind them of the communists' ruling period.

My worries about the policy of Mr. Putin started a long time ago having an experience of living in one the former Soviet Union countries. In most of the cases, former communist leaders kept the power in their countries after the collapse of the USSR. They slightly changed the names of their parties getting rid off the word "communist" but keeping the

same style of ruling. In most of the CIS countries today we can see autocracies with a little or no room for the real democracy. Unlike the other republics, the Russian Federation started the 90's in a different way by being more open to changes. Sometimes the government's initiatives and the outcomes reminded me to some extent of

So, what is happening in Russia now? Is it something new or just simply the result of the several years' policy of the strong president?

a bad imitation of an Eastern European experience of a transition to a market economy. There were many problems on its way of development with lots of frustration and tensions. And people felt kind of relieved when Putin came to power. Even talking to some of my Russian friends, I couldn't convince them that the coin called "Putin" has another side – autocracy. They liked to see

only the good side – the rule of law and central power.

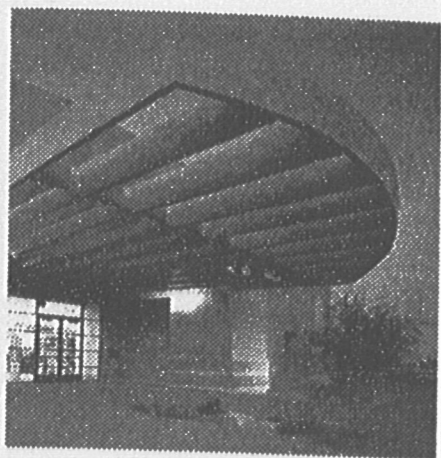
A decade ago, when Yeltsin was a president of the Russian Federation, central authority lost control over the economy of the country. At that time, some "smart" people made a fortune concentrating the wealth of the nation and creating a new class called the oligarchs. Oligarchs' support of the election campaign of Mr. B. Yeltsin made the voice in policy decision-making more powerful. Ordinary people considered this increase in the gap between classes as unfair. This feeling of ordinary Russians is understandable: mostly oligarchs became rich using their managerial positions and access to decision-makers. But whether it was "fair" or "unfair," historically, that period was one of the steps of the country's development.

Unfortunately, like in many other former communist block countries, Russians still

have memories of the Soviet Union, when they didn't have people who were too rich or too poor and everybody had more or less equal opportunities and access to the social protection with no worries about tomorrow. Probably that is one of the reasons that people tend to blame their rich neighbors for all of their problems. And probably, therefore, people on streets were happy when Yukos' leader M.Khodorkovskiy was jailed, even without knowing him personally. The reason was in his wealth. Ordinary people believe oligarchs prosper by stealing ordinary people's money and wealth. Partially that's true. In a wild country with no effective legislation, there were no ways for businesses to prosper legally without reach a deal with government. That was the way Yukos had grown and now became a scapegoat to teach others...

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Leadership Lessons from the Bard



On October 25, 1415, England's King Henry V fought the French near the castle of Agincourt. Henry not only won the battle; he compelled the French king to name him heir to the French throne. To add further insult, Henry marries the king's daughter. Centuries later, William Shakespeare dramatized the event for the world.

In 1989, Kenneth Branagh made what may be the best film version to date. Branagh's work has just been released in DVD, and the IBIC now has it in its movie collection.

On one level, Branagh's film version is a thrilling action/war epic. On another, it is a gritty treatise on the cruelties of war, calling to mind the battlefields of Vietnam.

"I am afeard there are few die well that die in a battle; for how can they charitably dispose of any thing, when blood is their argument?"
—Act IV, Scene I.

And on yet another level, *Henry V* is a 400 year-old leadership study. In the classic book *Charismatic Leadership in Organizations* (Sage Publications, 1998), Jay Conger and Rabiindra Kanungo outline what it means to be a charismatic leader. Shakespeare's Henry demonstrates many of the characteristics Conger and Kanungo elucidate.

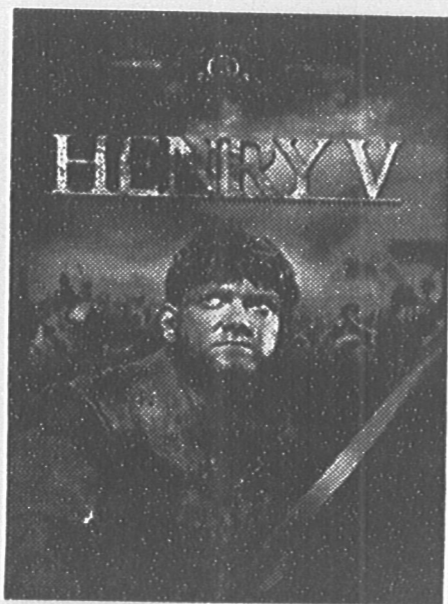
He seeks opportunity in the larger environment. At the beginning of Henry's story, he is actively probing his advisors about an invasion of France. In the opening scene, he listens to the advice of his councilors, considers his opportunities and constraints, and then decides to take the risk. He is challenging the status quo.

He assesses the capabilities and attitudes of followers. Before an early battle, we see Henry disguised as a common soldier, walking through the camp, taking stock of his followers, and of their faith in him as their king. This is a trait Henry shares in common with leaders across the ages: the ability to grasp the abilities and feelings of others in the organization.

He inspires a shared vision. Whether you side with

the French or English (or neither), you have to admit that Henry's monologue before the battle of Agincourt is one Shakespeare's finest accomplishments, and a pinnacle of inspirational rhetoric:

*"We few, we happy few, we band of brothers;
For he to-day that sheds his blood with me
Shall be my brother; be he ne'er so vile,
This day shall gentle his condition: And gentlemen in England now a-bed
Shall think themselves accursed they were not here,
And hold their manhoods cheap whiles any speaks
That fought with us upon Saint Crispin's day."*



Henry V was directed by and stars Kenneth Branagh. The cast includes Derek Jacobi, Emma Thompson, Dame Judi Dench, and Ian Holm.

Further reading:

Corrigan, Paul. *Shakespeare on Management: Leadership Lessons for Today's Managers.* (Kogan Page, 1999.) HD57.7 .C671.

Leech, Thomas. *Say it like Shakespeare: How to Give a Speech like Hamlet, Persuade like Henry V, and Other Secrets from the World's Greatest Communicator.* (McGraw-Hill, 2001.) HF5718 .L433 (Also available in electronic format in ebrary via the IBIC Databases on THOR.)

If you're a fan of the Bard, you might want to check out the new online exhibit by the British Library. The Library has published 21 original works in 93 copies, all composed during Shakespeare's lifetime. These are high resolution scans of the original documents. <http://www.bl.uk/treasures/shakespeare/homepage.html>

Of course, there's nothing like live Shakespeare. The Valley has a fantastic troupe, Southwest Shakespeare, which performs throughout the cooler months in Mesa. The company will present *Henry V* April 7-16, 2005. More information can be found at <http://www.swshakespeare.org>

New DVDs in the IBIC

The IBIC's collection of videos and DVDs includes film productions from many countries and in several languages. All were selected because they show some aspect of a country and its culture, a perspective on doing business with another culture, or historical background that would help us understand another country. Videos and DVDs circulate for three days, and can be found in the cabinets at the end of the book ranges. New this month in the IBIC:

Running on Karma: Directed by Johnnie To, starring Andy Lau and Cecilia Cheung. Described as a murder mystery with a touch of Zen, about a policewoman and a man who is a monk, knows kung fu and can see into the past and the future who team up to solve a crime. In Cantonese and Mandarin; subtitles in traditional Chinese, simplified Chinese and English.

The Manchurian Candidate: The classic from 1962 starring Frank Sinatra and Angela Lansbury (not the 2004 remake with Denzel Washington) this Leonard Maltin film is about a political plot during the Korean War era. English, with French or Spanish subtitles.

Hidalgo: Starring Omar Sharif and Viggo Mortensen, this is about a horse race across 3,000 miles of the Arabian Desert and shows aspects of Arab culture that created some controversy. Hidalgo is a horse descended from the Spanish mustangs, and this film is full of local color and special effects, and it will take you on the ride of your life. In English with French or Spanish subtitles.

Goodbye Lenin! Winner of six European film awards, this German film is about the fall of the communism and the Berlin Wall and is described as "hysterically historical." A son tries to protect his mother who is loyal to the East German state, from knowing what transpired while she was in a coma. In German with English subtitles.



Foyle's War: Four episodes from the PBS series set in 1940 that "weaves mystery with real historical facts." It features British detective Christopher Foyle whose crime investigation involves him in international affairs critical to the war effort. On 4 DVDs. Each episode stands alone so you don't need to watch the whole series to follow the story.

Ringu: An inquisitive journalist finds a video that has been linked to a number of deaths. When she views the tape she sets in motion a chain of events that puts her life in danger. In Japanese with English, Spanish or French subtitles.

Strictly Ballroom: From the director of *Moulin Rouge*. A comedy about dancing. In English with French and Spanish subtitles.



Show Me Love: Swedish film about teenagers growing up in a small town; a romance about two girls. In Swedish with English subtitles.

The Eel: Cannes Film Festival Winner, an erotic spellbinder. A jealous husband kills his wife and spends eight years in prison. The story is about what happens to him when he is released. Jealousy, crime, rage, guilt, love, survival and hope. In Japanese with English subtitles.

The Great Dictator: A comedy in which Charlie Chaplin plays both a Hitler like dictator and a Jewish barber who resembles him. Produced before the U.S. entered WWII, this has been selected as one of the American Film Institute's Top 100 American comedies.



Stalag 17: From 1952, about a group of American GI's in a German POW camp. William Holden won an Oscar for his performance in this film.

Patton: Winner of 8 Academy Awards, including Best Picture for 1970; about General George Patton and his career during WWII.

A Man for All Seasons: 1966 winner of 6 Academy Awards including Best Picture. About Sir Thomas More, Henry the VIII, and his controversial marriage to Anne Boleyn.

Glory: 1989 winner of 3 Academy Awards. About a black regiment in the Civil War.



Kind Hearts and Coronets: #6 on the British Film Institutes Favorite British Films of All Time. From 1949; Alec Guinness stars and plays eight different characters in this comedy about "the gentle art of murder."

Save Time and Use IBIC's Online Research Guides

Available on the IBIC MTB page, guides have dynamic links to search databases.

The IBIC has created a series of electronic resource guides, or pathfinders, to help students identify resources for their research needs. These can save time since they include hot links to web sites as well as automated searches in some databases.

There are 15 general guides covering broad topic areas such as company information, industry and market research, countries and cultures and emerging markets to name a few, and 13 industry guides. The industries were selected based on their strength in recruiting on the Thunderbird campus. Both series of guides point to a full range of resources including the online catalog, dynamic links to articles in full-text in ProQuest Direct and EbscoHost, suggested databases, and World Wide Web sites. The guides are consistent in content, format, and organization to facilitate ease of use and more importantly to serve as an instructional tool on how to conduct further research.

Here is a list of the guides you can find on IBIC's MTB page. Select "Industry Guides" or "IBIC Guides" from the menu on the left.

Industry Guides:

- Automotive Industry
- Banking and Financial Services
- Consulting
- Consumer Goods
- Energy Industries
- Entrepreneurship and Small Business
- Industrial Manufacturing
- International Development
- Media and Entertainment
- Pharmaceuticals
- Supply Chain Management
- Telecommunications
- Transportation

IBIC Guides:

- Business Culture
- Company Information
- Countries & Cultures
- Emerging Markets Guides
- The European Union
- Guide to Citing Sources
- Free or Low Cost Sources of Online Business Information
- Industry and Market Research Guide
- International Banking and Finance
- International Trade
- Non-profit organizations & Social Enterprise
- Professional and Career Resources

Introducing the 2004 Fall First Trimester Representatives

Dan Ding-Shiang Lung, Taiwan

I was born and grew up in Taipei, Taiwan. My undergraduate major started from Applied Mathematics and transferred to Business Administration in the National Sun Yat-Sen University in Kaohsiung, a lovely city in Southern Taiwan. Before graduation, I went to Arnhem, the Netherlands for a 6-month exchange program, and was involved in AIESEC (International Student Association of Economics and Management), one of the biggest global student-run organizations with 90 member countries for 7 years.

Upon receiving my B.B.A., I continued my marketing internship in the IT industry initially, and worked as a sales person in a business information company later for 3 years. Meanwhile, several friends and I also founded a global network based on biannual meetings and monthly email communication. I love to travel, swim, and party... and enjoy attending my friends' weddings around the world.

Thomas Alston, USA

I am a results oriented manager with excellent leadership, teambuilding, communications and interpersonal skills and experience in political advocacy and business environments. By utilizing my strengths in grassroots organizing, I have been repeatedly successful in situations requiring consensus/alliance building, and

problem solving.

I attended the University of Arizona where I obtained a degree in Political Science, and I am currently completing an MBA focusing on international economic development. I have also received extensive training in grassroots organization and community mobilization. Most recently, I have acted as a community outreach job developer for the Mesa Community College, setting up over 30 legally binding internships with Phoenix Area businesses, and acting as a career and academic advisor for MCC students.

Terrie C. Duong, U.S.A.

I was born in the bustling city of Saigon, Vietnam. My family and I immigrated to the Washington, D.C. area in 1980, where I spent most of my life. Before coming to Thunderbird, I spent three years in San Francisco in the philanthropy field, and two years in Vietnam in the graduate education field. Besides my dedication to the nonprofit world, I have also spent considerable time working in the business sector, first as an accountant for an international development consultancy, and then as a manager overseeing my family's various businesses.

I received my B.B.A. in Accounting and International Business from James Madison University. My native tongues include Teochew, Cantonese, English and Vietnamese.

Natasha Chornomaz, U.S.A.

I'm originally born and raised in the suburbs of Chicago, Illinois. I received my undergraduate degree from Valparaiso University in the field of International Business, with three minors in Economics, Spanish, and Mandarin Chinese. After I

ed to come here ever since I heard about it, so this is very much a dream come true for me. In my free time, you can find me reading, salsa dancing (well, trying to anyway), or hanging out at the Pub. My role as a 1st Trimester Representative is to help build TSG's connection with the student body, so please feel free to contact me whenever you want. I'm looking forward to chatting with you!

Gbemi Disu, Nigeria

I was born on the 4th of July in Lagos, Nigeria, where I lived for about 17 years. After high school, I took a gap year and then moved to the US for my undergraduate degree. I attended Arizona State University where I graduated with a B.S. in Economics, International Business Certificate and a minor in Communications. Prior to attending Thunderbird, I worked with the Arizona State Legislator as a member of the Majority Appropriations Committee Staff.

Thunderbird was an ideal fit for me based upon its well deserved reputation for having a collaborative, international environment where students can work hard and play hard as they strive towards excellence. I have always had a vested interest in

international development coming from a developing country myself, as well as a flair for marketing. As a result of that, I have chosen the custom MBA option here to accommodate my interests.

I am very honored to represent my incoming MBA class and look forward to working together with them, the faculty and of course TSG to make their journey here as seamless and rewarding as possible.

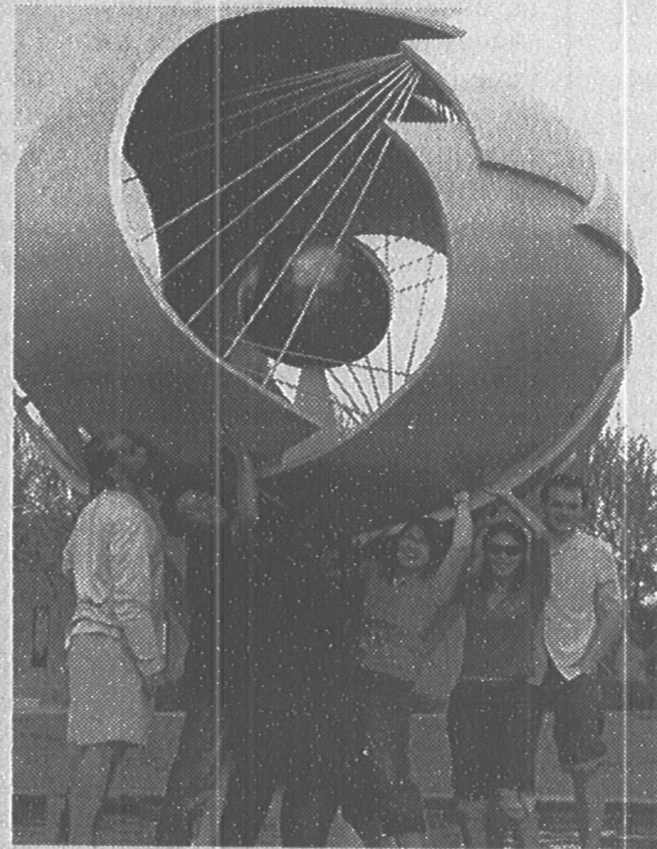
Michael Teague, USA

I am a sales and marketing professional with over 10 years experience in the insurance and hospitality industries. My biggest strength is achieving goals through team building. I will always bring a great deal of enthusiasm and competitive energy to even the simplest projects.

I have an undergraduate degree from the University of Colorado in Management and Entrepreneurship. Most recently I returned from a six week Spanish language immersion program in Jaco, Costa Rica. I will graduate with an MBA in International Marketing and Finance from Thunderbird in the Spring of 2006.

I am a representative who is friendly, open-minded and very enthusiastic. I am excited for the opportunity to create a definiteness of purpose within the current TSG. I will listen to your needs and priorities and act as your T-bird voice before the TSG.

Photo: Matthew Goldberg



The six new 1st Trimester Reps from left to right Michael Teague, Dan Ding-Shiang Lung, Gbemi Disu, Natasha Chornomaz, Terrie Duong, and Thomas Alston stand beneath the sphere near the IBIC on September 18th.

completed my degree, I started working as an ocean imports coordinator for a multi-national freight forwarder.

As much as I enjoyed the experience, I couldn't wait to come to Thunderbird. I've want-

Welcome to a Trimester of Great Excitement

By REGULA SCHEGG
Switzerland, Winterim '05
TSG President

Dear T-birds,

As you read these thoughts, we again are a few weeks into the new trimester – one which indeed is planned to be of great excitement. There are many events planned, led by the different clubs on campus: from the cultural nights, to speakers, business plan competitions (such as the Innovative Challenge) to the Rugby Tournament later in the trimester to mention a few.

I just returned from the 2004 Annual Private Equity Conference, which was a great success; an event which would not have been so successful without the students' help. Many showed interest and were willing to pitch-in in addition to their heavy course load. It was a moment, where we demonstrat-



REGULA SCHEGG

ed to the outside world that Thunderbird is a special and truly global place – an environment where Global Leaders are born. Your involvement demonstrated again, that Thunderbird is the place to be, the place where we all learn in an environment of friendship and trust, commitment and passion.

However, the PE Conference was not the only way to get involved, there are many exciting events planned which you hopefully will find some time to contribute, to explore new opportunities, and to share with your colleagues and friends.

In regard to the TSG, we were able to get a new team together which is committed and interested in helping promote the extra-curricular activities to come. I would like to welcome all of my new members! It is exciting to have you part of my team and I look forward working with you.

Yet, you do not need to have an official title to be part of TSG – there is no US versus THEM. There exists only a WE! We all are students and therefore part of

TSG. I encourage all of you to get involved in one way or the other. TSG always needs additional hands willing to take on initiatives. By doing so, we would like to demonstrate to you, that we do not see our role the way it is reflected in our name – we are not a government, we are a facilitator, a supporting role, a service provider to you. Please contact any of the current TSG members with your ideas, but also with your concerns.

Following up on my team's understanding of our role, I encourage you to give us your feedback. Without that we cannot improve our services and organization to the extent possible. Let us know what your thoughts are and we do our best to implement them to the benefit of OUR Thunderbird experience.

I wish you in the name of my team great joy in this trimester and see you around!

Regula Schegg
TSG President

RSchegg@global.t-bird.edu

Calling All Citizens of the World!

By GBEMI DISU
Nigeria, Summer '05
First Trimester Rep

Do you like scrumptious, exotic meals? Do you like to dance? How about hanging out with beautiful, intelligent people from all over the world? Sounds like your cup of tea? Well then, TSG has an event for you.



GBEMI DISU

The first of the four most exciting cultural experience here at Thunderbird is fast approaching. That's right: The First Fall 2004 Thunderbird Cultural Night is here. On October 9th, you don't want to miss out on the European Night! Following this will be the Americas Night on October 15th, Asia Night on November 6th and last but certainly not least, Africa, Middle East and India Night on November 12th.

A long standing tradition of Thunderbird, the cultural nights are put on by the Thunderbird Student Government in collabo-

ration with different clubs on campus. Events like these differentiate the school by showing our commitment to global perspectives and excellence. As one can infer from the name, the Cultural Night allows for the different groups to showcase certain aspects of their culture that they are proud of and feel will be beneficial for the community to witness. In the past, these aspects have included fashion shows, movies, music, dances and foods of the world.

Many people, including students, alumni, friends, and spouses come from all over to attend these events, and the crowd for this year is anticipated to be even greater than the last. There are many fun events being planned and anyone can be a part of this process. This can be done, either by working directly with the clubs or with TSG.

Please email the TSG if you have any questions.

gdisu@global.t-bird.edu

It's Fair Time!

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. If 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
Company Presentations—numerous companies will present themselves and talk about their positions and hiring practices

Thursday, 14 October
The Career Fair—drive, walk, or bus to the Embassy Suites down the street. Visit the various booths and take 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.

MAKE NOTE: On Monday, 11 October, the CMC will hold the Career Fair Information Exchange and Career Clinic 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 ice cream?



October CMC Programming

- 10/1-Intelligent Risk-Taking In Your Job Search: Standing Out in a Crowded Marketplace through Bold Action Liz Freedman, 10:30 am – AT&T Mock Interviews: 10-12 AM and 1-3 PM Marketing Industry Workshop: 1 PM
- 10/4- Seminar – Networking 1
- 10/5- Seminar – Networking 1
- 10/6- Seminar – Networking 2
- 10/7- Seminar – Networking 2
- 10/8-Mock Interviews: 10-12 AM and 1-3 PM Business Intelligence Workshop: 1 PM
- 10/11-CMC Information Exchange Day at the Commons: 11AM–2PM
- 10/13-Career Fair
- 10/14-Career Fair
- 10/15-Career Fair
- 10/25- Seminar: Interviews 1
- 10/26- Seminar: Interviews 1
- 10/27- Seminar: Interviews 2
- 10/28- Seminar: Interviews 2
- 10/29-Supply Chain Management Workshop: 10 AM

CMC Company Visits to Campus

(Does Not Include Career Fair on October 14th & 15th)

COMPANY VISITS	PRESENTATION DATE	INTERVIEWS
J&J presentation only	9/20/2004	10/15/2004
Daimler Chrysler Services	9/28/2004	9/29/2004
Plantronics	N/A	10/5/2004
Merck	10/6/2004	10/7/2004
Business-Paradigm Japanese Recruiters	TBA	10/9/2004
I.S.S. Japanese Recruiter	10/11-12/2004	TBA
Daimler Chrysler IMAP	N/A	10/12/2004
Intel	N/A	10/19/2004
Tyco International	10/19/2004	10/20/2004
ContiGroup	TBA	10/21/2004
Whirlpool	10/24/2004	10/27/2004
Shinsei Bank	10/29/2004	11/2/2001
Citigroup	11/1/2004	11/2/2004
OPIC (no interviews)	11/4/2004	N/A
Deutsche Post	11/8/2004	11/9/2004
AC Nielsen BASES	11/10/2204	11/11/2004
Eli Lilly (no interviews)	11/18-19/2004	N/A
Beriza, Inc.	11/29/2004	10/15/2004
Philip Morris	11/30/2004	12/1/2004
L'Oreal	TBA	TBA
Pfizer	12/2/2004	TBA
Walmart	TBA	TBA
Ford	TBA	TBA

CMC Resource Center New Arrivals

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

- Women for Hire: The Ultimate Guide to Getting a Job
- Outwitting the Job Market
- 9 Steps to a Great Federal Job
- Guide to Internet Job Searching

America's Top Internet Job Sites
The Ultimate Guide to Getting the Career You Want

- Can I Lie on My Resume
- Career Warfare
- 202 Great Resumes
- Get the Interview Every Time
- How to Write Better Resumes

- 25 Jobs that Have it All
- Gallery of Best Resumes
- Atlanta JobBank
- Dallas/Ft. Worth JobBank
- 'San Francisco JobBank
- Seattle JobBank
- Washington D.C. JobBank
- Houston JobBank



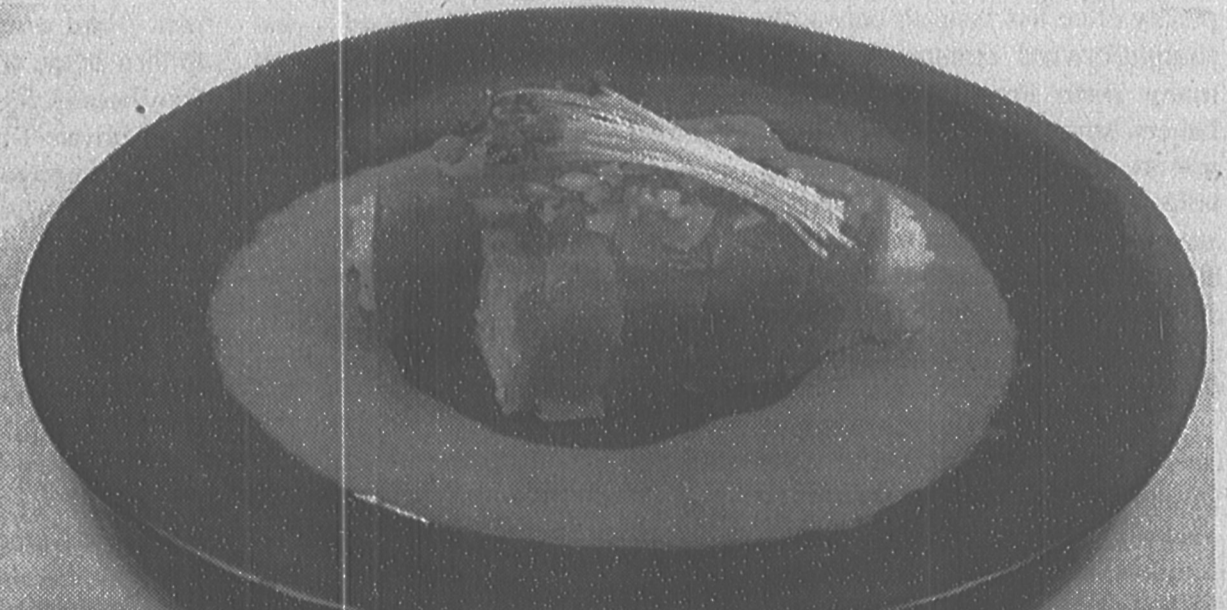
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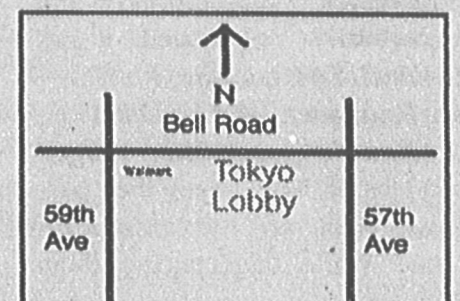
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Dinner 5pm - 10pm

Saturday
12pm - 10pm
Sunday
Closed



Essential Half's Exchange

A forum for the "Essential (Other) Half" of the Thunderbird Student Body; answers for significant others, children and spouses of Thunderbird students.

Dear Essential Half,

This may not be a big deal to everyone else but I am sick of cooking every night. I'm not used to eating fast food, and really don't want to, so that isn't an option either. Most of the time my husband can't come home to eat dinner because of his evening classes. I am not accustomed to having to cook so often and besides I really don't enjoy it if I have to eat alone.

Hope you can help,
Out of the kitchen

I agree with you on steering clear of fast food as much as you can. Consider a Dinner Co-Op: find another family with the same number of people as your household—a fellow T-bird spouse would be ideal. On one night a week you cook enough for both households and take the meal to them. On

another night of the week, your friend does the same for you. This at least gives you one night off from the kitchen—and the opportunity to try a different style of cooking. The more households you involve, the less days you have to cook during the week, but the quantity of food you cook on your night to "share" increases.

If you'd rather not eat other people's food, or have to cook for others, simply double or triple the recipe for the meal you make one night, freeze the extra portions and take it out of the freezer when you need an evening off. And remember you're not the only one with a spouse in class; you don't have to eat alone! Have a friend over for dinner—ask them to bring what's in their fridge and make a meal out of your combined resources. Here's an easy complete protein meal: freeze it, eat it hot or cold, or share Dinner Co-Op households.

Salsa Beans and Rice

1 can of salt free corn
1 can of garbanzo beans

1 can of black beans
1 can of chili beans
1 can of red kidney beans
(any other kind of beans you like, Trader Joes had cans of mixed beans)
1 tub of fresh cilantro salsa from the refrigerated section of a grocery store
Cooked brown rice – as much as you want (rice cookers: 2 c. rice 5 c. water makes a good amount)
Fresh cilantro chopped
Red pepper/chili powder to taste

Rinse and drain all canned items. Mix everything together and you're off to the gym in a snap.

Yield: 8-10 servings. (Use leftovers in tortillas, or melt cheese on top).

Dear Essential Half,

I'm worried about my wife. She is so busy and overwhelmed with her classes, trying to secure an internship, surviving through FORAD etc. etc. We also have a young daughter and so we as parents are stretched very thin on energy and time. Perhaps I

shouldn't be worried, but I travel often and for long periods of time for work, so I'm concerned about our prolonged emotional detachment. I know it would be easy for her to receive fulfillment from a fellow classmate—Thunderbird is famous for their "group projects." What do you suggest? I hate to even think about unfaithfulness, but at least I can write my fear out anonymously here.

Signed,
Maybe Hawaii Will Fix It

Yes, spoil your wife. That would be a good start. Don't accuse your wife before you know the facts. If you seriously think an affair is ensuing, I would definitely suggest professional marriage counseling (check out www.familypsychologyassociates.com for a good local counselor). When you approach her about the two of you seeking guidance, her response will reveal a lot. If she's defensive, you may have reason to be concerned. If she's agreeable, things might be better than you thought. Even if there's no

affair, the counselor can offer tools to help nurture your marriage. Continued courtship is a must, plan weekly date nights (yes, hire a babysitter) and make sure these evenings are spent focusing on each other, not the TV or other distractions. If you're going to be out of town for a while, before you leave take her away for an over-night stay at a local resort (check out the JW Marriott Desert Ridge at Tatum and the 101). When you're away: leave messages on her phone, send flowers, call before you go to bed to tell her you're thinking of her, and even send her a handwritten note in the mail. Above all, the two of you need an honest conversation about your concerns, what you can do to help ease her stress, and what changes can be made. A classic on communicating love to another is *The Five Love Languages* by Gary Chapman. This book will help decipher how she best receives and gives love. Once that's determined, every day you're with her, tell her in her own "language" that you adore her!

And You Thought Thunderbird Itself was a Balancing Act... Try Adding MOTHERHOOD

By KIERSTEN GALLACHER

We're all for equality. Nonetheless, when it comes to having children, the biological reality is that women must be the ones to carry the child, give birth, and ultimately recover from the colossal ten month experience. Sounds quite obvious right? On paper, the events can be summed up in one simple sentence, yet true to life, unimaginable complexity often lies beneath outwardly straightforward circumstances. In many Birth Preparation Classes, fathers strap on pseudo-stomachs and are instructed to perform simple tasks like tying their shoe to appreciate their partners' plight. Without first hand experience, a complete grasp of another's predicament is often out of reach—so try this pseudo-reality on for size:

You are forty pounds heavier (and it's not your backpack!) Strong smells of any kind make you want to vomit, especially in the morning. Although exhausted, you can't sleep at night because you can never get into a pain-free position, and therefore find yourself dozing, even when you can't afford to. Heartburn is a problem, so you settle on small bland meals every few hours and crunching on saltine crackers in class. Sure, you have a FORAD presentation in a half and hour, but for now your main goal is to stop hyperventilating from the trek you just made across campus. The bundle in your belly means your body maintains a higher temperature, and the 117 degree Arizona heat doesn't help!

Pregnancy, motherhood and Thunderbird?? Yes indeed, it has been done! Four amazing women—Ileana Rodriguez '04, Mia Dand '05, Lan Chen '04, and Jean Hargett (Chris Hargett '04)—share their perspectives on literally carrying a heavier load while they pursue their MBA's.

What was the most difficult

aspect of handling your pregnancy while attending Thunderbird?

Mia Dand: I had one professor who was not flexible, but the others accommodated my needs. My Thunderbird "family"—wonderful friends (most who have children)—offered great support and encouragement. The mental, physical, and emotional demands are so taxing; you're carrying extra weight, dealing with a constantly changing body, have a jam packed schedule, and you're dealing with finals on top of that. Even NOT pregnant, Thunderbird is tough.

Lan Chen: My biggest challenge was simply attending class! My professors were very accepting of my situation and understood why I often came late to class; my nausea was constant.

Ileana Rodriguez: The most difficult aspect for me was striking a balance between my mental demands. I thought more about my coming baby than my classes. Coping with exhaustion was a constant battle for me; the soaring summer temperatures didn't help. I often fell asleep in class, but the professors were very understanding.

What can Thunderbird do to help expectant students and mothers?

Lan: Perhaps some of the Garvin sixty million could be used toward a childcare/nursery or drop-off center for faculty, staff and students. Maybe something could be negotiated between the YMCA childcare and Thunderbird—the center is already there—we need a place to bring our children while we are in class or trying to study. This is a family friendly institution, but at the very least we could have baby changing tables in the bathrooms! Where is there a place to pump breast milk? These are real issues for mothers and they are addressed in the workforce and should be addressed here.

Ileana: I want to finish my MBA; I only have one class left. My Mom

came to help at home, but both my husband [Michael Ferber '04] and I are studying at Thunderbird. We need a logistical support system.

Jean: A major concern for pregnant T-bird students and spouses alike is the lack of health insurance information/options provided by Thunderbird. There's an information gap between International and U.S. citizen students when it comes to insurance. Many international pregnant T-bird women choose to return to their home country to deliver the baby, because it is less expensive than using private/T-bird Insurance in the states. This requires an immense sacrifice by international T-bird families: in a time of pressure, stress, and change for all, the husband/ wife and new baby are separated for a long period of time! This while other T-birds receive food assistance through WIC* and full health coverage through AHCCCS*! Students just don't know what their options are. Word of mouth (luck, chance) is the only way incoming students understand that there are health care options and assistance programs available. An insurance information center could provide detailed information on ALL insurance options, including state and federal health assistance programs and necessary qualifications. It's such a disservice that Thunderbird only offers information on THEIR health insurance.

What are your thoughts on resuming life after the arrival of your baby?

Lan: I felt shocked and overwhelmed after delivering Audrey. I remember thinking "Can I give her back?!" Having her is so much work, but I feel SO much love—as if no one can care for her the way I do. My in-laws came to help, but I reached a point where I told my husband Michael it was time for them to leave. Simple everyday tasks feel overwhelming—no one explained how much time nursing would actually take. Things like showering, eat-

ing, and cleaning the house become monumental feats. There's no gradual adjustment once you have the baby.

Mia: I think hard work, flexibility, and working it out with a supportive significant other are all key elements after the baby arrives. The physical reality of being a woman who chooses to nurse is that your child is dependent on you. You have to find a balance between school, work, and family.

Ileana: The baby can feel your anxiety; you have to ask yourself what is most important.

Between my classes, my husbands' studies, and our schedules, it is very difficult to balance our time. We both want to be with our baby. She changes so quickly and you can miss so much even if you are away for a short time. I'm even more fatigued now than I was during my pregnancy; I fall asleep breastfeeding at night.

Jean: In many countries an expectant mother ceases work one month before delivery and remains at home two months after birth; the new mother's only job is to nurse. Unfortunately, this is not the case in the United States!

Has your perspective on your career changed since you've become a mother?

Lan: My priorities have changed now. I plan to resume my career, but having a baby made me reconsider what companies I want to work for. I would like to stay home for six months; for me it's worth giving up whatever I need to so I can be with Audrey. I don't have to "have it all" to be happy.

Jean: I think I'm over the pressure of receiving a PhD or Masters Degree, I just feel it's important for me to be present in the now. I know it's a luxury to not feel pressure to pursue a career right now, and anyway at the moment [nine months pregnant and counting] I feel like I have a full time job! I think it's

important to decide what success means to you. It's best for me if I don't hold myself to a strict timeline.

Mia: I still have the same perspective on my career as before: I want to use my skills and talents to be fulfilled, happy and have a good family life. I am not willing to leave Rhea until she is a year old, yet I can't have a gap in my resume. As a woman you have to work extra hard, but it's worth it.

Ileana: My perspective has changed. I believe you can have both—a career and happy family. I have always pursued a career for personal fulfillment, but I have decided that having a baby will be my fulfillment; for now I want to focus on my baby. I want to return to work and fulfill my professional goals. I know I'll finish my MBA but I will do it in the future. I was always worried I couldn't have babies—it's a blessing to have a baby—God has given me this child and I want to accept and enjoy this time.

The majority of us will never understand the sacrifices and challenges these incredible women make to keep their children a top priority while simultaneously pursuing their education at Thunderbird. HOORAH! for the valiant feats you pull off in your precocious daily balancing act!

At the time of this Spring 2004 Interview: Ileana Rodriguez and Michael Ferber: parents to three week old Isabella

Mia and Dilip Dand: parents to four month old Rhea

Lan and Michael Chen: parents to three month old Audrey

Jean and Chris Hargett: parents to soon-to-be born baby girl!

Thanks for sharing ladies.
kierstenandbrian@yahoo.com

* For information on WIC: <http://www.azdhs.gov/phs/oncdps/wic/index.htm>

* For information on AHCCCS: <http://www.ahcccs.state.az.us/site/>

California Meets Grenoble

By MELINDA MARIOTTI
U.S.A., Summer '05

"Oscar, I'm going to be late for work!" I say almost every morning while waiting for my dog to do his "business." It is 8:00am on a cool, clear September morning here in Grenoble, France. I gaze up at the surrounding mountains and the blue sky that, oddly enough, makes me feel like I'm in a bowl covered by blue saran wrap. Maybe it is just me, but I feel a little confined living in a city located at the bottom of a valley. I prefer the ocean. But, ski season is coming soon and "ski in alps" is on my check list of things to do in life. I've already climbed the pyramids in Egypt, danced Salsa in Cuba, toured the site of the hanging gardens of Babylon, walked in Red Square and dated a cowboy....but I digress.



MELINDA MARIOTTI

an ocean from my friends and I live in a 30square meter apartment (my Indigo Creek apt was a little over 1,000 square feet) with my 70 pound dog that I brought over from the U.S. Sounds miserable doesn't it. Well, actually it is sometimes. But mostly, I love it.

My initial responsibility was to track issues and actions for HP's EMEA Special Pricing and Standard Pricing. "Great," I thought. "Easy project management stuff; plenty of time to invest in more social aspects." For example, drinking beer in the expat pubs and learning (and dating) French. Well, that might have been, if it wasn't for the two highly capable Thunderbird interns before me. They set the bar high and I am going to set it higher. My manager, knows the school well, knows what Thunderbirds are capable of and that we won't back down from a challenge. Currently, I am involved in 3 cross business unit projects, I am about to start managing the implementation of another and I have exposure to HP's worldwide division. Not bad, huh?

I suppose the most difficult and sometimes funniest parts of my internship are the conference calls. I run conference calls with participants from all over the EMEA. My favorite game is to play into and reinforce all Californian and American stereotypes as well as maintain my sarcasm.....something that does not exist in many countries in the EMEA. For example, last week, I formally addressed someone by their last name. He stammered and stated that he is not used to the formality. Everyone chimed in with agreement, so I replied, "Whatever, dawg. You have five minutes. Keep it real."silence.

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Thunderbird Super-Moms Recommend Taking a Break

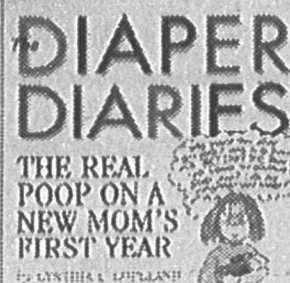
...and when you do, relax with one of these reads



Composing a Life
by Mary Catherine Bateson:
to rethink goal setting and
"success"

Gift from the Sea
by Anne Morrow Lindbergh:
to embrace simplicity, a classic

Diaper Diaries
by Cynthia L. Copeland:
to have a really good laugh
about the first year of motherhood



Never Get Between a Woman and Her Carry-Ons

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

Being on a plane from Guadalajara to Chicago reminded me just how much women love



MARCO AMARO

to lug their stuff around with them. It doesn't matter if you're a Korean or Mexican woman; you're carrying around a ton of stuff with you at all times. I don't see anything wrong with this fact until they get on a plane. The seats are small enough in economy, but if you add a woman or two with their carry-ons and extras, your flight turns into a cramped, uncomfortable, and sometimes painful experience.

When I was growing up, my mother, a nice little Guatemalan lady with a knack for consumerism, would carry on too many things; she'd have a handbag, make up bag, and shopping bags. We would be left with no leg room because there would be stuff all around us - her stuff. The flight attendants would look at her and sigh. She didn't care though; as long as she had her stuff with her, she felt great. For me, it was just another embarrassing blow to my fragile teenage ego. As a teenager we try to be so smooth and cool, but our parents just go on and ruin all that. In all the flights we took when I was grow-

ing up, she did just that- embarrass me and tarnish my ego. I look back and laugh at all this now, partly because I now realize that this situation was not particular to me. Thousands of kids jump on to planes with their mothers and suffer from their mother's behavior on board. On my Guadalajara - Chicago flight there was a mother traveling with her two sons. She could have been my mother about ten years ago; she had a gym bag, two shopping bags, canned food in a box, a huge purse, a smaller purse, a mystery box wrapped in duck tape and her two very embarrassed teenage sons.

All three family members proceeded to cram their belongings in the overhead compartments as travelers and flight attendants looked on with disapproval. Their mother didn't care though, once finished putting everything away, she sat down, opened a magazine and proceeded to relax. She then later fell asleep. I did the same.

Once we arrived in Chicago, I rushed to my connecting flight with the freedom only a son without his mother as a travel companion can understand. Once at the gate, still thinking about the Mexican woman and her two sons, I was held up by two American girls in their mid twenties. They were looking for one of their boarding passes. What made this frantic search interesting was the fact that they were going through a plethora of bags. These two girls were not fitting my pro-

file for "mothers carrying on too much stuff"; they were young, had no sons, and looked quite sophisticated.

"This is where it all starts!" I concluded. These were "mothers carrying on too much stuff" in training; they had to be. They had too many bags with them, they planned to take them all on the plane, and they didn't care who they were holding up while looking for their boarding passes. The reason I say that they were in training is because there is no woman out there that would not be able to find something as little as a screw in less than 10 seconds within their stuff. Regardless, the girls found the boarding pass and I got on my flight.

As I made my way home from the airport that day, I looked back at my day of travel and concluded that no matter where they're from, women just have a hard time parting with their things. This behavior transcends cultures and borders. Right now, as you read this column, somewhere in Mongolia, there is a woman with a ton of stuff trying to get to Shanghai! Never get between a woman and her carry-ons; I learned this from a young age. For the moment, I don't have kids, but someday I will, and my response will be "help your mother with her carry-ons!"

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Academic and International Services Announcements and Deadlines

OCTOBER 4TH - 7TH: WINTERIM REGISTRATION

All students taking a **Glendale Winterim 2005** program should register for your Winterim course via **Access Thunderbird**. Approved students taking an off-campus Winterim 2005 program will be registered manually by the Registrar's Office this week.

OCTOBER 8TH: 1st Half OPT Deadline

International students completing their degree requirements this first half of the fall trimester must apply for Optional Practical Training by **Friday, October 8th**. Applications are available in the Student Services' reception area and on the International Student Information MTB page.

THURSDAY, OCTOBER 21st: SPRING 2005 THUNDERBIRD EUROPE APPLICATION DEADLINE.

Applications for spring in Archamps at THUNDERBIRD EUROPE are available in the Student Services reception area and on our Overseas Campuses MTB Page! **To ensure your place in a program, please apply by the priority deadline: Thursday, October 21st.**

OCTOBER 25TH - 28: 2ND HALF DROP/ADD WEEK

Academic advisors will be available on a walk-in basis during drop/add week for the second half of the fall trimester.

OCTOBER 29th: WITHDRAWAL DEADLINE

The deadline to withdraw from a class is Friday, October 29th.

DJ Ono Charts the Pub Hits

By ONOFRIO LATTANZI
Italy, Fall '04

I can tell you that this fall is going to be Hot! Friday Night at the Pub is now the dance event of all T-birds!

This is my 4th trimester at Thunderbird (unfortunately the last), that's why I am organizing the upcoming DJ contest. More details are available in the Ono's Club discussion on MTB. The winner will get a Thunder-shirt and might be able to replace me next year.

Spinning is a wonderful hobby for me and I am sorry if sometime I cannot satisfy your requests. I brought over 400 compact discs here, but there a thousand of millions of songs worldwide. Bring your CD and I'll be more than happy to play it for

you.

Last, but not least, after my trimester in Guadalajara I developed new artistic skills to make the Latino dancing more Za Za Za!!

This is the top chart of the month based on your requests:

Usher "Yeah" (2004)

The Black Eyed Peas "Let's get it started" (2004)

Outkast "Hey Ya" (2003)

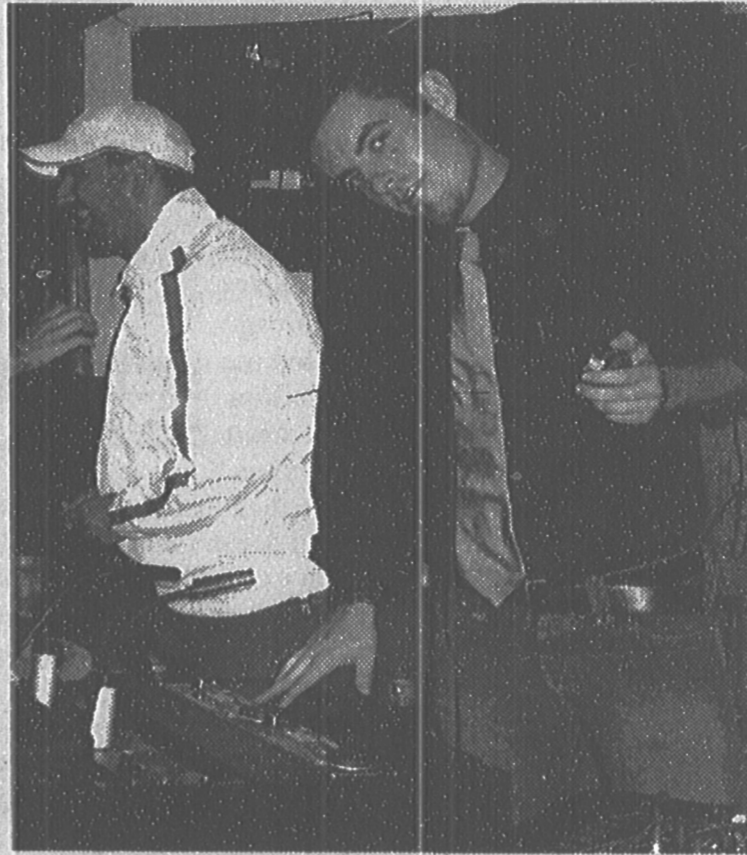
Nelly "Shake Ya Tailfeather" - Featuring P. Diddy & Murphy Lee (2003)

Climax "El Za ZA ZA: Mesa Que Mas Applauda" (2004)

Stardust "Music sounds better with you" (1998)

Special thanks to: Richard Nix, Grayson & Lester, The Pub bartenders (Don't forget to tip them!)

onofrio@global.t-bird.edu



DJ Ono mixes it up with back up from Stephen Azaloff

Thunderbird Pub: A Comprehensive Guide to what Ales You

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

Another grueling week has come to an end. Essays written, projects near completion, tests completed - Thursday is here! You go home to shower and change and head to the Pub. As you near, the neon lights beckon to you, luring you in like a moth to a flame. The dull thumping of bass



BRIAN SHAFER

can be heard as you cross the parking lot, and the chattering of people in the courtyard brings a smile to your face as you reach the gate. You have reached your oasis in this desert. After all, your week of competition is over. Or is it?

You enter the Pub, and are immediately greeted by a multitude of hot, sweaty bodies. An attempt is made to reach the bar, but first you have to briefly greet every person you pass. And on Thursday, there are a lot of people to pass. You finally emerge from the masses in front of the bar, thirsting for a tasty cocktail. But your classmates are also clamoring for a drink, their voices rising in anticipation, sweat beading on their brows and you suddenly wonder if the pits on Wall Street aren't somewhat less chaotic.

You attract the bartender's attention and place your order. A flurry of hands ensues, tipping liquid delights into a vessel that you now hold. After a brief exchange of money, you smile, turn and survey the environment. The dance floor is packed, offering no space for accommodation. The pool tables are lined with quarters and hustlers. The jukebox has countless selections before yours. The golf junkies are hunched over Golden Tee. Ah, the patio will provide some relief you think. You twist and squirm you way toward

the door, inching your way through clouds of smoke, overturned cups and barrages of banter, yearning for a breath of fresh air. You are relishing the moment when you can step out into the open and enjoy your cocktail. You reach the door and are trounced by one of your colleagues who didn't see you, sending your precious drink crashing to the floor. "Sorry!" comes the reply. You sigh; turn to look at the bar and its mile long queue- time to do it all over again.

But the journey to our little oasis doesn't need to be so hectic; for there is a better way. From 2:45pm to 2:00am Monday through Saturday, the Pub is open and is an entirely different kind of place than seen on Thursday nights. Rarely, will you have to stand when you wish to sit. Long waits for a drink

are unheard of, money you put in the jukebox will soon belt out the song of your choice, and the pool tables are a friendly game once again. The Pub has many benefits that are overlooked on "other" days.

The Pub offers a plethora of drinks, alcoholic as well as non. Over 50 beers are on hand from crisp lagers to hearty ales, along with generous selections of Tequila, Gin, Rum, Vodka, Scotch, and even Sake. Each bartender has a specialty drink that they're willing to make for you, and lo and behold - they can even carry on a conversation. Feel free to chat with them and offer advice as to how to improve the Pub.

The Pub will soon go wireless to accommodate you and your group meetings during the early afternoon, amidst bright

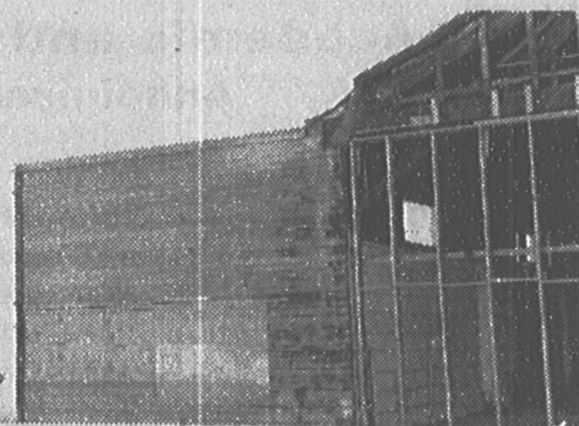
lights, soft music and happy hour prices. This is also the time for you to network as Exec Ed students are often there, willing to mingle and meet current students. Later, there are theme parties put on by the bartenders, who offer special drinks and fun for everyone: trivia nights, Lounge Lizard, and DJ Ono to name just a few. There is a new club on campus, the T-bird Beer Consortium, who strives to taste, rate and lobby for new beers in the Pub. The rating sheet is held behind the bar for all members. Furthermore, food can be con-

sumed on the premises. There are a variety of delivery services' numbers that the bartenders keep on hand for such times.

Remember that alcohol lowers inhibitions and impairs judgment. It is the job of the bartender as well as yourself to monitor your drinking. Do not be insulted if we ask you to pace yourself. We will make every effort not to embarrass you, but you must do your part not to embarrass yourself. If a bartender thinks that you should either slow down or stop drinking then we will quietly tell you so. And most importantly-do not drink and drive! If you are caught you WILL go to jail. The implications could be disastrous to your future career. Internationals risk deportation. An accident could kill or maim and no one wants to be liable for that. If you (or the bartender) feel that you've had too much to drink, walk, ask a friend for a ride, or ask the bartender to call you a cab to get you home safely.

The T-Bird pub is there for all students to enjoy. Copious amounts of fun are to be had. Many students have found friends, jobs and even love at the Pub. There is life before and after Thursdays. Don't think that Thursday is the only Pub night. Decide for yourself.

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The Pub under construction... the birth of greatness

sumed on the premises. There are a variety of delivery services' numbers that the bartenders keep on hand for such times.

Now what kind of guide would be comprehensive if it didn't include potential dangers and pitfalls as well? Though the Pub is there for you to enjoy it is NOT your personal playground. Please realize that at all times you are a patron. Make a concerted effort to clean up after yourself. Trash cans are placed prominently throughout the pub. You don't like a trashed table anymore that the next person. The bartenders do clean as time permits but sometimes accidents occur. Let us know about spills and we'll get them cleaned up. The last thing you want to do is slip and fall in a beer puddle. If you do, you might find a picture of yourself on the front page of Das Tor!

Dr. Love: His Name is on "The Board"

Dear Dr. Love,
I am a first trimester student and so far Thunderbird has been great. I like my classes, my cohort, and the whole atmosphere on campus; I've even met a guy. He is very charming and Euro-sophisticated and I enjoy spending time with him, but there's a problem: every time I go into the ladies room at the pub, his name is on the board! Good or bad, his name has been up there for every category except "Most Marriageable." Do you think I should pursue the relationship even though he's the star of the girls' room chalk board?

Just Wondering

Dear Wondering,
Oh no, you have run into the species T-birdus Infamous, there are a few of them on campus. They are tons of fun, but have a high profile and probably spend a lot of time on their hair. When dating such a renowned character, it's best to live in the moment and keep your wits about you; this is not likely to be a long-term relationship. Keep your eye on the chalk board since it can act as an early warning device: when the comments become more negative than positive, you know it's time to move on. There are plenty of fish in the sea or rather plenty of birds in the cage.

Good luck and have fun
Dr. Love

Dear Dr. Love,
I need your help! I'm about to graduate and I still haven't found my Thundermate. I mean, I paid \$60,000 to come here and all I'll leave with is a piece of paper and a few initials AFTER my name. There's only two and a half months left. I'm thinking about dropping a few classes so I can come back for Spring trimester to give myself extra time to hunt. Can you give me any advice?

Signed,
Looking for Love in all the Wrong Places

Dear Looking,
Your sign-off says it all... you are looking in the wrong places. My guess is that you have limited your search for a Thunderstud to the Pub... and probably at the end of the night when only the dregs are left. Even though with the new 2:00AM closing time you have an extra hour to troll, the potential ROI of your time is pretty small. You need a change of venue. Have you thought of TA'ing for a first tri class? They are innocent and trusting at that point... a perfect combination for a mature T-bird on the hunt. Plus you can see them in the daylight before committing to that MRS. degree!
Happy Hunting, Dr. Love

She Said/ He Said: Mr. 3000 Hits One Out of the Park

By SAVVY HIM
Cambodia/U.S.A.
Fall '04
And
CHRISTOPHER LAY
U.S.A.

not focus on the beginning of the movie.

Chris: Rubber-necker.

Chris: With baseball season drawing to a close and the World Series on the horizon, we decided on Mr. 3000 this month, a movie about that great American pastime – self love. However, as the film started to roll, it seemed as if the moviegoers had a hockey match on their minds as a fight broke out in the back of the theater. A word to the wise: do not throw popcorn at the big guy in front of you to make him turn off his cell phone.



Savvy: My attention was completely distracted by the action at the back of the theater and I could

Savvy: I admit it. I was drawn to the fight like a moth to a flame. It was like a scene after a car accident.

Everyone was standing up and turning around to see what was happening. Four police officers quickly arrived to get to the bottom of this tragic human drama...and you were the only one watching the movie.

Chris: Hey, my duty is to the fans and the movie. But enough of foolish youth, what of this month's movie?

Savvy: Mr. 3000 was a lot of fun. I would not say that it was non-stop laughs, but the humor was infectious. I loved the scenes where Stan Ross (Bernie Mac's character) struggled to get back into shape. Watching all those beefy men stretching like girls and doing Pilates was a hoot.

Chris: You just said "hoot." For

some reason, I thought this movie would play out like this season's Diamondbacks. However, it was funnier, and more enjoyable than I expected. Bernie scored a hit portraying a self-absorbed ballplayer trying to redeem himself, but for my money, the Japanese pitcher tossed out some of the best lines and the most memorable laughs.

Savvy: He was great. He kept cursing wrong. The dichotomy between what he wanted to convey and what he said was hilarious. But the movie isn't all about the laughs. The production team did a good job of capturing the atmosphere of a day out at the ballpark.

Chris: I wanted to get some peanuts, but that vendor kept ignoring our section. It should be noted, for those of you who appreciate this

sort of thing in a sports comedy, that there is also a bit of a love story in this movie. Well, in a way, it is a movie about one man's struggle with love and its proper application. At any rate, I give Mr. 3000 3.5 Thunderbirds.

Savvy: As we saw the film on opening night, we were also asked to fill out a one page questionnaire about the movie. An excellent marketing tool! What a night: a fight, a baseball comedy with romance, a marketing questionnaire and my baby by my side. What more could a graduate student ask for? I also give it 3.5 Thunderbirds, but the experience was a 5.

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Pei Wei Asian Diner Reviewed by The Spice Girls

By SONIA DEROBERT
Switzerland, Winterim '05
And
KATE MITCHELL
U.S.A., Spring '05

minute in the frying pan. However, the spicy sauce mixed with honey added an extra kick to the dish. Our least favorite entree, the Dan Dan Noodle

Pei Wei, conveniently located at 101 and 67th Avenue in Glendale, is one of many Asian-fusion eateries in the Phoenix area. Pei Wei, as opposed to its sister restaurant PF Chang, is not a place where one sips an apple martini at the bar while waiting for the table.



One orders at the cashier, pays and then waits for the

food to be served at the table. Nonetheless, the décor is more sophisticated than your average fast food joint. There is a wide choice of Asian staples and contemporary versions of traditional Chinese, Thai, Korean and Japanese favorites. An alumnus (he prefers to stay anonymous) who frequented Pei Wei on numerous dates, recommended to the Spice Girls the Mandarin Kung Pao with Beef (\$7.95), Honey Seared Crispy Shrimp (\$9.00) and the Dan Dan Noodle Bowl (\$6.00).

The Mandarin Kung Pao Beef was voted by the Spice Girls and friend (who also requested anonymity) to be the best choice of the three dishes. Accompanied by rice (brown or white), the beef was marinated in chili-seared soy sauce, garlic, scallions with a side of snap peas, carrots and peanuts. The beef was crispy on the outside and tender on the inside. The Honey Seared Crispy Shrimp could have stayed an extra

Bowl, was tasty but the noodles were overcooked. We have already notified the alumnus of his bad recommendation.

In addition to food, there are a number of bottled and soft drinks to complement the dishes.

Overall, the Spice Girls would recommend Pei Wei as a good place to get affordable and good food. We give Pei Wei three Spices out of five.

Positives

- + Affordable (no tips necessary!)
- + Wide variety of dishes (Including vegetarian)
- + Specials kids menu
- + Large servings (Enough to take home for lunch the next day)
- + Fast service (Time to get home to watch the Emmy's)

Negatives

- NO DESSERTS (Only fortune cookies – luckily our fortune is to soon embark on a business venture- we just hope it will be a successful one!)
- Waiters are average looking
- Overpriced alcoholic beverages

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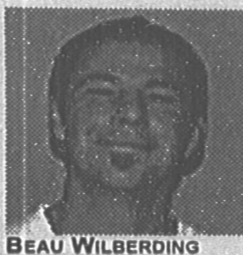
Books Recommended By Bartenders

By BEAU WILBERDING
U.S.A, Fall '05

Bars represent a lot to many people. I like them, myself.

"Beware those nasty 'public houses,' warn school marm, full of virtue.

Great authors, living and gone, haunt bars and pubs:



BEAU WILBERDING

Ernest Hemmingway, Charles Bukowski, Hunter Thompson, Dorothy Parker.

I am here to roll out the red carpet, as it were, for a new brand of insight into not so much books, per se, but into book culture, told from a bartender's perspective. Ladies and gentlemen, I give you *Books recommended by Bartenders*.

Several years ago, I belied up to the strangest form of bar, an outdoor bar which served only one drink: Myers Dark Rum and Freshly squeezed OJ. The fruit was plucked from a tree, which shaded the ice chest, and squeezed with an oldish cast-iron citrus squeezer. Key West.

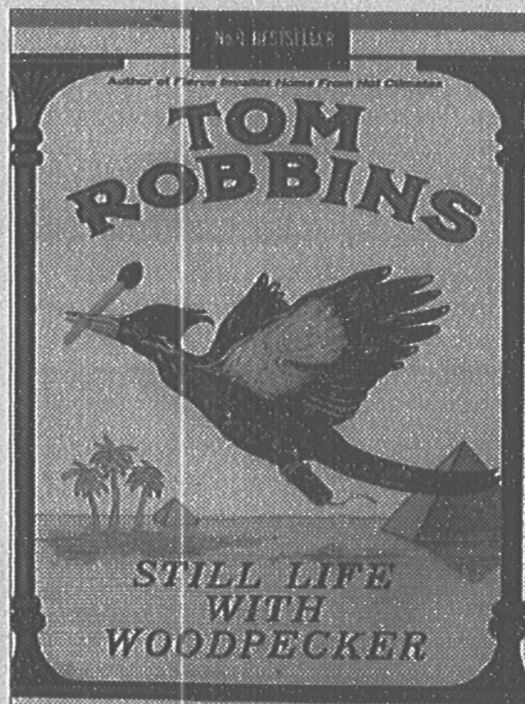
After two drinks, I asked my bartender if he could recommend me a book. He said, "Sure. Read 'Still Life with Woodpecker', by Tom Robbins." I did.

"Still Life with Woodpecker" is the most popular of all of Robbins's books. It is an inane and utterly silly book, but it is entirely useful. There is something in the author's sense of things which clearly reminds me of what it is to be stupidly in love, senselessly infatuated with someone.

This book is more important than Don Quixote. Why? Because it delivers choice. It tells us that there are only two mantras in the world, and asks us to choose. 'Yum' and 'Yuck' are our choices.

One reviewer has said that "Robbins makes Vonnegut look like Hemmingway." If that doesn't mean much to you, take it from me: Robbins is ridiculous, absurd, profound and impossible all in the same moment. In "Still Life With Woodpecker," love is uncovered in Hawaii, and at the same moment a convention of 'people who care' (Ralph Nader, Ram Dass, Joseph Campbell, etc.) is to be bombed. Red hair is demonstrated to be an indication that larger forces are at play.

This is a love story of



mammoth proportion which takes place between two redheads. One is the infamous Bernard Mickey Wrangle, a mad bomber, whose penchant for chaos commands the attention of the beautiful redhead Princess Leigh-Cherie. The pair are perfect lovers: they are desperate for one another, and they could not be more different.

Romance, as Robbins tells it, is as chaotic as it is beautiful. Love, as Robbins tells it, is above all things unpredictable. Within the pages of "Still Life With Woodpecker" lie the formulae for all of it: the history/mystery equation, the not enough/too much

ratio, the perfect blend. A mad bomber is arrested by, and falls for, a princess who has an epic crush on Ralph Nader. And so it begins...

Why would a Key West bartender suggest that I read such a book?

Three reasons seem likely to me.

First, a person who opens a mobile bar which offers only one drink must have their eye on something besides commerce. (Love? Magic? Another killer sunset?)

Second, such a book could have been this bartender's most memorable read. This seems as though it is our most likely choice.

Third, the bartender knew that the book would have the kind of impact on me that it actually had. It opened my eyes to the absurdity of life's puzzles and to the sets of seemingly random coincidences which lead us to our great loves, paramount opportunities, most valuable lessons and best friends. This third option is the dark horse / long shot.

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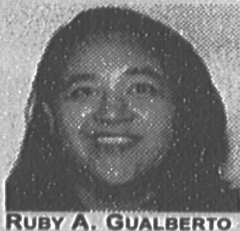
Tom Robbins's List of "the twelve most Famous Redheads"

- Lucille Ball: comedienne
- Gen. George Custer: military maverick
- Lizzie Borden: hatchet-woman
- Thomas Jefferson: revolutionary
- Red Skelton: comic
- George Bernard Shaw: playwright
- Judas Iscariot: informer
- Mark Twain: humorist
- Woody Allen: humorist
- Margaret Sanger: feminist
- Scarlet O'Hara: bitch
- Bernard Mickey Wrangle: bomber

The Games Aren't Over...

By RUBY A. GUALBERTO
Alumni, '03

The Olympic Games may be over, but that does not mean that the spirit, celebration, and the Games have come to an end. Two weeks after every Olympic Games, the Paralympic Games take place. This is the 12th Paralympic Games for the International Paralympic Committee (IPC). Although these Games aren't as well known as the Olympic Games, they are just as great, if not greater! You might be wondering "How are these Games different from the Olympic Games?" The Paralympic Games is an elite sports event that includes about 4,000 athletes from six different disability groups coming from 136 countries that compete for the honor of receiving a Gold, Silver or Bronze medal. Athletes



RUBY A. GUALBERTO

in the summer Games compete in 21 different sports: Archery, Athletics, Boccia, Bowls, Cycling, Equestrian, Football 5-a-Side, Football 7-a-Side, Goalball, Judo, Powerlifting, Sailing, Swimming, Table Tennis, Volleyball, Wheelchair Basketball, Wheelchair Dance Sport, Wheelchair Fencing, Wheelchair Rugby and Wheelchair Tennis. These Paralympic Games are organized by the IPC and the Athens Organizing Committee.

Even though the Paralympic Games are not on the same level as the Olympic Games, the IPC is working hard to bring the organization to the next level. The IPC is a very ambitious organization with excellent objectives and strategies in place to make them a leading sports federation. The IPC not only consists of talented people from all over the world, but it is also an athlete-based organization. The IPC is for the athletes and takes their input very seriously. In fact, during

the Games, the IPC holds an election for the Athletes' Committee. The Committee is made up of six athletes from summer sports and three athletes from winter sports.

The Athletes' Committee is "the body that represents Paralympic athletes within the IPC." They are the liaison between the IPC organization and the athletes. The elections take place during the Games and are conducted by the committee. The Athletes' Committee members are elected only by the athletes for a duration of only four years. As a consultant for the IPC, I have had the opportunity to help manage the election process, speak with the athletes and develop ideas that will improve future elections and the committee. Check out the next fall issue of Das Tor to see the results of the Paralympic Games and the Athletes' Committee Elections!

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Citius. Altius. Fortius.

By RUBY A. GUALBERTO
Alumni, '03

Those three words are the motto of the Olympic Movement. It means faster, higher, stronger. After experiencing the Olympic Games first hand and not as a spectator, I realize what this motto means. It not only relates to the athletes, but transcends all levels of the Olympic Movement from the Board of Directors to the National Olympic Committees to the enthusiastic volunteers and, of course, to the athletes. While the athletes demand excellence and precision of themselves, I noticed that the entire movement does so as well. Speaking from the viewpoint of working with the United States Olympic Committee (USOC), I can confidently say that we, the USOC, fulfilled the Olympic ideals of faster, higher, stronger. Even before day one of the Games, we brought a sense of excellence to our work. The guests of the USA House and the OAKA Sponsor Hospitality Centre, which consisted of sponsors, suppliers, partners, donors, Board of Directors, athletes and celebrities, were impressed with our hospitality and sense of detail. Guests included Tom Brokaw, Katie Couric, Kristin Davis, Sarah Hughes, Mia Hamm, Julie Foudy, Steven Lopez and Prince Albert of Monaco. We were so well received that we were asked to host several key receptions and team celebrations - McDonald's reception, donor lunches, team celebrations for water polo, fencing, rowing and women's soccer.

In addition, the USA House was featured on the Today Show and ESPN's Cold Pizza. This type of exposure and publicity was great for the awareness of the USOC and USA House, not to mention the additional exposure for the sponsors. Furthermore, the USA House included an Olympic Store. This was the first Games where the USOC set up a store in the USA House which was due to the high consumer demand for the famous Roots berets and apparel

sold during the 2002 Winter Games in Salt Lake City, Utah. The Olympic Store was a huge success! They exceeded forecasted sales and merchandise was flying off the shelves. Merchandise consisted of



Ruby showing off Olympic gold

apparel by USOC licensees - Roots, adidas, Sope Creek and XP Apparel. Gift items by Fine Art, Aminco Pins and Fazzino were also sold. The hot items for these Games were the Roots "Poor Boy" Parade Hat, adidas Podium wear and Aminco Pins. While some of the merchandise was made exclusively for Athens 2004, you can still purchase Athens merchandise online at www.usolympicshop.com.

Besides the Olympic Store, meetings and hospitality, the USA House was instrumental for athlete interviews. Interviews were conducted in two key areas - the Gateway Room and the Bud Party Deck. Athletes were interviewed, with a gorgeous backdrop of the Acropolis, for the live Home Depot programs and Kleenex Moments of the Day.

With a final count of 103 medals (35 Gold, 39 Silver, 29 Bronze), the USA went home victorious. Not only did the USA come out on top, but the USOC was also extremely successful in all of its business and hospitality that it conducted during the Athens 2004 Olympic Games. The USOC is now busy working on their plans for the winter 2006 Olympic Games in Torino and the summer 2008 Olympic Games in Beijing and I'm sure that those Games will also be a huge success.

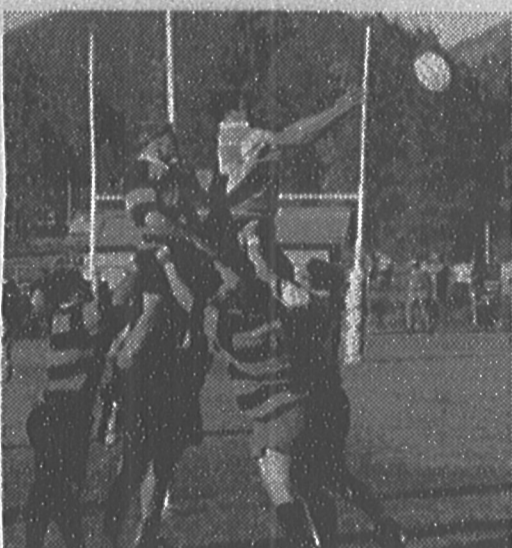
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T-bird Rugby: Beer, Brats, and Buzz

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

November 5th 6th and 7th the Thunderbird Rugby Club will be hosting the 8th Annual Thunderbird Rugby Invitational. In recent years, this has been the second largest MBA rugby tournament in the country. This year we hope to make our first steps towards making it the biggest and the best in the world, and we have a great reputation to make that happen. Last year's tournament was so intense and action packed that the buzz surrounding Thunderbird's tournament lasted until the Duke MBA World Rugby Championship in April.

Thunderbird placed third in both tournaments last year in very competitive fields of



If you've never seen a rugby game, be sure to check out this unusual sport!

play. This year's expectations are that we will do at least as well. We have a strong core of experienced players that have returned from the spring, and our new players come with experience

size and intense energy. To prepare for the tournament in November, Thunderbird is fielded two teams at the Northern Arizona University 10's tournament in Flagstaff AZ the weekend of September 25th and 26th, traveling to Yuma for a game October 2nd, and hosting the Scottsdale team for our first home match on October 9th.

On October 8th the rugby team will hold a beer in hand walk through of the game. This is a no contact explanation of the game. With beer in hand the team will explain many of the basic rules of the game for those that do not know the game. This is a great opportunity for you to get introduced to the game.

Come out and support the team Saturday October 9th, and after the game we will be serving beer and brats.

AndrewKing@global.t-bird.edu

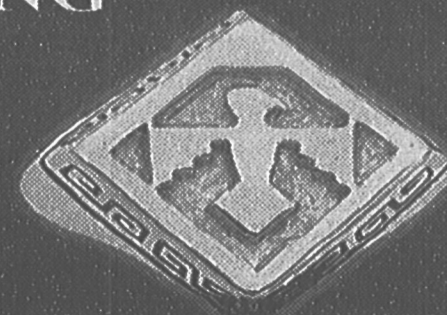
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THE ONE RECOGNIZED
AROUND THE WORLD!

A (Slightly Biased) NFL Season Preview

By RAMA BONDADA
U.S.A., Winterim '05

Well it's that time of year again. Time for Donovan McNabb's fito, a Peyton Manning throw, and L a m b e a u Field snow. It's football season so here goes a quick NFL preview.



AFC

Contenders:

The AFC East starts and finishes with the defending Superbowl champs, the **New England Patriots**. Corey Dillon was brought in to fix the only weakness the team had, the running game. They also have a LB named Bruschi....mmmmmm....beer.

In the AFC North look no further than the **Baltimore Ravens** who won their division last year. Jamal Lewis led the NFL in rushing yards but he faces a November 1st court date for brokering a cocaine deal. On the defensive side, the games most ferocious hitter Ray Lewis killed your dog, stole your little brother's bike and then to top it all off, urinated on your Mom's geraniums. Why? Because he's one angry man. The **Kansas City Chiefs** had the league's top offense but one of the worst defenses. If the defense becomes respectable the Chiefs could be playing late into January. AFC South's **Indianapolis Colts** return their Big Three: QB, Peyton Manning, RB Edgerrin James and dependable WR Marvin Harrison. Now if just Coach Tony Dungy can get the defense to click.

Honorable Mention:

The **Denver Broncos** have shown a knack for finding diamonds in the rough when it comes to running backs. They should have no problem replacing RB Clinton Portis, who was traded to Washington for Perennial Pro-Bowl Corner Champ Bailey. Bailey makes a good defense one of the best. The **Tennessee Titans** won't miss RB Eddie George who was cut. George never averaged more than 3.4 yards a carry over the last 3 years. Replacement Chris Brown will be a huge improvement. Questions remain on defense with the loss "The Freak" Jevon Kearse.

Notable Notes:

The **Cincinnati Bengals** took a step towards ending their reign as the Bungles, but they will only go as far as 1st year starter QB Carson Palmer can take them. Plus their new uniforms look like a puddle of puke outside the Pub on a Thursday night. The **Miami Dolphins** had the worst off-season of any team. WR David Boston blew out his knee in the preseason. Wanna-be Rasta-mon RB Ricky Williams finally smoked himself retarded and retired at the height of his career. The **San Diego Chargers**....enough said.

NFC

Contenders:

E-A-G-L-E-S...IGGLES!!! The **Philadelphia Eagles** had the biggest off-season in the NFL. WR Terrell Owens has the ability to open up the offense and keep defenses honest. On the defensive side new addition Jevon Kearse should provide the Eagles with a much needed pass rush. If the young Corners Lito Sheppard and Sheldon Brown can hold up, I may be rioting on February 6th...Philly style.

Defending NFC Champs the **Carolina Panthers** won't be surprising teams like they did last year. Regardless, their defense will continue to dominate opponents. Injuries and losses make their offensive line as porous as a sponge. As long as the **Green Bay Packers** have QB Brett "Favray" they will be a contender. Despite a broken thumb and the loss of his father, Favre put on a tutorial for the rest of the league in toughness and determination. RB Ahman Green and pass rush specialist Kaber Gbaja-Biamila (no he hasn't been sent to Gitmo yet) will help Favre get this team deep into the playoffs. Umm...what's a Packer? The **Seattle Seahawks** have finally arrived. Big armed QB, Matt Hasselback. Check. Monster in the backfield, Shaun Alexander. Check. Top WRs, Darrel Jackson and Koren Robinson. Check. Shut down corners. Marcus Trufant and Bobby Talyor. Check.

Honorable Mention:

After a devastating loss to the Arizona Red Birds kept them out of the playoffs, the **Minnesota Vikings'** QB Dante Cullpepper and WR Randy Moss will turn the Viking ship back to the playoffs. As long as the game's most exiting player Michael Vick is healthy, the **Atlanta Falcons** have a shot....or at least they will be fun to watch.

Notable Notes:

The **New York Football Giants** didn't trade four draft picks and a bottle of Covossier for Eli Manning just to see him buried on the depth chart behind grocery bag boy Kurt Warner. Eli is the starter by week 8.

SUPERBOWL PREDICTION

Philadelphia 28
New England 27

Editors Note: For those of you unfamiliar with American football, we have a "Sports for the Clueless" guide to the football on Das Tor's MTB page. Or you can just hunt down Rama and have him fill you in...

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Men's Soccer Team Kicks Off!

By DAVID WENZ
U.S.A., Fall '05

The Thunderbird men's soccer team opened its nine-game season at Arizona State University in Tempe on September 11 with a double-header win and loss. The first game, played against the ASU undergraduate team in over 108-degree weather, resulted in a 6-0 loss. While the youth of the ASU team, heat, and lack of substitutes were key contributors to the loss, the lack of practice time together as a team was apparent. Having started training only a week earlier, the team had little time to prepare for the game, in which it showed little fluidity and organization.

New Mexico Tech however faced a very different Thunderbird team in the second game, which Thunderbird won, 3-2. Coached by injured player Fernando Teshima (31, Colombia) from the sideline, Thunderbird's victory was fueled by two goals from coach-trainer-player Fabio Pelliccione (27, Chiusei, Italy), and a penalty kick by Matt Lozier (Brevard, NC, 25) mid way through the second half. The T-Birds dominated the first half by passing the ball and attacking effectively through the middle of the field, setting up numerous scoring opportunities

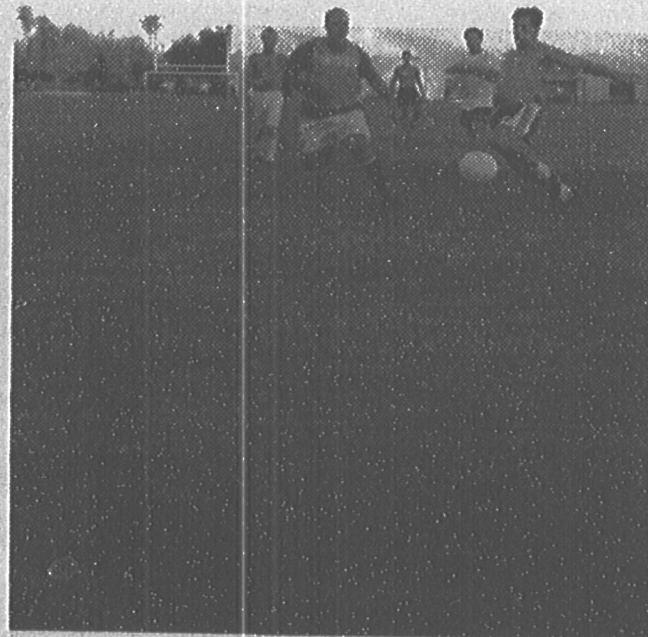
throughout the game. According to midfielder Oliver Sanders (22, St. Louis, MO), "learning to play (in the first game) with each other made a huge difference." Sanders also thinks the team will be get better and more consistent as the season pro-

Pelliccione's liking. Pelliccione, a former semi-pro soccer player for Sherburn-in-Elnet in England feels that the team is "off to a good start considering that we were only together for a week." Keep an eye on players like Sanders and Koji Wada (Tokyo, Japan), two midfielders that Pelliccione thinks will be key components to the team's success this season. Pelliccione's biggest challenge however may be to keep the team together as academic schedules and pressures become more rigorous. The team has already had to forfeit a game due to conflicting personal and academic schedules.

The soccer team plays its next home games on Saturday, September 25 in the NIRSA Region 6 Desert Conferences at Thunderbird. The team encourages fellow T-Birds to come out to the game and support the team. For those students who are interested in playing intramural soccer, pick up games are usually played between 5:30 and 7:00 p.m. on Monday, Wednesday, and Friday. Please email Andres Swett, president of the Thunderbird Soccer Team, for more information at aswett@global.t-bird.edu.

dgwenz@global.t-bird.edu

Photo: Matthew Goldberg



Matthew Lozier (left) defends against Zachary Smith during soccer practice on September 15th.

gresses with more practice and training.

Thunderbird's season culminates on October 21 at the MBA Anderson tournament at UCLA in Los Angeles, giving the team a little more time to gel and develop more of an attacking strategy to

All You Need to Know About GWIB GOLF!

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

Finally, GWIB Golf is back! This trimester we are offering 5 classes per week on Fridays and Saturdays for beginner T-birds (male and female!) and one class during the week exclusively for spouses. GWIB golf lessons are the perfect introduction for those new to the game as well as a great opportunity for those interested in improving their driving or short game.

For only \$10, you and 9 fellow golfers get to spend an hour with our Pro, Mike, at Cave Creek



The GWIB Organizing Team: Kavita Raman, Kate Mitchell, and Evita Sideri

Golf Course. You can also get private lessons at \$35 per hour or \$90 for a series of three lessons. Equipment is provided, just dress comfortably and put on some sun cream!

Please visit our GWIB Golf web site for Online Registration. Registration is available the Sunday prior to the weekend of the schedule lessons in which you are interested.

Need more information? Want to join GWIB Golf? Want to become an active mem-

ber? Please contact any member of the GWIB Golf Organizing Team: Kate Mitchell, Kavita Raman, Evita Sideri. Hope to see you on the golf course!

kmitchell@global.t-bird.edu



Tee Birdies Are Back!

Ready for the new season? The Tee Birdies Golf Club kicks off the season with new management and exciting events. Our first tournament kicks off the first weekend of October followed later by The Thunderbird World Cup. The Tee Birdies Golf club has everything you need to get your

swing in shape before our fall tournaments. Lessons are offered in conjunction with GWIB at a "special" T-bird price of only \$10 a session from a local golf pro. Check out the Tee Birdies Club website to find out more information about great deals for golf clubs, places to play, and our upcoming events. The

new Tee Birdies management team hopes to provide you with a great golf experience and increase the presence of golf on campus. Come out and join the fun!

Contact Jack beldon for more information!

jackbeldon@global.t-bird.edu

CLUB DAY

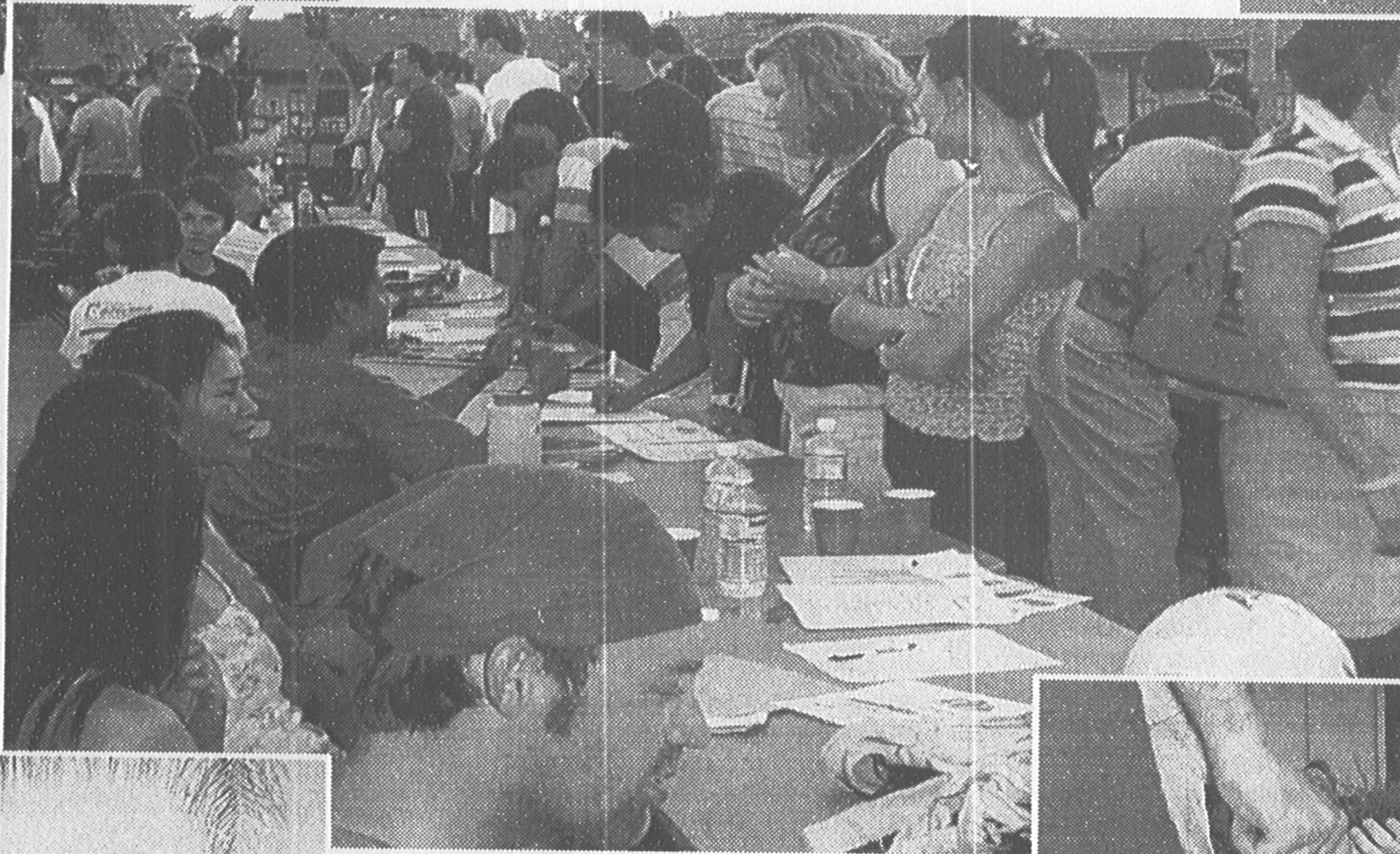
Even with the heat, T-birds flocked to Club Day to get involved!



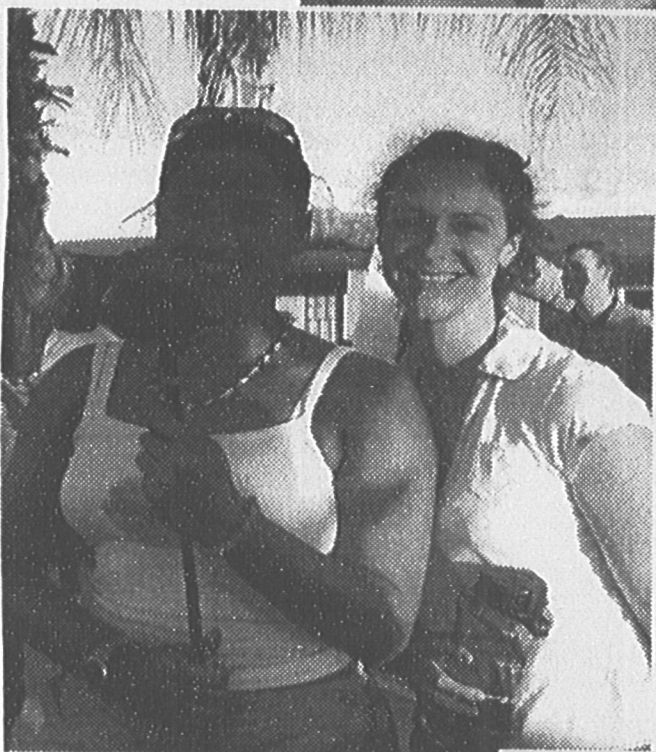
Left: T-birds do a little Thai finger painting to fight the heat



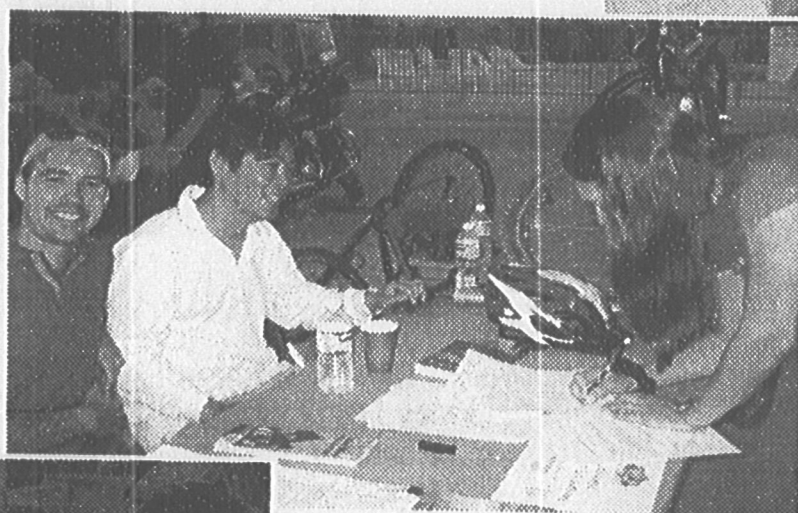
Right: Anil Rathi and Adam Egbert want you to be innovative and THINC



Right: Clubs compete for a T-bird's most precious item... time!

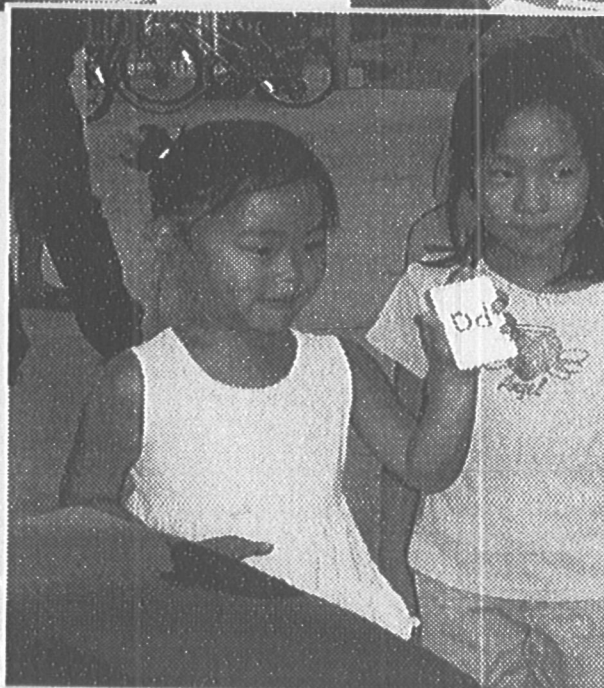


Above: Evita Sideri and Giselle Schmitz showing off a different type of club!



Above: Baby 'bird looking to start young

Below: Benjamin Peck wants you to improve the world through participation

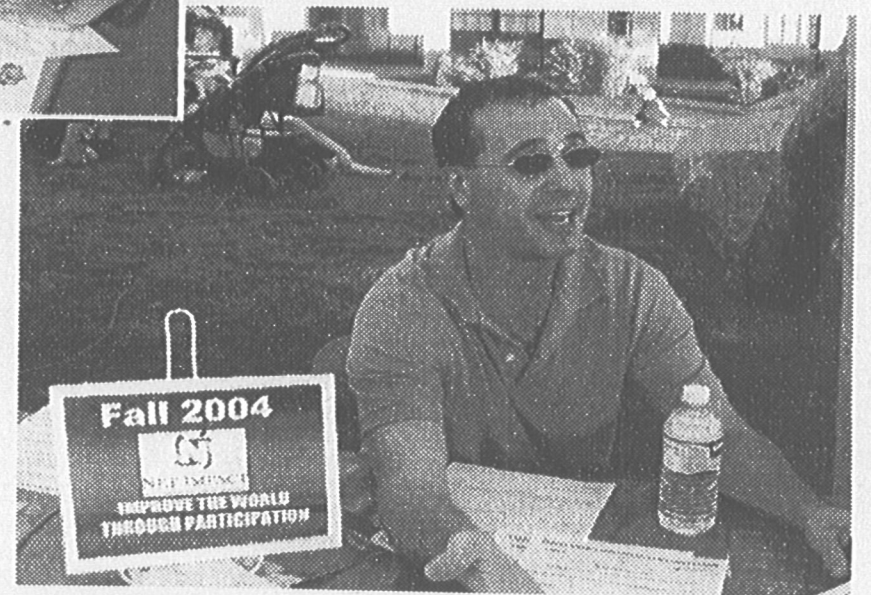


Above: Sign your name on the dotted line...

Left: T-birds in training!



Left: "Honest... this club won't take too much time..."



Right: Gbemi Disu worked the crowd with cookies!



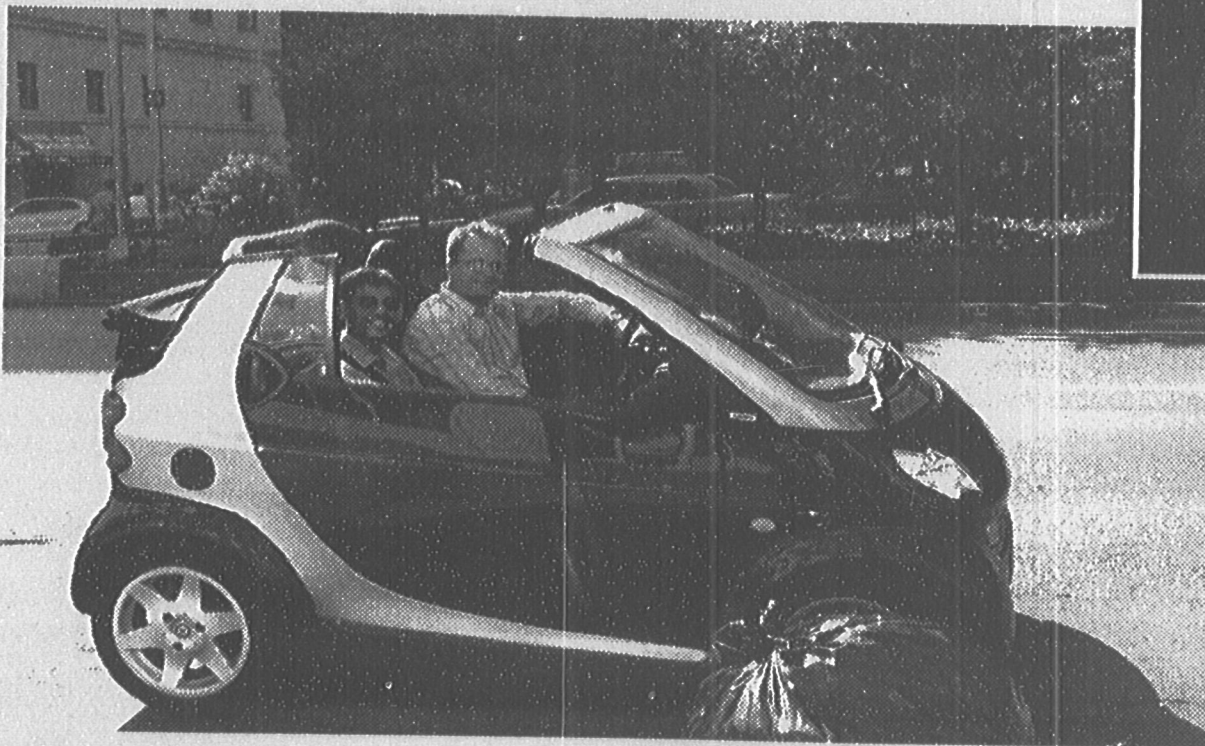
Special thanks to May Lee and Martha Sheehy for capturing Club Day in photos!



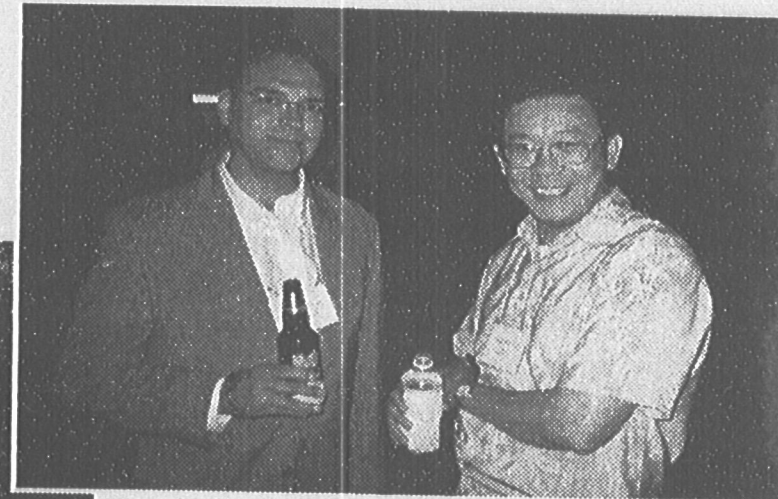
Left: T-birds hearing the voice of experience at the Executive Breakfast



Right: A little volleyball helps to clear the brain after too much studying



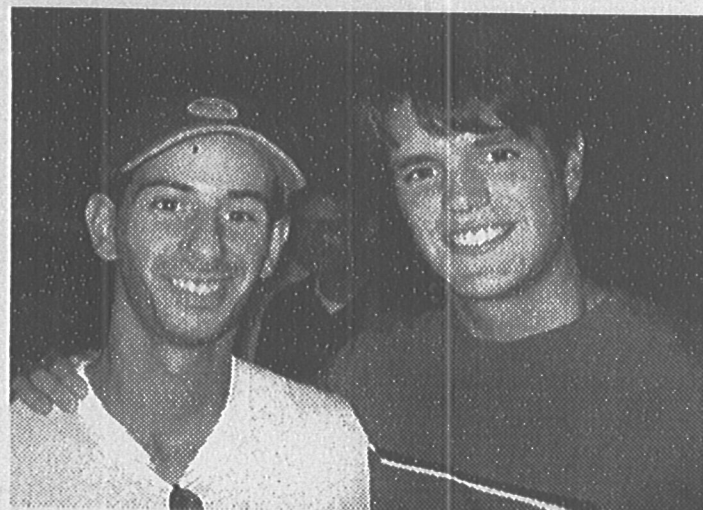
Above: Matt Frary and Rohan Ramnathkar in a Smart Car in NYC



Above: Jordi Argente and Roy Thong alumni from '83 reconnected at the PE Conference

Right: John Weinshank and Giovanni Mondin enjoy the Soccer BBQ

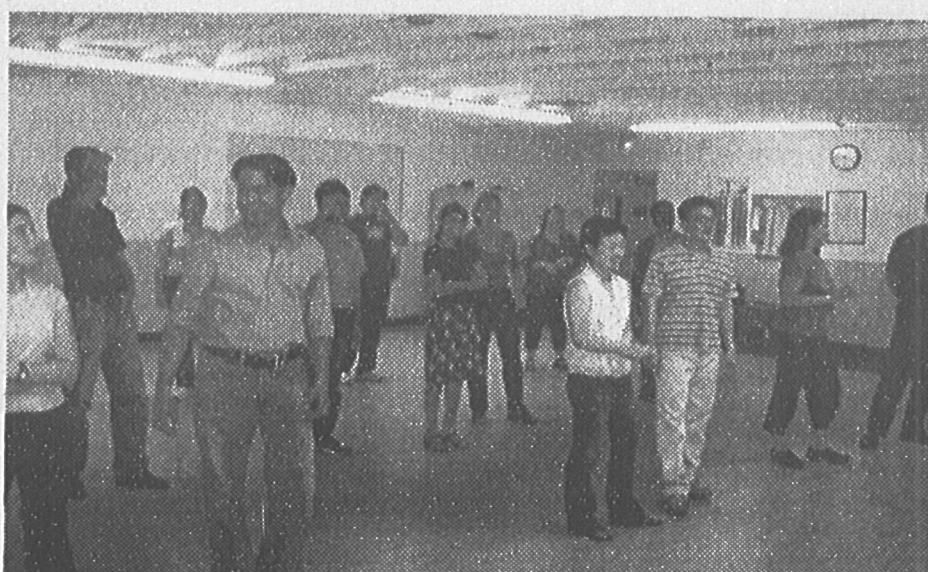
Below: Martin Gasson tries to get around Matt Lozier during soccer practice



Below: T-birds enjoying a cool beverage at our favorite watering hole

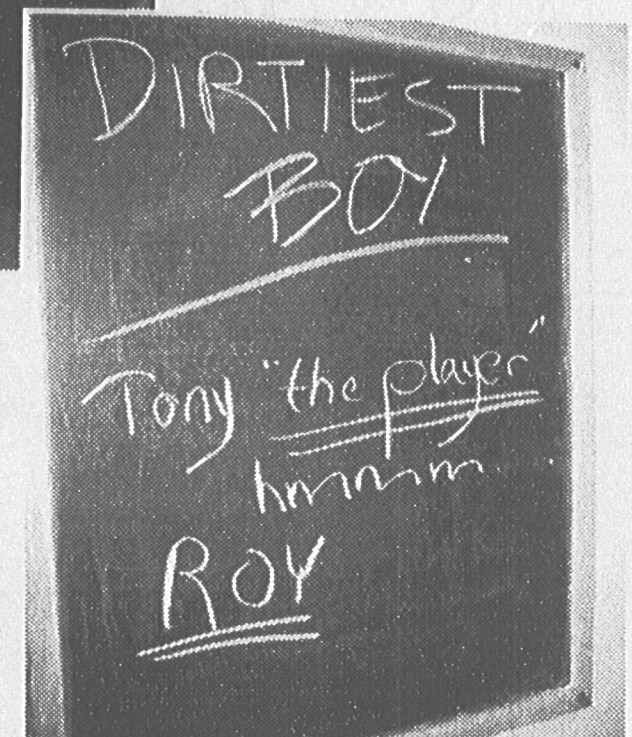


Left: Many T-birds turned out to meet Dr. Cabrera one-on-one at the Pub



Left: You can't graduate without learning to salsa... a few T-birds learning the moves

Right: The infamous Women's Restroom chalkboard!



CONGRATULATIONS SUMMER 2004 INTERNS

Over 100 Thunderbird students reported completing an internship in various functional capacities this past summer.

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 offer and acceptance activity. As you know, job search activity significantly impacts Thunderbird in most all 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 and the salaries our graduates and alumni can expect from those employers.

Whether you are returning from an internship or are a new student and have knowledge about opportunities that could be filled by Thunderbird students, the Student Referral Program is an opportunity for you to earn some extra cash.

The Student Referral Program (SRP) links new corporate contacts from students and recent graduates to the Thunderbird Career Management Center. Students are paid \$250 for their job posting contact when:

1. The official MTB posting results in the placement of a Thunderbird student in an internship or full-time position and
2. When the newly hired intern completes 30 days of the internship or
3. When the newly hired graduate completes 60 days of full-time services.

Intersil Corporation
Abbott Laboratories
America West Airlines
American Asia Express
American Express
ASIMCO International, Inc.
AVC
BBDO-Consulting GmbH
Bernis Clysar
Bunge
Burlington Northern Santa Fe Railroad
Canon USA, Inc.
CEMEX
Cephis Corporation
CHF International
CitiBank
Citigroup
Collective Goods International
Commonwealth Dynamics Inc.
Computer Horizons
Continental AG
Cox Communications
Cubic Worldwide Technical Services, Inc.
DaimlerChrysler
Delphi
Delphos International
Deutsche Post (Postbank Division)
Dey, Inc.
DHL
DHL Japan
Dresser
ECHOSTAR Communications Corp.
Eli Lilly
Exxon Mobil
Ford Motor Company
Goldfinger Management
Hass MS&L Public Relations
Hewlett Packard
Hilti International
Honeywell
IBM
Idea Crossing, LLC
Intel Corp
International Telecommunications Union
Johnson & Johnson

Journey IPD
JTP Corporation
Kimberly Clark Corp
Kulicke & Soffa
Lexmark International
Lincoln Laser
L'Oreal
Lufthansa
Mercedes Benz USA
Merck & Co., Ltd.
Merrill Lynch
National Technical Systems
Navigate International
Pepsi Bottling Group
Pfizer
Poore Brothers
Ricard S.A.
SEI HR Services, Inc.
Shanghia BASF Polyurethane Company Limited
Shinsei Bank
Siemens VDO Automotive
Silicon Graphics
Subaru of Indiana Automotive
Sun Tech Data Systems
Taylor-DeLongh
TexStyle, Inc.
The Coca-Cola Company
The Dancing Crab, LLC
The Wine Institute
Timberland
TruScribe
Tyco International Inc.
Tyson Foods
U.S. Department of State
Unilever
United Nations Institute for Training and Research (UNITAR)
United States Department of State
US Foreign Commercial Services
Uvarta
Vital Processing Services
Wachovia Securities
Wells Fargo and Company

THE CMC WANTS TO PAY YOU \$250. STUDENT REFERRAL PROGRAM

A TSG & CMC INITIATIVE



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