

# Dastor



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

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## Emerging From Beneath the Veil

*How Afghanistan's enterprising women are reclaiming their country... and their independence*

By ALLISON THOMAS  
Marketing and Communication  
Department

Bibi Khadija was born the daughter of a wealthy trader in 555 AD. After her mother and father died, she took over and expanded the family business. With the profit she made, she helped the poor and the sick within her country. When Khadija needed someone to take her caravan to Syria, she hired a young man who came highly recommended but had very little trading experience. She later married this man, becoming the first wife of the great Muslim prophet, Mohammad.

Khadija's story is a historic model of Muslim women in business that dates back to the beginnings of Islamic culture. Yet just 25 years of Russian and Taliban occupation in Afghanistan had all but erased this female entrepreneurial heritage...or so it appeared until recently.

Against seemingly insurmountable odds and the constant threat of terror, Afghan women are stepping out of the shadows to support their country's economic development and regain their personal freedoms. Their efforts are being sustained by programs like Women's Entrepreneurship Development (WED), established through the support of USAID and Afghanistan's Ministry of Commerce.

In January 2005, 15 WED businesswomen will add international experience to their growing repertoire through their participation in Project Artemis, a two-week entrepreneurial training program at Thunderbird. Here, the women will receive classroom instruction, visit local businesses and be coached by female U.S. counterparts—all in the hopes that they can become mentors for others in Afghanistan.

When they return home, these enterprising women will have the skills to write their own business plans to obtain micro-financing that will enable them to hire employees and start or

grow their businesses. And like the legendary Khadija, the 15 will use their new found business acumen for the betterment of their country and its people.

WED Director and Project Artemis Coordinator Mina Sherzoy knows firsthand how important women are to rebuilding the country. An Afghan in exile in the U.S. for 23 years herself, Sherzoy returned to her home city of Kabul in 2002 after deciding it was time to "give back." And given she has:

*"Women are truly the strength and hope of Afghanistan."*

Women Business Association, has provided free training for more than 300 women in everything from tailoring and jewelry making to business skills and computers.

Sherzoy believes that Project Artemis will help turn these hard-working women into businesswomen, building on the knowledge they've gained through WED.

"They already have practical experience in their fields. Many are well-trained doctors, lawyers and journalists, but with virtually no business skills," she says. "Now it's time for them to go to the next level. They don't know how to put it all into practice yet. Getting out of Afghanistan and learning from others will show them."



WED Director, Mina Sherzoy  
Source: <http://news.bbc.co.uk>



An Afghan woman woodworker practices her trade with Project Artemis

Project Artemis was first conceived back in January 2004, when Arizona businesswoman and former Thunderbird Board of Trustees Chairperson Barbara Barrett met Sherzoy during a visit to Kabul. Barrett was immediately struck by the tenacity of the women, and their universal struggle for a better life.

"Afghanistan seems exotic and far removed from our ways in the U.S., but these women have the same motivators as we do: they want to see their children succeed—to give their boys as well as their girls an education and opportunities," says Barrett. "Women are truly the strength and hope of Afghanistan."

As programs like these take root, the image of Afghan women veiled in burqas is slowly disappearing along with the garb itself. But Sherzoy realizes that economic and social change in Afghanistan will take time.

"Afghanistan is like a newborn baby. It must first crawl, then walk, talk and eat," she says. "We must work hard and continue to take risks."

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## Rugby Tournament and Asia Night Top Alumni Weekend

Thunderbird will host its 8th Annual Rugby Football Tournament this weekend, November 5-7. This three day event is regarded as the #1 fall graduate university rugby tournament. Nearly 40 student athletes, and over 700 rugby players, as well as fans from all over the globe, are expected to converge on the rugby field to watch the competition. The Thunderbird Rugby Football Club (TRFC), established in 1976, is one of the oldest and most visible clubs on campus with 600 active alumni. The club prides itself on promoting both the Thunderbird brand name and the T-bird community at large. Last year, TRFC finished 3rd out of more than 20 top MBA programs in the tournament.

Holding to tradition, there will be plenty of beer, food, and fun for all. Plus, current students and visiting alums will have the opportunity to display T-bird hospitality to our visiting teams at parties planned for Friday and Saturday

evening. Don't miss the "Wild West" party Saturday evening where ruggers and friends will kick up their heels on the dance floor and ride a few bulls at Harold's Corral.

The tournament is timed to coincide with the alumni weekend so there will be plenty of activity around campus even when the games are over. Over 200 alumni are expected to be on campus for a variety of reunion and networking events. Students can connect with alumni at the Meet and Greet event at the Pub on Friday Night before Asia Night. And on Saturday at noon outside of the Commons, everyone is invited to a discussion explaining the many benefits T-bird alumni can take advantage of through the school.

So get out and enjoy the many events being held this weekend. And let's motivate our TRFC team to victory! Be sure to check for game times and alumni weekend information on MTB.

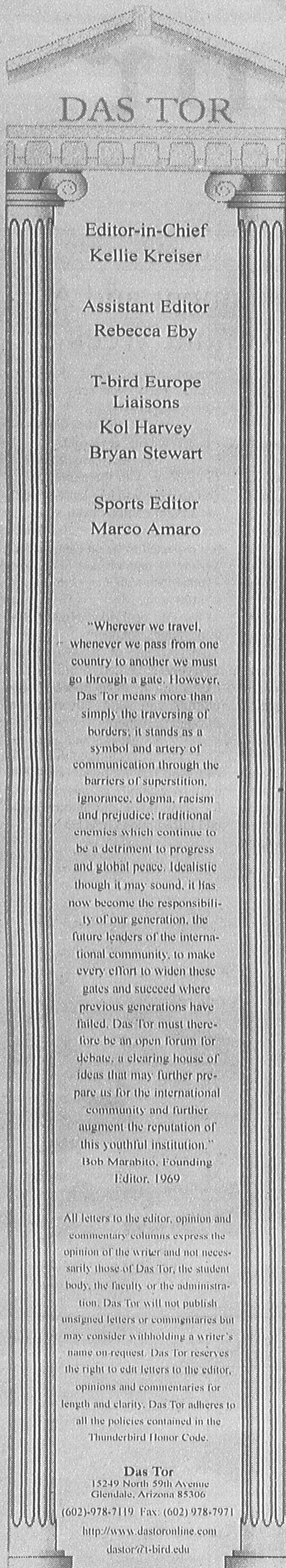


Rugby teams from all over the US visit Thunderbird this weekend for the 8th Annual "Truly Global" Rugby Championship

Source: Martha Sheehy

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DAS TOR

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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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## Break Down the Silos!

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

It seems like every issue of Das Tor takes on its own personality. Some theme arises, entirely of its own will. For this edition, it's all about voice and communication. The articles are filled with quotes, lots of opinions, and stories about language and negotiation. And what a variety of writers this time! We have authors who are current students, alumni, staff members, and professors. There is an article from a member of the Global Council (Ambassador Kolsch), and even one from a prospective student. It's an amazing array of support for this little newspaper. It tickles me to see how the Thunderbird community has really taken ownership of the Das Tor.



KELLIE KREISER

I wonder whether this is an indication of our thirst for communication? Recently, TSG has put a huge amount of effort in exploring how the school can better communicate internally. A survey was posted on MTB, interviews with various stakeholders were done, and a roundtable discussion with Dr. Cabrera was held. In fact, the president has caught the communication bug with his new e-mail newsletters. (Pretty good stuff... I suggest you all take a look at his next one rather than trashing it with your spam.)

When I first heard about the push for more communication, my first response was "Please, no more! I'm already on sensory overload!" With the clutter on MTB and the gauntlet of poster boards we have to navigate to get into the

Commons, do we need more information coming at us? Well, maybe not more, but definitely better.

I notice that all of the information we need (and a lot that we don't) is available to us, but it takes a great deal of work to trudge through it. There is still this concept of the "silo" at T-bird. Each segment of our community stays insulated from the others in terms of info sharing. Alumni stay separated from current campus activity. The student world is its own little bubble apart from any other group. And the administration... I think they must keep those poor folks locked up. I hardly ever hear about what is going on with them.

One example: over the past few months, several staff people have left Thunderbird or changed departments. Have you seen any announcements about these changes? I haven't. It's only when I've gone looking for someone that I get, "Oh she quit..."

*With the clutter on MTB and the gauntlet of poster boards we have to navigate to get into the Commons, do we need more information coming at us? Well, maybe not more, but definitely better.*

her last day was Friday." While we don't interact with many of the admin folk everyday, they certainly are important to us. They handle our financial aid, admission info, alumni relations, marketing messages, tuition, and many other things. It would be good to know when they make a change.

The absolute worst one so far for me was the fact that my career counselor, Chas Brennan, left the school weeks ago. I have never - not once - received any official word that he left or been informed who would be my new CMC contact. As I am graduating in a few weeks, this would have been topical information to receive. As it was, I found out

by a chance mention of an alumnus who lives 2000 miles away. Hmmm... Another thing I have noticed about the communication we do receive as students is that too often, the tone of the messages is condescending. I've heard students referred to as "kids" more times than I care to mention. "Kids?" I'm pretty sure that no one is a minor on campus (at least I've never seen anyone get carded at the Pub). Quite frankly, we work too hard, pay too much, and have accomplished too many things to be regarded as anything other than business professionals.

But I don't want to give the impression that we don't have any effective communicators here. Quite the contrary! I've had very good luck the past two trimesters with professors who made a point to communicate with students. One professor must have gotten up at daybreak each morning to read the WSJ and the Financial Times so that he could suggest relevant articles for his 8:00am class. And others have made a point to give extra information about companies that were on campus recruiting, or provide tips on job openings that had come their way. A few professors used discussion boards or broadcast e-mails to give feedback or extra information from that day's classroom topic. I have appreciated every one of these professors and the extra time they took to communicate with me.

So how do we break down the silos? Communication is two-way. Not only should we demand better communication coming our way, but we need to be aware of what we communicate back out. Personally, I'm only a handful of weeks away from jumping into that "alumni silo"... I plan to keep my lines of communication with the school and the current student body open, and do my part to break that silo down.

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### CORRECTIONS

Our apologies for several errors contained in last month's Das Tor:  
- On page 16, the incoming class should have been represented as 61% men and 39% women. Previously, the missing 10% in our math error could be consider "undecided."

- Apologies to Keith Fournier whose name was incorrectly spelled in the article "Thunderbirds Take Flight!" No matter how it is spelled, Keith's 450 sky dives make him the king of T-bird jumps.

- On page 14, Tania Marcinkowski's article should have been titled "Bon Voyage for Global Tourism," instead of "Boy Voyage." Although, the Editors would be interested to see the syllabus for that class!

# COUNTRY GABLES

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## If Thunderbird Could Elect the Next US President...

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

By the time you read this, the outcome of the presidential election on November 2 will already have been determined, or that at least is our hope. Are we looking at four more years of President Bush, or are we already talking about a president-elect Kerry? Did the software in the new touch-screen voting machines in Florida crash, or are we still counting votes in...Ohio?

Before this issue went to press, recent polls from Gallup to Zogby showed President Bush with a slight lead or stuck in a dead heat with Mr. Kerry. If the Thunderbird community had the responsibility of electing the next president, the election would have already been sealed, but with very different results. In the most recent *Das Tor* online poll (not

an official poll), Mr. Kerry would have received 61% of the vote, Mr. Bush 35%, Ralph Nader 2% and "Other" at 2%. Why the significant difference?

Whereas it could be said that students and academics tend to vote more liberally, this cannot explain the gap between the Thunderbird and national

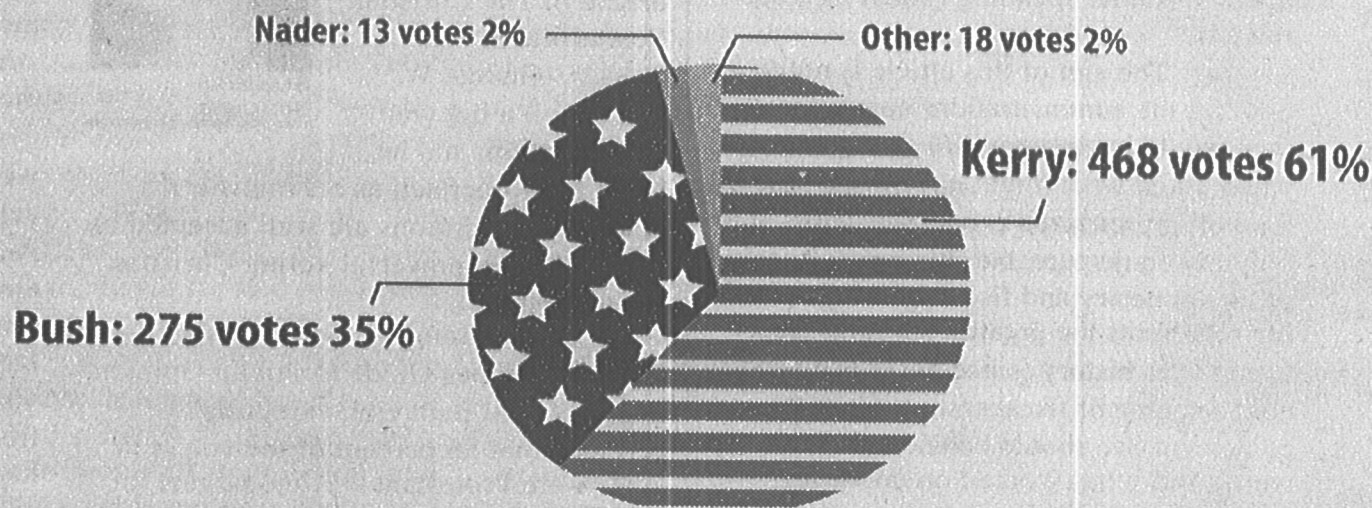
polls. Kerry would probably have a slight lead, but U.S. students on campus often seem as divided as the general population. The real explanation for the gap is our international student body.

*Das Tor* interviewed many non-U.S. students, and to no one's surprise, in

our informal polling they favored John Kerry, usually on an 8 to 2 basis. This is representative of many polls conducted outside the country that indicate President Bush really is one of the most unpopular U.S. presidents in recent history. The obvious question is why?

For most non-U.S. students *Das Tor* talked to, Iraq seemed to be the most sensitive and polarizing issue. As with their U.S. counterparts, they also showed little hesitation in answering for whom they would vote. During our interviews, we also noticed students genuinely concerned about the security of their country, and the role the U.S. plays in preserving that security. All quotes below were taken from taped interviews with students over the last three weeks.

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Based on responses from the T-bird Community collected on [www.dastoronline.com](http://www.dastoronline.com) as of November 1, 2004.

## If You Could Vote in the U.S. Presidential Election, Who Would You Vote For?

**Dilip Sarangan (22, Mumbai, India)**



"Probably Kerry. Because Bush just screws up everything he does. Honestly speaking, the war in Iraq is just wrong. The army is there to protect your country not to go and attack other people or countries. It seems that he is attacking a country that made no sense to attack. If it had been actually a war on terror, the first place you would attack would be the place where most of the terrorists are, where the camps are...that is where you might find Osama bin Laden...that unfortunately is in Pakistan in Jamu."

**Jairaj Mashru (21, Bombay, India)**



"From my limited knowledge of American politics, I think I would vote for Kerry simply because I am a little biased to India. Bush has

not met up to expectations internationally, not just India. I would like to give Kerry a chance. With Bush and his whole campaign, things have changed unexpectedly...for one thing, the American economy was on an upswing during the Clinton time, so India and other countries could take advantage of that. And once Bush came in, things started going wrong, one after the other, and the economy collapsed, it kind of had a negative effect on other countries as well."

**Vincent Hung-Sheng (28, Taiwan)**



"It is very hard to say. Recently I didn't watch the debates...and don't know the details of each candidate... however if I could, I would vote for one who can keep a good relationship with Taiwan. I think that Bush has

kept up a strong relationship with Taiwan...I don't think Kerry will help other countries as much either...."

**Alexandra Reni (23, Paris, France)**



"I would vote for Kerry. I know, not a surprise because I am French, but first of all because I think that most of the debates

between Kerry and Bush were about foreign politics, but the fact is that during Bush's mandate, I don't think he has done much for social issues, there are more and more people needing help with medical insurance...I have been talking to a lot of people from Michigan, who told me that since Bush has been president, they have seen some of their friends who couldn't go to the doctor because they didn't have insurance. Bush is helping the rich, but not the poor...Kerry has stronger positions on social issues..."

**Francisco Oruzar (29, Chile)**



"I would vote for Bush. Mainly because of the economy, the "right" (political) policies of Bush-reducing the taxes

and I think personally that the key of the success of the U.S. economy is their policy of low taxes and boosting entrepreneurship. Kerry for me sounds like a European president, more dedicated to health care and social issues...but those countries growth rate are only 2-3% a year, whereas the United States grew at 5% a year. Also, Kerry doesn't convince me. He is not so strong. Many things Kerry says I agree with, but it's like he changes his mind a lot...He is Catholic, but he is in favor for abortion. He changed when he was in favor for the Iraq war, now he is against."

**Punit Setia (24, India)**



"I would vote for Kerry, because of the policies he is going to implement, the economic reforms that he is talking about, it is better for America. Overall, I don't like President Bush so much, he went into Iraq without knowing that there were weapons of mass destruction, even if he had wrong information. You need true information coming from the president. I don't think that's right."

**Young Jin Kim (31, Seoul, South Korea)**



"Bush. Because, you know, in Korea, we have a strong relationship with America, especially for politically, especially for the power of the army. This is more important in Korea because you know we have some, we are divided into two countries, and always we have some tension with North Korea, not really North Korea, but Kim Jong Il. Historically, we have a good relationship with America, because of our location in East Asia and because Bush and the republicans tend to be conservative, republicans are stronger militarily. Historically we have a stronger relationship with the Republican Party. Kerry is more liberal. If Kerry is elected president, maybe our political situation will change, especially for American army in Korea. In Korea, this is most important."

**John Tzyh (30, Taiwan)**

"I would vote for Kerry. The reason is that I think we should stop [the] war and save the resources for the country."

**Markus Stauffenberg (31, Hamburg, Germany)**



"I would vote for Kerry because I believe the two candidates have two different approaches to international

alliances, and on how they should be managed. It seems to me that Bush only maintains relationships with those countries that support his own course of action, whereas John Kerry seems to express the point of view that he wants good alliances, and that he is okay with disagreement too, which in my understanding is a better way of working as a team or an alliance."

**Ling Chau Cheng (27, Canada)**



"Bush, because I think he would do better for the country, better than Kerry. Because the economy is still growing. I don't think Kerry's policies will not be as good as Bush's based on previous speeches he has made...Bush is doing good for Iraq, even though it is war... he is fighting for future generations."

**Veselina Dinova (29, Sofia, Bulgaria)**



"Definitely for Kerry. I would say that my vote would be against Bush, not so much for Kerry. I don't

like the way the way he has dealt with the war in Iraq, it's just not moral."

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## America's Big Bet

By BILL HECHT  
Class of '86

I am going to try to make a point about the explosion of credit in this country but before I do, I must beg your indulgence while I provide some useful background.

Perhaps the fastest growing new sport in the country is not played by athletes and not played outdoors. In fact, almost anyone can play and you don't need a uniform—though many participants wear sunglasses. Some argue that it is not even a sport, but it pays the winner among the biggest purses in pro competition. I am referring to the No-Limit Texas Hold'em tournaments sponsored by the World Poker Tour and televised regularly on cable. Hundreds of entrants put up \$10,000 or more to enter and the winner usually takes home over a million, with the top ten getting nice prize money as well.

The first appeal of this mostly cerebral game is that viewers get to see everyone's cards while they play. The second big appeal is that players are allowed, *at any time in the betting*, to bet their entire chip pile and declare themselves "All in." Such a bet can force an opponent to either match the large bet, risking their entire stake or a critical portion of it, or "fold" and take the loss on money already bet. In no other "sport" does psychology play such a key role. One former poker player put it rather grimly: "you have to be willing to put it all on the line if you think you're right, you have to be willing to face ('tournament') death."

This scenario is one of the best analogies for what I see about to take place in this country right now at the consumer level and government levels. The stakes continue to grow and we are on the threshold of the situation I just described where we can be faced with an "all in" bet.

Since the late nineties, there have been a series of events that have led to the creation of a credit bubble that could, should it implode in a disorderly manner, send our financial system and our economy reeling.

To begin it all, liquidity helped drive a tremendous economic expansion in the late 90's. The Asian Financial Crisis and Y2K resulted in excessive monetary stimulation that created a spending "bubble" that ended in a capital spending contraction in 2001. The ensuing recession was viewed as so endemic that the "Fed" lowered interest rates six times in nine months (precisely as it did in 1930). With "9/11", we lowered rates still further and

the administration announced a tax rebate and tax cuts in order to avoid a sharper recession or trigger global economic weakness. The result of this massive stimulus? ...it kept the recession at bay, fueled significant real estate buying (much of it leveraged) and relied to a large degree upon consumer spending (much of it borrowed).

The aim of this article is not to criticize the administration(s); any economist would have suggested similar stimuli when asked what might have been done to fend off a protracted economic slump. It is only my conjecture, but this recent opening of the monetary and fiscal spillways probably represents the greatest stimulus package in U.S. history (since a war is considered a source of fiscal stimulus, however coincident, we should consider that as well). And it has worked on one level—economic growth. The question is whether the bus can run on its own now that we have stopped pushing. The government has gone to the wall with its own borrowing and has to guard against further deficit spending. The consumer is stretched out with debt. Americans have been plied with financing opportunity after financing opportunity (this is a direct result of the 'easy' money that I am talking about); Houses, Cars, Electronics, etc.—and now you can finance airfare. But wait there's more; if you don't have the money, just refinance your home and someone will lend you some against the equity value (or even some that isn't there.)

The point is that both the government and consumers are making a big bet on a rosier future in which to repay the debt—a valid American bet. You might say, however, that if things didn't get better and we were faced with borrowing more or facing the sudden consequences of economic contraction, we might sit behind our dark sunglasses so as not to show our concern. Then, cool and inscrutable, as we push our chips forward to await the turning of the cards, we say it:

"All in."

*Bill Hecht ('86) is an investment advisor and broker with First Financial Equity Corp. in Scottsdale, AZ and teaches Personal Investing at Scottsdale Community College. He can be reached at bhecht@ffec.com. The opinions expressed reflect the judgment solely of the author; not FFECC, SCC, their officers or employees.*

## Proselytizing Politics: The 700 Club's Influence on Voters

By GENEVIEVE H. GUTIÉRREZ  
U.S.A., Fall '05

"Faith has turned into one of the most decisive political factors in 2004," an article in *The Christian Post* affirmed.

George W. Bush built a big church in this nation, and he hired Pat Robertson as his minister. Robertson's sermons are well accepted by the active and powerful voting Christian population.

According to the National Election Studies Guide to Public Opinion and Electoral Behavior, exit polls revealed that 56 percent of the voters in 2002 were Protestant—prime targets for Pat—followed by Catholics with a measly 27 percent.

Everyday around lunchtime, *The 700 Club*, brought to us by the Christian Broadcasting Network (CBN), comes on TV to an impressive viewership of 200 million people a year in 90 countries. The CBN, founded in 1960 by Pat Robertson, depends almost entirely upon donations, and 93 percent of these pledges are made during the broadcast of the CBN's 700 Club.

A typical 700 Club program provides a non-biased informative newscast touching on a number of timely subjects. Lately, a large part of the coverage has been focused on politics, with correspondents reporting from Washington, D.C. Following the news, the anchor asks, "What do you think, Pat?" The lights dim to yellow, the music fades out, and Pat does his editorial bit, which is taken for the truth by millions of faithful viewers.

Then there's the "Bring It On" segment where viewers ask questions which Pat answers on-air.

Q: "I'm having a difficult time dealing with war protestors. I know we have freedom of speech, but these people are filled with hate and lies. How do I deal with my anger?" (I swear, this is real.)

Pat: "What you have got to do is recognize that we live in a free country and people have a right to express their opinions—even if they are wrong. But there are people who have got so much money they feel ashamed of it and they hate America. The intellectuals and the think tanks at the major universities have turned against this nation. They hate America. It isn't just a war, they hate everything. They also hate the idea of



GENEVIEVE GUTIERREZ

standing up for freedom."

Next up: A heartwarming story about personal miracles and unshakable faith, and Pat's Weight-loss Challenge featuring his for-sale age-defying antioxidants, shakes and pancakes, and a clip of 72-year-old Pat leg pressing 800 pounds. If the man professes healthy living and is as strong as a horse, maybe his political sermons aren't that off. Hmm...

That's the television program, but the website ([www.CBN.org](http://www.CBN.org)) is equally political. "Red, White, and Who: Courting America's Religious Vote." "Pray that God will protect His divine plan for marriage and the family. Share with your family and friends. It is vital to let our voices be heard now." They even send out free bumper stickers to those who are interested.

My personal favorite: "Please Pray... that the United States can truly be united. That Godly leaders will be elected in 2004."

W is Christian and courts the votes of the more conservative Christian religions, while the Catholic Kerry pulls at straws campaigning with moderate liberal religious groups, knowing very well that faith is a hot topic.

So, Pat proselytizes politics and the voting Christian public laps it up—and they vote. There is an active voter movement among Christian groups, like the "Vote All Your Values" drive which distributed 250,000 voter registration forms prior to the presidential election. The 700 Club's target market is making its voice heard loud and clear.

Meanwhile, the Catholics believe strongly in the separation of church and state, and as I said before, Catholics comprise only 27 percent of the voting public. In "The View from Mainstream America: The Catholic Voter in Summer 2004," authors Russonello and Stewart state that 70 percent of Catholics are not at all influenced politically by religious authorities and disapprove of politicians being denied communion (such as was threatened to Kerry) on the basis of political stance, like on legalized abortion.

So whether or not you agree with *The 700 Club's* programming, its political persuasion, or its beloved George W, the program is mobilizing the masses and taking a stand. The rest of us that prefer an agnostic ballot and a less-Godly but better president can sit and stew, while around lunchtime we watch the People's Court.

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## \$10,000 Can't Buy Good Customer Service

By JON KLESNER  
U.S.A., Spring '05

The leading complaint I have heard since arriving at Thunderbird is how the students are not treated like customers. Student service at Thunderbird is absolutely horrible and it doesn't make any business sense at all! After all, who is responsible for the \$60 million donation? A former student! This simple logic dictates that one of the current students will be the next big contributor to this fantastic institution.



JON KLESNER

Why then is customer or student service so bad at this school? Is it because of budget cuts and staff layoffs? Is it because the staff is not instructed to recognize the student as a customer, rather they feel we are lucky to have them help us at all? We are paying around \$20,000 a semester to attend this school and I received 20

times the service when attending a \$400 a semester community college with 20 times the student population. Why is this the case?

If I hear "Go to MTB" one more

time I'll explode. Furthermore, why is it such a challenge to get a simple question answered? It seems like the entire staff is hiding behind the internet and phone messages. This is one of the world's leading

*If I hear "Go to MTB" one more time I'll explode. Furthermore, why is it such a challenge to get a simple question answered?*

business schools and we are taught throughout our education process how

important customer service is yet Thunderbird fails to practice this.

At the end of September, one student became so frustrated after a couple semesters of terrible service that he sent an

email to the President of Thunderbird saying, "Create some sort of questionnaire for the students to rate the quality of customer service at Thunderbird with a score of 1 – 10 (10 being the highest). If you receive an average score higher than 5 (which is 50% and failing) I will write a check for a donation to Thunderbird in the amount of \$10,000."

The school and/or President did not accept the offer.

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November 5, 2004

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## ¡Revolución a la española!

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

I lived in Madrid for a year, working on an MA in Spanish, and remain interested in Spanish politics. There has been no more influential day in recent Spanish politics than March 11, 2004. The bombings of trains at three Madrid stations, which killed nearly 200 people, ignited the Spanish political climate. While Spain has a history of terrorist action and passionate political involvement, this incident was unprecedented in Spanish history with regard to both of those issues. It was the largest terrorist action in Spain's history, and it brought sweeping changes. First, the Popular Party (PP) incumbent, Jose María Aznar, was ousted in national elections held only days later. Second, the new Socialist government, led by José Luis Rodríguez Zapatero, withdrew Spanish troops from Iraq, disassociating itself with President Bush's "Coalition of the Willing."



MATT LOZIER

I knew the general reaction to Spain's withdrawal from Iraq would be negative in America. However, because of my strong connection with Spain and my familiarity with the general ignorance of the American public with regard to Spanish political matters, I knew that the public's acceptance of the negativity espoused by our presidential administration (and its parrots in the media) would be based on misunderstanding. I had many discussions about these issues in the following weeks, but eventually the issue faded from my mind. However, after moving to Arizona, I had a conversation with a very conservative American that renewed my interest in the matter. Having discussed the issue with many Americans and Spaniards, I have made some conclusions.

First, Americans don't know much about Spain nor the motivation for Spain's involvement in the Iraq War. They don't know much about what happened in Madrid on March 11<sup>th</sup> or why Zapatero was elected, and they certainly don't know much about why he pulled Spanish troops out of Iraq. However, as is so often the case, they feel capable of commenting on these issues, after a debriefing by Bill O'Reilly and the "impartial" journalists on the Fox News Channel. "They turned tail and ran," was reiterated to me by my counterpart in the aforementioned conversation. "Cowards. They let the terrorists win." These remarks are symbolic of a tendency in this country to react to adversity with violence, whether or not that is the most productive option, and to deride those who find other ways for solving conflicts. Furthermore, these reactions do not speak to why Spain ultimately withdrew from Iraq.

Prior to the Iraq War, when then-President Aznar presented his people with the idea of joining an alliance with the United States in order to preemptively attack Saddam Hussein, he was met with remarkable opposition. Close to 90% of Spaniards were opposed. Nonetheless, he pledged

Spain's support, and in went the troops to Iraq. The U.S. applauded his decision, which was at best a gamble aimed at gaining Spain a powerful economic partner, and at worst a complete corruption of Spain's democratic process and refusal to represent the wishes of his constituents.

In the run-up to the elections, the Socialist party pledged, repeatedly, their intent to remove Spanish troops from Iraq if elected. Many saw this as an unrealistic promise aimed at drawing power from the PP.

When the bombs exploded on March 11<sup>th</sup>, Aznar's government tried feverishly to convince the public that ETA, the Basque separatist group, had masterminded the attacks. Even I, having spent relatively little time in Spain, knew that this was highly improbable. ETA traditionally targets political figures and police, in very small numbers and with great precision. Despite the fact that an arm of Al Qaeda claimed responsibility, Aznar continued to attempt to convince the Spanish people that the obviously false was true, afraid that they would turn on him if they drew connections between an Al Qaeda attack and Spain's involvement in Iraq.

The effect that this had on his popularity was devastating. A public already doubtful of Aznar's commitment to their wishes saw him lie outright to them for days. The Spaniards (not as gullible and easily shamed as their American counterparts) participated in what Dr. Ángel Cabrera termed, "a prime example of democratic action." They voted Aznar out. Finally Zapatero, upon entering office, kept the promise he had made so many times during the election (an action that, according to the polls, was met with nearly 90% approval.) They were tired of being lied to. They wanted a leader who would keep his promises. Moreover, at the end of the day, their leader was removing them from a conflict that none of them had wanted any part of in the first place.

How could our government, having spent so much time attempting to convince the world that there is nothing wrong with unilaterally following the wishes of its citizens, condemn Zapatero's actions? To me, the Spaniards' actions embody what democracy is about. Instead of blindly following our leaders, hypnotized by the mad-denyingly repetitive insistences of the ruling party that we should "support our leaders, no matter what," we should remember that we are members of what was once the world's most shining example of participatory democracy. We should learn a lesson from the Spanish. We should take our country back.

*I wish to thank Michael Teague, Dr. Angel Cabrera, Matthew Deas, Dr. Eduardo Camacho, and all those who gave me their opinions regarding the topics discussed in this article. In thanking them, I wish also to say their contributions were purely objective in nature, and that any subjectivity noted in this article is based on my own interpretations of the information given me.*

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## Break Outside Your Group!

By CHRISTIAN MACY  
Brazil / U.S.A., Fall '04

The murmurs on the road of dissent almost always start at the corner of the "inept instructor," take a turn down the "Thunder-B," and will sometimes detour down the road of "non-international" international education" before concluding at the almost inevitable dead-end of "a \$45,000 piece of paper." While many points which are raised are sometimes valid, there is one point on which I would like to briefly touch and (gasp) defend the school.



CHRISTIAN MACY

The concept that Thunderbird is somehow not living up to its "international education" claim is ridiculous. Now, many of you have never uttered this nonsense, and others may be mildly offended that I call it nonsense. Regardless of your position in the matter, please hear me out before you flip the page or let your eyes wander restlessly to a more interesting article.

As a professor of mine once recently stated, it is impossible not to get some sort of international experience during your time at Thunderbird. Whether you find yourself wandering through the lines at the commons to find some edible fare, or searching through the IBIC for a book that was supposed to be on reserve at the front desk, or even just doodling aimlessly in your notebook until class is over, you will undoubtedly find yourself doing these things nearby (or perhaps with) a person from a completely different cultural background and upbringing than yourself.

What is it then that instigates even the smallest notion of a non-international

education? A lack of desire for the challenge of breaking outside your group! Upon beginning our time at Thunderbird we are thrust into a new, yet familiar environment and required to mix and mingle in groups so diverse they almost outdo the U.N. It is my belief that in this small amount of time, or by the end of the trimester, many students 'burn out' and seek comfort in what they know.

One professor actually said something that hit the problem right on the head. He stated quite matter-of-factly that he would not bother assigning groups or making recommendations because everyone in the class already knew who they would like to work with, and had likely been working with them since their first class at Thunderbird. The unfortunate reality is that he was absolutely correct. Though there are some times when we have no choice in the matter and have to work with whoever is assigned to us, it seems that many of us may take this opportunity for granted and, as soon as the group meeting is over, break off once again into the groups of people with whom we are familiar and comfortable.

In many ways, an 'international education community' is a whole culture in and of itself, and you will only be immersed as deeply as you yourself allow. You don't have to go to that group of people at the next table over and hug them and try to learn their language, but do try to keep this in mind for the rest of your time at Thunderbird: the classroom material you are assaulted with is the easiest part of your education — the real challenge is forcing yourself to be more and more deeply immersed in the international culture with every day, every class, and every opportunity.

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## Português, The Lost Language

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

Brazil, a Portuguese speaking country, is the 11<sup>th</sup> largest economy in the world and the largest in Latin America. Indeed, there is no Spanish speaking country that ranks ahead of Brazil. Mexico and Spain are ranked 14<sup>th</sup> and 15<sup>th</sup> respectively. Although the combined economies of all Spanish speaking countries would grossly outweigh that of Brazil and other Portuguese speaking countries, the size of this Latin American powerhouse and its growth potential cannot be ignored. So why does Thunderbird ignore Portuguese as a Track I language?

The most obvious answer would be lack of demand. This argument, however, does not stop the university from offering German and Russian as Track I options, even when these class sizes notoriously rarely go beyond four students. I would argue that there is demand for Portuguese as a Track I option. Latin American focused and Spanish speaking students compose a very large proportion of the student body who may very well be interested in taking Portuguese.

In fact, Thunderbird does offer Portuguese language classes, but unfortunately not as a Track I option. The class is taught by Katia Kinney, a paulista (a person native of São Paulo) and doctoral

candidate at ASU. I am one of six students who have voluntarily decided to take the course despite the fact that Thunderbird does not market the class in anyway. One must ask the question, how many T-birds would take the class and would demand that a Portuguese Track I option be part of the Thunderbird curriculum if T-birds knew this could be an option? I would say many.

Professora Kinney teaches Portuguese for Spanish Speakers for two semesters a year. The first semester, taught in the Fall, introduces the basics of Portuguese; the next semester taught in the Spring is structured on business language. The class is held twice a week like normal Thunderbird classes. But because of Professora Kinney's passion for teaching, she offers a bonus class every week.

Since the class is titled Portuguese for Spanish Speakers, having advanced knowledge of Spanish is a prerequisite. If you fit these criteria, I encourage you to take her class. The combination of knowing Spanish and Professora Kinney's teaching allows the students to accelerate rapidly through the learning curve. Students would be surprised how quickly they pick up Portuguese.

So when you are thumbing through next semester's course catalogue, consider Portuguese. Perhaps if enough students demand Portuguese, this important language will no longer be ignored as a Track I option at Thunderbird.

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## Tyco Challenge: Image Improvement

By **TERRIE DOUNG**  
Vietnam/ U.S.A., Fall '05  
First Trimester Representative  
and  
**MARY ELIZABETH STAAB**  
Germany/ U.S.A., Spring '05

The Tyco Business Plan Competition, sponsored by Tyco International and the Thunderbird chapter of Net Impact, marked an important beginning of a prosperous relationship between Tyco and Thunderbird. This was the first time Tyco had sponsored a campus-wide event. The competition, along with the newly



TERRIE DOUNG



MARY ELIZABETH STAAB

launched Tyco scholarship and internship programs, represents Tyco's commitment to developing a long-term relationship with Thunderbird. This new partnership will create many opportunities for both Tyco and Thunderbird in the future.

After several weeks of intense preparation and coordination, the first round of the Tyco Corporate Governance Business Plan Competition finally got underway on October 20, 2004. The competition was held in the IBIC Media Center. Mr. Eric Pillmore, VP of

Corporate Governance, the Tyco ombudsman, and another senior executive formed the judging panel for the student presentations. Each team presented its business plan and recommendations of how Tyco can improve its current corporate governance program and public image.

Six teams from two Thunderbird campuses, Glendale and Archamps, competed to secure one of two prized positions in the final round of the competition. While focusing on corporate governance, Thunderbird students were given the unique opportunity to leverage their diverse backgrounds by applying cultural insights to the issues at hand. Most teams focused on a specific region providing Tyco with inside cultural knowledge and strategies on how to tackle cultural differences in the context of corporate governance.

The next and final round of presentations will take place on November 5<sup>th</sup> via video conference. The fascinating head-to-head competition will present the Tyco executives with an implementation plan for the ideas that were presented at the end of October. Both teams have a lot of work and planning yet to do and we will be congratulating the winner on Friday afternoon. The winners will then be flown to Princeton, NJ to present their idea and implementation plan in person to top Tyco executives.

The feedback has been

very positive. Mr. Pillmore commented to Joy Lubeck, Thunderbird's Corporate Relations Manager, that the return on investment in the competition has been excellent. They returned to the East Coast at the end of October with a plethora of new ideas of how to improve their current program.

Tyco has increased its investment in Thunderbird students and will continue doing so via the Net Impact Club and other student organizations.

Thanks to all the teams who made Thunderbird proud, and a big thank you to the principal organizers of the event, Ben Peck, Luisa Vallejo and the great support of Mike Low from CMC, and Joy Lubeck!

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### The Winning Teams

#### Team #2

Malu Campanico  
Pilar Garcia Heras  
May Lee  
M. Elizabeth Staab  
Luisa Vallejo  
Dori Merifield

#### Team #5

Arnab Basu  
Chris Campbell  
Marne Distad  
Michelle Gansle  
Dawn Lauter

## T-bird Europe's ID Club Takes Off

By **JOCELYN WYATT**  
U.S.A., Fall '05

United Nations Conference on Trade and Development (UNCTAD), World Trade Organization, MedAir International Humanitarian Aid



JOCELYN WYATT

Organization, U.S. Mission to Geneva, and the Schwab Foundation...these are some of the organizations that Thunderbird Europe International Development Club members have the opportunity to meet with this trimester. Due to the number of students in Archamps with an interest in international development, the ID club was formed in September by several first trimester students. The aim was to share development experi-

ences and take advantage of the ID community in Geneva. As Natalie Carlson, Treasurer of the ID club commented, "Thunderbird Europe is perfectly situated to take advantage of the many assets that Geneva has to offer in the world of international development."

plan some of their own events. Students have invited two speakers from UNCTAD to speak about international development policy concerns and a new trade and development report. A representative of the Schwab Foundation for Social Enterprise will speak on campus about international social entrepreneurship. Students will also visit the U.S. Mission to Geneva to discuss refugee and migration affairs, international economic affairs, trade, and disarmament.

Since the beginning of the trimester, members have learned about interesting internship opportunities through discussions with organizations, research, and information-sharing among students and staff. Peter Eliassen, Vice President of the ID club, utilized student and staff contacts at the United Nations to obtain an internship with UNCTAD for the spring trimester. "The International

Development Club provides us with an excellent opportunity to learn from each other's unique backgrounds and connections to further our education and interest in development."

The Thunderbird Europe ID club meets weekly to plan upcoming events and each week one student makes a brief presentation about his/her work in the field of international development. Students hope that the club activities will encourage other Thunderbird ID students to study in Archamps and that eventually Thunderbird will expand the ID program at the European campus.

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## Marketing Credit Unions in Ecuador

By **JILL ZABLOSKI**  
U.S.A., Fall '05

It's October 2004. At this point in my life, I figured I'd be in my last trimester, suffering with the challenge of balancing 15 credits, the dreaded job search, and of course, Thursday nights at the pub. But instead I find myself in Quito, Ecuador with one month down and nine to go, gazing out the window of my office (also known as the conference room) upon the breathtaking view of houses creeping up the sides of green mountains while I try desperately to remember what I learned in marketing 4501 and 4502.



JILL ZABLOSKI

I am here in Quito for ten months as an EMDAP Advisor. As Jeremy Terr mentioned in a previous article, the Emerging Markets Development Advisors Program (EMDAP) is a grant that gives MBA students the opportunity to serve for 10 months as advisors to small and medium sized businesses in developing countries around the world. As a part of this initiative, I am working as a Marketing and Institutional Development

Advisor to the World Council of Credit Unions (WOCCU) in Ecuador.

For me, having no marketing experience, this is a unique opportunity to test and apply my skills over a period of time longer than an internship, in an international context. In a small office, I have the opportunity to lead the marketing effort for a newly formed network of Ecuadorian credit unions. I will be creating and implementing a marketing plan for the network, in both Ecuador and the United States, in order to determine the needs and perceptions of the low income credit union members and make them aware of the new services the network will offer.

It is exciting to be a part of this initiative because not only am I gaining professional experience, but I also have the chance to market something that is really going to benefit people, as this network will allow poor Ecuadorians, both here and in the U.S., access to more advanced financial services. For example, members will be able to carry out transactions not only at their own credit union, but also at affiliated credit unions around the country and in the U.S. Ecuadorians living in the U.S. will be able to send remit-

tances at a lower cost directly into the credit union accounts of their family members.

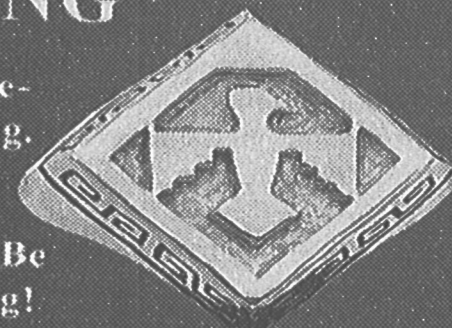
EMDAP is a great opportunity in particular for Thunderbird students interested in applying their business skills in the developing world. If you are interested, pick up application materials from Mike Lowe or apply online at [www.iie.org/programs/emdap](http://www.iie.org/programs/emdap) by January 5, 2005.

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THE ONE RECOGNIZED AROUND THE WORLD!

# Modern Diplomacy

By DR. EBERHARD KÖLSCH  
German Ambassador to Mexico  
Member of Thunderbird Global  
Council

I appreciate the invitation of "Das Tor" to describe my work as the German ambassador in Mexico City and to give interested T-birds an idea of modern diplomacy.

I am working in the Foreign Service for 32 years now and spent a great part of my life in English-speaking countries. My last home was Washington D.C., but all together, I managed to live in Germany five times, in the then capital of Bonn. While my daughter works in Berlin as a biologist now and my son in a London-based law-firm, my wife accompanied me to Mexico City. So, we're quite a "typical" diplomatic family.

If I had to describe my work as ambassador in a few words, I would probably say: *Conduct and promote dialogue.*

The classical diplomatic work consists in transmitting information from one's home country to the host country, functioning as a "conductor," conveying messages and providing the home country with information about the country of one's destination. At the same time, one builds a whole network of contacts in order to be able to place messages to their exact destination whenever it may be necessary to do so.

Of course, this classical commission has been affected by all the changes brought about by the computer age.

Today, one can easily maintain information about countries all over the world through the world-wide web. Therefore, the classical task of collecting general information about foreign countries through embassies became less important. An ambassador's modern task consists in providing specified *background-information* about the host country, in understanding how a country and its leaders "tick," for example by analyzing the daily press, having access to key-decision-makers in all sectors of society, disposing of a general knowledge about the best and most adequate way to achieve specific objectives in the host-country and being able to anticipate probable reactions in certain situations of political interest.

Gathering this kind of background information also requires a personal, almost emotional component, which is very important for my job. Therefore, an ambassador's main work method is, as I already mentioned, to conduct a daily, personal dialogue with both, home and host country.

But let me tell you a little bit about Mexico – a whole different world to live in after having been posted to Washington D.C. Mexican people are very conscious about and proud of their millenary culture. Therefore, cultural bilateral relations play a strong



Ambassador Kölsch is a member of Thunderbird's Global Council

role in my work here.

When talking about cultural relations between Germany and Mexico, one has to mention Alexander von Humboldt. The German explorer's visit to Mexico in 1803, more than two hundred years ago, has positive effects up to today. Alexander von Humboldt aimed at exploring people, culture, economy and flora and fauna of the country, and he did this with a scientific interest, on the same eye level with Mexicans. He showed respect for the Mexican people and opened the doors to German-Mexican relations in many ways. From his visit on, bilateral trade was established and, in 1894, the first German school was opened. Mexico and Germany established consular and commercial representative offices in 1948. The first exchange of presidential visits between the two countries took part in the 1960s. In my eyes,

this close exchange of visits on the highest level is an example of the solid friendship between Germany and Mexico. From Humboldt's visit on, there is a very strong German Community, with roughly 100.000 people of German descent living in Mexico.

A tight German-Mexican cooperation also takes place on the economic field. There are more than 835 German companies in Mexico. The most important sectors of German investment in Mexico are the automotive sector, the pharmaceutical and the chemical industry.

While other countries' embassies, e.g. France and Great Britain, have their commercial service inside the embassy, in the German system the commercial service is anchored in a separate organization outside the embassy, in a chamber set up jointly by Germany and the host country.

The German-Mexican chamber, called CAMEXA, is a close partner of the embassy here. It is our common aim to promote German investment at the second and third tiers. That is to say, we are working hard to get German medium size enterprises interested in doing business in Mexico. Medium size means – in German terms – companies with less than 500 employees. These companies need a lot of assistance by the embassy and chamber consisting in information on Mexico, the countries' tax law, working

conditions e.g.

For those T-birds interested in diplomatic work, let me give you one last recommendation: one doesn't have to be a genius to work in the Foreign Service or to be a career ambassador. But what you should have is the ability to work as part of a team and – probably the most important thing – to show a life-long interest in learning new things and in exploring foreign countries. I've always done so, already as a student I took part in school and university exchanges.

Working for the Foreign Service is a great opportunity to get to know different parts of the world. I spent roughly ten years of my career working in the U.S. and exploring the continent by traveling across the country by car twice. Now I intend to do the same here in Mexico.

But one should also be aware of the fact, that moving from country from country, as Foreign Service people do, is not always easy. One has to be willing and able to adapt to very different cultural habits and ways of life. It can be a challenge. But for me, it was always worth it.

*Das Tor would like to thank Ambassador Kölsch for taking the time to write this article and give us his insight into modern diplomacy. As a member of the Thunderbird Global Council, we appreciate his continuing involvement in supporting our school.*

## What's Happening With the International Development Association

By SONIA DEROBERT  
Switzerland, Winter '05

THOMAS BRUNS  
U.S.A./France, Summer '05

CARLA RODRIGUEZ  
Mexico, Summer '05

As many of you already know, there have been some changes in the club structure starting this semester. The clubs representing a focus area at Thunderbird have been changed to associations, in an effort to make them more professional and better tied to CMC, Faculty and Alumni.

The new executive committee of the club has been working toward a more integrated International Development Association (IDA), with better communication with other ID-related clubs, faculty, CMC, and Alumni.

The IDA will host the first Alumni Networking Panel dedicated solely to International Development on November 5<sup>th</sup>. Several T-birds who have made a

career in ID will share with us their experiences and their advice. It will be a great occasion to network and to learn more about ID-related jobs.

The International Development Association and Thunderbird Africa Club are also sponsoring the first in a series of speakers highlighting international development and business in Africa.

The first speaker is a senior manager from Chemonics International. Ms. Anita Campion will speak about her extensive experience in Africa, focusing on current micro finance and business development best practices.

At the last town hall meeting, several students were concerned that an institution such as Thunderbird, which offers an ID focus, does not offer a RBE Africa class. This has led to an initiative of interested students who are currently trying to convince the administration to include this class. On Tuesday November 2<sup>nd</sup> an information session was held with Dr.

Babarinde to discuss the content of the class in case RBE Africa will be offered next trimester. The outcome of this meeting was not available at press time. Anyone interested in this class please contact Alexandra Lepionka at [alepionka@global.t-bird.edu](mailto:alepionka@global.t-bird.edu).

### UNICEF Trick or Treat Fundraising Drive

The Thunderbird UNICEF Club will focus its efforts on the crisis in the Sudan Darfur region this trimester. The genocide (declared officially by the U.S. Government) has terrorized over 1.2 million into fleeing from their villages. An estimated 1,000 people are dying each day of hunger-related diseases and hundreds of thousands will die if not helped.

The Thunderbird UNICEF would like to mobilize students (and their families and friends), staff and faculty to help make a difference in the lives of Sudanese women and children through UNICEF funded activi-

ties. One way the club helped was by participating in the UNICEF trick or treat drive to raise money before Halloween. Thunderbird will also be organizing a UNICEF day at the end of the trimester (tentative date scheduled for November 22<sup>nd</sup>) to raise awareness about the Darfur crisis.

### T-bird Students Involved in Digital Divide

A group of 5 T-bird students were selected to participate in this year's Digital Divide project sponsored in part by Digital Partners, Microsoft, and Intel. Digital Partners, a non-profit based out of Seattle, works to tap into the power of the digital economy in order to develop market-based solutions that benefit the world's poor.

The T-birds involved in the project are: Thomas Thurston, Fabio Pelliccione, James Bray, Carla Rodriguez, Christine Castro and Luke Kay. Digital Partners has invited the team to develop a metric tool to

measure the impact on social and economic development. The idea is to develop a methodology to evaluate the effectiveness of information kiosks in developing markets. A cost/benefit methodology will be developed to evaluate the return on investment also considering social issues. Microsoft and Intel are developers of kiosk technology and will review the final deliverable.

The Thunderbird team may have the opportunity to travel to Seattle or New York to present the final product to the sponsoring institution. Based on the outcome of the product developed, Microsoft and Intel will consider offering internships to students to travel to these developing markets to implement this measurement tool.

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## 24 T-bird Teams THINC During Innovation Challenge

By GBEMI DISU  
Nigeria, Fall '05  
TSG First Trimester Rep

They may just look like a banana hugging, sword fighting and fun loving group, but they are more than that. These people were the brains behind the buzz on many campuses across the globe! They masterminded, orchestrated and implemented suc-



GBEMI DISU

cessfully, the 2nd Annual Thunderbird Innovation Challenge. This year there were 250 teams, 17 countries, and 81 schools involved, thereby replicating and indeed surpassing last year's success.

The Thunderbird Innovation Challenge is a collaboration of Idea Crossing and THINC. Idea Crossing is a business entity started by two of our

very own Thunderbird Alumni, Anil Rathi '02 and Robert Lipton '03. THINC is the Thunderbird Innovation Club that is headed by Adam Egbert (President) and Giselle Schmitz (V.P. of Marketing).

This year's competition was even more exciting as different MBA's from around the world competed in this "truly global" event for the title of THE MOST INNOVATIVE MBA IN THE WORLD... and the not too shabby cash prize of \$20,000!

As to be expected, the ever supportive Thunderbird student body not only volunteered their time to help with the planning, marketing and facilitating of the event, but they also actively participated in the competition. By the deadline, there were 24 Thunderbird teams registered for



See no evil, hear no evil, speak no evil... have no fun? The THINC marketing crew doesn't think so...

the competition, the largest number of teams registered by any school.

Volunteers that worked with THINC were extremely pleased with their assignments,

not only because they enjoyed watching "The Apprentice" at the FISH every Thursday night while consuming salmon, shish kebabs and so on. They were able to utilize their project management skills to fulfill their responsibilities, and made great contacts and friendships with other MBA students in top schools. The actual T-bird competitors were able to successfully multitask, balancing finals/midterms while creating innovative responses to their questions. Be it creating a space age blender for Sunbeam to marketing a service for Hilton, Thunderbird students challenged themselves to aggressively innovate.

The winners were announced on campus in late-October. While unfortunately there were no T-bird teams in the top ten, three Thunderbird teams were recognized in the top 50.

As well, all of the Innovation Challenge participants received high-level exposure to the sponsors and had their resumes made available to the companies.

Although a lot of people were disappointed, in the true Thunderbird spirit many were able to appreciate the fact that this enforces the transparency of the process and the challenging nature of the competition. A few of the students, especially the first trimester ones were more determined to do better in next year's competition.

If you are feeling left out of all the fun and excitement, don't despair! It is not too late to be involved. THINC is once again accepting volunteers who would like to be sponsor liaisons, school liaisons or on the logistics committee for the next competition. If you are interested, contact Adam Egbert or Giselle Schmitz for more information on how to become a part of the fun! [gdisu@global.t-bird.edu](mailto:gdisu@global.t-bird.edu)

## Mirroring Predatory Negotiation Skill With Self Defense Tactics

By MAY LEE  
Taiwan / U.S.A., Summer '05

One in three American women is assaulted each year. This person could be your girlfriend, wife, daughter, co-worker, or simply someone standing next to you now. Frightening statistic? You bet.



MAY LEE

On October 23, the Graduate Women in Business Club (GWIB) sponsored a half day self defense training in conjunction with an information session on predatory negotiation led by Professor Karen Walch, global negotiation professor at T-bird, who was the brainchild behind combining the two disciplines.

### Predatory Negotiation

The predatory negotiator differs from other types of negotiators. The predatory negotiator believes the outcome depends on an ability to exaggerate one's own values, minimize the benefits of others, and argue forcefully for their own self-interest. There are often predatory negotiators who cross the line; and destructive, greedy, merciless negotiation becomes a reality. Women need to build negotiation self-confidence and find the strength to control the predatory and competitive negotiation process.

So how does negotiation and self defense come into play? It is all about what knowing what to expect and to recognize the appropriate responses to take when under an adversarial negotiation or assaulting condition.

### Know What to Expect

Veteran self defense

instructor Mr. David Karstadt reiterated the importance of ways to avoid assaults by increasing our level of awareness toward the surroundings and by defining acceptable boundaries when interacting with people.

The four stages of awareness include visual inspection, verbal exchange, territorial boundary, and physical. Karstadt said that people are often not fully aware of their surroundings, making them susceptible to an attack by an assailant observing from afar. Spot him out before he approaches you as the first line of defense.

An assailant uses abusive language that we are not accustomed to, so that ill-prepared people could become trapped and unresponsive when encountered. Repeating simple words loudly such as "No," "Go Away," "Back Off," or "Stop" combined with assertive hand gestures could draw attention from others and deter an assailant from further encroaching upon you.

Defining acceptable boundaries is another essential step toward mitigating the risk of becoming a victim. Send out a clear message about your boundaries so that people will not mistake them. By doing so, a potential victim keeps the predator at bay and de-escalates tension to avert the worst scenario from happening.

When physical assault takes place, open your eyes to combative attacks by slapping the ears, hitting the face, pounding the head, and pinching the tender spots under the arms and the inner thighs. These are physical defense tactics that require minimum strength, but produce tremendous returns to

enable a victim to free herself from the predator and escape from the scene.

### Self Defense Class on Campus

GWIB recognizes the importance of self defense for women. As part of the GWIB fall initiatives, we have co-sponsored the weekly self defense class - Ju-Jitsu - with the Karate Club on campus. Ju-Jitsu is based on the principle of using minimal power and maximum technique to defeat



Top: Don't mess with this group! Members of the self defense class display the boards they broke bare-handed

Left: Hi-ya! Linne Freeman gives a powerful punch

Bottom: Supriya Chabria takes her attacker by surprise



an opponent. This weekly class emphasizes the prevention and de-escalation of conflicts by practicing psychological awareness, assertiveness, verbal confrontation skills, and safety strategies. Ju-Jitsu is taught by an experienced instructor, Markus Stauffenberg, on Saturdays between 1:30pm - 3:00pm in the aerobic room.

To learn more about the self defense class and other activities sponsored by the GWIB, check out the GWIB club page for the latest information.

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Repeating simple words loudly such as **No, Go Away, Back Off, or Stop** combined with assertive hand gestures could draw attention from others and deter an assailant from further encroaching upon you.

## Being Judged: The FORAD Defenses

By PROFESSOR  
MICHAEL MOFFETT

As the trimester winds its way towards its inevitable conclusion, a long-standing tradition at Thunderbird is also on the horizon, the FORAD Defenses. FORAD is the name of a competitive simulation which is at the core of one of the school's 5000 level capstone courses, Multinational Corporate Finance. Each semester for the past 20 years, teams of students have managed the operating and financial decisions of a multinational company. Each weekend is spent in group meetings, decisions are made by Tuesday noon, and every Tuesday night the results for



MICHAEL MOFFETT

that week are posted at the Pub. It's a tradition.

One of the other traditions in the course, however, occurs in a very challenging crescendo – the FORAD Defenses. At the end of the semester (this year, the week of November 29<sup>th</sup>) each management team is responsible for the defense of their team's strategy and performance before a panel of judges. Each team by this time has constructed its two year annual report, a biennial, a massive undertaking in and of itself.

The defenses are held in one of the larger auditoriums on campus, and are open to anyone who wishes to observe. A panel of professors, alumni, and working professionals commonly compose the judges for that evening. The rules are simple: any question is fair game. Teams are expected to not

only be able to explain their numbers and re-hash their decision-making processes, but to consider alternative ideas or strategies posed to them by the panel of judges. The inquisition lasts about an hour.

The motivation for the FORAD Defenses can be summarized in three words: *accountability*, *integration*, and *communication*. The first is to hold management teams *accountable* for their decisions. Teams must publicly explain the logic of their decision-making process, and defend it. Secondly, to challenge the student's understanding of how operating and management decisions are *integrated* – how the operating and financing decisions made sequentially over time are linked to accounting results, tax liabilities, and general business perform-

ance. And last but not least, to challenge the *communication* skills of individuals. To expose students to the demands of thinking on their feet, explaining complex accounting or finance topics coherently and in layman terms, all under the spotlight in a lecture hall where the clock seems to be moving backwards. As any veteran of the process will tell you, it can be highly stressful. It's also why we consider it a capstone experience.

To the casual observer, the first thing you notice is how alone the team appears in the auditorium. But quickly – most of the time – the interest turns to admiration. The explanations of multinational tax strategies, the pros and cons of injecting equity into subsidiaries, the construction of complex derivative positions to hedge the income risks associated with mul-

multiple currencies, the interaction of managerial decisions, accounting measurements, and financial results – all lead to an impressive show of competence and achievement.

As one student remarked several years ago: "the FORAD Defenses showed me what it was I could learn, should learn, and came to learn. And that's why I'm here." No matter what your own area of interest is, you should stop in to see many of your colleagues in their Defense. Who knows, you may decide to get in the game.

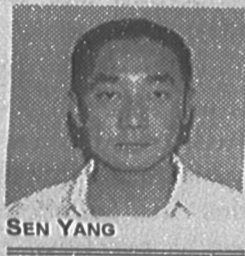
*This trimester's FORAD Defenses will be held the evenings of November 29, 30, and December 2nd in lecture hall 53. Watch MTB for updated details.*

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## "Just Do It" Thunderbird Style

By SEN YANG  
China, Fall '04

On Thursday, October 7<sup>th</sup>, Dr. Joseph M. Ha, Vice President, International Business and Government Relationship, Nike, Inc. gave a presentation to the Thunderbird community on "The Transitional Economics in Globalization and Nike's practices in developing countries." Besides working with Nike, Dr. Ha also holds the position of Professor Emeritus of International Affairs, Lewis & Clark College. His personal relationship with Thunderbird started when he viewed our school as a true pioneer in the field of International Business Study and sent his students to Thunderbird.



SEN YANG

With more than 20 years of experience working with Nike in many former or present-day communist countries and developing countries, Dr. Ha delivered some solid and remarkable arguments to T-birds, which are different from what we usually learn in the mainstream media.

**What is the Transitional Economy? What is the role of the government in such an economy?**

The Transitional Economy is the concept that describes the critical phase when a Planned Economy evolves into Market Economy. In other words, as Dr. Ha mentioned in his speech, it is the transition of a highly government-controlled economy moving toward a private-sector-dominated economy. One can see it as a mix of Adam Smith and Karl Marx.

This statement led to Dr. Ha's other point – the proper role of government in developing countries. He argued that for developing countries experiencing the transitional economy, a certain degree of

governmental control is necessary. As we all know, the full market economy (or absolute government hands-off economy) never has, nor ever will, exist anywhere in the world including the United States, the biggest advocate of free economy as well as the architect of the "Washington Consensus." For developing countries, many major business sectors, such as banking, power and utilities or communication, are still emerging and certain regulations or management knowledge and "know-how" are greatly needed. "Hard-Pushing" will likely result in many business loopholes that not only foreign investors, but also their own people can easily take advantage of, Dr. Ha explained. The "one step at a time" approach along with the strategy focusing on achieving steady economic growth would be much more practical for developing countries given their current situation.

### Leadership

What is even more important for developing countries than choosing the right economy format? Leadership! In his presentation, Dr. Ha emphasized that leadership plays a more significant role in developing countries than any other. What do post-WWII Japan and Singapore during the past three decades have in common? They both benefited from a powerful and visionary government leadership. Such a leadership is able to positively impact the long-held traditional political system and to accelerate the transition from government planned economy to free market economy. Who are the next influential leaders? "Russian President Putin and Chinese President Hu Jintao apparently have earned the most international attention," Dr. Ha observed.

**What is the role of a Multinational Corporation, such as Nike, in the transitional economy?**

MNCs, with their

economy to help developing countries to ensure the economy transformation without experiencing the "Post Soviet Union Chaos" of the early 90s or similar turmoil.



Sen Yang, Professor Glenn Fong, Dr. Ha, and Professor Olufemi Babarinde

economies of scale, state-of-the-art technology and managerial experience, can largely impact governmental decision-making processes within developing countries and assist the local government to achieve a stable and continuous transformation for the local economy. Dr. Ha used Nike as an example to illustrate how a MNC can play such a critical role in the transitional economy. While continuously seeking competitive advantage, Nike also creates and participates in many special programs along with local governments, which help local economies move up the value chain within the world arena. More than that, Nike has even established particular business plans, such as the "Micro Enterprise and Micro Loan Program" in Vietnam, Thailand, Indonesia and China in order to prevent the interests of local small business owners from being devoured by free market economic competition. Therefore, Nike uses its own resources to ensure the growth of minority interests within developing countries while maintaining its competitive business advantage. Such a win-win situation for both developing countries and Nike is a perfect example of how a MNC can actively be involved within the transitional

**To outsource or not to outsource?**

No topic could be more familiar than "outsourcing" to T-birds. In fact, some T-birds' career pursuits have benefited from MNC's overseas outsourcing activities. In terms of the globalization, Nike's outsourcing of its entire production activities over-

seas has generated much interesting talk and public attention especially within the continental U.S.A.

How does Nike view outsourcing? This is Dr. Ha's frank illustration on this matter, "Outsourcing itself is a very basic and normal business activity as when a country or a company, like Nike, needs to look for new resources to maintain competitive advantage. Outsourcing is not something new. We see outsourcing throughout human history. For instance, the United States outsourced many business operations to Western European countries during the Post-War period as well as to Japan and later to Hong Kong, Taiwan or Korea." What happened to the United States with those outsourcing activities? As we all have learned from IPE class, once those countries became wealthier, they turned around to increase their involvement in the U.S. economy and actively supported the leading position that the United States holds in the tide of globalization. Outsourcing will never have negative effects on our economy, but shortsighted political leadership will.

As for Nike's business, Dr. Ha disclosed that labor costs only composed 5% of Nike's total product costs. In fact, the biggest

chunk of operating costs, such as R&D, logistics, marketing and product design are still kept in the U.S.

Outsourcing the production to developing countries helps Nike alleviate pressures to increase prices. After all, not too many consumers would like to see a pair of Nike running shoes at Foot Locker with a price tag of \$300 dangling from the sole.

During the Q&A session, T-birds enjoyed the opportunity to interact with Dr. Ha with a wide spectrum of questions and the presentation ended with a question regarding the development of the Chinese stock market brought by a T-bird who is also an alumnus of Lewis & Clark College.

As the keynote executive speaker for the 2004 fall trimester, Dr. Ha not only shared his insight of the transitional economy within developing countries with T-birds, but also helped T-birds bridge academic theory with real world business issues he experienced from working with Nike. Dr. Ha's presentation was highly valued by T-birds as most students see Nike's unique "Just Do It" attitude as a perfect match with Thunderbird's long-held practice of "bringing the world together through trade." [seny@global.t-bird.edu](mailto:seny@global.t-bird.edu)

### Nike Just Does It...

Revenue in 2004:	\$12,253M
International Sales	53% of total
Revenue Break Down (by region)	
US	4,794M
EMEA	3,834M
Asia Pacific	1,613M
Americas	625M
Others	1,387M
Net Income:	\$946M
Accumulated 5-year-Growth:	32%
Endorsement Contracts Payable ('04-'05):	356M
Worldwide Employees:	21,667
U.S. Retail Outlets:	165
International Retail Outlets:	165
Top 4 Manufacturing Centers:	
•China	36%
•Indonesia	24%
•Vietnam	22%
•Thailand	16%

## The European Grocery Shopping Experience

By CHRISTOPHE SERVAIS  
Belgium, Winterim '05

"Do you need any help out today?" I love this question. Every time I am at the grocery store here in Arizona, they ask me this question, even if I only buy half a gallon of milk. I always wonder, "help for what, to make sure my milk gets safely into my car?" But in all honesty, I really appreciate all the service offerings you get here when going to the grocery store. All the stores here try to differentiate themselves a little bit by offering something the other one does not. At Wal-Mart they literally hand you the shopping cart and if it rains, they dry it for you. At Trader Joes, they ask you at the check out whether you found everything you needed, and if you did not find an article that they do carry, they will call someone to



CHRISTOPHE SERVAIS

bring it to the front. At Safeway, they call you by your name if you have a club card and they help you to bring your groceries to the car.

In Europe, as some of you may have experienced, the picture is very different. I specifically speak for Belgium, but based on discussions with other friends, the picture is similar all over continental Europe.

In Europe, the nightmare starts when you drive onto the parking lot of the grocery store. If you get there on a Friday evening, finding a parking spot might not be that easy. Once you did find one, you walk to the place on the parking lot where the shopping carts are parked (do not expect them to be waiting for you in the store). But this is strange, you cannot get the cart out, it seems to be stuck. The truth is, it is not stuck, and you just have to enter one Euro to release the cart. Yes, that is right, if you want to shop here, you better make sure you pay some money before even getting in the store.

When you enter the store, there will not be a wide and open area that allows you to enter and leave the store as you wish. Instead, there will be tiny little electric gate, that allows you to go in, but not out. It is the kind of gate that will hit your child right in the face if you do not watch out. When you go shopping, make sure you enter the store at least 15 minutes before they officially close (usually around 8.00 pm), because the closing time indicates when the last customer should leave the store, not as one would think, the last moment when a customer may enter the store. Also, during those last 15 minutes, you will not be able to avoid the constant harassment over the store loud-speaker system: "The store will close in 15 minutes - please move to the check out counter, ... the store will close in 10 minutes - please move ..."

Nevertheless, you try to find your way through the store. Given that the store will soon close and will not open until Monday

morning, the store is packed with people. While you are fighting your way through the aisles to reach the products on the shelves, the employees of the store are pushing their way through the store, with large pallets to stock up the shelves. Of course they get irritated if you do not move out of the way immediately. After all you are the customer, and thus you are the one making their lives miserable. If you dare to approach them for a question, do not expect that they walk you to the place in the store where the product in question can be found. They will point you into a direction, after that you are on your own.

Finally, before you join the never-ending lines at the check out counters, you make a detour through the newspaper and magazine section of the store to pick up a magazine. No, do not worry you will not buy this magazine. But, like anybody else, you need to keep yourself busy while you wait up 20 minutes at the check out register. Once it is your turn, you do like any-

body else and throw the magazine onto the closest shelf.

The lady or the man at the cash register will not ask you how you are, he/she will not ask you if you found everything you needed and she will certainly not ask you if need any help to bring your groceries to the car. Instead she will rush your items through the bar code scanner, and then look at you in a hateful way if you cannot keep up first putting your items on the belt and then bagging them on the other side. Oh by the way, did I mention that there is a high chance that they will not provide you the bags for free?

Well, I hope you enjoyed the experience and, next time, do not try to go to a competitor as the result will be similar. The concept of "service" in grocery stores has just not reached continental Europe yet. Maybe this is a business opportunity for an anxious T-bird?

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## Thunderbird and Czech School Team Up in Central Europe

By ZACH REED  
U.S.A., Spring '05

The following is an interview with Jan Muska, Director of Thunderbird's Prague EMBA program in Celakovice, Czech Republic. Mr. Peter Loewenguth, President of the CMC school, also contributed.

**Q: The CMC Graduate School of Business was founded soon after the Velvet Revolution as part of a collaborative effort with the University of Pittsburgh, USAID, and the former Czechoslovak Ministry of Industry. Can you explain the program?**



ZACH REED

CMC Graduate School of Business was established in 1990 through the efforts of the Ministry of Industry of the former Czechoslovakia and the United States Agency for International Development (USAID). Their vision was to create a graduate business school in Central Europe that would follow Western business principles in the area of finance, management and business science. The need and demand for top-quality business education is still high in Central and Eastern Europe where there is a large number of highly talented managers who are eager to acquire new knowledge and skills. CMC, which is regarded today as one of the leading business education providers in the region, continues to strive to satisfy this management need and offer top-quality innovative programs designed for working professionals.

**Q: The CMC campus (with its own hotel) is located in Celakovice, a small town 29km northeast of Prague. You have described this as "the typical Czech small town." Why is that, and in what way does that unique environment further the learning process?**

Being in a town about 30 minutes outside of Prague, provides the students in the Thunderbird / CMC program with several distinct advantages. First, the facility provides for all the students' needs when they are in class. Second, the fact that we are in a small town allows the students to focus fully on their studies and eliminates most of the distractions of a large city, yet the distance from Prague is such that allows for easy access when necessary. While not required, we encourage all the students, including the local ones, to stay on campus which fosters a sense of camaraderie and team spirit among the group and provides for a lot informal, outside-the-classroom contact among the students and faculty. Our experience has been very positive and we are very impressed with how well the groups bond together. Finally, being just outside of Prague also gives the international students a unique opportunity to experience genuine Czech culture first hand, in a way that would not be possible in a large city like Prague.

**Q: Could you outline how the recent partnership with**

**Thunderbird furthers the broader goals of CMC (and vice versa)?**

The Executive MBA (EMBA) program follows a tradition of cooperation between Thunderbird and CMC that dates back to the mid-1990s when CMC hosted groups of Thunderbird students during a six-week Central Europe immersion program. CMC is very proud to be able to offer the world's best



program in international business to the executive students in the Czech Republic and Central and Eastern Europe.

**Q: While CMC has its own separate MBA program, can you describe the Prague EMBA that runs in conjunction with Thunderbird?**

The Thunderbird/CMC EMBA in International Management is the highest-ranked program in international business available in the region of Central and Eastern Europe. It is designed for top executives in senior management positions or with senior management potential. The program takes 14 months to complete and consists of ten six-day modules that meet every five to six weeks with on-line activities in between. Seven of the modules take place at the CMC Graduate School of Business campus, based just outside of Prague, there is also one module at Thunderbird Europe in Archamps, Thunderbird's main campus in Arizona, U.S.A. and possibly also Thunderbird Russia / CBSD. The modules in France, Russia and the U.S. are designed to give the students a chance to learn more about the various business environments and provide them with additional networking opportunities with students and alumni based in these locations. The language of the program, regardless of location, is English.

**Q: Is there any collaboration with the Thunderbird campus in Archamps?**

Yes, there is. One of the ten modules in the Thunderbird / CMC program is taught at Thunderbird Europe. Julie Cook, the Senior Director for Executive Education based at Thunderbird Europe has become the major point of contact

in the relationship between Thunderbird and CMC Graduate School of Business. The EMBA in International Management is the first and major area of cooperation between the two schools but we are exploring other potential opportunities for collaboration in such areas as executive education programs and international programs. Given the positive evolution of the partnership, I am sure you will be seeing more joint initiatives in various areas in not-so-distant future. We have initiated a discussion on cooperating on a Winterim program with one of the Thunderbird professors based in Archamps, who is involved in running these programs. My colleagues in the CMC's International Programs office are following up and we hope to welcome the Thunderbird students from Archamps next January.

**Q: What is the primary draw for foreign students to CMC? When I studied in Prague five years ago, we came to witness the transition process firsthand, but it seems that now this transition is largely complete. It would seem to me that today students are coming to the area, not to observe the transition, but to understand and participate in a dynamic economy that has only recently caught the earnest attention of businesses in the greater West.**

While the transition of the economy in the Czech Republic has been through its major phase, it is far from complete and the recent Czech Republic's entry into the EU marks a new stage. We expect the increased visibility of Central Europe highlighted by entering the EU to attract more students to our

Continued on the next page

## Measuring Student Satisfaction: Benchmarking Thunderbird

By DR. KAY KECK  
Vice President Student Services &  
Program Support  
and  
DR. DAVID BOWEN  
Dean of Faculty and Programs

Have you ever wondered whether student satisfaction here at Thunderbird is better or worse compared to other schools? Certainly, and fairly, you are most concerned with how things are here. However, benchmarking studies of student satisfaction can help both students and administrators gain added perspective on how we are performing, more broadly, on the critical outcome of student satisfaction.

### EBI Student Satisfaction Survey

For at least five years Thunderbird has been participating in a benchmarking survey of student satisfaction conducted by Educational Benchmarking, Inc. (EBI). Each participating school administers an identical survey to its graduates, evaluating every aspect of the program from quality of instruction and curriculum to program administration, career management, and even facilities. EBI uses statistical analysis to

group thirty-six questions in the survey into fifteen factors that influence student satisfaction. The analysis also indicates impact of each factor on overall student satisfaction.

The surveys are sent to EBI for scoring and they prepare a report summarizing the school's results. In addition, each school can choose six other participating schools to use as comparators. Their average scores are also part of the report, though as "school 1, 2" etc. rather than identified by name. Being able to compare scores with other schools enables us to put the number in the broader context of MBA programs. For example, is a score of 5.2 on a 7.0 point scale good or not?

The schools we choose for comparison vary somewhat from year to year as our choices are dependent on whether a given school is participating in the benchmarking study. This year our we chose Babson, Tulane, Michigan State, Arizona State, University of South Carolina, and Vanderbilt; last year we chose ASU, Babson, Case Western, Tulane, South Carolina and University of Southern California. As is true of most empirical studies and sampling methods, this

research has some limitations. For example, there are very few schools outside the U.S. that participate in the study, and none of those schools were at all sufficiently like us to use for comparison. Also, not all of the "top" U.S. schools participate. That said, we think this comparison set is a fairly strong mix of well-respected schools, both public and private, some of whom even claim to take international seriously. We also receive the mean and range for each factor across all 60 schools who participated in the study, so we can see how we ranked across all other MBA programs as well.

### The Results

We are pleased to report that for 12 of the 15 factors, our mean rating was higher than the mean of our comparator schools, and for eight of the factors we were either number one or number 2 in the set. These results are from the 2003-2004 survey which was administered to the December 2003 and May 2004 graduating classes. The complete data appear in the table below.

Thunderbird students rated the school higher than any of our comparator schools for breadth of curriculum, using and

managing technology, quality of instruction for elective courses, effective communication and teamwork, critical thinking and problem solving.

The only categories where we did not compare favorably were fellow students and faculty and non-faculty advising. I suspect the latter rating results from the fact that Thunderbird faculty members are not formally involved with academic/career advising. The assessment of "fellow students" took into account level of camaraderie, ability to work in teams, quality of previous work experience, and amount of previous work experience. (All placed us 5<sup>th</sup> or 6<sup>th</sup> in the comparator set.) Although we came in 4<sup>th</sup> overall on the CMC factor, we ranked higher than our comparison schools on quality and quantity of companies recruiting on campus.

The EBI report also includes a comparison of the school's scores over time. One of the most gratifying results is that the overall satisfaction with the MBA program rating has gone from 4.26 in 2002 to 4.6 in 2003, to 4.97 in 2004 which put us in 3<sup>rd</sup> place among the comparator set. Satisfaction with program admin-

istration has also risen in this time frame, from 3.48 in 2002 to 4.18 in 2003 and to 4.71 in 2004.

These benchmark scores should signal at least two things. One, students, faculty, and staff have reasons to feel good about doing some things quite right here at Thunderbird, as compared to things at some other very good schools. We try to work on student satisfaction issues here as a *community* of students, faculty, and staff and it is good to read indications of progress in this benchmarking study.

The other signal is that clearly there is also room for improvement. On "fellow students", for example, although we love diversity at Thunderbird, and rightfully so, it poses challenges in terms of language skills, comparable backgrounds, and team-building to which we must give more attention.

In sum, we need to keep improving customer satisfaction. But that effort can be framed by awareness that these dimensions are tough to master at any school—and at our school much has happened positively in comparison to others.

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## How We Measure Up...

THUNDERBIRD, THE GARVIN SCHOOL OF INTERNATIONAL MANAGEMENT						
Analysis of Factors: Select 6 Comparison						
		Thunderbird Data	Select	6 Schools		Comparison to
				Mean	Range of Means	
			Weighted	Min	Max	
Factor 4	Breadth of the Curriculum	5.87	5.09	4.58	5.55	1
Factor 5	Curriculum Addresses Ethics and Social Issues	4.86	4.24	3.62	5.26	2
Factor 12	Learning Outcomes: Use and Manage Technology	5.27	4.76	4.34	5.13	1
Factor 2	Quality of Instruction for Elective Courses	5.38	4.96	4.56	5.22	1
Factor 8	Facilities	5.57	5.19	3.57	5.72	3
Factor 13	Learning Outcomes: Effective Management and Leadership Skills	5.9	5.55	5.17	5.91	2
Factor 11	Learning Outcomes: Effective Communication and Team Work	5.8	5.47	5.36	5.55	1
Factor 1	Faculty and Instruction for Required Courses	5.41	5.14	4.66	5.57	3
Factor 10	Career Services and Placement	4.04	3.8	2.79	4.94	4
Factor 14	Learning Outcomes: Critical Thinking and Problem Solving	6.02	5.84	5.41	6.02	1
Factor 3	Satisfaction with Elective Courses	5.98	5.83	5.70	6.02	2
Factor 7	Program Administration	4.71	4.61	4.02	5.21	4
Factor 15	Overall Satisfaction with the MBA Program	4.97	4.98	4.68	5.39	3
Factor 9	Fellow Students	5.19	5.43	5.33	5.55	7
Factor 6	Faculty and Non-Faculty Advising	4.62	4.91	4.20	5.48	6

## Prague Partnership for T-bird EMBA Program

Continued from previous page

programs both from this region and Western Europe. Central and Eastern Europe continues to be an attractive location for all kinds of business opportunities which further increases its appeal to potential students. The Czech Republic and Central Europe in general can also be viewed as the launch pad for venturing into countries in Eastern Europe which offer a lot of interesting business opportunities.

**Q: If this is true, then how would you briefly summarize the current business operating environment? Five years ago Commereni Banka was undergoing a tortuous privatization effort, it was difficult for most small businesses to get a loan, new property rights laws were not always enforced, and a study found that many of the listings on the local bourse were either inactive or for companies that had actually gone out of business. I vividly remember touring**

**local businesses, speaking to their managers, and hearing starkly different stories of success and failure coping with the transition process. Some of the less fortunate (a collective farm, and a shop that mass-produced traditional, handcrafted porcelain tableware) literally had no idea where to find new markets after the collapse of their old trading partners. But we are really in a different era now, aren't we?**

I am sure it must have been interesting to observe all these changes first-hand during your stay in Prague! The environment has definitely changed since then, with the privatization of the banking sector completed, new laws being developed and the Czech Republic's entry into the EU which represents many opportunities, as well as challenges to the Czech businesses. Central and Eastern Europe remains a place where rapid change is the order of the day. We are proud to be a part of this

process and feel that by providing top-quality programs such as the EMBA in partnership with Thunderbird we have a great opportunity to make a significant impact on the management and business environment by educating present and future business and society leaders.

To read more, log on to [www.das-toronline.com](http://www.das-toronline.com) for an unabridged version of Zach Reed's interview.

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## 台灣民主政治演進



TIFFANY WANG

台灣因歷史地位特殊，受到中共的壓制，導致國際地位的不確定性與發展限制，然而民主之路卻在內部不斷之演進。短短的六十年裡，進行了重大的改變，大致分為三個階段，包括戒嚴，解嚴下反對黨成立，政黨輪替。本文將簡述這三個階段，最後討論目前台灣政治所具有的特色與戰。

台灣民主政治演進的過程中，有三個重要的階段。

### (1) 戒嚴下的威權政治

1949年10月1日，中華人民共和國政府成為中國唯一合法政府。蔣介石率國民黨(國民政府)退居來台。同一年，頒布戒嚴令，宣布台灣地區處於戰時動員狀況，封閉全省，限制出入境，實行軍事管制。嚴禁一切違禁的言論、出版和罷工、遊行和高度組織化之政治反對力量。1951年雖然開始實施選舉，然而卻侷限於地方層次，藉此合法化國民黨政府的威權統治。

### (2) 解嚴後的政治開放

1971年台灣退出聯合國。之後，陸續有20多個國家與台灣「斷交」。國民黨政府更依賴選舉制度所賦予的統治正當性，並自一九七二年開始舉辦中央民代增額選舉。這是一個重要的里程碑——提供政治反對力量一個制度化的政治管道。另一方面，經濟的發展、教育的普及帶動了階級變化，新興的中產階級要求打破外省籍官僚長期

壟斷上層權力的局面，希望分享政治權力，省籍矛盾日漸突出。

1986年民主進步黨成立，1987台灣解嚴，開放黨禁及報禁，1989民進黨正式成為政黨，打破了一黨獨大的威權體制。民進黨成立後，提出憲政改革，訴求台灣的未來應由人民來決定。國民黨在面對民進黨的強力挑戰下，在1990年召開國是會議，並於會中獲得三項重要結論，包括：廢除臨時條款、資深中央民代全面退職、由自由地區人民直接選舉總統。1994年由國民黨主導的修憲告一段落，台灣由威權政體轉化為民主憲政也在當時大致完成。

### (3) 政黨輪替

國民黨執政之50之久，所造成政府效能低落，黨庫與國庫不分，被詬病已久。長期一黨獨大執政，便不能進行監督與制衡效果。2000年總統大選，民進黨取得了執政權，首次的政黨輪替為台灣民主化奠下更穩定的基礎。

2004年，民進黨再次贏的總統選戰。畢竟民進黨還沒有太多的執政經驗，我們期盼他們能提出更多有利台灣未來發展的政策。國民黨與親民黨2004年結合參與總統選戰，輸的原因其中之一是因執政太久，不懂如何選舉與了解大多數人民需要，另一個原因是其黨產爭議仍為解決。我們期盼國民黨能重整，東山再起，扮演好在野黨監督與制衡的角色。

Can't Read This?

Read the  
Translation Below!

## The Politics of Taiwan and Democratic Evolution

By TIFFANY WANG (CHING-YI)  
Taiwan, Fall '05

The historical position of the Chinese government has had a dramatic effect on the government of Taiwan. This has led to instability and limited development. However, the democratic process is continually evolving. Within six years Taiwan's democracy has undergone large changes that can be divided into three stages. These stages are: Marshal Law, the Elimination of Marshal Law, and the Establishment of Governmental Parties who have both had a chance to rule.

### Marshal Law

By Oct 1, 1949, the Republic of China had become the only legitimate government in Taiwan. Jiang Jieshi, the leader of the KMT (a political

party), was excommunicated from China and ended up in Taiwan. That same year, he announced martial law over Taiwan. This severely limited the rights of the people. Some of the rights that were limited were immigration, military, limited freedom of speech, publication, ability to parade, and no well-organized force was allowed. In 1951, Taiwan started to hold elections, but just limited to local government officials and not to enhance the peoples' rights. This was just a way for the KMT to justify their control.

### Removal of Marshal Law

In 1971, Taiwan left the UN. This eventually led to the loss of relationships with more than 20 countries. The KMT became more dependent on the election process, and starting in 1972 Taiwan introduced regional

representatives into the governmental structure. This helped to justify the rule over the people, and gave them more of a voice. This was a very important milestone because it provided a political channel for other parties to be heard. Also economic development and accessibility of education had increased and started to bring about some changes in the structure of the domestic society. The middleclass was now increasing their role in the federal government. This was also a start to the conflict between foreign and native Taiwanese.

In 1986, the Democratic Progressive Party (DPP) was established in Taiwan, and in 1987, Taiwan completely removed marshal law and all restrictions on other governmental parties. In 1989, the DPP had become an official governmental

organization. Now the government had two political parties. Soon after the DPP was established, they proposed an institutional revolution. The DPP stated that Taiwan's future should be decided by the Taiwanese people. Under domestic pressure, the KMT held a meeting in 1990 and came up with three important conclusions. Those conclusions being: abolishment of some laws that had restricted the rights of citizens, retirement of older government officials, and the start of a popular vote for the election of the president.

### Switch of Ruling Parties

Taiwan was controlled by the KMT for almost 50 years with nobody to monitor their control. In 2000, this was changed in the presidential election. A candidate from the DPP was voted into office for the first

time. This has helped to stabilize Taiwan's government.

In 2004, the DPP won the election again. Because the DPP does not have a lot of experience controlling the country, it is hoped that they will establish policies that will benefit Taiwan's future and make these policies clear to the public. The KMT and People First Party combined to run for election in 2004. One reason that they lost is because of critiques that they don't rule for the people, they just rule the people. Another reason is their unclear funding. It is hoped that they will still play a strong role in monitoring the controlling party. All in all, Taiwan underwent a lot of very serious changes in a very short time period.

tiffany@global.t-bird.edu

## TGC Member Randy Bollig Earns First Student Involvement Award

By REGULA SCHEGG  
Switzerland, Spring '05  
TSG President

The Thunderbird Global Council (TGC) for many years has been a tremendous support to Thunderbird and to T-bird students. Last spring, under the presidency of Sharon Jayakumar, TSG pulled together the TGC Student Involvement Plan. This is a plan, which had the purpose of formalizing and tracking TGC's contribution to the students.



REGULA SCHEGG

At the semi-annual meeting of the Thunderbird Global Council Members in September, TSG had the opportunity to present the plan to the TGC members, in the hopes of invigorating their commitment, as well as presenting a new opportunity for them to interact with the student body. An example of this is club mentoring as part of our "Club to Association"

Initiative. (For further information on this program, contact Geoff Gougion, TSG Marketing & Communication Chair.) In addition to this update, TSG, in your name, had the pleasure to recognize the Global Council for its efforts in benefiting the student body. We planned to have an award ceremony to acknowledge the TGC members' commitment to students overall, and also recognize one TGC member in particular, as the first recipient of the TSG Student Involvement Award. The award is our means of saying "THANK YOU," will in the future be presented semi-annually to one TGC member.

Giving an award for *Outstanding Contributions to Students* to a TGC member, especially for the very first time, was a sensitive assignment. Why, because ALL our TGC members are exceptionally committed to Thunderbird students. All members devote significant amounts of time, energy and money to helping us T-birds as we move through our program and well beyond.

However, we decided

for Randy Bollig, T-bird Alum of 1991, as the first honoree and recipient of the award for extraordinary commitment. He typifies what the TGC commitment to Thunderbird is all about, both at a personal and organizational level. Randy joined the TGC in 1999, and immediately became the "point person" for Thunderbird's relationship with Intel. While the Thunderbird Intel relationship has been in existence for more than 15 years, it was with Randy that the relationship moved to a new and higher level. Whether it is in the areas of recruitment, supply chain management class projects, resume critiquing, mentoring, case competitions, corporate visits, our recent brand management launch of "Truly Global," bringing Intel speakers, or introducing Thunderbird to many Intel business units and regional contacts, Randy Bollig with his persistence has been the person who made it happen. It is thanks to Randy that the Thunderbird/Intel relationship has been sustained, deepened, and has led to internships, schol-

arships, and jobs for us as part of the T-bird Corporate Partners Program (see side article). His commitment has added tremendous enrichment to our institution and our education. We thank Randy Bollig very much for his enduring commitment to our institution.

In addition, the Thunderbird Student Government, in the name of the student body, thanks all members of TGC for their enormous dedication to our institution. Internships or full-time employment, mentoring, and scholarships, in-class projects and high profile event sponsoring helps us all. The members of the Global Council with their contributions, assist us in becoming TRULY GLOBAL LEADERS of the FUTURE.

*If you want to know more about the TSG Student Involvement Plan, please send me an e-mail (RSchegg@global.t-bird.edu) or visit me during my office hours Tue/Thu 2:30 - 4:30 pm.*

## The Global Corporate Connection

You might already have heard about the Thunderbird "Corporate Partners" program and wondered what it is? It is the Thunderbird Global Corporate Connection.

A product offered by our Client Relations, Joy Lubeck, Managing Director and her colleagues, to offer businesses the opportunity to connect with an unparalleled global network of Thunderbird resources to advance corporate strategic objectives. It is the opportunity for companies to collaborate with business and industry to foster innovation, entrepreneurship and globalization that are the hallmarks of Thunderbird. This Corporate Partners Program includes:

- Talent recruitment
- Executive Education
- Faculty research, consulting & case study development
- Class projects
- Corporate visibility and access to the Thunderbird network through scholarships, sponsorships and speaker opportunities.

The partnership does not only offer much to companies, but also to you as a Thunderbird student through initiatives specified above.

*If you want to know more, please contact Joy Lubeck, Managing Director, Client Relations, at lubeckj@t-bird.edu, Tel 602-978-7138.*

## TSG President and Vice President Elections are Coming

By REGULA SCHEGG  
Switzerland, Spring '05  
TSG President

On November 11, 2004, the TSG Presidential and Vice Presidential elections will be held. You can vote between 8:30 and 4:30 online, or between 11 am and 2 pm in the Pavillion. The debate between the President's candidates is taking place on Tuesday, November 9, 2004 during the dead hour in the Commons.

We strongly encourage all students to attend the debate where we will learn about the candidates' intention for their presidency term. The debate will also provide you with a platform to ask your questions and listen to the candidates' answers. The debate is a great opportunity to make up your mind for the person who will lead the Thunderbird Student Government for the spring and summer 2005 term, who will act as the liaison and facilitator

between students and administration/faculty, and will represent you in many different occasions.

The elections are deliberately held early in this trimester despite the fact that the new leadership team will only take over by January 2005, the spring term. This early election has the purpose to ensure a smooth transition between the current TSG and the incoming TSG. It will provide the new President and Vice-President sufficient time to appoint a new

team and work with us during the last couple of weeks before the fall trimester ends. To be successful and make things happen, it is crucial to early on have plans for the terms to come and carry on our work and initiatives. Consistency is important if we want to be a strong force on campus.

Please attend the debate, and go and vote! Your voice reflects the new TSG team. We appreciate your interest in TSG and our student initiatives. [RSchegg@global.t-bird.edu](mailto:RSchegg@global.t-bird.edu)

## Find the Career You Want

*Continued from previous page*

Do they say "... there is an obstacle that should not be there. Somebody should take care of that. ...."? A great man once told me 'Life is hard.'

**International Development Class:** Thunderbirds promote themselves as being the people on the ground actually working to get the job done, as opposed to only being employed as corporate strategists. As soon as you craft a way to achieve a goal in a developing country, you realize that huge challenges lay in wait. People, logistics, and social conditions will fight you every bit of the way. Have you prepared for this and crafted a strategy that will nonetheless work? What is your career strategy?

Are you totally committed and full of creative solutions or have you used all your creativity in lining up excuses? Be careful in that many people in

many positions will actually accept those promising yet fruitful excuses. They will tell you that you are right. When you walk from their office, feeling validated, the only problem left is that you still don't have what you wanted in the first place!

**Naysayers Class:** The new Dean is adding this to the course next year due to popular demand. Actually, I can hear the reasons why this is a bad article already, with detailed reasons and better examples of why the above ideas are pointless and won't work. The only problem is that being right about this, although vindicating, may also combine well with the absence of the exact career one is pursuing.

[scottreising@global.t-bird.edu](mailto:scottreising@global.t-bird.edu)



## \$\$\$\$\$\$ Big Bucks! \$\$\$\$\$\$

By JIGNESH GARDI  
India, Spring '05  
TSG Treasurer

The total amount of funds to be spent in the Fall 2004 trimester is \$75, 825, split amongst all different clubs and activities as indicated below. After the first module, TSG might reallocate funds depending on the planned activities for the 2<sup>nd</sup> module and the money that has not been spent in the 1<sup>st</sup> module despite initial plans.

When budgeting, we particularly considered professional and social events that are open to the entire student body. We also prefer to invest in tangible items, such as equipment for sports and other clubs. In addition to promoting professional events, we also emphasize



JIGNESH GARDI

speakers in addition to the global speaker series (organized by the school.) Obviously, the cultural nights are of importance and provide us with the necessary opportunity to better understand different cultures and their heritage. Therefore, a substantial amount of money per trimester is spent

for the planned four cultural nights.

The budget is posted on the TSG MTB page. If you have any question, please contact our treasurer, Jignesh Gardi.

[gardij@global.t-bird.edu](mailto:gardij@global.t-bird.edu)

### Budget Breakdown....

Allocation	Percentage	Amount
Professional Clubs	22.78%	\$17,270.00
Sports Clubs	9.57%	\$7,257.00
Regional Clubs	10.88%	\$8,250.00
Special Interest Clubs	4.68%	\$3,548.00
Cultural Nights	27.70%	\$21,000.00
TSG Admin Exp	3.96%	\$3,000.00
Gala Fund	15.83%	\$12,000.00
TSG Initiatives	3.96%	\$3,000.00
DAS TOR	5.28%	\$4,000.00
Contingency Fund	0.66%	\$500.00
<b>Total</b>	<b>100.00%</b>	<b>\$75,825.00</b>

# The Seychelles... Paradise for a Price

By CHRISTOPHER LAY  
U.S.A.

So the end of the trimester is fast approaching, there is no winterim on your agenda and you think you might like to spend a week or two on a nice beach somewhere. Sure, you could head down to Mexico and



La Digue is so small that the only way sunbathers can reach Source d'Argent Cove is on foot or by renting a bicycle

hang out with the crowds, or you could max out that credit card and head for the Seychelles. Okay, grab a map and find Africa. Got it? Good. Now look about 1,000 miles off the east coast in the Western Indian Ocean just below the equator. There it is, that little speck which represents 115 islands of pure paradise!

Like most Americans, I had never heard of the Seychelles when I first met David Gappy. Gappy was our neighbor in Haifa, Israel and, like Savvy and I, was volunteering at the Bahá'í World Centre. For more than a year, the more I learned about his homeland, the more I threatened to one day visit

the Seychelles. Then, one day, Gappy informed us that he was going home to visit his family and said that if we came up with the airfare he would take care of the rest. After 120 agonizing seconds of trying to convince Savvy this was a good idea, we decided to join him.

When I told a friend from Mauritius, another tropical

paradise, about our plans to visit the Seychelles, he got a far off dreamy look and told me that when people from Mauritius go on holiday, they go to the Seychelles. This was going to be good.

Of the 80,000 or so people that have the good fortune to reside in the Seychelles, 90% live on Mahé while most of the other 10% live on the smaller Praslin and tiny La Digue; an island so small you can only rent bicycles to get around. In 1756, France claimed the island chain and, since there was no one living there at the time, brought slaves from Africa to do all the real work. To that pot, add over a century of British colonial rule, a pinch of Indians and a dash of Chinese, simmer until independence in 1976 and you get the beautiful blend of people, culture and cuisine that make the Seychelles such a wonderful place to live; or in our case, visit. Okay, miles of pristine white sandy beaches along shores of coral filled blue ocean is a plus too. Not to mention the coco de mer, the national symbol, that only grows on Praslin and looks like a part of a woman's anatomy.

Having moved frequently as a child, Gappy knew almost everyone in the Seychelles, making him the ideal guide. Now, while most people



Grown only on Praslin, the coco de mer is the largest nut in the world. The French referred to it as the coco de fesse, or butt nut, because of its suggestive shape

(tourists) who visit end up staying in hotels or resorts (expensive), we stayed at his aunt's or with friends (free) because we were fortunate (cheap). Because the Seychelles is so far off the beaten path, there are no budget facilities available; hence your need for a credit card. On Praslin we did find one bungalow on the beach for \$100 a night, but it was

booked solid for the next two years.

Transportation on the islands can be costly too, but again Gappy managed to deliver by borrowing cars. The only caveat, Gappy did not have a driver's license. So for nine days, I got to drive on the wrong side of the road in a car where every time I hit the turn signal, the windshield wipers came on and I swear, I once lost the break pedal. To compound matters, one night, while driving on Mahé, Gappy suggested a short cut up a mountain road that got smaller and smaller while the headlights on the car got dimmer and dimmer and the jungle got larger and darker. Twenty minutes and white knuckles later, we arrived at his mother's house where she commented in admiration, "I've never gone that way before."

Between snorkeling and swimming, Gappy taught us to open coconuts on the pink granite boulders which line the beaches of La Digue. Though he taught us, he did most of the cracking. Occasionally, vacationers would pass by and probably wonder why we did not buy our drinks at the bar like everyone else. It was a price worth paying for our visit to paradise.

[christopherlay@cox.net](mailto:christopherlay@cox.net)

## A Baptism by Fire in the Thai "Festival of Lights" Thailand's Loy Krathong is a festival of beauty and gratitude. It is also very dangerous and frightfully fun.

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

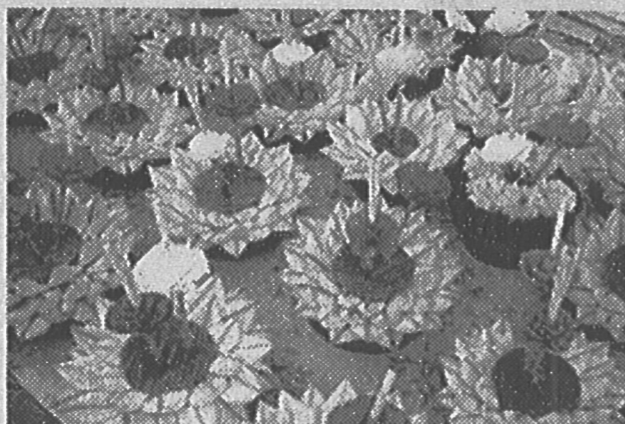
Every November I used to ask my students in Thailand to describe the upcoming holiday of Loy Krathong. In groups they would write short essays and draw pictures describing the famous "Festival of Lights." They would tell me about making beautiful little floats made of banana leaves, candles, incense sticks and flowers. They described bringing the float to a river and saying a short prayer and gently launching the float down the river. They described rice paper balloons filling the sky with flickering flames and they told me about thanking the spirit of water for all she had provided them. It all sounded so peaceful and beautiful. It was all true.

One Thai described it this way: "In the past, people believe that they offer thanks to the Goddess of water.

Thus, by moonlight people light the candles and joss-sticks, make a wish, and launch their krathong on canals, rivers or even small ponds.

It is believed that the krathongs can carry away sins and bad luck. It is a time to start the coming new year, to be joyful, and happy as suffering floats away."

What cracked me up about it though, was that not one person ever mentioned the aspect of the holiday that would surely grab your attention and leave the most lasting impression. Loy Krathong is the most insane, every-man-for-himself, bombastic firework fight you ever want to see. Describing it as total madness is justified. Sure, they make the little floats and say a prayer and



Source: <http://www.thailandlife.com>

place their hopes and dreams on the float and send it romantically down the river, but all around them everything is exploding.

And in four years not one student mentioned this. Not one! So you can imagine my surprise the first year. I made my way to the river expecting to see women in silk, their long black hair tied in a bun with jasmine flowers, kneeling in prayer by the riverside, soft faces aglow with candlelight. Instead thousands of Thais were launching bottle rockets, roman candles, firecrackers, and every other flame throwing, exploding little treat imaginable into the air and even at each other. They were particularly fond of chucking lit packs of firecrackers at me. "Dance foreigner! Dance!" all the while laughing themselves to near suffocation. Once again, the gentle Thais had proven that no one, not even the Brazilians, can throw a wilder party than these folks.

Similar festivals are found in the southern part of China, in Laos and in Cambodia, and it probably was based on the

ancient Hindu concept of the Mother of Waters. Loy Krathong is not a religious festival in its origins



Source: <http://www.geocities.com>

and came from animistic beliefs. It is a moon festival, coinciding with the full moon at the end of the 11th lunar month, and celebrates the end of the life-giving rains.

Each year that I lived in Thailand I came to love Loy Krathong more and more. And despite my initial shock at the throngs of people launching foot-long rockets at one another from across the river (always just missing), in time I could just relax on the grass and enjoy the show while sending my krathong peacefully down the river. And now you can too, sort of. It turns out there is a

Thai temple right here in Phoenix and they will be holding their annual Loy Krathong festival there this year.

The temple, called Wat Promkuneram, is shockingly similar to the hundreds of temples I saw in Thailand. My first time there, I felt as though I had stepped right out of Arizona and into Chiang Mai. Everything from the architecture, to the music, to the smell of authentic Thai food, to the hundreds of Thai people milling around was identical. A temple in Thailand is not just a place of worship, but also the social center of the community. The festival was authentic, albeit a little less likely to land you in the hospital's burn unit. Instead of a river, the monks prepare a large temporary pool in which to float your krathong. (Many variations of krathongs are on sale for modest prices.) They even have a beauty pageant just like in Thailand.

The Thai Smile Club will be hosting a Loy Krathong trip to Wat Promkuneram in November. Stay tuned to MTB for exact dates and times. We hope you can join us. "Sawadee krup."

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## How T-birds Express Themselves

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

Have you ever gotten an e-mail and the sender had a quotation at the bottom? Or Thunderstalked someone and read their "Personal Note"? I've been exposed to some of the most thought-provoking quotes here at Thunderbird. Often, they give a unique insight into the person who chose the quote. I thought it might be interesting to look at a few of the "Thunderquotes" people list on their MTB page and then ask those T-birds what the words mean to them...

**S. Thomas Bruns**  
(France/U.S.A., Summer '05)

"If a free society cannot help the many who are poor, it cannot save the few who are rich." - John F. Kennedy

"I feel a lot of people in business school are here to learn how to make money and be rich...the beauty of our democracy is that people can seek to fulfill their dreams, but the drawback is that we sometimes forget that the playing field is not level. We should treasure the privilege we have to be MBA's and share our learning, future wealth with those that have been less fortunate. The continuation of this free society is in our own interest."



S. THOMAS BRUNS

**Marcelo Iglesias,**  
TSG Vice President  
(Argentina, Spring '05)

"Confidence, like art, never comes from having all the answers; it comes from being open to all the questions" - Ivo Ivanov, T-bird Fall '03

"It just inspires and challenges me to be confident and believe in myself even under new and extreme uncertain situations. Also, the note implies that change and innovation (thinking outside the box) are part of our lives... where more important than your IQ is your 'I will.'"



MARCELO IGLESIAS

**Matthew Lozier**  
(USA, Summer '05)

"The quality of our thoughts is bordered on all sides by our facility with language."  
- J. Michael Straczynski

"I chose it because it says something fundamental to me about the importance of being multilingual and understanding other cultures. Words (and signs, etc.) signify concepts that



MATTHEW LOZIER

humans would otherwise be unable to communicate to each other. That holds tremendous power. Your ability to understand the world according to others, and for others to understand your thoughts is dependent entirely on your ability to give those thoughts form that others can comprehend and derive meaning from. Every culture has its own concepts that may transcend linguistic confinement: a word in one language may not have a corresponding meaning in another. For that reason, we must develop language facility in order to properly navigate in and communicate with other cultures, as our mission is to be globally minded."

**Kiho Uhm "Just Do It"**  
(South Korea, Fall 2004)

Kiho was the only T-bird I found with a quote actually attached to his name... "Just do it."

"I have had strong confidence with my life and work before coming to Thunderbird. However, after coming to Thunderbird, I realized that I tend to avoid making friends and speaking in English because



KIHO UHM

my low level of English ability caused me to lose my confidence. I used to make friend easily and talk much about my opinions during discussions, but during the class here, I don't speak a word because I can't express my own thoughts and ideas effectively. That made me crazy. So, I thought I need to encourage myself through "Just Do it" without giving up. I don't give up anything easily. I am a kind of persistent person."

**Vinamra Singhania (India, Summer '05)**

"Mankind will endure when the world appreciates the logic of diversity" - Indira Gandhi

"It appealed to me. I could associate with it because of my own belief in diversity. Then, the fact that these words came from the late Prime Minister of India - a country that has a l w a y s preached and practiced diversity - just added to the credibility of the statement."



VINAMRA SINGHANIA

**Jarme Stephanie Chen (U.S.A., Summer '05)**

"Work hard, but always take time to pull your head out of the sand to see what else is going on in the world."



JARMEI S. CHEN

"I use it, or came up with it, because I know I tend to stick my head too far into the sand sometimes when I study or

am concentrated on something. There's more in life than just work or study. Like friends and family and just having fun."

**Doohyun Cheon**  
(South Korea, Summer '04)

"Today is going, and tomorrow is coming."

"My words have two meanings. First, it means expecting brighter future. If you are in trouble now, it will be solved sometime. I made these words when I failed to enter college three times. I wanted to have any kind of hope for the future, and finally it worked. Second, it means preparing for difficulty in the future. Even if you are happy now, you don't know about tomorrow. So, you have to prepare for the future. That's why I'm paying huge money for my insurance. (Just kidding.)"



DOOHYUN CHEON

**Prajit Chhabra (India, Fall '04)**

"Either I find a way, or I make one." - Philip Sydney



PRAJIT CHHABRA

"Why I chose it - Try it, and you'll know you can do it too. I am passionate about the fighting odds."

**Grayson C Chin**  
(U.S.A., Spring '05)

"In the battle of life, it is not the critic who counts; Not the man who points out how the strong man stumbled, or where the doer of a deed could have been better. The credit belongs to the man who is actually in the arena; Whose face is marred by dust and sweat and blood; Who strives valiantly; Who errs and comes short again and again, because there is no effort without shortcomings; Who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; Who at the best knows in the end the triumph of high achievement; and who at the worst, if he fails at least fails while daring greatly, So that his place shall never be with those cold timid souls who have tasted neither victory nor defeat." - Theodore Roosevelt

"I boxed for a few years when I was younger and got this quote from that environment. Roosevelt was a former amateur boxer and applied many of the sport's lessons to his own life. In boxing, you learn that much of the game is in your head. You put everything on the line and must believe in yourself. The quote says that glory goes to those who step up to the plate and swing big. The fact that you've taken the challenge is more impor-



GRAYSON CHIN

tant than winning or losing. Those who step up deserve credit even if they fail."

**James Brandon Keefe, PMP**  
(U.S.A., Spring '04)

"The average American will live 70 years.

- 23 of those years will be spent sleeping

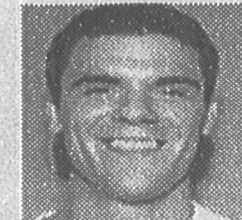
- 17 of those years will be spent working

- 16 of those years will be spent eating

- 2 of those years will be spent getting dressed

- 6 months of those years will be spent at STOP LIGHTS! (only in America)

How will you spend your years?"



JAMES B. KEEFE

"The numbers are from a recent study, I think it puts life in perspective and how valuable our time is..."

**Tim Natale (U.S.A. Spring '05)**

"I cannot rest from travel: I will drink life to the lees..." - Alfred Tennyson

"The quote is from the poem "Ulysses" by Alfred Tennyson in 1842. Actually, if I had the space, I would have put a lot more on MTB. The poem is a depiction of Ulysses near his death, but his recognition that his heroic journey continues. The quote, to me captures the need to continually discover and learn more no matter where or what the stage in my life, so that I may die taking in everything beautiful and wonderful in this life."



TIM NATALE

**Choysandra Perry, GWIB**  
President (U.S.A., Spring '05)

"A man who knows only his own country is like a man who reads but the first chapter of a book." - Saint Augustin

"I chose the quote because it reminded me of why I chose to attend Thunderbird I chose to attend Thunderbird to open myself up to new experiences and create a wider cultural knowledge base through my activities and interactions on campus. To me coming to Thunderbird and staying within your own culture or within your pre-established cultural zone is like the purchase of an expensive novel from which you intend only to read the first chapter. As for myself, I intend to turn as many pages as possible during my limited time within the Thunderbird community."



CHOY SANDRA PERRY

**Rishabh Chandra Sharma**  
(India, Winterim '05)

"We live in a society exquisitely

dependent on science and technology, in which hardly anyone knows anything about science and technology." - Carl Sagan



RISHABH SHARMA

"Why did I use it? Cause being someone with a technical background, I believe that people make things sound more complex than what they really are."

**Sen Yang**  
(China/Canada, Fall '04)

"There are no shortcuts to be the best, it is always the big dreams and the unwavering commitment to pay the price through discipline and hard work." - Wayne Gretzky



SEN YANG

"I like the quote simply because:

- 1) Wayne is the greatest athlete in the history
- 2) He is a Canadian
- 3) This quote really reflects my personal philosophy - We work hard because we have a dream, we hold onto our dream because we believe someday we will make it true."

**Patrick Hoffmann,**  
President Consulting Club  
(Germany, Winterim '05)

"Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbour, catch the trade winds in your sails. Explore! Dream! Discover!" - Mark Twain

"I used it because it's exactly how I feel ... it's your choice in life what you want to do. If you simply stay in the safe harbor and don't go for new ways in life, you might be disappointed one day. I have friends who just complain that they are stuck in one place but dream about being in another one ... I always tell them that there are so many different ways to change your life ... and discover new places ... but I am aware of the fact that some people simply don't have the energy to do it. Therefore I want to encourage everybody to throw off the bowlines. People who come to Thunderbird dream ... are "sailors" ... we all explore ... dream ... and discover! By the time we exit the gate we all catch the trade winds and sail away ... new places and new opportunities come up ... exciting ... challenging ... passionate ... and we all know that a every ship re-enters the harbor from where it left after a certain time.



PATRICK HOFFMAN

## Russian Ballerinas, Capoeira, Pinatas, and Latin Dancers!

By SIMONE BOTT  
Germany / U.S.A., Spring '05

Russian Ballerinas, Capoeira, Pinatas, and Latin Dancers! The first module's cultural nights have definitely exposed us to aspects of Europe and the Americas that many of us knew nothing about.



SIMONE BOTT

A long-standing tradition at Thunderbird, the cultural nights are organized by the Thunderbird Student Government in collaboration with different regional clubs on campus. These events differentiate the school by showing our commitment to global perspectives and continual learning. As we have seen through the first two of four nights this module, the Cultural Nights allow different groups to showcase aspects of their culture that they are proud of and feel will be beneficial for the community to understand better. The international traditions come alive with deli-

nis, Spanish wine from Rioja and Russian Vodka. Thank you to everyone who helped to make the European Night a success: Aleksey Marchenko, Anda Bolsteins, Artur Leng, Jose Dominguez, Monika Vejmekova, Sarvar Tillabaev, Anssi Pulkinnen, Minna Rauhala, Kai Gyllstrom, and Christine Sund.

Americas Night followed quickly on the heels of European Night and dazzled us



with festive decorations invoking a Carnival theme. All were encouraged to dress up for the event and Mardi Gras beads and masks were available to spice up the party. Various entertainment was provided, including from Mexico: a Mariachi band and a piñata for the kids.

Pinatas were first used to celebrate the birthday of the Aztec god of war, Huitzilopochtli, priests placed a clay pot on a pole in the temple at year's end. Colorful feathers adorned the richly decorated pot, filled with tiny treasures. When broken with a stick or club, the treasures fell to the feet of the god's image as an offering.



cious food, rhythmic music, and vibrant dance.

European Night was October 9th and food and drink from all across Europe was enjoyed by those that attended. The evening included Polish Bigos, German pretzels, Greek baklava, Russian barbeque, and Greek Salad, just to name a few. We also imbibed Finnish marti-

The Mayans, great lovers of sport, played a game where the player's eyes were covered while hitting a clay pot suspended by string, which gives us the Mexican tradition we know today.

After more performances by Latin Dancers and a Capoeira troupe, people were ready to move their feet. Capoeira's history is rich with

the traditions of both Brazil and Africa. Its movements are graceful, acrobatic, and allow for plenty of individual expression. In addition to a physical discipline, Capoeira students also learn percussion and a vast repertoire of traditional Brazilian song and dance. And once they were tapping, there was no stopping them.

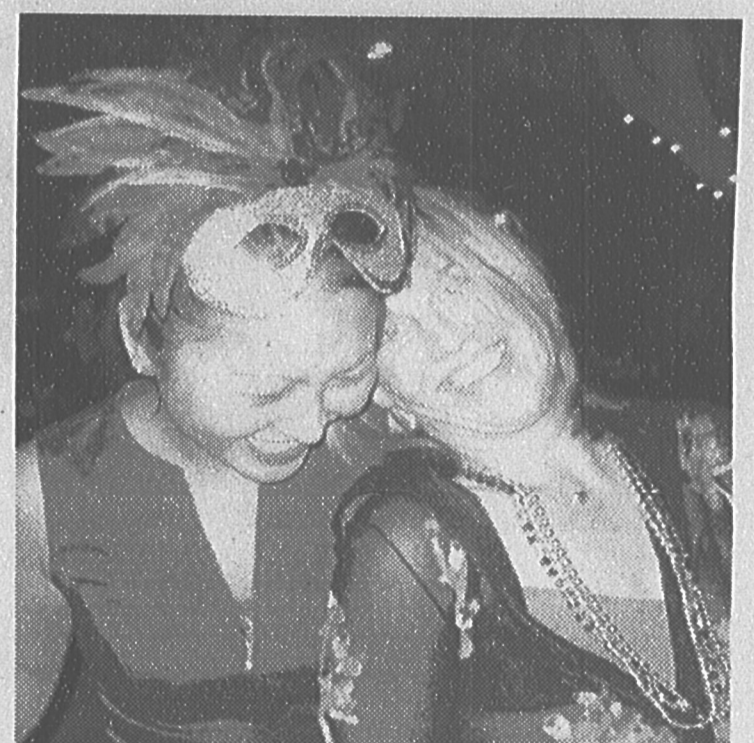
The fun lasted into the wee hours of the morning, and yet on Sunday there was nothing but smiles across campus as the fond memories of the night before sprang to life.

A warm thank you needs to be extended to all of the Thunderbird wives that cooked for Americas night: Daniela Rodriguez, Maria Ines Caceres, Maria Cecilia Hass, Maria Jose Giner, Catalina Lamarca, Carolina Boisset, Shadia Saba, Gabriela Santos, Patricia Sugino, Camila Kennedy, Danielle Boggiss,

Mariana Garces, Elisa Vallejo, and Sandra Pellicer. And also those who helped to set up this fantastic event: Hugo Freire, Renata Kuchembuck, Heloisa Leitao, Daniel Lens, Nicolas Lorenzo Hamam, Giovanni Mondin, Andres Swett, Mario

Jinn Nagao, Ambar Renova, Guillermo R. Siller, Sally Winter, Chrsity Huff, Felix Tonella, Luisa Vallejo, and Randy Yount.

[simone@global.t-bird.edu](mailto:simone@global.t-bird.edu)



## Ready For More Fun? Your Graduation Party is Coming!

By MARCELO IGLESIAS  
Argentina/ Uruguay, Spring '05  
TSG Vice President

Graduation is just around the corner and the Fall 2004 graduation committee is hard at work preparing your graduation party; however, we would like to have all of the graduating class involved in the organization. We want to make this a wonderful event; a special time to end your life as a graduate student. There are about 200



MARCELO IGLESIAS

students graduating, which means that we will have a great party on Friday, December 10th! In order to best meet the majority of students' needs and wants, we would like you to take a few minutes to fill-out the on-line survey posted on MTB on the "Graduation Party Fall 2004" discussion board. Before doing so, please consider the following:

1. We have \$12,000 to work with for this party (not including the money people might pay to attend the party).
2. We have the option of staying on campus and spending less

additional money, or going off campus and spending more money.

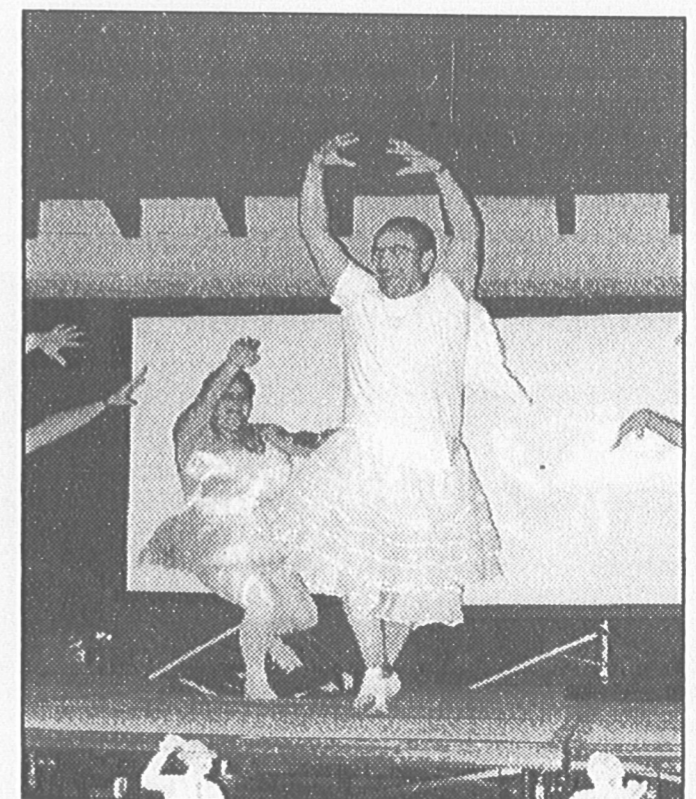
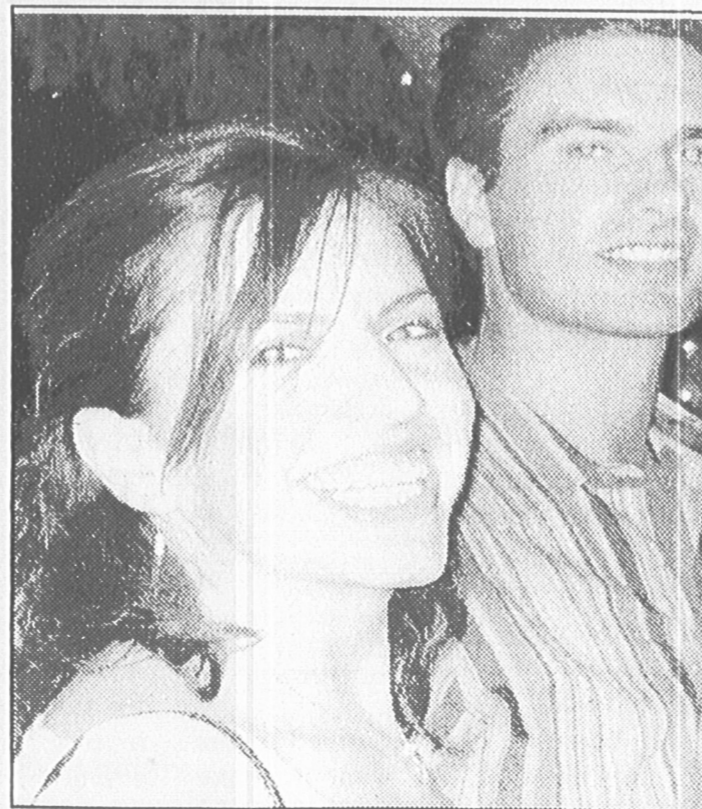
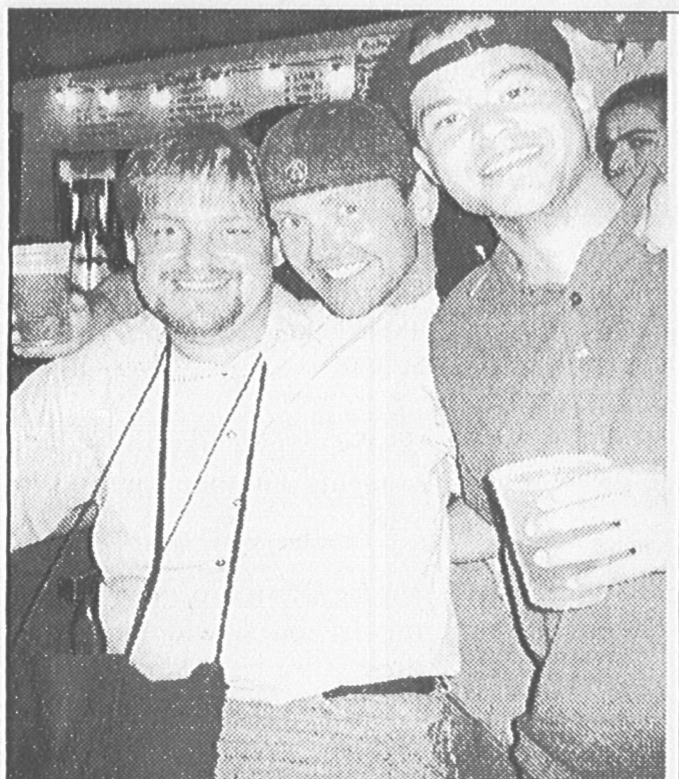
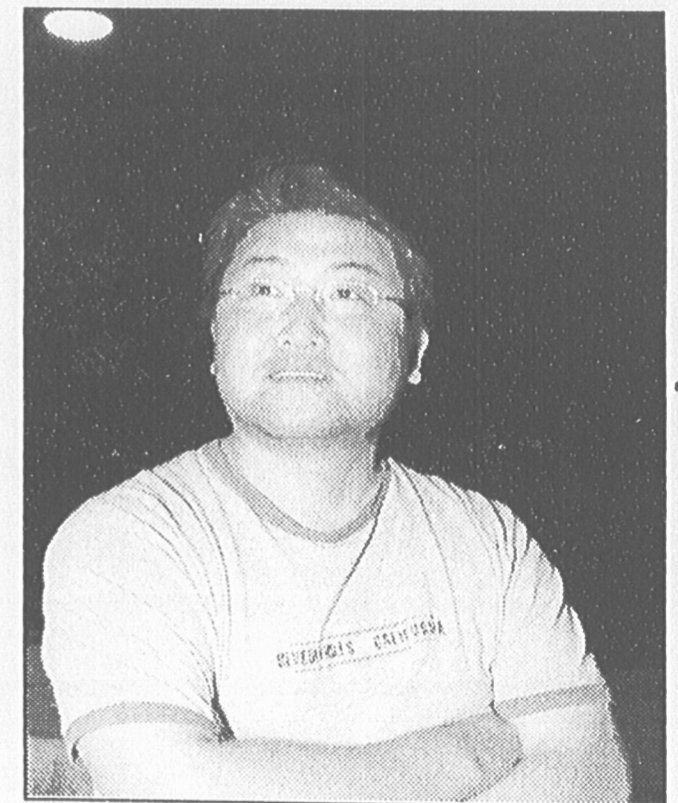
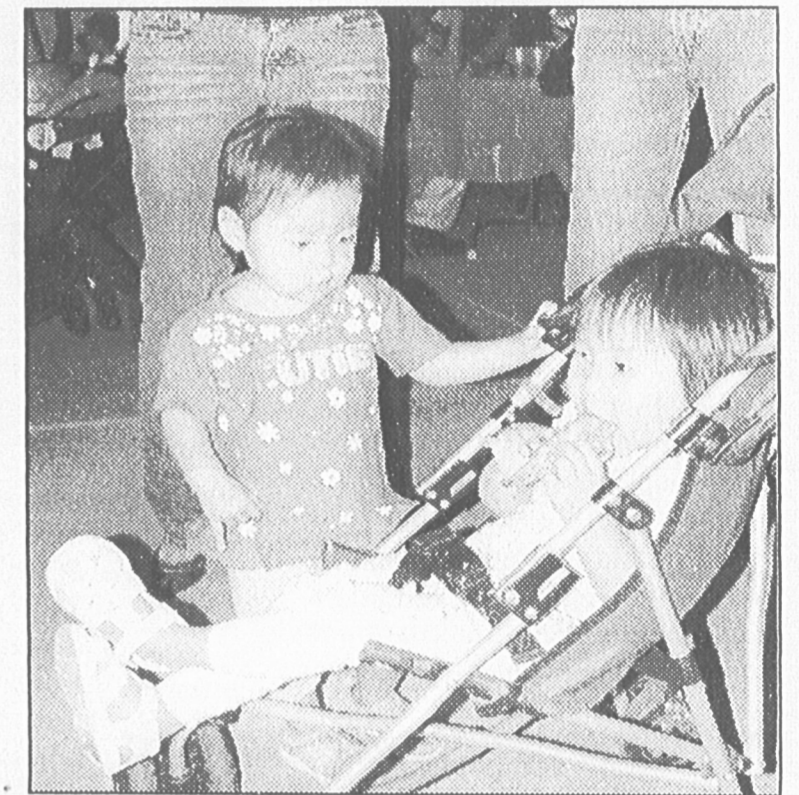
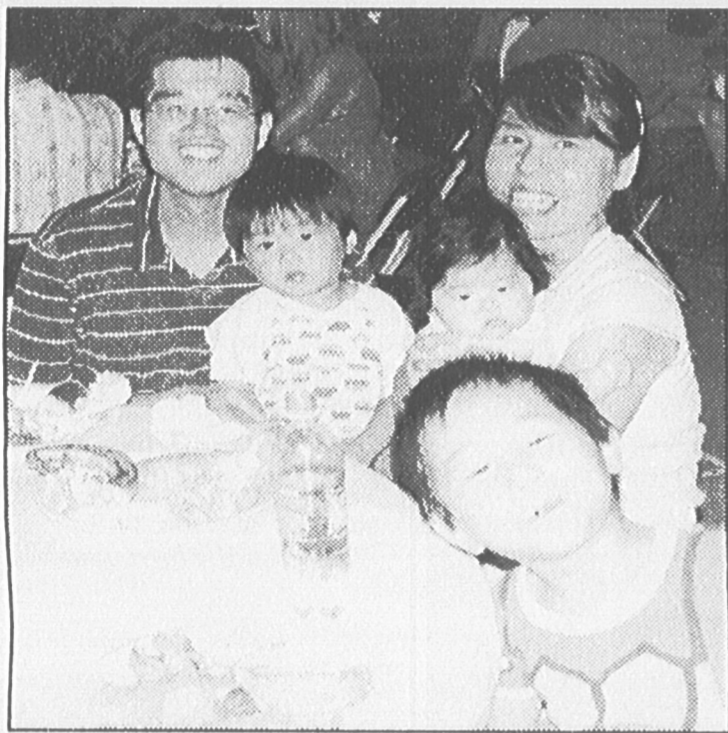
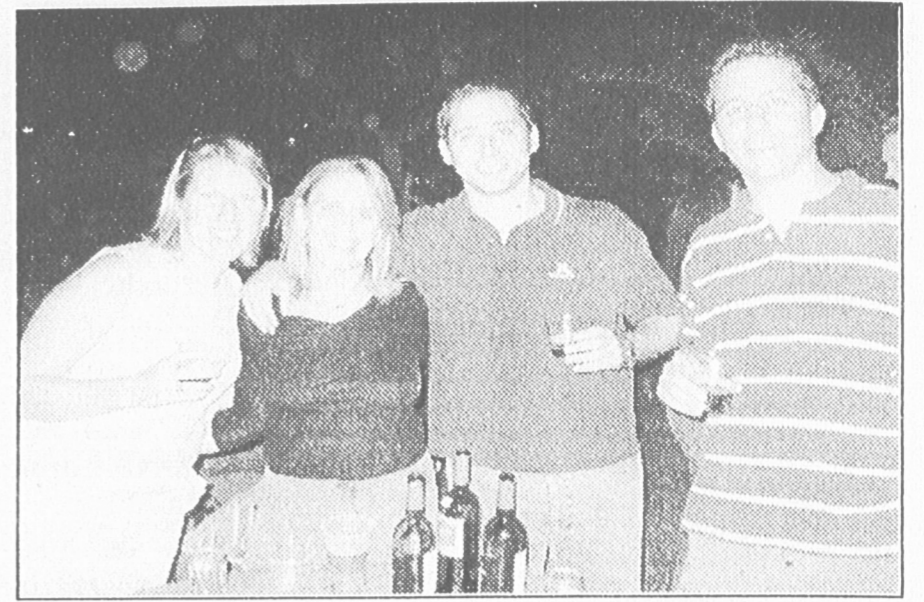
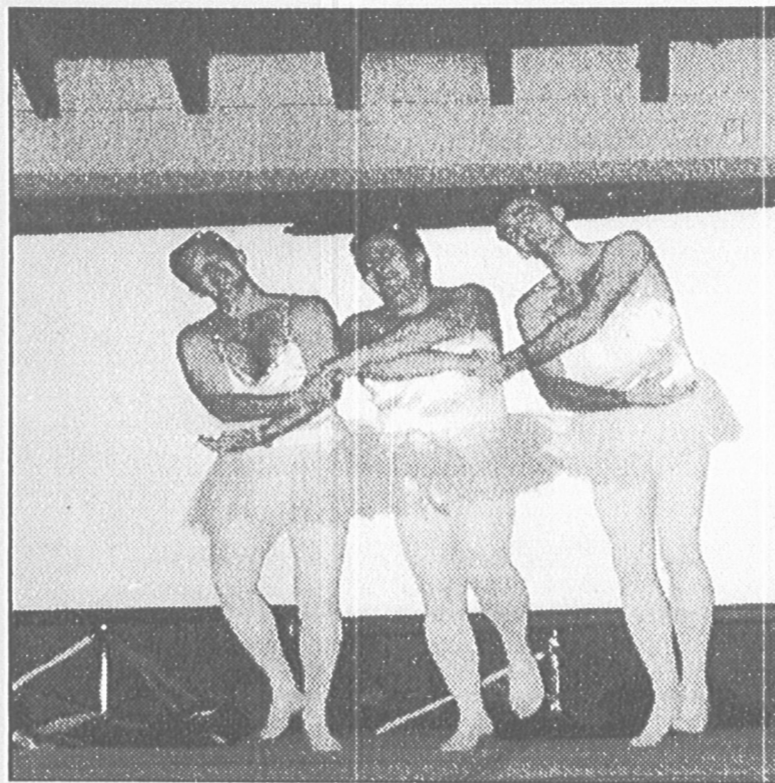
3. Our party will be greatly determined by your responses to this survey and the amount of money we have to spend.

4. We would like to include all students and their families in the party.

Please do not hesitate to contact me if you would like to make your voice heard and help organize Your Graduation Party!

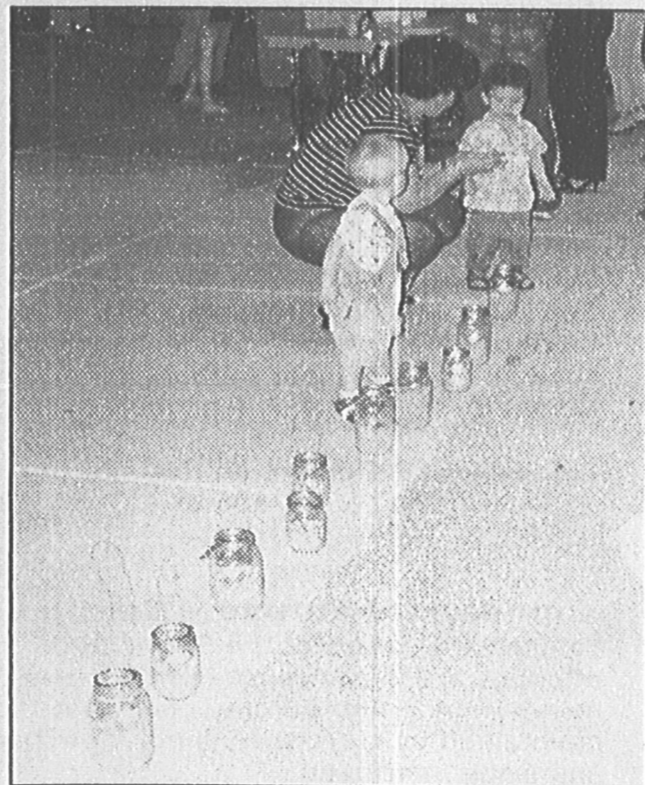
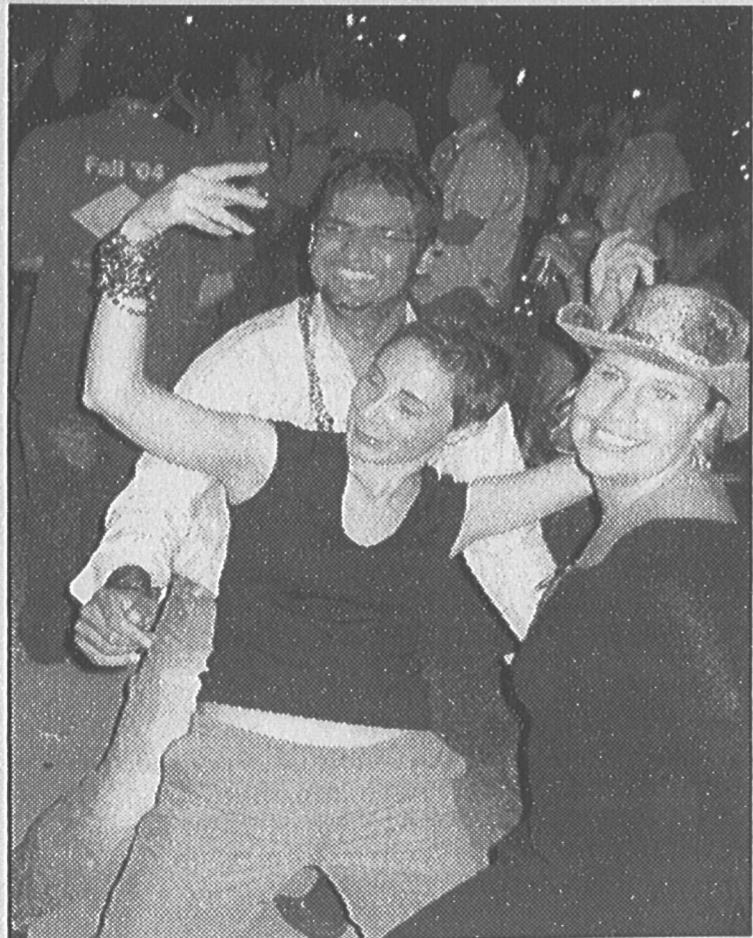
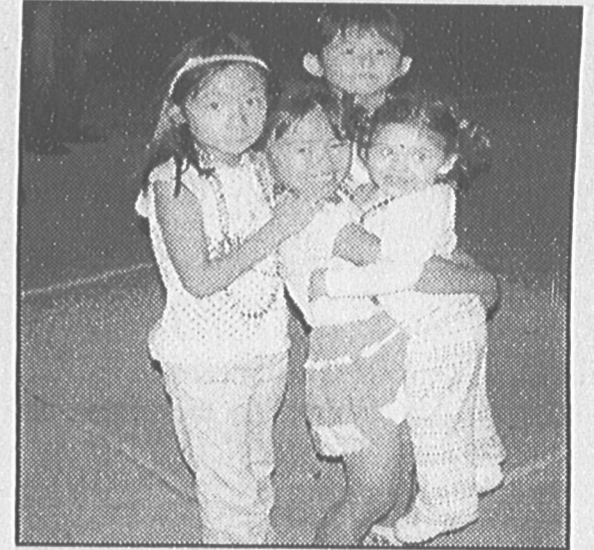
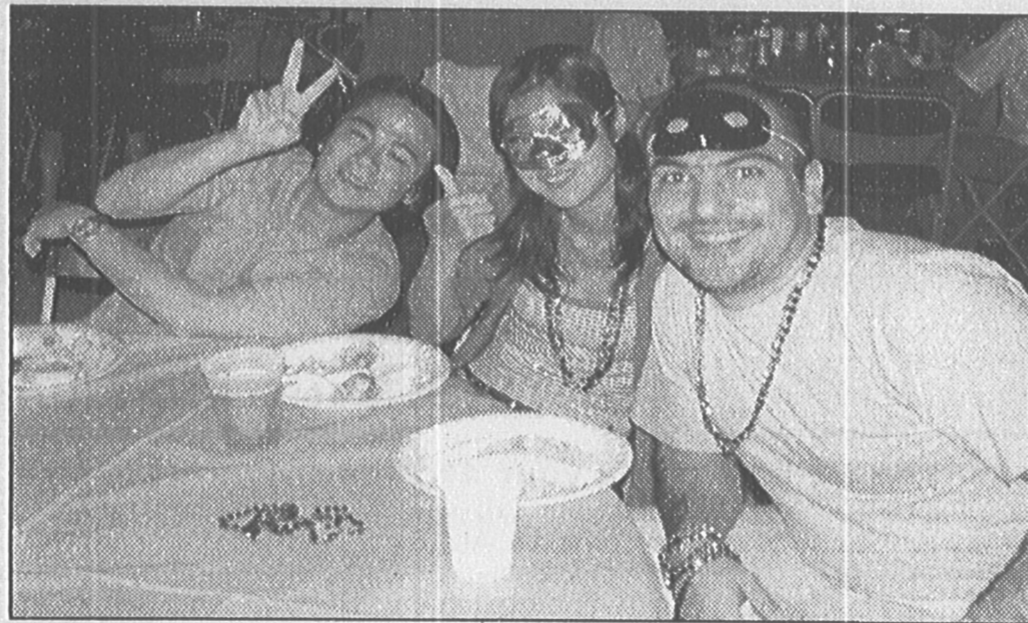
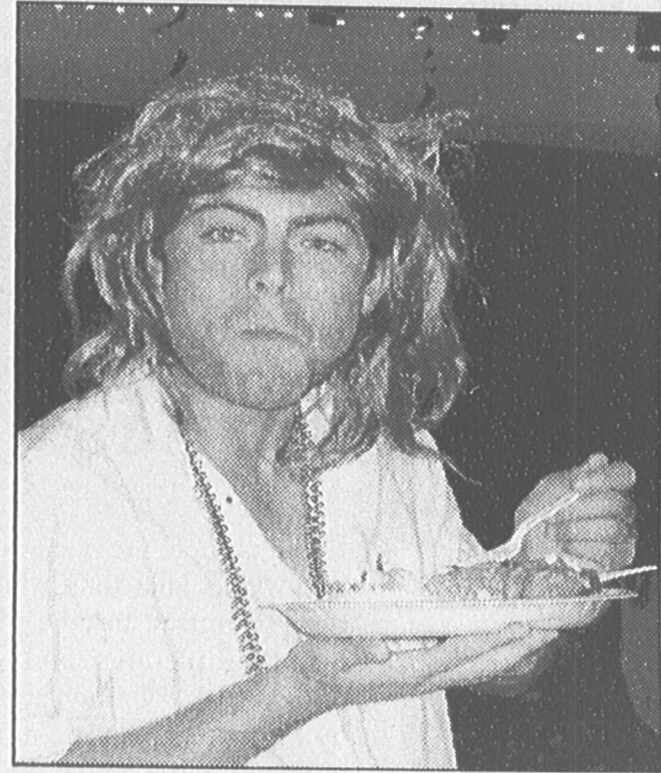
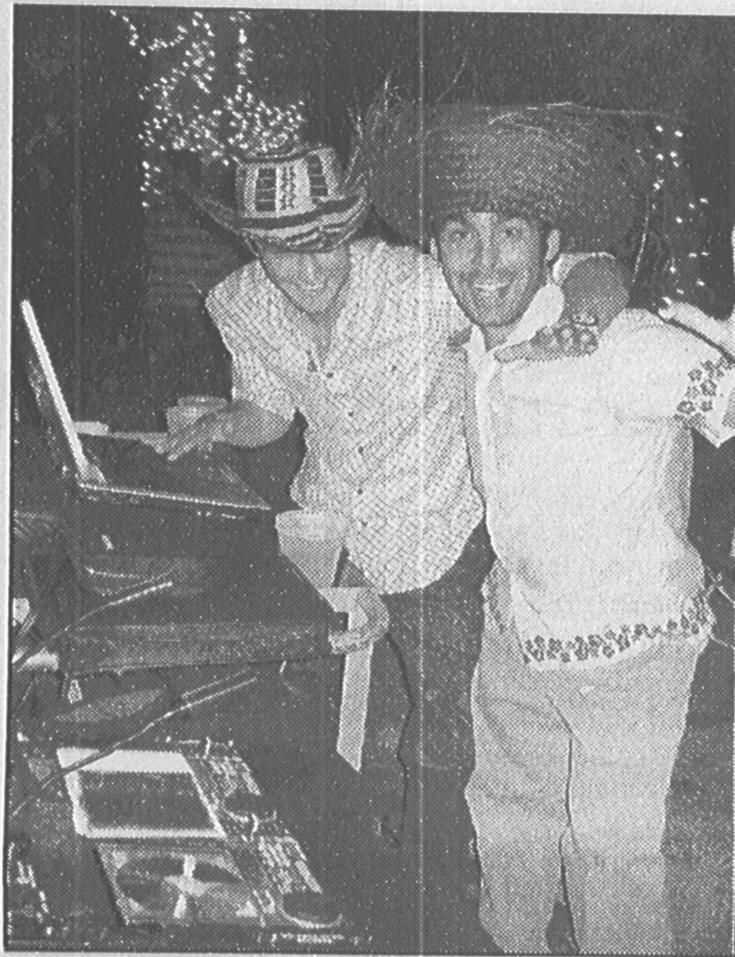
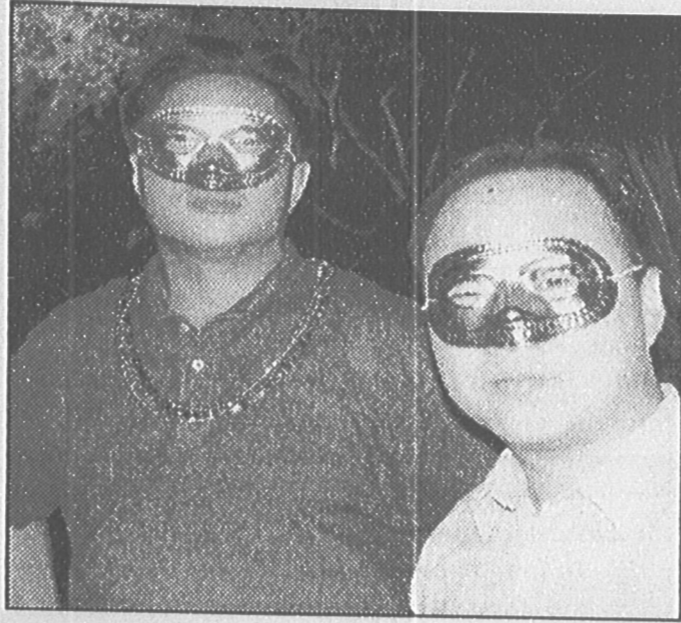
[miglesias@global.t-bird.edu](mailto:miglesias@global.t-bird.edu)





# REGIONAL NIGHTS

November 5, 2004



*Special thanks to our  
photographers: Gyuwon  
(Austin) Choi, Marcelos  
Iglesias, and Laura  
Libman!*

## Movin' On Up Thunderbird Europe Students Check in at *Le Residential*

By BRYAN STEWART  
U.S.A., Summer '05

Saturday, October 9, was moving day for the twenty some-odd students in the Thunderbird Europe program. For years the status quo for many students had been living in the town of Gaillard which is not exactly close to the Archamps campus. With the new Residential apartments at Site d' Archamps just across the street from the school, campus is more accessible than ever. The experience hasn't been all wine and



BRYAN STEWART

roses unfortunately. Continuing construction and under-furnished apartments have brought some friction between students and the administration.

The last bag was unloaded at two in the afternoon and students walked in with high expectations, eager to make their new rooms their homes for the next two months. The TSG Europe representatives had done a walk-through of Le Residential the week before, and the construction looked like everything would be ready for moving day. While students were pleased with the size of the rooms, there were already several concerns that needed to be addressed. The first of which was the laundry

situation. Le Residential had not, and at the time of writing this article, still has not, installed its laundry services. That leaves students with two options: 1) Sneak into the Grand Angle residence next door and use their laundry services; or 2) Make the trip to the closest Laundromat which is in St. Julian. The other concerns were the facts that the heating systems in the apartments were not working, and that hot water was in short supply. Those taking showers later than 7:30 am on the weekdays prepare themselves for an early morning ice bath. The construction that began on unfinished apartments before 8:00 am didn't help either. Added to the list of short-comings are

operating deadbolts, room-specific keycards, garbage cans and internet access.

Since moving in two weeks ago, students and administration have been in talks to find a way of compensating students for services that have yet to be provided. It is hoped that all the promised amenities will be in place in the coming week, but students are not expecting any miracles.

Students are making the necessary adjustments to their new surroundings as best they can. Those with cars have, on occasion, offered other students rides to St. Julian for grocery/laundry runs. Students have also explored the wide vari-

ety of cuisine in the food court located in the mall connected to Le Residential. There you will find everything from kebabs to Chinese food to pizza to some of the best crepes in Archamps literally right at your door.

The new housing situation is far from perfect, but hopefully, it will get resolved very soon. When everything is completed, Le Residential is going to be a fantastic place to live, and will really be an attractive selling point for the Thunderbird Europe program. Until then, students will battle for hot water, and hopefully no one is sick of eating kebabs.

BryanStewart@global.t-bird.edu

## Management Lessons from Archamps Housing Debacle

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

Missed deadlines, frustrated management, unhappy customers: the implementation of Thunderbird Europe's new housing option. Le



KOL HARVEY

Residential, demonstrates many of the problems we will face in our professional lives. And, as MBAs, we will be expected to find and implement effective solutions to such problems. Here are a few lessons we can all learn from the challenges posed in the construction and delivery of Le Residential housing:

**Manage expectations:** Consumers have consistently stated that the delays and incomplete facilities would not have been so frustrating if only they knew what to expect in advance. Promotional documents for the housing included a non-binding artist's sketch of the new units, price ranges but not exact figures, and a move-in date in mid-August. The vague information lets customers develop their own ideas of what they will receive and at what price. The specific deadline set an expectation of service that Le Residential was simply unable to meet.

**Communicate:** Somewhere in the myriad hierarchical levels between the construction workers and the prospective tenants, the reports on progress got twisted around as in an elementary school game of "Telephone." This led to even more frustration. The tenants would have preferred to hear the facts than an appealing message. The brutal truth is easier to handle than a series of half-truths. For example, the best part of the situation came when a group of students visited the apartments.

Even though the visit was over two weeks later than when it had been promised to take place, the resulting pictures and descriptions were very much appreciated by future tenants. The more communication the better; and it must be honest and accurate. If you don't know the answer, say so, and explain how you are going to find out and how you will report it to your stakeholders.

**Separate the people from the problem:** Blame can be, and was, shifted around to every entity involved in this debacle. Instead of wasting time deciding who is wrong, use the time to determine how you'll fix the problems. After all, in a situation like this, it is the problem – not the person – that needs to be fixed first. You can deal with the people (training, discipline, defining duties, contractual penalties, etc.) later on. Blame won't get things done any faster.

**Don't lower your standards:** Students demanded and expected top-quality housing. Few would say that is what they received when they moved in. While this fall's class is getting what past Thunderbird Europe students have said is the best housing the campus has had available in many years, the students were promised "the best" and should expect to get it. Similarly, Le Residential's developers promised Thunderbird that the apartments would meet certain standards. Instead of agreeing to "take possession" of "goods" that failed to meet these standards, students and the Thunderbird and Site d' Archamps administrators should have "refused delivery" and invoked all possible contractual penalties until the "product" was up to specs.

**Define responsibilities in advance:** Much of the finger pointing arose because it was not clear to students or to administrators who was responsible for

what parts of the process. For a project involving multiple companies, rules and responsibilities must be defined very clearly well in advance and communicated to all other parties.

**Focus on your strengths:** Neither Thunderbird students nor administrators are experts in construction management. It is the job of construction staff and managers, not students, to install shower heads, fix plumbing, supply functional door locks, and create construction status reports. Students should be

focused on learning. Thunderbird administrators should be focused on academic program management, faculty oversight and outreach to the European business community. Let the construction managers worry about providing laundry facilities and reviewing penalty terms of their contracts.

Construction projects are challenging in any nation, to say nothing of building residences for stakeholders from a half-dozen countries in a transnational region. While only a few of us will end up in the construc-

tion industry, the problems we will face in future jobs will be very similar and these lessons should help. The Fall 2004 Thunderbird Europe students can cite valuable, practical, hands-on project experience in addition to their coursework, and we can all learn from their experience.

kharvey@global.t-bird.edu

### Academic & International Services Announcements

#### ATTENTION INTERNATIONAL STUDENTS:

##### Is your Arizona Driver's License Expiring?

If your Arizona Driver's License is about to expire, and you need to renew it, please come to Academic and International Services before you proceed to the local Motor Vehicle Division. AIS have been working closely with the Glendale Office on 59th Avenue between Greenway and Bell Roads. The Glendale Office is familiar with our students and the type of immigration documents that you will need to present to justify a license renewal. We will provide you with a letter of request and advise you regarding the documents to present to the customer service representative.

##### Social Security Administration's New Rule Regarding Assigning Social Security Numbers

On October 13, 2004, the SSA revised its rules for assigning SSNs to F-1 international students. Students must now show evidence that they are employed or are eligible for employment. Students with on-campus employment must provide documents from Thunderbird to support evidence of their employment. Students working in the U.S. on Curricular Practical Training (CPT) must show the employment page of their I-20 as proof of employment. Students who are granted Optional Practical Training (OPT) must show the Employment Authorization Document (EAD/OPT card) as proof of work authorization in the US. F-2 dependent(s) are not eligible to receive an SSN.

For further advisement on this matter please contact Academic and International Services at 602-978-7806 or AIS@t-bird.edu or come by and visit with an advisor.

##### Thunderbird Europe – Spring 05 – Spaces Still Available

You can still apply for the Spring 2005 trimester in Archamps. Applications and course offerings are available on the Overseas Campuses' MTB page. For more information about Thunderbird Europe, check out the Thunderbird Europe MTB page. This page is maintained by current students in Archamps. You can find company visit, internship, and living information.

## Archamps Honor Council and Ethics Lectures

By SEAN G. DOUGHERTY  
U.S.A., Fall '05

On October 1st, Dr. Samuel Gregg from the Acton Institute in Grand Rapids, MI. gave a lecture on 'Ethics, Finance and Responsibility' at Thunderbird Europe. The lecture lived up to expectations and the implications of its title. Dr. Gregg captivated the audience for nearly an hour, followed by a discussion lasting nearly another hour. Dr. Gregg came to the Archamps campus through the efforts of a first trimester student, Michael Miller. The lecture also marked the beginning of a tradition for



SEAN A. DOUGHERTY

the Thunderbird Honor Council in Europe. We will begin a lecture series on ethics and honor code issues, hopefully continuing for the foreseeable future.

Dr. Gregg's lecture clearly came off as a success. The captivated students represented a majority of the student body studying at this campus. Dr. Gregg addressed the modern views of capitalism and business-people in the context of the modern corporate governance crisis. He claimed that capitalism presently holds negative connotations and that business-people are seen as evil; but, he challenged these perceptions. First, he discussed the root of capitalism in Marxist philosophy, and suggested that rather than capitalism; a more apt term would be commerce. This term more accu-

rately indicates the prosperity and other benefits involved in capitalism.

Next, he addressed business as a profession. His arguments rested on Aquinas and Aristotelian foundations. Aristotle argued that politics is the highest calling because the opportunity for the greatest achievement and the greatest virtue lie in the same path as the opportunities for the greatest evil and corruption. Dr. Gregg made a parallel claim for the profession of businesspeople. President Cabrera has extolled the potential for greatness in the profession, yet Dr. Gregg went further. First, he exclaimed, business is a noble profession, followed by the statement that the greatest opportunities for virtue lie in business. He used the develop-

ment of personal responsibility, trust, and other values as his examples. Finally, he also touched on the problem of charity and personal motivation, and something akin to achievement ideology. In giving this lecture and answering our questions, he managed to draw on cases from one end of the globe to the other. Clearly, this lecture was enjoyed by all, and left us looking forward to similar events in the future.

The Honor Council has invited Dr. Yahi Zoubir, the program director of Thunderbird Europe to speak to us on the topic of 'Ethical Practice Implementation across Cultural Lines' in November. Dr. Zoubir holds a doctorate in cross cultural studies. Following this lecture, we have invited Mr. Miller to

lecture to us on the topic of one of his masters' thesis, 'Intellectual Property Rights.' The hope here is that a series of lectures, seminars and panel discussions will encourage participation, ownership, and adherence to the code of honor at Thunderbird The Garvin School of International Management. Given the occurrence of boardroom level corporate malfeasance in these times, the actors of the Thunderbird Honor Council in Europe hope to put us happily on a course to lead to world in ethical business practice and compliance issues.

seandougherty@global.t-bird.edu

## T-birds in Paris

By STACEY ALYSE WEISER  
U.S.A., Spring '05

One of the perks of going to Thunderbird Europe is that, well, you are in Europe! A few weeks ago T-birds Cheryl Chapnick, who is interning in Paris, and Stacy Alyse Wieser, who is attending Thunderbird Europe, had an adventure in The City of Lights. The following details their exploits.

SA: I took the TGV fast train from Geneva to Paris and was picked up by Cheryl at the station. We took a taxi to her neighborhood in the Latin Quarter. She is in Saint Michel, in an old four story building that is ADORABLE. I kept remarking that I felt as though I was in a Harry Potter book- the floors were uneven, some apartments had no landing before them, and the spiral staircase went up all four flights of stairs. It was very cool.

Cheryl: From there we went to Creperie Saint-Germain and we had savory crepes and of course, a bottle of wine. I am on a mission to try all of the creperies in my neighborhood. The next day we took a tour in English at the Louvre. Of course, I thought there was only two tours that day, and I really wanted to make the 11:30am, so I rushed Stacy Alyse out of the house only to find out the tour was really at 11am and we had already missed it.

SA: This was my first time experiencing the ruthless pace of Cheryl's "we-must-see-everything" brand of tourism. My only tactful comments are it is efficient, and I indeed, saw everything.

Cheryl: There was another tour at 2:00, so we went for a leisurely lunch at a café in the Tuilleries garden. Once you do the tour, you enjoy the modern technology of the headset, where you can hear the tour guide speak even though you aren't right next

to her. It was a great way to see the highlights in a short period of time. Venus de Milo is still missing her arms, as is Winged Victory (though they found her hand). The Mona Lisa has as many people in front of her as I remembered 12 years ago. Later, I was forced to buy and read "The DaVinci Code," since part of it takes place in the Louvre.

SA: That is on my reading list for the flight back to the U.S. I actually think that I enjoyed the architecture of the Louvre as much as the art - it was just incredible. After the Louvre, we saw the Arche de Triomphe and Notre Dame. We then had a lovely dinner at "Creperie des Arts" which had one of the same chefs from the previous night - I wondered if they were owned by the same people. The next day we learned how to make petits fours at Le Cordon Bleu cooking school. Neither of us have true culinary inclinations, but we thought, we are in Paris, so why not?

Cheryl: The pastries tasted great, but I don't know if I'd make them again, because at school there were assistants cleaning the dirty utensils, and I don't have that feature in my galley kitchen here. It seemed to take



a long time to make all those petits fours, and it might just be easier to buy them.

SA: I brought three boxes of pastries back to campus with me. The other students enjoyed them and are under the impression that I can actually cook! Also, some of the student spouses now have this excursion on their "to do" list.

Cheryl: After class, two fellow bakers joined us, Patty and

Erin, and we walked by the Eiffel tower, took a boat ride along the Seine at night, and went to dinner at a "Creperie Saint Andre des Arts." In our rounds of all the creperies on my street, the first one we went to was the best. This is a common practice I think, since at

the table across from us there were sitting three women that had been sitting across from us the night before at a different creperie.

SA: Since we were in Paris, we rounded out the evening at the Irish bar across the street from Cheryl's apartment. We had heard it all night the prior evening, as it is open until 5am on weekends.

Cheryl: Some nights there is

singing in the streets that I can hear all night long. It is funny to see an Irish bar packed with French people, but it is really easy to order drinks, because I can do that in English.

SA: I thought it was funny that a pint of beer costs more than a bottle of wine. The next morning (or rather, a few hours later), we went to "Paul's" a bakery café for brunch. It was delicious. I then purchased some French hosiery, quickly used an internet café, and then caught a taxi just in time to make the fast train back to Geneva.

Cheryl will be in Paris for the next 6 months, and Stacy Alyse plans to return there before she leaves Archamps. If you have questions about their adventures, or Thunderbird Europe you can email Cheryl at: CChapnick@global.t-bird.edu or Stacy Alyse at: wieser@global.t-bird.edu

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# Global Reunion in Shanghai: A Great Way to Spend a Weekend

By GEOFFREY SANDERS  
U.S.A., Spring '05

The plane ride was nearly apocalyptic. Fourteen hours crowded next to a stranger of questionable hygiene, missing teeth and a leer of undecipherable intent, it was the ultimate trial of self restraint.



GEOFFREY SANDERS

Your courageous reporter remained placidly seated throughout the flight thanks to the wonderful variety of potatoes that understanding stewards served to pilgrims in obvious need.

I culminated that experience in the airport of a vibrant Chinese city. A thousand illicit cabbies come up offering transport to my hotel (for only twice the locally established price!) Memories flooded my fatigued psyche. My lips form a constant litany of "no, thank you." Eventually this polite phrase abbreviates itself into the single word idiomatic response for "get lost." Cabbies accept this good

naturally as they clue into the fact that I speak Chinese. Despite my seeming rudeness, a smile plays across their lips: their speech is larded with phrases considerably more scatological than my phrase book contains. For this traveler, it's their smiles that start the heart pumping, regardless of the level of exhaustion. I am in the home of my heart.

After the fun at the airport comes a cab ride with a driver expelled from NASCAR for unnecessary roughness and inappropriate velocity. I arrived at the hotel, checked in, and settled down for a good rest.

Waking up the next morning, I realized that I still had about twelve hours before the opening ceremonies, and decided to hit the markets for a bit of the true cultural and national pastime of China: haggling with vendors over third tier quality goods for a difference of pennies in price. After purchasing several small items that I don't need (and truth to tell, didn't even want) it was back to the hotel. Then I don my secret uniform: a three piece suit

that transform me into Super Business Person.

At six o'clock, the ceremonies began. At first, people were simply wandering around,



Arturo Amado, Matt Moore, Philippe Boujon, and Geoff Sanders

looking at the name tags we were each asked to wear, trying to find anyone that they may have known while in school. Eventually settling into small clusters, we had our first chance to talk with the alumni who were present.

I can't speak for the others that were there, but the level of entrepreneurship in the room truly amazed me. The majority of people present were not employed by the MNC's, but had

put in their own legwork, their own research and had begun their own companies.

No one epitomized this entrepreneurial spirit more than the main speaker and sponsor of that first night, Merle Hinrichs '65. Though you may not be familiar with his name, you most certainly know his work, and are the beneficiary of his generosity (i.e. the IBIC). Mr. Hinrichs began his company in 1971, in Hong Kong, a region of the world that though well thought of at the time, had certainly not materialized into the economic powerhouse that it would become.

After a brief introductory note by both Mr. Hinrichs and Dr. Angel Cabrera, we were treated to a lion dance, an opening ceremony rife with historical and cultural meanings, not to mention some very well aged sherry and ports. We were released to return to our beds in a very mellow mood. The following days would be spent in seminars.

Over the next two days we were treated to experts in

innumerable fields telling us the state of business in Shanghai. There were three different panels to choose from, depending upon your individual interests: operations, marketing or finance. And from what I gather, as well as my experience in the operations panel, those that were leading the discussions were knowledgeable and eager to share their knowledge with those gathered.

Not that our entire time in Shanghai was spent cloistered in dusty hotel conference rooms. Each night, there was a sponsored dinner at a different restaurant, providing not only excellent food, but also a great opportunity to talk and network with the alumni that were also in attendance (not to mention the after parties in the bars).

All in all, I'd say it was well worth it to miss the career fair for this unique opportunity. It's certainly not the kind of thing that comes along every day, and how often do you get a legitimate excuse to fly to a different continent for the weekend?

sandersg@global.t-bird.edu

## Global Reunion Sees \$300,000 Donation by Alumnus

By MATTHEW MOORE  
U.S.A., Fall '04  
TSG Institutional Advancement

Shanghai: Oct. 16, 2004 3am. Five people (Japanese, Chinese, French, Panamanian and American) packed in a taxi riding around the city in search of the hotel, lost but enjoying every minute.



MATTHEW MOORE

Working and having fun together in a way that can only be understood by T-birds, this truly global experience is typical of our unique characteristics. Like the car full of students, the Thunderbird Global Reunion was also a truly global experience. The event drew more alumni than expected from various regions of the globe, and was certainly a tremendous success. The theme of the conference, "Doing Business in China" presented great insight into the dynamic market, and opportunity that exists in China.

As a student, it was good to see the various careers that alumni have pursued. This included a wide range of industries, as well as many alumni who also own their own businesses. The alumni were quite approachable, and were generous in sharing their experience, advice, and ideas with fellow

alumni and students.

The alumni I spoke to were very impressed by Thunderbird's new President, Dr. Cabrera. They were supportive of his ideas and direction for Thunderbird, and seemed most astounded by his willingness to listen to their experiences, ideas, and personal visions of what Thunderbird should be.

One of the highlights of the conference was Merle Hinrichs' (class of 1965) donation of \$300,000 to Thunderbird for an Asian student scholarship. This donation will help Thunderbird attract top talent from Asia thus further strength-

and vision shared by T-birds. Our community is not confined to political and geographic divisions that the traditional world maintains. Neither is our way of thinking, which allows us to traverse borders with ease, and accept different cultures in a warm and understanding manner.

After attending TGR, and experiencing the tremendous immersion in the mysterious and wonderful culture we share as T-birds, I truly believe we are on a cutting edge of a new paradigm that will shape the future of business and international relations. We are a part of a unique culture that combines positive attributes

of many different cultures in addition to new characteristics born from our collaborative pursuit of cooperative success. The world will learn from us. We will each leave Thunderbird with the ability, potential, and responsibility to make a difference through our various careers, interests, and interactions with those around us. Truly Global is more than a brand for our school; it's a culture, our Thunderbird culture. In time each of us will understand it. Then as we lead, the rest of the world will follow.

MatthewTMoore@global.t-bird.edu



Kent Wong '04, John Xue '90, Arturo Amado '05, and Matthew Moore '05 share a meal at the TGR

ening the Thunderbird community. This very generous gift, or investment as referred to by Hinrich, demonstrates the unique opportunity each individual has to invest in our Thunderbird community.

The thing that most impacted me from the Global Reunion experience was the tremendous sense of community

## Use Your MBA Learning to Find A Job

By SCOTT REISING  
U.S.A., Spring '05  
CMC Chair

Beside coffee, my cat and my fiancée, the things that keep me up at night include the inevitable career search. Maybe it concerns you as well. I tell a lot of people to 'be positive' and 'work at it.' That is not very complex advice. Perhaps it is not enough to get the job done, so I thought a bit more and wondered if the inevitable career search actually ties into all our other learning in our MBA program.



SCOTT REISING

*I thought a bit more and wondered if the inevitable career search actually ties into all our other learning in our MBA program.*

**Finance Class:** How much you invest, is directly related to how much you have in the end. Time is the investment medium. Portfolio management says something about not having all your eggs in one basket. People without large sums of capital, see professional advisors so that, in the future, they may accumulate enough for retirement. Maybe CMC acts as a portfolio manager - they can't make you ultra wealthy in one day. But they have some clients that have done, and are doing, extremely well. What are they

doing? In that sense, recall that come clients save a bit more each year, and thus are more productive in their investments.

**Marketing Class:** too obvious to include here. Somewhere someone did some research and found that heavily advertised products generally sell more than products that receive no advertising or focus.

**Leadership Class:** Did those guys at Nike 'just do it'? Or was it handed to them? My friend Warren Buffet, who also hales from Omaha - did he keep pursuing his goals, knowing they would work out, regardless of some negative blockades to his success? Do business leaders want to hire more leaders who are optimistic

and can take something negative and turn it (somehow) into something positive? Or are they running around trying to hire people who simply stop work when confronted with a problem? Do the people that eventually make it to the big boardrooms, sit back in leather chairs and lament at problems and obstacles in their business, and then try to get the rest of their team to focus on failure and giving up? Or do they know obstacles do exist and will always exist and formulate ways to get around those obstacles?

Continued on the next page

## TGC Member Randy Bollig Earns First Student Involvement Award

By REGULA SCHEGG  
Switzerland, Spring '05  
TSG President

The Thunderbird Global Council (TGC) for many years has been a tremendous support to Thunderbird and to T-bird students. Last spring, under the presidency of Sharon Jayakumar, TSG pulled together the TGC Student Involvement Plan. This is a plan, which had the purpose of formalizing and tracking TGC's contribution to the students.



REGULA SCHEGG

At the semi-annual meeting of the Thunderbird Global Council Members in September, TSG had the opportunity to present the plan to the TGC members, in the hopes of invigorating their commitment, as well as presenting a new opportunity for them to interact with the student body. An example of this is club mentoring as part of our "Club to Association"

Initiative. (For further information on this program, contact Geoff Gougion, TSG Marketing & Communication Chair.) In addition to this update, TSG, in your name, had the pleasure to recognize the Global Council for its efforts in benefiting the student body. We planned to have an award ceremony to acknowledge the TGC members' commitment to students overall, and also recognize one TGC member in particular, as the first recipient of the TSG Student Involvement Award. The award is our means of saying "THANK YOU," will in the future be presented semi-annually to one TGC member.

Giving an award for *Outstanding Contributions to Students* to a TGC member, especially for the very first time, was a sensitive assignment. Why, because ALL our TGC members are exceptionally committed to Thunderbird students. All members devote significant amounts of time, energy and money to helping us T-birds as we move through our program and well beyond.

However, we decided

for Randy Bollig, T-bird Alum of 1991, as the first honoree and recipient of the award for extraordinary commitment. He typifies what the TGC commitment to Thunderbird is all about, both at a personal and organizational level. Randy joined the TGC in 1999, and immediately became the "point person" for Thunderbird's relationship with Intel. While the Thunderbird Intel relationship has been in existence for more than 15 years, it was with Randy that the relationship moved to a new and higher level. Whether it is in the areas of recruitment, supply chain management class projects, resume critiquing, mentoring, case competitions, corporate visits, our recent brand management launch of "Truly Global," bringing Intel speakers, or introducing Thunderbird to many Intel business units and regional contacts, Randy Bollig with his persistence has been the person who made it happen. It is thanks to Randy that the Thunderbird/Intel relationship has been sustained, deepened, and has led to internships, schol-

arships, and jobs for us as part of the T-bird Corporate Partners Program (see side article). His commitment has added tremendous enrichment to our institution and our education. We thank Randy Bollig very much for his enduring commitment to our institution.

In addition, the Thunderbird Student Government, in the name of the student body, thanks all members of TGC for their enormous dedication to our institution. Internships or full-time employment, mentoring, and scholarships, in-class projects and high profile event sponsoring helps us all. The members of the Global Council with their contributions, assist us in becoming TRULY GLOBAL LEADERS of the FUTURE.

*If you want to know more about the TSG Student Involvement Plan, please send me an e-mail (RSchegg@global.t-bird.edu) or visit me during my office hours Tue/Thu 2:30 - 4:30 pm.*

## The Global Corporate Connection

You might already have heard about the Thunderbird "Corporate Partners" program and wondered what it is? It is the Thunderbird Global Corporate Connection.

A product offered by our Client Relations, Joy Lubeck, Managing Director and her colleagues, to offer businesses the opportunity to connect with an unparalleled global network of Thunderbird resources to advance corporate strategic objectives. It is the opportunity for companies to collaborate with business and industry to foster innovation, entrepreneurship and globalization that are the hallmarks of Thunderbird. This Corporate Partners Program includes:

- Talent recruitment
- Executive Education
- Faculty research, consulting & case study development
- Class projects
- Corporate visibility and access to the Thunderbird network through scholarships, sponsorships and speaker opportunities.

The partnership does not only offer much to companies, but also to you as a Thunderbird student through initiatives specified above.

*If you want to know more, please contact Joy Lubeck, Managing Director, Client Relations, at lubeckj@t-bird.edu, Tel 602-978-7138.*

## TSG President and Vice President Elections are Coming

By REGULA SCHEGG  
Switzerland, Spring '05  
TSG President

On November 11, 2004, the TSG Presidential and Vice Presidential elections will be held. You can vote between 8:30 and 4:30 online, or between 11 am and 2 pm in the Pavilion. The debate between the President's candidates is taking place on Tuesday, November 9, 2004 during the dead hour in the Commons.

We strongly encourage all students to attend the debate where we will learn about the candidates' intention for their presidency term. The debate will also provide you with a platform to ask your questions and listen to the candidates' answers. The debate is a great opportunity to make up your mind for the person who will lead the Thunderbird Student Government for the spring and summer 2005 term, who will act as the liaison and facilitator

between students and administration/faculty, and will represent you in many different occasions.

The elections are deliberately held early in this trimester despite the fact that the new leadership team will only take over by January 2005, the spring term. This early election has the purpose to ensure a smooth transition between the current TSG and the incoming TSG. It will provide the new President and Vice-President sufficient time to appoint a new

team and work with us during the last couple of weeks before the fall trimester ends. To be successful and make things happen, it is crucial to early on have plans for the terms to come and carry on our work and initiatives. Consistency is important if we want to be a strong force on campus.

Please attend the debate, and go and vote! Your voice reflects the new TSG team. We appreciate your interest in TSG and our student initiatives. [RSchegg@global.t-bird.edu](mailto:RSchegg@global.t-bird.edu)

## Find the Career You Want

*Continued from previous page*

Do they say '... there is an obstacle that should not be there. Somebody should take care of that....'? A great man once told me 'Life is hard.'

**International Development Class:** Thunderbirds promote themselves as being the people on the ground actually working to get the job done, as opposed to only being employed as corporate strategists. As soon as you craft a way to achieve a goal in a developing country, you realize that huge challenges lay in wait. People, logistics, and social conditions will fight you every bit of the way. Have you prepared for this and crafted a strategy that will nonetheless work? What is your career strategy?

Are you totally committed and full of creative solutions or have you used all your creativity in lining up excuses? Be careful in that many people in

many positions will actually accept those promising yet fruitful excuses. They will tell you that you are right. When you walk from their office, feeling validated, the only problem left is that you still don't have what you wanted in the first place!

**Naysayers Class:** The new Dean is adding this to the course next year due to popular demand. Actually, I can hear the reasons why this is a bad article already, with detailed reasons and better examples of why the above ideas are pointless and won't work. The only problem is that being right about this, although vindicating, may also combine well with the absence of the exact career one is pursuing.

[scottreising@global.t-bird.edu](mailto:scottreising@global.t-bird.edu)



## \$\$\$\$\$\$ Big Bucks! \$\$\$\$\$\$

By JIGNESH GARDI  
India, Spring '05  
TSG Treasurer

The total amount of funds to be spent in the Fall 2004 trimester is \$75, 825, split amongst all different clubs and activities as indicated below. After the first module, TSG might reallocate funds depending on the planned activities for the 2<sup>nd</sup> module and the money that has not been spent in the 1<sup>st</sup> module despite initial plans.



JIGNESH GARDI

When budgeting, we particularly considered professional and social events that are open to the entire student body. We also prefer to invest in tangible items, such as equipment for sports and other clubs. In addition to promoting professional events, we also emphasize

speakers in addition to the global speaker series (organized by the school.) Obviously, the cultural nights are of importance and provide us with the necessary opportunity to better understand different cultures and their heritage. Therefore, a substantial amount of money per trimester is spent

for the planned four cultural nights.

The budget is posted on the TSG MTB page. If you have any question, please contact our treasurer, Jignesh Gardi.

[gardij@global.t-bird.edu](mailto:gardij@global.t-bird.edu)

### Budget Breakdown...

Allocation	Percentage	Amount
Professional Clubs	22.78%	\$17,270.00
Sports Clubs	9.57%	\$7,257.00
Regional Clubs	10.88%	\$8,250.00
Special Interest Clubs	4.68%	\$3,548.00
Cultural Nights	27.70%	\$21,000.00
TSG Admin Exp	3.96%	\$3,000.00
Gala Fund	15.83%	\$12,000.00
TSG Initiatives	3.96%	\$3,000.00
DAS TOR	5.28%	\$4,000.00
Contingency Fund	0.66%	\$500.00
<b>Total</b>	<b>100.00%</b>	<b>\$75,825.00</b>

## T-birds Storm NSHMBA Career Fair

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

In the week following Thunderbird's career fair, many T-birds headed to Texas to do it all again at the National Society of Hispanic M B A ' s (NSHMBA) annual conference. Although the event targets the Hispanic community, everyone is welcome. NSHMBA seemed especially popular with foreign students since many of the companies were willing to sponsor visas. More than 80 T-birds took advantage of the opportunity to stop by the 200+ company booths. I was one of these T-birds who made the trek to Texas.

The career fair, which ran Friday and Saturday, October 22nd and 23rd, was almost overwhelming at first because of its size, but a map and large company displays made finding my way around manageable. The breadth of industries represented at the event was impressive and included companies in consumer goods, pharmaceuticals, automotive, entertainment, defense, government, banking, sports, high-tech, telecom, energy, retailing, and more.

Although the event lasted two days, I had to budget my

time (and resumes) due to the quantity of companies. Without a plan, it would have been easy to become distracted talking to organizations I didn't want to work for and miss out on those I did. Many T-birds had interviews lined up in advance but-lucky for me-there was also plenty of opportunity to score interviews by talking to recruiters at the booths. Several especially enterprising recruiters roamed the main aisles to grab people as they walked around.

In addition to the large student turnout, Thunderbird's CMC was present to network with potential recruiters and to man a booth highlighting the school. The booth turned out to be an excellent place for students to drop off bags of goodies collected from company displays. Thermoses from Ingersoll-Rand, umbrellas from Novartis, beer from Coors', snacks from General Mills, and first aid kits from J&J were some of the more popular give-aways. The best "swag" came the second day when recruiters were trying to get rid of their supplies so they didn't have to re-pack it. I managed to get a set of special edition cars from Ford and a polo shirt from Novartis, someone else got a T-shirt from Harley and a portfolio from Raytheon, and one T-bird scored a nice warm-up suit from Nike. It was amusing to watch the recruiters start to raid each other's booths

for trinkets at the end.

Although most T-birds reported a good experience, there were also stories of recruiters who were unprofessional or rude, and not everyone has the same rate of success in securing interviews. Overall, having "Thunderbird" at the top of a resume seemed to generate positive responses from recruiters. For instance, the representatives at Pfizer referred to one of their auditing departments as "Thunderbird East" because of the history of T-birds working there. DaimlerChrysler also remarked positively on the number and caliber of T-birds they talked to.

Of course, heading to NSHMBA wasn't all business; there was plenty of time for fun, too. T-birds took to Fort Worth and Dallas with gusto, hitting restaurants, bars, and other night spots. The late nights did take their toll, but it would have been un-T-bird-like not to investigate the local culture. In the end, I am very glad I attended NSHMBA and it sounds like most other T-birds felt the same.

Becky@global.t-bird.edu



## Fall Career Fair Brings Companies to Glendale

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

Nearly 40 companies met at the Embassy Suites for the Career Fair on October 14, 2004. With anticipation, and a little fear,



MARTHA SHEEHY

students and alumni talked with recruiters from companies like Siemens Medical Solutions, Exxon Mobil, Dell, Johnson & Johnson, Clorox, Cisco, RCI, ING, and many more.

As one of the many corporate liaisons to these companies, I also had the opportunity to lend a little hand behind the scenes. After a few advance meetings to discuss our roles, many of us assisted our recruiters during their company presentations on Wednesday, October 13. During these presentations, the recruiters gave insight about their companies and their available positions. Many of the advertised jobs included market research, special analysts, in-country representatives, and positions within corporate management development training programs and often included positions for which they were hiring immediately or in the near term.

In addition to assisting during recruiter presentations, being a corporate liaison gave special access to recruiters via the welcome reception, career fair set up, and the social hour held after the fair was complete. These times were used to gain additional knowledge about the companies as well as to network with some prominent firms. I would highly recommend this experience to anyone looking to expand their professional networks.

While my experience as a corporate liaison was very positive, feedback from career fair attendees was mixed. Many students claimed they were happy with the quality of companies and landed as many as four interviews (many of which were held on Friday, October 15). Still, others were frustrated by the lack of brand management related positions. Perhaps the strongest frustration felt by some of the students was the lack of a strong showing by finance companies/positions.

Despite the frustrations, the fall Career Fair offered the opportunity for all of us to meet face-to-face with some of the hiring parties (or hiring influencers), to practice our 30-second commercials and interview skills, and to broaden our professional network.

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## Spring Career Fair is Just Around the Corner!

For those of you new to campus or for those who are just now beginning to focus on your career search, we would like to provide an update one of the upcoming events, for which you will need to prepare or plan to attend - The Spring Career Fair. The Spring Career Fair is the second of the two held each year (the other one will be held in October 2005).

In the MBA recruiting cycle, MBA students interview for summer internships during the spring. As such we receive the most intern postings during this time. At Thunderbird, where you are able to complete an internship any trimester, this is the best time to identify and pursue summer internships. However, in February of 2004 many employers took advantage of their trip to seek out full time candidates as well. Employers who made these trips to Glendale hosted numerous presentations to provide information about job opportunities, hiring practices, and corporate cultures.

What does that mean? You need to have: your resume polished, your 30-second commercial committed to memory, several positions identified - both full time and internship - and your interviewing practice completed by February 1st.

A job search is not a one week pursuit, but a constant vigil to determine what you want to do, where you want to go, and how you are going to get there. The CMC is here to help you with that journey. Watch the CMC MTB page and visit with your career advisor today. Keep watching your MTB front page for CMC updates on activities on campus.

### Lynne Fiore, N.P. WOMEN'S HEALTHCARE

How's the first semester going? Busy?

Well, Stay Healthy and in charge of your life while you have so many demands on your time.

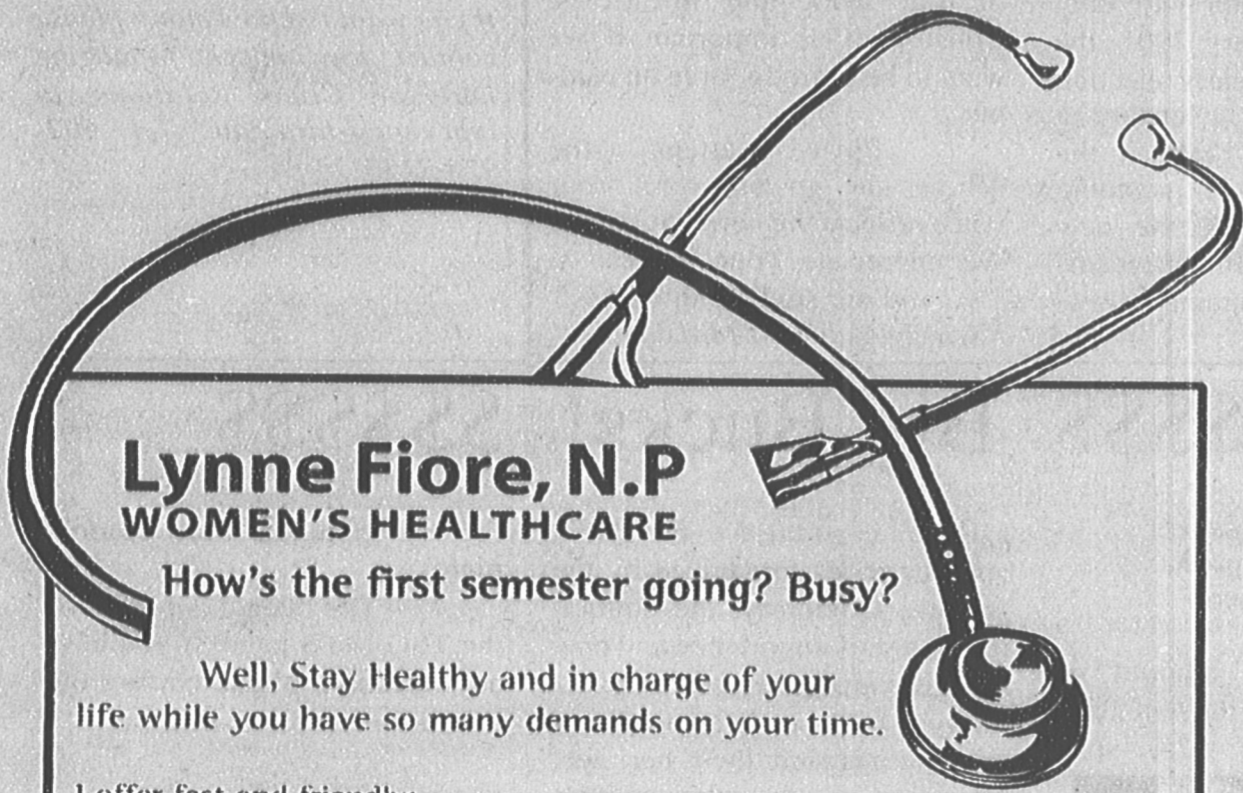
I offer fast and friendly:

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

We accept private pay and most insurance plans.

Lynne A. Fiore, RNC, MSN, Nurse Practitioner  
Specializing in Women's health care for 35 years

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## A Few Remarks on the WSJ Rankings

By KIP HARRELL, Associate Vice President, Career and Professional Development

When the 2004 edition of the Wall Street Journal/Harris Interactive (WSJ/HI) rankings were released last week, I soon after had several messages in my email in-box. One of them noted that "it was the CMC's fault that Thunderbird had slipped to number 8 in the Top International Schools category".



KIP HARRELL

I am usually pretty laid back and easy-going but my reaction was immediate and intense. I asked myself, "How could we be accused of letting Thunderbird slip in a category in which we had never been ranked?" This was a terrific achievement - to enter the first-time published, worldwide list at number 8 AND ranked ahead of Harvard, Wharton, Columbia, Chicago and Stanford! After a few deep breaths and pondering the reaction of a few students, I thought about the possibility that some people did not have the whole story, nor were the WSJ/HI rankings fully understood. So, in order to help clarify, I thought it might be helpful to make a few remarks on the WSJ/HI rankings.

In the category of Academic Excellence in International Business - no surprise here - a first place ranking for the fourth year in a row. And in this category, we more than doubled the number of first place votes received. And we

had more first place votes than the combined schools which placed second through fifth in this category.

The WSJ/HI poll developed a new rankings category for year 2004. This year, the fourth in which the WSJ/HI poll has existed, the survey would allow US schools to compete in the International Schools category based on several factors including: how recruiters rated 20 school attributes, the recruiter's plans for future recruiting at the school and the number of countries from which the school draws recruiters.

Although numerous countries were represented by the recruiter list supplied to the WSJ/HI from Thunderbird, four countries had recruiters respond on behalf of Thunderbird. Don't forget that many U.S. based recruiters actually represent international business units or divisions making them ineligible to be classified as a non-US respondent, even though that recruiter is responsible for interviewing and hiring for positions outside the United States.

It should also be noted that the WSJ/HI poll relies entirely on the schools' Career Services Office (the CMC) to provide the names and contact information of the recruiters for the poll. The WSJ/HI process begins in October each year and I have already been contacted regarding the 2005 poll. All schools must reach a minimum number of responses from recruiters from their school in order to be ranked, however that number is an unknown (intentional by WSJ/HI design) to Thunderbird's CMC and all

other schools. Also an unknown is our progress in meeting the minimum number of responses from recruiters.

The CMC does, however, receive regular reminders from WSJ/HI if we are short of the minimum number of responses required for ranking eligibility. In fact, last January through March, your CMC staff worked tirelessly over several weeks to 'promote, cajole, prod and remind' our recruiters of the importance in responding to WSJ/HI on behalf of Thunderbird.

This is where all of us - students, CMC and staff - should say a big 'thank you' to the recruiters who visit Thunderbird. They are annually contacted by dozens of organizations and institutions asking for survey information. I am sure that at some point, responding to surveys can become a distraction to our recruiters. Yet, they still come through on our behalf.

Some suggested that the achievement in ratings was directly due to our branding and messaging strategy. I would like to remind everyone, however, that at the time the poll was conducted, Thunderbird was still in its search process for our new Marketing leader and that our branding and messaging strategy had not been rolled out. The good news is that we should do even better this year, given that we now have that marketing strategy developed and we are currently enjoying its benefits.

harrellk@thunderbird.edu

### 2004 T-bird Rankings Information

#### US News & World Report

No. 1 - 9 years in a row, International Business, USA

#### WSJ

No. 1 - 4 years in a row, Academic Excellency in International Business, USA

No. 8 - International Business Schools Rankings, worldwide

#### Financial Times

No. 5, Exec Education Programs, custom programs, USA

No. 9, Exec Education Programs, custom programs, worldwide

No. 9, Exec Education Program, overall, worldwide

No. 18, Exec Education, open enrollment, worldwide

No. 2, Exec Education, "Value for Money"

#### Business Week

Top 50 Full Time MBA Programs, worldwide

No. 13, Open Enrollment Exec Education Programs, worldwide

No. 12, Custom Exec Education Programs, worldwide

### Exit Seminars for Fall/Winterim Graduates

For those students who are intending to graduate or cease enrollment in December or January and are recipients of federal student loans, you are required to attend a financial aid exit seminar. Failure to do so will result in a hold on your institutional records. A representative of the lending community will present loan repayment information and provide tips and suggestions for a successful repayment process.

Group exit seminars will be held on December 2, 3, and 7 from 1:00 to 2:30pm. On Dec. 2 and 7, the meetings will be in Lecture Hall 54, and on Dec. 3 we will meet in Snell 21. Please plan to attend one session. No appointment is necessary.

Students with federal loans that are leaving campus permanently are also required to attend an exit session. Please notify your financial aid specialist. This exit session is related to federal student loans and is separate from the general exit for graduating students. Please contact your financial aid specialist if you have any questions.

### November CMC Programming

- 11/1-CMC Seminar - Salary Negotiation
- 11/2-CMC Seminar - Salary Negotiation
- 11/3-"How to Network for Results"
- 6:30 PM - AT&T
- 11/5-Mock Interviews
- 11/5-Alumni Career Forum (12:00 - 5:30 PM)
- 11/7-CMC Seminar - AIS Class
- 11/9-CMC Seminar - AIS Class
- 11/9-TREKS 1&2 Orientation
- 11/12-"The Proactive Job Search: How to Uncover Job"
- 10:30 AM - AT&T
- 11/12-Mock Interviews
- 11/18-Investment Banking Workshop - 6:00 PM
- 11/19-Corporate Finance Workshop - 2:00 PM
- 11/19-Career Change Workshop - 10:30 AM

### Company Visits November

- 11/1 Citigroup
- 11/3 IBM
- 11/4 OPIC
- 11/8 Deutsche Post
- 11/9 AC Nielsen BASES
- 11/10 L'Oréal
- 11/11 L'Oréal
- 11/17 Wal-Mart
- 11/18 Eli Lilly
- 11/29 Philip Morris

Please check the CMC Calendar on MTB for the latest updates

## Tips for Meeting With Your CMC Advisor

### 1. Make an appointment.

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

### OR

Go to the MTB CMC Home Page and click on the left menu where it says 'CMC Operations' and then on 'Meet Your CMC Staff'. Click on your advisors name to schedule an appointment.

### OR

If all the slots are full and you must see your CMC advisor right away... send him/her an email with some selected times you are

available. Your advisor will select a time and email you back. Occasionally, walk-ins are available, however your time may be more limited.

### OR

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

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

3. Bring your résumé and any appropriate paper work, cover letters, self assessment results, etc.

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

5. If you can focus on a specific topic to ask about and prepare

wisely in advance, you will have a better and more productive meeting. Some examples:

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

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

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

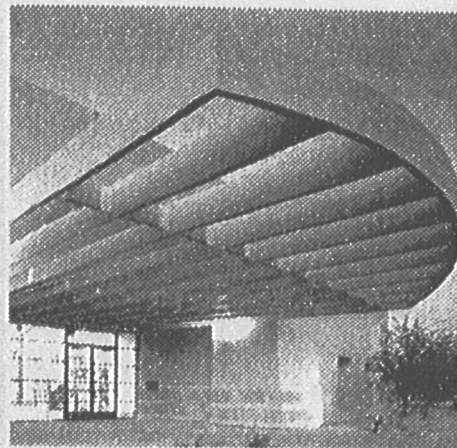
Right: "I have found out about several alumni in marketing roles at several of my target companies. I need some advice and help on the email I am planning to send to them as a first contact step. Can you help me review the email and offer some input on the business etiquette or appropriateness of my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

The IBIC and the CMC Resource Center have all your resources and reference manuals needed to conduct an effective job search. See the CMC related article about Job Search Resources on the IBIC pages of this issue of Das Tor.

## CMC Resource Center Open for Studying and Group Meetings

The Career Management Center Staff is pleased to remind all students that the Resource Center is open for your use to study, conduct career related research or hold class team meetings. Also, don't forget that the CMC Resource Center is one of the campus WiFi locations and is open Monday through Friday from 9:00 to 5:00. Space is available on a "first come, first served" basis and reservations are not required. Laptop port connections are also available in the Resource Center. For questions please call the Resource Center at 602-978-7882.

## Dreading the Impending Job Hunt? Some Resources to Ease Your Fears



By JOELLE BARTON  
Reference Librarian

Exam weary - maybe you're fantasizing about life after b-school. But first you have to find that dream job. Even if you haven't decided where to live or what industry to target, the IBIC and the CMC Resource Center can point the way. We have a number of general job-hunting resources to answer your varied questions.

### Job hunting A to Z: the WetFeet Insider Guide to Landing the Job You Want

In this WetFeet Insider Guide, Robert A. Fish, founder of Right Management Consultants, the US's largest outplacement consulting firm, sets out clear advice for landing a job. He provides guidance on successful networking, interviewing, and negotiating the final job offer.

### The WetFeet Insider Guide to Industries and Careers for MBAs

(available at IBIC & the CMC) This Insider Guide profiles a number of industries and careers where you can maximize the return on your business school investment. Particularly useful are the sections covering different career opportunities including asset management, brand management, business development, consulting, corporate finance, investment banking, marketing, project management, and supply chain management.

### The WetFeet Insider Guide to Careers in Venture Capital

Answers some of your questions— who are the big names, how do VC firms differ, what are the day-to-day responsibilities of a venture capitalist, how do MBA's enter the industry, and what in the world is a waffle dog.

### Monster Careers: How To Land The Job of Your Life, by Jeff Taylor.

Taylor trains his readers to use a F.A.M.E. attitude when searching for a job - think like a Free agent, train like an Athlete, prepare like a Marketer, and work like an Entrepreneur. Worksheets, templates, and schedules within the book are user-friendly and many are available online at monster.com.

### America's Top Internet Job Sites, by Ronald L. Krannich.

From using search engines and exploring gateway employment sites to networking and mentoring and accessing Usenet newsgroups, America's Top Internet Job Sites is packed with important information. Lists over 1000 web sites for job seekers.

### Guide to Internet Job Searching, by Margaret F. Dikel. (available at IBIC & the CMC)

Information provided includes local, state-by-state, government, and international resource listings and opportunities, public services, non-profits, entry-level and internships, online career resources, specific career path information, and reviews of some of the more popular job listing and recruiting Websites.

### Vault Guide to International Careers, by Sally Christie (available at the CMC)

The author provides expert advice on finding international job opportunities, as well as practical considerations in taking overseas jobs.

### How To Get a Job in Europe, by Cheryl Matherly. (available

at IBIC and the CMC) 450 pages of job information - country by country. Each country's chapter includes a directory of major employers, business directories, employment regulations for Americans, current economic climate, plus additional resources.

### International Job Finder: Where the Jobs Are Worldwide, by Daniel Lauber.

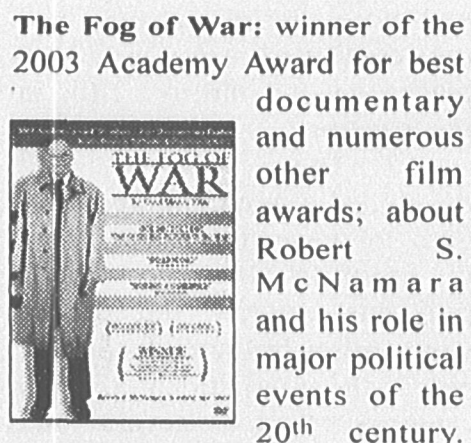
Lauber claims the internet is more effective for obtaining international jobs than domestic ones. Over 1200 online and print resources are organized into worldwide gateways and into eight geographical regions further subdivided alphabetically by country. Each resource is covered by a paragraph describing its services, its strengths, any charges to users, and recommendations on how to use it most effectively.

### Some electronic resources you might want to check out:

For country-by-country career resource guides, try "Going Global— Career Guides" which can be found in Ebrary (our online books). 23 individual countries are covered. Each provides information on employment trends, visas, cost-of-living, and cultural advise.) The same information is included free at the publisher's website - (www.goinglobal.com) Plus on the website you will find a job search engine which allows you to specify keywords and limit results by region or country.

In the section "MBA Careers," they cover topics such as career advice, recruitment trends, MBA salaries, recruitment hot spots, and top MBA careers. An open discussion forum and a career management platform is also provided free for registered users. In addition, they offer an MBA career guide which provides recent company profiles.

## Catch a Movie New DVDs in the IBIC



**The Fog of War:** winner of the 2003 Academy Award for best documentary and numerous other film awards; about Robert S. McNamara and his role in major political events of the 20<sup>th</sup> century.

As Secretary of Defense under presidents Kennedy and Johnson, McNamara - a graduate of the Harvard Business School - now looks back at the Viet Nam conflict, the Cuban missile crisis and other events. In English; subtitles available in French, Portuguese, Spanish and Japanese. Described as "a masterpiece."

**The Nokia Saga: From Cables to Wireless:** Interviews will CEO Jorma Ollila and members of senior Nokia management. Nokia was a small town business that became a world leader in telecommunications; they manufacture more mobile phones than Ericsson and Motorola combined. Maps out the pivotal decisions that transformed this company.

**Passion and Discipline: Don Quixote's Lessons for Leadership.** Based on a course from the Stanford University School of Business, examines how Don Quixote's self-knowledge might serve modern leadership. Shows how many historic leaders demonstrate imagination, perseverance in the face of adversity, and joy in work.

**Bon Voyage:** A French comedy-romance-adventure, about a group of Parisians who flee south to escape the German occupation. In French, with a choice of subtitles in English, Portuguese or Spanish.

**Journey to the Sun:** About Mehmet, from western Turkey and his unlikely friendship with Berzan, a Kurdish rebel, and their trip across Turkey to Berzan's Kurdish homeland. By director Yesim Ustaoglu, with a non professional cast. Highly acclaimed. In Turkish and Kurdish with English subtitles.

**Take Care of My Cat:** A coming of age movie about five young women in South Korea and how they stay connected. Korean with English subtitles.

**With Fire and Sword:** A grand historical epic set in 17<sup>th</sup> century Poland during the Cossack uprising against the Polish nobility. Based on the novel by Henryk Sienkiewicz. In Polish with English subtitles.

## Classics New to the IBIC

**Zorba the Greek:** 1964, winner of three Academy Awards starring Anthony Quinn, Alan Bates and Irene Papas. About a timid English writer who inherits a mine in Crete and hires an eccentric stranger, Zorba, to work in the mine. It has been described as "one of the most passionate studies of human nature ever put to film."

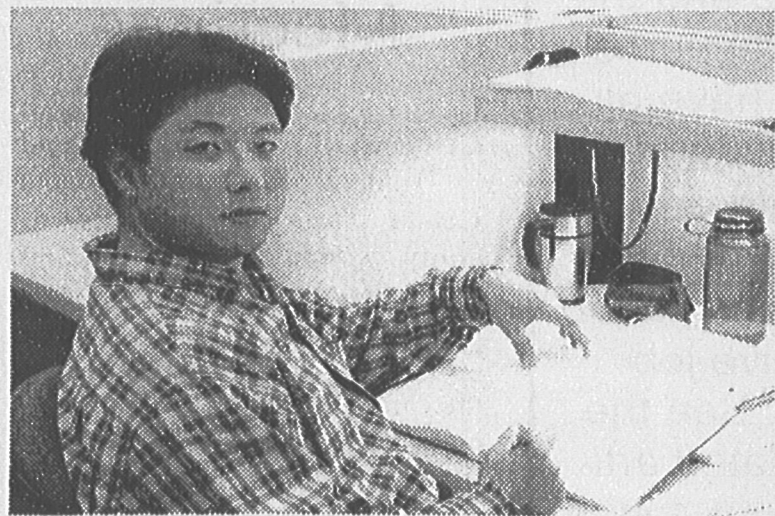
**Umberto D.** A classic documentary by Vittorio De Sica from 1952, this is a newly made digital transfer of the original film. Using non-professional actors, this film follows an elderly man who is alone as he tries to make his way in post war Italy. In Italian with English subtitles.

**A Man Escaped:** 1956 classic that recounts a resistance fighter's escape from a Nazi prison just hours before he was to be executed. Based on a true account by Andre Devigny. The winner of the Grand Prize for best film of the year from the French Film Academy and the best director award to Robert Bresson at the Canne Film festival. In French with optional English subtitles.

**The Battle of Algiers:** one of the most influential political films in history, released in 1966 about the Algerian struggle for independence from the occupying French in the 1950's.

Shot in documentary style in the streets of Algiers it has been called a case study in modern warfare and terrorism. Includes many additional materials about the film and this time in history. Three DVDs. In black and white; French and Arabic with English subtitles.

## IBIC Candids...



Top: Jinsuk Kim attacking the books armed with lots of coffee



Right: Kiho Uhm looking for a little "peace" and quiet at the IBIC

Thanks to Gyuwon (Austin) Choi for the photos!

## Books Recommended By Bartenders: The Monkey Wrench Gang

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

"Destroying eyesores is simply another way of creating beauty."  
—Richard Bradford

The Monkey Wrench Gang, by Edward Abbey, was recommended by the first bartender I saw at a formal New Year's Eve party. The place was



BEAU WILBERDING

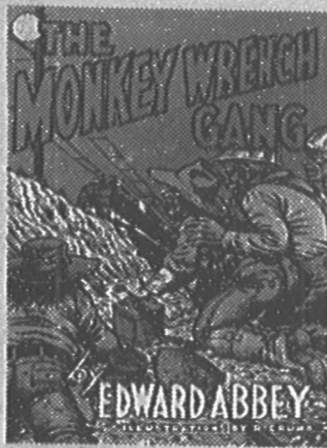
noisy, smoky, and packed with beautiful people. The mood was festive and celebratory. Outside, the urban winter night could be temporarily forgotten. How odd it seems now, that a book such as *this* came to me through a party such as that.

The book is a cult classic. Its author is a champion of the environment: a man well respected for his breadth of knowledge and his ability to celebrate the

wonder of our planet's beauty. The Monkey Wrench Gang is Edward Abbey's most indulgent book: it is a fantasy in the form of a novel. In it, he creates a lovable band of environmental terrorists who will stop at nothing to prevent the incursion of human development into the wilderness and desert of Arizona and Utah. The gang is comprised of four people, but the book is centered on George Hayduke, a soldier who has returned from the Vietnam War to find his beloved wilderness overrun by development, mining, and clear-cutting. His solution: blow it all up. The gang commits several acts of ecotage (ecological sabotage), which infuriate the police and the Feds, and the gang ultimately escapes by the narrowest of margins. At Earth Day celebrations nationwide, if you listen carefully, you will hear

the rallying cry of those who love The Monkey Wrench Gang and what it stands for: "Hayduke Lives!"

The Monkey Wrench Gang is a lot like the 1980s TV show "the A-team," but for environmentalists. It is a fantasy in which the righteous win, nobody dies, and everyone, except for the thwarted bad guys, has a sense of humor. If only life could be like that...



Ultimately, Abbey's novel illustrates how many nature lovers feel. It points to the wild beauty of the American Southwest, and juxtaposes upon it four-lane blacktop highways, suspension bridges, dams, and housing developments. It asks us to consider defending the wilderness.

The Monkey Wrench Gang is a flight of the imagination, a best-case scenario, a winner in a losing fight.

Why would a bartender in the lap of urban luxury recommend an anti-establishment, anti-development eco-revenge fantasy novel? Perhaps the bartender rep-

resents all people living in a developed world: people who get cynical about life when they lose touch with open spaces and quiet. Maybe rubbing elbows with strangers at parties, in subways and at work creates in people a need for solace, peace and silence.

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### Top Ten E. Abbey Quotes

1. "Page, Arizona, Shithead Capital of Coconino County: any town with thirteen churches and only four bars has got an incipient social problem. That town is looking for trouble."
2. "The best people, like the best wines, come from the hills."
3. "If wilderness is outlawed, only outlaws can save wilderness."
4. "Defiance is beautiful. The defiance of power, especially great or overwhelming power, exalts and glorifies the rebel."
5. "Science is the whore of industry and the handmaiden of war."
6. "It seems clear at last that our love for the natural world—Nature—is the only means by which we can requite God's obvious love for it."
7. "Industrialism, whether of the capitalist or socialist coloration, is the basic tyrant of the modern age."
8. "Truth is always the enemy of power. And power the enemy of truth."
9. "Poetry—even bad poetry—may be our final hope."
10. "Those who dream of the joys of living in a space colony should live in a space colony."

## The Spice Girls Review Pizza Picazzo in Scottsdale



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

Pizza Picazzo is a good place to start an evening in Scottsdale. Conveniently located at the corner of Frank Lloyd Wright Boulevard and Scottsdale Road in the Scottsdale Promenade, it is only 2 minutes from Kierland Mall or half an hour from the IBIC.

Pizza Picazzo advertises its restaurant as the place "where pizza is art." We wonder why they did not check in an art book to make sure they were spelling "Picasso" right... The

restaurant itself is nicely decorated with a pseudo-picassian mural and is separated into a bar area and a dining area, as well as an outdoor area with a view (as always in Arizona) of the parked cars...

Unlike most pizzerias, Pizza Picazzo does not offer the traditional kind of pizzas. Instead, it has a large choice of inventive and original combinations like the "Vortex" pizza (with salami, Canadian bacon, pepperoni, mushrooms, peppers, onion and Italian sausage) or the "Mediterranean" pizza (with hummus, mozzarella, spinach, tomatoes, French feta and basil). The menu offers as many choices for vegetarian pizza lovers as for carnivores. For the creative type, there is the option of creating your own pizza. Pizza Picazzo also offers a good choice of salads and some original appetizers like "Roasted Garlic and Brie," an oven-baked

specialty served on red pears with homemade flatbread. The wine list offers wines from Europe as well as American, Australian and South African wines. The wines are reasonably priced, with a bottle starting at 24 dollars.

We ordered a pizza half "Pesto", half "Diavola" and a spinach salad. The spinach salads came with roasted pine nuts and French feta and a delicious balsamic vinaigrette. The feta was by far the best we have tasted in Arizona. The pizza "Pesto" had pesto sauce, artichokes, garlic, pine nuts, sun dried tomatoes and chevre cheese on it. The "Diavola" was more the traditional mozzarella tomato pizza with pepperoni, bell peppers and andouille sausage. Both pizzas were excellent. We

chose the traditional crust, but we could have chosen the thin crust, or bagel crust, or even the low carb (???) crust.

Although we did not feel hungry after eating the pizzas, we decided that it was our duty to try a dessert and to share our findings with our esteemed readers. The "Chocolate Chip

Cookie" is a large, hot cookie topped with vanilla ice cream. Although our brain was trying to calculate the number of calories we would add with each spoon of this truly delicious dessert, we believe it was worth it.

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### Spice Girls Scorecard

- + reasonable prices (pizza starts at \$12)
- + \$7 lunch special where you get a slice of pizza & a delicious salad or a soup
- + very large selection for vegetarians
- + good wine list

- no spicy olive oil for the pizzas
- closes at 9 pm weekdays and at 10 pm on weekends
- large tables make it difficult to kiss your boyfriend over the table

## Theater and Music Around the Corner at ASU

By MATTHEW ALTAMURA  
Prospective T-bird

Have you craved art, live music, theater, or media events since you set foot on the Thunderbird campus? If you have, ASU WEST is right around the corner (2.4 miles or approximately 4 minutes travel time.) As a student at Arizona State University West, and a prospective student planning to attend Thunderbird, I feel a great need to bridge the gap between these two institutions. I specifically desire to create an awareness of the Interdisciplinary Arts and Performance program, and the amazing events ASU West plans each semester.

Our Fall '04 season includes professional plays, music concerts, and art exhibits. ASU West has already staged the theater performances "Shakespeare Under the Stars," "Laundry and Bourbon/ Lone Star," and "Rosencrantz and Guildenstern are Dead." As for music, on Oct 15th the Phoenix Symphony paid the first of their four visits to our campus this semester. The performance sounded spectacular in our La Sala Ballroom. Don't miss the Symphony's return on November 20th when they will be performing "Mozart's Requiem" with the internationally-renowned Phoenix Boys Choir.

For those of you looking for a little holiday tradition away

from home, "Handel's Messiah" and the play "One Christmas Carol" will be presented this December. "One Christmas Carol" is an impressive, dynamic performance presented in a minimalist format. All the famous Dickens characters are played by one man, Douglas H. Baker.

One of the more interesting and progressive events this semester is VJ Johnny D's "Top of the Pops" running November 9th through the 14th. "Top of the Pops" is an installation of video works from artists all over the world. I know it will provide a truly international experience, along with opening a window onto what is currently happening in the world of art. As you can see,

ASU West has truly diverse offerings that are enriching, educational, and aesthetically pleasurable. I encourage all T-birds to find an event at ASU West that sparks your interest and to make the four minute trek down the road to our campus.

I personally believe that educational institutions only benefit from connectivity, and a connection between Thunderbird and ASU West would only serve to enhance our schools. Our schools are the academic leaders in West Phoenix, and it is our responsibility not only to connect with each other — for each other, but to connect with each other for the benefit of the community.

If there is one thing that

I have learned in my life, it is that art is both the common ground and cultural dialogue of humanity. I want all T-birds to know that this cultural dialogue between ASU West and Thunderbird started with you. When I was invited to the prospective student weekend in October, I experienced your school (info seminars), cultural events (European Night), and community (The PUB). I thank the whole Thunderbird community for that outreach and I only hope my (and ASU West's) outreach makes your educational/cultural/global experience richer.

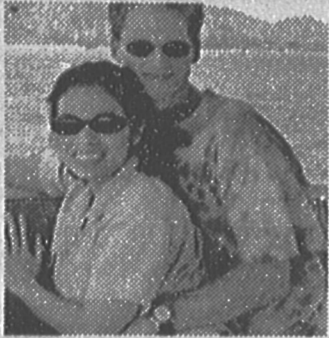
[mattaltamura@hotmail.com](mailto:mattaltamura@hotmail.com)

# "Ray" Lets the Good Times Roll

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

Chris: I confess: growing up, I cared little for the music of Ray Charles.

This probably had as much to do with my small town



upbringing as my narrow-minded musical tastes. So the opportunity to sit through two-and-a-half hours of the life and music of the legend in the movie "Ray" gave me ample time to reflect on my musical tastes to see if they had grown. Without reservation, the music was not bad. Okay, I'm thinking about buying the soundtrack or some of his older sets because the music is stirring and his voice is captivating. But is that enough to make this musical biography a good movie?

Savvy: Mmmm... (mmm)... Ohhh...(ohhh)... Mm...(mm)... Oh...(oh) It's alright! Baby it's alright. Baby it's alright now.

Chris: Umm, Savvy?

Savvy: Huh, what? Oh, sorry, I was singing backup for Mr. Charles. Great music, by the way.

Fabulous! When you combine music with something visual, it intensifies the experience for the viewer and the excitement that's created



Source: www.rottentomatoes.com

stays with you even after the movie is over. For me, it made the movie more memorable. I've heard Ray Charles' songs on the radio before, but it didn't ignite my interest in owning his music until seeing the movie. The combination of sights and sounds, and learning about his history helps bring the music alive. It made it more real for me.

Chris: Georgia. Sweet Georgia. Georgia on my mind... Oh sorry, were you finished? The music

certainly does stick with you after the movie is over. But besides the music, I felt the acting was superb in this movie, and Jamie Foxx's portrayal of Ray Charles was brilliant. Not only did he act well, but he is also a trained classical pianist who had the good fortune to play side by side with Ray Charles himself. His own talent as a pianist added a level of realism to the concert scenes. We see Foxx playing and singing without the usual switching to close ups of the keyboard with stunt hands.

Savvy: I did think the movie was a little slow in some parts, but I enjoyed the way in which Ray's childhood memories were woven into the story. The flashbacks enabled the audience to empathize with Ray and demonstrated how his boyhood experiences helped shape the man. The story also portrayed how hard he could be on people and how his heroin addiction nearly destroyed him. We reveled in his musical talent and suffered through his moral weaknesses.

Chris: I agree with you on the slow part. I cannot help but think this movie could have used more editing to make it a tighter story. The only way I can explain it is that, at times, I became aware that I was watching a movie and wondered when it would be finished. However, if you like the music, I think you will love the movie. If you don't know the music, you will still like it, just not as much. For me, I give it 4 T-birds, but a fan will probably give it a 5.

Savvy: After seeing this movie, I know a lot more about the music of Ray Charles than I did before. It was a great way for a grad student to learn about a great artist without taking the time to read about it in a book. For my money, I give it 4.5 Thunderbirds.

Source: www.rottentomatoes.com

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# Bet You Don't Know...

## T-Birds Gather at the Pub For Trivia Challenge

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

So you think you're pretty smart? Come to the Pub during the T-Bird Trivia Night and you might find yourself knocked down a peg or two.

Teams compete to see who knows the answers to obscure questions in categories such as geography, languages, history, sports, and music. Participants choose the amount of points they want to wager, but there is a time limit that they must beat. Frantic "runners" must turn in their answers before the music ends for each question.



Jessica Berrios keeps the teams playing by the rules

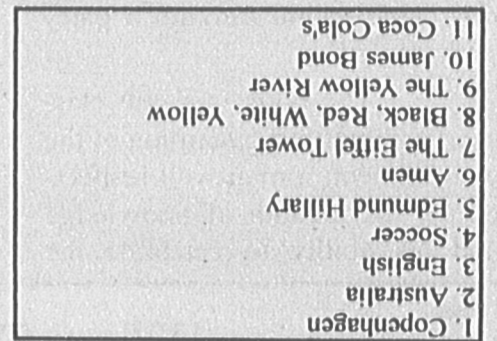
Started by Jessica Berrios (U.S.A., Spring '05),

there have been two successful nights so far, and more are planned. The "Free Riders Team" won the first competition, but couldn't hold the top spot in week two when "Los Pantalones" stole the win. Hard luck since the stakes are high... the winning team earns \$50 towards their beer tab!

If you missed going, here are a few questions to practice on. See you next time!

- 1) In what city are the famed Tivoli Gardens?
- 2) What is the largest country entirely in the southern hemisphere?
- 3) What is the official language of Nigeria?
- 4) What sport is played in more countries than any other?
- 5) Who snapped the picture of Tenzing Norgay atop Mount Everest?

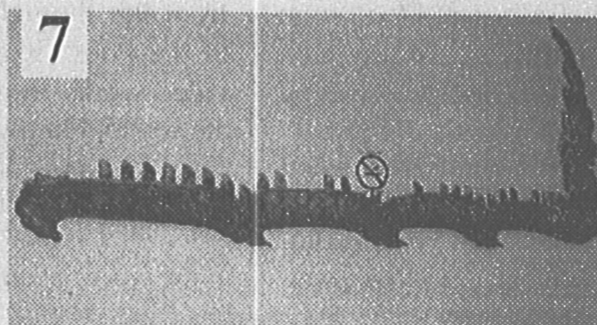
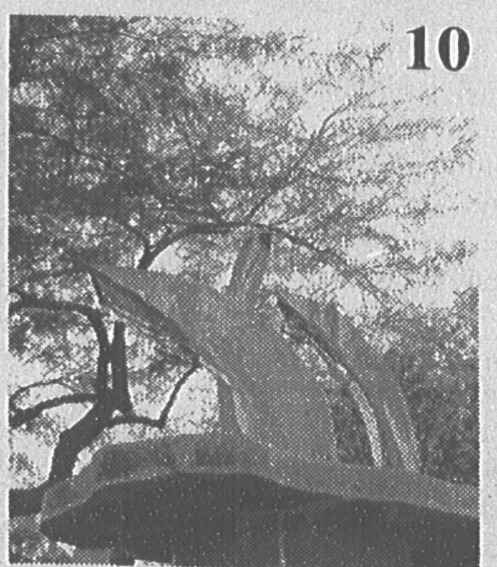
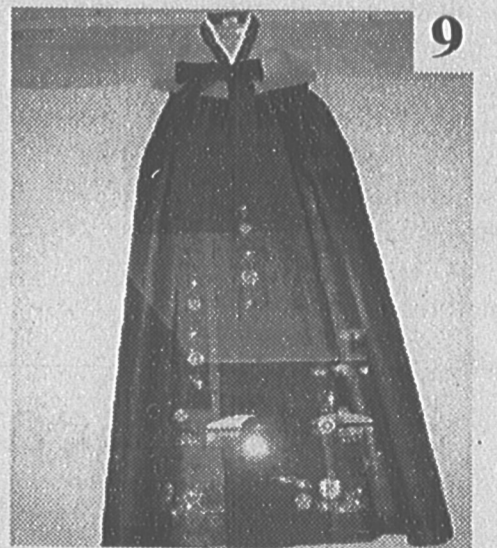
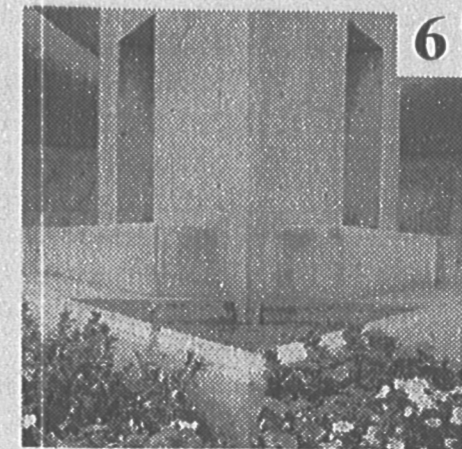
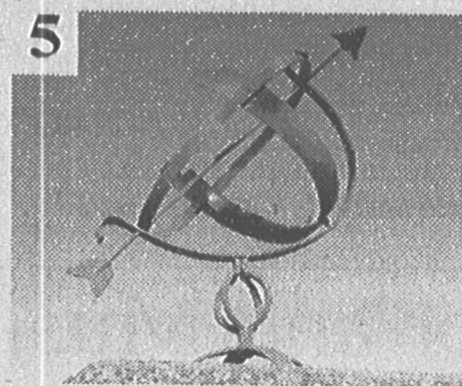
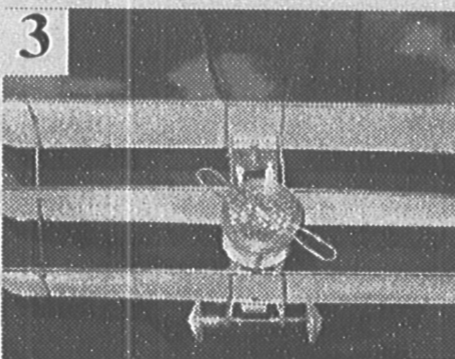
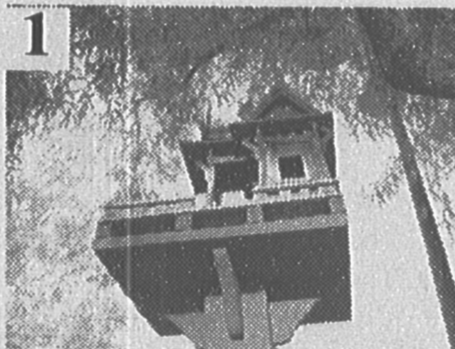
- 6) What Hebrew word means "so be it?"
- 7) What monument has 1,792 steps?
- 8) There are 4 seas named for after colors. Name them...
- 9) What river is known as "China's Sorrow" because of its flooding?
- 10) What literary character was tossed out of Eton and graduated from the University of Geneva?
- 11) What product's secret formula is called 7X?



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# Campus Scavenger Hunt

There are some amazing, unique, and just plain strange things on campus. Do you recognize these T-bird monuments? If you get stumped, answers can be found on [www.dastoronline.com](http://www.dastoronline.com).



Thanks to Matthew Goldberg for discovering and capturing all of these strange sites!

# Barbara's Hair Design

Barbara J. Mooney, Stylist  
23 years of experience serving men, women and children

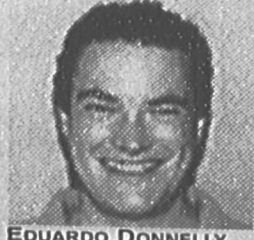
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## Carlos Vives y "El Rock de Mi Pueblo"

By EDUARDO DONNELLY  
Colombia, U.S.A., Spring '05

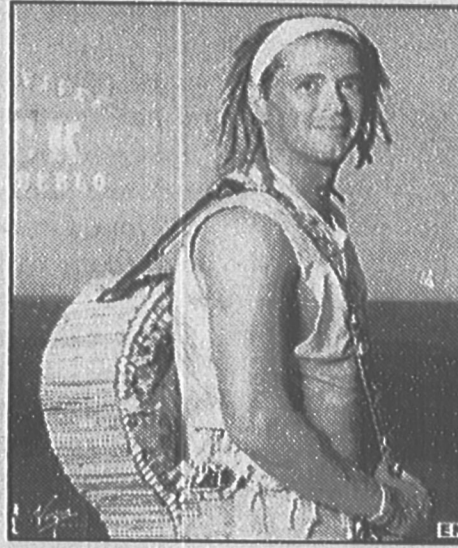
Latin American music has several different genres: salsa, merengue, tango, samba, etc. There are, however, some that are particular to individual countries. Colombia has several of these... the one most recognized international and often played at the Pub is "vallenato." This music originates from Valle de Upar and is known for its three main



EDUARDO DONNELLY

instruments the accordion, the caja, and the guacharaca.

The person responsible for giving this kind of music international fame is Carlos Vives. What makes him so popular both in Colombia and the rest of the world is that he knows how to transmit the beautiful side of this country through his music and his lyrics. He knows how to combine tradition with modern sounds which is exactly what he does in his new album "El Rock de Mi Pueblo." In this album, Vives uses his vallenato background as the base of his music, while combining what he calls the blues from Mississippi



and Colombian cumbia. The final result is the combination of traditional vallenato with modern sounds.

While Vives has stepped further from his traditional roots there is one thing that has never varied, he continues to preach hope and love of a country that he knows can and will be much better. He sings about Colombia's landscape, the warmth of the people, and their ability to persevere through all situations.

The Colombian "ambassador" has again returned to make people dance at the Pub and to make them realize that Colombian music is not only great, but filled with hopeful wishes of a country.

*EduardoDonnelly@global.t-bird.edu*

## DJ Ono Speaks



DJ "Ana" rocked Halloween

By ONOFRIO LATTANZI  
Italy, Fall '04

**New in the DJ Ono Mix**  
*Let's get it Started* - The Black Eyed Peas  
*Drop It Like It's Hot* - Snoop Dogg featuring Pharrell  
*Welcome to my Life* - Simple Plan  
*Turn Me On* - Kevin Little  
*Just Lose It* - Eminem

**Best "Sweet" Songs**  
*My Boo* - Usher featuring Alicia Keys  
*My Place* - Nelly featuring Jaheim  
*Hush* - LL Cool J

**Best Latin Artists to practice your Spanish**  
Diego Torres, Tiziano Ferro, Julieta Venegas, Kalimba Alejandro Sanz, Oops! I almost forgot to mention: CLIMAX!

*onofrio@global.t-bird.edu*

## DJ Contest Gives Students a Chance to Spin For the Pub



Michael Gabriel chooses just the right song.

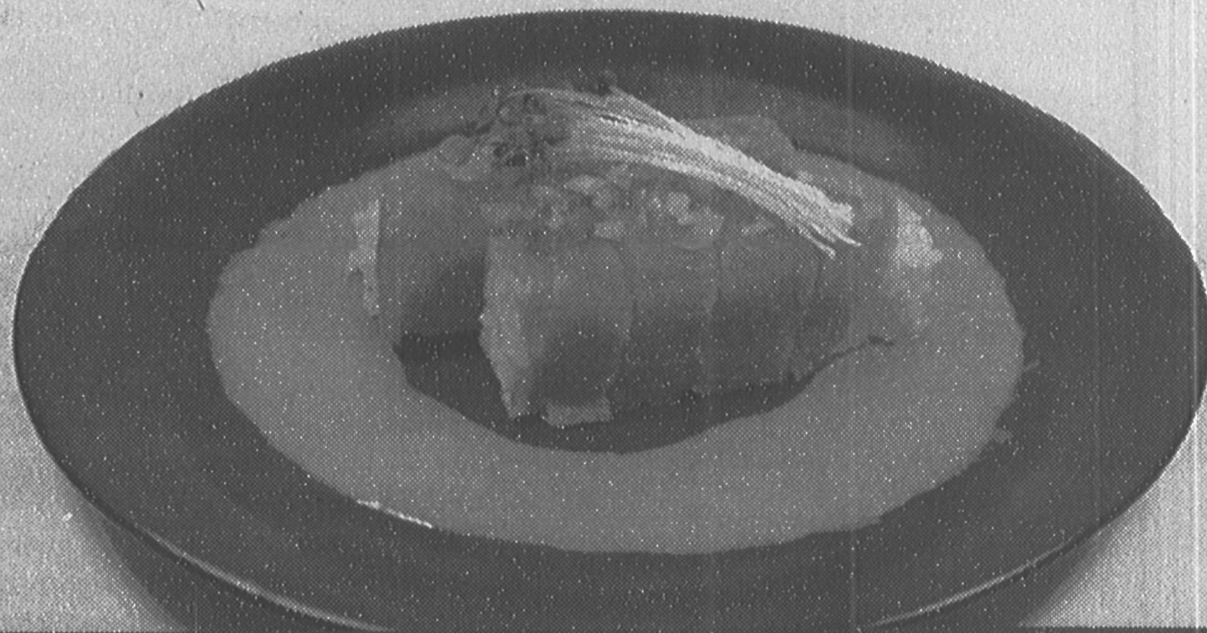


Mike Bolante gets the crowd going.



DJ Ono mentors Manish Panjabi (aka DJ Brown Brother).

*Thanks to Matthew Goldberg for taking these great shots!*



### Have your Sushi lately?

**Tokyo Lobby**  
Specialty Sushi & Rolls

Lunch specials under \$5

15% off with this ad (Drinks not included)

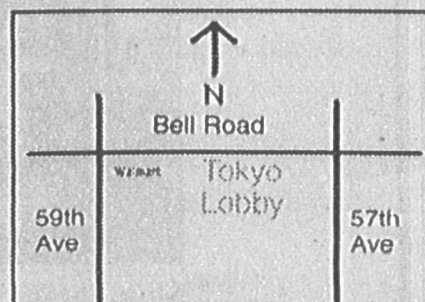
Drink Special:

Order 2 Big Ichiban or Sapporo, 1 Big Hot Sake Free

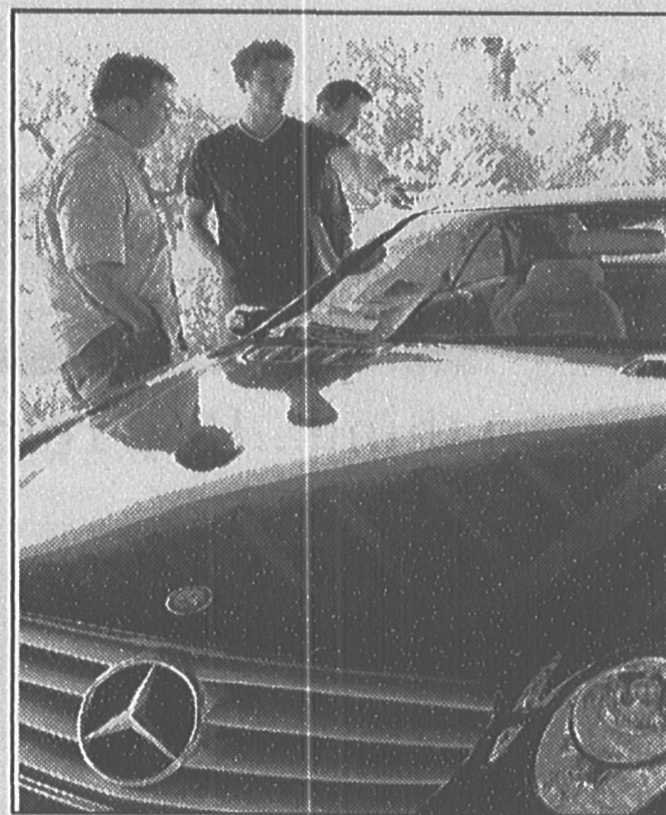
5775 W. Bell Rd #9  
(602)942-4165

Monday - Friday  
Lunch 11am - 2:30pm  
Dinner 5pm - 10pm

Saturday  
12pm - 10pm  
Sunday  
Closed



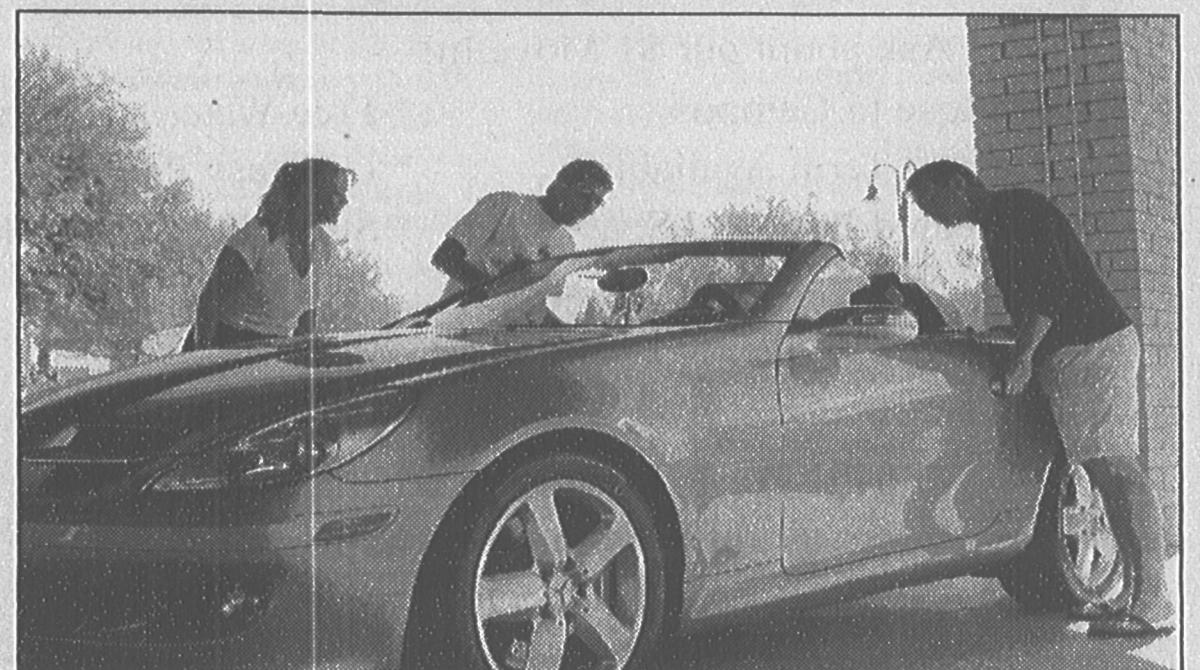
Sushi is more than raw fish. The fine Japanese dine-in is unlike any other sushi restaurant in Arizona. Featuring Japanese sushi, specialty rolls and sake-bombers... Plus everything from chicken to steak.



## Check Out Those Rides!

Students checking out the Mercedes displayed when DaimlerChrysler came to campus

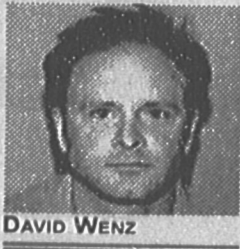
*Photos by Gyuwon (Austin) Choi*



# "The Beautiful Game"

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

In many parts of the world, soccer is referred to as the "beautiful game," a description used to capture the essence of the sport when it is played the right way. The Thunderbird men's soccer team showed glimpses of what makes the game so much fun to watch when they faced the University of Arizona and New Mexico State a few weeks ago.



DAVID WENZ

In the first match, the T-birds dominated the University of Arizona throughout most of the first half with superior play at midfield. Thunderbird scored the first goal, initiated by Sam Tam who made a beautiful pass through the mid-field area to Fabio Pelliccione, who, dribbling through two defenders, blasted the ball into the right hand corner of the net. Ten minutes later, Pelliccione scored on a penalty kick to give Thunderbird a 2-0 lead.

Towards the end of the first half, however, momentum had clearly changed. UA created

more and more scoring opportunities, despite effective counterattacks from Thunderbird. UA continued to pressure Thunderbird on offense early in the second half, and it became clear that a UA goal was inevitable. Twenty minutes into the second half, UA scored its first goal, the second goal coming five minutes later. Thunderbird, hanging on by a thread, kept the game at a 2-2 tie, in large part due to the defensive play of Sam Tan in the last minutes of the game.

could afford to be more aggressive on offense.

This strategy paid off early in the second half, setting up Thunderbird's first and only goal through a quick combination pass at midfield from Tan to Pelliccione, who dumped the ball to Zach Smith deep into New Mexico territory. Smith made a gorgeous cross to the center goal area that Mario Nagao punched into the net. NMSU however took charge late in the second half and the game wound up a 1-1 tie.



Despite a 1-1-2 record, the men's team is starting to take shape. Thunderbird's defense this season is clearly anchored by the leadership of Matt Lozier, and Sam Tan's skills in counterattack. The offensive continues to gel through the ball-handling skills of players like Pelliccione and Oliver Sanders, with Zach Smith clearly establishing himself as threat both on offense and defense. Expect good things at the upcoming MBA tournament in UCLA on November 6.

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## Coming To Chicago: A Prince Runs a Marathon

By SATOSHI KANO  
Japan, Fall '04

The starting point of the Chicago Marathon was a lawless area. A prince from Japan had a precious experience throughout the marathon on October 10th, 2004. There were a few temporary bathrooms for 60,000 runners, and runners who could not stand up waiting for a line anymore took some actions around there.



SATOSHI KANO

It was very cold in the morning in Chicago. After runners deposited their gear, they had to wait at the starting point for a long time. The team leader was so smart that he prepared garbage bags for his team members to keep their bodies warm. Although outward appearances were terrible, I think these garbage bags really worked for them.

Chicago Marathon is one of most honorable races in the world, and it seems to me that the prince from Japan is really proud of himself now. He started running in July. He was convinced by a team member and decided to participate in this big event. As you know, he had no experience of a long distance running because he is a prince.

However, he kept training until October. Unfortunately, he injured his right ankle while he was running on campus, but he still dared to join in this event. The prince's running was stable...until 13 miles. He wanted to complete the marathon and decided to walk the rest of 26.2 miles (42.195 km). The prince lost the lead to well-stacked ladies, and he had to walk with well-rounded, healthy ladies. It continued for 6 hours and 17 minutes.

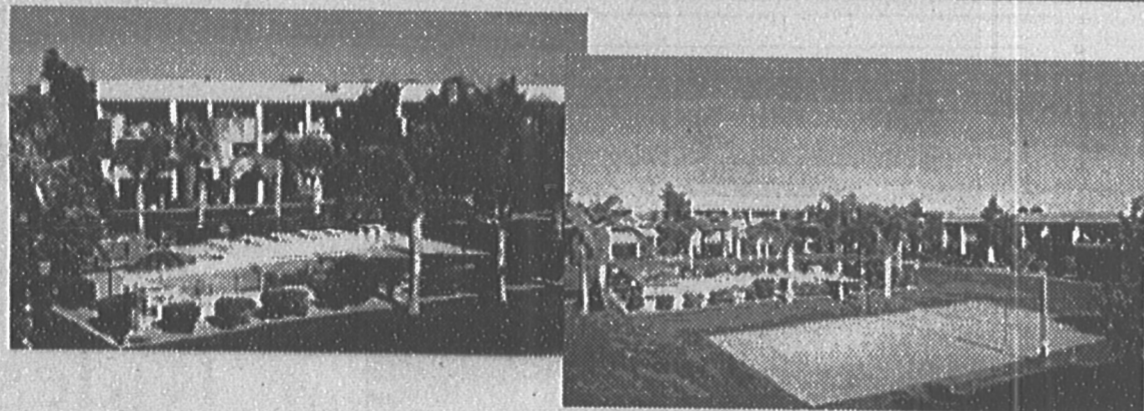
The situation on the flight from Chicago to Phoenix had something wrong. Some runners did not have time to take a shower, mainly because transportation from the finish line was not well-organized. Many runners could not use taxis so they had to walk to the nearest subway station. The prince was one of them. He did not even have time to change clothes, but nobody complained to him. Every runner was the champion of the race!

Now the prince is thinking about whether or not he will attend the next marathon. I guarantee that he loves marathons very much even though he faced many difficulties. If you are interested in a marathon race, please ask the prince. He might be on campus now.....

kano@global.t-bird.edu



Shin Satake and Satoshi Kano, wrapped in garbage bags, but very happy at the Chicago Marathon



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## Unlikely Tennis Comeback

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

Michael "Wing Span" Bryce, a third-try and president of the Pharma Club, made a promising comeback at the Scottsdale Tennis Open this past month. Although losing 6-2 6-3 to the #3 seed, he showed signs of the vintage tennis skills that allowed him to walk onto the Duke Tennis team 10 years ago.



MARCO AMARO

Even at 96 degrees and with the crowd clearly behind the local favorite, Daniel Vargas, Michael was able to use his formidable forehand to push Daniel around for about three close games in the second set. With the score tied at three, and tensions running high, the crowd got behind Daniel and allowed him to break Michael and run away with the second set.

Afterwards, I was able to talk to Michael about the match. He commented "I felt good out there. I'm much better than that though, and I'm sure that in my next match I will bring down the house!" Good luck to Mike and his 12 foot wingspan as he tries to push around Scottsdale's local tennis talent.

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## NSHMBA Part II

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

What is this doing in the sports section? Well, I was at NSHMBA this past weekend and felt I was at a football game. I had to compete for recruiter attention and positioning with the rest of the MBA world as I headed for my companies of choice for two days. The intensity was overwhelming; people pushed and cut in front of each other, exchanged insults and lobbied for recruiter attention. In the end, the Thunderbirds were pretty successfully positioning themselves to score jobs with a myriad of companies. On a sad note, a recruiter for Kraft was found passed out in her booth on Sunday morning showered in a combination of parmesan cheese and Coors' beer. Conference officials questioned some of the Coors' recruiters but nothing concrete has been found.

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## Pink Ladies

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

Intramural soccer has started at Thunderbird, and this year we are witnessing something truly special. After a long stint of male dominance in the tournament, the Pink Ladies, a mostly female outfit, is taking the tournament by storm. Their motto...to beat those slow, overweight, out of shape, and over-rated male soccer teams.

What has been the result so far? Well, after three games, they have tied two teams and lost to Latin Power. In their first game, their tenacious defense held a hopeless Rugby to a 0-0 draw. A frustrated Rugby team was left humiliated and inconsolable as the pathetic fact that they could not score against a bunch of girls was overwhelmingly evident.

After the game, the women celebrated by skipping and singing all the way to the Pub for ladies night where they were congratulated by the many patrons who had witnessed the shocking draw.

When asked about the

result, Kate Mitchell, their fearless forward, commented, "I'm not shocked. I know I'm about 50 pounds lighter than the Rugby guys, but I got some mad skills." Mad skills they certainly all have; fearless and motivated.

The second game offered much of the same against an overmatched Drink Team. The Pink Ladies' only setback came against Latin Power, losing 5-0, but it's only reasonable that the ladies would lose to a team that has often been compared to the famous Brazilian team of the 60's that included Garrincha and Pele.

Despite the setback, the ladies have been training hard and have high hopes. The rest of the tournament will showcase the Pink Ladies along with their Pink Men, two skillful players who are rebelling from the rest of the field to help the ladies raise the trophy at the end of the tournament. The Pink Men, who have contributed to the scoreless ties, will remain nameless as they are the most secret of weapons. Look for them to continue upsetting the field.

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While not technically a pink lady, Athletic Director Andrew King supported the team with his pink beehive and soccer garb on Halloween night.

## The Hooligan's Game: A Rugby Novel

By GUY C. ENDERLE  
Fall '92

Ever wonder about campus life in the days before IM, cell phones, and laptops? Guy Enderle, a '92 T-bird grad, has just published his first novel based on his experience at Thunderbird. Enderle wrote and published his novel as a hobby and is promoting it as a fundraiser for T-bird rugby and the Thunderbird Rugby Alumni Association (TARA).

"College clubs are always hurting for money. I see this as a great way to give something back to the game," Enderle said. The team can use the funds for travel, game shirts or anything else they might need.

Author Guy Enderle

describes the inspiration for his book, "T-Bird rugby was a great experience for me. Some of my best friends in the world are still the guys I played with. I wanted to capture the fun and camaraderie of college sports. It's sort of 'Slapshot' meets 'Animal House'."

"The Hooligan's Game" is a light-hearted look at the adventures of college through the eyes of a student. Little Joe transfers schools to get a business degree and his act together. Quite by accident, he meets the university's sub-culture of ruggerers and is drawn into their irreverent world. His grand plans for an important degree that will guarantee him a successful future in the business world are derailed over the course of his junior year. Joe eventually learns that the most important lessons in life are not taught in any classroom.

For more information: call Guy at 202-236-3370. To order a copy, visit [www.thehooligansgame.com](http://www.thehooligansgame.com)

enderleguy@hotmail.com

### Injured List

- Jose Dominguez:**  
Out indefinitely because of a torn ligament in the knee
- George W. Bush:**  
Stuttered himself out of a 10 point lead after the debates
- Erik Burgers:**  
Out indefinitely after loosing a tight tennis match to Marco Amaro
- Curt Schilling:**  
Will need surgery after inspirational pitching taking the Red Sox to their first World Series win since 1918
- Sean Daley:**  
Strained vocal chords sustained after the Red Sox win

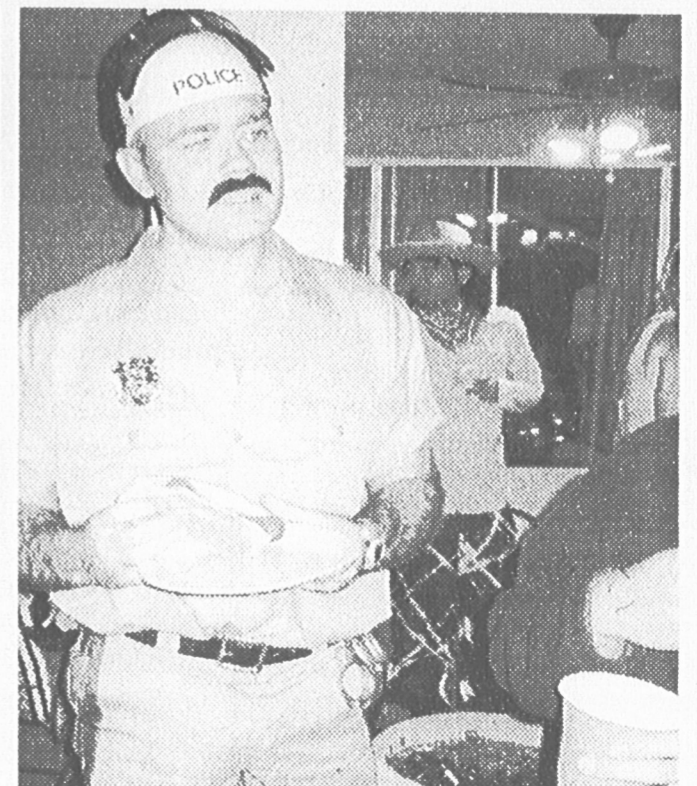
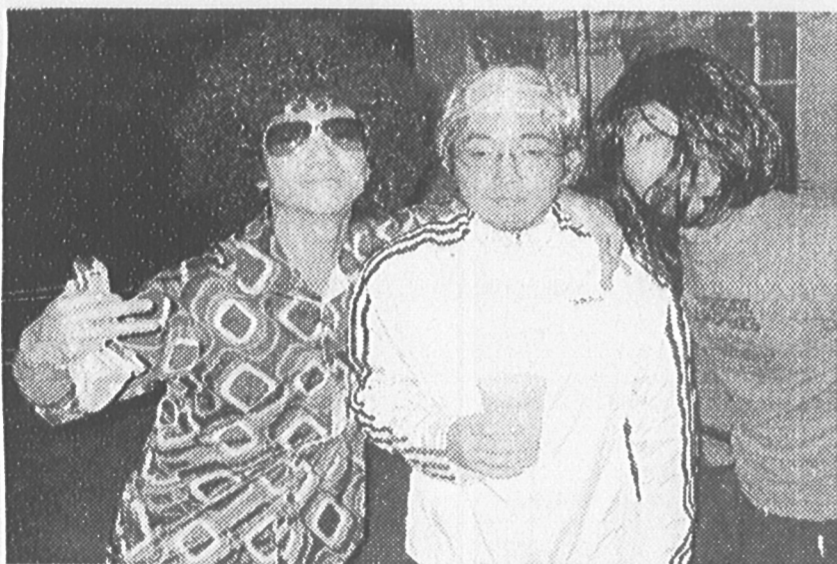
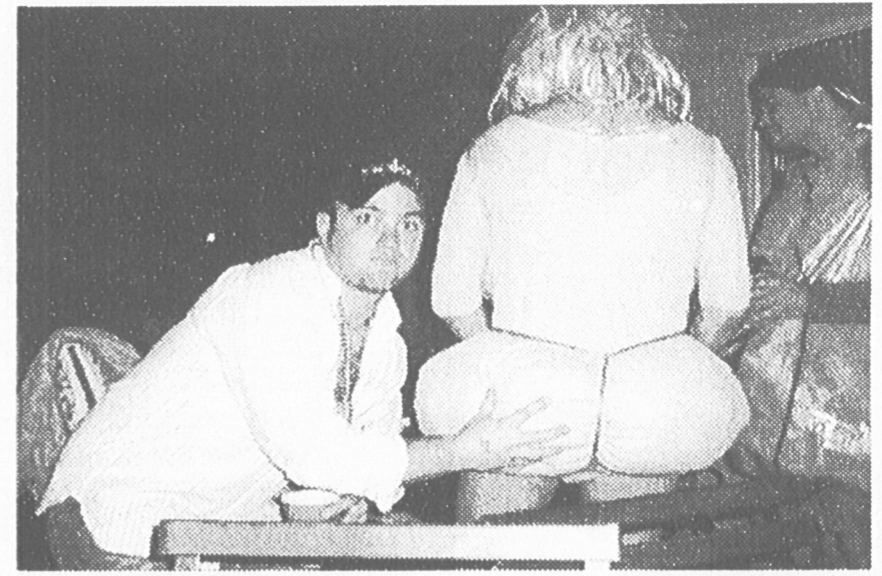
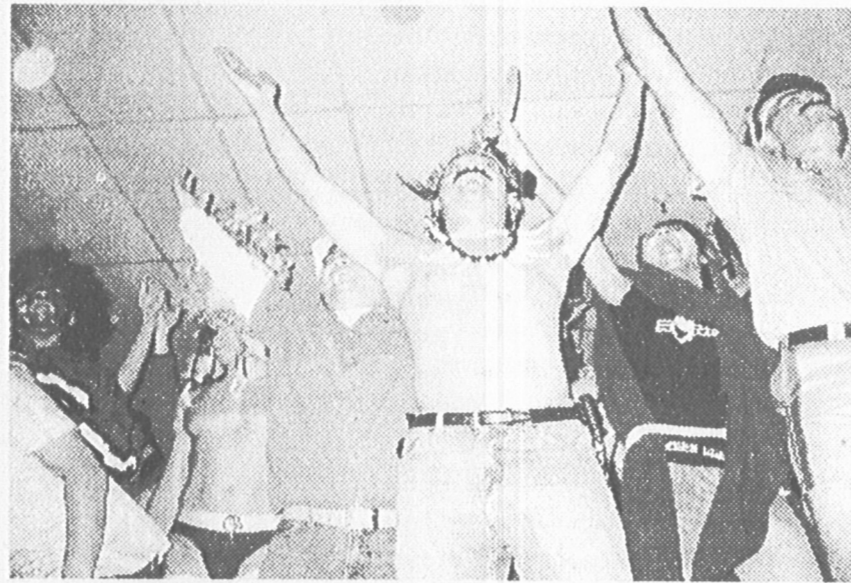
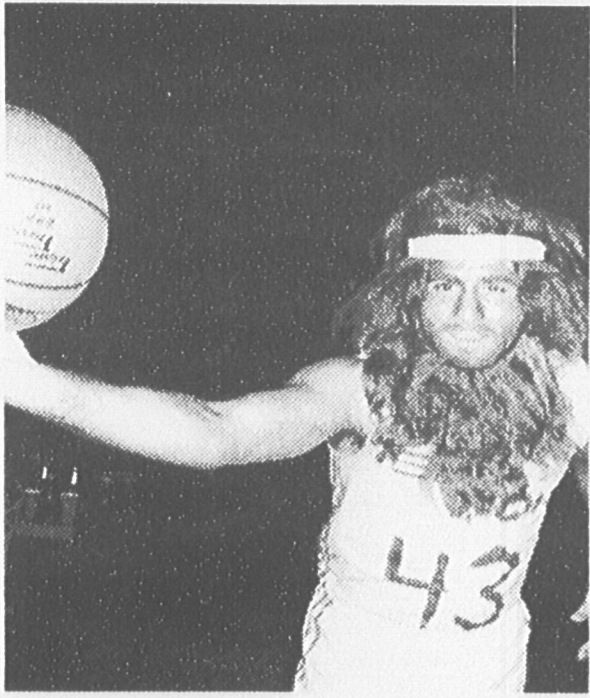
## Remember Your Ruggers This Weekend!



Thanks to Laura Libman for these great photos!

# HALLOWEEN

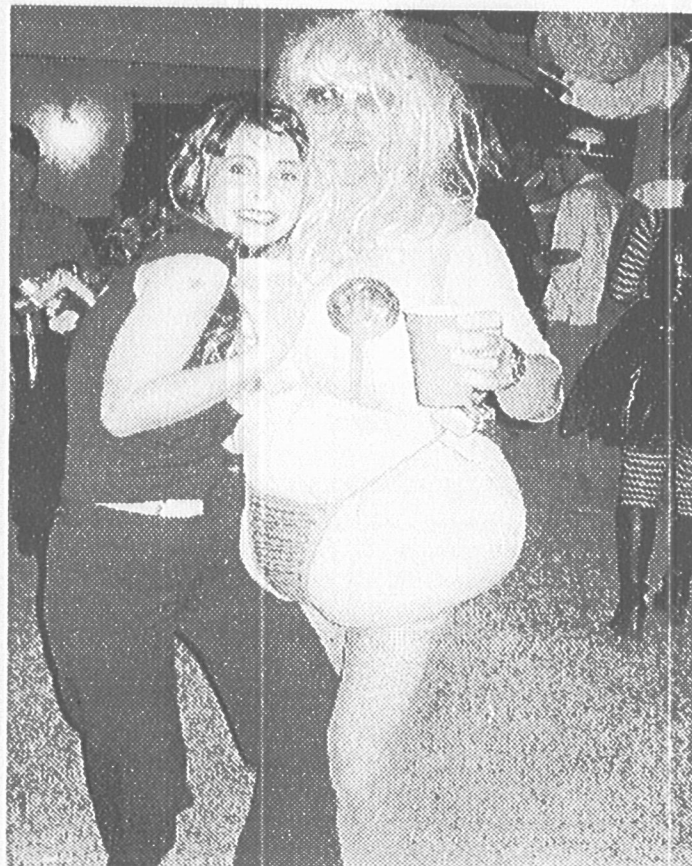
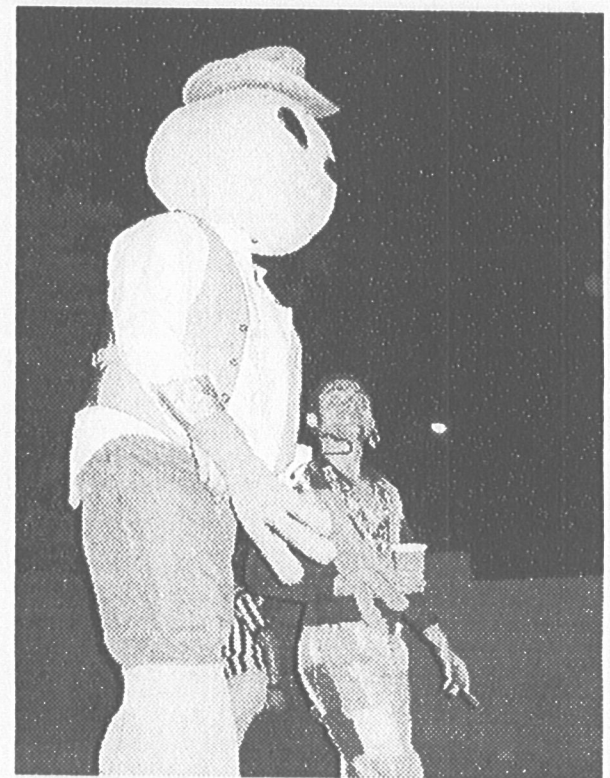
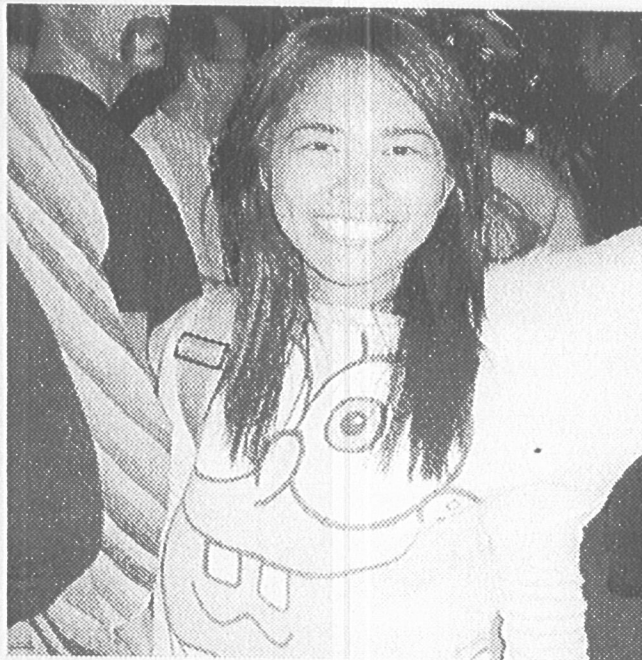
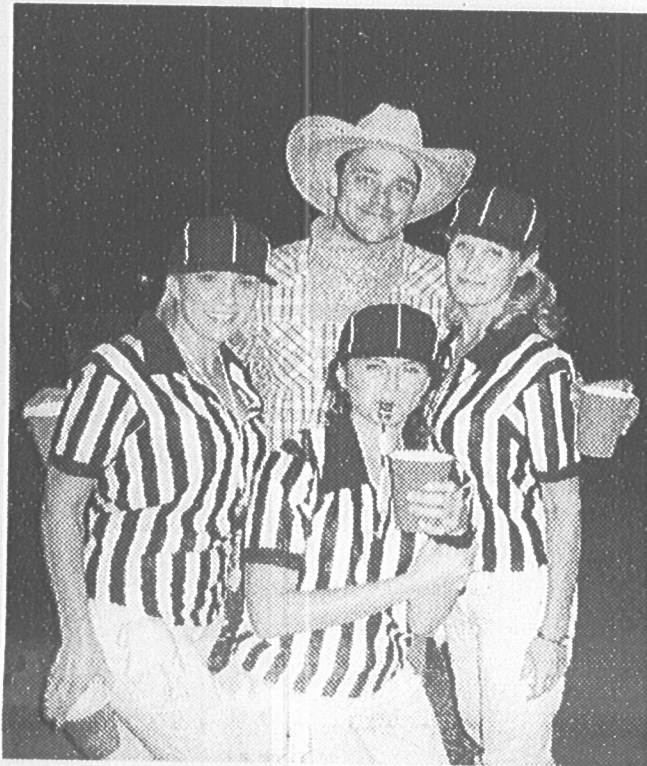
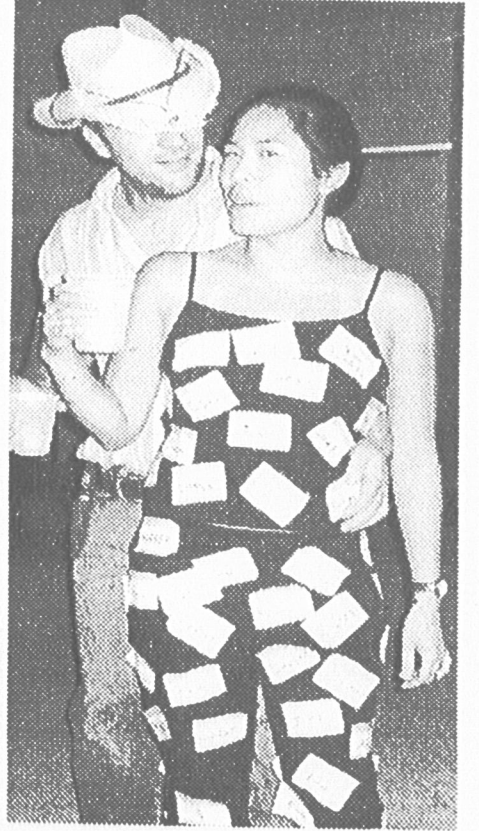
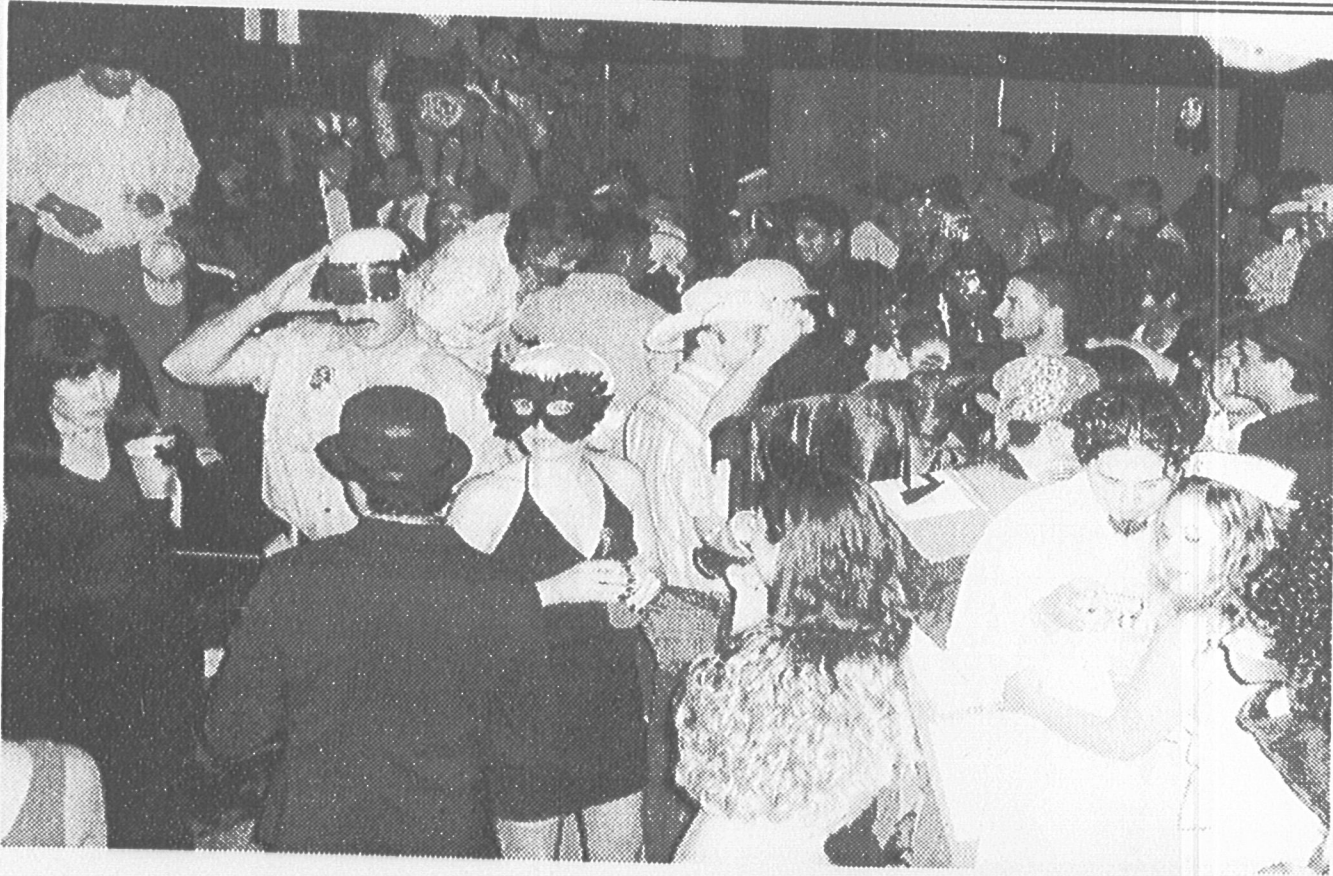
*A great time was had by all at the GLOBE Party and Rugby Party!*



# HALLOWEEN

November 5, 2004

Page 31



Photos by: Genevieve Houle Gutierrez, Christy Huff, Jessica Berrios, Manish Punjabi, and Rohan Rammathkar

## Halloween Yields Tricks and Treats of Love



Before and...



... after!

Dear Dr. Love,

I need your help! I went to the Halloween party at the TAC last weekend and I had a truly disturbing experience. I was flirting with this really cute girl dressed as Dorothy from the Wizard of Oz. We seemed to be getting along really well, but then I had to leave her to go use the men's room. When I came back, she seemed - well, different. Her voice was a little deeper than I remembered, and I didn't notice that adam's apple before. But I figured, hey, it's probably just my Thundergoggles, and I picked up where I left off. Needless to say, the next morning was a rough one. Help!

Signed,  
In Need of a Brain

• Dear Brainless,

I wish I could tell you to click your heels and repeat 'there's no place like home,' but unfortunately you've been a victim of a Thunderswitch. I myself witnessed quite a few of these mix-ups on All Hallow's Eve. However, the good doctor evidently had a few less Vodka-Red Bulls than you and could steer clear of the good twin/ evil twin confusion. The good news is that you were in costume too and you can always blame your indiscretion on someone else. Here's a tip for next year, check under the skirt before heading to Oz...

• Yours Truly,  
Dr. Love

### More Evil Twins...



Dear Dr. Love,

I'm a prospective student in town to tour Thunderbird. I thought that while I was here I should check out the social scene as well as the school's academic ability. After doing a few keg stands at the Rugby Halloween party, I really don't know what to think now! I expected to see all of these hot rugby guys, but they were all dressed like chicks! What's up with that? Maybe I'll just go to Harvard... those guys might dress in preppy sweaters, but at least they don't wear dresses.

Signed,  
Disappointed in Glendale

Dear Dissed,

Honey, didn't anyone tell you that T-bird was the most diverse b-school in the world? What did you expect? You're missing out on the fact that the T-bird men are in touch with their inner chick. Now I concede that the guy in the leotard may have been pushing the envelope, but under those skirts, they're real men. And just because they may fill out a sweater better than you, that's no reason to discriminate. And as for Harvard, sweetheart, have you seen those fools play rugby?

Sincerely,  
Dr. Love

### ThunderMen??

