

# Das Thunder Tor



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

William Schurz

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## The "TED" Offensive

By LAURA LIBMAN  
U.S.A., Spring '05  
Chief Relationship Officer for the  
Thunderbird Honor Council

Keynote speaker, Dr. Angel Cabrera, delivered a highly persuasive speech for the first Thunderbird Ethics Day (TED) celebration on Tuesday, November 9th, sponsored by the Thunderbird Honor Council. The day's events began with a lunch in the atrium where professors known for championing ethics in the classroom discussed various topics on ethics with student and staff representatives. Engaging topics such as challenges to corporate ethics and daily dilemmas faced by individuals supplied food for lively conversations.



LAURA LIBMAN

Dr. O'Connell briefly addressed the significance of ethics to a large audience of students, staff, and faculty in the AT&T auditorium. Dr. Cabrera followed by directing the discussion to the issue of professional-

ism in management. He led the audience logically through the criteria that define an individual as a professional, using doctors and lawyers as an example. He argued that M.B.A.s qualify as professionals in virtually every way but one: we do not take an oath of ethics when we graduate. He contended that M.B.A.s should take an oath just as medical students take the Hypocratic Oath when they graduate. Already, a few management schools have instituted such a pledge, and the President challenged the Thunderbird commu-



Dr. Cabrera being presented with the Honor Code plaque

nity to pioneer an effort to inaugurate an oath of its own.

Following Dr. Cabrera's compelling presentation, Honor Council Chairman Jim Samuels

presented Dr. John O'Connell with the new set of Faculty Guidelines, authored by the Honor Council. Samuels then delivered to Dr. Cabrera a framed copy of the Thunderbird Honor Code for his office. Other framed copies have been made and will shortly appear around campus.

Jim Samuels commented that "the Thunderbird Honor Council will continue to strive towards establishing thought leadership in ethics and sustainable value systems on a global level ...we hope to see Thunderbird being uniquely identified with high ethical standards and exceptional values by the corporate world ...the world at large. The TED initiative, amongst others, is a dynamic step in that direction."

Dr. Cabrera then surprised members of the Honor Council by renaming World Business Rooms 1,2,3 the "Honor Council Room."

Joan Lincoln, who attended the festivities, asserted that the Thunderbird Honor Council has taken a wonderful step in the promotion of ethics through the sponsorship of TED.

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## Time to Get Associated

By GEOFFREY P. GOUGION  
U.S.A., Winterim '05  
TSG Marketing Chair

Being a Thunderbird is all about pushing the limits of the known... to explore and experience the unknown. We have numerous outlets for learning available to us during our time in Glendale and Archamps, but there is still room to develop and improve. Based on this premise, TSG and student leaders of the marketing, finance and international development clubs, along with administration and faculty, have been creating a new structure for professional clubs on campus to better serve the entire Thunderbird community for years to come. That change has resulted in 3 "new" groups on campus that are central to the learning experience: The Marketing Association, The Finance Association, and The International Development Association.



GEOFFREY GOUGION

This initiative has been created to deal with three main issues that we, as students, face every year that minimize the impact and value our current club structure has provided. First, the associations have been created with the intent to raise the bar for these groups with the goal of "providing a higher level and quality of student involvement and learning outside the classroom." Second, the organizational structure is set up to manage the constant turnover and flow of students in and out of Glendale due to our fast program, internships and study abroad opportunities. Finally, the structure has been designed to create future alternative sources of

funding to both provide sufficient funds for the associations and to allow for re-allocation and increased funding for all other clubs.

### Three New Organizations

The three disciplines of marketing, finance, and international development were specifically chosen as they represent the three primary focus areas from a student, faculty and CMC perspective. The three associations will be directly tied into the operations of the CMC and the faculty. When students register for a focus area they will now automatically be a member of the association connected to the focus area and will have access to all of its resources. Of course, associations are open to all students to join as they please regardless of focus area.

The leadership of each association will include one President and at least 2 Vice Presidents who will be elected by all members of each association. Each association will have roles available for students to get involved including, but not limited to: Speakers/Events/Competitions, Academic Affairs, Career Development and Marketing. These roles have been designed to provide collaboration between the three groups and to integrate with current TSG positions to create a more comprehensive structure to serve the needs of the student body. For example, each association will have an "Academic Chair" position, and these three people will work with the TSG Academic Affairs Chair providing an outlet to cover all issues related to curriculum, faculty praise and concerns, and communication in all areas of our education.

### The Advisory Group

A key component of each association will be a three-

Continued on page 22

## A Party You Won't Want to Miss!

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

Finals will soon be done, and most of us are packing up to take a much needed rest after a hard trimester. For almost 200 T-birds, these are the final days spent as an MBA student. So what should be that last item on every T-bird's "To Do" list? Attend the "Night of the Thunderbird" Celebration, of course!

On Friday, December 10th, Thunderbird throws what will undoubtedly be an incredible party. While it is traditional for the outgoing class to join together with family and friends to celebrate, this year will be an event everyone can enjoy.

a place to take a break).

Since the celebration runs from 8:00 to midnight, "hearty" international-themed hors d'oeuvres and desserts will be served. And, an open bar with complimentary beer, wine and soft drinks will flow all night long. There will be a cash bar for hard liquor should Grandma want a vodka-Red Bull.

For entertainment, international performances from around the globe will pepper the night. It will be like a 'greatest hits' of regional night fun. Dancing to world music will surely be a popular activity, but wall-flowers can amuse themselves by watching the oh-so-embarrassing slide show of photos. It is safe to say that many attendees will be surprised to see which pictures their friends submitted for the show!

When the party winds down at midnight, the fun won't stop! For the first time ever, there will be a scheduled "After Party" held at the TAC until 3:00am. For no charge, ALL T-birds can join the grads in celebrating the end of their studies. And after 3:00 am?

We'll just have to see where the "After After Party" ends up...

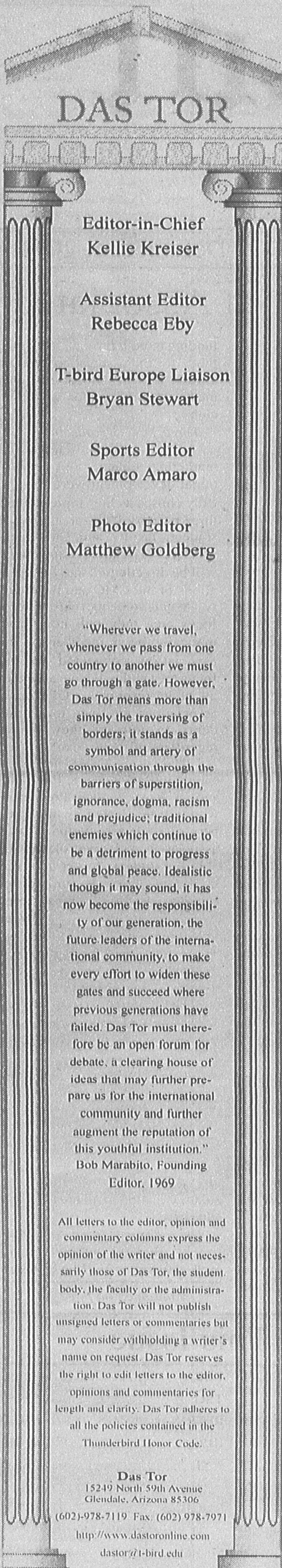
Worried about your student (or unemployed grad) budget? With some generous funding from the TSG, the price of tickets this year is very reasonable. Last minute buyers will pay more though. And if you don't want to drive to the off-campus party, a bus from the school will be available for a small fee.

So what are you waiting for? Get your ticket to the Night of the Thunderbird Celebration today!

Party details: Friday, December 10, 8pm-Midnight. At "Brett's Barn" at Westworld, Scottsdale, AZ. Located just off the 101 loop (25 minutes drive from campus), near great restaurants, shopping and hotels in North Scottsdale. All are invited (ticket prices apply). Limited transportation to and from campus for a small fee is available. Unlimited free parking is available at the site for those who drive themselves. Check out MTB for directions and more information.

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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

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

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## The ThunderAfterlife

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

How did this happen? In only a few days, I *graduate!* Wasn't it just a few months ago that I was tramping around campus with these strangers called the Sidewinders, drinking beer, chanting a cheer, and wondering how I was going to get through this MBA program? I swear it was only a little bit ago that I first walked into the Pub and thought I found the best place on earth. And it couldn't have been more than a few weeks since I signed those loan documents, thinking it would be ages before I had to start paying. How did the time fly by so freaking fast?



KELLIE KREISER

For the past few weeks, I have been a little depressed thinking about how my time here is coming to a close. This experience has been so intense, and so wonderful, it is hard to think of it ending. I've made so many friends at Thunderbird... those who supported me through exams and endless team meetings, who laughed and partied with me, and who I've seen just about everyday for a year and a half. It is going to be so hard to see them fly off to the four corners of the world.

But I shouldn't lament. One door closes, another opens, as they say. I am about to embark on my glorious ThunderAfterlife as an alumna. In many ways, I can't wait. For example, I can't recall the last time I had a weekend with no-strings-attached. And I'll be honest, I'm pretty much sick of reading Harvard

Business cases. And it would be kind of nice to have money again... hmmm, maybe graduation isn't such a sad time at all.

To those who graduate with me, I have three challenges for you. Of course, you have no obligation to listen to me (as always), but take a look at them and see what you think...

Number one: Let's all try to give back to the school just a little bit each year. Oh, I can tell that I've lost a few of you already! But wait... I'm not asking you to Garvin-out and donate a ton of cash. I just want every grad to commit to some small act that makes the school better for those T-birds still slaving away at IPE. If you have some extra yen, drop it

plaining about how everything was better when I was a student. If you see something wrong, do something constructive and change it, don't just bitch.

Number three: Stay in touch. Ok, how cheesy does that sound? But I mean it. Selfishly, I want to see many of you again. I want to hear what is going on in your lives. Maybe I want to hire you, or be hired by you. I want to keep that close connection that was the best part of this whole experience. So keep your MTB pages updated! Log in every now and then to check the boards. Forward your global.t-bird.edu e-mail to your current account. And let's all come back every few years for a drink at the Pub.

And for those of you who are not graduating, don't feel left out... I have three challenges for you too. First, suck all the juice you can from this experience. Never say "I'm too tired" to go to a regional night, or a speaker, or the Pub. It'll be done before you know it. Two, give back to the school while you are here. Volunteer, network, spread good karma... you don't have to be an alumnus to give back. And three, challenge all of us new grads to stay connected and true to our T-bird roots. None of you should ever be afraid to interact with past students. Our connections are what make us strong.

To all of you in the Thunderbird Community... students, professors, staff, and alumni, thank you for making my time at Thunderbird one of the most amazing experiences of my life. Bring on the ThunderAfterlife! The fun is just beginning!

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Here's my cohort, the Sidewinders, after the Campus Crawl. I love them all...

in the mail. Or if you hear of a job opening, shoot the CMC an e-mail. How about joining your local alumni chapter... or better yet, start one in your town. Just make yourself a promise to be good to your school... it needs you.

Number two: Try not to bitch. Have you guys seen those alumni who whine on the discussion boards? Jeez, get over it. I hope that I never get so small and pathetic that I spend my time com-

### CORRECTIONS

~ Our apologies go to Matthew Goldberg. We failed to acknowledge his role as Photography Editor in the last issue. We owe Matt our thanks for

editing all of the many photographs that made us smile.

~ In her article "T-birds in Paris," we misspelled Stacy Alyse Weiser's name. Nous sommes désolés!

~ If you find an error in the pages of Das Tor, please notify us so that we can acknowledge the correction.

# COUNTRY GABLES

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## November 3, 2004

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

On the morning of November 3, I took the subway to work, just as I do every other day. I switched trains at Columbus Circle, much like every other day. The train was crowded like every other day. But something was different.



ALEX MAILMAN

New Yorkers rarely look cheery in the morning, so I usually expect to see tired souls, packed together, looking glum. But that Wednesday was different. The faces were empty. Millions of faces, all empty.

On the day after the election, the city was in shock. Hard-working, hard-living people were now paralyzed. Paralyzed by the thought of having to endure four more years of the same.

But it was something bigger. The paralysis came from the realization that they had been ignored. After living and breathing politics for the past four years, the city was geared up for this election. The protests, the rallies, the buttons, the bumper stickers, the emails, the morning shows, the Sunday talk shows, the headlines, the articles, the op-eds. New York was fed-up. The

city, and indeed the whole country, was in dire need of a new President. But alas, no.

Much has been written about the two Americas. The blue and the

red. The city and the heartland. The liberal and the conservative. We have indeed become two countries. Two peoples who cannot understand each other. But are we trying?

In short, yes. I know at least that Democrats are trying. In fact, we spend much of our time trying. Most of my friends and family are constantly asking why and how and what? Why does half this country think so highly of Bush? How can so many millions of people believe that the President has their best interests at heart? What are they thinking? I truly have wracked my brain to understand, and I always come up short.

Why are we having such a hard time understanding each other?

"Liberal" people find many contradictions in the conservative agenda. Why does the right want to protect the life of a fetus from a mother who cannot afford to take care of it, yet does not want to protect the welfare of the child once it is born? How can they be pro-life yet favor capital punishment? Why do they support federal money for victims of floods and earthquakes, yet oppose federal programs for people who live in squalor on a daily basis.

"Conservatives" must have similar questions. Why do liberals want to spend money to fight AIDS but seem to be sanctioning behavior that leads to AIDS? How can Liberals champion the rights of workers, but also support environmental programs that restrict the economy and eliminate jobs? How can Liberals support equal opportunity yet promote affirmative action that translates into preferential opportunity?

Berkeley Professor George Lakoff has written a highly influential book called "Moral Politics: How Liberals and Conservatives Think." In "Moral Politics," Lakoff examines the

moral systems of the Left and the Right. He proposes that two opposing models for the family are unconsciously used in thinking about politics: *The Strict Father* and the *Nurturant Parent*. Under *Strict Father*, self-reliance, self-denial, and respect for authority lead to responsibility. The *Nurturant Parent* advocates love, empathy and nurturing, which collectively lead to the same end: responsibility.

According to Lakoff, each model has the same noble objective and even incorporates common values. The difference is in how those values are prioritized. The point is that the Liberal and the Conservative world views are based on similar principles, only with different priorities. The book goes a long way in explaining how both camps think. Anyway, I think we should all read it, including the neo-conservative student organization "Thunderbirds for Truth."

What is so unfortunate about this election is not that Bush is still our president, but that the country has grown so far apart. Politics aside, I really believe that a change of presidents would have been the most healing thing for us. The ousting of a President and the switching of parties is the country's natural balancing

of the scales. It keeps the country centered. The feeling now is that the boat is listing too far to one side, taking us way off-course.

The danger now is that the left half of this country will feel disenfranchised. I

myself have stopped reading the paper and stopped watching the news. I fear that millions of people will feel so turned off that they will stop participating. The New York Times reports much lower readership since November 3, a true sign of Liberal paralysis. What will all of these people do with themselves now? Maybe they will take cooking classes, or travel, or read poetry. All good things, but this alienation could be tragic for the country. Never have Democratic voices been needed so much.

Thankfully, there is always a good fight around the corner. President Bush will be nominating a new justice soon; it won't take long before we are watching the Anita Hill show again. If he is smart, he will keep the democrats sedated with the appointment of a moderate. If not, he will awaken the sleeping giant once again.

President Bush recently gloated, "I've earned political capital. Now I'm going to spend it." We've learned to expect such attitude from our president. But actually Mr. Bush can do a lot to heal this country if he resists the temptation to flex his muscles.

If you are a Republican, you too can do a lot. You can try to see the morality behind our politics, since we aren't very good at articulating it. You can revisit key election issues to understand our perspective. You can push an agenda based on issues that are common to both parties, rather than those that distinct to yours. You can realize that your views represent those of only 51% of the country, not 100%. You can see that, now that you have the Presidency, the Senate, the House and the Court, you have the luxury of being in total control. That luxury can be used to unite the country through moderation, rather than extremism.  
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## American Elections ... When Politicians Use Religion

By MANISH PUNJABI  
India, Spring '05



MANISH PUNJABI

Over the last few days, the tension has been building around my little world called Thunderbird. The reason being is the U.S. elections, where the U.S. electorate rejected John F. Kerry by a small margin. The vote on Das Tor gave Kerry the White House by a large percentage; however the American voter seemed to reject him by a narrow margin. However, that is not the point of my monologue.

The election fever on campus caught me and I was surfing the net for updates and opinion polls imagining the hope of my pro-Kerry friends gradually shrink away. What caught my attention was a statement on the BBC website – "Religion - rather than class, ethnic origin or education - has become the key determinant of voting in the 2004 presidential race, according to an exit poll conducted by the Associated Press news agency."

I find this trend very disturbing. Across the world, I see that religion is becoming an important differentiating factor within nations. I can't give a greater example than my own country – India. Until a few years ago, the Congress (I) Party used to form the government; however their support base started deteriorating over the 1990s. A religiously backed party, Bharatiya Janta Party (BJP), was eating into their vote bank by fuelling fundamentalist feeling within the general population. This led to some of the worst riots caused by religious incitement that India had witnessed. The storming of the Ayodhya mosque, 12 coordinated bomb-blasts in city of Bombay, and then burning 54-odd passengers in their train compartment in the state of Gujrat-

are just some of the incidents that come to my mind.

However in the recent elections, though I was expecting the BJP to win, the party was completely rejected by the lower income group that formed the back-bone of India's vote bank. After clawing its way to power, the BJP tried to project a secular party and reversed subsidies to the lower income groups. The Congress (I) is back in power.

Lesson learnt – the lower income groups may be swayed by religion, but ultimately care about who is going to subsidize their bread and cooking fuel. However, my point is – who paid the price? India was just opening up to the world in 1990, when the Ayodha incident occurred and derailed the economy for a few months. Bottom line, people suffered the most, followed by the economy.

In my RBE Europe class, I recently learnt about the Peace of Westphalia, which ended the thirty year religious wars between the Protestants and the Catholics. Today, we are in a similar situation with Islamic world on one hand and the Christian world on the other hand. Bosnia is just one of the many recent examples.

Similarly, across the world it's the people and the economy that suffer the most when political parties call upon religion to give them the extra edge against their opposition. Political parties should be more responsible and educate the masses on the economy rather than using God as a tool. I end by quoting Michel Jackson's song, Heal the World "There are people dying/If you care enough/ For the living/Make a better place/For you and for me."

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The Editorial Staff at Das Tor would like to acknowledge all of the students, professors, staff, and alumni who contributed to this publication.

We know it isn't easy to find extra time, but your hard work and dedication made our newspaper something that the entire Thunderbird community can be proud to call their own.

Thank you!

... and we will see you all in the Spring!

# Taking the Middle Path (How to Garvinize the World)

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

I was recently speaking with a friend of mine about what kind of car I wanted to get "when I grow up." When I confessed that I'm a Jaguar guy, and the XJ8 is the big cat's meow, she told me simply and matter-of-factly to go for it. With a shy and embarrassed look overshadowing my usually mirthful countenance, I confessed to her that though surely the future is full of stock-options, incentives, and paid vacations, I refuse to pay as much each month for a car as many people pay for a home. "It really all depends on your perspective though, doesn't it," she said. "After all, you just spent more on lunch at Rock Bottom than some people can afford to eat all week."



CHRISTIAN MACY

The fact is that many of us did not come to Thunderbird expecting to remain at an average income level, and most of us will likely not be disappointed. The question then is simply this: "When you have all that money, what are you going to do with it?"

Forgive a Religious Studies major one digression – I promise not to be too wordy or impertinent. Let me preface this by saying that all religions are the creation of society. They are a product of a collection of myths, beliefs, and rules, which have been established and preserved in order to guarantee the welfare and security of the general populace. It is folly for anyone to assume that they are false or created by despots. It is equally ineffective to assume the opposite – that they are fool-proof or written down by anything but human beings.

We have all heard at one point or another that "money is the root of all evil," a saying which is often used either merrily as a poke at stupid old religious sayings, or grimly in the realization that one has fallen victim to the effects of such 'evil.' Why would anyone say such a thing? Follow me.

I would propose that it is not money, but the human desire for self-preservation that is at once easily corruptible and corrupting. To put it simply: people preserve themselves and their families through the acquisition of money and power. In order to acquire these things, they must step on others willingly and calculatingly (and in the right sequence) with little or no remorse or thought for said person afterwards. One must become the "top dog." The question that arises though is this: What happens to the other people? They are implicitly below you. Removed from you in terms of power and influence. They simply carry less weight.

For those of you who are still with me, here is where it gets interesting. Keep what I said above in mind (or refer back to it later) and follow this separate train of thought for one minute. What is the definition of evil? In most world religions, regardless of what the god(s) is called, evil is any action that goes directly against his/her/their will. What is this holy will – or 'word' as you may know it? Typically, it is defined as the ultimate nature and balance of the world or universe. You might have heard of it as "The Golden Rule." Bible-based religions share it, Confucianist thought has it, Wicca and Druidism have it, and these are just a few examples – do unto others as you would have them do unto

you... respect the balance. Summary: Evil is anything that goes against that balance.

Notice that word? Balance? Jog your memory dear reader, and find writ a few lines above the statement "They simply carry less weight." I am sure at this point the warning bells have gone off and the fire department's arrival is imminent, but let us put the two thoughts together for those still looking for the exit sign. We'll even make it a whole new paragraph unto itself.

If the 'word' is the natural balance of the universe, anything that causes imbalance is 'evil'. If self-preservation causes imbalance it is 'evil'. If money is the tool through which self-preservation creates imbalance, it is, inherently, the root of that 'evil'.

So what am I saying? Should we burn our money? Become extreme socialists? Live in hippie communes? No. A world without money is a world with no means of exchange on a global scale. No exchange means no progress, and no progress means we might as well give it all up right now because we won't get anywhere else.

What I think we should all start thinking about though, is how to walk the fine line between wants and needs, excess and poverty, getting all you can and giving all you have. What many people fail to realize is that self-preservation doesn't have to exclude the rest of the world! I can't help but think of the old cartoon that shows a great battle where everyone dies but the last two people on earth – two soldiers on opposing sides.

The ultimate reality of all this is

*What I think we should all start thinking about though, is how to walk the fine line between wants and needs, excess and poverty, getting all you can and giving all you have.*

# The Past, Present and Future of Archamps

By MATTHEW GOLDBERG  
U.S.A., Spring '06

It started with rumors and a few unhappy customers last year. Now the Thunderbird Europe (TE) campus in Archamps, France has officially experienced some problems. As many students that have been there say, "you either love it or hate it." The one thing for sure is that any student that is going to attend the TE campus can not expect "a Glendale in France."



MATTHEW GOLDBERG

So, what did go wrong with our overseas campus? The first and most highly acknowledged problem is with The Residence (the student housing that is strongly recommended by Thunderbird administration). Some of these problems, according to Dr. Kay Keck in Academic Affairs, have included: the keys opening every apartment, no telephones, only one washer and dryer, the hot water heater was inadequate, DSL was not operational, the heat was not operational, ongoing 3<sup>rd</sup> and 4<sup>th</sup> floor construction, and an inadequate supply of dinnerware.

Most of the aforementioned problems were quickly fixed. According to Dr. Keck, the administration understands that

moving the students in too early "was a huge mistake." The administration has accepted responsibility and has helped to negotiate a reduction of the rent for October and November.

Another complaint from some students was the longer classes. This has especially been a problem when a professor misses one class and then schedules a make-up class that is 6 hours long. The administration has realized that this is a concern, and they are trying to put pressure on the professors to avoid two classes being scheduled back to back.

The career support has also been questioned. At times, it seems that there is almost a complete lack of available support to students at TE. Currently, there is a representative that flies over a couple of times per trimester. Unfortunately, this is not sufficient for students to manage their careers. According to Dr. Keck, administration would like to provide a full time career management representative and an academic advisor, but the school lacks the financing for such an initiative.

The last complaint is that the quality of courses at TE is not up to par. Professor John Mathis, the Director of Faculty and of the Global Finance Program, has taken these allegations very

seriously. According to Dr. Keck, he is very involved with the program and he actively confirms that the content of the courses is appropriate. However, the school acknowledges that there may be a difference in the style of how the courses are taught, which is in a European manner.

So, what can a student expect when going over to TE? An outside consultant has been hired and the results should be in very shortly. The consultant is

*"There are many more things that we can do in Archamps that we are not doing right now."*

trying to find out if any more problems should be expected. With this proactive approach, the administration hopes to catch problems before they escalate.

One of the reasons that some of the problems have reached their boiling point was due to the TE administration trying to keep the issues under wraps. This non-communication has been recognized as a major flaw in how the situation was handled, leading to a restructuring of the TE administration. Dr. Zoubir, who was previously in charge of the program, had to split his time between running Archamps, recruiting, and building the Prague Exec Ed program.

Now, the school has provided more support by appointing Senior VP of

Executive Education Jerome Couturier to lead all of the foreign programs. Any problems are to be reported directly to Couturier so they can be addressed with the diligence that is deserved.

With the problems that have arisen and the current struggle to restructure business at TE, the viability of a future TE should be questioned. Couturier believes that a sound foundation is necessary to build future business, and as of now, that is not Archamps. His goal is to start building strength and confidence into the program. If need be, there are some contracts that TE is committed to, but "there are ways out of legal contracts," says Couturier.

"There are many more things that we can do in Archamps that we are not doing right now." Couturier has been open to constructive feedback and hopes to bring out the full potential of Thunderbird Europe in his new position.

Life is about the choices you make, just try to make yours knowing that you would be OK with someone else doing the same. After all, they don't call the rule "golden" for nothing.

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mlgoldberg@global.t-bird.edu



## T-birds Give!

This month saw many charitable T-bird initiatives. There was the Unicef "Speak for the Children" event and Halloween event, donations by Das Tor writers, a food drive run by the Thunderbird International Christian Fellowship, and the collection of unused student meal plan funds (organized by Greg Underhill and graciously allowed by Aramark). T-birds showed that their hearts are as big as their brains!

**Unicef Halloween event: \$1500**

**Unicef "Speak for the Children": \$250**  
(donated by the IBIC as a percentage of late fees acquired over the course of the year)

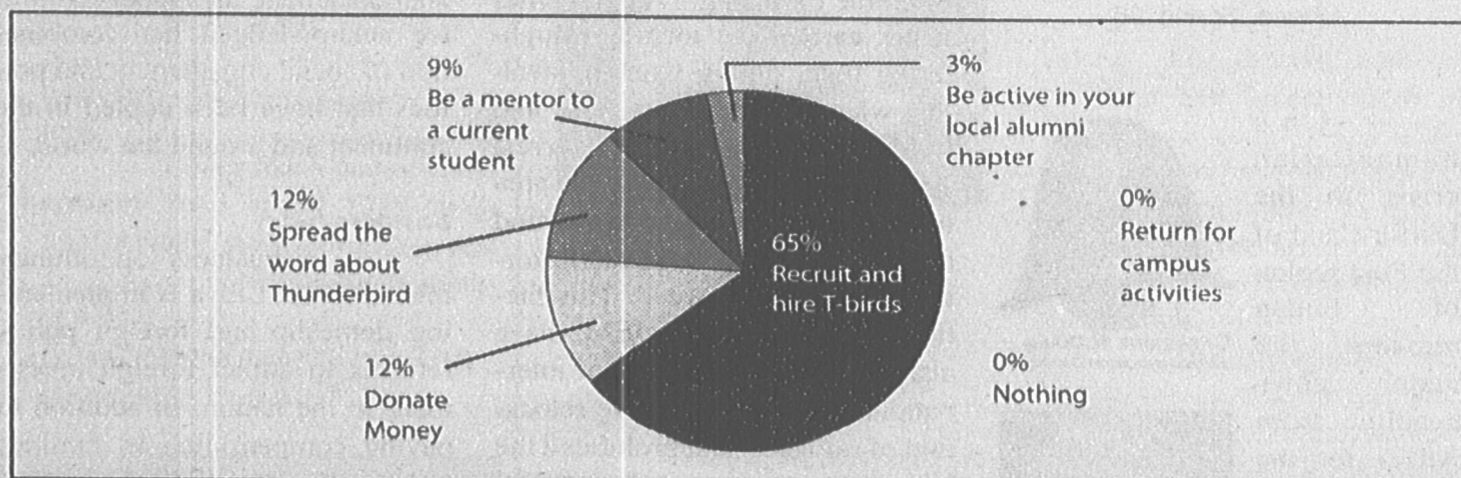
**Das Tor Writers contributions to Unicef: \$300**

**Food Drive: \$78**

**Student meal card donations: \$1220**

### Das Tor Online Poll Results:

What is the most important way alums can give back to the school?



## Money Talks: Use Your Dollars to Make a Statement

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

December will see another group of students graduate from Thunderbird. As students become alumni, their most common concern is finding a job. For graduates, and all of us during this holiday season, it is time to think about how we can give back to the school.



KOL HARVEY

Several articles in this issue of *Das Tor* document how the spirit of giving is spreading on campus and among the broader Thunderbird community. A recent initiative led by James Brandon Keefe focused on identifying, documenting and praising the positive contributions people make to the school, and there are many. Nonetheless, most conversations I overhear at the Commons are about the things that need improvement. We all can come up with ideas on how to

make the campus better. We should support those initiatives as students by donating our time and, as alumni, by donating our money. Sam Garvin put his money where his mouth was, and we should all strongly consider following his lead.

Director of Annual Giving and Advancement Communications Russ Phaneuf reports that a record 4,418 alumni, or 17%, gave to Thunderbird in the last fiscal year. The alumni giving rate is a key factor in the business school rankings, and it represents an easy way for Thunderbirds to boost the value of our degrees.

A best practice in alumni development is to create a spirit of giving from the first days on campus: think of it as customer acquisition. Unfortunately, the Foundations sessions stressing the importance of giving back to the school were cut from the program. With the school's current transition, this message is essential, and it needs to continue

throughout the Thunderbird experience.

There is hope. Every donation counts: with a mere \$1 you can boost our rankings. Here are two ideas on how to get more of those dollars:

*I have seen Thunderbirds in several countries across two continents show a willingness to help other Thunderbirds. Some people simply need assurance their dollars will be going towards the "right" things...*

**Support a cause that you believe in.**

Are you a fan of intramural soccer? Were you a leader of a club? Do you want to see another regional night? Did you enjoy the relaxing atmosphere of the Pub? Would you like to bring a specific speaker to campus? Does the rugby club need new t-shirts? Whatever it was that made your Thunderbird experience positive, you can use donations to make it happen more often. Thunderbird allows you to specify where your donations will be

spent. At one school, the golf club used tax-deductible donations from alumni, parents and friends to buy golf bags for the club members. If that is what it takes to get Thunderbird higher in the rankings, then it sounds like it is par for the course.

A bit of creativity could identify donors who would be willing to support the clubs and students, even if their complaints about "the administration" have kept them from making an unrestricted gift.

**Use the First Tuesdays to collect donations.**

For less than the cost of a beer, and probably less than the tip, Thunderbird alumni can make a donation that will count towards the participation rate. It is easy, quick, painless (especially considering that you are drinking at the time), and it helps boost our rankings. I am not suggesting turning a social event into a hard sell, but if you can get people to

throw a dollar in a hat to boost our participation numbers, let's do it. Heck, you could make it into a drinking game!

No matter how they felt about "the administration," I have seen Thunderbirds in several countries across two continents show a willingness to help other Thunderbirds. Some people simply need assurance their dollars will be going towards the "right" things, as they define it.

Working together, the Alumni Relations office, TSG, leaders of clubs that are starved for cash, alumni chapter leaders, and current students can give a voice to the \$1 of the other 83% of the Thunderbirds by making them feel good about where their money is going.

Giving begins right now, and I am sure we can all find a cause on campus that is worth a dollar. Let's use our dollars to make a statement by supporting what we each believe makes Thunderbird special.

[kol@kolharvey.com](mailto:kol@kolharvey.com)

## Feeding the Needy in Geneva

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

Five T-birds from Thunderbird Europe fed Geneva's needy on Saturday, November 20. Federico Jost, Peter Eliassen, Ben Andrews, Jocelyn Wyatt and Stacy Alyse Wieser joined the American International Club and Sindy in preparing and serving lunch at a soup kitchen near the main train station in Geneva. "Sindy" is the International Social Syndicate - a social network dedicated to make it easier for ex-pats to meet other ex-pats and locals while livening up Geneva's social scene.

We arrived at 9am and met the other volunteers, then we went shopping and purchased over 400 Swiss francs worth of

food for lunch. Once Chef Mike (a former restaurateur who now works in finance) felt that we had the proper ingredients, we were put to work chopping, washing and peeling the meat and vegetables for a lamb stew and garden salad.

We enjoyed socializing with each other as we prepared the food, discovering everyone's uniqueness - such as the businesswoman who created an organization to lobby on the behalf of start-up companies in the EU, the ex-pat lawyer who explained how he got a job contract at the United Nations, and the volunteer who micromanaged the salad. At noon we opened the doors to serve the meal to a diverse lunch crowd - Bolivian and Russian immigrants, a man with an iPod, and many well dressed people in pressed clothing and winter coats nicer than ours. All of the diners were grateful and gracious, and they cleaned their own dishes. By one

o'clock, lunch time was over, and we sat down together to have our own meal.

After some socializing,

we tidied up and exchanged numbers and e-mails. It was a half day well spent, rewarding on many levels. Those here during

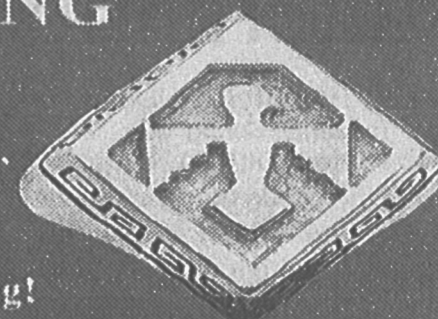
the Spring trimester plan on doing it again.

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

### THE THUNDERBIRD RING

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THE ONE RECOGNIZED AROUND THE WORLD!

## What is Happening in Africa?

By CATHERINE RABALA  
Kenya, Fall '05  
and  
ABRAHAM WALKER  
Liberia, Spring '06

The humanitarian crisis in the Darfur (land of the Fur) region of Sudan remains the major news headline from Africa for the year. As the international community continued to discuss if the crisis is a crime against humanity or the next Rwanda, 1.5 million people had been displaced from their home and over 70,000 killed. On Friday, November 19, the United Nations agreed to support the government and rebels after they signed a pledge to end fighting by the end of this year. According to the agreement, the groups will cease violence immediately in the Darfur region. If the peace deal is signed by the December 31, 2004, the committed date, many see this as a significant step in restoring order and bringing safety to the region.

As reported by the British Broadcasting Corporation (BBC), the Darfur crisis began in 2003 when the Sudan Liberation Army (SLA) and the Justice and Equality Movement (JEM) rebel groups attacked government targets. The reason offered for their attacks was retaliation for what they claimed was the central government's lack of support for the needs of the people of the Darfur region. The groups believe that the government was oppressing the nation's black African population in favor of its Arab citizenry. For many years, there had been tension between the nomadic Arabs and farmers from the Fur, Massaleet and Zagawa ethnic groups.

In response to the rebel attacks, the government sent out "self-defense militias" and conducted several air raids. It was after these raids that the Janjaweed

faction moved into Darfur. Suspected as a tool of the government, Janjaweed has been accused of ethnic cleansing. The atrocities it has carried out include slaughtering men, raping women, stealing whatever they can find, and holding women as sex slaves. Anyone who tries to leave the area to find food, water, or firewood risks being killed or sexually tortured by the Janjaweed. This faction, along with the JEM, have also blocked the delivery of international aid, prevented the relocation of refugees, and prohibited the UN from carrying out peaceful resolutions to the conflict.

With the hopeful signing of the peace deal at the end of the year, Darfur may achieve autonomy - but remain within the Sudanese state. The idea of Darfur's autonomy has received some cautious support from politicians in the Sudanese capital city of Khartoum.

### Nobel Prize Awarded to Kenyan

Though many other afflictions such as the increase in the HIV/AIDS epidemic and other diseases, and the continued famine among Africa's poorest still exist, it is important to highlight uplifting news from Africa. The most significant of those this year was the Nobel Peace Prize won by Wangari Maathai of Kenya. Known as "Mama Miti" (Swahili for mother of trees) in Kenya, Professor Maathai has finally gained international recognition for her 30-year work to protect Kenya's forest.

The first African woman to receive the coveted prize, Prof. Maathai explained to the BBC how her leadership of the Green Belt Movement relates to fostering a peaceful world. "The environment is very important in the aspects of peace because when we destroy our resources and our resources become scarce, we fight over that. I am working to make sure we don't only protect the environment, we also improve governance," she stated.

She started the Green Belt Movement in 1977 to plant tens of millions of trees across Africa to slow deforestation. This organization that was comprised mainly of women evolved to

include projects on biodiversity, environmental education and women and girls rights. In its announcement, the Nobel committee acknowledged her combination of social engagement and politics that have been copied in the continent and around the world.

### Business News

In business opportunity related news, Libya is implementing domestic and foreign policy reforms to attract foreign investment in the nation. In addition to paying compensation to families injured by the 1988 Lockerbie bombing, Libyan President Gaddafi has ceased his plans to develop weapons of mass destruction.

According to Saif Gaddafi, the president's son, the Libyan foreign investment model will be different from that of recent investment darlings such as Russia. "The Libyan model is how to create opportunities, for, first of all, the workers of each company, of each factory, of enterprise, plus for other investors, and local investors to come in. And then the third step is to bring in foreign capital and it is not the other way around like in other countries," he told the BBC.

Other business items to watch for include (from *The Economist Intelligence Unit*): The establishment of a 3G Telecom's network in Mauritius. The launch of a \$19.5 million commercial and retail development in South Africa's Mpumalanga province. Further moves toward consolidation in Nigeria's banking sector. The establishment of a national stock exchange in Rwanda. George Weah running for President of Liberia in February 2005.

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## Africa Club on the Move

By NATOSHA SAFO  
U.S.A., Spring '06  
Secretary, Africa Club

With so many clubs on campus, it's admittedly difficult to keep up with what each one is doing. This trimester, a dedicated group of "first tri's" put themselves up to the challenge of reviving the Africa Club and putting together activities to spread awareness about the diverse cultures and career opportunities available on the great continent of Africa.



NATOSHA SAFO

We started out this trimester hosting club meetings to generate ideas for activities on which to focus. One of the big topics of concern has been the absence of the "Regional Business Environment: Africa" course.

Spearheaded by Samuel Tam, Abraham Walker and Alexandra Lepionka, a campaign was launched to stir up interest in reinstating the course. Posters were distributed throughout campus and an information session was held to gauge whether there would be enough people to justify offering the course for the spring trimester. Unfortunately, there was not sufficient interest; however, that does not mean an end to the effort. We intend to keep this agenda item on the table for the Africa Club each trimester.

Our most visible event this trimester was the Regional Night, which we shared with the Middle East and Indian Subcontinent Clubs. Gbemi Disu and Liz Bottomy did an incredible job of organizing and coordinating the event in their free moments

between their classes and group project meetings. We had the good fortune of having the opportunity to collaborate with a Nigerian family that owns the Fab African Videos and Fashion store here in Glendale (contact them at 623-435-0057), as well as various other Africans in the Phoenix area. It was an incredibly exciting experience for us all. We look forward to topping our efforts next trimester!

And have you seen the wonderful yellow Africa Club t-shirts? Word has it that Data Analysis professor Dr. Hosseini and CMC Advisor Mark Towsley each bought one before we sold out. If you missed the opportunity to buy a shirt, no fear, Samuel Tam is still taking orders for those who are interested.

In a further effort to create an additional forum of exchange and learning about Africa, we included a speaking event co-hosted by the International Development Association. Thomas Bruns coordinated the first in a series of "Best Practices" speakers. Also, Ms. Anita Campion, a senior manager from Chemonics International, spoke about her extensive experience in Africa, Latin America, and Asia, focusing on current micro finance and business development best practices. Approximately 30 students attended the presentation.

Our final club event is working with Thunderbird's UNICEF and Toastmasters clubs to organize a speech contest with the purpose of raising awareness about poverty worldwide and the priorities UNICEF has chosen to address it.

The members of the Africa club look forward to the continued participation of current students and the entrance of a new class of Thunderbirds in the spring. [nysafo@global.t-bird.edu](mailto:nysafo@global.t-bird.edu)



## International Development Association Thunders Ahead

By HAIDER ABDUL  
Tanzania, Spring '05  
President, IDA

As the academic year draws to an end, I would like to take this opportunity to highlight some of the accomplishments of the Thunderbird International Development Association (IDA) this trimester. In my opinion, our most important accomplishment was our ability to organize ourselves into a cohesive and structured group that functioned as a common platform for all



HAIDER ABDUL

students that have an interest in International Development. With ID being one of the three focus areas offered at Thunderbird, it is imperative that such an entity not only exist by name, but also be "adequately" supported by students, faculty, staff and hopefully alumni as well. The collective efforts by all these stakeholders and the subsequent outcome were very impressive this trimester, but let us hope that it the norm rather than the exception. Let us ensure that moving forward, the momentum is kept.

In collaboration with other clubs or with various departments

within the administration, we were able to sponsor or actively participate in various events or initiatives this trimester. To list a few, we were involved with the ID Alumni Panel, World Bank speaker, various UNICEF and Digital Divide initiatives, Chemonics International speaker, drive to re-introduce RBE Africa in the ID focus and many other initiatives.

I would like to take this opportunity to thank everyone who contributed to the success of the IDA this trimester. I personally want to thank the gifted IDA Steering Committee ensemble of Alexandra Lepionka (IDA

Academic Liaison), Sonia Derobert (IDA Public Relations), Carla Rodriguez (IDA Vice President), Andreia Ezzi (IDA Treasurer), Sean Kerrigan, Thomas Bruns (UNICEF Chair), Jeff Standley & Luisa Vallejo (Digital Divide Co-Chairs) and Jocelyn Wyatt (IDA Archamps Representative). Thank you for your efforts in making it happen!

I would also like to express my appreciation to the cooperation and assistance that we received from Professor Glenn Fong (ID Faculty Coordinator), Mike Low (ID CMC Advisor), Barbara Stevenson (Director, Volunteer

Leadership Institutional Advancement), Linda Jensen (Alumni Relations), Abraham Walker (Africa Club President) and the TSG in general.

Well, for those of you who plan on being around next trimester, the IDA looks forward to your continued support and involvement. And for all our graduates, on behalf of the IDA, I would like to wish you all the best in all your future endeavors (both personally and professionally). I hope that our paths will cross again someday. Happy vacation to everyone!

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## T-Birds Organize Event to Help UNICEF

By THOMAS BRUNS  
U.S.A. and France, Summer '05

The Thunderbird UNICEF club is part of the International Development Association on campus. It was resurrected in mid-October after a difficult leadership transition from the summer to the fall trimester. Once the roles were in place though, we thundered out of the starting gates.

For those who may not know, the Thunderbird UNICEF club's goal is to raise awareness about UNICEF priorities on campus and raise funds to support UNICEF activities. The club is part of a network of campus clubs all over the country, coordinated by the United States Fund for UNICEF, one of 37 national committees around the world that work to fundraise, educate and advocate on behalf of UNICEF.

The basic goals of UNICEF are to save children's

lives and build children's futures. UNICEF (United Nations Children's Emergency Fund) was born after World War II and was known as the "milkman to the world's children" providing milk, diapers, socks, shoes, clothing in war-torn Europe, China and the Middle East. Although UNICEF remains active in emergency situations, its mandate was expanded in the early 1950s to provide long-term development assistance to children in developing nations. The acronym was modified to "United Nations Children's Fund" to reflect this change.

As a leading children's organization, UNICEF is working to build a world fit for children that is free from poverty, disease, violence, exploitation, and discrimination. UNICEF is doing this in three ways:

1) Ensuring every child is given the best possible start to life

2) Guaranteeing access to quality basic education for each child  
3) Giving adolescents the opportunity to fully develop their individual capacities in order to contribute to their societies

The U.S. fund for UNICEF, which coordinates the efforts of the campus groups like

crisis in the Sudan Darfur region, which falls under the emergency concentration area of the U.S. fund for UNICEF. Early this trimester, the club raised over \$1500 through a trick-or-treat Halloween drive to support UNICEF activities in the Sudan Darfur region. All funds raised until the end of the semester will go to support these activities.

As you know the situation in Darfur is a tragic one. Approximately 1.2 million people have been displaced and aid workers estimate that one thousand people are dying each day from hunger related diseases, many of them children. UNICEF

is working with other aid agencies to provide desperately needed food, shelter, water and sanitation for children and families living in overcrowded, makeshift refugee camps.

On November 23<sup>rd</sup>, the Thunderbird UNICEF club, in

partnership with the Toastmaster's and the Africa Clubs, celebrated Universal Children's Day by organizing a speech contest around UNICEF priorities and children. Speakers presented on different children's issues and were judged by a panel of faculty and a guest speaker, the President of Food for the Hungry, Mr. Ben Homan. Mr. Homan, recently returned from the Sudan, closed the event with first hand information about the situation there.

As the trimester comes to a close, the club hopes to continue raising awareness on campus about global issues such as the Darfur crisis. We thank all those that have donated funds over the course of the trimester to support our cause and hope you will join us in supporting UNICEF activities in the future. If you have any questions about the Thunderbird UNICEF club, please contact Thomas Bruns at [thomasb@global.t-bird.edu](mailto:thomasb@global.t-bird.edu) or Julie Hasel at [jmhasel@global.t-bird.edu](mailto:jmhasel@global.t-bird.edu).

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S. THOMAS BRUNS



the Thunderbird UNICEF club, is concentrating on five key areas to make a difference: immunization, education, malnutrition, HIV/AIDS, and emergencies.

For this trimester, the Thunderbird UNICEF club has decided to focus on the current

## Toastmasters Joins in "Speak for the Children" Event

By LINDA SPEER  
U.S.A., Fall '04

President, T-bird Toastmasters

So why are you here at Thunderbird? Is it to expand your business skills, make lifetime friends, and fulfill a life long dream of getting your MBA from a prestigious school? Yes, all of that... but wouldn't you also like to increase your ability to think on your feet during an interview and communicate in an organized and logical manner, as well as become comfortable giving a prepared presentation to colleagues, the executive management team or the board of directors at your next company? Or is that too much to ask for?

Our classes at Thunderbird often provide opportunities to give presentations, but the environment is usually very intimidating with little feedback

given to help you improve your presentation skills. Active participation in leadership roles in clubs and other campus events is another way to not only practice your speaking skills but also to increase your network and improve your networking (social) skills. But these opportunities are sporadic and irregular and cannot be relied upon to truly help you become a better speaker.

Toastmasters International is a worldwide organization "dedicated to making effective communication a worldwide reality," with over 200,000 members in more than 9,300 clubs in approximately 90 countries. Wow, I would say that is a truly global organization! And we are fortunate to have had some forward-thinking Thunderbird students and alumni in the Spring 2003 trimester form a local Toastmasters club here on campus, seeing the need to offer students a forum for improving their speaking skills. Their contributions to the club have been enormous and greatly appreciated. Thunderbird

Toastmasters currently meets every Tuesday night from 7:00 - 8:00 pm in Wilson 33 on campus, with breaks that coincide with the trimesters. Because our membership is primarily T-birds from all over the world, our meetings and speeches are full of diverse topics and accents. Our new members this trimester have continued that same excitement and have injected even more energy into the meetings. This makes the hour fly by!

Actively participating in Toastmasters is the only way to improve your communication skills and lose your fear of public speaking. I have talked to so many people who have said that they would not be where they are today in their career, had they not invested the time in Toastmasters. You will learn how to deliver great presentations, give and receive constructive evaluations, lead teams and conduct meetings, and become a better listener. A Communication and Leadership Program will guide you through completion of 10 speeches at your own pace, after which you will

earn the Competent Toastmaster certificate. More advance programs will allow you to continue down the path to excellence. Much more about the program and locations of clubs can be found on our club website on MTB and at [www.toastmasters.org](http://www.toastmasters.org).

Most recently, we are proud to have co-sponsored the "Speak for the Children" event with the Thunderbird UNICEF and Africa clubs. Members of the Toastmasters and Africa clubs participated in a speech contest with a focus on the situation in Darfur and children in other developing

countries. Partnering with other clubs on campus using Toastmaster members as the vehicle of communication puts our speaking skills to use for a great cause. We look forward to more of these events.

It's never too late to become a better speaker! And it is not too much to ask. You owe it to yourself to make the commitment to Toastmasters for at least one trimester while you are here at Thunderbird. You will master the art of the toast, the speech and the interview!

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### The Participants and Winners!

1. Upendra Dixit: Will you share my ICEDream???
2. Matt Kohlman: The Lost Story of Sudan
3. Gbemi Disu: Women's Issues (Female Genital Mutilation)
4. Abraham Walker: Child Soldiers in Liberia
5. James Perkins: Your Role to Play
6. R.J. Phenghipat: The new UNICEF Ambassador is a big boost for UNICEF

The winners were as follows:

FIRST PRIZE: Upendra Dixit

SECOND PRIZE: TIE - Gbemi Disu and James Perkins

"People's Choice" award - Gbemi Disu

## The Man Behind the Music

By GBEMI DISU  
Nigeria, Spring '06  
TSG First Trimester Rep

Most people wondered about the excitement in the TAC on Wednesday, Nov 3<sup>rd</sup> around 8pm. It turns out that there was an event going on: Afrique Night at the Pub. The lull of African music brought people in to come relax and have some snacks and a drink



GBEMI DISU

before returning to the busy schedules that are the norm here at Thunderbird.

Afrique Night is a new initiative started by Matt Berg in collaboration with the members of the Africa Club. Its purpose is to bring more awareness of Africa to Thunderbird. Although Matt's parents were American, he was actually born in Cameroon, grew up in Senegal and went to college in Zimbabwe.

He says, "I am American, but part of my identity



Matt Berg, Thomas Bruns, and David Paulson enjoying Africa Night

is African. While I was there, I felt at home, and developed a greater appreciation and understanding of things that truly matter, and so I was able to prioritize

and put things back in perspective."

In spite of the problems that plague Africa, which he acknowledges, his overall experience was very positive and he's grateful that he had the opportunity to truly experience life as an African. This is an opportunity that not many Thunderbird students have had, or may ever have. So the goal of the night was to help recreate the experience for those who were interested.

Matt was pleased by the level of interest by the students,

and thought that the event would be a great prelude to the Africa, Middle East and India regional night that happened later on in the month.

This is an event that Matt hopes will continue and will eventually help solidify the presence of African culture on campus, not only in the academic curriculum, but also within the Thunderbird community as a whole. So be on the look out for more Afrique Nights in the future!

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## Tyco Competition Winners Present Their Ideas

By ELIZABETH STAAB  
U.S.A./Germany, Spring '05

The objective of the Tyco Competition was to devise a plan to roll out Tyco's new ethical training program internationally, in a culturally aware manner, and improve their public image. After two rounds of presentations here on campus to Tyco's Corporate Governance executives, the winning team was invited to present their strategy in Princeton, NJ on Monday November 22<sup>nd</sup>.

So six women: Malu Campanico, Pilar Garcia, May Lee, Dori Merifield, Elizabeth Staab and Luisa Vallejo packed their bags to fly out to the East Coast. To be honest, we did this somewhat reluctantly as we had already put so much time into this competition and really wanted to have it finished to focus on other things.

On Sunday, November 21<sup>st</sup> we were then introduced to true American culture. Driven in a stretch limo to the Philadelphia stadium, we had VIP seats to watch the Eagles – Red Skins game. A first for all of us and greatly entertaining... perhaps we had been missing some US cultural exposure being at Thunderbird where the culture is truly international.

Our schedule on Monday morning started with being picked-up at the hotel just after 7am, very early for most of us. The schedule was tight and several people held presentations for us. Among them were the branding and advertising of Tyco - the market segmentation, targeting, marketing effectiveness measurements and new TV spots they will be releasing in January 2005.

Also diversity marketing has become more important with Tyco, and ADT Security in particular. Their approach to marketing their services now is to target demographic groups that previously were given little

attention. US demographic projections show that especially companies selling consumer goods are well advised to target these segments. What's more, the ombudsman shared his past experience with us at Tyco, and how the ombudsman program was developing in the US and internationally. And finally Eric Pillmore, VP of Corporate Governance shared the developments in his area and where further efforts are headed.

Then it was finally on us to present. The strategy and implementation plan we developed for Tyco is founded on the belief that an annual training program is not sufficient to truly educate the workforce and change decision-making behavior. We suggested a framework turning corporate culture and corporate governance into a core competence thereby ensuring a permanent cultural change to build a Tyco corporate culture across all business units for the first time.

Incidentally many Tyco initiatives fit well into our strategy, but had never been combined in a cohesive strategy. Our audience was very impressed with our proposals and felt that they could at least in part apply them to their respective businesses.

Leaving Princeton, we were very pleased with the warm reception we had received at Tyco headquarters. Also, we left with the feeling that parts of our proposal would be put into practice, maybe not exactly as we had devised it, maybe not this year, but our work will definitely have an impact on Tyco's corporate governance strategy and implementation.

We would like to thank all those who made this experience such a great success and I would like to thank my team for such a great time and the high quality of their work.

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By ELIZABETH STAAB  
U.S.A./Germany, Spring '05

Today, Corporate Social Responsibility (CSR) is more than just a fad; it's good business practice. In fact, in a recent Cone Study, 78% of Americans said that companies have a responsibility to support social issues.



MARY ELIZABETH STAAB

Two Thunderbird students wanted to learn more and ventured out to New York City to attend the 12<sup>th</sup> annual Net Impact Conference held at Columbia business school on November 11-14, 2004. The conference was very well attended and booked to capacity – 1,200 people.

Once we got over the cold and rain that greeted us in NYC, we spent two terrific days at the conference. The conference featured several keynote speakers, panels and six breakout sessions with well over 70 choices. In addition, on Friday afternoon there was a business forum where numerous organizations provided information on their activities and opportunities.

The first keynote speaker was Orin Smith, the CEO of Starbucks, a very inspiring speaker. After three breakout sessions during the afternoon, everyone gathered in the Lerner

Hall for a cocktail reception and networking. For the evening, there were ample choices of "clubbing" opportunities.

The next morning was initiated by a keynote roundtable with Thomas Chappell, CEO of Tom's of Maine, Gray Erickson, CEO of Clif Bar, and Jeffrey Hollender, President of Seventh Generation. They discussed what it takes to be a successful social entrepreneur and the future of the U.S. business environment. Some afternoon breakout sessions were held off-site to visit Harlem housing projects, Lower Manhattan development and TriBeCa, among others. The closing dinner was held at the Providence near Columbus Circle, and the keynote speaker was Julius Walls, CEO of Greyston Bakery.

The sessions spanned many topic areas truly demonstrating that CSR has reached every area of business. In terms of entrepreneurship, some areas that were discussed included business plan advice, social return on investment, the double and/or triple bottom line, business and national security, new ventures lab, technology enterprises, entrepreneurs improving education, financing your venture, and social impact assessment.

With regards to the US business environment, issues fea-

tured were pharma and biotech, confidence in corporate America, mainstreaming CSR, positioning for competitive advantage, total corporate responsibility, and media as a social watchdog. Additionally numerous sessions covered environmental topics, such as markets to solve environmental challenges, business case for wind, solid waste management, clean energy, organic food, water scarcity and ecotourism. And finally volunteering and donating were discussed: strategic philanthropy, issuing debt for non-profits, microfinance, the future of volunteering, non-profit financial accountability, and corporate philanthropy.

Many other schools have very large Net Impact chapters, which is very encouraging for CSR in the future; numerous MBA schools had at least 20 participants and one had 100 students, a quarter of their student body.

The next annual conference will be hosted by Stanford, and hopefully Thunderbird can send more students to San Francisco. We learned a great deal and met very committed students from around the globe – I encourage you to attend this conference if you have the opportunity.

MEStaab@global.t-bird.edu

## Academic and International Services Announcements

### **TNE: Term of Non-Enrollment Forms Due January 27, 2005**

We are now accepting applications for TNE/Reduced Course Load from international students planning to enroll for less than 12 credits in the Spring, 2005 trimester. The deadline to apply is Thursday, January 27, 2005.

You should request a TNE/Reduced Course Load if you are planning to:

- Take a vacation from your studies, either inside or outside the U.S.
- Graduate at the end of the term and have fewer than 12 credits left to complete.
- Attend classes at an overseas campus.
- Do an internship outside the U.S.
- Have special circumstances (medical, academic) which require under-enrollment.

### **OPT Applications now Available**

We are now accepting OPT applications for Winterim, 2005 and March 11, 2005 graduates. Students completing their program on April 29, 2005 may pick up OPT packets beginning Monday, December 6, 2004. OPT application packets are available in the Student Services Reception Area and on the International Student Advising MTB page.

### **CPT Application Deadline: February 4, 2005**

International students who wish to take an internship this spring can complete their CPT application forms now through Friday, February 4, 2005. CPT application packets are available in the Student Services Reception Area and on the International Student Advising MTB page.

Contact Academic and International Services for more information!  
Phone: 978-7177 - Email: ais@t-bird.edu

## A Different Kind of Ranking Makes Thunderbird Great

By PATRICK KENNEDY  
U.S.A., Fall '05

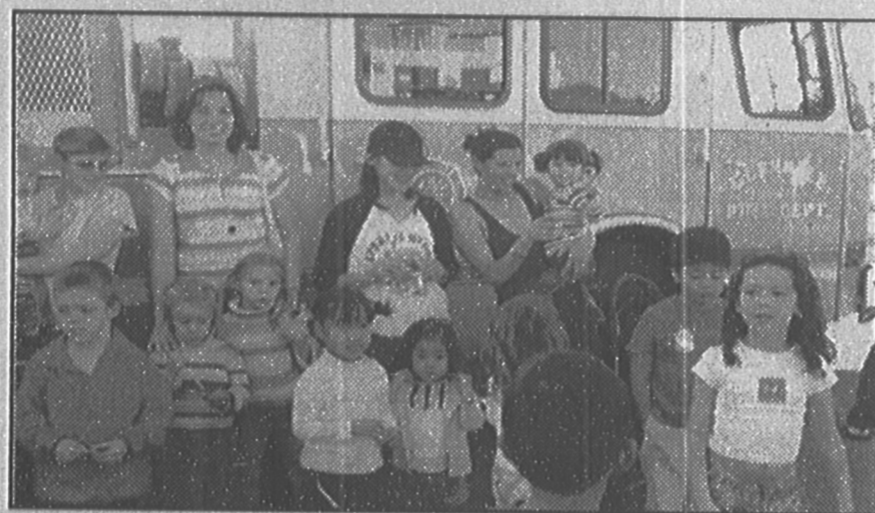
Of the many rankings that Thunderbird continues to accrue, there is one that has special meaning to the many families here at school. Recently, Thunderbird was ranked #4 in family friendliness by The Princeton Review (2005 Edition), and my wife and I can attest that it is a well deserved and important ranking.



PATRICK KENNEDY

When we decided to leave our home, family, and friends to come to the Arizona desert to study business, we knew that it would be difficult. Things have changed slightly since the last time I was in school. In addition to a few more grey hairs, I also have a wife and a 1 1/2 year old child. Now, instead of worrying about running out of pizza and beer, I am more worried about running out of diapers and milk. To make things even more interesting, the week before moving down last August, my wife and I found out that we were expecting our second child. Needless to say, we were both a little anxious as to how things would work out as I began an intensive MBA program.

From the beginning, I can honestly say that one of the best things we have discovered about Thunderbird is how family-friendly it is. We were amazed at how many families there actually were - some with two and even three kids. We were also surprised at how many expecting parents there were. There are going to be many new baby T-birds hatched this year. I remember feeling great relief as I realized that we weren't going to be an aberration at this school but rather part of a larger community with support systems



A fieldtrip to the Glendale fire station made for a fun outing for the ThunderKids

in place to help us make the transition. Like all well run organizations, this didn't happen just by chance. There are specific reasons why Thunderbird is so welcoming to families. There are four aspects

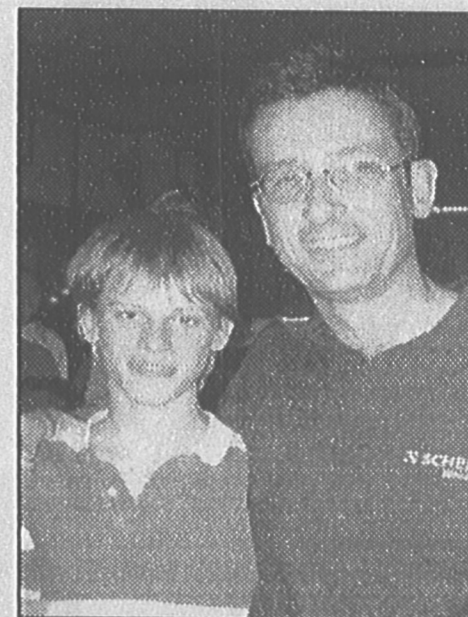
that my family has experienced personally and that I believe help make Thunderbird such a wonderful place for students with families. These four aspects are:

**School Events:** From the flag ceremony to barbeques to Cultural Nights, we have always felt welcomed and encouraged to bring our son. In many such events the families actually add an extra dimension to Thunderbird's global appeal. We have also enjoyed learning about family dynamics from other parts of the world.

morning at the Tower Lounge. ThunderKids is a group of over 100 families with kids between the ages of a few weeks to 8 years that meets once a week on campus and many more times a trimester to enjoy different activities in the area. This trimester's activities included a tour of Krispy Kreme Donuts as well as a mini train ride at the Rail Road Park in Scottsdale. Next trimester has plans for a return trip to Krispy Kreme and a trip to a water park. The kids always have a great time and the parents enjoy the opportunity to socialize with other adults.

**International Women's Club:** A club for women with or without kids, this club sponsors many events throughout the trimester. From presenting a beautifully choreographed Indian dance at the most recent cultural night to sponsoring family picnics, this is a great opportunity for women from many different countries to socialize, share their cultures, and enjoy time together with their families. The food is always good and husbands are always welcomed!

**Overall student attitude toward families:** My wife and I have been so impressed with the interest and care given to our son by the other single students. He has such a great time coming to campus because he thinks he has



Alum Michael Kruppa ('91) recently brought his son Lucas back to Glendale so he could see where he was born

more friends here than I do, and he's probably right. People constantly ask me about him and we have had numerous offers for babysitters (which we plan to start utilizing soon).

It is a testament to both the administration and the student body that families are so well integrated into Thunderbird's culture. While obtaining an MBA with a family can be a very challenging and exhausting experience, here at Thunderbird it can also be a very enjoyable and memorable one.

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## Guten Tag, Wharton

### A Report From the German MBA Conference at The Wharton School in Philadelphia

By MARKUS STAUFFENBERG  
Germany, Spring '05  
President German Club

On Friday November 19<sup>th</sup> a small delegation of six T-birds left Phoenix for a trip to Philadelphia in order to represent our school at the second official forum for German-speaking MBA students in the USA - The German MBA Conference 2004.



MARKUS STAUFFENBERG

The event was organized by German students currently pursuing an MBA at The Wharton School with the goal of facilitating exchange and networking between students, guest speakers, and sponsoring companies. The first conference of this kind was initiated by Harvard Business School in 2003, and was originally planned to be a one-time event. Due to the success of the first conference however, the founding team of students decided to continue the concept with a different school

hosting the event every year.

The conference started with the welcome reception on Friday night and the obligatory serving of German food and beer in the Wharton pub. We could not help but give our hosts some private lessons on what a campus pub should look like. With only two sorts of beer on the tap and the complete absence of billiard tables and a jukebox ... advantage Thunderbird.

On Saturday morning Prof. Dr. Norbert Walter, Chief Economist of Deutsche Bank, held an opening speech about the European Integration and transatlantic relationships. Throughout the rest of the day, three moderated panels on the topics international business, education and finance gave students the opportunity to have discussions with the esteemed guests. Even with David Hasselhoff's absence, the guest list was impressive...

*Throughout the rest of the day, three moderated panels on the topics international business, education and finance gave students the opportunity to have discussions with the esteemed guests. Even with David Hasselhoff's absence, the guest list was impressive...*

have discussions with the esteemed guests. Even with David Hasselhoff's absence, the guest list was impressive: Prof. Bolko v. Oetinger (Senior Vice President and Head of Global Strategy Institute, Boston

Consulting Group), Dr. Florian Langenscheidt (yes, the yellow dictionary one), Joachim Kayser (Managing Director Executives, Deutsche Post), Dr. Christoph Vogel (Vice President, Siemens Management Consulting), Dr. Matthias Mosler (CEO Merrill Lynch Germany), Dr. Lutz Raettig (CEO Morgan Stanley Germany, Chairman of the Board Frankfurt Stock Exchange) and Christian Meissner (CEO Lehman Brothers Germany).

Between each panel students could meet the companies' representatives in separate breakout sessions for job interviews. After Professor Oetinger had closed a long day with his speech about the nature of innovation, all participants made a quick wardrobe change for dinner.

At the gala dinner at the Independence Hall Center, the next highlight awaited us when Wolfgang Ischinger, the German

ambassador to the USA, held the keynote speech. The dinner was followed by the opportunity for further exchange between students and company representatives in the leisure atmosphere of



Markus Stauffenberg (President German Club), Patrick Hoffmann, Stefan Moosmann, M Elizabeth Staab, and Christian Brendel enjoyed their trip to Wharton for the German MBA Conference

the nightlife in "Old City." On Sunday, the weekend was finally rounded out, by a guided tour through the historic locations of Philadelphia.

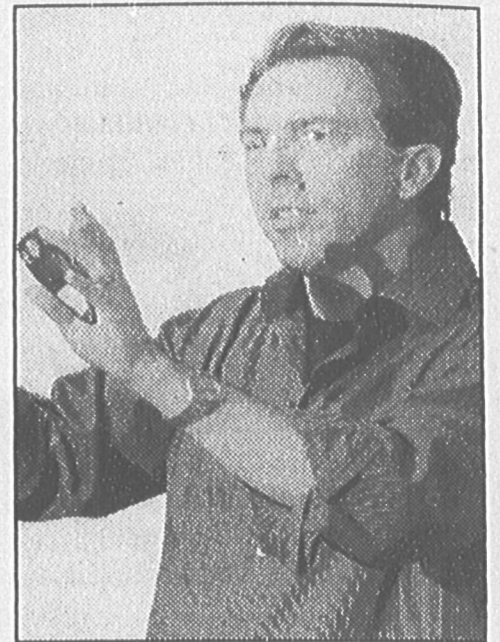
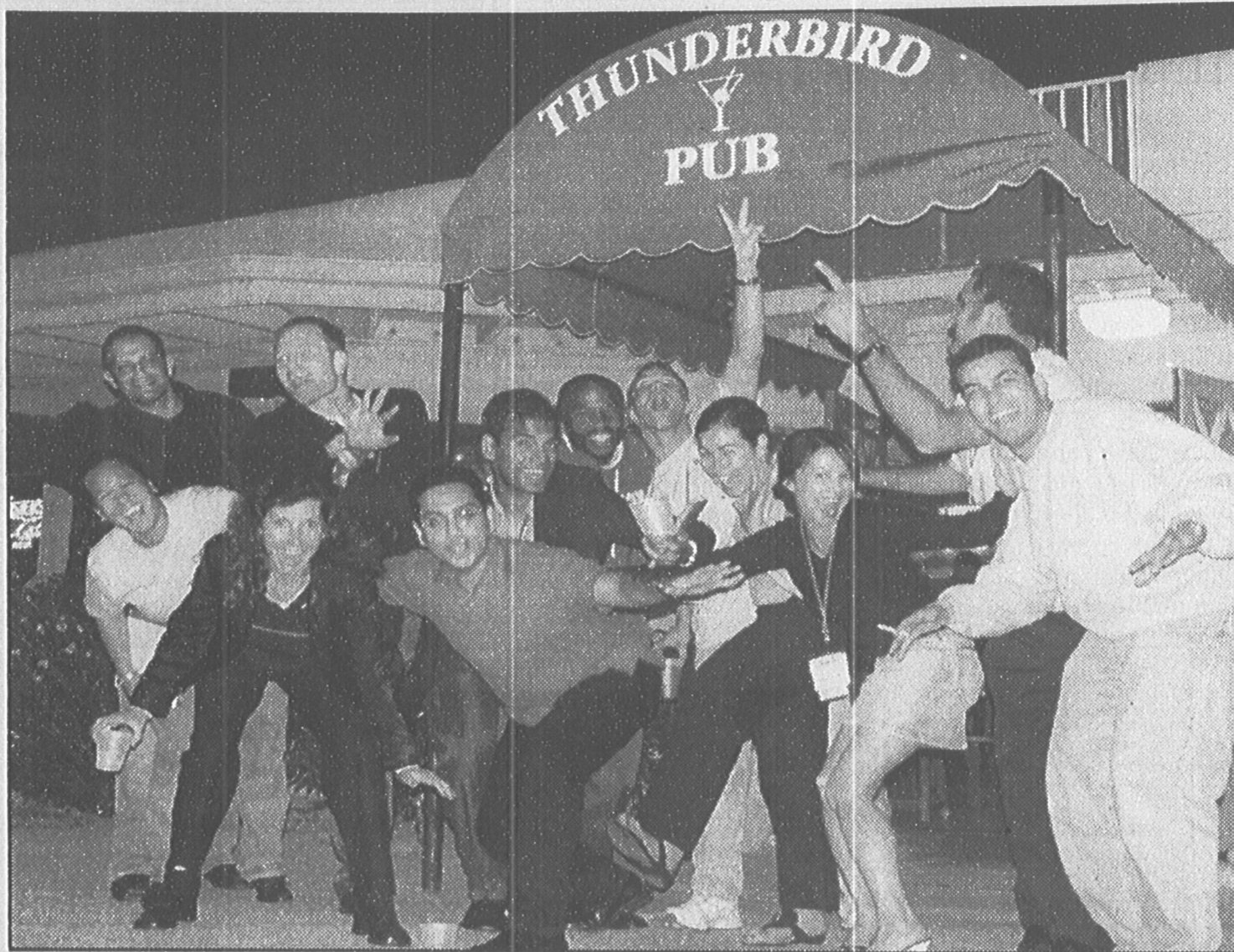
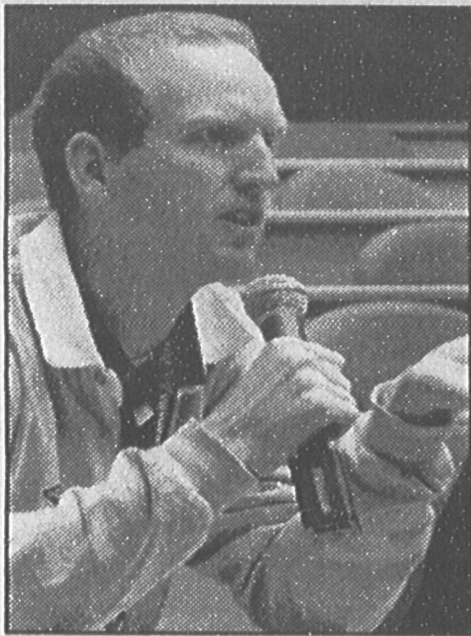
Overall the German MBA Conference was a great and rewarding experience to all of us who participated. Apart from the always pleasant insight that even Harvard MBA's are only human (and actually very nice), it was very valuable to learn how things are done in other programs and to

extend the personal network beyond our own school. The fact that students and company reps spent a whole day with each other gave us many informal opportunities to establish career related contacts. Thereby we found that Thunderbird has a good reputation among German companies and that they value our school's international approach.

Even though the German MBA Conference is not the first event of its kind (you might want to ask fellow T-bird Alessio Soddu about his experience from this year's Italian convention) I want to promote the idea to those students who don't have a regional inter-school event like this in place.

The German MBA Conference in 2005 will probably be hosted by Kellogg and Chicago GSB. Speaking for my fellow students who spent this great two days in Philadelphia together with me, I hope that many German-speaking T-birds will be representing our school next year and in the future, and will help bring this event to Thunderbird soon.

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



**THINC Club would like to thank the student volunteers who made the 2004 Thunderbird Global Innovation Challenge a success!**



Adam Egbert  
 Adam Priebe  
 Adrian Gillette  
 Akhil Barasia  
 Alejandro Montana  
 Alexander George  
 Andreia Ezzi  
 Angela Zuo  
 Arnab Basu  
 Ashley Willms  
 Beau Wilberding  
 Bjorn van den Berghe  
 Brent Berger

Cara Coffee  
 Carla Rodriguez  
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 Dane Poyfair  
 David Owen  
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 Dilip Sarangan  
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 Elizabeth Osterberg  
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 Smita Badiga  
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 Stephanie Chen  
 Tracey Nguyen  
 Vanya Dimitritova  
 Vesselina Ditrova  
 Vinamra Singhania  
 Virren Malhotra

*And to all the students who attended the events!*



**THUNDERBIRD Global INNOVATION CHALLENGE**

November 19-26, 2004

THINC THINC

Who's the MOST INNOVATIVE MBA TEAM?

Valvoline, Hilton, Sprint, Sunbeam, billmatrix



## Innovation Takes Over Thunderbird Campus

By GBEMI DISU  
Nigeria, Spring '06  
TSG First Trimester Rep

"And the winner is Instituto de Empresa!" After a grueling few days for the five teams that made the finals in the Innovation Challenge, this was the most anticipated announcement on the weekend of November 19-20.



GBEMI DISU

The THINC event is just one of the few ways that Thunderbird continues to exhibit its Truly Global leadership across the world. "Let me remind you about the earlier numbers... 250 teams, 81 universities and 17 countries. After all had been said and done, the most innovative MBA team in the world (or at least for this year) was one of the two international teams to make the Final 10.

It was a very exciting time on campus as a lot of first trimester students, under the umbrella of THINC, got involved to make the final teams feel welcome and part of the Thunderbird Family. The winning team got more than just the title; they were the happy recipients of their own belly dancing exhibition at the World Celebration... as well as an award of \$20,000. Let's just say the five young gentlemen were extremely pleased with their cross continental voyage to the U.S., and especially Thunderbird.

The excitement began on Thursday night as judges, participants and sponsors began to arrive. They were welcomed at the Pub with refreshments and team building exercises, as well as some cultural flavor organized by the Salsa Club. It was a great start, but the teams had to leave early to get ready for their presentations the next day.

On Friday at 7.30 am,

the Thunderbird Volunteers and the participants started out early with a welcome breakfast. Later on in the day, President Cabrera opened the competition with a welcome address in the AT&T auditorium, followed by a talk by the guest speaker from Hilton. Then the participants presented ideas on Hilton as the Thunderbird student body and

*This party really closed the deal in that it showed the visiting schools, why they truly should have come to Thunderbird!*

judges evaluated their performances. Feedback from the Thunderbirds that attended was positive, as it was a learning experience to see how the teams performed under pressure while presenting their innovative ideas.

The top five teams were later announced at the Pub... and the disappointed five stayed on to

drink away their sorrows and enjoy the global sounds of our very own Thunderbird DJ's. One of the participants from Spain actually joined in the performance and beat the drums alongside Beau for a while.

The five teams to move on to the final round were Emory, Case Western, IE, Vanderbilt, and Michigan State. The next day, the finals took place and the teams presented on Valvoline. The company was the second platinum sponsor for the competition, and the guest speaker that day was the VP of Innovation at Valvoline.

Another successful day ended and was followed by an extremely successful night. While the participants engaged the student body and the judges, the THINC entertainment committee, comprised mainly of dedicated first trimester students, in a true Thunderbird fashion scrambled to transform our Tacky TAC into a beautiful "all around the

world" cultural haven for the World Party that was held in the evening. This party really closed the deal in that it showed the visiting schools, why they truly should have come to Thunderbird!

The World Party was a synergy between the best parts of our regional nights combined with "Miss Chiquita" creating an amazing atmosphere to celebrate the end of a fantastic competition. Tons of students showed up to join the celebration and the participants were all sad to see the fun come to an end. This Challenge, the warm Thunderbird ambience and the fantastic work of the T-birds that volunteered helped put us on the map once again as a place where world not only comes to learn business, but as a place for global innovation and of course: FUN!

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## T-birds Learn About "Getting Game"

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

"There is a new generation of workers taking over key positions in your company. This generation is younger, yes, but they're also different in ways that will definitely change how business is done... And those differences are driven by one central factor: growing up playing video games." — John C. Beck and Mitchell Wade, "Got Game?"



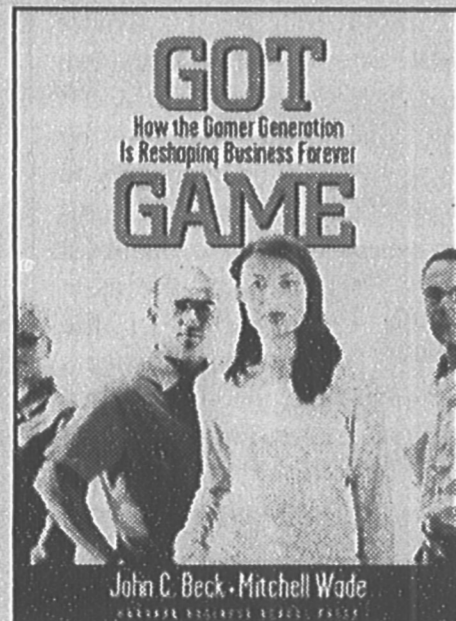
KELLIE KREISER

If you heard the cheerful tones of the Super Mario Brothers theme song, would you recognize it? If so, chances are that you are a part of the "Gamer Generation." On November 5th, the T-bird club Bridges Across Continents hosted a fascinating talk by Dr. John Beck. Dr. Beck has taught at Harvard, UCLA, Dartmouth, Kellogg, Ivey, and Thunderbird. He recently completed research on the unique attributes of a segment of the population he calls "gamers." If you were born in 1970 or later, you are likely a member of this segment... no matter what country you live in.

Gamers are people who grew up playing video games. Instead of the television being the main source of entertainment, their time was spent with a GameBoy, Xbox, or Atari. Dr. Beck's research focused on identifying whether or not a childhood of video games makes an impact in how one sees the world. The answer was a resounding "Yes!"

Many of us would jump to the conclusions that too much time spent grasping a game controller would make someone antisocial, introverted, and more prone to violence. Nothing could be further from the truth. The research actually showed that growing up gaming instills many positive attributes in the teenagers who become young professionals.

Gamers tend to be more competitive and driven to win, but they also care more for their organizations, work better in teams, and are more flexible. They want to be "heroes" and will take more risks, but they are more immune to failures. Dr. Beck spoke of the fact that in video games there is always a "reset button" and that in every game, you ultimately fail. This has given gamers the perspective that failure is natural and to be expected. He attributes the quick



recovery of many young dotcomers to this mindset.

So why should you care how this generation is different? Dr. Beck made a strong point that gamers are the young executives of today, and because they think

differently, they must be managed differently. As managers, we will have to learn how to communicate with and guide the gamers. Dr. Beck gave some advice for accomplishing this task.

To manage a gamer, one must recognize their instinct for heroism. A gamer's world is a logical, human-friendly place where measured risk taking and reasonable failures are expected. However, a gamer will have an innate suspicion of leaders. Also, a gamer employee will feel comfortable moving quickly between tasks. And above all, they will have an expectation that life should be fun.

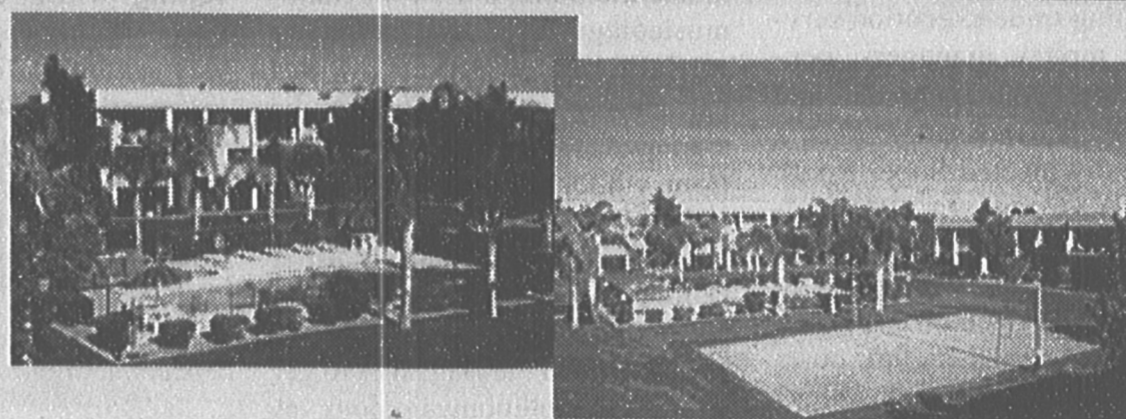
Dr. Beck suggested that to connect with gamers, managers should try playing games. They should buy a GameBoy for themselves and everyone on their Board so that they can feel the addictive quality of gaming. He said that

managers should talk about gaming and introduce "war gaming" ideas into the organization. Lastly, management must stay current and see the changing trends in gaming; the gamers of tomorrow will be even more different than the gamers of today.

If this topic intrigues you, Dr. Beck's book "Got

Game?" (available in our bookstore and through major book retailers) will give you a more thorough exposure to his research. His website [www.gotgamebook.com](http://www.gotgamebook.com) also has more information.

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



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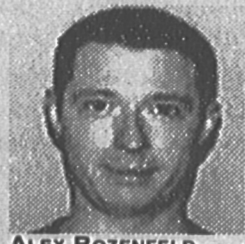
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## Portfolio Management Speakers Give Insight

### Barclays Global Investors and JNK Securities

By ALEX ROZENFELD  
Ukraine, Spring '05

Have you ever been to the New York Stock Exchange? If you answered "No," then you should have come to our in-class presentation on November 11. The presentation was organized by Professor Michael Viteri '95, who teaches the Global Portfolio Management course. Guest



ALEX ROZENFELD

speakers were Alan Mason, Head of the US Transition Strategy from Barclays Global Investors (BGI), David Lissek, Client Relationship Officer from BGI, and Derek Hochberg, institutional salesman from JNK Securities Corporation.

You may ask how this presentation was different from many others we have on campus. The first thing that comes to my mind is that it was the first time when I saw a professor actively helping the speakers to present their material. Professor Viteri invited all presenters to the role-play. All four of them showed and explained what happens on the trade floor of the New York Stock Exchange (NYSE). This was a great introduction for Mr. Hochberg, who represented JNK, an institutional direct access floor broker of the New York Stock Exchange.

JNK's core competency is providing trade execution services for money managers, pension funds, mutual funds, and hedge funds. JNK maintains a strategically located Super Booth on the NYSE with 14 sales trading positions and eight floor brokers that easily cover all rooms of the Exchange. Each broker has a quick access to the trading posts in his or her area, which allows them to immediately provide the latest updates to the customers who need to either execute orders or gather market intelligence.

The second speaker was Mr. Lissek, from BGI. He pre-

sented background information about Barclays Global Investors. Headquartered in San Francisco with offices worldwide, BGI is one of the world's largest asset managers providing structured investment strategies such as risk-controlled active strategies and indexing. In the U.S., BGI is one of the largest active managers, set apart by its risk-controlled approach. As of September 1, 2004, BGI managed over US \$1.2 trillion in assets and over 2,300 funds for more than 2,500 clients in 47 countries around the world. BGI is an innovator in investment management, applying science and technology to the investment process. BGI has over 2,000 employees worldwide and is owned by Barclays PLC, one of

*Professor Viteri invited all presenters to the role-play. All four of them showed and explained what happens on the trade floor of the New York Stock Exchange (NYSE).*

the UK's largest companies, and one of the world's leading global financial services providers.

The presentation by the third speaker, Alan Mason from BGI, was, in my opinion, especially interesting. Mr. Mason heads the U.S. Transition Services Strategy team at Barclays Global Investors and has been with the company for 13 years. I was impressed by the fact that he holds three degrees in music including a M.A. in ethnomusicology from the University of California at Berkeley. I was particularly interested in how he managed to change his career from ethnomusicology to financial services.

The following is what he told me in a brief conversation that we had after the presentation, "I'd moved to the Bay Area to get a Ph.D. in ethnomusicology at UC Berkeley and I needed a job during summer, because San Francisco is very expensive. I ended up taking a summer job with Wells Fargo Nikko investment advisors, the predecessor to

BGI. I decided to keep both things going for a number of years. I realized that it was an extremely interesting company and I made it my business to learn about different parts of the company as much as possible. Over the years, I took a role as project manager for internal technology development. This position gave me an opportunity to learn a lot on the ground. When I finished my Ph.D. orals, I had a choice between jumping into new transition management group and finishing up my dissertation. You know what choice I made and I'm really happy with this choice. I don't regret it because I created a place for myself with a firm that is intellectually challenging and stimulating. I still feel like I'm learning, just like I was in graduate school."

Later, I asked for his advice to the students who drastically change their careers. He said, "You need to be willing to take on a service oriented job in the firm from your targeted industry and use it as an opportunity to learn from your work experience and colleagues about the new industry. That was successful for me. Also, you have to be dedicated to additional learning that was not covered by formal education."

After the presentation, all of the speakers ended up at the Pub. All of the students had a chance to talk to them and get business cards in a less formal setting while consuming cold beer. Another day at Thunderbird was ending, filled with new information, new ideas, and new contacts. Thank you, Professor Viteri, for this opportunity for the students to obtain yet another small piece of the puzzle called "Business world".

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### Bridgewater Associates

By PETER EYRE  
U.S.A. / U.K., Fall '04

On the evening of November 18<sup>th</sup>, Thunderbird welcomed two representatives from Bridgewater Associates, an institutionally focused global investment manager based in Westport, Connecticut. Guest speakers Bill Mahoney, Director of Business Development, and Tom Bachner, Senior Client Advisor, were invited by Professor Michael Viteri to speak to students in his Global Portfolio Management class.



PETER EYRE

Founded in 1975 by current President and CIO Ray Dalio, Bridgewater manages over \$90 billion in assets primarily for institutional investors (e.g. pension funds, endowments, foundations, and central banks). Its core areas of expertise include management of currency overlay portfolios, global fixed income accounts (including inflation-indexed bonds and emerging market debt) and its fast growing hedge fund, the "Pure Alpha Fund."

Comprising over \$8 billion, Bridgewater's Pure Alpha Fund is now the tenth largest hedge fund in the U.S. and the largest manager of hedge fund money for institutions. Its success at attracting institutional investors is somewhat of an anomaly in the hedge fund world given that most institutions are turned off by the relative lack of transparency and inadequate risk reporting typically associated with hedge funds. Bridgewater's hedge fund approach involves using leverage and shorting to achieve high return-to-risk ratios from a variety of strategies in the interest rate, currency, equity and commodities markets.

A key component of this approach is the concept of "alpha overlay", which involves using derivatives to dislocate security selection alpha (a portfolio manager's active return) from its underlying asset class (e.g. small cap or international equity) and combine it with exposure to the beta of a more desirable asset class (e.g. large cap equity). Alpha overlay provides greater investment flexibility by allowing hedge fund managers to focus on stock selection within universes where they have the most expertise, regardless of the asset allocation requirements of the investor. Bridgewater managers also employ other hedging instruments, such as long-short portfolios and swaps contracts.

To learn more about Bridgewater Associates, visit their website at: [www.bwater.com](http://www.bwater.com). For a more comprehensive (and coherent) discussion of alpha overlay, see the article "Alpha Transport with Derivatives" by B. Jacobs and K. Levy, *Journal of Portfolio Management*, May 1999.

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

### Mercer Investment

#### Consulting

By MATT HARDWICK  
New Zealand, Fall '04

Terry Dennison of Mercer Investment Consulting, one of the largest investment consultants in the world and part of the Mash McLennan group, was on campus in early November.

Dennison presented to the class regarding how Mercer consults for public and private retirement schemes across the globe, advising them on their professional money manager selection criteria. Mercer provides the retirement scheme trustees information on an investment manager's historical performance and how he or she rank against a peer group and against a chosen benchmark, be it the S&P 500, Russell 2000 or some other investment benchmark.

Mercer's investment philosophy is that in today's fast moving and globally linked capital markets, private and public retirement funds must evaluate more asset classes, review more investment managers, and evaluate greater risks than ever before. Coupled with these factors is that pension fund managers need to react more rapidly, comply with more regulations, and bear greater amounts of scrutiny from multiple stakeholders, meaning that there is an ever increasing demand for investment consultants.

Mercer compiles a research database on 1,800+ money managers controlling over 8,900 investment funds around the world, with much of the analysis being centered on more than 4,500 professionally managed fund products in US domestic asset classes. Last year, Mercer Consulting reviewed nearly 1,000 asset managers for public and private pension funds schemes in the U.S.A. alone, which led to a review and change of the asset manager in a number of cases. The total number of assets under management that Mercer advised on for last year alone topped \$58.7 billion.

If you are interested in learning more about portfolio management, the Global Portfolio Management class is taught by Michael Viteri, who apart from being a T-bird alumnus (Fall '95), is also the Equity Portfolio Manager and Trader for the \$22 billion Arizona State Retirement System. The aim of the class is to provide students with the quantitative and qualitative tools for the selection, analysis and review of assets and asset managers as institutional investors. This includes an emphasis on becoming proficient with investment practitioners' industry tools such as Ibbotson Encorr (asset allocation and style analysis), Barra (holdings based portfolio management software), and Bloomberg (market information services).

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## What Do YOU Think? FORAD Teams Talk About Their Experiences

Compiled By LINDA SPEER  
U.S.A., Fall '04  
President, Thunderbird Toastmasters

Nine teams competed in FORAD this Fall. Without a doubt, all nine would testify to how intense the experience was. We asked the teams to give some advice to all of those T-birds brave enough to sign up for next spring...

### Elada (9<sup>th</sup> place)

At first glance, you may think FORAD is just about finance, and you might as well be right: it starts with an F, doesn't it? But once you start experiencing it first hand, you realize it is much more than that: it is a comprehensive course that will challenge not only your finance competencies, but also your accounting, leadership and to an extent, marketing skills as well. Don't believe me? Here's the breakdown:

Cross Culture Communication grade: A-. We had a Japanese, Korean, Bulgarian-American and two Texans on our team: We all know how to say the word "sh\*t" in all "4" languages.

Leadership grade: A-. We never suffered from a breakdown in communication (or resorted to head banging) and always supported one

another, a classic sign that true leaders and team-oriented individuals are in the group.

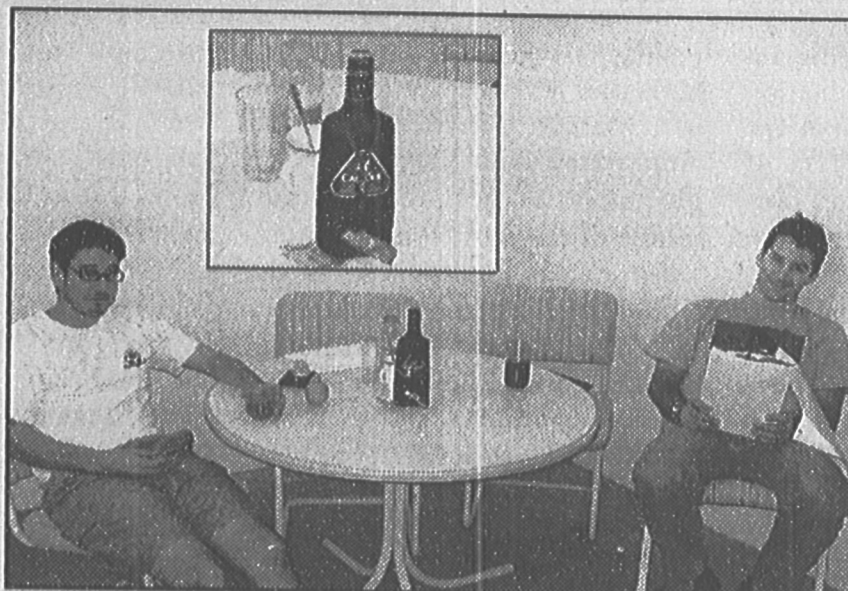
Finance grade: A! Our marketing focus member can now critique your swap, option or overall hedging strategy without skipping a heart beat!

Accounting grade: starts with an A. We can look at financials

and get a feel of a company's past and future performance, not to mention its tax rate, which is BERY BERY IMPORTANT (having a couple CPA's in your group doesn't hurt!).

Friendship: ... priceless. You get to know your team members inside out, learn to love and cherish them for who they are, and know that you'll somehow feel empty without those brutal 8-hour meetings marked on your palm pilot.

If you choose to not take FORAD, you are missing out on a truly fantastic class. Need we say more?



Daniel Lens and Felipe Calderon found an innovative "inspiration" for making a difficult FORAD decision...

### Physical Restraint Devices (8<sup>th</sup> place)

Recommendations to future foradsters:

1. Choose your teammates not in terms of their knowledge, but in terms of their character/behavior.
2. Don't forget that the primary objective is to learn.
3. Consistency is boring, but it pays off.
4. Write down all your decisions if you don't want to go bananas when writing the biennial.
5. This is an awesome class. Don't be afraid to take it!

### The LeanBack Corp (7<sup>th</sup> place)

"Float like a butterfly...and it stings like a bee!" We wavered between 5<sup>th</sup> and 6<sup>th</sup> place for a few decisions, lost our focus, and found ourselves second...from last. After severely reducing our Wasibi Pea intake, implementing a more aggressive hedging strategy, and participating in the Tender Market, the LeanBack Corp. finished strong. Advice? "I only asked you to blow the bloody doors off."

### Bicho, Inc. (3<sup>rd</sup> place)

FORAD is a great class to gain some very practical experience in how to manage the finances of an international company. The game is challenging and very competitive. Starting out strong is key to winning it.

### Trend Setters (2<sup>nd</sup> place)

FORAD is one of the most intensive and interesting classes at Thunderbird we have ever had. During the learning process, we were able to know

more about how to run a multinational company and how to utilize different hedging tools to prevent high risk. The successful result will make you proud of yourself. However, before you achieve the goal, you have to work like a dog, and be prepared to spend every weekend with your teammates. Therefore, don't choose team members only by their abilities, but also by their personality. Note that after spending a trimester with this software, we also wish the next version could be more user-friendly.

### 15 Minutes of Fame (1<sup>st</sup> place)

What we did right - we got along well and worked hard as a team. Everyone contributed to the game. We challenged each others' opinions which we believe resulted in making fewer mistakes. Even though it was a lot of work, the actual experience was not painful at all. It was fun!

Advice for the other teams playing the game next trimester: Keep the spirit in the team! Be ready to work hard! Believe in yourself and that you can win! Unfortunately, an "A" in Finance 3 does not help much....

LindaSpeer@global.t-bird.edu

## Finance Students Take Initiative in NYC Trip

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

"Many people wait for something to happen or someone to take care of them. But people who end up with the good jobs are the proactive ones who are solutions to problems, not problems themselves, who seize the initiative to do whatever is necessary, consistent with correct principles, to get the job done." - Stephen Covey, *The Seven Habits of Highly Effective People*



MATTHEW MOORE

nificant opportunity for students to gain insight into the financial services industry by speaking to people in the field, many of whom are T-birds. Additionally, it was the first trip to New York for some students, and it was a great opportunity to experience the NYC atmosphere since location is an important consideration for making career decisions. Perhaps most importantly, students were able to see firsthand the benefits of the broad and powerful Thunderbird Alumni Network, and how it opens many doors to relationships and opportunities.

Events that expose students to industries and regions of interest are a valuable part of our Thunderbird experience. They strongly complement the academic courses available at Thunderbird and provide great opportunity for students to understand their specific career interests. In addition, they generate positive exposure for Thunderbird as students strive to make first-class impressions.

Student-led initiatives effectively complement our school-led Winterims, which



also expose students to a variety of industries and regions. The value of student events comes from the

spontaneity and flexibility that allow a small group of students to quickly recognize an opportunity, and take advantage of it. Students who lead and participate in these events gain significant interaction with alumni, as well as other industry leaders. These contacts are extremely valuable later during a job search.

As more students realize the value of industry and region specific career targeting, I believe we'll continue to see a trend of student-led career interest initiatives. Students are tired of "meat market" career fairs and online career postings that provide standardized

positions in highly competitive atmospheres. Instead, proactive students will increasingly utilize our vast Thunderbird network to seek out careers in the fields and locations of their choice.

A special thanks to our alumni and friends:

Standard Bank  
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The Riverside Company  
Deutsche Bank Private Wealth Management  
Pacific Investment Management Company

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## Winterim Course on Firm Valuation First of Its Kind

By PROFESSOR SCOTT  
GABEHART  
U.S.A., Class of 1984

As a former business broker/middle market specialist and a current Certified Business Appraiser (CBA) and adjunct faculty member of Thunderbird, I have always been interested in helping



SCOTT GABEHART

bridge the gap between the classroom and the proverbial "real world." In addition to educating students on the theoretical underpinnings of private firm valuation, I am keenly interested in facilitating the building of a truly "marketable skill." This skill is for those students interested in utilizing the various generally accepted valuation principles and methodologies to further their career goals in areas such as private equity/venture capital, investment/commercial banking, entrepreneurship and of course, business appraisal.

Along these lines, I am pleased to announce a truly unique Winterim experience that is a joint effort between Thunderbird and the Institute of Business Appraisers (the nation's oldest professional society of business appraisers and the grantor of the highly desirable

CBA designation). Winterim course "Private Firm Valuation and Report Writing" (number GF 4428) will be a dual effort of myself and one of the legal profession's leading valuation experts, Steven Schroeder.

This course is the first attempt to combine academia with the professional business valuation realm, and will facilitate the melding of the two worlds in such a manner as to benefit the participating students in a number of different ways.

Areas covered in my portion of the course shall include: practical and theoretical insights into private firm valuation, overview of private firm valuation approaches and methods, in-depth analysis/application of financial statement analysis, comprehensive "hands on" forecasting analysis and discussion, application of qualitative/quantitative evaluation methodologies, strategies and perspectives related to firm value optimization, techniques pertaining to valuation of start-up/high tech firms, access to BVResources, IBA Transaction Data and much more.

Upon completion of this initial segment, Mr. Schroeder will teach an IBA-sanctioned course segment titled "Report Writing." The significance of having Mr. Schroeder teach this

course is noteworthy, given that he is one of a very small number of "Master Certified Business Appraisers" and that he sits on the appraisal peer review committee of the IBA. It is also noteworthy to realize that he is the author of this course (mandatory for all CBA applicants in partial fulfillment of their educational requirements).

It should also be stressed that students who successfully complete GF4428 shall receive additional "credit" towards the overall educational hours needed to sit for the CBA examination (in addition to those granted for the completion of the report writing segment and those granted for completion of the sister course GF 5421). Having taught GF 5421 for several years now, I am pleased to inform you that many students have pursued, or are presently seeking, the CBA designation as both a useful skill and a means of "product differentiation" vis-à-vis the thousands of other MBA graduates which enter the workforce each year.

Even the most experienced professional business appraiser will admit that business valuation is both a "science" and an "art," filled with seemingly esoteric and nebulous discussions and debates that are routinely encountered within the confines of "generally accepted valuation

principles and procedures." I regularly inform my students that these discussions and debates are all "just hot air" until there is something truly at stake, e.g. when a buyer is negotiating with a seller, when a taxpayer is battling the IRS, when a spouse is fighting for "his or her fair share" of the marital community assets, when a takeover is being debated by a board of directors, etc.

In the "real world," these discussions and debates can lead to the gain or loss of hundreds of thousands of dollars (often millions of dollars) and those best equipped to win the debate will typically come out ahead. In short, the practice of business valuation is premised on a number of theoretical underpinnings which come to life "in the trenches." The opportunity to study private firm valuation in the classroom, but under the guidance of experienced practitioners is a prime example of where the two worlds collide in a most productive fashion.

Mr. Gabehart can be reached at either 602-692-0887 or [sgabe57806@aol.com](mailto:sgabe57806@aol.com). The Institute of Business Appraisers website is found at [www.go-iba.org](http://www.go-iba.org)

## Photo Exhibit

### Highlights Afghan Women



In January, Thunderbird will host fifteen Afghan women on campus. The goal of "Project Artemis" is to provide these women with entrepreneurial training, coaching, mentoring and access to intellectual capital and resources.

In conjunction with this program, the school will be showing a photo exhibit that Highlights the role women play in Afghan society. "Out of the Shadows - Women in Afghan Society" depicts women in the home, in school, at work, and in leadership.

The exhibit will be set up in the Atrium of the Roy and Pam Herberger Building from mid-December to late January.

For more information, visit: [www.usaid.gov/missions/shadows](http://www.usaid.gov/missions/shadows)

## Why Should You Take "Business Valuation & Report Writing" This Winterim?

- Practical and theoretical insights into private firm valuation
- Overview of private firm valuation approaches and methods
- In-depth analysis/application of financial statement analysis
- Comprehensive "hands on" forecasting analysis and discussion
- Application of Qualitative/Quantitative Evaluation Methodologies
- Strategies and perspectives related to firm value optimization
- Techniques pertaining to valuation of start-up/high tech firms
- Access to BVResources, IBA Transaction Data and much more
- Capstone section on Report Writing and Interpretation (IBA 1010)

Taught by Certified Business Appraiser, Business Broker and Author (Scott Gabehart) and Attorney and Author of IBA Course 1010 on Valuation Report Writing and Analysis (Steven Schroeder). Mr. Schroeder sits on the appraisal report review committee of the IBA and is one of only a few dozen "Master Certified Business Appraisers" (MCBA) in the entire nation.

This 3 credit hour course runs Monday through Thursday (9am to 1pm) for first two weeks plus two eight hour days on Friday and Saturday at the end of the second week (see MyThunderbird for more specific details). In essence, the course is completed in approximately two weeks only. Attendees will be granted educational hours for purposes of seeking the CBA or AIB designations offered by the IBA.

GF 4428 is Co-Sponsored by Thunderbird and the Institute of Business Appraisers. Contact Scott Gabehart at 602-692-0887 or [sgabe57806@aol.com](mailto:sgabe57806@aol.com) for additional details regarding this course (or visit MyThunderbird)

## Arizona Angels

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

You wake up one morning with a brilliant idea. The idea is so amazing that you build a business plan, and put it into action. Everyone you talk to agrees... your idea is great. But you have one problem: no funding.

Your friend attended last month's Venture Capital Conference here at Thunderbird and tells you that VC money is the way to go. Most VC's are looking for deals that they can put at least \$5 million into, but you are only at the beginning of the business cycle. Accepting that amount will mean that you have effectively sold your company to the VC. What you really need is just a little seed money, and a lot of flexibility. What you need is an "angel."

Angel financiers are either individuals or small groups of investors who specialize in small projects. Often they are entrepreneurs themselves and are looking for ways to invest the profits they've made. The name comes from Broadway where benevolent investors who provided money for shows were called "angels." And like their namesake, angels often invest in businesses or industries where they have a personal connection. Because the Phoenix area is popular with retirees, there are many

angel investors located locally. The Arizona Angels, the Desert Angels, and the Forest Angels are three local organizations of the approximately 60 angel groups located in the Western U.S. But even with all of the potential investors and aspiring entrepreneurs in Arizona, sometimes matching them up can be a challenge. This is where the Arizona Angel Investment Conference (AAIC) comes in.

The AAIC is a combination investment summit and funding "beauty show." The Greater Phoenix Chamber of Commerce is working with the Arizona Angels group to provide not only information, but also a chance for several lucky entrepreneurs to earn that critical funding. The Conference is 13 years old, but this is the first time that the focus is exclusively on angel investing. In the past, venture capital has been the theme of the event. On December 1, the AAIC was held in Scottsdale with over 300 attendees ranging from entrepreneurs to individual investors to angel syndicate members. Separate summits were held for the investors and entrepreneurs, with presentations specific to each group's needs. Topics like "Making the Pitch" and "How to Earn Your Wings" were presented to the attendees. Later in the day came the big

excitement, the chance for eight local businesses to pitch their concepts to an elite panel of angels who had their checkbooks ready to open. The Chamber of Commerce had 54 entrepreneurs apply for this moment in the spotlight, but only eight were selected.

These companies are all in the beginning stages of development, and could get their big break with an infusion of funding from the

Thunderbird student volunteer. Several students from Professor Stralser's "New Venture" class volunteered their time to help the entrepreneurs to research and craft their five minute presentation. Satoshi Kano, Kiho Uhm, Keith Fournier, Keith Cooksey, Patrick Hoffmann, James Montero, Minna Rauhala, and Scott Krawitz all volunteered to mentor, while Ben Escarcega, Nicholas Keith Lumpkin and Matthew Harker offered their help to the conference organizers.

Conference Chair Peter Eberle from the Chamber of Commerce expressed how grateful he was to have the T-birds involved.

He said that their international background and "young fresh minds" lead them to ask questions that seasoned lawyers tend to miss. As for the students, the experience is providing an education like no other.

"The mentor experience has been one of my most enriching at Thunderbird to date," stated Scott Krawitz. "All in all, assisting a team of real-life entrepreneurs in the tweaking of a presentation to tackle a \$1 million round of angel funding definitely gets the blood (and hopefully cash) flowing."

Kiho Uhm reflected on the value of the experience to the students who themselves are budding entrepreneurs. "During the meetings, I was glad because I was

able to help other people who want to open their own business, and to network with lawyers and other people for my future life." But the process of many meetings also gave the T-birds some insight into how difficult the entire funding challenge can be. "It's a long, tiring process that requires persistence and patience," said Minna Rauhala. "They have been developing and fine tuning this product for many, many years, it's a brand new product (nothing else like it), everyone is excited about it, yet it is still taking a long time for things to really take off."

In the end, after all the time and toil, there is no guarantee that any of the young companies will receive funding. The goal is to spark at least one of the angels' interests enough to request a second meeting. But the past track record of the conference is good; in the 13 years it has been held, the event has been responsible for generating over \$250 million in investment.

The conference organizers hope that both the AAIC and the Venture Capital Conference become annual events that complement each other. You can learn more about them at [www.azventurecapitalconf.com](http://www.azventurecapitalconf.com) or by contacting the Greater Phoenix Chamber of Commerce ([www.phoenixchamber.com](http://www.phoenixchamber.com)).

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

*"All in all, assisting a team of real-life entrepreneurs in the tweaking of a presentation to tackle a \$1 million round of angel funding definitely gets the blood (and hopefully cash) flowing."*

angels. Each had only 5 minutes to explain their business idea and gain the interest of the investors. Only five minutes. It takes longer to get an order of chicken tenders in the Commons. Imagine having to justify your life's work in the time it takes to deep fry your lunch.

Many of the owners of these companies come from a technical background and have limited experience with this sort of focused presentation. The organizers understand this and created a mentoring program to help the presenters hone their pitch. Each company is assigned a mentor team made up of legal experts and business professionals. As well, each team has a

## Turning Data into Strategy

### 12 Good Reasons to Choose Corporate Consulting

By OSCAR TUGENDHAT  
France, Spring '04  
and  
PIERRE JUREK  
France, Spring '04

#### 1. Real-world experience vs. theory

An MBA education should consist of more than attending classes with fifty other students and listening to a lecture. The ultimate goal is experience and this can only be gained by doing the work yourself. In Corporate Consulting, you participate fully in the research and analysis process on your project and influence the strategic recommendations.



OSCAR TUGENDHAT



PIERRE JUREK

#### 2. Discovering consulting

Whether you plan to work in consulting or not, learning this activity is a very valuable asset for any professional career. Corporate Consulting is obviously an interesting way of learning the value outside consultants can bring to your future company. This may also

broaden the options in your career path. Our client indicated that the quality Thunderbird Corporate Consulting delivers is as good as any consulting company in the world.

#### 3. Intercultural professional experience

As two students from France wanting to acquire an international and multicultural experience by coming to Thunderbird, we found our experience on the project with our team-mates invaluable. Most of us, through our scholarship in Thunderbird, have experienced intercultural meetings and communication in classes. But what was missing to us was a real intercultural professional experience. Projects in Corporate Consulting are most often done for international clients whose perspectives on global issues and regional challenges are very different.

#### 4. Projects have wide scope

At of the beginning of the semester, we had no idea which project we would work on. What made us more confident was the ability to choose our project depending on our areas of expertise or which focus areas we wanted to acquire more knowledge and real world experience in. The projects are interdisciplinary and integrate the theory from management, marketing, and finance courses. No

matter your focus area, you will learn a lot in Corporate Consulting.

#### 5. Diverse range of industries

Our project involved developing a market entry strategy for Japanese and South Korean used cars into East Africa. Other projects that term were in the water desalination, tourism, and medical services industries. The feedback we received from classmates on other projects was equally positive. What other class offers such a diverse breadth of learning experiences?

#### 6. Travel

In corporate consulting, you will have the opportunity to travel to another country to do primary research (your grade does not depend on whether you travel or not). The value added to your cross-cultural learning experience is greatly enhanced by this... not to mention how much fun it is to travel to places in Africa like Kenya, Tanzania, Ethiopia, or Dubai.

#### 7. Learn how to perform research

Conducting research is a basic skill everyone needs to acquire irrespective of their career path. With secondary research you will collect global information from multiple sources that you must then triangulate for validity and update with primary data you collect in the field. The experience gained by collecting primary data yourself is invaluable.

In Harvard case studies, the market sizes, growth rates, and strategic thrusts of competitors are given. In Corporate Consulting we have to determine these ourselves. This requires combining hard data with soft and making many assumptions.

#### 8. Testing your skills

Of course in every class at Thunderbird you are tested on what you learn. But in Corporate Consulting you are tested by your team mates, your project leaders, two professors with incredible experience, and the client. Obviously, it can be stressful, but the experience as a whole is tremendously valuable.

#### 9. Turning facts into figures

That is basically what Dr Kumar will teach you... how figures and a good financial model can play a role in the decision-making process. In Corporate Consulting, you will learn one of the most important lessons for a manager... how to persuade by showing the impact of strategic alternatives on the bottom line.

#### 10. Bearing responsibility

A significant motivator in Corporate Consulting is the responsibility you bear for your team on your shoulders. From the very beginning of the project, the professors and project leader make you feel comfortable with that and give

you a lot of freedom regarding how you want to run the project. Project success not only depends on your individual ability to add value but on your ability to work together with the team. The opportunity to make the presentation to the client at the end of the semester also increases your motivation.

#### 11. Making connections

You work the whole trimester with your team and the consultants in Corporate Consulting. This class takes a lot of your time (it's one of the more challenging classes at Thunderbird), but the personal relationships you make in this class will last a lifetime. It's a group of T-Birds within the Thunderbird community with whom you have a very special relationship and who are now part of your personal network.

#### 12. Having fun

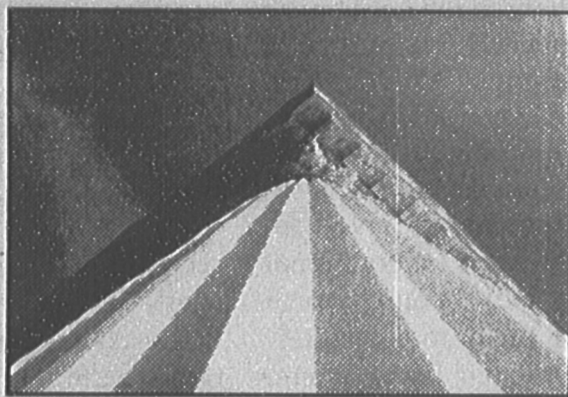
We have talked a lot about responsibilities, focus areas, career path... all buzzwords. The reason we are writing this article and that in the end made our project successful was that we were having fun! Be it in group meetings, data collection, travelling, final presentation, whatever, we enjoyed the Corporate Consulting learning experience.

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# For the Savvy Traveler, Bad News Can be Good News

By CHRISTOPHER LAY  
U.S.A.

Say what you will about the war in Iraq, it has made a holiday in Israel seem like a much safer trip to embark on lately. Over the years, I noticed that my travel to foreign lands often coincided with bad news. I witnessed hurricane Hugo in Puerto Rico, vacationed in Hong Kong when all the chickens were slaughtered, taught English in Japan when students were stabbing teachers and dared to eat fowl in Cambodia during the last avian flu scare. There is one common thread tying all these crises together... I was there. Though science has yet to prove my theory, it seems wherever I go, trouble follows. Nowhere has this been more evident to me than in Israel where I have lived on



Corner of the Seat of the Universal House of Justice in Haifa

two occasions for more than three years. Each time I moved there, a Palestinian uprising ignited.

That little sliver of land along the eastern shores of the Mediterranean coast is steeped in religious history. Everywhere you go, something of historical relevance occurred there... seemingly about every hundred years. So you learn that the conquest of nations, the birth of religions and the discoveries of the ages all took place on that stone where you are standing. And on your

right is where Napoleon stopped for tea. It makes my small hometown in southern Oregon seem historically irrelevant.

For many travelers, Israel is synonymous with Jerusalem. I have had two very different experiences with

Jerusalem. In the spring of 1988, I traveled to the Old City with my parents while they were visiting. This was after the Intifada had started, after much coaxing of my father to come visit me in the Holy Land and after he quit reading the newspaper for a month.

The Old City was devoid of tourists and a strike had closed the shops. I remember walking into the Church of the Holy Sepulcher; the holiest site on earth for Christians, and having it almost entirely to ourselves. In that reverent atmosphere, beams of light illuminated the chambers from small windows near the ceiling, the church bells washed away the silence for a full five minutes and then the Greek Orthodox clergy began chanting praises to God. Those few moments are some of my most cherished in Israel.

So it was with some enthusiasm that I returned to the Church with my wife Savvy in the summer of 2001, during a

time of relative accord between Israel and the Palestinians. This time the Church was a throng of tourists, many waiting in line over an hour to get a glimpse of



Diver pauses on remains of the sea gate in Akká

the actual sepulcher. The voices of thousands of tourists echoed off the walls in a garble of German, English, Japanese, Korean and French. No bells, no chanting, no captivating spirit.

These kinds of experiences have taught me the value of overlooking bad press, and even State Department travel warnings, when choosing a place to visit. When a country gets bad

press for any reason, most tourists go someplace else, creating golden opportunities for those who will not be frightened off by bad news. Airlines lower prices to fill seats while hotels offer discounts and room upgrades. Fewer tourists often translates into better service wherever you go and more opportunities to interact with the local culture and people.

I am not advocating that you head for a war zone or holiday in a country with a true pandemic, but a few hundred cases of a rare disease does not constitute a regional crisis either. Let me put it in your terms, do a cost benefit analysis and judge for yourself. You just might find that after exploring thousands of years of history, spending time on a beach at the Red Sea and staying at a five-star resort for a two-star price is just the trip for which you have been looking. christopherlay@cox.net

## Lebanon: My Beloved Country

By NIZAR MAHMOUD  
Lebanon, Spring '05

After a devastating war from 1975 to 1990, my beloved country has been always the attraction to many writers, artists, and tourists. It is safe to visit and the fun is guaranteed. Living there almost all my life, I have studied at the American University of Beirut (campus built in 1866) and went through the war times with a continuous hope of seeing Lebanon described in most articles as the Paris of the Middle East. Now it is time to tell you all about it.



NIZAR MAHMOUD

You will only know why this small country (10,452 Sq

KM) is a major attraction when you come to visit. The richness of the Lebanese culture goes back to thousands of years ago. Being in the middle of the Mediterranean Sea, Lebanon is the historical home of the Phoenicians, the Semitic traders whose maritime culture flourished in the Eastern Mediterranean for more than 2,000 years (3000 B.C.E.-450 C.E.). Egyptians, Assyrians, Persians, Greeks and Romans, settled, and sometimes even ruled the land during that era.

By 325 C.E., Christianity came to the area during the Byzantine Empire. Islam followed in the seventh century C.E. In later centuries, Lebanon's mountains were a refuge for Christians, and crusaders established several strongholds there.

By 1516, Lebanon was incorporated into Turkey's

Ottoman Empire, and ruled by the Ottomans for 400 years. Following the collapse of the Ottoman Empire after World War I, the five Ottoman provinces that had comprised present-day Lebanon were mandated to France by the League of Nations. The country gained independence in 1943, and French troops withdrew in 1946.

Now, Lebanon is a mixture of cultures, thoughts and religions. That is what made it rich and attractive to people seeking knowledge, culture, fun, and sports.

Because of its history, geography and people, Lebanon is a major tourist attraction. Archeology lovers can drive the 150 KM sea side road and enjoy the old Roman and Byzantine fortresses from Sidon in the south to Byblos in

the north. If you visited Baalbek this summer, you would have enjoyed Domingo performing in one of the oldest Roman temples.

The city that does not sleep is definitely Beirut. All you have to do is check this web site <http://bn.energyradio.fm/i/bn/indexi.htm> and make your own judgment. For people who appreciate good food, music, and do not need to sleep much, Beirut is the place to visit.

The only ski resorts in the Middle East are in the Mount Lebanon area <http://www.skileb.com/>. Snowboarding and skiing is great in Lebanon. From December to May, we enjoy the best times on the slopes after heavy nights of clubbing in the city. We do not have to stay in chalets or hotels. All we have to do is drive for 30 minutes from the city to get there.

From March to May, we spend weekends on the ski slope in the early morning and drive down to the beach for a swim. Temperature in the winter varies from Beirut (20 C) to the mountains (5 C). Beirut is known for its sunny weather most of the year. The highest it gets in August is 30 C and the rest of the year, the weather is very pleasant.

Check the <http://www.usembassy.gov.lb/> to know the latest information on traveling to Lebanon. There are direct flights from almost anywhere to Beirut International Airport and U.S. and European nationals can get a visa at the airport. It is safe, and fun.

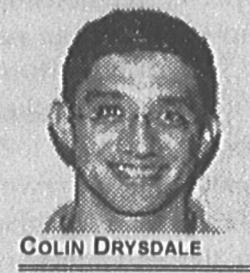
For more information, please feel free to email me. nizarm@global.t-bird.edu

Source: [www.countrywatch.com](http://www.countrywatch.com)

## Singapore Surprise-d!

By COLIN DRYSDALE  
Singapore, Fall '05

Thought the idea of caning was bad? It can be worse at "Haw Par Villa." Uniquely Singaporean and established in 1937, Haw Par Villa was built on Chinese mythology and the Ten Levels of Hell. Far more graphic than Dante's Inferno, the Singapore version was crafted in figurines that were used by parents to keep defiant children in check. For me, the 'walk through hell' as a kid was of nothing short of an



COLIN DRYSDALE

excuse to spend an otherwise boring day. However, the grounds are still furnished with statues depicting mythological creatures, Chinese dragons and characters from stories of ancient China.

Gone were the days of snake charmers and animals that would have roamed Haw Par Villa, otherwise also known as Tiger Balm Gardens. The place was erected by the entrepreneurial Aw brothers, Aw Boon Haw (Tiger) and Aw Boon Par (Leopard)... the same people that manufactured and distributed Tiger Balm. It's the Chinese ointment known to relieve muscle aches and pains. Just in case you were wondering, Tiger Balm is not made of Tigers and no, Singaporeans do not eat tigers. But

we do eat something called "durians."

Myths and mythologies aside, durians are very much beloved by Singaporeans for their sweet, custard-y yellow flesh. The durian's taste, texture and shape are all distinctive. But its divine taste, unfortunately, does not bode well with the unanointed. Philip Shenon of the New York Times describes it as 'the forbidding fruit.' But English novelist Anthony Burgess was a bit less delicate: "To eat durian is like eat-



ing vanilla custard in a latrine." In short, a Durian a day would definitely keep the dentist away.

The soccer ball-sized fruit covered with sharp and spiny points has more than been a gastronomical inspiration for Singaporeans. The Esplanade-Theatres by the Bay (Singapore's version of the Sydney Opera House) draws striking similarities of the famed fruit, but of course, without the potentially odoriferous stench on the inside. However, it would not

be complete relating to Singapore as a place of strange cultures, food, taste and tradition without addressing strange 'Singapore names.'

I was having dinner with a fellow Arizona swim team member. He asked me, "So, Colin, what is your Singapore name?" Wow... Is there really such a thing as a 'Singapore name?' I gave him a real puzzled look and said, "Umm... Colin?" Then he said, "No! You know what I mean! Something like Suk Mee or Kum Kuat...." Way to go Aw Boon Haw (Tiger) and Aw Boon Par (Leopard)!

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# Standing in the Shadow of the Matterhorn

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

With the fast pace and loaded schedules we have during our time at Thunderbird, holiday weekends are pretty much a god-send. Cabin fever had set in as many of us in Archamps had not gotten away from school in a couple of weekends. All Saints Day, which was November 1, presented the perfect opportunity for Thunderbird Europe students to do some exploring and see what wonders lay beyond the Jet d'eau.



BRYAN STEWART

Before I arrived here, it seemed like everyone I know told me that if I only do one thing while I am here, I have to see the Matterhorn. Since I arrived, I've received countless emails from friends and family asking if I have seen the Matterhorn. For all those who wrote and asked and, in one case got a little offensive, I have only one thing to say to you: THANK YOU!!!! Seeing the Matterhorn and the beautiful town

of Zermatt was an experience that I will never forget.

But the weekend was more than just doing some sight-seeing and checking one more item off of life's "to do" list. It was therapeutic. Yes, there have been issues we've been dealing with since arriving. By the way, the housing issues are getting dealt with and as soon as I get my trash-can everything should be a-ok. But I digress... Since the time here is limited, students should take as many opportunities as homework and budgets allow to



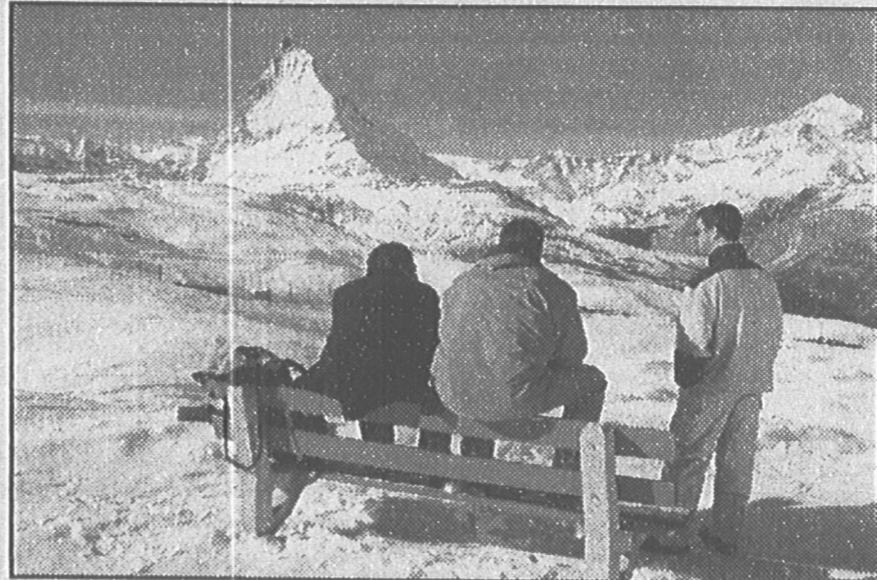
see and experience the life, culture, history and beauty of the region. For me, the best part was getting to know the guys from the program I was traveling with better. Long train rides make for

great conversation. The Feldschlossen probably helped a bit, too.

The trip started, as mentioned, with a train ride from Geneva, some libations, and five guys who talked about everything ranging from politics to pop culture. We arrived in Zermatt four hours later ready to see the mighty Matterhorn. The only problem was the weather was so foggy that we couldn't see the mountain, and wouldn't for another day. But that was o k a y . G o o d things come to those who wait. The outstanding hamburgers we had for dinner that night made up for lost landscape.

T h e next morning, Friday, we hiked up in the general direction of the Matterhorn (still couldn't see it with all of the fog). Being a born-and-bred Gulf Coast Texan who has only seen snow a few times, all I wanted to do was make it to the

snow line and play around in all that white, cold stuff for a little bit. Many thanks to Ben Andrews, George Samoladas and Peter



Elliason, the best hiking team I have ever been a part of. You're all real troopers.

Saturday morning our luck changed and the weather was on our side. We looked outside our hostel window, and there it was. Right then and there, I understood why so many friends and family members had pestered me about seeing this particular mountain. This thing is incredible! Shooting straight up to its height of 4478 meters, the Matterhorn really is a sight to behold. We were chomping at the bit to get on the train that would take us up near the top so that we could spend the

day hiking back down to Zermatt, the Matterhorn off to our left.

What a day it was. In the words of Ben Andrews "Hiking down, the valley was like walking through the seasons. We started up top the in snow; it was like winter. The climate changed as we descended, and by the time we got down to Zermatt it was fall."

After two days and more than 20 kilometers hiked, we were some very tired travelers.

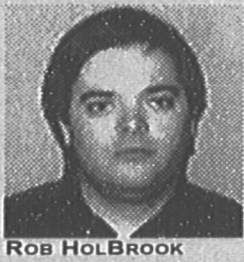
Sunday when we got on the train to head back to Archamps and the life academic, all we could do was grin and reflect on the good times we had that weekend. It was a fantastic weekend; one of the best I have ever had. Now I can pester everyone I know and tell them that if they ever go to Switzerland, if they only do one thing, they have to go see the Matterhorn. You will be impressed.

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## Better Service Through Distance

By ROB HOLBROOK  
U.S.A., Fall '05

With the influx of telecommunications into the world, sometimes we lose that personal contact that makes business deals work. No matter how good a financial and strategic fit a business relationship might be, it can fall apart if there are interpersonal differences that undermine the whole deal. A good one-on-one understanding can be the most important thing in making a deal work. Unfortunately, some of these inter-personal relationships have suffered in our effort to meet deadlines and keep information flowing. This does not have to be the case as Thunderbird students in Archamps learned on a recent company visit to Reuters.



ROB HOLBROOK

Reuters is the news agency that specializes in the collection and distribution of information to the general public, as well as more specialized data to financial service institutions. Many of us have seen their by-line on various business related news stories, but they also provide a very specialized news service that can provide the details of individual trades to various financial institutions so they

can perform their analysis of the markets. While they provide general news stories which bring them a lot of name recognition, their main business is related to these specific financial transactions that are carried out in real time.

It used to be that Reuters catered to their largest clients with sales representatives and frequently made service calls, while the smaller clients were not able to receive this level of service. By relocating their main support centers to central locations and by conducting business over the phone, these smaller customers are now able to receive a better degree of service than they were able to get when they had to rely on a local representative.

The sales representatives for Reuters are recruited on a broad range of financial knowledge and language skills so they can understand and help their clients solve whatever problem may occur, even though they may be a few hundred miles away. Each representative is expected to contact each one of their clients at least once a quarter and make sure that all their needs are being met. This level of attention builds strong brand loyalty among Reuters' customers and provides a competitive advantage over some of their competitors.

As the Global Head of Reuter's Customer Service said during his lecture, they see "serv-

ice as a differentiator." In a business that is almost a commodity; the only way to develop loyalty among customers and be able to rise above a destructive price war is to make the customer feel like they are truly special. This service can be carried out in face to face contact, but it can also be as simple as a phone call.

The visit was extremely informative and all the T-birds involved were able to see how an industry leader is able to continue to develop a strong business model in an increasingly competitive environment.

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Wine Club President Dan Deal, Sean Patterson, Jocelyn Wyatt, and Federico Jost enjoy good wine and good friends

## Dégustation Thunderbird

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

The Thunderbird Wine Club had a wine tasting in Annemasse on Friday, November 12. The tasting was lead by a wine expert and translated by Thunderbird Europe Wine Club President Dan Deal. We tasted 2 reds and 2 whites.



STACY ALYSE WIESER

Our wine expert instructed us on the proper way of tasting a glass of wine - swirling it in the glass, watching the tears as they run down the

side and how the speed indicates alcohol content, smelling the scent of the wine before tasting and "breathing" over the wine once it is in your mouth.

He explained that it is illegal to put sugar in wine, although during the occasional "bad" year winemakers will request a special exception from the government, and if granted, the bottle will mention that sugar was put into the wine.

We were advised that darker red wine needs to sit out to breathe - one of ours was out for 6 hours prior to our arrival and still was pretty hearty! He also told us an anecdote that the average yearly wine consumption in France went down from 120 liters per person to 53 liters with a crack down on drunk drivers, and a focus on a more health and calorie conscious diet. Interesting, in a country where one finds wine in the lunchtime cafeteria, and it is cheaper than a soda.

Good thing we had a bus take us back to the Thunderbird Europe campus! It was an enjoyable excursion and I learned some interesting facts about wine - something that my friends and family will benefit from when I bring them French wine for the holidays. Sante!

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## A Few Words From Dr. Cabrera

When Das Tor asked me to write a farewell piece for the class graduating this December, I instinctively went back to my classic philosophers and romantic Spanish poets for inspiration. I was sure I could find some deep rooted advice to make you think one last time before you go. As it turned out, the inspiration was just one room away...



ANGEL CABRERA

*Congratulations!  
Today is your day.  
You're off to Great Places!  
You're off and away!*

*You have brains in your head.  
You have feet in your shoes  
You can steer yourself any direction you choose.  
You're on your own.  
And you know what you know.  
And YOU are the guy who'll decide where to go.*

*You'll be on your way up!  
You'll be seeing great sights!  
You'll join the high fliers  
who soar to high heights.*

*Except when you don't  
Because, sometimes,  
you won't.*

And then I hope you will think Thunderbird. To find new friends and old ones. To challenge your thoughts. You will update your learning, your network will grow. If anything else, you'll have a good resting spot. To gather your forces, to refill your toolbox, to reinvent your career, or to help you press on.

*Today is your day!  
Your mountain is waiting.  
So...get on your way!*

It's been a pleasure to work with you. My very first group of friends graduating from Thunderbird. Stay in touch.

Dr. Ángel (Seuss) Cabrera

## Congratulations Graduates and Welcome to the TAA

By LINDA JENSEN  
Alumni Relations

When you cross that stage at graduation you automatically become a member of the Thunderbird Alumni Association (TAA), a powerful network of global business managers around the world. The TAA has over 34,000 alumni working for 12,000 companies in 135 countries. One of the best features of the TAA is that you can travel to virtually any city in the world and be connected to (and welcomed by) a T-bird. As a TAA member you not only have access to the network, but also to a host of alumni resources:

### BENEFITS

**Communications:** You will continue to receive the newly revamped Thunderbird magazine as well as the Global Vista business e-newsletter. In addition, you will receive a monthly newsletter called Community Update that keeps you current on what's happening at Thunderbird. Of course, you have lifelong access to MTB with news articles and content that is targeted to alumni. We encourage you to keep MTB bookmarked and check it periodically for news. If you forward your Thunderbird email to another account, remember to update the forward when you change email addresses.

**Annual reunions in global locations:** Plan to attend either Homecoming on campus or a Thunderbird Global Reunion (TGR) in an exotic locale. The 2004 TGR in Shanghai gave alumni an opportunity to learn about doing business in China as well as sample local cuisine and network among friends. Nearly 300 T-birds attended.

**Tuition discounts:** Look to Thunderbird for your lifelong learning needs. As an alumnus you can take a class in the full-time program at a 30% discount (remember this includes Winterims!). You can also take an open enrollment class, including an online course, through the Executive Education program at a 10% discount.

**Business Information Service (BIS):** Exclusive to alumni is the BIS, a customized research service offered through the IBIC. For a cost-recovery fee, alumni can receive research on anything from international trade, to global corporate financial data, to opening a business overseas.

**Alumni Career Management:** Also exclusive to alumni are career tools and resources. Alumni have their own career management page on MTB that includes job postings, self assessment tools, country-specific career databases, and recommended articles. Alumni also have access to WetFeet.com, and their entire line of industry & company guides, career newslet-

ters, company video interviews, industry profiles, career profiles, and city profiles.

**Alumni Travel Program:** Our newest program, in response to alumni requests, is an alumni travel program. Trips are customized for T-birds, and include adventure travel as well as networking with local alumni. The inaugural trip to Costa Rica is February 19 - 26, followed by Machu Pichu in September and Serengeti Safari in January 2006.

### PROGRAMS

**Chapters:** There are over 140 active chapters around the world, from New York City, to Ho Chi Minh, to Guadalajara. Most hold a monthly "First Tuesday" meeting, and many also host business and career seminars, wine tastings, international dinners, and sports outings. Check the Chapter listings on MTB to see what your local chapter is doing.

**40+ Initiative:** For those alumni in the over 40 age group, Thunderbird offers the 40+ Initiative. This initiative provides social and professional activities geared toward 40+ alumni, their colleagues, and their families. The 40+ Initiative is currently running in 12 cities.

**Alumni Ambassadors:** Nearly 200 alumni are actively involved in helping the School recruit high-caliber students. Alumni meet with prospective students through email, phone calls, or in person to answer questions and share their Thunderbird experience.

**Network Partners:** Need career advice? Network Partners are T-birds who have volunteered to share their expertise by answering questions and offering advice about the business function and/or industry in which they work. You can do the same by signing up to advise people interested in your industry and function.

**Alumni Central:** As an alumnus, you have a central point of contact at the School. For any questions or needs that you have, contact Alumni Central, the one-stop customer service point for and about Thunderbird alumni. Tel: 1-602-978-7358 or Tollfree: 1-800-457-6957 (US only); Email: alumni@t-bird.edu.

What can you do to get involved in the TAA and strengthen this global network? Join your local chapter and attend one of their events. Get to know what the T-birds in your region are doing. Keep your MTB profile updated so other T-birds can find you. Attend a reunion. Volunteer to help recruit students, speak to a class, or write an article for Global Vista or Das Tor. Contact Alumni Central with any questions you have.

Congratulations on your impending graduation, and welcome to the network!

jensenl@thunderbird.edu

## Consolidating Your Federal Student Loans

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

Every graduating student should consider consolidating their federal student loans as soon as possible in order to 1) lock in the best possible rate and 2) organize their finances to better understand their future monthly payment obligations (useful when negotiating your salary). To begin the federal loan consolidation process, you must be either in the grace period or already have begun paying off the principal and interest.

Federal loan consolidation is refinancing your current federal loans into a single fixed loan over the lifetime of the obligation. Your refinancing institution pays off your current loans and creates a new loan with new terms and conditions with a single monthly payment. The rate, which will never exceed 8.25%, is the weighted average of all qualifying loans, rounded up to the nearest 1/8<sup>th</sup> percent.



KATE MITCHELL

The life of loan can be up to 30 years with no pre-payment penalty. (See the table included with this article for 2 examples of repayment options.)

The types of loans that qualify for federal loan consolidation are Federal Stafford Loans (subsidized and unsubsidized), Federal Direct Loans, and Federal Perkins Loans. For the Federal Perkins Loans, careful consideration should be given, because you might end up trading the convenience of one monthly payment for a separate 5% interest rate for Perkins loans. Private loans cannot be consolidated in a federal loan, but some lenders will consolidate your private loans at a higher rate separately or consolidate in a non-federal loan both your federal loans and your private loans.

In order to obtain more information regarding the different lending organizations, visit the Financial Aid home page on MTB or make an appointment with your financial aid advisor. They will provide you with information on the best companies with which to consolidate your loans as well as a deferment

options if you are unable to meet payments when they begin.

A student loan should be viewed as a mortgage, a long-term relationship during which the borrower will have to work with the company or nonprofit holder of the loan for years. Therefore, the key for anyone considering moving a loan to a different holder is to thoroughly check out the company.

Federal rules allow student loans to be consolidated only once, although loans can be added within 180 days if accidentally left out. So there's no such thing as "refinancing" a student loan that has already been consolidated — at least not with a legitimate, federally backed lender.

One final note: Be extremely careful when responding to official looking solicitations in the mail and never respond to phone solicitations with your name, Social Security number, or date of birth.

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### Examples of Repayment Options...



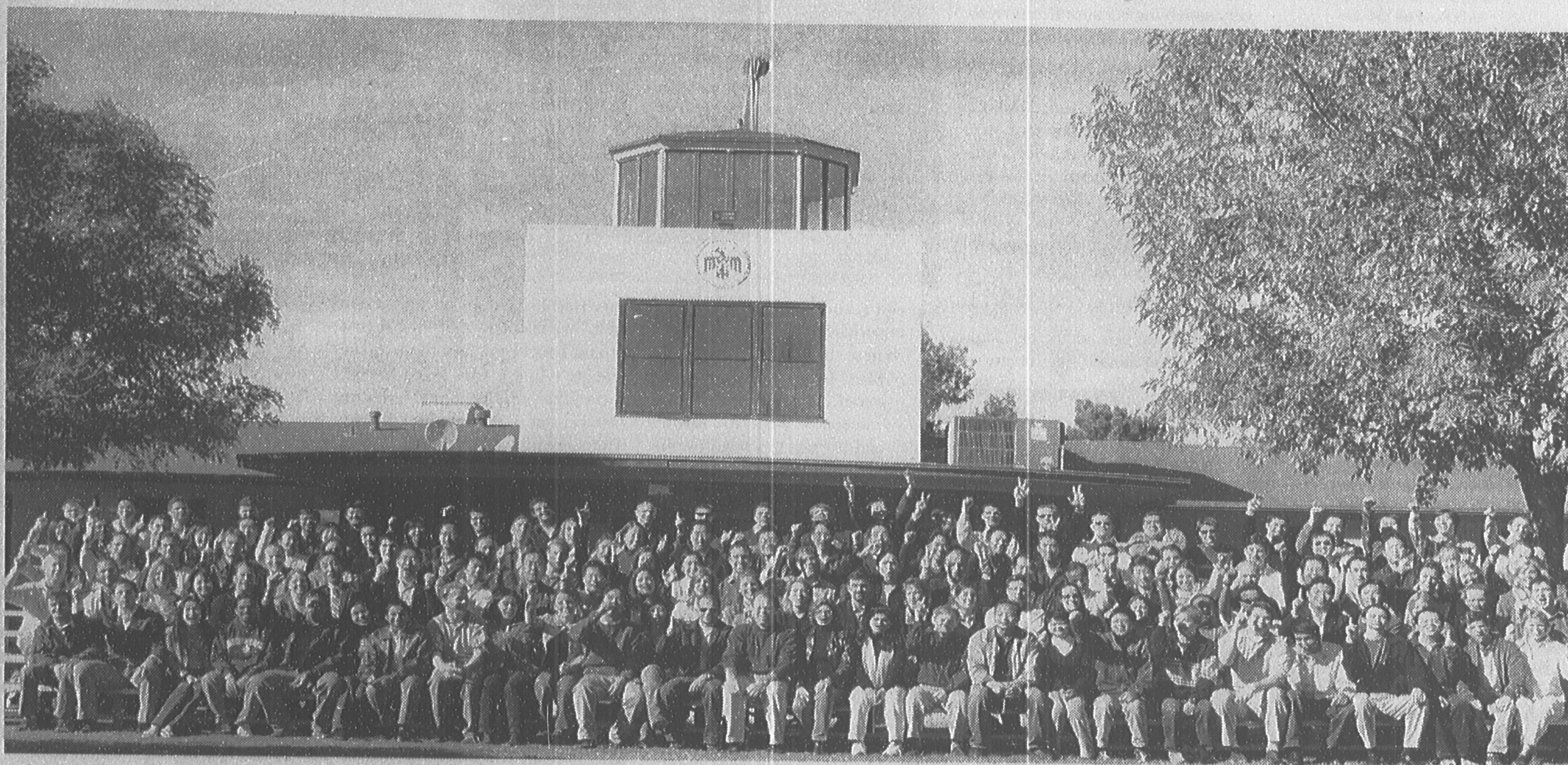
Debt Level	\$50,000	\$100,000	\$150,000
Term	10 Years	10 Years	10 Years
Payment	\$555	\$1,110	\$1,665
Interest	\$16,612	\$33,224	\$49,837
TOTAL	\$76,612	\$133,224	\$199,837



Debt Level	\$50,000	\$100,000	\$150,000
Term	25 Years	30 Years	30 Years
Payment	\$322	\$620	\$899
Interest	\$46,645	\$115,838	\$173,757
TOTAL	\$96,645	\$215,838	\$323,757



## CONGRATULATIONS, GRADS!



Stacey Abella : Sylvania, Ohio  
 Kwadwo Acheampong : Accra, Ghana  
 Milton Aguirre : New York, New York  
 Atinuke Alakija : Lagos, Nigeria  
 George Alambo : Nairobi, Kenya  
 Jonathan Allen : Pottstown, Pennsylvania  
 Marco Amaro : Guatemala City, Guatemala  
 Brian Ascher : Atlanta, Georgia  
 Kyriakos Ashikalis : Nicosia, Cyprus  
 Regina Ausloos : Chicago, Illinois  
 Stephen Azaloff : Elizabethtown, Pennsylvania  
 Douglas Bacon : London, England  
 Glenn Baker : Boston, Massachusetts  
 Emily Bealke : Saint Louis, Missouri  
 Zachary Bennett : Denver, Colorado  
 David Bertran Serracanta : Barcelona, Spain  
 R. Rama Bondada : Winter Garden, Florida  
 Jason Bryant : Duncanville, Texas  
 Alvaro Cadena : Phoenix, Arizona  
 Felipe Calderon Musalem : Santiago, Chile  
 Supriya Chabria : New Delhi, India  
 Ursula Chan : Los Altos Hills, California  
 Rei Peiling Chang : Taipei, Taiwan  
 Meng-Hung Chen : Taipei, Taiwan  
 Pei-Yi Cheng : Taipei, Taiwan  
 Kullaya Chiammanisakul : Bangkok, Thailand  
 Ching-Ting Chiu : Taipei, Taiwan  
 Sheila Chng : Singapore  
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 Sarah Cody : Williamsport, Maryland  
 Cara Coffee : Austin, Texas  
 Joshua Cohen : New York, New York  
 Sean Daley : Boston, Massachusetts  
 Krishnakumar Dasika : Houston, Texas  
 Sonia Derobert : Geneva, Switzerland  
 Amit Dhanuka : Mumbai, India  
 Jose Dominguez : Madrid, Spain  
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 David English : Pelham, New York  
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 Mathew Frary : Boulder, Colorado  
 Hugo Freire : Rio De Janeiro, Brazil  
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 Brian Gallacher : Salt Lake City, Utah

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 Geoffrey Gougion : Des Moines, Iowa  
 Edin Gradasevic : Toronto, Canada  
 Christian Groff : Vail, Colorado  
 Chunhui Gu : Beijing, China  
 Yuping Guo : Beijing, China  
 Chi-Su Ha : Seoul, South Korea  
 Patrick Haeberli : Zurich, Switzerland  
 Toshiaki Hanaoka : Saitama Saitama, Japan  
 Matthew Hardwick : Wellington, New Zealand  
 Anthony Hartley : Atlanta, Georgia  
 Nicholas Harvey : Hanover, New Hampshire  
 Savvy Him : Portland, Oregon and Cambodia  
 Jeff Hobert : Glendale, Arizona  
 Patrick Hoffmann : Berlin, Germany  
 Sungwoo Hong : Seoul, South Korea  
 Mark Hopkins : Memphis, Tennessee  
 Chia-In Hsu : Taiwan  
 Cathy Huang : Taipei, Taiwan  
 RuoBing Huang : Shanghai, China  
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 Jaspreet Kahlon : Punjab, India  
 Rajesh Kamath : Bangalore, India  
 Satoshi Kano : Tokyo, Japan  
 Wen-Wei Kao : Taipei, Taiwan  
 Maureen Karig : St. Louis, Missouri  
 Takashi Kase : Chiba Prefecture, Japan  
 Kazunori Kato : Kariya, Japan  
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 Young-Kwan Kim : Seoul, South Korea  
 Min-Gyu Kim : Seoul, Republic of Korea  
 Dong Kyun Kim : Seoul, South Korea  
 Chan-Ho Kim : Seoul, South Korea  
 Joohan Kim : Seoul, South Korea  
 Andrew King : Cincinnati, Ohio  
 Matthew Kohlman : Mobridge, South Dakota  
 Scott Krawitz : New York, New York  
 Kellie Kreiser : Irwin, Pennsylvania

Sean Lacy : San Diego, California  
 Christa Laden : Brooklyn, New York  
 Onofrio Lattanzi : Bari, Italy  
 Hogeun Lee : Cheon-An, South Korea  
 Chen-Hsing Lee : Taipei, Taiwan  
 Sung Yung Lee : Seoul, South Korea  
 Daniel Lens : Caracas, Venezuela  
 Peter Lim : Palos Verdes, California  
 Yi-Hua Lin : Taipei, Taiwan  
 Virginia Lipson : Bristol, Virginia  
 Jian Luo : Beijing, China  
 Tiago Machado : Sao Paulo, Brazil  
 Donald Maciag : San Antonio, Texas  
 Christian Macy : Bedford Hills, New York  
 Assad Malik : Bethesda, Maryland  
 Mary Lotis Manlegro : Elmira, New York  
 Aleksey Marchenko : Naberezhnie Chelny, Russia  
 Kathryn Mertens : Dallas, Texas  
 Jacob Miller : Lincoln, Nebraska  
 Giovanni Mondin : Quito, Ecuador  
 James Montero : Darien, Connecticut  
 Matthew Moore : Easley, South Carolina  
 Maya Naik : Hillsborough, California  
 Paola Nealon : Port Washington, New York  
 Young Wook Noh : Busan, South Korea  
 Daisuke Oda : Osaka, Japan  
 Clayton Odor : Guatemala City, Guatemala  
 Ki Suk Ok : Kyung Sang Mook Do, South Korea  
 Will Oliver : Pleasanton, Texas  
 Elizabeth Osterberg : Napa, California  
 Christopher O'Sullivan : Minnetonka, Minnesota  
 Robert Panknin : Kansas City, Kansas  
 Ismene Papaylanis : Boyertown, Pennsylvania  
 Voraporn Pasawat : Bangkok, Thailand  
 Viviana Perez : Cali, Columbia  
 James Perkins : Sheffield, Vermont  
 Glenn Petteys : Santa Barbara, California  
 Joshua Petty : Idaho Falls, Idaho  
 Francesca Pierini : Musto Rome, Italy  
 Mayukh Poddar : Agartala, India  
 Susmita Poddar : Agartala, India  
 Michael Powell : Grand Blanc, Michigan  
 Minna Rauhala : Helsinki, Finland  
 Carlos Recavarren : Los Angeles, California  
 Scott Reising : Omaha, Nebraska  
 Natalie Robyn : Miami, Florida

Rashmi Sahay : Phoenix, Arizona  
 Shin Satake : Yokohama, Japan  
 Eric Schempp : Boulder, Colorado USA  
 Matthias Schreblowski : Wohltore, Germany  
 Myoung Hee Seo : Seoul, South Korea  
 Christophe Servais : Brussels, Belgium  
 Neha Ashok Shah : Mumbai, India  
 Adam Shanks : West Covina, California  
 Rishabh Chandra Sharma : New Delhi, India  
 David Shaw : Dallas, Texas  
 Patrick Shearer : San Antonio, Texas  
 Zhijie Situ : Beijing, China  
 Jeremiah Sparks : Canyon Country, California  
 Linda Speer : San Jose, California  
 Kevin Spence : Williamsburg, Virginia  
 John Summers : Ross, California  
 Fang Sun : Beijing, China  
 Christine Sund : Vaasa, Finland  
 Sara Swain : Salt Lake City, Utah  
 Yuka Tanimoto : Tokyo, Japan  
 Yusuke Taniura : Tokyo, Japan  
 Denise Thiem : Phoenix, Arizona  
 Felix Tonella Platt : Hermosillo Sonora, Mexico  
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 Hui-Chun Tsao : Changhua, Taiwan  
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 Carina Uhle : Lancaster, Pennsylvania  
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 David Vidoni : Bellingham, Massachusetts  
 Koji Wada : Tokyo, Japan  
 Hanan Wajih : Sleepy Hollow, New York  
 Stephen Walker : Salt Lake City, Utah  
 Elizabeth Weaver : New York, New York  
 Melissa Wells : Martins Ferry, Ohio  
 Ryan Wilson : Oklahoma City, Oklahoma  
 Benjamin Wolf : Boyertown, Pennsylvania  
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 Eisuke Yamada : Tokyo, Japan  
 Akiko Yanagiya : Aomori, Japan  
 Sen Yang : Toronto, Canada  
 Chien-An Yao : Taipei, Taiwan  
 Zorana Yawapongsiri : Bangkok, Thailand  
 Randy Yount : Scottsdale, Arizona  
 Xi Zhang : Shanghai, China  
 Xiaoqing Zhang : Chengdu, China  
 Scott Zienkewicz : Wichita, Kansas

## Graduates Speak... Thunder Reflections

Compiled By LINDA SPEER  
U.S.A., Fall '04  
President, Thunderbird Toastmasters  
And  
BECKY EBY  
U.S.A., Spring '05  
Assistant Editor, *Das Tor*

We asked a few new grads what they found special about their experience at Thunderbird. Here are their reflections on their experiences and what they will walk away with as they graduate on December 10<sup>th</sup>.

### Shin Satake (Japan)

Before I came to Thunderbird, I identified three goals to achieve during my staying here, in addition to getting the MBA: First, finish running three marathons; second, play golf more than 50 rounds; and last, make a business plan to start after graduation.

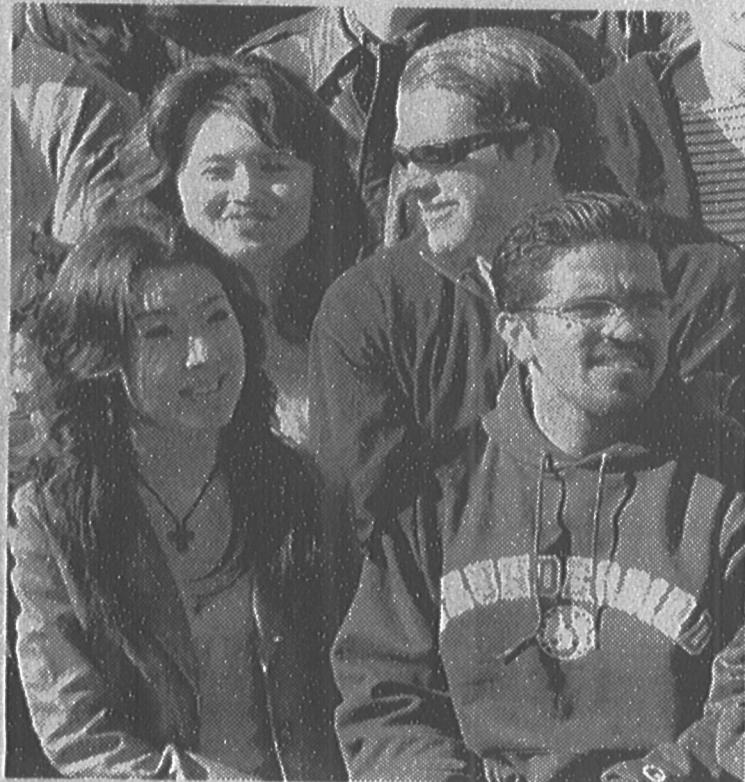
Regarding the first one, I ran the Arizona Marathon in January, San Diego in June, and Chicago in October. My best time was 4 hours and 40 minutes, but this experience was magnificent because I gained confidence in my strength, and my abilities so I could keep myself in good condition while here.

The second one is still in progress, (41 rounds as of November 12), but I still hope to achieve my goal. I can do it before graduation. Although the last one is also in progress, I am planning to start a business brokerage, and business valuation company in Japan. I took the "Valuation, Sale, and Acquisition of Private Firms" class (Professor Scott Gabehart), and I noticed taking this class that there are no kinds of these services in my country. There are many M&A advisors such as I-Banks and, Accounting firms, but their target is for large listed or medium-sized companies. As there is no market in selling and buying small businesses, I want to start my company targeting this niche market.

My life in Thunderbird was very satisfying because I could realize these goals and could enjoy the weather.

### Jada Jackson (Houston, Texas)

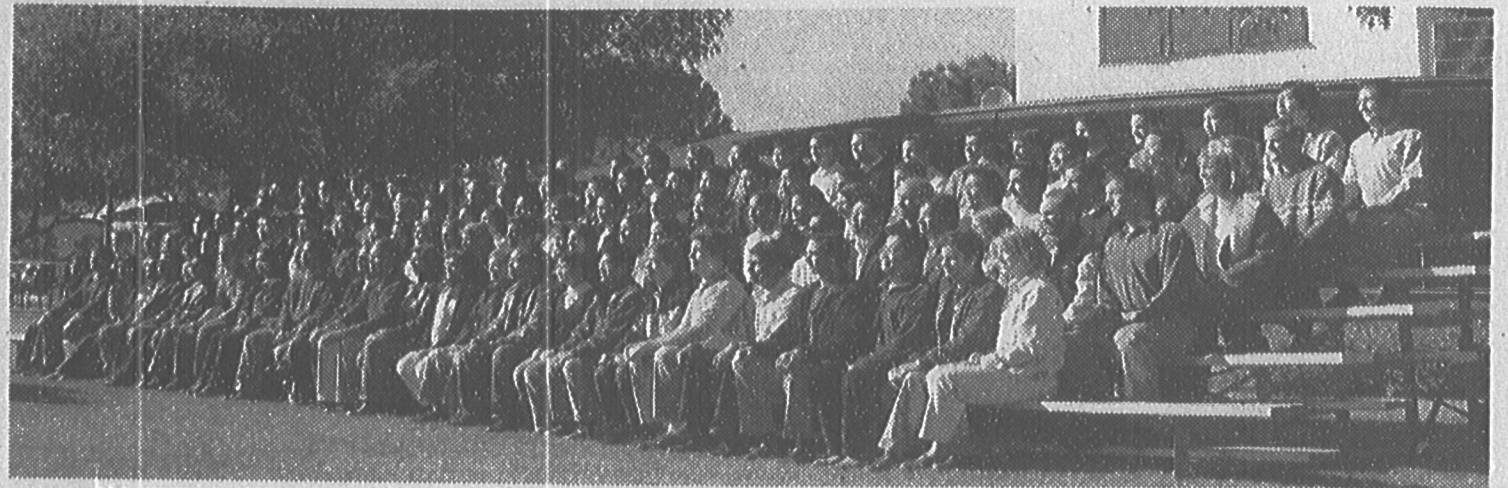
To capture the experience in a few words... "memorable for a lifetime." What Thunderbird has can not be captured or understood in a ranking, in a GMAT score, or in a salary. It is the intangible experience that makes getting an MBA at Thunderbird an experience that will change your life. Now sometimes we wish that it was not the best kept secret to employers, but for me it



something I will cherish for a lifetime.

The experience is driven by the amazing student body. I think even using the word "amazing" is an understatement. I have truly met some of the greatest people and will cherish their friendship for years to come. The willingness of people to help one another achieve their goals is not replicated in other business programs.

In this world, smart people know everything, but powerful people know the power of people. If you have not learned that, then you are missing the most powerful aspect of Thunderbird. It can not go unsaid, that I have experienced some fantastic professors that have cultivated my experience. Everyone, thank you for an unforgettable experience.



### Satoshi Kano (Japan)

I experienced two special things: 1) Chinese language 2) Business plan. Both of them will be beneficial for my future careers. I went to Taiwan and learned Chinese for one month, leading me to think about the Asian Market. I also have been making my business plan since the third trimester, which will make me a more independent business person in competitive economic industries. I made the right choice: to learn a lot of things at Thunderbird.

### Brian Faulkner (Half Moon Bay, CA)

There are many things that I will remember from Thunderbird: Having the chance to work with so many different people from so many different countries around the world; the insight I gained on European policies and their prospective outlook from Dr. Babarinde; the discovery that learning accounting can be humorous and not just torturous from Dr. Davidson; And of course, the valuable cross-cultural experiences I gained from leaving campus and interacting with the Glendalians (the people that live here in Glendale, not those from Star Trek).



### Krishnakumar "KK" Dasika (India)

Thunderbird, will remain forever as my gateway to a global career. When I walk out in January '05, I know that I will be a different person - totally transformed in thought, word and deed...ready to lead and think locally AND act globally.

### Sonia Derobert (Switzerland)

First of all, the diversity of the students, and the fantastic atmosphere on cam-

pus. Because we are stuck in "Glen-hell," we spent a lot of time together and I feel I made some amazing friends while I was here. I won't miss the nights spent writing papers, but I definitely will miss Thursday nights at The Pub!



### Peter Finrock (Palm Beach and NYC)

Being a member of the Thunderbird world-wide community has taught me that anything is possible. I think this point really came home to me when I bought my apartment in Buenos Aires and

At Thunderbird I have worked to attain the skills and tools to manage all of the possibilities that I am now able to make into realities. Thunderbird laid all of this out like a program. Sometimes I didn't even know that I was acquiring a

new skill until it had already happened. Having and achieving these international business skills has given me a more profound sense of confidence than anything I have ever done in my life before.


In the past I used to feel like a weirdo in my work settings because of my international interests and languages. Coming to Thunderbird has been like coming home for me. I think it's really true that T-birds self-select: If you're a T-bird you know it about yourself right away.

As Professor Youngdahl says, we come to Thunderbird to make a profound and permanent change in ourselves that will alter the course of our lives forever.

LindaSpeer@global.t-bird.edu  
Becky@global.t-bird.edu



contracted a real estate management firm to manage the rentals there for me. As my friend Sarah was saying the other day - It's your life: you can make it whatever you want!



**Want to Embarrass Your Graduating Friends?**

It's not too late to submit photos for the grad party slide show! Send your fun, funny, or downright embarrassing pictures of Fall or Winterim grads to [dastor@t-bird.edu](mailto:dastor@t-bird.edu)



## CMC TREKS Set

The Career Management Center will lead 2 TREKS - one to Los Angeles and one to the San Francisco bay area - on December 12-15, 2004. The CMC TREKS program sponsors up to 15 students for travel at no or limited cost to each city over a four-day period. The goals of the program are to expose Thunderbird students to a select group of senior executives, introduce students to multiple functions and industries that employ typical Thunderbirds, and to give the organizations a chance to sell their company to the students.

Students selected for each TREK will visit five or six companies in each location.

Each company has been asked to design a two-hour presentation delivered by a senior executive on one or more subjects including, a topical industry event, a company overview, and/or a Companies span across multiple industries and job functions. TREKS program coordinator James Keefe says, "This truly will be a great opportunity for students to get both functional and industry perspectives on careers available in these two cities."

The TREK idea was initially conceived this past April by the CMC. Then President, Dr. Roy Herberger endorsed the idea and approved the CMC budget

request for a total of four TREKS during the 2004-2005 academic year. Two additional TREKS are in the plans for the spring CMC calendar.

The TREK planning and the student selection processes have been unfolding at a rapid pace over the last two months. Students selected for the TREKS had to complete three review steps before being invited to join the TREK. The last hurdle came on November 12<sup>th</sup> in the form of an oral presentation in front of several people including Dean of Admissions - Judy Johnson, Vice President of Student Services, Dr. Kay Keck, and Associate Vice President for Career

Management and Professional Development, Kip Harrell.

"This is an experiment that we hope will evolve into a tradition at Thunderbird," says Harrell. "The success has already come in terms of the overwhelming response from both companies and student applicants." Additionally, the CMC is planning a networking event on one evening in each city with local alumni.

Industry and functional specific TREKS may be on the horizon as well. The CMC has already scheduled a meeting with the Consulting Club to begin organizing a spring TREK to Boston.

### LA TREK

Nestlé  
Mattel  
ING Americas  
20<sup>th</sup> Century Fox  
The Capital Group Companies  
The Port of Long Beach

### San Francisco Bay Area TREK

Wells Fargo  
The GAP  
Oracle  
Intel  
HP

## Make Career Inroads During the Holidays

December! It's a great time to recharge your batteries and continue to engage in the career search process. Treat your search as another course that you are taking and you may feel more focused, purposeful and productive.

Don't forget... all the friends and relatives that you may see over the break just may be the right connection or inroad to a new job. Some additional ideas:

Take advantage of Hoover's Online to advance your understanding of companies in your target industry.

Regularly scan the job postings to uncover more opportunities. Remember, many compa-

nies begin posting internship opportunities in December. Some may be full time employment opportunities.

Check out a book from the IBIC or the CMC to learn more about résumés, cover letters, search etiquette or networking.

Get acquainted with all the tools available through MTB so that you become more efficient and proficient in how to best use them.

Make an appointment with an advisor for a telephone session (you don't have to be here in Glendale) or in person counseling session. December 15<sup>th</sup> through January 15<sup>th</sup> is typically less busy and you may be able to

schedule a longer session.

For those of you looking for internships this coming summer, prepare and polish your résumé so you are not rushed when you return to campus in January. Make an appointment to review it the first week of classes to avoid the rush. Remember, the Spring Career Fair is right around the corner (February 16-18).

Practice your 30 second commercial, your eye contact, your handshake and your social skills at all the holiday parties you'll be attending.

It doesn't matter if you can't dance- just get up and dance!

## Ask the CMC

**Q:** I've heard that not all recruiters read cover letters. If that is true, then why do we have to include them when we send resumes to companies?

**A:** It is true that not all recruiters or hiring managers read cover letters. However, many people do read them.

Those who do read them look for information that shows that you've done the following:

- ~Targeted their company instead of sending out mass mailings
- ~Researched information about their company
- ~Addressed your letter to a specific person, instead of to a department or title
- ~Analyzed and articulated how your skills and experience specifically match their position/company

Also, your cover letter gives you an opportunity to showcase:

- ~Your written communication skills
- ~Your attention to detail - no typos
- ~Your willingness to do more than the "bare minimum" (no one wants to have people like that on their team!)

If you do not include a cover letter, then you cannot convey any of these items. In fact, to recruiters who look for cover letters, you might be conveying to them just the opposite - that you are not comfortable with written communication, that you do not attend to details, and that you prefer to do just the bare minimum.

**Q:** I've been on several job interviews and I am often asked a question pertaining to my strengths and weaknesses. How are you supposed to answer the part about your weaknesses without hurting your chances for the job?

**A:** This is a classic interview question, and most interview guides instruct you to offer a "weakness" which is really a strength. For

example, Knock'em Dead by Martin Yate suggests the following: "I enjoy my work and give each project 110% effort. So, I find it frustrating when I don't feel others are pulling their weight...."

Power Interviews by Neil Yeager and Lee Hough suggest "I have little patience for people who don't value \_\_\_\_\_ like I do..." (Fill in your favorite work ethic or skill).

However, our recommendation is to ignore these suggestions because experienced interviewers are aware that the books tell you to answer in that manner, and therefore see these answers as "wimpy" avoidance techniques. How should you answer, then?

- ~Be honest about an area that was at one point a true weakness - after all, nobody is perfect
- ~State what you have done to improve
- ~Describe how you have now overcome this as a developmental concern

This type of answer conveys several things to the interviewer:

- ~You have the confidence to admit that you're not perfect
- ~You took the initiative to find and implement a method for improving this weakness
- ~You learned this lesson on someone else's dime and it is no longer an issue

The honest, direct approach is always better than generalized avoidance maneuvers!

## Seeking a Summer Internship - Start applying now!

The CMC is currently receiving internship postings for next summer. Many of the application deadlines are prior to the start of classes in January. Therefore, apply as soon as possible. Use the holidays/trimester break to research internship opportunities, network with alumni and other contacts, update your resume and tailor your cover letters. Also keep watching MTB for more opportunities through the holidays and early January.

Posted as of Nov 18, 2004:

Job #7993 - Sanyo - Summer Internships in Japan - close date January 4, 2005

Job #8044 - Pfizer - Summer Finance Associate Program - close date January 10, 2005

Job #7990 - Dial Corporation - Summer Marketing Internship - close date January 16, 2005

Job #7892 - Ford - Purchasing Internship - close date January 30, 2005 - will also participate in the Spring Career Fair

## Changing Careers? Stumped on Your Résumé Objective?

The goal of a traditional résumé objective is to tell the recruiter or prospective employer in which pile to put your résumé. A good résumé objective should state the specific position or function, industry and region you are targeting; the specific skills you offer and your potential value. For career changers, however, the value of their past experiences and functional skills may not be readily apparent in the traditional format to a recruiter.

If you are changing careers, consider taking an inventory of your skills that are applicable across functions and industries, and incorporate them into a Skills-Based, Results-Oriented objective. This format more readily highlights the value of a career changer. Consider these examples:

*Systems Engineer to Organization Development Consultant*

**Before:** Desire consulting position working with clients to improve organizational processes

**After:** An increasingly responsible research position in consulting, where proven decision-making

and system engineering abilities will be used for improving organizational productivity

*Accounts Payable Coordinator to Investment Manager*

**Before:** To assume an asset management position in Western Europe or Asia.

**After:** Achievement-oriented finance professional with diversified experience in accounting and in-depth education in investment strategy. Strong PC and spreadsheet skills, excellent multi-tasking and organizational aptitudes, and proven ability to influence business partners. MBA honors graduate and candidate for CFA level I examination. Seeking a full-time position in the field of asset management.

You can use the template:  
*I would like a job where I can use my ability to \_\_\_\_\_ which will result in \_\_\_\_\_.* Edit from there.

Your CMC advisor will be happy to work with you in crafting an impactful Skills-Based, Results-Oriented objective.



**Congratulations on a great Fall Trimester from the CMC!**

Enjoy the Holidays!  
Eat, drink and be merry.  
Rest, relax, renew and plant seeds for a fertile spring.

The CMC will be here throughout the holidays to offer any guidance or advice you may want concerning your job search process.

Best Wishes for a good winter break, Trek or Winterim. See you in January.

# A Few Words From Michael Beau Teague, Incoming TSG President

By MICHAEL BEAU TEAGUE  
U.S.A., Summer '05  
TSG 1<sup>st</sup> Trimester Rep

I want to begin by saying thank you for the opportunity to be your representative. I was blown away by the number of students, faculty, and staff in the past few days that have approached me wishing good luck. I will do my best. For those

of you that do not know me, here is my simple bio.



MICHAEL BEAU TEAGUE

I n 1973, I was born in the South Pacific island of Guam. Our family lived abroad (Guam, Philippines, Ponape, Saipan, and Hawaii) until I was 10, and then settled in California. At 17, I joined the United States Marine Corp. and participated in Operation Desert Storm. After my Marine experience, I moved to Vail, Colorado, and later earned an undergraduate degree from the University of Colorado in Management and Entrepreneurship.

I am a sales and marketing professional with over 10 years experience in the insurance and hospitality industries. My biggest strength is achieving goals through team building. I will always bring a great deal of enthusiasm and competitive energy to even the simplest projects. Most recently, I have returned from a six week Spanish lan-

guage immersion program in Jaco, Costa Rica.

As President, I want to help to improve the Thunderbird experience. I believe that we are attending Thunderbird at a special moment, and I am honored to be a representative of the students.

michaelbeauteague@global.t-bird.edu

## Meet Executives from Different Companies

By DAN DING-SHIANG LUNG  
Taiwan, Fall '05  
TSG 1<sup>st</sup> Trimester Rep

You can enjoy free meals in ethnic restaurants around the Phoenix area and have the chance to introduce your culture or a culture with which you are familiar. Meeting executive members from different countries and various companies is another golden opportunity.



DAN DING-SHIANG LUNG

How does that sound? Enroll in the cultural dinners with the Executive Education Program now!

A couple of years ago, the Executive Education Program launched the cultural dinner. The purpose of this event is to enhance those executive members' experiences at Thunderbird and to join students around the world. Every month we have several cultural dinners scheduled for Africa, China, Europe, India, Latin America, the Middle East and more. Executives come from Dow Chemical, EDS, Fluor Corporation, GM Powertrain

Group, Honeywell, SK Group, State Farm Insurance, McDonalds, and other companies. You not only share your culture, but also practice your networking skills. At least you definitely will have fun for three hours in the evening and get rid of the intense courses and assignments.

At the dinner, we share different cultural experiences, interesting stories about travels, and of course delicious cuisines to facilitate the conversation. You will see how different cultures interact and also learn about the executives' advice for the work-

place or class. Most executives come to Thunderbird for a ten-day seminar. Their professors may be the same as your. The case studies, the lectures, and the commons are some topics we sometimes talk about. You may find some interesting and useful tips through the dinner.

Some of you may have heard about this program or have enrolled in it already. As long as you are from a culture or have experiences in countries other than the U.S., you are invited to enroll this fabulous program. Since I started to help organize this event, I was quite surprised

that not many people had heard about it or joined before. I encourage all of you who are interested in and proud of presenting your cultures to come and join! I guarantee that you won't regret participating in the dinner. You can contribute to the Thunderbird community as an ambassador to those executives. Let them understand the multicultural and global spirit we have here!

See you at the next dinner!

lungd@global.t-bird.edu

## My TSG First Tri Experience

By TERRIE C. DUONG  
Vietnam and U.S.A., Fall '05  
TSG 1<sup>st</sup> Trimester Rep

What a first trimester! I can't believe it has been over ten weeks since the first trimester students set foot on campus. It feels like it was just yesterday that we



TERRIE C. DUONG

had the campus crawl. I still remember my cohort team members and I howling at the moon and chanting the infamous words "Co-yo-te... co-yo-te... co-yo-te" throughout the night. And now the trimester is almost ending.

It has been an exciting but exhausting experience. This first trimester has been a whirlwind of activities, from adjusting back to academic life to being part of Student Government

(TSG) and other clubs. Being a student after an eight year hiatus has been more difficult than I had imaged. One of the biggest challenges has been learning to balance classes and teamwork with campus life and sleep. Often times, I found myself making trade-offs between the many demands of school work and sleep. I'm really looking forward to catching up on my sleep during the break.

One of the highlights

this trimester for me has been being a member of TSG. I've had the opportunities to meet, work with, and learn from a very dedicated and motivated group of individuals. Everyone on the team is committed to affecting positive changes for the student body. During our weekly Thursday meetings—open to all students, we address current and ongoing concerns of the students. If you are interested in learning more about TSG or have a con-

cern you would like addressed, we encourage you to attend these weekly meetings at the TSG office in the Tower Lounge. In just ten short weeks, I have come to better understand and appreciated the important role Student Government plays in interacting with the school administration, faculty, career management, and the Thunderbird student body.

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## Get Associated!

Continued from page 1

tiered advisory group that will be in place to support the student leaders, provide continuity during leadership changes, and to support the needs and initiatives of the students. The three tiers include: Faculty Advisor, CMC Advisor, and Alumni Advisor. The Academic Director, Dr. Olufemi Babarinde, and the CMC Director, Kip Harrell have been instrumental in working to define the Faculty and CMC Advisor positions and support their roles within each association. These advisors will be an invaluable resource that integrates our learning and our recruiting as it relates to our chosen field of study. The Alumni Advisor position is still being developed, but there will be at least one position within each association for an alumnus to serve as advisor and to get involved with current student life and activities. Many alumni have expressed interest in serving in this capacity and the position and specifics will evolve over the Spring 2005 trimester.

Financial Sponsorship

One of the key components of this initiative is to create structures that provide significant value and would be attractive for financial sponsorship from partner corporations and organizations. Currently, these three associations are funded out of the general TSG budget, and while they all generally receive higher levels of budget allocations, funding is still not sufficient to create and manage significant value-added programs that we would expect in an environment like Thunderbird. Plus, the money freed up could be incredibly valuable to other smaller clubs and organizations that get very little funding. To deal with this issue, we have been working with Joy Lubeck in Client Relations in planning for potential external support. Joy has been instrumental in advising the team on key elements that need to be in place to attract corporate sponsors, and on how this initiative would fit into her team's portfolio of opportunities offered to the companies who financially support Thunderbird. This element of the association project is

a long-term plan as we need to get the operations up and running in order to prove the value and sustainability of the three associations.

Moving forward

This is an exciting time to be a T-bird. With our new leadership and renewed financial support, we are poised for positive change. The development of the three professional associations is in direct correlation to this idea and intends to work off the momentum created by Mr. Sam Garvin and our new President Dr. Cabrera to show how the students also intend to play a role in elevating this program to new heights. The Spring 2005 trimester will be the first full term in existence for the three associations and challenges and changes are expected to emerge... just as in any change effort. I encourage everyone to embrace this great opportunity to get the most out of our time here, and to take a role in each group to help move the process further for the greater good of all future T-bird's who will come after us. ggougion@global.t-bird.edu

## Student Activities Wrap-Up

By VANYA DIMITROVA  
Bulgaria, Spring '05  
TSG Student Activities Chair

This trimester many clubs were active on campus. All continuing and new students had a chance to review the clubs at a Club Day. Later that day, Club Day sponsored a barbecue that was very fun and encouraged people to get involved in campus activities. A big achievement was the final transition of the marketing, finance, and international development clubs into societies (thanks to Goeff). The new structure of these clubs will help improve the continuity with the leadership and the knowledge accumulation.



VANYA DIMITROVA

There were also four cultural nights sponsored by TSG this trimester. All of them were very successful in terms of student turnout and fun. dimitrova@global.t-bird.edu

## Thanks From a First Tri Rep

By NATASHA CHORNOMAZ  
U.S.A., Fall '05  
TSG 1<sup>st</sup> trimester Rep

Without a doubt, I have had so much fun being involved on campus through TSG. Thanks to your support, not only was I able to help Richard, the Academic Affairs Chair, run the related



NATASHA CHORNOMAZ

organizations on campus, but I was also able to meet so many dynamic people here at Thunderbird in the process. Whether I was helping out with the various Cultural Nights, hanging out at the Pub, or simply chatting with each of you every day, I have truly enjoyed my time as a 1<sup>st</sup> Tri Rep. Thank you for the opportunity to serve you this trimester.

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## Outgoing TSG President's Final Address

By REGULA SCHEGG  
Switzerland, Spring '05  
TSG President

Today will be the last time I address you as the President of TSG as a "lame duck." However, time has not come to wind down. We still have to finalize some projects such as the communication survey, the academic survey, as well as the graduation party. Yet it is generally the time for new endeavors. But before "disappearing," it is important for me to express my huge gratitude to all of you. Being in this position was a great experience and pleasure. I appreciated your trust and support, your comments and suggestions and also your constructive criticism. You and many others deserve to be acknowledged for helping us make positive changes. TSG was able to accomplish many things. Some were baby steps, some were bigger ones. Yet, every change was with the intent to raise the bar.



REGULA SCHEGG

During my tenure, my trust in this institution was confirmed and I am even more convinced that Thunderbird is a unique place where we can learn invaluable for our lives. However, it is also up to us to drive changes and ensure constant improvement of our education. We can and we should raise the bar; our daily actions are the first step. We are ambassadors of Thunderbird and whatever action we take, should be for the greater cause of the long-term development of Thunderbird as the leading graduate school in International Management - not only on paper but in reality, in the class room setting and outside.

Talking about changes, I had the pleasure to address the board of trustees as well as the global council board and I was pleased by their interest to listen to the student's voice, our experiences, opinions and constructive recommendations. Thank you very much. It was one of my goals as president to drive constructive change and provide recommendations, no bitching or endless list of requests. I believe we accomplished our vision. It was of particular

pleasure working together with the former president Dr. Roy Herberger and our new President Dr. Angel Cabrera. I was pleased with your interest and support. Your regular communication and openness was of great encouragement. Muchas Gracias!

Thanks to Tim Propp, Kim Collens, Jennifer Dempsey from the presidents office, Richard Tollefson, Laurel Kimpell, Joy Lubeck, Russ Phaneuf, Barbara Stevenson, Linda Jensen from the Institutional Advancement office. It was good to see your commitment to our institution.

Dr. Kay Keck, Joe Miller, Karen Tisdale, Sunny Christofferson, James "Dusty" Scott, Catherine King-Todd and Kip Harrell and your teams, it was a pleasure working with you and thanks for your support in student matters not only to my team but also to Mike and Akhil as incoming TSG leadership.

It was also a pleasure working with the marketing department, particularly with Ken Lambert, Diane Rittenhouse and Michelle Olson. It was a great experience having been part of the Truly Global Branding

Campaign. We already see the positive changes. Awesome.

It was also a good experience working together with faculty. Thanks to Dean Bowen, Dr. Mathis who helped us much in addressing academic issues, and Dr. Babarinde and so many other faculty who allowed us to be late or leave early when the "job" required it.

Also many thanks to the staff of facilities; you were awesome helping us getting all the cultural nights and any other events organized. What would student life be without your service? Hard indeed!

And then of course I want to mention Kellie Kreiser and her team, which with all their fabulous work continued to improving the already great quality of our student newspaper.

Last but not least, thanks to my team of summer and fall. It was a great pleasure working with you. Yes, I was a demanding "boss" and yes, I must have driven you crazy sending e-mails any time possible, preferably during the night. But you did a good job! Although I would like to acknowledge all of you individually, I keep it to

those three, who were part of my team during my eight months tenure. A special thanks goes to my Vice President Marcelo Iglesias. I could not have had a better support. Marcelo you were great and I really appreciated your teamwork and passion for TSG. Also Heather deserves to be acknowledged. Our team started off in May without an office manager, no experience and the old team already on its way to their new big jobs. However, since the day of hiring you, you were just my greatest support and a great asset for the student body and the school. We could not have a better office manager. And then of course Geoff Gougion, our Marketing & Communication Chair who, with his creative ideas and critical thinking, added tremendous value to our team and the school.

This is it! Many more are out there who supported us and are not individually mentioned. Yet that does not at all diminish my appreciation for your commitment.

Happy Holiday!

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

## Exploring the Treasurer's Role

By JIGNESH GARDI  
India, Spring '05  
TSG Treasurer

My experience as treasurer was the first time I had been associated with the Thunderbird Student Government in any form. My initial estimate of the Treasurer position not being a very demanding job proved wrong in the very first week of the Fall '04 trimester.

Now coming towards the end of the trimester, I have realized being part of the student government is truly taxing, especially when there are committee meetings to attend when you have to work on a big assignment. There are some people who are never happy about how business is being conducted, but there are some who are extremely supportive. Having said that, I would like to say that it isn't only the ones who are supportive that make my job special, but it is those who are always providing constructive criticism that drive me to do things correctly.

All in all, it was a great experience working TSG.

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



JIGNESH GARDI

## From the Desk of the Career Management Center Chair

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

I can't believe it is over! A few reflections on my short quarter here as the CMC Chair and TSG member:

**CONTINUITY:** Student positions within Thunderbird offer a great opportunity. There is a struggle with continuity however, and two term positions where appropriate would allow students more time to focus and acclimate with the administration.



SCOTT REISING

**ASK ALUMS:** As a member of TSG, I was made more aware of helping other students as I felt it was part of my role. Of course you don't need a title to do this! I met a marketing alumna who started her own business and she agreed to be a speaker on campus. Same story with an alum involved in ID. The key for me was to learn that we ALL can ask alums to come back to campus to speak or to post an internship. We each need to do this, rather than rely on 'administration.' It is enjoyable as well.

**TALK ABOUT YOUR DREAM JOB:** Being centered on CMC put me in a position to constantly ask people what their plans are. Offering advice about resources and encouragement about the job search has been rewarding. Often in an MBA program we don't offer advice to each other. To a certain degree this should

change. Why not see a job posting and tell a friend that they might really like the opportunity. Remind them to join the alum chapter in the city that they want to move to. Don't be shy in telling everyone you know what your plan is so they in turn can help you. Tell me what your plan is so I can help.

**FILE 1500:** This is an excel file of about 1500 firms that have been to campus or hired T-birds in the last several years. I was impressed when I found this and wanted to share it. It is available to assist all T-birds to brainstorm about their job search, and needs to be maintained within each respective association. Faculty need to be asked to add companies to the list as well. Associations (once known as clubs) are now becoming even more focused on Alumni connections and expanding on the list of available firms. A firm joining the career fair is great, but guess how it looks if you research and apply to a firm because you love the firm and want to work at that specific place. Employers like to see this interest... and you stand out immensely.

**THE ONE TO ONE RELATIONSHIP:** An obvious part of our experience here is that we are diverse and unique. A harder part to imagine is meeting all of the needs of all of the students. It

amazes me to look around in every group I am in, and ask people what they want to do. Every person at Thunderbird wants a particular career when they get out. Rarely are two ever alike! We are proud of the fact that we are not a cookie-cutter school, but it is also one of our challenges. Each one student plans on joining one unique company, one to one. Be cognizant of this challenge and prepare your plan to overcome it.

**PERCEPTIONS:** I have talked to anyone who would listen about the CMC. Often I hear that a particular aspect is not working to the level that it should. This is very good and we need all honest and constructive feedback. Please walk over and talk about an issue in the same manner that you would in your first job after graduation with your respective employer. It is very important to communicate, and by that I mean actually speaking to the people involved.

When we all hear of issues between two sides, the first thing you think of as an internal manager is to ask 'Have you talked about it with the other person?' Actually discussing these

issues will allow perceptions to become reality. I also have noticed that what appears to be a problem at first glance usually is resolved in a very productive way. For example, some students have complained about the Career Fair, but then had really good interviews stemming from it!

From my position I see both sides: I see people who want more banking firms here (of the 7000 that exist in the US for example,) but the Wells Fargo speaker did not 'fill' the lecture hall. The students want more firms, and the CMC and administration would like to see more attendance. Two people see the exact same event differently! In the end I challenge all of us to work on reality and not perceptions, since that is what will be required of us once we graduate.

**TRULY GLOBAL:** I had to write this at least once. In the end, I came here because we are the #1 international MBA program. The Thunderbird community is truly global and makes good on its promise as #1. My time within TSG and within the CMC has proven that.

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## Asian Night: The Year of the Thunderbird

By DAN DING-SHIANG LUNG  
Taiwan, Fall '05  
TSG 1st Trimester Rep

Asian night is one of the most famous regional nights in Thunderbird. On November 6th, you could find all kinds of delicious food from this amazing continent... from



DAN DING-SHIANG LUNG

Japanese sushi and Korean jabchae (meat with dangmyeon, potato-made noodles) to well-known Chinese cuisines (tofu, wonton, etc.) and delicious Taiwanese fried rice noodles and boba bubble tea. Although there was no free beer, people were still pleased by these popular foods. The talent shows and martial arts also contributed to the great success of the party. The claps, applause and whistles lasted for the whole night.

It was also the first day of the alumni weekend and Thunderbird Rugby Tournament. Alumni, students, and all the rugby players made the TAC very crowded. The first thing you have in mind for Asian night is all about the food. Before the party started, people waited in line to get the food as soon as possible. Eventually, everyone was ready for the entertainment and then the talent show started.

First, the multimedia shows introduced all the countries in Asia. The background music enhanced the eating experiences. Everyone brought his/her family to the party, so there were a lot of energetic kids dancing or posing with Japanese umbrellas on the stage. Their parents chased after these little angels' smiles and took pictures.

After the slide shows, a series of garrulous drums followed. The Lion Dance Group invited by the Greater China Club (GCC) jumped up. Its powerful steps attracted the audience with rain-drop-like drums. Children watched the show and were interested in those colorful decorations on the lion's head. The lions came alive and winked to people around when the group performed.

When everyone was still immersed in the dance, a powerful man with a Chinese broadsword came up around the corner of the stage. Yes, the martial art, Gong Fu, made the audience hold its breath! The heavy Chinese broadsword was like a toy to him. Other performers demonstrated the stick, twin knives, palm, and drunk style of fighting within the small stage, but without any problem. At the end of their performances, each of them somersaulted from the edge and amazed everyone.

Japanese Club presented "Bon-Odori", a Japanese traditional dance of the summer, when there are tons of varieties of dancing and music from each region or town.

Although the dance comes from a primitive dance with religious meaning, from around 500 years ago, it has developed into public entertainment. All the Japanese students lined up, circled, and danced with the music. It was very easy to learn, and they invited everyone to dance with them. Although we were not familiar with the step, we still had a great time.

Thailand's show was dancing cartoon characters with Thai music. It brought us a lot of laughter. One of the dancers kept grabbing his pants from falling down. That even made more fun for the audience.

The Taiwan Club had a "Vogue Show" in connection with all characters for each city in Taiwan. The students were not the pros, but delivered their greatest passion and best performance. Mike, President of ASEAN Club, sang a love song himself with the charm as a superstar. Lots of girls were screaming for him.

The Korean Club called for the contest of "Je Gi Cha Gi" after their demonstration. The little kids were encouraged to join the competition. Tiffany from Taiwan and Gurbanali from Azerbaijan were among those few who took the challenge. I did not dare to try to embarrassed myself. Everyone counted the times they kicked a shuttlecock, and the most kicks decided who the winner was. Tiffany was the last one standing. At the end, the Korean Club gave souvenirs to everyone who joined the contest.

GCC's Angela performed Elva's song "A Single Girl's Life." It's difficult to tell the difference between her performance and Elva's original. You almost felt like you were in a concert. The song from Dajie's chorus was "Look Over Here Girls." They did a great job to simulate what lonely boys' first love is like. The other three girls invited to the stage interpreted the songs very well by pretending to ignore the chorus. It was really fun to see their show. Except Dajie, the rest of the chorus didn't know Mandarin, but memorized the lyrics through pinyin. That was gorgeous! No wonder they got the most applause from people.

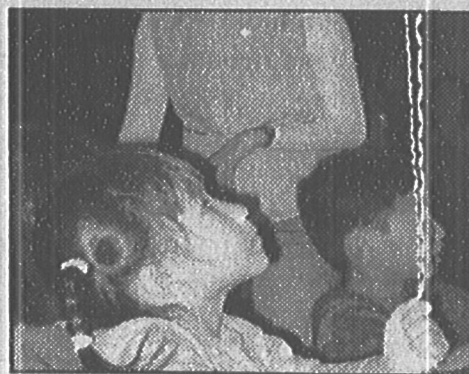
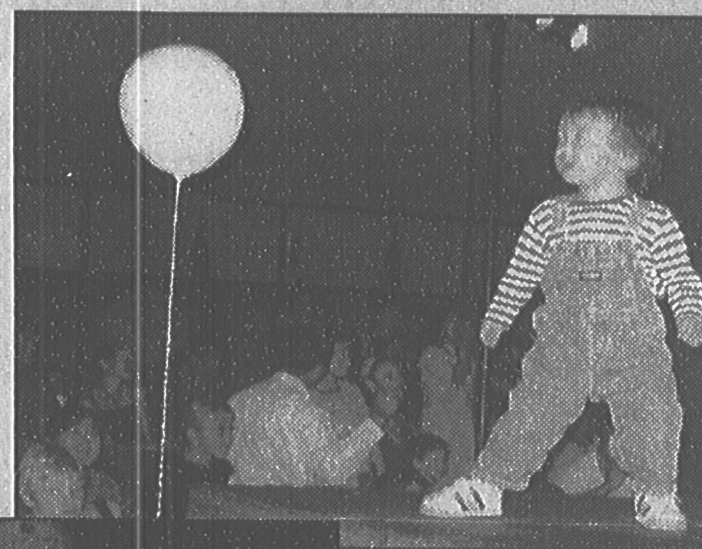
"Deep in the Bamboo (Dance)" from GCC was a representative folk dance of the Dai people. The Dai people are one of the 56 Chinese ethnic groups living in the Yunan province, which is in Southwestern China. These girls spent plenty of time in preparation. Their hard work was obviously worth it! Their graceful gestures and elegant dance was such a perfect match with the Chinese music. Everyone enjoyed their performance so much that they returned nonstop whistles. It was also the best possible end for the talent show.

The last part of the night was the fashion show. Asian students presented different traditional attire. You could see the Chinese qipaos and longevity jackets, the Japanese Yukata, the smiling Thai girls, and the fabulous Korean traditional clothing with the whole family. These Little Korean angels in their traditional suits had no stage fright and looked at the audience with cute smiles. After the fashion show, it was the time for group pictures. Those students who wore t-shirts and jeans in class during the day were the hottest and the most popular models then.

What was the next? The crowd went to the Pub and kept celebrating the party!

*Note: Special thanks to those who strived for the excellent Asian Night and spent a lot of time in making it the best. Because of your endeavors, we had one of the best regional nights. Thank you very much!*

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## 鸞翔鳳集亞洲夜

十一月六日的亞洲之夜是雷鳥最有名的活動之一，你可以在這兒發現各國美食，從日本壽司到韓國馬鈴薯拉麵（沒錯，真的是用馬鈴薯揉出來的）；從遠近馳名的中國菜到令人懷念的台灣炒米粉以及珍珠奶茶。雖然沒有免費啤酒，但你可以從大排長龍的攤位看出這些食物受歡迎的程度；晚會上載歌載舞的表演與中國武術更讓全場高潮迭起，掌聲、喝采、口哨不絕於耳。

亞洲之夜當天是畢業校友回學校的日子，再加上橄欖球友誼賽來自各校的隊伍與雷鳥的學生將學生活動中心擠得水洩不通。七點半不到就開始有人在旁摩拳擦掌，準備卡位搶食物，熱門的程度可見一斑；一提到亞洲之夜，所有人嘴裡的唾液就忍不住蠢蠢欲動。好不容易等到大家心滿意足領著食物就定位，晚會節目也就正式開始了。

首先是介紹亞洲各國的多媒體秀，在悠揚樂音中佐餐也是另一種意境。與其他晚會一樣，大家都是扶老攜幼共襄盛會，會場裡有很多不甘寂寞的小朋友，在舞台上搖頭晃腦跳起舞來，或是拿著日本油傘擺起各種姿勢，讓台下的爸媽不吝惜拍著一張又一張的照片。

投影片播畢，一陣碎鼓緊接而來，中國學生會邀請的醒獅團躍上舞台，隨著兩點般的鼓聲，強勁有力的步伐吸引全場的目光，小朋友則直盯著獅頭上七彩繽紛的飾物，乖乖坐在台前欣賞他們的表演，活靈活現的獅子不時還會向台下的觀眾眨眨眼。台下觀眾還在回味舞獅表演之際，手持大刀的大漢

威風凜凜出現在舞台彼端，讓你暫時停止呼吸的中國武術上場了。沉重的大刀在他手中像是玩具一樣，劈、砍、挑、削，虎虎生風。還有孫悟空的金箍棒、雙刀、雙掌、醉拳，小小的一個舞台絲毫侷限不了他們精湛的武藝。最後，他們更一個個從舞台邊翻身躍下，看得台下大呼過癮。

日本則為大家帶來了「盆踊り」，這是八月慶典（盂蘭盆會）所跳的一種舞，原本具有宗教意義的舞蹈，現在則成為慶典上的娛樂活動；所有日本同學在台上圍成團圍隨著音樂節奏擺動；舞步簡單易懂，所以不到一首歌的時間，日本同學就開始邀大家上台同歡。雖然我們不熟悉舞步跳得七零八落，只要開心也就夠了。泰國的舞蹈表演則是以卡通人物配上泰語歌曲，帶給台下觀眾許多歡笑，中間還有小插曲，表演的一位同學不知怎麼了，褲子一直往下滑，意外讓台下觀眾笑聲不斷。台灣同學會準備了服裝秀，加上各個城市的特色穿插其中，他/她們不是專業的模特兒，卻展現了高水準的台風與活力。東南亞國協學生會會長則當場高歌一曲，台下的觀眾聽得如癡如醉，還引來不少尖叫聲，博得滿堂彩。

韓國的踢毬子表演邀請全場觀眾上台挑戰，看誰踢得最多下；我自知技不如人，不敢上台獻醜。反而是台下的小朋友一個個躍躍欲試；台灣的晴怡還有阿塞拜疆的古魯班是少數上台挑戰的學生，最後在全場觀眾一起計算次數下分出勝負，晴怡打敗古魯班拿下冠軍，好在每位參加者都有紀念品，要不台上扁著嘴的小朋友可能不會善罷甘休。

中國同學會的冬梅帶來蕭亞軒的「一個人的精彩」，不輸專業歌手的台風與唱腔，讓人以為來到演唱會現場。大傑帶領的男子合唱團，將「對面的女孩看過來」這首歌詮釋得味道十足，台下臨時邀請的三位女同學則配合他們的演出增加了不少笑料；而原本一句中文都不會說的團員硬靠著漢語拼音把整首歌唱完，當然獲得台下的熱烈掌聲。

中國同學會最後一個表演活動是「竹林深處」，採合了來自中國雲南的傳統傣族舞蹈，之前花了許多時間準備的女同學們，總算辛苦有了代價，優美的肢體語言配上傳統國樂，不知撩動多少男同學的心，口哨聲從頭到尾沒有停過，手上雖沒酒，看著曼妙的舞姿也醉了。

最後的服裝秀表演從中式旗袍與馬褂、日式浴衣、微笑滿面的泰國美女到闖家登場的韓國傳統服飾，裹在華麗服裝裡的小朋友，骨碌碌轉著的大眼睛直瞞著台下觀眾，模樣可愛極了。晚會到此暫時告一段落，少不了大合照的時間，特別是平常看慣T恤牛仔褲的同學們一個個都換上各國的傳統服裝，更是所有目光的焦點。

接下來呢？當然是繼續換到隔壁的酒吧把酒言歡囉！

後記：感謝所有為亞洲之夜辛苦籌備、演練的同學們，因為有你們，所以我們有了一次最棒的亞洲之夜！謝謝你們！



## Japanese Performance and Fashion

By YUKA TANIMOTO  
Japan, Fall '04

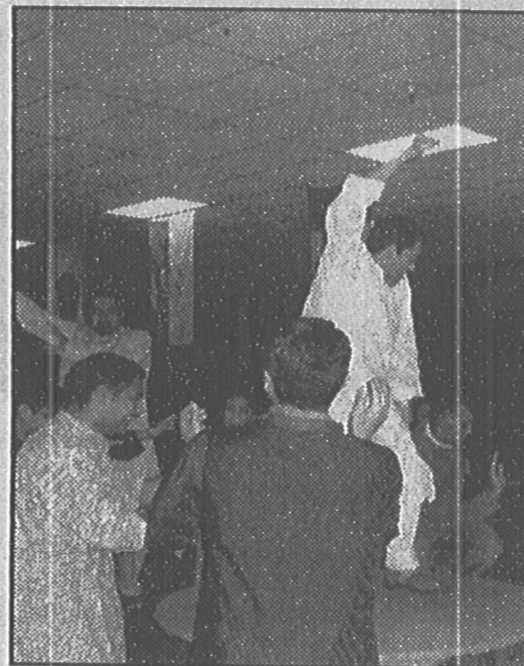
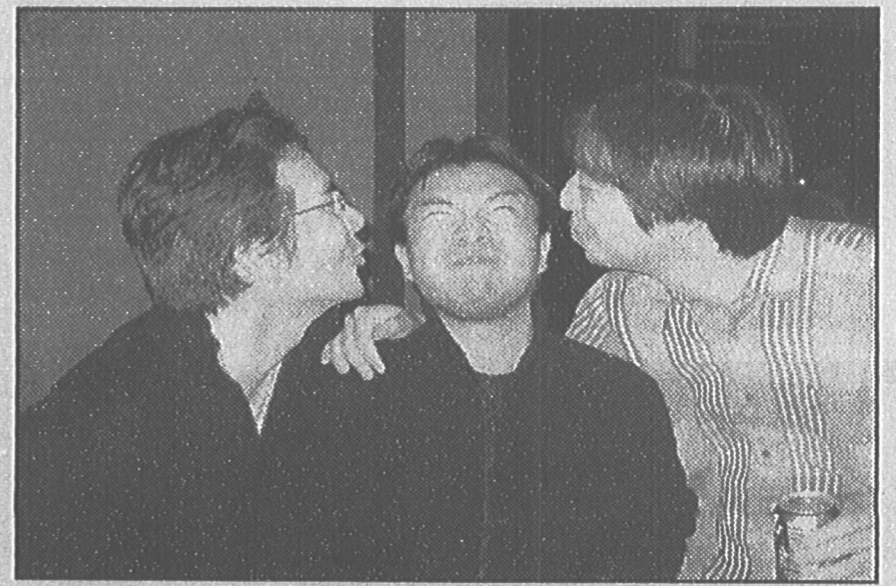
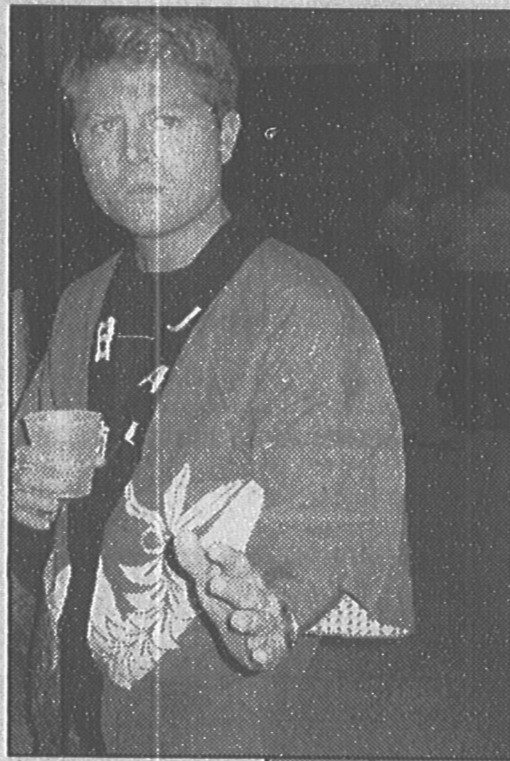
"Bon-odori" is a Japanese traditional dance in the summer, and there are tons of varieties of dancing and music in each region or town. "Bon" is the religious time in summer, and it is the time people meet and comfort their ancestors. The dance comes from primitive dance with religious meaning, but it has developed into public entertainment. Just make a line and circle. The dance



YUKA TANIMOTO

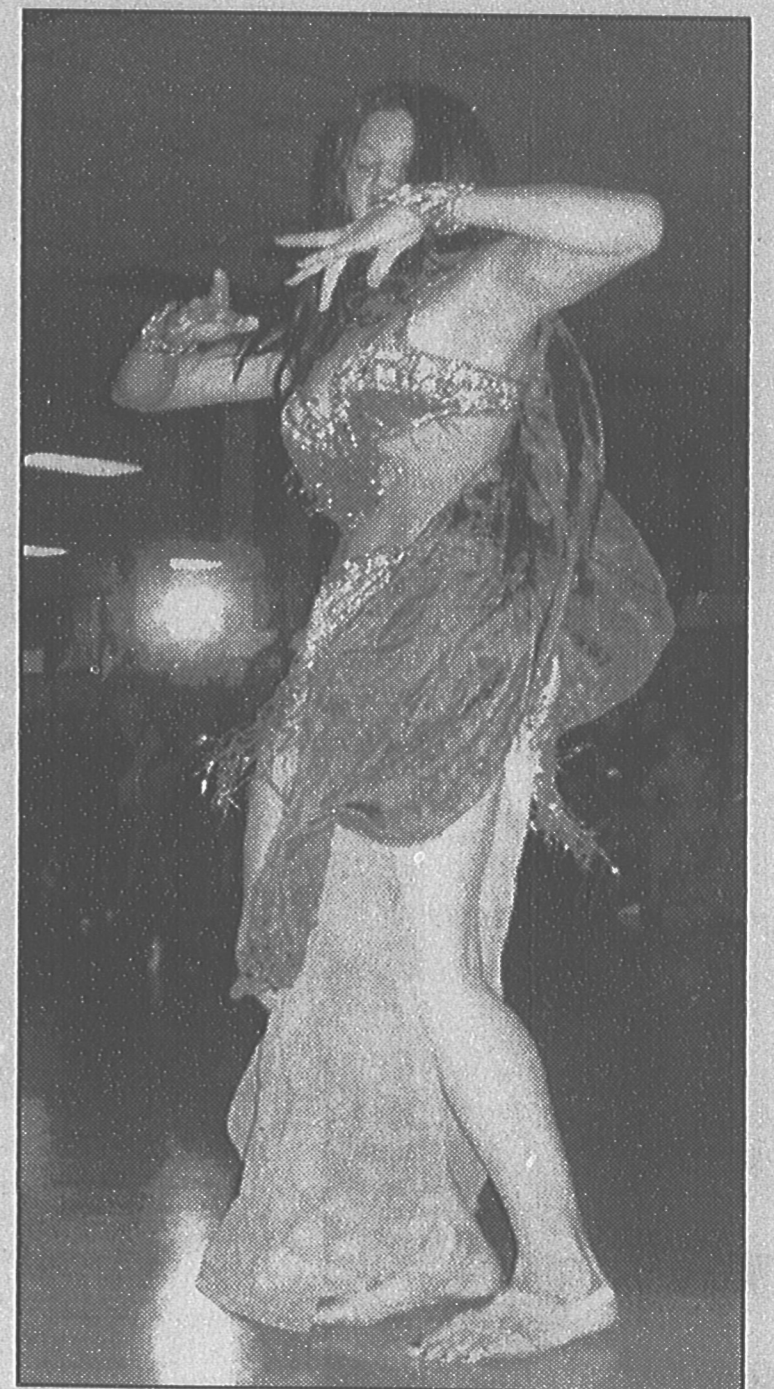
is easy, family-oriented, and fun! "Yukata" is a Japanese traditional "Kimono," made of cotton. In summer, there are a lot of festivals in all of Japan, and most people go to festivals wearing this "Yukata." Now, "Yukata" is one of the fashions in Japan for young people. There are various kinds of colors and patterns. Couples choose them and go out to a summer festival together wearing "Yukata." "Yukata" is a traditional cloth that is still very popular in Japan!

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## ジャパンプラブ

パフォーマンス 「盆踊り」 あ、一緒に踊ってみませんか?  
 盆踊りは伝統的な民俗芸能 ですか?  
 です。その土地ならではの ファッションショー 「浴  
 多様な歌と踊りが日本の夏 衣」  
 を彩ってきました。お盆と 「浴衣」とは木綿地で作ら  
 は、一年に一度夏に亡きご れた単衣の長着で、夏祭り  
 先祖様の御霊をお迎えして や盆踊り、夕涼みなど、夏  
 ご供養する祭日です。50 に着る日本の伝統的な衣服  
 0年の歴史をもつこの盆踊 です。いまや「浴衣」は若  
 りは宗教的な意味合いを持 者にも夏のファッションと  
 って始まりましたが、現在 して定着しました。「浴衣」  
 ではすっかり「踊りを楽し は色や柄も多様で豊富です。  
 むお祭り」として各地で催 今ではカップルと一緒に浴  
 されるようになっています。 衣を選んで夏祭りに出かけ  
 盆踊りは、ただ輪を作って るのもよくある話。「浴衣」  
 踊るだけ。踊り方も簡単で は伝統的な衣服でありなが  
 どなたでも楽しめます。さ らも、現在も大人気の夏の  
 ファッションなのです。



# REGIONAL NIGHTS

December 6, 2004

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## Participants in India/Middle East/Africa Night Showed Similarities in their Differences

By NEHA SHAH  
India, Fall '04  
President ISCC

Regional Nights! One of the most unique aspects of Thunderbird. During these nights, everyone forgets about all the differences they've had during group meetings, and all come together to have a good time and get drunk.

to come up with a lot of commonalities amongst these cultures. We were surprised that all of us had similar auspicious colors (red, green, yellow, blue) in our country. That's when we decided we would have a common theme using these colors.



I thought what stood apart in this night was the décor. All the clubs had put in a lot of effort to bring out the uniqueness in their cultures. Each table had a theme. We had called for specially designed cloth/drapes from India which had a very typical Indian print on it. On the tables with an Indian theme, we put little earthen candle stands which every household in India uses during the festival of Diwali. This is one of the most celebrated festivals in India, and I was glad that our regional night was during that period. The African theme on the tables was very representative of their culture, with small patches of cloth, animals and palms.

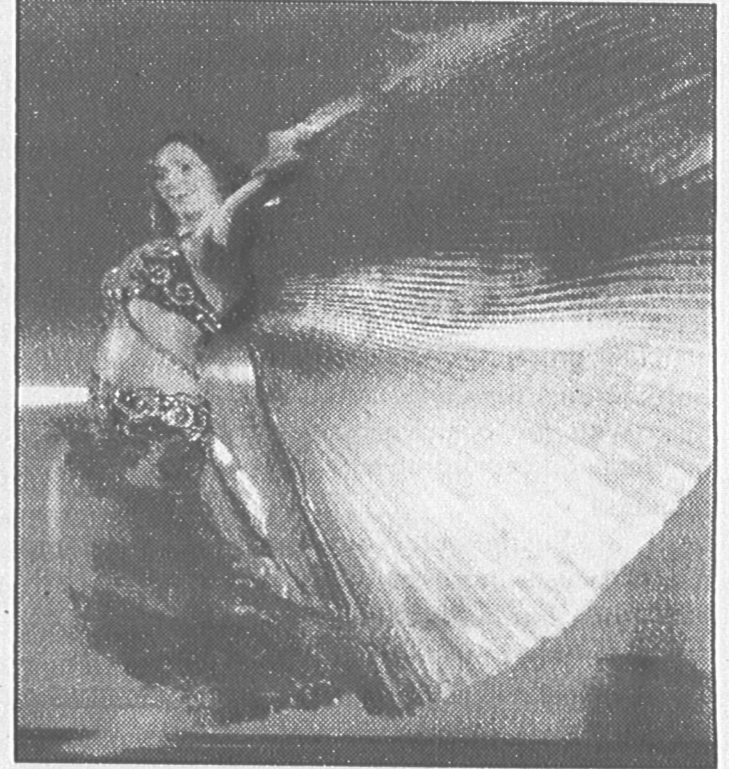
I would specially like to mention the efforts of the spouses and the spectacular performance that they put together. Can you imagine they were practicing for over 2 months on this? During this practice time, some of them even realized they were pregnant and still put in their best for this night. Their outfits and jewelry were specially flown in from India. I have never seen so much participation from the spouses. During this event, they really felt like a part of Thunderbird and they took the show away from the current students. It was amazing to see how so many non-Indians could dance flawlessly to Indian music... something most of them had never heard.

The star of the evening was not the belly dancers accord-

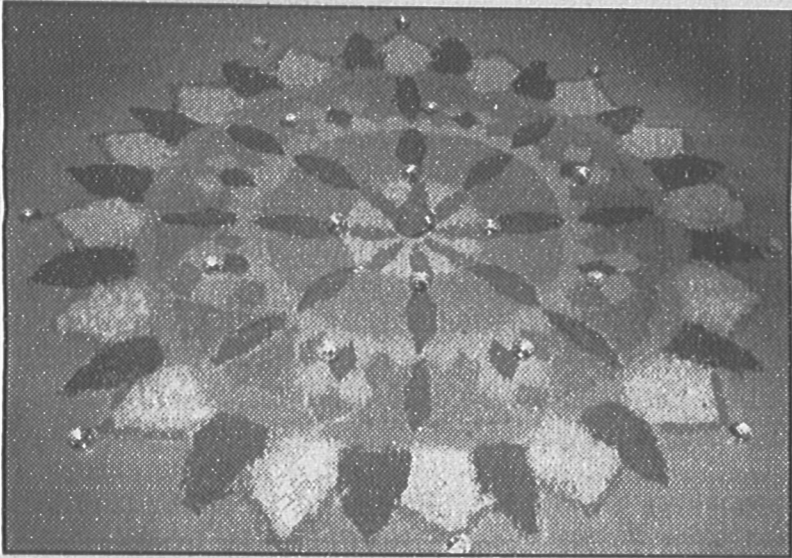
ing to me, but the two little kids. Ayuka is a 6 year old Japanese girl who was in one of dances. She would regularly go for practice with her mom, and towards the end everyone realized she could do the whole dance perfectly. So there she was dancing to the tunes next to her mom. The other star was a little two year old African boy who came up in between the events. He was so adorable with his microphone; I personally think that he gave MC Kedar a run for his money. This is Thunderbird... where the families are as smart as the students, and sometimes can easily out shine us when given a chance.

One aspect that I was really touched about, was the enthusiasm of the first trimester students. They were so excited and everyone wanted to do so much to bring out their culture. Most of the help that we received in organizing this event was from the first tri's, and I can without hesitation say that this was their show!

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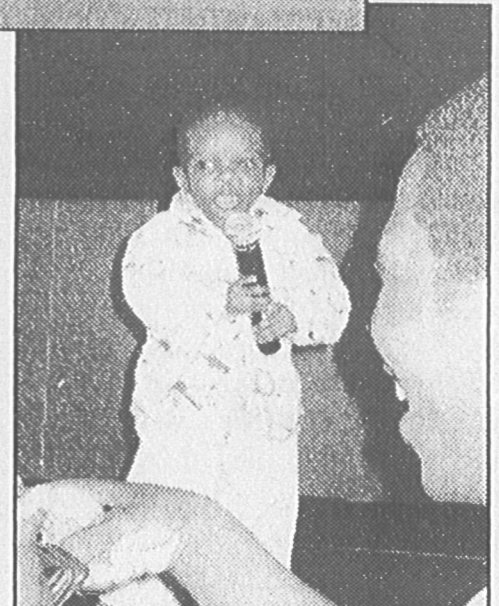


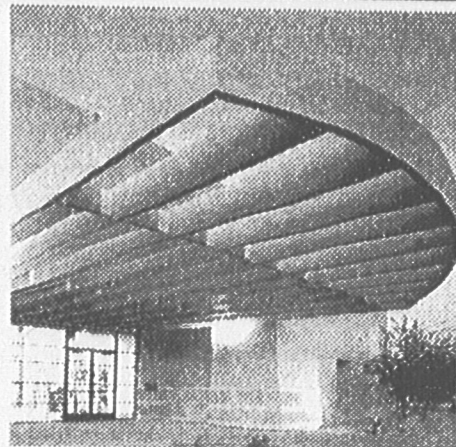
As we are all aware, this trimester a lot of regions were grouped together into common regional nights. Initially there was a lot of hoo-haa about it. I was really upset that the Indian



Subcontinent was not getting its own night. I did not want to share my night with anyone. And this was a common feeling amongst all the presidents of the regional clubs. But as we went about preparing for the night with a very open mind, it was amazing to see the similarities.

We were actually able





Reference Librarian  
By Joelle Barton

“Economic development” fosters the growth of wealth within a country to advance it from the status of “developing nation” to “developed nation”. Investments are geared towards creating social/economic environments where the material wealth of residents and communities is increased. Incoming monies are frequently used to develop more efficient production and distribution systems for goods and services (with the positive result of opening and expanding new trade markets).

“Sustainable development” focuses more on quality of life issues, implicitly recognizing the potential impact of today’s development decisions on future generations. A widely-used international definition is “development which meets the needs of the present without compromising the ability of future generations to meet their own needs.” (from Our Common Future a.k.a. The Brundtland Report.) Four objectives of principle to sustainable development are: social progress which recognizes different individual needs, maintenance of high and stable levels of economic growth and employment, protection of the environment, and prudent use of limited natural resources.

Various national and international organizations are involved with development efforts including individual countries, country trading blocs, development banks, and NGOs such as the International Monetary Fund, World Bank, United Nations, etc.

Recent IBIC books which define the development principles and describe how to design, implement and evaluate development projects include:

Global Monitoring Report 2004: Policies and Actions for Achieving the Millennium Development Goals and Related Outcomes, by World Bank editors. (ebruary online book and hardcopy on order.) Reports on the progress being made towards the Millennium Development Goals (MDGs) to reduce poverty and promote sustainable development, which were set under the Millennium Development Declaration signed by 189 countries in 2000. Evaluates the policies in play in developing countries, as well as the roles being played by developed countries and international agencies.

## Development of Emerging Countries

Financing Development: The Power of Regionalism, by Nancy Birdsall and Liliana Rojas-Suarez. The authors argue that “radical regionalism” would greatly benefit developing countries. Such regional agreements between countries promote the reduction of trade barriers, create shared infrastructure investments, and enhance policies to develop financial markets.

Beyond Economic Growth: An Introduction to Sustainable Development. (2nd ed.) by Tatyana Soubbotina. The author draws on recent World Bank data to present and synthesize information for students interested in global development covering a wide range of interrelated issues: population growth, economic growth, poverty, income inequality, education, health, privatization, trade, foreign investment, industrialization, international aid. Updates the first edition with new chapters on HIV/AIDS, hunger, international migration, government corruption, and Millennium Development Goals.

Impact of Rich Countries’ Policies on Poor Countries: Towards a Level Playing Field in Development Cooperation, by Robert Picciotto and Rachel Weaving. The authors argue that in addition to governance reforms in poor countries, the rich countries who exercise control over the institutions that oversee the global economy must increase policies which assist the least developed countries (receiving only .5% of global foreign direct investment). As the author puts it, “globalization has had a s y m m e t r i c a l consequences...with the poorest and smallest countries faring worst....For globalization to work for the poor, transmission belts of aid, foreign investment, trade, intellectual property, migration, and the environment must be re-engineered.”

Key Issues in Development, by Damien Kingsbury et al. Development concepts today extend beyond increasing gross domestic product per capita to a complex mix of quality of life, participation, and empowerment issues. The authors start with the premise that there can be no development that is not based on poverty reduction and the involvement of key stakeholders. They cover a wide range of key issues in the development debate including definitions, global influences, measurements, economic issues, the contribution of international aid, political development, the issue of gender, the environment, and community development.

Implementing Sustainable Development: From Global Policy to Local Action, by Phillip J. Cooper and Claudia

Maria Vargas. The authors describe an “implementation gap” (a consistent set of implementation failures of development policies) and lay out a feasibility framework for implementing sustainable development (achieving technical, legal, fiscal, administrative, political, ethical, and cultural feasibilities). Discusses some actual examples of development projects under each chapter related to the feasibility framework.

Evaluating Sustainable Development: Giving People a Voice In Their Destiny, by Ukaga Okechukwu and Chris Maser. This book presents a basic philosophy of sustainable development and ways in which “stakeholders” can play a dominant role in planning and evaluating proposed development projects. It is intended for any citizen or group concerned with assessing the impact of a project or plans that affect an environment or ecosystem. The authors present a broad range of tools to collect, analyze, interpret, and present data relating to sustainable development projects.

Development Projects For a New Millennium, by Anil Hira and Trevor Parfitt. Introduces a project approach to development, with chapters covering such topics as reinventing development organizations, participatory bottoms-up approaches, and strategies that incorporate gender differences.

The Empty Cradle: How Falling Birthrates Threaten World Prosperity and What To Do About It, by Phillip Longman. Historically, population growth has fueled economic growth, but both developed and underdeveloped countries today face falling birthrates, rapidly aging populations, and labor shortages. The author argues for profound changes to restore the economic rewards of family life to assure continued world prosperity.

The Paradox of Wealth and Poverty: Mapping The Ethical Dilemmas of Global Development, by Daniel Little. From the author: “The processes of economic development - the development of new industries, the creation of new jobs and forms of employment, the extension of global trade, the transition from rural to urban life, the inconsistent satisfaction of basic human needs such as adequate nutrition, health care, clean water, and education have vast human consequences. As citizens of a country and of the world, we have a role to play in determining that those consequences are the most beneficial possible to people across the world. My topic is the ethics of development.”

Development and Under-development: The Political Economy of Global

Inequality (3rd ed.), by Mitchell A. Seligson & John T. Passe-Smith. A well-researched book on the causes of income equality between countries. Using essays by well-known economics scholars, it presents tangible data on the gap between rich and poor countries as well as the domestic gap between rich and poor people. Concepts of convergence or catch-up (the capability of poor countries to achieve more rapid productivity growth) and arguments against convergence are discussed plus the role of culture and dependencies on the speed of development.

Brave New Wealthy World: Winning the Struggle for World Prosperity,

by John C. Edmunds. Prof. Edmunds believes that “first world investors” will bring prosperity to poor countries through today’s international financial systems (especially the securities markets) because of self interest. He contends investors are dependent upon growth in emerging economies to achieve needed investment returns. He sees “securitization” driving a symbiosis between rich and poor countries which increases world wealth. Securitization is defined as the process which “transforms large, cumbersome assets into smaller bits tailored and packaged so that individual investors find them attractive and buy them.”

The New Partnership for Africa’s Development: Macroeconomics, Institutions, and Poverty, by Saleh M. Nsouli.

Papers in this publication discuss NEPAD, a vision and strategic framework for Africa’s economic and social development developed in 2001 and supported by the International Monetary Fund, the African Development Bank, and the World Bank. Topics covered include issues and challenges in implementing the plan, methods for eradicating poverty, regional trade integration, and foreign direct investment to Africa.

U.S. Direct Investment in China, by K.C. Fung et al. The authors draw upon official and unofficial data to shed light on the structure, trends, and motives of US direct investments in China, including the consequences for US employment and trade policies. This book addresses many practical questions: why the investment, what is the institutional and legal framework, FDI distribution and analysis by type and sector, where do US firms locate, and how do US firms make profits in China.

Helping Countries Develop: The Role of Fiscal Policy, by Sanjeev Gupta et al. Various authors in this IMF book tackle the topic of what governments should (and should not) do with fiscal instruments to foster economic development in developing countries. They address the role of fiscal policy in the short term where there is less consensus on its appropriateness, and in the longer term where there is more agreement among economists.



IBIC  
Candida

WonYoung Kim  
looks like a fashion  
model in this shot!

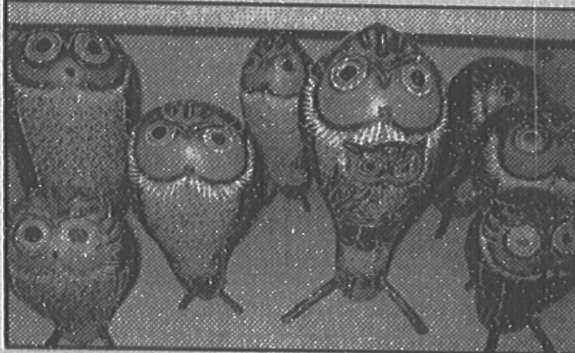
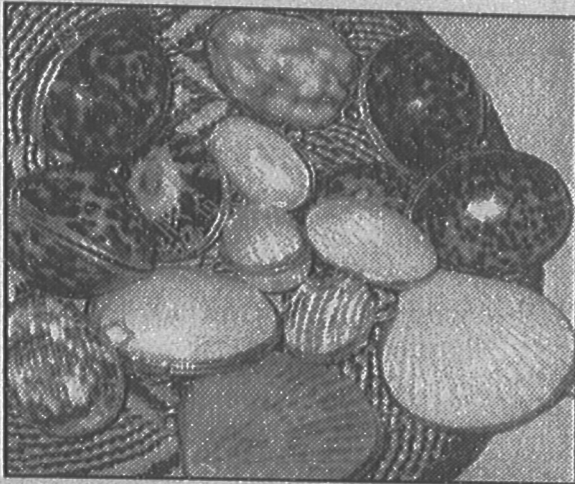


Hisashi and Jakey sharing some fun

## Global Market Yields Treasures and Treats

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

I am always surprised by the number of students who walk to the campus post office everyday and never notice the

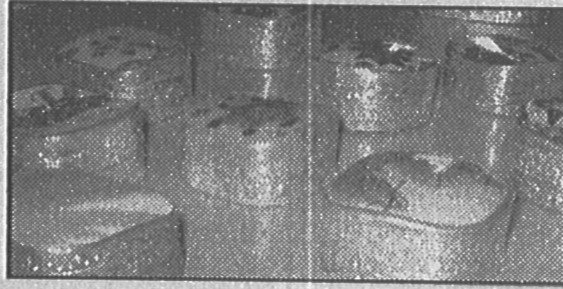
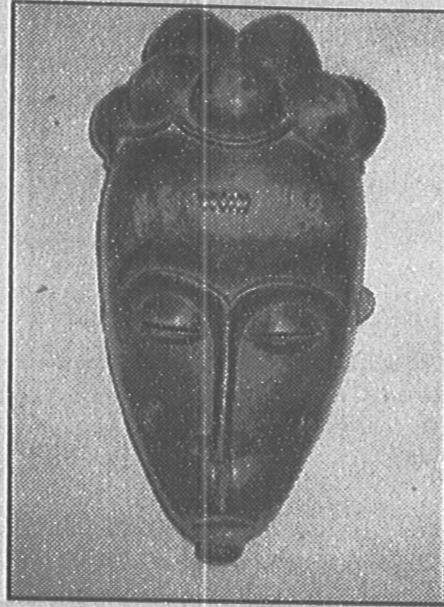


cool little shop that sits right next door. The Global Market, located just before the mailroom in the hangar building, is one of Thunderbird's best kept secrets. Inside, goodies from all over the world are available for sale... often at amazingly low prices.

Intricately carved boxes, ethnic jewelry, funky wall hangings, ornate masks, and much more can be found in the shop. Director of the Global Market Dean Warner acquires his stock of folk art from students, alumni, and through his own buying trips. Every item is authentic, unique, and "truly global."

Be sure to stop in before you leave for the holidays. Chances are that you will find a great gift... or even a little treasure for yourself!

kkreiser@global.t-bird.edu



The Global Market is open Monday through Friday 10:00 to 5:00, and Saturday by appointment.

## She Said, He Said:

### "National Treasure" Provides a Bit of Pleasure

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

that and I still think that Pierce Brosnan played a better James Bond.

Chris: Blasphemer!

Chris: Wow, what an educational movie. Undoubtedly, it will be aired on PBS soon. I have always wanted to visit the nation's



Savvy: You only like Sean Connery better because you both have chicken legs!

Please Stand By. This Column Is Experiencing Technical Difficulties. Thank You.

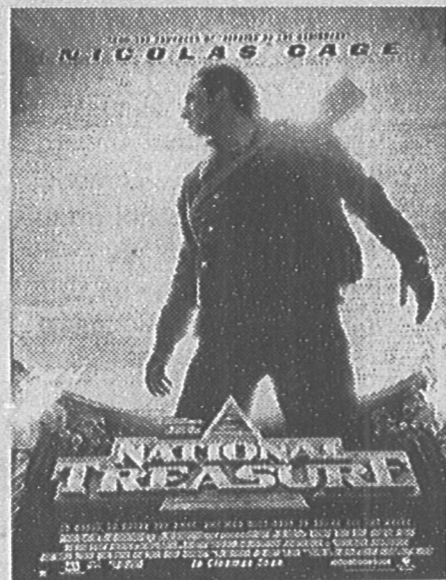
museums and historic sites back east, but after National Treasure, I don't think there will be any need. Between the locations in Washington D.C., New York and Boston, I feel like I finally get the history behind our great nation. Thank you Jerry Bruckheimer (producer) for making my education complete for a mere \$8.50 and a couple of hours.

Savvy: I agree, Hollywood always gets the facts straight and tells it like it is. That's how I learn my history too. Not since Oliver Stone's "JFK" have I seen such historical accuracy.

Chris: It is funny how history repeats itself and this movie is no exception. Once again, Bruckheimer has teamed up with Nicolas Cage, playing Benjamin Franklin Gates (no relation to Ben or Bill), to bring a little action to the silver screen. Though not as enjoyable as The Rock, it did outshine Con Air, both of which were collaborations of Bruckheimer and Cage. Let's face it, any movie with Sean Connery gets a leg-up.

Savvy: Sean Connery is not all

Chris: Besides the nice tour of the historical sites of our fine nation, I did enjoy the adventurous spirit of the film. True, it did not outshine such classics as Raiders of the Lost Ark, The Mummy or the more recent Tomb Raider (okay, Cage did not out-



shine Angelina Jolie's Laura Croft), but the story is fun all the same.

Savvy: I found the movie to be entertaining because I enjoy searching for lost treasure too. As a kid, I loved scavenger hunts,

manhunts, Easter egg hunts and I even once went rabbit hunting, but not on Easter. I found myself involved in the search for the clues and the meaning behind each one. I felt their excitement with each success, and disappointment with every setback. Though to be honest, I would not have made the same stupid mistakes that they did. But hey, it's only a movie. Although the film did engage me in the hunt for the treasure, I felt at times the story was slow.

Chris: You really went on manhunts? I learn something new about you with each movie we share together. More than once, the pace of this action adventure did feel like it was stuck in traffic; most noticeably in the closing credits. But it still managed to keep me entertained throughout the entire movie and, judging by the reaction of the near capacity theater, the rest of the audience liked it as well. Often times the doldrums were vanquished by the comic relief of Justin Bartha's character, Riley Poole. If the movie were live theater, I am confident Bartha would have received the loudest applause. For my money, this movie gets 3 Thunderbirds.

Savvy: Since there was sufficient action, adventure and romance (not in that order), I give it 3 T-birds as well. But if you have time over the holidays to catch a movie, I would recommend the Incredibles.

savvy@global.t-bird.edu  
christopherlay@cox.net

Image source: www.allposters.com

## Learning French and Dating: A Cross Cultural Goof-up

By MANISH PUNJABI  
India, Spring '05

Editor's Note: When coming to a culturally diverse school such as Thunderbird, everyone arrives with different stories. Our "Indian Parisien" made the classic faux pas and shared it with us. So *Das Tor* invites you to share your own cultural mistakes with us to help us all learn... and laugh!

Those who have learned a foreign language would identify with the different phases of progress. I suffered the pains of little children mocking me, and French colleagues preferring to speak in their broken English rather than hear me mince their beautiful language. The worst was when women ran away from me when I said that "Voulez vous coucher avec moi" was the only line that I knew in French. All Saints crooning the same in "Lady Marmalade" - soundtrack of Moulin Rouge - sounds appealing. However, I guess coming from me it sounds abysmal.

There were days when I would wake up in the morning and feel plateaued - I had reached a certain level of fluency and did not know where to turn to learn more; a sort of frustration that occurs when you are fed up with speaking more than just basics - "Bonjour, comment-allez vous?" (Hello, how are you) - and instead become 'le grande dragueur' - the great flirt.

So while learning a foreign language, one goes through a phase of translating words from one's native language to the foreign language. Teachers warn students against making that mistake for it slows down the learning curve. However, I did not heed my teacher's warning of translating from English to French and proceeded with my grand mission - dating French speaking women.

I was standing in line for the cinema with a pretty girl on whom I was trying to weave my web of *M. Charmeur* (Mr. Charming). Feeling lost for words to make conversation, I decided to say what was meant as a parting conversation after the movie... Mustering every ounce of courage - remember that *I am a shy guy* - I translated my limited vocabulary to find the correct translation of "I like you" in French. After much time in pensive thought, she asked me what the matter was and I blurted out - "Je t'aime". Little did I realise the weight of my words... for I did not hear from her after that... *I saw the movie on my own.*

When I related the incident to my French roommate, he fell off the chair laughing and explained that "I like you" translates to "Je t'aime bien". "Je t'aime" was "I love you" in French. Talk about shoving a shoe in one's mouth....

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## Who Knew That "Glendale Glitters"?

As we leave finals behind and get into the holiday spirit, some T-birds may be spending part of the December break here in Glendale. How can you experience a bit of the holiday spirit in the middle of the desert? Head to downtown Glendale and enjoy the town's annual Christmas event.

The *Glendale Glitters Spectacular*, the city's annual holiday light display, kicked off its 11th season in November with 1 million multi-colored lights blanketing 12 blocks of Historic Downtown Glendale, including Murphy Park, Old Towne, the Glendale Civic Center and the shops of Catlin Court.

The holiday events continue through December 18th

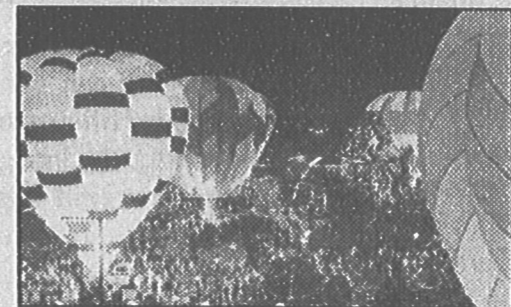
with *Enchanted Evenings*, 6-10 p.m. each Friday and Saturday night. The enchantment includes entertainment, arts, crafts and food vendors as well as charming carriage rides. "Quiet Nights," however, are a nice alternative to the hustle and bustle of the holiday season. Sunday through Thursday, just take a stroll through the park, eat dinner and shop in one of the 90 antique and specialty shops, enjoying the

twinkling lights at a leisurely pace.

The light display continues through Jan. 15, with an illuminating season finale. Easily Glendale's most popular event, *Glendale Glitter & Glow* will mark the close of the display with dozens of hot-air balloons, a dozen bands and various street performers entertaining a crowd of 65,000 for a huge block party.

Admission to all *Glendale Glitters* events is free. Historic Downtown Glendale is located just northeast of 59th and Glendale Avenues (take 59th Ave south from campus). There are more than 2,000 free parking spaces within a 10-minute walk of the festivities. Additional free parking and shuttles are available at First Southern Baptist Church, at 59th Ave. and Brown St., just south of Peoria Ave. Security will be provided at the shuttle lot. Handicapped parking is located in all areas. Streets in the downtown area will be closed for the opening and closing events.

For more information, call the City of Glendale special event hotline at (623) 930-2299 or visit [www.glendaleaz.com/festivals](http://www.glendaleaz.com/festivals).



## Wine Club Goes to Australia

By ANDA BOLSTEINS  
Latvia and U.S.A., Spring '05

Or rather...Australia comes to Wine Club. What comes to mind when Australia is mentioned? Kangaroos, koala bears, Crocodile Dundee? What about wine? As Australian wines are growing in popularity, Australia is becoming more acclaimed as a wine-producing country. The southeastern and southwestern regions constitute the wine region.

On Tuesday, November 9th, Wine Club had the opportunity to sample nine wines from Australia. In addition to sampling the wines, Jan Steubing, Trade Director of the Australian Wine Bureau ([www.wineaustralia.com.au](http://www.wineaustralia.com.au)), gave a brief presentation about the wines. As usual,



ANDA BOLSTEINS

wine club president, Amanda Hawk, provided attendees with exotic cheeses and berries to accompany the wines.

For those who missed the spectacular event and would like to conduct an Australian wine tasting of their own, the purchase and tasting of the following wines will allow one to reenact the tasting:

- Whites**  
 Yellow Tail Chardonnay 2004 (\$9)  
 Leasingham "Magnus" Clare Valley Riesling 2003 (\$10)  
 Evans & Tate "Gnangara" Western Australia Sauvignon Blanc 2004 (\$10)
- Reds**  
 Kelly's Revenge Cabernet Sauvignon 2003 (\$7)  
 Banrock Station Cabernet Sauvignon 2002 (\$7)  
 Dominique Portet "Fontane" Heathcote Yarra Cabenet Shiraz 2001 (\$15)  
 Rosemount "Hill of Gold" Mudgee Shiraz 2002 (\$14)  
 Grant Burge "Barossa Vines" Barossa Shiraz 2001 (\$16)  
 Katnook Coonawarra Cabernet Sauvignon 1999 (\$20)



Anda Bolsteins and Simone Bott demonstrate the concept of "winegoggles"

Wine Club holds five tastings each trimester. Each tasting generally includes 5-6 wines from around the world and snacks. Additionally, area wine distributors generally are present to teach wine club members a bit about each wine. So, not only is Wine Club an opportunity to sample a wide variety of wines, but also the chance to learn something about them and how to pair them with foods. Come join Wine Club next spring and learn to be a more sophisticated Thunderbird! To find out more about Wine Club and how to join contact Wine Club President Amanda Hawk ([amandahawk@global.t-bird.edu](mailto:amandahawk@global.t-bird.edu)).

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



Wine Club President Amanda Hawk deserves to celebrate after this successful season!

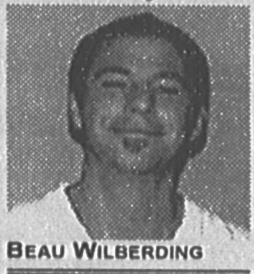
## Books Recommended by Bartenders:

### Coyote Waits

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

Many of us Thunderbirds are here in Arizona for the first time in our lives. Glendale is, at first glance, a small city on the outskirts of civilization, bordering the vast and rocky expanse of the Saguaro desert. To a newcomer, the desert is just that:

a vast and rocky expanse. To a native of the region, however, the desert is filled with mysticism, detail, and nuance.



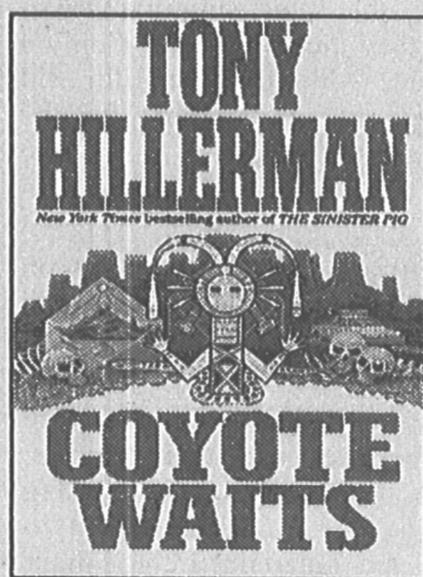
BEAU WILBERDING

My father was manning the bar at a party he and my mom were throwing at their flat in London. Bored, I asked him to recommend me a book. He reached behind himself, plucked a book from the shelf, and handed me a novel entitled *Coyote Waits*, written by Tony Hillerman. I took the book downstairs, in an effort to avoid the party upstairs, and found within its pages an image of the American Southwest which I had never dreamed possible. Dad spent some time working with the Bureau of Indian Affairs and the Navajo Tribal Council when I was a kid. He knows I'm a reader. He wouldn't have given me this book if he didn't think I'd like it.

Hillerman has written

dozens of books on the American Southwest. While his genre is officially 'crime-fiction,' he captured my interest by weaving his understanding of desert geology and Navajo culture into his tales. Each novel is a primer for the life and times of the people and land of the American Southwest. *Coyote Waits* is no exception to this fact. Beyond this, the crimes he presents are intriguing and engaging, while the characters that solve them are well-rounded, complete and knowable. All told, Hillerman is the author all Thunderbirds should read. His books are quick reads, quick studies, and a welcome break from business literature. Further, while we are here, we should learn as much as we can about where we are. I like Hillerman's work, not so much for the intriguing mysteries and intrepid detectives, but more for the immense variety of Desert Vocabulary. Who knows the difference between a gully and a wash? A mesa and a butte?

What is the connection between a rainy-night party in London and an amateur's first look at the Saguaro desert? It is this: in cities, we are trained to be watchful. We watch the rooflines and the cobblestones, the monuments, statues and fountains. We watch out for pickpockets, taxis and bicycles. We know to be observant. In the desert, we see none of this, so perhaps we let



down our guard and forget to be observant. It takes a man such as Tony Hillerman to help those of us who are helpless urbanites to see the nuance and spectacular detail of the American Southwestern desert.

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

## Politics for Your Ears

### Two Highly Recommended Albums

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

You go through a phase in your life, before you start paying taxes and are not yet corrupted by common sense, when you think you are going to change the world.

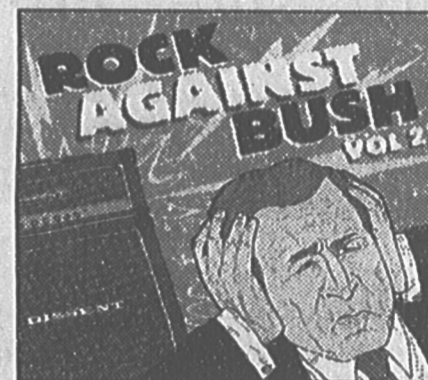


GENEVIEVE GUTIERREZ

You're more heart than head. When you think about unjust politics and human suffering, you feel it so profoundly that your insides get twisted up and you want to jump out of your skin. This feeling - the turmoil, optimism and proactivity - is embraced by punk culture.

And when you're young, this means dressing in black, dying your hair fluorescent colors and stirring things up to show that you're against the status quo. Some punks don't grow up. Some grow up and actually turn in to productive citizens. If you look around, you may even be able to find them amongst you at Thunderbird.

In any case, they were active in campaigning against Bush for the recent elections. An organization was formed called Punk Voter which facilitated voter registration and actually lobbied



in D.C. and encouraged thousands of punk rockin' politicians to carry their DIY signs on Election Day. They sponsored a series of U.S. concerts and best of all, collaborated on a Fat Records compilation.

#### Rock Against Bush Vol. 2

I bought the CD for \$7 - the price was lowered for proliferation purposes, apparently. The message on the insert is: talk to people, get aware, informed and active, and spread the message. You get much more than what you pay for with this disc.

First of all, there's a DVD with film shorts documenting issues such as the war in Iraq and the election scandal. There are five music videos - one of which is a NOFX song not featured on any other album. The song is about George W but the title is not printable in Das Tor. There are also comedy bits, including one by Will Ferrell impersonating the president.

As W, he says, "Don't listen to liberals or democrats or other republicans that make fun of me, or read the news or watch the news - except Fox."

The second disc contains 28 punk rock and pop punk songs - more palatable to the generally unpunk audience. Highly recommendable: Green Day's "Favorite Son," Bad Religion's "Let them Eat War" playing on Marie Antoinette's infamous quote, and Useless ID's "State of Fear." Other notable bands on the disc include the Foo Fighters, Rancid, Yellowcard, and No Doubt. (Note: Volume 1 is much less commercial, but very high quality.)

So you're not into angst-ridden political messages accompanied by screaming vocals and distorted guitars? I have something else for you.

#### A Perfect Circle's eMotive

For months prior to the election, Maynard James Keenan sent periodic e-mails to his fan base reminding them to register to vote. Shortly before the election, the Tool front man announced that he'd release eMotive on November 2

(Election Day) with his pet band, A Perfect Circle (APC). APC is his project and has a changing cast of musicians, but currently features James Iha from Smashing Pumpkins.

Mention of the band Tool may scare some people, but fear not. APC plays musically-complex, softer, slower rock. Trust me, this is a good thing. Keenan's vocals are chilling, the arrangements and studio mix are extremely interesting, and on this particular album, the message is strong (although I recommend all the CD's and the concerts even more so).

So the must-listens on this disc are a somberly stirring re-arrangement of John Lennon's "Imagine," a melodic re-arrangement of Lowe's "Peace, Love and Understanding," and an amazing hymnal version of Joni Mitchell's "Fiddle and the Drum." Also, check out the originals like "Counting Bodies Like Sheep." This album reflects, more than anything, the conditions caused by war and the emotional complexity of current U.S. politics.

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

### Get Prepared to Read "Coyote Waits" With These Top Ten Unknown Desert Expressions:

- Slot Canyon:** any canyon over 100 feet deep and less than ten feet wide
- Mesa:** a table-like outcropping, usually over 100 feet tall. The Spanish word for *table*.
- Gulch:** a dry creekbed
- Arroyo:** A dry desert gully.
- Playa:** A very flat, dry lake bed of hard, mud-cracked clay.
- Blowout:** A depression in the land surface caused by wind erosion.
- Hogback:** Aff eroded, steeply tilted ridge of resistant rocks with equal slopes on the sides.
- Butte:** A narrow flat-topped hill of resistant rock with very steep sides. Probably formerly a mesa.
- Hoodoo:** A column of bizarre shape caused by differential erosion on rocks of different hardness.
- Desert Pavement:** A very flat, dry lake bed of hard, mud-cracked clay.

## Thunderbird Chess Tournament Crowns King

By JIM SAMUEL  
India, Summer '05  
and  
BENOIT RAIMOND  
France, Summer '05

Columbia, Harvard, Stanford and MIT have it. Now Thunderbird has it too! We are talking about the Annual Chess Tournament hosted by the Thunderbird Chess, Semantics and Mind-games club. During a cold and rainy weekend of November, courageous students decided to go to war in the realm of infinite possibilities of the human mind. The matches were played online with participants from as far away as Boston, thanks to Prajit Chhabra.



JIM SAMUEL



BENOIT RAIMOND

The first round took place in the beautiful Media Room A of the IBIC. The rules were very simple. Each player was in a pool of 4 players. He had to play 2 times with each of the players from his pool, once with the whites, once with the blacks. The games were timed with

a 15min clock.

Thunderbird would definitely not have been Thunderbird without the semi-finals that took place. Imagine; one Ukrainian (Eugene Gugins), one French (Benoit Raimond), one Indian (Jim Samuel) and one American (Greg Underhill). Eugene, after having won his six games during the first round appeared as the favorite of the tournament, but he was defeated by Jim Samuel after two wonderful games in the semi-finals.

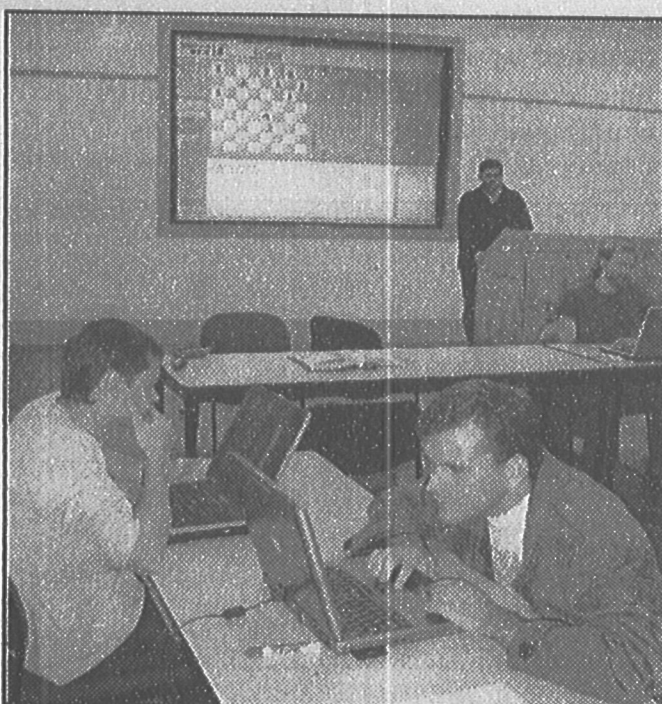
The grand final was held on the 23rd of November and the last of the battles of the current conquest was Jim Samuel against Benoit Raimond. Who won? Did the ice-mad-aggressor prevail? Did dragon arise? The one who prevailed to become the Chess Champion of Thunderbird was Benoit Raimond!

The club plans to organize this competition amongst other mind-games, each trimester. We

are expecting stronger participation in the forthcoming tournaments. Also with increased wi-fi power, it will be possible to play in front of the IBIC in the future and put up a big screen so that students who are interested could stop by and have a look.

Looks like a fantastic and creative road ahead filled with intellectually stimulating fun and an opportunity to thunder in another arena!

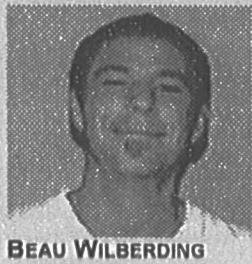
[benoitraimond@global.t-bird.edu](mailto:benoitraimond@global.t-bird.edu)  
[jimsamuel@global.t-bird.edu](mailto:jimsamuel@global.t-bird.edu)



## Drinking Beer and Making Friends

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

Brent Berger is a friend of mine. We met at the Pub during the 'boot camp' week before Foundations. He had just started the Thunderbird Beer Consumption and Development Consortium. After Brent, I was its second member. Our buddy **B r e n d a n** was the third. There are around 100 members from at least a dozen countries. The TBCDC, or Beer Club, is a great way to meet people in the early moments of being at Thunderbird.



BEAU WILBERDING

"The Pub is the first place on campus that you make your first impression, outside of class." Besides, the Pub has more than forty varieties of beer. As a member of the club, you get to rank each of the beers at the pub, on a scale from one to five, according to four criteria: Drink-ability, Aesthetics, Cool Factor, and Taste.

There are a few other important elements of membership: first, a member must not let another member of the beer club drive drunk. Second, all members should know to tip generously. Third, the members should recruit more members... politely and respectfully, of course. The club itself has a new president and senior managers every trimester. These people are responsible for

recruiting and welcoming new members. For those new students interested in being president or manager of the beer club, submit your resumes to Brent at ([bberger@global.t-bird.edu](mailto:bberger@global.t-bird.edu)). The club charter, sign-up sheet and membership roster is available at the Pub. Also, there is a Beer Club page on MTB.

Brent formed the Beer Club in honor of Gail Kozliski (Spring '93), who helped Brent to choose Thunderbird. "Gail was one of the people who emphasized the importance of the Pub to me. I gave it a lot of credence, because she became very successful, in large part,

*"Sure you could use a drink. So could about a hundred of your peers. Why not go to the Pub and talk with new people?"*

through her friendships and contacts made while here at Thunderbird."

While Thunderbird offers an excellent curriculum, most of the rewarding experiences we have here are through the relationships we make.

The Beer Club could be called an immersion club because it exists to facilitate the immersion of new students into Thunderbird life. This occurs through creating an early shared experience through enjoyable evenings at the Pub.

As Brent says, "The club is both an ice-breaker, and a "third place" on campus. It is also a great place to hang out

with people from other cultures. This culture within Thunderbird is extremely rare. I have learned so much about other places by meeting and hanging out with different people at the Pub. The Pub is an important component of Thunderbird, and the Beer Club helps to bring new students in."

Interviewing Brent reminds me of the wonderful times I have had at the Pub in my first trimester alone. It's not just a bar at all. We have DJ nights, live music, celebrations of all sorts, and Thursday nights, which are always busy and fun. Groups regularly hold meetings for various projects at the Pub, the International Women's Club meets there for Ladies Night, the rugby team stops in after practice, and so on.

When I began here less than a trimester ago, I found a group of people who I now plan to know forever. They are, in many cases, members of the beer club. It has been a great start to a great experience.

**Beau's Top Ten Beers from the Thunderbird Pub:**

- Pat Tire Amber (USA)
- Sierra Nevada Pale Ale (USA)
- Guinness Stout (IRE)
- Negra Modelo (MEX)
- Red Tail Ale (USA)
- Harp Ale (IRE)
- Newcastle Brown Ale (UK)
- Corona (con limon) (MEX)
- Red Stripe (JAM)
- Kingfisher (IND)

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## The Spice Girls Go Raw at Sakana



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

SONIA DEROBERT  
Switzerland, Winterim '05

Sakana, located in a lovely strip mall at 20250 N. 59th Avenue (north of route 101) Glendale, AZ (623) 566-3595, is a favorite spot for students looking for sushi with a bit of atmosphere outside of Scottsdale. Open for lunch and dinner, Sakana serves up sashimi, sushi, Teppanyaki and Teriyaki. The food is moderately priced and for an extra 10 cents, you can get an appetizer with any order of Asahi beer in celebration of Sakana's 10-year anniversary. The Spice Girls partook in the sashimi, but our less adventurous guests opted for potstickers and tempura.

We ordered both sake (Salmon) and maguro (Tuna) sashimi. The sake was very good, but the maguro was cold and stringy. In addition to the traditional rolls, Sakana offers special tempura rolls a la carte. We tried the chimichanga roll of crab meat and avocado tempura with a spicy jalapeño soy sauce. Although the

roll was tasty, it was oddly similar to the vegetable and shrimp tempura ordered by our guests.

For dessert, each guest satisfied her sweet tooth with mochi, rice dough filled with ice cream. Unfortunately, the only flavors offered were vanilla and strawberry. The Spice Girls prefer the more exotic flavors of green tea and mango.

The Spice Girls recommend Sakana, but we feel that the quality of sashimi has deteriorated since our last visit. If you have finished studying and have found a sugar daddy/mommy, we suggest a trip out to Scottsdale where you will find more creative, higher-quality Japanese cuisine in a trendier atmosphere.

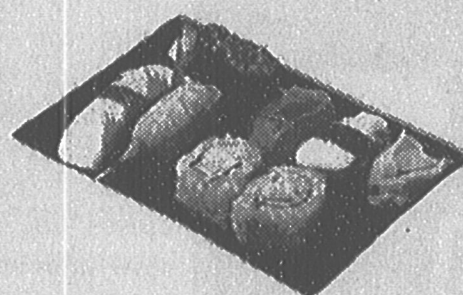
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### Spice Girls Scorecard

- + Waited for 2 minutes for a table (arrived at 9pm)
- + Friendly and knowledgeable staff
- + Good selection for those who cannot stomach raw fish
- + Good atmosphere for Glendale
- Cleared the uneaten Edamame, but left an entire plate of shells on the table
- Did not clear the table before serving the Mochi
- Traditional menu, little innovation
- Not a singles scene

### A Guide to Japanese Food

*The Spice Girls' two guests asked many questions about Japanese food. We thought we would give a short introduction below for the curious newcomer.*



**Sushi:** Generally raw fish on rice. It can also be cooked, shrimp, smoked salmon, vegetables or egg.

**Sashimi:** Raw fish, unseasoned without rice. Teriyaki: A sauce for steak and chicken, it's a mild, salty soy sauce flavor.

**Teppanyaki:** Food is cooked on a heated table in front of you.

**Tempura:** Vegetables and seafood are dipped in batter and fried.

**Fugu:** Blowfish. Eaten by macho Japanese men to test their manhood. Can be poisonous, resulting in a trip to a local hospital for the antidote.

**Wasabi:** A light green Japanese root that has been dried, powdered, and made into a paste. It is traditionally used as a seasoning in sushi, sashimi, and in dipping sauces. Wasabi is very hot with a taste reminiscent of horseradish.

**Udon:** Japanese noodles made from wheat, whole wheat, or whole wheat and unbleached flour (like soft spaghetti).

### DJ Ono's "Hot" List Fires Up the Pub

By ONOFRIO LATTANZI  
Italy, Fall '04

The Italian King of the turntables heats up the Pub with his DJing. Here are his top ten songs to fire you up!



ONOFRIO LATTANZI

*Vertigo* - U2  
*Drop It Like It's Hot* - Snoop Dogg featuring Pharrell

- Lose My Breath* - Destiny's Child
- Mosh* - Eminem
- What You Waiting For* - Gwen Stefani
- Na-Na Na-Na* - Nelly featuring Jazze
- Karma* - Alicia Keys
- Wonderful* - Ja Rule featuring R. Kelly
- She Will Be Loved* - Maroon 5
- Breaking the Habit* - Linkin Park

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## Exciting Rugby Tournament Brings in Top MBA Teams

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

On November 6 - 8, Thunderbird hosted its 8<sup>th</sup> Annual MBA Rugby Invitational. Invited were the top MBA universities from around the nation. This spectacular event was the highlight of the T-Bird alumni weekend. Teams included Wharton, Cornell, Harvard, Kellogg, University of Texas and Thunderbird. The hard work put into organizing this tournament



paid off handsomely as the teams, sponsors, and fans were all very happy with the results.

The festivities began on Friday night at the Pub as the teams' captains gathered to discuss logistics and bracket play. As the teams' participants arrived, they mingled jovially



and imbibed vigorously. But as the first game of the tournament began at 8:00am on Saturday, the smiles and laughter were noticeably absent as each squad focused on the task at hand... to win the right to be called the T-Bird MBA Champion.

Thunderbird's first game was at 9:00am against Kellogg. The team came out hitting hard, and from the beginning, everyone present realized that Thunderbird would be a contender for the cup. Thunderbird quickly crushed Kellogg and hustled to the sidelines to rest up before the game with Harvard.

Scouting the Harvard team several players confirmed the rumor that indeed many of "Harvard's" best players did not, nor had ever attended Harvard. There was indeed speculation of whether or not these "MBA"

brutes could even *spell* Harvard correctly. Despite these ringers, Thunderbird felt confident that they would be victorious. By the end of the first half, Thunderbird was only two tries down and sought to even the score. The team was indeed able to capitalize on Harvard's mistakes for a score and successful conversion, but was unable to pin Harvard who emerged on the winning side.



BRIAN SHAFER

Not to be outdone, Thunderbird rallied during its third game against Cornell, effectively shutting them out 19-0. By the end of

the first day, T-bird was tied for 2<sup>nd</sup> place with Wharton.

The legendary MBA Rugby After Party was held at Harold's Country Western Bar in Cave Creek where the beer, food, and fun were bottomless. Buses were acquired by the Thunderbird RFC organizers to transport the partiers to and from the event.

Unfortunately, the live bull riding was not held at the traditional bar Mr. Lucky's, which had closed due to slow sales and liability problems. Though the partygoers were limited to riding a mechanical bull, more participants had the opportunity to mount the mechanical monstrosity.

Thunderbird's first game on Sunday was against the undefeated team... University of Texas. Thunderbird was quick to put points on the board as Toshi Suemone capitalized on a penalty kick. Texas responded with a try, but missed the conversion, ending the half with a score of T-Bird 3, Texas 5.

At the beginning of the second half Thunderbird

scored on a drop goal, gaining a 6-5 lead on Texas. The rest of the half was hard fought with neither team being able to overpower the other. Late in the game, fatigue had set in for both teams. With less than two minutes in the game, Texas managed to slip a ball to the inside where a missed tackle resulted in a try, putting Texas in the lead with a score of 6-12. Undaunted by this score, Thunderbird began a march down the field. However, besieged by a string of penalties, time elapsed before Thunderbird could again score, resulting in a heartbreaking loss.



Thunderbird's final game was against Wharton, which had significant emotional importance for the team. Beaten by Wharton two straight years in a row at the Duke Tournament (resulting in 3<sup>rd</sup> place for Thunderbird), Thunderbird had indeed a reason to win this grudge match.

Added significance was attached to the game as it would be the last match for a valuable asset of the team, Pat McRae (aka. DOP). Invigorated with this knowledge, the tired, battered and bruised players confidently



stepped onto the pitch to punish the Wharton squad.

The Wharton forwards

were dumbfounded as Nick (Crazy Legs) Lumpkin scored a magnificent try, racing around the pack to score. The amazing teamwork was later evident as T-bird continuously recycled the ball, resulting in 5-6 phases to move the ball. The pack continued to pound the Wharton forwards. A beautiful display of movement culminated in a try, as the backs were able to swing the

ball wide to Brian Shaifer for a score. Both conversions by Toshi Suemone were good, resulting in a 14-0 win for Thunderbird.

The awards ceremony

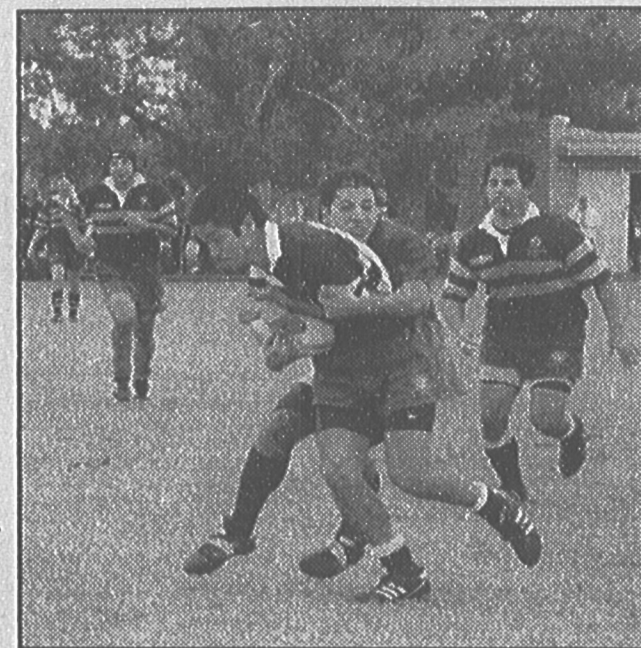
was orchestrated by Thunderbird President, Dr. Angél Cabrera. First place was awarded to Harvard, while Texas took second. Thunderbird received third place, and Wharton received the trophy for the most fun at the party.

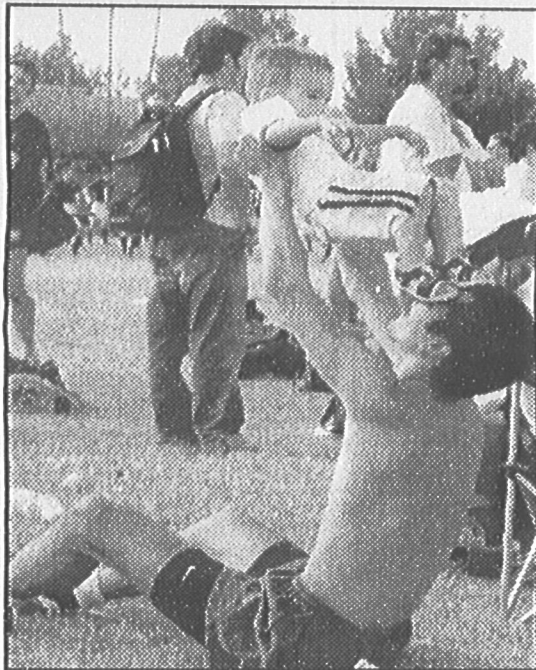
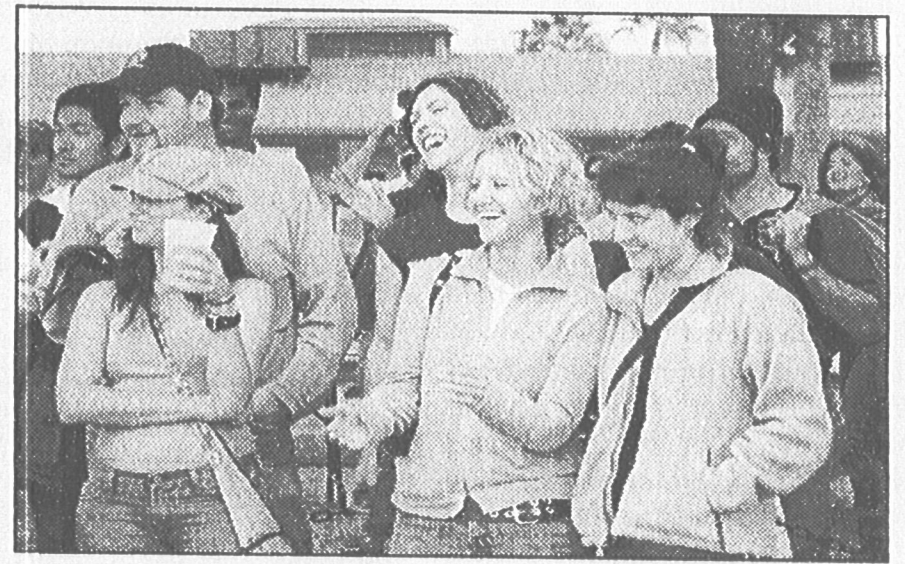
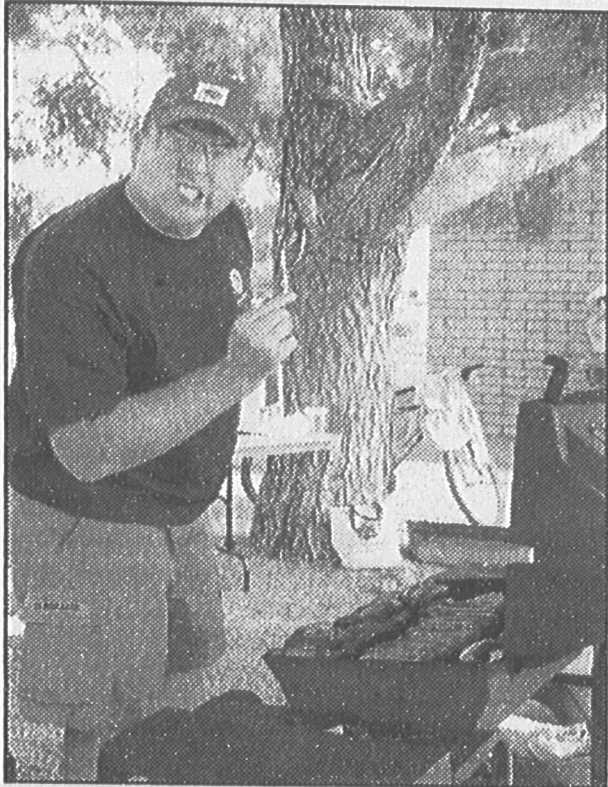


Leading scorers for Thunderbird were: Nick Lumpkin, Toshi Suemone, Hugo

dled much of the logistics before and during the tournament. Without the contributions made by the TMC, the tournament would not have been as great a success, and the players would not have been able to concentrate their attention on the pitch. It is with our greatest thanks, that the Rugby Club offers its thanks and gratitude to the Marketing Club for its support.

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## Rugby: A Woman's Perspective

By JESSICA BERRIOS  
U.S.A., Spring '05

*"Give'em Hell, Give'em Hell,  
Make'em eat sh\*t. Texas, Texas  
Yee Haw!"*

— Texas Longhorns' Rugby  
Battle Cry

There are not many things in this world that can move me from being in front of the TV on Saturday morning — after all, what's better than College Football? However, I heard that Thunderbird's 8<sup>th</sup> Annual Rugby Football Tournament had arrived, and the possibility to be surrounded by ruggers was too good to pass up. Now I feel that it is my responsibility to let you girls know what a fantastic spectator sport rugby can be.



JESSICA BERRIOS

Not knowing much about the game, I grabbed a handy printout that was supplied by the T-bird Rugby team and

was instantly enthralled. Who wouldn't be? Thirty men bending over in short shorts for a large proportion of a 90-minute game is reason alone. There was something for everyone: Ivy-leaguers from Harvard, cowboys from Texas, and of course, internationals from T-bird. There I was, missing some quality football

things on my Top 10 favorites list.

And if that wasn't enough, ever heard of something called the Zulu Warrior? It's an odd, but integral, initiation rite a rugby player will go through at some point in his playing career. The Zulu seems to revolve around one central idea: running

Zulu, but how can tradition be wrong?

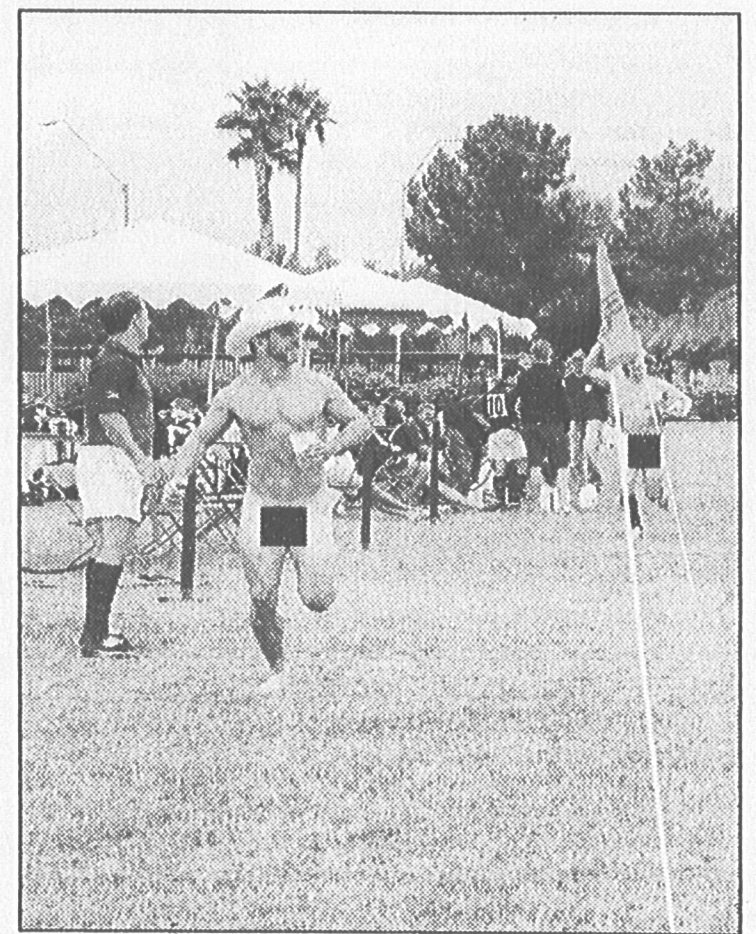
I did encounter one less than stellar incident where I almost got taken out by a ball while I put on lipstick in the reflection of a pair of sunglasses. Luckily, a guy was just walking past and got reamed with the ball instead. Rugby is tough! Our boys walked, sometimes limped, off the pitch with black eyes, bruises, and muscle pulls; however, after all of the violence during the tournament was over with, the guys that were just trying to kill each other began sharing beers, singing



Texas ruggers give their battle cry

and I couldn't have been happier. That was until I saw a shirtless guy walk by me holding a bag of In-N-Out burgers, which are two

around naked while being doused with beer (two more things on my Top 10 list...). Thunderbird Security wasn't a big fan of the



Longhorns? We don't think so....

songs and swapping t-shirts. The camaraderie after the game reminded me why I love team sports so much. I'm a fan for life.  
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## Rugby Team Learns to Protect Its Wickets

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

Thunderbird finally has a proper Cricket Club. Thank goodness, because I think it high time that someone teaches the other sporting clubs on campus a little decorum. In trimesters past, one might spend a Saturday afternoon down at the rugby pitch, suffering through some laborious soccer match or a dreadfully boring game of softball. Heaven help you should you be convinced to play rugby. Any first-try student seen on campus with a black eye and his arm in a sling has surely fallen victim to the rugby team's garrulous peer pressure. Fortunately, we now have a more civilized alternative; the lovely game of cricket. And others are catching on...

A couple of weekends ago Cricket Club president, Manoj Desai launched the first "Thunderbird Cricket Club Invitational" by inviting the Rugby Club to form a cricket team and hit the paddock. Rugby captain, Brian Shaifer rallied his enthusiastic, albeit somewhat brutish, gang of rogues together



SEAN DALEY

to form a surprisingly well-behaved team. I was lucky enough to join the Rugby team in this endeavor, and I can now tell you one thing for sure about cricket: I fancy it.

Cricket is not just a sport or a game. It is an all day event (it sometimes takes a number of days to play one game) involving socializing on the sidelines, drinking beer and shouting pejorative, yet dreadfully clever remarks at your opponents. Steeped in tradition, cricket was invented on some pasture in England somewhere probably in the 1300's. It is now a passionate obsession all over the Indian sub-continent and much of English speaking Caribbean, as well as pockets of the Thunderbird campus here in Glendale.

The rules of the game are rather complex and too difficult to remember, so sadly I will not explain them here. But fortunately for us newcomers to the game, there were plenty of experienced cricketers on hand to guide us, and before long I was heckling the chuckers and shouting "Howzzat?" from my position in the Cow Corner. D'ya know wha' I mean?

For the entire first half of the game, the Rugby team batted and actually did pretty

decently. Notable performances were handed in by footballer, Richard Anderson, who took a few beamers deep for a six, and by Justin Lazarra who was impeccably dressed in argyle and

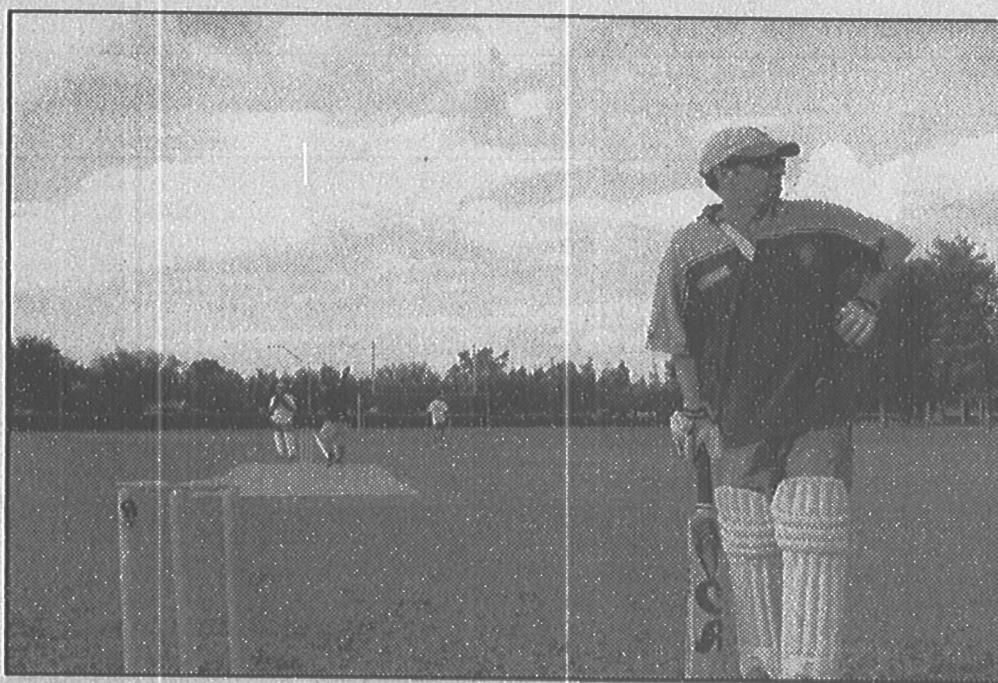
with defending more than just my wickets. Luckily, no injuries were inflicted. The rugby team managed to put together 76 runs, which I am told is about average. So we were pleased. Hell, I was

the barbecue, as Dixit launched one bowl after another into the bleachers. The only people who didn't have much hope of being near the ball were the infielders. Next up was Manoj, who also showed us how it's done, and scored the decisive run to put Team Rugby away.

I didn't mind losing. I sort of had one of those rare "We are all winners here" sort of moments. That's because the cricket club is made up of a bunch of stand-up guys. After the game we took a few pictures and relived the finer moments of the game over a cold beer. We ought to do this more often, we all agreed. So three cheers for old Thunderbird and three cheers for its new Cricket Club. Keep your ears open and come out to support our next sophisticated event, and maybe next time we'll even have a streaker! Howzzat?!

Join the Cricket Club each Sunday at 3:00 at the sports field, or check their club page for more details.

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a floppy hat. Baseball club members Ginny Stern and David Shaw also displayed some transferable baseball skills, racking up a few runs. I got in there too and took a few swings.

Unlike baseball, the cricket ball bounces before it reaches the batsman and can change directions upon impact with the ground. This can be a little scary, and I became occupied

over the moon, mate. Then the real cricketers stepped up to bat.

Abishek Roy, from beneath his cool looking helmet, put on a bit of a show for us, scattering hit after hit, utilizing all areas of the field. Later, Upendra Dixit, class of 2005, stepped up to the wickets and more or less gave the rugby team a healthy spanking. No one was safe on the sidelines, near the keg or behind

## Ping Trip Scores Hole-in-One

By JONATHAN CHANG  
Hong Kong and U.S.A., Fall '05

A few weeks ago, the Thunderbird Sports Business Club organized a trip to Ping Golf headquarters, located in Phoenix. While there, we were given a rare insider glimpse into how one of America's most successful golf companies operates, competes, and manages in the highly competitive \$4.5 billion golf industry.

Ping – an onomatopoeia for the sound of a putter making contact with a golf ball – was incorporated in 1967 by Karsten Solheim, Ping's legendary founder. Solheim, a former engineer for GE, developed his first putter in 1959 (the A1) over his kitchen stove utilizing a unique "Heel-Toe" weighting distribution. Forty years later, Solheim's kitchen experiment has become a golfing legacy recognized for its dedication to R&D and innovation. Today, Ping Golf is synonymous with quality, customer service and product excellence.

Core to Ping's success is its concept of creating custom-fitted clubs for each customer. Ping rarely sells its clubs off retailer racks, instead employing a color code fitting system, stocking golf clubs and pro-shops around the world with "fitting carts." Using a systematic approach, Ping fitters "fit" golfers according to various

data such as height, grip size, stance and swing. Ping headquarters then designs a customized set of clubs and ships it back to the

Senior management fosters an embracing culture; John Solheim, VP of Engineering (and grandson of Karsten), greeted each

vault currently has over 1,900 putters; including 47 majors (we all handled Tiger Woods' winning putters from his US Amateur victories).

Finally, Ping Man 5 is a mechanical golfer used to test the performance of new clubs. Built looking like R2D2 on steroids, the machine replicates a human swing and can be programmed to hit balls

with varying angles, distance, flight, and smash factor.

Tom Hadden, Director of International Sales and Marketing, culminated the tour by speaking to us about Ping's future strategies and challenges. Ping's next opportunities lie in Asia, specifically Japan (where Ping has recently opened a new subsidiary). Once a dominant player in Japan in the early 80's, Ping's market share has fallen due to marketing neglect. Ping admittedly lacks presence in the region, a \$1.2 billion market. "We did a lousy job marketing our brand in Asia," Hadden acknowledged. Recognizing this deficiency, Hadden's team is tasked with building back relationships with major retailers and implementing a



customer within 48 hours. This strategy of product differentiation sets Ping apart from its customer. Fittingly, Ping clubs are slightly more expensive than its competitors averaging \$650 per golf set.

Ping's highly centralized operations affords the company complete control over its manufacturing process. All four phases of its manufacturing – design and engineering, molding and casting, heat treating and finishing, and component matching and personalization – operate in adjacent locations. Keeping its operations chain in one area gives Ping the advantage of monitoring quality at every step, adapting quickly to problems, and controlling inventories.

of us personally while Mustapha Hayouna, Director of R&D (and husband of T-bird French professor Farida Hayouna), and Bill Iseri, Consumer Relations Lead, provided the highlight of the tour by showing us areas of Ping usually restricted to outsiders.

The first area, the Putter Lab, was designed specifically for professional tour players and NCAA athletes. The lab utilizes high-speed digital cameras to analyze data such as acoustics, face balance, and swing patterns. The Gold Putter Vault, considered the Fort Knox of putters, is a room guarded by a 400lb door and holds a gold-plated replica of every single Ping putter that a tour player has used during a victory. The

"green-grass" strategy by infiltrating the periphery market, building up the brand, and driving customers to retailers.

Ping also faces considerable challenges from billion dollar competitors such as Nike and Titleist (public companies with huge war chests). Ping does have, however, a competitive advantage: its lean manufacturing processes. "We do it better than everybody else," Hadden states. Though smaller than its rivals, Ping's superior manufacturing processes allows it to manage its resources more effectively than its competitors. As a private company, Ping also does not have to report to shareholders, greatly enhancing flexibility. Fiscally, the company is no slouch; Ping is a major player in the US market, with 3% share in drivers, 10% in irons, and 20% in putters. It also gets bang for its marketing buck with 4 players represented in the most recent Ryder Cup.

Ping Golf has been able to sustain its growth through superior operations, attention to customers, and product quality. It will be interesting to see how its strategy of growth in Asia will play out. So far, the company has done the right job in pitching the right people; there's a good bet that there will be a few "holes-in-one" in Ping's future.

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## Thunderbird Finishes Third at Anderson MBA Soccer Tournament

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

As predicted in this column in the last issue of *Das Tor*, the Thunderbird men's soccer team lived up to its potential and more at the UCLA Anderson MBA tournament two weeks ago.



DAVID WENZ

In the first qualifying match against Columbia, Thunderbird came out tentative and disorganized, with Columbia scoring the first goal on a penalty kick due to an unintentional handball called on John Chang in the penalty area. No matter, as Thunderbird rebounded quickly with several scoring chances that finally materialized on a terrific cross by Zacharias Smith to Mario Jinn, who tapped the ball into the goal two minutes before the end of the first half. From that point, Thunderbird never looked back. Zacharias Smith scored Thunderbird's second goal on a penalty kick five minutes into the first half, and Pedro Fernandez del Valle scored the two remaining goals as Thunderbird went on to win 4-1.

Thunderbird's second qualifying match against UC Berkeley was physical from the opening whistle. Berkeley, sensing it was overmatched, adapted a strategy of fouling and intimidation early on, to which Thunderbird responded with similar aggressive play. Ten minutes into the match, Zacharias Smith was issued a red card on a questionable call, and forced to leave the game. Unfazed by being down a player, Thunderbird scored its first goal shortly before the end of the first half through a direct free kick by Fabio Pelliccione. Thunderbird dominated Berkeley in the second half in a 4-0 shutout, the remaining three goals coming from Christopher Kanstrup, Christian Zavala, and Fernandez del Valle.

The third qualifying group match, played against the UCLA yellow team, was crucial. Each team had dominated its previous opponents, and their point differentials (the difference

between goals scored and goals scored on) in the event of a tie would have given UCLA the top qualifying position and a bye into the semifinals. Anchored by tremendous defense from Matt Lozier and Matt Harker, Thunderbird played its best game of the tournament on both sides of the field. Midway through the first half, Fabio Pelliccione scored Thunderbird's first goal on a volley from a Matt Lozier



free kick.

The game continued with strong offensive and counter attacks from both teams until Pelliccione scored his second goal through a beautiful volley shot (assisted by a Fernandez del Valle corner kick) just before the end of the first half. Thunderbird's only low point came when Fernando Teshima was forced to withdraw

Thunderbird's lead to 4-2 five minutes before the end of the game on a penalty kick, but the T-birds held on to win a berth into the semifinals.

The semifinal matches paired Stanford with Wharton, and Thunderbird with UCLA in a rematch of the first game (UCLA beat Kellogg 4-2 in the quarterfinals). Thunderbird's biggest obstacles while facing UCLA came before the match even started. Having lost defender Teshima to injury, Thunderbird was also forced to play without defender Matt Harker and striker Fernandez del Valle, both key players from the previous matches, who had to return to Glendale due to previous commitments. UCLA scored an early goal ten minutes into the game. However, Thunderbird stayed in the game with continued attacks and scoring opportunities. Fabio Pelliccione appeared to have tied the game on a corner kick cross, however the goal was disallowed when the lineman ruled that the ball had gone out of bounds and back in on the cross. Due to a defensive mishap at the end of the first half, Thunderbird gave up a 2-0 lead before halftime. Although Thunderbird continued to attack on offense throughout the second half, the game ended in a disappointing 3-0 loss.

"Overall it wasn't our day," said Pelliccione in describing the loss.

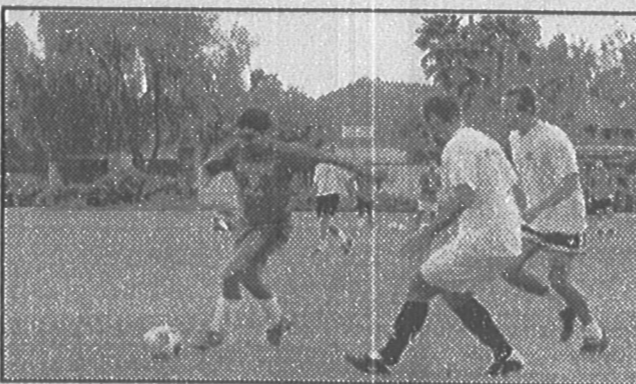
Though clearly disappointed with the result of the semifinal, Pelliccione is proud of what the team accomplished. "Overall the tournament was very positive, I think we had a good chance to win the tournament. If we had the same team on the second day as we did on the first we would have had a very good chance to win."

Thunderbird will face many of the same teams in February, including Stanford, the



from the game and tournament due to a bad cut above the eye ten minutes into the first half.

UCLA cut Thunderbird's lead to 2-1 early in the second half, and Thunderbird knew it was in for a fight to the end. UCLA continued to pressure on offense, but the T-Birds responded with quick counter attacks and strong defense. One counter attack led to Thunderbird's third goal, coming on a great Jonathan Cheng dump pass to Clark Morris that led to a one-on-one with the UCLA goalie. Morris chipped the ball into the net to give the T-Birds a 3-1 lead. UCLA continued to pressure offensively, but Thunderbird's counter attack was too good. Pelliccione scored his third goal ten minutes before the end of the game, shooting the ball into the net from outside the penalty area. UCLA narrowed the



UCLA tournament winner, when they go to Austin for their next tournament. Not only will they be one of the teams favored to win, they will have revenge on their minds.

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## NBA Melee

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

Friday, November 19<sup>th</sup>, 2004 will be remembered for one of the most out of control basketball games in the history of the NBA. It all started at the end of the Pistons-Pacers match up at Auburn Hills, Michigan, when as the game was winding down, and Ben Wallace was fouled from behind by Ron Artest. Wallace proceeded to shove Artest in the face, leading to a little commotion on the floor.



MARCO AMARO

The situation seemed to have been diffused until a fan threw a beer that landed on Artest's chest as he was lying on his back on the stands. Artest jumped up, charged the stands, and grabbed the fan he thought had thrown the beer. As he grabbed the fan, all hell broke loose. All of a sudden, Stephen Jackson and Jermaine O'Neal, both Pacers, were in the thick of it all throwing punches and being punched by fans. The altercation somehow moved on to the floor as two fans charged the players and were knocked out, KO'd, by Artest and O'Neal respectively. By the end of the commotion, women and children were crying, ex-frat boys were still throwing popcorn and beer, and the Pacers

were livid, being held back by staff and escorted out of the stadium. All in all, it was great TV.

I watched the replays about 100 times, and everytime there was something more intriguing about the situation. Pure chaos, unpredictability and debauchery in the NBA! I think there should be a player/fan standoff every game. Maybe they can have a special ring courtside where at the end of each game, two fans and two players go at it. But then again, I think that it wouldn't be as entertaining to watch, considering that the excitement comes from the unpredictability.

So how can we have something like this at the end of every game? Well...they can serve hard liquor to the fans instead of beer; preferably Tequila. Imagine a bunch of fans lit on Tequila? That would be something. Also, the NBA could hire some English hooligans to taunt and start altercations with players, fans, women and children. The English are nuts...they bring attitude, flair, chanting, flags, and most importantly; violence. So let's not waste anymore time! Let's petition the NBA and let them know we are not appalled by the happenings in the game, we embrace it and would like to see more of it. So what if little children are a little scared... be men! Let the games begin!

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## A Sad Ending for Latin Power

By MARCO AMARO  
Guatemala and U.S.A., Fall '05

Latin Power FC's season is finished, done with and forgotten. A team with so much promise and talent was not able to get their heads together and win when it counted. Not even Felipe Calderon's two goals against Peladilha were enough to get the team into the semifinals. It is a sad ending for a group of players whose work ethic, commitment and love of the game is undeniable. During the off season, the rigorous training involved was tough, and hopes were high. This team will have to wait until next season, although, many of their core players have become free agents and will not be returning in the spring.

I was able to sit down with one of Latin Power's premier stars, Giovanni Mondin, and ask him about the disastrous result, he said; "I think we have a wonderful group of players, whose dedication and love for this team is unquestionable, we'll just have to regroup and stay positive".

So there you have it, a team once feared, adored, and respected, finds itself at one of the lowest points in its history. Hopefully this team will be remembered for what it was; a group of talented players looking to have some fun and have a couple of drinks after the game. So long, Latin Power!

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## Say Cheese!

Many thanks go to the photographers who took so many great shots for this issue!

Matthew Goldberg, Photo Editor  
Gyuwon (Austin) Choi  
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Laura Libman  
Martha Sheehy  
And all the rest of the T-bird  
Shutterbugs!



## Around the World With Dr. Love

Dear Dr. Love,

Graduation is around the bend and I have not yet accomplished the goals I set for myself in Foundations Week. Sure I have a 3.95 GPA and a six figure job lined up for December, but I have yet to complete my "around the world" tour of Thunderbabs. I pretty much have the Western Hemisphere under my belt. I haven't, however, penetrated the Far East. This cannot be accomplished in Finance II, Cross Cultural Communications or Strategies for International Development, but only by a carefully crafted pre-Pub strategy. I blame my failure on the unfair male/female ratio on campus. This makes achieving this legendary status more difficult than securing a job, acing FORAD or managing my loan. I am even considering putting off graduating and taking 1.5 credits next spring so that I can dedicate myself to conquering the incoming class. Dr. Love, are there any skills I should hone so that I may graduate satisfied this December?

Sincerely,  
Phineus Flog

Dear Mr. Flog,

Many Thunderstuds aspire to the bragging rights of a "truly global" experience. You are not alone in your desire to tour the world in 80 babes. However, I believe that your excuse about the male/female ratio is as flawed as paying atten-

tion to those MBA rankings. The fault is your own. Obviously you have not acquired all the skills you need to be successful post-graduation. Your team-building skills are certainly sub-standard, and your cross-cultural communication ability seems flawed. It is good that you recognized your shortcomings and seek to address them. I advise staying the extra trimester to bone up on a few basic courses. And if worse comes to worst, you can always sign up for Independent Study and take matters into your own hands.

Sincerely,  
Dr. Love

Dear Dr. Love,

As a graduate of the Garvin School of International Management, I take great pride in my new-found maturity and gentlemanly ways. Unfortunately, I experienced a dramatic setback last weekend, which I fear will damage my spotless reputation amongst the ladies. Thanksgiving weekend was meant to serve my greater goal of winning the heart of my new squeeze and I was planning to up the ante by raising the chivalry meter. In hindsight, what unfolded was a series of missteps and snafus.

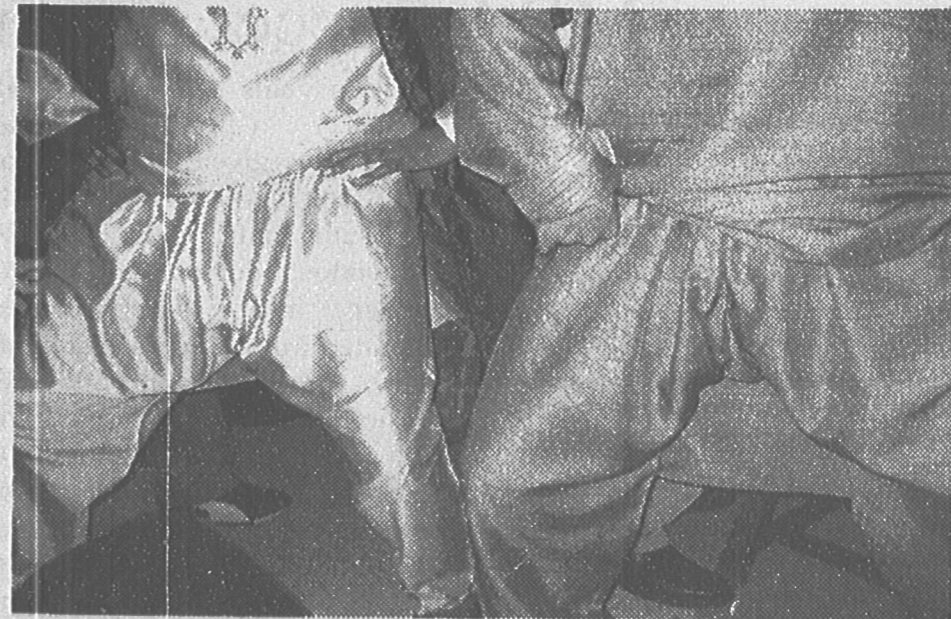
I had planned a romantic evening in Scottsdale. After saucing it up on Jagermeister in Lucifer's Lounge and meeting up with other T-bird revelers, we decided to call it a night. It was a

long way to the car and my date was wearing her signature Brazilian stilettos, so I offered to carry her on my shoulders. Given my drunken state, however, I had to stop for a break and rested my legs on the edge of a fountain. When I stood up again to go to the car, I realized that I had accidentally dumped my girlfriend into three feet of water. She was kicking and screaming for help, but I was paralyzed.

Dr. Love, the romantic weekend I dreamed of had deteriorated into a comedy of errors. Do I have any chance of salvaging this ThunderRomance? Sincerely,  
Yankee Pankee

Dear Pankee,

I'm not surprised that your evening of amour sank like the Titanic, leaving your girlfriend all wet, in the wrong way. I see this every trimester. A new grad comes back to Glendale, thinking he can return to his MBA-level drinking proficiency. Unfortunately, upon graduation, most T-birds lose that finely-tuned ability to drink like a fish. My dear, you will be lucky if your girlfriend doesn't throw you back, now that she has seen what a lightweight you've become. The only way to save your romance is to beg forgiveness, get your credit card ready for a workout, and switch to Shirley Temples. Yours Truly,  
Dr. Love



Dear Dr. Love,

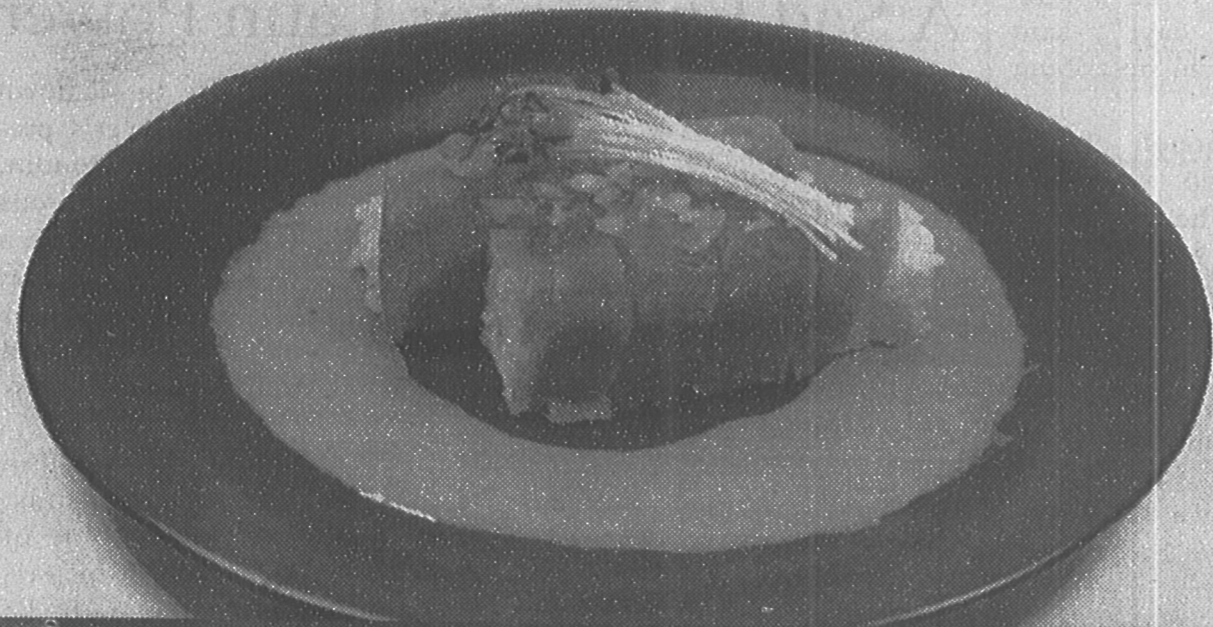
You're the only person who I can talk to about this problem! It all started during India Night when the performers were getting ready for the Fashion Show. I saw the most gorgeous men dressed in beautiful Indian suits. Later in the Pub, I ran into these hotties and commented on their outfits. You'll never guess what they did! They lifted the fronts and flashed their, um... sub-continent. Of course they were wearing their oddly-compelling droopy pants beneath, but I still became flustered. I haven't been able to think of anything else since! Doctor, what should I do?

Signed,  
Banged up over Bangalore

Dear Banged Up,

I hate to tell you this, but you aren't experiencing love... or even lust. Rather you are a victim of fashion envy. I'm guessing that you are a small town American girl, probably from a po-dunk state like Iowa. When faced with the luxurious fabrics of India, your mind was opened up in a way that could never be accomplished by gingham. It's OK... grad school is a time to experiment. So feel free to dabble in the silks of Asia, the furs of Russia, the patterns of Latin America. But remember when it is time for job interviews, you need to go back to boring suits about a month beforehand to get it out of your system ...

Besitos,  
Dr. Love



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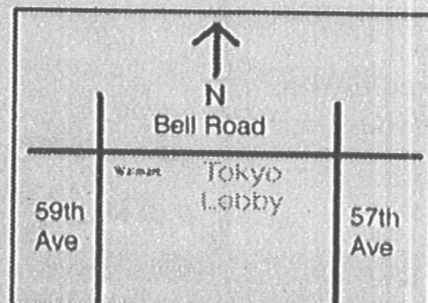
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