

Dastor



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

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Thunderbird Receives Investment Grade Debt Rating

By REBECCA J. EBY
U.S.A., Spring '05
Editor-in-chief

Standard & Poor's, one of the major credit rating agencies, has recently assigned a BBB- issuer credit rating with a stable outlook to Thunderbird, The Garvin School of International Management. A rating of BBB- is considered to be the lowest level of "investment grade." This was the first time that Thunderbird had sought an external agency's rating for its debt. The S&P team that reviewed the school was very experienced with the lead analyst, Josh Stern, director of Standard & Poor's public finance department, having analyzed more than 1,000 public institutions before Thunderbird.

The S&P report highlights Thunderbird's strengths as its international niche for both degreed and non-degreed programs, the Garvin gift and a manageable debt burden, the "very

impressive management team with a corporate focus," an involved board of trustees, and a "diverse" and "above-average" student body. The report does note the competitiveness of the market, the drop in the full-time program enrollment that has not yet been offset by other programs, and the operating deficits that are expected to remain until 2008 as areas of concern.

Tim Propp, Thunderbird's CFO and Chief Administrative Officer, credits the new management team at the school, improving financial conditions, and the solid business plan, which was approved in April 2003, for the rating. He talked about the school's plans to diversify revenue streams. A few years ago, the full-time program, which is vulnerable to shifts in demand from the public, generated about 75% of the tuition revenue. In the future, the school wants to receive about one-third each

from full-time degrees, working professional degrees, and non-degree programs. Mr. Propp stated that exec ed and working professional programs are in high demand but also noted, "If we don't have a top notch full-time program, none of the others will work."

Mr. Propp was pleased with the S&P evaluation, commenting that the investment grade rating will allow the school to refinance its debt at a more attractive rate and still leave money for other projects. The money generated from refinancing will target different projects than the Garvin money, which is still coming in and mainly benefits the full-time programs. "We want to raise cash for investing in the business plan [such as] launching On-Demand and funding more marketing and PR over the next couple of years."

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Town Hall Meeting Reveals T-bird Strategic Direction, Student Concerns

By REBECCA J. EBY
U.S.A., Spring '05
Editor-in-chief

On Thursday, February 24, Dr. Cabrera held a town hall meeting for the student body. Despite the recent controversy over the On-Demand program, the meeting was



BECKY EBY

lightly attended by students, though faculty and staff made a strong showing. Those who did show up were first given an overview of Thunderbird's strategic plan and were then offered a chance to question Dr. Cabrera on any subject. The atmosphere was generally congenial in contrast to the rebellious feeling that pervaded the meeting in the AT&T several weeks earlier.

Strategic plan

Dr. Cabrera outlined how the school plans to target two separate groups with its degree programs: 1) Full-Time Students, who will receive the MBA IM, which will continue to be the schools "premier" degree and 2) Working Professionals, who will be able to choose among several programs for one that best fits their needs and who will receive the GMBA degree.

Besides the structural changes to the program, the strategic plan includes methods to build the brand, enhance the prestige of the school, and increase Thunderbird's global reach. Efforts to "build the brand" are evident in several areas with new hires in the school's marketing department, the adoption of "Truly Global," and the

associated marketing and communication activities. Enhancing the prestige of Thunderbird will include efforts to strengthen the full-time program, as well as expanding relationships with companies who use the exec ed program. Dr. Cabrera noted that Thunderbird is looking to move exec ed programs to a corporate partnership model where the relationship encompasses not just education, but placement aspects for T-birds as well. To increase Thunderbird's global reach, Dr. Cabrera described an evolution away from permanent hubs to a more dynamic "global learning network." The network is a new idea in business education and will allow Thunderbird to respond quickly to changing needs in global business and could put the school in a different position from its rivals.

(For a more detailed explanation of the strategic plan for the full-time MBAIM, see Dean Bowen's article on page 6.)

Q&A

Questions from students covered a variety of issues including transparency surrounding the administration's plans, infrastructure, expanding the focus of the school, professor hiring and accountability, business ethics, and increasing diversity in recruiting.

Transparency: One of the key issues that arose as a result of the launch of On-Demand was the feeling that many T-birds were left in the dark. Dr. Cabrera acknowledged that since there is rapid turnover in the student population, he and other members of the administration need to get out in front more often to talk about what

Davos and the State of the World

By DR. ANGEL CABRERA
President, Thunderbird

What are the big, tough issues the world faces?

In September 2000, 191 United Nations member states answered that question under the banner "UN Millennium Development Goals." Our national representatives underlined the following issues as the most pressing ones: extreme poverty and hunger, access to primary education, gender equality, child mortality, maternal health, HIV/AIDS, malaria and other infectious diseases, environmental sustainability, and international cooperation for economic development.



DR. CABRERA

In January 2005, the World Economic Forum asked 700 participants at the annual meeting in Davos, Switzerland, a similar question. As one of the facilitators of this opening Town Hall meeting, I had a unique opportunity to observe a fascinating group dynamic that helped extract the collective concerns,

nightmares and dreams of this very eclectic and extremely influential group. I confess I approached the exercise with some skepticism, not so much about the process, but about the outcome. After all, the people in the room collectively control a big chunk of the world's resources, and I wasn't sure whether their thought process would be in sync with the concerns of most of their fellow human beings.

Those attending the Davos meeting are by no means representative of any constituency other than themselves. They are not elected democratically or selected statistically. They are simply invited as influential world leaders in business (50%), academia (9%), media (9%), non-government (8%) and government organizations (6%), and several other areas of society (including, as a novelty this year, Hollywood actors). Two-thirds were male and one-third female. A clear preponderance came from Europe (35%) and North America (35%), with the rest distributed among Asia Pacific (15%), Africa (4%), Latin America (4%), and the Middle East (8%).

The relevance of asking the BIG question to this eclectic bunch is that, whether you like it or not, many of them happen to have a big say in what issues are in fact brought to the global agenda. Many of them hold in their hands the controls of the resources that could be used to tackle the world's problems, and collectively, they exert great influence on the world's focus of attention.

After half a day of work and debate, group discussions, wireless thoughts flying to central computers, and on-line votes being collected in real time, six

Continued on page 7

Inside This Issue

OP-ED PAGES 2/3	DELL CEO SPEAKS	TSG PAGE 22/23
INVESTMENT GRADE	RANKINGS	FIRST TRI REPS
DISAPPEARING SCHOLARSHIP	WORLD BANK FORECAST	COMMUNITY OUTREACH CHAIR
THE CEDAR REVOLUTION	CRAZY ENTREPRENEURS	DIVERSIONS PAGES 24/29
OFFENSIVE MTB POSTS	ALUMNI ADVICE	DR. LOVE
ARCHAMPS PAGES 4/5	QUALITY OF FACULTY	ST. PATRICK'S DAY
WAITING FOR PAPI	5 QUESTIONS W/ PROFESSOR X	FATHER OF THE CLOWN
T-BIRD WIVES SURVIVAL GUIDE	HISTORY	CARTOON
CAMPUS PAGES 6/20	CMC PAGE 21	SPORTS PAGES 30/32
THE FULL-TIME PROGRAM	BOSTON TREK	GOLF ANALYSIS

DAS TOR

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

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Investment Grade = First Pleasant Surprise

By REBECCA J. EBY
U.S.A., Spring '05
Editor-in-chief

Wow, so Thunderbird went through the process to get their debt rated. Even though we're a business school, I wonder if we really realize how big of a deal this is. The process of getting rated is quite extensive.



BECKY EBY

Analysts looked at Thunderbird's financial conditions, reviewed key operating and financial plans, met key administrators, and evaluated management policies. Plans and performance were picked apart by people highly skilled at evaluating businesses in our industry. In the end, Standard & Poor's decided that Thunderbird deserved to be rated BBB-, the lowest level still considered investment grade.

Why is having "Investment Grade" debt important? Many groups, including many institutional investors, have rules saying they can only put money into debt products that have an investment grade rating. A bigger pool of investors means higher demand, which means lower interest rates for borrowers like Thunderbird.

Besides the fact the school will save money on its interest pay-

ments allowing the cash to go to other efforts, I'm pleased to know that an independent agency with lots of experience looking at institutions like ours has said that, in general, Thunderbird's financial condition is pretty ok. They don't think we're going down the tubes and I'm inclined to believe in their expertise. (Of course, there have been many situations where favorably rated businesses have gotten into serious financial trouble unforeseen by the rating agencies but I'm looking on the bright side right now.)

One of the things I found really interesting about the S&P report was their praise for the school's plans to diversify revenue sources. Or in other words, they liked the expansion of programs for working professionals. I had a chance to talk to Tim Propp, Thunderbird's Chief Administrative Officer and CFO, about one of the programs that I really didn't know much about before, The Center for Business Skill Development (CBSD).

Evidently, Thunderbird has a big presence in Moscow with the newly re-branded "CBSD Thunderbird Russia." The center was purchased from US West about 10 years ago as a basic business training center. After waiting out the tough times in the 1990s, the center has recently been growing at 20-40% per year and has moved away from its original mandate

of basic training to higher level, customized training for businesses. The center is especially strong in providing education for executives and employees in the oil & gas industry as well as other sectors such as automotive. Thunderbird Russia's staff of around 50 employees recently celebrated its 10th anniversary with a event attended by many significant Russian business leaders. Cool!

Going back to the S&P report, there were cautionary statements- such as the operating deficit that isn't expected to be eliminated until 2008 and the competitive marketplace for the programs the school offers- but one other issue that I found personally disconcerting came under the heading "Fundraising." Here's a quote from the report: "Annual giving from alumni has been about \$3.5 million annually, with a participation rate of some 17%...46% have made a gift to Thunderbird at some point." Seventeen percent participation? Come on people, we can do better than that.

In total, the S&P report is a really good thing. It's good to know where we stand and even better to know that we're standing on relatively solid ground. I believe this counts as a pleasant surprise.

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The Scholarship that Disappeared

By JOHN WEINSHANK
U.S.A., Spring '05

This past fall trimester a group of five finance geeks namely Darren Coble, M e r a n e e Jotisakulratana, Veselina Dinova, Sarvar Tillabaev and I were *generously* awarded a CFA Scholarship. The recently departed (not to be confused with deceased, but no longer teaching...) Dr. Robin Grieves was the sponsoring professor. We were all feeling pretty good about ourselves. The CFA is quite an undertaking and with the support of Thunderbird and our quantitative guru, Dr. Grieves, we were on our way not to just an MBA, but a prestigious, school sponsored, and most importantly FINANCED, CFA Charter.



JOHN WEINSHANK

Fast forward to early January. We received an email from Dr. Grieves informing us that he had left the school and moved to "greener pastures," but moreover since he was the only CFA Charter Holder on our faculty, our CFA Scholarship was POOF!, gone. Of course, we could still take the test and were encouraged to do so, but we should not expect any support from

Thunderbird.

Well, this was certainly not the news any of us wanted to hear to start the New Year. But I still had faith. After all, it was a Thunderbird Scholarship, not a Dr. Grieves Scholarship. *Or was it???* When we came back, we asked both Financial Aid and Finance faculty members if there was anything anyone could do, but were politely rebuffed. We were told that no one knew of this scholarship, which is odd since I remember several of my finance professors congratulating me last trimester. Not to mention that there was a congratulatory email sent out by Sunny Christofferson on behalf of Dr. Grieves.

The end point is that we were promised a scholarship only to have it vanish. Those of us who are continuing to pursue the Charter had to flip the bill ourselves (about \$1000). Currently Dr. Tuzzolino is trying to help us, which is appreciated, but it looks like we are on our own.

Going forward, we beseech Thunderbird to take more care in its commitments to its student. Please don't promise something that you cannot deliver and take note when your faculty makes commitments on your behalf.

I still love this place and hope to give back when I make something of myself (*well, we'll see what happens with this online degree stuff, but that's a different tirade...*), but I leave with a bittersweet feeling that I am being cheated out of something I earned. I doubt this is the intended effect the Thunderbird Administration wants to leave five talented graduating students.

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Corrections

The Editors of Das Tor would like to apologize for misspelling the name of the beautiful country of Colombia in the February 14 issue. It is quite possible that the editorial staff had not consumed enough of Colombia's famous export and were therefore not alert while checking for errors. -Ed

If you, the reader, find any errors in the pages of Das Tor, please contact the editorial staff. Although errors can occur, we strive to reach the highest level of quality for the Thunderbird community.

Corrections can be sent to: dastor@t-bird.edu and will be printed in this space the following issue.

Lebanon's Cedar Revolution

By NIZAR MAHMOUD
Lebanon, Summer '05
TSG Communication/Social Chair



NIZAR MAHMOUD

Lebanon is back to the front news again, this time not as a war zone, an economic center for the Middle East, or a gathering place for millions of tourists, but as the center of a democratic revolution. Lebanon Cedar Revolution was instigated by a sad tragedy on February 14, 2005. The assassination of the ex-prime minister Rafic Hariri, a billionaire, 10 times prime minister, and the builder of the new Lebanon was killed for one simple reason. He wanted no Syrian intervention in the Lebanese daily political and economic lives. Let me start by briefing you on some facts.

Lebanon was a great economic center with more than 14 religions living in harmony and hosting hundreds of thousands of tourists after it independence from the French Mandate in 1943. Because of its critical logistic location on the north of Israel and the borders of Syria, Lebanon was in the spot light to be a "security belt" for these two poles of the Arab-Israeli struggle. After the Palestinian deportation from Israel in 1972, the mood of war has moved to Lebanon and the struggle to have political control over Lebanon started. In 1976, a pro-Syrian Lebanese president has asked Syria to send troops to help "preventing" a civil war. When the Druze (the Druze are a minority living in Lebanon, Syria and Israel for more than 800 years) leader Kamal Jumblat

opposed the Syrian intervention in 1997, the Syria rule-by-fear policy started in Lebanon by his assassination that instigated the war and a series of assassination that we hope it will finish with last month's horrible act to keep control over our country. Lebanon civil war (1975-1990) ended by a reconciliation agreement among Lebanese parties drafted in 1991 in the Saudi city of Taef, asking Syria to leave Lebanon.

Syria's role in Lebanon was instrumental in some ways, where it helped balancing the power and preventing an Israeli attempt to control the political arena in 1982. All current opposition parties are grateful and will always recognize this role. On the other hand, the continuous intervention and the security intelligence control over all governmental institutions are preventing Lebanese party from having the freedom to choose, manage or decide on anything in their own country. After the reconstruction efforts and the resurrection of Lebanon from this war, Lebanese parties at last decided to move on with the agreement and have a truly independent country that is self governed without any outside influence. Syria's refusal to negotiate has lead to a

strong political movement asking for a revised policy and change in the relationship with Syria. With great international support gathered by the opposition leaders, US resolution 1559 asking all non-Lebanese troops to leave Lebanon was in place last September. Having a pro-Syrian government and parliament that changed the constitution

to renew to a Syrian puppet as a President of the Republic, lead to the augmentation of pressure internally and internationally asking Syria to leave Lebanon and stop the pressure used by the apparatus of intelligence

and political figures that control the country.

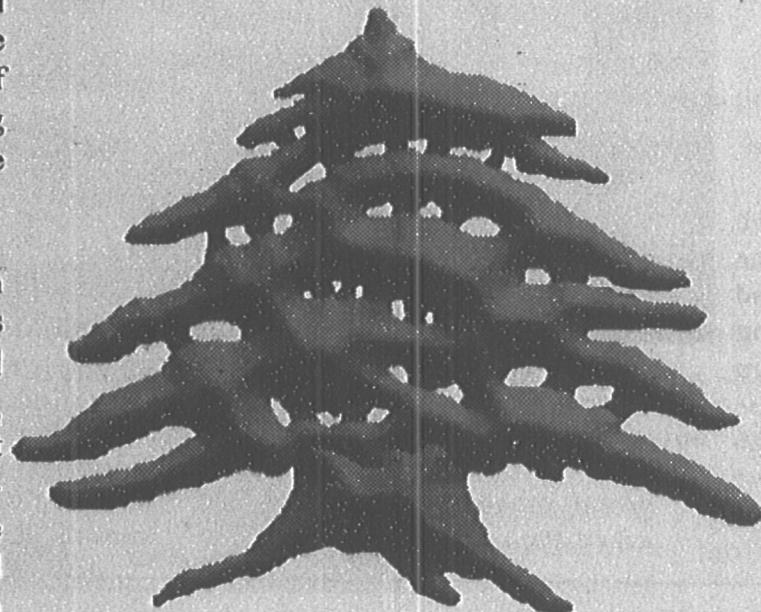
One more time, the non-intelligence services assassinated the head of this political "revolution" asking for our freedom. This was the beginning of the Cedar Revolution (Lebanese flag with a Cedar in the middle) lead by the people with its different religions. The funeral of Hariri gathered all Lebanese under one flag and with one objective: FREE LEBANON. Asking Syria to leave out in the open was something none of us ever dreamt it can be true.

We will stay a model of democracy and people in the Arab world

should learn from our experience. Lebanese youth brought the government down peacefully for the first time in the history of the region. All we need is a pro-Lebanese government that will keep democracy and freedom prevailing. The Syrian influence on its internal politics has to disappear with all the intelligence and political pressure. Every voice in the international community is asking Syria to lift its hand on Lebanon. There is a Taef agreement that was not respected and led to 1559 UN resolution with international pressure on Syria. We do not want the international community to use Lebanon as an excuse to carry out hidden agendas, at the same time we need all the support we need to get our freedom.

We are all with saving Syria's face in the international arena, and would like to see democracy spread all over the region through reform and not through force. An election in Iraq was only the start. Egypt announced reforms in the election law after 25 years of dictatorship, and Saudi Arabia having municipality elections for the first time. Democracy and freedom will be the rule, and anything else will be an exception that we will fight and eliminate. We are a country of free, educated, and democratic people. This will be contagious to all the people in the Middle East and that is what scaring dictators and tyrants. The power of people prevailed and the international community is supporting our continuous efforts to rebuilding Lebanon and keeping its democracy intact.

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MTB Post Offensive to T-birds

By JEFFREY ARTHUR
U.S.A., Spring '05



JEFF ARTHUR

A recent MTB posting (now deleted) concluded the online degree was a GAY idea. Then, apparently regretting his word choice, the poster then reposted with 49 synonyms instead with the source quoted as www.thesaurus.com. Among my personal favorite were: below par, frail, inadequate, impaired, tainted, warped and wrong.

I've heard "gay" used to mean such things, but had to check to see if looking up "gay" on the aforementioned site would produce the same

results. Although 60+ words were mentioned, not a single one listed by the poster could be found. Nor were any of them negative. For some reason, the poster went out of his way to offend the LGBTs on campus and this isn't a random occurrence. In my four trimesters here, I've heard numerous people use "gay" derogatively or in an attempt to insult someone.

This isn't about being politically correct. It is about using words and phrases that are just plain offensive. Would it be okay for a T-bird to say to a grown black man something along the lines of "Do you understand me, boy?" No. Almost without fail, I think most T-birds would be offended by such a comment. But, for example, what about the last time you heard someone refer to another person as

being "light in the loafers"? This isn't a casual way to say someone is gay. It implies something missing or lacking. It's offensive. Even worse, many times it doesn't even register as offensive.

My second week here, some of my new friends and I were at Eatza Pizza. When the conversation changed to an out gay man in our cohort, I was nervous. Then one of them said with absolute disgust that the person was an "honest to God fruit." I was offended and afraid, and wanted to say something, but couldn't. Thankfully, someone said freely and courageously that he thought sexual orientation completely irrelevant.

Everyone has a right to their opinions, but I was hoping to find more enlightened attitudes towards differences at a school that embraces

diversity. During foundations we were trained about avoiding sexual harassment and such, so I checked the honor code to see if this student was in the wrong. At that time, he wasn't. Thankfully, the new honor codes states that everyone is free from such harassment.

The negative attitudes found above aren't indicative of the administration, TSG, or the hundreds of students who have been wonderful in their support of the LGBT community, but there are still some behaviors occurring that are offensive. I hope this article serves to provoke some thought on the issue.

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Waiting for Papi

(inspired by Samuel Beckett)

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

When you live in a mall in France, celebrity sightings are hard to come by. Publicized events that take place in the very same mall are even less frequent. But on February 17,



JOCELYN WYATT

Thunderbird Europe students were lucky enough to have an opportunity to not just see, but meet Papi (pronounced Pah-Pee) Sanchez at the Virgin Megastore in Archamps. Posters advertising the event had gone up weeks before our arrival, and we waited in anticipation for the day to

come when we could get a picture with Papi.

There's no need to feel that you're really un-hip if you've never heard of Papi Sanchez. We hadn't either. But, after listening to French radio for a few weeks, we quickly came to recognize his top 40 hit, "Enamorarme." Sightings of "Papi" posters as far as Annecy (20 miles) built up our curiosity and anticipation even more.

On the big day, we gathered at Le Flacre in the mall after classes and had some beers before walking over to the Virgin Megastore where we waited in line behind about fifteen high school-aged kids. When we finally got to the front of the line, the Spanish-speakers in our



A group of Archamps students surround the infamous Papi Sanchez (in NY hat) and one of his singers. The pop-star came to the mall to sign autographs.

group moved to the front and asked Papi in Spanish (he's from the Dominican Republic) if he and his dancer/posse would pose

with us. Papi kindly obliged to our request, and the moment we had all been waiting for was over quicker than the blink of an eye.

Because some of us hadn't gotten enough of the pop star, we decided to go to Macumba (allegedly the largest club in Europe which may have, ironically, burned down the following week) later that night for Papi's concert. Although he was supposed to play at midnight, he had not yet come on stage when we left the club at 1:30. Despite our disappointment, waiting for Papi will remain a lasting memory of our time here in Archamps.

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The Thunderbird Wives' Survival Guide to Archamps

By FRANCESCA STONE
and
MARIA FIORILLO

Recently Tom Hanks showed us in the Terminal how to survive life in an airport. We'll teach you how to survive life in a mall in Nowhere, France! Twelve dollars to wash and dry a load of laundry and a cooking area the size of a motor home! If that's all you've heard about living in Archamps, let's give you a better outlook on how life here really is. It's not hard for the wives to keep busy. Just going to the grocery store is a treat. The selection of cheese, chocolate and wine is enough to keep you out for an

entire morning. Then the afternoon walks through beautiful vineyards with a panoramic view of mountains all around you is one of many things that keeps us content.

The schedules of our spouses are structured to allow travel on weekends. On Friday mornings many families pack up and travel by car to various cities in close proximity to us. The Swiss Riviera is a must see. Evian, Annecy, Strasbourg, Lucerne, Milan, and Lugano are just a few that are within driving distance from Archamps. For those without a car, inexpensive, last minute deals can often be

found online with EasyJet or Swiss Air.

For those interested in expanding their knowledge, language classes are readily available at the nearby Ecole Migro in Geneva. They offer language classes and a variety of other classes like cooking, dancing, and pottery. A short drive or bus and tram ride will get you there in less than half an hour. After classes you can enjoy the rest of your afternoon touring Old Town Geneva or just having a good cup of or "Vin Chaud" (mulled wine) for less than two Swiss Francs!

Life in the "Residential" is reminiscent of dorm life.

Hallways become common hang out area as well as a playground for both adults and children. Cooking with your door open guarantees visits from your neighbors, especially if it smells good! If you run out of bread, a quick trip downstairs to the "Creperie" in the mall will solve the problem. If you have a sweet tooth, the candy man will help you out. Not only will he help you learn French but he'll also give your kids free candy daily. Forget the old stereotype of French snobbery; people are more than friendly and helpful.

Weekday road trips to major shopping areas, local

restaurants, museums, and charming farmers markets give you a taste of "La Vie Francaise". Also the "First Tuesday" Geneva chapter meets once a month at the "Funky Monkey Bar" for those interested in networking with T-Bird alumni. It's also a good opportunity to just simply meet the locals.

So no time for boredom here! With all the exciting new and different opportunities you are sure to wish you had more time to enjoy them. So just sit back and take in the authentic French experience just like we are!

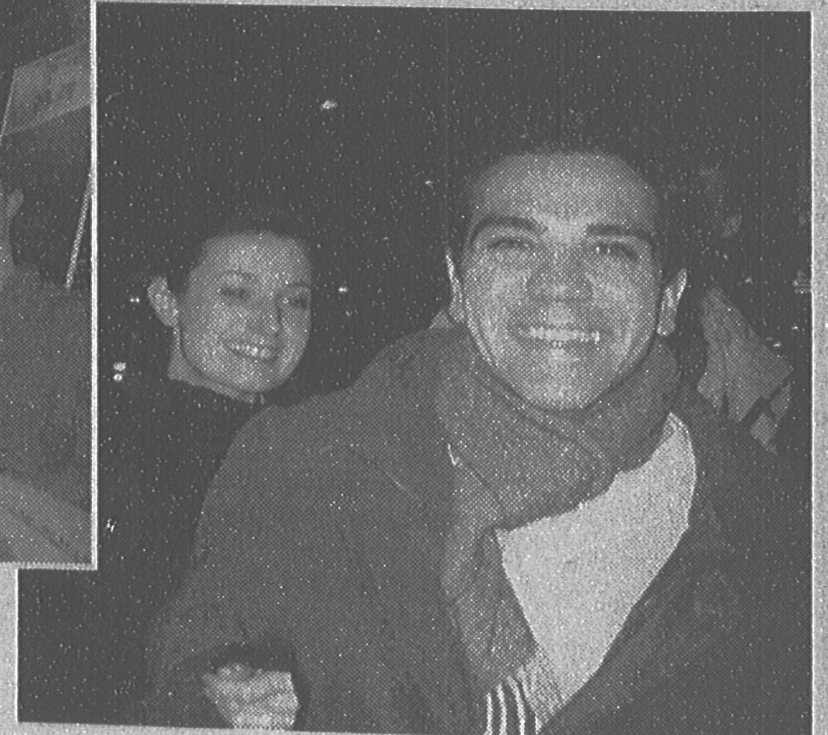


Students pose with a random French girl before going out in Geneva



Jocelyn, Christian, and Sean enjoy a beer before going to see the infamous Papi Sanchez

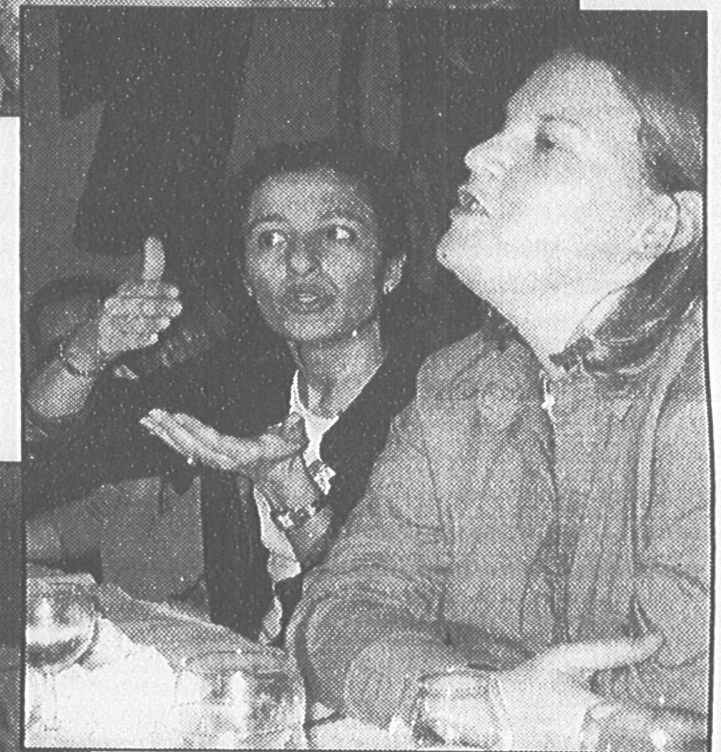
Nizar with a lovely French girl





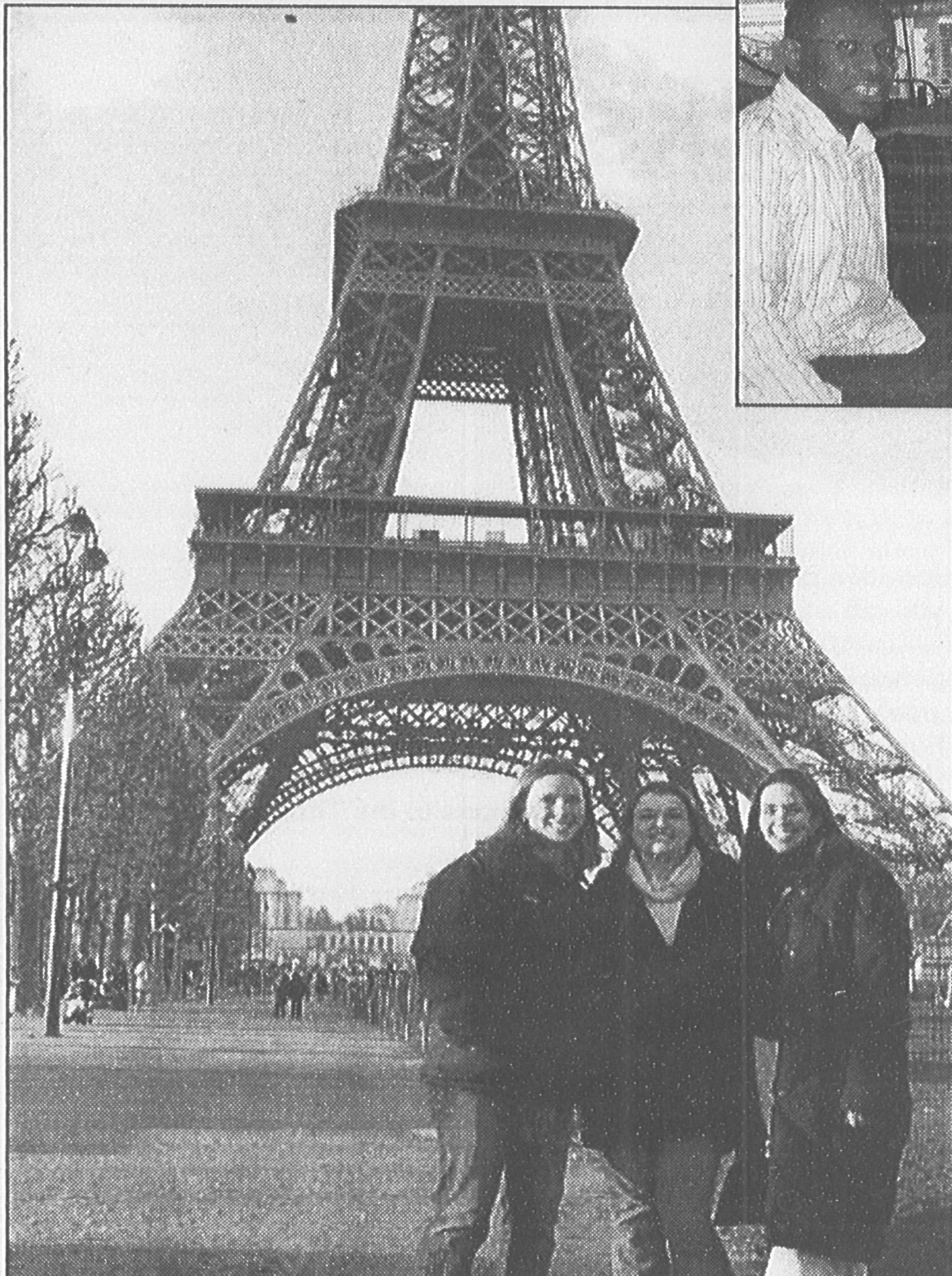
Anna Vassar, Thomas Bruns, and Abraham Walker enjoy Milan

Chamonix



Professor Amini Khalil and Jocelyn Wyatt at a French Club Dinner in Geneva

Melissa, Anna and Vyria at Le tour de'eiffel



Enjoying a beer at "The Mall"



Pizza in Milano!

Dean Bowen Explains Strategic Plan, MBAIM

By DR. DAVID BOWEN
Dean of Faculty and Programs

Thunderbird has a five year strategic plan for 2003-2008, approved by the Board of Trustees, with has four core elements:



Dr. David Bowen

Enhance the perceived quality, value and differentiation of the full time program in the eyes of students, employers, and other important stakeholders.

The success of the full time program is critically linked to the success of everything else we do. While the use of the word "perceived" was questioned at the

student Town Hall, the intent of its inclusion is to guard against the tendency in many businesses for management to believe they have quality offerings even though their customers and other stakeholders disagree. For our full time program, there certainly is a technical / academic quality that is assessed by faculty and academic directors, as well as quality that exists only in the "eyes of the beholder" such as students, employers, and ranking sources.

Diversify programs and delivery methods with a growing emphasis on the world-wide working professional segment.

We are expanding our overall portfolio of programs within two broad categories: full-time students, largely on campus in Glendale, and working professionals and executives, who will be on campus occasionally, but also reached by our faculty traveling to them or through various distance learning options.

In addition to the full time MBAIM program, in Fall 2006 we will very likely (pending a Board of Trustees approval in June) launch a Master of Arts in International Affairs. This degree

would prepare individuals for international affairs careers in public and nonprofit sectors, primarily.

Brand Thunderbird as the industry standard worldwide for international management education.

The design of the full time program must express a

In addition to the full-time MBAIM program, in Fall 2006 we will very likely launch a Master of Arts in International Affairs (pending approval from the Board of Trustees).

clear and exciting story about the valuable and unique benefits of a degree from Thunderbird. The five brand pillars- Enterprising Spirit, The Fusion of Business, Languages, and Culture, Global Thought Leadership, Global Citizenship, and Boundaryless Community- are the way we will communicate our benefits.

For example: as design upgrades are added, intrapreneurship and entrepreneurship must be present; there must be more integration across business disciplines and with cross cultural studies and languages; students should have some level of com-

petency in a second language to help create a "global mindset"; classes should present leading ideas on global management; ethics and corporate responsibility must receive more attention; and students must mix with globally diverse others, both here and in off campus opportunities. These measures will create a "truly global" curriculum that differentiates Thunderbird.

Rationalize geographic expansion in terms of locations and reasons for them.

With President Cabrera's guidance, we are trying to establish Thunderbird as an authentic "Global Learning Network." Even now we have activity in Prague, Archamps/Geneva (see Dr. Keck's announcement), Guadalajara, Beijing, Monterrey, and Mexico. These sites will help create boundaryless learning experiences for our full-time students through winterim, internships and other opportunities.

Making the Changes

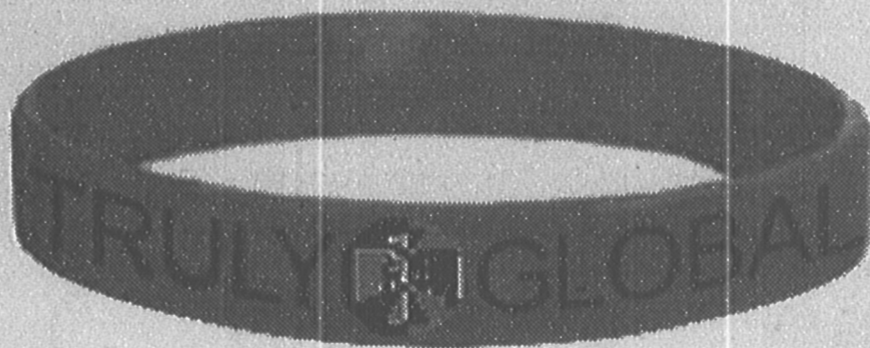
The full-time MBAIM program has been evolving. Since Summer 2004, various fac-

ulty and administrators, along with input from students, have been working on modifications to the full-time program. To help determine what features of the program should be redesigned, two students sat on the Summer steering committee, survey data from the Curriculum Advisory Panel of the TSG was distributed, and student advisors and faculty shared input gathered from student comments. In addition to students and faculty, we have given attention to employer needs analyses and surveys of best practices at other schools.

For more specifics on the emerging design, thoughts on admissions (eg. size and profile of entering classes) and placement, and next steps, please see my description in the email I sent to all students on 2/10/05 after the 2/9/05 meeting President Cabrera hosted with students. Finally, the quality of the faculty really make a program so in my next Das Tor article I will describe how the faculty themselves, and the administration, are working to get that right for you.

Dr. David Bowen

This band rocks.



You've seen them on campus, but how do you get one? For a student participation donation of just \$5 to the Thunderbird Annual Fund, you'll receive the limited-edition *Truly Global* wristband as our thank you gift.

What is the Thunderbird Annual Fund? The Fund is Thunderbird's "living endowment" - it provides flexible, unrestricted revenue for scholarships, classroom upgrades, new technology, campus maintenance, marketing/branding, student and alumni services like *My Thunderbird*, and MUCH MORE! (In other words, the Thunderbird Annual Fund improves your entire Thunderbird Experience!)

Who gives to the Annual Fund? Alumni, faculty, staff, students and friends of Thunderbird all make donations to the Thunderbird Annual Fund. It is a community resource that provides benefits for all T-birds.

But, does \$5 do anything for the School? Yes, it does! Your minimum \$5 gift sets an outstanding example of generosity for alumni and fellow students. Growing support for the Annual Fund has a domino effect. When alumni, students, faculty, staff, and friends "band" together and give for the greater good, there is no challenge too great.

So make your gift today - help set a new record for student participation!

THUNDERBIRD ANNUAL FUND

The Thunderbird Truly Global silicone bands are made possible through a special Thunderbird Annual Fund challenge grant from Sam '88 and Rita Garvin. 100% of your contribution will benefit Thunderbird. For more information check us out online at www.thunderbird.edu/annualfund.

World Economic Forum Identifies Six Issues of Global Concern

continued from page 1

issues emerged. **Poverty** came in as the top issue, not just because it is ethically unacceptable, but because of its multiple destabilizing ripple effects (health, education, armed conflict, terrorism, etc.). **Equitable globalization** was identified as the surest way to redistribute wealth around the world, pull people out of poverty and spread democratic values. I was particularly surprised (or relieved should I say) that **climate change** made it to the "honor" list. The irreversible impact of the changes in global climate due to the excess of greenhouse gases was identified by participants as the third most

important issue: "If we don't fix this, nothing else matters." **Education** (a necessary condition to achieve sustainable development), the **Middle East** (still seen by many as the lynchpin for global security), and the challenges of **global governance** (an interdependent world needs some organized system of multi-lateral decision making) were the other biggies.

Participants were also asked to identify some of the major challenges that both the developed world and the poor countries will have to face. Developed countries, for instance, will need to fund the basic infrastructure in the developing world, and they will need

to guarantee true and fair access to global markets. But the poor countries will also have to tackle their own share: transparency

We should celebrate that the rich and powerful are not only in relative sync with the rest of the world, but that they seem to be ready to roll up their sleeves!

and gender equality, as well as equal opportunities and access to health and education. The list of challenges went on (see www.weforum.org for more information), but the most interesting part of the exercise was to measure the overall level of optimism, or pessimism, regarding the world's capacity to deal with

them.

While only 39% of participants were confident that world leaders would be willing to make the tough choices necessary to deal with these world problems, a wide majority (89%) felt that they themselves were ready to engage in action. If there's a universal trait of leadership, that is self-confidence, a factor that was clearly in abundance among the snowy mountains of Davos. Self-confidence is, fortunately, a precondition for action. We should celebrate that the rich and powerful are not only in relative sync with the rest of the world, but that they seem to be ready to roll up their sleeves!

Meanwhile, we should

not forget that each of us has a own role to play. Thunderbird graduates have been laying the bricks of globalization for more than a half a century already, and they will continue to do so for years to come. To a good extent, it will be up to those who have already graduated and those who will in the coming years to determine whether economic globalization unfolds as an equitable and constructive force. And it is up to those of us who work for Thunderbird, as educators, to equip our students with the knowledge, skills and attitudes to do so.

President Cabrera

Town Hall Meeting Leads to Varied Q&A Session

continued from page 1

front more often to talk about what is happening. One student commented that he wanted to see the data from the focus studies that encouraged the administration to develop the on-line platform. He noted that as business students, we are taught to look at this kind of information. Although he is more than willing to discuss plans and initiatives, Dr. Cabrera said he doesn't want to give away trade secrets even to his "dear students," so sometimes the release of actual data will be limited.

Expanding focus: A common question among some students was put to Dr. Cabrera: Will Thunderbird include something besides just "international?" Dr. Cabrera answered that, while we

want to stick with the core, there have been discussions about more areas within the context of international business; one area that has floated to the top has been entrepreneurship.

Infrastructure: Having the career fair in the TAC was great, but the TAC is an embarrassment. One student inquired about plans to fix it. Although there are no plans currently, Dr. Cabrera had a similar thought after attending Latin America night in the venue. It could be the subject of a future fund-raising effort.

Faculty: Two questions were raised about the faculty at Thunderbird, the first from a student who was unhappy that a professor has been absent from class lately. While Dr. Cabrera was unaware of the situation, Dean

Bowen, who was also present, apologized and said he and his staff want to resolve the solution satisfactorily. Additionally, HR policies, the role of student evaluations in professor compensation, and hiring were also addressed by Drs. Cabrera and Bowen. The school is taking actions regarding professors who continuously receive low student evaluations, including limiting pay raises, offering additional training, or finding positions where the instructor is more effective. Additionally, the school is working to recruit more high-caliber faculty. Dr. Bowen noted that over the past several years, Thunderbird has been successful in attracting several well-known individuals who may not have considered a career at Thunderbird in the past.

Ethics in the classroom:

As some of us have heard in our leadership class, several T-birds have been indicted in the Enron scandal. A student questioned Dr. Cabrera about Thunderbird's responsibility and efforts to bring business ethics into the classroom. Dr. Cabrera believes that it is "our responsibility to train people who are true professionals" with technical knowledge and skill as well as ethical behavior. He believes that we as business people should "serve the well being of our fellow human beings" and possess a moral compass. The ethics lessons we learn at Thunderbird should not be forgotten once we leave.

Diversity in recruitment: One student noted that in order to be "Truly Global," Thunderbird needs to include more people from and classes about countries in

Africa. The school does not currently have specific scholarships in place to assist people from African countries, but administration is aware of the gap.

It appeared that everyone who had a question was able to ask it before the meeting ended for the next round of classes. (Even the author had a chance to ask a few.) In the end, not every question or concern had an easy answer from Dr. Cabrera, but a variety of subjects were brought to the attention of the administration. Bringing issues to light is the first step in resolving them and the administration appears willing to at least listen.

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Students Turn Out to Learn About Good Presentation Skills

Tim Koegel, author of *The Exceptional Presenter, The Definitive Handbook for Showcasing Your Message*, presented to a full house in the AT&T Auditorium Wednesday evening, February 23, to train Thunderbirds on how to become exceptional presenters. Laughter frequently filled the room as he humorously and entertainingly gave examples of what to do and what not to do to be a successful presenter.

Mr. Koegel shared research findings that only 7% of our impact on a listener is based on what we say, 38% is determined by voice (i.e. tone), and 55% is determined by our non-verbal communication. Attendees learned about posture, meaningful movement, and gestures that can both add to and detract from our presentations. Examples of

opportunities to use gestures that emphasize specific points include discussions of numbers, directions/locations, comparisons, and



dates. He also discussed the importance of eye contact in successful presentations. During several parts of the workshop, audience members stood up to

practice using effective gestures.

During the verbal communication section of the workshop, Mr. Koegel spoke about how frequently people use "fillers" when they're speaking. Examples of these fillers include "Um," "Uh," "Okay," "Basically," "To be honest," "To be perfectly honest," and "Quite frankly." He showed videotaped examples of several political leaders and asked the audience to count the fillers. Many audience members laughed in surprise at how frequently these fillers were used by experienced presenters.

Toward the end, Mr. Koegel provided tips for presenting yourself successfully at networking functions, and he shared his formula for how great presenters "Open Up" to own the room (see sidebar).

Mr. Koegel was an

excellent example of how to give a presentation that not only provides practical information and techniques for skill improvement, but he also displayed how to do so in a highly entertaining manner which engaged the audience and captured their attention for two hours. If you missed him this time, don't despair, because a return engagement is planned for the Fall!

To learn more about Mr. Koegel, his book and his clients, visit his website: www.theexceptionalpresenter.com.

OPEN UP

Exceptional Presenters are:

- O- Organized (clear, concise, compelling)
- P- Passionate (speak with conviction)
- E- Engaging (connect with the audience)
- N- Natural (conversational yet commanding)
- U- Understand their audience
- P- Practice every day

Standing Room Only Crowd Gathers to Hear Dell CEO

By KELLIE KREISER
U.S.A., Class of 2004

Hundreds of Thunderbirds crowded into the campus auditorium Tuesday, February 22nd, to hear a candid discussion with the CEO of Dell Inc., Kevin Rollins. The event followed a question-and-answer format that allowed both moderators and members of the audience to quiz the down-to-earth CEO. Questions ranged from Dell's business strategy to how Rollins himself finds balance between personal and professional pressures.



KELLY KREISER

Throughout his answers, Rollins displayed a gentle humor and modesty that reinforced the oft-reported profile of a genuine, likeable business leader. When asked, "What do you credit for getting where you are today... besides your dashing good looks?" Rollins answered with a jovial, "That's about it," before saying that he simply was prepared to take a risk when an opportunity presented itself. And that he was willing to "dream very big."

Known for his commitment to family and church,

Rollins was questioned on how he keeps a balance with his work and home life. After stating, "This is a challenge I'm not sure I'm the poster child for," he acknowledged that there are "periods of priority" in life where focus will shift over time. He cited the different emphasis placed in the career building time versus developing a family. Rollins said that you can't underinvest in the long-lasting things like your personal life or health.

When the questions shifted to Dell's business, Rollins gave the impression of a company that has a strong corporate culture and a firm strategy in place. When asked where he sees Dell in 5 to 10 years, Rollins replied that he knows where the company is going because "the seeds of growth of the company are already planted," referring to the

ucts.

In several instances, Rollins stressed the importance of a shift in Dell's company culture to the company's ability to adapt to a changing market. He stated that the company culture has "moved from being built around stock price to a culture of accountability, doing a job well, and reaching one's full potential as a business leader." Employees of Dell are empowered to take responsibility for 'owning' their career, allowing them to take fast action in the workplace, trait for which he credits Dell's quick response time.

This atmosphere of employee accountability and responsibility influences Dell's outlook on ethics and corporate responsibility. "Ethics begins with individuals," Rollins stated. "Ethical people create ethical companies... not ethical companies create ethical people." He added that workers are pressed upon to report any violations and

that over time this has created their ethical culture.

A second major cultural shift for Dell has been in moving

enough leaders" as the company grows so quickly. With a projected growth rate of 20% a year, Rollins tells his workforce that in

four years they must double their management capacity. He believes that the company's "Tell Dell!" internal employee surveying system will help them build this capacity as employees are encouraged to be critical of underperforming management. Failing managers are identified and counseled. Even Rollins and Michael Dell share their own



Kevin Rollins answers questions from the audience

Tell Dell scores to encourage their own improvement.

At the close of the session, President Cabrera thanked Rollins. "We are a big fan of Dell because it is the ultimate entrepreneurial venture," he said, adding, "and we admire Dell as the ultimate global venture." And referring to Rollins' earlier comment of his worrying where to locate enough leaders, Dr. Cabrera motioned to the packed audience of Thunderbird students indicating where he could find them.

Kevin Rollins' visit was sponsored by the Thunderbird LDS Network and the Arizona Management Group, the third largest networking organization in the Phoenix area.

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Students listen intently as Kevin Rollins discusses Dell's business strategy

focus on servers, storage and printers. With Dell holding less than 5% in each segment, Rollins sees a bright future in these prod-

companies... not ethical companies create ethical people." He added that workers are pressed upon to report any violations and

Rankings: One Method of Brand Building

By BECKY EBY
U.S.A., Spring '05
Editor-in-chief

Frank Neville, who came to Thunderbird's marketing

department about four months ago, has a lot on his plate. As Senior Director of Marketing and



BECKY EBY

Communications, Mr. Neville has been working to build Thunderbird brand awareness through multiple avenues. About two months ago, he was given the responsibility to strategically manage the school's rankings for the "Big 4" publications, The Wall Street Journal, The Financial Times, Business Week, and US News and World Report. In addition to Mr. Neville, Lee Ann Kuster, Sr. Director of

Public Relations and another new hire, will be working to improve the standing of Thunderbird in the media's rankings with the ultimate goal of having Thunderbird listed as a "top-tier" school according to each publication's criteria. To accomplish this goal, Mr. Neville's team will be coordinating the surveys for the rankings agencies and using a strategic approach to positively present the school.

The need for coordination is evident, since Thunderbird answers surveys on both its full-time and exec ed programs and each survey asks for somewhat different information.

Mr. Neville stresses that no one wants the school to be run by the rankings; however, rankings do influence the school's core business and are an impor-

tant piece in creating the perception of Thunderbird. While a complete strategy is still being developed, Mr. Neville's group plans to hold brainstorming sessions involving students later this trimester. Currently, the team is

No one wants the school to be run by the rankings; however, rankings do influence the school's core business and are an important piece in creating the perception of Thunderbird.

working on developing a matrix detailing what each publication seeks for their rankings study and what Thunderbird could change to make the biggest impact. One of the final outcomes of the study will likely be greater selectivity in admitting students, a process that should be occurring naturally since Thunderbird is currently working to reduce the size of the

full-time program.

While being present in the top-tier of rankings will increase the visibility of the school, Mr. Neville pointed out that it is only one tool for influencing the perception of Thunderbird in the market. In addition to moving up in the rankings surveys, Thunderbird is working to build positive brand awareness among peers, recruiters, and our own alumni.

Part of that "brand building" activity has been seen lately with the new advertising campaign and the interviews that President Cabrera has done with various media establishments. Many alum clubs have seen or will be seeing Dr. Cabrera at a First Tuesday event near them. He and Mr. Neville have recently been to NYC and DC to talk about what is going on with the

school. Furthermore, Thunderbird will continue to own the space for "International Business" by showing what "Truly Global" means, by emphasizing the 5-pillars, and by holding events like Project Artemis that show the world we are not just taking, but doing. Improved rankings are just one method in the total strategy for building the Thunderbird brand.

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Forecasting the Future with the World Bank

By HAIDER ABDUL
Tanzania, Spring '05

And
THOMAS L. ROSENBERG
U.S.A., Summer '05

On the 18th of November 2004, Thunderbird was honored by the arrival of a high level team from the World Bank's Office of Risk Assessment led by Enrique Sabater, Director of Strategy. Thunderbird was the third university world-wide (after Copenhagen and Cornell) to be included in this process and the first university to include students; Copenhagen, Cornell and Thunderbird.

The 10 of us selected were very nervous about the ses-



HAIDER ABDUL



THOMAS ROSENBERG

sion. We feared that we would under represent the school and were unsure how to best prepare. The World Bank had not been forthcoming with parameters for the discussion. We met on two occasions to try and divine what the World Bank might want us to discuss - to no avail. We communicated through Corporate Liaison Barbara Stevensthe Office of Institutional Advancement, our concerns for being prepared. The World Bank Office of Risk Assessment obliged and forwarded two deceptively simple documents. This turned out to be an on-the-spot acid test that combined geopolitical awareness, political risk analysis, and market penetration strategy.

This exercise is part of a huge forecasting and planning process that the World Bank began last summer. They recognize the changes that are occurring in the world and they want to make sure the organization remains relevant. To be more adept and responsive to change,

they are utilizing an increasingly popular scenario and strategy planning process, pioneered by Peter Schwartz & Jay Ogilvy co-founders of the Global Business Network. "Scenarios are narratives of alternative environments... not predictions... nor

This exercise is part of a huge forecasting and planning process that the World Bank began last summer. They recognize the changes that are occurring in the world and they want to make sure the organization remains relevant.

strategies. Instead they are more like hypotheses of different futures specifically designed to highlight the risks and opportunities involved in specific strategic issues." (Source: <http://www.gbn.com/>)

The first part of this process involved outreach to different sectors in order to incorporate their view of the world in 2020. The World Bank talked with environmental faculty in Copenhagen, bankers in Germany, agricultural and economic faculty

at Cornell, and faculty and students at Thunderbird. The second part, which is going on currently, is seeing how these potential changes will affect the greater international development community. The final part, beginning later this spring, will bring the

process in-house: "How will changes in the greater development community affect the World Bank?" They admitted from the beginning that forecasting even 10 years ahead stretches the limits of accuracy, especially since it is so easy to underestimate change.

Those of us who participated were selected from the IDA and international development focus area. We were divided into 4 groups, each with a representative of the World Bank. Each group was given a scenario of how the world was going to turn out (more uni-polar or more multi-polar,

more prosperous, with greater growth or less prosperous with less growth). Every group had to evaluate what events would precede such a world and suggest, from the perspective of an executive in a US transnational consumer products company how best to combat those factors and improve market penetration.

Only in hindsight did we, the participants, understand that there was no way to "properly" prepared without potentially ruining the exercise through biased responses. Our session was 2.5 hours on Thursday evening. The next day, the World Bank team repeated the exercise with selected faculty during lunch.

The World Bank team appreciated the feedback they received and were able to take with them a great deal of useful information, and we appreciated the chance to participate in such an important process.

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T-birds Fly to Scotland for the World Model UN Conference

By GBEMI DISU
Nigeria, Spring '06
TSG Activities Chair

The World Model United Nations (WorldMUN) is a United Nations Organization Simulation of the UN Model with the participation of students, from more than 60 schools all over the world. There are 17 simulated United Nations committees and other international organizations. It has the same agenda as the United Nations and allows for lively and informed debate, exciting social events, and a unique conference spirit. It is hosted in a different international location each spring. Previous locations include Sharm el-Sheikh - Egypt (2004), Heidelberg-Germany (2003), Belo Horizonte-Brazil (2002), and Istanbul-Turkey (2001).

The WorldMUN Conference is organized by Harvard University and will be hosted this year by the University of Edinburgh in Scotland from March 28th to April 1st. There will be over 1000 delegates from over 50 different countries.

This amazing event provides students with an opportunity to participate in the world's most fun and realistic simulation of the United Nations. The objective is to have a unique learning experience, while exploring new

ideas and perspectives of the problems facing this generation, and to start spreading the ideals of peace, justice, understanding, and participation, as a responsibility of global citizenry. It also enables the participants to learn more about a certain country reality and defend its position in each one of the committees.

In 2005, the Thunderbird delegation (Archamps and Glendale) will represent Iran, Guyana, and Brunei. This is a great marketing opportunity for the school and is consistent with the idea of Global Citizenship, the fifth pillar, of the

Mindy Engbersen - USA
Pilar Garcia Heras - Spain
Jeff Hustis - USA
Nizar Mahmoud - Lebanon
Leyla Oncelay - France & Turkey
Isaac Ortiz - USA
Regula Schegg - Switzerland
Jaime Schilling - USA
Austin Schlenker - USA
Sara Swain - USA
Dhruv Taneja - India
Antoine Trépan - France
Luisa Vallejo - Colombia
Andrew Vuong - USA
Abraham Walker - Liberia
Jocelyn Wyatt - USA
Christine Sund - Finland

The Faculty Advisors are Glenn Fong and Kevin Stringer.

The WMUN Delegates are presently in the process of raising the money required for the trip. They will have a series of activities between now and then and are looking for the support of the Thunderbird Community. If you are interested in making a donation or have

information on potential sources, please email gdisu@global.t-bird. You can also stop by the table during the week of March 14- March 24th in the commons where we will be stationed with more information.

gdisu@global.t-bird

Truly Global Thunderbird Brand. This activity was initiated by the United Nations Club, a part of the International Development Association. The members of the delegation are:

Scott (Thomas) Bruns - USA
Malu Campanico - Venezuela
Natalie Carlson - USA
Gbemi Disu - Nigeria
Sean Dougherty - USA



Picture source <http://mun.eusa.ed.ac.uk/>

The Triune T-bird

By JASON HANNAH
U.S.A., Summer '05
TSG Marketing Chair

It's bigger than any one person. It affects you, me, all students, alumni, faculty and staff. It will enrich our experience at Thunderbird beyond imagination. It is the morphing of these three clubs into three respective associations: The Marketing Association, The Finance Association, and The International Development Association.

Most students at Thunderbird are either majoring in, or taking extensive coursework in these three focus areas. With this in mind, the change from "clubs" to "associations" has three goals:

"Provide a higher level and quality of student involvement and learning outside the classroom."

Manage the constant turnover and flow of students in and out of Glendale, due to our fast program, internships and study abroad opportunities.

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.

This strategic change began last semester, and has support from key faculty and staff stakeholders. Currently, the presidents of the three associations are working together to draft a

constitution that encompasses the above goals with three deliverables:

Hold a Town Hall-like meeting once a month. This provides an opportunity for the association presidents, chairs, students, other club leaders, and faculty and staff advisors to discuss pertinent and timely information, ranging from jobs and internships, to on-campus speakers.

Provide a structure to hold internal and external case competitions. This is important to facilitate student involvement and generate awareness of Thunderbird in the academic world.

Ensure that each association, and accompanying club, engage in one substantial event per trimester. The best examples are the Intel Case Competition and the Private Equity Conference held last trimester.

The new constitution is scheduled for completion by mid-March, and the changes should quickly become visible to students. Immediate changes include more transparency and better communication about important academic and extracurricular activities, not to mention a more community-minded environment where students are better networked within the respective association. This means that when you come to Thunderbird, you are part of an association that has ties to career management personnel, key faculty in your specialty, alumni, and other students, all with the intention of enriching your overall MBA experience.

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Have You Heard of Thunderbird?

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

I wanted to find out what the local community knows and thinks about Thunderbird – so I went out on the streets in search of answers. The question I asked each person was, “Are you familiar with Thunderbird Graduate School in Glendale?”



JON KLESNER

The answers were quite interesting...

Glendale, Wal-mart Entry at 59th & Bell:

Gabe (translated from Spanish): “Thunderbird is a very good school for very smart people. My brother works there two days a week and the people are nice.”

What are the odds of running into a guy who has a relative working here?

No Name: “I know what you’re up to... first I give you my name and then I’m on some list, and then I’m getting harassed by people calling me, flyers in the mail, my email account gets clogged up. No thanks buddy.”

I couldn’t have put it better myself!

Sun City Post office at 98th & Bell

Martha: Oh yes, I know Thunderbird. Thunderbird is a

lovely place. Thank you very much.

Me: Uh... Ma’am, are you sure you’re talking about Thunderbird – the school?

As Martha was getting in her car she waved and said, “No thanks, maybe next time.”

Carl: Ya, why – you selling something?

Me: No sir, just having a little fun with the school paper.

Carl: Ah, ya. Great school, Thunderbird. Actually, I was in the Army and many people believe.....

I don’t want to be rude and cut Carl off – but I was there for 30 minutes and can pretty much tell you everything there is to know about him, his family, and his widow neighbor, Collette, who chews with her mouth open.

Tempe, PF Changs on University & Mill

Nancy: Awesome school. One of the best schools in the country.

This guy was with a girl... looked like their first date.

Justin: I’ve actually looked in to going there after ASU. I’m a senior here and I scored really high on my GMAT and have been looking at the school.

Me: Really, how high is really high?

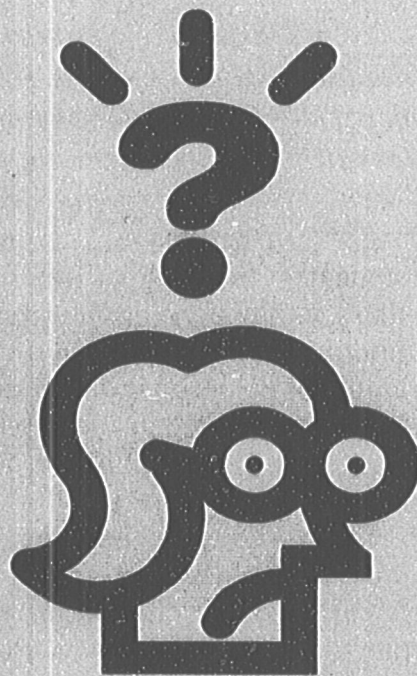
Justin: Oh, it was high – like really high.

Me: Really high as in 1000?

Justin: Ya, actually it was a lit-

tle over 1000.

Me: Wow, that’s very impressive. Do you think that will be high enough to get into Thunderbird?



Justin: Oh ya, well – the score combined with my GPA will be no problem.

I didn’t have the heart to continue.

Fountain Hills, at the Fountain

Carl: Yes, fantastic school, are you from there?

Me: Yes, I’m actually writing a piece for the paper and wanted to see what the public knows about us. (*“writing a piece”.... I’ve always wanted to say that*)

Carl: Oh, hell ya. Thunderbird is one of the best schools in the country.

Jess (Carl’s Friend): You work at the school?

Me: Well, I’m a student at the school.... But I’m writing an

article for the paper.

Jess: How old are you?

Chandler, shopping center at Alma School & Germaine

No Name Elderly Couple: Oh, we don’t want any, thank you.

Me: I’ll give you \$5 (I said as I pulled cash out and waved it)

Wife (makes a quick spin): “Really” the woman asks as she walks up to me, “What are you selling.”

Me (Trying not to laugh): I’m not selling anything, I just want to know if either of you have ever heard of Thunderbird Graduate School.

Wife: And you’ll give us \$5?

Me: Yes

Wife: What if we don’t know the answer?

Me: Oh.... boy.... Actually ma’am - that was the right answer.... Here you go.

Husband: As they walk off, “Wow, how did you know that?”

Wife: I don’t know, it just came to me.

Boggs: Oh yea... over in Phoenix. It’s a really good school. I think you have to speak a bunch of languages to get in.

Scottsdale, Fashion Square on Scottsdale Rd. & Camelback

Angie: Oh we love Thunderbird and go to the golf tournament every year.

Carl: (*can you believe it – 3 Carls!*) It’s that school on the old airport field in Phoenix. Great school with really smart

kids.

Glendale, Rays pizza on 59th & Greenway

Tom: Ya, it’s right there.

Me: O.K. – I realize where it is.... do you know anything about the school?

Tom: Ya, it’s right behind you.

I almost gave Tom five bucks

Tammy: Yes, it’s right behind you.

Me: Yes ma’am, do you know anything about the school?

Tammy: It’s a very good school. And it’s small compared to ASU.

Me: Thank you, ma’am.

Tammy: Oh, you’re welcome. Would you like to know about ASU? Cuz I know about that school too.

I apologize to all Thunderbird students, staff, and faculty, but I broke out laughing to the point of tears. God bless Tammy.

Despite my comedy tour throughout the Valley, it was encouraging to know that anyone who had heard of Thunderbird thought very highly of the school. This was a ton of fun and I think the comedy behind the answers is a result of me not knowing how to conduct a proper interview.

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Executive Partners Breakfast a Great Networking Opportunity

By SCOTT BACCHUS
U.S.A., Spring '05

On Friday, March 18th, students will again have the opportunity to have breakfast on campus with a group of alumni and other business leaders. The event is called the “Executive Partner Breakfast”, at which Thunderbird Global Council (TGC) members are paired up with groups of students. TGC members are business, government and non-governmental professionals from around the world who believe in the mission of the School and support Thunderbird in many



SCOTT BACCHUS

ways. Currently there are 76 members who serve as advisors to the President on various issues important to the school, collaborators with faculty for research and consulting and (most importantly to us) contacts for students through networking and mentoring. TGC members serve entirely in a volunteer capacity traveling to campus at least twice a year for two-day on-campus meetings with faculty and staff. Students have the opportunity to view bios from participating TGC members and sign up with the TGC member that most closely matches their career aspirations. TGC members come from companies like: Rubbermaid, CPG, Global Marketing Services, American Express and PWC. The breakfast will be held from

8-9 am, March 18th in the Global Business Atrium. Sign ups begin Tuesday, March 8th at the Career Management Resource Center. I attended the breakfast last fall and believe this is one of the most beneficial services Thunderbird offers. On that note, here are 5 reasons why you’d be foolish not to sign up.

1. Can you say networking?

Remember that the vast majority of us will get jobs through our OWN networking activities, NOT from MTB? Well, here’s a perfect way to expand your network.

2. When was the last time you had breakfast with a Senior level Executive?

These people have been there and done that. They are at the top of

their careers; why not learn about a company you want to work for from the top brass?

3. Unlike the Career Fair, these people volunteered to meet with us!

TGC members volunteer to participate in these breakfasts and want to help you out. It’s really a no-brainer, come get free advice and who knows, maybe a mentor for your career.

4. If you are a 1st Tri, you can get a leg up on all your lazy friends sleeping off Thursday night at the Pub.

It’s never too early to start looking for a job (or internship). This is a way to be proactive!

5. Free Breakfast and network-

ing, networking, networking!

Just roll out of bed, print off your resume, and head over to the Global Business Atrium. How can you complain that Thunderbird isn’t doing enough if you don’t take advantage of opportunities such as this?

I am still in contact with the alumnus I had breakfast with last fall and he has put me into contact with others to help me in my career. Slots will fill up fast; don’t wait till the last minute to sign up for this event. See MTB or the CMC for more information.

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Entrepreneur in the Spotlight: Honoring & Learning from T-bird Alumni Entrepreneurs

By SCOTT HARRINGTON
U.S.A., Fall '05

Ms. Peppers is a professional marketer with experience in the financial, professional, educational, and online services industries. She has worked with clients



SCOTT HARRINGTON

and companies of all sizes both in the US and abroad including MetLife, Berlitz International, and the Boy Scouts of America. As the founder and managing director of Kick Start Marketing, she brings marketing and communications experience encompassing public relations, direct response marketing, start-up and ground floor marketing strategy to her clients. She has an MBA from Thunderbird (Class of '02) with a focus in Entrepreneurial Strategies and Marketing, and has lived and worked in Germany, Japan, Austria and the Czech Republic.

What were some of the main rea-

sons you decided to start your own company?

I started Kick-Start Marketing (KSM) because I wanted to use my skills and passion for marketing strategy, communication, and research to help small and mid-sized businesses. Prior to starting KSM, I was involved in developing and implementing successful strategy and communication programs for SME's, and I witnessed first-hand businesses that would completely turn around and take off once they effectively communicated their value to their customers. I saw an opportunity in the marketplace and took it.

Did you get what you expected?

Yes, I got all I expected and more. And that means the bad comes with the good - and vice-versa.

What classes / professors would you recommend to those who want to start their own business?

From the perspective of starting any kind of business, I recommend the entrepreneur

classes at Thunderbird. Whether you know what kind of business



Lenora Peppers

you are going to start or not, you must determine which courses are going to give you the specific skills you need to start the business. In my case, I took all of the strategy courses I could and, I think, all of Professor Ram's courses.

I also recommend thinking about the topics you want to "speak" eloquently about. In other words, if your weakness is finance, then take a course or two outside of the requirements that can help you understand the terminology and concepts of finance. You will not be an expert, but this will help you communicate with clients and make better hiring decisions when the time comes.

In my case, I benefited greatly from the M&A Winterim course because it wrapped everything into one neat package.

Were there any projects, clubs, or extra curricular activities at Thunderbird that were helpful in starting your own business?

This is an area where I had to know myself - what I enjoyed, what I wanted to learn, and who I wanted to get to know while at Thunderbird. It is a personal decision and different for each T-bird. I chose to get involved by co-founding the Graduate Women in Business (club) and by becoming a Foundations Team Leader. I attended events and activities of other clubs when the topics were interesting. And, of course, I don't think I ever missed a regional night!

What do you think Thunderbird could do to encourage more entrepreneurship?

I think that Thunderbird could dramatically increase involvement in the entrepreneur-

ship program and encourage information-flow and sharing by creating an avenue for all T-bird business owners to display or communicate about their respective ventures. I understand that a large percentage of T-birds start or own businesses worldwide, and we all need to know who they are. I believe that it's important to support other T-bird businesses as much as possible because it just makes sense, but often I don't know what T-birds are running which businesses.

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For more information about Kick-Start Marketing, Lenora E. Peppers can be reached at 602-992-1027 or lpeppers@kick-startmarketing.com. The company website is www.kick-startmarketing.com.

Crazy Entrepreneurs

By SCOTT HARRINGTON
U.S.A., Fall '05

"Men Wanted for Hazardous Journey. Small Wages. Bitter Cold. Long Months of Complete Darkness. Constant



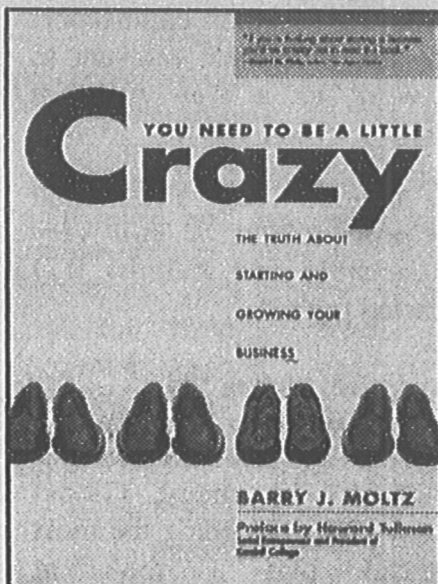
SCOTT HARRINGTON

Danger. Safe Return Doubtful. Honor and Recognition in Case of Success." If you saw this job posting on MTB, would you apply? If you would, you might want to have yourself checked out, because you're crazy, but you also may be the kind of person that would make a good entrepreneur.

The above job posting was the actual ad placed by Ernest Shackleton looking for a crew to join him on his journey to the Antarctic. Barry Moltz, the keynote speaker at the recent Thunderbird Entrepreneurship Club workshop, used this example to help define what it takes (and what you often get) to become an entrepreneur. In an effort to better understand the type of person that is cut out for a future of entrepreneurship as well as what one can expect going down this road, the Thunderbird Entrepreneurship Club brought together 6 experienced entrepreneurs to speak about the challenges and success stories and give advice for others pursuing a similar path.

Barry Moltz, an experienced corporate careerist with

IBM, entrepreneur (both successful and not), and author, kicked off the workshop with his presentation entitled, "You need to be a little crazy." The title refers to the almost mandatory "crazy" psychological nature of the entrepreneur that enables him or her to withstand and flourish in the often chaotic environment of running one's own business. He opened by saying how some of the most popular reasons for wanting to run one's own business, namely control and stability, are terribly misguided. Despite his experience, passion and intelligence, several of his business ventures ended in failure, not owing to any shortcoming or major mistakes on his part. Having the floor drop from beneath you at some unknown point in the future is not a pleas-



ant prospect, but it is a possibility of which the aspiring entrepreneur should be aware. However, he did stress the importance of

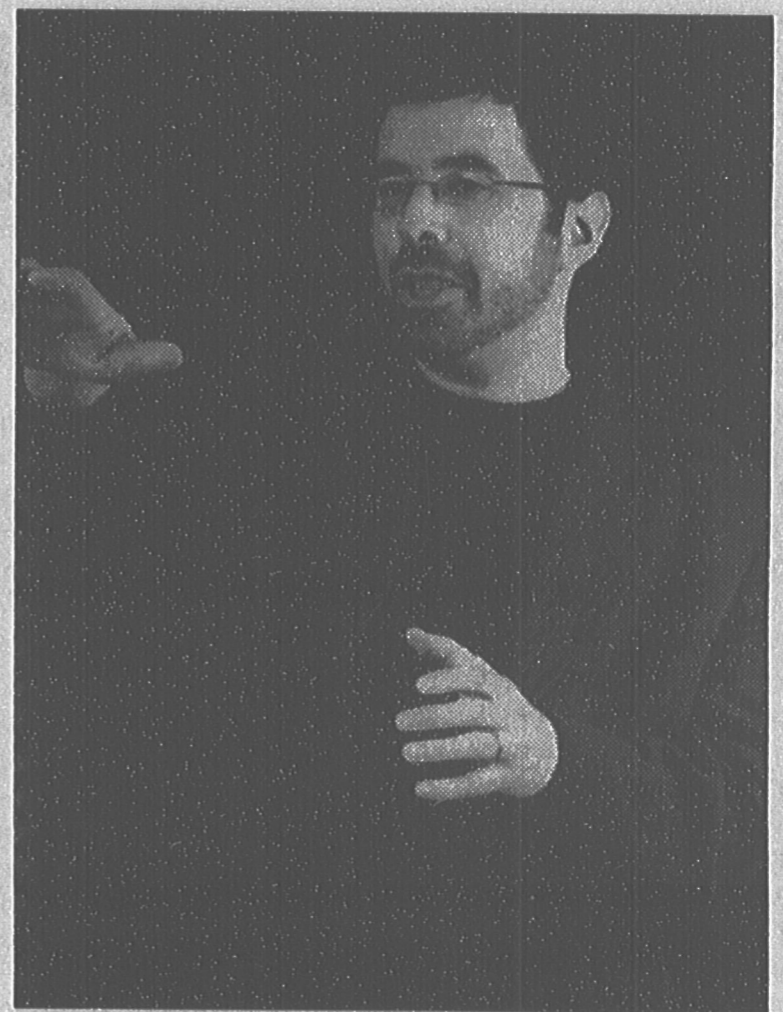
experience and how often times it is through failure that one learns the most. No one likes to fail, but when it happens, Barry advises taking stock of the situation, evaluating the good and bad, cry if you must, but in the end "get back in the dented car." Additional imparted Barry wisdoms were his comments on relationships and business. Basically the entrepreneur gets screwed (so to speak) on two important counts: with the spouse, the business is always in the bed, but with the business partner, it's like "a marriage without the sex."

The panelist discussion following Barry's presentation gave the audience a chance to pose some direct questions about entrepreneurship. Stephen Lindstrom of the University of Arizona, experienced entrepreneur and Thunderbird graduate, moderated the discussion while four unique entrepreneurs shared their experiences, advice and examples of craziness with the audience. Among the four were: John Florance (Happy Dog Toys, Co-president and Founder; Mutual Vintage Asia, Ltd., President and Co-Founder, T-bird '89), Paul Hynek (Spitfire Ventures, Co-founder and CEO), Lenora Peppers (Kick Start Marketing, Owner and Managing Director, T-bird '02) and Tim Porthouse (President / COO & Co-Founder, Calence Inc.). Confirming the ideas in Barry's presentation, each of the panelists revealed details of their experiences that showed how intense, chaotic and consuming (yet often

satisfying!) entrepreneurial pursuits can be. Again, one of the recurring themes in each of the panelists' comments, was the necessity of the would-be entrepreneur to be able to recover and learn from failure. They also agreed that it was not just a brilliant business idea that led to a successful business, but more so the implementation of that idea. When asked what were some of the best ways for a Thunderbird student to prepare for entrepreneurship, Lenora Peppers responded by saying that Professor Stralser's class in entrepreneurship was most helpful to her. Professor Lindstrom stressed the importance of effective communication and presentation skills and recommended Toastmasters, which is here on campus, as a resource.

According to some of the 100+ students, alumni and other visitors who attended, this workshop was insightful, inform-

ative and motivating. The Thunderbird Entrepreneurship Club will be hosting another workshop in April featuring Quentin Wahl, founder of Cadet



Services, (who some may recognize from a case study in Professor Siehl's class). Cadet Services is a very successful company that used a unique approach to organizational structure to achieve a competitive advantage. Stay tuned!

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Back in the Saddle Again

Alum Discusses Job, Reflects on What He Learned at Thunderbird

By ALEX MAILMAN
U.S.A., Class of 2004

The editors asked me to write a profile of my new job at Sheperdson, Stern and Kaminsky, here in New York City. Since I love what I do, I was happy to oblige.



ALEX MAILMAN

After searching for a job for the whole summer of 2004, I contacted a head hunter in New York that specializes in temporary to permanent assignments in advertising agencies. With some good luck, I was sent to interview at a small-ish agency on Wall Street, and was hired on freelance to work on a project for a new client. Two months later I was hired on full time.

This is a great way to get a foot in the door and I highly recommend trying to go this route. Considering the high costs of hiring and training, many companies prefer to take on temp staff, test them out, and then hire or let go. Because advertising agencies have fluctuating HR needs, it's hard for them to hire full time unless they are confident of sustained work. It's also a great way for the applicant to check out the company before making a commitment. Basically, it was a 2 month interview.

My role at SS+K is as an account manager. I am basically a project manager with some management and marketing functions. Like most marketing and advertising agencies, we are split up by function: creative department, strategic planning, media, production, account services (me), etc. For each client, I work with a different team of individuals from all these departments. I have to serve as an advocate for my client, and also ensure profitability for the agency.

The job is extremely demanding, mentally. One has to keep dozens of small projects moving at the same time, organize meetings, research industries, plan strategy, write presentations, manage budgets, work in teams, and maintain constant client correspondence, all while keeping one's cool. In that way, it's not dissimilar to the life of a first trimester student at Thunderbird.

The ad agency business tends to value advertising experience over education, so I'm not sure this is the right business for most MBAs. You can't really walk into the job without working your way up, with some exceptions of course. I did work in this business before, and actually pursued my MBA so I could switch industries. But I kind of

fell into this because I needed a job, and now I like it, so I'm going to stay for a while.

Still, the MBA has helped me to excel in the job in ways I couldn't have before. I've found the strategy classes at T-Bird to be very useful. I am frequently drawing on lessons from case studies, and using my new-

While I am no finance whiz, it has been helpful to know why my client might want to expense something rather than purchase an asset, or why improving the cash cycle makes smart business sense.

found industry analysis skills to tackle client problems. The fact of the matter is, 99% of the world has never heard of Porter's Five Forces, and it is an excellent tool, not just in advertising, but in any business where you need to evaluate a company's industry. While I am no finance whiz, it has been helpful to know why my client might want to expense something rather than purchase an asset, or why improving the cash cycle makes smart business sense. If you've ever taken Stephan Michel's Service Marketing class, you know about his Service Triangle. I love to whip that one out every now and again, and totally impress my peers with this simple and sensible model.

I've probably lost 90%

of what I learned in my MBA, but I have my notes, and my books, and I know where to find the material. I think that's half the battle. Knowing that the information is there is critical, plus just having the confidence that you've tackled complex business problems before. The key is that T-Bird gives us a great overall education, and a great set of skills. The hard knowledge tends to fade quickly, but the soft skills truly last.

My firm is called Sheperdson, Stern and Kaminsky. We have about 70 employees, and clients ranging from UNICEF and Blue Cross Blue Shield to Delta's low-cost savior, Song, which promises to be a viable contender to Jet Blue. Our most known achievement is that little yellow wrist band everybody and their grandmother are wearing. While we didn't invent the band, we told Lance to take off the NIKE swoosh, and to add "LIVESTRONG." Suddenly, they took off.

SS+K is an integrated marketing agency, which means we offer a seamless array of public relations, public affairs, advertising and web-based services. Our niche is in our unique approach to business and communication problems: what we call Asymmetric Thinking. In a

world of fragmented media (dozens of cable channels and radio stations, thousands of magazine titles, etc.), and considering the massive amount of advertising and promotional efforts out there, it has become increasingly difficult to break through the clutter of messages. So, our philosophy is to find alternative, break-through ways to reach the consumer. Many of our clients are underdogs in their industries and don't have the luxury of large media budgets. So, rather going head to head using traditional or formulaic marketing tactics, we find creative approaches that grab attention. This can be summed up by our agency mantra "Knock hard. Life is deaf."

What is great my about my agency's approach is that it is one of the basic doctrines taught in the MBA: Differentiation. For me at least, this rule of thumb was pounded into my head by Dr. Wan, and later by Professor Beck. You'd be amazed how many companies and clients don't grasp the importance of this principle.

Our website is www.ssk.com. There you can see case studies, read about our capabilities, and watch the spycam mounted in our kitchen. It's also a really cool website. Ok, that's my plug.

alexmailman@global.t-bird.edu

What is the AMA?

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

Does it stand for Amazing Mango Apples? Actually, on this campus, the AMA stands for the Thunderbird chapter of the American Marketing Association (AMA).



ANDA BOLSTEINS

The AMA is one of the largest professional associations for marketers, with 38,000 members worldwide. The Thunderbird collegiate chapter works in conjunction with the Thunderbird Marketing Association (TMA), which is Thunderbirds own marketing association. Phoenix has an active professional AMA chapter, which has been instrumental in helping the Thunderbird chapter get on its feet.

The benefits of joining the Thunderbird AMA chapter (\$39/ year) are many, including monthly publications and access to certain parts of the AMA website (www.marketingpower.com). The Phoenix chapter holds monthly luncheons on a variety of marketing topics, which are open for all to attend (student

cost is \$25). Furthermore, one of the most valuable benefits to a collegiate membership is the ability to join a professional chapter once one enters/re-enters a professional life for a discounted fee.

On March 16th, the Thunderbird AMA chapter will be sponsoring a speaker from the Phoenix chapter who will do a presentation on Hispanic marketing. This event will take place in the Tower Lounge from 6-7pm. Following this, a networking event with Phoenix chapter AMA members will take place on the Pub patio. All students are welcome to attend both events. Come practice your networking skills! Additionally, the Thunderbird and Phoenix chapters are working on setting up a mentoring program between Phoenix-area marketing professionals and T-bird-marketing students. This program has an anticipated start date of Fall '05.

Interested in joining the AMA or playing a leadership role in the Thunderbird chapter? Contact Anda or go to the TMA website for more information. See you March 16th!

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Alumni Speak Out on Best Classes and Favorite Professors

Compiled by ANDA BOLSTEINS
Latvia/U.S.A., Spring '05

Do you ever wonder what you'll actually need to know when you're out working in the "real world"? Recent alums share their experiences and talk about the most useful classes they took and their favorite professors from their time at Thunderbird.

**Heath W. Norton, Spring '03
Vice-President, Tecnomia Industries**

"M&A Winterim - multiple professors, Global Strategy - with Ramaswamy, Risk Management with O'Connell, and Global Portfolio Management with Grieves."

**Roberts Kukainis, Spring '01
Services Purchasing Agent, Michelin North America (Greenville, SC, USA)**

"I'd have to say Professor David Bowen, and the class was Organizational Behavior - 1.5 credits. The numerous case studies and insights gained in motivation and motivating employees were very eye-opening, and Professor Bowen's energetic style and real-life storytelling kept the

class at attention. I still remember his advice to take whatever we can use from the class - to "steal shamelessly" from best practices and implement those we want, and to throw out those we do not."

**Jens Gaberding, Spring '04
Key Account Manager, Motorola GmbH**

"Funny but true: most helpful was the stuff from Zerio (B2B Marketing). Although a boring class and a less than enthusiastic professor, it is most relevant to my work as a Key Account Manager. Also, Stefan Michel and his CRM and SSM classes were helpful. Also, I feel that both profs would be still very approachable and helpful if I contacted them."

**Betsy Hoag, Spring '04
Freelance Business Strategy**

"I would say that a class considered "soft" by many, Global Strategy ended up being the most insightful that I took at Thunderbird. John Beck was the professor, and he has so much to offer. I don't know if he renewed his contract with Thunderbird? He brought an incredible amount of

professional experience into the classroom, both as a consultant and an entrepreneur. I am doing freelance work right now in business strategy while I continue to search for the "dream job", and I give his class its due credit for demonstrating the high value of strategic thinking in business development."

**Kristin Alexander, Fall '00
Associate Product Manager, Hallmark Cards, Inc.**

"This is, actually, a very easy question. While all the "expected" courses (accounting, finance, etc) help in my job at times, the most useful course was US Foreign Policy with Professor Wetzel. The reasoning is that it taught me how to apply current events and foreign policy to a business case, taught me to listen to - respect - and sometimes debate/sometimes accept differing opinions (this skill is used on a daily basis), and I learned that the most important thing is to have an opinion - be able to express it - and be able to listen to and respect people who don't agree with my opinion."

Continued on next page

How to Land That Scholarship

By JANE AYADURAY
New Zealand, Summer '05

Is it just me, or does the idea of free money make everyone happy? You've probably seen the signs around over the last few



JANE AYADURAY

weeks telling us that there is free money - a.k.a. scholarships - up for grabs (be still my beating heart). Being the poor B-school students that we are, I figured it would be handy for all of us to know a bit more about the process of how to get our hands on the cash. Applications have closed for Continuing Student Grants (CSG) and announced scholarships for this tri, but with the summer trimester mere weeks away, Catherine King-Todd from Financial Aid and Alex Nepogodiev '05, the TSG Academic Affairs Chair, were willing to tell all.

The number of scholarships varies by trimester. Most scholarships provide one award, but some provide several, meaning that in spring there are normally 19 - 23 individual scholarship listings for 20 - 27 awards. For fall, we generally have 25-28 individual scholarship listings for 30 - 33 awards and for summer, 8-10 individual scholarship listings for 9-13 awards. Typically there are between 200 and 400 applications submitted per trimester. And the money? In the last 3 academic years, between \$275,000 & \$325,000 has been awarded each year. Additionally, funds from donors provide over \$200,000 annually which go to the CSG.

The requirements for each scholarship differ and criteria are set by the donor of the scholarship, often with the assis-

tance of Student Services and the Development office. While some scholarships seem to be more exclusive than inclusive, a significant proportion have fairly general requirements which don't require special interests, abilities or citizenship.

Applications generally comprise of a cover letter, resume, and statement of interest or essay. Catherine said, "All facets of the application are considered in the overall review. While the essay carries more weight in the review process, the cover letter, resume and other requested material are also taken into account." She went on to say, "The cover letter serves as an applicant's expression of interest in being considered for a scholarship as well as to address specific items requested that may be designated in the instructions. It may also serve to provide a brief summary of the details discussed in the essay/statement. The resume provides a basic overview of work experience, educational background and other activities/information. It should also provide a purpose or objective."

It is part of Alex's role as Academic Affairs Chair to assemble the scholarship committee. It is currently comprised of 16 students, as well as faculty and staff. Alex sought committee members who represented the diversity of the school in terms of culture, gender, age and trimester. The primary purpose of the committee is to select scholarship winners (no surprise), using the following process:

Applications which have been received by Financial Aid by the due date are checked to ensure they meet the basic requirements (e.g. GPA). Those which do are

assigned to scholarship committee members for review.

Committee members individually review applications and rank them based on response to the essay/statement, meeting the criteria and format (following directions, spell checking, etc.).

Financial Aid calculates the results of the reviewers to determine who ends up with the highest rankings. In some cases, the committee makes the selection and other cases, the top candidates may be sent to the donor to make the selection.

"All facets of the application are considered in the overall review. While the essay carries more weight in the review process, the cover letter, resume and other requested material are also taken into account."

Alex admits that there is some room for bias in the process, but as each application is reviewed by a number of people combined with the very diversity of the committee, any favoritism would be quickly eliminated.

The aim is to advise applicants as soon as possible whether they have been successful or not, but with some applications requiring external review, delays can occur. It is possible to apply for (and be awarded) more than one scholarship and applying for another scholarship will not prejudice the outcome of an earlier application. However with the time and effort it takes to put an application together, Catherine recommends that we carefully consider how well we meet the criteria, and the relative strength of our case, before applying.

So now there's only one thing left to do, and that's wait. While you're waiting, you might start thinking about next trimester's free money, and if so, these hints (or in some cases real-

ity checks) might come in handy.

Top Tips for Getting Free Money

Read the criteria. Applications are checked before being sent to the scholarship committee for review, so if you don't meet the criteria (GPA, residency, martial status, etc), your application will not be considered further.

Read the instructions carefully. Applications are assessed in part on whether the applicants follow the required format or not, as well as on their content. For example, if you are asked to provide a cover letter but don't include one this will be taken into account, and is likely to impact negatively on the ranking of your application.

Tailor your essay/statement to each scholarship. Because each application is reviewed by several people, there is a good chance that they will read another one of your applications. Also, although many of the scholarships have similar requirements, they generally have different "shadings."

Address the topic. Some scholarships have specific instructions for details to be included in the essay/statement or cover letter. This can range from work authorizations to career objectives to campus involvement. Reviewers are looking for this information. If you don't provide it, they can't give you credit for it. Developing an outline before writing your application can help make sure you cover everything in a clear and logical fashion.

Be specific. If a scholarship asks for times you have shown leadership, writing about what leadership means to you, or what is good leadership won't help you. It goes back to the reviewers

seeking specific information, and not being able to find it.

Have at least one other person look at your application to check for consistency, spelling, etc. Because it is a competitive process, applications are not just judged on their own merits, but also relative to all other applications for that particular scholarship. Poor grammar, sentence flow or spelling all detract from the overall impression of your application.

Think about who is reviewing your application. Occasionally it is the donor who selects the winner from a group of applications that are assessed as being the best by the scholarship committee. This means that not only do you have to write an application which is understandable and convincing to the scholarship committee, but also to the donor. Use of jargon or references which might not clear to either or both of these parties will obviously have a negative effect on your chances.

You are not applying for a job...well, probably not. Your scholarship application should be the same quality as a job application, but not necessarily the same format. Use your cover letter to summarize key points in your essay, stress how you meet the criteria and answer any questions detailed in the instructions. This is not the time to talk about your communication skills, work ethic or general wonderfulness, unless asked. Having said this, some donor companies may consider offering an internship to the recipient of their scholarship, or be on the look out for someone who meets their current needs, so be enthusiastic, professional, and concise. And, don't forget to check your spelling!

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Alumni Picks for Professors and Classes

Continued from previous page

Erika Fredell, Winterim '05
Marketing Manager- Strategy and Services, Cendant Corp.

"Professor Singh is extremely knowledgeable, bright and in tune with what is happening in the outside world. He broke down Finance II and III very well. Prof Siehl gives great insight into corporate strategy. Professor Viteri of Global Portfolio Management is an actual portfolio manager. The class is based on his job and he teaches you the lingo for the industry. Corporate consulting, although a pain, allows you to actually work and see a project through to completion with a client for the deadline and puts more real world pressure on to do it right."

Jeremiah Sparks, Fall '04
Associate Marketing Manager of Therapeutic Products

"The class that I have found most useful in my post T-bird life has been Business Intelligence (BI) with Paul Kinsinger (PK). In the class we gathered secondary and primary information, applied knowledge, formulated a plan of action, got challenged from our group members and PK, and presented a well-built presentation for our real life customer. What I did in the class is what I do today on many different levels. BI helped ground me in the basics while teaching me how to put it all together better than I previously knew how."

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Academic and International Services Announcements and Deadlines

THURSDAY, MARCH 10TH: SUMMER, 2005 THUNDERBIRD EUROPE & GUADALAJARA PROGRAMS' APPLICATION DEADLINE.

Applications for summer in Archamps at THUNDERBIRD EUROPE and in GUADALAJARA, Mexico are available in the Student Services reception area and on our Overseas Campuses MTB Page! **To ensure your place in a program, please apply by the priority deadline: Thursday, March 10th.**

OPT APPLICATIONS NOW AVAILABLE

OPT applications are now available in the Student Services reception area and on the International Student Advising MTB page. **The deadline to submit your OPT application is Friday, April 15th.**

CINTAX - TAX PREPARATION SOFTWARE FOR INTERNATIONAL STUDENTS

CINTAX is coming soon! CINTAX is an online-based federal income tax preparation software program for international students. More details and information about CINTAX is on the International Student Advising MTB page.

Phone: 978-7177 Email: ais@t-bird.edu

Thunderbird Faculty Still Seeking Excellence?

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

While giving a campus tour a few weeks back, a prospective student asked me my opinion about the Thunderbird Faculty, stating that in her MBA program research several websites did not rank our faculty highly. I was not sure how to respond. Having recently had a conversation with a friend where the professor that I considered the worst during my time at Thunderbird was the professor that he found the best in terms of instruction, and hearing the occasional grumblings of my fellow students, I wanted to look further into the quality of Thunderbird Faculty.

Much like our student body, our Thunderbird Faculty is not exactly homogenous. Our well-educated faculty spectrum runs from "Pure Academics" who are oriented more toward publishing and quoting research to "Industry Professionals" with a depth of multinational business experience, who offer entertaining and dynamic real life examples in class.

I propose that learning



STACY ALYSE WIESER

from faculty with this range of experience informs and enriches our education with their varying perspectives. T-bird Mike Lavin says that, "It is nice to have professors that understand our role in the global economy." However, there are positives and negatives at each end of the spectrum. I would like to offer some comprehensive constructive feedback that I have gleaned from my peers.

Things Professors do well:

Incorporate real world examples into lectures

Bring a truly global spin to subject matter utilizing a wide array of countries and cultures

Provide key takeaways that are clearly summarized at the end of each session

Utilize teaching assistants as additional resources for learning with structured TA sessions

Respond to email promptly and are accessible for academics and career advice

Although professors must follow certain curriculum guidelines that are supposed to be taught in course, at times students have expressed concern that their instructor is deviating from this on a personal agenda, or has limited experience with the subject matter.

This can become especially apparent when two different instructors are teaching two different sections of a course during the same trimester.

Areas Professors could improve:

Delivery – dry, monotonous, and unintelligible

Content – redundant, stale, outdated, focused only on one country

Examples – sparse, intangible, lack depth, from the media rather than personal experience

As stakeholders here at Thunderbird, we all have concerns about the quality of our education and reputation of the school.

Explanations – unclear with concepts, inability to rephrase from another perspective or direction, limited practical knowledge

Expectations – not articulated, frustrating especially when you go into a test, or grade is determined on one or two data points due at the end of 6 or 12 weeks of class

In the Spring of 2004 I had the opportunity to work on the "Seeking Excellence" project, where 101 T-birds from 24 countries talked about drivers of excellence here at Thunderbird. Through this project students identified the following drivers of excellence

among the faculty:

#1. Challenges, motivates, engages students

#2. Relates class to real world

#3. Builds relationships with students

#4. Clear & organized

#5. Involved & accessible outside of class

A year has passed, and the key drivers of excellence remain the same, but what can be done to further improve the areas that are lacking? The campus memory is relatively short – only one other student recalled the Seeking Excellence project. The student population changes each trimester and sometimes the wheel seems to get reinvented or forgotten. This is illustrated by the fact that prior to current TSG Academic Affairs Chair Alex Nepogodiev's resuscitation of the Curriculum Advisory Panel (CAP) it had been dormant for over a trimester. Yet many students are clamoring to voice their concerns over faculty and course content at Thunderbird.

CAP Mission Statement

CAP is a committee of energetic people geared towards strengthening and advancing the academic processes at the school. They will be a communication

touchstone, channeling the voice of the students, faculty and administration over academic concerns. Committee members will solicit and organize these opinions, act on the most pressing and pertinent problems, enact solutions, and ensure desired results are obtained.

Clearly there is a strong desire for this committee on the Thunderbird campus. Many T-birds feel that their voices regarding faculty are often ignored. Although the yellow feedback forms students fill out at the end of a class get scanned by the faculty department head who then reviews and discuss comments with the professor, there are lingering questions over whether every comment is read. Of additional concern is whether all students provide feedback – are the comments a representative sample, or just indicative of the thoughts of the vocal, articulate students that criticize?

As stakeholders here at Thunderbird we all have concerns about the quality of our education and reputation of the school. The CAP committee, coupled with comprehensive constructive feedback, is a positive channel for the Thunderbird community to address academic issues and retain quality faculty at Thunderbird.
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Registration Tips and Tricks

By BECKY SACHER
U.S.A., Winterim '06

Summer 2005 Early Registration is rapidly approaching (March 29th). Are you confused by the registration process? Read this helpful article to answer all of your questions.



BECKY SACHER

Early registration is managed by each student registering themselves on "Access Thunderbird," which can be accessed through the icon located on the left side of your MTB homepage. You will need your Access password so if you have forgotten it, go to Access Thunderbird's Students Menu and select "What's my password." Make sure you have your password before your registration time.

Before Registration week, you will receive an e-mail from the Registrar's office with your scheduled time and date. Save the email.

How do I register? At your assigned time, go to Access Thunderbird, choose the Students Menu then "Register for Classes." If you try to register before your assigned date and time, the system will give you an

error message. Once your assigned time rolls around, you will have until Sunday, April 3rd at 10:30 pm (Arizona time) to register. Remember the system shuts down each night for routine maintenance. See MTB/Registrar/Summer 2005 Registration Information for specifics.

It is faster to register if you know the exact course name, for example: GM 4101 A1. When you register, you will find out if any of your courses are full. If so, you can use your back-up sections or classes. If you want to wait list, please keep the following in mind. You can only wait list GF courses, Global Leadership and Global Strategy. Go to MTB/Registrar/Summer 2005 Registration Information for detailed info about this.

How do you know which classes to take? Take some time to check your student bulletin. If you're still not sure, stop by Student Services and schedule an appointment with Academic Advising.

If you are planning a summer internship you should still register for summer classes during your registration time. Once your internship has been approved and all the required paperwork submitted, you will then be dropped from your summer classes and automatically

registered for your internship. For specifics on internships go to MTB/Site Map/Internships.

Are you going to Guadalajara or Archamps? If so, pre-registration still applies to you. Read further regarding course numbers.

Do you know the course numbers of the classes you want to take? If not, go to the left side of the MTB homepage and click on "Class Schedules." Here you can search for the professor, time and section number of the specific class for the Summer 2005 term. Under the section number, be careful. If it begins with X, this is a class in Archamps. If it begins with Y, this is Guadalajara. Don't sign up for those sections if you will be studying in Glendale. If the number is a 1, the class is offered in the first half of the trimester. A 2 denotes the 2nd half and 3 is a full trimester course.

If you would like more

information regarding professors, word-of-mouth is extremely helpful (talk to the Korean or the Filipino Mafia). In addition, go to MTB/Site Map/TSG/Academic Affairs/Faculty Evaluations. These are student evaluations.

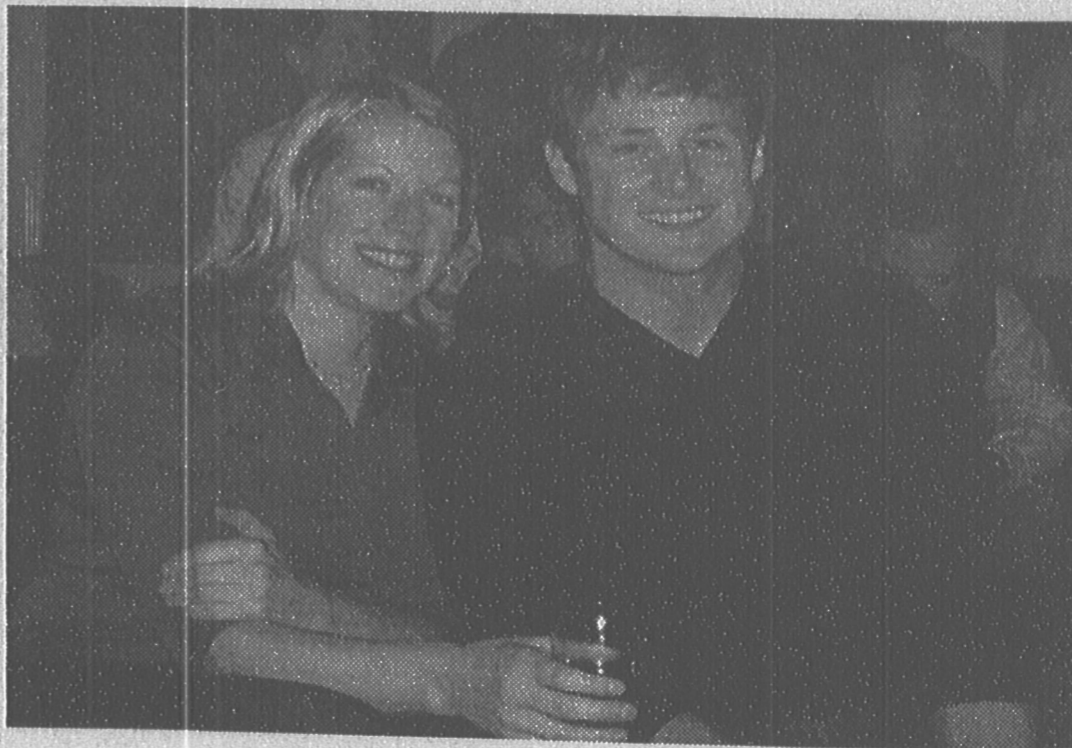
Don't forget that if you have a hold on your record, you need to resolve it before your assigned date and time as any hold will prevent you from registering. Students with holds have been previously notified via email.

The Registrar's MTB homepage is a good resource for the registration process. You can click on "Summer 2005 Registration Information" for directions and FAQ's.

If you have made it to the end of this article, congratulations! You are now ready to face the fun of early registration.

Good luck and happy studying.

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Anda Bolsteins and Bryan Stewart consider what classes they should register for over wine

Five Questions for Professor Fong

By GBEMI DISU
Nigeria, Spring '06
TSG Student Activities Chair

I had Professor Fong last trimester for IPE and absolutely loved it. His uncanny ability to utilize humor while still imparting knowledge to the student sets his class apart as one of the most memorable ones that I have had thus far at Thunderbird.



GBEMI DISU

What is your specialty (what unique experience/skill do you bring to Thunderbird)?

Well, my specialty is in international technology policy and government/business relations in support of technology development in countries ranging from Taiwan, Japan, China and USA as well as the EU. I am not a tech guy in the sense that I do not bring engineering expertise but rather technology related issues!

What class that you don't teach would you recommend T-birds take and why?

For any student who has not lived in or visited a developing country, I recommend taking a course or internship that takes them to a developing country in Africa, Asia, Central/Eastern Europe, Middle East, or Latin America. Course-wise for Thunderbirds, that means either a Winterim or an exchange program. I wish there were more such opportunities

included in the main program. It is important for all Thunderbirds to see how 4/5 of the world's population lives — let alone does business.

What do you do (hobbies, side businesses etc) when you're not on campus?

(He had a fun response to this that cracked me up!) I am a big movie buff! I love to watch foreign films, old black and white movies from 1940s, especially film noir and detective movies. I have a huge poster of Humphrey Bogart and look to "Bogie" for inspiration when I am in my study at home.

Why movies and those types in particular?

Well, watching movies at



Professor Glenn Fong

home is so much more fun because I have a big screen TV, an extensive DVD collection, an all-region DVD player and most importantly a "rocking sound system"! This way I can watch movies from all over the world without having to worry about getting just those that play on US DVD systems!

Wow! Can I move in now?

What are the most important skills that you think T-birds

should develop?

Every T-bird should learn to look at issues from a different perspective. Take time and use different lenses to analyze things (I heard this once or twice in IPE). This is more than just putting yourself in someone else's shoes, its using it frequently in making analytical decisions so you see it from all sides regardless of your stance on the issue.

What has been your craziest cross cultural experience?

Okay, so in Glendale, I am a professor at a top school, it's a fair assumption that I am smart right?

Yes, we certainly hope so!

Well, every time my wife and I travel in China, people in public places assume that I am Chinese and start speaking in Mandarin. I of course do not understand what they are going on about and so cannot respond. They look at my wife with a bewildered expression clearly thinking that, "Boy is he a bright one or what, maybe he is just crazy?" My dear wife tries her best to rescue me and explain how I am actually Chinese-American and don't speak the language and so was not being rude or stupid but actually did not understand what they were saying. They smile and acknowledge her comment but still give me the pitying glances given to someone considered stupid! Talk about differences in opinion, smart in one country, stupid in another!

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Five Questions For Professor Wan

By LING CHAU CHEUNG
Hong Kong, Summer '05

What is your specialty (what unique experience/skill do you bring to Thunderbird)?



LING CHAU CHEUNG

My research interests are in the field of international strategy. I am particularly interested in studying firms' diversification strategies into different industries, different countries, or both, from a cross-country perspective. I am also interested in business groups and international corporate governance. Oftentimes, I use a country institutional perspective to approach these topics. Besides academic knowledge, I had industry experience in both Hong Kong and the U.S. I guess that has increased my understanding and appreciation of international business and cross-cultural management.

What class that you don't teach would you recommend T-birds take and why?

There are a lot! Well, I'd recommend statistics and international corporate ethics. I feel that a solid statistical training



Professor William Wan Surveys the Scenery

will be very valuable for doing good analytical work. There is no question having good qualitative skills is of paramount importance, but we also need to have data to support our arguments. The ability to use statistics to help analyze data is certainly a valuable skill. Corporate ethics is a challenging and important subject. From a cross-country or cross-cultural perspective, corporate ethics is a particular important area that international business managers should pay more attention to.

What do you do (hobbies, side businesses etc) when you're not on campus?

Well, when I am not working in school, I usually work at home! Okay, when I am not working, I like to read novels. I am learning to write poems as well... Outdoors, I think I like hiking. I plan to go hiking more starting this year.

What are the most important skills that you think T-birds should develop?

I think the ability to look at the big picture is the most important. As an MBA seeking to

rise to the top in the corporate world, it is important to have the ability to execute projects. However, that is not enough. We need to have the ability to understand why we are doing it and its possible outcomes. In fact, we should also ask whether or not it should be done to begin with. In other words, if we just sit there and wait for the manager to give us work to do, and then we do it well, that won't get us very far. Understanding the big picture is crucial.

What has been your craziest cross cultural experience?

I can't recall I have any "crazy" cross-cultural experience. But there was one incident that I always remember, and that I was truly impressed. We went to Japan for vacation when we were in college. We were in a Tokyo subway station during the morning peak hours. Everyone was rushing to work. We did not know how to get to Point B in the

station, and so we asked a gentleman the direction. Of course we expected he would just point us the direction, just like people would do in most other countries. Much to our surprise, he actually tried to help us find the place. We did not know whether it was because he was not sure about the exact location and so couldn't describe it in detail to us or because there was a language barrier (we couldn't speak Japanese) and so he felt he had to show us the way instead of pointing us the direction. Or he was so polite to foreign tourists that he didn't want to leave us wandering in a subway station. While he was trying to find the place, we could see him very worried that he might be late for work and at the same time didn't want to leave us "stranded." I thought he was sweating (well-maybe it was just the summer heat...). In order not to delay him further, we said it was okay and we would be able to find it. But he wouldn't abandon us until he found another person to help us! We were greatly appreciative, and this incident left me with a very good impression.

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Five Questions For Professor Babarinde

By GBEMI DISU
Nigeria, Spring '06
TSG Student Activities Chair

After hunting down the elusive Professor "B," I was finally able to get him to answer a few questions about himself. Here are his responses:



GBEMI DISU

What is your specialty (what unique experience/skill do you bring to Thunderbird)?

Well I am both an Europeanist and an Africanist, specializing in International Development. This dual focus is something unique that I bring to Thunderbird, among other things.

What class that you don't teach would you recommend T-birds take and why?

As the AD, I am unable to

answer this question.

What do you do (hobbies, side businesses etc) when you're not on campus?

When I do get time off campus, I love to spend time with my family and exercising. I also attend meetings of civic organizations with which I am affiliated.

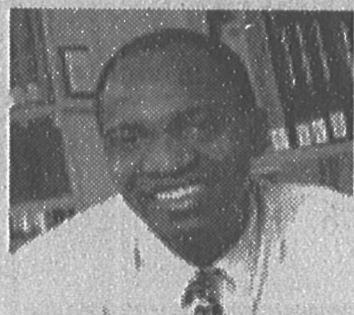
What are the most important skills that you think T-birds should develop?

Every T-bird should have good communication, analytical and presentation skills. Of course, a global mindset is a given!

What has been your craziest cross cultural experience?

During the 2002 Winterim

in South Africa, what was supposed to be a brief restroom stop at a mini-mart Total petrol station while in transit from an event to our hotel, turned out to be a 2.5 hours of partying outside the gas station, when all but two of my 15 students (and our South African Hosts) spontaneously started dancing to a popular South African song that blared from the cassette deck of one of the buses in our convoy. What's



Dr. Olufemi Babarinde

more, the South African passers-by, who came to transact business at the gas station, and even some members of the South African army, joined the party. All attempts to end the party that Friday evening proved futile, as I watched in utter disbelief!

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Cinco Preguntas por Profesora Carmen Vega-Carney

By GENEVIEVE GUTIERREZ
U.S.A., Spring '06
Assistant Editor



Can't Read This?
• Check out the
Translation
Below

¿Cuál es su especialidad (que experiencias/destrezas únicas trae Ud. a Thunderbird)?

Mi especialidad es la lengua y la cultura hispánica, especialmente como se representa en Latinoamérica, pero sin olvidarnos de España por la conexión histórica, y claro, dentro de esta perspectiva amplia, el estudio de la cultura y de la lengua comercial. Mi destreza principal es el amor a la vida. Mi otras destrezas son saber enseñar el Caribe hispano y la lengua comercial dentro de la cultura latinoamericana.

¿Qué curso de los que no enseña Ud. les recomendaría a los estudiantes y por qué?

Una que no enseñamos. Deberíamos tener una clase de etiqueta y de buenos modales aunque la mayoría de los alumnos son divinos, muy bien educados... pero algunos dejan mucho que desear. Estos necesitarían saber cómo dar las gracias, pedir permiso, ser corteses siempre - aunque 'lo cortés no quita lo valiente,' que quiere decir que todo se puede decir siempre y

cuando la persona sepa escoger el vocabulario y el tono adecuados que se ajusten a la situación.

¿Qué hace Ud. cuando no esté en el campus (pasatiempos, negocios, etc)?

Leo mucho, me encanta cocinar (platos de comida latinoamericana y española), y canto (me la paso cantando y escuchando música), camino por las montañas, miro alguna que otra película extranjera - uno ve otro mundo con el cine. Leo mucho de la historia colonial de Latinoamérica, mucho de Cuba contemporánea - no soporto las novelas, ¡absolutamente no!

Desde niña, en Puerto Rico, siempre hubo en mi casa mucha información sobre Cuba y todo el caribe y nosotros decíamos un poema: 'Cuba y Puerto Rico son del pájaro las dos alas/reciben flores y balas en el mismo corazón.' Tenía curiosidad sobre lo que quería decir el poema; siempre he estudiado Cuba y he desarrollado un intenso interés por Cuba.

¿En su opinión, cuáles

son las habilidades más importantes que deben desarrollar los T-birds?

Las más importantes son las de las funciones del comercio - saber como trabajar bien y triunfar en cualquier empleo que



Profesora Carmen Vega-Carney

les traiga el futuro. Sin embargo, además deben saber comportarse de una manera profesional siempre. Darles la impresión a los demás de que están al día en los asuntos del mundo. Deben saber comunicarse en otras lenguas. Saber leer entre líneas (tener un sexto sentido cultural), que tengan las destrezas de poder interpretar diferentes ambientes culturales.

¿Cuál fue la experiencia trans-cultural más graciosa o interesante que le ha ocurrido?

Cuando la Profesora Carmen vino por primera vez a los Estados Unidos en 1966, a visitar la familia de un amigo que luego sería su esposo, la familia de su amigo (irlandeses) le hizo una fiesta de bienvenida. Como la profesora es puertorriqueña, la familia suponía cierta uniformidad de toda Latinoamérica y en la fiesta decoraron con sombreros mexicanos y sirvieron comida mexicana.

Dice la profesora, "La globalización todavía no había llegado a mi pueblo," explicando que ni siquiera tenían televisor en su casa y sabía muy poco del México de todos los días, "¡Yo no sabía lo que era un taco, una enchilada! Pregunté: '¿Es ésta comida irlandesa?'" Dice que se sintió avergonzada cuando todos se rieron y la familia le confesó años después que se sentían iguales de ignorantes en esa primera confusa experiencia irlandesa-estadounidense-puertorriqueña-mexicana.

Five Questions For Professor Carmen Vega-Carney

What is your specialty (what unique experience/skill do you bring to Thunderbird)?

My specialty is Hispanic language and culture, especially as it's represented in Latin America, without forsaking Spain, and its historic connection. Within this broad perspective, the study of commercial culture and language is a primary focus. My main skill is love of life. My secondary skill is knowing how to include studies of the Hispanic Caribbean in my classes

and how to apply commercial management skills in the Latin American culture.

What class that you don't teach would you recommend t-birds take and why?

We should have an etiquette and manners course, even though the majority of the students are fantastic and very well-mannered... but some leave much to be desired. Some students need to be reminded to say thank you and excuse me. It is

important to always be courteous - even though 'courtesy does not replace bravery,' meaning that anything can be said if a person selects the adequate vocabulary and tone, and adapts to the situation.

What do you do (hobbies, side businesses etc) when you're not on campus?

I read a lot, I love to cook (Latin American and Spanish dishes), and I sing (I'm always singing and listening to

music), I go walking in the mountains, watch a lot of foreign films - you see another world which a book alone would not show you. I read a lot about Latin American colonial history and a lot about contemporary Cuba - I can't stand novels, absolutely not!

As a child in Puerto Rico, there was always a lot of information available about Cuba and the Caribbean, and everyone always repeated this poem: 'Cuba and Puerto Rico are two wings of the same bird that receive flowers and bullets in the very same heart.' I was always curious as to what the poem meant, and so I've always studied Cuba and I've developed an intense interest in it - an incredible curiosity.

What are the most important skills that you think T-birds should develop?

The most important skills are those of business - to learn now to

work well and succeed in any job. Additionally, they should know how to always behave in a professional manner and give the impression that they're well-informed in world affairs. It is important to be able to communicate in other languages have the skills to interpret different cultural environments before speaking - read between the lines.

What has been your craziest cross cultural experience?

When Professor Carmen came to the United States for the first time in 1966 with her friend, later to be her husband, his family of Irish descent prepared a welcome party for her. Her husband's family assumed a certain cultural uniformity throughout Latin America and decorated the house with Mexican sombreros and served typical Mexican food. The professor, being of Puerto Rican descent, said "Globalization had not yet arrived in my small town." She explained how she didn't have a TV set in her home and knew very little about Mexico. "I didn't know what a taco was! I asked them: 'Is this Irish food?'" She said she felt ignorant not knowing anything about Mexico, and the family confessed to her years later that they also felt ignorant for their cultural confusion.

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COUNTRY GABLES

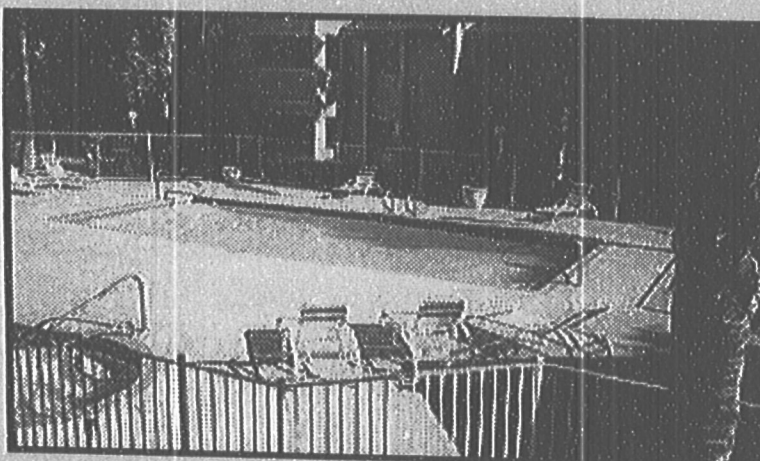
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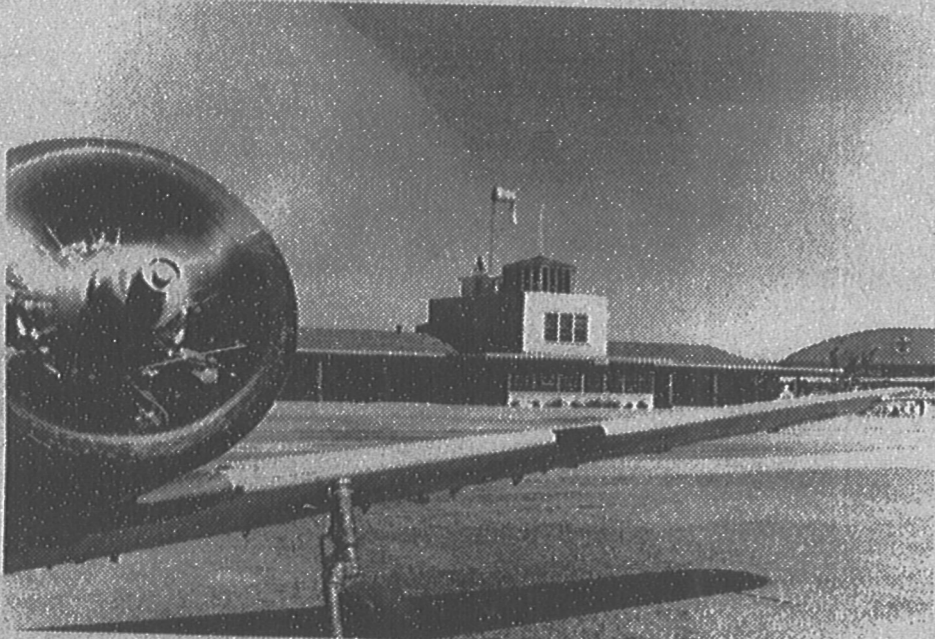


Welcome - 歡迎 - Recepción - 歡迎 - Willkommen - Υποδοχή - Benvenuto - 환영 - Boa vinda - Добро пожаловать

Stars and the Sky, Hollywood and the Makings of Thunderbird

By DUNCAN BOOTHBY
U.S.A. / U.K., Spring '05

1940, and life was good in America. It was an era of brave men and big dreams.



A prop plane in front of The Tower

Leland Hayward and Hap Arnold were two such men and Thunderbird was their idea.

The Golden Age of Cinema had placed Hollywood as the undisputed world capital of entertainment and movies were becoming one of America's most important exports. At the same time, private aviation was capturing the imagination of the public and Howard Hughes had just won the Congressional Medal of Honor for breaking the round-the-world record, flying his Lockheed Loadstar.

Life was not as good in Europe, however. And while Congress was dragging its feet, prescient military men like General Henry H. (Hap) Arnold felt it was only a matter of time before the US

would be pulled into WWII. What's more, General Arnold recognized the vital role of air power in this conflict and saw US forces as dangerously unprepared to meet these demands. At the time, the US

Army Air Corp, for there was no dedicated Air Force in of itself, operated outdated equipment and could train only 500 pilots a year at its sole flying school at Randolph Field, San Antonio, Texas.

Frustrated by Washington's inability to recognize the looming implications, Hap Arnold appealed to his friends with a business opportunity - the creation of civilian contract military training schools.

Leland Hayward, the legendary Hollywood agent and producer, loved flying and was an ardent patriot. Jumping at the opportunity, he started Southwest Airways, the venture that would provide civilian training for the Army Air Corp at the Thunderbird air fields.

Hayward, who would produce a string of blockbuster hits in Hollywood and on Broadway, was the agent and confidant of over 150 stars including Greta Garbo, Cary Grant, Gene Kelly, Fred Astaire and Ginger Rodgers. Hayward convinced many of his stars to invest in Southwest Airways and the roster of shareholders read like a who's who of Hollywood and Culver City. Southwest and Thunderbird's original investors included Jimmy Stewart, Henry Fonda, Cary Grant and Daryl F. Zanuck

On the second of January, 1941, ground was broken on Thunderbird airfield, over 1,000 acres in the desert town of Glendale, Arizona, a few miles out of



A Pilot With His Plane

the cadets in the original corps lounge which is where Wilson hall now stands. It is said that on quiet, starry nights the soft sounds of his melodies can still be heard.

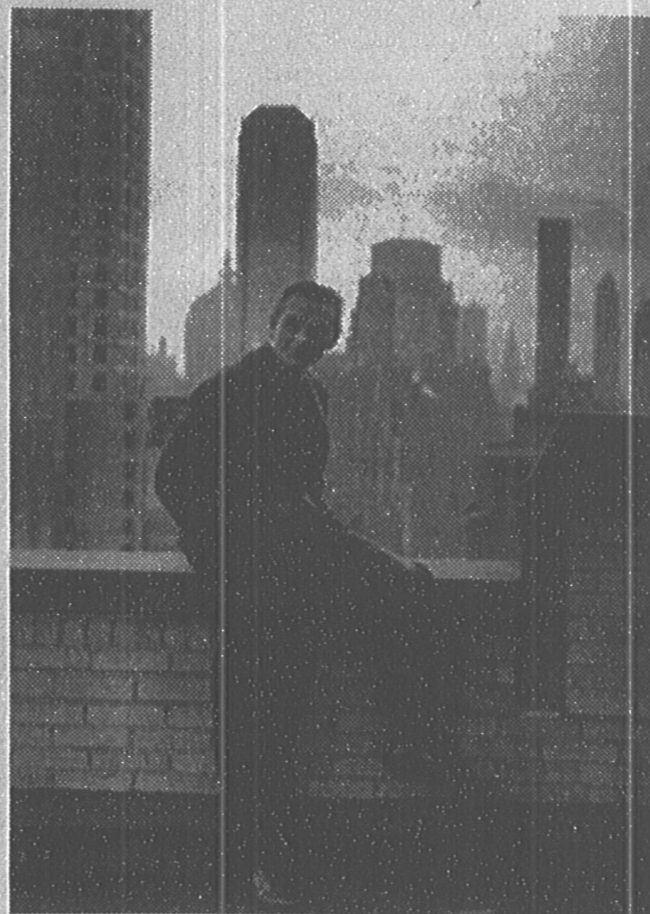
By the end of the war, Southwest Airways was the largest training contractor in the nation and would train over 17,000 pilots from over 30 countries. Thunderbird I, the site of today's Garvin School of International Management, was the only airfield in the U.S. to train Chinese cadets of Chang Kai-Chek's army. Given the inherent communications

needs, Thunderbird started a highly regarded language program. Graduation ceremonies started a tradition which celebrated this international diversity called "the parade of flags".

Preparing young men to fly would be an auspicious metaphor for Thunderbird Airfield's modern purpose and likewise, the themes of greatness, service and, of course, friendship. You walk on hallowed ground and are preceded by giants. And today, your future is as bright and beautiful as the Arizona sky above you.

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Das Tor would specially like to thank Nelda Crowell, Thunderbird Archivist and friend.



Leland Hayward
(Source <http://www.classicmoviefavorites.com>)

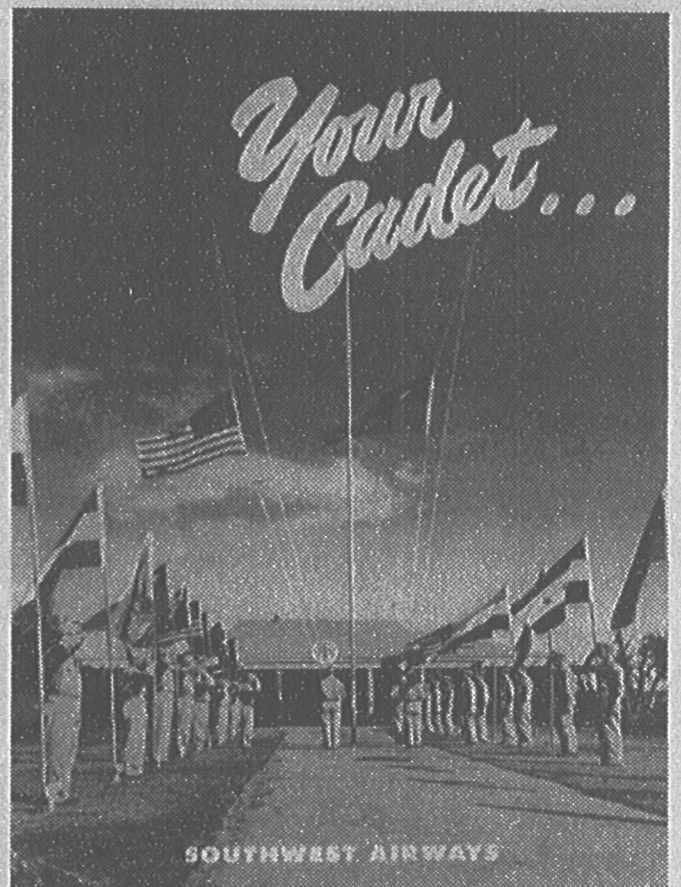
Phoenix. With an original estimate of \$300,000, the budget was increased fourfold as the Army rapidly expanded its programs.

Designed by renowned architect Millard Sheets to look like a Thunderbird from the air, the facility rapidly gained the reputation of being the country club of the Army Air Corp, boasting two swimming pools, aerated cooling, over 400 shade trees and a gardening team of thirty who maintained thousands of flowering plants and vines.

In 1942, 20th

Century Fox produced a feature film titled "Thunderbird", starring Gene Tierney, Preston Foster, Johnny Sutton and Jack Holt. The Thunderbird air fields served as a location for large portions of the shooting and cadets were used as extras in the film.

Hoagy Carmichael, the wildly famous composer of hits like "Stardust", was not only an investor but would come and entertain



Parade of flags shown on the cover of "Your Cadet" magazine



Archival photo

Latin Lovin' Regional Night is a Cultural Blast

By GENEVIEVE H. GUTIERREZ
U.S.A., Spring '06
Assistant Editor

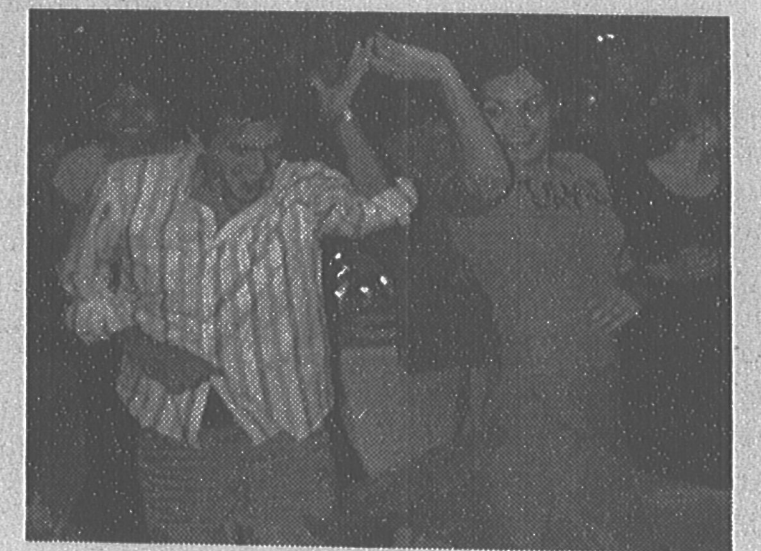
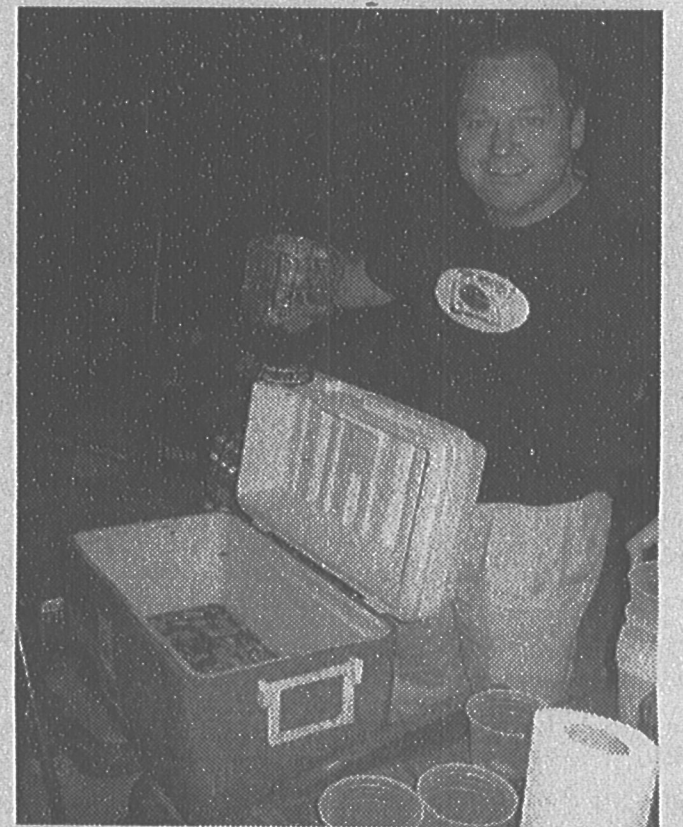
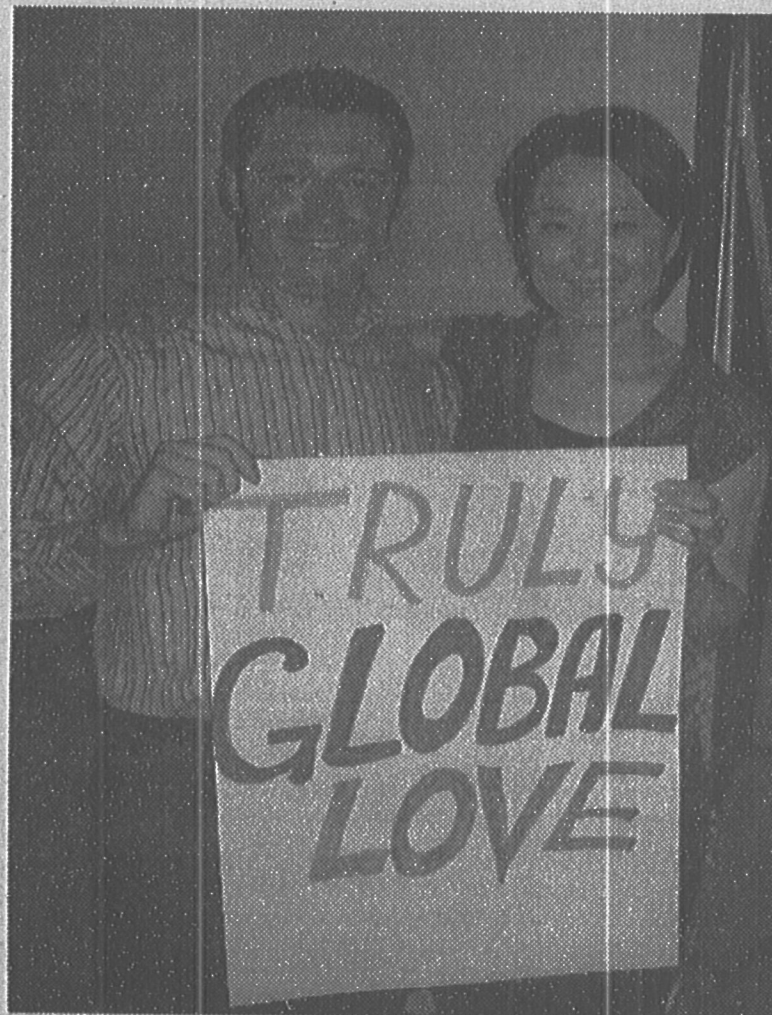
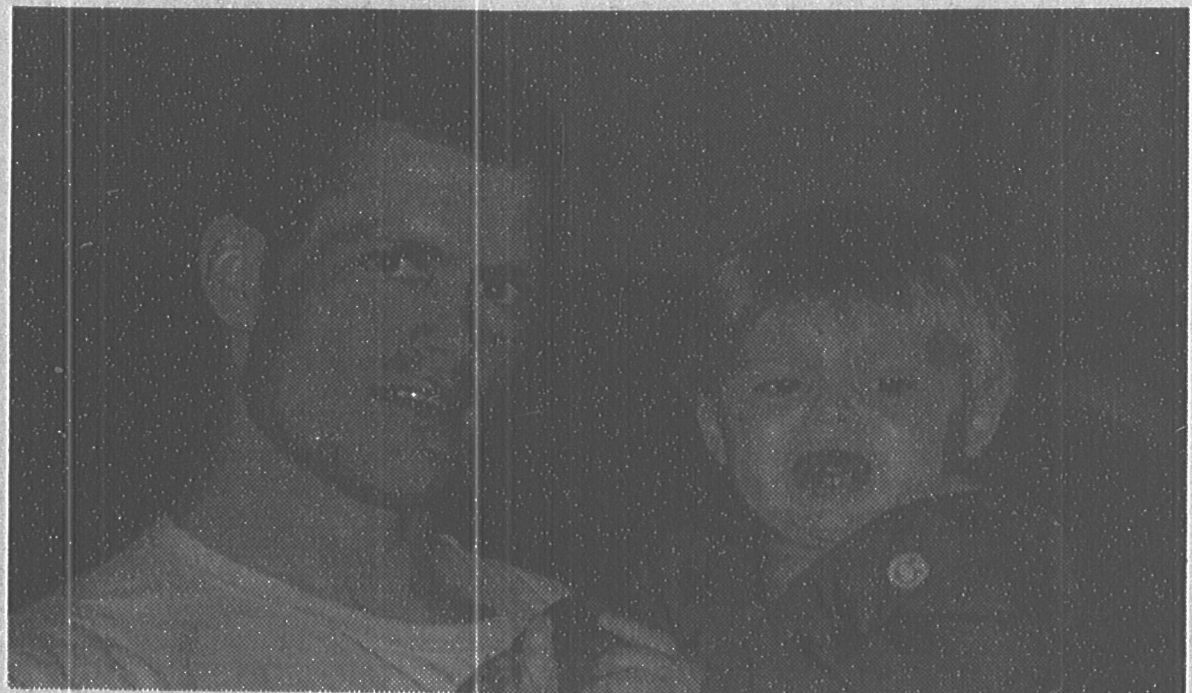
On Saturday, February 19, T-birds from all over the world gathered to celebrate the Love at the Americas' Regional Night.

The Latin Business and Culture Club, the Thunderbird Mexican Association, the Brazil Club and the International Women's Club demonstrated to the student body all that the Americas have to offer in music, dance, food and culture.

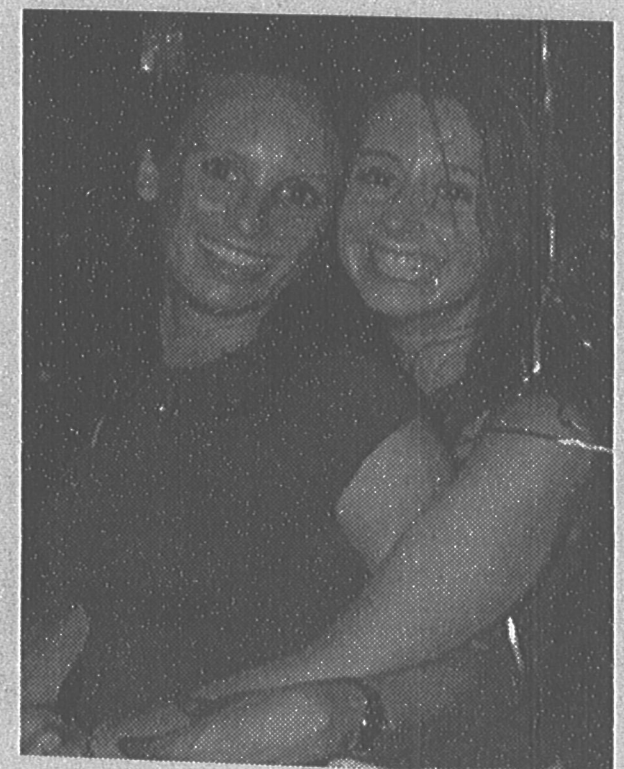
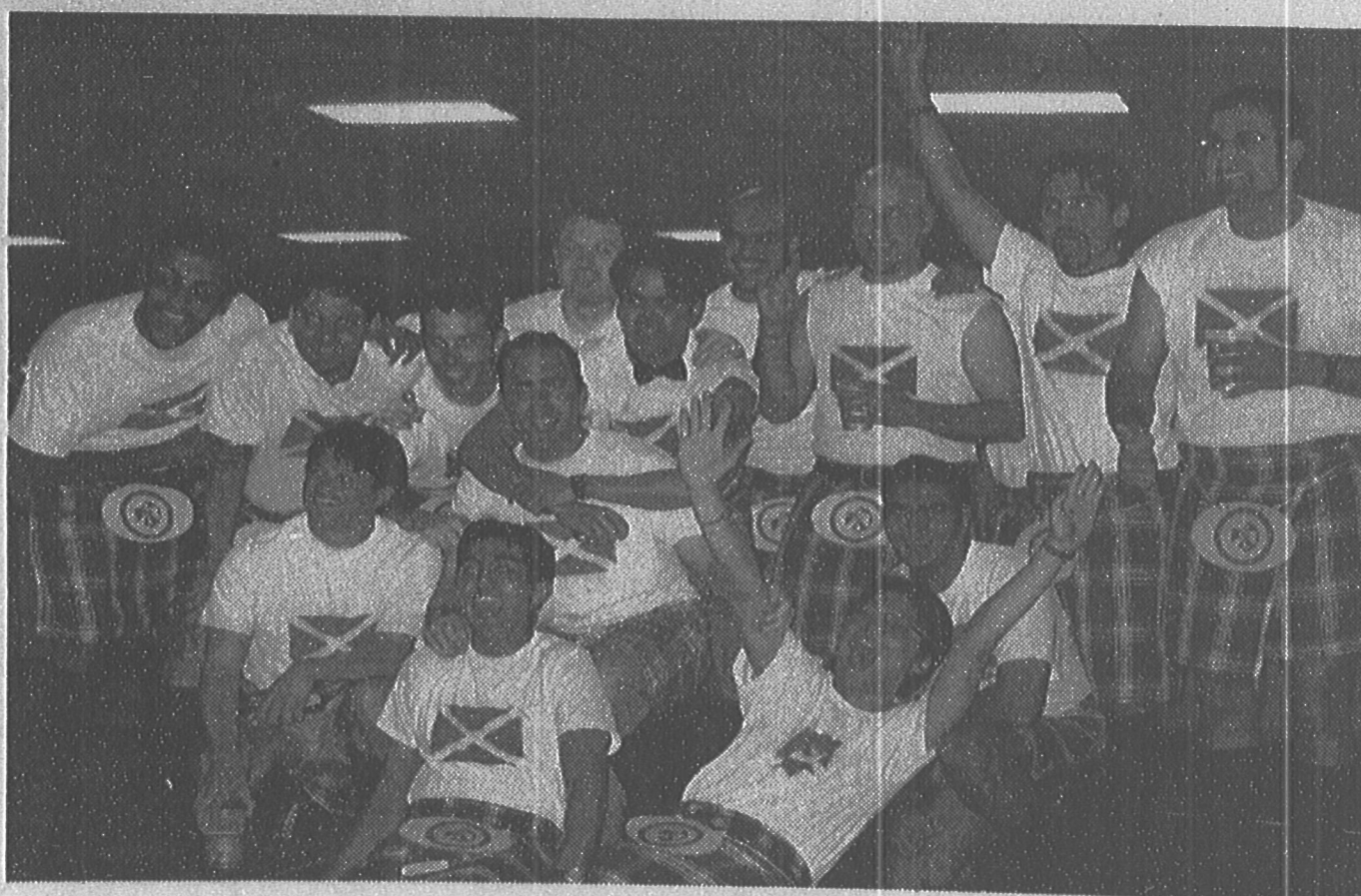
The party started with decoration in the early afternoon. After guests enjoyed the cuisine ranging from Brazilian feijoada, to Mexican tacos, to good ol' American root beer floats, entertainment was provided in exhibitions of capoeira, tango, and salsa.

The party lasted well into the wee hours of the morning as DJ Andrés Swett spun the representative gamut of Latin America beats - fueled by a fountain of caipirinhas and love of the Americas.

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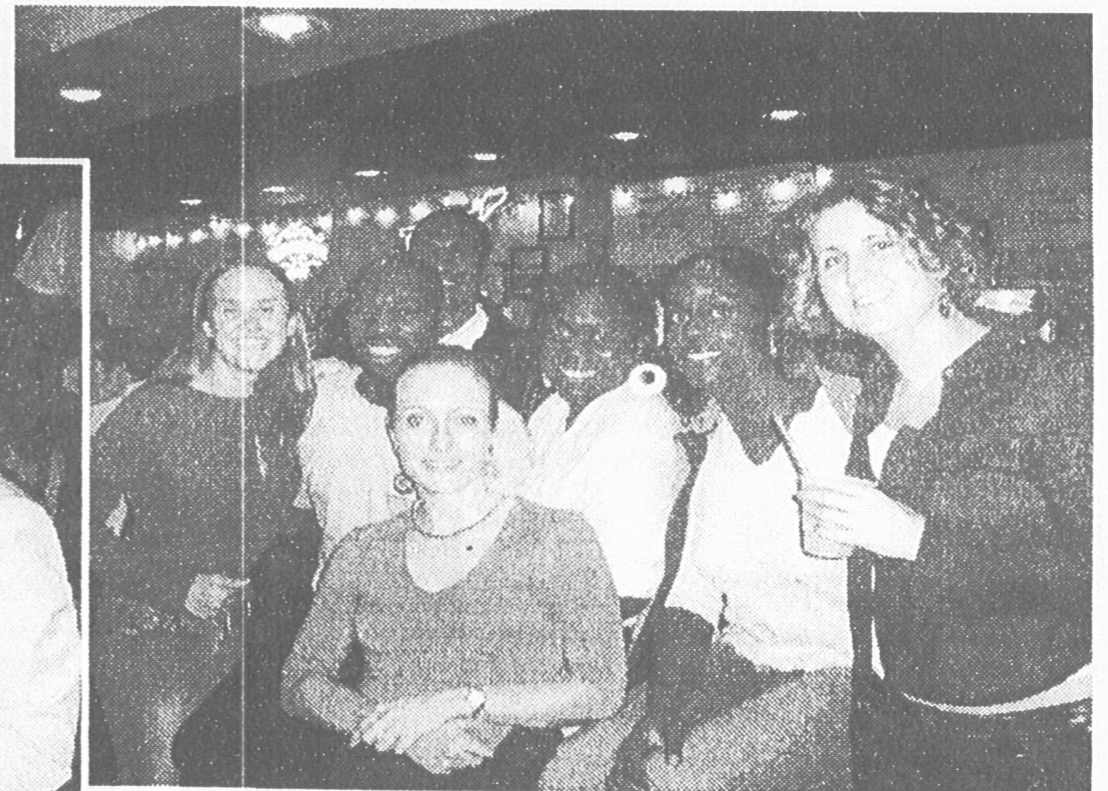
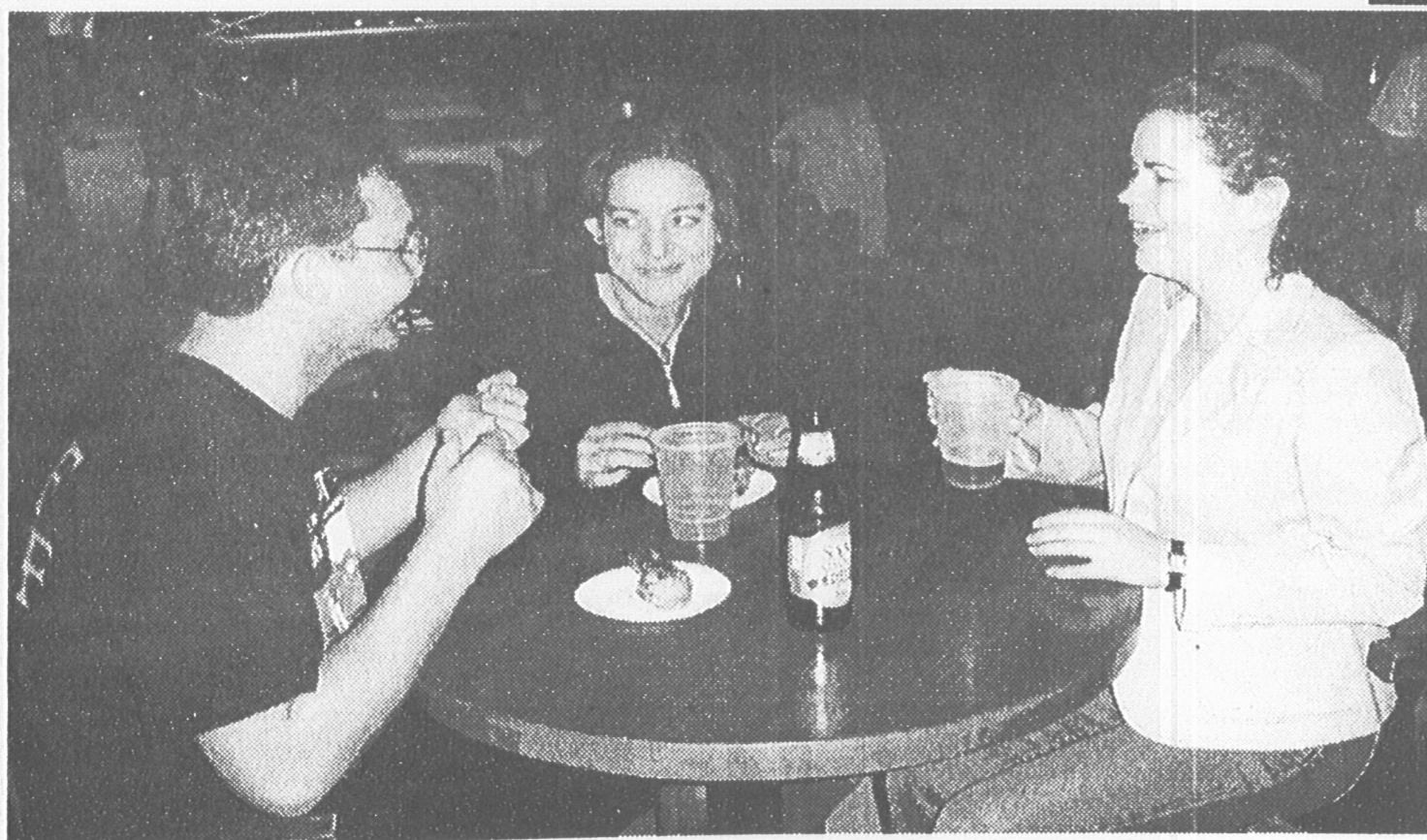
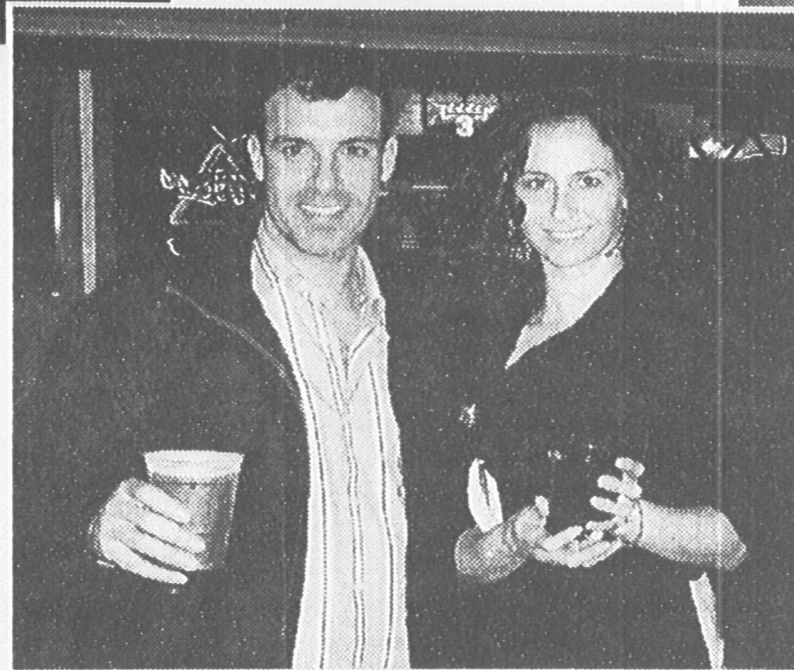
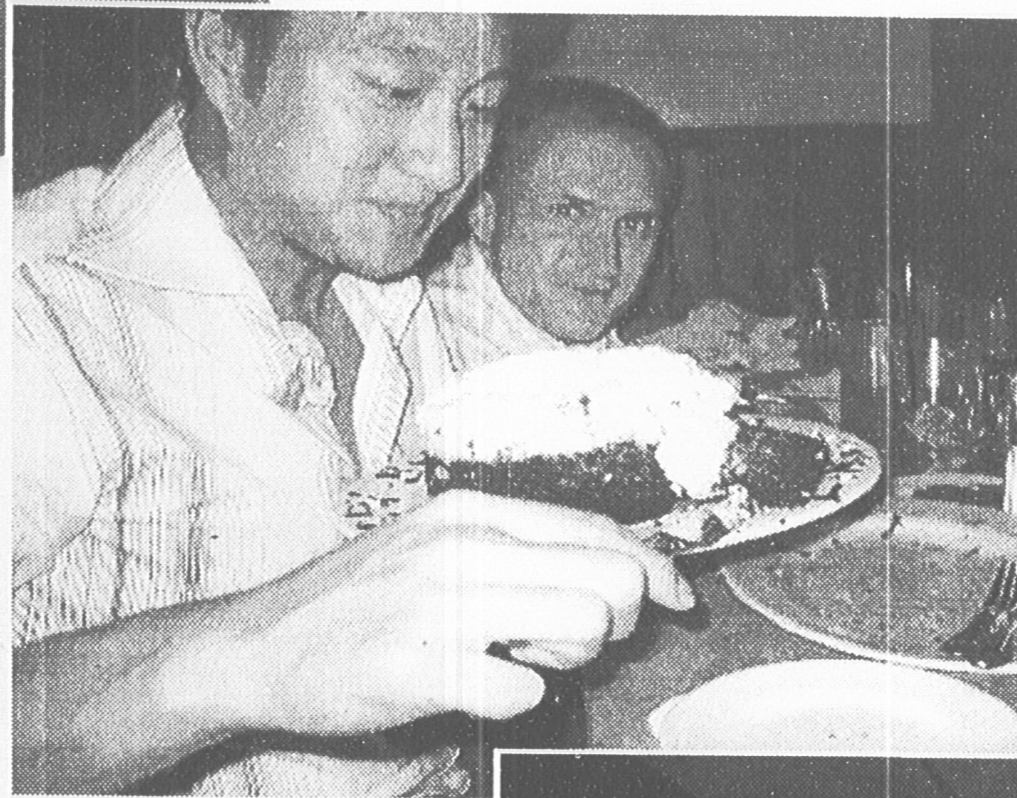
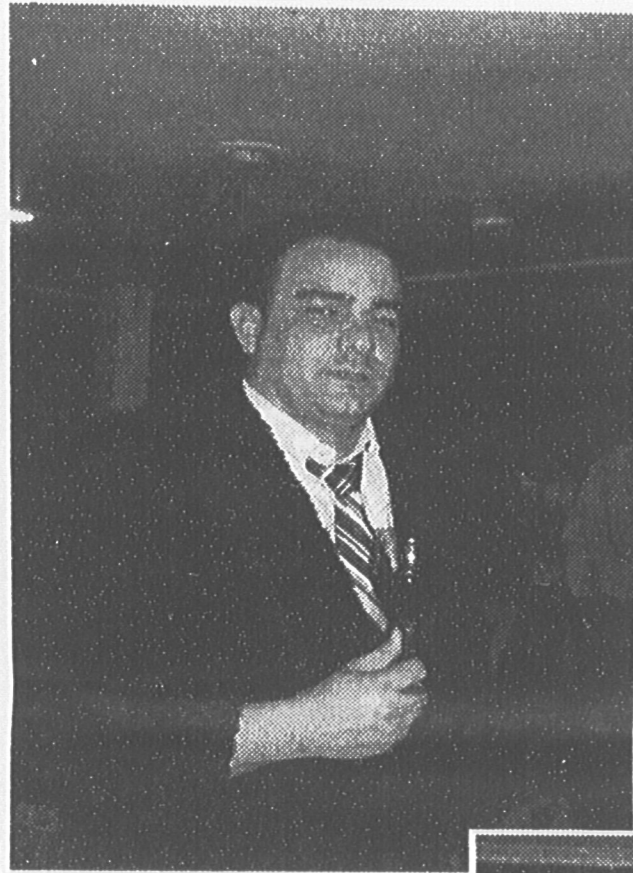
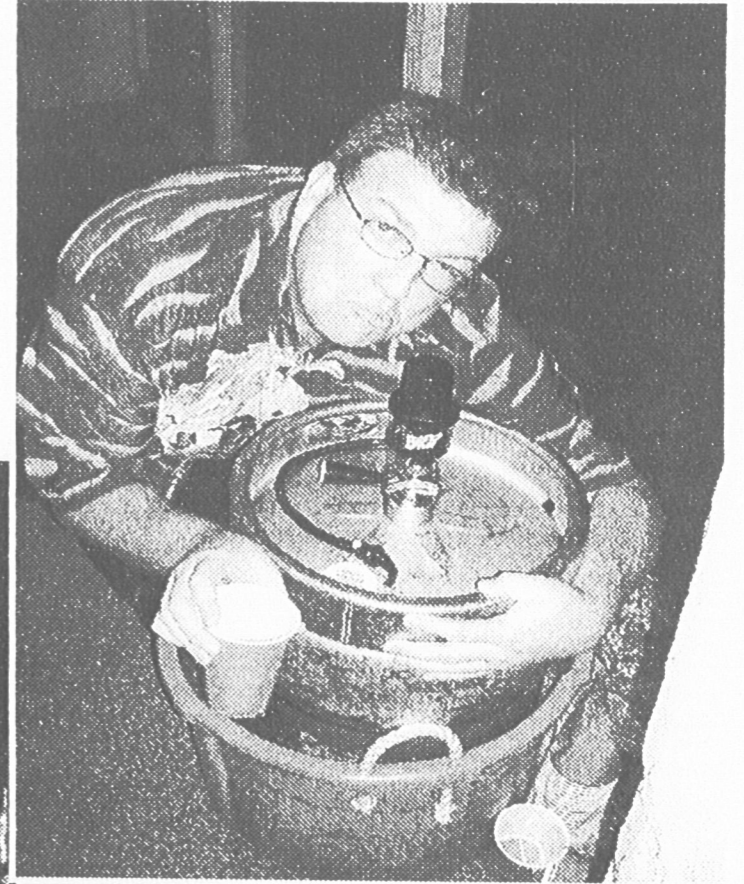
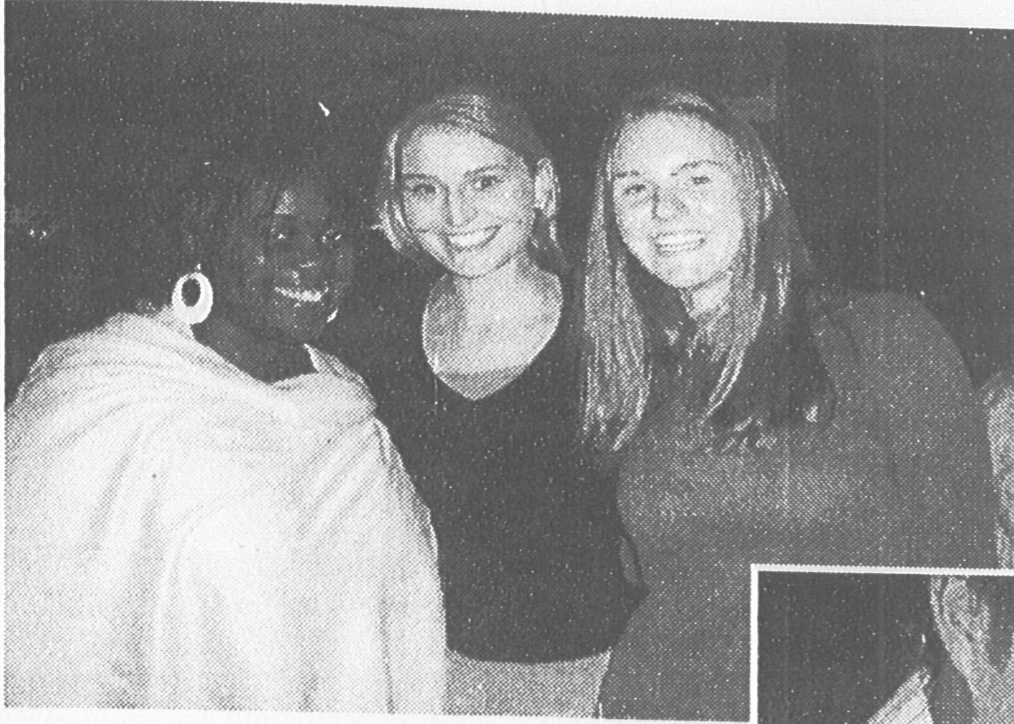
Pictures from Americas and Europe Regional Nights



OUT AND ABOUT

March 15, 2005

Page 19



From the Marketing Mix to the "Bazaaring Blend"

By KAI GYLLSTROM
Finland, Spring '05

As Jonathan Knowles stated during his presentation "Bridging the Gap between Marketing & Finance", markets are experiencing significant changes and the old marketing playbook might not be valid in the future. The middle class is vanishing and the "creative class" of Richard Florida is taking control. Furthermore, the liberalization of global trade, general over-supply, and increasingly rapid access to information has all contributed to what we call perfect competition. As most products have turned into commodities, the customer now has absolute power and the term "marketing", as we know it, is becoming obsolete.

I argue that markets are adapting the characteristics of a bazaar. Margins are squeezed by demanding customers, competitive advantages are quickly replicated by competitors and consumers are increasingly immune to marketing efforts. While agreeing in many aspects with Mr. Knowles, this article will not regurgitate his presentation. Rather it will address current issues, major trends and innovative business models as well as discuss their implications using examples from the fashion and design industry. Furthermore the goal is to introduce as many new marketing buzz words and suggest a solution to current dilemma of marketers; the "8th P". Welcome to Bazaaring 101!

Kings become Dictators

Today many companies already operate in a bazaar-like environment. These "bazaars", as I envision them, are cramped with hundreds of sales people pushing the same commodity. As all products look the same the customers walk from stand to stand bargaining. Eventually prices fall until the sales people give away their products practically for free, hoping to form a lasting customer relationship. This is already the case in many industries, such as cell phones and printers, and I foresee that such trends will spread to other sectors as well. I witnessed this first hand working for a textile supplier of Wal-Mart. Forget about calling the customers king; the correct term is dictator.

Not all companies seem to have realized this drastic shift in power and its implications. Many businesses still lack accurate customer profiles and information about the order cycles of key partners. Furthermore, they do not understand how expensive it is to acquire a new customer or to maintain a bad one. While working in Germany, I came to realize that the traditional 20/80 Pareto-rule had transformed into something closer to 20/150. As 20% of our retailers represented 150% of revenues, the remaining customers had to have

been extremely unprofitable.

21st Century Descartes

With a background in fashion marketing, I have come to understand that successful products touch the consumer on an emotional level. Jonas Ridderstrale, the author of "Karaoke Capitalism", states that while global consumption has grown by 29%, the equivalent sales' increases in pearls, luxury cars and yachts has been 73%, 74%, 143% respectively. Today's consumers want to express their individuality through consumption and the phrase "I shop, therefore I am" has replaced the original version of Descartes. Hence, the way we conduct marketing will eventually have to change too.

With less free time on their hands and more disposable income to squander, consumers appear to spend more on experiences and luxury goods. Off-duty everything has to be perfect and only the best brands are good enough. While shopoholism spreads like a virus, it is progressively more difficult for marketers to increase share of the wallet. Why is that?

The Red Carpet Phenomena

As consumers are increasingly skeptical towards advertising, marketers need to develop attitudes, create awareness and transmit trends in new ways. Victoria's Secret dominates the lingerie category with a multitude of product introductions each year supported by television advertising. This position is reinforced by an aggressive internet presence and an active direct marketing program. Simultaneously, the extremely successful Spanish specialty retailer Zara relies solely on word-of-mouth referrals. Victoria's Secret probably knows that they are wasting half of their marketing budget. The problem is that they don't know which half...

Consequently, the weight has shifted from mass advertising

to creating trends by controlling public opinion. Reference groups, such as celebrities, are perhaps the most influential people. For new clothing items or accessories to become fashionable, they must first be adopted by some group with acknowledged respectability. If it hasn't been spotted on the red carpet, it isn't in! Or can it be?

"CPR Marketing"

Consumers' immunity to advertising has increased the importance of trend setters. Sarah Jessica Parker, the star and producer of "Sex and the City", became the trend setter featuring her favorite brands on the show; among them products of my previous employer Marimekko. Today Mrs. Parker promotes Gap.

A common mistake is, however, that these "enlightened ones" are solely celebrities. As product placements and sponsoring has become more evident to the public, consumers crave more subjective referrals. "CPR Marketing" refers to when consumers revitalize, or breathe life into; a brand by adapting their products and spreading the trend by word-of-mouth. Malcolm Gladwell, the author of "Tipping Point" tells the fascinating story of the come back of the Hush Puppies. The brand had become old fashioned and experienced a drastic drop in sales. Nevertheless, everything changed when some "cool kids" in the East Village started wearing the shoes as a fashion statement. When designer Isaac Mizrahi saw the shoes being worn in the NYC hot spots, he decided to use them in his fashion show. Consequently, the demand for the Hush Puppies sky rocketed. The management team of Hush Puppies later admitted that they had never even heard of Mr. Mizrahi...

Disposable Fashion

Mizrahi and others would probably agree that price has never really been an issue in fashion as people are less concerned with money in their quest to stay trendy.

Hence, traditional design has been the distinguishing factor in the industry. Today, as companies such as H&M have introduced "disposable fashion" and shortened the product development cycle from 16 months to less than 20 days, anyone can afford to look sharp. Furthermore, as a sketch or drawing finds its way to the store shelf in less than 3 weeks, innovative design is no longer a competitive advantage. Replicating trends the fastest seems to be the key to success today.

A recent visit to Gap in San Francisco made me wonder how the company will respond to their European competitors' increased presence in the US. The American specialty retailer, used to a somewhat monopolistic status in its domestic market, still has a product development cycle of 54 weeks. Although Gap is slightly more focused on basic clothing, it is definitely not an advantage to be forced to predict trends a year earlier than the competition.

Simultaneously H&M has consciously deviated from its own business model by starting to use established designers and introduce sub brands. Now the Swedish specialty retailer features garments by the former Chanel designer Karl Lagerfeldt. Target did, however, come up with the idea to mass produce high-end design well before the Nordics. They have already "commoditized" creations by the likes of Michael Graves and Philippe Starck for some time.

The "Commoditization" of Lifestyle Products

Today most markets are dominated by a small number of large players, competing mainly through price and scale. As innovative business models have transformed the competitive landscape, style, quality and options have deteriorated. Furthermore, it has led to what I call the "commoditization" of lifestyle products. When hosting

a dinner, guests may comment on having seen your furniture at the IKEA down the road. The beautiful linen you buy for your significant other in New York is also sold at the local Target. More disturbingly is that trend that many homes are starting to resemble settings from a Crate & Barrel catalogue. As everyone buys their clothing and furniture in the same places, everyone and everywhere looks the same. Furthermore, designs are also becoming less bold and brands are hardly ever recognizable at the designer level. If you thought Ralph Lauren still designs his lines, think again! Hence, I argue that most design brands have completely lost their personality.

The 8th P: Personality

Yesterday, companies competed on price. Today services might be the key, but tomorrow the focus will be on Personality. That is the only way to avoid the bazaar and remain in the market. As Jonathan Knowles said, the 4 P's support a push strategy, which doesn't work wonders in a pull environment. Hence, companies should acknowledge the importance of the "8th P". Organizations need a genuine story, or corporate personality, which appeals to customers and consumers, and differentiates them from competitors and attracts star-class employees.

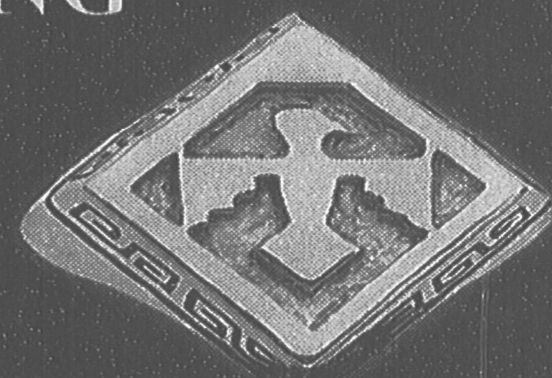
I believe companies should adjust their Marketing Mix instead of replicating the "Bazaaring Blends" of industry leaders. Imitation might be the sincerest form of flattery, but it is also the surest way to lose focus. As benchmarking will only achieve mediocrity, companies have to recreate their business models to reflect who they really are.

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THE ONE RECOGNIZED
AROUND THE WORLD!

TREK to Boston Introduces T-birds to Consulting

By PATRICK HOFFMAN
Germany, Class of 2005

The first Consulting TREK – organized by the Thunderbird Consulting Club and CMC – took place at the end of February. The goals and objectives



PATRICK HOFFMAN

were to provide an educational opportunity for consulting-focused students, expose consulting firms to Thunderbird and its students, and give companies the chance to showcase their organizations.

It was an experiment by the Consulting Club inspired by the Los Angeles and San Francisco TREKs held in the fall. In order to make it accessible to all students, the idea was presented to Kip Harrell at the CMC. He was enthusiastic right away. After

two more meetings, the first Consulting TREK was born. We chose Boston as our destination as many of the major consulting firms are located on the East Coast.

The 2005 TREK program is a vehicle for increasing club and student involvement in CMC efforts to help brand and market Thunderbird and its student “product.”

It is, of course, a great networking event. The group not only visited the different companies, but also had the opportunity to present ourselves to senior management and T-bird alumni. Even though the TREK is not intended to result directly in interviews or in job placements, our group had the oppor-

tunity to meet with HR representatives of the different companies.

Our schedule in Boston included visits to 5 different companies. Firms like Deloitte,

Club Kol Harvey and Stacey Reverby. Our partner, CMC Advisor John Hutchings, helped us with logistical and staff support, company information, and the creation of résumé books.

The CMC also sponsored expenses for transportation, lodging and meals.

view. Out of this group, 12 students were chosen to participate on the Boston TREK. Every participant was required to research each company and prepare appropriate questions in order to get the most out of the trip and to represent Thunderbird in the best way possible.

On February 24, the group flew to Boston. Although we are used to the warm weather and sunny climate here in Arizona, we were nevertheless prepared for the cold weather on the East Coast. Our first company visit started the following day at 8:30 am. We generally spent around 2 hours with each company before we moved on to our next meeting. The group was enthusiastic and well prepared. Everybody participated actively in questions and discussions.

The group could have easily spent more time with each



TREK participants visit BearingPoint

BearingPoint, and AT Kearney made our trip very attractive. The organization of the TREK was mainly led by the former and current presidents of the Consulting

More than 40 students applied for the Consulting TREK. After a first screening of the resumes and cover letters, 20 students were invited for an inter-

continued on next page

From the Career Management Center

By KIP HARRELL
Associate V.P. Professional
Development and Career
Management

March is one of the best times to visit the Career Management Center. The Career Fair is over and many students are



KIP HARRELL

busy with mid-term projects and exams so our advising volume slows down. Although company visits to Thunderbird begin to reduce in number, there are still March and April visits by Coca Cola, L'Oreal, Sandia National Labs, CareerJapan and LG. Watch MTB and CMC Weekly for updates.

For those of you graduating this spring, you will begin to see the CMC Survey pop up on MTB each month. Fill it out.

It takes only about 30 seconds and it will help us help other T-birds. If you have a job, let us know so we can share the good news with others. It helps us all stay hopeful.

For those of you still looking, let us know where, and in what area, if you haven't already. Companies sometimes call us if they are still trying to fill a position and ask for résumés of students interested in a particular function or area.

Drop in to see us or make an appointment. Feel free to meet with any of the career advisors to get a perspective on your search strategy. We can't create a job for you, but we want to help ensure you are using all the resources available to you in your search.

Summer jobs can take many forms. Internships do not have to be highly structured or compensated to be of value. Find something meaningful that

advances your knowledge in the field where you want to find full time employment.

We are here to work with you beyond graduation. There will be graduates who continue to seek employment beyond graduation. You will continue to have access to the student job search tools on MTB as well as alumni career management access.

harrellk@thunderbird.edu

Career Fair Comes to Campus...Literally!

- 17 Corporate Presentations
- 28 Booths
- 33 Companies
- 50% Alumni representatives
- 38 Posted Internships & Jobs
- 311 + interviews and
- 1 barely recognizable TAC

The Spring Career Fair was a success. Recruiters and alumni appreciated the on-campus location and the opportunity to experience Thunderbird firsthand. The consistent flow of students throughout the day made it easier to devote more time and focus on each candidate. Some companies even took the time to conduct on-the spot interviews during the Fair itself and many more informal interviews took place during other Fair events—even at the Pub!

So what did recruiters site as the key to success for those candidates invited to interviews? Focus and preparation. Students who could clearly artic-

ulate their key selling points in the context of the company's specific needs were able to secure those coveted interview slots. Overall, recruiters were pleased with the diversity and quality of the Thunderbird candidates and expressed intentions to continue or expand their recruiting relationships with the school.

From the student perspective, no one missed the bus. The accessibility of the TAC location enabled students to come and go around their class schedules, and not worry about transportation issues and crowded buses. This seemed to even out the flow of traffic and reduced waiting times at the booths, consequently lowering anxiety levels and enabling students to relax (at least a bit!) and focus on the task at hand.

Armed with a thoughtful and specific 30-second commercial, one student was able to approach an alumni representative and make a compelling connection between his skills and the

company's needs. Even though he had not originally considered the company or submitted his resume, he was excited about being added to the interview schedule. "I attended the presentation and really liked what I saw. The alums were passionate about the company culture. I did some research and was prepared the next day when I approached them. Now, let's hope the interview goes well!"

So far, the news is great. A number of second round interviews have been scheduled and even some offers have been made in the days following the Fair.

Improvements to watch for at the Fall Career Fair, October 26-28: Timelier communication of companies' recruiting intentions

Clearer interview location information
Encouragement of additional company presentations
Expansion of student preparation activities and programs

CMC and Korea Club Score with LG

Through the persistent and commendable efforts of Jack Yang, President of the Korea Club, and several other members of the club, the CMC hosted LG Chemical's first visit to our campus. Although LG Electronics and its subsidiaries have come annually to the valley, they normally utilize the facilities of a hotel instead of visiting campus. Several students and a CMC representative also visited LG Electronics in Seoul during the summer of 2002 and 2003.

On March 10th, two members of the LG Chemicals HR department came to campus. They held a reception, presentation, and interviewed 19 students. Later in the evening, LG hosted 25 students at a dinner at a local Korean restaurant. At the reception, various members of the faculty and administrative staff visited with them so that the company might have a better pic-

ture of Thunderbird to share with the folks back in Korea. While here, LG received a CD "résumé book" of all the students in the Korea Club. The CD is an ongoing effort of the club attempting to bring the capabilities of the club members to the attention of Korea-based corporate recruiters.

As you may already know, the Executive Education department was successful in obtaining a contract from LG Electronics for several years of executive training. Now, the efforts of the Korean Club and CMC may be able to spread the mystique of Thunderbird to another division of LG.

The CMC wishes to congratulate the Korea Club and its officers for helping bring a new corporation to campus. We encourage other clubs to do the same. Please contact your advisor at the CMC for assistance.

We've Only Just Begun

By MICHAEL TEAGUE
U.S.A., Summer '05
TSG President

It's not just a cheesy 70's song. This TSG team's time is 25% done (only five months and 15 days remaining). We have had a positive first quarter and wish to carry the momentum. As a presidential candidate last November, I promised to



MICHAEL TEAGUE

address two glaring needs for improvement in our community: Communication and Aramark. In the coming months we will continue to communicate the progress of these improvement projects:

1. Improvements to communications
2. Upgrading the tower facility (lounge and meeting rooms)
3. Launching the Association project
4. Improving the food services provided by Aramark

I understand that many students have input toward these improvements. If you would like to help, please stop by the TSG table at the commons Monday - Thursday 1pm to 2 pm, or email Akhil or me if you are interested in contributing to the success of these projects. It is only through the help of others that we will find solutions to complete these projects.

michaelbeauteague@global.t-bird.edu



Michael Teague shows that sometimes being TSG President is pure monkey business.

It's All a Balancing Act

By JASON HANNAH
U.S.A., Summer '05
TSG Marketing Chair

Thunderbird hosted an alumnus speaker on campus last semester - I can't remember who it was - who said that students shouldn't focus so hard on getting good grades. Although her rationale was well supported with the idea that students should focus their efforts on a career after



JASON HANNAH

school, she also advised not to miss any current opportunities during one's tenure on campus.

Although I agree that students should take full advantage of extra curricular activities, guest speakers and special events, I find it difficult for most of us to do much else than study and go to class.

TSG recognizes this problem too, and is taking long strides to facilitate a schedule more accommodative of extra curricular activities. Some of the things we as students can also do to make the most of our limited time on campus are:

Prioritize - by choosing to spend our time in certain ways over others, we are essentially choosing what's important to us. Obviously learning and career enhancement come first, but choosing to partake in other campus activities can round out our education. For instance, part of our unique educational experience is getting to know the diverse cultures in our small community here on campus. This can be accomplished by talking with classmates over a beer at the pub, attending in a regional night, or listening to a speaker from another country. For students, prioritization may not mean rearrang-

ing the order of importance of our duties (i.e. putting school work dead last), but it could mean allowing ourselves a little more time away from the books to learn in other ways.

Set an upper and lower limit of extra curricular activities in which you will participate. You may want to set a goal to attend one regional night during the semester, listen to two speakers per month, and play cricket every other week. Schedule it. Put in on your planner so you don't forget to attend or accidentally double schedule that time.

Do those activities in jasonh@global.t-bird.edu

which you have an interest, or those you wouldn't mind learning a little more about. And, take a friend with you!

Whether you are looking to find a job with a large or small company, or go to work for yourself, having a well-rounded education will enhance your chances for success and open you up to many more possibilities. Besides, the most fun learning takes place outside the classroom.

Participants Comment on Boston TREK Experience

Continued from page 21

company, but of course, we had to respect the schedule of our hosts as well. At BearingPoint and IBM Consulting, we met T-bird alumni who work in senior management positions. Even if Thunderbird is not the number one business school consulting firms hire from, it does not mean that we don't have a chance. Our MBA program with its different focuses, specialized classes, and unique student body offers opportunities to enter this profession.

The TREK was a great opportunity for everybody to get an in depth view of the consulting field and to make valuable contacts. The mission was clearly accomplished as the participants' feedback shows:

to transition into a consulting career!"

Jim Samuel: "The Boston Consulting TREK was an excellent and unique experience. I am sure we will see lasting results in the years ahead from

remind us of what a great platform Thunderbird is to launch out. The responses from AT Kearney, Stroud Consulting and BearingPoint in particular clearly showed that Thunderbird is a great. Finally it's up to each "T-bird" as to how high they fly!"



TREK Participants at Stroud.

Tracey Nguyen: "This was a fab continued on next pageulous trip! Really gave me a better understanding of consulting- how to market myself and what skills to strengthen in order

this one TREK alone! The CMC and the Consulting club have provided a great service! John Hutchings was a great encouragement on the TREK and provided valuable input. Events like these

Gregory Glasow: "I encourage all Thunderbird students to apply for the CMC TREK. The Boston TREK put me onto a career path-I know I will really enjoy and can best use my

skills. I am now armed with a better understanding of the profession and have already begun a network of contacts with my fellow students and consulting firm representatives."

Negar Nadimi: "The Boston TREK was an amazing professional experience. The exposure to the realities of the industry, as well as the accessibility to senior management was a huge added bonus continued on next page given that most of us students are strategically planning our careers."

Fabio Pelliccione: "The TREK was an extremely useful experience under many aspects. To me, the most valuable one was the opportunity to interact with senior level employees of major international consulting firms who gave us a very thorough insight of the consulting business and of their respective companies."

Luis Birbuet: "The Boston Consulting TREK not

only allowed us to gain exposure and insight into some of the top consulting firms, but equally as important, it allowed us to promote the high-level of talent within the T-bird community."

All TREK participants would like to thank the partners at the CMC: Kip Harrell - who made the idea possible, John Hutchings - our TREK Supervisor, and our Coordinators Karen Friedberg and Gloria Tolliver. We encourage everybody here on campus not only to sign up for the CMC TREKs, but also to be proactive and organize - in cooperation with CMC - such great events and opportunities.

The next TREK is scheduled for early April and will be to Chicago with a marketing focus. Plans are already underway for a fall Automotive Industry TREK to Detroit.

PatrickHoffmann@global.t-bird.edu

First Trimester Reps Introduce Themselves

Paul Mariotti

By PAUL MARIOTTI
U.S.A., Winterim '06
1st Trimester Rep

Prior to returning to the United States and attending Thunderbird, I was heavily involved with the marketing and distribution of a certain line of American dry groceries



PAUL MARIOTTI

throughout the Russian Far East (RFE). As many of you can attest, living abroad often means living in a news blackout, as was my experience in the RFE.

As a new Thunderbird student living on campus, I feel as though I am again in a global business, news, current event and information blackout. As a first tri-representative, I am working on two solutions to improve this lamentable condition:

1) TSG sponsored Financial Times and/or Wall

Street Journal to be offered daily in the commons.

2) Re-evaluate the campus cable channels to include global news and information, e.g., BBC World News, Bloomberg, CNN Business International, etc.

I'm open to any suggestions concerning this core strategy. You can find me at the Pub or email me!

pjmariotti@global.t-bird.edu

Erich Bentz

By ERICH BENTZ
U.S.A., Spring '06
1st Trimester Rep

Erich comes most recently from New York City, where he completed a twelve year stint with Marsh & McLennan



ERICH BENTZ

companies. He began his career after graduating from Trinity College in Hartford, CT as a social worker assisting newly arrived refugees from the former Soviet Union. Erich moved from social work to corporate risk management with the aim of returning to Russia, the country where he completed his senior year of college at the Moscow State Institute of International Relations. In early 1996, Erich was tasked with opening the first Russian office for Marsh, based in Moscow. He lived in Brussels, Belgium for a brief time in 1996 before relocating to Moscow, where he lived and worked until 1999. He traveled Russia and the CIS extensively during his time in the region.

In 1999, Erich, still with Marsh, made a transition from Russia to Austria. Together with a small team based out of Vienna, he managed Marsh's Southeastern European client portfolio and established local offices in Sofia, Bulgaria, Zagreb, Croatia, and Ljubljana, Slovenia. By late summer of 2001, the three new Balkan offices were successfully running, however, final opening celebra-

tions, scheduled for September 11, 2001, were dampened by the loss of 300 colleagues in the tragedy in New York. By early 2002, Erich had returned to the Marsh headquarters in Manhattan.

Erich was born in Connecticut and spent most of his childhood there before his parents relocated to Atlanta, Georgia. His Yankee ties were by then too strong and Erich remained in Connecticut for boarding school at The Taft School.

Erich's wife, Theresa, has joined him in Glendale. Theresa is an Austrian citizen. The two have been married for almost two years and originally met on a blind date in New York City, a few months prior to his relocation to Moscow.

An avid cyclist, Erich rides on a regular basis and is truly enjoying the glorious southwestern weather. Even the recent rain in Arizona is better than the state of the roads in New England in February.

Erich is excited and inspired to be here at Thunderbird. His goal is to return to Vienna, Austria with his wife and, armed with an International MBA, to forge a new career focusing on business development in Central and Eastern Europe.

He is usually manning the TSG desk outside the Commons on Thursday afternoons, so please come by and say hello. You can test his knowledge of the Russian and German languages.

ErichBentz@global.t-bird.edu

Introducing Ece

By ECE BILGE
Turkey, Spring '06
1st Trimester Rep

Merhaba. My name is Ece (as A.J not Ace). I'm an almost-newly-graduated pharmacist from Istanbul,



ECE BILGE

Turkey, who recently started a new life here at Thunderbird. Apart from "lively" Glendale, I love being here so far.

During my college education, I took part in student organizations both nationally and internationally. Being future professionals, students are the key to creating a better world. The more students take active roles in school, the more active they will be in life.

That's why, it's always been an honor for me to work with students.

Being the voice of T-birds, TSG has a very essential role in school, and you are the ones that direct the TSG. Let us be your voice, your liaison. We are here because of you and we are here for you.

ecebilge@global.t-bird.edu

Another Regional Night On the Way

By GBEMI DISU
Nigeria, Spring '06
TSG Student Activities Chair

Are classes getting you down? If this is the case, do not worry because the TSG is bringing yet another smokin' party your way in a couple of days. We've seen how the Latins love in the Americas, and we have had a



GBEMI DISU

tour of Europe! Life can't get any better, right? Wrong! Get out your PDAs, day planners, scribble on your hand, whatever floats your boat. Just mark March 19th on your calendar.

That's right y'all. Africa, India and Middle East regional night is soon upon us. It starts at 7pm and shall be held in the pavilion. If you swayed to the beats at Afrique Night or enjoyed some Tandoori chicken at the pub earlier in the trimester, you know that this is an event you do not want to miss. And for the guys, yes, the

fabulous belly dancers shall be in attendance once again.

A plethora of great entertainment and delicious foods from the Far East, Middle East and Africa awaits you. It shall be a night to remember! Don't be left out of the fun. See you all there. For information on how to get involved with the planning of this event or how to volunteer at the event please email TSG Student Activities Chair, Gbemi Disu.

gdisu@global.t-bird.edu

TSG Brings Back Community Outreach Chair

By TOM ALSTON
U.S.A., Fall '05
TSG Community Outreach Chair

Hello, I would like to introduce myself. I am Tom Alston, the current TSG Community Outreach Chair. My job is to help students locate meaningful volunteer activities and to increase Thunderbird's presence in the community. Traditionally, the person in my position has set up events with organizations like Habitat for Humanity and Make a Difference.



TOM ALSTON

Both do great work and students usually report having great experiences working with them.

Because I plan on continuing this trend, I am currently working with Habitat to set up an event sometime during the second module. Also, I am assisting Jason Passe at the CMC with Make a Difference Day, which will be held on Saturday April 2nd. Jason will be sending out an e-mail and I highly encourage everyone to sign up for what promises to be a great event.

An additional goal is to develop volunteer opportunities geared more specifically toward MBA candidates, which give students exposure to new skill sets and have potential to add to a student's resume. For instance, TSG, in con-

junction with the International Development Association, is working with the Arizona Refugee Center to try and help them apply for grants and possibly help them with a refugee micro-enterprise project.

I would like to like to invite students to e-mail me or stop by the TSG table on Thursdays during dead hour in front of the commons if you would like to know how to get involved. Also, if you know of a local organization that you think Thunderbird should be working with or simply want to chat, please write or just stop by. I look forward to hearing from all of you.

talston@global.t-bird.edu

Dhruv Taneja on Dhruv

By DHRUV TANEJA
India, Fall '05
1st Trimester Rep

Dhruv Taneja. School Captain. Masters in Commerce. Sports Scholarship Winner. Ace Shot. Model.



DHRUV TANEJA

Annual Head Shaver. Lion Tracker. Watch Fanatic. Perfume lover. Worked for India's leading trading firm.

Loves Music. Exotic Food. White Shirts. Family. Sprite. Swimming. Who's line is it anyway. And long drives. Hates Liars... Hypocrites. And Show-offs.

Loves to travel. Been to Singapore, Europe, South Africa, Dubai and Hong Kong. Detained at Hong Kong Airport for questioning.

Yoga Instructor. Para-glider. Landed on a tree while paragliding on the hillside.

Horse Rider. Air Pistol Shooter. Sportsman of the year. Made front page news.

Broke an arm while horse riding. Broke the other one while playing soccer a month later. And the thumb during basketball the very next month. Was in the process of getting a Membership Card from the Hospital.

Fantasizes about BMWs. Cape Town. And Angelina Jolie. Wants to forget the time when he ran on a treadmill in just his underwear in front of 10 people.

Childhood Dream: To work for a Big Car Company. Current Dream: A career in Investment Banking.

A cell-phone freak. Buys one every six months. Terrible Voice. Sang at a concert. Hates reading newspapers.

dhruvt@global.t-bird.edu

“Hitch” A Fun Study Break

By GBEMI DISU
Nigeria, Spring '06
TSG Student Activities Chair

~ Boy Meets Girl, Girl likes Boy, Boy Chases Girl, Boy and Girl End up Together! ~

Sounds Familiar? Well it is. This line could define any of the typical romance movies of our generation. What makes this one worthy to talk about? Well, let's see. There is always the fabulous caramel hottie also known as Will Smith who plays Hitch in the movie and if that's not your thing - then the two bombshells, Amber Valletta and Eva Mendez might make this worth your while!

When I said I would write this, I could see some of my fellow writers' roll their eyes thinking, "of course she is going



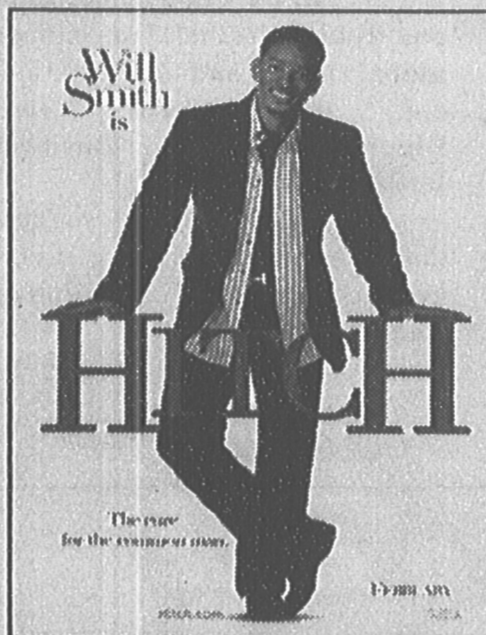
GBEMI DISU

to like this movie, she's a helpless romantic and loves every cheesy movie!" Well, they are right! I did love this movie and apparently, so do did the rest of the US as the movie careened to #1 in the box office the week it was released. It also helped that Valentine's Day was just round the corner when released.

Alex Hitch is sort of a walking romantic infomercial. He, too, was once a bumbling idiot when it came to women. But after he had his first heartbreak, courtesy of his college girlfriend, he used that potentially devastating experience to transform himself into a ladies' man and love expert extraordinaire! He is, of course, willing to share this information with the rest of his fellow men: for a stiff fee! The movie amused me because the clients, who I'm sure were nice people, were nonetheless ordinary, while the women were drop-dead gorgeous. The dork-goddess connec-

tion is made over and over again in movies, but very seldom a dorkette-stud gender reversal!

Hitch takes on a new client, Albert (Kevin James) your average wealthy accountant in



love with his heiress client. This is clearly a challenge however; Hitch feels that helping Albert win Allegra's heart will be his

greatest achievement. But while he's coaching his client, Hitch is falling for Sara, a gorgeous, no-nonsense writer, who prides herself on being able to stop a player before he's even started playing the game. The tables turn, and the love doctor suddenly can't heal himself.

A series of hilarious, unfortunate events occur with Hitch and Sara and he ends up on his butt asking - actually telling her - the reasons why they should be together. They of course, like all great movies should, end up together.

Will Smith is his usual funny self and really helps make the comedy/romance ratio balanced. I felt a bit dissatisfied with Eva Mendez's performance. It could be that this is her first mainstream key role but there were certainly times when I feel that she could have given a bit more to clue us in on her feelings. The second romance

between Allegra and Albert is a modern day, human form of Shrek! They are both awkward and clumsy, but she just hid it very well. With the right guy, Albert, she is able to let it all go, forget she is a classy heiress and just be a girl in love. Realistic? No. Adorable? Yes!

I say, go see this movie if you want to watch a nice, cute and funny movie that leaves you feeling like four midterms in one week doesn't really happen in your world, — it's all a bad dream! If you are in more of a deep, intellectual mood; yeah, this isn't for you. All the ladies out there drag your partners to take you to see this and for all the single gals, go see it with a bunch of girlfriends anyway. It's a keeper.

Rating: 4.5 out of 5

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Shake Your *Bon Bon* to Something Worthwhile

By GENEVIEVE H. GUTIERREZ
U.S.A., Spring '06
Assistant Editor

A large part of the education we receive at Thunderbird happens outside the classroom. I am taking it upon myself to put an end to some cultural mis-education, as it relates to Latin music, which I witness every time I go to the pub.



GENEVIEVE H. GUTIERREZ

"Mayonesa" and "Mesa que más aplauda" are NOT good music in any country. True, they are very danceable and regrettably catchy, but in no way do they even touch on the quality of music that comes out of Latin America. Shakira is a good musician (though this is arguable when it comes to her English music), so keep on singing along. However, if you want a real taste of the good stuff, start with this list (in no particular order):

Guatemala: Ricardo Arjona, "El problema" — a bit sappy with beautiful lyrics.

Colombia: Juanes, "A Dios le pido" — cleverly written and danceable (coming in concert April 30).

Argentina: Los Fabulosos Cadillacs, "Matador" — no way you can sit still when this song plays.

Mexico: Caifanes, "Afuera" — this is a legendary rock band, a veritable cultural staple.

Peru: Pepe Alva, "Cada Vez" — a good combination of pop-rock with traditional Peruvian sounds.

Argentina: Gustavo Cerati, "Traeme la noche" — an excellent translated cover of the Police's "Bring on the Night" by yet

another excellent Argentine band with a strong legacy.

France: Mano Negra, "Mala Vida" — though from the other side of the lake, Mano Negra is a latinoamericano-ophile band that includes influences from just about every part of the world. This particular song is crazy-good.

Mexico: Alejandro Fernandez, "Sin tantita pena" — hip mariachi sung by a heartthrob.

Bolivia: Los Enanitos Verdes, "Lamento Boliviano" — this song also combines traditional music with rock, and has become an anthem in bars across the

Americas. **Mexico:** Café Tacuba, "Ingrata" — the magic of this band is that they embody in rock music everything culturally Mexican.

By all means, keep dancing and see which is the "mesa que más aplauda" (table that applauds the most) but c'mon people, we're here to expand our horizons. This list is a good start, and could go on forever, because in the opinion of this biased author, the best music in the world comes from Latin America. Find out for yourself.

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Three Adventurous T-birds Try Out for “The Apprentice”

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

Just what did possess three otherwise normal T-birds to hop in their car, drive to Scottsdale and partake in public humiliation? Read on...

It was a Friday night after the Career Fair. I was at Wine Club minding my own business (and the cheese plate) when I was approached by two characters: Mike Lavin and Alex Nepogodiev, "Giselle, we're going down to try out for the Apprentice in Scottsdale at 4 am. Are you in?" I think the guys just appealed to my gluttony for punishment.

Let's consider as well the state of mind we were in. Isn't it twisted that it's called the



GISELLE SCHMITZ

"Career FAIR"? When I think fair, I get the image of balloons and cotton candy. Not interview upon interview. "You want my weakness; sure, here you go...A time I had to manage a project...no problem." By the end of the two grueling days, I could tell you about what product described me best and what my favorite TV commercial is, but that's about it, because the career fair had robbed me of my sanity. On the other hand, after two days of interviewing, I felt warmed for an interview with The Donald. I finished my wine and headed home.

I was up a few hours later- packing a suit in my bag and headed off to meet Jason Passe and Mike. Alex, who had convinced me to go, conveniently backed out of the arrangement. We repaid him for that with a phone call every 20 minutes of our 5 hour wait. Our rendezvous was at 4 am outside of the CMC.

For those of you who haven't been following the story well so far, that's the last day of the career fair, 4 hours after wine club and 2 hours after going to sleep. OK, let's go to Scottsdale.

We arrived at The James, a very swanky hotel in Old Town Scottsdale that sells t-shirts with "I slept with James" at the reception. Too cute for me at 4:30 am. We found the line- only 15 people long, outside the hotel and took our place where we were to remain for the next 5 hours.

It was dark when we arrived. Lavin scouted out for a bench and when we found one that wasn't nailed to the ground, I supervised Jason and Lavin as they moved it to our spot in line. Good, they had secured seating, now for warmth. We made a Thunderbird sandwich- that is, one Jason, one Giselle, one Mike and three umbrellas and sat until

the sun rose. After sunrise, we were able to get up and scout out

sell cups of coffee for \$2 a cup." I let him talk me out of it only to return to our place in line and hear "Coffee, \$2, get it hot!" Lavin!

The competition was scoping us out heavily by this time. There was "The Pool Guy"- who followed us in his truck and asked if the trout was near the "Liberry"; there was the overly boisterous female attorney who chattered endlessly about the half-dozen marathons she had run. She stood for the 5 hours in a leg cast wearing a suit and holding an umbrella- hard core. There was the old man trying to collect money for tsunami victims while he waited in line. Then, there were the three T-birds chatting about recent interviews.



Jason Passe, Giselle Schmitz, and Mike Lavin hope to be the next "Apprentice"

the competition that had grown down the street. Lavin and I made a coffee run to Starbucks, which is when it hit me: "Mike, let's buy the box of coffee and

continued on next page

Finding My Seoul

Ramblings of a Random Traveler In Search of Her Motherland

Departure

I arrived at the airport and checked in only to find that I had packed so inefficiently that I was 20 pounds over the allowable limit. Then what followed was a comedy routine. I reallocated clothes from my uber travel bag to my smaller bags in a sad attempt to bring down the weight. This useless activity proceeded for a while until I think the airline representative suddenly felt pity, frustration or compassion for me and let me go through as is. But by then, she had already screwed with my mind and had threatened to charge me a whopping \$300 for excess baggage. By this time, her act of kindness was less than impressive.

Discomfort

The flight fortunately was not bad but not luxurious by any means. I flew on Japan Airlines, which I believe models the size of their seats on anorexic women with size 20 waist. I felt compelled to forgo eating to fully appreciate the seat but then I realized the bite size portions they disguised as meals could hardly qualify as sustenance. Another peculiar thing I experienced was that some airlines actually play the same movies continuously on a 20 hour flight—a variety of B-rated movies that I can only explain by saying that I had the choice of watching either Stuart Little 2 (the one about the little mouse who makes friends with a robin only to be terrorized by a falcon) or Enough (the J-Lo movie about abused woman who fights back). It was really depressing. Needless to say, by the

end of the flight, I knew all the words to both movies. But, let me offer three words of advice: Don't rent them.

Finally, after a brief stopover in Narita, I landed in Seoul. My mom and her best friend, Auntie Hee Jin, were waiting for me at the airport to surprise me. But to their surprise, after waiting and waiting, I did not come out. Turns out that I didn't see them and they didn't see me. Sure was a double surprise. So then I called my cousin Hyun at the airport when I got in and she told me that mommy had come out to pick me up and why hadn't I seen her? Crazy. Well, in the end (thanks to cell phones), we were able to connect.

The Mommas Are Up To No Good

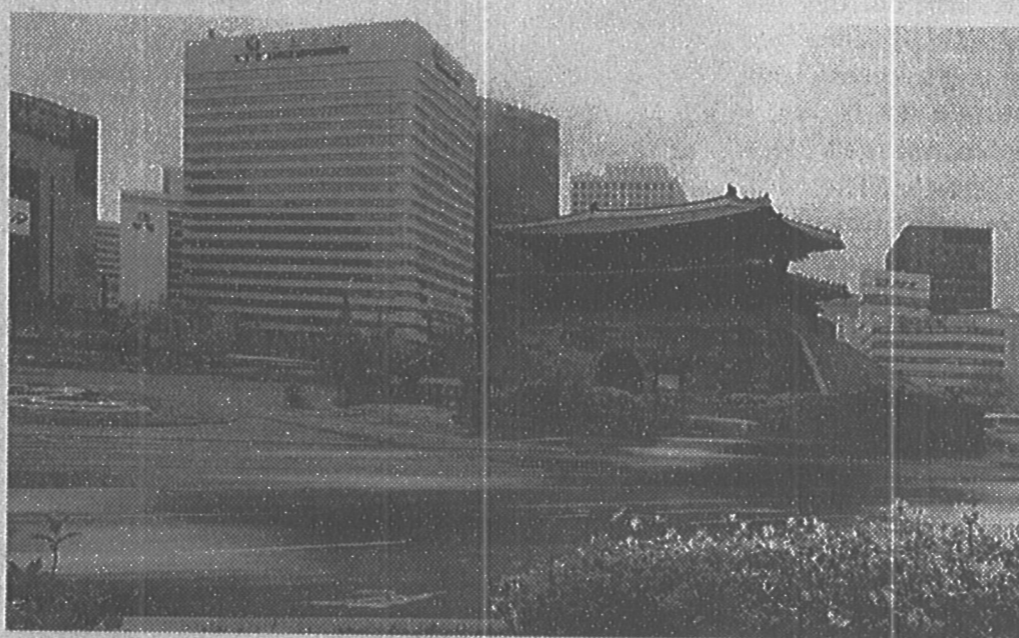
Okay, I have this sneaking suspicion that something is up. I think that my mom and her best friend Auntie Hee Jin, are plotting to set me up with Hee Jin's son, Sooan. It hasn't been confirmed but it is all so suggestive and full of innuendo in the typical Korean style. It starts off with Auntie Hee Jin purring in my ear, "Oh, my son is not like typical Korean guys. He's such a gentleman. He's so smart. He can take

you out to all the 'it' places. He's going to be a real find for the woman that he chooses as his wife." Then my mom is at it: "You should do a language exchange with him where he can teach you Korean and you can teach him English. I couldn't believe it the other

ing her family. Then we get a call from Auntie Hee Jin saying that she and Sooan can meet us at Insa-dong because she's been wanting to check out some of the art galleries. The plot thickens.

Three hours later, we've eaten every fried pastry puff in the five block vicinity of Insa-dong, had dumpling soup at this great little side café, made little stars and bunnies on fried sugar candy, and then got a little tipsy on traditional rice wine - country

not Korean so I may as well give up the act. But so far, I have experienced not a single jeer, sneer, and much to my surprise, people do not break into hysterical laughter when I speak in Korean. Instead, everyone has been so warm and the experience has been so unlike what I expected. They humor me by telling me that my Korean is very good considering I left when I was so young. Every day, the guard in my cousin's apt complex gives me pointers on how I can work on authenticating my accent. He suggested the best way is to read aloud to myself and watch lots of soap operas. A shop-owner at Insa-dong invited me back into his antique shop for some additional lessons on Korean antiques and information on where to find historical archives at Sokang University. I haven't been shoved around by people on the subway or the alleys of Namdaemun market. Maybe next time. After all, I'm still in the honeymoon stage where everything seems so new, exciting.



Old meets new in Seoul
(Source Tim Chong www.oeyvind.org)

day, Sooan was doing the dishes. Korean boys of this generation are not what you think, Sheila." Then Auntie Hee Jin and my mom practically chime in unison: "Sooan this, Sooan that, blah, blah, blah." I am beginning to think that I've already been offered up on a silver plate by my parents. Maybe its all part of a master plan that they drew up at birth and somehow they fooled me into thinking that coming to Korea was my idea.

So, we're headed to Insa-dong, the Soho/ Chelsea area equivalent of Seoul, known for its art galleries, tea houses and antique furniture stores. We're meeting my mom's best friend from NY, Auntie Kimberly, who coincidentally is also in Seoul visit-

style. I'm starting to get a distinct feeling that I am just eating my way through Seoul. It's going to just be six months of culinary binging. I'll come back to NY all fat and bloated. Maybe I'll get so big that I won't need my return ticket, I can just float back to NY. At the end of the day, my mom informs me that we are going to go to stay over at Auntie Hee Jin and wouldn't be nice for me to get to know Sooan a bit better? Uh-huh. There is big trouble brewing, I think to myself.

Feeling the Imposter

I realized that I'm suffering a severe case of imposter syndrome. I keep expecting someone to come up to me and tell me that I am

All right, that's all for now. Tune into next time when I write about my bathhouse experience (apparently they scrub you down to a new layer of skin) and spending Lunar New Year's in Seoul (as if kow-towing to 30 relatives on New Year's wasn't enough).

Cold and Rain and Sleepless Nights Can't Deter Determined Contestants

continued from previous page

At around 10am, we were given wristbands to go in. A half hour later, we were escorted in groups of 10 to the tryout room. The room was a typical hotel conference room. There were two tables set out- one on each side of the room where each group was asked to sit. The producer, Jill introduced herself, welcomed us and asked us to introduce ourselves and tell something interesting. The best

was Jason, describing his college years as a gymnast and how people liked to watch him do the high bars. Jill seemed excited.

Next came the boardroom scenario to see how we interact in a group. "I would like you to all discuss the amount of censorship in the media- is it too much, not enough, or just right?" Our table then went into a lackluster discussion of the topic while just behind us, we could hear the other table duking it out.

Pretty certain that we

had lost our chances of qualifying for the show, we were given one last question, one last chance for redemption. "Give me one word to describe you," Jill asked. Your mind races like the fruits on a slot machine...never knowing what word it's going to land on. "Passionate...Leader...Driven...Ambitious," all the good ones were taken by the time they got to me. I thought back to something I had heard the night before at Wine Club. Julian Tate had said, "You know, you're like a pit bull."

That's it! Jill looked at me, the table waited "Grrrrr" I said, letting the last of the rr's linger out. Jill smiled and we were done.

Lavin was pretty sure that the grrr earned me a call back as we drove to Glendale, delirious with exhaustion. No, it wasn't a road trip to Vegas for a wild night. As it turns out, none of us got the call back that was supposed to come that night. But we were satisfied with the experience and hey, now I get grrred at just about anywhere I go on cam-

pus. We may not be the characters they look for on the Apprentice, but sooner or later, we know we will be hired.

Giselle@global.t-bird.edu

You can grrr at Giselle for a limited time...she'll be graduating in April.

Gearing up for St. Patrick's Day

By SEAN DALEY
U.S.A., Class of 2004

Well, St Patrick's Day is coming up; the feast of the patron saint of Ireland. This is a big deal in Boston where I come from. In fact, Boston was the first city to celebrate the holiday in the United States back in 1737. When I was in college, my friends and I, most of whom also had Irish names like O'Conner, McLaughlin, Dempsey, Wynne, and Brennan, would get together to hit the Irish Pubs in Boston on this sacred day. We would dress up in clothes that were suitable for church, dawn our grandfather's old hats if we had them (many of us did) and go out for a night of drinking Guinness and singing Irish folk songs. A funny thing happened though. When we got there we found that we could not stay. All the Irish pubs in Boston were filled with people wearing plastic green hats, glitter



SEAN DALEY

shamrocks painted on their faces and enormous pins declaring, "Everyone is Irish on St. Patrick's Day!" Really? Now, the Irish are pretty good sports and don't get offended by this stuff, and I like to think we Irish-Americans are similar. But imagine another holiday that commemorates a person's life and people wearing pins that claim that everyone is that ethnicity on that day. Weird. But, the Irish don't seem to mind. In fact I think we sort of enjoy that political correctness, for whatever reason, does not apply to us. We don't get bent out of shape about Lucky the Leprechaun on the kid's cereal box, or take umbrage at his ridiculous accent. No one gets offended by Notre Dame's "The fighting Irish" mascot, a tiny little Irishman with a furious temper and his fists always ready to brawl. On the contrary, We usually like it. Did you know that the term "Paddy wagon" or police truck got its name from picking up whole truck loads of Irish immigrants in bar fights? Most Irish I know find this endearing. All the same, an Irish

pub in Boston is no place for an Irishman on St. Patrick's Day. It's sort of like New Orleans where the locals leave on Mardi Gras to avoid the tacky tourists. Putting green food coloring in your Budweiser does not make it an Irish brew. And, believe it or not, slapping each other on the back and calling one another "laddy" is

Chieftains and Pogues.

Thunderbird is, of course, a place that relishes in the cultures of the world. So when you are down at the pub on March 17, here are some handy facts for you to know. St. Patrick was born in 385 AD and was actually Welch. Irish Druids kidnapped him and while in prison he found God. He later converted many Irish from their pagan beliefs to Christianity. He is most famous for driving the snakes out of Ireland, but since there have

to represent how the Father, the Son, and the Holy Spirit could all exist as separate elements of the same entity. Here is an interesting point: The Irish are a lively but at times morbid bunch. March 17, the day that commemorates St. Patrick, is actually the day of his death, not his birth.

Guinness beer, by the way, is the same company that keeps world records. There is no Guinness record for most pints of Guinness consumed on St. Patrick's Day though. A combination of Guinness and Harp is often called a "black and tan". But some Irish get steamed over this one because the term black and tan also refers to the British soldiers that long occupied Ireland. Better to order a "half and half". "Slainte", pronounced like "slancho" in Irish (often called Gallic) means "good health" and is a great thing to say instead of "cheers". So I hope to see you down at the Pub on St. Patrick's Day with or without funny green hats. And remember it's all fun and games until they call the Paddy wagons. Slainte! seandaley@global.t-bird.edu



not a way which Irish people tend to bond. So, my friends and I were forced to retreat back to our apartment. The next year we learned to get our own keg of Guinness and make sure the stereo was well stocked with the Clancy Brothers, Wolftones,

never been any snakes indigenous to the island, this is probably just a metaphor to mean he drove pagan beliefs out of Ireland. The shamrock, or three-leaf clover, was used in St. Patrick's explanation of the Holy Trinity. He used it in his sermons

Colorful Places to Park in the Dark

By KEDAR DESAI
India / U.S.A., Summer '05
TSG Communications Chair

A few weeks ago, Shaif, the Pub's Big Dawg, put together a memorable Lounge Nite, with mood music, mood lighting, and an overall ambience never seen at the Pub before. The centerpiece of Lounge Nite for some was the plush couches from the Tower Lounge, on which many of us (or maybe some select volunteer vagrants) have spent a night or two. Sadly, we won't be able to use the couches on future Lounge Nights due to Facilities rules. Bad News.



KEDAR DESAI

Grayson, as he should be called henceforth, has availed the couches for events around campus, and they were already a huge hit at European Nite last weekend. The couches come in a spectrum of bright colors like orange, pink, blue, green and I was convinced of their merit when Grayson had one blown up outside his dorm room, and two birds were perching on it, looking at each other lovingly. If the couches are doing it for the birds, I don't see why they wouldn't for T-birds.

So, plant your cabooses on the plump coolness of the couches that you are sure to see around campus during upcoming events. Make room for others, cuz it's all about sharing is caring, and please, keep the sticky Rum 'n Cokes and lit cigarettes away from these magnificent gifts from ThunderMovies. They should be a fun ride for all.

Oh, they are a handful to blow up using a pump, give your mouth and lungs a workout by trying to blow them up manually sometime. Running a 5K got nothing on these bad boys.


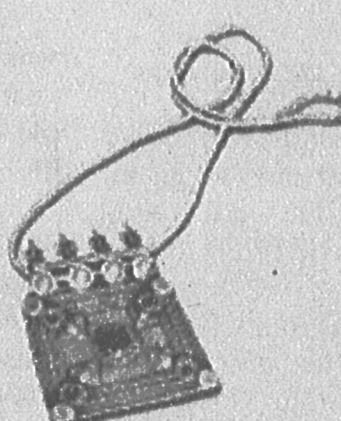
Now for the good news: Grayson, The Big Dawg of the Punching Bag, and President of ThunderMovies, came up with the fantastic and community-minded idea of ordering six fluorescent-colored blow-up couches to be used outside for the weekly movie screenings. Gracious

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COME VISIT THE GLOBAL MARKET

Did you know that Thunderbird has its own unique gift store?

Located next to the Bookstore, the Global Market features ethnic art and jewelry from around the world.

**Open Monday through Friday
10:00 am to 5:00 pm**

The Doctor Is In Dr. Love Answers Your Questions

Dear Dr. Love,

It was a dark and stormy night at the pub. I had randomly wandered into the pub for a routine night of getting drunk and coming up with new excuses as to why I was still at Thundebird after six years. The room was thick with the sound of laughter and the stench of cheap beer as trivia bellowed from the speakers. I found it difficult to concentrate with the MCEE's inane ramblings and some french guy standing near me on a table clucking like a chicken. I had just about made it to the bar when she caught my eye. I had been attending her first trimester classes just to get to know her better. A seat opened up next to her and I saw my chance and pounced on it. I started to pontificate on the finer points of making it through the first tri. She was clearly impressed by my expert knowledge of how to shorten a two page resume into one. Although she was a little perplexed by my Wham shirt and my occasional 80's sitcom references, I was eagerly invited to join her trivia team. She giggled tirelessly as I repeatedly told her to "sit on it, Potsiel!" It was perfect. And then the first question came. And she tried to answer it. It was horrifying. My glee quickly changed to disgust as the level of her stupidity dawned on me. I almost threw up in my mouth as she continued to pipe in idiotic responses. I finally was forced to race to the bathroom when she couldn't stop laughing at the MCEE's burping rendition of "Oklahoma." Is it possible that I have fallen for a dumbass?

Dumb-Founded

Dear Dumb-Founded Dumbass,

Perhaps it is you who is the dumbass. Your disdain for this slow filly clearly reflects your belief in your own apparent superior intellect. However, even those of us who grew up going to school on the short bus are well aware of the guy-to-girl ratio on this campus. Nothing makes a girl fall faster for a guy than a great sense of humor. If she is laughing at your ridiculous jokes of yesteryear, you should have only to thank your good fortune that only thing surpassing your remarkable inability to be funny is her dumbassness. Besides she may have been simply overwhelmed by the bodily noises of that zany MCEE and been caught up in the moment. My advice to you is to keep on with the 80's humor - it really never gets old - and propose to her at the next trivia night.

Dr. Love

Dear Dr. Love,

My mission in life is to find myself a nice French girl. Yet, here I am in my last trimester and my outlook is getting bleaker by the day. I was very close to my goal last semester, but my "petite fromage" returned to Paris. With the 15 or so French girls on campus this semester, you would think that I have a better shot. Especially given that I now have some considerable insights into the French psyche, but the minute anyone talks to the French girls, the entire French Contingent "circles the wagons" so to speak. It's not just the guys, it is the girls as well. This barrier is more formidable than the rugby frontline. What do I do?

Signed,
Ménage-a-one

Dear Ménage-a-one,

Your problem seems to be two-fold. You need to both revise your approach and hone your core competencies. Here are a few suggestions: first off, you need to find a way to distract the swarm of Frenchies so that you can make your move. Second, devise a plan to hone your delivery to the average French girl's liking.

You are going to need to enlist the help of two friends - one girl, one guy. Scenario one: Tell your guy friend to insult the French football team (especially Zidane), simultaneously, your girl friend should walk over and tell one of the girls that her Louis Vuitton bag is a fake. This will spark a debate (and if you're lucky a bar room brawl), thus giving you time with your girl of choice.

Next, I think you may need a little help with your delivery: "Voulez-vous coucher avec moi, ce soir," hasn't worked since the 70's, and the only reason it did work was because everyone was high - and they were using the line on other Americans. Also, burping and farting is never a good play. Trust me on this one, I watched a French girl get so disgusted at a campus poker game, she left so quickly that she never even finished her cigarette. Instead, try getting close with her French friends; perhaps you could join their trivia team! While sporting your beret and chain-smoking, impress them all with insulting remarks of Bush and resist from suggesting a ménage-a-quinze. This should at least secure you a space in their hearts.

Docteur Amour

Dearest Dr. Strangelove,

I have a huge problem: every time I really like a girl on campus, I freeze! Or, if I do talk with her I start mouthing nonsense! Sadly, I have also been known to spit on girls and sweat profusely during the conversation....you get the picture! One time, I was at the pub and was talking with this fine specimen of a lady, when all of the sudden, I had to go pee. So, I said "Please excuse me, while I visit the ladies room." Needless to say she was not around when I returned from the Men's room!

When it comes to women with whom I am not interested in, I can talk for hours. I really enjoy conversing with them and am relaxed and myself! I am the only child and desperately need to advance my species and the family name. Besides, I am not getting any younger!

Help!
Lonely and desperate to save my kind!

Dear L&D,

Ladies room? A blunder like that could have been saved with a little quick thinking. Take notes: "Please excuse me, while I visit the ladies room so I can check the black board. I heard that my

name is first on the 'Best Lover' list." But you didn't do that, did you? Why? Sadly, you have what we "experts" like to call "The Choke."

This is not uncommon, especially with only children. Until you've experienced the embarrassment that only a sibling can inflict on you, such as, "panting" you in front of your first crush, or letting every one of your dates know about the time you had an "accident" when laughing

too hard at an episode of "What's Happening," you never really can get over the nervousness that comes with just speaking to a hot girl. Perhaps you should try toughening yourself up in this area. Start off slowly -- drop an empty tray in the commons during lunch rush, or wear a Von Dutch t-shirt for the day. Then, randomly have your friends pull pranks on you. When you've worked your way up to the "girl who walks up to you and gives you cream

for the rash you both share," you should be able to talk to Giselle Bündchen if she were to walk into the Pub.

Until then, invest in heavy-duty deodorant and try to "say it, not spray it." (Sorry, I had to.)

Dr. Love

Dear Doctor Love,

I am facing a huge dilemma this trimester. I need your help to improve my positioning and capture the market share that has eluded me thus far. I am currently making my way through my last trimester at Thunderbird, and have until now, been unimpressed about the male product offering on campus. Sure, the guys whine about the unfair male/female ratio but they don't realize that nice, untainted men are hard to come by. Therefore, it took me by complete surprise when I first spied the first-tris in my marketing T.A. sessions. They have re-instilled faith in my perception of male MBAs. Now I face the following quandary: how should I best brand myself to these hotties? It seems to me that the barriers to entry and switching costs are fairly low, but I do have to contend with fierce competition from the young, beautiful ladies from all over the globe. Another issue is my best targeting strategy. Should I begin with demographic/geographic segmentation? If yes, how shall I weigh the demographic factors of age, ethnicity and experience? And let's assume that I do come up with several segments, how do I position myself? Do I go by consumer preferences? Or do I base my success on my brand equity of what do I do well and who values what I do well?

Then again, I could go for a joint analysis and develop several scenarios. Do I go for a breakeven analysis between the added value of pursuing young guys (come on we all know about the incoming class has an average of 22yrs) or the elder more mature and experienced? Do I lead, do I get led or do I get

out of the way?

Perhaps the best solution would be to skim the market and just base my decisions on a positioning map of global versus local and low versus high quality. I thought I had clarity of thought but since the marketing final exam at that TAC I find myself more and more confused....

Dr. Love, please help me define the opportunity cost.

*Global Marketing Management
B3 Mystery*

Dear GMM B3 Mystery,

You are not on your own. Have you thought of using your transferable skills from other courses in order to find the optimal solution? I would suggest looking back at your notes of Global Leadership (are you a leader?), FORAD (because the numbers do count in the end), Cross Cultural Communication (communication across borders), Data Analysis (SPSS, the tool for every analysis) and CMR (relationship management skills are transferable to a more intimate level too). It seems that the odds are in your favor. You are the TA and you have access to a lot of information (and access is far better than ownership!). You have the entire class list with all demographic information and by making some assumptions I believe that you can create a database and simulate your ThunderLove game.

It might all seem a bit confusing right now so I do suggest that you attend the ASM make up class this coming Monday. B3 Mystery, use your marketing knowledge to your advantage, you never know where marketing principles might lead you to...

Dr. Love

Dear Dr. Love,

Did you see the Valentine's Day survey that was posted on the All Students board? I just don't know what to do... it seems that all the men on campus think the women are too fat! When I first came here from my country, I was as skinny as one of those Olsen twins. But after a few trimesters of eating Commons food 24-7, I'm looking a little more like Kirsty Allie. How will I ever get a date if they only thing the guys see is my Thunderbooty?

Signed,
Searching for a ThunderChubby

Dear Searching,

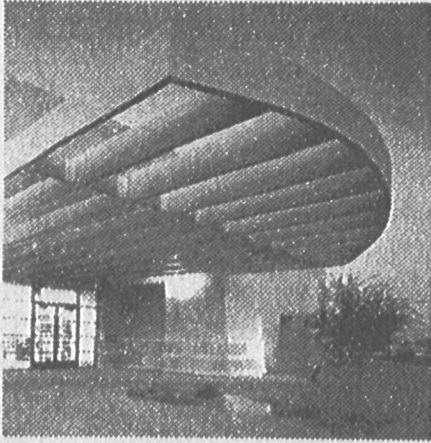
Don't let the comments of a few hard-up whiners influence your opinion of all the men on campus. What most men really want is an intelligent, kind, and funny woman who - wait! Who am I kidding? Let's be honest - they are MEN. And even if they are T-birds, they have only one thing on their minds... a little something-something after the Pub. But, my dear, realize that they are also very easy to please. Even if they complain about the booty, you will never see them turn one down. So get out of that dorm room and shake your milkshake on Thursday night.... the good Doctor guarantees that you'll find that ThunderChubby yet!

Here to serve,
Dr. Love

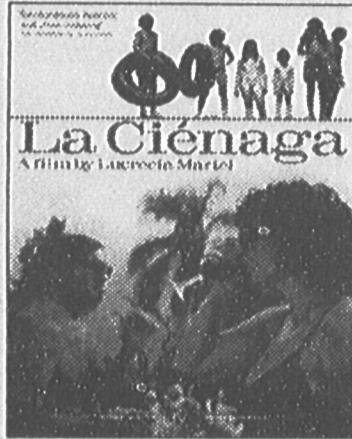


Do you have a confusing love situation or a heart-ache you want to share? Send questions for Dr. Love to dastor@t-bird.edu and we will get your requests, of any kind, to the doctor.

New DVDs in the IBIC



Promises Nominated for an academy award in 2002 and winner of an Emmy. This documentary is about 7 Palestinian and Israeli children who live just 20 minutes apart but live in completely separate worlds.



It is a story that tells what happens when they cross historical, emotional and real boundaries to meet their neighbors. "Promises" includes an update on the children in 2004. It is described as "refreshing and insightful" and "remarkably balanced" and manages to bring humorous insight into this long-standing conflict. In Arabic, Hebrew and English.

Tricky Life Set in Uruguay and Spain, this film is about Elisa who wants to open her own beauty salon. In 24

hours, she moves out of her Mother's house with her two children, and then loses her job and her boyfriend. Without money, she turns to prostitution but never loses sight of her dream to open her shop back home. In Spanish with subtitles.

Unknown Pleasures An "account of disillusioned young people living in China." The story is about two young men who pursue romance and look for easy riches, which they attain by coming up with a foolish scheme to rob a bank. Jacket notes it is "beautifully photographed by famed cinematographer Yu Lik-wai." In Mandarin with English subtitles.

Tycoon: A New Russian A film by Pavel Louguine that is loosely based on the life of billionaire Boris Berezovsky. It is about a Russian entrepreneur and his climb to wealth and power in the post-Soviet era. It has been compared to Scarface and The Godfather by critics. In Russian with English subtitles.

Waiting List This is about a group of people waiting for a bus at a rundown bus station in Cuba. Every bus is full so the wait gets longer and longer, yet during this time the waiting passengers make friendships and begin to work as team to solve their transportation problems. A comedy with a message. In Spanish with English subtitles.

My Father and I "Bergman meets Hitchcock on Freud's Couch." A psychological thriller about a long-separated father and son. The father returns

after many years and as secrets are revealed the family he has rejoined is altered forever. In French with English subtitles.

Smell of Camphor, Fragrance of Jasmine From Iran; described as both "a cross between Bergman and Fellini, with a touch of deadpan humor



thrown in" and "an Iranian Woody Allen..." this is about a film maker who decides to make a film about his own funeral. He researches Iranian customs, and events lead him close to his own real demise. In Farsi with English subtitles.

Tibet: Cry of the Snow Lion An award winning documentary, ten years in the making, featuring scenes from Tibet, India and Nepal.

In Search of China: Chinese Pursuit of Identity. Interviews that explore how the Chinese identify themselves as that country moves to become a free market system under communism.

Blue Spring From Japan, a dark and violent film about disaffected youth in high school, and how they chose to remake the society around them. Based on a comic. In Japanese

with English subtitles.

The Motorcycle Diaries Based on the true life story of Che Guevara and his friend Alberto who take a motorcycle trip through Latin America. Produced by Robert Robert. A thought from this film: "Let the world change you ...and you can change the world." In Spanish with English subtitles.

All About Lily Chou-Chou This is described as a coming of age film that presents "a disturbing look at the isolation that characterizes today's Japanese youth." About a boy's crush on Lily Chou-Chou, a singer, and his chat room exchange about her that ends up leading to crime and danger. Japanese with English subtitles.

My Life to Live A classic from 1962 by Jean-Luc Godard about a young mother who leaves her family to pursue an acting career and ends up as a prostitute in Paris. In French with English subtitles.

Ballykissangel The 3rd season from the BBC program about a small town, its parish priest and the local barkeeper. Very British. Three disc set.

Squint Your Eyes From Polish Director Andrzej Jakimowski, about an adult man's friendship with a teenage girl. Described as heart-warming, ironic and comic. Polish with English subtitles.

The Perfect Murder A 1988 film by Zafar Hai starring Madhur Jaffrey. Inspector Ghote of the Bombay Police investigates a crime.

Shanghai Ghetto A documentary about a true event from World War II. "In 1939, the last hope for thousands of Jews lay in the last place on Earth the Nazis would look." This turned out to be Japanese-occupied Shanghai. They arrived penniless and unprepared for life in such an exotic setting. Narrated by Martin Landau. Hebrew and English subtitles.



La Cienega By award winning film maker Lucrecia Martel. Two families with parents who drink too much spend the summer at a country estate and get on each other's nerves. An "unapologetic peek into the world of Argentina's decadent bourgeoisie." Robert Ebert said "It's like attending a family reunion when it's not your family and your hosts are too drunk to introduce you around." Spanish with English subtitles.

Howards End Based on the novel by E.M. Forster with an all star cast: Anthony Hopkins, Vanessa Redgrave, Helena Bonham Carter and Emma Thompson. This film about Edwardian society won many awards, including three Oscars, in 1992.

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THE PUB - THE "HECCA" FOR TEENERS, WHERE ALL CULTURES SEEK TO REFRESH THE SOUL, WADLOW IN DEPRESSION, OR PURSUE THE "HOOK UP."

HOW'S IT GOING, CHRIS?
HEY, MICHELLE! I HAD THIS CRAZY DREAM LAST NIGHT!

FIRST, I WAS AT A TOWNHALL MEETING WHERE EVERY STUDENT WAS CHANTING TOGETHER WITH PRESIDENT CABRERA...

ONLINE MBA!
ONLINE MBA!
ONLINE MBA!
ONLINE MBA!

MCKINSEY? SORRY I HAVE TO CANCEL, I ALREADY HAVE 10 INTERVIEWS THAT DAY...

AFTER NAILING THREE OFFERS, I WAS STARING AT AN EMAIL THAT MADE WEEK 7 "PUB WEEK"...

DEAR STUDENTS:
MIDTERMS ARE OFFICIALLY CANCELED! INSTEAD WE WILL BE SPONSORING "PUB WEEK" WHERE THE PROFESSORS WILL DISCUSS EACH CLASS'S KEY POINTS OVER YOUR FAVORITE ALCOHOL.
ATTENDANCE IS MANDATORY!
BEST REGARDS,
YOUR REGISTRAR

NO FRENCH GIRLS, HUH?
THAT'S ANOTHER DREAM MICHELLE!

THEN, I WAS SUDDENLY AT THE CAREER FAIR TURNING RECRUITERS AWAY DUE TO MY FULL SCHEDULE!

BY SHANN BEILFVSS

Father of the Clown

By HEBER LONGEHURST
Mexico and U.S.A., Spring '05

I am the proud father of a cute little clown. Charity Nicole Longhurst was born on March 24th 2004 and has been a tremendous source of joy to me ever since. I realize that many students, including those who speak English as a first language, might not appreciate me calling my sweet little bundle of joy a clown, but let me assure you that I mean this in the nicest and most flattering sense of the word.

Since my daughter was born during the middle of my first trimester at Thunderbird, many students have asked me how I could possibly handle graduate school as well as the responsibilities of being a father to an infant. Last trimester, I think some students actually pitied me when I was taking Financial Engineering, Global Portfolio Management, and studying for the CFA level I exam (which I passed) all while going home to a teething child. Yet, while they wonder how I can manage this load with a baby daughter, I wonder how I could have ever managed without her.

Imagine coming home late from the library, you are sleepy, tired, and maybe even a little cranky, you are ready for a well deserved break but you have Black-Scholes-Merton, duration, convexity, DuPont, Alpha Transfer, Forwards, Futures,

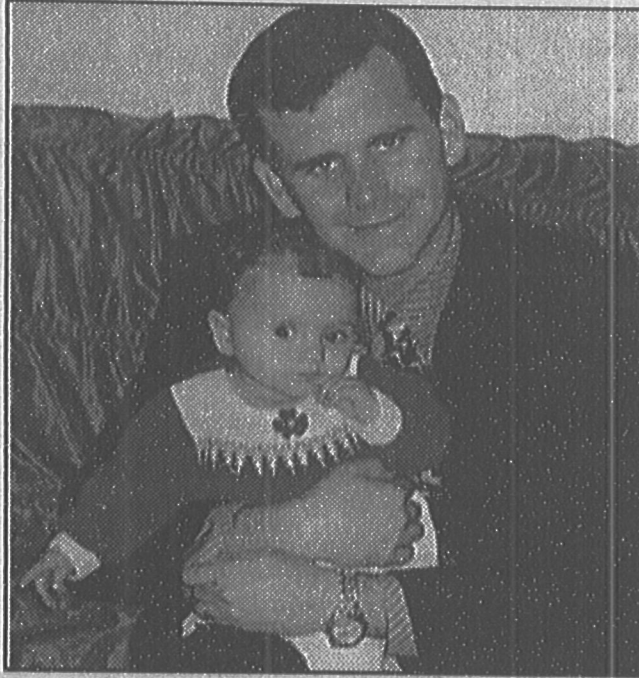
Options, CAPM, and many other financial concepts bouncing around in your head working your mind into a frenzy. You open the door and this beautiful little bundle of joy squeals in delight, laughs, claps her hands, yells "Dadadadadadada" and stumbles off the couch in the direction of the door. I am not a

frequent pub-goer, nor do I drink so I can't make an accurate comparison, but I think that it would proba-

bly take hours at the pub to get the same sense of stress relief, calm, true meaningful joy, and peace that I get in those first 15 seconds. There have been studies done demonstrating that laughter has positive effects on emotional and mental health and a positive sense of well being. I think that these same benefits can be obtained through singing, laughing, making animal noises, and

playing simple games with a baby.

Yes, I will admit that having a midnight comedienne in the house does affect the quality of my sleep, but if you see me in a somnambulant state on campus I can assure that it is a happy, content, and emotionally fulfilled somnambulant state. If I smile or



Heber with his cute "clown"

laugh to myself in class or in a study group I am probably just laughing at one of my little clown's recent antics, like holding my wife's telephone and singing the ring tone, hand-feeding her father as if I were the

child and she were the adult, or calling me in the IBIC when her mother doesn't know she has the phone.

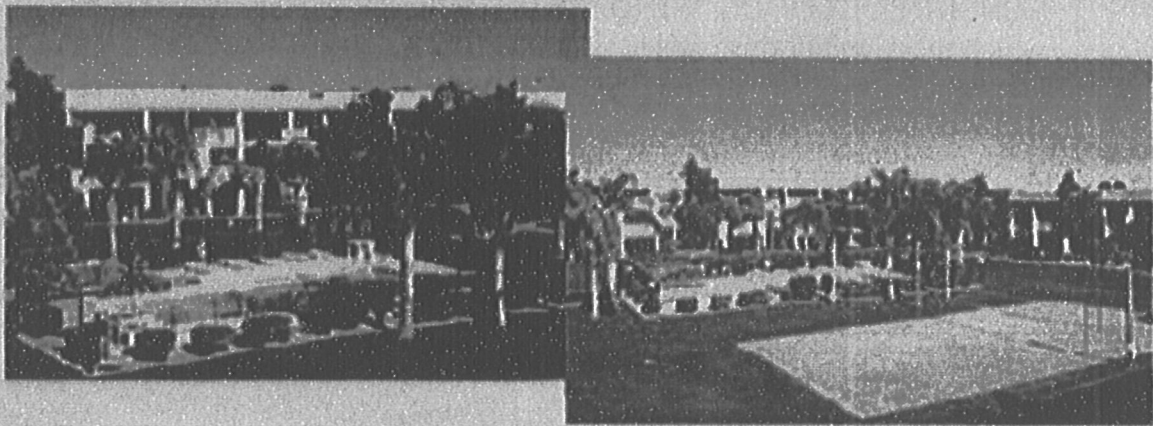
So, if you are feeling stressed or frazzled spend some time with a small child, laugh, and make funny sounds. You might be surprised at how it improves your life (and maybe your grades).

hlonghurst@global.t-bird.edu

Where are we going, Captain?

By VODKA SHOT
Global Citizen, Spring '05

Noises around me
The clutter of keyboards
A race to be the best
Or an effort to finish?
Where are we headed?
Is it worth asking, or
Am I just afraid?
To make my share of clutter
I am trying, and I know
I'm not afraid.
It's just that I do not want
To be part of a mad race.
To contribute to humanity
Is a worthy goal
Is this ambitious or vague?
I am an unrelenting soldier
Shall not give up till the end.
I fall down at times
Often I lose my direction
I find myself weak
Where is my strength?
I believe humanity must find
The direction to their future
The purpose of creation
And their role in the play
Not to rediscover wheel
By inventing means
Of living and fighting
But to question the bare
And find answers
To their deepest fears
Should be one goal
Of all the people.
To redefine the struggle's objective
The world must be one.



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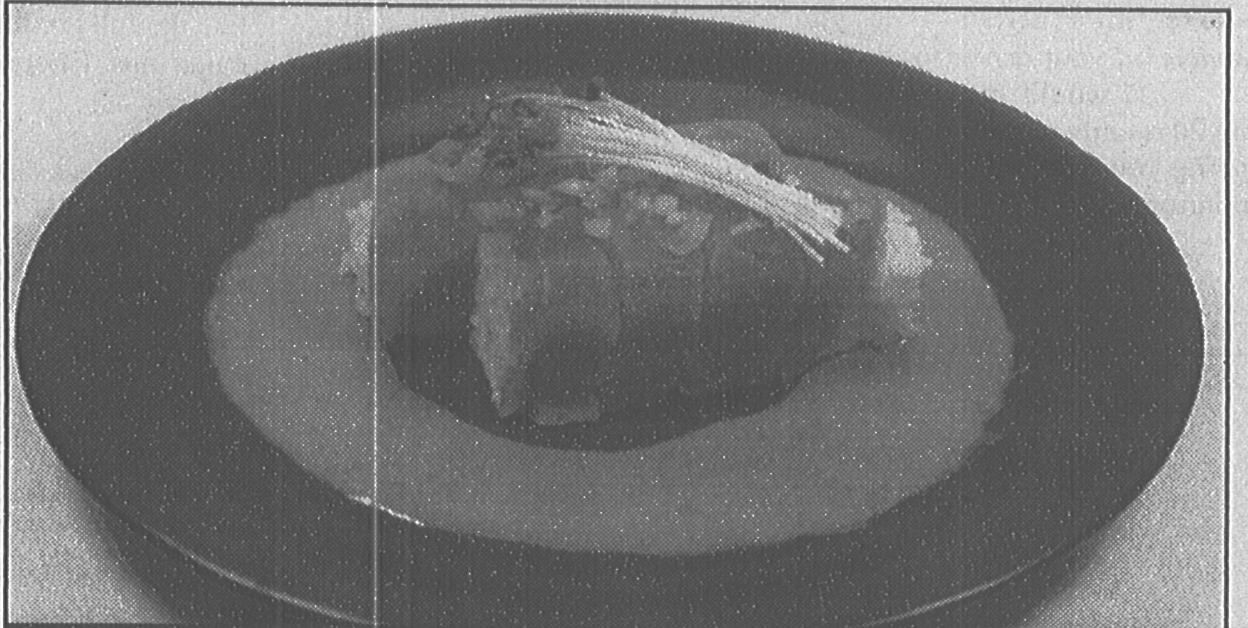
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* Small Pets Are Welcome

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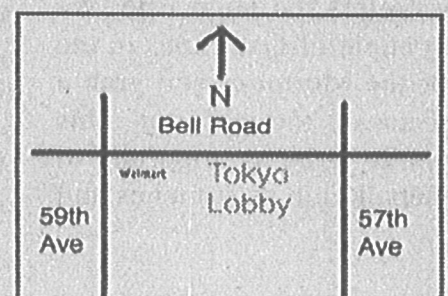
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12pm - 10pm
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Golf Analysis

How To Take Your Game To the Next Level

By EVITA SIDERI
Greece, Spring '05

Golf is a funny game. One day you might shoot a good score and the next day you might be ready to shoot yourself! There are a lot of books on how to improve different areas of your game with different drills - a pro can teach you the technical part. What I would like to touch upon is the analysis of your game with the goal of finding areas for improvement.



EVITA SIDERI

With the advice and input of a couple of golf professionals, a golf analysis template was created. Relating it to business terms, I would say it is your personalized SWOT analysis!

The purpose

The purpose of this exercise is to analyze your game in a way that you can pinpoint the areas where you need to practice more. Sometimes, a bad shot is not only related to the way you hit the ball, for example, why you hit a driver left 6 out of 15 times. But it could be that in a certain course, in a certain hole you always hit your driver to the left.

I would suggest analyzing 20 rounds or so, and then analyzing your total results. You can monitor your game by inputting

the data into charts or even go as far as using statistical analytical software (SPSS?).

The qualitative analysis is equally important as the quantitative analysis. You can eventually figure out the optimal time of sleep you need for a good round, and how your psychology affects your game. Weather conditions are always important. Playing in the rain is tough but playing in great heat or great cold can affect your game as well. Although not mentioned in this analysis, you can go as far as indicating the time, type and quantity of meals consumed the day before the game and the actual day.

Tricks to become Master of the Game!

Divide the holes into red and green areas. Red Areas: rough, water hazards, lateral water hazards, out of bounds, areas that are to be avoided in order to have a good positioning for your next shot. Green Areas: fairway, green, parts of the hole that are positioned favorably for an easier 2nd shot or shot to the green.

Remember to breath. When we are nervous, we tend to keep our mouth closed and keep all pressure within our bodies. Proper and continuous breathing is very important in the course of a game. A trick that I try to follow is to always smile. If you smile, you at least have to have your

mouth somewhat open and that helps inhaling and exhaling.

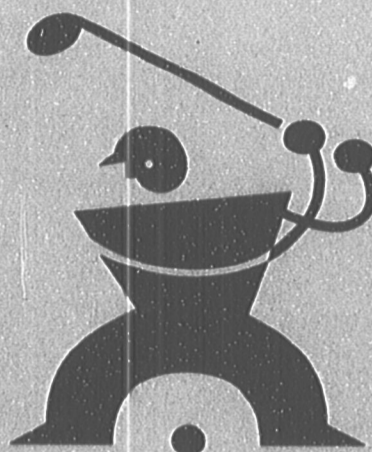
Visualize. This is an exercise that I do if I have played or already seen a golf course. The night before my game, I visualize playing 18 holes. Visualize hole by hole, shot by shot ALWAYS. It takes about a minute or 2 to visualize 18 holes. Do not try to have the perfect visualization of play rather let thoughts pop into your mind. The actual day of the game, you execute the visualized game. It is imperative that you visualize shot by shot and follow a step by step approach. Believe me, it actually works!

Whatever happens, keep going. Golf can be as much a gratifying game as it can be a frustrating game. The point is to keep going. Do not give up! Whatever the situation, it is character building and there is a learning aspect to it. Remember, if you are not prepared to win or lose, do not play the game.

If anyone would like the full template please email me! I hope it works for you.

EvitaSideri@global.t-bird.edu

Golf Template Outline



General Information

NAME: Input your name
DATE: Input the date

Quantitative Analysis

PAR: Input the par of every hole for the golf course that you are playing
SCORE: Input your score per hole
DRIVE: Indicate in each hole whether your drive went center, left, or right of the fairway.
SHOT TO THE GREEN: Indicate in each hole, whether you went on the green, or if you missed, whether it was left, right, short or over the green.
UNDER 100: If you had a shot under 100 yards or meters, indicate whether you made it to the green, or if you missed, whether your ball went left, right, short or over the green.
CHIPPING: If you did chip in a hole, indicate whether you went on the green, or if you missed, left, right, short or over the green.
BUNKER SHOTS: If you did have a bunker shot in a hole, indicate whether you went on the green, or if you missed, left, right, short or over the green.
PUTTING: Indicate the number of putts. If you had more than one, indicate whether you missed the hole left, right, short or over.
OUT OF BOUNDS: Indicate whether you went out of bounds.
LOST BALL: Indicate whether you lost a ball on a certain hole.

Qualitative Analysis

BED TIME: Indicate the time you fell asleep
WAKE UP TIME: Indicate the time you got out of bed
TEE OFF TIME: Indicate the time you started playing
TEMPERATURE: Indicate an approximation or you can input a range.
SUNSHINE, CLOUDS, WIND, RAIN: Indicate whether the level at which these conditions existed or not in a scale of low, medium, high or none at all.
PSYCHOLOGY: Indicate your level of psychology in a scale of extremely low, very low, low, medium, high, very high, extremely high.

Softball on a Sunny Saturday Afternoon

(No equipment, experience or talent required)

By SEAN DALEY
U.S.A., Class of 2004

Ginny and I toss the cooler in the trunk and head off to Safeway to pick up supplies. Some weeks it's Pabst Blue Ribbon. Other weeks we go for the Schlitz. Ginny prefers the High Life. We toss a couple of Gatorades in the cart for the Mormons and grab a bag of ice on the way out. This ritual came to be as important to the baseball club as stretches and



SEAN DALEY

batting practice.

The Thunderbacks Baseball Club's weekly softball games truly embody the American pastime. The feeling on the field is that of a friendly family reunion. It is a very large, extended, and rather eclectic family at that. The regulars arrive at the field gradually but enthusiastically as Ginny straps on her spikes and I paint the baselines. Along with the blue-blooded Americans, there are also T-birds from Austria, France, Japan, Mexico, Thailand, India, Taiwan and Korea on the field, and many of them have really taken to the sport. It warms the cockles of my American heart. There are plenty of folks, both men and women,

who have never played before, but turn out for the fun and exercise, the sunshine, the camaraderie, and some free cold beer.



That's why we use an extra soft ball, so nobody, whether aging veteran or sprightly newcomer, ever gets hurt.

That is not to say that we don't get a little competitive. When Gian rounds third going for his second inside-the-park homerun of the day, the play at the plate can be tough. There is also a healthy dose of trash talking going on out there. So come on down and join the fun each Saturday at 3:30. The club will supply all the equipment and the beverages. And remember, no experience or talent required. All are welcome.

Also check out our club page for updates and upcoming trips to spring training games!

seandaley@global.t-bird.edu

T-birds Hold'em

By JACK BELDON
U.S.A., Spring '05

You may have noticed a bit of a buzz in the Tower lounge on Wednesday nights. Although the few minutes of silence followed by jubilant yelps and anguishing cries



JACK BELDON

may have reminded you of a recent town hall lynching, it is really Thunderbird's own version of the fastest growing game in North America – Poker. Yes, the game sweeping the nation has arrived at Thunderbird and its popularity is only beginning to grow. Catalyzed by Poker Club president Mike Lavin's aggressive promotion strategies (which I understand involved quite a bit of beer), the Poker Club has grown three-fold since last fall.

With over 40 members, it is not uncommon to find two tables full of eager gamblers. Players of all abilities – particularly beginners – are welcome to come and play. Although the goal of poker is clearly to win, the Thunderbird poker games foster a friendly, encouraging environment where advice is freely given. Although the game most often played is Texas Hold'em, a variety of other games are played at the dealer's discretion. So if you are looking

for a great mid-week break from your rigorous studies, come to the tower lounge Wednesday nights at 9pm.

TOP 5 POKER RELATED LIES

(Source: www.parttimepoker.com)

Poker players love bluffing so much that they can rarely stop once they leave the table. Some of the more common 'misrepresentations of reality':

- 1) Just a few more hands and I'll be done
- 2) I came out about even
- 3) I have no problem folding Ace-King when it misses the flop
- 4) [While watching poker on ESPN] See that guy, the one in the hat? Like two tables behind this main table they're showing — see the one who just kinda stretched? Yeah, that's me
- 5) I won

jackbeldon@global.t-bird.edu

Return of the Pink Ladies

By ELIZABETH BOTTOMY
U.S.A., Fall '05

Dream teams beware - the Pink Ladies are taking over the pitch! Although the sleeveless jerseys have retired, the team has not and they are ready for their first challenge. After losing the entire front line to graduation and Archamps as well as half of the mighty defense to knee surgery, the Ladies return with ten new players to don the pink. Not only did they tap into the French market on campus this trimester, but they also now have men on the team! That's right, five brave



ELIZABETH BOTTOMY

Thundermen have checked the masculinity at the door to join the most fun group of footballers on campus. After completing two weeks of intense practice under the tutelage of coach and midfielder, Sam Tam, the Ladies are dazzling on the ball and menacing on the defense.

Game one for the ladies was against the pink's biggest rival: the Ruggers. After the close game between the Rugby boys and the Pink Ladies last trimester, the Pink were out to set the

record straight. The first half started out a little cold for the Ladies, as it was the first time



playing together as a team and is truly the only reason for 3 of the 4 goals against them. Once Pink warmed up, however, what a

game it was! Sweet Pea Sheehy pulled out some fancy footwork and Matt Berg looked as though he might tackle anyone at any moment, but the Pink put up a solid defense and passed like a pinball machine around the awestruck Ruggers.

Into the second half of the game, the powerhouse Pink racked up two phenomenal goals that can only be described

as Pele-esque. Marnie Distad, who apparently left the Women's Olympic Soccer team to come to Thunderbird, slammed the ball

into the back of the Ruggers' net igniting oohs and aahs from the crowd and causing much celebration from the members of the Pink team, as this momentous occasion marked the first goal ever scored by a Pink Lady.

Because both teams were out to have fun, it ended up being a great game. Seeing as the Pink Ladies had just found their rhythm as a team during the game, the word on the street is that they have challenged the Ruggers to a rematch. The question on everyone's minds, though, is will the Ruggers accept, or was there genuine fear in their eyes in that second half?

ebottomy@global.t-bird.edu

News From the Pitch

By MIKE BRUNEAU
Canada/U.S.A., Fall '05

Already a month into the Spring season, the Thunderbird Rugby Club has done some traveling, won a few matches, and lost a couple as well. After starting the season out with a strong showing against Embry-Riddle, the team divided talents and sent a contingent of players to New Orleans to participate in the Tulane Mardi Gras tournament. With the support of a few players from Southern Mississippi, the slightly modified Thunderbird team went 2-0 in the first day of play and went on to win their bracket. Following a night of Mardi Gras tourism and merriment, hosted by Tulane, day two proved to be a little more competitive.



MIKE BRUNEAU

Nonetheless, Thunderbird played hard and established their reputation in the Deep South for future years with a fourth place finish overall.

While some players were in New Orleans spreading the Thunderbird name, the rest of the squad hosted a young and hungry University of Arizona team. We were unprepared for the Wildcat attack and suffered a solid defeat, but a rematch was set just two weeks later.

With exceptional rainfall during the interim the "mudbowl" rematch with the University of Arizona was a different sort of game from the start. Thunderbird had a focused squad

and only one objective for the weekend. Furthermore, the muddy conditions favored our determined and hard-nosed style of play while stifling Arizona's speed. By half-

come together and it boded well for our ultimate goal this season, the trophy at the Duke MBA invitational in April.

The final weekend of

state and combines a balanced attack with some very experienced players. Through 80 minutes of tough play, Thunderbird came out on the losing end by four tries but made a good showing and continued to improve in all categories.

The Rugby Alumni Weekend (RAW) from the 4th - 6th of March allowed for an opportunity to network with, and play former Thunderbird players in a social context, of course. Upcoming events for Thunderbird rugby are weekly games, normally at 1 PM, on our home pitch. Finally, to culminate the Spring season the Duke MBA tournament in April is our chance to improve upon our third place showing in 2004. With cohesive play and the right attitude, our chances are good to do just that and bring home the trophy.

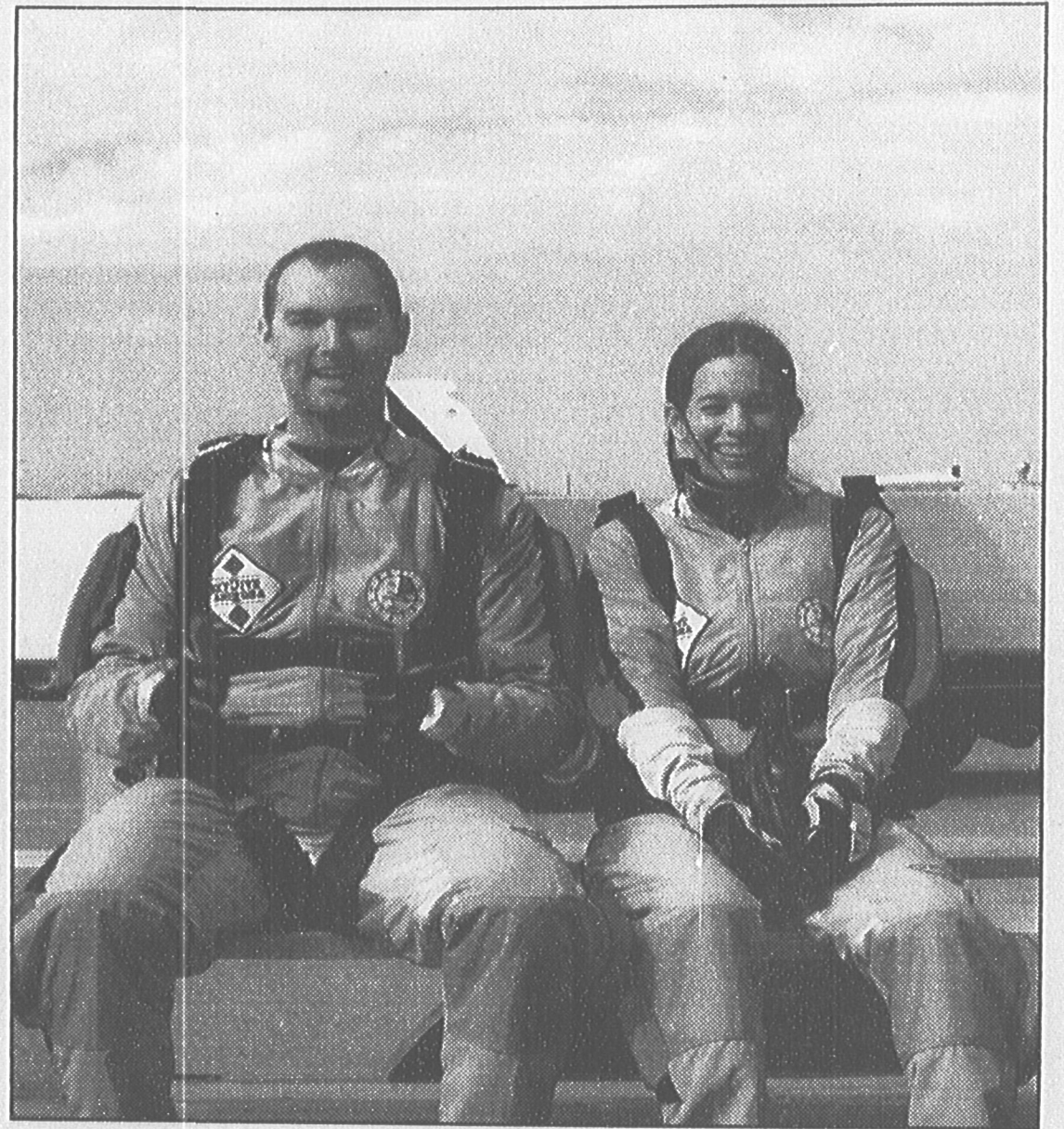
bruneaumike@global.t-bird.edu



time Thunderbird was on top 19-5 and continued their scoring domination in the second half for a closing of 36-20. The diverse talents of Thunderbird were starting to

February saw a hosting of the Tempe men's club at Thunderbird for probably our most challenging match of the season. Tempe is a traditional powerhouse from the

Skydiving T-birds Really Take Off



Rugby Mud-Bowl

On February 26, the rugby team faced off against the University of Arizona in a very wet and muddy game.

Final score:
Thunderbird 36
U of Az 20

