

Das Tor



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

William Schurz

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Main Gate Adds New Welcome

By JACK YANG
South Korea, Fall '05

In late March, I received an email message from Joe Miller, Thunderbird's Director of Student Services. The email was followed by a meeting with Mr. Miller and Vice President of Student Services Kay Keck, who informed me that Thunderbird had finally decided to engrave the phrase "Welcome" in Korean onto to main gate. This is not a sudden administrative decision. Many alumni have petitioned Thunderbird to add a Korean greeting to the gate for quite some time. Particularly, Doohyun Cheon, Donghyun "Fred" Kim, and several current students devoted to accomplishing a long-



JACK YANG

term goal of the Korea Club and the Thunderbird Korean student body. I heartily appreciate their efforts and the past work of my senior students.

The engraving of the



The main gate with its new "Welcome" in Korean

gate by itself is not meaningful. Rather, Thunderbird's Korean students consider it a final and

permanent recognition of the contributions that Korean alumni and students have made to our school. The engraving is also a sort of positioning, as it places Korea on the wall among

Thunderbird's other major member groups. It brings all Thunderbird students closer

together. I hope that the Korean society will take this opportunity to further contribute to the Thunderbird community.

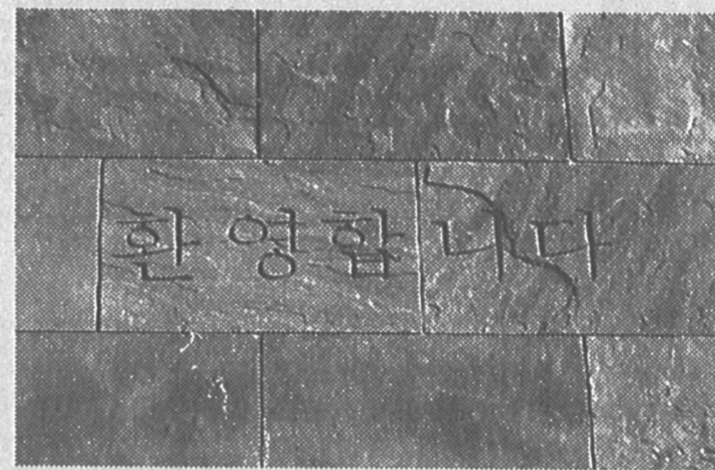
On April 19th, the Korea Club hosted an engraving dedication ceremony at Thunderbird's front gate celebrating a word on a wall and good words for all.

The long awaited engraving may seem like a small gesture; however, the engraving is an event that brings the

Arizona Korean community closer to Thunderbird, and makes those local, but international, relationships so much stronger. Also, the attention that Thunderbird receives will trickle back to Asia, adding to the brand

name value of our school in the region.

Now, when visitors pass through the main gate of the school, they will know that Korea has played a role in



A close-up view of the new engraving

Thunderbird's growth and maturity over the school's 59-year history.

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Dr. Bowen Reflects on Time as Dean, Future of T-bird

"The future isn't what it used to be." -- Yogi Berra, former Yankees baseball player

My resignation as Dean of Faculty and Programs became effective 4/4/05.

I served nearly four years, overall, first at the request of President Herberger, and then at the request of President Cabrera. As I step down, Becky Eby, the editor of Das Tor, was kind enough to invite me to write one final piece for Das Tor.

Thunderbird's future looks brighter than it used to be during some difficult times the last few years:

The President, himself, is leading the charge to get Thunderbird's academic programs, faculty and delivery systems to higher levels of quality, innovation, and worldwide respect. He is a vocal proponent for creating a world class full time program, within a portfolio



of programs diversified by market segments, delivery methods, and geography. We are building on our already strong faculty resources, here and globally, and exploring new methods for how best to match talented faculty to different program offerings. What I call our academic "core technology" (programs and thought-leading faculty in the provision of student learning outcomes and an overall positive student experience) is receiving focused attention and concern - from the very top.

The new split of the Dean of Faculty and Programs into two positions, separate Deans of Faculty and Programs (an approach I have long favored), will better serve both students and faculty. It will allow more focus on the challenges and opportunities within each area, with possibilities for more widespread participation.

Additionally, under President Cabrera's direction, we just this week redesigned our school-wide committee structure to better integrate faculty, administration, and staff as "partners" in addressing key areas of school

Introducing Rob Widing, Senior VP of Academic Programs

By JANE AYADURAY
New Zealand, Fall '05

Dr. Rob Widing recently joined Thunderbird as the new Senior Vice President of Academic Programs. A dual U.S. and Australian citizen who has also spent time in Thailand, he fits well with the school's "Truly Global" ethos. I had the opportunity to pose some questions to Dr. Widing about his agenda for his new role,



JANE AYADURAY

and a few other things, too.

What made you chose Thunderbird?

It's a great job, at a great place, with a great future. Beyond Thunderbird being the world's best in international management, the dedication of the staff, students, alumni and faculty to the school and its (Truly Global) mission was something I had never witnessed before. To be



afforded the opportunity to help develop academic programs with such intense and caring support makes me a very lucky guy.

What is on your agenda as Senior Vice President of Academic Programs?

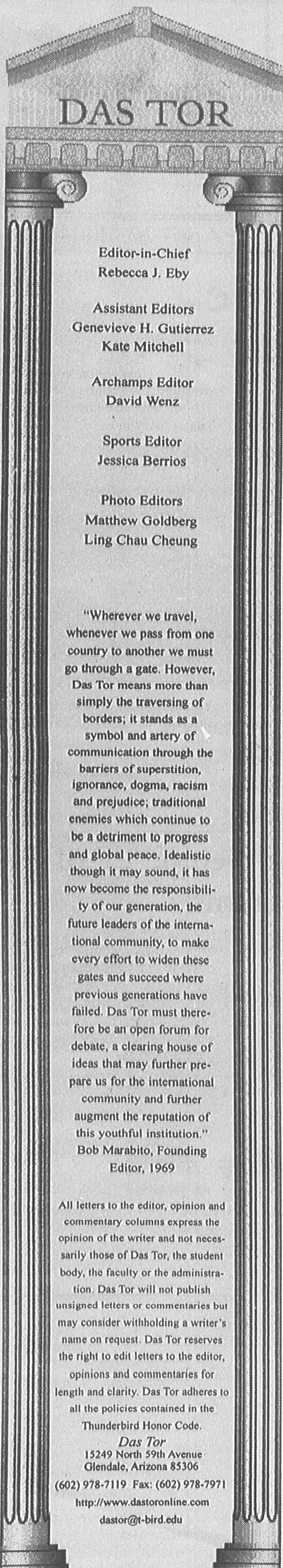
In the early days (and years), to help revise the existing curriculum and expand the academic programs in

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DAS TOR

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

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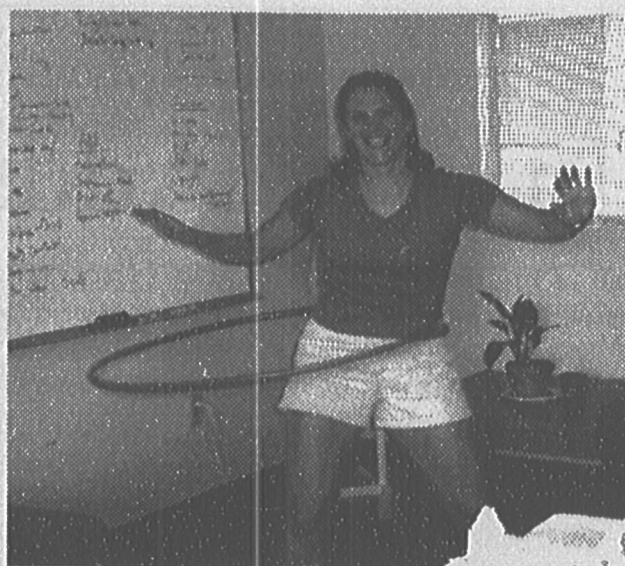
Hula Hoops and Tarantulas

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

Well it's finally that time. My last week here at Thunderbird. I've been here on and off for about 21 months. Long enough to get familiar with the local Glendale offerings but not long enough to see all of the good things that Arizona and Phoenix actually have to offer.

I've had a great time here and learned lots more than I thought I would. I have to admit to being skeptical about the value of an MBA when I enrolled. I thought it would be a good excuse to take off work for about two years, add another line to my resume, learn Chinese and maybe, just maybe, learn something useful about business. It turns out I was wrong about most things. It wasn't a two-year vacation, but instead a crazy time with periods of high stress, but still so much fun that it should be (and actually was at times) illegal. I did get to add another line to my resume, but I didn't learn Chinese (raise your hand if you saw that one coming). On the other hand, having never taken a business course before, I came away with so much useful knowledge that I'm recommending b-school to my friends. Not to say that it's been all sunshine and puppy dogs. I've been irritated on a regular

basis by such things as Commons food, irrelevant lectures, classmates who talk too much, and exams on Saturdays, but the good (and great) far outweigh the bad and on the whole, I give my time here five out of five.



I'm telling you, *hours* of entertainment

So for my last hurrah as Editor-in-chief of Das Tor (a job which I have really enjoyed and am sad to leave), I share with you a few thoughts:

Thanks Rama for showing me how to hold my pinky under my glass. I had a problem with dropping beverages at the pub for awhile.

My favorite professors are (in no

particular order): Drs. Goddard, Pettit, Davidson, Selling, Hosseini, Mathis, Stringfellow, D. Penrose, Chang, Youngdahl, Cavinato, and Sully de Luque.

For lunch you can get fried tofu if you ask at the stir-fry station. It's really good. I am also going to miss Helen's Thundermuffins.

Make friends with people who don't speak the same language as you. That's why we're here.

Hiking is a cheap and fun way to get exercise, entertainment, and a positive view of AZ all at the same time.

Join the alum club in your city. I'm going to.

Sidewinders and Scorpions, two great groups of people.

Das Tor is cool. Consider writing an article. You can write on whatever topic you want.

Tarantulas are scary. Even when you're fully covered!

Hula-hoop = hours of entertainment.

I have nothing else for you now. I'm sure you'll see me on the MTB boards from time to time.

Becky@global.t-bird.edu

P.S. Post-graduation, you can find me in Santa Clara working for Intel. Keep in touch.

America for the Americans

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

I must say I was both surprised and frustrated when I heard within the last week that teams of vigilantes, calling themselves "Minutemen" in reverence to the heroes of the American Revolution, were directing themselves toward the Arizona-Mexico border in a coordinated border-patrolling effort.



MATT LOZIER

These efforts were neither proposed nor coordinated by federal, state, or local governments, but rather thrown together by southwestern zealots bent on protecting America's borders from the foreign hordes streaming over them. Perhaps more interesting, legitimate law-enforcement agencies apparently didn't find anything particularly wrong with these efforts, at least inasmuch as they weren't prepared to arrest these men for interfering in official government business. While we can agree that the government is under-funded (but thank God we proved there were no weapons of mass destruction in Iraq...), and that illegal immigration is an issue, I hardly think that we're prepared to hand over border protection or any other law-enforcement responsibilities to racist vigilantes.

Of course there are those that will assure you that the real threat is Osama bin Laden camelling over from Sonora, and not the loss of taxpayer dollars or, God forbid, American culture. Their motives are pure, and we should appreciate the fact that they still love this great country. Well...I'm not buying it.

The idea for this article actually struck me when I was driving back to Glendale after Christmas, when I saw an

older, Caucasian woman in Albuquerque with a bumper-sticker on her car reading, "Take Our Country Back." From whom? These people dislike immigrants, especially Mexicans. They dislike the fact that immigrants aren't somehow magically blessed with English-speaking abilities the moment their feet hit American soil (as if language acquisition could possibly take less than a few days). They dislike the fact that the world isn't Sugar Tit, South Carolina (actual place). They want homogeny. What surprises me isn't that these people exist, but that the opinions they espouse have become so mainstream, even as globalization's influence is felt in Sugar Tit.

The driver of the car mentioned in the previous paragraph was a Caucasian senior citizen. This means, to me, that there is a fairly decent chance she is a retiree to New Mexico, likely from somewhere in the Northeast. The country she feels needs to be reclaimed is not her home, and it is not historically the home of her people. Until the Mexican-American War in the mid-1800's, Arizona, and an enormous percentage of what is now the US Southwest, was Mexico. In fact, had the Mexican general, the fabled Santa Ana, had any *cojones*, he would have allowed that land to remain in Mexican hands, rather than signing it all away simply to save his own life. So lady, if you're reading this, go back New Jersey and stop spitting in the faces of people who actually have cultural ties to this land.

I tried my hardest to find a roster of members of the Minutemen. I bet it reads like this, "German heritage, English heritage, Irish heritage, English heritage, Italian heritage, etc." Here is another issue that disturbs me. Ours is a nation of immigrants. I have had this conversation with people on several occasions. About a century ago, the Irish, Italian, German, and Polish (and others) who were these folks' forefathers were being maligned by "real Americans" who

were, themselves, the descendents of immigrants. We're all immigrants, folks. I was actually told during a conversation on this topic, that Mexicans should "speak English, like the Germans, Irish and Italians did when they got here." Wow. Am I the only person who remembers the far-flung and sizeable immigrant neighborhoods of the turn of the 20th century? Is it unreasonable for new immigrants to take some time to learn English? After all, most work long days at jobs that most Caucasians belittle. Probably eighty percent of my immigrant friends who can't yet speak English have asked me for lessons. They want to learn. Believe it or not, English is fairly difficult to learn. I often ask the following question of skeptics in situations in which it applies: "Let's take you to China. The minute your feet hit the shore, you speak Chinese. Think you can hack it?" The looks of complete stupefaction that follow this question are priceless.

The problem is that Americans don't remember the American dream. This country used to be a beacon of hope for people from across the world. The present political climate seems to be changing that image for many. Illegal incarceration of Muslim "terror suspects," government sponsorship of racial and cultural profiling, and vigilante border patrols are just some of the indications that the hyper-Americanism being pushed by the conservative Federal government through scare tactics and exclusion are making a serious and long-lasting impact on the American cultural psyche.

At the very least, my last remarks will be hopeful. There was one simple thought that overrode my anger and desire to forcibly remove the aforementioned driver from her car for a heart-to-heart, and that was: "Thank God for places like Thunderbird."

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Dr. Bowen Sees Bright Future for Thunderbird

(continued from page 1)

governance. We improved the design of some committees launched under the "old" Dean (Curriculum Advisory Committee, Faculty Development Committee, and Operational Effectiveness) and added some new outward-looking ones (Corporate Partnerships and External Relations). These will be the vertically-integrated, cross-functional teams that are necessary for serving students, faculty and other stakeholders in the more complicated and competitive environment of higher education.

In the last two years, the school has finally emphasized the systematic marketing of Thunderbird (e.g. student and client recruitment, branding, advertising, rankings strategy, client relationship management). For years as our niche in international management was facing erosion pressures and enrollment declined,

Our historical weakness in marketing left our name, and brand too, unknown and/or undifferentiated. That is changing, big time.

As to branding, we are building academic resources to deliver on the promises of our brand pillars (e.g. fusion of business, language, and culture; enterprising spirit). We are designing these points of value and differentiation into our degree programs. And we have hired Dr. Mansour Javidan as the Director of the Garvin Center for the Cultures and Languages of International Management and Dr. Robert Hisrich as the Garvin Professor of Global Entrepreneurship and Director, the Center for Global Entrepreneurship.

We have even had some good financial news, on top of the Garvin gift, in the form of the investment-grade debt rating and some very significant new business developments in executive education,

including a large five-year contract with a major non-US electronics company.

There are some encouraging signs on the applications and placement sides of the full-time program. On applications, there are on-target application and enrollment flows for the full-time program in Fall '05 for the first time in quite a few trimesters. On placement, we just had the highest number of interviewers here for a career fair at Thunderbird, by far, in several years. And the April 4, 2005 Arizona Republic ran a story headlined, "Job picture brightens for MBA grads."

There are many more reasons for concluding that Thunderbird is fit for the future - but the Das Tor editor did give me a word count! Let me at least mention that even if *all* of these features do not provide immediate returns to you as a student now (but many will), that you will benefit in your career for years to come from this improved positioning.

Finally, since students have asked, my future will not be what is used to be either, obviously. I leave the Dean's position with some real positive memories of time with you (teaching in Foundations, "flag ceremonies" at opening and graduation ceremonies, cohort parties at Dr. Siehl's home, some of you in my Hospitality Weekend class, and, best of all, Town Hall cage fighting). I regret not having found more time to do more.

I will be returning to teaching after some time off. I actually have proof that at least one student in the past thought I was good (see the last issue of Das Tor in the article on "Alumni speak out on best classes and favorite professors"). Thank you, Roberts Kukainis, Spring '01. I am now ready to return to the classroom in search of a second!

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Curriculum, Protecting T-bird Legacy, Finding Coffee; Top Priorities for Widing

(continued from page 1)

the school's portfolio. As Dr. Cabrera regularly emphasizes, all that we do should be measured against the five pillars of our Truly Global mission. Hence, any changes made will necessarily reflect or produce an enterprising spirit, global mindset, borderless community, global thought leadership, and global citizenship. Of course, attending to accreditation matters and the ongoing provision of student services remain high priorities.

Fortunately, the outstanding staff, program directors, and administrators make this an easy part of the job. In many ways, all I need to do is report to them and carefully follow directions.

What is your plan for your first 100 days?

To help "evolve" the full time MBA degree in a way that remains true to The tri-partite legacy of the school (culture and language, international studies, and global business), while growing other substantial features of the program. The latter may include new integrative aspects at the beginning, middle and end of the program, additional focus areas for specialization, international experiences integrated more fully into the course of study, and a renewed focus on developing new global markets and products/services. Importantly, we will also likely expand the portfolio with exciting developments in International Affairs and the Global MBA (On Demand), which would also share the MBA characteristics just described.

And also find the coffee room.

What do you perceive as the main challenges that are facing Thunderbird students in the global workforce, and how can these be addressed?

Actually, I think Thunderbird's students are well prepared to enter the global workforce. A recent Business Week editorial bluntly stated that people skills and cross-cultural teamwork are what MBAs need (and generally not getting). While we certainly do not overlook the importance of the functional and analytical sides in areas such as accounting, finance, management, marketing, and operations, the Thunderbird

signature lies squarely in producing MBAs with good people skills and an ability to work well in cross-cultural teams. We are well positioned for the change in emphasis.

How do you see the field of international management changing over the next 5-10 years?

We'll see increased needs for intra- and entrepreneurship on a global level; better integration of and coordination across functional and geographic silos; more empowerment of people at the organization's boundaries and in the trenches in

order to make and implement decisions quickly (you can't empower ignorant or inexperienced people); and greater responsibility and accountability for organizational outcomes, behaviors and contributions at all levels. Of course, people skills and cross-cultural team building are central to each of the above.

Tell us something that the selection committee doesn't know about you.

While the GI Bill helped enormously with university finances, throughout most of my undergraduate and masters

degrees I worked as bartender to help balance the books. In a pinch, perhaps I can help out at the Pub!

So there you have it. Dr. Widing clearly has much work ahead of him, so please point him to the coffee room if you see him around.

JaneAyaduray@global.t-bird.edu

Thank You

By DOUG BACON
U.K. / U.S.A, Fall '05

Having graduated in December, I was scheduled to undergo an urgent craniotomy in mid-February.

With my wife Angela 8 months pregnant, and our 2 year old still potty training were not sure how it was to all unfold. Being away from home and family we were a little daunted having to face this without our community. The procedure would render me useless for several weeks. Whilst nothing new in that, I was serving some purpose in facilitating rest for my wife by the occasional Safeway visit and making amusing shapes in Play Dough with my son.

What ensued was Thunderbird at it's best. Offers and provision of babysitting services, endless meals, a car, gifts, rides, money, cell phones, audio books, cokes of "Enquirer" an X-Box, DVDs, moral support for Angela (I was on morphine so I was fine) and lots of bedside visits.

This note is to hono(u)r all those who looked after us these past weeks. You know who you are. Without all of your support and generosity we would never have come through this smiling. We felt truly blessed and privileged to have been on the receiving end of what it means to be truly part of the Thunderbird community. We wish there was some way to really thank you. But, Thank You.

Doug and Angela Bacon

Academic and International Services Announcements

TNE: Term of Non-Enrollment Forms Due May 19th

We are now accepting applications for TNE/Reduced Course Load from international students planning to enroll for less than **12 credits** in the Summer 2005. The deadline to apply is **Thursday, May 19th**.

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

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

OPT and CPT Applications now Available

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

I-20 Maintenance - Look at your End Dates!

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

Internship Registration - Open through May 27th

All students going on internships this summer and wish to register it can find forms and information on the "Internships" site of MTB. Registration will be open through **Friday, May 27th**.

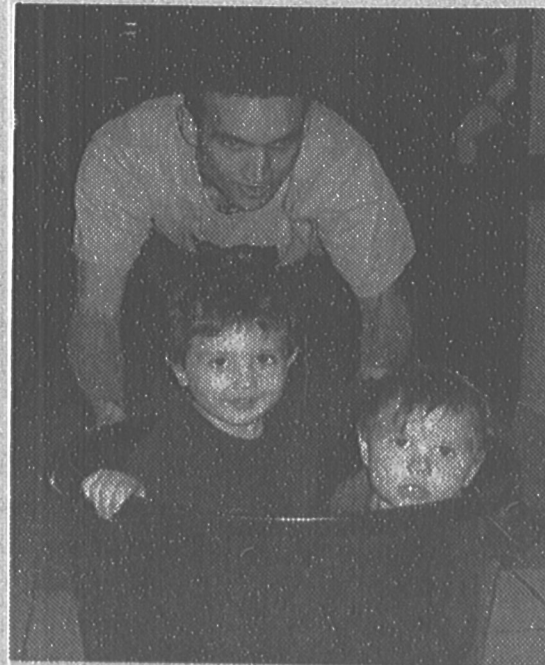
Academic and International Services
Phone: 978-7177 - Email: ais@t-bird.edu

What is going on in Archamps?



Sean Cassidy and Kristopher Stewart stand over a raclette dinner, a local swiss specialty, that the Culture and Cooking Club put together in Archamps

The students at Thunderbird's Archamps campus have been busy with more than just studying!



Ricardo Fiorillo push his two sons through the hallway of Thunderbird Europe



Students from the Finance and Investment Banking Club ate dinner at a Thai restaurant in London. The club went to London to speak with representatives of Citibank, Barclays, and many other institutions in March



Friedrich Nitzsche sits waiting to meet with the EBRD in London



From the left students Christian Zoueïn, Jocelyn Wyatt, Sean Cassidy, and friend Forest Bommarito stand in front of the snack bar in Archamps after the first BBQ of the trimester

International Women's Club Meets With *Other* Dr. Cabrera

By KAMILA KENNEDY
IWC Committee

On the first morning of the month, over tea, a group of fifty women had the pleasure to meet and listen to Dr. Elizabeth Cabrera (who was introduced by her husband Dr. Angel Cabrera) talk about "The ABC's of women's careers" and how different they are from those of men.

The very successful event was organized by the IWC (International Women's Club) committee and Mary Wilken, with help from the TSG. The IWC is a club with over one hundred women from all over the globe, mostly spouses of students and alumni. This club organizes activities for wives of students, many of whom arrive from faraway places, without friends and families, some with one or more small children and usually without the proper visas to work or take courses. It gives the women a place to socialize, make friends and learn a lot about each others'



Dr. Elizabeth Cabrera addressing IWC members

cultures. Chiyo Murata is the club's very dedicated president who has been working hard as an IWC committee member for two trimesters. She is getting ready to go back to Japan this summer with her two daughters and husband (who will be graduating) and will be greatly missed. All of

shared her own experiences as a career searcher, living in Spain (her husband's home country), having two children and lately moving back to the United States with her husband. An important point of her talk was how surprisingly happy you can be in a very new culture and lifestyle. She also shared some tips on how to surpass the challenges of learning a new language.

She emphasized how difficult, but not impossible, it can be for a woman to re-enter the work force after having a child or being on leave for different reasons. It was inspiring to hear that it can be done and that the corporate world is slowly changing because it is losing very capable and educated female workers.

A very diverse group listened intently and identified with her words. Among those present were recently married women, ex-career women who had left their jobs to follow their husbands' dreams, and mothers, American and foreign.

Hearing her talk about a subject that is so close to home gave these women the hope to go back to their own dreams and the strength to survive a very difficult time, while their husbands are working really hard towards their MBA degrees. Having the opportunity to attend a social but

intellectually-oriented event was a treat for most of these ladies. Childcare was graciously provided which gave many of them a special time to think about the future.

Suki Wilberding, a spouse and mother from the US, added, "I am a stay-at-home mom, so it was great getting caught up to date on the happenings of the working woman."



Dr. Cabrera took her time in getting to meet the women afterwards and to answer some questions. The reaction from the ladies could not be better. They left with a positive attitude and made some enthusiastic comments. "This was the best event the IWC has ever had," said Daniela Rodriguez, a spouse and mother from Chile.

"That was great advice for me to think about the future positively and I enjoyed being there as one of the IWC members," commented Keiko Takajishi, a spouse from Japan.

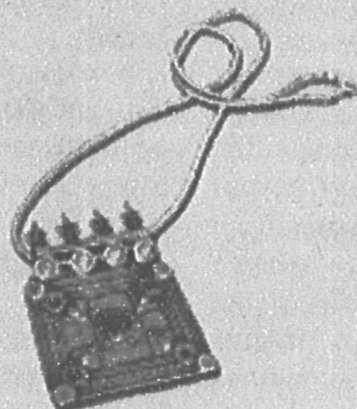
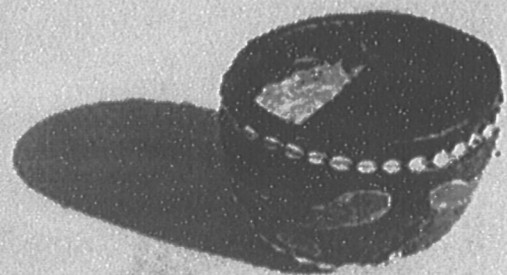
For this writer, the whole morning was a great experience. Although I don't personally miss having a career, I came away inspired to meet new challenges. Dr. Cabrera talked about importance of setting challenges for ourselves, and as a result, I wanted to write this article, even though English is not my native language. I have thoroughly enjoyed my time with the IWC and value the incredible friendships and support that I have received.

kmahfuz@hotmail.com

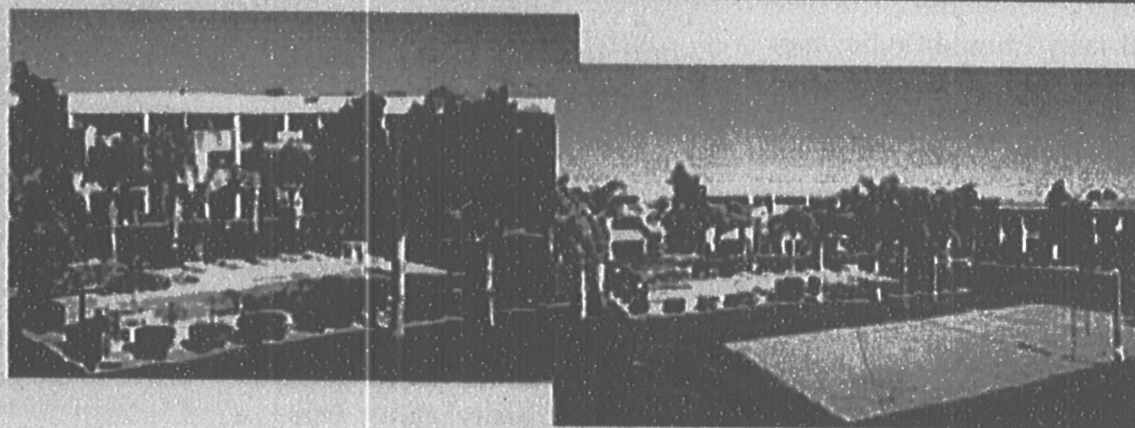
COME VISIT
THE GLOBAL
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Crazy Entrepreneurs

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

Entrepreneur in the Spotlight
Scott Moreno, Managing Director of Iberian Moto Tours

"I have the best job in the world!" How many of us will be able to say that? Can one just pick up, move to another country and start a successful business? YES! While at my last job, an international motorcycle touring company, we often worked with an excellent moto touring company in Spain, the owner of which happened to be a Thunderbird graduate.



SCOTT HARRINGTON

Scott Moreno has a typical Thunderbird background, up to a point. Well-educated and intrigued by other cultures, mainly Spanish, he got a good job out of college working on Wall Street. Wanting to get out of finance, and into international business, Scott came to Thunderbird. After Thunderbird he got a job doing the last thing he wanted: finance and trading currencies, with a Swiss company in their Madrid and Dubai offices. He was getting burnt out when another T-bird asked what he would really like to do. Scott replied that he liked riding motorcycles and if he could make a living at it, he would. The friend asked why shouldn't he start a motorcycle touring company. So from midnight to 3 a.m. for two months, Scott wrote a full business plan for the company he owns now, Iberian Moto Tours.

Scott was first hooked on motorcycling at age ten, and has never owned a car in his life! He is bilingual in Spanish and English and takes pride in enjoying Spanish life to the fullest. IMT offers full service motorcycle tours in Spain, France, Portugal and Morocco to riders from all over the world. He started

with eight motorcycles in Madrid and four organized routes. Today they have 30 BMWs, four rental centers: Barcelona, Madrid, Sevilla and Malaga, and over 13 different routes.

In the beginning, Scott was the only employee, in charge of washing bikes, guiding on motorcycle, van driver, accountant, marketing, advertising, etc.... Now he has five office staff, including a T-bird who has just joined, and eight guides who lead tours and drive support vehicles. They import motorcycle accessories from the US and Germany and manufacture BACKFLASH (registered to IMT), a reflective sticker for the back of BMW side cases. They have agencies in the US, Germany, and Mexico and represent the Official BMW Off Road Training School in Spain. His attention to the details of each tour and the riding and travel interests of each customer make IMT one of the best motorcycle touring companies in the world.

Do you enjoy your work and what do you enjoy most?

"I love my work. All aspects of business fascinate me and I think I have a natural instinct for it—that would be the office aspect of the job. I really enjoy being a guide on tours, which I have less time for unfortunately. The tour members are all bound by the common love of motorcycles and

adventure. The best part is meeting these new people and making them feel like they've just had the



best vacation in their life."

How were you able to merge your passion with a career?

"I was young and stupid enough to try it! I didn't have a wife or children. I was able to survive on little and I enjoy working. I think

are in jobs that they are completely unfulfilled in and cannot get out of, and I think it drains them a lot. It is a bit sad to talk to them about their jobs and they end up trying to find solace in vacations, a new car, new house or some other toy...but that is short lived I think. A great portion of your life is spent working so if you can enjoy it and be inspired by it, nothing will give you more joy - other than having a great wife or husband...and if you have a great wife/husband and job then you are destined to be very happy...bottom line is happiness...internal satisfaction with yourself."

How is the money?

"Money is not bad at all, I definitely live comfortably and have no complaints in that respect.

Although it is important to work NOT to make money - what I mean is that money isn't the goal of my job - that is the common goal of people that do not like their jobs but want to make some fast cash and retire at 45...not my case, I

would like to work until I'm ready to meet my maker and concentrate on an AI quality product and with that being the goal, the money seems to find you anyhow...."

Did Thunderbird equip you for starting your own business overseas?

"It helped a lot. Gave me the confidence that I needed to get over the fright factor of jumping

into the unknown. I have definitely used knowledge of various T-bird classes at IMT, especially in the writing of the initial business plan and other marketing and finance classes. We are now importing motorcycle products from Chicago (National Cycle) and I am using the import/export class I took also. I actually just sat in on Entrepreneurship, never paid for it but did all the projects and presentations, and that was most useful to me."

What were some of the major challenges in starting your own business?

"Residency issues in Spain were tough. Initial financing was interesting, not too many believe in a young guy in a foreign land doing something that he really knows nothing about."

Do you have any advice for T-birds that want to start their own business overseas?

"Don't let fear overwhelm you. Once you make the decision stick with it. Take small steps - "poco a poco"...look at the big picture but not too hard. It was a blessing in disguise not knowing everything that was needed to start a company in Spain. In hindsight I probably thought of about 20 percent of everything (and I thought I had everything figured out after the b-plan) If I had known the other 80 percent upfront, it would have scared the pants off of me and I probably wouldn't have done it. Always try and be the best at what you do. Don't make \$\$ your goal - make quality and when things get tough, keep your cool and raise your head and look around and enjoy it - it will pass."

For more information on Scott's company, check out www.imt-bike.com

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most people have dreams of doing what I did, but at some point in the process they talk themselves out of it. It is pretty scary in the beginning. I was also lucky in finding outstanding partners, and the IMT staff, from the office to the guides, is top notch."

What are the important factors for you in quality of life?

"Let's just put it this way, a lot of my friends, T-bird and others,

Two New Senior Faculty Appointed

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

Thunderbird has recently announced the appointment of two senior level faculty members, one each in the areas of



BECKY EBY

Entrepreneurship and Finance. The addition of Dr. Robert Hisrich as the Garvin Professor of Global Entrepreneurship and Director of the Center for Global

Entrepreneurship and Dr. Dwight Grant as Professor of Finance is expected to enhance the quality of offerings in their respective areas.

Dr. Robert Hisrich, considered by many one of the top faculty members in the area of entrepreneurship, will be joining Thunderbird in July 2005. Before coming to Thunderbird, Dr. Hisrich worked to build the entrepreneurial studies program at Case Western Reserve University. Upon his arrival, it is expected that he will provide the leadership to build Thunderbird's offerings in the area quickly. As

Dr. John Mathis, Dean of Faculty puts it, "This appointment is an opportunity to change [Thunderbird's] reputation in this area over night." Dr. Hisrich is known for his numerous publications and books including his bestselling book on women in leadership and entrepreneurship.

The finance department will see a new face starting in fall 2005 when **Dr. Dwight Grant** joins the faculty. He comes from the University of New Mexico where he was the Chair of the Department of Finance. He also actively consults and conducts research, focusing on hedge

funds and alternative investments. Dr. Grant is known for his use of cutting edge math and statistics in financial decision-making. He will be teaching upper-level finance courses such as Financial Engineering and Fixed Income. In announcing his appointment, Dr. Bowen wrote, "In sum, [Dr. Grant] brings a lot of what we need: he can contribute to our goal of enhancing the quality of our full-time program via his track record of excellence in teaching upper level finance electives; he is an active scholar who can add to our 'thought leadership' both via his

own efforts' and in collaboration with others here..."

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Passion, Adaptability, Positive Attitude, and Willingness to Learn

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

The Marketing Association recently had the opportunity to meet with T-bird alum, Nick Manuselis '91, to talk about his career at Intel, his involvement as a judge in the Spring 2005 Intel Global Strategic Marketing Competition, and his advice for students aspiring to become successful marketing professionals.



SHEILA OH

From Thunderbird to Intel

After Thunderbird, Nick worked in tech consulting before heading to the Intel, the global company that has become synonymous with silicon chips and hi-tech. Nick has worked for Intel for the last five years where he is currently a marketing manager for the Consumer Electronics Group and responsible for a number of major customer accounts

in the US and Europe. "Intel is helping enable our digital world by driving industry standards that allow our customers to compete and shape tomorrow's Digital Home & Office," remarked Nick.

When asked what he enjoys most about his current role, Nick highlighted that working with Intel's Consumer Electronics Group lets him "work with established global players as well as new entrants to help create new categories, products, and usage models." He went on to add, "The work appeals to my entrepreneurial instincts, which I think is a huge part of being a T-Bird, whether the company you work for happens to be large or small."

As a marketing manager, Nick finds that strong communication skills, understanding of current technology / future trends, and adaptability have been key to his success. "The hi-

tech industry is always evolving," he noted, "you have to be able to embrace change in order



Alum Nick Manuselis

to lead." In a global organization like Intel, with over 70 percent of revenue generated from international markets, Nick highlighted the importance of the cross-cultural communication skills that he honed at Thunderbird. These skills have given him an edge in working effectively with colleagues and teams located in different countries around the

world.

"Thunderbird provides you with the foundation to succeed in global business: the critical thinking skills, the business skills, and the cross-cultural communication skills. All that plus the added bonus of networking and meeting people from around the world. I don't think any other B-School offers the whole package quite like Thunderbird," Nick stated.

Spring 2005 Intel Global Strategic Marketing Competition

As the Intel Judge and Thunderbird Alum for Rounds 1 and 2 of the Intel Global Strategic Marketing Competition, Nick played a key role within the competition. For Round 1, Nick and faculty judges, Professor R. Sukumar and Professor William Wan reviewed papers submitted by eight teams. In Round 2, which was conducted on March 18 at Thunderbird, they judged presentations from the five semifinalist teams. The three finalist teams, Aseem India, Global

Ubiquitel Korea, and Sun Dragon China presented in front of a panel of Intel Judges at the company's Chandler campus on April 8. "It's great to be back at Thunderbird, interact with students and give back," said Nick.

Words of Wisdom from a Seasoned Pro

When asked what advice he had for Thunderbird students aspiring to be successful in a marketing role Nick didn't even hesitate: "Have the right attitude... the key to success is the right outlook, passion, energy, adaptability and most importantly, the willingness to learn. Marketing is about working across teams with other functions, other business lines, and externally with customers. As a hiring manager, I'm looking closely at a candidates attitude - are they positive, energetic, and willing to learn? It was great to interact with today's T-birds and see these traits on display during the Intel case competition."

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T-birds Fly to Scotland for World Model UN Competition

By JAIME L. SCHILLING
U.S.A, Fall '05

Last month, nineteen T-birds, from both the Archamps and Glendale campuses, had the opportunity to represent Thunderbird at the Harvard World Model United Nations (WorldMUN) Conference held in Edinburgh, Scotland.



JAMIE L. SCHILLING

The group of students spent a week as United Nations delegates representing the interests of the countries of Iran, Brunei, and Guyana on various UN committees. With issues ranging from gay rights as human rights, to debt relief in develop-

ing countries, to mental health issues, to the Israeli-Palestinian conflict, debate was stimulating and often intense. Notes were frantically passed between delegates in order to form coalitions, and country identification placards were hurriedly thrust into the air in an effort to be among the first delegates to be called upon to speak in moderated caucuses.

The eventful week began with the Rules of Procedure sessions to familiarize all delegates with parliamentary procedure, followed by the Opening Ceremonies held in the University's historic and beautiful McEwan Hall. More than 1,000 delegates, from many different countries and backgrounds, were summoned into the hall by Scottish bagpipers playing at the entrance, and were addressed by several keynote speakers, including a Member of

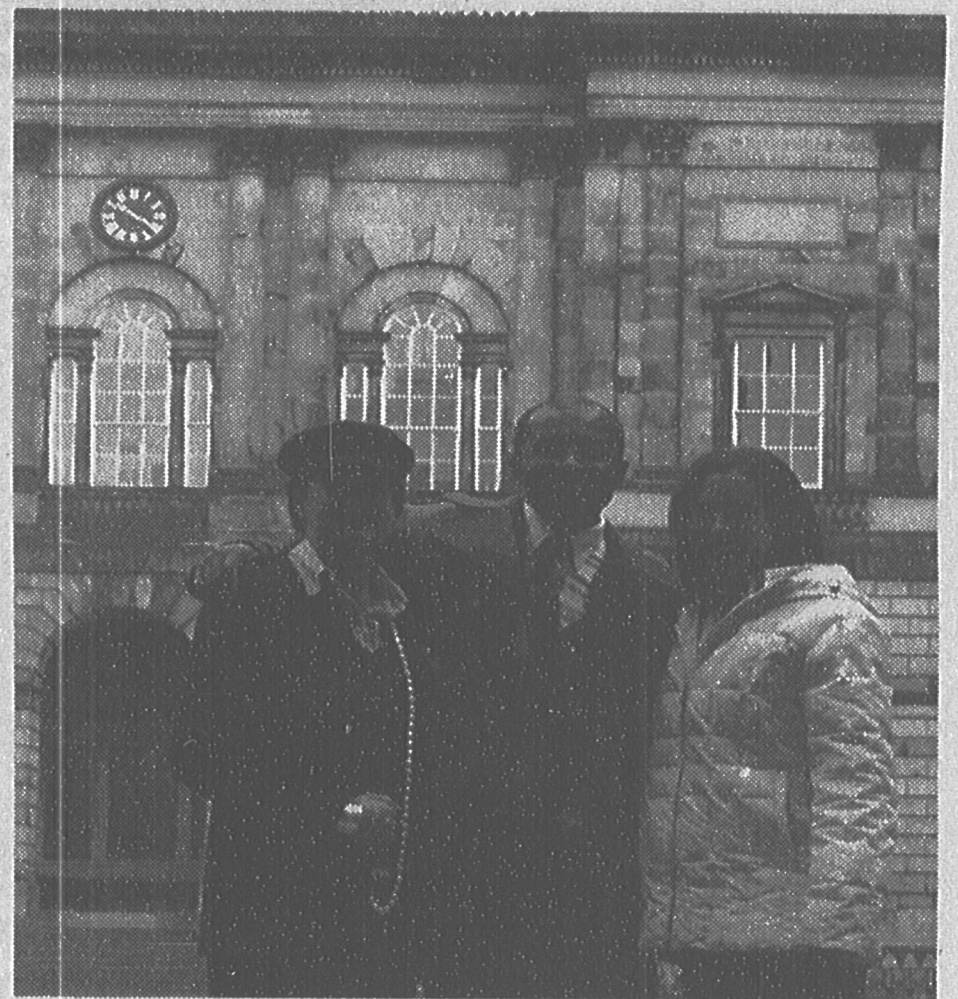
the Scottish Parliament.

Early the next morning, delegates rushed off to their respective lecture halls to begin deliberations on the issues. Thunderbird's delegates, though mostly first-time Model UN participants, were quick to join in the action by searching out delegates with similar positions to form alliances, addressing their committees with their countries' specific concerns, and working with other delegates on draft resolutions to put before the committees.

On Friday, after a week of tireless negotiation and consensus-building, amidst flurries of paperwork representing resolutions that had been drafted and re-drafted, debates were closed and final votes taken. Some committees were successful in passing comprehensive resolutions, while others failed to pass a resolu-

tion. Even without a resolution, delegates were proud to applaud the constructive dialogue that took place amongst countries of often opposing interests, on some of the toughest issues the UN faces today.

Of course, the week was not



Members of the World Model UN Team enjoy time in Edinburgh

without its social element, and the host university did an outstanding job of organizing nighttime activities that gave delegates an opportunity to see the best of Edinburgh while mingling with other delegates. These events included a ghost tour and pub crawl in Old Edinburgh, a Diplomat's Soiree at Edinburgh's Dynamic Earth museum, and a Club and Cabaret Night featuring skits by many of the delegations including an unforgettable cheer/chant by T-birds!

Although the week seemed short, the experience has

made a lasting impression on the T-bird delegation, as evidenced by some who still have not lost the Scottish accent! One thing is certain: We will not soon forget Edinburgh, and Edinburgh will not soon forget us! So... in the spirit of WorldMUN 2005, the T-bird delegation moves to continue contributing to WorldMUN in the future, and aims to recruit even more of our fellow T-birds to be part of Thunderbird's World Model UN team!

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The First Annual Social Responsibility & Ethics Challenge a Success

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

The first annual SR&E Challenge has been a great sensation! The five finalist teams came to campus for the weekend to present their final concept proposals on Saturday, April 16th. To get to that point many T-birds put in a lot of hard work, sweat and blood to make this competition happen!



ELIZABETH STAAB

Much preparation went into the competition starting last fall to write a business plan, lobby for school support and liaise with several departments on campus as well as finding first sponsors. The real work started after returning from our long winter break.

With a very tight timeline we dove into finding more sponsors who submit challenge problem statements, get teams from MBA

programs around the world to sign up, set up a web design and create a functioning IT infrastructure and find judges for the competition.

The first round of the competition from March 12th to March 20th was online. A team of great T-birds led by me worked very hard to get the message out to over 350 schools around the world. Writing hundreds of emails and making many more phone calls the team successfully signed up 56 teams from 36 schools, eight countries and three continents to make the competition truly global. From Thunderbird, six teams participated in the challenge!

Before any team could enroll, the IT team led by Michelle Gansle made sure the website had all the relevant information, functionality and proper lay-out. They put in many hours and late nights working with idea crossing to give the online competition a face and run smoothly. Meanwhile, Luisa

Vallejo worked relentlessly at getting sponsors for our \$25,000 budget and succeeded in getting the Lincoln Center to generously sponsor the event. Our corporate sponsors Tyco, Salesforce.com

rations has been very positive, the whole process has been very user friendly for them and many of the concept plans students submitted offer fresh ideas, new angles and insight according to

not make it to the finals.

The on-campus event weekend was a massive logistical undertaking led by Greg Lambert and Ravi Mujumdar. They organized everything from food and drinks, venue locations, decorations, accommodations to golf cart driving lessons. With support of their team, they worked to make the on campus event a memorable event, promoting Thunderbird as a leader in CSR and ethics.

The final presentations were open to all students, faculty and staff and took place in the Yount Building from 7:30am to 10:30am. Although it was too early for some, everyone had the opportunity to meet the teams at the Afro-Latin party at the Fish in the afternoon.

The organizing team is very proud of what we have accomplished so far and hope to have the foundations for a successful Thunderbird Spring Competition going forward. We would like to thank all those volunteers who have put in such great enthusiasm, work and energy to making this challenge such a great success!

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Challenge organizers Luisa Vallejo, Elizabeth Staab, and Michelle Gansle

and OM Semiconductors submitted problem statements and support us with sponsorship. Tyco as the main corporate sponsor is providing a problem statement in both the first and the final round. So far, feedback from the corpo-

Eric Pillmore, VP Corporate Governance, Tyco.

The team of over 20 judges ranked the proposals. The judges included Dr. Cabrera, Dr. Fong, Dr. Javidan, Dr. Sours and Dr. Stauffer from Thunderbird

and industry experts were accomplished by Luisa Vallejo and Michelle Gansle.

The results of the first round are UC Berkeley Haas, University of Kansas, London Business School, UCLA and HEC Montreal. Disappointingly, a Thunderbird team came in a close 6th and did

THUNDERBIRD Social Responsibility and Ethics Challenge

To all Volunteers -

We would like to thank all of you who helped make this weekend's event and the Social Responsibility and Ethics Challenge overall a raging success!!!

- | | | | |
|------------------|------------------|--------------------|-----------------------|
| Anupam Bhargava | Greg Lambert | Vyta Faselk | Sara Swain |
| Malu Campanico | David Lane | Ben Peck | Sam Tam |
| Gbemi Disu | Dawn Lauter | Choyandra Perry | Astor Toyos |
| Christopher Eddy | May Lee | Brent Rae | Yazmyne Vazquez |
| Nicolas Eberovic | Brian McBride | Natasha Safo | Michelle Ward |
| Michael Gabriel | Dori Merifield | Christian Schaefer | Aaron Wixom |
| Matt Harker | Laurent Meyer | Laura Scherrer | Zorana (Jane) Yawapac |
| Julie Hazel | Vaishali Naroola | Jennifer Schiele | Chris Zintel |
| Kanwaljit Kaur | Ravi Mujumdar | Anamra Singhania | |

Thank you and best wishes,

Your SR&E Challenge Team

Michelle Gansle, Mary Elizabeth Staab & Luisa Vallejo

The Winners

In line with the theme of corporate responsibility, each team selected a charity of their choice to donate half of their winning proceeds.

1st Place (\$5,000) Jackrabbits from UC Berkeley, Charity: BAYCAP (Bay Area California Arts Project)

2nd Place (\$3,000) Cougars from UCLA, Charity: Amigos De Los Rios

3rd Place (\$1,000) Scorpions from London Business School, Charity: Doctors Without Borders

Dr. John Mathis now Dean Mathis

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

I had a chance to sit down with Dr. John Mathis the other day to talk about his new appointment to the position of Dean of Faculty. Previously, the duties of the position were split between Dr. Mathis and Dr. Bowen.



BECKY EBY

When I asked him what he felt his most important responsibilities were, he quickly answered: figuring out what

resources are needed to drive the development of faculty. He wants to change the focus to measuring learning outcomes rather than inputs, and also noted that it will be important to get faculty comfortable with the alternative delivery methods used in the various programs. Dr. Mathis affirmed that teaching will always be crucial to Thunderbird, although the definition of what good teaching is has evolved over the years. Before, lectures were the main method of passing on information, then case studies became widely used. Now, an integrated curriculum where students work on projects that span

subjects is becoming a popular technique.

While teaching is the schools main focus, Dr. Mathis believes that faculty members can be better educators if they're on the cutting edge of their fields because the information is more interesting and relevant to students. How do you get cutting edge thought with a relatively small number of faculty? In several ways. Dr. Mathis says that while only about 50 in number, T-bird professors are especially strong in global consulting, which gives them relevant and up-to-date experiences that they bring back to the classrooms. In

addition, having a strong executive program allows professors to interact directly with top business leaders and see first hand the problems experienced and leading methods employed by businesses today. The information gleaned in executive classes is then pulled into the regular full-time program. Finally, the school has been recruiting professors with research backgrounds that fit with Thunderbird's goal of providing "global thought leadership." (Please see article on new faculty hires on page 6 for recent news.)

In other news, Dr. Mathis stated that he began

Thunderbird's first "node" with the program's initial professor, Winter Nie, who teaches classes including Operations and Project Management, and will live part-time in Hong Kong and part-time in Glendale. She will be a local expert in Asia teaching some semesters at the node and some at the main campus.

While Dr. Mathis' administrative role has expanded, he will still be teaching International Economics this summer so you can get to know him first hand in the same way I did: 8 am on Tuesdays and Thursdays in Lecture Hall 53. Becky@global.t-bird.edu

Leading Change: Y&R Executive Shares Insights

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

On March 29, 2005, Thunderbird featured its first global issues forum speaker who was a woman, a CEO, and an African American: Anne Fudge, from ad agency Young & Rubicam.

A list of professional accolades and achievements trail Ms. Fudge wherever she goes.

She was named one of top 50 women business leaders by Fortune Magazine in 2004. She is one of three women business leaders in a CEO position along with Meg Whitman of eBay, and



SHEILA OH

Anne Mulcahy of Xerox. Ms Fudge is also a member of the prestigious NY-based Council on Foreign Relations.

During her comments, Ms. Fudge observed, "As business students, leading change is going to be your life. Change is not a new phenomenon—what's different is the speed of change, the velocity of change as we experience it now. Marketing is also about change. My whole career has been about marketing and brand management. The key is finding an interesting connection between things all the time. Look at things with fresh eyes, through the eyes of consumers, and make it new and exciting continually. This is a challenge because today consumers are

bombarded with so much information, so much choice and it is often overwhelming."

Ms. Fudge spoke about the shift in the advertising from creating ads to creating ideas. "Running a 30-second spot is not enough to build the business," declared Ms. Fudge. "It is about creating ideas, driven by what is happening in digital space." For instance, blogs are reinventing the experience space. In the past, marketing communications was about connecting to passive consumers. Now it's about "creating an experience." "Communities are being created on the internet, and 'communities of interest,' through their blogs and consumers, are becoming co-creators of their experiences," she said.

"The reality today is that business is constantly changing. Client expectations and the competitive landscape are constantly in flux. Technology accelerates the speed of change. In the past, you had time - you could plan out your marketing plan over 12 months, but now it is a work in process and you have to constantly adjust your plan to the changing landscape and what your competition is doing; you have to act and react. This is why the role of marketing communications is evolving."

Ms. Fudge also spoke about the challenges of leadership. "Being a CEO is tough. I've ever worked so hard in my life. But the key to anything you do is doing what you love. If you love

extreme sports or rollercoasters, what I liken to being a CEO, it is worth it."

"The world we live in today is beyond what we can realize. We are still living in the change," noted Ms. Fudge. In the next two to three years, marketing will be shaped by 3 Cs: connectivity, content space, and creativity. A final theme throughout her presentation was also a 4th C: Change. "How do you get messages to customers when you are trying to do this in a creative way that connects with a person in a feeling way, in an emotive way using the technology that we have? How can we innovate on content to do this?"

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Former President of Ireland Speaks on Campus

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

On April 11, Thunderbird had the great honor of a visit from Ms. Mary Robinson, who has served as both the President of Ireland and the United Nations High Commissioner for Human Rights (1997-2000). Ms. Robinson is a champion for human rights and has been instrumental in bringing the cause into the spotlight of the United Nations. As President of Ireland and High Commissioner for Human Rights, Ms. Robinson has led by example and reached out to communities in need of diplomatic support in human rights. Ms. Robinson spoke to Thunderbird regarding the shifting sphere of influence from governments to large corporations and the increasing responsibility companies have to preserve human rights across the globe.

In Ms. Robinson's lecture, she touched on some private and UN initiatives that have taken place in the past few years and should be well known to every person engaging in international business, the Global Compact, the Global Governance Initiative and the United Nations Norms. The Global Compact is an initiative started by the UN to encourage businesses to incorporate ten principles based on human rights, labor standards, the environment and anti-corruption into their corporate culture. The Global Governance Initiative was created by the World Economic Forum in answer to the failure of businesses to help meet the Millennium



KATE MITCHELL

Development Goals to "uphold the principles of human dignity, equality and equity at the global level." It was designed to help governments, intergovernmental organizations, businesses, and civil society organizations identify practices that have been successful from an economic development perspective, and to engage in ventures that focus on meeting the Millennium Goals. Finally, the UN Norms provide a framework for a company's responsibility to protect human rights. The Norms give companies both a guideline and checklist to improve their human rights record.



As MBA students, we understand the important influence business has on economic, political and social situations in emerging markets. We don't, however, often consider the direct impact business has on human rights. Ms. Robinson's speech highlighted the important role business plays in ensuring that the aforementioned goals are actively pursued and supported by the business community and upheld as standards by which to operate.

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Thunderbird Annual Fund

By STACY HARKER
Associate Director of Leadership
Annual Giving

By now, you have probably seen a few blue wristbands on campus. If you don't already have one, you may be wondering what those blue bands mean.

As part of our annual participation drive for the Thunderbird Annual Fund, these wristbands have been presented to those students, alumni, faculty and staff as a thank you gift and a visible way to show their support of Thunderbird.

What is the Thunderbird Annual Fund? It is



STACY HARKER

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!

Tuition and fees cover approximately 60 percent of the Thunderbird experience. Contributions from individuals alone have averaged \$3.5 million per year over the past five years; this amount, contributed by individuals, is essential to providing a well-rounded Thunderbird education. Philanthropic gifts from alumni, friends, faculty, staff, and yes - even students - have a positive and meaningful impact.

Each contribution makes a difference and is a vital part of the revenue stream that keeps Thunderbird #1.

The number of students and alumni who give is vitally important - not only for monetary value but also because corporations and foundations often use participation totals in their decision to award grants and support to Thunderbird. Another significant factor in alumni and student participation is that every gift, no matter how large or small, can affect our rankings and strengthens our institution as it reflects upon alumni satisfaction!

For more information contact Stacy Harker, Assistant Director of Annual Giving at (602) 978-7909.

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Lunchtime Forums Offer Food for Thought

By JANE AYADURAY
New Zealand, Fall '05

Where did you go at lunchtime?

If your answer to this question was the Commons, Subway, 7-Eleven, or in fact anywhere else in Glendale, then you missed out. Twice this trimester a group of very lucky students have gone to Africa for lunch. "How can this be?" I hear you ask. Well, following the passionate cries of students last trimester for Africa to be included in Thunderbird's "Truly Global" curriculum, Professor Olufemi Babarinde offered to host lunchtime discussion forums on topics relating to African politics and



JANE AYADURAY

the business environment. Thus, the African Politics & Business Forum was born.

The African Politics & Business Forum is a joint effort by the International Development Association and the Africa Club to fill an obvious gap. Alexandra Lepionka, academic liaison for the IDA said, "There was a clear demand on campus for more focus on the Africa region. Certain issues, particularly humanitarian issues, and particularly in Africa, are rarely addressed in mainstream academic circles. Professor Babarinde provides a detailed and fascinating insight into enormously complex issues which affect millions of people."

While each discussion has been focused around a specific location, Togo and Dafur have been covered so far, Professor Babarinde's knowledge, and the students' enthusiasm, has

expanded the discussions to include democratization, the role of the UN, and the role of religion, in the context of current events in the region.

This initiative has received the gracious support of Kip Harrell and the CMC. As well as providing a professional venue for the forums, the CMC has also provided some of the refreshments for the lunch-time meetings.

So, do you want to go to Africa for lunch, too? The African Politics & Business Forums will resume in the fall. However, to see us through the summer, Alexandra Lepionka is setting up an MTB discussion group, and will happily add interested parties to it. She can be reached at alepionka@global.t-bird.edu.

JaneAyaduray@global.t-bird.edu

In Remembrance

By AKHIL BARASIA
India, Fall '05
TSG Vice President

Professor Ajit Mookerjee left this world for heavenly abode on 29th March. He joined Thunderbird in March as an adjunct faculty.



AKHIL BARASIA

At Thunderbird, he taught Global Strategy classes and was considered an insightful professor. Students gained immense practical knowledge from his industry and real-life experiences that complemented theoretical concepts. He was very passionate about his work and inspired students to learn.

He was in the classroom on a Tuesday morning 8:00 A.M when he suffered a fatal heart attack. Dr. Mookerjee collapsed onto the desk within 5 minutes of

beginning the class. Some students immediately rushed to him, while the others called 911 and the school administration. At one point Dr. Mookerjee was trying to talk, but his voice was just a mere whisper. In 10 minutes, he was in an ambulance where he later succumbed to a cardiac arrest.

Dr. Mookerjee's academic specialization was Competitive Strategy, Global Business and Information Management. At the time he joined our community, he was working on his PhD dissertation on a Strategic Framework for Growth and Competitiveness of Mid-Size Manufacturing Enterprises.

Prof. Mookerjee did his undergraduate degree in Mechanical Engineer from BITS in Pilani, one of the premier institutes in India. His got his MS in Quantitative Methods and Information Systems from Illinois Institute of Technology in

Chicago, and MBA in Finance and Marketing from University of Chicago. He had 25 plus years of industrial experience in marketing, finance, information systems, strategic planning, business process improvement, and change management. He worked for major companies in the United States and India including Xerox, ICI, Shell, Dial, and Savin. Most recently he was the Vice President of Strategic Planning and Business Development for CMC Ltd. and, before that, the VP New Business Development for Western Digital.

Dr. Mookerjee's funeral and memorial service was held at the Green Acres Mortuary on the 2nd of April. Prof. Kishore Dash and numerous students attended.

Professor Mookerjee is survived by his wife, son and daughter.

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General Myers, Chairman of the Joint Chiefs of Staff, spoke to students, faculty, staff, and guests in a packed AT&T auditorium.



Growing Corporate Relationships

Recruiting relationships are like many personal relationships – they have their ups and downs, their good times and well, not so good times. They are most definitely not like a fine wine – they do not automatically get better with age. They require constant nurturing and care.

That's why the Employer Relations team is constantly working with current and new recruiters to keep the relationships fresh. One example is Citigroup. This relationship has gone through multiple iterations, challenges and successes – and that's just in the last year. They have offered scholarships, supported campus initiatives and have held one of the 'top employers' slots for many years. Currently, there are over 160+

alumni at Citigroup worldwide.

The CMC team and the Corporate and Foundation Relations team at Thunderbird are working with Keith Waitt, a new Thunderbird Global Council member, to expand the Citigroup relationship – to make it broader and expand the number of Citigroup businesses that recruit from Thunderbird. One of the next steps will be a special presentation to selected Citigroup program managers and alumni in New York.

While the relationship with Citigroup has existed for many years, Kraft Inc. is just beginning to build and establish its relationship with Thunderbird. The CMC Employer Relations team began working with Kraft in the fall of 2004, introducing

their recruiting team to Thunderbird, our students and programs. So far the nurturing is proving beneficial. Kraft Latin America completed a recruiting visit on April 7 and 8 and the Marketing TREK visited the Kraft headquarters in Chicago on April 7th. We're confident this relationship can and will grow.

Janice Kleinwort of the Employer Relations team just returned from a trip to Europe where she met with several companies including Allianz, Lufthansa, Briggs & Stratton, Zurich Financial, BMW, DPWN and Continental. As with all other companies, customer relationship management is critical and the entire CMC is working to create those long lasting, "fine wine" types of relationships.



Alumni Ambassadors Show Prospective Students the T-bird Mystique

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

Sandra Desourdy '96 is an example of an alumna that gives back to Thunderbird.

Not only is she a very successful business-woman running her own wine import/export business with her husband, she is also a member of the European Alumni Council and the Alumni Ambassadors. The Alumni Ambassador program, which began in 2000, is made up of alumni volunteers



SCOTT BACCHUS

who assist with recruiting high-caliber students to Thunderbird. Alumni Ambassadors commit to promoting Thunderbird in their communities and meet with accepted students to give them an idea of what life and an education at Thunderbird is like. Sandra is a big proponent of the Alumni Ambassador program and has shared a few of her thoughts and experiences.

Sandra became an Alumni Ambassador just six months into the program and finds it a way not only to give back to Thunderbird, but also to gain new friends in the process. Throughout her time in the program she has spoken and met with prospective T-birds from

countries including Russia, Italy and the United States. As an Ambassador she has been in email contact with close to 10 students this year and met with 2 in person. She represents the program in the Massachusetts region.

Sandra explained, "I see my role as an Ambassador to be the 'voice of experience,' someone that has run the T-bird gauntlet and come out with a few bumps and bruises but better for it. Someone that now

lives her T-bird degree with every breath of her day. Someone that is willing to show what life was like pre and post Thunderbird."

When asked what she believes are some of the attributes of the program that potential Alumni Ambassadors should consider, Sandra listed three:

- 1) It gives back to the school in a way that will continually pay forward.
- 2) It is a small time commitment that can bring the Ambassador benefits, such as new friends.
- 3) It can be fun.



The Alumni Ambassador program is an integral way for alumni to not only give prospective students an idea of what the educational experience at Thunderbird is like, but also a view from the "other side" showcasing what types of careers T-birds have achieved. Sandra is living the Thunderbird life and is committed to giving back to the school in an important way.

If you are interested in becoming an Ambassador, please contact the Alumni Relations Office at alumni@t-bird.edu, or 602 978 7358.

sbacchus@global.t-bird.edu

Regional Night: Africa, India and the Middle East

By DANA MACKINNON
U.S.A., Fall '05

An evening chock-full of activities ranging from African dance and Indian fashion shows, to belly dancers wielding scimitars from the Middle East, and just about everything else in between, took place Saturday evening March 19th at the Thunderbird Activity Center.

Regional Night, a long standing tradition at Thunderbird is an evening set aside to celebrate the various cultures located in the five



DANA MACKINNON

main continents of the world. The event featured cultures found in Africa, the Middle East and India.

Among the 300-odd people in attendance was first trimester student Dan Kryzanowski, who visited the school on a hospitality weekend last fall: "I attended regional night when I was deciding on which graduate school program I was going to enroll in. The passion of the students participating in the evening and their willingness to talk about the school is what sold me."

On the menu was a wide range of gastronomic offerings separated into three serving stations. Some of the many dishes featured are as follows: from Africa there was Jollof Rice (rice

cooked in red sauce), Asaro (potato soup) and Evan Din Din (fried beef). From the Middle East there was falafel, Kefta kabobs and Dolma. And, to round out the selection, from India there was Basmati rice, yellow curry, Dahl and Nan.

To kick off the entertainment part of the program, approximately 30 students and two drummers playing African rhythms performed the South African national anthem. From there the stage was set aside for the African cultural performers who danced and even taught the audience members a traditional African folk song.

Performing on the Indian stage were two very talented female dancers from Arizona State

University who were dressed in beautiful traditional costumes. To the audience's delight, they performed a traditional dance from the south of India know as Bharatmalyam. This dance pays homage to the Lord Ganesha, God of the elephants, and in it they ask for his blessing.

Entrepreneur and second trimester student Beau Wilberding took a different approach to Regional Night. Using some of the inventory of his 10-year-old business as an importer of tapestries from India, Beau and members of the Entrepreneurship Club set up a stall and got down to conducting business.

"Prices range from \$20 to \$2,000 but I encourage haggling"

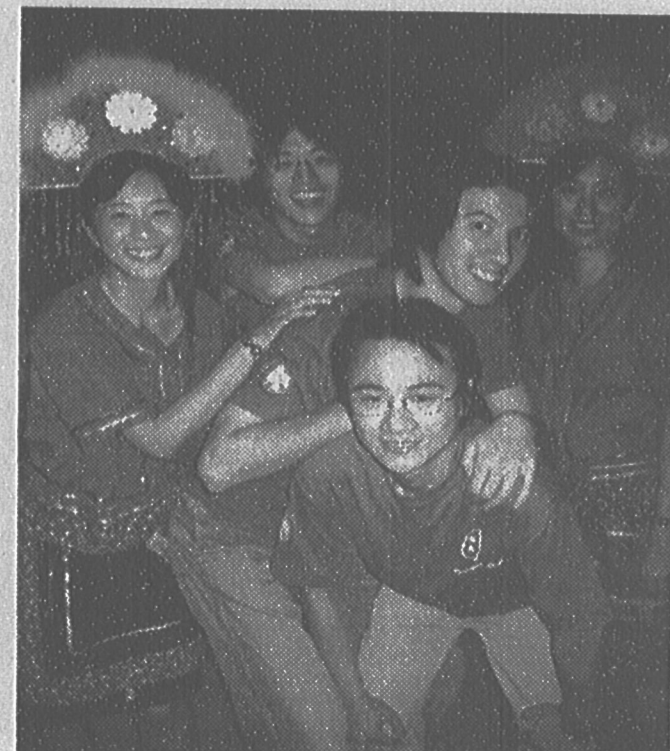
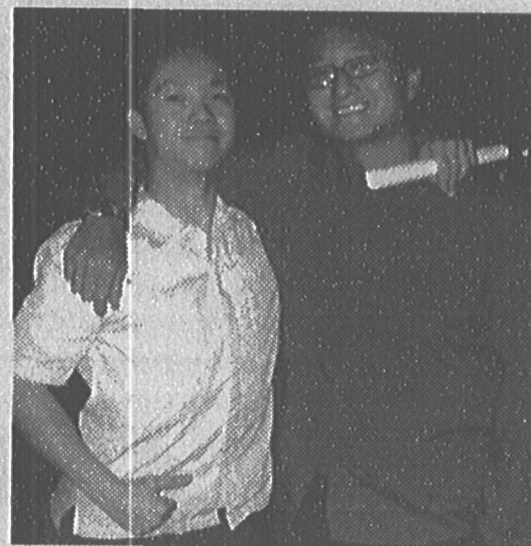
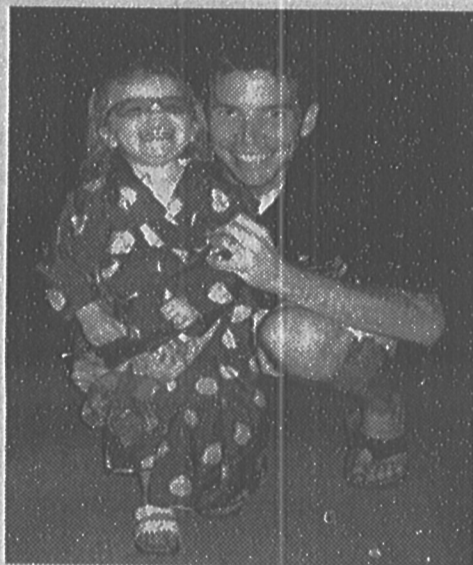
said Beau about his products. Half of the proceeds of the sales event went to help fund the Entrepreneurship Club.

For the grand finale three belly dancers clad in colorful skirts that hung low off the hips put on a provocative and titillating routine that commanded a rousing ovation by the members of the audience. Undulating back and forth to the Middle Eastern music pumping from the sound system, the dancers created quite a sensation.

All in all, it was a night filled with fun, food and culture with high levels of participation by both the student body and local members of the community.

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Students Enjoy Africa, India, Middle East and Asia Regional Nights



3 Months and 15 Days Remaining

By MICHAEL TEAGUE
U.S.A., Summer '05
Thunderbird Student
Government President

Wow, it seems just like yesterday that this trimester began. This TSG team's tenure is almost half way complete, and we've tried our best to meet your needs (our customers), as the Thunderbird community. When we began this job on January 1st, our primary motivation was to create positive sustainable changes for the community. While we are moving in that direction: Thunderbird Cares Day, the Associations project, and upgrading the communications between the students, staff,



MICHAEL TEAGUE

and faculty; we must push further and continue to improve our community.

This team understands that our time here will soon pass, and in the next few months we will participate in completing even more upgrades: remodel of the Tower Lounge, following through with positive changes to the Aramark commons facility, and improvements to MTB. We will only achieve completing these goals through a tremendous team effort. If you would like to participate and provide input in any of these projects please visit Heather in the TSG office (weekdays 10 -2) or stop by the commons TSG table times at 1 pm (Monday - Thursday).

michaelbeauteague@global.t-bird.edu

Asian Rocks!!

By DAN DING-SHIANG LUNG
Taiwan, Fall '05

Thanks to Terri Duong and everyone who made Asian Night extremely successful! After that party, students seem to talk about it over and over again on campus. I also see a great opportunity for the Asian community to integrate into the whole school further.

Many people I met on campus thought Asian students were different from others on campus. Trust me! Asian people here are much more proactive than others in their home country. Thunderbird is a well-known school in global perspective and international business. Beyond those projects and class discussions, you can learn more about Asia through different parties and

club events. Understanding and appreciating the cultural diversity is the core that this school is about.

I also want to share my two cents with all Asian students here. Although we have tons of assignments, projects, and exams, we shall take these chances to let other people know more about our cultures, values, and everything we are proud of. After all, the tuition here is not cheap. I would consider studying here a tremendous investment and make it as worth as possible. How? Your daily interaction with your classmates, your presence in the party or campus event, even your favorite beer in the pub can make further progress to integrate.

Yes, I know. The pressure is heavy. On the other hand, what will you treasure and value the most on campus after ten years or so? Is it how you calculate the

company's PV or how you draw the positioning map for the case? For me, this program may be my last chance as a full-time student. I treasure every second I have here. English may be an issue sometimes. Hey, it's not our mother tongue. Don't worry that much. As long as you step forward, your friendly classmates are always around.

My English was terrible (and is still in trouble). I couldn't even finish a sentence or tell the difference between "he" and "she" in the university. However, I tried to speak anyway and can do it better now. Try to hang out with your classmates from different countries. You will learn more that I do! Enjoy and take the chance. After the Asian Night, let's keep going and rock!

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Learn More About Associations

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

The transformation of the Marketing club, International Development club and Finance club into the Thunderbird Marketing Association, Thunderbird International Development Association and Finance Association, has come a long way since the vision began last semester. Here's what's happened:

The Association Kick-Off Party on Wednesday March 23 was a huge success. Not only was the beer flowing, and music ringing, but there was inflatable couches providing comfortable seating, and students enjoying themselves immensely. The purpose of the Associations was communicated through the late-night trivia and surrounding posters (next to the food!) explaining that the Associations are a means to facilitate communication between outside corporations, CMC, alumni, and faculty and staff.

The Associations constitution has been completed. The three main deliverables are one large event each semester per association, regular meetings between Association leadership, students and on-campus stakeholders, and case competitions on a regular basis.

The Associations have moved into their own campus office in the meeting rooms located on the west side of the Tower Building, adjacent to the Das Tor office. Three desks, three

computers, and one large meeting table will provide the means for communication between Associations (they're stuck in the same space!) and during leadership changes from semester to semester.

A meeting held on Tuesday April 12 between Joy Lubeck and Shawn Richards of Thunderbird Client Relations, along with current and upcoming association presidents, marked the beginning of an implementation plan for Thunderbird as an institution and individual associations and clubs to streamline corporate contacts and resources.

The overall goal for the three new associations is to open the lines of communication between Thunderbird stakeholders internally, as well as to open the lines of communication with outside partners. With the Associations as a "hub" for communication, all parties are involved and active.

The next step is to formalize the implementation plan. But this one is for sure, we are well on our way to reaching the goal.

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Affecting Change at Thunderbird

By ALEX NEPOGODIEV
U.S.A./Russia, Spring '05

Spring '05 was the trimester of controversy at Thunderbird. The student and alumni outcry over the Master's Certificate and Global On-Demand program kept the discussion boards ablaze with red dots for several weeks.

While there were some constructive comments and sound recommendations, I could not help but notice the few contributors who threatened to stop giving to Thunderbird. I could not think of any worse approach to exert influence on a school's strategy.

One of the reasons

Thunderbird has to look into diversifying its portfolio and other streams of revenue is because alumni's giving is low. Looking at the 2003-2004 Thunderbird Investors Report, I was shocked to find out that of those alumni who graduated between 2000 and 2003 only 400 made donations in 2003-2004. The total amount given was \$50,460.60, that's only 126 dollars per person. That is pathetic. We easily spent that much in the pub every month living off student loans.

We can blame the soft economy, the extra time it takes to find a job, and lower salary premiums, but I would still expect alumni to find \$200-\$1000 tax-deductible dollars a year to support Thunderbird.

Going back to all those threatening to stop giving:

instead of complaining and threatening to pull your \$126, I ask that you donate more. I bet your opinion would matter a lot more if you continuously contributed \$500, \$1000, \$5000 to the school. As global as Thunderbird is, it's still in the United States of America, the country where people vote and influence policies with dollars. So if you want to change something at Thunderbird, I suggest that you reach into your pocket and put some money where your mouth is.

As a graduating student I call on the rest of my peers to become the most active contributing class in Thunderbird history. Believe me, it's easy - just check out the 2003-2004 Thunderbird Investors Report.

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COUNTRY GABLES

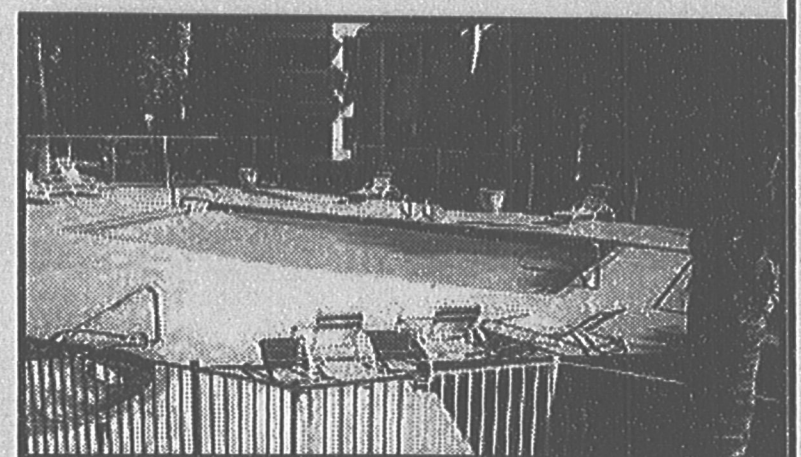
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Thunderbird Impressions

By KANWAL JIT KAUR
India, Fall '05

September 2004. An information fair in Dubai. I approached the Visa officer from the US consulate regarding the requirements for a valid visa application. The officer looked at the I-20, read the school name and was impressed. I got the Officer's contact details with the offer that I should let her know the date I am scheduled to interview and that she would take care of my visa application personally.



KANWAL JIT KAUR

December 2004. At the US Consulate in New Delhi, India. Due to problems with my employer, I could not apply for a visa from Dubai, and had only a month to go for the Spring trimester. Back in India, I got an emergency appointment for the visa interview, and found myself in trouble again. Because of my complaint to the UAE and Indian

governments against unethical practices by my employer, there was a counter complaint by my employer to the US consulate, to deny me a visa. I was interviewed by a senior official, and was surprised by the in-depth inquiry regarding the school, including questions like which trimester would I chose my focus area in, what are the names of professors I had interacted with, what year did the school introduce the ID focus area then it ended with: "Dusty, my batch mate is still there, he is the Registrar. Don't know where he got that name from, but that's what he is better known as. You will have a good time, and the ex-Peace Corps volunteers, they really make it a friendly place"

January 2005. I log on to Ryze.com, an online networking website a friend had introduced me to, and updated my location as "Glendale." Within 5 minutes I got an email from a lady wishing to network for her pharmaceutical company. I informed her that I was only a student at Thunderbird, and she

wrote back congratulating me on joining a good school. She knew, because her friend's daughter studied at Thunderbird.

After all those encounters, when I was accosted with the daily conversations with fellow T-birds regarding how bad the job market was for T-birds, how bad the image was etc., it surely conflicted with the impression garnered from pre-T-Bird interactions. There were "Real" people out there, who thought highly of the school. It's not to say that the scenario is all rosy, things are in fact quite tough, given the market conditions. But looking at the positive side, there are T-birds who are proud of their Alma Mater, and I hope to have a rollicking experience so I join the ranks a year down the line.

That's in a year from now, right now I would like to be done with the first Trimester.....it has sure been a "Simulating" experience...did I miss a "t" in there?...am not sure anymore.

Kanwal@global.t-bird.edu

Community Outreach Chair Reflects on Success

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

On April 2nd we had a great showing of students and staff for the Make a Difference, Serve-a-thon. This volunteer team really came together to help renovate a cafeteria and repaint a basketball and four-square court at the W.R. Sullivan elementary School in South Phoenix.



TOM ALSTON

Currently, TSG and the International Development Association are working with the Arizona Refugee Center (ARC) to help them develop long-term plans for their programs. The ARC's mission is to help refugees, many of whom are from Sudan and Afghanistan, start a new life in Arizona. Some of the services offered involve educational development and job search assistance. TSG and the IDA have worked with this group

in the past and benefited from the involvement.

TSG is already in the midst of planning the second triennial Thunderbird Cares Day for Saturday May 21st 2005. We will be working with many of the same organizations as in the past plus Habitat for Humanity. We are shooting for a total of 100 volunteers, which is about the same number as the previous Cares Day events. However, because there will be many fewer people on campus, we really need the support and help from all of the hardcore students staff, faculty, alums, and spouses who have decided to stick out the summer in Phoenix. Let's show all those people fleeing to France and the mountains of Mexico that not only can we take the heat but we can also pull off a full-scale event without the help of those who chicken out once it gets a little warm.

For more information on the Thunderbird Cares Day or the ARC please contact me.

tdacanyon@yahoo.com

Where Do You Want to Have Dinner Today?

By DAN DING-SHIANG LUNG
Taiwan, Fall '05

As some of you might participate these cultural dinners, where else do you have in mind for future dinners? The Executive Education Department always welcomes your recommendations and feedback about these dinners. Since last trimester, we have had great input from students and executives.



DAN LUNG

Based on these valuable comments, we want to continuously learn how the participants think. Thus, the evaluation forms will be provided to the students who joined the dinners. To fill in

the questionnaire online only takes you couple minutes, but those comments are tremendous help to us. I have heard lots of feedback from students who went. If we can keep doing so in a systematic way, the results can also remind other successors what they can do better.

From the preparation to the introduction, from the restaurant to the dinner itself, we need your help to make them better. Your feedback not only gives us a direction to improve but also let me learn a lot. I would like to take this chance to thank all of you and am looking forward to seeing you at the next dinner. Just log onto MTB and go to TSG page. You can contribute more through the survey on the executive education section. Cheers!

lungd@global.t-bird.edu

Interested in more than just On-Campus Student Activities? TSG is bringing you the solution!

Ever need a dinner suggestion for that "special" night out? Perhaps you just want a cool sports bar to watch the big games? Or maybe like many of us you just want to see the nightlife Scottsdale or Tempe has to offer... Well, either way you savior is here. You can call him campus concierge and he's available 24/7 to assist you in where to go and what to do for any of your off campus needs. He'll get you on the exclusive lists, assist you in getting hold of red hot Phoenix Suns tickets or whatever else blows your hair back.... Who exactly is this information specialist? Its our very own Christian Sadlier! You can beep him 911 anytime :-)) or email him at cs1@global.t-bird.edu

Aramark Update

By VISHAL MEHTA
India, Summer '05

On Friday April 4th, Aramark organized student, staff, and faculty focus groups here at Thunderbird. After all of the problems and misunderstandings



VISHAL MEHTA

that we have had with Aramark, here they were, listening and trying to understand what we want.

The main agenda was to identify what we think Aramark has historically done wrong. They were there to basically get "constructive criticism." This is all they asked for; nothing more, nothing less. They did not pre-

tend to know everything, or to even defend what they have been doing thus far. They were there to understand and listen to our opinions, which, to me, was heartening.

The main topics of discussion were an enhanced grill menu, a more robust deli station, more "on-the-go" food options, an expanded food menu and work hours at the Tower Café, and an enhanced vegetarian selection (thank God for that one!). This was the first step in the right direction. So, bravo Aramark for taking this step forward! Of course, we must remember that at the end of the day, actions speak louder than words and only time will tell.

vmehtha@global.t-bird.edu

First Trimester is Over Already?

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

It's mid-April. We have two weeks till the end of the spring 2005 trimester. Assignments piled up, exams waiting in line, a very busy time of the year... Some of us are preparing to graduate and start a new life, full of wonderful opportunities ahead.



ECE BILGE

On the other hand, for some of us like me, this is the end

of our first trimester here. Our first encounter with the Thunderbird community... We will no longer be "the new ones." But I still feel new here. It's not long ago that I came here to meet my new life.

The morning of January 15th, when I arrived at the AT&T building, the auditorium was full of new faces from all around the world. I was so thrilled to see so many different cultures and to start our great experience as T-birds. I chose Thunderbird because of its international diversity and its offer to discover miscellaneous cultures during our education. So when I entered the

room that morning, I knew I was in the right place. And we had a great time that week. Foundations was a good introduction to T-bird life, very busy, loaded with new information and lots of fun. Especially the Campus Crawl was unforgettable thanks to the games and never-ending alcohol consumption.

And then the classes started... in a way, I think, Foundations was also a week to prepare us for the work load and digestion of the dense information we would receive. The moment classes started the journey shifted to a different level.

For the ones coming

back to school after years in business, it was hard. Being a student again, going to lectures, studying etc. I didn't have a long break between college and this but believe me it was hard for me, too. Especially having a science background meant that I had to learn a different language for an MBA degree.

Immediately the assignments and case studies piled up. Just when we were adapting to the busy schedule, we had exams! It never slows down. You don't have an extra minute to relax. Literally sometimes "24 hours" are not enough for a day.

But, I don't complain. I

enjoy being here and learning this new language so much that I don't mind the work load, I don't mind the sleepless nights for the simulation project. Ok, maybe I do a little... but the wonderful regional nights and the trivia nights make it bearable. Not to mention our beloved pub and the great beer! What would we do without them?

Three months have passed so quickly that I can't believe we're almost at the end. I wish the graduating students a great life and to all good luck with the exams. Have a great break and see you next trimester!

ecebilge@global.t-bird.edu

Career Changer Challenge – Translating the Past

By JOHN HUTCHINGS
Associate Director, Career Development

On April 15, marketing students wishing to transition from non-marketing careers participated in another installment of the CMC Career Changer Workshop series.



JOHN HUTCHINGS

Because most employers believe that past performance, shown through achievements, is the best predictor of future performance, it is a challenge for student candidates who have limited, if any, practical experience or achievements in their desired new profession to break in.

The workshop participants learned how to translate their skills and knowledge from past experience into skill sets applicable to marketing-related positions. In addition to identifying and connecting marketing-

relevant skills and experiences gained from non-marketing experiences, participants were able to identify transferable soft skills sought by marketing employers and discovered recruiter perceptions of marketing career changer candidates.

If you are interested in re-phrasing your past, try this three-step exercise:

Identify three to six job descriptions within the same function that interests you

Using a highlighter, highlight the responsibilities and desired and required qualifications. Write a corresponding experience and/or accomplishment for each responsibility and qualification while using the terminology of the new function.

The CMC will offer the workshops for career changers again in the fall trimester, possibly during CMC Career Week (October 24th).

hutchingj@t-bird.edu

Career Management after Graduation

By BARBARA LIMMER
Director Alumni and Executive Career Management

Wondering what services and resources you can expect from the CMC after you graduate from Thunderbird? The good news is all services will continue to be available after graduation.

Continued Job Search Assistance

Following graduation, you will be able to access the section of MTB called "Alumni Career Management," which offers tools and resources specific to our alumni community.



BARBARA LIMMER

It's important to note, though, that for three months following graduation, you will continue to have access to the same job search tools on MTB as current students, and you'll still be able to apply for on-campus job postings.

Also, the staff members in the CMC will be available to you for personal consultation. Jason Passe, Mark Towsley, and John Hutchings will continue to work with you for up to three months.

Don't panic. For those of you who have begun the career search very late or haven't yet started, you can still have access to MTB. You will need to notify

Karen Friedberg at the CMC approximately 90 days after graduation and the CMC will reset your MTB access to job search tools.

Alumni Career Management

In addition to the current student job search tools that will be available for three months following graduation, you will have access to many career management resources available through the Alumni Career Management link on MTB (you gain access as soon as you graduate, and it does not go away). You will find some of the same resources on resumes, cover letters, interviewing, and other topics that current students see, plus the following:

Career Management Tips: Articles written specifically for T-Bird alumni about the different job search phases

Job Exchange: An online job networking discussion group

Global Job Connection: Job postings from Thunderbird employers and search firms who are interested in recruiting T-bird alumni

ExecuPlanet: A comprehensive online career management program that provides job search tools and resources from a top global career management firm, Lee Hecht Harrison

Top MBA Careers: A jobs and career services platform tailored to the needs of MBA alumni, which includes an international MBA job bank

CMC Career Week

When students arrive next fall, their will be a noticeable enhancement to the fall trimester schedule and a great opportunity for students to enhance their career search techniques, improve their personal skills, and add to their inventory of job search tools. Beginning in fall 2005, the academic calendar will change. The week after mid-term exams will be dedicated to career search. That means no classes, no exams, no projects and, best of all, no distractions from the time Thunderbird has dedicated for career search.

During the week of October 24th, 2005, from here on known as CMC Career Week, the CMC will sponsor several events, including the annual Fall Career Fair. As of April 15th, events scheduled include:

Effective Presentations- Author and presenter Tim Koegel returns to campus with a bigger and better workshop. Many of the more than 250 people who attended the February 2005 workshop held in the AT&T Auditorium thought Tim was one of the best presenters they had seen to date.

Mr. Koegel will again focus on how to develop presentation skills for effective interviewing and career search.

Effective Networking- Author and presenter Keith Ferrazzi has agreed to join the CMC team to present a workshop on networking. Ferrazzi has been hailed by Inc. magazine as one of the world's most "connected" individuals and was named a "Global Leader for Tomorrow" by the World Economic Forum. Keith has been a contributor or commentator for Harvard Business Review, the Wall Street Journal, Inc., Fast Company, CNN, and CNBC.

Alumni Panels- Several alumni will return to talk about "a day in the life of..." for a variety of careers. It is hoped that the information will help students who are beginning or in the middle of their career search. Topics under development include careers in marketing, finance and ID.

International Students Search- The CMC is in the process of securing an expert immigration lawyer to better help international students understand the process of

obtaining a US based position after graduation. Topics will include how to navigate the US Immigration laws and forms, best practices to securing a work permit, a reality check on obtaining a work permit and company barriers in offering permanent work visas.

Company Presentations- Students will have more opportunities to learn from recruiters about specific recruiting opportunities. The fall company presentations have been expanded and will begin early in the afternoon instead of in the evening. Having six time slots available to recruiters and students doubles the programming time for the CMC to schedule corporate presentations.

The CMC Career Week will also include the annual Thunderbird Fall Career Fair on October 27th. Company interviews for students selected by the corporate representatives will take place on Friday, October 28th. For those of you here this fall, mark your calendars now. The third week in October 2005 is one that you shouldn't miss!

CMC Marketing TREK: Thunderbirds Land in Chicago

By GREG WHELAN
Canada, Fall '05

It is not often I get to see the sun rise over the beautiful city of Phoenix and unfortunately I was deprived of this pleasure on April 7th as I was already at 35,000', winging my way to Chicago for the marketing TREK! Apart from the ungodly departure time of 5:30 am, the TREK was an outstanding experience, one that rivals the Brand Management Winterim in New York City.



GREG WHELAN

Our first company, Gallup, turned out to be my favorite (as with many other participants) as their presentation was great and their range of services (read 'opportunities') is huge. We also were able to meet with two advertising shops, GSD&M and Young & Rubicam. The visits provided great insight into the day-to-day operations of a medium and huge shop, respectively, and I found the information particularly relevant to how I can pitch my professional and T-bird experience towards a very youth dominated industry.

Next on my list was

Kraft Foods. Visiting their sprawling international headquarters just outside of the city was a real experience and allowed a good look into how large corporate entities look and feel. Kraft is rushing into "global" operations (rather late I must say) and I really sensed a keen interest on their part towards our group as a whole.

Kraft pulled out all the stops and had some very high level people come in to socialize with us and present their current

Oscar Mayer Weinermobile.

Last was Marsh (MMC). While insurance is not an interest of mine, it was a very informative presentation and I left thinking a lot more about their industry than I expected to. Outside of the company visits, there was time for some fun, and the organized social activities were well received by all. Thanks to Kerry Sanderson for organizing them. Overall, I loved the city and what it has to offer to a T-bird graduate. I really appreciated the

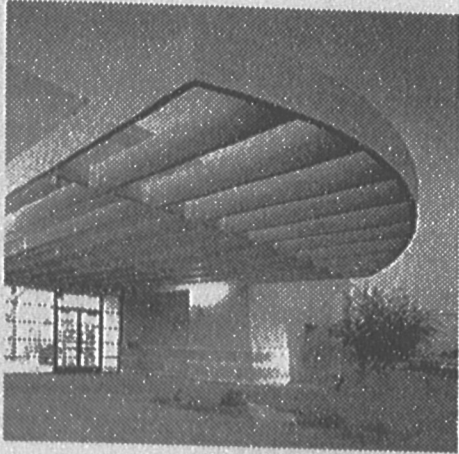


marketing strategies and issues. Plus they provided a \$10 gift certificate for each of us and let us loose in their company store - we filled our bags with Mac & Cheese, giant Toblerone bars, Altoids of every flavor and even a Hot Wheels version of the

efforts of the CMC and the T-bird Marketing Club and THINC for organizing the event.

dgwhelan@global.t-bird.edu

New DVDs April 2005



The Way We Laughed
The story of two brothers from Sicily who emigrate to Turin in northern Italy to build a better life. An award-winning film, set in the early sixties. Written and directed by Gianni Amelio. In Italian with English subtitles.



Last Life in the Universe A film about a Kenji, a reclusive and suicidal librarian who changes when he meets a lovely woman; if only



she weren't leaving Thailand for Osaka at the end of the week! In Thai and Japanese with English subtitles.

Control Room a 2004 documentary that "explores how Truth is gathered, presented and ultimately created by those who deliver it." Described as both timely and timeless, it shows how satellite television has changed how wars are reported - from the military to the news providers - and the relationship between the Western and Arab worlds. Features reporters and producers from CNN, NBC, Al Jazeera and the US Army.

The Corporation explores the rise of that all pervasive business form, the corporation. Described as "visually arresting and very funny" as well as "one of the must-see documentaries of the new century" it includes analysis as well as



footage from advertising, television and industry films. It takes a look at the inner workings of the corporation, history, and possible futures. Two DVDs in English with Spanish or French subtitles.

Vera Drake - Wife, Mother, Criminal. About a woman who helps other women terminate pregnancies in 1950 Britain and what happens when she is found out. In English with Spanish subtitles.



Kagemusha a film by Akira Kurosawa. Filmed in 1980, Kagemusha is a classic samurai film showing the splendor of medieval Japan and its warriors. This new, high definition digital transfer is presented by George Lukas and Francis Ford Coppola. In Japanese with English subtitles. A second DVD shows the making-of the film.



The Bank A high-finance thriller about a gifted

mathematician who on the verge of discovering a formula that will predict stock market fluctuations becomes involved in a scheme that creates a huge banking scandal. A suspenseful story about morality in the corporate world. From Australia; in English.

Larger Than Life: India's Bollywood Film Culture. A documentary that explores aspects of the Indian film industry including interviews with Shah Rukh Khan, India's action hero, and Manisha Koirala, a top female star. Portions are in Hindi with English subtitles.



Distant a film set in contemporary Istanbul about a photographer dealing with his own problems who takes in an unwelcome guest and distant relative who comes to the city to find work. A film about the human condition with wonderful scenes of Istanbul in winter.

Winner of several film awards. In Turkish with English subtitles.

In Praise of Love a film by Jean-Luc Godard that is separated into two parts. The first part is about a young artist in Paris doing a film project on the four stages of love and he encounters a woman he believes he has met before. In a second project he interviews two elderly resistance fighters. The filmmaker brings these two stories together. Set in France and Switzerland, in French with English subtitles. Chicago Film Critic Michael Wilmington says it is "Pure Godard. Like most Godard, it can be watched repeatedly. Always yielding new secrets and beauties."



A Love Divided. Based on a true story about a Catholic and a Protestant in 1950's Ireland who marry and then face problems raising their two children. Their conflict with the church became an international incident. In English.

Consultants and Consulting: Being and Doing

By BRENDA HOLLINGER
Library Specialist, IBIC

"In every society, some men are born to rule and some to advise." Ralph Waldo Emerson, "The Young American" lecture, read before the Mercantile Library Association, Boston, February 7, 1844.

Thunderbird's Career Management Center publishes that 10% of our graduates choose consulting as their career, and the IBIC can help determine if consulting is the right choice for you.

To define the role of a consultant, **The Overnight Consultant** (HD69 .C6 L44 1995) is helpful. This book is divided into three critical sections: what do you need to know about yourself before deciding on this career; business issues that consultants face; and managing in the long term. The author, Marsha Lewin, is a certified management consultant specializing in project management.

Entrepreneur Magazine's start-ups: Consulting Business (HD69 .C6 R535 2001) describes the consulting business and offers step by step descriptions to define your niche, set up shop, and create win-win situations for your business.

Vault Career Guide to Consulting (HD69 .C6 S54 2002) describes seven categories

of consulting: strategy consulting, operations consulting, Information Technology, E-Consulting, human resources, boutique firms, and internal consulting. With these categories defined, the Vault book proceeds to offer advice on the recruiting and interview process, the project types, and the career paths.

Books on developing the skills to be a **GREAT** consultant are also available in the IBIC: **101 Ways to Succeed as an Independent Consultant** (HD69 .C6 F67 1999) emphasizes strategy and techniques to build relationships, to promote yourself and to maintain credibility. Foster specifically addresses how to develop relationships with your clients and how to work with them when the relationship develops problems.

The Top Consultant: Developing Your Skills for Greater Effectiveness (HD69 .C6 M373 2004) outlines the business of consulting. Each chapter depicts a portion of the business, describes it, and explains how a top consultant develops effective skills.

Successful Independent Consulting: Turn Your Career Experience into a Consulting Business (HD69 .C6 F56 1999) takes a basic hard look at a consulting career - emphasizing the need for a business AND marketing plan, tax and legal strategies, retirement plan and

insurance, and how to best deliver your service.

The Seven Cs of Consulting: the Definitive Guide to the Consulting Process (HD69 .C6 2003). According to the author, the life cycle of consulting consists of client, clarity, creation, change, confirmation, continuation, and closing. Within each of these "C's", Cope defines the patterns and strategies to be a successful consultant.

Management Consulting in Practice: Award-winning International Case Studies (HD69 .C6 C9235 2004) examines, in the case study format, management consultants at work. Each case defines the consulting task, examines expectations and challenges, and discusses the outcomes and lessons learned.

The IBIC also has books on industry analysis and evaluation.

Plunkett's Consulting Industry Almanac (REF HD69 .C6 P58 2003/Index Table-4) broadly covers the various types of businesses engaged in consulting. 230 corporations are presented, covering the most successful companies in all segments of the business. Plunkett's also provides analysis of the major trends in the industry, rankings of companies in the numerous sectors, and industry contacts by sector.

CMC offers the book

Vault Guide to the Top 50 Management and Strategy Consulting Firms (HD69 .C6 L47 2003)

Information on consulting careers, interviewing, and specific consulting firms is provided in the **WetFeet** series.

The WetFeet Insider Guide: 25 Top Consulting Firms (2005) starts with an overview of the industry, interviewing tips, and the scoop on 25 consulting firms - including how to be hired by one of them,

Ace Your Case! The WetFeet insider guide to Consulting Interviews (HF5549.5 .I6 C64 2004)

Ace Your Case IV: the Latest and Greatest (HD69 .C6 A37 2004)

The WetFeet Insider Guide on:

- **Consulting for PhDs, Doctors, and Lawyers** (HD69 .C6 W485 2004)

- **Careers in Management Consulting** (HD69 .C6 W484 2005).

- **Deloitte Consulting** (HD69 .C6 D36 2004)

- **The Boston Consulting Group** (HD69 .C6 B76 2005)

- **McKinsey & Company** (HD69 .C6 M15 2005)

- **Booz Allen Hamilton** (HD69 .C6 W483 2005)

- **Accenture** (HD69 .C6 W479 2005)

- **Bain & Company** (HD69 .C6 W48 2005)

McKinsey & Company, one of the world's top consulting firms, has had several books published about their strategies and effectiveness in the business. Many McKinsey books are available in the IBIC:

Knowledge Unplugged: the McKinsey & Company Global Survey on Knowledge Management (HD30.2 .K625 2001).

Management and Consulting: an Introduction to James O. McKinsey (HD69 .C6 W64).

The McKinsey Mind: Understanding and Implementing the Problem Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm (HD69 .C6 R376 2001).

The McKinsey Way: Using the Techniques of the World's Top Strategic Consultants to Help You and Your Business (HD69 .C6 R38 1999)

McKinsey's Marvin Bower: Vision, Leadership and the Creation of Management Consulting (HD69 .C6 E34 2004).

If consulting is a career you are considering or if you just want to find out more about the players in the field, be sure to check out the many books in the IBIC!

Mustaches and Co-eds: A Weekend at the Rugby Tournament

By MATT WEINBERG
U.S.A., Fall '05

Thursday

8:55am – Welcome to the first entry of the Duke Rugby tournament running diary. I stole this idea from Bill Simmons of ESPN.com's Page 2. For the next few days I will be jotting down tournament results, news-worthy items, r a n d o m



MATT WEINBERG

thoughts, and anything I find amusing – starting with the fact that I'm being picked up to go to the airport in 45 minutes and still have not showered, shaved, or packed. Luckily, as a guy, these things will only take about 19 minutes combined, leaving me 26 minutes to check the sports news and write a couple of e-mails. Also, Danny just realized that he left his cleats in the rugby shed. Whoops.

11:25am – Just heard the following exchange with the woman taking our boarding passes at the gate.

Woman: Are you guys coming from a convention or something?

Peter: We're actually headed to a rugby tournament in North Carolina.

Woman: What's the saying? "To play rugby, you gotta have leather balls."

7:30pm – We're about to board the plane from Charlotte to Raleigh/Durham. 25+ rugby players are milling around the gate, pushing each other and yelling. Passengers around us have fear in their eyes. I just saw a businessman ask the flight attendant if he could push his flight back. On his cell phone: "I don't care if I miss the McDonald meeting tonight. These guys petrify me."

8:30pm – We've finally arrived in Durham and already

have one casualty: the airline lost Nathan's bag. I have to say that I was not impressed at all by US Airways. The food was overpriced, the stewardesses were rather surly (except for the male one – he was pretty effeminate), and they lost a bag. It's no wonder that they're bankrupt.

8:42pm – This is awesome. We're rolling deep in three huge Econoline Vans. All we're missing is those spinning rims. NC, beware.

9:00pm – We pick up Petty at Thrifty Rent-a-Car. Tim's mustache is incredible. We established yesterday that he looks exactly like Vicente Fox. Vicente, if your post-political endeavors ever require a body double, Petty is for hire.

10:03pm – Arby's has just locked the doors as Nate and I arrive. So we take the next logical step and walk up to the 24-hr drive-thru window. I'm pretty sure that the clerk isn't accustomed to seeing people walk through the drive-thru, and he takes up a kung fu stance as if he thinks we're holding him up. It takes some convincing, but he lets us order. Mmmh, roast beef, cheese, and bacon with a side of cardiovascular failure.

Friday

9:45am – I hate being on East Coast time. You can't even check sports scores in the newspaper for the West Coast (read: important) teams.

12:56pm – Back from practice. We looked a little tired at the beginning. Passes weren't super crisp. People dropped a few balls. But it improved by the end, and we were feeling good. The game this afternoon has been cancelled, which sucks, because it means that we have to play four games tomorrow, rather than three.

1:05pm – Henry just called Berg a "cheeky bastard." It's good to have the pomme around.

3:29pm – I think Tim's mustache is actually taking on a life of its own. I just saw it wiggle. Slick's mustache, a legitimate Fu Manchu, is also pretty solid.

5:27pm – Just got back from a tour around Chapel Hill. That is a



beautiful town. Red brick buildings. Large covered porches. And everything is green. Lush green, like a golf course in Ireland. And the town is so lively. Cozy, unique places to eat. Tons of little student-oriented coffee houses. We spent a couple hours in a café that had wireless internet and study rooms. And don't even get me started on the cute co-eds running around in jean skirts and NCAA championship t-shirts. UNC has a business school, right? Do they have a pub?

9:34pm – We just got back from Cattleman's, where they serve steaks the size of manhole covers. Was a fantastic meal. We probably had 40 ruggers in the mix.

Saturday

6:30am – Ewww, 6:30 wake-up call. %\$#! NASCAR. The site of our tournament Danville, VA is also home to NASCAR this weekend. Meaning that all hotels in the area are booked and we have to stay 1 ? hours away and get up super early in the morning to make the start of the games.

10:27pm – Sorry to skip most of the day, but I will give you an update:

We started the day against NYU. They were a weaker side, but we unfortunately played down to their level. It was definitely not a pretty win, but still a win. Final score: 7-3. Sam scored the only try, and Toshi made the conversion. They actually could have beaten us if they'd managed to make more than one of their four penalty kicks.

We also played down to Columbia's level in the second game of the day. The final score was 10-0, but they also could have beaten us if we hadn't managed to stop their speedy wing player with a couple of last-ditch tackles. Mark scored the only try (his first) of the game, and Martín had a beautiful penalty kick from the left sidelines.

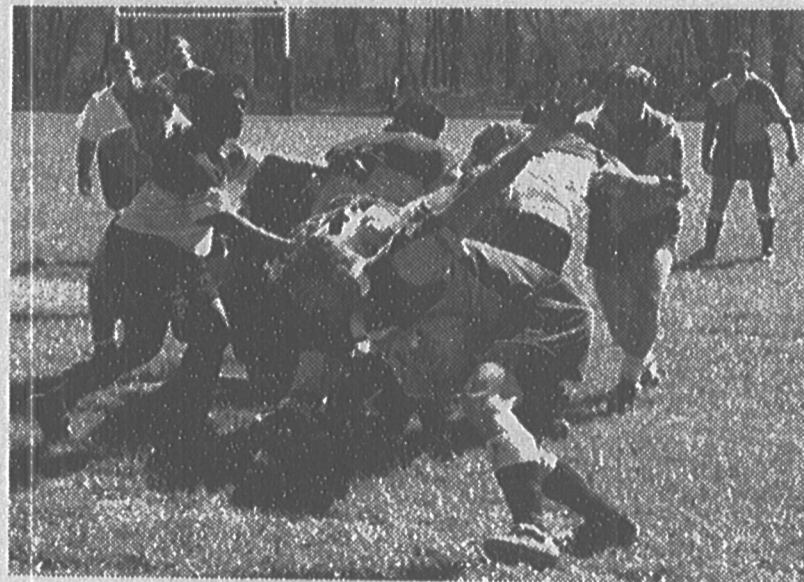
The third game was a blowout against an inexperienced Harvard B side. We managed to rout them 57-0. Quite a few T-bird ruggers scored tries.

Our final and most difficult game came against a speedy and young Smurfit team. You've probably never heard of them, but Smurfit is a graduate school in Dublin. However, it looked like these kids were about 18. Damn, they were quick. And since most were conceived on a rugby pitch, they've been playing the game their entire lives. We were outscored 24-to-nothing the first half. This would seem like a disheartening score, but T-birds are resilient. We managed to beat them the second

hard." We may not have had the quickness to beat them, but at least we punished them a little.

When all was said and done, we finished 6th for the day. This was good enough for a pass to the playoffs, where we will take on Cornell tomorrow.

On the way home, Mike got us lost. Mike was a Special Ops Officer with the Navy for 10



years. We figured that a directional pro like him would have no problem navigating the back roads of Virginia. But, we ended up driving 45 minutes or so out of the way through the countryside. It was very different than the California or Arizona landscape that I am accustomed to. Lots of beat-down, one-horse towns distributed amongst the farms and churches. I swear I kept hearing that theme song from Deliverance.

11:17pm – I think Tim's mustache actually just got up off his face to get itself a beer.

Sunday

5:45am – Another early morning wakeup call for our 9am game. I hate NASCAR.

8:07am – There's still mist hanging over the pitch when we arrive. It looks damn cold. We step out of the car. It is damn cold. But we're here to play, whatever the weather. Trust me, a bunch of ruggers aren't going to be scared off by a little chilly air.

10:02pm – Once again, I missed most of the day's entries, but I will fill you in on the happenings.

Thunderbird played its first game against Cornell. This was a

do-or-die playoff situation. Loser goes home, no questions asked. We played a very tough, hard-hitting Cornell side. Cornell drew first blood, scoring 3 points on a penalty kick from about 25 meters. Thunderbird was quick to strike next. Mike broke off from a T-bird scrum from ten meters out. He had a beautiful run into the try zone, and put it down

between the posts. Alexis was able to convert, and Thunderbird took the lead 7-3 into half-time. It would have been 10-3, if the ref had pulled his head out of his arse and paid better attention to a penalty that T-

bird had kicked earlier. Even though the touch judge (Toshi) called the kick good, due to Cornell complaints, the ref actually reversed the call. Cornell came out strong in the second half, but the Thunderbird side was ready. Twice Thunderbird advanced the ball near to the try line, only to have it stripped or dropped and booted back into Thunderbird territory. With about 8 minutes left, Cornell scored a try with a break-away down the sideline. They failed on the conversion but were still up 8-7. Our team battled back into Cornell territory a few times in the remaining minutes but were unable to put any more points on the board. Although saddened by the loss, our men walked off the field with their heads held high, still proud of their play throughout the weekend.

The rest of the day was spent drinking beers in the shade and watching quality rugby between the world's best MBA teams. Cornell was blown out by AGSM (Australia) 28-0. We definitely would have given them a better run for their money. The final between Smurfit and AGSM was

(continued on next page)

THE THUNDERBIRD RING

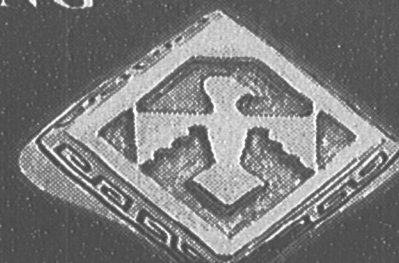
Congratulations Grads!

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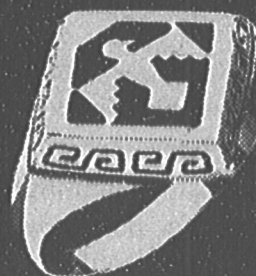
Prices while we are on campus...

Tuesday & Wednesday 4/26 & 4/27

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THE ONE RECOGNIZED
AROUND THE WORLD!

Dr. Love Answers Your Queries On Love and Romance



Dear Dr. Love,

I have a huge problem: It looks to me, after all these years that I still haven't learned much about women and I still haven't grasped the framework that conditions their behavior towards men. It has been some time now that I'm on T-b's campus, and I'm trying to get some of these girls' attention, but they just don't care much about me. I try to communicate well and show good manners, but still I can't get them surrounding me like they do to some other guys on campus! Please help me understand what's going on here, I just can't bear seeing these guys (and they're not even Americans!!) surrounded by these nice ladies all the time, anymore!!

The helpless American guy

Dear helpless American,

It looks to me that you're facing a major problem here at your age!! Never the less, don't panic, here at Thunderbird we don't have problems, we only have solutions. The way I see it, your problem is twofold. First we have to deal with your communication skills, which I presume are pathetic, and second we have to clear up the issue of these guys constantly surrounded by girls. However before starting, I just want you to absorb this: I firmly urge you to stop trying to figure out the way girls think, because there simply ISN'T ANY LOGIC TO IT!!! Now, about your communication skills, I have the impression you are overdoing it: "I look at the gray skies of

Glendale and begin to weep, then take some time to reflect on the day" is a definite NO GO!! Besides, having good manners is kind of cute and sexy, but men with excessive good manners are obsequious and often repulsive!! So try to position yourself halfway in between. Now, regarding that other issue, I have to be honest here: these guys, always surrounded by girls, are not role models; they are merely a force of nature. Yes, there are guys out there putting out half of the effort you're putting with women, and still get all the attention you're not getting. You wonder *would I have a better luck behaving the way they do?* You wouldn't, trust me! And here's why: those guys are either really gorgeous or otherwise oozing some mysterious sex appeal that can't be identified or emulated. Sorry. Some day these men will get old and their beautiful young wives will cheat on them with the next generation of sex-seeping slime balls. Take comfort in this. In the mean time, you're sentenced to a romantic life demanding a healthy modicum of effort, many acts of kindness, and occasional restraint. Start now!!

Dr Love

Dear Dr. Love,

I am not a student at this school, but I am still seeking out your brilliant advice. I have recently started dating a student at t-bird. He is very suave - some might even say he is a chick magnet. We went to a Suns game together a few weeks ago with some friends of his and when it was time to say goodbye to me, he - well, I'm embarrassed to say - he gave me the "rocking hug!" There I was, standing in the parking lot rocking back and forth with him like I was his grandmother. What do you make of it? Do you think it was just because his friends were watching? Or does this guy have a freaky fetish for grandmas?

Signed,
Swung Sally

Dear Swung,

I'm going to put my money on the fact that he was standing within laughing distance of his friends. Trust me, ridicule from your friends can be a motivating factor to do all kinds of

strange things. Why, I once saw a guy give a girl a cheek pinch because he was too embarrassed to kiss her. But you have a point, even though there are worse things than the rocking hug, there aren't many. If you really want to avoid the rocking hug in the future, my advice is this: first be aware that in the absence of the rocking hug, you, too, can be subject to the cheek pinch, the arm punch or even the old pat-on-the-back. If you still want to risk these alternatives, start complaining about an inner ear disorder - stay away from the word infection at all costs. Complain often about how you can't even sit in a rocking chair without feeling the sudden urge to vomit. If he doesn't get the hint and continues to rock you, I would simply puke on his shoes. Although beware, he could easily try to retaliate with the old "pee in the bed and dash" stunt.

Dr. Love

Dear Dr. Love,

With just a few weeks left in my T-bird career, I have finally come to terms with my infatuation and feel compelled to act upon it. I have had my eye on him since he first arrived on campus last August from Europe. Maybe it's his Spanish accent or the fact that he is one of the few men on campus to have a high paying job. He is only a few years older than I am, but I find his premature graying hair and wacky European suits cute. Should I just go for it?

Smitten with a Spaniard

Dear Smitty,

Dios Mio!!! If it is who I think it is, I have two pieces of advice.

1) I believe he is married and nobody likes a home wrecker.

2) Don't dip your pen in the company ink. It could make for awkward alumni reunions that he frequents globally.



Rama Bondada "Chick Magnet" and two adoring ladies

Diary of A Rugger

(continued from previous page)

a good one. Smurfit was able to take first place with their quick and disciplined play. Even the Aussies were unable to score a try against Smurfit. We were able to claim a moral victory in that we were the only team to score a try against the Irish team.

On a side note, the weekend also featured a women's tournament. When I first heard this, I was excited at the prospect of seeing girls tackling each other, rolling around on the ground, and making sprints for the try zones. How sad was I when I caught one of the women's matches and real-

ized they were playing touch. All a defending player had to do to stop the oncoming attack was gently tap the player who had the ball. The offensive player was then obligated to stop where she stood and place the ball on the ground. This is one of the worst examples of sports in history, right up there with rhythmic gymnastics and speed golf. If Thunderbird ever gets their act together and fields a woman's team again, they'd better be playing the hard-hitting version.

Monday

3:45am - Uggggghhhhh. Are you kidding me? This is 12:45am

West Coast time and we're just waking up to start the day. This is about to be the longest day in history.

7:48am - I feel like I just scratched off three gold coins on a California lotto ticket. My seat is right behind the emergency exit row on the plane. This means that I have a solid four feet of legroom in front of me. Add to that the fact that the TV screen is directly in view, and I think I'm living better than the folks in business class.

10:30am - The in-flight movie is *Spanglish*. Every time I look up, someone is crying. Adam Sandler has never been less

funny. Not even in *Little Nicky*. It turns out my winning lotto ticket was a fake.

11:32am - We've come to the conclusion that we need a team midget. Mark came up with the idea because his football team had a midget water boy back in high school. This subject dominated conversation for much of the weekend. The main reason we need a team midget is that he could talk smack to the other team. If they talked back, he could berate them for making fun of a midget. "Oh, you're a big man, huh. I bet it makes you feel really cool to make fun of us little guys. Also, he could play neat

On a side note, I agree about that funky fashion sense. Maybe you can take him to Brooks Brothers.

Dr. Love

Dear Dr. Love,

Very soon after arriving at Thunderbird I fell in love. We first met in the commons and quickly started seeing a lot of each other, often twice a day. Some times I'd take him back to my dorm room where we wouldn't be interrupted. He is from the southwest, totally beefy and I just love his buns. But with graduation fast approaching, I have to take job back East. I am heartbroken. Can I manage a long distance relationship?

Hungry for Love

Dear Hungry Heartbroken,

Love his buns, huh? I get some pretty wacky letters from deranged students who have been fried by FORAD, but I confess that yours is a first. Correct me if I am wrong, but you have fallen in love with a sandwich, A South of the Border Burger to be exact. Fortunately for you, you can find them outside of the Commons and last time I checked, they have Chili's franchises in Massachusetts. But you might want to consider, laying of the burgers and finding yourself a real man. Get some help sweetheart!

Dr. Love

Finding my Seoul Part II: Cleanliness is next to Godliness

Okay, so initially the scrubbing (literal translation in Korean is "pushing off the dead skin") was similar to having someone scrape you with a Brillo pad. I thought, now I know what pots and pans feel like. But, in retrospect, the experience made me realize that there is a fine line between pain and pleasure. In the beginning, as the woman began scrubbing, I was convinced that my mom must have paid this woman to torture me for that brief stint in D.C. when I was known to her as the "ungrateful daughter". But then as the pain subsided, I had this wonderful tingling sensation all over my body and all I knew was that I wanted more. I wanted to be cleaner than clean. I was convinced that if she kept scrubbing, cellulite, age and imperfections would all peel away and I would regress to euphoric state of senseless babble.

Then the agoo-mah (word used for older women who are not related to you) led me to the Jade Bath where I was to soak for 15 minutes before proceeding to another bath. The Jade Bath was great, hot bath but the other one was

frigid and sent my body into shock. I'm thinking to myself, as I sit there shivering, that Koreans obviously have this thing for pain and pleasure. Maybe that explains why Margaret Cho is so obsessed with S&M (Remember NOTORIOUS CHO?) For those who haven't seen it, it is worth the rent.

Impressions of Seoul

I've never been in a city with so many restaurants and clothing stores/department stores. If I didn't know any better, I would think that Seoulites merely eat and go shopping all day. It's sheer consumerism unplugged.

Let's face it, Korean immigrants with an entrepreneurial streak are single-handedly responsible for spoiling NYers with the whole nail salon, deli/fruit stands, candy stores, dry-cleaners, shoe repairs, drug-stores, and video stores on every block and 24 service. So take NY and multiple by 5 and you can get a sense of what it looks like here. Except you have these shops on every block above surface and then also below surface at the subway level. Every major sub-

way stop in Kangnam-Ku (which is a very commercialized fancy residential area) is developed to the point of looking like a mini Times Square with neon signs, billboards, and flat multimedia screens (courtesy of LG and Samsung). They even have wide flat screen TVs in every train stop spewing non-stop advertisements, with subliminal messages of buy, buy, buy. My cousin tells me that there is this common phenomenon called midnight shopping. Go figure. I'll let you all know what that's like next time.

Just like NY everyone seems to be rushing. Except here, I suspect they are all rushing to go shopping or maybe they heard about a special sale at one of the Hyundai, Samsung, LG department stores. The major family businesses-turned-mega-conglomerates dominate all areas of life in Seoul. There are building complexes named after them, subways stops named after them, they are just everywhere.

The city is peculiar in the sense that there is a facade of globalness and signs are written in English but

you don't really get the sense that it is all that global in reality. After my first week, I got so used to just seeing Asian faces, that when I saw some foreigners, I nearly fainted from surprise. Since then, I've seen a few more. Just for kicks, I make a habit of mentally recording the total body count of foreigners sighted on the daily basis. I've even made it into a little song as I count them: "One little, two little, three little foreigner. Four little, five little, six little foreigner."

You don't really get the sense that people speak English. And yet everyone and their brother is apparently trying to learn English. Perhaps it's an issue of pride (which is an in-born Korean trait) that they are not willing to speak English when approached. I have to say that I haven't really tried to speak English but that is what I have observed. Apparently, the ultra rich in Apujeong-dong (residential area that is known for its international flavor) send their kids to nursery where their kids are taught only in English. It's the latest fad. I was warned by this woman who is a kyopo (name they use for ethnic

Koreans living overseas—can you believe they actually have a name for us?) at the American Chamber of Commerce that I should beware of overly friendly Koreans who will try to befriend me just to practice and learn English because hiring a private English tutor is expensive. Frankly, I can think of worse ways of being taken advantage of.

Impressions of Seoulites

I haven't really gotten a grasp yet of the "people". I haven't met enough of them in a common setting. My impression is somewhat skewed because everyone that I've met has been somehow a friend of a friend or related to me. I still want to find out what they think about issues, like North Korea, prospects for reunification, new President Roh, Korean War, Puff Daddy, etc. I want to buy shots of soju and find out what they really think about America and Americans, and those of us who straddle both worlds. Do they think of us as marriage material for their sons and daughters or bastard children of the corn?

Snowboarding in Dubai?

By MANISH PUNJABI
India, Spring '05

Dubai is changing and metamorphosing from a fishing hamlet of the 1960's to a Middle Eastern economic powerhouse of the 21st century. I recently visited my family in Dubai and was amazed at the speed of economic development – the entire city is moving deeper in the desert.



MANISH PUNJABI

For those who have heard of the Burj-al-Arab, the Dubai Shopping Festival and the upcoming Palm city, well then, its time I updated you with the latest in Dubai – the tourist hotspot of the Middle East.

But before that, it is true that Dubai is adding snowboarding and skiing to its repertoire of sea

and sand sports. Snowboarders will be able to hit fresh powder throughout the year at the snow-dome housed in the 2.2 million square feet 'Mall of the Emirates'. However, even before this giant mall is completed, a still bigger mall, 'Dubai Mall', at 5.5 million square feet with the world's largest aquarium running through the it, has entered the tendering stage. An underwater five-star hotel and an amusement park ten times the size of Orlando's Disneyworld are also on the drawing boards.

For my friends, who haven't visited Dubai as of yet - the Palm City, shaped like a two-dimensional palm tree, is claimed to be the eighth wonder of the world. Just as the Great Wall of China is visible from the sky, the palm-shaped city will be discernible to astro-walkers.

For my family, Dubai combines the best of the East and the West – all modern amenities

and products from the West are available and the Indian sub-continent is three hours by flight. Quite unlike my 20-hour plane ride from Phoenix to Dubai.

For my readers who need a point of reference before they invest \$1300 in the ticket to Dubai – it shares a common point with Phoenix – it, too, is a desert. However, from thereon differences emerge. Dubai is a lively city w

here different nationalities rub shoulders together and give meaning to entrepreneurial spirit. With its continued expansion into the desert, Dubai is now being populated with skyscrapers that will

house her largely expatriate 1.2 million residents. It is expected that by 2015, the population will increase more than two-and-a-half fold to three million. With this aggressive focus on economic development, Dubai's aspirations to be like Singapore may just turn into a reality.

2010 will see a train connection between

Sharjah and Dubai. The relation between Sharjah and Dubai is akin to that between New York and

amazed at the opportunities and their financial packages. For example, I calculated a package worth

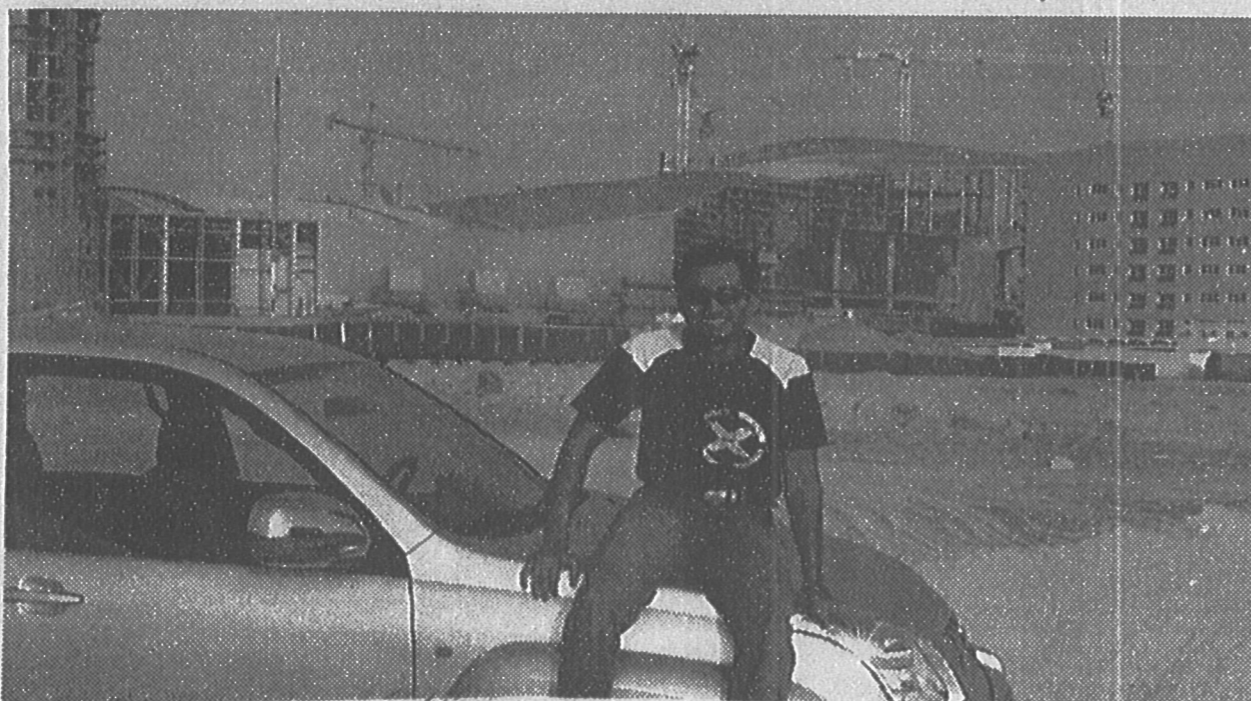


New Jersey. With its lower rents, Sharjah is popular with residents looking for cheap sleeps and low cost of living. Sharjah is well known for its cricket stadium – a location that attracts major contestants during the winter months. In fact, cricket's governing body, the International Cricket Council (ICC), decided to consolidate its headquarters of London and Monaco in Dubai. All this in a nation that is a minnow in a game dominated by England, Australia and the Indian sub-continent!

To fuel its growth, Dubai seeks the best international managers – managers with a global perspective, seeking a new world challenge. While scanning through the employment times, I was

\$75,000, tax-free for approximately eight years of experience in different fields. However, a fair share of caution – I elicited feedback from MBA friends and got mixed responses. While one US-educated manager loves the lifestyle and salary compared to those in the US, another Indian-educated manager complained of insufficient challenge in daily activities. So, I would advise you to do in-depth research before you get lured into Dubai – a temptation whose slogan is 'Fly Buy Dubai!'

mpunjabi@global.t-bird.edu



A Taste of Ethiopia Right Here in Arizona

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

If you are looking for a unique dining experience, complete with delicious food, nice wine and a relaxed atmosphere, head over to Café Lalibela in Tempe for traditional Ethiopian cuisine. Rumor has it that T-birds were first introduced to the family-run restaurant by an Ethiopian Student in 2000. Fortunately, news of the restaurant has spread to T-birds by word of mouth in the subsequent trimesters. I was first brought there by fellow T-birds, and have since enjoyed dining there on many occasions and sharing the restaurant with others.



STACY ALYSE WEISER

Café Lalibela has won accolades such as "Best Vegetarian Restaurant of Phoenix," "Best of Phoenix, One-of-a-Kind Exotic Ethnic Restaurant," and "Best Restaurant for a First Date." I agree completely. It is difficult to find a restaurant that serves great tasting vegetarian food and also cuisine that non-vegetarians enjoy. Café Lalibela succeeds on both fronts.

The menu is comprised of the traditional Ethiopian bread called *injera* and different stews called *wat*. The *injera* tastes like sourdough and looks like a foamy or towel-like tortilla. The *wat* comes in many varieties, some with meat and

some with only vegetables. I suggest going for dinner with a group of at least 3 people and ordering the Lalibela Exclusive if you eat meat and the Vegetarian Exclusive if you don't. If you don't like sharing with others, you should order an individual



meal. But, I prefer these large, impressive platters. They are lined with *injera* that have scoops of at least five different types of *wat* on top. No utensils or plates

are provided (unless requested), because the food is eaten with your hands directly from the platter, which sits in the center of the table. You get an additional basket of *injera*, and this is what you use to eat the *wat*. The staff at Café Lalibela will direct you in how to eat the food, but basically you tear off a piece of the *injera*, use it to pinch up some *wat* (a *gursha* full) and then eat it.

You can also order *shorba*, which is the best lentil soup that I have ever had – a flavorful blend of lentils, carrots, potatoes and onion. It is so delicious that my meat-eating friends don't seem to notice that it is vegan.

Personally, I like the collective experience and trying

cuisine that is different from my country of origin. A cool thing about going with T-birds is hearing my Taiwanese, Japanese and Indian friends compare how this or that dishes is similar to one from their home country. Bring a group there before you graduate – it makes for a nice evening out.

Lalibela also serves traditional drinks, including Ethiopian beer and wine, as well as dessert. Expect to spend around \$15 for an entrée, non-alcoholic drink and cup of soup; it is well worth it.

If you wish to experience Café Lalibela you can find them open Tuesday through Sunday at: 849 West University Drive Tempe, AZ 85281 (480) 829-1939 www.CafeLalibela.com

wieser@global.t-bird.edu

MBA Cheat Sheet

Now that we are re-entering the "real world," Das Tor thought we'd give you some parting advice....

Accumulated Depreciation: The wear and tear on your body after 4 trimesters of drinking from Thursday evening through Saturday every week.

Beta House: Becky, Berrios and Beta soda

Black Scholes Model: Umm, what??? Not used (except in Finance 3) since dot com bust

Bond Liability: The mistaken thought that you can successfully navigate your walk of shame without running into anyone in 007 fashion.

Bottleneck: Men's failure to score at Thunderbird due to the male/female ratio (also known as the 80/20 rule)

Bullwhip Effect: Skipping class to cram for a test after dinking at the pub the entire night before

Business Cycle: Einsteins, Commons, Chipotle, Del Taco (repeat)

Business Ethics: Telling him/her you are married before you SLEEP with him/her

Call Option: Your go-to drunk dial

Capacity Constraints: One too many thunder-muffins

CAPM: Used to determine optimal number of daily naps

Channel Management: Managing a beer bong

Channel Management (Alt): Flirting with Shaif to get served first on Thursday night

Cheat Sheet: Changing the bed-covers before your-husband gets home

Chi Squared: Getting hit on by two Indian men in one night

Commodity: Males at Thunderbird

Competitive Advantage: being

female at Thunderbird

Competitive Advantage (Alt): Tim Petty with a moustache

Competitive Advantage (Alt): Owen LaFave shirtless. Watch-out Erika!!

Confidence Interval: Required number of beers needed to approach your preferred supplier

Conjoint Analysis: the trade-offs between looks, wit, intellect and bank balance that one faces when dating a T-bird

Contingency Plan: BYOB to hedge against the 12:30 last call

Continuously Compounding: Procrastinating on the job search

Core Competency: Aramark's chicken quesadilla

Cost Benefit Analysis: Having a blast and sacrificing two years of your career for 20 years of debt

Country Risk: Beta measure inherent in dating a jealous Latin boy vs. a perpetually hung-over Caucasian

Cross-Cultural Negotiation: Trying to get a date at Thunderbird

Deliverables: Extra spicy wings to the pub

Entry Barrier: Middle Eastern Passport

External Reporting: Post-game Rugby Zulu

External Reporting (Alt): Fessing up last night's antics to significant other

Eurodollar: For every US\$3,000 you withdraw from your American bank account, it will afford you one night on the town Geneva

False Advertising: Walking a French girl all the way to East and not getting any

False Advertising (Alt): MTB picture taken prior to freshman 50

Financial Risk: Dating a student with mounting loans and an ID focus rather than that sugar

mama/daddy you met on the dance floor at "Barcelona".

Free Cash Flow: Honeywell exec's at the Pub

Growing Perpetuity: The increasing fear of not finding a job with graduation 2 weeks away

Hedge: Enroll in Guadalajara while awaiting word on your internship

Hegemon: Shaif at the pub

Horizontal Integration: Getting to know your team members a whole lot better

Hurdle Price: How many drinks you need buy a girl before she'll have dinner with you

IBIC: International Building of Intelligent Chinese

Inflation: An event that occurs to T-bird girls two weeks into their first tri

Inventory Valuation: Surveying the males of the new incoming class the first week of every trimester.

IPE: Befriending the Korean Mafia in order to get your hands on their Super Notes

Law of Constraints: The effect of having an Art History major on your FORAD team

LIFO: The behavior of students who have no idea what any of the questions on the final are

Limited Liability Instrument: The beer that is ordered at the pub versus the deadly Long Island Ice Tea

Logistical Regression: The decline in your performance from 1st trimester to 2nd to 3rd...

Manual Simulation: A stress release for Thunder-men experiencing bottleneck

Marketing Mix: A cute outfit, smart conversation, bikini wax, liquid courage and your friends putting in some good words.

MBA: Make a Baby in America

Mergers and Acquisitions:

Thunder-Couples (green card included)

Opportunity Costs: Failure to answer the phone despite a pre-scheduled Friday early morning interview

Optimal Capital Structure: 2 Koreans, 1 Indian, 1 Latin and 1 American (English lit major preferred)

Positive Customer Lifetime Value: When a relationship extends past graduation

Preferred Supplier: Scottsdale hotties

Product Life Cycle: 4 Trimesters in Glendale.

Random Walk: What happens after you leave an after-party

Real Options: Limit the downside potential of your walk of shame after a raunchy night, by sneaking away before the sun is up

Ricky Schroder: Josh Dunivant

Shorting a Stock: "Go Ugly Early"

Sovereignty at Bay: 2 words, Thunder Spouse

Spell-check: Making sure a least one native English speaker is on your group project

Standard Deviation: The curious phenomenon of every student having the same wrong answer on "individual" assignments

Supply Chain: Recommended when you forget a anniversary

Synergy: The ability to use a paid internship for a 4 month vacation in the tropics

T-Accounts: The credit card bill that you rack up at the T-Bird pub every Thursday night.

Take Home Test: Trivia night at the pub

T-bird to Perpetuity: Taking 9 trimesters to graduate

T-bird Swap: Locking in a sure ("fixed") win at the pub, while simultaneously pursuing a higher-risk ("floating") endeavor.

Time Constraints: Talking to John Weinsbank about FORAD

Total Assets: The total package (which you will be hard pressed to find in the male species at Thunderbird)

Total Corporate Risk: Too much time spent pursuing a career instead of a rich spouse

Trait vs. Behavioral Research: Secretly Thunder-stalking that hottie vs. casually observing them at the pub

Transformational Leadership: A phenomenon that occurs over the span of a student's time at Thunderbird in which one's team project participation declines from leader to slacker status.

Triad: Thai girl, American girl and French girl all in one weekend

Truly Global: Mastering the "Around the World"

Unaided Recall: Remembering the name of the guy you spoke to for two hours the night before while drunk without the use of Thunder-stalking.

Unemployment Rate: Excellent gauge of how much longer we can drink on a nightly basis

Value-add: Having a friend bartender

Value Chain: What you find around the neck of a Latin or Indian male

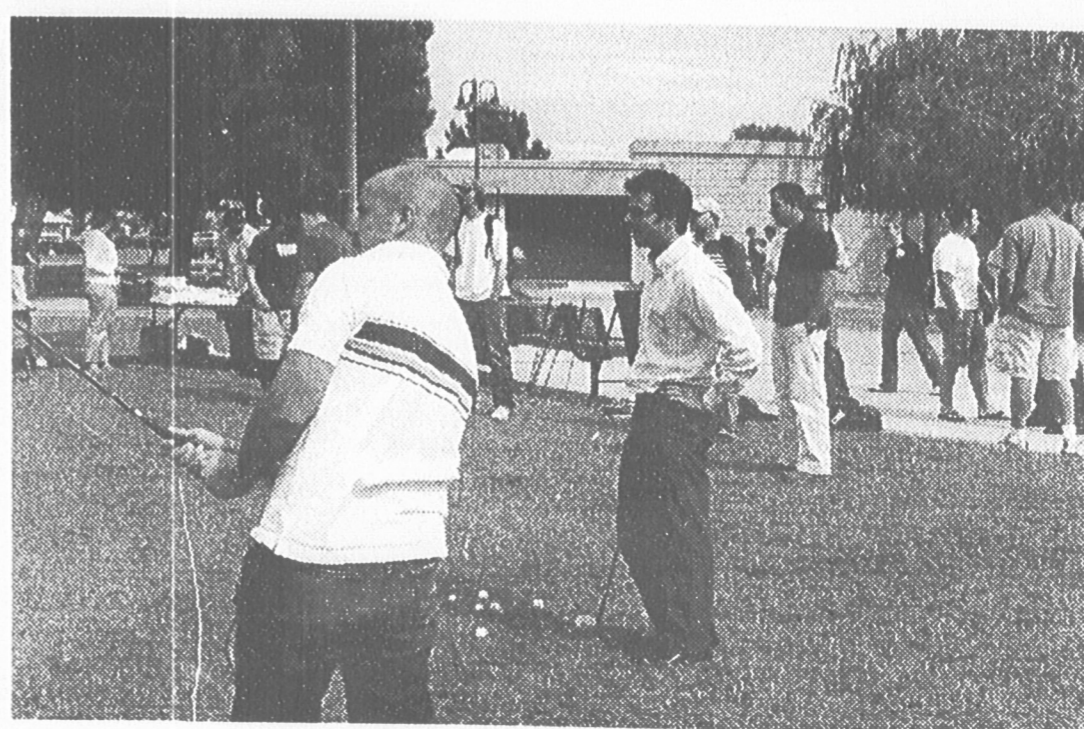
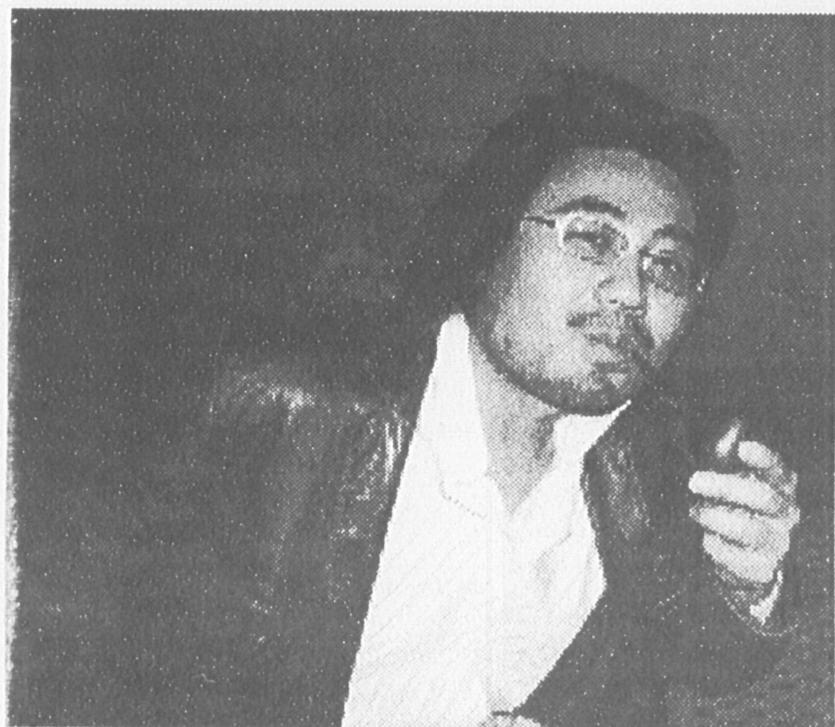
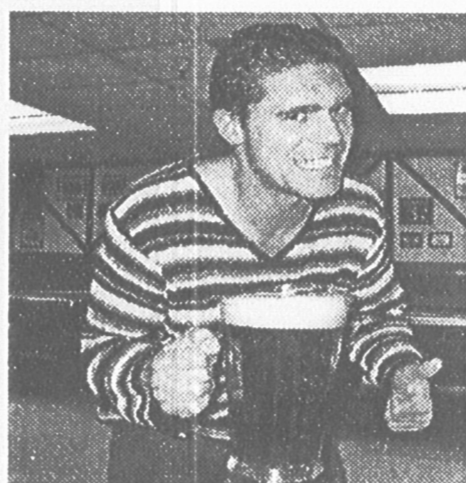
VC Pitch: Request for emergency loan for financial aid

WACC: What you do to a guy at the pub when he pisses you off

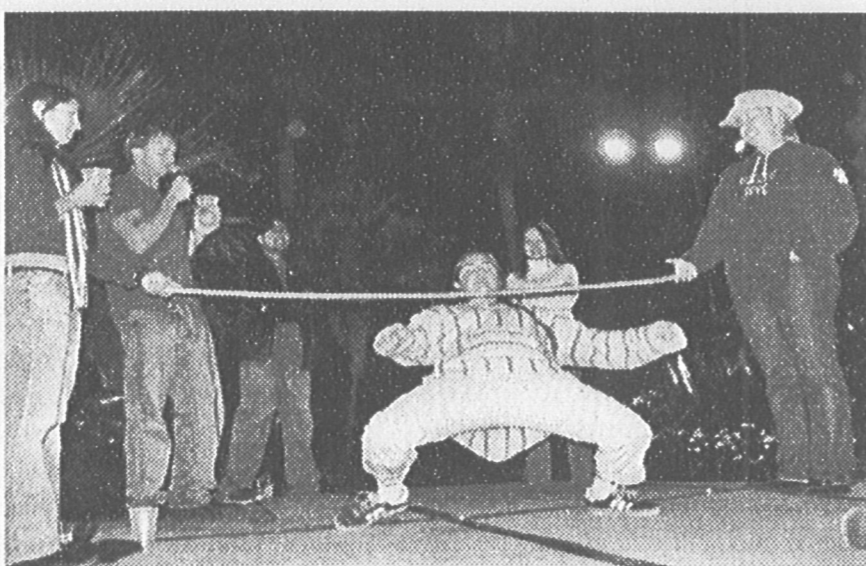
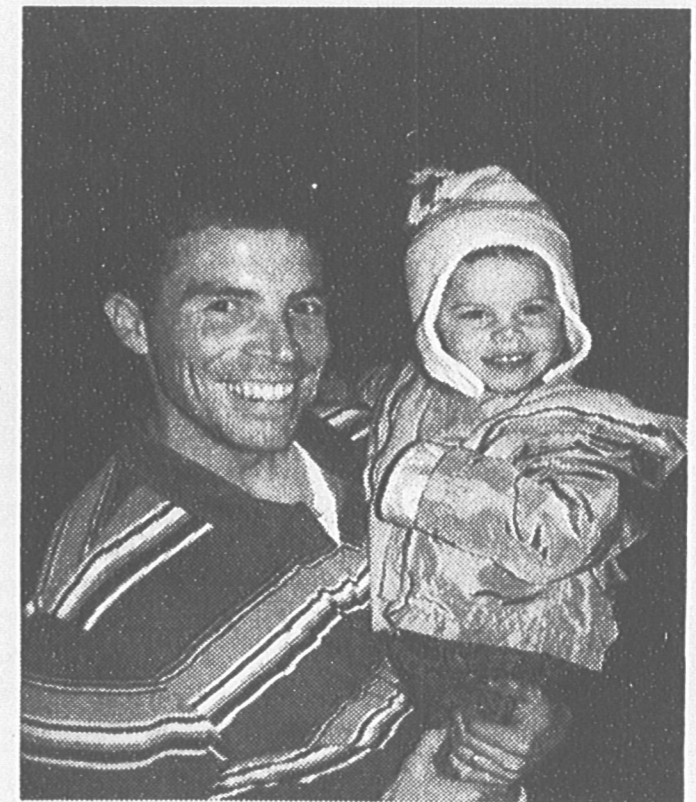
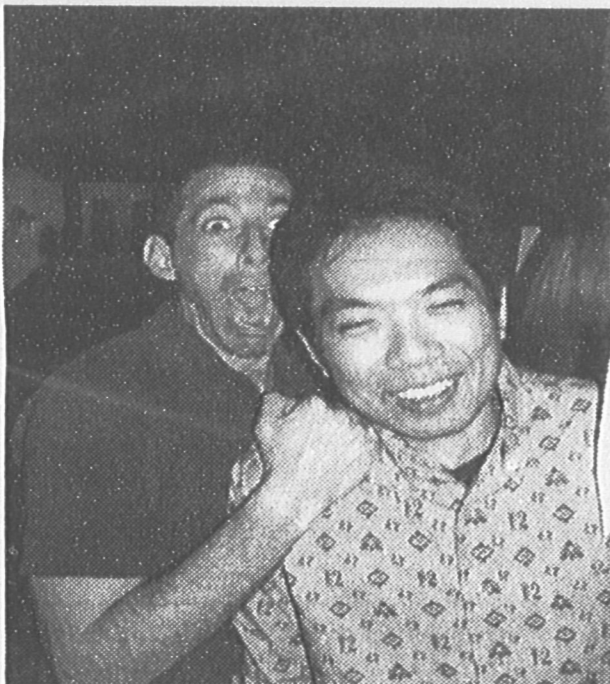
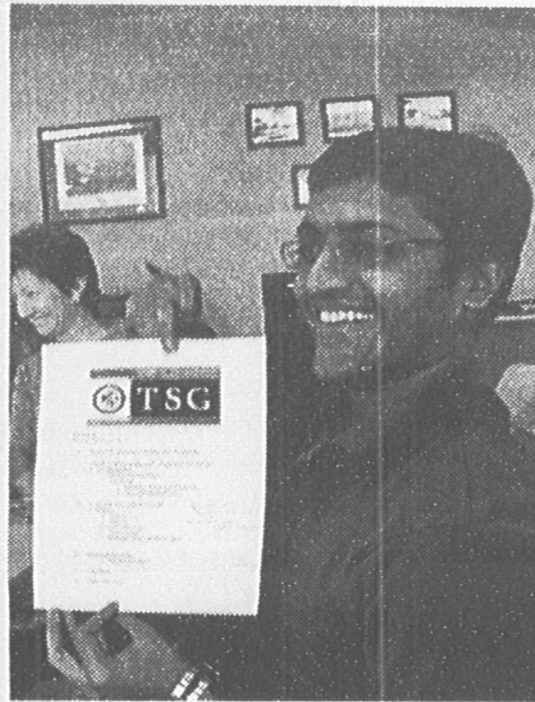
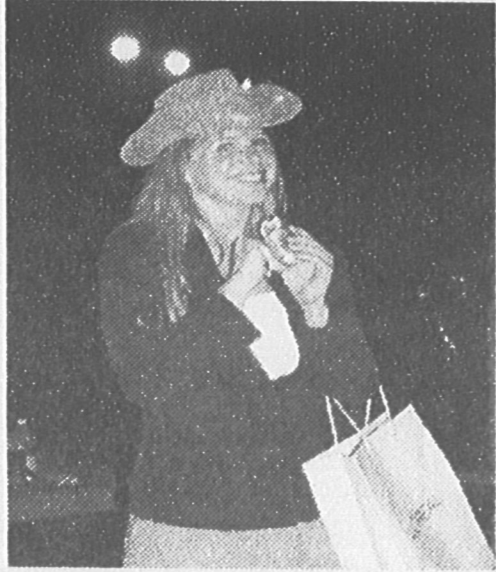
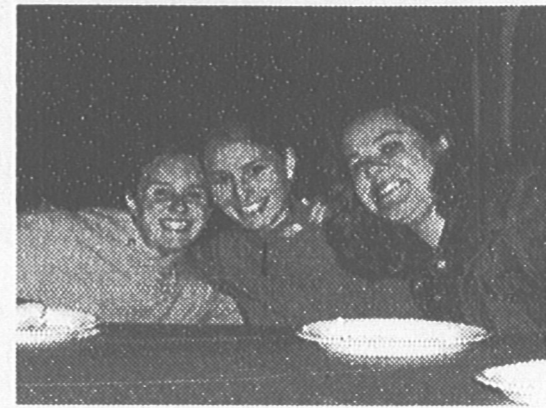
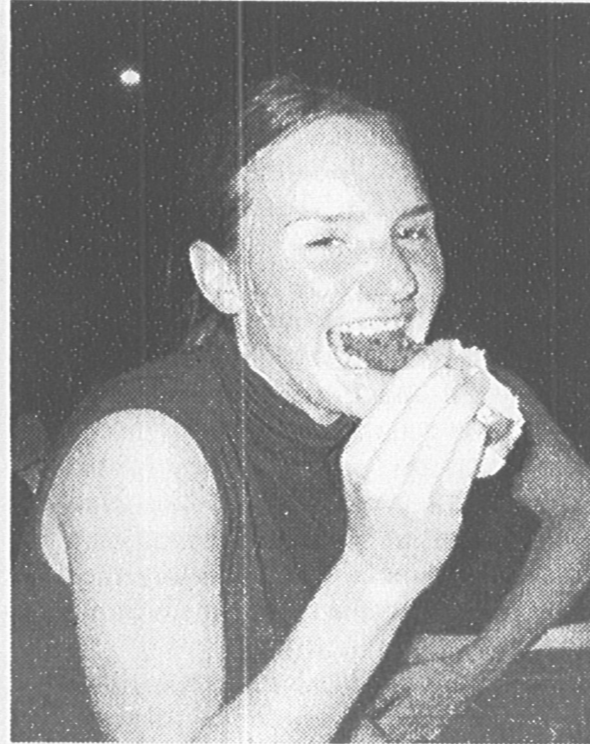
WACC (Alt): See manual simulation

WACC (Alt): See manual simulation

The above list is a collaborative effort from last springs graduates plus Duncan Boothby, Rama Bondada, Kavita Raman, Kate Mitchell



AROUND CAMPUS



Graduates Look Back

Graduates relate their most memorable experiences at Thunderbird

RIGHT NOW... it's an amazing thing to be at the end of this road and the beginning of another. I feel an extreme joy to have accomplished everything I have, learned everything I have, met everyone I have, and taken myself to the limits of my brain and heart's capacity and come back again a better person.

-- Marianna Eyzeroch

Everyone remembers their first drinking experience at Thunderbird - the Campus Crawl. This event is a new T-birds introduction to the next two years of their professional life. There is a relay stuck in the middle of the Crawl that involves drinking, spinning, and running - three things that should never go together when drunk graduate students are involved. By the end of the relay, several people were down, one had a hurt shoulder, and all were on the brink of tears (whether from laughter or embarrassment it is not clear).

-- Kavita Raman

The moments I would cherish would be the casual conversations when classmates talk about or debate over their experiences in a foreign land or opinions about international politics that just come out over a simple lunch or a beer at the pub. These times are when the truly global sense comes out.

-- Hiroki Iwai

Watched LeBron James' 2nd ever professional NBA game...went skydiving for the 1st and 2nd time ever...lots of different meals and conversations in different ethnic restaurants...beer-pong games, barbecues, pub nights, regional nights, and birthday parties...sharing stories and

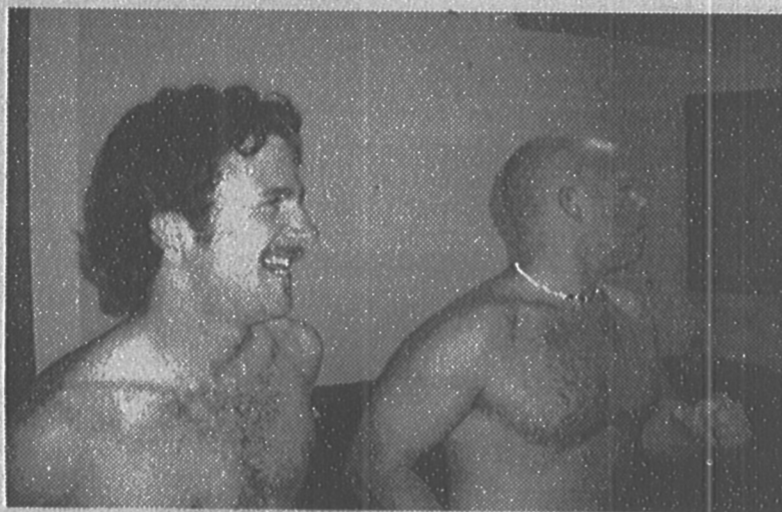
experiences with all my T-bird friends.

-- Lester Lee

No other cohort is nearly as good as ours. Although we didn't win the best in campus crawl Fall 2003, we proved ourselves to truly be the best by sharing our lives together in a period of one year or more. We are Sidewinders, and we move side by side.

-- Roy Zhang

It's not a particular linear point in time but rather a continuing process of evolving friendships here. After parties everywhere but particularly at Becky's. Getting educated on



Don't ask, don't tell

why my gender is such scum while at the same time so great. Kavita and Kate calling me at 5:00 AM EST as I lay next to my EX-girlfriend shouting into my answer machine that they love me (she was thrilled). And then bragging about it to Boris the next day who quickly deflated my swollen ego by telling me he got the same exact call. Being forced to talk about fashion with Francesca, Kate, Kavita and Sonia then (thankfully) having Rama move in this past trimester to prevent me from becoming a metro-sexual. Mailman trying to pull one over on me only to have it backfire (thankfully...). Deep, typically drunken, (sometimes happy sometimes sad) conversa-

tions with Kate about all kinds of different stuff.

-- John Weinsank

My best experience at T-bird? Being here itself is the best experience! I not only had a chance to know people from different countries, but also visited those countries personally during Winterim and studying in the overseas campus. Exposing myself to such an international environment with so many nice people is the most memorable moment in my life!

-- Shao-Ping(Paul) Pan

I strongly believe that the major potential power of Thunderbird is coming from not only its education system, but also its well diversified community. At Thunderbird, I learned about the truly global world while taking many social activities, such as making friends, joining cultural

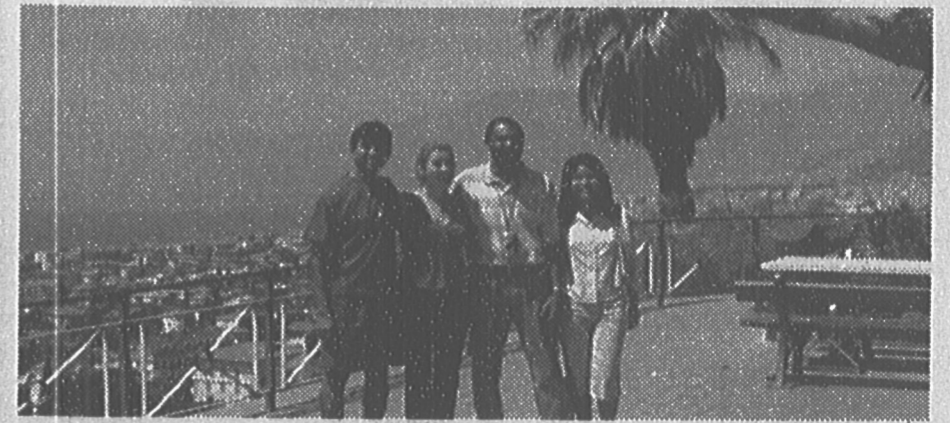
nights, organizing private parties with friends, and even enjoying my life at the campus pub.

If you still hesitate to join in campus activities, please OPEN YOUR MIND and JUMP INTO the real global world at Thunderbird. You might become to realize the meaning of "truly global."

-- Dongwoo (Donny)

Shin.

I was driving down with three other T-birds to Nice from Archamps through the Mont Blanc Tunnel. The road ahead was all empty and I decided to over-speed. It was no surprise that the Italian police waved me down to give me a ticket. I put on



Manish (India), Marianna (USA), Haider (Tanzania) and Alrifa (Singapore) outside Monaco

my cultural cap and tried to bribe them in Spanish as between the cop and me, we did not speak a common language - no English, Spanish, French or Italian would work... However I did understand the looks of astonishment on their face when they flipped through 4 different colored passports - USA, Tanzania, India and Singapore... Where do these people come from??? 'Thunderbird' was my reply!!!!

-- Manish Punjabi

Being immersed in the Thunderbird mystique. I have been told that coming to Thunderbird is like being embraced in a giant hug. It is corny but true - at Thunderbird everyone has your back and knows your name. I am continuously in awe of the inclusiveness of our diverse community.

-- Stacy Alyse Wieser

One of my most memorable experiences was during the hell of finals week in the first trimester. Everything was due in about four days. Right at that time, I got very sick but had to stay up till 4am (after my final that day) to write a paper. I handed it in on time, but when the paper came back in my mailbox I was amazed: I had absolutely no recollection of anything that was written in it.

I was impressed with myself though, because I thought it was pretty good and got a good grade...

One of the most relaxed groups I've had at Thunderbird was my Competitive Advantage class. I remember my good friends Lester Lee, Jeff Hustis, and Austin Schlenker being in the group. Our group met only twice for a total of 3 hours. We spend far more time in the pub drinking and goofing around than anything else. We wound up with an A on the final paper...

I'll always remember the last minute headaches the technical and logistical difficulties at ThunderMovies. Every single screening had serious last minute problems. From projectors not working, no sound, missing wires, Thai movies with subtitles in French, missing movie screens, etc...But no matter what, we found a way to overcome it and knew that somehow, somehow, the movie would show at 7:00pm. This was the hard work of myself, Akhil, Rohan, Mitesh, Shalabh, Stephen and Sunny. The record still stands, we have still never cancelled a movie due to last minute problems...

-- Grayson Chin

Thanks for sharing and good luck in the future!

Music to Send You on Your Way

By GENEVIEVE H. GUTIÉRREZ
U.S.A., SPRING '06
Assistant Editor

Friendships form quickly here at Thunderbird, but in the blink of an eye, graduation sends us down the path into our new lives. Those leaving face the uncertainty and excitement of what awaits them, and those of us that stay have to say goodbye to our upper-tri friends and hope in anticipation that, as they say, "the third trimester won't be as bad as the second."

Considering this is the last issue of Das Tor of the trimester and graduation approaches, I've pre-



GIGI GUTIERREZ

pared a graduation compilation of emotional-association - keep reading, you'll see what I mean.

Sheer happiness. Your three to four trimesters of toil and trouble are drawing to an end and you're filled with sentiments of well-being:

"Brand New Day" by Sting - not something that you want to necessarily sing along to but it serves as a great addition to life's soundtrack - melodic white noise.

"Sky" by Sonique - she only had one fleeting hit in the U.S. but this is a genuinely good dance song with wicked but subtle bass.

Picking up and moving on. If you're happy to be a T-bird but also happy to set off once again

into the real world, listen to the following:

"Today" by Smashing Pumpkins - because you have an MBA under your belt, a plane ticket to somewhere else, and you haven't yet started to think about repaying your student loans.

"Here I Go, Again On My Own" by Whitesnake - okay, I'll freely admit that I'm a hair-rock junkie, but it's an undeniable fact that ballads make you walk with your head held higher.

Self confidence. Some of us enjoy, or even need, a little ego-stroking every now and again and as you head off to your new jobs or interviews, or even if it's just that you need to suck it up for the next trimester of b-school, the following

songs are pretty effective:

"Unbelievable" by EMF - aside from suggesting personal greatness, this song makes you dance, which relieves nerves.

"If I Can't" by 50 Cent - I don't know about the rest of the readership but I like to believe that I'm as invincibly capable as this particular bullet-sprinkled superstar rapper.

Sentimentality. I don't suggest getting too sad about graduation because what unifies the student body of this school is that we've been places and will go places, and will eventually run into our friends somewhere in the world. There never really has to be a true goodbye. But if you're affected, these songs will help:

"Changes" by Ozzy Osbourne - this song is dripping in melancholy sentimentality so listen cautiously, but it's uncharacteristically beautiful for the Prince of Darkness.

"Smile" by Nat King Cole - bittersweet vocal jazz that will pleasantly stick in your mind.

Party. Emotions aside, finals are ending, some are graduating, some are (hopefully) passing to the next trimester relatively unscathed, and let's be honest, graduation offers the prospect of a really good party so shake your money maker to James Brown's "Funky Good Time," and have a great summer!

gutierrez@global.t-bird.edu

Graduates Survey Results

You voted and the answers are strange at best. Here are your classmates "Most likely to..."

Be the next Michael Dell

Christian Brendel
Also mentioned
Austin Schlenker
Josh Dunivant
Matt Berg
Matt Davis
Regula Schegg

Donate \$60 million to Thunderbird

Duncan Boothby
Also mentioned
George Alambo
Haider Abdul
Jack Beldon
Luisa Vallejo
Owen LaFave
Sally Winter
Seth Gershel
Simone Bott

Become the dictator of an emerging market country

Sheila Oh or Nikola Tchouparov
Also mentioned
Adolfo Puente-Arno
Eduardo Donnelly
George Alambo
Lester Lee
Marcelo Iglesias
Niels Thomsen
Roy Zhang
Veselina Dinova

Not graduate this term

Nathan Weber
Also mentioned
Austin Schlenker
Manoj Desai

Philippe Boujon
Rama Bondada
Regula Schegg

Move back in with Mom & Dad

All the Indians! (and it's ok!)
Other mentions
Johann Harnoss
Manish Punjabi
Rohan Ramnathkar

Go bankrupt....twice

Rama Bondada
Also mentioned
John Sweeney
Lee Gentry
Michael Hyung-Joo Lee
Nathan Webber

Fake own death to collect insurance money

Hiroki Iwai
Also mentioned
Geoffrey Sanders
Jignesh Gardi
Midhun Chandra Babu
Nathan Webber
Tamer Elkhosht

Be featured on the cover of Business Week

Giselle Schmitz or Becky Eby
Also mentioned
Jose Miguel Palma
Kai Gyllstrom
Pil Joon Kim
Regula Schegg
Seth Gershel
Sheila Oh
Stacey Reverby

Be featured on the cover of Maxim

Jennifer Melvin
Other top picks
Amanda Hawk

Apurva Khanna
Duncan Boothby
Evita Sideri
Jen Cudworth
Jihye Choi
Kate Mitchell
Michelle Ward
Natalie Carlson
Negar Nadimi
Owen LaFave

Marry their T-bird Sweetheart

Jack Beldon and Jessica Berrios
Also mentioned
Andy Chen
Erika Fredell
Kai Gyllstrom
Kate Mitchell
Jeff Hustis

Have a trophy wife/husband

John Lauttamus
Others named
Grayson Chin
Jennifer Melvin
John Dunivant
Jack Byrd
Michelle Ward
Nicholas Lumpkin
Rohan Ramnathkar

BE the trophy husband

Michael Bryce
Also mentioned
Alex Nepogodiev
Duncan Boothby
Josh Dunivant
Owen LaFave
Peter Sheehy
Seth Gershel
Tim Petty

Marry for a Green Card

Philippe Boujon or Roy Zhang

Also mentioned
Abhishek Roy
Luisa Vallejo
Marcelo Iglesias

Own a professional sports team

Lester Lee
Also mentioned
Brian Shaifer
Danny Hughes
Evita Sideri
Josh Dunivant
Neal Clegg
Rama Bondada
Zack Schroeck

Own an Island

Evita Sideri
Also mentioned
Carlton Yocum
David Lane
Duncan Boothby
George Alambo
Nathan Hamsik
Sang Park
Shao-Ping Pan

Cause pub revenue to go down after graduation

Jack Beldon
Others implicated
Duncan Boothby
Manoj Desai
Anda Bolsteins
Austin Schlenker
Jessica Berrios
Kate Mitchell
Peter Sheehy

Hang around long after graduation

Lester Lee
Also mentioned
Chris Willis
Hyung-Joo Lee

Star on the Apprentice

Giselle Schmitz
Also starring
Alex Nepogodiev
George Alambo
Jane Wong
June (Ji Yoon) Lee
Laura Libman
Monica Zabo

Become a diplomat

Ambar Renova and Luisa Vallejo
Foreign service officers
Duncan Boothby
Haider Abdul
James Garcia
Laura Libman
Regula Schegg
Simone Bott

Work on Wall Street

John Weinshank
Also mentioned
Heber Longhurst
Josh Dunivant
Markus Stauffenberg
Regula Schegg

Work on Sesame Street

Jay Clark
Supporting cast
Alex Nepogodiev
Becky Eby
Dori Merifield
Greg Lee
James Garcia
Kate Mitchell
Kavita Raman
Manish Punjabi
Marianna Eyzeroovich
Matt Davis
Midhun Chandra Babu
Nathan Hamsik
Prajit Chhabra
Roy Zhang
Seth Gershel
Simone Bott
Stacy Alyse Wieser

Tim Petty

Run a shady business

Nathan Weber
Also named
Apurva Khanna
Austin Schlenker
Darya Lopatenko
Sato Kimura
Yong Goo Lee

Violate Sarbanes-Oxley

John Weinshank
Others implicated
Adolfo Puente-Arno
Alessio Soddu
Geoffrey Sanders
Jignesh Gardi
John Lauttamus
Matt Berg
Sudio

Cutest

Aimee Horner
Amanda Hawk
Ambar Renova
Becky Eby
Divya Tailang
Evita Sideri
Hyekyung Hwang
Jen Cudworth
Jennifer Melvin
Jihye Choi
Jose Migel Palma
Kate Mitchell
Kavita Raman
Lisa Conover
Luisa Vallejo
Marianna Eyzeroovich
Meranee Jotisakulratana
Michelle Ward
Negar Nadimi
Supang (Au)
Srichaovarat
Vanya Dimitrova
Yi-Hsuan Liu

Evita "The Greek" Reflects On What She Will Miss (Or Not)

Dear T-birds,

With graduation coming up I am getting a bit sentimental. The last two years at Thunderbird have been truly unique. Nevertheless, there are some parts of the T-bird life that I am not so sure that I will miss. What I am giving is my humble perspective on "What I will miss as a T-bird" and "What I will not miss as a T-bird."



EVITA SIDERI

Cheap food
Commons food

The pub
Drunk men at the pub

Hanging out at the pub
1:15 last call

Good classes
Data analysis homework

Cultural nights
Foundations week

Partying till dawn

Studying till dawn

IBIC resources
IBIC study rooms

Diversity of students
Diversity of Glendale

The people
The odd percentage of 80% men on campus

Time at the fish
Time in CMC

Hiking in AZ mountains
110 degrees

Wide open spaces
Huge trucks

Spending other peoples money
Financial aid exit seminars

Soccer players taking off their shirt at practice

Jack Beldon taking off his shirt at the pub

Weekends in Vegas
Weekends in group meetings

The international mystique
The Glendale mystique

Adios T-bird!
Greek Mystery

Editors Note:

After graduation, you can find Evita Sideri working for a beer company in Martinique.

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Graduating Class of Thunderbird**

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 Philippe Agniel, Paris, France
 George Alambo, Nairobi, Kenya
 Richard Anderson, Albuquerque, New Mexico
 Mario Arroyo, Lima, Peru
 Jeffrey Arthur, Indianapolis, Indiana
 Clemence Auberson, Paris, France
 Scott Bacchus, Albuquerque, New Mexico
 Sang Youl Bae, Seoul, South Korea
 Michael Barclay, Manti, Utah
 Sophie Bassoua, Paris, France
 Omar Beblawi, Cairo, Egypt
 Shawn Beilfuss, Howard City, Michigan
 Thomas Belais, Paris, France
 Jack Beldon, Denver, Colorado
 Matthew Berg, Springfield, Illinois
 Jessica Berrios, Bradenton, Florida
 Clemens Binder, Schwaikheim, Germany
 Aline Blanc, Paris, France
 Kai Bode, Boston, Massachusetts
 Anda Bolsteins, Milwaukee, Wisconsin
 Alexandre Bona, Nice, France
 R. Rama Bondada, Winter Garden, Florida
 Duncan Boothby, New York, New York
 Simone Bott, High Point, North Carolina
 James Bray, Pontiac, Michigan
 Christian Brendel, Huenstetten, Germany
 Marion Brodaty, Paris, France
 Shawn Brooks, Harrisville, Utah
 Joseph Bruntz, Nancy, France
 Michael Bryce, Miami, Florida
 Erik Burgers, Palos Verdes, California
 Kristin Butters, Eugene, Oregon
 John Byrd, California
 Maria Campanico, Caracas, Venezuela
 Pascal Campos, Paris, France
 Jessica Carideo, Chesapeake, Virginia
 Natalie Carlson, Los Angeles, CA
 Cecile Caron, Paris, France
 Midhun Chandra Babu, Trivandrum, India
 Andy Chang, Glendale, Arizona
 Jung Chang, Taipei, Taiwan
 Wen-Shin Chang, Taipei, Taiwan
 Yi-Wei Chang, Taipei, Taiwan
 Andrew Chen, Madison, Wisconsin
 Prajit Chhabra, San Mateo, California
 Adeline Chia, Singapore
 Kuei-Yen Chiang, Changhua, Taiwan
 Grayson Chin, New York, New York
 Gyuwon Choi, Seoul, South Korea
 Jihye Choi, Seoul, South Korea
 Sung Moon Choi, Daegu, South Korea
 An-Di Chu, Taipei, Taiwan
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 Jignesh Gardi, Mumbai, India
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