

Dastor



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

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Farewell to a True Global Citizen

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

The Thunderbird Mystique is an ethereal force with which all T-Birds are well acquainted. If asked, however, to describe it to others, they find that they are unable to actually verbalize and describe it, the usual answer resulting in, "you just have to be there to get it." Sure, it has to do with cross cultural awareness, languages, a multitude of clubs, and of course the Pub. But it's also much, much more. When Dr. Cabrera took office he asked to have the mystique clarified and formulated in order to align our strategies with our core competencies. This monumental task fell on the shoulders of Ken Lambert and his talented staff.

Ken graduated from Thunderbird in 1976. He started with Young and Rubicam and has

gone on to join several prominent consulting companies around the world. He even formed his own successful company before returning to Thunderbird to act as Chief Marketing Officer.

Ken knows what it means to be a Thunderbird. He's traveled the world over. He practices his languages. He knows what it means to be culturally sensitive. He was one of the founding fathers of the Thunderbird Rugby Club. Hanging in the pub is a photo of him and his teammates. These 'old boys' who are tired, sore and dirty – yet smiling, could never have guessed that they would be forging a strong legacy that continues today.

He's a continued supporter of rugby, a musician, a

fifth degree black belt in Kenpo, and a family man. He is truly a citizen of the world.

He and his staff worked tirelessly to succinctly describe what it means to be a Thunderbird. As we all know we

Business and Cultural fusion, and finally, Global Citizenship. These pillars codify what we, as Thunderbirds represent and strive to achieve in both our professional and personal lives. The department devised a facelift for our T-Bird logo, making it look sleek and modern. They coordinated marketing communication which although received some initial criticism, has been quickly implemented and appears to be working well, disseminating information through media outlets in order to reach targets. To top it off, this five year assignment needed

office just to chat and "shoot the breeze." He is an engaging fellow full of enthusiasm and commands the respect of the employees in the department.

However, in the midst of completion of this enormous task, disaster struck in his personal life. He was forced to cope with the loss of his wife and felt compelled to spend more time with his two children. He has established a scholarship fund in her name to help future T-Birds with tuition. In light of these events, Ken decided to resign from his duties at Thunderbird. He will return to Xulu Group Inc., a boutique investment firm and said he will likely return to Park City, Utah to reside.

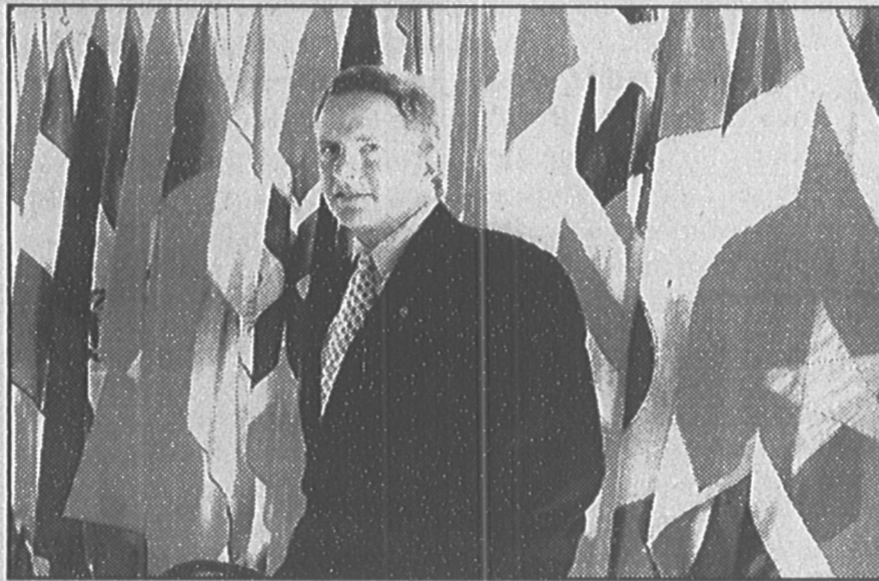
Ken has been a personal friend and colleague and I would like to wish him a 'bon voyage.' Best of luck to you and your loved ones. I would also like to thank you for your selflessness and showing us the power of the Thunderbird Mystique.

Farewell, Ken -- farewell.

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BRIAN SHAIFFER



are "Truly Global." This title is supported by five pillars that further define us. These are Global Thought Leadership, an Enterprising Spirit, a member of the Borderless Community, a

to be completed in two months!

Ken has always had an open door policy, for anyone who wished to discuss the process and ideas of school. In the time I've come to know him, I frequently visited his

Executive Education Partners with LGE

By SCOTT HARRINGTON
U.S.A., Summer '05
Editor-in-Chief

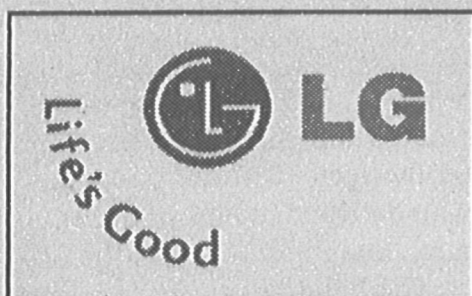
When a Korean firm sets its sights on becoming one of the top three global firms in its industry, to whom do they look to help them get there? They looked at everyone, but chose Thunderbird's Executive Education program.

Several large Korean companies have become increasingly important players in global business. These companies should be highly regarded for their impressive growth in an extremely competitive environment. Additionally, it is important that the global

their recent search for a global business education institution to help them reach their goals, they chose Thunderbird. After several years of developing a relationship with LGE, Professor Beth Stoops of Thunderbird's Executive Education consolidated an agreement with them whereby Thunderbird will provide a customized program to their senior level executives for the next five years. LGE has worked with other leading education institutions in the past but chose Thunderbird for this program because of its knowledge and expertise in Korea and the rest of the world, its "truly global" vision which corresponds with LGE's own vision, and the customization specifically designed to meet the needs and objectives of LGE.

LGE's vision is to become "a true global digital leader who can make its customers worldwide happy through its innovative digital products and services." One of their main goals is to become one of the top three global firms in electronics, information and telecommunications by 2010. Their company philosophy is "Great Company,

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business community recognize the significant role that these Korean companies will play in the future, and the opportunities that can arise from working and growing with them.

LGE is one of those leading Korean companies. In

Administration Moves to Enhance Internal Communication

By ABRAHAM WALKER
Liberia, U.S.A., Spring '06

On Friday, July 8th, Thunderbird students received the first of many weekly communication emails from Dr.



ABRAHAM WALKER

Kay Keck. This weekly email is just one of the ways that the administration intends to keep students aware of confirmed changes in the School's policies and operations. These weekly emails also serve as a response to the growing criticism of internal communication that

students have levied on the "All Current Students" discussion board and through other channels.

With the rapid changes occurring at Thunderbird, the need for communication becomes even more important. Mr. Frank Neville, who joined the School last year as Assistant Vice President for Corporate Communication, stated that there is currently "no mechanism to deliver information." He pointed to the lack of a hierarchical structure at Thunderbird being one of the barriers to effective internal communication. He and Dr. Keck are now working on a mechanism that

they hope will improve internal communication and also provide better feedback from students. Prior to finalizing this mechanism, they provided a list of methods in which students will now receive information from the administration:

- Weekly email from Dr. Kay Keck, Vice President of Student Services,
- Bi-weekly meetings with TSG leadership
- Town Hall with President Cabrera each trimester
- Student feedback lunches – four per trimester

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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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Rove Your Boat 'Round the Lie-Filled Moat

Questions from the Press Corps to President George W. Bush on Sep. 30, 2003

Q. Do you think that the Justice Department can conduct an impartial investigation, considering the political ramifications of the C.I.A. leak, and why wouldn't a special counsel be better?

A. Yes. Let me just say something about leaks in Washington. There are too many leaks of classified information in Washington. There's leaks at the executive branch; there's leaks in the legislative branch. There's just too many leaks.

And if there is a leak out of my administration, I want to know who it is. And if the person has violated law, the person will be taken care of.

Questions from the Press Corps to Scott McClellan, White House Press Secretary on Sep. 16, 2003

Q. Now, this is apparently a federal offense to [word unclear] the cover of a C.I.A. operative. Wilson now believes that the person who did this was Karl Rove. He's quoted from a speech last

month as saying, "At the end of the day, it's of keen interest to me to see whether or not we can get Karl Rove marched out of the White House in handcuffs." Did Karl Rove tell ...

A. I haven't heard that. That's just totally ridiculous. But we've already addressed this issue.

Q. But did Karl Rove ...

A. If I could find out who anonymous people were - I just said it's totally ridiculous.

Q. But did Karl Rove do it?

A. I said it's totally ridiculous.

By KEDAR DESAI
U.S.A., Summer '05
Co-Editor

"Fool me once shame on.. shame on you... eh.. um.. a fooled man can't get fooled again."

- President George W. Bush



KEDAR DESAI

The news that Karl Rove, George W. Bush's Chief Presidential Adviser and Confidante Extraordinaire was the leak behind the identity of a CIA operative hit me with the weight of a ton of ... air. Rove was widely rumored to be the source behind columnist Robert Novak's July 2003 story which revealed that Valerie Plam, wife of former ambassador and rabid Iraq war critic Joseph Wilson, worked for the CIA. However, there were denials from Rove, and a firm stance by the White House more than a year ago that whomever was behind the leak would be flushed out, and fired. Those who compromise matters of national security and the safety of those who guard and protect us under its auspices would have no place in THIS administration, dammit. This proclamation was bought by enough people to make the news go away. These believers put it out of their minds and returned to trying to get a second-mortgage from their banks to buy bridges while the real estate market was still hot.

What has developed in the past two weeks in this matter have been nothing short of extraordinary, and truly reprehensible. The players: The White House, Karl Rove, Judith Miller, The New York Times' Pulitzer Prize-winning journalist, and Matt Cooper, journalist for Time magazine. It hit the fan when a federal judge probing the outing of the CIA operative threatened to hold journalists Miller and Cooper in contempt and send them to jail if they did not disclose their source. They repeatedly declined to do so, citing the age-old sanctity characterizing the rela-

tionship between journalists and their confidential sources. Protectors of a free press cringed, but the judge was adamant to see that justice was done.

Cooper and Miller showed up for their respective sentences in the contempt ruling. The judge pushed and cajoled; Judith Miller, steadfast as ever, and living up to her reputation opted to go to jail instead of revealing her source and breaking the backbone of journalistic integrity. Away she went. Don't let the jail door hit you in the ass, Judith - we got some justice stewing in the pot.

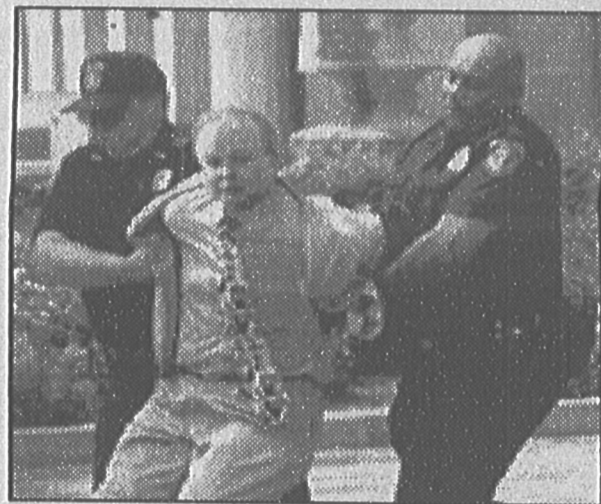
Cooper got luckier than Prez Clinton in the Oval Office. In a moment borrowed from "Matlock" and "The Practice," Cooper dropped a bombshell when he announced in court that he had "just" received a go-ahead by the confidential source to reveal his identity before the federal grand jury. Phew! No jail for him - he went and testified for the jury and outed the source...hold your breath...Rove. Oh, right. Then the quick-stepping began...and they say white men can't dance.

Never one to let a sound-bite pass or mangle a well-written sentence, Prez Bush went silent. So did Press Secretary Scott McClellan; dead air. There were more important things to talk about and report to the nation, such as Dick Cheney going for his annual physical.

Then it got funnier. Prez Bush, in his best serious face, made his logic clear: "This is a serious investigation... It is very important for people not to prejudge the investigation based on media reports." Fair enough. Rut Robert Luskin, Rove's lawyer took a higher road. He said "By facilitating Cooper's testimony, Rove has helped ensure the special prosecutor has access to all relevant information from every source." In essence, Rove leaked the name of the CIA operative to the press, but now, by coming forward and letting Cooper state the obvious instead of going to jail, Rove has helped make the system transparent again. Outside the courthouse, Democrats and Republicans played their

usual roles of trolls and moles, in no particular order. Democrats asked the White House to come through on its pledge and fire Rove, or at least take away his security clearance pending the investigation. Throw dem Dems a bone, Dubya. Republicans once again were their dignified selves, chastising Democrats of being partisan, petty, and poopy-heads. Senate Majority Leader Bill Frist accused the Democrats of resorting to "partisan war chants." Somebody must have got the smart idea of resurrecting Karl Rove's mastermind of a campaign that painted candidate John Kerry as a liar and coward in "war" during the 2004 campaign, but relented.

So Karl Rove continues to advise

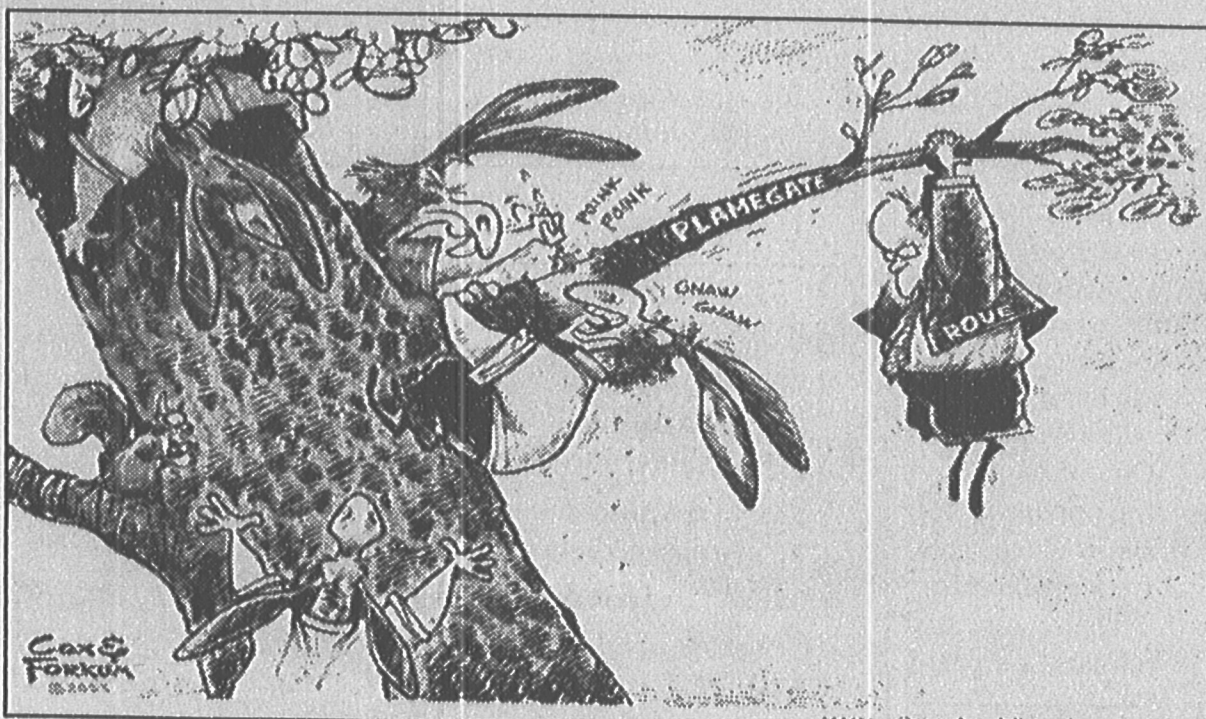


President Bush on how to run his administration to new levels of greatness. The only foreign-policy victory for the new administration seems to have stemmed from lending undue support to London in the fourth round of voting and taking away France's almost certain lock on the 2012 Olympics. Meanwhile, Judith Miller, a fantastic reporter and a personal idol when I worked at the Times, sits in a jail because she did not want to betray a central pillar of her profession. What does she do now that everybody knows who the "Not so Deep Throat" in Valerie Plam's outing was? Why is she still sitting in jail...is she supposed to come up with a brand new fictional source to sell her own soul and get back to work? How many more sureties of this administration have to fall on their faces before there is some concession to the fact that mistakes are being made and people are suffering, whether individual journalists or entire nations?

If I sound bitter, so be it. But this issue goes far and beyond parties and ideologies. It tramples on the freedom of the press; it has baited and punished the wrong parties. And the leery and self-righteous politicians who defend this blatant disservice to the nation and its people piss me off in this heat. The band keeps playing on, and I want to take a flamethrower to it.

"Fool Me Once, Shame on You. Fool me Twice, Shame on Me!"

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Export/Import Exported

By MARISSA LIMMANY
U.S.A., Fall '05
Co-Editor

With all of the recent talk about curriculum changes as well as faculty changes, one change really caught my eye. As the TA for Export/Import for the last two trimesters, I was surprised to hear that this course was on the chopping block. Having taken the course this past



MARISSA LIMMANY

Winterim, I can truly say that I understand the value of it. Although not every MBA student will have the want or desire to learn about import/exporting, it is a course that teaches you the very basic and necessary language you would need to carry on an intellectual conversation about the topic. This course is designed to provide the participant with a complete understanding of the techniques involved in successfully carrying out cross-border trading operations. The procedures, documentation and financing of international trading oper-

ations are explored in depth. It also provides the resources and the proper network you may need, if one day you find yourself in the business of international trade.

Successful T-bird alums are often guest speakers for the Winterim and enforce the importance of the class for trade finance, work in international consulting, logistics companies like FedEx and even positions in the government, such as the US Department of Commerce and the US Export Assistance Center. From personal experience, the

guest speakers were the best part of the class. They were men and women that lived this course everyday of their lives. They showed us how to apply our new understanding of trade to making a career.

Although Thunderbird does not have a Supply Chain focus, this course is beneficial to students in other concentrations as well. I am trying to imagine an international MBA program without an export/import course, and I am having a hard time taking the program seriously. To be international and not offer one of

the most international topics on campus would be a disservice to the school and especially to the students. Luckily, as far as I know, the course has not been cut, but it will be offered on a more limited basis. It will not be offered this coming Fall, but will be offered during Winterim and in the Spring. Overall, Export/Import has taught me new skills that are essential in further enhancing my interest and understanding of the subject matter.

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A Prestigious Language Program

By DAN DING-SHIANG
LUNG
Taiwan, Fall '05
TSG Executive Education Chair



DANNY DING-SHIANG LUNG

What kind of language program do you want to have? We may have the advantages as a leader in the language learning market. However, achieving that level will require a lot of work. I think that we can start from something different.

First, as we all know, Thunderbird is well-known in its multicultural environment. In addition, we have many different regional or cultural clubs. Learning a language is not only about its grammar or vocabularies, but also about its culture. We can associate with those clubs to let students be familiar with the cultures. For example, my university used to have several different festivals, such as Oktoberfest in Germany. Those students majoring in German had to host the event with local

Germans and their embassy. Through the process, students had a better understanding about the culture and became really interested in Germany as a whole instead of just the language itself. These languages are the tools in our daily life. To speak the language is not enough, and to interact with the people is the key to make it practical. We T-birds have great deal of advantages on this field. Why do we want to waste it?

Second, we need to add some more value-added requirements. There is a training institute, called "International Trade Institute (ITI)," in Taiwan. The institute is managed by Taiwan External Trade development Council. The program was started in 1987. The institute provides different language tracks and business classes. The most important part is that the students have to do internships in the country speaking the language of their tracks for 6-12 months before they get the diplomas. A Spanish track student has to go to Spain or Latin America. Those focusing on French need to work

in France or other French speaking countries. This requirement enables students to use what they learn and to enhance what they know about the local cultures. Furthermore, many of those graduates keep their service with the companies providing the internships. This program attracts a lot of young professionals who consider equivalent to a MBA degree. This system also increases the reputation of the programs. Employers want to hire more people with an ITI's diploma. Our language program can use the same methodology, but the internships may not be the requirement. Students who take our language program have to go to different countries for 6 months or so. Let's take Chinese as an example. There is no way a student can speak it well without

living in Chinese speaking countries for a while. Living in the environment is a perfect classroom. You have to use the language in your daily life.

Last, a respectable language program can be equivalent to TOFEL or other language test. The graduate school of HR Management of National Sun Yat-Sen University requires every student take TOFEL and other certified second language tests before they graduate. If any of the graduates don't achieve a certain required level of the tests, they can't receive the degree. They have to retake the test until they meet the scores. Why can't we take the tests upon completion of those language classes? The score itself is a good way for prospective students to measure themselves against the current class. The school may get a group discount from those institutes hosting the tests. The certain scores will be the minimum requirement to end the language

programs.

After all, our language program is part of the important features at Thunderbird. A truly global institute needs to coordinate and develop a good curriculum which it can attach to its brand. The language requirement is an important part of the framework for our degree. We still have a long way to go before everyone recognizes us the number one truly global MBA school. So many things need to be done. We can start from the language program by utilizing T-birds' multinational environment, training students overseas, and establishing the reputation through third-party tests.

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Academic and International Services Announcements & Deadlines

OPT Application Deadline for Summer, 2005 Graduates:

August 5, 2005: Open to all students with a 3.0 GPA. Students must sign a statement that currently registered classes will not change, including dropping classes in the second module in order to delay graduation. Student must already have petitioned to graduate and must be very certain that they will complete their program. Applications are located in our office and on our International Student Information MTB Page.

OPT Application Deadlines for Fall, 2005 Graduates:

Express: July 18 - August 5, 2005

Early: August 8 - 19, 2005

Regular: August 22 - December 2, 2005

Applications for OPT must be received at the California Service Center (CSC) by the date you complete your program of study. Applications received after your program completion date will not be considered for work permission in the U.S. Applications are located in our office and on our International Student Information MTB Page.

International Students - Report your Address Changes!

Are you coming back from vacation or an internship this summer? Have you moved? If your answer is "yes", then please note that all international students must report your address change within ten days of your move. This is a legal requirement of your status as a foreign citizen (all F & J visa holders, including dependents). Change in address forms are located in our office and on our International Student Information MTB Page.

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Can Thunderbird Increase Students' Employability?

By RAPHAEL COHEN, PhD
Academic Director, MBA/IM
Program, Thunderbird Europe

If you answered "yes" to the question above, then chances are you are in the wrong place. The only ones who can increase their employability are the students themselves. They are the ones who will go through the hiring process. They are the ones who must learn and they are the ones who will have to perform for their future employers. Developing their competencies and attractiveness certainly helps. Improving employability is one of the main reasons why people invest in an MBA. Some of them underestimate other key factors of success.

Having been a serial entrepreneur and business angel for 30 years, I have interviewed hundreds of people (and hired a large number of them) over the years. Managing them has led me to develop a sixth sense for differentiating between those who can actually contribute to the success of my businesses versus those who cannot. Two of the things that I have (painfully) learned over the years are that attitude is more important than skills, and also that emotional intelligence is more important than IQ. Multiplying the emotional quotient by the

intellectual quotient could somehow express the employability quotient (EMPQ). A high EMPQ equals a highly attractive employee.

Interestingly enough, after six months as the Academic Director at Thunderbird Europe, it seems to me that there are two types of students: Climbers and Franchisees. At the risk of oversimplification and exaggeration, it seems that Climbers are at Thunderbird to learn proactively because they believe that learning is necessary to prepare their futures.

Meanwhile, Franchisees are at Thunderbird to get a degree, preferably with a good grade.

Franchisees somehow consider that obtaining an MBA is like buying a franchise; once someone becomes a McDonald's franchisee, this person is entitled to make money. Because Thunderbird has a good reputation, Franchisees who graduate from Thunderbird feel more or less entitled to get a good job based on the Thunderbird label and the Thunderbird network of alumni. They work hard to get good grades on their papers since good grades are the key to opening the doors of "success." They sometimes manage to get good jobs. The question is what they eventually achieve in these

positions because being hired is not enough to survive on the long term...

If Climbers also care for their grades, they are more preoccupied with the opportunity to acquire competencies such as networking, learning new skills, studying in a new environment like Thunderbird Europe, TA activities, Thunderbird club participation, exposure to the local business community, etc., than the grades themselves. Climbers often volunteer to do all sorts of things for the school; they seek new experiences and are willing to contribute to the Thunderbird community. Climbers also tend to be givers as opposed to being takers. Even if they start off with a lousy job, their ability to identify and seize opportunities will help them move upward one way or another.

The fundamental difference between Climbers and Franchisees is...attitude. I cannot prevent myself, in my position as Academic Director and with my business experience, from observing MBA students with my "employer's eyes" and evaluating their EMPQs. It is empirically clear that Climbers are considerably more attractive for employers than are Franchisees. The reason is very simple: employees that are capa-

ble of seizing opportunities are the ones who can really help companies acquire competitive advantages.

I can illustrate how attitude pays with my own experience. When I was a student, I took several courses (including one with Professor Klaus Schwab, founder of the World Economic Forum) for which I earned no credit toward my degree and were done purely for interest's sake. Some of these courses have been more instrumental (even 20 years later) to my success than most of the required or elective courses, I had to take to complete my degree. In other words, seizing the opportunity to expand my horizons by attending these courses opened many doors for me.

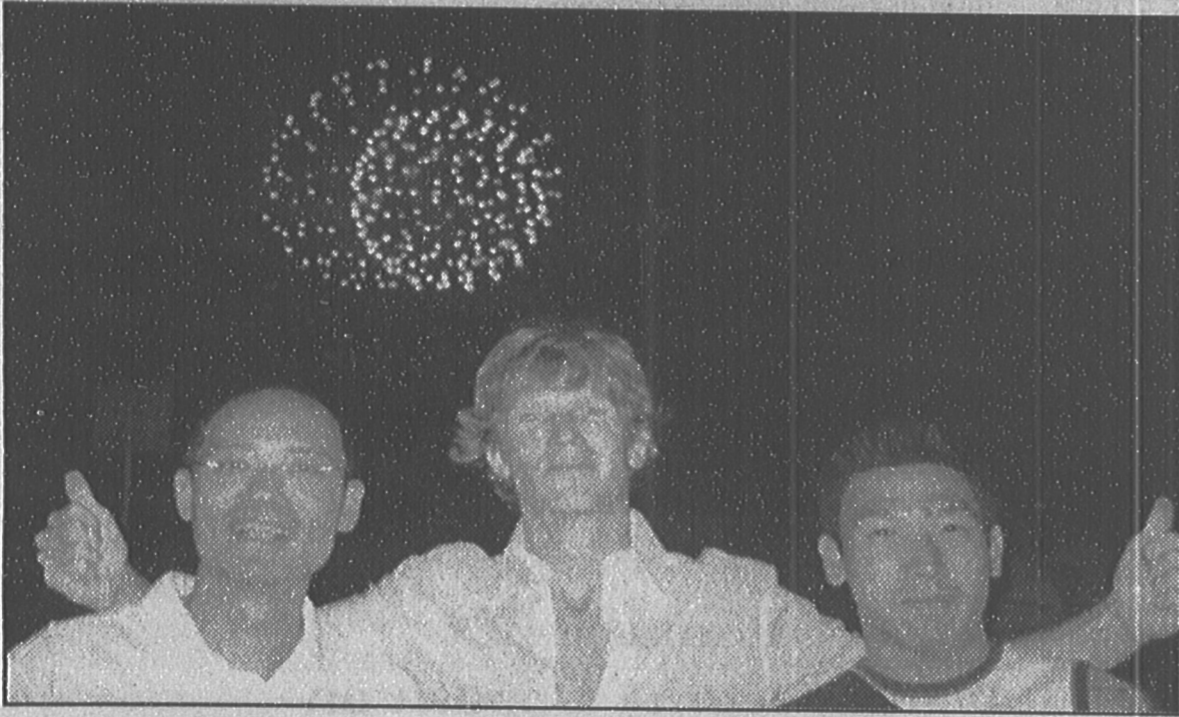
Opportunities have played such an important role in my life that I now teach, at Thunderbird Europe and at several other institutions in Europe and North America, a course that focuses precisely on "how to seize opportunities." For the moment, it is free of charge and is not for credit. I hope that this course will also open many doors for the Archamps students who have attended and want to learn something new.

The simple fact that this course is offered in Archamps

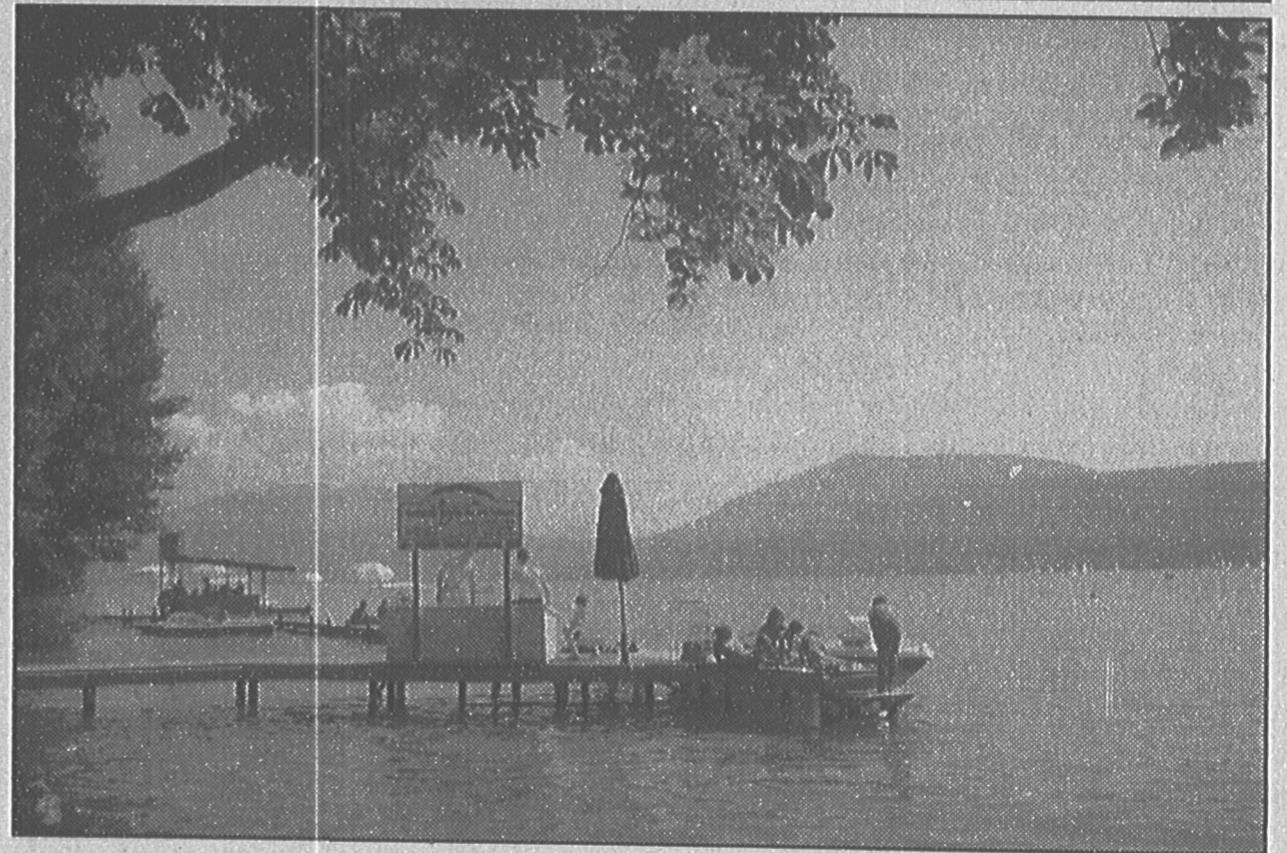
demonstrates the school's commitment to provide the right framework for boosting students' career. It is part of the Thunderbird Europe experience. Seizing opportunities requires both attitude and skills. Therefore, in a world that is more competitive than ever, attitude is a key component of EMPQ. In my view, the problem is that many universities continue to focus narrowly on skills and IQ. Fortunately, Thunderbird puts a strong emphasis on attitude and emotional intelligence. However, having a good attitude and emotional intelligence is not absolutely required at Thunderbird; people without these skills can still manage to get their degree.

At the end of the day, each student must have the right attitude for improving his/her EMPQ. Thunderbird can only provide an outstanding framework empowering those who have the right attitude to develop their employability. Here's the bottom line: if Thunderbird is the perfect environment for Climbers it will mostly be a source of disappointment for Franchisees simply because it takes more than a Thunderbird degree to succeed.

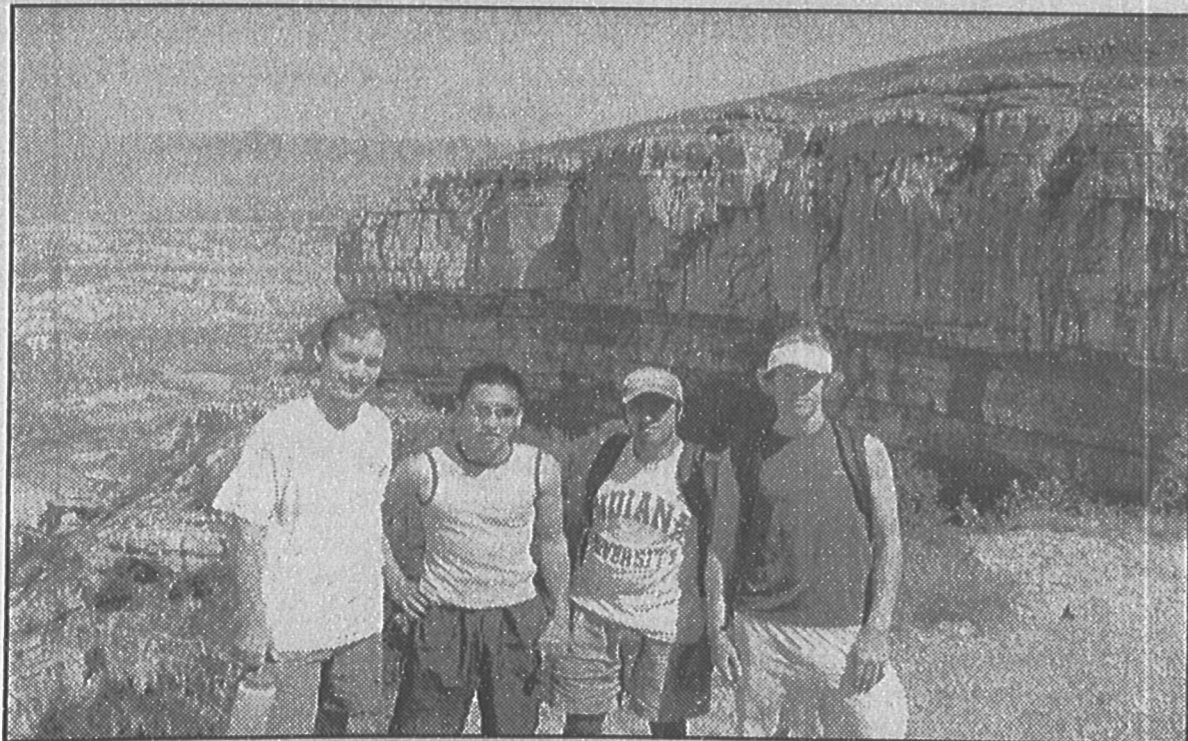
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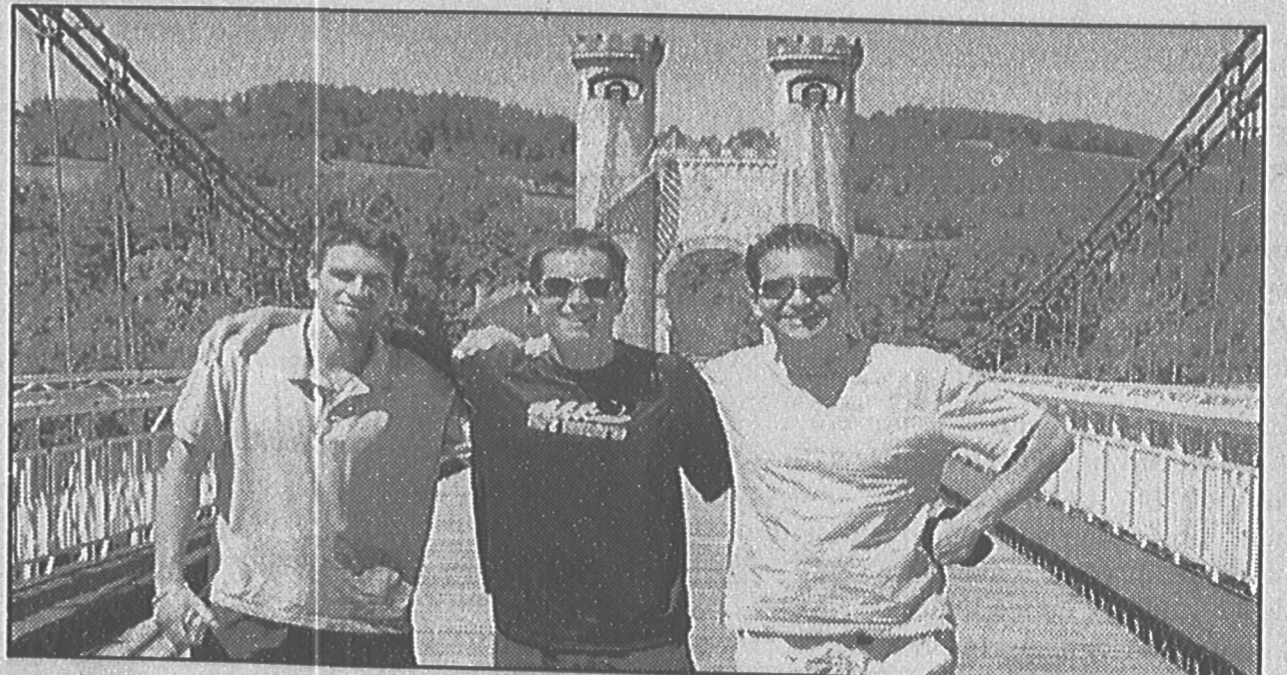
Evian Bastille Day – From the left, Chriu Kwok, Michael Johnston, and Naotaka Toshimoto, stand in front of the fireworks display in Evian, France on Bastille Day.



Anney Bastille Day – A view from Lake Annecy on Bastille Day. The beautiful town of Anney is the most popular destination of the French on holiday near Thonon.



Top of La Saleve – From the left, Matthew Goldberg, Naotaka Toshimoto, Virren Malhotra, and Michael Johnston stand over a view of Geneva at the top of La Saleve near Archamps, France.



Peter and UN guys – Peter Eliassen stands with two compatriots from the UN.

Traditionalism, The Fast Track to Economic Purgatory

By JESSE MACKEY
U.S.A., Fall '05

The last six weeks of my life have been spent at the Thunderbird Europe Campus in Archamps. Despite my short time here, it did not take long for me to realize that the old adage is true: the French really are asses.



JESSE MACKEY

But upon further inspection, so are the Americans, maybe even more so (I am U.S. born and raised). I somehow intuitively knew this before, but now it seems that I've acquired supporting evidence. Nowhere is the buffoonery I refer to more apparent than in the two countries' protectionist trade policies, which on the European front have come to the world's attention in the recent French rejection of the European Constitution. This latest example is but a superficial manifestation of a much deeper worldwide trend that prevents international development. This trend, which came to my attention vehemently during my brief time in Europe, could be called "Traditionalism."

In the French experience, there is a national movement headed by such leaders as Jacques Chirac to preserve the cultural heritage of the nation, or the "French Exception." The typical Frenchman sees the widespread socio-economic changes occurring in his/her home (predominantly resulting from the spread of Transnational Enterprises) as the proliferation of some kind of contagious affront to French culture and even national sovereignty. The Anglo-Saxon global free trade

agenda and the "Americanized" practices of Transnational Enterprises are concurrently viewed as invading forces in opposition to the Social Free Market Economy model widely used across Europe, especially in Germany and France. Consequently, economic nationalism and protectionism dominate the political agenda.

But this behavior is by no means limited to Europe. In the US, government policy makers and economists espouse the views of economic advancement through global free markets and the liberalization of trade. However, they simultaneously create protectionist

barriers for national industries in an effort to supposedly save jobs and protect national security. These are mostly just excuses to win votes from a public that is not yet educated enough to see the folly of such practices. Both nations are perpetuating Traditionalism.

Consider, if you will, an analogy with the Ultimate Fighting Championship. For those who are not familiar, this is a professional fighting circuit that pits well-trained fighters from various martial arts disciplines against each other in a "no-rules" bout. The winner is determined by knockout, or forcing the opponent to "tap-out." When the first few of these tournament-style events were held, a significant trend quickly developed. There were basically two types of fighters that entered these events, the "Traditionalists" and the "Mixed Martial Artists."

The Traditionalists were characterized by an adherence solely to the techniques of their

ancient fighting styles, which were revered by the participants and held as "truth in combat" because of their sheer age and assumed grandiose theoretical value. The Mixed Martial Artists, however, took an eclectic approach to the combative arts, cross-training in the best techniques from a variety of fighting styles to produce their own battle-tested methodologies, with the goal of a progressive and dynamic practical fight application. The outcomes of the initial bouts, (and nearly all subsequent ones since then) were often quick and decisive. It turns out that being a traditionalist is directly

Traditionalism and Protectionism may quite literally be the bane of our existence

correlated with acquiring a face that resembles raw hamburger meat. Because the Traditionalists had intentionally limited themselves to specific techniques delineated by their styles, they were wholly unable to compete with those who had placed no limits on the variety of techniques and practical training strategies that could be used in combat.

The "Ultimate Fighting Championship" analogy can be closely applied to the need for individuals and governments to view life from a much broader and more multi-disciplinary perspective than the narrow "Traditionalist" views presently held worldwide, which inhibit progress and result in the "knockout" of economies in comparison to those practicing more eclectic, free-floating, and practice-proven methods of development.

Traditionalism and Protectionism may quite literally

be the bane of our existence (when you consider what could be accomplished without them). If we accept that international economic development is the primary means of alleviating world misery and limiting mortality, then it could be said that Economic nationalism and Traditionalism are just as bad, if not worse, than rapacious imperialist practices or even genocide, in terms of the overall disutility it brings to humanity and the number of lives adversely affected. Although people don't intend to harm others with protectionist policy, they are unwittingly contributing to the immiseration and

demise of the world's inhabitants. An example is found in the production of primary products by supported developed-nation industries, which relegate many less-developed countries' economies to ineffectiveness and stunted growth. Inevitably, this leads to high mortality rates and low standards of living.

Traditionalism can be likened to a disease, like an Obsessive-Compulsive-Disorder. It is characterized at a fundamental level by a fear of change and an unwarranted love of all things past and present, regardless of their objective value to humanity. Nationalism and economic nationalism are manifestations of this. The elimination of Traditionalism-economic and otherwise - is the best means to advance economic development. I am by no means saying that this is the ethically or morally "right" thing to do, but it is simply the most efficient means of achieving world economic integration.

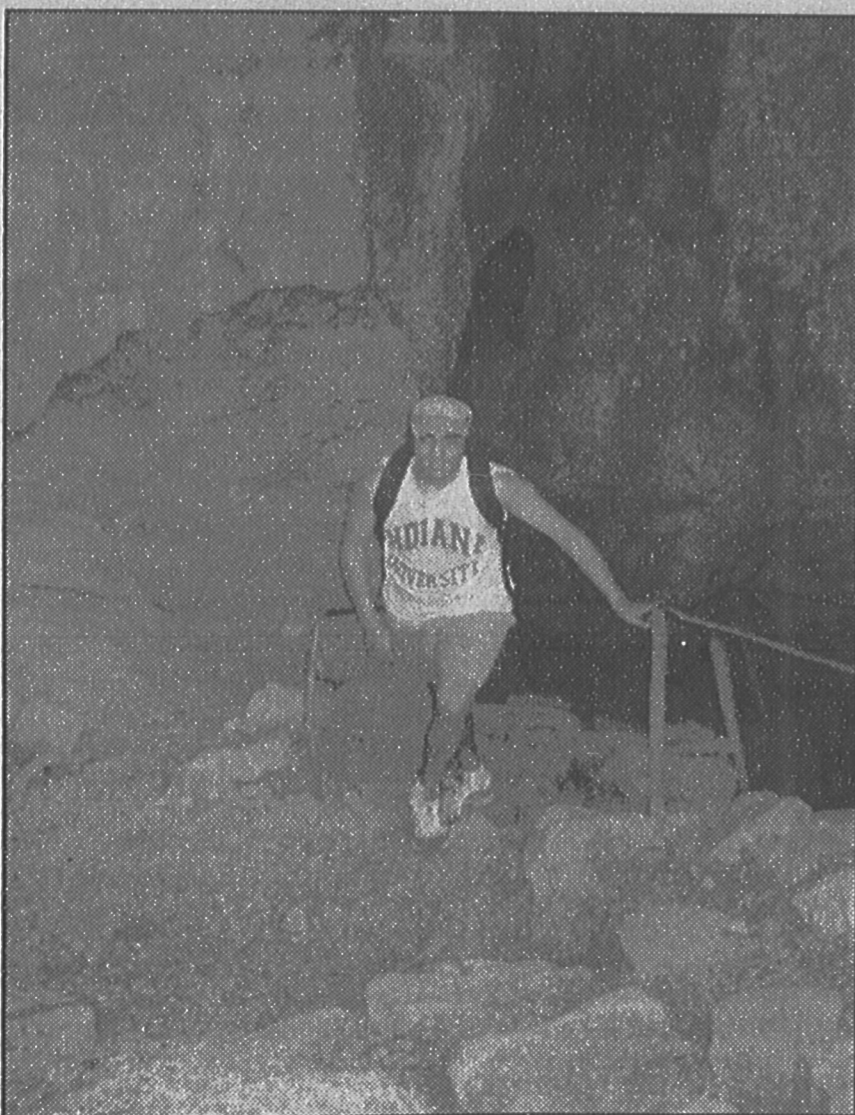
Individuals and governments often hold the belief that if some-

thing is theirs, it is inherently better than the creations of others. I am just as guilty as anyone else when it comes to this. When someone puts down the U.S., my first reaction is the thought of giving them a "chocolate swirlie" in the nearest public commode. Self restraint is the best option in this matter, and this carries over to the national policy level as well.

There is an even more prevalent idea in the world that if something is very old or is associated with a region or nation; it also means that it is wise. It is therefore seen as intrinsically "right." This is especially true of national or ethnic cultures and patriotism, which are directly linked to economic nationalism (such as the European and US protection of the agricultural industry). There is however, a realization that the majority of individuals and national governments worldwide have not yet come to:

Culture is determined by economics. It is not external. People cling to old tradition because they believe it is a deeper reflection of human nature or well-being. In reality, it is simply a product of environment and comparative advantage. To cling to tradition is self-defeating. Hence, there must be a choice: Adhere to tradition and remain culturally static, or accept economic change. There can be no compromise between the two. This being said, the popular European attempt to permanently conserve local tradition is tantamount to turning Europe into an oversized museum.

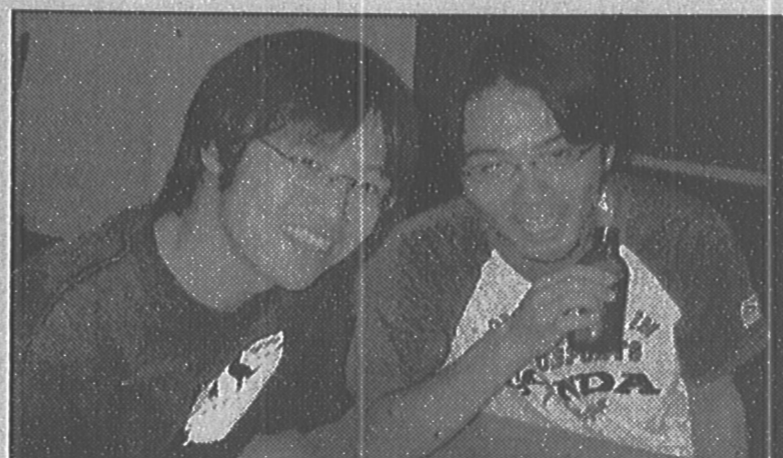
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Virren Malhotra climbing La Saleve - Virren Malhotra makes his way through a cave while hiking up La Saleve.



Tiffany Wang and Jeremy Terr Asian Cooking - Tiffany Wang and Jeremy Terr enjoy friendly conversation and games from different cultures during the first meeting of the Asian Cooking Club in Archamps.



Frank Chen and Aki Minawa



Tiffany Wang at Asian Cooking Club - Tiffany Wang offers some watermelon during the first meeting of the Asian Cooking Club in Archamps.

Diaries of a Mad Chicken Junkie Who Dabbles in Tacos and Goes Clean with Gansitos

By ADAM PRIEBE
U.S.A., Spring '06

7/3/05 - Sometime soon after the end of the a.m. My body aches.



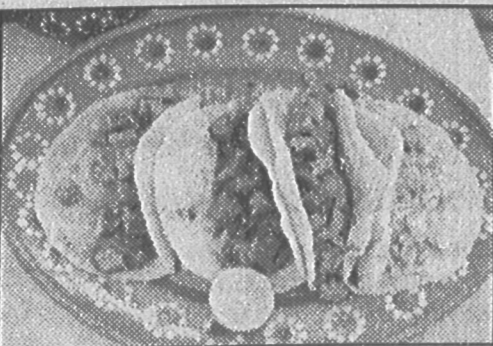
ADAM PRIEBE

I constantly tremble with anticipation of the next fix. Any chance of regaining my former concentration or getting work done is beyond hope. I faintly remember something about a place called Glendale, and working towards some kind of degree in another life. Right now, I'd give anything for another piece. The physiological reaction is tremendous: my palms sweat, my mouth salivates. And not only just around lunch time.

This is no longer an isolated affair in "chicken" experimentation. I'm hooked. One all-consuming thought pervades my consciousness and haunts my sleepless dreams: the next piece of delicious golden rotisserie crack chicken isn't arriving soon enough. My trouser pockets rattle with Tecate and Negro Modelo caps from some previous night's revelries as my hands fish for pesos and centavos. Nothing. I'm tapped. Why won't they just front me the chicken? They know I'm good for it.

You can't just put that kind of chicken brazenly on display, pump the entire avenue with such tantalizing wafting scents of rotisserie bliss, and then not hook people up with the gourmet goodness! I don't even know what the name of the shack is where I get my hook up. I faintly hear Matt Gregg telling that my dealers name is "El Pechugon" through my delirium. Have to keep stumbling past the taco peddlers and rivers of salsa. Just give me the freaking chicken. And don't hold out on the fixings. Think Adam, think. Use those Global Negotiations skills to score. Those delicious exposed nude new potatoes cooked in the dripping fat under the turning, turning, ever turning chickens of vice. Flakey crunchy golden skin sprinkled with flavor intoxicants. Scandalous deliciousness. I can't believe this isn't illegal here.

7/5/05 - 2:37 p.m. Rambling down Delicious Avenue once more, this time in search of my taco peddler. "Equilibrium."



Not me. I'm off kilter. That's the name of the bar in which she hangs out, incessantly pressing out tortillas and grilling them as the constant flow of orders come in. I watch from outside as she fills some taco junkie's tortillas with addictive savory meats while he stares with unblinking bulging eyes. She can't put together the taco packets fast enough for them (I know I'll find Matt Gregg inside; I've got to thank him for yesterday's primo chicken).

It's not fair to call the tortillas simply the package for the goods. They are more than the delivery mechanism. They make up part of the whole gastronomic fix. So do all the savory accessories placed in earthenware on every table. Bursting limes cut in half, to squeeze extra tang on the tacos; diced onions to sweeten your breath; fresh salsa with cilantro and tomatoes to cut the potent spiciness for amateurs; and two hotter salsas, one green the other red, to add extra spicy kick for seasoned addicts. I've been thinking about what I would order since the end of yesterday's lunch.

It's a conundrum. There are eight kinds of delicious taco fillings. Eight. And I can only eat up to four at a time without going into a taco OD induced coma. What the hell should I do? If I get lengua en salsa verde (beef tongue in green salsa) then I have to forsake my jones for chile con carne (beef in red chili sauce). You don't ask a father to choose between his children! How can anybody possibly make these decisions that force the exclusion of loved ones? I need help bad. I didn't come to Mexico to throw my life away on food. Tomorrow I'm going to go clean. Tomorrow...

7/7/05 - 9:45 a.m. GM4800 Global Negotiations. Redemption. Hallelujah!! I've found the way to kick the unhealthy Taco addiction and the Crack Chicken jones without a ten-step program. Grupo Bimbo® is like Hostess® meets Pfizer®! Gansitos™ are delicious. Delicious. Mexican Ho-Ho's™ with sweet creamy goodness. They have all the major food groups: cream, fruit, and chocolate. Open the plastic silver lined package, and heaven unfolds. I'm sure they are somehow mysteriously related to Lance Armstrong's miraculous recovery and comeback. With every bite, I can feel new vital forces flowing in my veins. Maybe there is hope for me yet. Life begins with Gansitos™ as does every great day.

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Unbridled Deliciousness

By MATTHEW GREGG
U.S.A., Fall '05

I'm sitting here at my computer; it's 12:30PM. For the



MATTHEW GREGG

last hour and a half, I have been thinking about nothing but eating. Eating tacos to be more exact. Eating tacos filled with delicious meats like lengua (don't knock it 'till you try it, and yes, it's tongue...delicious, delicious tongue), pierna (pork not chicken, "carnitas" in some circles), chorizo con papas (even better than it sounds), bisték a la mexicana, carne con chile...oh man, I'm killing myself just thinking about the unbridled deliciousness.

Now, some may say that the key to tacos is in their fillings and this is important; muy, muy importante, claro. But I would propose that equally important, if not more so, are the tortillas and the accouterments (availability and diversity of salsas, chiles verdes, limones, etc.).

Of course, there are many places in Guadalajara one can fulfill his taco needs. My personal favorite, and a place Adam Priebe, my roommate and fellow-finder-of-delicious-tastes has dubbed, "Delicious Avenue," is the yellow-awning-next-to-the-train-tracks, or Equilibrium (as that's the name of the bar it turns into at night)...it has a real name, but I can't remember, so I will also refer to it as Mama Iñez's. I will get back to Delicious Avenue shortly, but first, I must tell you that Equilibrium fulfills and surpasses all expectations down to the hand-made tortillas that are rolled and grilled? (Yes, I am a gringo, so

I think pressing the hand-rolled corn-tortillas on a giant grill, is called grilling the tortillas, but am not 100% sure, I apologize for my gringo-ness) seconds after an order is placed with Mama Iñez's grandson, daughter, or other grandson.

Are all of the salacious, steaming, stewing meats and vegetables home-made, you ask? Hell, yes! Are the juices and sauces plate-lickingly good? Yes, my friend, yes, I assure you, I have licked many a plate. How about the salsas? Varied, saliva-inducing goodness and all designed to accentuate the tortilla wrapped magic.

Sure, I like tacos, but that is not all Mexican cuisine has to offer (as I was forced to find out through a cruelly strict Monday closing policy that Mama Iñez enforces with an iron fist), far from it, actually. There is a veritable cornucopia of delicious tastes: arrachera steak, molcajete of dizzying varieties, seafood, menudo for those late mornings after long nights, birria, and micheladas, which are a kind of food.

However, after tacos, rotisserie chicken may be king in Guadalajara. One place in particular, luckily in famished-stumbling distance from Equilibrium, lies El Pechugon!!! (Exclamation points added by writer for emphasis, not part of the actual name). This rotisserie joint is no ordinary chicken-shack, the juices from the rotating birds fall down on browning baby potatoes, all for public viewing on the side of this golden restaurant of the gods. Eating here is addictive. There are actually people sleeping outside this building waiting for it to open up in the morning, I have found Adam outside of The Big Breast (sorry, direct

translation of "El Pechugon!") slipping in and out of consciousness with yesterday's chicken and potatoes still covering his face.

Is there anything else?! Oh yes, adjacent to Delicious Avenue is Charlie's. The owners certainly have a focused business strategy as they do one thing and certainly do it well: tacos de barbacoa. I prefer them "bathed" or embañados in, well, barbacoa sauce.

Order your fill, eat it with a plastic spoon (oh, so soft and tender), wash it down with one of their many aguas (I prefer agua de fresa, but that's just the kind of people I hang out with) and leave with plenty of change in your pocket from a 50 peso bill (a ridiculously honkalicious and filling lunch for about USD\$3.50? You betcha). If you actually get up before 2 p.m. and don't have classes, head to Estación de Lulio, which has some of the strongest coffee in the history of the world (I'm not exaggerating). It's like sticking your tongue into a gloriously palatable light socket. Oh, and the food is great too, or at least it looks great...I mean you can't taste anything but perfect espresso after a cup or four (they also have wireless).

Of course there are very nice, reasonably priced restaurants in Guadalajara with white, linen tablecloth and whatnot. There are also other taco places, other rotisserie chicken joints, people beside Charlie who specialize in barbacoa, other places that serve serious, strong coffee, oh sure, these places exist. But I'm trapped, trapped in a never-ending vortex of unbridled deliciousness...please do not pull me out but let me drown in this pool of glorious gluttony!

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Sushi Mexicano: Cream Cheese and Strawberry Sauce

By KOKICHI MORI
Japan, Fall '05

We, the Japan club in México, are trying to find a good sushi restaurant in Guadalajara, to



KOKICHI MORI

meet the demands of T-bird friends. Sushi is now one of the trendiest foods in Mexico. I went to five Japanese restaurants and had Sushi at each place. Two of the restaurants are only so-so, not as good as Sakana in Glendale. The owners and chefs are Japanese but they said that it is really difficult to get good raw materials here. I think the food is OK, because I eat Mexican food everyday at my home-stay.

The big problem with the SUSHI is from the other three restaurants. They put cream cheese inside the sushi and strawberry sauce on top! The smell and taste are just awful. I asked the

chefs why they made this kind of awful sushi, as I want to let the Mexicans know what real Japanese sushi is on behalf of the Japan club.

However, none of the chefs understood what I meant, even though they obtained their culinary skills from the Japanese restaurants in the US. They said this is sushi and that cream cheese is a necessity in Mexico. Through my conversations with them, I have come to understand that they really like Japanese culture, including the sushi, which is also, why they wanted to change the taste of it to cater it to the taste buds of Mexicans.

Whenever I talk with any Mexican chefs in the Japanese restaurants here, they talk very fondly about Japan to me even though they have never been to Japan and do not know Japan well. In Japan, if we don't know much about another country's culture, we will not speak much about it, nor will we ask the native people ques-

tions about their country. This is because we feel that talking about another country without having adequate knowledge is very impolite. However, most of the Mexicans don't care much about whether they know the other country and its culture well; they will talk about it freely. I think this is Mexican culture, and that the Japanese may be too humble.

I feel that I have learned one aspect of Mexican culture through sushi. When I first came to Mexico, I felt that the Mexicans were rude and selfish sometimes, but now I am beginning to understand more about their culture and I like their friendliness, especially my host mother who always takes care of me even though my Spanish is not good. Food is a very good tool to understand and to know about other cultures.

But I still miss my white steamed rice and fresh Japanese SUSHI!

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Mechanics in Guadalajara: A VW Bus Debacle

By BROOKS DAME
U.S.A., Fall '06

The one thing I have to say that is awesome about Mexico, which I am going to miss when I go back to the States are the mechanics. I have a '71 VW bus (Mellow Yellow) which made it down to Mexico fine. But, once here it started having a couple of problems. To make a long story short, I basically had to get the engine rebuilt.

Rebuilding an engine is probably the largest undertaking you tackle on a vehicle.

This is where it gets good. Before I left for Mexico, I took the bus to get looked at. There were metal shavings showing up in the oil. That's not good. Anyway, they said

that I would have to buy a new engine for close to \$2000. Now the bus didn't cost me 2000 bones so, I thought I'd take my chances. Anyway, I called a mechanic who came to our house here in Mexico, took the engine out, threw it in the back of his truck and had the thing rebuilt within 2 days.

In the States, mechanics don't come directly to your house and give you this kind of service. The price for a rebuilt engine in Mexico is \$350 USD. Not too shabby. They gave good old Mellow Yellow a second chance to cruise down the highway of life and for that, I thank them.

Story revision two days later:

Well, maybe I was a little too generous with my praise for the mechanics down here. I got Mellow Yellow back after having all

the work done on her and was enjoying the wind in my hair as I cruised through my neighborhood, when I went over a speed bump I heard a loud thud.

The engine started racing and I wasn't even pushing on the gas. I tried to pull her out of gear and couldn't. My

first thought was, "Oh great, now the clutch has gone out," but when I hopped out of the van and walked around to the back I noticed that the engine was laying on the ground. I thought to myself, "Hmmm... that can't be too good."

Long story short: the

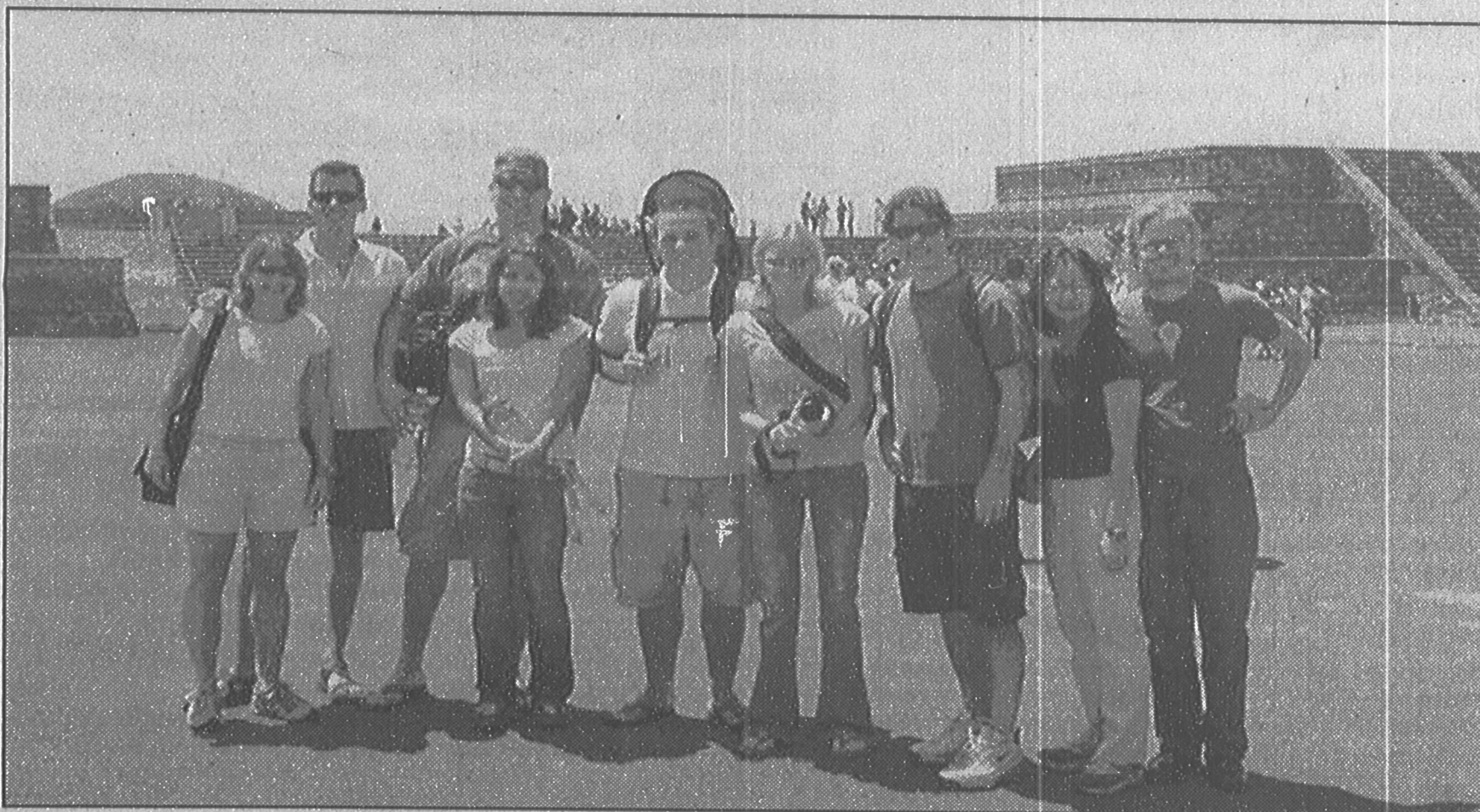
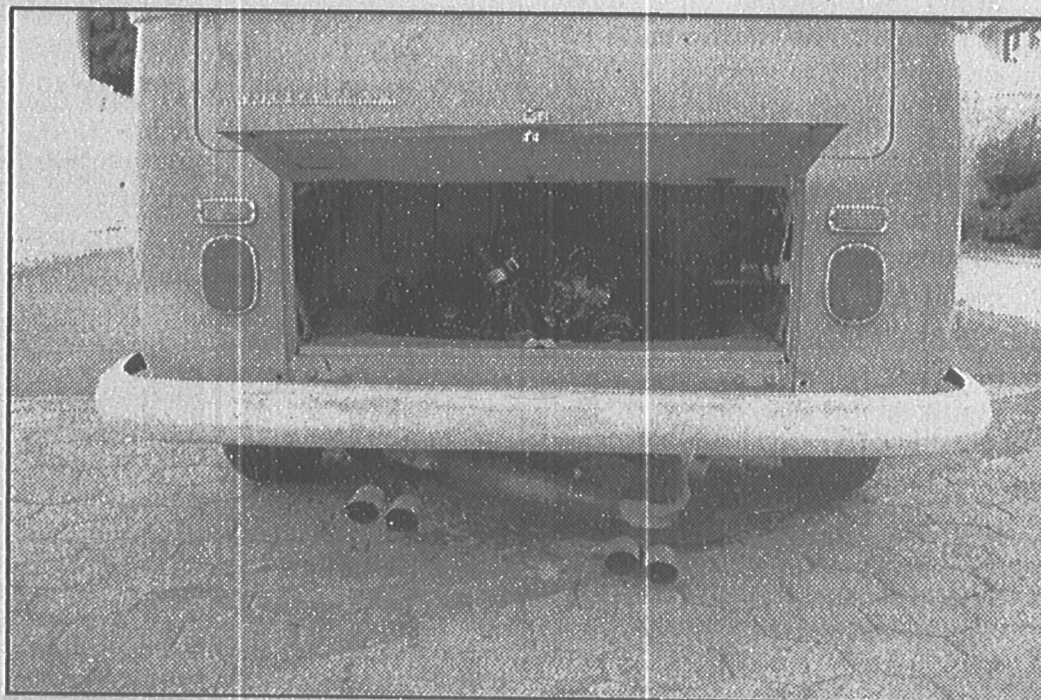
mechanics that came to my house to fix the engine did a good job of that but failed to bolt it back in correctly. When I passed over the speed bump, I dislodged the engine. After a very short but very expensive tow truck ride back to the house, I placed Mellow Yellow with her engine dragging on the ground back in the driveway, where she sits silently waiting for the day when she will scream down the open road (at 65 mph) once again.

It's a good thing the engine work has a six month guarantee. Now if I can only get the mechanics to honor it. But not to worry, I'm sure Mellow Yellow will return to the States with me, and will be seen cruising around campus.

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BROOKS DAME



Guadalajara T-birds in Teotihuacan



Guests at the Brooks Dame Party House party dodge flying sweets as Supang (Au) Srichaovarut hits an Elmo pinata.

TSG en México: A True Democracy in Latin America

By DANIEL M. KRYZANOWSKI
U.S.A., Spring '06
TSG Rep - Guadalajara

On May 16th, the student body elected to TSG Guadalajara Kevin Williams, for his good looks, Brent Rae, because "he is a good guy," and me, out of sympathy, I suppose. Since then, TSG representatives, along with other students and devoted spouses, have helped plan an exciting trimester south of the border.

We have spent the past two First Tuesdays with the local alumni (yes, all three of them) at Montjuic, a trendy

winebar owned by Edgar Fernández '04. These evenings have served as a wonderful starting place for a night out on the town, as well as an opportunity to enter into a valuable conversation with Eduardo Chavez '01, the local T-Bird Chapter Leader. (Author's Note: It is amazing how quick a First Tuesday can turn into a First Wednesday here in Guadalajara.)

To compliment our evenings at the winebar, Suzy Bindrup and a handful of wonderful Thunderspouses have offered cooking classes and prepared the local cuisine for over 30 students at the Brooks Dame Party House (Guadalajara's version of The Lodge). Not to take away from Brent Rae's BBQ skills, but la comida and the atmosphere that

the Thunderspouses provide are amazing. Nothing like fresh food from the tianguis and hours of acapella after the Basketball Club's weekly game.

Due to the locals' fear of facing T-Bird gringos on the rugby pitch (with the exception of one Saturday when Sean Kerrigan and Mark Lineberry scored three tri's between them, as our ruggers beat up on a local team, the Rhinos) basketball has become the popular on-campus sport. These streetball games have taught us that:

1. Although Kokichi Mori has yet to learn the meaning of defence, he has the meanest double-pump lay-up on either side of the Pacific.

2. Never let Evan Fochios open within 25ft. of the basket. Otherwise, expect him to pop a

NYC-style 3-point shot in your face.

3. Lineberry, aka The Incredible Hulk, with his manly frame and soft, left-handed touch is Thunderbird's first two-sport star.

To bring a little culture into our lives, Jennifer Schiele has organised Symphony Nights throughout the semester. Held at the picturesque Teatro Degollado in the downtown historic district, students have enjoyed fifty person orchestras play Brahms' Serenade No. 1 and Dvorak's Symphony No. 9 "The New World."

TSG's top initiative is the planning of a weekend excursion to Puerto Vallarta. Aren't you glad you stayed in Glendale this summer? Mexico is an extremely bureaucratic society. In light of this cultural

difference, TSG solicited students' interests and preferences and especially took on the grueling task to negotiate with our travel agent over multiple meetings. This is hardly an easy or joyous process in Mexico. Nevertheless, after playing a little hardball, TSG sponsored a first-class camión and secured a wonderful, all inclusive group rate. Otra vez, aren't you glad you stayed in Glendale this summer?

In short, TSG has given each student an opportunity to "eat, drink, and be merry" during their time in the Guadalajara program, Thunderbird's most valuable asset in Latin America and the highlight of our T-Bird experience.

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Executive Education Partners with LGE

continued from page 1

Great People," which works on the understanding that it is great people who will help them create a great company. They are currently a strong global competitor in electronics, information and communications products with annual sales of \$38 billion USD in 2004 and employ over 66,000 people in 39 countries.

Through the initiatives and hard work of Academic Directors Beth Stoops and Graeme Rankine, as well as operations help from Kim Smart, Thunderbird Executive Education closed the deal with LGE in April of 2005. The original proposal for the custom program was designed through the collaborative effort of a Thunderbird team including: Micaela Agyare, Richard Ettenson, Roy Nelson, Winter Nie, Graeme Rankine, Caren Siehl, Beth Stoops, Karen Walch and Kannan Ramaswamy. The focus of this custom program is truly on the customer and addresses exactly what LGE needs and the goals they want to meet. The program will be delivered in 11 modules; ten of them being five or six days delivered in Korea and the 11th and final module to last for 20 days in Glendale. Four

major themes provide both the functional skills in Marketing, Finance and Operations and a more integrated solutions focused environment where participants will address issues and apply the skills they have learned. The intrapreneurial projects will focus on LGE's key strategic challenges and culminate in a presentation to LGE's top management.

This partnership with LGE is important to Thunderbird for a number of reasons. Most importantly, the program format can serve as a platform for new programs for other leading companies. The integrated solutions approach to learning seems to be highly desired by companies and can help to differentiate Thunderbird's offerings from those of other institutions. In addition, Thunderbird is creating relationships with some of the leading companies in Korea, which is quickly becoming a very important economic region. The relationship will also likely bring more job opportunities for T-birds in the main MBA program as companies like LGE realize the expertise and potential of Thunderbird students.

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Administration Moves to Enhance Internal Communication

continued from page 1

- Weekly update from Communications to Das Tor editorial staff
- Monthly mailing of T-Bird Times with campus news and notes
- News postings as necessary on MTB and external web site

Other possible communication means in the future include:

- Regular Das Tor columns written by senior administration staff
- Pub night and/or breakfast with the President
- Regular email updates from departments other than student services
- Ad hoc forums to discuss major changes and issues relating to students

Some of these methods, such as weekly meeting with TSG leadership and student feedback lunches, have been around for some time. The others were produced for ideas generated by the work of Dr. Keck and Mr. Neville. President Cabrera has also put in place five functional committees: operational excellence, external communication, academic programs and students, corporate relations, and faculty and programs. According to Mr. Neville, these committees

will "provide a macro environment that allows us to communicate better." The committees will also enable the administration's information to be disseminated using the means mentioned above. He stated that in the past, information sharing focused only on the immediate department, and "failed to trickle down to the rest of the organization."

Another issue in the past was that the administration at times provided TSG leadership with confidential information on operation and policy changes. Mr. Michael Teague, TSG President, revealed that "any controversial item is kept secret until administration gives the go ahead." Dr. Keck mentioned that the administration would expect TSG to release the information when it became public knowledge, but at times failed to authorize TSG to do so. This lapse in communication resulted in neither party announcing the news to students - which then led to rumors. In their future meetings with TSG, Dr. Keck and Mr. Neville said that they only plan to make known changes that are definitive and public.

The challenge in responding to students concerns, as viewed by Mr. Teague, is how to differentiate "fire from regu-

lar occurrences." In his weekly meeting with the administration, Mr. Teague discusses issues brought to his attention by students and also any prospective changes in administration. He also meets with President Cabrera every other week to speak about student issues.

The administration and TSG welcome student feedback and questions. They encourage students to engage themselves in improving internal communication by reading all correspondence from Dr. Keck and TSG. Dr. Keck, Mr. Neville and TSG appreciate hearing from students in regards to questions concerning administrative and academic changes and any rumors. In addition to attending TSG meetings, Dr. Keck and Mr. Neville would like to reach out more broadly to students and seek ideas from all. You can contact them at their email address:

Dr. Kay Keck
keckk@t-bird.edu

Mr. Frank Neville
nevillef@t-bird.edu

abrahamwalker@global.t-bird.edu

Compass: Pointing North!

By VISHAL MEHTA
India, Summer '05

Food and parking are what most students complain about on campuses around the world. Thunderbird is no exception to this rule. On July 15th 2005, 8 students met with the Regional

Marketing Director, regional Chef and the Catering Director of compass group for the first of what promises to be many, focus groups to dis-



VISHAL MEHTA



cuss the changes that the new catering giant plans to bring to our Thunderbird community.

Out of the discussion came a sense of openness and a willingness to communicate with the student body. The future should hold sensitive hours of operations during exam times, constant feedback to Compass about quality of the food, authenticity in taste and ingredients and much

more. The most interesting outcome will be the creation of a Student Food Advisory Committee, which will meet with Compass monthly to voice any concerns we may have. The compass is pointing north, and it promises to be "Truly Global!"

vmehtha@global.t-bird.edu

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Thunderbird's New Entrepreneurship Director

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



BEAU WILBERDING

Thunderbird has made a great leap forward in hiring Dr. Robert Hisrich as the new Director of the Thunderbird Entrepreneurship Center. Dr. Hisrich joins the T-bird community having spent the past several years building and developing an Entrepreneurial business curriculum at Case Western Reserve University into a top-ten globally ranked Entrepreneurial Business Program. The Financial Times has ranked Case Western's program in the top-ten for the past five years. Dr. Hisrich has founded several companies, two of which are NASDAQ traded, and is the author of 14 books on entrepreneurship, marketing, sales and more. He has also

authored hundreds of articles on similar business subjects.



Dr. Hisrich has a great business relationship with Dr. Steven Stralser, the man who has been at the helm of T-bird's Entrepreneurship program for the past five years. The two men were both Fulbright professors in Hungary and worked at the University of Miskolc (pronounced Mish-kosh) in rural

Hungary. The two men will work together to build the Thunderbird Entrepreneurship center into a world-class organization. Dr. Stralser will continue with his faculty responsibilities, but described his new role as "more entrepreneurial, less administrative." Both men are plainly enthusiastic about the future of the Thunderbird Entrepreneurship Center

When asked about how good the program will be, Dr. Hisrich smiled, "It will be one of the best in the world. That is the way I operate."

International Entrepreneurship will be the sole focus of the Thunderbird Entrepreneurship Center, which is perfect for Dr. Hisrich, as two of his greatest passions are International business and Entrepreneurship. Dr. Hisrich would like to see two required classes in Entrepreneurship, and he can see adding two or three

elective classes into the Entrepreneurial curriculum, such as: Family Business, Intrapreneurship (fostering innovation and creativity inside large organizations through using entrepreneurial methods), Social Entrepreneurship and/or Venture financing. Dr. Hisrich describes himself as a person who loves to create. Two entities he plans to create here will be a Business Incubator, which he sees as a high-priority project, and a Seed Capital Fund, which will provide early-stage funding to Thunderbird business ventures and to Phoenix, AZ based businesses. He stresses that any businesses which secure money through this future fund will not be treated with 'kid gloves,' but instead will have to be very competitive. Hisrich feels that building a seed capital fund which funds Phoenix-based entrepreneurs will improve Thunderbird's visibility within

Phoenix. He sees this as a key to growing Thunderbird's notoriety within Phoenix and within the United States.

The continued growth of the Thunderbird Entrepreneurship Center will have a very positive impact on the T-bird brand. Dr. Hisrich sees an opportunity to quickly become a global leader in the study of both Family Business and Intrapreneurship. "Global Entrepreneurship is a very hot area right now. Everyone is talking about it: the Government, private organizations and public companies." It will take time to build out his vision, but in the meantime, Dr. Hisrich will implement some changes and establish some new projects and classes here on campus. We are delighted to welcome Dr. Hisrich to his new home here at Thunderbird.

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Thunderbird Entrepreneurship Club Reaches Out To Business

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

The Thunderbird Entrepreneurship Club (TEC) has been working overtime with local entrepreneurs to produce business plans. The TEC refers to these plans as Entre Projects, and it has more prospects than it has willing participants to write, research and develop the plans.

There are three points that I would like to make about the

work that the TEC is doing right now.

Real Experience. Working on these projects allows a student to gain valuable experience meeting with, and presenting to, real-world clients. They have high expectations and require that participants meet deadlines. Further, our clients expect us to deliver quality results and thoughtful, well-researched ideas. I wish I could make more room on my resume.

Real Money. The TEC is getting paid! Participants in the entre projects earn an excellent hourly rate for their time and work. Getting paid for business research and process planning is a concept that exists outside of the world of academia. A great resume builder, an entre project is a significant responsibility which ends in both handsome payment, and some very happy clients. Now, how am I going to spend all of this money I've earned?

Really Cool Thing. There is not a ton of opportunity to get real world experience and get paid while taking a full load of classes at Thunderbird. The TEC has forged a really interesting and exciting set of opportunities by building the Entre Project Program. Much of the credit for the program goes to Brent Berger, TEC Summer President, who handles the TEC's client relationships. The details fall to Entre Project managers, who

organize teams of researchers and handle the majority of refining, compiling and organizing the research into business plans. All in all, the business model set up by the TEC works very well. All we need now is more committed, innovative, enthusiastic entrepreneurs to get involved. This means you!

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Call for Asian Show!!!

By DAN DING-SHIANG
LUNG

Taiwan, Fall '05
TSG Executive Education Chair

Have you heard of Thunder-Radio? I believe that some of you may have learned of this from Kellie Kreiser, a passionate alum working here at Thunderbird. She is in charge of an interesting podcast site called "Thunder-Radio." It's an easy way for all T-birds around the world to know about other cultures, music, or issues of different countries. So far, we have a total of 37 podcasts available including music and talk shows. But we definitely need more Asian voices! (I am already too talkative...)

The show can be any-

thing you want to talk about. For example, I am really interested in new technologies in South Korea, hot TV series in Japan, and whatever interesting stuff you want to talk about. All shows will be available on the internet. No matter where you are or who you are, as long as you have internet access, you can listen to the most diversified shows around the world. Asia is one of the best examples because of its limited transportation and various cultures. There are so many different and unique things happening on the continent. We can introduce people to what's going on there, we can have a cooking show teaching people how to make Asian food at home yourself, what would be

the appropriate attitude when you start doing business in Thailand, or the music trends in India. We have tons of things to talk about!

Asian students are always considered a quiet group. The diversity will only happen when people start to interact. That's the first step toward appreciation and understanding. I know that many of us are out of campus. But thanks to the internet, which makes things much easier. All you have to do is to take a recorder or even your laptop and start your recording! Everyone can do it. We look forward to having you on-air

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A Truly Global Pub

By DAN DING-SHIANG
LUNG

Taiwan, Fall '05
TSG Executive Education Chair

The end of last trimester, a classmate and I chatted after the challenging final of Finance III. We all agreed that our pub can be one of the most fun places under our "truly global" campaign. As the social occasion in the school, the pub has done a great job for students to network. We may push it a bit further to let our pub turn into a truly global pub.

I was told that we already have various selections of international beers (well...we don't have Taiwan Beer yet). Sometimes, it's hard for me to know what kind of beer we have in the pub. How about we have a banner telling people which beer is from where? Then, the pub can run a campaign stimulating the sales by encouraging

people try different beers from other countries. We can use a printed sheet with 20 or so squares on the world map. When we tried one beer from a country, the bartenders can stamp on the counter location on the map. As soon as a person collects enough stamps, he or she can get a "truly global" T-shirt. This small trick can make our pub a little different. Not only T-birds but also other people who visit there can enjoy the around-world trip simply by choosing different beers across the borders.

Furthermore, I heard that a bartender endeavored to promote our pub in Glendale couple years ago. Local people would also come here for a drink. I can understand that the school may have security concern or so, but the promotion in the pub can actually add some fun to our school life. The different initiatives can be fun and profitable! I am looking forward to seeing what our pub will look like.

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DANNY DING-SHIANG LUNG

Many Places, Different Sizes

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

As I sit here on a wonderful evening in Hong Kong, looking out across Causeway Bay to Kowloon, I have the pleasure of sharing a few things from a kickin' internship that I was lucky enough to land. My internship is with a KVM switch company, called Avocent and has taken me over 10,000 miles in a little over two months and more to come. I've been to Huntsville, Dublin, Shannon, London, Singapore, Shanghai, Beijing, Hangzhou, Manila, Tokyo, and now Hong Kong and I still have Bangkok, Taipei, Mumbai, Bangalore, and back to Huntsville to go.

One thing that never ceases to amaze me and make me ultimately proud that I am a Thunderbird is that I have met over 20 T-birds in these countries I've visited. We are simply all over the earth. It doesn't matter what the future of the school is, what the administration chooses to do or not do....we simply have one of the most amazing, and probably THE most vast, international network. Not too many people in the world can say that when they travel to over 14 major cities in nine countries that are half way around the world, that they have plans to meet up for a beer or dinner in each with friends.

So, I present to you a story of one day during my travels in China. It's a story of me trying to chase down information and resources to be able

to fully analyze the Chinese market place, but turning into a story that you guys might truly appreciate and maybe even get a laugh out of:

As my endeavors in Shanghai were extremely frustrating, I had not fully experienced the meaning of the word, until I left Shanghai at 5:30am to travel by train to Hangzhou, a 2.5 hour train ride. I had arranged for a translator the night before, but had not met him and was told he was very good with the IT industry. I met him in the lobby and was rather surprised. He turned out to be a very small man, small, even by Chinese standards. This guy introduces himself as "Dark Horse" and says that's

degrees Celsius and about 800000% humidity...ok, well, probably more like 75%, but I was feelin' the 800000%. Finally, we figure out that we need to be back downstairs looking for the taxi queue and

GONNA stop with me. So, he comes up and tries to shove past, only to meet a stern elbow to the chest and deep stare from me. He looked a little beside himself and stopped, only to rush past me later and sneak our taxi....well, then. A little lesson in patience and acceptance, I suppose. The important thing is that we're now FINALLY, off to our meeting. So we race off in the taxi (always an awesome adventure) and arrive at the office. The meeting over lunch went very well and "Dark Horse" was excellent. After that, we had our

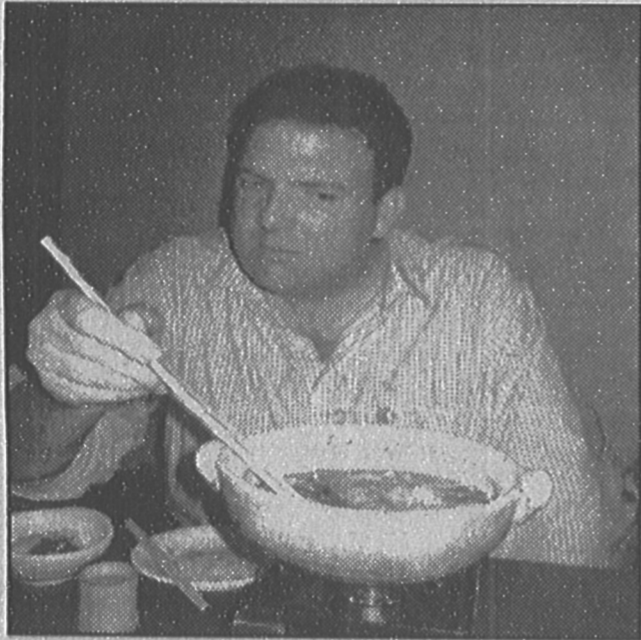
got you a great deal and managed to save you some money!" Oh boy. That meant three things: 1) the seats were about 10 inches wide, 2) the train would take 3.5 hours because of stops, and 3) that we weren't going to the correct station in Shanghai, meaning that we had an hour Taxi ride on top of the train to look forward to. Sweet. "Dark Horse," you're a super star. Right. We tried to take another way home, but decided that a wannabe pimp, a driver, his sidekick, and a minivan with dark purple tinted windows wasn't really an alternative. We pile into the train with some noodles that we had bought and sit down as best we can. My knees take up ¼ of the space between the seats and I just remembered that I stupidly didn't bring any reading material with me. Right. So, as I stared at three Chinamen who were watching me intently the whole trip, I just stared back and wondered how I would survive. I took a welcome break to get up and get some hot water for my noodles on the train and came back, sat down, started to eat my noodles and WHAM! A bag fell from the top and smashed me in the head, knocking stuff all over the train. I saved the noodles (like a good rugger saving his beer), but was the show for another while on the train. Hmmm.

Needless to say, the night FINALLY ended after a very long train ride and an hour ride taxi to the hotel. It took me a full half day to recover, but it was quite the experience. Perhaps a nice pint of Guinness and good book would have solved the whole thing....to quote Tim Petty recently, "Guinness is, indeed, good for you."

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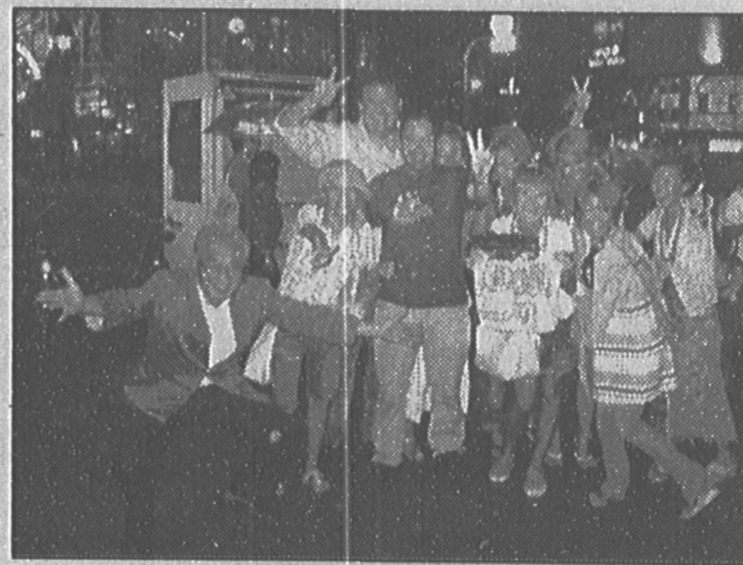
SCOTT HARPER



what everyone calls him. Wow. Dark Horse, huh? That's cute....I guess that'll be a good story for our train ride. We get to the train station, travel the 2.5 hours to Hangzhou, discussing why in the world someone would ever want to call him Dark Horse and other odd mysteries. When we arrive, someone meets us at the station and we all wander for about an HOUR trying to find a taxi. Now, the thing that makes this a trick, is that it's about 38

finally we see the sign...I turn the corner to see the darkest, grungiest, HOTTEST line of my life that was packed with 6-9 people wide and that was about 75 yards long. Right. I just take a deep breath and try my best to not FREAK out. Here's a tip about big guys; we don't really care for being stuffed into a very small, very cramped space that are waaaay too hot for more than about 10 seconds. So, the 45 minutes that I had to deal with sweat rolling off my forearms and all the rest of my body, smelling the grunge, and dealing with showing Chinamen, was my own personal version of hell. As I kept breathing and doing my ultimate best to not just "tornado" the entire crowd, one man felt that he had the right to shove his way to the very front of the line right through the middle of the crowd. Yeah. Well, I'm simply not havin' that and the buck is

training meeting in the office and that went very well too. I was feeling very productive and then realized that we still had a whole journey home. "Dark Horse" recommended leaving the office immediately, so we left and stood in the rain trying to catch a taxi for 45 minutes, then finally got the station. At the station, I gave "Dark Horse" 200 Renminbi and told him to get the best tickets he could find for us on the train. My point was that I really wanted some space to breathe and wanted to get the train that was fastest to get home. Welllll, "Dark Horse" came trooping back towards me like a duck hunting lab with a duck in his mouth and said, "I



We are Pre-Thunderbirds!

By JUN MOCHIZUKI
Japan, Pre-MBA

You may wonder who the new faces are around campus these days. Ta-da. They are Pre-MBA students. On behalf of the summer trimester Pre-MBA program, I will introduce our cheerful, lively classmates and our program.

Our Pre-MBA gang is comprised of 11 Japanese, 9 South Koreans, 9 Taiwanese, 2 Thais, 1 Brazilian, 1 Chinese, 1 German, 1 Mexican, and 1 Peruvian. The gender ratio is 25 guys and 12 gals, like the MBA program. More than two third of



us are going to start the MBA program at Thunderbird this fall. We are studying and training hard so that we can manage well in the ever-changing arena of business after finishing the program.

Our program is a 10-week intensive program. We are learning business and English. Our classes go from 9:30am to 3:20pm everyday from Monday to Friday in the Wilson building. In class we eagerly prac-

tice research, group work, and presentations as well as reading, writing, speaking, listening, and having discussions in English. Outside class we expand our horizons by experiencing American and other cultures. We all hope to successfully finish our program on July 29th and afterwards have a big party. We all are looking forward to mingling and having a great time with you under this blue Arizona sky. Please say a big "Hi" to us with your smile whenever you meet us. Cheers!

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Multinationals and Their Workers: Books on International Human Resources Management

By BRENDA HOLLINGER
IBIC, Library Specialist

Managing human resources in a multinational enterprise is no easy task. Not only can learning to communicate in a different language be a hurdle, but one must also learn to adapt to the native culture, customs, core values, company strategy, and the business environment. The IBIC offers many books on global Human Resources and how to manage in the new environment.

In *Policies and Practices in Global Human Resource Systems* (HF 5549.5 .E45 D8 2001), author Michael J. Duane claims that Human Resource managers must view policies and practices from the "host" country's point of view. Duane examines a case of one multi-national enterprise (MNE), General Electric. "GE purchased a majority in Tungram, a manufacturer of lighting products in Hungary. Tungram was attractive to GE because of its low wage rates and the possibility of using the company to export lighting products to Western Europe. GE transferred some of its best managerial talent to Tungram. However, GE ran into many problems. The Hungarians expected higher Western-style wages, not low wages. Americans wanted strong sales and marketing functions that would service customers, while the Hungarians believed these would take care of themselves.

The American managers found the workers to lack motivation. The Hungarian employees believed the American managers were pushy. To turn the Tungram plant around, GE had to invest an additional \$400 million in the new plant and equipment and in retraining employees..."

Duane points out that the GE case demonstrated why the local culture and business environment must be factored into a multinational enterprise's human resource management. Duane writes that just bringing in expatriates is not the answer. He does emphasize that MNEs can create operational strategies that succeed, starting with well thought-out Human Resource management tactics.

Dennis Briscoe and Randall Schuler, authors of *International Human Resource Management*, 2nd Edition (HF5549.5 .E45 B74 2004), highlight case studies of successful and failed global human resource management strategies. In their book, they depict the many variables that can make a NME successful in a new country. Briscoe and Schuler emphasize the need to be aware of local customs and culture, local labor laws, the importance of training employees, and the influence of offering (or not offering) employee benefits. Local authorities and government must be recognized and accommodated as well as the influence of pressure groups and trade unions. The success or failure of many NMEs can

hinge on the strategy of the human resource management.

International Human Resource Management, 4th Edition (HF5549.5 .E45 D69 2005) by Peter Dowling and Denise Welch examines "managing people in a multi-national context." Dowling and Welch focus on "the how" and "the why" of nurturing human 'resources' in a multi-national enterprise. You can find out more about this book – and search related links, at its website: <http://www.thomson-learning.co.uk/dowlingandwelch/index.htm>.

Human Resources in the 21st Century (edited by Marc Effron, Robert Gandossy, and Marshall Goldsmith; HD31 .H81247 2003) examines the more typical HR practices of finding qualified employees, negotiating contracts, developing training and education programs, transmitting information, and dealing with benefit coordination. They suggest that in the 21st century, the HR manager's role changes. In this century, HR develops partnerships, accommodates changes in corporate structure, connects business strategy with leadership strategy, and becomes a valued partner to senior management. HR departments can become a source of the company's competitive advantage in the global view.

The

IBIC provides many books that cover IHRM in specific geographic regions. The list includes:

Human Resource Strategies in China, by Alma Whiteley, Sara Cheung and Zhang Shi Quan (HF5549.2 .C6 W55 2000);

Managing Human Resources in Asia-Pacific, edited by Pawan S. Budhwar (HF5549.2 .A75 M36 2004);

Managing Human Resources in Africa, edited by Ken Kamoche, Yaw Debrah, Frank Horwitz and Gerry Nkombo Muuka (HF5549.2 .A35 M36 2004);

Human Resource Management in Canada, 3rd Edition by Thomas H. Stone and Noah M. Meltz (HF5549.2 .C2 S76x 1992);

Human Resource Management in Europe: Evidence of Convergence?, edited by Chris Brewster, Wolfgang Mayrhofer and Michael Morley (HF5549.2 .E9 H8592 2004);

The Korean Management System: Culture, Political, Economic Foundations, by Chan Sup Chang and Nahn Joo Chang (HD70 .K6 C437 1994);

Managing Korean Business: Organization, Culture, Human Resources and Change, edited by Chris Rowley, Tae-Won Sohn, Johngeok Bae

(HD70 .K6 M366 2002); and *Human Resource Management in Developing Countries* by Pawan S. Budhwar and Yaw A. Debrah (HF5549.2 .D48 H859 2004).

The HR Answer Book: an indispensable guide for managers and human resource professionals by Shawn Smith and Rebecca Mazin (HF5549.17 S62 2004) is written in the "Q and A" style. This book can be used as a quick reference guide or as a tool for new Human Resources managers. Topics covered in the questions and answers include employee selection, developing policies and writing employee handbooks, developing evaluation reviews, and even how to terminate employees "legally and humanely."

Human Resource departments are the backbone of every company or business. This becomes more obvious in the global setting. If you need hints or just want to read case studies on multinational corporations' HR management, stop by the IBIC and check out some books. They will open your eyes to the influence of your own company's human resource department!

hollingb@t-bird.edu

Artistically Challenged? No Problem!!!

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with the following information:

1. Your name 2. What country the art is from 3. A brief description
of the art and its significance (100 words max)

With each submission you will be entered into a raffle draw to win
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the **Fall 2005 Alumni Homecoming World Night Event** held on
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A GREAT OPPORTUNITY TO NETWORK AND SOCIALIZE
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All Entries will be used for a silent auction held at the event and the
funds raised will be donated towards the Dr. William Voris
Scholarship Fund!

Remember, the more items you submit, the more chances you get to
win! So bring back as many art items as you can ?

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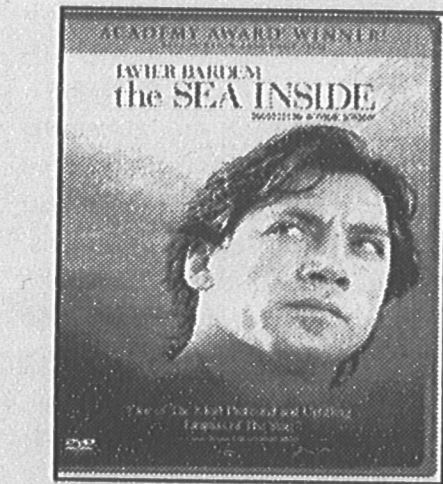
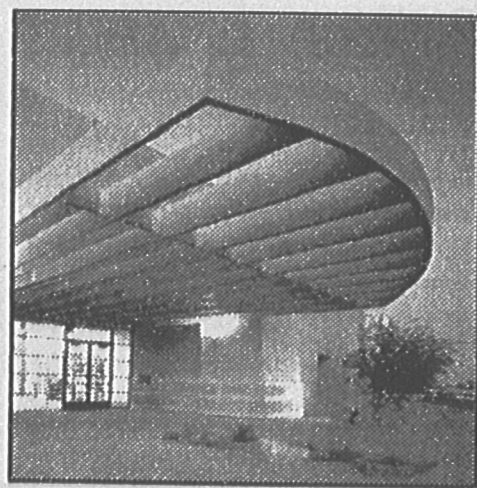
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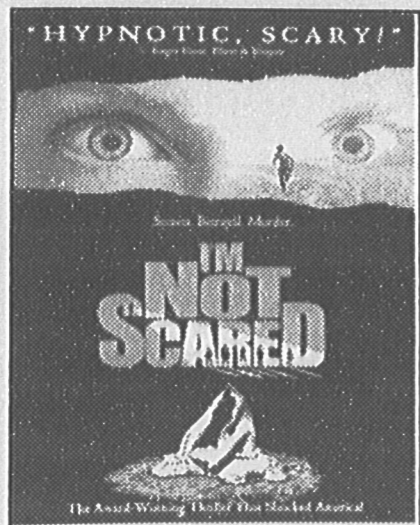
New DVDs July 2005



The Sea Inside. Winner of both an Academy Award and a Golden Globe in 2004 for Best Foreign Language Film, the is based on a true story about Spaniard Ramon Sampedro and this 30 year campaign to end his life with dignity. Spanish with English subtitles.



In America. Nominated for three academy awards, this film is about a poor Irish family who seek a better life in America. Set in Hell's Kitchen in NYC. In English, Spanish or French.



I'm Not Scared. About a 10-year old in an "idyllic southern Italian village" who discovers a shocking crime. In this story of innocence, he finds those who he trusts the most may have the most to hide. A hypnotic and scary thriller! Italian with English subtitles.



Rosenstrasse. Set in Berlin in 1943, as the Jews were being sent to concentration camps. Jewish men who had married Aryan women were also arrested and imprisoned in an old factory building on Rosenstrasse. This is the story of how their wives confronted the Nazis to protest the arrests and seek freedom for their spouses. German with English subtitles.

Cola Wars. Message in a Bottle. About the collision of "the world's biggest brand with the world's largest religion" as Coke confronts Mecca Cola for market share in the Muslim world. 2004; originally broadcast on BBC.

Death of a Princess. A documentary about the execution of a Saudi Arabian Princess and her lover for adultery in 1980, and the international uproar it created. A PBS program.

Global Cities. Immigration and the World Economy – America's Immigration Debate." 26 minutes long, part 6 in a series that looks at immigration in different major international cities. A pro-immigration perspective.



A Red Bear. From Argentine director Adrian Caetano and set in the suburbs of Buenos Aires. This is about a violent ex-con who is out of prison after serving seven years for robbery and murder, who tries to put his life with his wife and daughter back together. But his wife now has a relationship with another man and his daughter hardly knows him, and he is tempted to return to his criminal past to find a future. Spanish with English subtitles.

Untold Scandal. Based on the French classic Les Liaisons Dangereuses, but set in 19th

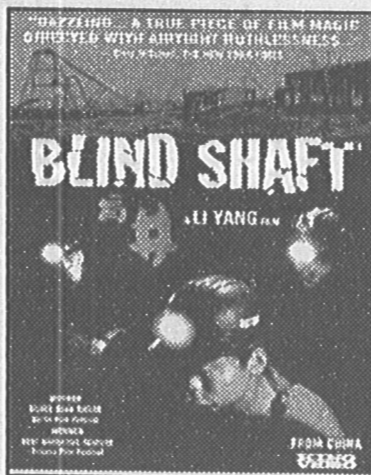


Century Korea instead of pre-revolutionary France. This is a "timeless Gallic tale of treachery, lust and sacrifice." Written and directed by E J-Yong, in Korean with optional English subtitles.

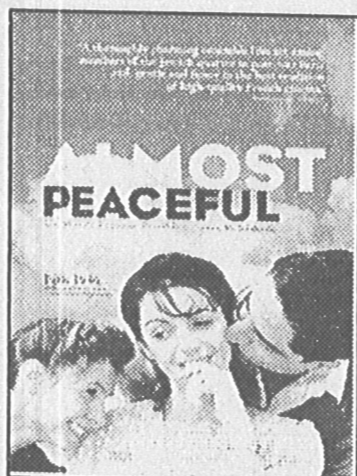


Reconstruction. Set in Copenhagen, this is a romantic drama about two people who meet by chance and fall in love. The man in the relationship must decide how much he will give up for true love. In Danish and Swedish with English subtitles.

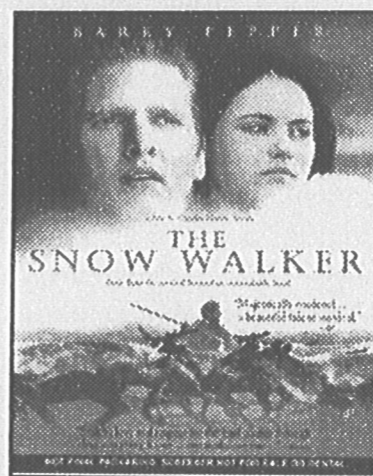
Blind Shaft. A movie by a for-



mer documentary film maker about the unregulated coal mines in China, the dangerous work, lawlessness, and corrupt mine owners. Using bribes themselves to gain access to hazardous mines to make this film, it is very genuine underground shots. It is about crime and a place where human life is seen as worthless. In Mandarin with English subtitles.



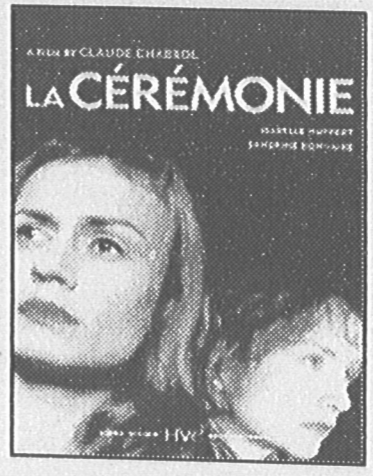
Almost Peaceful. About a group of Jewish Parisians set in the period after the end of WWII, and how they try to restart their lives after what they have been through. Described as "thoroughly charming...sad, gentle and funny..." In French with English subtitles.



The Snow Walker. Filmed in Canada with beautiful scenery from the tundra. About a bush pilot and the Inuit woman he is transporting who crash land hundreds of miles from civilization, and what happens to them as they try to get help and survive in the wilderness.



The Seagull's Laughter. Set in post-WWII and about a widow who returns to the small village where she grew up, after living in America as an officer's wife. Strange things begin to happen. This is described as "uncommonly engaging" and "darkly funny." In Icelandic with English subtitles.



La Cereemonie. By acclaimed director Claude Chabrol, this is "one of his most shocking and unforgettable thrillers." A story of murder, violence and betrayal. In French with English subtitles.

A Talking Picture. From Portugal, about an eight year old who is on a ship with her mother traveling from her native



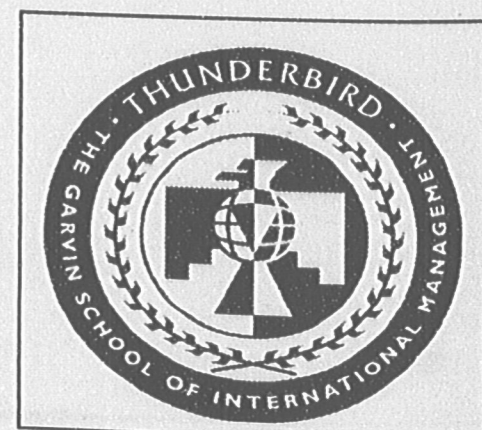
Portugal to Bombay. Three glamorous women board in Marseilles, roles which are played by legendary actresses Irene Pappas, Catherine Deneuve, and Stefania Sandrelli. By writer-director Manoel de Oliverira, made when he was 96 years old.



Spanglish. A comedy with a language all its own." Adam Sandler plays successful chef who provides a definitely upscale life for his family. They hire a Mexican maid at their summer home in Malibu, and the maid's teenage daughter sees life with an affluent, eccentric American family.



Big Shot's Funeral. A comedy set in modern-day China about a filmmaker who plans to televise his good friend's funeral to make money. Audio in English and Mandarin; choice of subtitles available.



Career Week Highlights: Learning from the Experts

Coming this fall, students will be given the opportunity to learn valuable skills from 3 high-profile experts during Career Week, October 24-28, 2005.

KEITH FERRAZZI *Relationships for Career Success*

Ferrazzi Greenlight's methodology teaches the principles for generating strong relationships that lead to career success. This seminar will benefit any Thunderbird student by providing a new approach to career advancement, individualized action plans for achievement, and the motivation to get started immediately. The course puts the responsibility for career management square in the hands of the students themselves, and gives them the practical tools to move forward.

Keith offers ongoing tips on building relationships and communities that will help you succeed in his weekly "Never Eat Alone" newsletter –

sign up here: <http://www.ferrazzigreenlight.com/nevereat-alone/>

The 7 Steps of Relationship Building for Success

From Keith Ferrazzi's best-selling book, *Never Eat Alone*

•FOCUS – I know what I want

•TARGET – I know exactly whom I want to approach

•DEFINE – I know what I have to offer

•ALIGN – My existing resources and relationships are contributing to my success

•APPROACH – We've met and they know who I am

•BOND – We are friends

•RENEW – I keep current with the interests and desires of my friends

TIM KOEGEL *The Exceptional Presenter*

How bad do you want that job? According to the 2003-2004 GMAC Corporate Recruiters Survey, the #1 criterion for hiring MBA students is Communication / Interpersonal Skills.

From the White House to boardrooms worldwide, Tim Koegel has strengthened the presentation and communication skills of CEOs, world leaders, business executives, managers and sales professionals. Last spring Tim presented to a standing-room only audience in the AT&T, and this fall he will be back with an expanded workshop focusing on communicating how best to develop presentation skills for effective interviewing and career searching.

OPEN UP!
from Tim's book, *The Effective Presenter*:

The Exceptional Presenter is:
ORGANIZED: Exceptional presenters take charge! They look poised and polished. They sound prepared. Their message is well structured and clearly defined.

PASSIONATE: Exceptional presenters exude enthusiasm and conviction. They speak from the heart and leave no doubt as to where they stand. Their energy is persuasive and contagious.

ENGAGING: Exceptional pre-

senters do everything in their power to engage each audience member. They build rapport quickly and involve the audience early and often.

NATURAL: An exceptional presenter's style is natural. Their delivery has a conversational feel. They appear comfortable with any audience.

UNDERSTAND YOUR AUDIENCE: Exceptional presenters learn as much as they can about their audience before presenting to them.

PRACTICE: Those who practice improve. Those who don't, don't.

ELIZABETH FREEDMAN *Your Fork is Not a Shovel: Business Etiquette and Know-How for Today's MBA Student*

Welcome to the only business etiquette seminar you'll ever need - and you'll have a great time learning in the process. This is an EXTREMELY hands-on, interactive, and fun program that will share the dos and don'ts, the ins and outs,

of what it takes to be successful in any business social situation. From Elizabeth's article, *Your Fork is Not a Shovel* <http://www.elizabethfreedman.com/articles/>

While there are several different ways to hold and use a knife and fork correctly, the most common method used in the United States is as follows:

- When you eat, your fork is held in your right hand, like a pencil. (For all of your lefties out there, the fork is still held in the right hand.) The tines (your prongs on the fork) face up.

- When you cut your food, switch hands. Fork goes in the left hand; knife goes in the right to cut. Using your index finger, point your fork with tines down to pierce your food.

- Switch the fork back in the right hand to eat. Presto! Elegant dining!

Sign up to receive The Bold Road, Elizabeth's free e-newsletter: <http://www.elizabethfreedman.com/home/>

CMC Advisor Team Grows by 33%!

The CMC added a new career management advisor this month – Aaron Perkins. Aaron joins Thunderbird from The Apollo Group, Inc.



Previously, Aaron worked as Marketing Director and Recruiter for an event management start-up company in Minneapolis, Minnesota. He graduated with a B.A. from the University of Minnesota, and has studied international business and economics at the Universidad de Sevilla. Aaron joins existing career advising team members John Hutchings, Mark Towsley and Jason Passe. Welcome Aaron.

where he was a project manager for the Spanish MBA and Executive MBA programs. He has expertise in advising Latin American and Spanish students, and will be responsible for one-on-one career advising and teaching the CMC seminar.

Truly Global Internships: Report Yours Today!

Ever wonder where everyone is during the summer? If they are not in Guadalajara, Archamps, or on the Glendale campus, then they are probably on an INTERNSHIP! One of the exciting options students have while attending Thunderbird is an internship. And, as many of you have told us you are planning to change career directions—an internship is important to give you a little more credibility in your new field.

Thunderbird students are really taking advantage of this experience this summer. Just some statistics:

- 114-the number of registered internships for Summer 2005
- 91-the number of unique companies represented
- 48-the number of internships

facilitated by the CMC through postings or company campus visits

And where did these students go? Well, there are some here in Phoenix, and of course, some in places like New York, Chicago, Denver, Houston, L.A., and Miami . . . just to name a few. However, because we are Thunderbird, we are also represented in London, Geneva, The Canary Islands, Nigeria, Nairobi, Singapore, Jamaica, Kuwait, Brazil, Guam, Beijing, Tokyo, Rome, Hong Kong, Mumbai, Czech Republic, Guatemala, Ecuador, etc. You get the picture. Truly Global.

Now, these numbers can be increased with a little help from our students. Many students

choose not to register internships. Whether or not a student chooses to register an internship for credit is his or her decision. But we would still like to know where you are. Did you know that students can still go to the "Careers" tab on the MTB pages to report their non-credit, non-registered internship? Not only would this help the school by adding to the truly global reach, we could have an even better idea of the companies being impacted by Thunderbird students. The CMC wants to hear from you. Report your successes! (If you would like to share your success stories with the CMC for possible inclusion on the Thunderbird web site, please email your career advisor today.)

Career Week Schedule October, 24-28, 2005

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:00					
9:00	Networking FERRAZZI Greenlight TAC	Workshops Session 1 Lecture Halls	Workshops Session 3 Lecture Halls		INTERVIEWS TBD
10:00		Workshops Session 2 Lecture Halls	Interview Practice Sessions with Alumni & Student Associations TBD	CAREER FAIR TAC	↓
11:00		Lunch	Lunch		
12:00	Lunch Break				
1:00	FERRAZZI Greenlight Cont.	TIM KOEGEL AT&T Exceptional Presenters Workshop	COMPANY PRESENTATIONS 1:30 PM		
2:00					
3:00	Information Exchange Commons	What to Wear Workshop Presented by Nordstrom's	3:00 PM		
4:00	Corporate Liaison Mtg. TBD		4:30 PM		
5:00	LIZ FREEDMAN ETIQUETTE DINNER TAC	Networking Scavenger Hunt with Alumni Atrium	5:30:00 PM to 9:00 PM RECEPTION ATRIUM	RECRUITER RECEPTION TAC	
6:00	Registration Required		6:00:00 PM		
7:00			7:30 PM		
8:00					
9:00					

Forty-One Days and Counting

By MICHAEL TEAGUE
U.S.A., Spring '06
TSG President



MICHAEL TEAGUE

This TSG team's time is winding down with a bang. We'll enjoy an action packed last month of the Summer trimester events: World Night (July 23rd), Elections (July 28th), Grand Canyon Field Trip (August 6th), and end of trimester Graduation Gala blowout (August 19th).

We are placing the finishing touches on numerous projects: Associations project, Historic Tower Building remodel (Lounge, Cohort team rooms, Thunder Hallways, and Operation: Entrance Beautification), the soon to be famous "Pub Love" project, and our constant drive to improve the

communications between the students, staff, and faculty.

During the summer our staffed office hours are limited, but you can always find the energetic Heather Kim 10-2 (Tuesday and Thursday) in the TSG office, the friendly TSG table times at the commons: 1-2pm Monday, Tuesday, and Wednesday, and please feel free to join us for our always controversial weekly staff meeting 1:15 on Thursday in the newly remodeled exciting Tower Lounge.

More seriously, I want to express a heart felt thank you to the entire facilities staff for their extraordinary effort in helping to complete the remodel of the tower facilities.

michaelbeauteague@global.t-bird.edu

Legacy of Summer '05 and a Window to Fall '05

By KANWAL JIT KAUR
India, Fall '05
TSG Academic Affairs
Chair



KANWAL JIT KAUR

Let me start off by clarifying that I am not writing this in view of my allegiance to Thunderbird's student government, but because I sincerely feel that I would like to share with my fellow T-birds,

my perspective of a student's commitment to the school. He sprung in action in spring 2005, with a new team and an agenda to leave a legacy of pride in the institution. Let me not keep you guessing, I think it is in order to applaud the dedication with which Michael started and has nearly finished the projects he set his heart on. Those of you in Archamps and Guadalajara can look forward to a pleasant surprise in the Tower lounge, redone with finesse and the artwork carefully chosen to reflect the graduation of the school from an Air Force training center to the number one school in International Business Management. Of course, all the TSG members put in their

efforts, but Michael has been exemplary in his leadership and commitment to the School. I realize I am already using the past tense- yes, the time to elect a new President and TSG team is drawing close and I hope what has been started as a process of meaningful dialogue with the management, and that of taking on projects for the benefit of the student body and the school as a whole, is carried on.

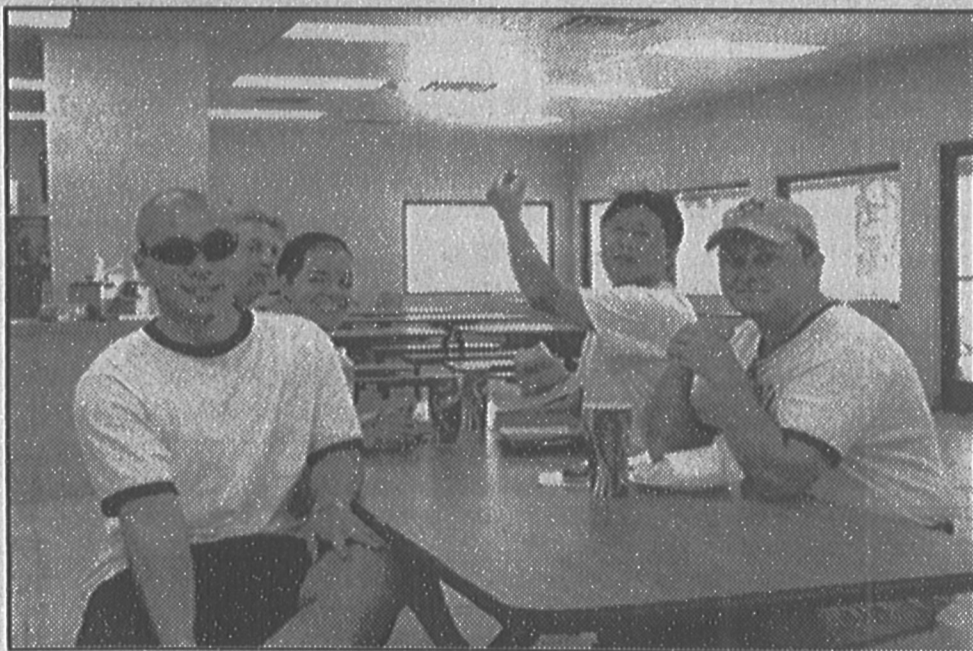
That said, lets get back to what we can look forward to after the Summer- apart from new entrants and reunions with those away from blistering Glendale for the summer (not daunting though as the pictures of Beach Volleyballers testify). A week long career expo in the last week of October with no exams and projects to detract from our job search, and speaker events for career development thrown in for good measure. The Registrar's office has exciting Winterims to offer- Prof. Nelson's Chile-Peru-Argentina Winterim is back for one, there are two Winterims focusing on East Asia. Of course the one to Wall Street continues, there's one on Mergers and Acquisitions slated for the Glendale campus, and many more. We should have the

details out soon. But most important- all the buzz on campus that we have missed during summer. We shall make an early start though with the World Night on 23rd July. Not to forget the Innovation Challenge in the Fall, the biggest worldwide competition hosted by us. If the kick-off party was just that, THINC should keep the party fervor on through the next trimester.

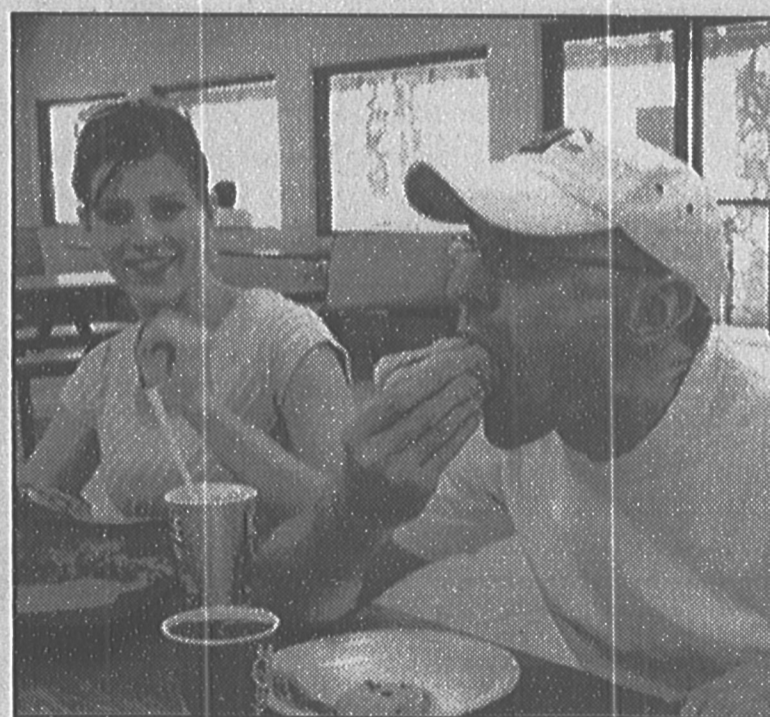
And yes, with Compass group now managing Facilities, Catering and the Executive Inn would have established themselves well by then. Food already looks more appetizing and I hope it's not just the novelty of it all but an enduring feature. In fact the cost of living On-Campus has gone down, though the Tuition fee is up 9.5% with absolute terms detailed online in the Tuition fee schedule for Fall. These are dynamic features driven by extraneous factors, but what shall endure is the Institution we have all converged to for myriad reasons- taking a break from work and seeking a new direction, taking the next step in education, looking for a global experience, or still trying to figure out why...

Kanwal@global.t-bird.edu

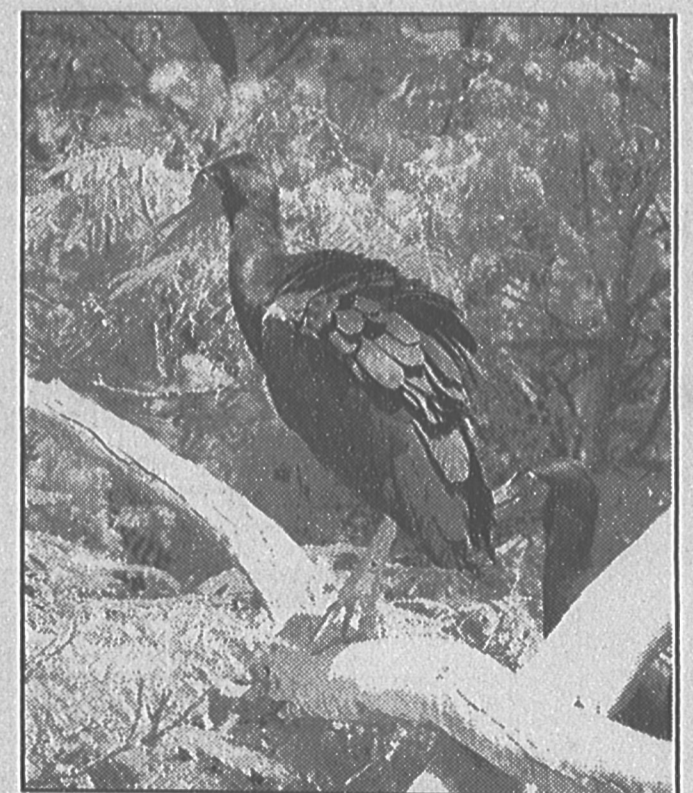
TSG Goes to the Zoo



My future's so bright, I gotta wear shades.



There were no ZOO animals harmed in preparing this meal.



The Cuckoo, a "truly global" cousin of the Thunderbird.



mmm...tastes like chicken.



This hay is a little dry today, non?



Thinkin bout my baby, It don't matter if you're black or white.

Thunderbirds at the Grand Canyon

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

As it gets hotter here in the Valley of the Sun, it becomes more and more tempting to flee Glendale and head for the high cool(er) Pinion Juniper recesses of the South Rim of the Grand Canyon up on the Kaibab Plateau. Luckily, there is an upcoming chance to do just that. TSG is currently planning a trip to the Canyon for the 6th of August, and all students are encouraged to sign up and come along.

We will be leaving by bus in the morning and the trip should take a little over four hours. Once on the rim there will be partaking in plenty of tourist activities such as: a short hike, souvenir shopping, eating ice cream on the rim, and an outdoor barbecue. However, the trip will also have a greater purpose; we are after all business students. Officials at the National Park Service (NPS) have asked that we act as secret shoppers while taking in the sights of the park.

For those unfamiliar with concept of a secret shopper, it is a fairly common practice in many corporations where managers contract with a group of individuals who act as customers and provide feedback to the managers on the customer experience. For example, a

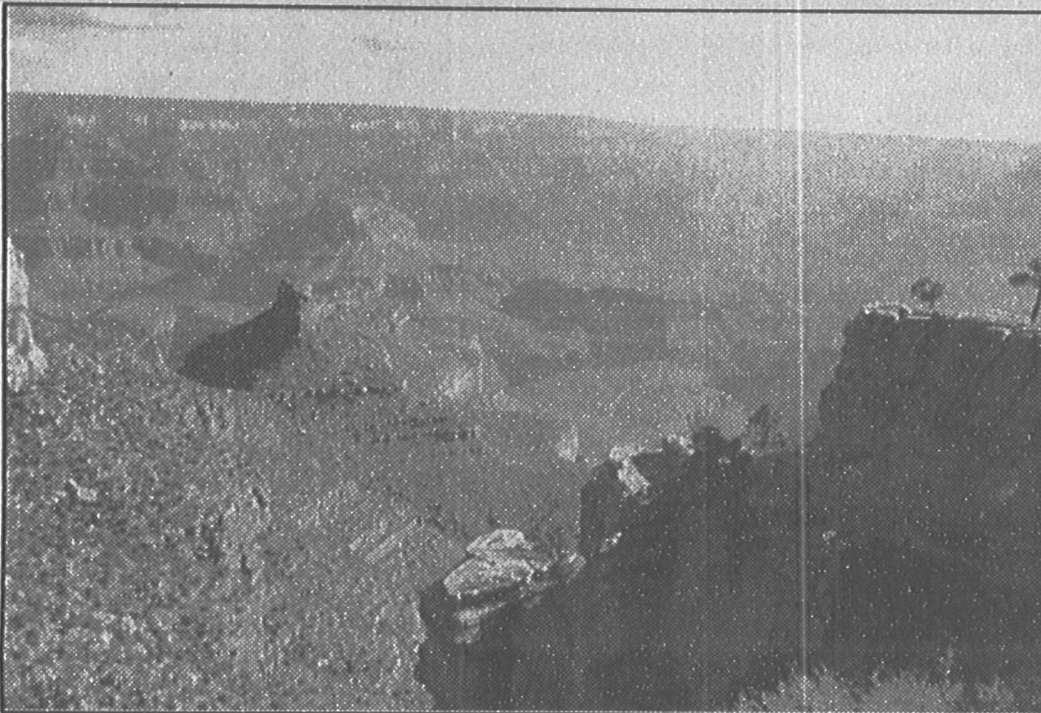
large hotel might hire a group of secret shoppers to act as guests. They would dress normally and do everything that guests do, except that they would take notes on their experience. They would observe how friendly the staff is, how clean the sheets were...etc, all with the ultimate goal of reporting back to the hotel management, so that managers can get an impartial view of how the hotel really operates.

Grand Canyon National Park sees over 5 million visitors annually, and a large portion of them are from foreign countries. The NPS is especially interested in looking at the Grand Canyon experience

with them (someone has to run the hotels, airplanes, tours and mules) this sit-down session will be a good chance to discuss job opportunities, as it was made known that resumes are welcome.

I might add that while many might believe that you need to have a degree in forestry for such a career path, the truth is that a large park is in many ways like a medium size business with a highly international clientele. Grand Canyon for instance has over a thousand employees and management skills are essential for successful operations.

Students can sign up by either by e-mailing myself,



from the perspective of the non U.S. Resident and, of course, Thunderbird Students are uniquely suited for this role. In the afternoon, we will meet with park officials to discuss our impressions of how the park is run. Also, if any students are interested in careers in the parks or with any of the many businesses that work

Erich Bentz, by stopping by at TSG table times in the Commons, or at the TSG office (open 10 AM - 2 PM Tuesdays and Thursdays this summer). I hope to see everyone on the 6th and remember: seating is limited so sign up early!

talston@global.t-bird.edu

Regional Night Re-created

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

Come join in the carnival of the summer, as The Thunderbird World Fair kicks off on Saturday, the 23rd of July at 7:00pm. The event will center on the diversity of clubs in our Thunderbird summer community. Booths with cultural games, prizes and other offerings will populate the Fair. We will wine and dine and network... and forget the infernal Glendale heat for a spell.

Thunderbirds should also take a moment to greet our special guests on campus that evening. Representatives of the International Rescue Center, an Afghan women's refugee group will share gifts of Afghan cuisine and native cultural craft goods.

Adding to the Fair atmosphere, in the center ring, will be a tournament in which club teams will battle for the title of "T-Bird Foosball Champion!" The campus's first reigning foosball club champions and all students will be able to polish their skills in the future as the Foosball table will be permanently installed on campus following the World Fair. Expectations are high, as clubs should be eager to defend their cultural and business assets with truly Thunderbird style and exuberance. The winning two-person team will lay claim to the new Thunderbird Foosball champion's trophy. An additional prize will be presented to the club who fields the winning foosball team as well as to the club who conducts the best booth at the Fair. And fun should be had by all. We hope to see you there.

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SEAN DOUGHERTY

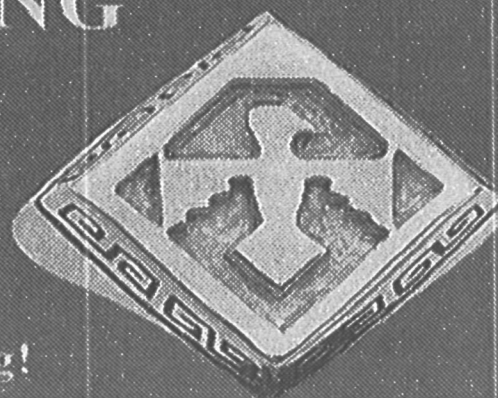


A hot day of beach volleyball!

THE THUNDERBIRD RING

In a smoky bar in Bangkok...
Across a crowded airport terminal in Paris...
At an international business conference in Beijing...

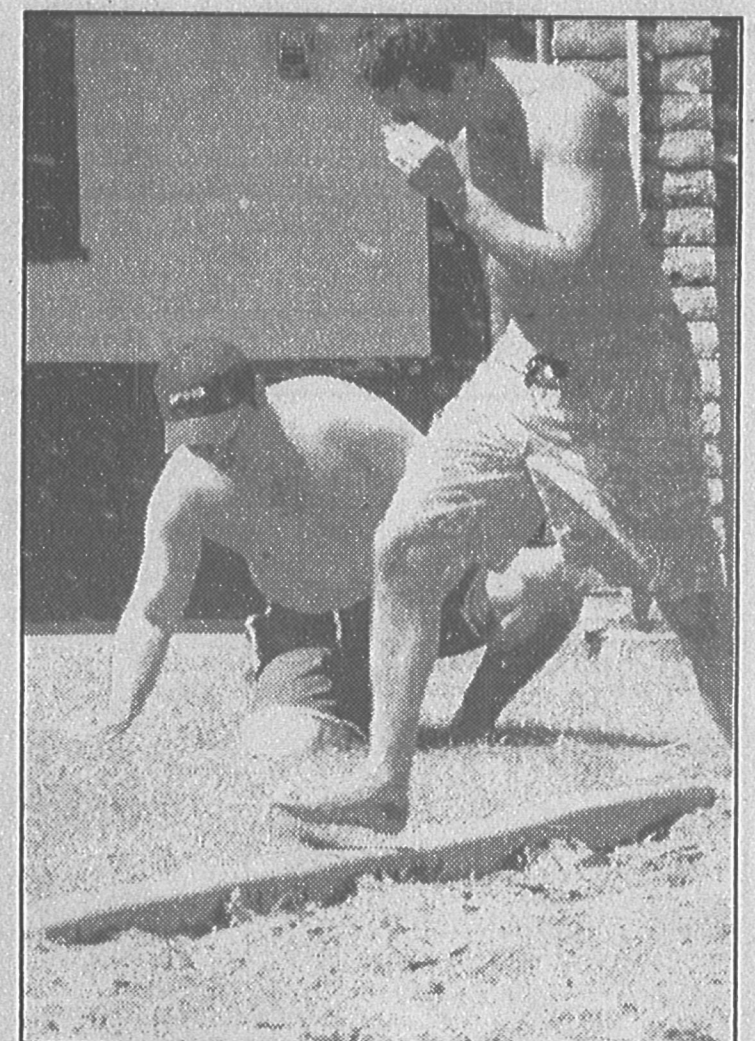
For years T-Bird Alumni have worn this Ring. Be Recognized as a T-Bird; wear the Thunderbird Ring!



Rings are on display on campus at the Thunderbird Bookstore.
For information contact Hannis Latham '71 at ALTA SCHOOL RINGS
1-800-769-7464 (U.S.A.) 1-520-529-3871 Fax: 1-520-299-8772
E-mail: rings@reflectivetechology.com



THE ONE RECOGNIZED
AROUND THE WORLD!



Dude, where's my contact lens?

A Tourist's Leap of Faith

By VIRGINIA (GINNY) STERN
U.S.A., Summer '04

Part 1 of 2 on Sri Lanka

A couple months ago, I had the opportunity to visit Sri Lanka. In true T-bird fashion, my original excuse for going was to visit my good friend, Rachel Granger (see accompanying article). Turns out that Rachel had professional duties which required her presence elsewhere by the time I arrived in Sri Lanka, but that only added additional character to my Sri Lankan adventure.

Naturally, the first question people asked when I revealed the destination for my vacation was "Are you helping with the tsunami relief effort?" To which I had to reply rather sheepishly, "No, I'm going for holiday." Of course, I do defend my rationale being that Sri Lanka is starved for tourists.

Numerous recent articles substantiate this claim. For example, Nick Easen explains in an article on cnn.com's Travel Page from May 25th that travel and tourism spending in tsunami-affected areas are experiencing a prolonged slump.

What follows is a modified excerpt from my journal in which I explored my impressions of the tsunami-racked Sri Lankan coast and my feelings about being a tourist there.

I wasn't sure what to expect when I reached the coast. Somehow, I thought perhaps the tsunami effects may have been lessened by now, but as soon as we rolled into Hamanbatota, well, it

looked like a town that had been shelled. Torn up buildings half standing, debris everywhere and tent shelters were all apparent all along the coastline. As we made our way by bus to Tangelle, we saw similar evidence of dilapidated buildings and houses and lots of rubble and debris. Tangelle, too, looked a mess. I wondered if we'd find a place to stay. I felt lost and out of place; a tourist among people just getting by in their damaged town. We were fortunate to be approached by a friendly young man who was able to tell us exactly which hotels and guest houses were still standing and which had been destroyed. Sadly, his guest house was one that had been washed away but he was able to direct us to place he knew to be operating. It was on the lagoon, which

one in sight. It was a little eerie and even though this time of year is the "shoulder season," I don't think it is ever THIS quiet. We swam for a bit and enjoyed some coconut milk from our friendly local guide (who

locals may have at first resented but now better accept the tourists who have returned to contribute their money, if not their work." But, it is still a bit eerie to see the remains everywhere along the roadside and ocean-

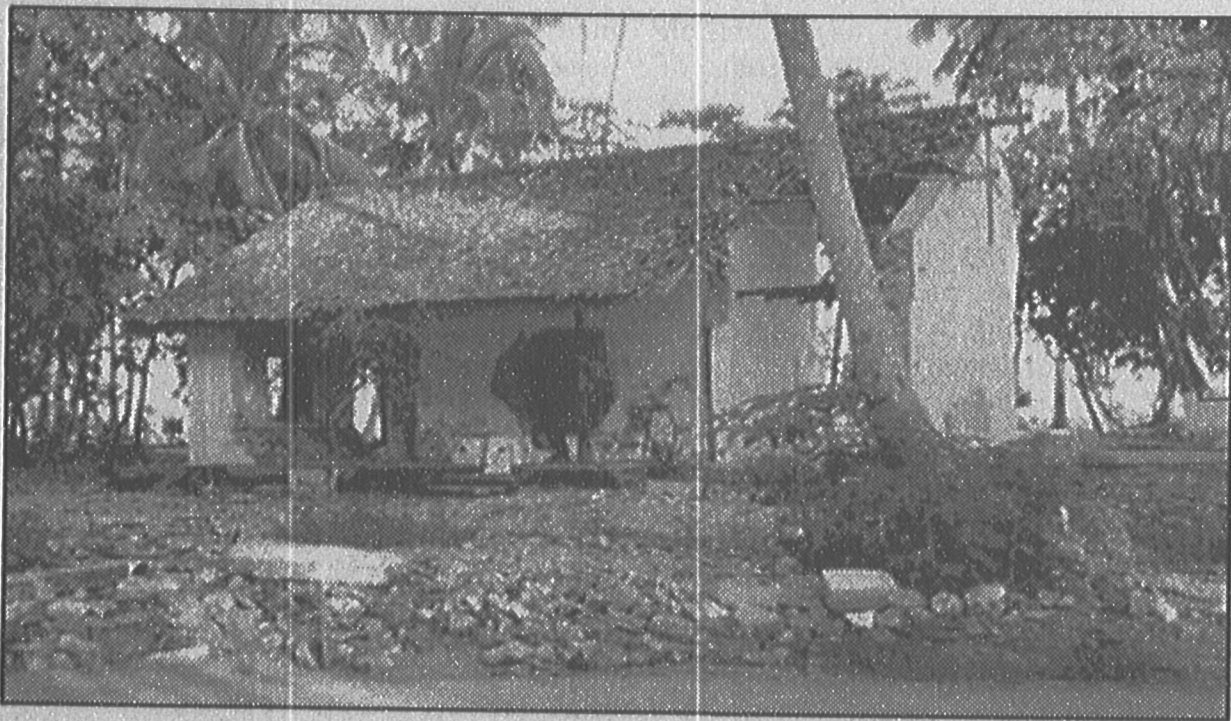
a visit to a local temple that fateful morning and they were happily reunited. Some offered more harrowing tales, like the gentleman who ran one of the only cafes open in Unawatuna. He escaped by climbing a tree and attempted to help a young girl by grabbing her with his one free hand only to see her swept from his clutches by the forceful water.

What I learned from talking to locals is that people are frustrated. Those hotels and restaurants that are operating are able to do so primarily due to the determination of their owners, who refused to wait for handouts but instead took the initiative to make the rebuilding happen. I definitely

sensed a frustration with the government, which locals feel is acting slowly and not dispersing the relief that locals know has poured in from overseas.

My last night in Sri Lanka, I looked out at the vast ocean, seemingly so constant, and thought it is understandable how inconceivable the disaster of the tsunami appeared to all. Who could have thought that the ocean, which brings so much, could take such an unrecognizable change of character and take away equally as much.

Ultimately, this vacation is not for everyone. The nat-



turned up on the beach) and I almost sensed normalcy when I saw a piece of wood drifting nearby. It, along with another painted two-by-four washed ashore - a poignant reminder of what the ocean took.

We found our most luxurious accommodation yet among some of the worst tsunami aftermath we've seen. Somehow, in Tangelle, we were a bit sheltered because our lodge was hidden in the quiet lagoon. But in Unawatuna, our

hotel was on the (small) main road to the town center, and on either side of us, repairs and rebuilding were evident. Our own hotel boasted a banner out front (painted by hand) that read "Now Open." As we walked into Unawatuna we saw lots of rubble, debris and signs pointing to places no longer standing. As Sri Lankans tend to say "That place, it is finished." It is such a shame because Unawatuna is clearly

a lovely village, situated on a bay. It is a more sleepy place than the larger beach resort towns. But it was slammed by the tsunami as badly as any. I remember feeling a bit strange taking a very welcome dip in the hotel pool because I couldn't escape the noise of hammering all around. It seemed inappropriate somehow to be indulging in such a purely relaxing, luxury while people just beside me continued to struggle to rebuild. Yet, I suppose life must go on and as one New York Times article said "the

front: foundations remain from homes swept over, boat wreckage, plants and trees uprooted or blown terribly askew and again, piles and piles of debris - bricks, garbage, cement, wood, and whatever may have made the house a home lay in piles everywhere. If this scene is the "cleaned up" one, I would have hated to see the immediate aftermath. It must have been complete chaos. While my friend and I certainly enjoyed the surroundings, there was a certain soberness underlying it all.

The people we encountered in the South were very nice and willing/able to comment on the tsunami. It sur-



prised me to hear people speak so openly about such devastating events. We never dared to ask questions for fear the worst would be true but people volunteered their first-hand accounts. People offered their stories of survival, like the young man working at our hotel who scrambled to the second floor to escape the wave. His house, where he lived with his mother, was in the tsunami's path of destruction, but fortunately, his mother made

ural beauty of Sri Lanka cannot be denied, but mentally, one must be prepared to overcome the juxtaposition of indulging in luxury while beside you people work to rebuild homes, businesses and lives.

(To be Continued)

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GINNY STERN



Life in Iraq

By STEVEN MADRID
U.S.A., Spring '01

I recently saw some T-bird friends at a wedding in Buenos Aires, Argentina. Their question, "how is life in Iraq?" It wasn't like I did not anticipate the most obvious of questions, nevertheless providing a true answer would go way WAY beyond the answer to their question that "life is fine."



STEVEN MADRID

For me, it has now been 15 months and counting working as a direct civilian hire to the U.S. government (USG), first, for the U.S. Defense Department under the now retired Coalition Provisional Authority (CPA), and now for the U.S. State Department's Iraqi Reconstruction Management Office (IRMO).

Based in Baghdad, Iraq and working primarily from the presidential palace in the green zone at IRMO Electricity, it is IRMO which currently represents my surrogate family and which defines, for the most part, that "life is fine." Sustaining and even bolstering the

country's national power grid is what represents life for my colleagues and me. Working with our coalition partners to sustain a neglected and dilapidated power grid translates into 14 to 16 hour working days. Of course depending on insurgent interdictions of fuel supply lines and or transmission lines that immediately threaten the stability of the power grid, tends to dictate whether we have longer days in the office or in the field.

As a USG employee, I work as an advisor to the Ministry of Electricity working almost daily with the Ministry Senior management staff - The Minister, Deputy Ministers, Director Generals, power plant personnel around the country, etc. On the coalition side, it is IRMO that oversees the reconstruction effort being implemented by two performing organizations: The Project Contracting Office (PCO) and the United States Agency for International Development (USAID). These agencies depend on a host of prime contractors and sub-contractors to implement a comprehensive range of projects to rehabilitate and or build Iraqi infrastructure.

My specific tasks are varied. Originally, I came to Iraq on

request from the USG to assist with the Ministry of Electricity and their supply chain management (SCM) of spare and consumable parts for power generation, transmission, and distribution. In addition to working strategic and tactical issues related to SCM and consistent to the intensity, variety, and personnel turnover from working in a war zone, I found myself working and leading energy initiatives with amazing people from all walks. I work in areas such as power plant rehabilitations, fiber network/SCADA command control, fuel balance work, operations and maintenance, infrastructure security etc.

One of the more intriguing challenges I live on daily basis, besides staying alive of course, is bridging the cultural differences of doing business between my Iraqi colleagues at the Ministry of Electricity (ME), with the various organizations doing or trying to do business in the country. After 15 months developing relationships with the ME leadership, one really develops a "knack" to truly hear what is being said and what is actually meant. This of course makes a world of difference in keeping stride with realistic expect-

tations.

When asked 'what is the wackiest situation you have encountered up to now,' it would have to be doing an impromptu medical procedure. My U.S. Army doctor friend and I pulled a bullet from the side of a senior ranking ministry official who I brought to an overflow medical unit in the International Zone. It was pure adrenalin while the doctor probed the entry point with thongs, I used a scalpel to cut into and cut down in a sensitive area while probing with tweezers until finding the actual bullet - naturally the Iraqi official, and now a dear friend was under local anesthesia - we all actually had a good laugh! Pretty incredible but Only in Iraq, you really can't make this stuff up! My way of dealing with the ugliness of war is keeping a sense of humor about things. We always respect the realities we face and always work at never being complacent about safety when out and about on missions in the red zone or elsewhere in Iraq. The camaraderie with coalition and Iraqi colleagues is priceless - some of these dear friends have been taken from us due to the violence, which is never easy. There are times

when this experience is not all about the work we do (there will always be work). I get a real boost from passing out Brazilian soccer jerseys to kids and grown-ups alike. Amazing is the appeal of soccer and even though my Arabic is fragile, I can "speak" volumes through soccer. We try during our spare time to visit primary hospitals in the IZ to give some of the wounded, soldiers and civilians alike, a bit of time to break the monotony or even use our mobile phones to tell their parents or other loved ones that they are ok. Occasionally when we can break away or we are not out on missions we'll go to makeshift bars for a cocktail or two - places like the Baghdad Country Club, or the Bunker Bar, or even Ocean Cliffs sprout up and provide a surreal break from the pace we live.

Anyway, one T-bird's perspective on life in Iraq - not necessarily always from the so called green zone but so as not to alarm family we'll leave it at that! Considering all that we do, and the challenges we face, it is tough with a blend of frustration and achievement. In a nutshell, "life is fine!"

madridsa@state.gov

I Survived A Hurricane!

By SHREE JAIN
India, Fall '05



SHREE JAIN

July 4th While America celebrated its Independence Day, we in Jamaica read about this imminent threat called Dennis! Up until this day, I never realized the dangers associated with hurricanes or rough storms. Thanks to my upbringing, I had been privy to view such sights on television but now it would be different. The advisory issued by my company (WINDALCO), clearly stated that the storm brewing in the Atlantic could possibly become a hurricane.

My senior colleague, a native Jamaican, spoke to me that day and his expressions about the impending storm suggested the worst.

July 5th I reached the office a little earlier than usual and was surprised to see so many people in my office. Someone said, "Get me a hammer, quick." Another one said, "Do you think it's gonna hit us?" I immediately logged into my computer to find the advisory in bold red. 'STORM DENNIS HEADING TOWARDS THE EAST COAST OF JAMAICA, ALL TEAM LEADERS ARE TO REPORT TO THEIR MANAGERS IMMEDIATELY!' It dawned upon me that these extra people were setting up 'shutters' to keep the strong winds from entering the underground office.

Suddenly Denise (another colleague) came rushing into my office and thrust a packet in front of me which read "Safety Tips

during a Hurricane." I told her it's only a storm and I will be fine. She first stared at me blankly then blinked fast and said, "Keep it! You will need it."

I reached home to see my sister, Julie and brother-in-law, Ajai discussing something intently. I subsequently found out that the topic was Dennis!!! My 6-year-old nephew Namit said, "But Mummy, Dennis is my school gatekeeper's name." All of us looked at each other wryly. No words were spoken. We planned to retire early that night.

July 6th The advisory today stated Dennis is now a Hurricane and is set to hit Jamaica on Thursday, the next day! It was declared to be a category one hurricane on a scale of one to five. Did I find some solace in that fact? No I didn't. I was scared and worried. My parents and my brother in India would have no idea what their 'little one' is readying against. This possible natural disaster would have no mention in the local news channels which are watched at my house in India. Should I inform them, I thought. I decided in the negative. I didn't want to make my aged parents edgy. I would fight this alone.

My department manager Mr. Shirley came in my office at about 3 pm and initiated a conversation on hurricanes. He was well aware of the fact that I was new to it and tried his best to make me comfortable. Did he succeed? Well, no! He said that the management had decided to keep the office open and the plant running on Thursday but if I wanted, I could stay home. I told him I would decide tomorrow considering the situation at hand. He said, "Very well and

good luck," and hurriedly walked out of the room. I thought to myself, "Why did he say that?"

I reached home and saw the couple in an animated conversation. It turned out that the carpenter had not come to set up the shutters and to help my sister shut the windows tightly. Temps were flying high and it wasn't a pleasant sight at all. I thought best not to say anything or even make peace. I simply had dinner, went straight to bed and turned on the television. "Hurricane Dennis to hit Jamaica" read the bold caption in the scrolling news list. Before I could hurriedly turn off the television, I heard the newsreader say that there was a possibility that it could become a category two hurricane. I switched off the TV thinking about the long day/s ahead.

July 7th, 7 am. The carpenters and helpers were here to place shutters to cover the huge exposed windows from the strong gusty winds. The experienced carpenter said that we must secure at least one room to remain in. This meant that he covered the three windows of the room with ply boards and he gave us extra boards to block the flow of water from under the doors, if need be.

I turned on the radio and the jockey was saying, "Stay clear of electric wires, do not venture out, hold onto the kids as they might get blown away!" Then she said, "Hurricane Dennis to hit Jamaica with category three intensity with a possibility of it getting better organized by the time it reaches the coast." It was 10 am. The landfall was expected at about noon. More panic. Did we forget anything? Julie looked around and said, "Where is Namit?" (my

nephew). Before things could go out of control, I rushed upstairs to find him play with his toy train. The lady wasn't amused one bit. She gave him the long cold stare and he instantly knew that anything outside the room was out of bounds!

The electricity went off at about 11 am and the room was thrown in darkness! My sister took out her holy book of hymns and started to pray. God this ain't happening, I told myself. My inner self said, it is. I tried to peek through the hole in the ply only to see a murky, gloomy outside. It is needless to say at this point that it was raining cats and dogs, accompanied by thunder and lightning. Suddenly there was a loud bang followed by a shrill rumbling of the gusty wind.

Cell phones are down. More fright. I pick up the landline but the lines are constantly engaged. I can now feel the chill run down my spine while the rain continues to lash the trees and the winds continue to make more noises. My brother-in-law tries to calm me, this time with a certain degree of success. He then looked at his watch and announced rather gleefully, "It is 2 pm." 'So,' I ask nonchalantly. Then it strikes me. Is it past the given time for the hurricane to enter Jamaica? Yes it is! I turn on the radio once again and hear the jockey announcing how Dennis spared the island its wrath. It kissed the island and turned towards Cuba and the United States.

Our joy knew no bounds. The worst seemed to be over. Then almost immediately another loud thunder followed by deafening noise of winds moving at great speed. These were the after-

effects we were told by the radio, and that it could continue the whole day and night as well. It rained and rained some more. We continued to stay in the room but this time with electricity. It had been restored at about 4 pm. The radio was left on to hear the stories people had to share. I didn't know when I fell asleep and was woken up by my sister asking me to come for dinner. My second meal for the day was light and refreshing. It was still raining heavily outside and I was told that certain sections of the island had experienced flooding.

Fortunately, there was no loss of life but there had been damage to property and crops. Dennis had miraculously moved from its earlier path at the last minute and headed straight for the coast of Cuba. God have mercy on the people of that island, I said.

July 8th Today was a new day, a different day. I reached the office at about 10am because our usual route was blocked in certain places by fallen trees and debris. Mr. Shirley saw me and gave his characteristic broad smile. He asked me about my experiences and was glad to know that I "managed" pretty well!

July 11th I reached office with a spring in my gait and a song on my lips (Bryan Adams). I switched on my computer and logged in to check my work emails. There was an advisory which read: "Thunderstorm Emily organizing very quickly in the Atlantic. It is on the same path as Dennis. Could gain similar intensity. All employees are instructed to follow this bulletin closely."

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Working the Network Three Practical Tips

By LINDA JENSEN
Director of Alumni
Marketing and Communications

One of the greatest benefits of your Thunderbird education is lifetime access to a network of global-minded individuals.



LINDA JENSEN

One of the greatest mistakes you can make is waiting until graduation to use that network. Sure, you're probably making lifelong friends among your cohort and building professional relationships with favorite professors, but have you taken the time to talk to alumni?

Start building and managing your professional network now by reaching out to alumni and tapping into the wealth of experience and expertise that they represent.

Attend a chapter event. We have 140 alumni chapters around the world, including three in Arizona. In addition to social events like First Tuesdays, many also host professional development activities. Check the MTB chapter pages for scheduled events. Remember to catch First Tuesdays when you travel, and attend local events while you're on campus. Are you any good at picking up splits? The Phoenix Chapter is holding their August First Tuesday at the Squaw Peak Bowling Alley. Join alumni - and an Alumni Relations team - for a boisterous night of beer and bowling. If you're lucky, you might witness my famous gutter ball slider.

Share your knowledge. The most successful networking includes contributing to the network as well as taking from

it. What can you offer to alumni? Think about sharing a great case study or relevant article with someone in your industry. Send a link to a Das Tor story on a cultural topic. When you meet alumni, share travel tips like the best restaurants in your hometown or "must see" sites in little-known areas. Let them know what's going on at the Pub. Trust me - they want to know.

Contact a Network Partner. What do Lenora Peppers '02, Danuzio Pinheiro '99, and Mike Crotty '74 have in common? They've all volunteered to answer questions and offer advice on their industries or job functions. Network Partners is a group of over 100 T-birds who will share information on job search strategies, specific companies, industry trends and professional organizations. Get that? They're WAITING for you to contact them.

Network Partners are listed by industry and function on MTB. On your CMC page, go to "Career Resources," then "Market Yourself." Click on Networking. Browse the Network Partner lists to see whose background and career match your interests, then initiate contact.

Our Alumni Relations team - besides being great bowlers - is always available to help you network with alumni. Use the form on the MTB home page called "FOR STUDENTS: Form for Assistance with Alumni" to request help in finding alumni. Or contact Alumni Central at tel: 602-978-7358 or email: alumni@thunderbird.edu with specific questions. Have fun networking.

jensenl@thunderbird.edu

Exploring New Lands

By MINESH PORE
India, Summer '04

I would like share with you my experience of coming to a totally different industry to work, to a completely unknown land, with a completely different culture, and a drastically different language. When I took on this job in Taiwan, I had absolutely no idea how things were going to work out and how I would manage in this new place. Many friends and well wishers, warned me against taking such a step. But being a true T-bird and a risk taker, I said "how will I know unless I try."



MINESH PORE

Looking at my job over the past 6 months and this country, I think I made the best decision of my life. Coming to a new and unknown place, is an untapped opportunity. There is so much to know, and so much to learn, from the various people you meet at a new place. I learned a lot from my peers, my subordinates, my bosses and the friends that I made here.

It was like the theories learned in classes at Thunderbird about Cross Cultural Communication, Global Negotiations and Cultural adaptability, were being practiced in front of me. It was interesting to see how things that are a part of the working culture in US or India may not be acceptable in Taiwan. A key thing I noticed was the Taiwanese people, in general were very polite and

diplomatic, they would never use any bad or harsh words, and even to convey the worst of mistakes, they were able to use the softest of words. I came to understand how to adopt my thinking to their ways, learned how to speak softer without insulting anybody but still conveying my point.

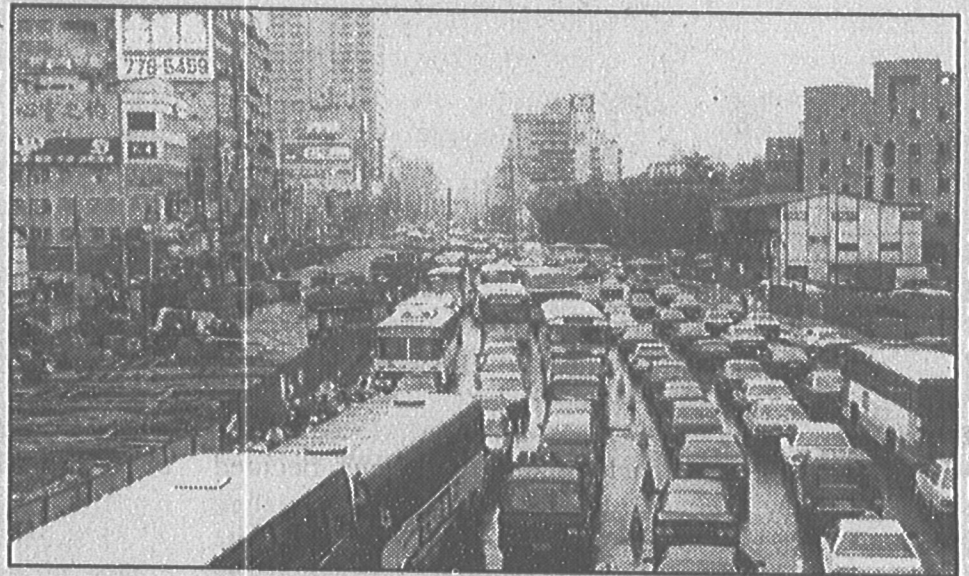
A major challenge for me in this new land was to adapt to the eating habits and the food. I come from the land of curry and spices and the land of veggies. Even though not a vegetarian, I am still not used to eating red meat. Here the food is mostly meat based and the sauces used are too bland for my taste buds. The initial few days were really hard on me, it was a fight between the stomach and the tongue, and the brain of course, for not supporting my venturing to eat red meat. As the days went past, and the stomach started

on my pocket.

All the ex-pats I talked to warned me against driving here, but then this is one of the most exciting things I enjoy here. It is fun to drive in Taiwan that is, if you have the courage to do so. Coming from India where the traffic is much worse I still have to use the word courage because the speeds at which people travel are much higher in Taiwan, it can really get to your nerves when a car next to yours is changing lanes and coming right onto you at 100 km/hr without any prior notification. Six months here and I am kind of used to the driving system on freeways as well as in the small streets of Taipei. As a matter of fact people tend to tell me I drive like a Taiwanese, whether to take it as a compliment or insult, I have not been able to decide yet.

Anyway, the key point

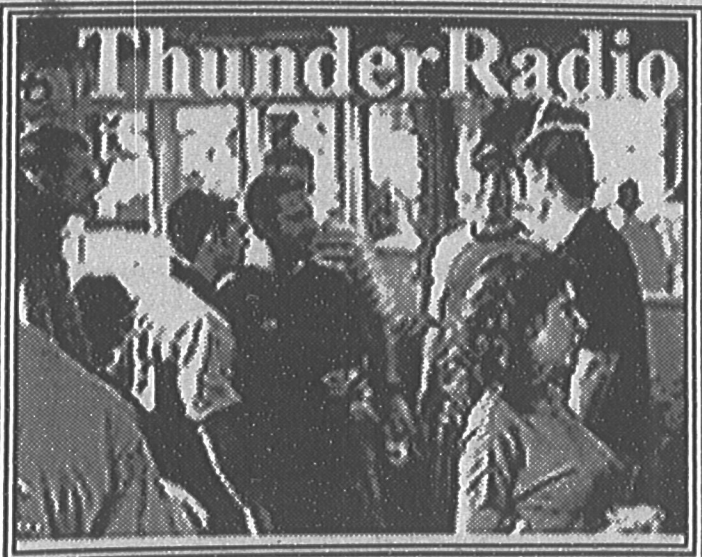
is that coming to Taiwan for work has been fun, I have learned many things, explored many new avenues, and met many new people. Work of course has been fun and a success, but for that, I would have to write another



article another time.

I will end this by saying, "Take chances, and explore what you have not, if you don't try how will you know what you are missing." Right now I seem to find myself missing the pub, the Fish, the IBIC, the Tower Lounge and most of all my T-bird friends.

mineshpore@globalt-bird.edu



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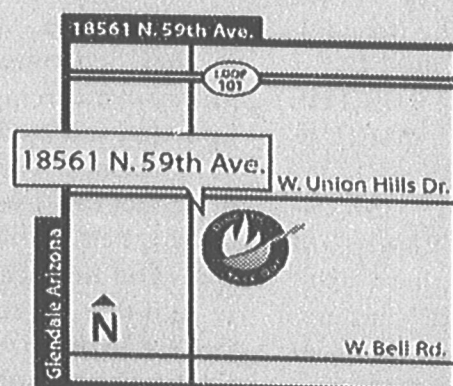
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The US Grand Prix Fiasco: Who is to blame?

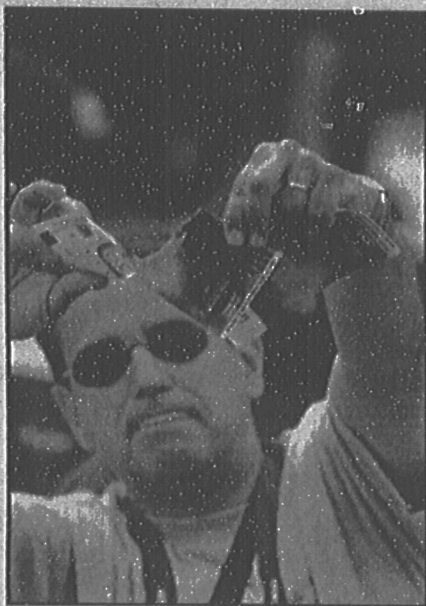
By FABIO PELLICIONE
Italy, Fall '05

On Sunday, June 19 2005, the U.S. witnessed the most bizarre start to a Formula 1 Grand Prix ever, and a race that will be remembered by many of the sport's enthusiasts - especially by those who attended the event - as a complete farce.



FABIO PELLICIONE

During the practice sessions on the preceding Friday, the two Toyotas experienced problems to their tires, which caused the cars to crash. Following the usual inspection carried out by race engineers to the wreck of the cars, it was established that the cause of the accidents was a tire failure in both cases. The tires that Michelin manufactured for the Indy race were not suitable to resist the stress caused by the famous "bend 13" of the old track where cars reach a speed of over 210 mph. The news released by the Michelin team immediately caught the attention of all the seven teams in the paddock that are contracted to the tire manufacturer. In a matter of a few minutes, the ability of the teams to race on Sunday was seri-



ously compromised. For the entire weekend, the Michelin-supplied teams and the Fédération Internationale de l'Automobile (FIA), the governing body of Formula 1, engaged in a major battle. The teams were obviously concerned about the safety of their drivers and proposed some solutions to the FIA. Some of the solutions included the introduction of a chicane to slow down the cars in the middle of the bend, allowing multiple tire changes during the race and letting the cars drive through the pit lane every lap. However, the FIA's compliance to the rules set forth by its mandate could not be negotiated and the solutions proposed by the teams represented unfair treatments towards the three other teams (Ferrari, Jordan and Minardi) which are supplied by Bridgestone, the other tire manufacturer in Formula 1. Despite lengthy negotiations and several solutions being tabled by the teams, by Michelin and the FIA throughout the weekend, no agreement was reached and the teams decided not to take part en masse, leaving just Ferrari, Jordan and Minardi to race on.

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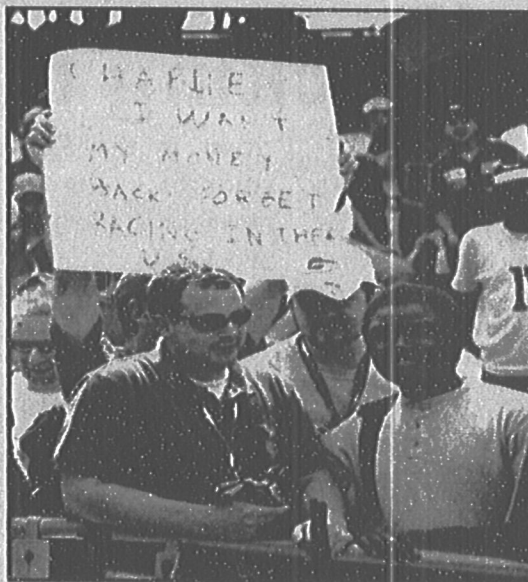
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On Sunday morning, just minutes before the start of the race, the seven Michelin teams withdrew from the race at Indy on the

basis of advice that their tires were not safe to compete with. On a letter sent to the teams, Michelin did not guarantee the tires supplied for more than ten race laps. So, the thousands of fans that arrived from all over the country, and even abroad, to attend the event saw in dismay that after completing the formation lap, only six of the twenty cars eventually lined up in the starting grid, while the remaining fourteen entered the pit lane. The race went on and for 73 laps spectators "enjoyed" watching two Ferraris following one another, and lapping the other four cars. Cans and bottles were thrown to the track by raged fans, putting into danger the lives of the six drivers that were not to blame for what was happening, but were just doing their job.

Today, after weeks spent debating who is to blame and whether the decision taken by the FIA was correct or not, the U.S. GP fiasco is still on the front page of sports news. Many lawsuits have been filed by increasing number of motor-racing fans that are becoming interested in Formula 1 racing.

Although we tend to think of Formula 1 as being a largely European sport, the North American races have attracted some of the most hard-core F1 fans in the world. The events of June 19 have provoked the rage of all the fans and also that of the race organizers. According to Joe Chitwood, President of Indianapolis Motor Speedway, "the damage to the reputation of the sport in the country could be enormous." The future of F1 Grand Prix in the U.S. has been severely compromised and on next year's calendar there will be a big question mark.....will there be another U.S. GP?



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How to Stay Hydrated in the Heat

By VERONIKA CAMPBELL
Physical Therapist, CSCS

Water - how much is enough? We all know the cliché that one should drink eight 8 oz glasses of water per day (64 ounces). With all different body shapes and sizes, activity levels, and different climates, how can this be accurate and the basic rule for all situations? It's not, but it is a good start.

Here in the Arizona heat we can safely assume eight glasses of water is not enough. With minimum humidity and temperatures in triple digits, we lose water through our skin at a much faster rate than we realize. Evaporation rate in the Sonoran desert is so fast that often when we perspire we don't even sweat. Side effects of water loss are numerous - at best a slight headache and at worst, death. Too many of us mistake thirst for hunger



trigger fuzzy short term memory, trouble with basic math, and difficulty focusing on a computer screen.

(yet we wonder why obesity is a growing problem).

I recently read some scary statistics and learned the following:

- 75% of Americans are chronically dehydrated.
- 37% of Americans mistake thirst for hunger.
- Lack of water is the #1 trigger of daytime fatigue.
- 2% drop in body water can

person's metabolism. So, all of you T-birds who moved here and are adjusting to the desert climate and heavy workload at school, remember that water is on your side. While I am certain of your unmatched focus in statistics or finance courses, don't forget to take a sip of that water. It is important to combat fatigue and to keep yourself healthy so you can succeed in this demanding grad school life.

Basic tips on hydration:

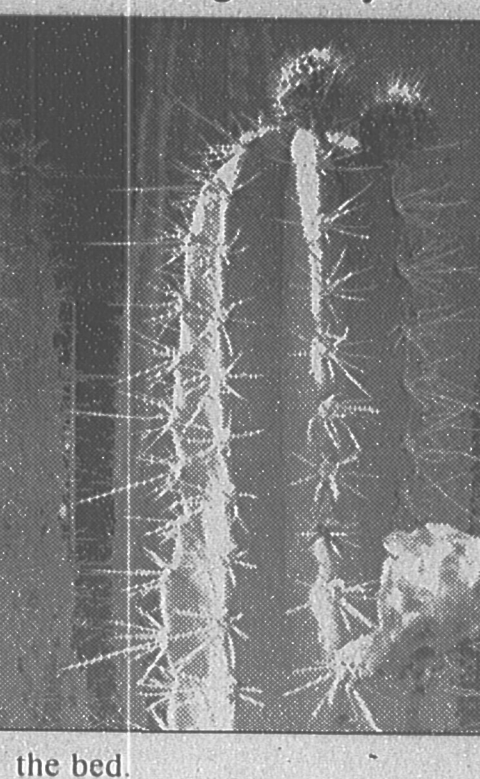
1. Remember that thirst is not a good indicator. If you are thirsty, you are already dehydrated.
2. Water is the best choice. You should not replace it with soda, coffee or alcohol (diuretics) but certainly mixing it up with some juice or a sports drink is acceptable. No, not a Red

Bull, rather Gatorade etc.

3. Drink one large glass of water first thing in the morning and last thing before you hit
4. For the active T-birds, drink about 0.5 liter of water about 1/2 before exercise, 6-8 ounces for every 15 minutes of exercise, and 0.5 liter afterwards. It is certainly acceptable to also intake a sports

drink to replenish lost sodium and electrolytes.

5. Do the urine test, which means the coloration should be very light yellow, almost clear.
6. My personal rule of thumb is to drink 75% of my body weight in ounces of water (ex. 100 pounds = 75 ounces of water).



As you already know, knowledge is power. Knowing and remembering to stay well hydrated can improve your health, energy level, mood, athletic or academic performance and even fight weight gain. And most importantly to you, the T-bird grad student, it may improve your focus and navigation in the hectic class and study schedule at no additional cost. I think they have water at the pub, and it's free.

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Music Dedicated to the Friends that Have Inspired

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



As world citizens, it is not uncommon to be on the opposite ends of the globe (or even just the bar) from the people we most care about. The theme of this strangely eclectic mix of songs is friendship, and is explained in terms of the emotions I personally associate with them, though the sentiment is universal.

As a teen, I drowned myself in music. I spent the days trying to survive the dramas of high school, and the nights lingering like some polyester-clad bat in a punk rock recording studio resembling a cave. Most of my companions dedicated their adult lives to unsuccessfully pur-

suing rockstar lifestyles, but that night when we covered Mazzy Star's "Fade Into You," we forgot that we were social outcasts or misfits or geeks, and in an ethereal haze, we became a family. In retrospect, I realize that what fades into you can eventually fade out of you.

The connection was instantaneous, and though at that point we had only hung out a couple of times, a friend and I drove a couple of hours to see the Babasonicos. When we got to the show, I was quick to realize that all my good friends were friends of his, as well. Our worlds came together and somehow made sense. "Irresponsables" is better live, but the association remains.

Life gets very complicated. Mainly we overcomplicate it, but sometimes a song helps us hit the pause button. George Strait's "Cowboys Like Us" came on the as we were sitting on the porch at Rancho Relaxo, having just come back

from horseback riding, tired and hot. The drinks were cold and the company was unbeatable. As the conversation momentarily lulled, everyone half-smiled at the song and in that moment, I was a cowboy amongst cowboys – as simple as that.

Transcending cultural and language barriers, "Ellé M'a Dit" by Cali is my personal testament to the bonding power of music. Two crazy Frenchmen opened my eyes to some really great music, as they simultaneously danced to and translated this upbeat song with treacherously romantic lyrics – introducing my ears and my mind to newness.

The first day we had a conversation, we spent 12 hours aimlessly walking, and talking about everything and nothing. Every waking hour after that was spent together, until my government reigned me back home. Nor time nor distance has weakened the friendship. He became

fanatical as I was about Dramarama's "Anything, Anything." We just understand each other, and have no choice but to be forever friends.

Little more than a year ago Café Tacuba came to town, and because this Mexico City band draws a select and appreciative crowd, among the amphitheater full of enthusiastic fans were about 100 of my closest acquaintances. When the band played the folk "Ojalá Que Lllueva Café," my friends and family members in the crowd, and everyone else, bobbed in unison. They played again last week, and I received a phone call to say that the show was great, but little ol' me was missed – and I missed them back.

We danced all night at a club to r&b-rap-booty-bass at a hot little club with bumping ambience. Very shortly thereafter, he was diagnosed with cancer, and despite youth, a positive attitude, fighter's spirit, and endless

prayers on his behalf, my friend lost the battle. Not ever believing that the worst would happen, Tupac's "Take These Broken Wings" enforced my fleeting hopes.

Sadly for the rest of us, some people decide that despite good health and others' love for them, they'd rather see themselves to an early end – whether it's through slow or immediate self-destruction. When "Creep" by Radiohead plays I can almost see, hear and smell one of my good friends, the last night I saw him. He left so many important things unspoken and made me realize that when you have a true friend, you let them know it.

So to the friends that faded, comforted, perished, self-destructed, and to those that that will forever be, I dedicate these songs. Please give them a listen at <http://thunder-radio.com>.

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Kicking the Rabbit

By KEDAR DESAI
U.S.A., Summer '05
Co-Editor

The official number of people who have left campus for internships this summer numbers at one-one-



four. No less, no more. For those of us left behind, however, whether it's the mercury in the thermometer, or the silence inside doors that we knocked on frequently and fervently, there's just no way to keep score.

On the Glendale campus, we have inherited a Mecca of sights without the familiar sounds. The piercing, searing heat is all around us. But with our brethren and loved ones having traveled far and wide, we have yet to find a reason to brave the sun. There is no raucous laughter outside the Commons, nobody is taking the popcorn-strewn carpet at Thundermovies – there's plenty of space on the reupholstered sofas. The grass on the campus has a brand new backbone. There are no visiting French philosophers lounging

bareback on the greenery near Yount. The Hangover-Nursers who sprawled out on the greenery outside the Commons discussing translucent spiders running amuck flying through the air of Glendale are missing, sadly, as well.

The word around campus is that the food is easier on the palate since X stopped Ara-marking the spot and the needle began to tautly point to Compass a few weeks ago. I wouldn't know, because nobody seems to believe

that the TSG T-shirt is supposed to entitle you to free meals every day. Note to self: make note to self about moving on this matter. The age-old cornerstone of campus, the Tower Building, shines and shimmers like a prospective bride would a fortnight before her impending arranged marriage. Suffice it to say that I am glad to be graduating – there seems to be a consensus that there will be much more compe-

tion in the Fall for nocturnal sojourns in the Lounge, with its newfound glory. Its all Cheer and Leer.

In the midst of the transition between service providers, the Pub was closed for a day or

holding on for dear life, soaking up our buds and suds.

Which brings me to the final anecdote. There was a hefty, complacent rabbit who used to rule the roost between the on-campus Medical Center, the A-Dorms, and about 50 yards off the ExecEd building. He'd amble around with confidence, expect students to wait while he crossed their path, and spent many an afternoon watching A-Dorm residents practicing their golf swings by hitting 3-woods toward the CMC entrance. Seriously. Nary a care, because it was his domain. Well, about three and a half weeks into the first module, a dog came

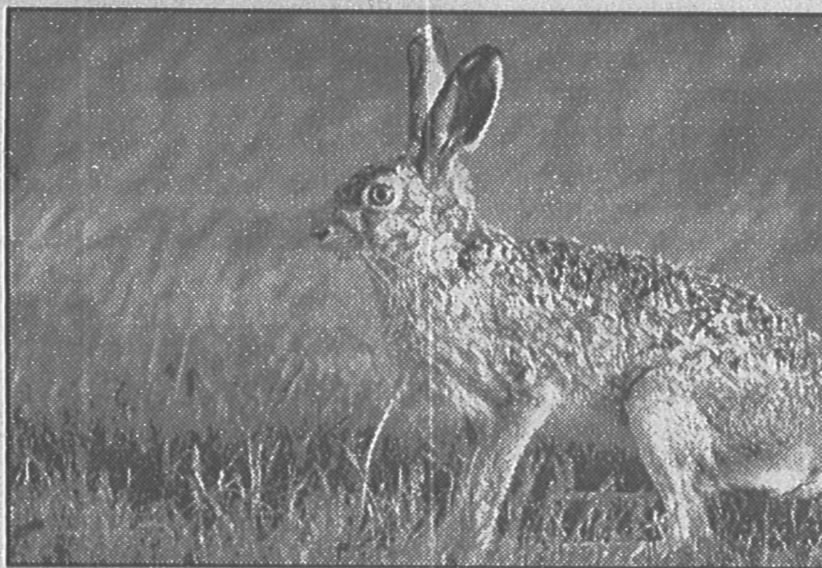
on campus with his owner, and horrifically, but predictably, made short work of the rabbit. Some of saw it, others heard; either way it was very sad and the end of an era for that dear boy. Sometimes, when I used to walk from the Commons, I thought about giving the rabbit a gentle kick or a nudge to see if it would show any urgency, bust a move, shake his tail-feather, of sorts. I never did. But after I saw what

happened with the dog, I do think that I should have. It might have been the best thing that I could have done for him.

I won't be around when many of our friends return back to campus to finish up. But please, take it from me – you don't know how good you have it when you have everybody around you. Cherish the trimesters you have left, and make the most of them. Lie on the grass at least once and pontificate like you really believe the nonsense. Park in an IBIC parking space and try to convince somebody you're the new hire. Ask for a "limited liquor" night with only six bottles behind the bar, for effect. If you happen to see Das Tor's resident simian, and you will, just wave; don't state – that's impolite.

And do something memorable, or kind, even if it comes in the form of a kick. It turns out that I was too late to kick the rabbit. Maybe I'll make amends and kick the habit.

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two, and then re-opened with about six bottles of liquor in the whole bar area. It was surreal, and quite endearing – maybe less is more. The swimming pool has lost its garrulous, bubbly demeanor of lore. The new thing is ExecEd participants doing laps, religiously, with discipline and resolve. But often, hypotenuse-like, lacking in direction, and running into slobes like me crouching at the pool corners,

Top 10 List of Things that Did NOT Happen to My Face

By DA BROWN CLOWN
Urinetown, Summer '69

I was not attacked by the Surly Das Tor Simian over a contentious game of darts.

I was not mauled by an angry mob of Thunderkids trying to lay claim to the Tower Lounge where I was napping at 2 PM.

I did not happen to be the unfortunate victim of Hitesh rolling

off his bed and falling onto my passed out body on his floor.

I was not attacked by Uli, King of the Jungle, for suggesting repeatedly that he is neither Athletic nor a Director of any sort.

I was not subjected to a medieval style surreal lashing by Limmany Snickett and her collection of a hundred mini Dairy Queen sticky hands.

I was not the subject of retribution by Gian for keeping on repeating McCoyanal as McCoy anal every chance I could get.

I did not get what was coming to me for repeatedly showing up at ThunderMacs meetings and keep screaming for somebody to "Open The Windows and air the place out".

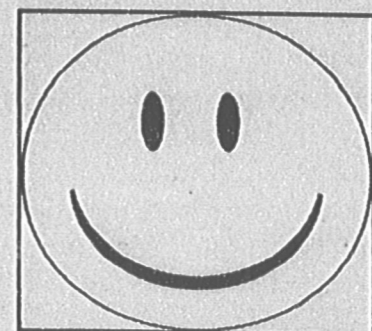
I was not the victim of Twiggy,

who I refused to acknowledge as the world's only water skiing squirrel, in spite of photographic proof.

I was not given a secondary treatment as a lesson not to squeal by the wily dip-lop'-terruh punk-tate'-uh (cockroach) that leered at my left ear.

I did not get my butt hauled by the spirits of the Frog Pond while celebrating

openly when the French lost the 2012 Olympic bid out of the sacre bleu.



Only In Nigeria...

By GBEMI DISU
Nigeria, Spring '06

Having lived in Nigeria for most of my life, I was obviously ecstatic to be offered an all expense paid trip back there for an internship! I took the offer and prepared to return home after living in the US for the last 5 years.



GBEMI DISU

There is a myth in Lagos, Nigeria (The commercial capital of the nation) that there are two types of people who live in Lagos, those who live on the island and those who don't. The main difference being those that lived on the island apparently exist in privilege and never have to deal with the real world. For the most part, I don't think it's quite true, for me and the rest of my then teenage friends 5 years ago, yeah probably a lil' bit of truth lies in there. However, I blame our age for this, how many 14-16 year olds really worry about the G8 summit and debt relief? As far as I can tell, the universal mindset of most high school students revolve around picking the right date and dress for the prom.

Being a grown up now (some would still laugh at me for saying this) my thought process has evolved! I was concerned with a lot of the global issues affecting devel-

opment and saw this trip as an opportunity to see how Nigeria was faring presently. I therefore got off the "island" and paid several visits to the "mainland" making several observations as to why Nigeria continues to be considered a third world country despite abundant natural resources, intelligent human capital and individual wealth!

I now present a few of them to you, some I found amusing and others just plain sad.

Only in Nigeria... is there always the possibility when you go to the cinema that for the same amount paid, you may have to sit on the stairs. Fire Hazard be darned! No one bothers to track the sales and see if the cinema is full because Nigeria doesn't have a refund policy! P.S. ISIC cards are not accepted here either.

Only in Nigeria... are there nearly a million motorcycles on the road riding even more aggressively than cabbies in NY. These are locally called "Okadas" and are the bane of every motorist in Nigeria. They cut through roads recklessly and are responsible for nearly 3/5 of every road accident here. While it appears to be a bunch of gang members running the streets, they have actually become the most popular form of transportation among the lower income earners as a fast, relatively cheap

albeit dangerous means of getting to work! It seems like there is a legislation about to be issued that would phase out these Okadas by 2006 in some cities. Till then, if you are visiting Nigeria ~ watch out!

Only in Nigeria... will you pull up to a hotel and depending on what car you drive, you may not have a bellboy attend to you or have your car opened for you. After all, they make a living based on tips so you could be first in line but if someone else pulls up in a Mercedes G55 you are simply outta luck!

Only in Nigeria... would you be expected to exchange currency not in a bank but sim-

Only in Nigeria...are citizens victims of oil price fluctuations despite the fact that the country is one of the largest producers in OPEC!

ply with people on the street that scream "dollar, pounds" at you and gesticulate wildly with their calculators! Also be expected to be cheated no matter how savvy you think you are. Because the rate has nothing to do with the market really but simply how much money, you change, if it's "all about the Benjamins" then you get the best rate but for lower denominations... ahh well you get the picture!

Only in Nigeria...do you actually find everyone fastening their seatbelt as soon as they get on the domestic planes. Not just because they

are law abiding but simply the fact that the planes look like rejects that have seen much better days!

Only in Nigeria...can a man decide that he's through with one wife and then the next and then the next without actually having to divorce any of them or pay alimony! You see a traditional wedding (customs) takes precedence over any codified law in the institution of marriage. So he can simply keep as many as he wants! Hmmm, well maybe not only in Nigeria...doesn't this apply to Utah as well?

Only in Nigeria... would you have to wait and check that you got the exact amount of gas you ordered at the station because the attendant could simply decide to give you less than that, collect your cash while you drive away in blissful ignorance!

Only in Nigeria... will you see people in wheelchairs begging for money during the day on the roads and then the same people stand up, fold the chairs, hop on a bus, and go home at night!

Only in Nigeria... is everywhere and anywhere a bus stop and blaring horns become street music.

Only in Nigeria... are there constant road diversions because there are repairs all the time. In all honesty, I guess that could be dear ol' Phoenix as well?

Only in Nigeria... are there

no age restrictions on anything! I mean movies, alcohol, cigarettes, you name it! If you can get to a store, it's yours!

Only in Nigeria...are citizens victims of oil price fluctuations despite the fact that the country is one of the largest producers in OPEC!

Only in Nigeria... do people still pay outrageous electricity bills even though there are outages all the time and most people have to use generators.

Only in Nigeria...do people have up to 5 different cell phone lines but still "flash-a system where people call you and hang up before you can pick up, so you have to call them back" so the recipient incurs the cost of the call. Unlike the US, you are only charged when you make a call and it's free to receive.

Despite all of the aforementioned idiosyncrasies that plague the country, it is still a very exciting place to live and visit. With so many people and diverse cultures existing within the country, it makes for a unique travel experience! Naturally warm and accepting people, tourists have no problem making friends and getting around the country easily. Mainly a cash economy, it's advisable to leave your credit cards at home and come armed with an adventurous spirit and slick bargaining skills? Being a local, I feel I can joke about these things. I hope you enjoyed reading about this.

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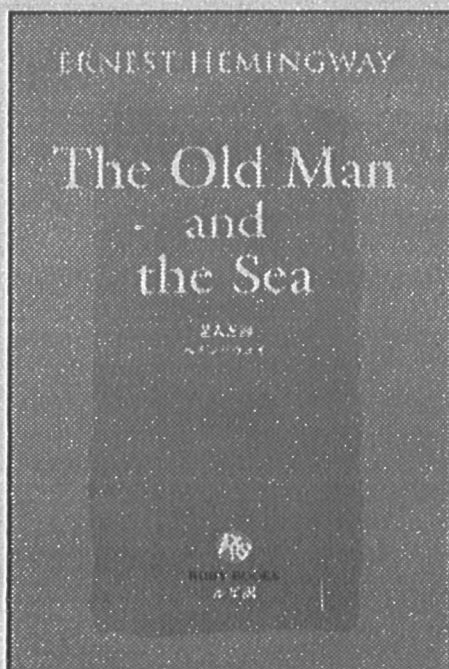
Books Recommended by Bartenders

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



BEAU WILBERDING

In a review of the literature I have thus far recommended to you, O faithful readers, it occurs to me that I have chosen a very telling group of books upon which to write. We have the counter-culture selections: Thompson, Robbins and Abbey, crime fiction selections a la Dorsey, Hiaasen, Leonard and Hillerman, and a bizarre-O selection involving a dragon. I should not deceive you by letting you imagine that my taste exists at the fringe of 'good literature.' I also

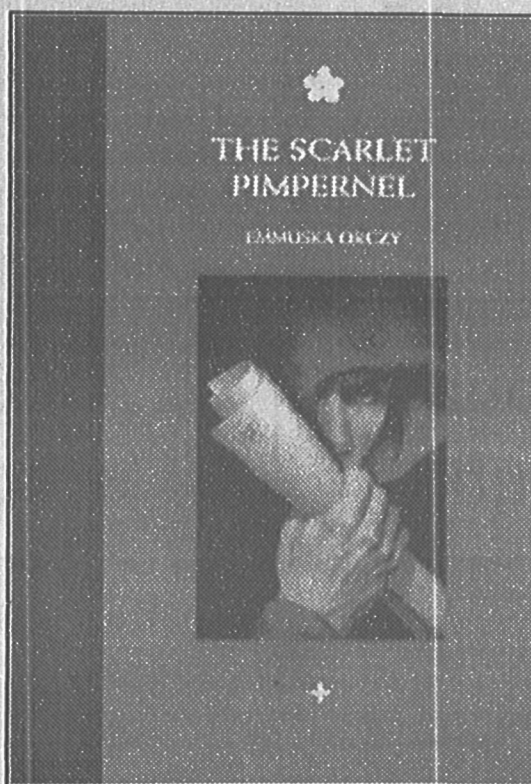


like to read and recommend mainstream, popularly acknowledged 'greats' like Hemmingway, Faulkner, Dickens, White (EB and TH) and many others. For this column, I considered another 20th Century American novel, but shunned it instead for something older and European.

Europe has a terrific tradition of swashbuckling stories from the 18th and 19th Centuries. The Three Musketeers, Scarlet Pimpernel, Hunchback of Notre Dame, The Count of Monte Cristo, and Phantom of the Opera all fall well within the 'Swashbuckling' genre. It is one of my favorite genres in all of literature. In this month's column, I recommend that you, O reader, delve into the pages of "The Scarlet Pimpernel," by Baroness Orczy. The novel is set in the turbid and

bloody French Revolution (1789), during which the French proletariat sent as many 'aristos' (wealthy and politically connected families) to the guillotine (famed and gruesome beheading device) as they possibly could. The Scarlet Pimpernel is a shadowy and daring English nobleman who is consistently able to evade the French mobs, rescue French aristocratic families, restore them safely to England and cheat death at every turn. As is the case with most European tales of Swashbucklers, there are strong components of revenge, love and passion. For strategic and tactical enthusiasts, the Pimpernel

will titillate your sense of the nuanced and subtle operator, will dazzle you with daring and will capture your heart with his clever use of disguise, misdirection, bravery and perseverance.



This is a warning to those of us who have not read a novel since we began at Thunderbird. Great books are written by great writers. They are worth our time and they contribute to both our collective [human] frame of reference and our general ability to understand what is 'inside the box,' allowing us to more clearly see where we can 'go' to get outside of the box. WARNING: Not reading fiction puts in jeopardy our ability to

think 'outside the box.'

While I would recommend reading "The Scarlet Pimpernel" to any and all, I would more generally just recommend reading fiction. Those who know like to say that great CEOs read incessantly (thanks to Dr. Pearson), but that shouldn't be your reason for reading. Your reason for reading a novel should be aligned with the reason you give yourself for taking a trip to Rocky Point, the reason you go to Motorhead concert, the reason you go to the Barbecue while forgoing that second reading of tomorrow's case. Don't read the books I recommend, that is fine; but please, give yourself time to read something that allows you to use your imagination and that gets you away from the spreadsheets and theory which currently dominate all of our working lives.

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Keeping Cool in the Summer

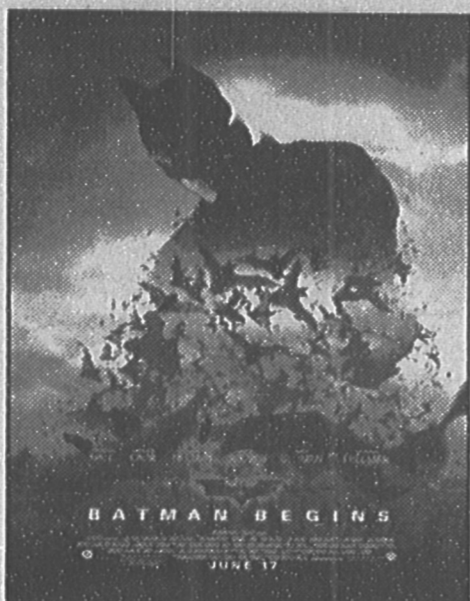
By ABRAHAM WALKER
Liberia, U.S.A., Spring '06



ABRAHAM WALKER

For this edition, we present two more suggestions for avoiding heat-stroke (or studying) during this trimester.

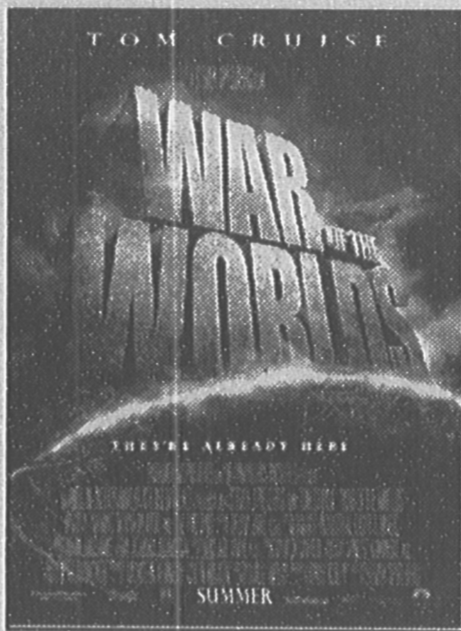
The Bat Flies Again. From the opening music and first frames of Christopher Nolan's *Batman Begins*, it is quickly apparent that this Batman will be much different from the previous four helmed by Tim Burton and Joel Schumacher. In those films, the focus was the villains and the mood was camp. For his first foray into action films, Mr. Nolan has chosen a Batman that is reminiscent of *The Following*, *Memento* and *Insomnia* — his previous three films. Like them, this *Batman Begins* is dark, character driven and at times moody. The film imagines how and why Bruce Wayne became Batman. Inspired by Frank Miller's reinvention of the Batman comics and based on a script by David S. Goyer, *Batman Begins* takes us on Bruce Wayne's journey to understand the mind of



the criminal before his decision to combat crime in Gotham. Admirers of toys and gadgets will enjoy the new Batmobile design and the new capabilities of the cape. The grand set designs (especially the very high train tracks) and the beautiful images of Iceland (standing in for what may be the Himalayas) will satisfy those who admire visuals in cinematic presentations. Though the film takes itself fairly seriously at times, it is a fun ride — and the joint musical effort by Hans Zimmer and James Newton Howard makes it even more exciting.

While Spielberg Returns to Alien Territory. Don't expect to

encounter E.T.-like aliens when you go to see Steven Spielberg's *War of the Worlds*. For many "big movie fans", this is the event of the summer — and Mr. Spielberg delivers the goods. Well, for the most part. The first hour and thirty minutes of the film is highly suspenseful. The use of hand-held cameras and extremely



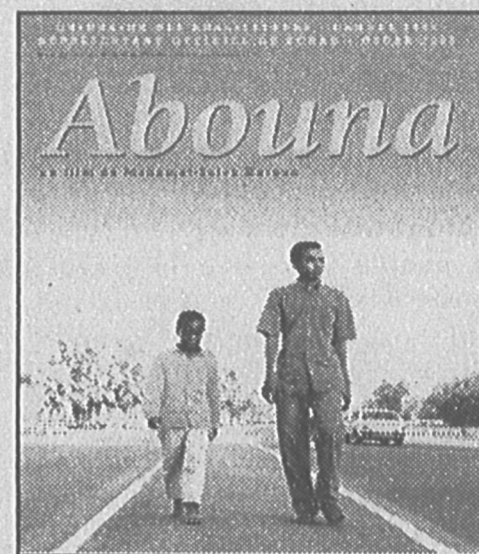
eerie sound effects produced an intensity that has been missing from most recent sci-fi thrillers. The film is limited in scope, as it only follows the effect of the alien invasion on one family. The aliens and Ray

Ferrier (played by Tom Cruise) are the main characters of *War of the Worlds*. For Ferrier, the alien invasion is a chance for him to become responsible and prove his commitment to his children. At times, the family moments seem contrived and add no value to the momentum of the story. Like in Mr. Spielberg's *Jaws*, we only see the actual aliens much later in the film. Mr. Spielberg, along with his creative team, ensured that the best computer-generated image (CGI) technologies were employed in bringing them and their destruction of the world to life.



Other recommendations that can be found at your local video store or in theatres. *Mad Hot Ballroom*: an uplifting documentary of a dance competition for New York City grade school students. Check it out to learn some dance moves also. (at Camelview in Scottsdale)

Abouna: a film from Chad about two brothers dealing with the sudden disappearance of their father.



(at Blockbuster on 59th and Thunderbird)

abrahamwalker@global.t-bird.edu

Movie Review — "Mr. & Mrs. Smith"

By GBEMI DISU
Nigeria, Spring '06



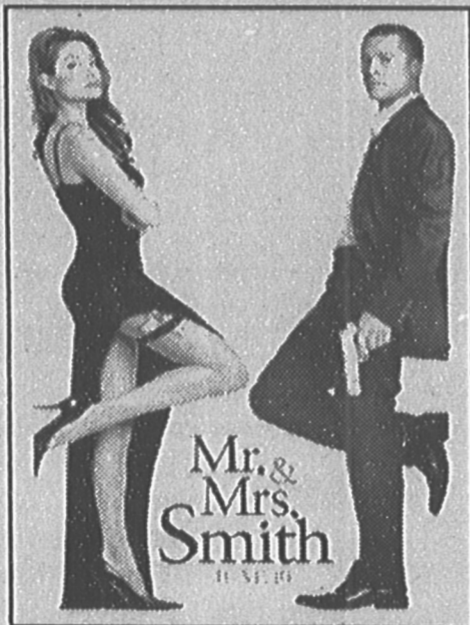
GBEMI DISU

The Good...

Hate it or love it, you have to admit that the chemistry between Mr. and Mrs. Smith sizzled! It was all about touch, when they yelled, danced, kicked and punched each other; it was all done to perfection. Not only is Brad Pitt drop dead gorgeous, he is a great actor and pulled off his role as the everyday man, assassin and hilarious husband to perfection. He has some of the best lines in the movie and his cutting edge wit and charming smile makes you fall in love with John Smith even as you watch him try and kill his wife!

One of my favorite lines was from Vince Vaughn (Eddie) when asked how his day was he

replied, "Same old, same old, people need killing!" I nearly fell off my seat laughing at that. Angelina Jolie's role as the unshakable Jane Smith was very believablè. Like her movie with Antonio Banderas

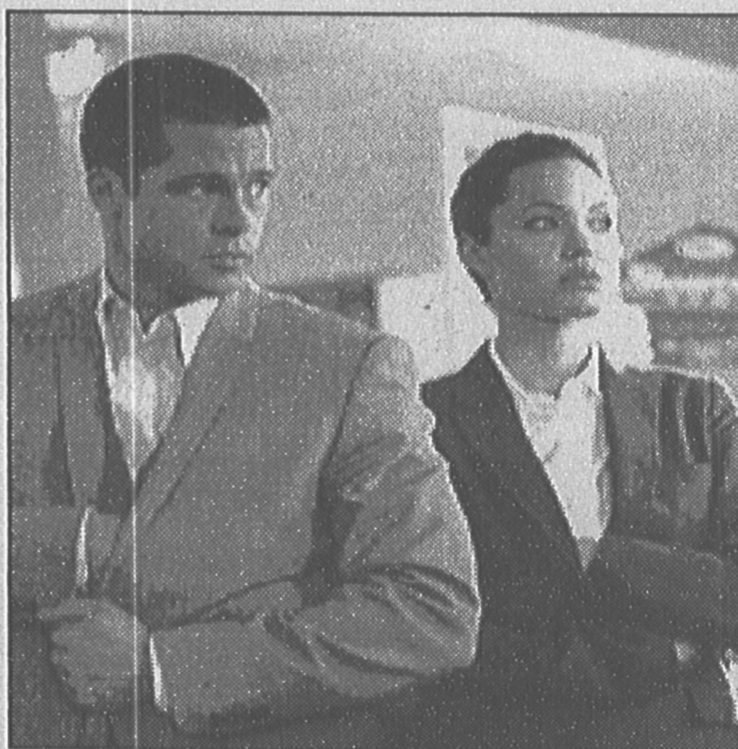


(Original Sin), she seems to thrive and come alive in the scenes involving violence and chaos! It acts as an aphrodisiac for her and

in some ways helps in resolving her marital problems with John. Basically, it was War of the Roses 2 and since there was no pretense of a plot requiring them to save the world or other played out story lines used in many Hollywood movies, you could simply, sit back, relax, munch on some popcorn and enjoy the eye candy like me!

The Bad & The Ugly...

Okay so really you don't have to be clairvoyant to know that this movie's hype was all about its star cast and not really about the movie. The first 30 minutes of this 2 hour flick was a bit slow and only when they discover each other's identities does the real action start. The script's effort to mix multiple genres (action, romance, comedy) might have been too much of a stretch for some people and there were quite a few plot holes and unan-



swered questions like "how these two world class assassins lived together for so long and were unable to recognize the double life they lived." Get Real!

There was nothing "Ugly" to report, from the snazzy

BMW's used in the car chase to the fancy house, sophisticated weapons and gorgeous outfits, there's something aesthetic for all to love. I know I did!

Really, I would give the movie 5 stars because I thoroughly enjoyed it but for more discerning tastes and to maintain my movie critic integrity, it was probably more like

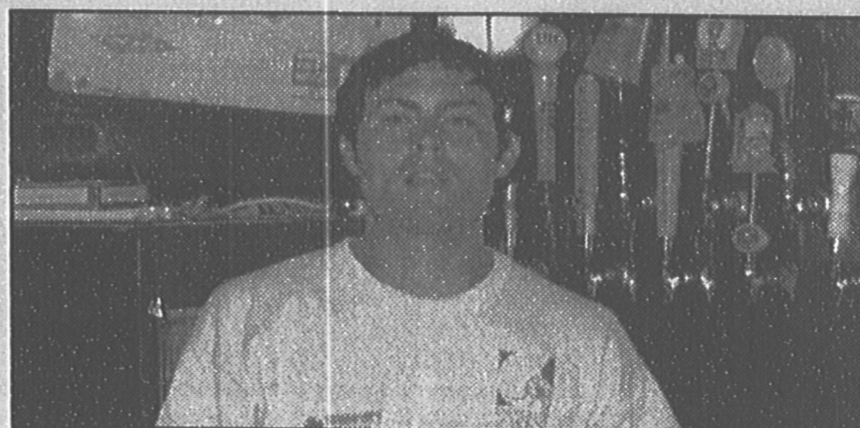
3 3/4 stars for people that need more substance, well developed characters and plots in a movie!

gdisu@global.t-bird.edu

Ken Lambert Donates Fish to the Pub



Cheers, Farewell & Good Luck to One of the Pub's Finest!



Brian Shaifer

Dr. Love



ing out with them together, and I don't know which one to hang out with by myself. To make things worse, I do not know too much about American sitcoms, and the two of them keep humming this one tune every time we're hanging out. Last night, I finally asked them what the tune was and they smirked as they told me that it's the "Three's Company" theme song. What's this all about, and who should I give my time to?

- Tug-of-War Heart

Dear Tugged,

I think you should give your time to clearing up your sinuses cuz girl, you need to wake up and smell the coffee. It seems like you've got a couple of smooth operators on your hands, a self-serving and scheming Strasky & Hutch of sorts (have you heard of this TV show?). Right now it may seem like its All in the Family, and you might be Bewitched by all the attention that these guys are giving you, but trust me, this might as well just be another rerun of The Pretender.

You're looking for 7th Heaven but before you make the Quantum Leap of faith, you might want to figure out if these two Bosom Buddies are on the up and up or sinister Friends.

Cuz in Love Medical School, we were always taught that if it quacks like a duck, looks like a duck and walks like a duck, its probably trying to have a ménage-a-trois with you.

Dear Dr. Love:

Workplace romances are never easy to take. Even worst is workplace sexual harassment. I never thought that in my time at Thunderbird, and our Truly Global culture, that I would have the ugly specter of harassment face me, especially as a Work Study student. My boss is having a not-quite-hidden illicit affair with one of my colleagues, who is Asian, and I think she is being forced into it because of visa issues and her inability to find employment elsewhere because of certain learning disorders. I leave for lunch and often return to him smirking, and her looking hot and bothered and flushed with embarrassment. To make things worst, our boss is given to calling us "babe," "sweet stuff," "honeybottom" and such, no matter how many times I have objected to the same.

I don't know what to do, but believe that I should take some steps for myself and my unfortunately subjected colleague.

- Working in Hell

Dear Dante's Infernal,

You seem to have had quite a few large platter of Sum Ting Wong for lunch lately, I concur. But the Good Doctor does feel for your friend. American men having an Asian fetish and using their authority to exploit and get the most mileage out of it is well-documented since the Viet Nam war. Your friend's boss is just tak-

ing his chances that she will not take any actions against him, presuming that she's not enjoying the attention and the affection from the executive suite. If the lady doth protest, maybe she should follow the age old sexual harassment video which prescribes that she "Say NO, then GO, and...TELL." If she protest not, of course, she always has a way to claim overtime and get her card punched with impunity, no pun intended. By the way, are you sure that you are not just a little bit jealous of all the attention that your friend is receiving? Methinks something might have a green-eyed monster in them coming out. Your friend might have learning disorders galore, but I guess she knows how to take dictation.

Dr. Love,

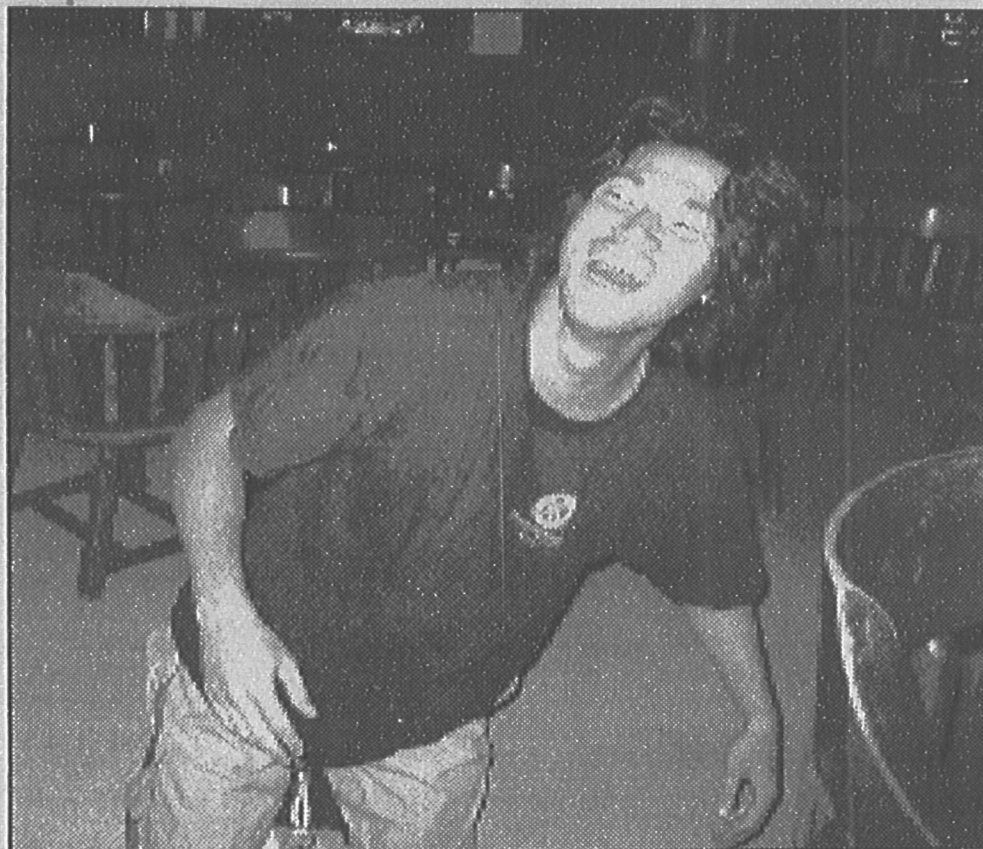
I'm a girl from the Midwest. I'm in my third trimester in school, and have recently started dating a European guy. A lot has been great, and I'm starting to get used to his little quirks and actually like them, but there are a couple of things that I just don't know what to do with. For one, he's a tyrant when it comes to my clothes. He'll take photos of me, pretending to love the way I look on a given day, but I found out that he actually monitors how often I wear the same outfit in a given month. Sometimes, he'll insist that I wear black for the whole week, and then if I just stick with the trend and wear black the first day of the next week, he'll be like "Ah yes, who is

dead, yes? Are you off to funeral. I am completely lost about how I can make my dude understand where I'm coming from. Please help.

- Damsel in This Dress

Damsel Dear,

Get thee to a nunnery. It seems you've caught yourself a haute couture impresario wannabe with a penchant for buggery. That thing your man does with your clothing habits is easy to decipher. His mommy probably laid out his undies for him on a daily basis, ironed and all, since he was a little kid till he graduated from high school or he was 19, whichever came later. He is just trying to exert a little control and exorcise his underwear demons by holding you to task and passing him own insecurities about his dressing sense by making you his muse in a Euro-retarded kinda manner. Do yourself a favor and go to TJ Maxx and buy a 3-pack of those InternationalMale style mens' thongs for him, in assorted colors, making sure one is in leopard print. Make a big deal out of giving him the "present" and watch the color drain from his face when you insist that he wear those kind of delicacies and nothing else going forward. I'm sure he'll stop pestering you about your clothing style. If that doesn't work you can always insist that he wear deodorant on a daily basis, sort of quid pro quo, and he should back off faster than a groundhog from his own shadow.



Godzilla not exist? Ya right, hahahahahah



Merci!, Dr. Love

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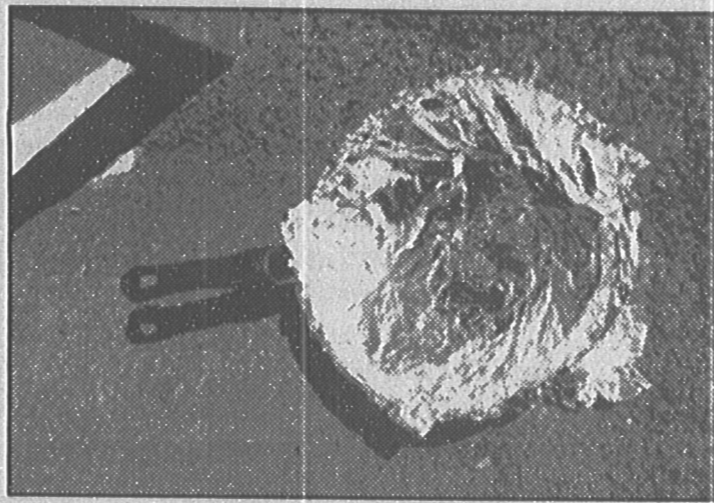
The Mad Scientist

By DOCTOR FRANKENLUNG
Everywhere, Never

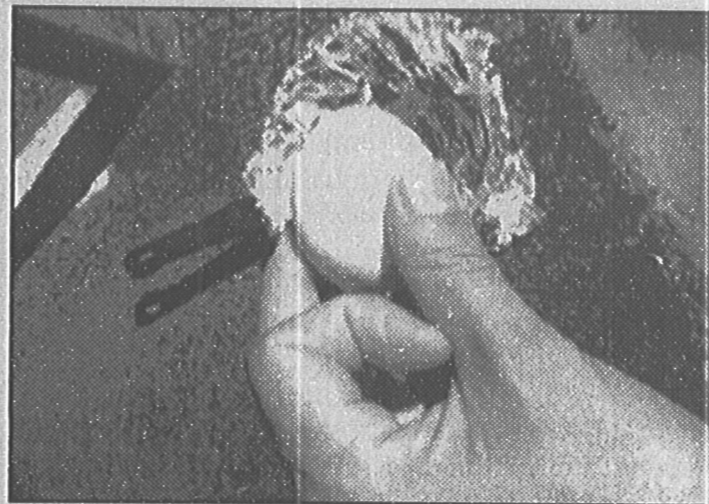
Hi there, this is Dr Frankenlung. I've received some emails from different people and thought that it's finally a good time to talk about science on campus. Some students keep asking me how HOT it is in Glendale. Additionally, I am looking for an alternative to reduce my electricity usage. Eureka! I finally found a good way to combine both issues into a single solid solution. Follow me as I discover the answer to an age old pressing question.



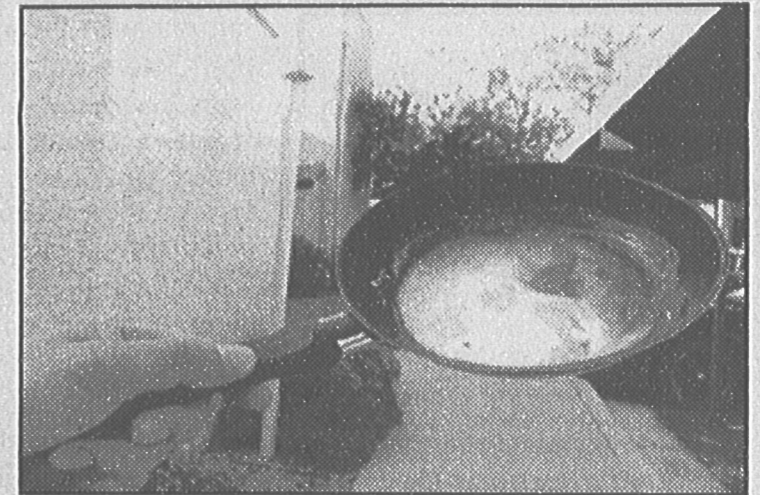
Step 1: Take an egg from wherever you save it. (ex: refrigerator) and get a pan to cook.



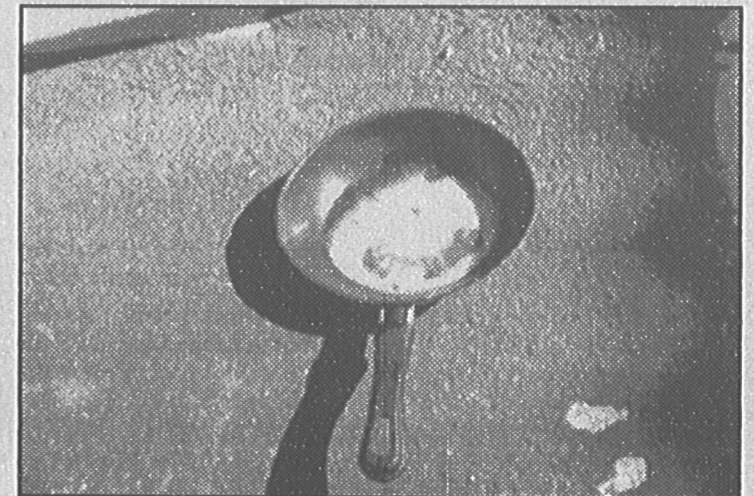
Step 2:
Wrap it with the aluminum foil.



Step 3:
Take your egg and aim it at the pan.



Step 4:
Get rid of the foil and wait.



Step 5: It's done! Dr. Crazy is ready to enjoy his egg under the summer heat. It's easy and energy-efficient. You can try it yourself at home!

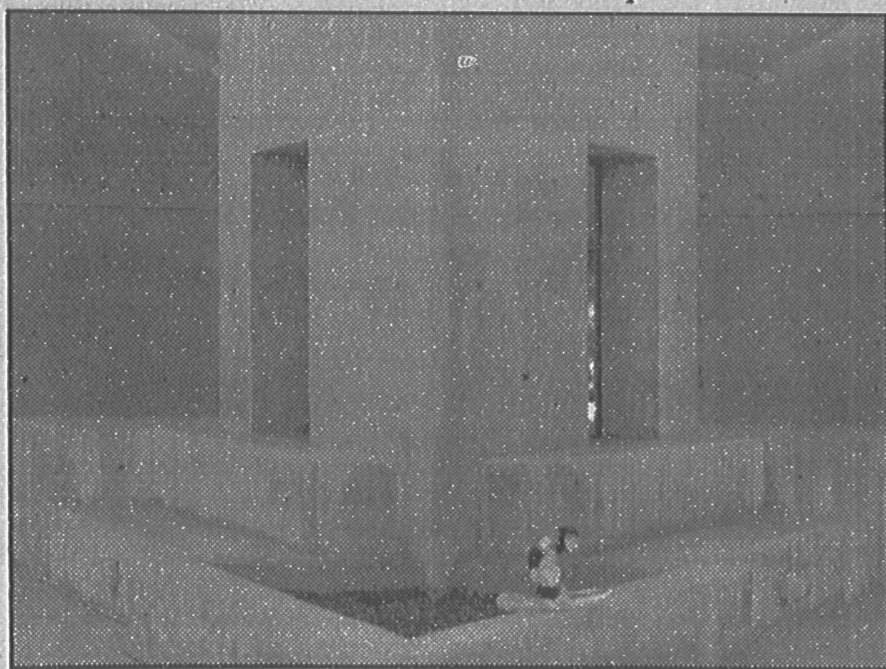
Seeking the Surly Simian

Das Tor's resident monkey on a surfboard has escaped, but he has been spotted on campus.

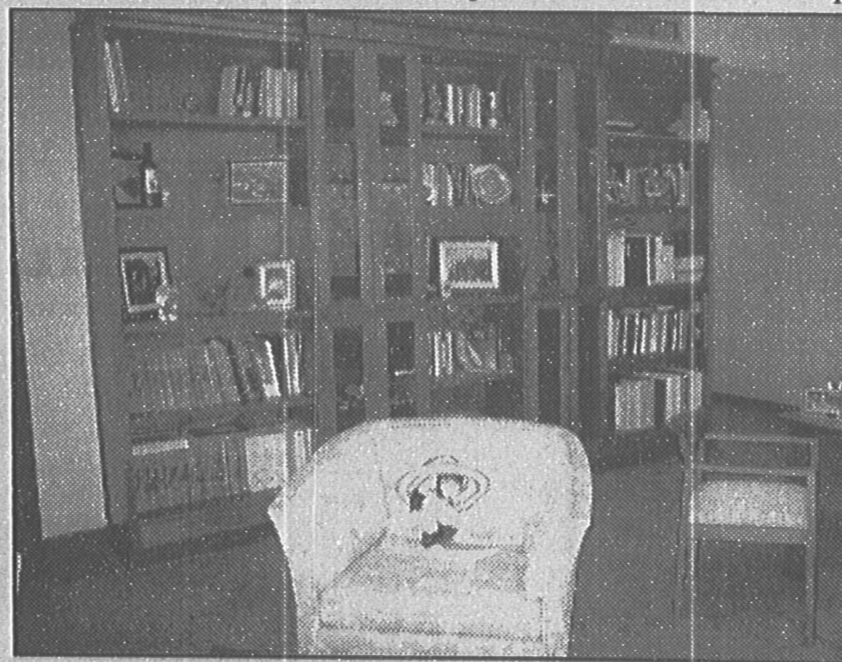
Please help us find him!

Send an email to dastor@t-bird.edu naming each location.

First person to correctly name all locations wins a pitcher of beer or a "special" prize.



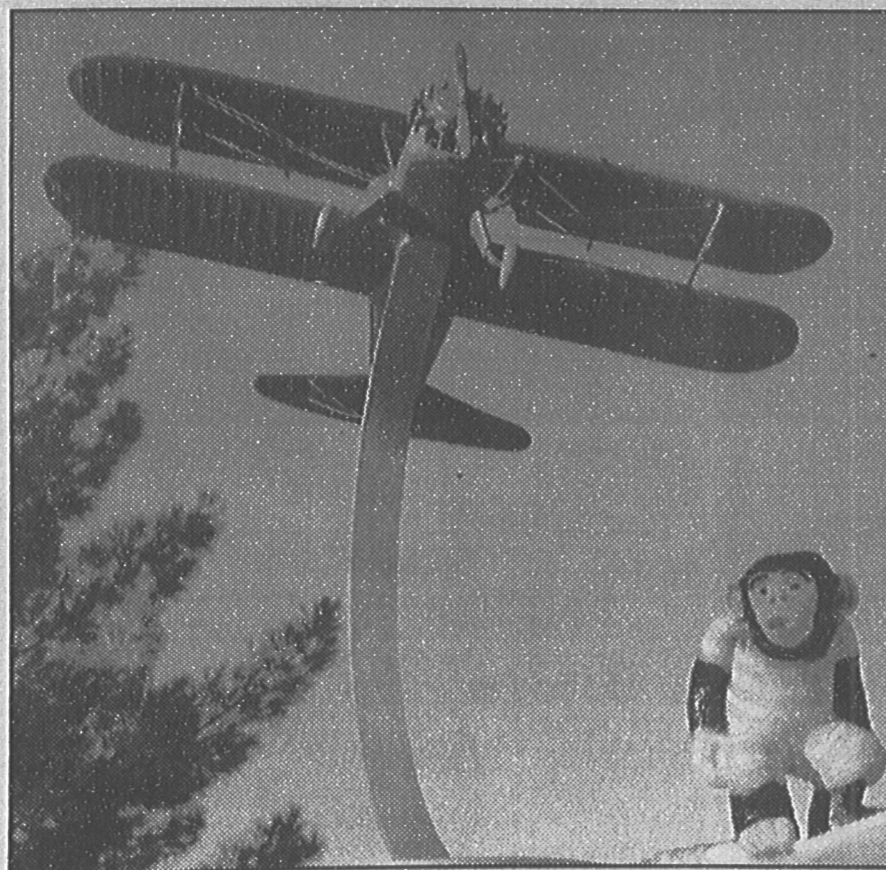
Is this the Cemex office?



Two sugars, one cream, thanks.



Cat in a tree ain't nothin



Mile high club.



Crazy? Yea, crazy like a fox.



Come on Uli, we're going to the zoo!